



UGU DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2012/13 - 2016/17

2014/2015 Annual Review



UGU DISTRICT MUNICIPALITY



INTERGRATED DEVELOPMENT PLAN (IDP) REVIEW

2014/2015

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GLOSSARY

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



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

GLOSSARY OF LEGISLATIVE ENACTMENTS

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



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- Annexure 13:** Environmental Management Framework
- Annexure 14:** Service Delivery & Budget Implementation Plan



CHAPTER 1: EXECUTIVE SUMMARY & INTRODUCTION

1.1 Who Are We?

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

It is located in the South Coast. It is 5 866 km² in extent and boasts a spectacular coastline of 112 kilometres, which forms its eastern border. The region is bordered on the north by the Ethekwini Municipality, in the west by Umgungundlovu District Municipality and Sisonke District Municipality and on the southern side it borders with the Eastern Cape Province. The municipality consists of eighty one (81) municipal wards, which culminate into six (6) local municipalities, namely Hibiscus Coast, Ezinqoleni, Umuziwabantu, Vulamehlo, Umzumbe and Umdoni. The region also boasts forty two (42) traditional authorities.

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

Ugu's Vision

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

Ugu's Mission

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

1.2 Opportunities That We Offer

1.2.1 Historical / Religious / Cultural Assets

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

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



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

1.3 Investment Opportunities:

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



1.4 Why IDP?

The IDP as a strategic plan for the municipality , it provides an opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, parastatals, organized business, organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs).

In line with the provisions of the Act (MSA, 2000), the Council adopted its framework and process plan in August 2011 and called for interested and affected parties to be member of the forum.

Policy Directives and Legislative Mandates

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

Objectives of the Ugu's IDP document

- It is a strategic planning instrument that guides development and service delivery in the municipality. It provides a vision and, short term development strategies of the municipality.
- It is a legislative requirement and a communication mechanism to ensure that there is horizontal and vertical alignment between the community, local municipality and sector departments, both provincially and nationally.
- It is a document that ensures alignment of activities of sector departments, service providers and various stakeholders.

1.5 How the Ugu District Municipality IDP was developed

- It was prepared interms of the legislative requirements:-
- Consideration was given to the MEC comments that were raised in the 2013 /14 IDP Review.
- Guided by Ugu District Growth and Development Strategy (GDS) to set its mission and vision
- IDPF and Strategic planning sessions and cluster Planning Sessions
- Alignment of IDP to Sector Departments
- 3rd Generation IDP guidelines from COGTA (considering Cabaat Lekgotla, M&E Framework, SOPA & SONA, Outcome 9 & PGDS, MTAS and its priorities, 6 Provincial Priorities , Cop 17 and Simplified Service Delivery Plans)



1.6 Performance measurement

The municipality's performance measurement system (PMS) measures progress in terms of service delivery as per adopted programs and projects. The PMS is aligned to the Municipal IDP and Budget (SDBIP) to ensure that the implementation of programs and projects as articulated in the municipality's vision which is built from the community's needs and forward planning. The PMS is reviewed quarterly. The performance will be measured through the Organisational and Departmental Scorecards that have been developed and reported on quarterly basis.

1.7 Development Challenges & Priority Issues

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

1.8 Organisational Strategic Objectives

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

1.9 Municipal Powers and Functions

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

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



1.10 Five Year Strategic Local Government Priorities (NKPA)

1.10.1 Basic Service Delivery

Ugu District Municipality is a water service authority. Therefore, its core mandate is providing access to basic infrastructure and services. The municipality has also developed various strategic plans including amongst others, the Water Services Master Plan, the Water Resource Planning, Sanitation Master Plan as well as other supporting plans. The municipality is still facing challenges in addressing amongst others water and sanitation backlogs, roads infrastructure especially in rural areas.

1.10.2 Local Economic Development

In terms of the spatial profile the district displays a dual space economy with a largely urbanized coastal zone that is performing reasonably well. A largely, impoverished rural interior with huge commercial farms (sugar and bananas) and a large number of subsistence farmers. The development in the coastal zone is in line with the Provincial Growth and Development Strategy (PGDS) proposals for corridor development in the province. While the population of the District is predominantly rural, with 86% of the population located in rural areas, densities are highest in the coastal zone (Hibiscus Coast and Umdoni). It has economic development potential in the areas of tourism, agriculture and manufacturing (beneficiation).

1.10.3 Municipal Transformation and Institutional Development

This KPA considers institutional development in terms of its performance, the number of departments performing their core function. In terms of the Intergovernmental Relations (IGR) Framework Act there are various structures and mechanisms established to ensure internal and external stakeholder engagement, and all these structures have Terms of References (ToR) that are adopted by the Council.

1.10.4 Financial Viability and Management

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

1.10.5 Good Governance and Community Participation

The IDP Framework Plan provides the linkage for binding relationships to be established between the district, its family of local municipalities and stakeholders. By so doing, proper consultation, Co-ordination and alignment of the review process of the District Municipality and its local municipalities have been maintained. It's fully functional



structures, communication strategies amongst others are used to ensure proper governance and community participation.

1.10.6 Cross Cutting Interventions

The municipality has numerous outdated plans that are addressing spatial planning and environmental development. This Spatial Development Framework (SDF) was adopted with the IDP in 2012/2013, Coastal Management Plans (very important plan) was developed and adopted in 2002 and needs review. Currently complete plans include Umdoni Strategic Environmental Assessment, Regional Biodiversity Plan, Integrated Waste Management Plan, Air Quality Management Plan and Air Quality Management by-laws. Outstanding plans that are under development are Environmental Management Plan, Health and Hygiene Education Strategy and Environmental Management Framework.



CHAPTER 2: GOVERNMENT PRIORITIES

Alignment of government policies and plans is crucial in the strategic planning processes of the municipality. Therefore the relevant binding and non-binding national and provincial policies including, programmes and strategies need to be considered in the municipal development planning process and interventions. Our implementation and proposed interventions will focus only on the key mandates relevant to the municipal context in co-operative governance and those will be considered and addressed.

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

2.1 Millennium Development Goals (MDGs)

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

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

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



2.1.1 Medium Term Strategic Framework

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

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

2.1.2 Applicability to Ugu

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

2.2 National Development Plan: 2030

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

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



- vi. **Providing quality health care,**
- vii. **Building a capable state,**
- viii. **Fighting corruption and enhancing accountability,**
- ix. **Transforming society and uniting the nation,**

2.2.1 Applicability to Ugu

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

2.3 The 12 National Outcomes

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

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

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

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



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

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

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

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

2.3.1 **Applicability to Ugu**

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



2.4 State of the Nation and Province Address

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

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

SOPA in 2012 called for communication between district health hospitals and municipalities to ensure success of all health programmes which in the province addressed through Operation Sukuma Sakhe. Furthermore in 2013 SOPA then focused on towns and townships that are located in land under the control of Ingonyama Trust Board that need the municipality and Ingonyama Trust Board to align plans and fulfil their mandates and responsibilities laid down in law for the benefit of communities. Discussions between municipalities and Ingonyama Trust Board must be held on a regular and structured basis to facilitate rural development and resolve matters of rates and levies and the obligations that flow from such.

There has been an increased attention given to planning and that is evident in the SONA 2013 which calls for municipalities to effectively manage rapid urbanisation through the assistance of a national integrated urban development framework. The need to address the apartheid spatial patterns in our towns and cities was re-emphasised.

2.4.1 Applicability to Ugu

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

2.5 KZN PGDS (7 Goals)

The 2011 Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of a ***“Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the***



world". The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province.

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

2.5.1 The purpose of the KZN PGDS

The purpose of the KZN PGDS is captured below:

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

2.5.2 The strategic framework of the KZN PGDS

The strategic framework of the KZN PGDS which the Ugu District municipality has ensured it is aligned to, is captured in the table 2.2.5.1:



Table 2.5.2.1: Alignment of the 7 KZN PGDS Strategic Goals and UGu GDS 6 Strategic Drivers

Source: KZN PGDS, 2012 & Ugu DGDS 2012

KZN PGDS STRATEGIC GOAL	KZN PGDS STRATEGIC OBJECTIVES	UGU GDS STRATEGIC OBJECTIVES	UGU GDS STRATEGIC DRIVER
1. JOB CREATION	1. Unleashing the Agricultural Sector	1.1. Expand the Key Productive Sectors	1. SECTORAL DEVELOPMENT AND SUPPORT
	2. Enhance Industrial Development through Trade, Investment & Exports		
	3. Expansion of Government-led job creation programmes		
	4. Promoting SMME, Entrepreneurial and Youth Development	1.2. Enhance the Business and Investment Environment throughout the District	
	5. Enhance the Knowledge Economy		
2. HUMAN RESOURCE DEVELOPMENT	6. Early Childhood Development, Primary and Secondary Education	2.1. Ensure Early Childhood Development and Primary and Secondary Education	2. EDUCATION & SKILLS DEVELOPMENT
	7. Skills alignment to Economic Growth	2.2. Encourage Demand Driven Skills Development and training linked to Industry	
	8. Youth Skills Development & Life-Long Learning		
3. HUMAN & COMMUNITY DEVELOPMENT	9. Poverty Alleviation & Social Welfare	3,1 Ensure Poverty Alleviation through Social Development and Food Security	3. SAFETY NETS & CIVIC EMPOWERMENT
	10. Enhancing Health of Communities and Citizens	3,2 Provide Support to Create Healthy Communities & Citizens	
	11. Sustainable Livelihoods & Food Security	3,1 Ensure Poverty Alleviation through Social Development and Food Security	
	12. Sustainable Human Settlements	3,3 Ensure the Establishment of Sustainable Human Settlements	
	13. Safety & Security	3,4 Guarantee the Safety and Security of Communities	
	14. Social Cohesion		
	15. Youth, Gender and Disability Advocacy & The Advancement of Women		
4. STRATEGIC INFRASTRUCTURE	16. Development of Ports and Harbours	4.1. Development of Airports and Harbours	4. STRATEGIC INFRASTRUCTURE DEVELOPMENT
	17. Development of Road & Rail Networks	4.2. Develop an Integrated Road & Rail Network to support both Passenger and Cargo Transport	
	18. Development of ICT Infrastructure	4.3 Develop ICT Infrastructure to Support the Knowledge Economy	
	19. Improve Water Resource Management	4.5 Ensure Effective Water Resource Management and Awareness	
	20. Develop Energy Production Capacity	4.4 Strengthening of Energy Infrastructure Capacity and Efficiency	



5. RESPONSE TO CLIMATE CHANGE	21. Increase Productive Use of Land		5. ENVIRONMENTAL SUSTAINABILITY
	22. Advance Alternative Energy Generation	6.1 Advance Alternative Energy Generation Capacity	
	23. Manage pressures on Biodiversity	6.2 Manage the Pressures on Biodiversity and Environmental Quality	
	24. Disaster Management	6.3 Ensure Efficient Environmental Monitoring, Regulation and Disaster Management	
6. GOVERNANCE AND POLICY	25. Strengthen Policy and Strategy Co-ordination & IGR	5.1 Enhancing Coordinated Planning and Implementation	6. INSTITUTIONAL DEVELOPMENT
		5.2 Strengthen Inter-Governmental Relations & Private Sector Partnerships	
	26. Building Government Capacity	5.3 Building Local Government Capacity	
	27. Eradicating Fraud & Corruption	5.4 Eradicating Fraud & Corruption	
28. Promote Participative, Facilitative & Accountable Governance	5.5 Ensuring Participative, Facilitative, and Accountable Governance		
7. SPATIAL EQUITY	29. Actively Promoting Spatial Concentration	7.1 Consolidation of Emerging Patterns of Rural Human Settlement to Improve Service Delivery to Communities and Unlock land for Economic Development	7. Spatial Integration and Facilitating Security of Tenure
		7.2 Enhance linkages within and accessibility of the Rural Hinterland to Economic Opportunity	
	30. Facilitate Integrated Land Management & Spatial Planning	7.3 Unlock Ingonyama Trust land for Development	
		7.4 Address outstanding Land Claims within the Ugu DM	

2.5.3 Applicability to Ugu

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

2.6 Ugu District Growth and Development Plan

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



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

1. Strategic infrastructure investment
2. Education & skills development
3. Institutional development
4. Strategic sector engagements
5. Environmental Sustainability
6. Safety Nets & Civic empowerment

2.6.1 Applicability to Ugu

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

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

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

Development Principle	Definition	Applicability to Ugu
Spatial Justice	Concerned with the of spatial and other development imbalances through improved access 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 legging 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.
Spatial Sustainability	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.	The one of main economic contributor 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 cost and be considered by all parties involve. The environmental viability is also of utmost importance as tourism is the key economic contributor in the district.
Efficiency	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.
Spatial Resilience	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 ensuring sustainable livelihoods and SPLUMA offers that opportunity through spatial and environmental plans and policies flexibility is accommodated.
Good Administration	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 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 at ensuring integrated approach inclusive of all departments and local municipalities. Public participation mechanisms are also in place to ensure transparency and the 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, it also provides the physical location and spatial interrelationship of social, economic, environmental etc development. It provides guidance for all future development in Ugu, the Framework does not identify every detail but establishes the strategic development direction. Furthermore this analysis is also informed by the DGDS document.

3.1.1. Regional Context

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

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

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

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

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



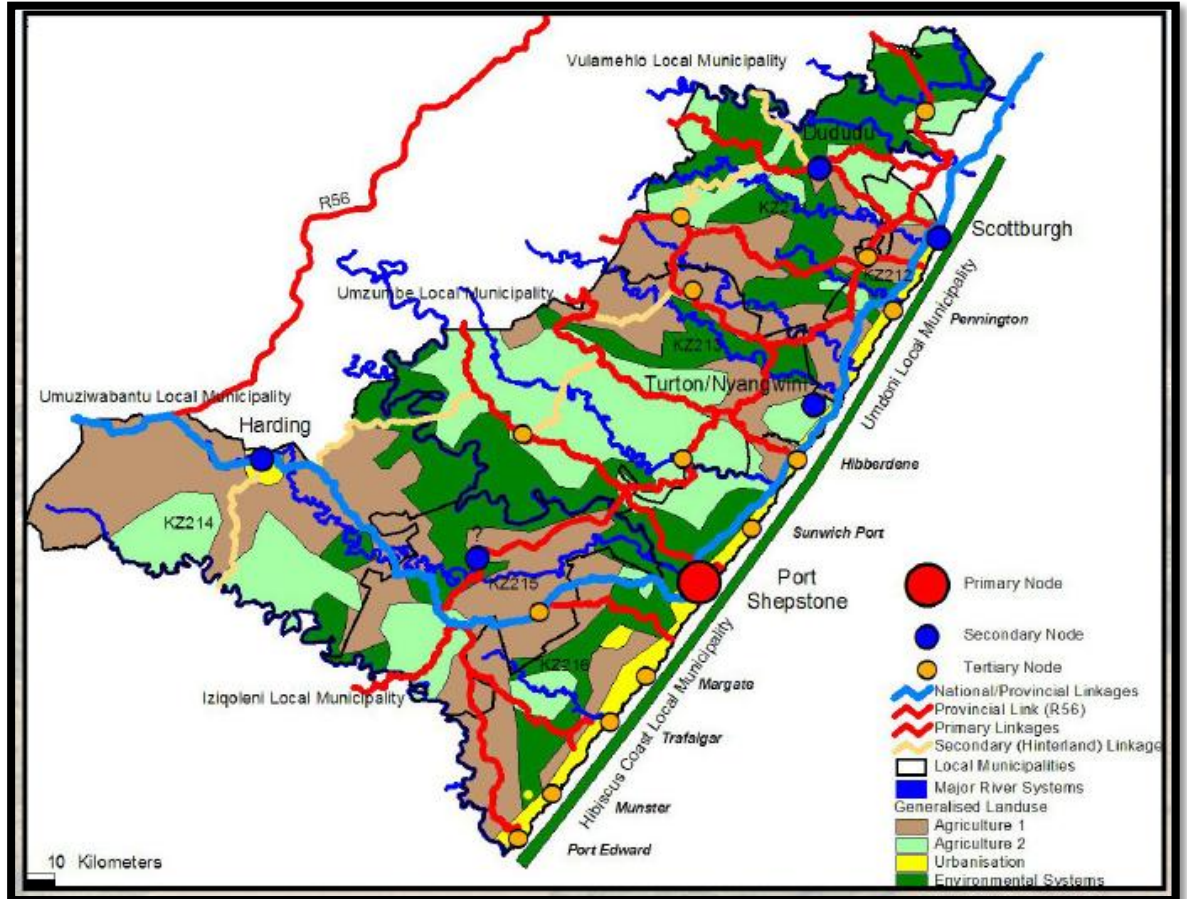
The broken topography of the area is another factor which has strongly influenced settlement patterns, particularly in the hinterland. The broken topography has restricted not only the dispersal of homesteads, but also large-scale or commercial agriculture within the major river catchments, such as the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

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

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

Map 1: Ugu District Regional Context

Source: Ugu District SDF, 2012



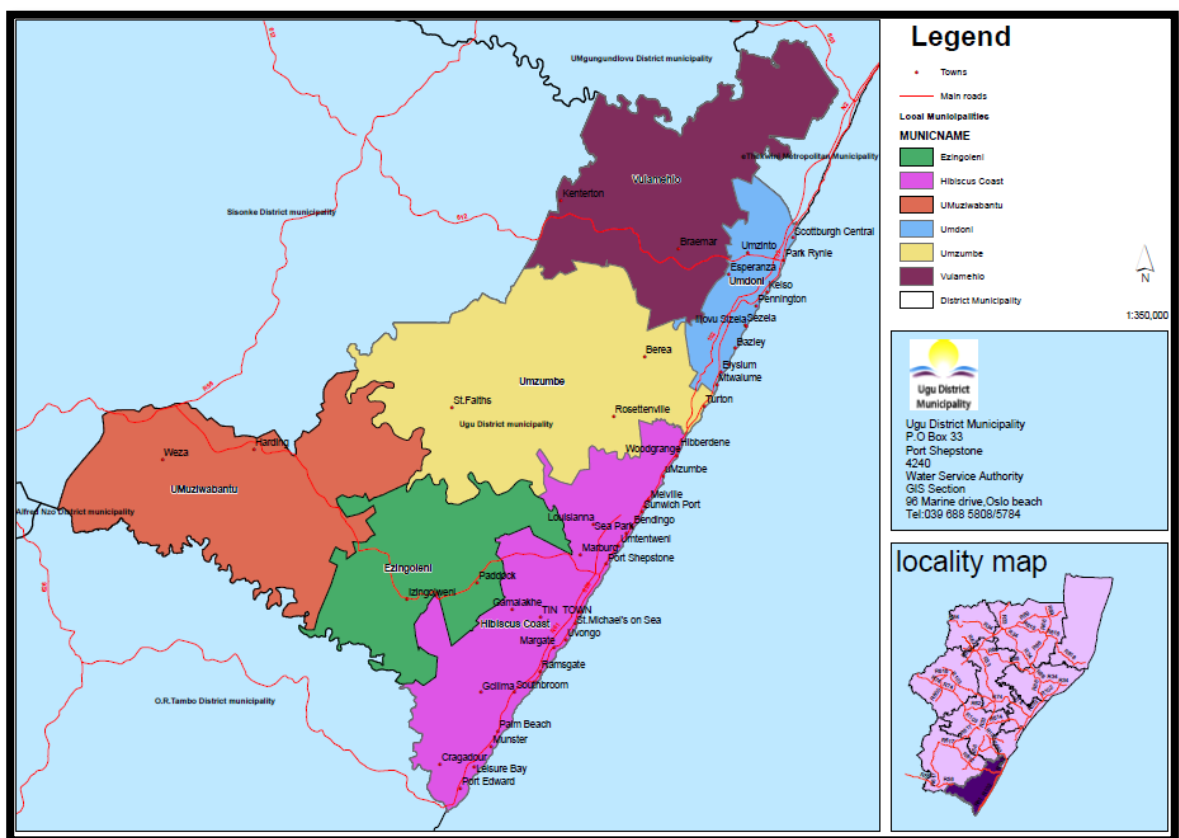


3.1.2. Administrative Entities

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

Map 2: Ugu District Locality Map

Source: Ugu District Municipality GIS, 2013



3.1.3. Existing Nodes and Corridors

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

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

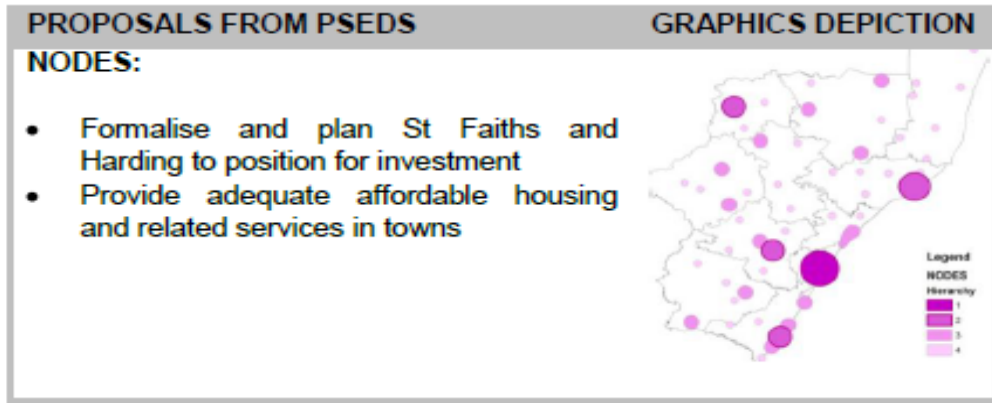


Fig 3.1.3.1: Provincial Nodes
Source: PSED, 2006

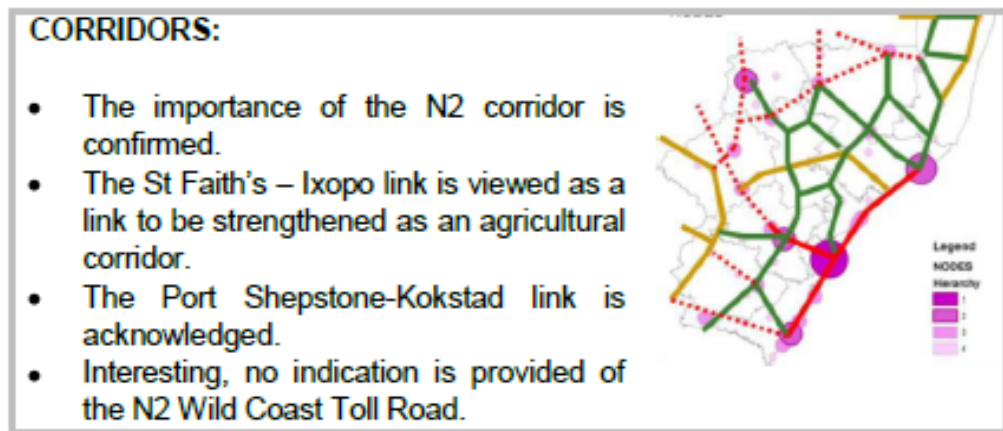


Fig 3.1.3.2: Provincial Corridors
Source: PSED, 2006

Table 3.1.3.1 reflects the Ugu District municipality's existing nodes and corridors as captured in the District's SDF.

Table 3.1.3.1: Ugu District Municipality Nodes & Corridors

Source: Ugu SDF, 2012

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



Primary Node	Secondary Nodes	Tertiary Nodes	Corridors
		<ul style="list-style-type: none"> • Phungash • Sunwich Port • Ndewbu • Margate • Dweshula • Trafalgar • Munster • Louisiana • Port Edward • Shibe 	

Key linkage proposals within the Ugu district are:

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

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

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

Table 3.1.3.2 provides a summary of these nodes in terms of this classification.

Table 3.1.3.2: Nodes Classification

Source: Ugu SDF, 2012

Type Of Activity	Existing (Maintain)	Improve (Consolidate)	New
Community Level Multi-Use Nodes	Port Shepstone; Scottburgh; Margate; Shelley Beach		



Type Of Activity	Existing (Maintain)	Improve (Consolidate)	New
Neighbourhood level Multi-Use Nodes	Umzinto; Park Rynie; Ramsgate; Port Edward; Harding		
Small Neighbourhood Level Multi-Use Nodes	Hibberdene; Uvongo		
Large Local Convenience Clusters Hub RSCs	Pennington; Bazley Beach	Dududu; Turton; Murchison; Gamalakhe; Ezinqoleni	Mandawe; Malageni; Bhonela; Xolo TC; Gcilima; Thongazi; Phungashe; Assissi
Satellite RSCs Long-term		St Faiths	Imfume; Kenterton; Dweshula; Paddock; Isibonda TC; Sawoti; Mainaini Sipofu; Umgayi Qoloqolo; Vukuzithathe / Xolo TC; Isibonda TC; Qiniselani – Manyuswa TC
Tourism point			Oribi Flats

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

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

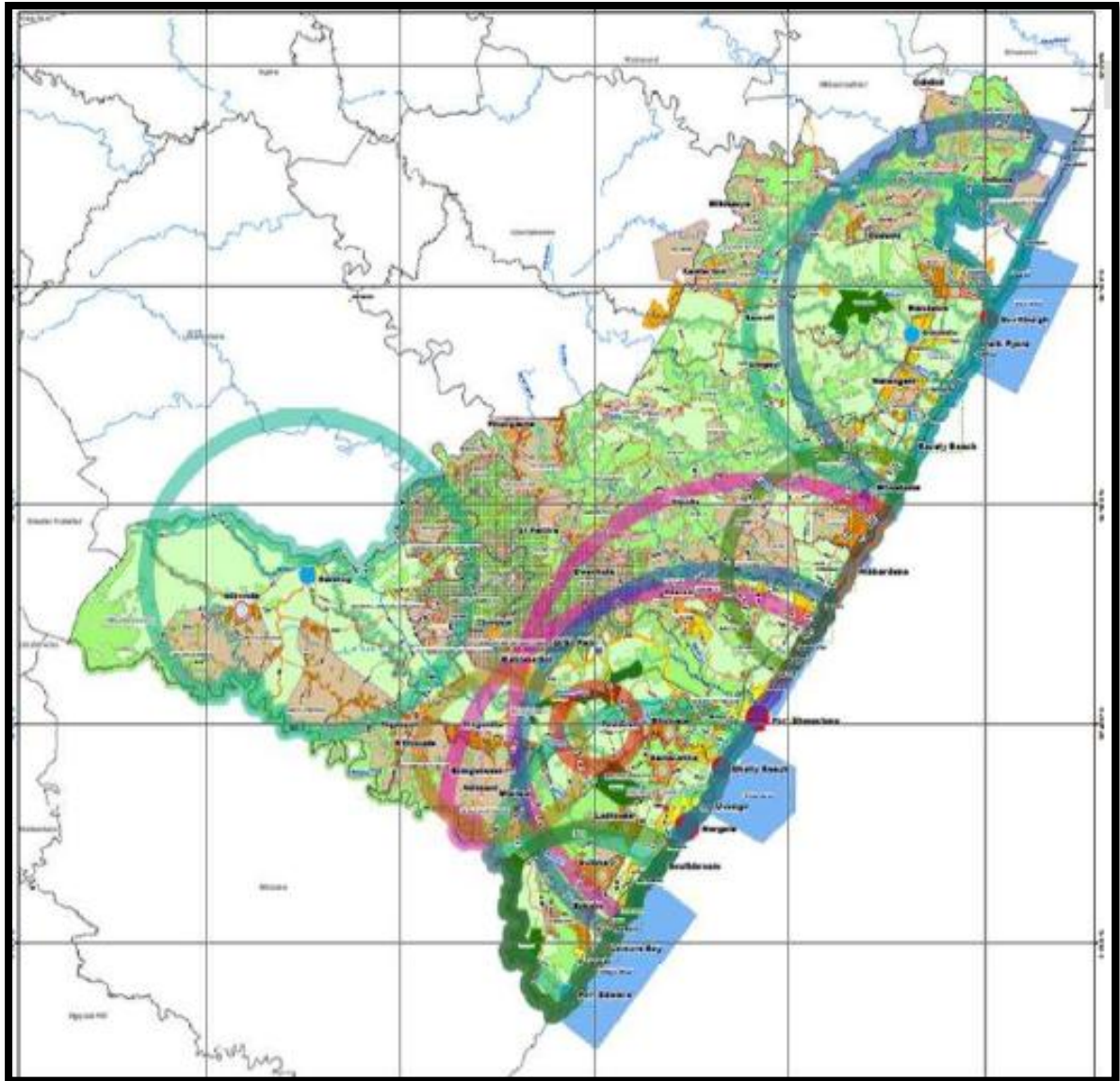
In summary, in the future focus of the district must be on maintaining existing economic nodes within the region, protecting the natural environment and creating access to sustainable economic opportunities for rurally located communities. This focus must be driven through supporting sustainable resource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



chain linkages and the provision of road infrastructure and bulk services. The map below graphically illustrates the Existing Nodal Service Areas (Buffers) within the Ugu District.

Map 3: Ugu District Existing Nodal Service Areas Buffers

Source: Ugu District DGDS, 2013



3.1.4. Broad Land Uses

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

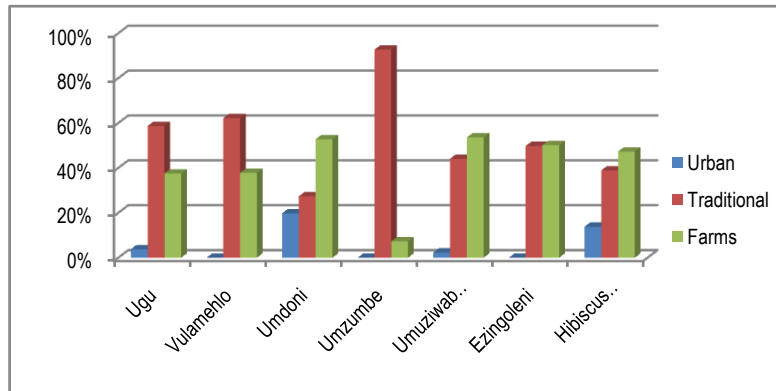


Fig 3.1.4.1: Settlement Type per Local Municipality
Source: Statics SA, Census 2011

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

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

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

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

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



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

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

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

3.1.5. Land Ownership

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

Table 3.1.5.1: Ugu District Municipality Tenure Status

Source: Stat SA, Census 2011

	Ugu	Umzumbhe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Rented	28937	1901	2264	778	17855	679	5461
Owned but not yet paid off	16663	1639	2305	267	7560	2184	2710
Occupied rent-free	28218	5168	4580	756	9735	4423	3556
Owned and fully paid off	100513	25450	12002	9602	35021	8051	10386
Other	5109	1014	468	69	2005	798	756
Total	179440	35171	21619	11472	72175	16135	22869

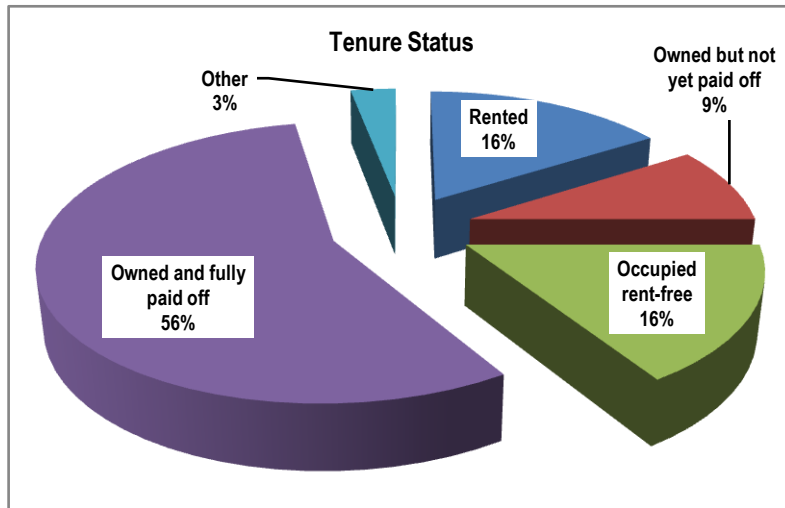


Fig 3.1.5.1: Ugu District Tenure Status
Source: Statics SA, Census 2011

3.1.5.1 Tenure Security

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

3.1.6. Land Reform

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

As the focus of spatial planning is on the appropriate use of land, it is of specific importance that the impact of spatial planning proposals in the district on all facets of



land reform be considered. The different facets of the land reform programme include:

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

3.1.7. Land Potential

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

Furthermore, the majority of development proposals presented in local economic development strategies require access to land. Examples of this include the development of industrial areas, the expansion of agricultural production, the establishment of new residential developments and more. From initial spatial and land use assessment it can be concluded that land in the Ugu District should be viewed as a scarce resource. Table 3.1.7.1 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, 2012

Land Use Type	Total Hectares	% of Total
Urban Edge	25721	4.7%
Very Dense Rural Settlement	77864	14.3%
Dense Rural Settlement	50483	9.3%
Conservation	9084	1.7%
Forestry	46198	8.5%
Sugarcane	70177	12.9%
Commercial Crops	766	0.1%
Orchards	1961	0.4%



Land Use Type	Total Hectares	% of Total
Subsistence Agriculture	5688	1.0%
Available Land for Development (Slopes < 13°)	125309	23.0%
Severely Restricted Land for Development (Slope > 13°)	132475	24.3%
Total	545726	100.0%

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

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

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

3.1.7.1 Spatial Planning Perspective on Land Potential

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

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

3.2. Environmental Management Analysis

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

Table 3.2.1.1: Ugu District Summary of Physical Environment

Source: Ugu District Environmental Services, 2012

Topography and Water Resources	<p>Rises from sea level to inland plateau</p> <p>Major rivers: Umzumbe, Ifafa, Mthwalume, Mzumbe, , Mthemtweni, Umzimkhulu, Umzimkhulwana, Mthamvuna, Mzimaye.</p> <p>Bordering rivers: Umkomaas and Umthamvuna</p> <p>Altitude: 20-100 above sea level</p> <p>Slopes: >40%</p>
Geology and Soils	<p>Most likely parent geological material along the coast includes: Dwyka Series occurring south of the Mkomazi River, inland from the Mthwalume River to the Ifafa River, south of the Mzimkulu River and north of the Mthemtweni River. Slight-moderate erosion occurs</p> <p>Alluvial deposits: along estuaries and river flood plains, highly productive soils ranging from sandy through loamy to clay deposits, rich and humus, prone to extensive development pressure for cultivation activity</p> <p>Sands: overlaying the bluff beds are berea red sands representing the old dunes. – north of Sezela, south of Mpambanyoni and south of Mkomaaas rivers. Sands colour generally range typically from white to gray, red or brown to yellow depending on the oxidation state of the iron containing minerals coating the quartz grains, typically poor for cultivation as they are subject to erosion if disturbed through inappropriate development.</p> <p>Dolorite: along the uMzumbe coast and in the vicinity of the Damba River. Soils usually non-structured clay formations with loam. High agricultural potential Sections of structured upland clays become water logged</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>
Land Cover	<p>According to CSIR's "Standard Land-cover Classification Scheme for Remote Sensing Applications":</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>



The Coast	<p>Length of strip: 112km, covering Umdoni, Umzumbe and Hibiscus Coast local municipalities</p> <p>Estuaries: 36 estuaries</p> <p>Development: Coastal corridor is relatively well developed with hard and bulk infrastructure; light industries on the south focused around Port Shepstone, Marburg areas and Margate airport as well as Scottsburg-Park Rynie on the North. Intensive residential and holiday resorts developments</p> <p>Risks and vulnerabilities: highly vulnerable due to development and sea level rises. CVI suggests precautionary measures on the high to moderate risk areas</p>
Biodiversity and Conservation	<p>Environmentally sensitive areas: marine reserves, wilderness areas, monuments, conservation areas, nature reserves, wetlands, threatened species and their habitats, areas of high species diversity and sites of scenic value</p> <p>Wetlands: under severe, inappropriate development pressure, wetland habitats being replaced by developments</p> <p>Vegetation: various indigenous communities being overtaken by invasive alien plants</p> <p>Protected areas: Vernon Crookes, Mpenjati, Oribi Gorge, Umtamvuna and Mbumbazi Nature Reserves under EKZNW. There are others under private ownership</p>

3.2.2. Key Hydrological features

Eight main river systems and numerous minor coastal catchments drain the Ugu region. The major systems with the largest carrying capacity are the Mkomazi, the Mzimkulu and the Mtamvuna which flow all year around. The Mtamvuna River is regarded as being in the best ecological state of all rivers within southern KwaZulu - Natal. Part of the Mtamvuna estuary is administered by Ezemvelo KZN Wildlife (EKZNW). EKZNW administer the Mtamvuna Forest Reserve. The main systems and the size of their catchments are listed in table 3.2.2.1 and reflected in map 4.

Table 3.2.2.1: Ugu River and Catchment Areas

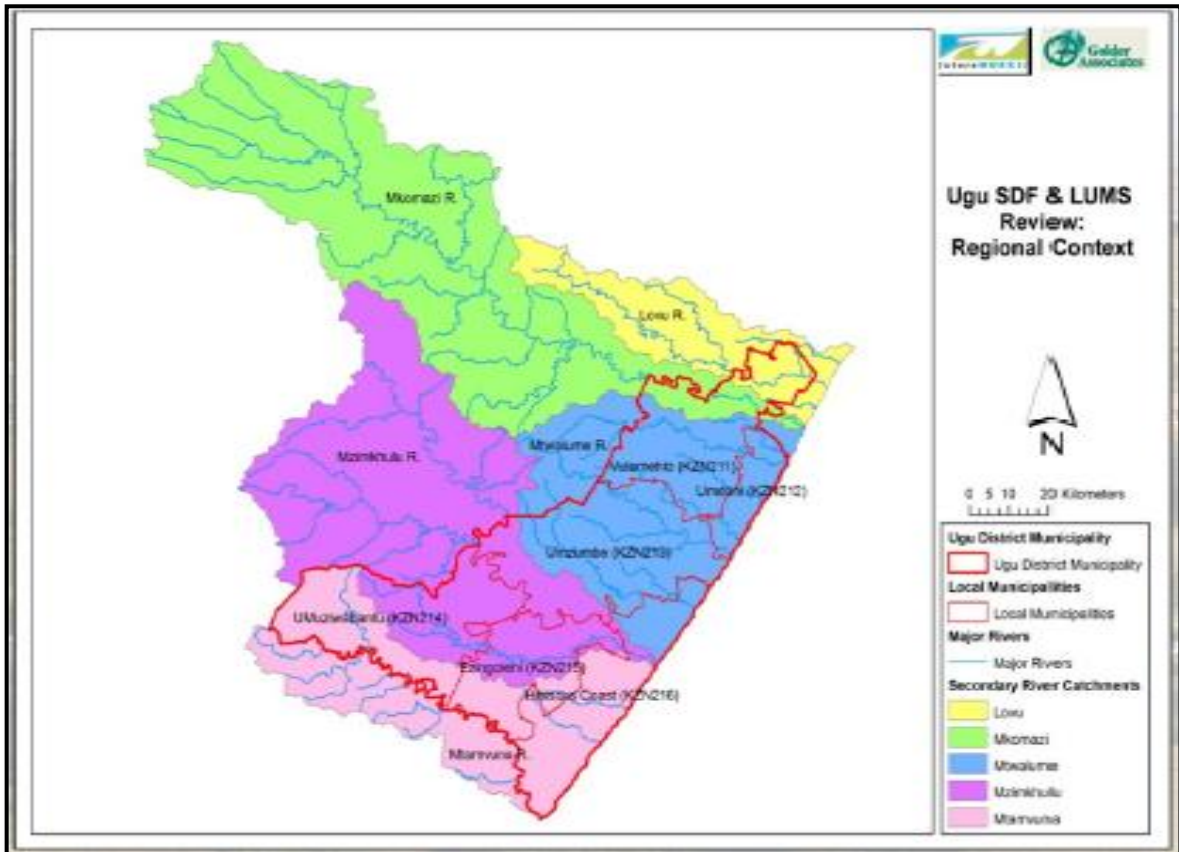
Source: Ugu Coastal Management Plan, 2008

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



Map 4: Ugu District River and Catchment Areas

Source: Ugu District SDF, 2012



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

Of the 5 true estuaries, only the Mzimkulu, a delta-top estuary and the Mthamvuna, a unique drowned river valley (ria), have a near constant open mouth condition. These two estuaries offer permanent nursery habitat to marine fish that are estuarine dependent. The Vungu is scenically and ecologically unique as it boasts an estuarine plunge pool and natural waterfall. The Mzimba is a non-tidal river mouth estuary and the Mpambanyoni is a delta-top estuary.

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

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



of heavy metal pollution (zinc, aluminium, copper, lead, nickel, chromium and mercury).

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

3.2.3. Protected areas

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

Environmental Conservation areas are a composite of all those areas where development, of all types, will be constrained and/or constricted as a consequence of Steep land which is difficult to service or can lead to soil erosion, River floodlines, where development needs to be restricted Riverine and estuary systems;

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

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

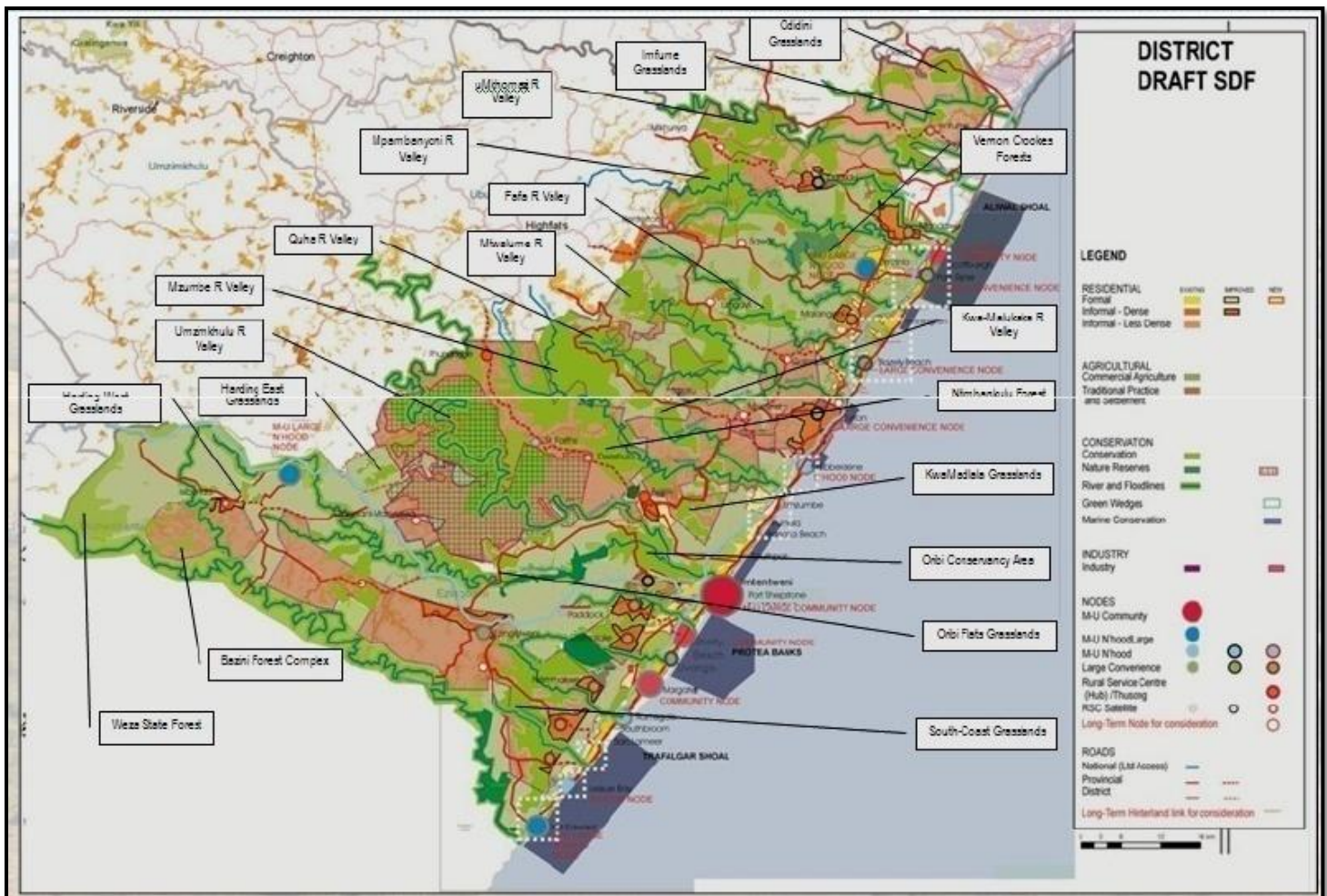
Several forms of Environmental Areas with restrictions on development are identified,

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



ap 6: Ugu District Protected Areas (Conservation Areas)

Source: Ugu District SDF, 2012



3.2.4. Climate Change

There are numerous red flags in the Ugu district in terms of environmental management and the development of appropriate responses to climate change. For example, the Umdoni and Umuziwabantu local communities have recently undertaken Strategic Environmental Assessments (SEAs) that have raised serious concerns such as:

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



- Siltation and irrigation compromising water supply; and
- Little evidence of climate change adaptation.

A key warning of these SEAs is that levels of vulnerability within these local municipalities have increased with the compromising of many environmental systems. 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.

3.2.4.1 Ugu DGDS Response

It is strongly argued that sustainability must underpin the entire approach to development within the Ugu region. There is already an unacceptable level of environmental destruction and disregard. Growth and development cannot be simply measured in terms of wealth creation, but must take into account the impact on the quality of life of all citizens and on the planet. There are several challenges in the district with regard to environment sustainability – most notably the sheer lack of clear regulations, standards, supporting policy, incentives and appropriate research and development existing in the district currently. Further challenges relate to accessing financing capital and institutional infrastructural support. All industries should be assessing their current activities in terms of green principles and also investigating new opportunities that are presented through adopting a green approach. There is a need to have a “greening” strategy for the district that addresses both urban and rural development challenges. In particular municipalities need to develop green strategies for service delivery and support sustainable livelihoods that address the needs of different human settlement typologies. With this in mind, three strategic objectives have been identified which are **(1)** to advance alternative energy generation capacity, **(2)** to manage the pressures of biodiversity and environmental quality, and **(3)** to ensure efficient environmental monitoring, regulation and disaster management.

3.2.5. 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, and food, vector and communicable disease control.
- Controlling, restricting or prohibiting the business of an undertaker, mortuaries and other places or facilities for the storage of dead bodies.



- Proactive interventions in the aspect of human settlements through the scrutiny of building plans to ensure compliance with health and certain standards in order to prevent health risks that may arise as a result of occupation thereof

3.2.5.1 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.

3.2.5.2 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.

EHP's 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. EHP's are trained and updated on the HACCP standards in order to be able to assist the businesses to comply with the control standards.

3.2.5.3 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
- 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.

3.2.5.4 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, dentists, doctors' surgeries, etc.

District Health Care Risk Waste Management is greatly empowered with E.H.P.s 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.



3.2.5.5 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.

3.2.6. Spatial & Environment Trends & Analysis

Table 3.2.6.1: Ugu District Environment Trend & Analysis

Source: Ugu District Environmental Services, 2012

Issue	Challenges	Current Interventions	Recommended Interventions
Air pollution		Air pollution monitoring (SO ₂ , NO _x , CO ₂ and PM ₁₀)	
Air pollution and poverty	Lack of 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	-Continuous passive sampling, -Environmental Education and Awareness campaigns in communities. -Projects to reduce air quality related environmental and health risks. -Pilot projects for poor households e.g. Basa nje ngoMagogo and other innovative projects
Regulatory instruments for air quality management	Lack of enforcement and compliance of regulatory strategies for open burning, especially veld fires and sugarcane Human resource capacity for air quality management	Regulatory Tools in place: Atmospheric Emissions Licensing (AEL) -Air quality management plan -Air Quality Management by-laws	-Compliance by facilities eligible for licencing Law enforcement for open burning Multi-stakeholder forum (Air Quality Management forum)
Alien Invasive Plants Management			
Biodiversity (Invasive alien plants and emerging weeds as well as problem animal management – bushpigs)	Invasion of ecosystems by alien plants. This 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.
Public awareness and stakeholder engagement	Extent of knowledge and awareness on invasive alien species	Education and awareness campaigns – schools and communities EKZNW's stewardship	Support for and recognition of the work done by the South Coast conservancies Engagement of communities,



Issue	Challenges	Current Interventions	Recommended Interventions
		programme Invasive Alien Species Forum for stakeholder engagement Clearing projects by conservancies	especially private landowners
Invasive alien plants projects	Departments and Stakeholders work in silos in the implementation the 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 beneficitions Support and funds directed to local conservancies and environmental NGOs as they also undertake clearing projects
Disaster management	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
Environmental Impact Management			
Environmental compliance by infrastructure projects	Aging infrastructure	Whistle blowers reporting Education on Environmental legislations Implementation of Environmental Management Framework	A coordinated response measures and full compliance of all projects to Environmental legislations Implementation of Generic environmental management plan
Coastal Management			
Coastal development	Sea level rises associated with climate change effects resulting to coastal disasters. Poor planning of previous development along the coast Coastline vulnerable to adverse conditions caused by climate change	Draft Coastal Vulnerability Index (CVI) Implementation of Generic Environmental Management Plan to guide future development Application for Environmental Impact Assessment	Fast-track the drawing up the setback line for both urban and rural coastal areas Minimal development along the coast
Institutional requirements	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
Research and development	No focus on research regarding coastal processes and adaptation ability of the municipality in the face of climate change and its effects on the coast	Current CSIR's study on the readiness of coastal local government to adapt to and mitigate climate change effects on the coast	Local government to establish research and partner with research institutions (UKZN, CISR, etc)
Poverty alleviation	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



Issue	Challenges	Current Interventions	Recommended Interventions
Climate Change			
Climate change	<p>Direct and indirect negative effects of climate change, viz. natural disasters,</p> <p>Effects of climate change on communities and sectors, some that facilitate economic growth e.g. agriculture, health, rural communities, environment and tourism</p>	<p>Internally: environmental policy that promotes Green offices and green procurement</p> <p>Local level: Education and awareness in Climate change adaptation</p> <p>Small scale mitigation interventions like greening initiatives, viz.</p> <ul style="list-style-type: none"> • planting of indigenous trees, • enhancement of green spaces and • establishment of green corridors that act as carbon sinks, <p>Provincial level: Provincial risk assessment study that focuses on risks, vulnerabilities, opportunities or possible areas of intervention per sector.</p> <p>National Level: Policy approach - White Paper on Climate Change</p> <p>Capacity building through engagement with other stakeholders and sectors</p>	<p>An organisation that is conscious of sustainable environment.</p> <p>Allocation of funds to long-term initiatives like renewable energies, cleaner production technologies, more studies in relation to human health adaptation and agricultural practices.</p> <p>Science based policies and strategies that will influence clear roles and responsibilities government and private sector</p> <p>Realisation of the Green Fund in order to address climate change effects and invest in Green Economy</p> <p>Partnership with surrounding Municipalities for the development of Climate Change Response Strategy.</p>
Waste Management			
Waste collection services, waste minimisation	<p>Limited waste management and provision of waste collection services in local municipalities</p> <p>No designation of waste officials in some local municipalities</p>	<p>District integrated waste management plan</p> <p>Support local municipalities</p> <ul style="list-style-type: none"> - Recycling programmes - Waste management Education and awareness - Waste recycling schools projects - DEA implementation of Youth Jobs in Waste in all Local Municipalities 	<p>Extension of refuse removal to unserved areas in all municipalities and even in rural areas</p> <p>Implementation of Basic Refuse Removal to all local municipal</p> <p>Development of green jobs- recycling, alternative energies</p> <p>Focus on waste minimization initiatives, starting with education and infrastructure</p> <p>Adoption of District Integrated Waste Management Plan</p>
Environmental Strategic Planning			
Strategic planning and environmental management tools	<p>limited development of strategic environmental management tools</p> <p>Human resource capacity in LMs – no environmental offices</p>	<p>Ugu Integrated waste management plan, Umuziwabantu and umdoni Strategic Environmental Assessments, District Environmental management Framework, Biodiversity regional plan, and Mpenjathi estuarine</p>	<p>To adopt all SEA in 2012 and EMF Biodiversity plan in 2013.</p> <p>Implementation of all current and upcoming plans</p> <p>Local municipalities to make a bold decision to establish environmental</p>



Issue	Challenges	Current Interventions	Recommended Interventions
		management plan, Ugu Environmental management policy Air Quality Management Plan Ugu District staff is supporting LMs	management offices
Education, Awareness and Training			
Education in schools	High schools not very active in environmental education which should also influence their career focus Declining finances for environmental education in municipalities	Schools programmes: <ul style="list-style-type: none"> • Adopt a wetland • Eco-Schools • Environmental calendar days • Career guidance 	Intensify and sustain all programmes Career guidance especially focusing on the scarce skills and specialist fields of environmental management Curriculum review by the Dept of Basic Education and FETs to keep up with current environmental issues
Education in communities	budget prioritisation for for environmental education programmes	Community information sessions Public campaigns Celebration of environmental calendar days	Local community conferencing
Partnerships as per Local Agenda 21		Ugu Environmental Education and Awareness Forum formed through partnership with private sector, public entities, sector departments and other interested parties	
Internal education	Limited focus on capacitating internal staff Waste minimisation project currently not sustainable	Green offices through: <ul style="list-style-type: none"> • Paper, plastic and can recycling • Education and awareness with cleaning services 	Policy implementation Intensification of education with staff, political leadership, contractors, business partners, customers and visitors.
Problem animal management			
Invasive bushpigs	Invasion of communities by wild pigs resulting in destruction of agricultural produce	Stakeholder engagement with EKZNW, local municipalities, traditional structures	Funding for EPWP programme to engage communities to manage / capture problem animals Policy and strategy approach 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 as captured from 3.2.7 to 3.2.7.12, were identified for the Spatial and Analysis section.

- 3.2.1.1.** There is 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.
- 3.2.1.2.** Climate change is a threat to biodiversity, health, economy, food security, disasters. However, it also offers growth of the green economy.
- 3.2.1.3.** Sand mining is a challenge in the district due none 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.
- 3.2.1.4.** National departments not taking full responsibility for their properties thereby exposing them to invasion by alien plants, threat to the environment, water supply, road safety
- 3.2.1.5.** Water resources - quality and quantity (pollution, invasion of water bodies by water intensive alien plants)
- 3.2.1.6.** 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
- 3.2.1.7.** 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, needs urgent attention.
- 3.2.1.8.** 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.
- 3.2.1.9.** 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.
- 3.2.1.10.** The disposal of dead animals and the lack thereof, ensuring responsibility towards them by relevant persons remains a challenge.



3.2.1.11. The municipality is faces limitation of microbiological and chemical analysis of foods due to the lack of funds.

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

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

3.3.2. Risk Assessment

Table 3.3.2.1 reflects the prioritised risks per local municipality identified during a ward based risk assessment process conducted throughout the Ugu District in 2010/2011:

Table 3.3.2.1: Ugu District Risk Assessment per Local Municipality

Source: Ugu District Disaster Management Sector Plan, 2013 / 14

Umdoni	Vulamehlo	Ezinqoleni	Hibiscus coast	Umuziwabantu	Umzambe
Air pollution	Cholera	Cholera	Cholera	Cholera	Cholera
Drought	Drought	Dam failure	Drought	Drought	Deforestation



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

3.3.2.1. District Vulnerability to Disaster Risk 2011/12 Information

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

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

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

Municipality

High Risk Areas

Ezinqoleni

Fire, Drought and Water pollution

Umdoni

Drought, Land degradation and Floods



Hibiscus	Fire, Floods and Drought
Umuziwabantu	Fire, Floods and Drought
Vulamehlo	Fire, Floods and Drought
Umzumbe	Fire, Floods and Drought

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

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

3.3.3. Risk Reduction & Prevention

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

3.3.4. Response & Recovery

The organisational structure for preparedness within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Interdepartmental Disaster Management Committee (Extended Top Management Committee), the nodal points for disaster management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, preparedness planning groups, Joint Response & Relief Management Teams, Recovery & Rehabilitation Project Teams, and the Ugu Emergency Control Centre. During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.



3.3.5. Training & Awareness

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

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

This enabler is aimed at achieving the following requirements:

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

3.3.6. Funding Arrangements

Table 3.3.6.1 provides an overview of the recommended funding mechanisms for each of the five disaster management activities mentioned above.

Table 3. 3.6.1: Disaster Management Funding Mechanisms

Source: Ugu District Disaster Management Plan, 2012

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



3.3.7. Disaster Management Emerging Key Issues

The analysis of Disaster Management in the district shows emerging key issues as reflected from 3.3.7.1 to 3.3.7.7 below.

- 3.3.7.1.** The expansion of Disaster Management Centre Phase 1 is under construction and is expected to be concluded end June 2014 and there is still a need for it to be upgraded and further equipped to be utilized as a fully functional Disaster Management Centre.
- 3.3.7.2.** 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.
- 3.3.7.3.** Non Development, update and implementation of DMPs by the local municipalities as the district plan should contain a consolidation of all the local plans. The same will apply when the various sector departments do not have their own disaster management plans in place which will create gaps in the capacity and readiness of the municipality and will leave the community vulnerable.
- 3.3.7.4.** Staff capacity visa vi the extent of disasters in our District e.g. fire services – the areas is to vast to cover with the resources available.
- 3.3.7.5.** Action plans emanated from the contingency planning process, the municipal business continuity planning process and the business plans (Centre and IMS) developed.
- 3.3.7.6.** 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.
- 3.3.7.7.** 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.



3.4. Demographic Characteristics

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

3.4.1. Population

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

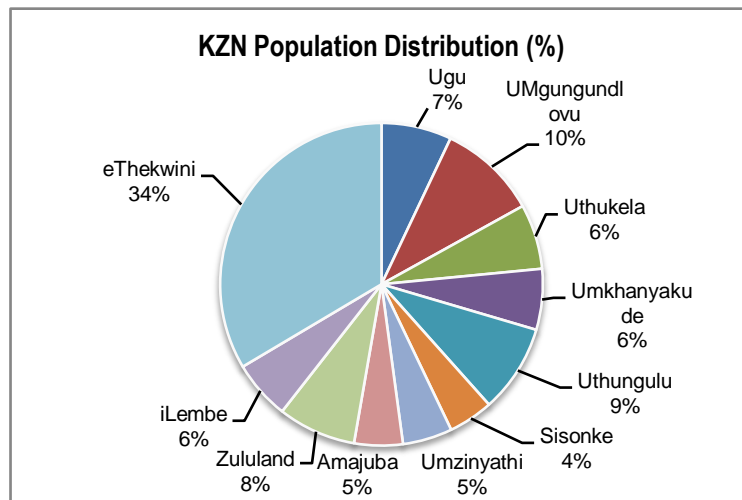


Fig 3.4.1.1: KZN Population Distribution
Source: Statics SA, Census 2011

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

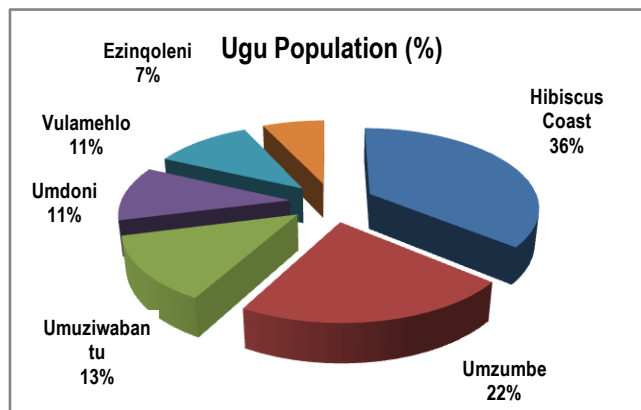


Fig 3.4.1.2: Ugu Population in Percentage
Source: Statics SA, Census 2011

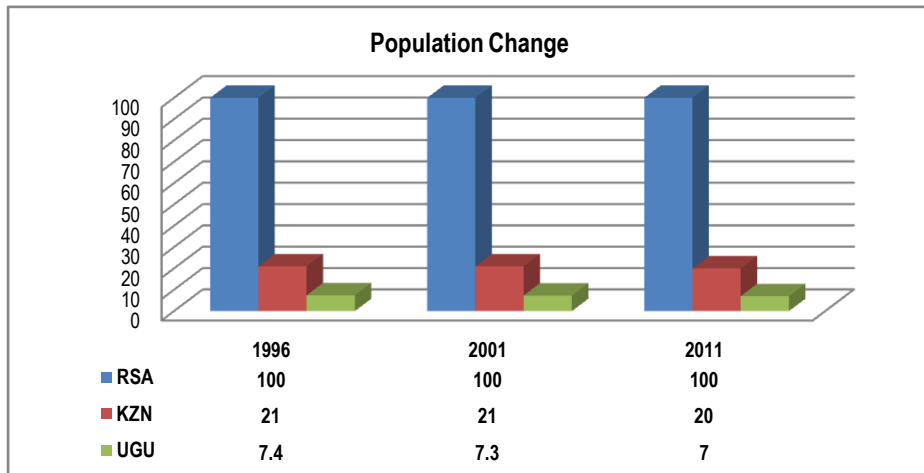


Fig 3.4.1.3: Ugu District Population Change

Source: Statics SA, Census 2011

Table 3.4.1.1 below illustrates the population distribution per municipality by the Local Municipalities. Hibiscus Coast Municipality makes up 36% of the total population of Ugu District area of jurisdiction followed by Umzumbe Municipality at 22%. Umuziwantu, Vulamehlo, Umdoni and Ezinqoleni make up the remaining 13%, 11%, 11% and 7% respectively. This clearly shows that the major population concentration is Hibiscus Coast Municipality which is also an economic hub of the Ugu District area of jurisdiction.

Table 3.4.1.1: Population Distribution per Local Municipality

Source: Statistics SA, Census 2011

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



3.4.1.1 Population groups

The population as per the different population groups is illustrated in the figure below. Black Africans remain the most dominant population group making up 91% of the total population. Whites, Indians/ Asians and Coloureds account for 5%, 3% and 1% respectively.

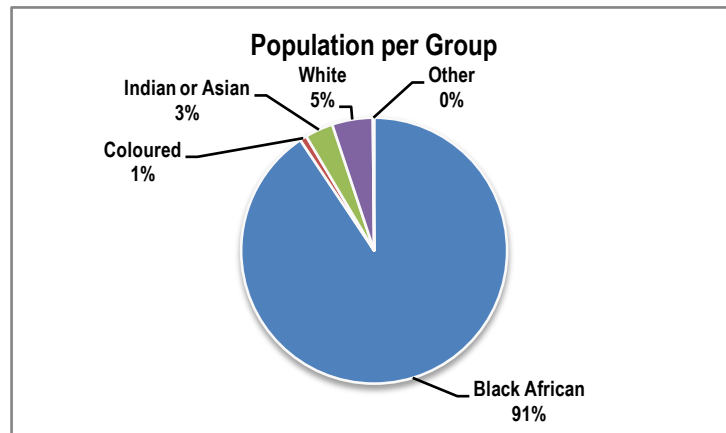


Fig 3.4.1.1.1: Ugu District Population per Group
Source: Statics SA, Census 2011

3.4.1.2 Population Density

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

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

Table 3.4.1.2.1: Ugu District Population Density

Source: Statistics SA, Census 2011

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Population	722484	160975	96556	52540	256135	77403	78875
Area (Km ²)	5048	1259	1090	648	839	960	252
Population Density / km ²	143	128	89	81	305	81	314

3.4.1.3 Population distribution Urban to Rural

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



Table 3.4.1.3.1: Ugu District Population Distribution Rural to Urban

Source: Statistics SA, Census 2011

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

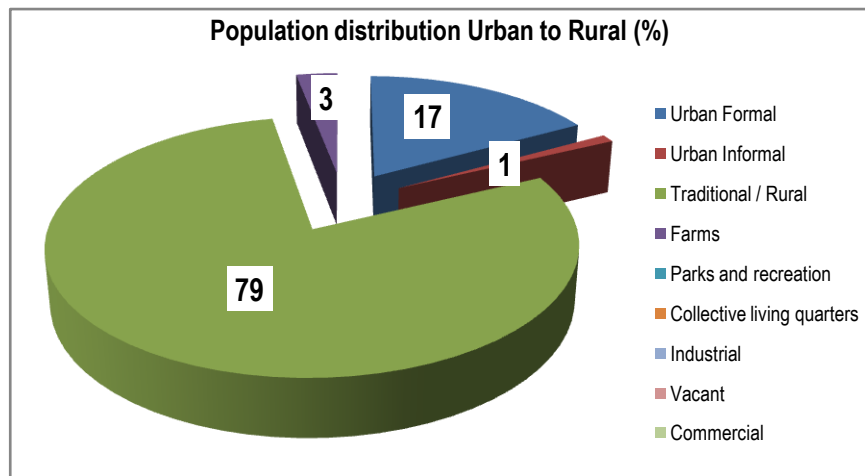


Fig 3.4.1.3.1: Ugu District Population Distribution Urban to Rural
Source: Statics SA, Census 2011

3.4.1.4 Population composition

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



Table 3.4.1.4.1: Ugu District Population Composition per Age Group

Source: Statistics SA, Census 2011

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

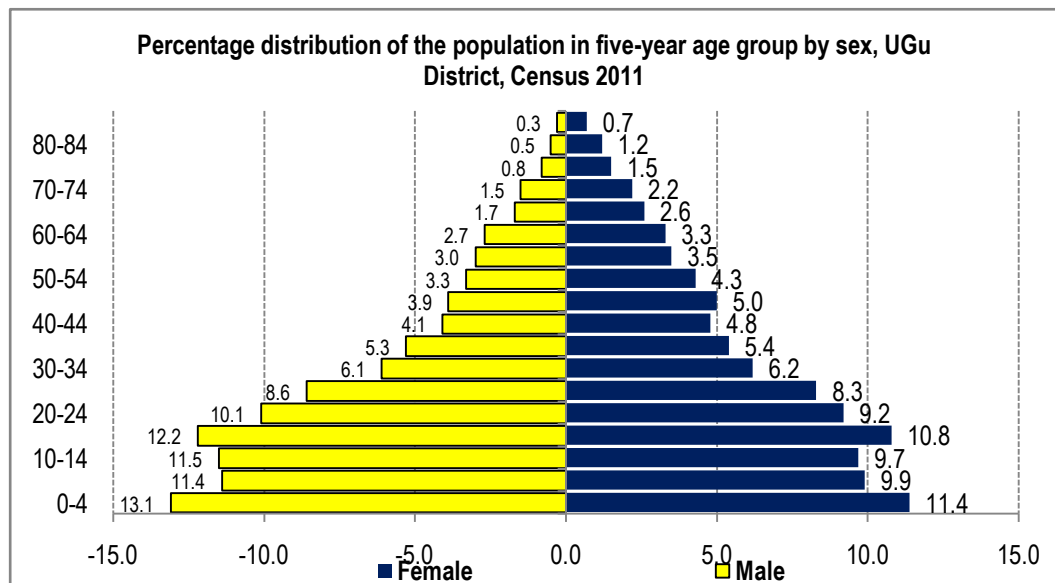


Fig 3.4.1.4.1: Ugu District Population Pyramid

Source: Statistics SA, Census 2011

3.4.1.5 Migration

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

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



3.4.2. Households

The Ugu District municipal area of jurisdiction is comprised of **179 440** households, average household size of 5 persons per household. The household type's range from a formal brick house to a caravan or tent as depicted in table 3.30. The census 2011 shows that 61% of the households are formal brick houses, traditional dwelling structures making 30% and block flats making Only 4%.

Table 3.4.2.1: Employment Status per Gender & Age

Source: Statistics SA, Census 2011

Type Of Main Dwelling	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamhlo	Umdoni
Formal Brick House	109275	15291	9504	7227	56608	4564	16081
Traditional dwelling/hut/structure made of traditional materials	53132	17747	10552	4024	7086	10964	2759
Flat or apartment in a block of flats	7175	1450	816	110	3529	358	912
Informal dwelling (shack; in backyard)	2107	254	225	54	1282	77	214
Informal dwelling (e.g. squatter settlement or on a farm)	5816	106	275	30	2689	49	2667
Caravan/tent	376	24	14	2	272	11	54
Other	1558	299	233	25	708	112	181
Total	179440	35171	21619	11472	72175	16135	22869

3.4.3. 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 captured in 3.4.3.1 to 3.4.3.4 below.

3.4.3.1. 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.

3.4.3.2. The population of Ugu District municipality is a young population. 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 speak speaks directly to the municipality's revenue enhancement strategies.

3.4.3.3. 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.

3.4.3.4. 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 thereof.

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



Local Functions		District Functions	Shared Functions
<ul style="list-style-type: none"> • Beaches and amusement parks 	<ul style="list-style-type: none"> • Control of Liquor licenses 		<ul style="list-style-type: none"> • Municipal Planning • Air pollution

3.5.2. Institutional Arrangement

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

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

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

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

3.5.2.1 Council

The executive and legislative authority of a municipality is vested in its Municipal Council. The pre-eminent roles of the Council, amongst others, are the approval of by-laws, budgets, policies, IDP, tariffs for rates and service charges. The Council consists of 34 members, seven of whom are full-time.

3.5.2.2 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 reserved to the Ugu District Council. Notwithstanding the above, the Executive Committee is authorised to exercise any of those plenary powers delegated to other Standing Committees in circumstances where any matters from these committees are referred to the Executive Committee.

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



- 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:

Office of the Municipal Manager	The Office of the Municipal Manager is responsible for the following functions: Development Planning; Strategy and Shared Services; Internal Audit; Mayoralty and Communication; Legal Services; Youth Development; HIV/AIDS and Special Programmes.
Corporate Services Department	The Corporate Services Department, headed by the General Manager Corporate Services includes: Human Resources, Secretariat, Information and Communication Technology (ICT), Geographic Information Systems (GIS), Registry and Auxiliary Services, and Disaster Management
Treasury Department	The Treasury Department includes: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.
Infrastructure and Economic Development Department	The Infrastructure and Economic Development Department (IED) is made up of the following sections: Environmental Services, IED Finance, LED and Tourism
Water Services Department:	The following are the sections which make up the Water Services Department: Water Services Operations, Water Services Authority (WSA) and Administration, Water Services Income and Fleet Management.

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



3.5.2.4 Municipal Entity

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

3.5.3. Organisational Analysis

The municipality is a process of finalising a new organogram which is due for completion by no later than end of June 2014. This section therefore gives a thorough analysis of the existing organogram and the vacancy rates within the institution. The draft organogram is attached in the document **Annexure 3**.

The current number of employees employed by the Ugu municipality is 854 which is broken down in table 3.5.3.1 The total amount spend on the salaries averages to 17 – 18 million per month and R 1. 5 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, 2014

Department	Number of Employees
Water Services	613
Infrastructure and Economic Development	20
Budget and Treasury	115
Corporate services	59
Municipal Manager's office	41

The organogram currently has 1224 positions approved with only 882 filled making the vacancy rate 44%. The budgeted positions however, are 986 with the 848 that is filled the vacancy rate for filled positions is 8%.

As from 1st of July 2014 the municipality will be taking over a compliment of staff from the KZN Department of Health in respect of environmental health services. This is in keeping with the devolution of powers and functions of the District Municipality. A



total number of staff is 16; we are presently in negotiations in respect of the takeover of this function and staff.

In terms of the age analysis of the Ugu District Municipality's employees, it is broken down as in table 3.5.3.2.

Table 3.5.3.2: Ugu District number of Employees per Age Group

Source: Ugu District Municipality Corporate Services, 2014

Age group	All Departments	Water Services
	Number	Number
22 - 35	241	152
36 – 45	322	229
46 – 55	198	168
56 – 60	46	41
61 – 65	47	45

Table 3.5.3.3 further breaks it down in terms 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, 2014

Post Level	22-35	36-45	46-55	56-60	61-65	66	TOTAL
1 - General Managers	1	2	0	0	0	0	3
2- Senior Managers	0	1	1	1	1	0	4
3 - Managers	7	12	2	0	1	0	22
4 - Officers	9	16	6	0	1	0	32
5 - Practitioners	10	3	2	0	2	0	17
6 - Accountants/ other professionals	16	22	4	1	1	0	47
7 - Foremen / Personal Assistants	2	8	7	4	2	0	23
8 - Senior clerks, secretaries	8	2	0	1	0	0	11
9 - Clerks, operators Class 3, admin assistant	41	52	33	10	4	0	140
10 - Office Clerks	17	12	4	3	2	0	38
11 - Customer care clerks, VTS supervisors	23	8	3	1	0	0	35
12 - Operators Class 2, receptionist	11	6	3	2	1	0	23



Post Level	22-35	36-45	46-55	56-60	61-65	66	TOTAL
13 - Drivers, machine operators	13	24	15	4	5	0	61
14 - Operators Class 1, Senior shift workers	15	20	19	4	4	0	62
15 - Handyman, shift workers	1	6	12	3	4	0	26
16 - Plant reproduction assistant	0	0	1	0	0	0	1
17 - General workers Grade 1	0	5	1	3	1	0	10
18 - General workers, Filing clerks, General assistants	77	120	83	11	23	0	327
Totals	251	314	195	48	47	0	854

3.5.4. Human Resources

The HR policies that have been developed by the municipality are reflected and 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
Human Resources Strategy	<p>The Ugu HR strategy is in the process of being developed to be completed by end of June 2014.</p> <p>The following are existing forums:</p> <ul style="list-style-type: none"> • Local Labour Forum • Employee Wellness Committee • Skills Development and Employment Equity Forum • Sound Governance Portfolio Committee • Occupational Health & Safety • Employee Incapacity Committee
Employment Equity Plan	<p>The plan is in place and the numerical goals are summarised as follows:</p> <ul style="list-style-type: none"> • 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)



Skills Audit	Has been completed and the result have been used for the planning of the 2014 / 2015 financial year.
Workplace Skills Plan	The 2013/ 14 WSP was adopted by both Training Committee and submitted to LGSETA. The plan is currently being implemented and the 2014/15 will take into account skills audit results.
Recruitment and Retention Strategy	During the skills audit scarce skill and critical skills were identified which will then inform the retention strategy. The policy framework though in a draft form.

3.5.5. Skills Analysis

The municipality reviews its Skills Development annually which identifies all the training and capacity building need for the municipality as informed by the IDP review. This analysis focuses on 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 analyses 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, 2013

Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
Water & Wastewater Treatment	67 Process Controllers, 3 Foremen and 3 Superintendents	Water & Wastewater Treatment Process Operations	20 Process Controllers on Water & Wastewater Treatment Process Operations NQF 3	20 Process Controllers are currently being trained at NQF 3. The remaining 27 still to be trained. The Superintendents and Foremen to be trained at NQF 5 Level
Water & Wastewater Reticulation (water distribution)	49 Plumbers and Special Workmen	Water and wastewater reticulation e.g. Maintenance and repairs of pipes Pipe-laying Fitting and repairing of valves Reading maps Most of the Plumbers are not qualified artisans/tradesman as they have not been trade tested	21 Plumbers have been trained. 17 successfully completed the trade test	24 Plumbers still to be trained. The training of 7 to commence shortly at the Construction Resource Development Centre in Pinetown. The training commenced on the 17th March 2014. Of these employees undergoing training 3 are Artisan Assistants/General Workers and 4 are Plumbers



Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
Fitting	8 Fitters and 7 Assistants/General Workers	Perform safe work practices, read engineering drawings, fit washers, tighten screws, maintain a pedestal drill, lift & move equipment, operate oxy-acetylene cutting equipment, use angle grinder, mount & remove bearings, use welding equipment etc	Fitters are qualified artisans. 2 Artisan Assistants currently being trained on the Fitting course with a view to attaining artisan status.	1 Artisan Assistant to continue with Skills Programme on Fitting. 4 were assessed but dropped out of the programme. 6 Fitter Assistants to be trained.
Electrical	3 Electricians 1 Foreman 1 Foreman Electromechanical 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 Foreman are qualified tradesman. 7 Electrical Assistants, Artisan Assistants and General Workers were trained.	3 successfully completed trade tests (1 resigned). 1 failed trade test 2 dropped out 3 are awaiting trade test dates.
Motor Mechanics	1 Foreman 1 Diesel Mechanic 1 Artisan Assistant	Fault finding and repairs on motor vehicles Servicing of municipal vehicles	Foreman and Diesel Mechanic are qualified artisans 1 Artisan Assistant passed trade test 2 General Workers passed trade test (1 deceased)	To identify other Artisan Assistants/General Workers to be trained in the field
Customer Care	1 Co-ordinator 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	No training has been done since 2009. Customer Care Training has been held back	All need to be trained

In compliance with the Ministerial Regulations, the municipality has trained the following officials on the Minimum Competency Levels as designed by National Treasury as indicated in table 3.5.5.2.



Table 3.5.5.2: Minimum Competency Levels Training

Source: Ugu District Municipality Corporate Services, 2013

Category	Department	No. of Employees Trained	No. Still to be Trained
Section 56	Treasury	1 (CFO)	0
Section 56	IED	1	0
Section 56	Municipal Manager's Office	1	0
Section 56	Corporate Services	1	0
Finance Managers	Treasury & PMU	2	2 (Treasury)
Managers from other departments	Corporate Services & Internal Audit	3	3
Other Finance Officials	Treasury & PMU	24	5
MFMA Interns	Treasury	5	5

The summary of the level of skills visa viz the level of service provision is as follows:

- Out of 291 General workers of Water Services, 140 have ABET 1-3.
- 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 compromised as 76% of operators are unskilled.
- Maintenance of pipes, valves give rise to more over-time being worked, however majority (63%) of plumbers are unqualified.

There is a need to prioritise training of the above levels. Furthermore, a skills audit exercise has been conducted and its results will determine priority training interventions needed.

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, 2014

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



Further to the above, Table 3.5.6.2 gives an analysis injury on duty was looked at and the following was identified:

Table 3.5.6.2: Injury on Duty Analyses

Source: Ugu District Municipality Corporate Services, 2014

Minor Injuries	Major Injuries
15 minor injuries – 0 – 13 days off duty (for the 1 July 2013 – 28 Feb 2014 period)	1 major injury – 14 – more days of duty (for the 1 July 2013 – 28 Feb 2014 period)

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 and 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"> • HIV/AIDS Management • Chronic diseases management • Stress / mental health • Incapacity due to ill health • Medical awareness and check-ups • Promotion of health, good nutrition • Impact of alcohol abuse • Financial wellness • Spiritual wellness management 	<ul style="list-style-type: none"> • Creating awareness • Provision of counselling to employees • Provision of Organizational support services and education programmes • 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 • Referral for professional counselling, treatment



3.5.6.2. Analysis per of EAP Provision

The total number of employees participating in EAP Programme is 260 out of the total of 854 employees which is 29% of the total workforce. These represents only referred cases where 251 was self referrals and 9 being formal referrals. The referrals per department are summarized in Table 3.5.6.2.1 below.

Table 3.5.6.2.1: Health and Safety in Workplace rating

Source: Ugu District Municipality Corporate Services, 2014

Department	Number/ percentage
MM	3 (1%)
Corporate Services	7 (3%)
Water services	218 (80%)
Treasury Post level 8-18 most participants	45 (16%)

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 reinforced and ensures that they are aware, of the programme and that it is clearly defined to them. Furthermore, awareness on the need to have medical aids 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

In terms of the employer / employee relations, twelve precautionary suspensions were handed but only six of those were resolved within three months. With regards to cases reported, twenty two was recorded but only sixteen of those were finalized. There was one appeal hearing which is still pending. There is considerable challenge with delays in the



concluding of investigations and difficulty of securing competent official to handle the hearings.

A number of employee grievances were analysed from the period July 2013 – Dec 2013 to ascertain general causes for unhappy employer / employee relations. The key grievances that even led to three, labour unrest are captured below:

- Outsourcing of municipal structural functions
- Reviewing of car allowance policy
- Reduction of overtime
- Unsafe working conditions

Further to the above the analysis also showed that:

- 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 is not consulting in good faith.
- Labour Unions need 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, thereby ensuring reasonable accommodation by PWD's;



- 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 the address retention of employees from designated groups;
- Employment Equity awareness programmes

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

3.5.7.1. Responsibility of the Municipality

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

- Appointment of people with disabilities thereby increasing the number from 11 to 15, and from 4 to 8 Black Females for the first year
- Fair representation of Black Women at Senior Management level
- Fair representation of Black Women (Africans, Coloureds and Indians) at skilled, semi-skilled and unskilled levels depending on availability of positions
- Implementation of Affirmation Action measures in line with the Municipality Employment Equity Plan and
- Implementation of measures to eliminate unfair discrimination

3.5.8. Secretariat, Registry and Auxiliary Services

The Secretariat Unit has seen a number of resignations in key positions. Due to the skill being specialist, replacing the personnel has proven difficult. This has resulted in decentralising some of the committee work within Departments. Because this is regarded as additional functions to the said administrator, passion and dedication may be limited. It is ideal to retain committee work within the Secretariat and enhance the capacity. This will allow continuity and on the job training.



The Delay of agenda dispatch due to late submission of items has been a challenge for a while. In 2013 however an improvement has been seen due to the renewed focus and adherence to deadlines. The target remains dispatching of the agenda at least 3 days before the sitting of a meeting.

Language Services has not been effective over the past financial years but not effective during the 2013 / 2014 financial year. Outsourcing the function according to need has therefore been considered and will be the norm when required.

The inclusion of Amakhosi in Council has been one of the highlights within the Municipality and the Amakhosi are now participants in Council meetings.

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 still not practiced. Records are not always 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 handled correctly. All bid processes, (from specification up 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.

The Municipality has been able to achieve savings by eliminating rental of property for purposes of office space. The relocation of personnel into other buildings occupied and owned by the Municipality was done within the planned time, achieving the desired saving financially.

Further 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 by same. Standby quarters are planned for development. This will ensure that staff is immediately available when required to work in emergencies.

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 drawn for Ingonyama Trust managed land. Property transfers will also be done where necessary.



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 281 vehicles, mainly used for water services provision. Most have gone beyond their life span as indicated below:

- 98 below 100 000 kms
- 93 below 200 000 kms
- 90 above 200 000 kms

During the financial year 2012/13 identified 70 and replaced 59 vehicles. The challenge calls for a clear replacement plan and disposal plan.

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 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 compliant. 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 and 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 from 3.5.12.1 to 3.5.12.6 below.

- 3.5.10.1.** The analysis shows the urgent need of improving the organisation's overall internal information and technology communication system in terms of physical infrastructure, policy framework and backup systems.



- 3.5.10.2.** 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.
- 3.5.10.3.** A plan to consider more important and urgent maintenance issues has been drafted to address challenges with the given budget.
- 3.5.10.4.** There is a need to phase out renting of office space and building own office space to realise savings.
- 3.5.10.5.** 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).
- 3.5.10.6.** The finalisation and implementation thereof, of the organisational structure review process is moving at a slow pace.



3.6. Basic Service Delivery

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

3.6.1. Water Service Provision

It is important to state from the onset that the gaps in level 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 30% reticulated
- 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 8
- Pipelines 6 000 km (estimate)
- Reservoirs 160
- Pump Stations 125
- Water Treatment Works 16
- Waste Water Treatment Works 18

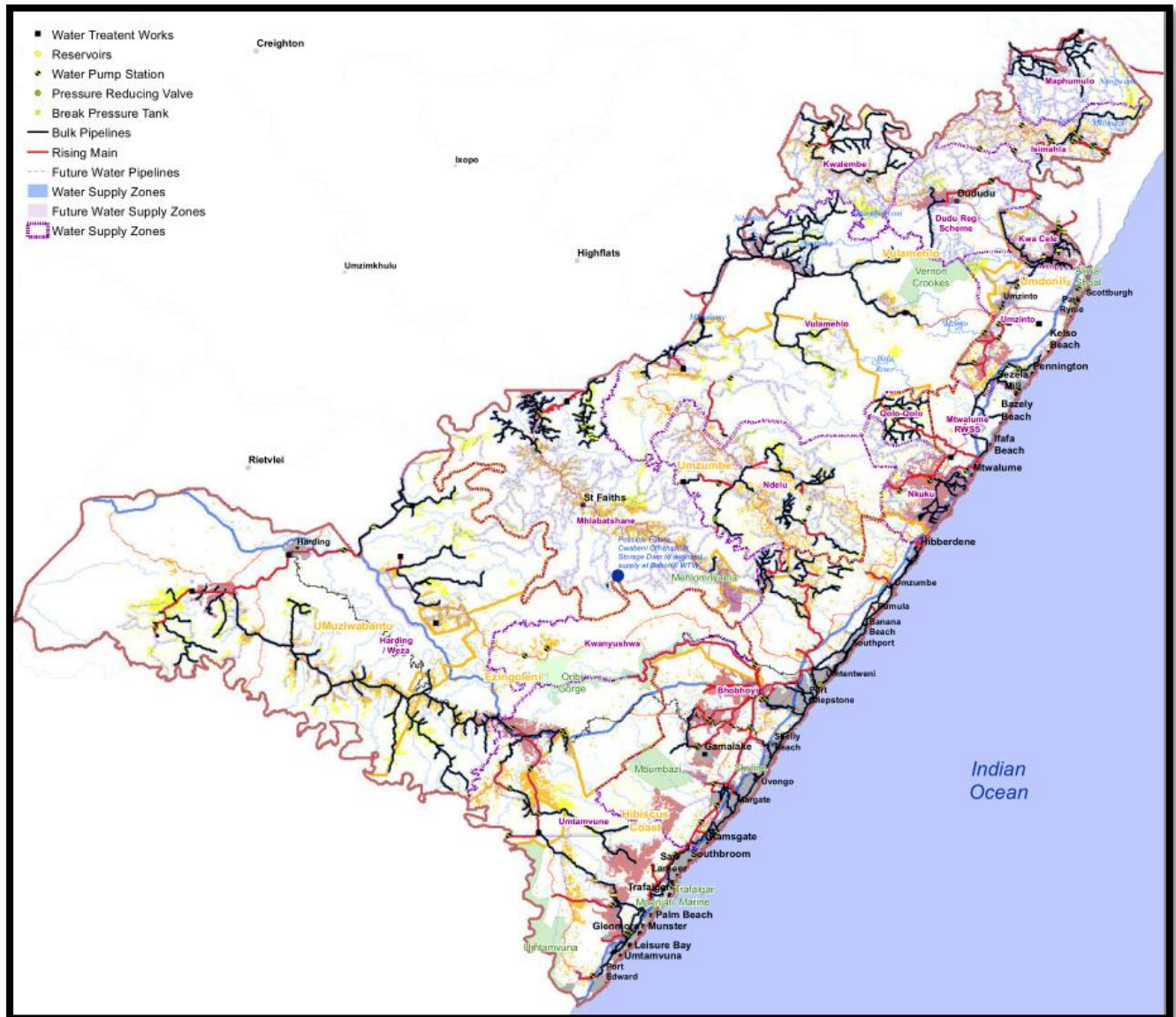
3.6.1.1. Existing Water Infrastructure

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 Map 7 below.



Map 7: Ugu District Existing and Planned Future Infrastructure

Source: Ugu District WSDP, 2013

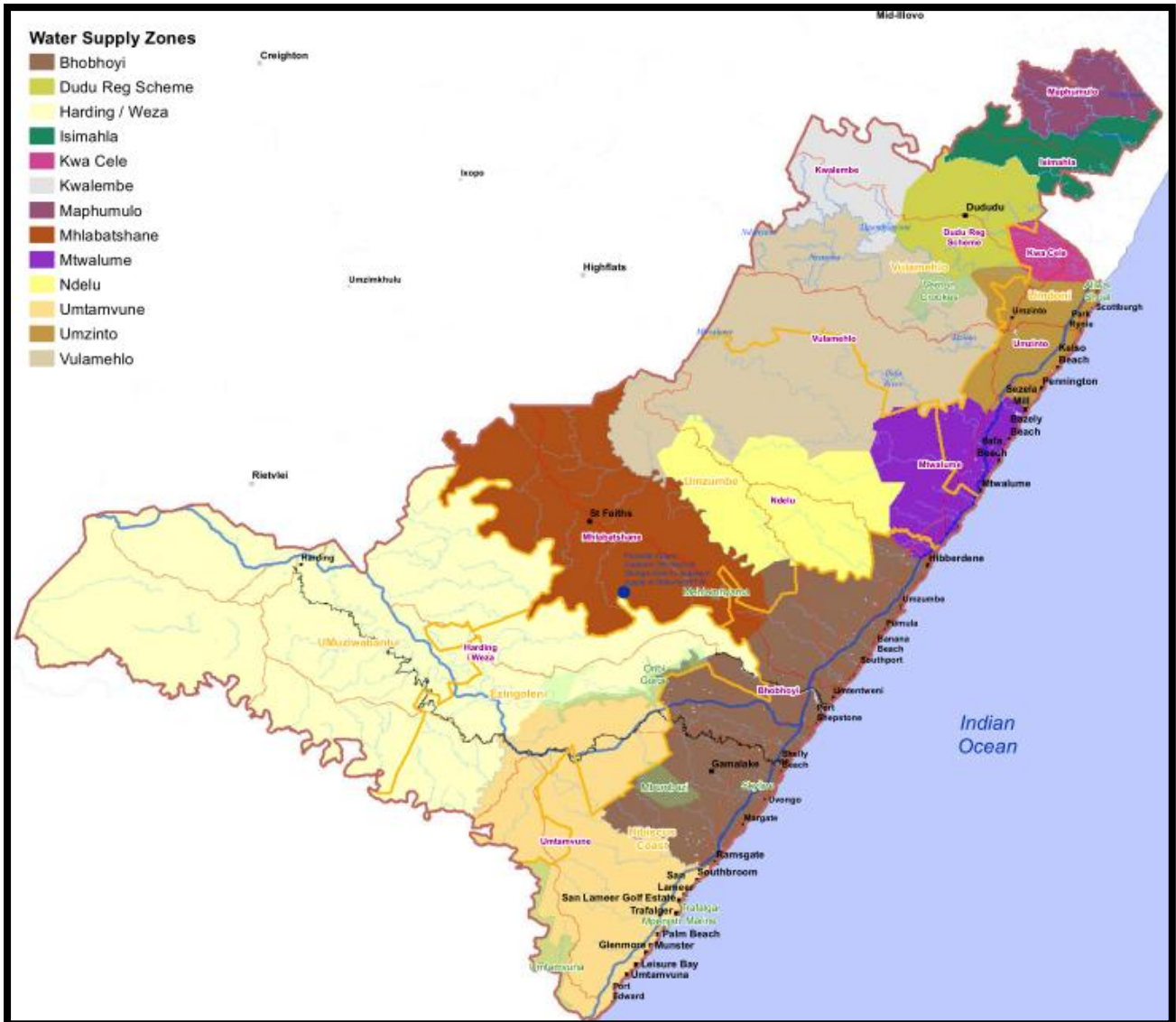


Furthermore, a number of bulk supply sources (water treatment works or external bulk supply sources) that form the basis of the current and future water supply systems in the District were identified. Each one of the bulk supply sources supplies a specific zone that could be ring fenced and used as the 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 Map 8.



Map 8: Ugu District Water Supply Zone

Source: Ugu District WSDP, 2013



3.6.1.2. 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 community standpipes at 200m.

3.6.1.3. 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 it was 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). Allowances were 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 – 1.4
- Allowance for water losses – 30%
- Holiday peak factor – 1.5



Rural

- Summer Peak Factor – 1.3
- 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
Kwa Cele	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 WTW's
Totals (MI/d)	170	225.5	110.8	

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.

3.6.1.4. 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 backlogs per local municipality are captured Table 3.6.1.4.1 and figure 3.6.1.4.1. The table further backlog percentage over the last three censuses. The census 2011 reveals that the major backlogs are in Umzumbe and Vulamehlo Municipalities with backlogs of 46 and 34 respectively whilst the rest of the municipalities have backlogs 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
Vulamehlo	16135	10617	5518	34	68	89
Umdoni	22869	22389	480	2	15	32
Umzumbe	35171	19050	16121	46	77	90
Hibiscus Coast	72175	69452	2723	4	32	33
Ezinqoleni	11472	9809	1663	14	58	84
Umuziwabantu	21619	18296	3323	15	53	84
Ugu District	179441	149613	29828	17	49	67

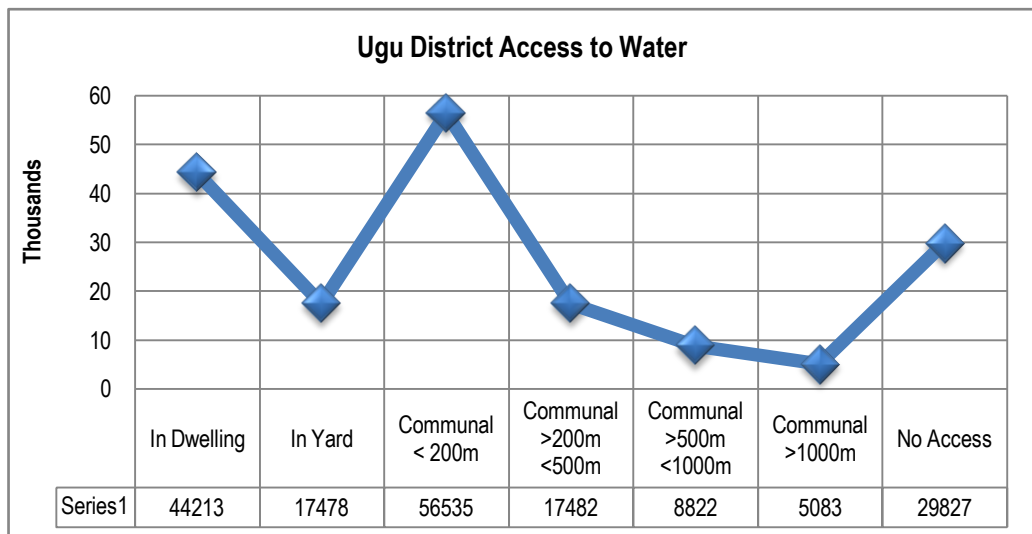


Fig 3.6.1.4.1: Ugu District Access to Water

Source: Stats SA, Census 2011

As reflected in figure 3.6.1.4.2, there has been a drastic reduction of backlogs 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 backlogs of 2% and 4% respectively. There have been substantial reductions at Ezinqoleni and Umuziwabantu Municipalities both having had backlogs of 84% in 1996 and now having backlogs of less than 15%. The challenge remains with Vulamehlo and Umzumbe Municipalities where progress has been slow.

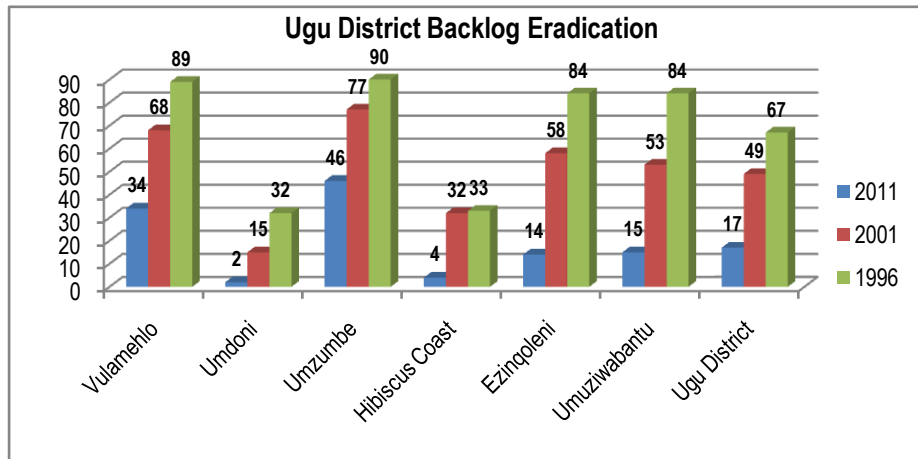
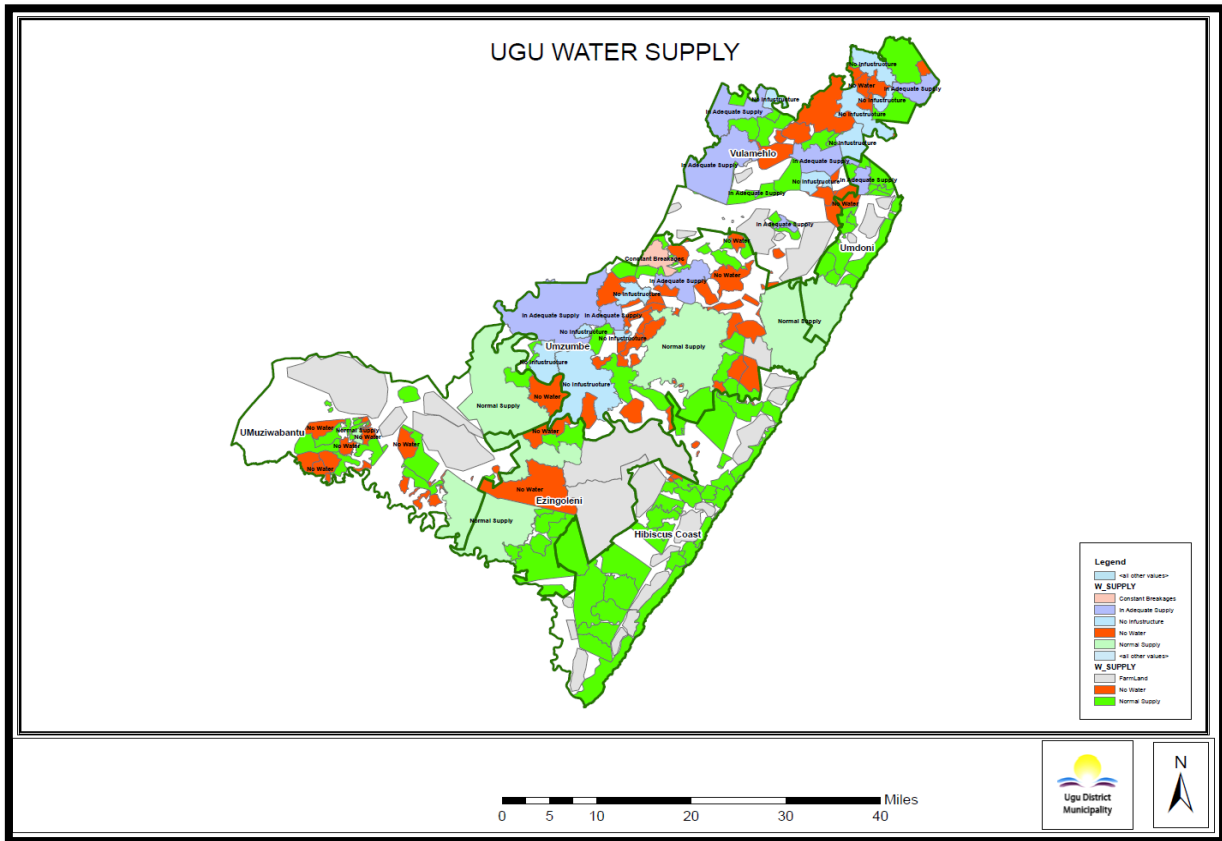


Fig 3.6.1.4.2: Ugu District Water Backlog Eradication
Source: Stats SA, Census 2011

Map 9: Ugu District Municipality Water Supply

Source: Ugu District Municipality GIS, 2012



3.6.1.5. Current Strategies / Programmes for Water Provisions

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

ii. Ground Water programme

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

iii. Regional Water Resources Planning Strategy

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

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

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

iv. Water and Sanitation Master Plan

The Water 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 2013 encompasses amongst others, water, sanitation and infrastructure backlog studies, waste water treatment studies, bulk infrastructure development studies. The WSDP is reviewed every year. Additional funding is required to eradicate the water and sanitation backlog etc.

Ugu will not meet the millennium developmental goals of 100% access to water and sanitation by 2014 due to inadequate and sustainable water resources.



The municipality has programs such as: urban water borne sanitation and the rural VIP programme.

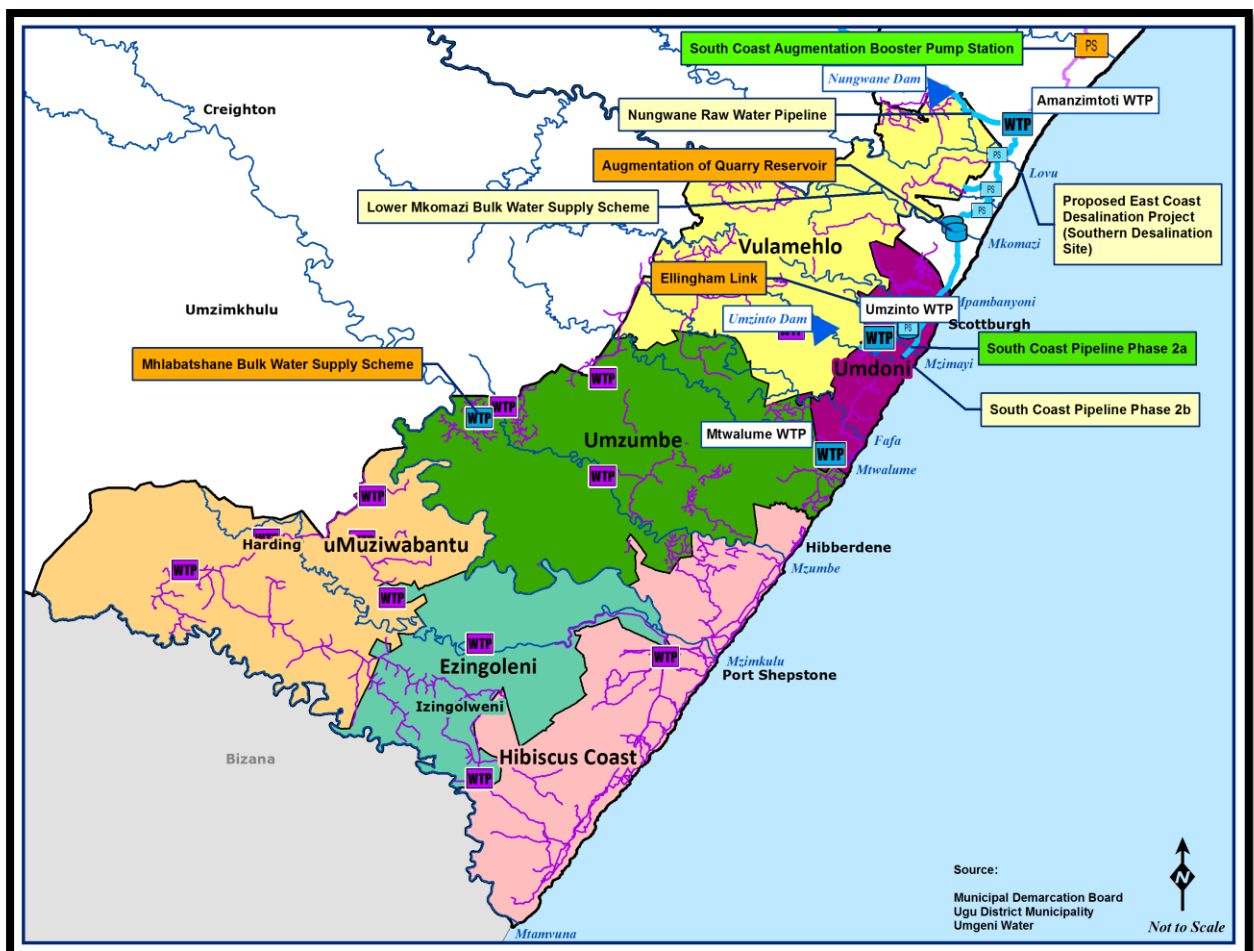
v. Umgeni Water’s Master Plan for Umgeni Water

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.*

The following figure (**Map 10**) shows the location of the bulk water infrastructure and the status of the projects (as of April 2014) Umgeni Water is implementing to ensure that Ugu District Municipality has an assured supply of water.

Map 10: Umgeni Water’s Catalytic Projects
Source: Ugu District Alignment Session, 2013





vi. Sihambesonke 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 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/ 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 community within the surrounding areas.

Water tanks - This will include identifying the existing water tanks within the areas of Local Municipality, taking into consideration the community that utilise that water tank, the period in which the tank gets finish 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 and a cost effective method.

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

Springs / borehole Protection - This is highly recommended as the best method of proving 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, 2013

Item	Number	Unit	Unit Cost	Total Cost
Jojo's	1160	each	5000	R 5 815 000
Springs	420	each	25000	R 10 475 000
Boreholes	80	each	100000	R 7 900 000
Pipe extensions	130	km	1000000	R 124 723 410
Rainwater harvesting	3790	each	6000	R 22 740 000
			SUB-TOTAL	R 171 653 410
Water tankers	10	each		R 17 165 341
TOTAL				R 188 818 751



3.6.1.6. 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 timeframes to eradicate the backlogs, 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 35 000 to service per urban households
- R55 000 to service per rural households that are situated between 200m and 800m from a formal water supply
- R105 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, 2013

Eradication Plan (Excl VAT)	
Estimated cost to eradicate backlogs	R 4 300 000 000
Assumed MIG Allocation future	R 290 000 000
% of MIG Allocation towards water	70%
Allocation towards water	R 203 000 000
Estimated years to eradicate backlogs	21

3.6.1.7. Ugu DGDS on Water Services

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

3.6.2. Sanitation Service Provision

As mentioned in section 3.6.1 the Infrastructure Audit and Ugu DGDS informed the analysis of sanitation service provision. Table 3.26 below shows the overall sanitation backlog of the district and the following subsections breaks it down per rural and urban.



Table 3.6.2.1: Sanitation Backlog

Source: Ugu District Municipality WSDP, 2013

Municipality	Total Households	Total Households Served	HH Below minimum standards	Percentage Backlog %
Umzumbe	35171	26792	8379	33
Umuziwabantu	21619	13075	8544	47
Hibiscus Coast	72175	62980	9195	20
Vulamehlo	16135	13241	2894	20
Ezinqoleni	11472	11472	0	0
Umdoni	22869	22869	0	0
Ugu District	179441	150429	29012	20%

3.6.2.1 Urban Sanitation

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

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

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

The urban sanitation comprises a combination of waterborne sewerage linked to Waste Water Treatment Works (WWTW) as well as a system of septic tanks and conservancy tanks in the less densely populated areas.

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

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

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



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

3.6.2.2 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 Bulk Infrastructure Audit, 2011

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

3.6.2.3 Access to Sanitation Services as per Census 2011

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

Table 3.6.2.3.1: Access to Sanitation Services per Municipality

Source: Statistics SA, Census 2011

	Ugu	Umzumbhe	Umuziwanabantu	Ezingoleni	Hibiscus Coast	Vulamhlo	Umdonini
None	8397	1654	1094	673	3757	695	523
Flush toilet (connected to sewerage system)	32647	703	1889	383	21397	444	7832
Flush toilet (with septic tank)	13181	625	752	245	8562	325	2672
Chemical toilet	15281	2773	3146	194	5330	2857	981
Pit toilet with ventilation (VIP)	32885	5050	5014	7400	8254	4421	2747
Pit toilet without ventilation	62133	21477	7606	2248	20247	6154	4402
Bucket toilet	3123	359	167	14	558	523	1503
Other	11793	2530	1951	316	4071	716	2209
Total	179440	35171	21619	11472	72175	16135	22869



The urban sanitation comprises a combination of waterborne sewerage linked to waste water treatment works (WWTW) as well as a system of septic tanks and conservancy tanks in the less densely populated areas and these make up 25% of the access to sanitation services.

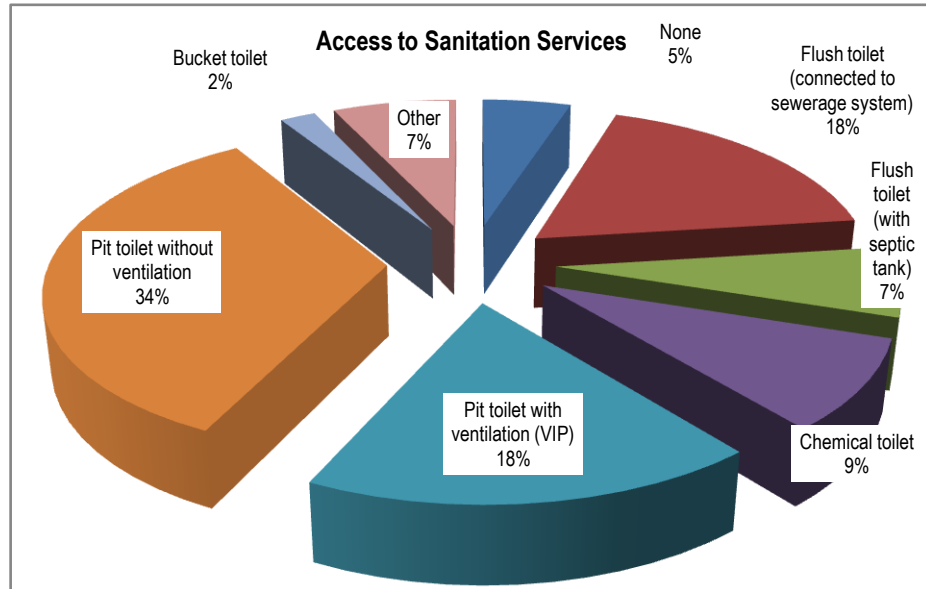


Fig 3.6.2.3.1 Access to Sanitation Services
Source: Statics SA, Census 2011

3.6.2.4 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 urban sanitation backlog based on this approach amounts 6811 HH (3.8%).

The “backlog” estimate is not entirely accurate as areas such as Nzimakwe which is a formalized township but without reticulated sanitation is included in the urban household count. It is assumed however that areas such as these will be served as they are developed.

There are also settlements classified as “linked rural upgrade” or future housing schemes especially in areas adjacent Nzimakwe, immediately West of Marburg in Port Shepstone and in the coastal strip between Hibberdene and Mtwalume that may also require upgrade to waterborne sanitation. The extent of such areas is not easily quantified with the information to hand.



The expansion of the urban sewerage and the reasons therefore are detailed in the SSMP but the total estimated capital investment (2013 / 14) of the order of R 2.5 billion is required of which R 2.2 billion is to reticulate 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

3.6.2.5 Rural Sanitation

There is no reliable data spatial 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 also 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.

3.6.2.6 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 0.05m³ per annum is reflected in table 3.6.2.6.1.

Table 3.6.2.6.1: VIP Sludge Accumulation Rate

Source: Ugu District Municipality Bulk Infrastructure Audit, 2011

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

Whilst the standard Ugu VIP has an effective pit volume of 1.5m³ (allowing 200mm freeboard), the benefits of a larger pit are clearly apparent in terms of time taken to fill up. Table 3.6.2.6.2 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 Bulk Infrastructure Audit, 2011

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



Considering that the survey suggests that 61% of the pits are between 75% and 100% full and that 20% are older than 5 years suggests that major challenges lie ahead in ensuring the sustainability of the rural sanitation programme. The maintenance plan for VIPs toilets installed is under development.

3.6.2.7 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 VIP's in the District, it would also provide statistics about usage and percentage full across the District.

3.6.2.8 Alternative Delivery Methods

➤ Urban

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

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

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

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

➤ Rural

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

This is a national challenge which requires dedication and careful planning. The use of alternative technologies such as bio-digesters etc. warrants further trials although such technologies can be problematic if not used correctly and the fact



that about 80% of inhabitants use newspaper as a cleansing material is a case in point.

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

3.6.3. Solid Waste and Cemeteries

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 existing private recyclers may link to. The viability of recycling relies heavily on economies of scale as there must be enough recyclables available to justify the cost of transport associated with the collection of recyclable materials. Ugu requires a great deal more work before an economically viable waste recycling system can be put in place.

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

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Removed by local authority/private company at least once a week	44137	417	3402	160	27876	274	12007
Removed by local authority/private company less often	2398	325	487	98	1075	164	249
Communal refuse dump	2400	187	153	55	1211	447	346
Own refuse dump	118601	29568	16416	10849	39086	12974	9709
No rubbish disposal	10480	4492	832	291	2393	2033	439



Other	1425	182	328	18	534	243	119
Total	179440	35171	21619	11472	72175	16135	22869

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

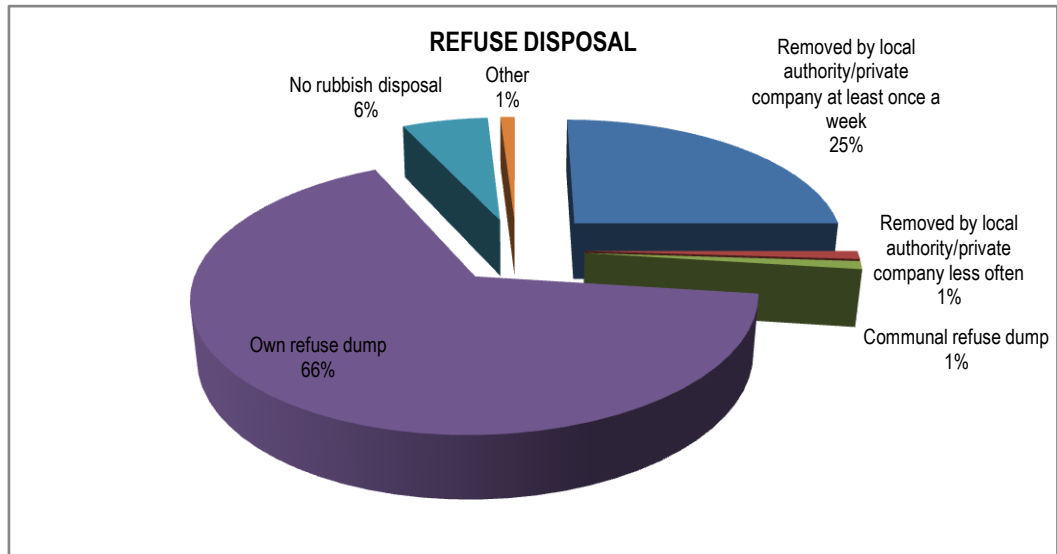


Fig 3.6.3.1 Access to Refuse Removal Services
Source: Statics SA, Census 2011

3.6.2.9 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 3.6.2.9.1.

Table 3.6.2.9.1: Waste Services Level

Source: Ugu District Municipality WSDP, 2013

Settlement Category	Vulamehlo LM			Ezinqoleni LM			Umzumbe LM		
	Service d HH	No Service	Total HH	Service d HH	Not Serviced	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
Total	237	14,236	14,473	120	8,510	8,630	531	30557	31088
Percentage	1.6%	98.4%	100%	1.4%	98.6%	100%	1.7%	98.3%	100%



	Hibiscus Coast LM			Umdoni LM			Umuziwabantu LM		
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
Total	23,237	27,415	50,652	7,204	9,821	17,025	2,261	18,047	20,308
Percentage	45.9%	54.1%	100%	42.3%	57.7%	100%	11.1%	88.9%	100%

3.6.4. Transportation Infrastructure

The Ugu District Municipality does not have an adopted Integrated Transport plan as the one available was last adopted in 2006 / 2007 financial 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.

3.6.4.1 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 3.6.2.9.2 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 3.6.2.9.2: 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 lobbied 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.

3.6.4.2 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 Izotshe 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 main rail corridor in the district is the standard gauge South Coast line that runs from Port Shepstone to eThekweni. 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. The main commodity currently on the rail network is 500,000 tons of lime clinker from Simuma to Mount Vernon. 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 and into the hinterland. This would serve to boost tourism along the coastal strip and economic activity within the hinterland.

3.6.4.3 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 3.6.4.3.1, access to transport is measured in terms of the percentage of households that have access to Level 1 to Level 3 roads (i.e. national, main and district roads).

Table 3.6.4.3.1: Access to Transport

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

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

Map 11: Ugu District Road and Rail Infrastructure

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014





3.6.4.4 Transportation Backlog Eradication

The backlog eradication plan should include building new roads of acceptable standard (or upgrading existing sub-standard roads) to form a municipal wide “grid” of roads that satisfies the defined delivery standards.

The cost of this can be high, with typical costs as given below. This can be highly variable depending on the terrain as well as numbers and sizes of river crossings:

New blacktop roads (excluding river crossings)	R11m/km
Upgrade and blacktop existing sub-standard road (excluding river crossings)	R6m/km
New gravel roads (excluding river crossings)	R8m/km
Upgrade and gravel existing sub-standard road (excluding river crossings)	R4m/km
River crossings	R20,000/m2

The Department of Transport has presented a project priority list for 2010 – 2015, which highlights local roads and causeways prioritised for construction or upgrade.

Table 3.6.4.4.1: DOT’s Local Road Priority List 201 - 2015

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

Municipality	Road Name	Tribal Authority	Budget
Vulamehlo	Bhomladi Road Phase 3 (1.2km-3)	Izimphephu Zendlovu	R 1,100,000
	Ghabisa off D1039	Mkhize	
	Gogweni Road off P77 (2.6km-3)	Emandleni	R 1,300,000
	Gonwane Road (2.1km)	Mkhize	R 1,100,000
	Mashasha Road		
	Mqiniseni Road off P77 (2.2km-3)	Emandleni	R 1,100,000
	Mseleku Road off D1039	Emandleni	
	Ndanbeni Road off P77	Emandleni	
	Shluthilelo Road	Mbele	
	Thenjani Road off P728	Mkhize	
Umzumbe	A 2911	Cele K	
	Bhekameva Road	Nhlangwini	
	Chimeni Road (1.5km – Gr 3)	Nhlangwini	R 1,000,000
	Funeka Road	Mathulini	
	Gumbini Road		
	Gumbini Road (ext 2)	Mathulini	
	Gumede Road (3.2km – Gr 3)		R 1,400,000
	Ivetha Road	Hlubi	
	Khoza Road	Mathulini	
	Link D1119	Mathulini	
	Mehlomnyama Road	Cele K	
	Msani Road		
	Ndilinde Road (2km – Gr 3)	Mfangisale	R 1,100,000
	Nzimayi Road		
	Off D 921 (emaplazini)		
	Off D 950 (osizweni Road)		
	Othandweni Road (2.8km – Gr 3)	Mathulini	R 1,400,000
Sgubho Road (1.4km – Gr 3)	Bhekani	R 1,000,000	
Sivivane (nyavini)			
Umuziwabantu	A2402	Kwanyuswa	
	Bhekamampondo (4km- Gr 3)	Mthimude/machi	R 1,575,000



Municipality	Road Name	Tribal Authority	Budget
	Ekuzameni Road (4km – Gr 3)	Kwambotho	R 1,700,000
	Lenkasi Road (1km – Gr 2)	Bashaweni	R 600,000
	Mazithathele (0.6km – Gr2)	KwaDuma	R 600,000
	Nkungwini Road	Kwajali	
Hibiscus Coast	Phuthumani	Kwa-Cele	
	A2486 Jesus Road	Ndwalane	
	Chief Road	Lushaba	
	Mjika Road	Mavundla	

Table 3.6.4.4: DOT's Causeway Priority List 201 - 2015

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

Municipality	Road Name	Tribal Authority	Budget
Vulamehlo	Bafikile	Emandleni	
	Mahlathini	Izimphehu Zendlovu	R 1,000,000
	Mgoqozi	Mkhize	
	Mvungwini	Emandleni	
	Myende		
	Mzimpunzi		
	Ndlovu	Amanyuswa	R 1,000,000
	Opondweni (Bridge)	Emandleni	
Umdoni	Thoyana	Mkhize	
	D974	Cele	
Umzumbe	Nsileni	Cele	
	Danger structure	Nhlangwini	
	Fafa causeway	Mathulini	
	Funeka causeway	Mathulini	
	Gabes		
	Gumbini ext 2	Mathulini	
	Khokhoba causeway		
	Danger structure	Nhlangwini	
	Gabes		
	Gumbini ext 2	Mathulini	
	Off D 950 osizweni		
	Mkholombe	Cele K	
	Malinga 2	Mathulini	
	Fafa causeway	Mathulini	
	Khokhoba causeway		
Funeka causeway	Mathulini		

3.6.4.5 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 product in keeping with the tourists' needs. In addition, the area around Margate airport presents substantial potential for future industrial development. The Department of Co-Operative 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 airline 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 ±3 years. The Provincial Treasury has a project to revitalize all the regional airports.

3.6.4.6 Integrated Transport Plan (ITP)

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

3.6.4.7 Ugu DGDS on transportation Infrastructure

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

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

3.6.5. Electricity

Eskom 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 do keep 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 years period.

3.6.5.1 Electricity delivery Standards

During the development of the standards it was recommended that any households within a distance of 5 km's 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's 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's 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 (50 hh/km²) kilometre can theoretically not be supplied by the existing network.



3.6.5.2 Access to Electricity

In terms of access to electricity Vulamehlo and Umzunmbe remains the darkest municipality in the Ugu District area of jurisdiction both has 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 enjoys high levels of access to electricity, Ezinqoleni 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.

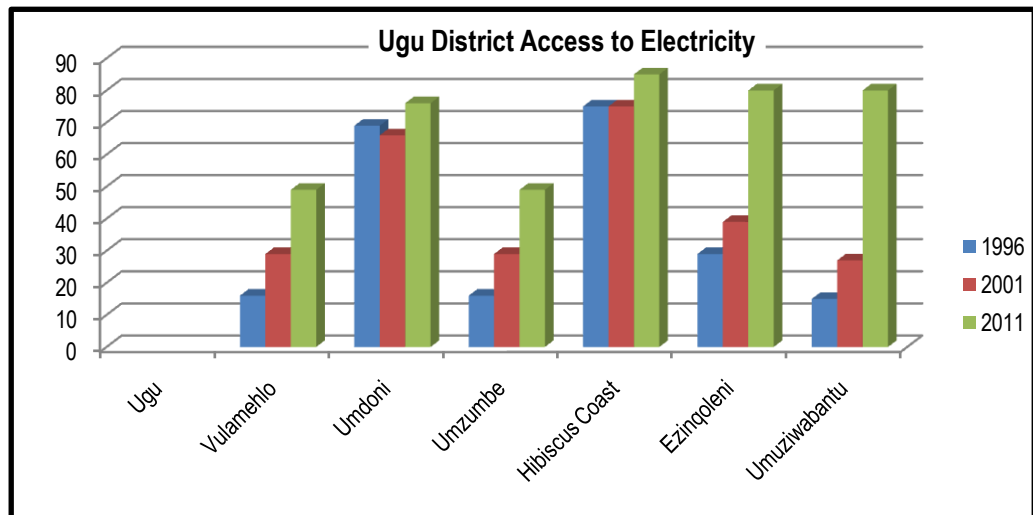


Fig 3.6.5.2.1: Ugu District Access to Electricity
Source: Statics SA, Census 2011

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

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

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

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

In terms of commercial development, it was stated in the Ugu Infrastructure Audit that generically, a commercial development “will not have infrastructure built for them until such time as the relevant developer makes a financial commitment”/ This indicates that current electricity infrastructure is not sufficient to support future commercial



development within the Ugu district, and will require financial commitment for the investor themselves.

3.6.5.3 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, 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 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

	Electricity (Lighting)	Electricity (Cooking)	Electricity (Heating)
Electricity	128977	Electricity	103747
Gas	765	Gas	7477
Candles	44780	Paraffin	16889
Paraffin	3218	Solar	339
Solar	552	Wood	49667
None	1136	Coal	423
		Dung	144
		Other	311
		None	437

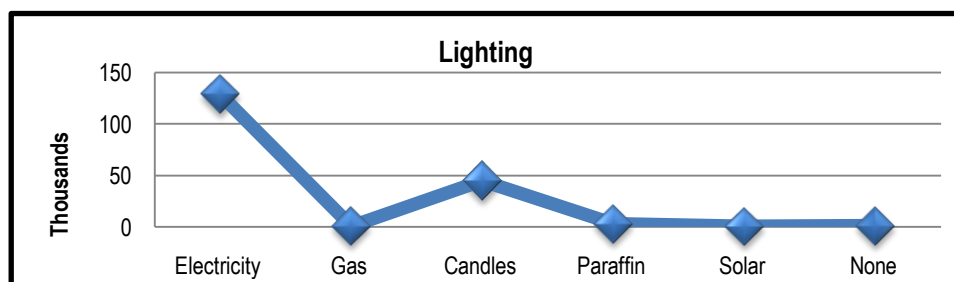


Fig 3.6.5.3.1: Ugu District Energy Use for Lighting

Source: Stat SA, 2011

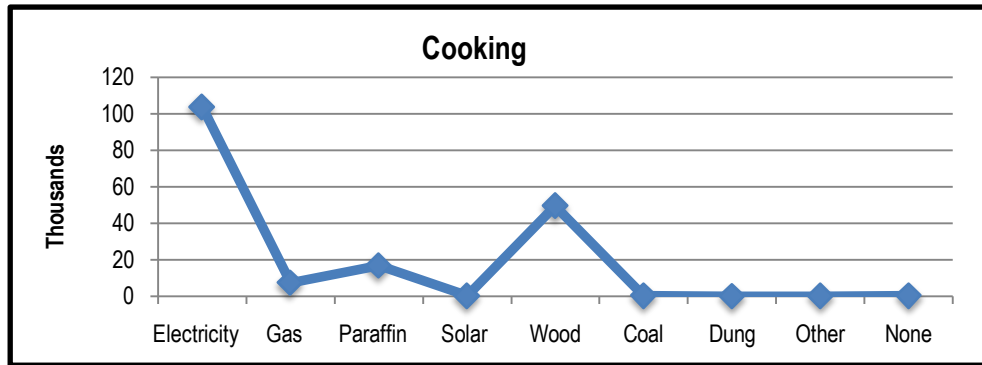


Fig 3.6.5.3.2: Ugu District Energy Use for Cooking
Source: Statics SA, Census 2011

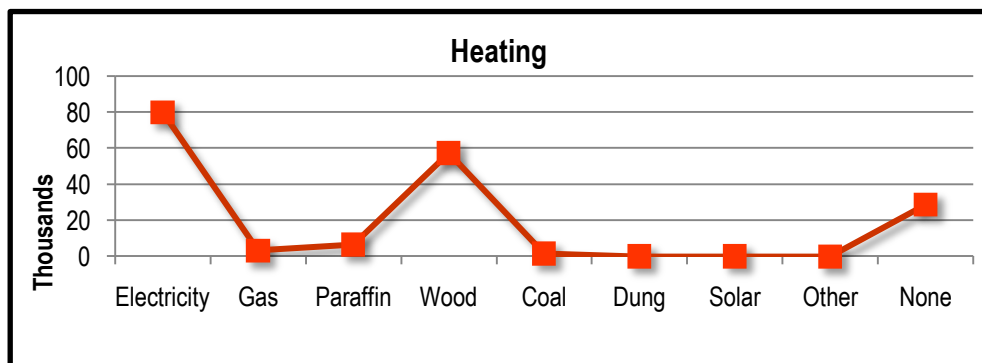


Fig 3.6.5.3.3: Ugu District Energy Use for Heating
Source: Statics SA, Census 2011

3.6.5.4 Current and Proposed Electricity Infrastructure

The current Eskom infrastructure footprint, the current supply, planned projects and network status are reflected in Maps 12 and 13.

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, regional level infrastructure development planning is 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.

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 associated cost and planned implementation year.



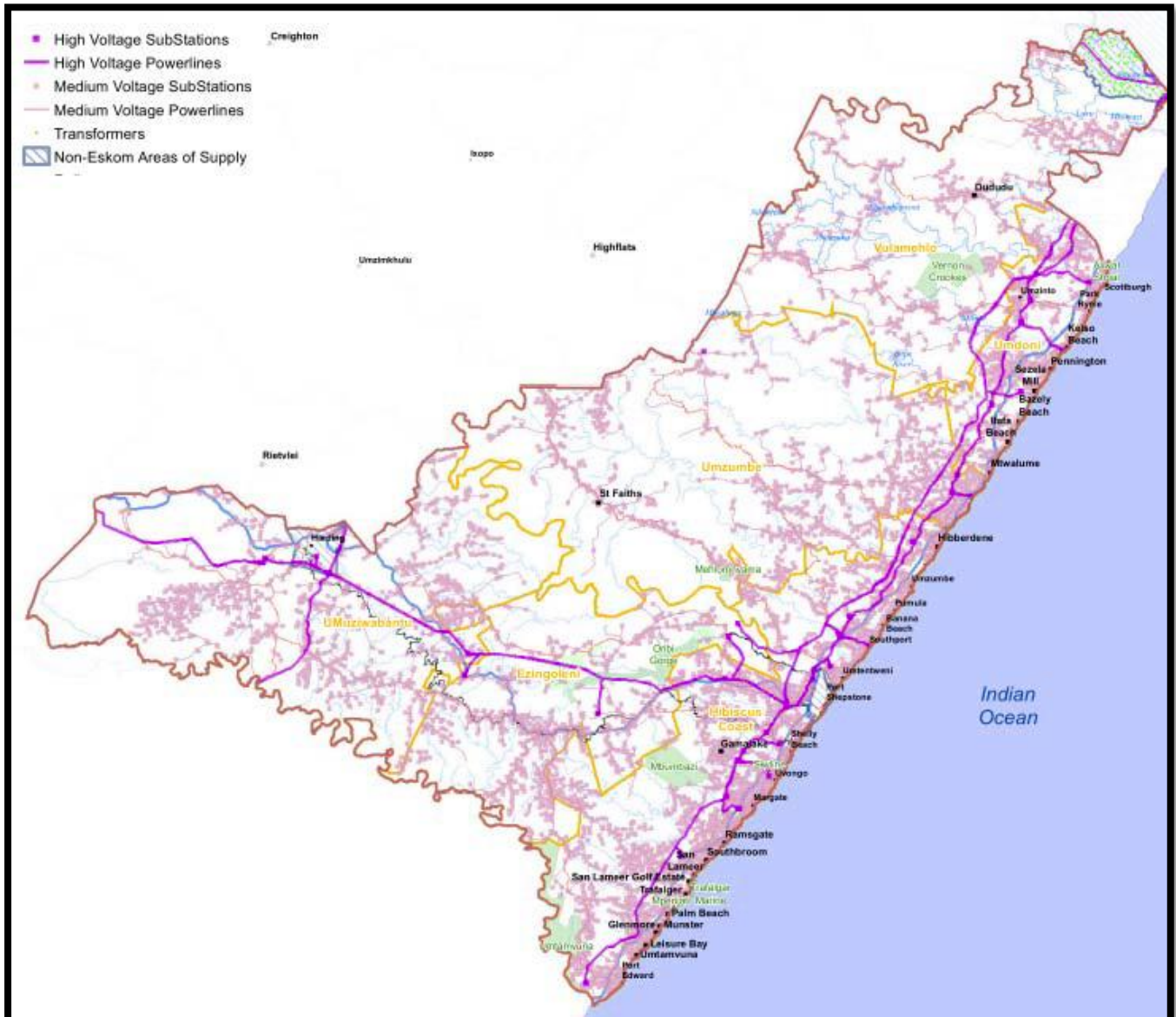
Table 3.6.5.4: Proposed Electricity Infrastructure

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

Name	Description	Year	Estimated Cost
Marina SS	Increase 22kV transformer capacity to 20MVA	2011-2015	R19,142,000
Port Edward SS	Increase 11kV transformer capacity to 10MVA	2011-2016	R9,935,000
Ingeli SS	Upgrade protection and add 22kV feeders	2011-2017	R 1,327,000
Hibberdene NB41	Upgrade	2011-2018	R 590,000
Qwabe NB58	11kV-22kV Upgrade	2011-2019	R 5,387,000
Uvongo NB25	Split	2011-2020	R 14,173,000
Marina NB78	Split	2011-2021	R 3,298,000
Munster NB5	Cable upgrades	2011-2022	R 5,713,000
Munster NB7	Cable upgrades	2011-2023	R 14,668,000
Port Edward NB31	Upgrade	2011-2024	R 2,606,000
Total			R 196,127,000

Map 12: Current Eskom Infrastructure

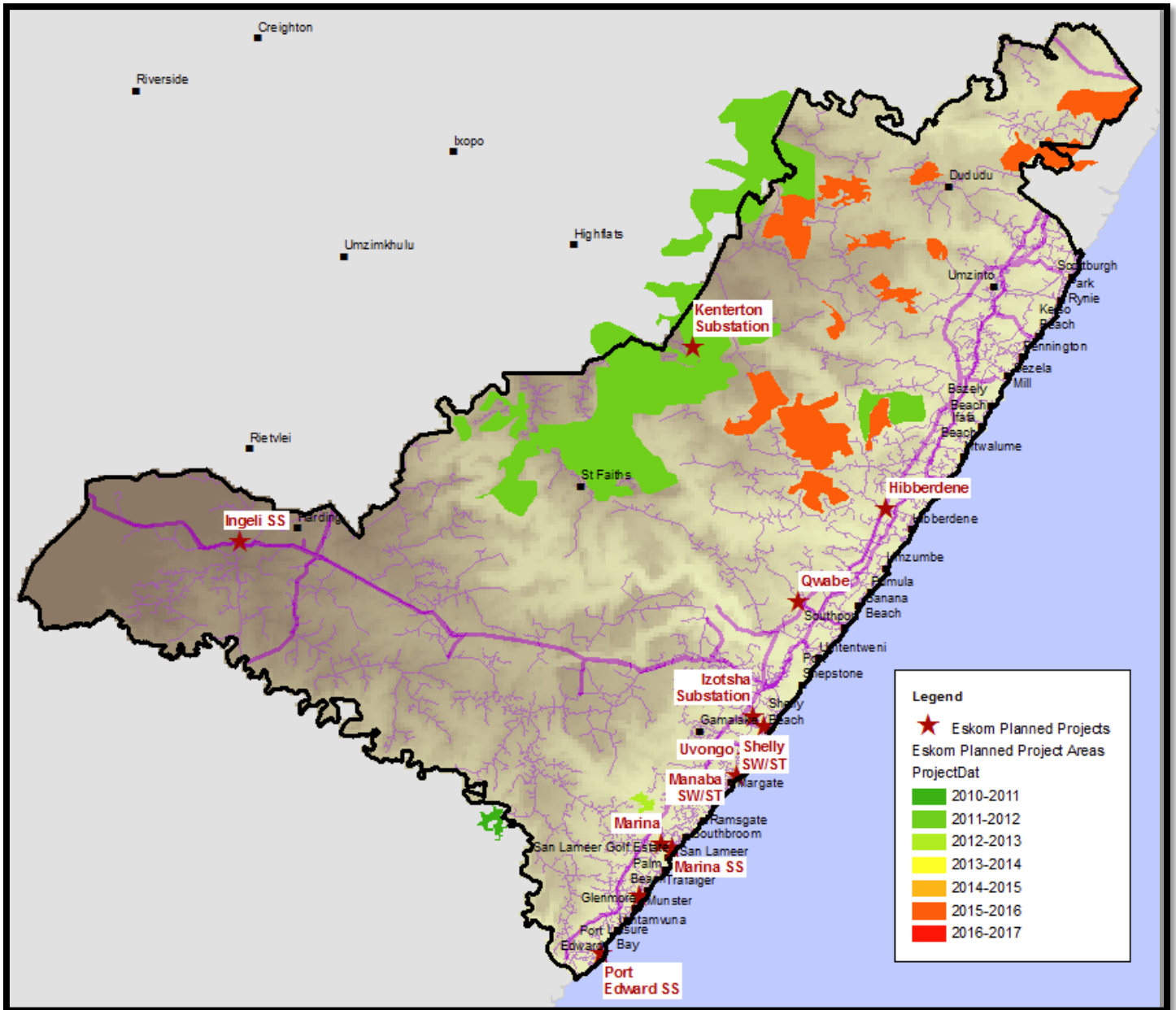
Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014





Map 13: Proposed Eskom Infrastructure

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014



3.6.6. 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
Ezingoleni	-	-	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
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
Access to Radio									
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
Access to Television									
Ugu	34548	9771	78	70350	53502	57	4152	7119	37
Umzumbe	-	-	0	15432	19545	12	42	150	0
UMuziwabantu	1962	1017	4	10566	6393	9	519	1164	5
Ezingoleni	-	-	0	7107	3540	6	336	492	3
Hibiscus Coast	24711	5673	56	24828	11046	20	2487	3432	22
Vulamehlo	-	-	0	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 each local municipality. The high access percentage is in the more urban areas municipalities and less on the more rural ones. This has to do mostly with affordability rather than network coverage.

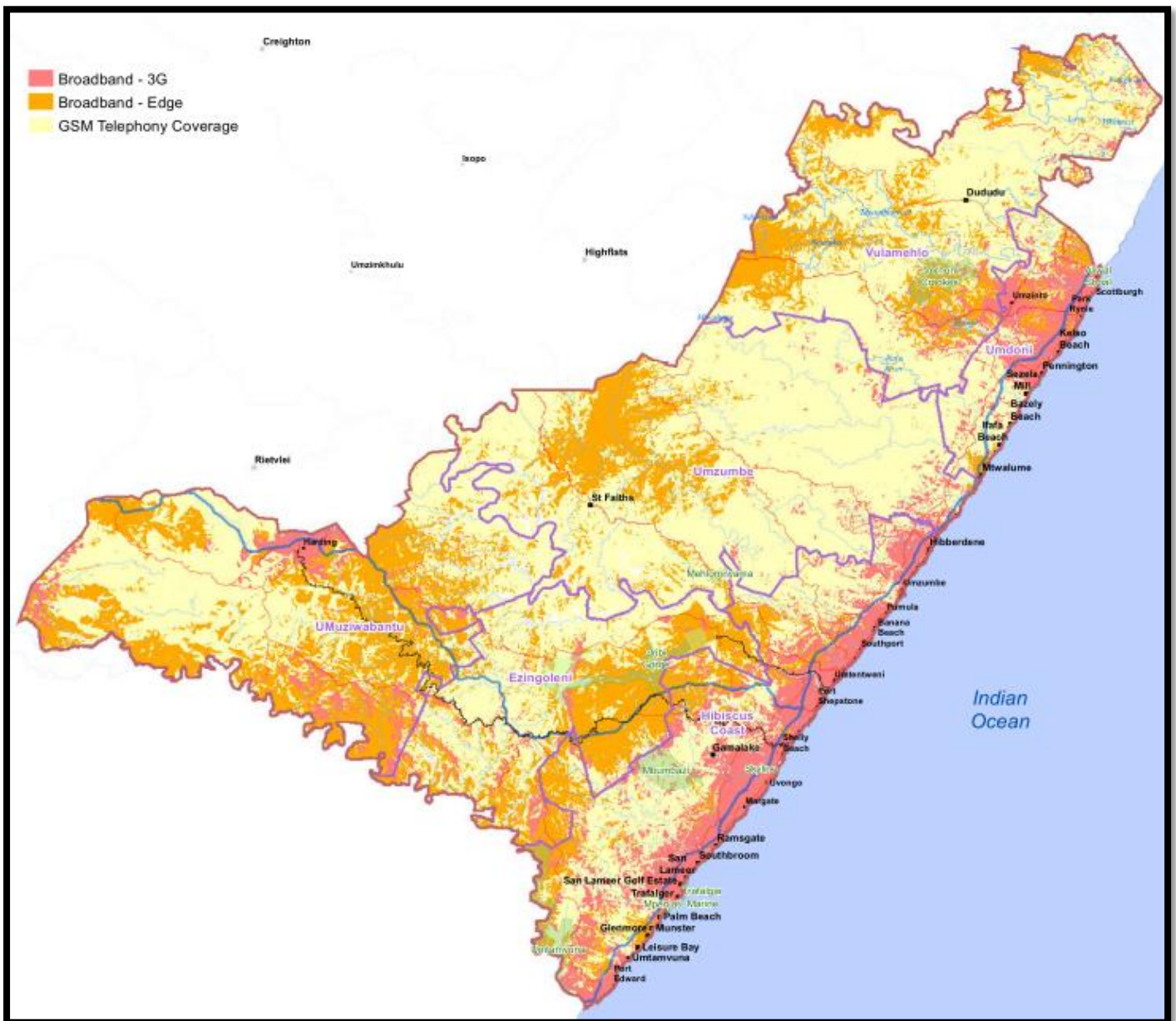
Global System for Mobile Communications (GSM) coverage across the district is well covered and 99% of all households have theoretical access to GSM services, although some lower lying areas may have difficulty due to the nature of the terrain.



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 has greater access. An average of 75% of households has 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.

Map 14: Ugu District Cellular Coverage

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014



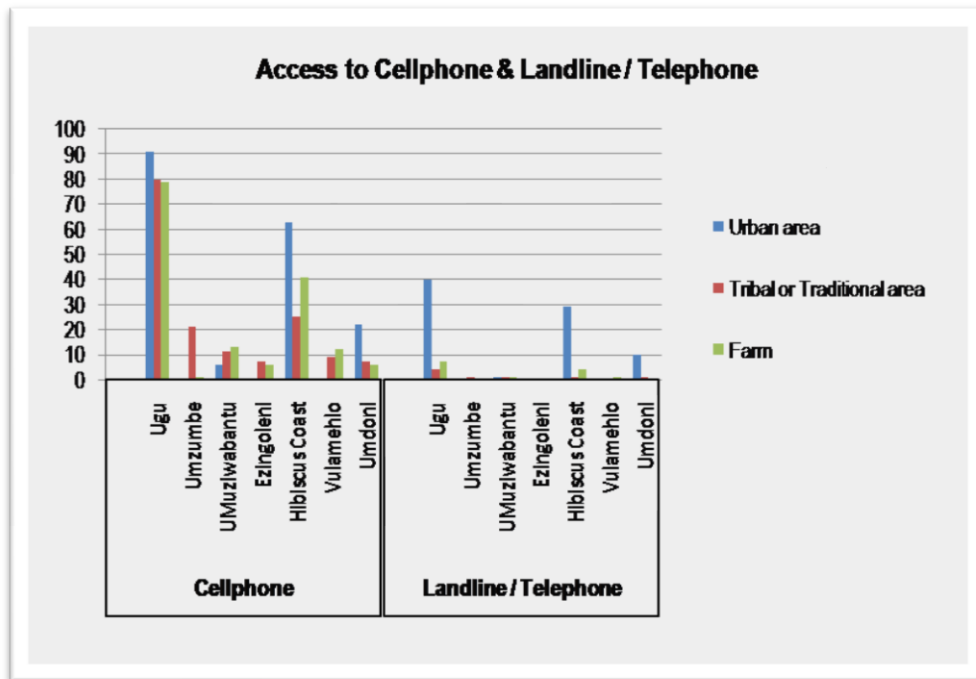


Fig 3.6.6.1: Ugu District Access to Cell phone & Landline / Telephone

Source: Statics SA, Census 2011

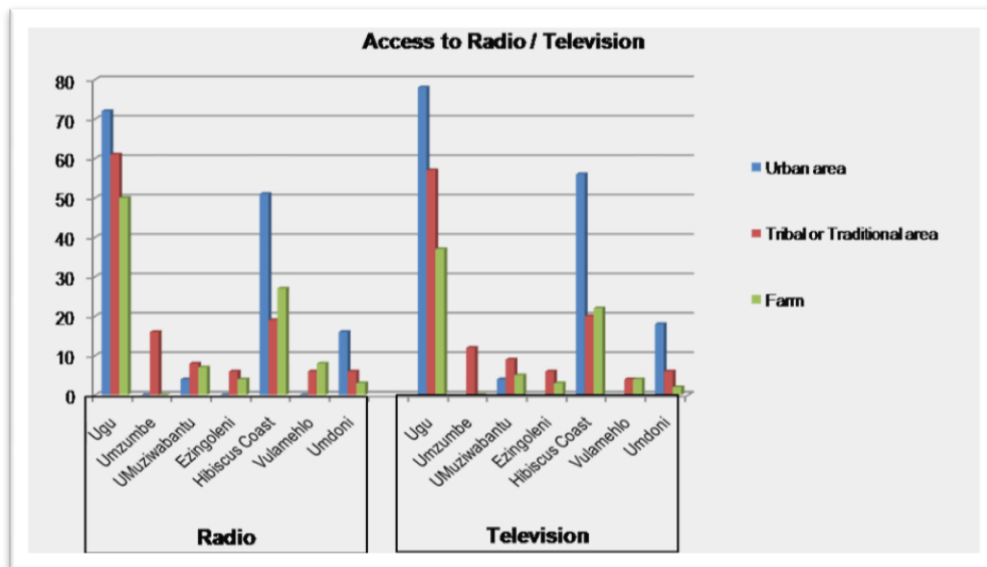


Fig 3.6.6.2: Ugu District Access to Radio / Television

Source: Statics 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 is 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.

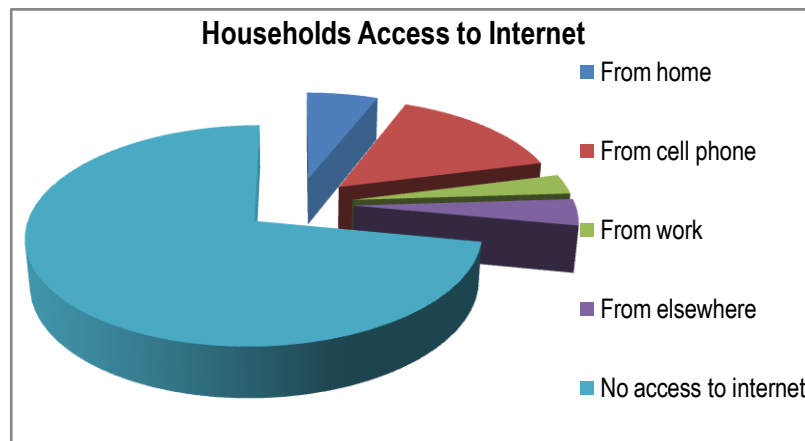


Fig 3.6.6.3: Ugu District Households Access to Internet Device
Source: Statics SA, Census 2011

3.6.6.1 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

3.6.6.2 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 5 years. Initial estimates show a total capital expenditure of approximately R 100 Million over 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.

3.6.6.3 Alternative Deliver 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 large 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's or 100's of 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.

3.6.6.4 Ugu DGDS on Telecommunications

The Ugu DGDS Strategic Objective 4.3 **Develop ICT Infrastructure to Support the Knowledge Economy** reveals that broadband services are limited and only available in major centres. In response to this need, the Ugu DM has initiated a broadband project for the region. There is very high penetration of cell phones in the district; however, the majority of households have access to GSM/voice services only, with only 36.6% of the district having 3G coverage. The majority of this is on the coast. The impact of basic cell phone access on rural communities should not be underestimated and the potential for utilizing this technology for empowering communities through access to information is yet to be fully realized. Development of Primary and Secondary POPs (Points of Presence) as well as Municipal Access Networks is currently a priority of the DEDT’s ICT Directorate and the district must ensure that these are rolled out within the district and local municipalities to increase access to communities. In general, technology backlogs in rural areas perpetuate spatial disparities and unequal access to opportunity. Ugu needs to ensure that it is not left out of IT developments and investments within the province.

3.6.7. Access to Community Facilities

This section makes a special focus on libraries, sport fields, community halls, civic centres, police stations and cemeteries. There is a higher concentration of these facilities within the more urban municipalities and gets lower in the more rural municipalities. Table 3.6.7.1 gives a list of all the community facilities within the Ugu District area of jurisdiction.



Table 3.6.7.1: Ugu District Community Facilities

Source: Local Municipalities

Community Facility	Name of Facility	Municipality	Ward	Existing / Proposed
Libraries	Vulamehlo Library	Vulamehlo	Dududu Ward 6	Proposed
	Scottburgh Library	Umdoni		Existing
	Park Rynie Library			Existing
	Malangeni Library			Existing
	Shayamoya Library			Existing
	Ifafa Library			Existing
	Sezela Library			Existing
	Pennington Library			Existing
	Port Shepstone Library	Hibiscus Coast	18	Existing
	Uvongo Library		19	existing
	Margate Library		6	Existing
	Gamalakhe Library		28	Existing
	kwaNdwalane Library		3	Existing
	Hibberdene Library		13	Existing
	Southport Library		16	Existing
	Twentweni Library		12	Existing
	Albersville Library		12	Existing
	Marburg Library		17	Existing
	Merwood Library		20	Existing
	Port Edward Library		1	Existing
	kwaMadla thusong centre MLU		14	Existing
	Maygog MLU		15	Existing
	Maveshe MLU		22	Existing
	Gcilima information centre MLU		9	Existing
	Breamer MLU	11	Existing	
	Umzumbe Library	Umzumbe	10	Proposed
	Ezinqoleni Library	Ezinqoleni	6	Existing
Harding Library	Umuziwabantu		Existing	
Umuziwabantu Library		3	Proposed	
Museums	Margate Art Museum	Hibiscus Coast	6	Existing
	Port Shepstone Cultural History Museum		18	Existing
Sportfields	KwaNyuswa Sport Centre	Ezinqoleni	1	Existing
	Bhuka(Munga) Sportfield		6	Existing
	Nobamba sportfield		4	Existing
	Dakane Sportfield		3	Existing
	Velela Sportfield		6	Existing
	Mshweshwe Sportfield		2	Existing
	Bhuka		4	Existing
	Jabavu		5	Existing



	Nolanga Sportfield		1	Existing
	TB Molefe Sport field	Hibiscus Coast	28	Existing
	Sport & Leisure Sport Centre		3	Existing
	Borough Ground		18	Existing
	Marburg Sport field		17	Existing
	Bhekameva Sport ground	Umzumbe	3	Existing
	Qwabe Sportfield		5	Existing
	Mehlomnyama Sportfield		5	Existing
	Mabheleni Sportfield		6	Existing
	Ward 7 Sportfield		7	Existing
	Gubhuza Sportfield		7	Existing
	St Patrick Sportfield		7	Existing
	Soviyo Sportfield		7	Existing
	Nogoduka Sportfield		9	Existing
	Esbanini Sportfield		10	Existing
	Nxoko Sportfield		11	Existing
	Vilakazi Sportfield		11	Existing
	Mantyaneni Sportfield		11	Existing
	Biyase Sportfield		12	Existing
	Thandabantu Sportfield		13	Existing
	KwaHlongwa Sportfield		14	Existing
	Mabuthela Sportfield		14	Existing
	Thandweni Sportfield		15	Existing
	Nomakhanzane Sportfield		15	Existing
	Mabhikili Sport Complex		16	Existing
	Luthuli Sportground		19	Existing
	Mnamfu Sport field		19	Existing
	Shibase Sport field		02	Existing
	Dweshula Sport field	01	Existing	
	Nkanini Sport field	18	Existing	
	Thandabantu Sport field	13	Existing	
	Madolo Magubane Sport field	09	Existing	
	KwaCele Sportsfield	Umdoni		Existing
	Olwasini Sportsfield			Existing
	Amandawe Sportsfield			Existing
	Ghandinagar Sportsfield			Existing
	Umzinto Sportsfield			Existing
	Shayamoya Sportsfield			Existing
	Malangeni Sportsfield			Existing
Community Halls	Wosiyane Community hall	Ezinqoleni	1	Existing
	Mbeni Community hall		2	Existing
	Cele Community Hall		6	Existing
	Mpunzi MPCC		3	Existing
	Ndunu MPCC		4	Existing
	Ndimeni MPCC		3	Existing



	Maguntia MPCC		5	Existing
	Mhlabunzima Hall		1	Existing
	Nkulu Hall		1	Existing
	Maryland MPCC		1	Existing
	Vulamehlo Municipal Hall	Vulamehlo	6	
	ZG Community Hall		28	Under Renovations
	Sgedleni Hall		27	Existing
	Nositha Hall		27	Existing
	Enkulu Hall		25	Existing
	Okhalweni Hall		25	Existing
	Madakane Hall		25	Existing
	Bhomela Hall		25	Existing
	Bhobhoi Hall		22	Existing
	Mbotsha Hall		23	Existing
	Magogo Hall		14	Existing
	Ntabeni Hall		10	Existing
	Njabulo Inn Hall		11	Existing
	Mgangatho Hall		10	Existing
	Braemer Hall		11	Existing
	Siyabulela Hall	Hibiscus Coast	5	Existing
	Maveshe Hall		22	Existing
	Fairview Hall		13	Existing
	Information Centre		9	Existing
	Gcilima Hall		7	Existing
	Skhulu Ndlovu/ Xaba Hall		27	Existing
	Fana Qola Hall		21	Existing
	Madakane Hall		24	Existing
	Port Shepstone Hall		18	Existing
	uMtwentweni Hall		12	Existing
	White City Hall		12	Existing
	Alfred Evans Hall		16	Existing
	Hibberdene Hall		13	Existing
	Uvongo Hall		19	Existing
	Margate Hall		6	Existing
	Port Edward Hall		1	Existing
	Amalangen Hall			Existing
	Shayamoya Hall			Existing
	KwaCele Hall Hall	Umdoni		Existing
	Amahlongwa Hall			Existing
	Amandawe Hall			Existing
	Ghadinagar Hall			Existing
	Dweshula Hall/ Khanyile Hall	Umzumbe	11	Existing
	Nguza Community Hall		2	Existing
	Mpumuza Hall		3	Existing



	Nhlangwini Hall		4	Existing
	Dunuse Hall		4	Existing
	Malusi Hall		5	Existing
	Mehlomnyama Hall		5	Existing
	Mageza Hall		5	Existing
	St Faiths Hall		6	Existing
	Ward 7 Hall		7	Existing
	Mabheleni Hall		7	Existing
	Nkalokazi Hall		7	Existing
	Nyavini Hall		8	Existing
	Wohlo Hall		8	Existing
	Bambanani Hall		8	Existing
	Ekubusisweni Hall		9	Existing
	Nogoduka Hall		9	Existing
	Esbanini Hall		10	Existing
	Nhlanhlani Hall		11	Existing
	Mabheleni Hall		12	Existing
	Ndimakuze Hall		13	Existing
	Umswili		13	Existing
	KwaHlongwa Hall		14	Existing
	Genyaneni Hall		15	Existing
	Nomakhanzane Hall		15	Existing
	KwaFica Hall		14	Existing
	Mnafu Hall		19	Existing
Civic Centres	Port Shepstone	Hibiscus Coast	18	existing
	Umzinto Civic Centre	Umdoni		existing
	Scottburgh Civic Centre			existing
Police Stations	Dududu	Vulamehlo	6	existing
	Umzinto	Umdoni		existing
	Scottburgh			existing
	Malangeni Satellite Station			existing
	Mehlomnyama	Umzumbe	5	Existing
	St Faiths		6	Existing
	Msinsini		16	Existing
	Gamalakhe	Hibiscus Coast	28	Existing Existing
	Port Edward		1	Existing
	Hibberdene		16	Existing
	South Port		16	Existing
	Port Shepstone		18	Existing
	Ezingolweni	Ezingolweni	6	Existing
	Paddock		2	Existing
	Cemeteries	Scottburgh, Park	Umdoni	
Rynie, Shayamoya				Existing
Hammerdale				Existing
Izotsha Memorial Park		Hibiscus Coast	3	Existing
Nositha			28	existing
Albersville			18	existing



3.6.8. Basic Service Delivery

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.

- 3.6.8.1.** There is a need to revitalise the rail line to support the timber industry;

- 3.6.8.2.** The rapidly aging infrastructure especially water infrastructure is leading to numerous water outages and slows down the pace of backlog eradication;

- 3.6.8.3.** A land audit is required to determine ownership of land as well as vacant land for development, and to identify the areas of agricultural potential and agricultural land that is currently un-used or underutilised;

- 3.6.8.4.** Land that is currently being used for housing in the economic centres needs to rather be used for productive industries, with housing provided in proximity to commercial centres;

- 3.6.8.5.** There is a low-level of maintenance of bulk services;

- 3.6.8.6.** Service delivery to rural areas remains a challenge as costs are escalated due to the scattered nature of rural households;

- 3.6.8.7.** More bulk services are required to support tourism and agricultural industries; and

- 3.6.8.8.** ICT infrastructure is lagging behind within the district and will limit future growth.

- 3.6.8.9.** There is a lack of formal waste management systems in rural municipalities.

- 3.6.8.10.** There is currently no integrated transport system.

- 3.6.8.11.** The maintenance of gravel rural roads is costly and there is no capacity especially in the predominantly rural municipalities to keep up with the demand which is accelerated by the wet climate of KZN.

- 3.6.8.12.** There is a lack of infrastructure management and development plans



3.7. Local Economic Development

The Ugu District is like most others in the country facing challenges in improving quality of life amidst high levels of poverty and unemployment and low levels of economic growth. The district has developed a District Growth and Development Strategy to tackle the issues and challenges that are facing economic growth in the District.

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

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

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

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

3.7.1. Municipal Comparative & Competitive Advantages

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

- Its location with eThekweni bordering to the north and the Eastern Cape to the south.
- A mild, tropical climate that is suited for substantial growth in specific agricultural crops, such as bananas, sugar and macadamia nuts (dependent on infrastructure investment such as irrigation schemes and roads), and an all-year-round tourism season.
- Large tracts of undeveloped fertile Trust and communal land that could be developed for commercial agriculture.
- A large number of nature and forest reserves and conservancies, including the spectacular 1,880ha Oribi Gorge that offers adventure activities, such as white-water rafting and the world's highest swing and opportunities for growing the hinterland tourism product offering.
- A 112 kilometre coastline with the potential for: a massive growth in maritime activities; the marketing of a variety of beach experiences, including some with Blue-Flag status; unique adventure tourism activities including the Aliwal



Shoal which ranked within the top 10 dive experiences in the world; and an annual event calendar including the Sardine Run.

- Existing public transport infrastructure that needs to be upgraded and extended, such as the railway line that only offers passenger services as far south as Kelso and the Margate Airport that is currently unable to accommodate low-cost airlines.
- Major national and provincial linkage roads with the potential for increasing the accessibility of the region, such as the N2 development.
- A relatively diversified regional economy with strong representation of the agricultural, manufacturing, tourism, retail, mining and other sectors.
- 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. These communities also serve as potential markets for agricultural produce.
- Well Established Commercial Sector and Support Services: The Ugu District has a strong commercial agricultural sector (cane, timber, macadamias, and bananas in particular). This means that there is existing expertise and support as well as infrastructure and dedicated markets that can be used to uplift the second economy.

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 (5) main economic contributors which are namely:

- Agriculture;
- Tourism;
- Trade and Commerce;
- Manufacturing; and
- Mining.

3.7.3. Employment and Income Levels

Table 3.7.3.1 display the distribution of the local municipal populations in terms of employment activity. Important to note is that this graph does not display the unemployment rate, but rather the number of people within the working age bracket, employed, unemployed and not active as a percentage of the total population, to provide an indication of the labour force participation within the local municipalities.



Table 3.7.3.1: Employment Status per LM

Source: Statistics SA, Census 2011

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamhlo	Umdoni
Employed	116420	12630	11128	5876	64194	5894	16698
Unemployed	63169	13604	5489	4185	25003	6551	8337
Discouraged work-seeker	35681	9687	4489	3530	8940	5165	3869
Other not economically active	218810	54679	31528	16195	67207	26447	22755
Not applicable	288404	70375	43923	22753	90791	33345	27217
Total	722484	160975	96556	52540	256135	77403	78875

Table 3.7.3.2: Employment Status per Gender & Age

Source: Statistics SA, Census 2011

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

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

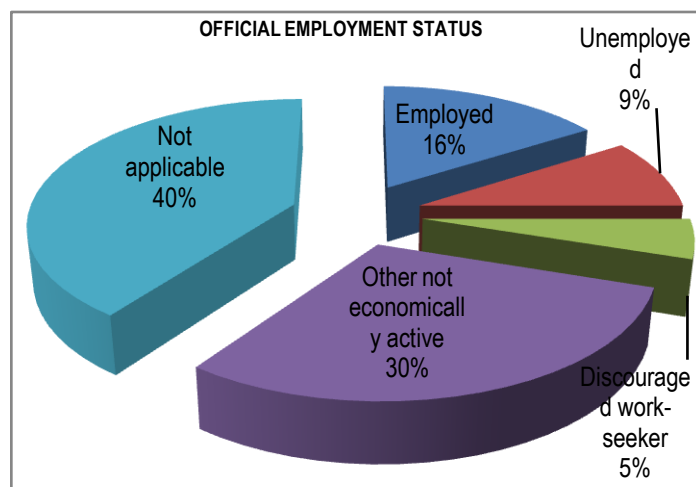


Fig 3.7.3.1 Official Employment Status Group

Source: Statics SA, Census 2011

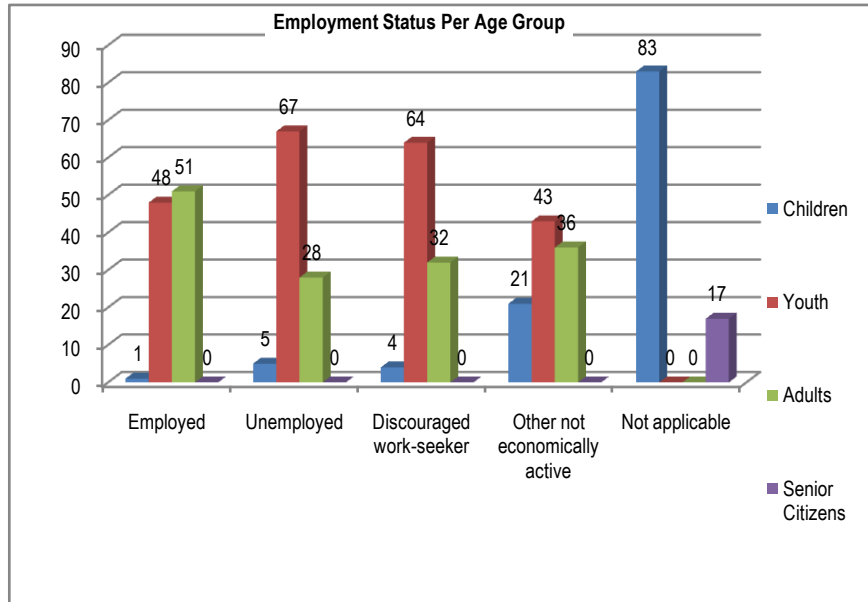


Fig 3.7.3.2 Employment Status per Age

Source: Statics SA, Census 2011

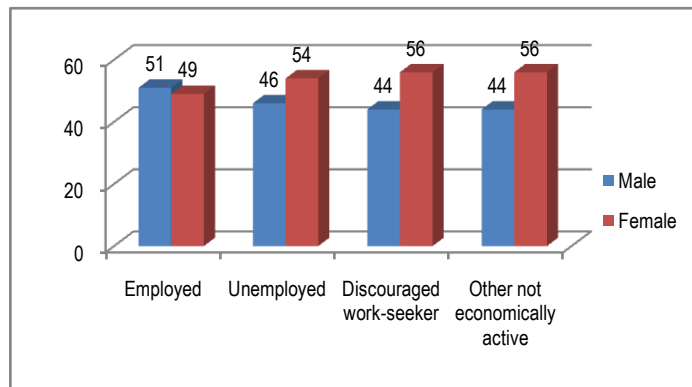


Fig 3.7.3.3 Unemployment Rates per Gender

Source: Statics SA, Census 2011

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 3.7.3.1.1 shows the number of job opportunities that has been created through EPWP visa viz the number of days work for the Ugu District Family of Municipalities.

Table 3.7.3.1.1: 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
Ezingoleni	5 349	129
Hibiscus Coast	546	13
Total	17 587	482

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.



Key features of the Community Work Programme are summarised below:

- The CWP provides access to a minimum level of regular work on an on-going and predictable basis for those who need it most at the local level. In practice, it offers 2 days of work per week (or the monthly equivalent), and thus provides 100 days of work spread through the year;
- The CWP is designed as an employment safety net, not an employment solution for participants: it provides a baseline in terms of income security and economic access and participation;
- It is an area-based programme implemented in a defined local area (called a site) that is usually a municipal area that extends over several wards. Sites are targeted in the most marginalised economic areas where unemployment is high and sustainable jobs will take the longest to reach;
- It is meant to complement and not replace the existing livelihood strategies of unemployed and underemployed people. The CWP is an ongoing programme with participants moving in and out of the programme as their needs change;
- The CWP uses community participation processes to identify 'useful work' through Local Reference Committees, and other local development fora;
- 'Useful work' is defined as an activity that contributes to the public good. The work undertaken is generally multi-sectoral (undertaken across departmental mandates and spheres) and responds to priorities set at local level through community participation processes. Generally, a set of anchor programmes are identified that are ongoing and provide core work;
- The CWP prioritises labour intensive activities (the minimum ratio is 65:35 wages to non-wage costs at site level). This ratio requires partnerships with other players in order to co-resource/cofund activities with high material inputs;
- The CWP is designed to operate at scale – to build up to and maintain participation levels of a target of a minimum of 1,000 participants per site;
- A grouping of CWP sites is managed by an Implementing Agent (IA) who is appointed to develop the site, provide financial, logistics and project management, while building local capacity to do so;
- A CWP site requires formal support, collaboration and partnership with the municipality, other relevant local government structures and the provincial department responsible for local government;
- The CWP empowers communities, through a Local Reference Committee (LRC) to identify and undertake the work in accordance with their needs; and
- Payment of wages is through cashless systems – either into workers' individual bank accounts, or similar cashless payment systems, minimising the risk of handling cash. The Department takes the responsibility of paying participants.



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 Eziqoleni, Umuziwabantu, and 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 3.7.3.2.1: Ugu District CWP Job Opportunities

Source: AFSA, 2014

Site Name	Target Job Opportunities	Composition					Current Total
		Adult Male	Adult Female	Youth Male	Youth Female	Disabl ed	
Eziqoleni	1000	146	504	124	295	17	1086
Umuzwabantu	1000	126	426	95	224	2	873
Umzumbe	1500	168	850	102	292	0	1412
Vulamehlo	1000	126	459	80	277	1	943

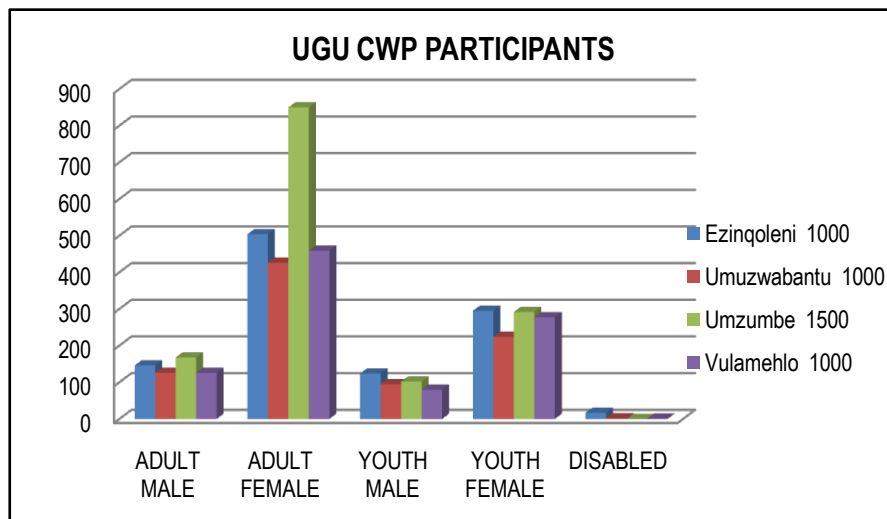


Fig 3.7.3.2 Unemployment Rates per Gender

Source: Statics SA, Census 2011

3.7.3.3 Income Levels

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



Table 3.7.3.3.1: Annual Household Income

Source: Statistics SA, Census 2011

Category	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
R 1 - R 9600	25750	6081	4212	2076	8137	2623	2620
R 9601 - R 38 200	80991	17928	10861	6120	28298	8818	8965
R 38 201 - R 153 800	32530	4376	2690	1574	16904	2044	4942
R 153 801 - R 614 400	13161	1143	966	336	8113	390	2213
R 614 001 - R 2 457 600	1422	90	61	17	973	39	240
R 2 457 601 or more	278	23	21	6	175	13	40
No income	25304	5529	2806	1343	9571	2208	3847
Unspecified	5	1	-	-	3	-	1
Total	179440	35171	21619	11472	72175	16135	22869

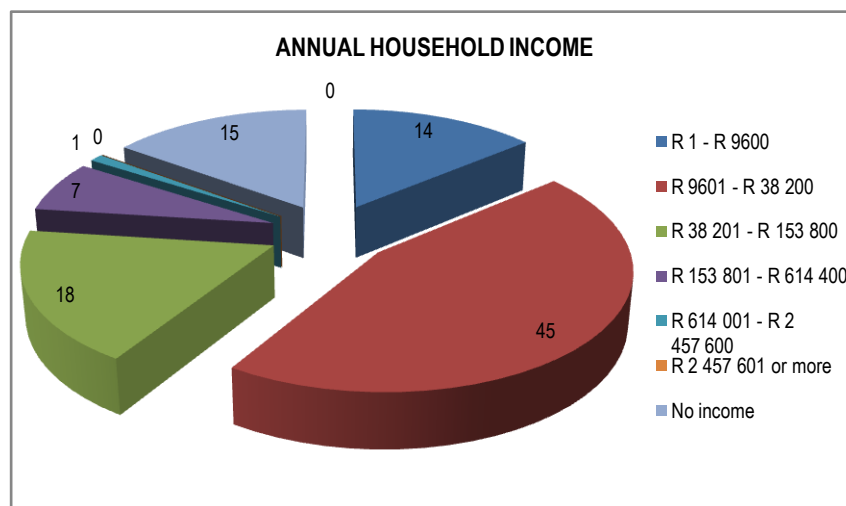


Fig 3.7.3.3.1 Annual Household Income

Source: Statics SA, Census 2011

3.7.4. SMMEs

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



3.7.5. Agriculture

The agricultural sector is characterized by a highly developed and competitive commercial farming and mainly subsistence farming on rural trust land. The major commercial farming enterprises are in sugar cane, bananas and macadamias, and to a lesser extent timber, coffee, cut flowers, livestock, poultry, game farming, mangoes, and other fruit and vegetables as illustrated in Table 3.7.5.1. Subsistence agriculture comprises mostly of livestock raising, dry land cropping and homestead gardening.

Table 3.7.5.1: Ugu District Agricultural Sector

Source: Ugu District Agricultural Plan, 2007

Commodity	Current markets	Supply side factors	Demand side factors
Macadamias	<ul style="list-style-type: none"> Most of the crop is exported, some nuts are sold locally through retail outlets, processed and at roadside stalls 	<ul style="list-style-type: none"> A lot of recently established orchards will come into production in 5 – 8 years – possibility of oversupply 	<ul style="list-style-type: none"> International demand appears to be growing steadily International competition from other countries that have significant production
Broilers	<ul style="list-style-type: none"> Local rural market for live birds Urban demand for slaughtered and processed birds No export currently 	<ul style="list-style-type: none"> This commodity can rapidly respond to changes in demand due to short production cycle Strong competition from large producers and cheap imports 	<ul style="list-style-type: none"> Outbreaks of disease such as Avian influenza can reduce consumption leading to a reduced demand
Sugar Cane	<ul style="list-style-type: none"> All cane is supplied to local mills in Ugu 	<ul style="list-style-type: none"> Competition from other countries Loss of sugar cane land to other developments (industrial and residential) Improved organisation and support of small growers could increase their efficiency and supply 	<ul style="list-style-type: none"> The mills are currently running under full capacity so there is a demand for cane locally Local demand is unlikely to fluctuate greatly Exports can be affected by competitors that are able to produce more cheaply Demand is generally likely to increase due to increasing consumption in developing countries Demand is increasing significantly as cane is being used for the production of bio-ethanol.
Timber	<ul style="list-style-type: none"> Timber is sold mainly to mills in Ugu (Sappi Saiccor) and eThekweni (Mondi at merebank) Some timber is supplied to local sawmills and pole treatment plants 	<ul style="list-style-type: none"> Afforestation requires the granting of permits by DWAF Much of the land available for afforestation is communal land and requires buy-in from traditional authorities 	<ul style="list-style-type: none"> Local demand is unlikely to decline, especially with the Sappi Saiccor mill expanding There are export markets available for pulp and wood chips, amongst other timber-derived products (including bio-fuel pellets)
Bananas	<ul style="list-style-type: none"> All bananas are sold within Southern Africa Low grade bananas are sold locally via the hawkers, much of the harvest leaves the district and the province 	<ul style="list-style-type: none"> New producers are likely to enter the market due to reduced national production Government initiatives are encouraging the establishment of outgrowers in Ugu 	<ul style="list-style-type: none"> Demand is relatively constant in South Africa and currently exceeds supply



Commodity	Current markets	Supply side factors	Demand side factors
Vegetables	<ul style="list-style-type: none"> • Current production is limited but local markets exist for fresh produce • The new Fresh Produce Market at Ugu creates opportunities as it will serve as a conduit to other markets • Dube Trade Port will open opportunities for export (especially for baby veg and organic vegetables) 	<ul style="list-style-type: none"> • Current production of vegetables in Ugu is fairly limited and there is little competition currently 	<ul style="list-style-type: none"> • Demand for organic produce and baby vegetables is large (locally and internationally)

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

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

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

3.7.6. Tourism

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

- Blue Flag beaches (including beach festivals with music and various sporting activities);



- Fishing particular the Sardine Run;
- Wildlife, conservation and land forms
- Oribi Gorge;
- Historical, Religious and Cultural Assets
- Deep Sea and Rock Fishing and other water-related activities (diving, kayaking);
- Golf courses; and
- Sports and adventure tourism, including golf, mountain biking, abseiling, swing jump, 4x4 trails, etc.

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

3.7.7. Manufacturing (Industrial)

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

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 3.7.7.2 below shows the spatial distribution of manufacturing activity in the District.



Table 3.7.7.1: 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%
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%
Total	186	37	16	3	242	100.0%

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.

The Ugu DGDS Strategic Programme 1.1.3 **Stimulating the Manufacturing Sector and Manufacturing Value-Chains**, states that currently, in Ugu manufacturing contributes the most to GVA at 19% and the sector has experienced growth, albeit fluctuating due to the global economic climate. With a more positive national and global outlook, the industry has the potential to improve its competitiveness, increase its value-add and move into niche markets. It retains a cost advantage over the neighbouring metropole, which augurs well for job creation. The majority of the manufacturing sector is situated in the Hibiscus Coast LM in the major nodes of Port Shepstone/Marburg and Margate. For this reason the PGDP has identified spatially spreading manufacturing in Ugu through township industrial projects. Interventions identified in this programme include upgrading industrial parks, establishing a shared furniture manufacturing incubator facility, promoting competitiveness in the clothing and textile sector, creating linkages between SMMEs and large firms, formulating an industrial development plan for the district, and forming the Mahlongwa/Madawe micro manufacturing centre.



3.7.8. Mining

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

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

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

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

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

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

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



3.7.9. 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 Eziqoleni. The main commercial hubs in Ugu are Port Shepstone, Shelly Beach, Margate, Port Edward, Hibberdene, Pennington, Scottburgh, Dududu, Pungatshe, Eziqoleni and Harding.

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

Key to development of this sector is SMME development, in particular in underdeveloped areas. In most cases this would entail support for development of informal enterprises. Due to its very nature, informal sector activities are hard to measure. The size of the informal sector activities is estimated to be between 10% and 20% of economically active population. The urban informal economy 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.

3.7.10. Local Economic Development Emerging Key Issues

The emerging key issues with regards to Local Economic Development analysis are summarised between 3.7.10.1 to 3.7.10. 13 below.

- 3.7.10.1.** Lack of capacity to facilitate and project manage Anchor projects,
- 3.7.10.2.** Lack of mainstreaming of LED across local government functions,
- 3.7.10.3.** Poor conceptualization of LED projects,
- 3.7.10.4.** Poor support and alignment with Land Affairs & Rural Development on Agriculture Sector,



- 3.7.10.5. Weak Private sector partnerships,
- 3.7.10.6. Lack of detailed and up to date economic data
- 3.7.10.7. Poverty and unemployment and low levels of economic growth
- 3.7.10.8. The low levels of economic activity in rural areas
- 3.7.10.9. Shortage of investment in the Human Development Capital
- 3.7.10.10. Difficulty for disabled persons to find employment,
- 3.7.10.11. Investment promotion and facilitation as a catalyst for securing new investment and creating jobs,
- 3.7.10.12. Ensure coordinated, streamlined investment promotion activities between itself and local municipalities,
- 3.7.10.13. The insurance of a seamless communication across all tiers of local government, in terms 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 3.32 which is equivalent to provincial average of 28.8%. Compared to other districts municipalities, Ugu is on average.

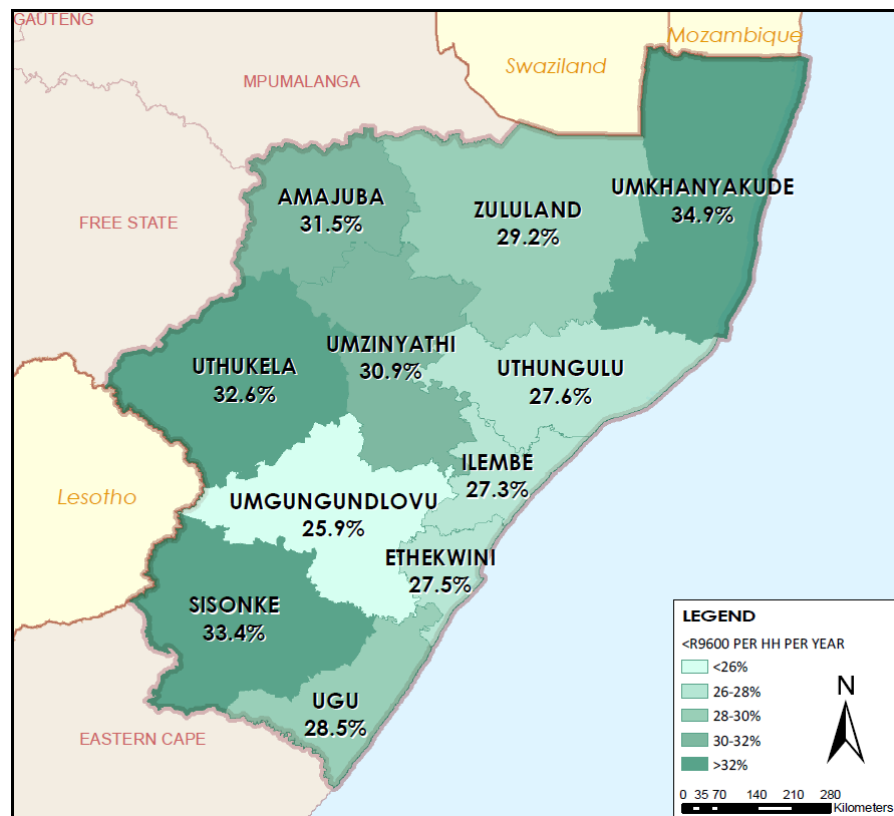


Fig 3.8.1 KZN Poverty Levels
Source: Statics SA, Census 2011



Taking a closer look into 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 enjoys the highest poverty levels with Hibiscus Coast municipality enjoying the lowest at 33% and 24.5% respectively.

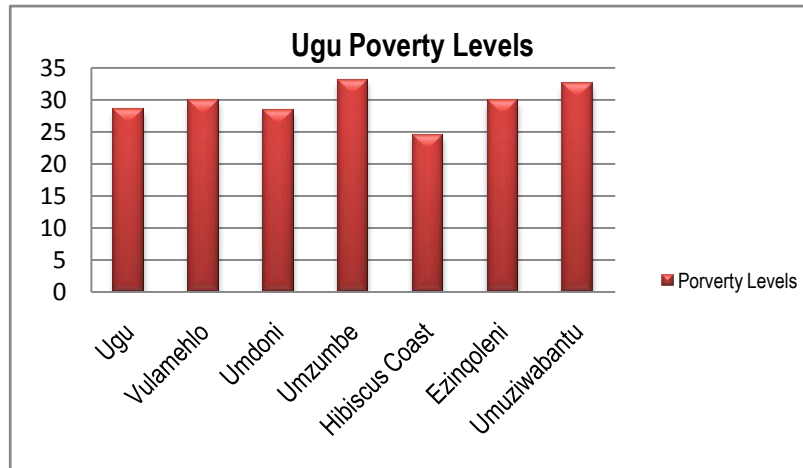


Fig 3.8.2 Ugu Poverty Levels
Source: Statics SA, Census 2011

3.8.1. Educational status

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

Table 3.8.1.1: Highest Education Level per LM

Source: Statistics SA, Census 2011

	Ugu	Umzumbe	Umuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni
Primary School Level	243400	60316	39877	20807	73383	27379	21638
High School Level	290125	59036	31122	18338	117104	27650	36875
Further Education & Training Level	11008	1418	583	334	6791	476	1407
Tertiary Education Level	20929	2007	1819	817	12598	627	3062
Other	838	66	71	22	480	33	166
No schooling	57641	15642	8812	4297	13647	10347	4895
Not applicable	98543	22490	14273	7925	32132	10891	10832
Total	722484	160975	96556	52540	256135	77403	78875

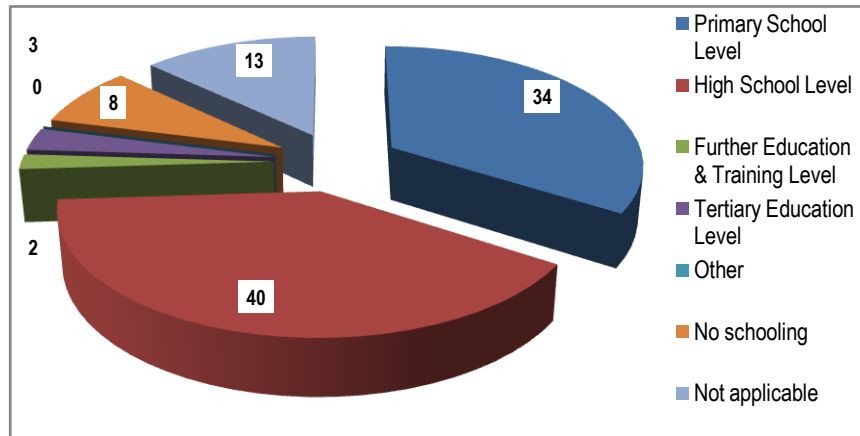


Fig 3.8.1.1 Educational Level
Source: Statics SA, Census 2011

3.8.1.1. Education Physical Infrastructure

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

There are 143 secondary schools (27.70%), 331 primary schools (64.58%), 34 combined schools (5.60%) and 8 stand alone ECD Centres (1.54%) and 3 special needs schools (0.58%). The spread and distribution of the schools is reflected in Map 15.

Table 3.8.1.1.1: Number of Schools in Ugu District

Source: Department of Education, 2012

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

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

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

Table 3.8.1.1.2: Number of Educators

Source: Department of Education, 2012

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



Tables 3.8.1.1.3 show the level of schools access to basic 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.

Table 3.8.1.1.3: Access to Sanitation

Source: Department of Education, 2014

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

Table 3.8.1.1.4 shows the level of access to sanitation services within UguDistrict area of jurisdiction. What is worth noting that all the schools do have some level of access to sanitation. However, the high percentage of pit latrines (50%) is a call for concern as per the standards of Ugu District, the VIP is the minimum acceptable sanitation standard.

Table 3.8.1.1.4: Access to Sanitation

Source: Department of Education, 2014

Municipality	Flush Toilet	VIP	Pit Latrines	Temporary
Vulamehlo	11	36	47	1
Umdoni	22	11	20	0
Umzumbe	10	52	117	6
Hibiscus Coast	50	30	50	3
Ezinqoleni	3	8	16	5
Umuziwabantu	10	18	31	2
Ugu DM	106	155	281	17
%	19	28	50	3

Table 3.8.1.1.5 reflects 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 3.8.1.1.5: Access to Electricity

Source: Department of Education, 2014

Municipality	Eskom	Generator	Solar	None
Vulamehlo	73	2	3	6
Umdoni	46	1	1	1
Umzumbe	150	6	10	9
Hibiscus Coast	121	1	0	2
Ezinqoleni	28	0	0	1
Umuziwabantu	52	1	0	2
Ugu DM	470	11	14	21
%	91	2	3	4

3.8.1.2. Matric Pass Rate

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

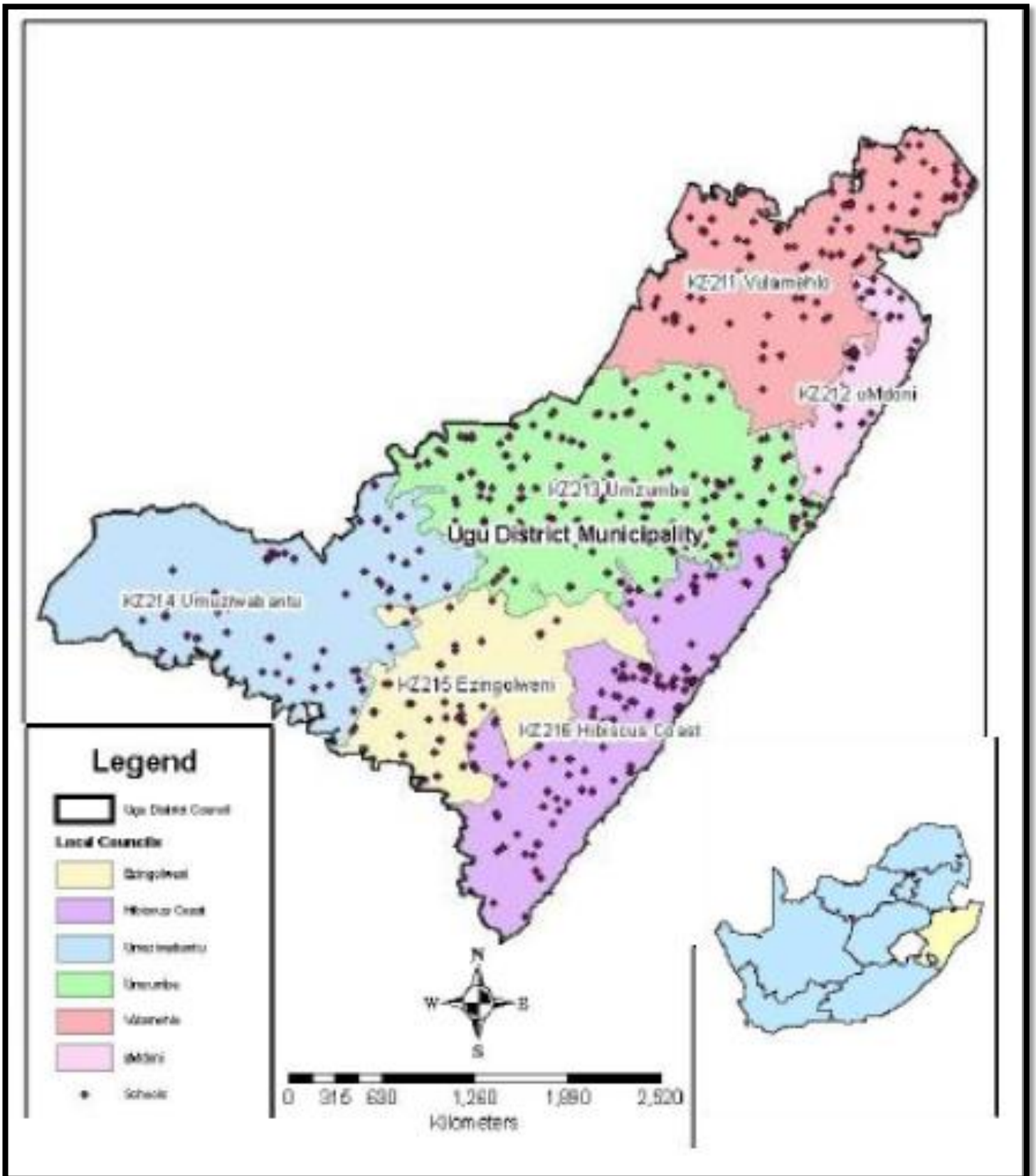
Table 3.8.1.2.1: Grade 12 Pass Rate

Source: Department of Education, 2012

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



Map 15: Ugu District Schools Distribution
Source: Department of Education, 2012





3.8.2. Health

The physical infrastructure of primary health care in the Ugu District Municipality area of jurisdiction there is about 75 structures which ranges from a Mobile Clinic to a regional Hospital as reflected in the table 3.8.2.1.

Table 3.8.2.1: Health Care Physical Infrastructure

Source: Ugu DHP, 2013

Type of Facility	Ezinqoleni	Hibiscus Coast	Umdonini	uMuziwabantu	Umzumbe	Vulamehlo	Ugu District
PHC Facilities							
Mobile Clinic	2	4	1	3	3	2	15
Clinic	4	16	5	10	13	5	53
Community Health Centres	0	1	0	0	1	0	2
MOU's	0	0	0	0	0	0	0
Hospitals							
District Hospital	0	1	1	1	0	0	3
Regional Hospital	0	1	0	0	0	0	1
Specialised TB Hospital	0	0	0	0	1	0	1

The Ugu District area of jurisdiction with regards to primary health care (PHC) facilities has 2 community health centres, 15 mobile clinics and 53 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. The utilisation rate in Hibiscus is the highest in the district at 3.7. Assisi is the 24 hour clinic situated in Umzumbe. The other 24 hour clinic is Dududu and is situated in Vulamehlo sub district. There are 13 clinics functioning on call. These are Mthimude, Thonjeni, Madlala, Ludimala in Hibiscus; Baphumile, Khayelihle, Mabheleni, St Faiths, Ntbankulu, Nhlalwane, Phungashe and Ndwebu in Umzumbe. There are currently 2 clinics functioning as MOUs within a clinic (i.e. not a stand-alone) and these are Ntabeni in Hibiscus and Elim in Umuziwabantu. The fixed clinic coverage per population in Umuziwabantu is the highest in the district at 1.1 while Vulamehlo is the most under-resourced at 0.56. This has been considered and the subdistrict prioritised for the building of clinics.

Table 3.8.2.2: Primary Health Care Service Volumes

Source: Ugu DHP, 2013

Sub-Districts	2011/12			2012/13			Variation		
	PHC Headcount - Provincial	PHC Headcount - LG	PHC Headcount - Total	PHC Headcount - Provincial	PHC Headcount - LG	PHC Headcount - Total	PHC Headcount - Provincial	PHC Headcount - LG	PHC Headcount - Total
Ezinqoleni	192166	0	192116	193665	0	193665	1499	0	1549
Hibiscus Coast	511384	285444	796828	890370	0	890370	378986	-285444	93542



Sub-Districts	2011/12			2012/13			Variation		
	PHC Headcount – Provincial	PHC Headcount – LG	PHC Headcount – Total	PHC Headcount – Provincial	PHC Headcount – LG	PHC Headcount – Total	PHC Headcount – Provincial	PHC Headcount – LG	PHC Headcount – Total
Umdoni	180800	48409	229209	242210	0	242210	61410	-48409	13001
Umuziwabantu	248560	22462	271022	301064	0	301064	52504	-22462	30042
Umzumbe	430630	0	430630	480120	0	480120	49490	0	49490
Vulamehlo	176652	0	176652	170883	0	170883	-5769	0	-5769
Ugu	1740142	356315	2096457	2278312	0	2278312	538170	-356315	181855

The Ugu District area of jurisdiction has 3 district, 1 regional and 1 Specialised TB hospitals. Murchison hospital has the largest catchment population and St Andrews has the lowest. Murchison has seen an increase in the OPD headcounts from x in 2011/2012 to y in 2012/13 as they have also assisted with the decongestion of Port Shepstone Hospital which was previously functioning as regional but has since 2012/2013 changed to function as a purely Regional hospital in terms of OPD clients.

Table 3.8.2.3: District Hospitals

Source: Ugu DHP, 2013

District Hospital	Catchment Population
GJ Crookes	159 696
Murchison	226 008
St. Andrew's	72 988

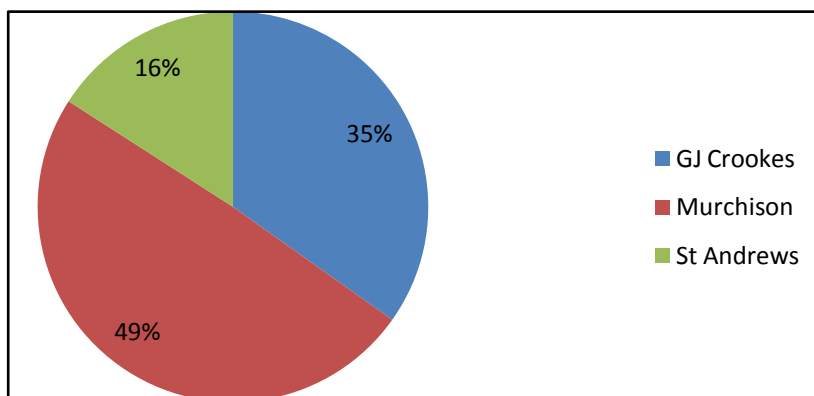


Fig 3.8.2.1 Ugu District Hospitals Catchment

Source: Ugu DHP, 2013

3.8.2.1. HIV / AIDS & TB

HIV/AIDS and TB are major contributors to poor health within Ugu. In 2011, 114 987 people were identified as HIV positive. This figure increased rapidly



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

3.8.2.2. 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 namely, sexually transmitted disease (STI), asthma, diabetes, diarrhoea, epilepsy, hypertension, pneumonia, and severe malnutrition. Figure 3.36 reflects the trend over the past three years, 2011 – 2013.

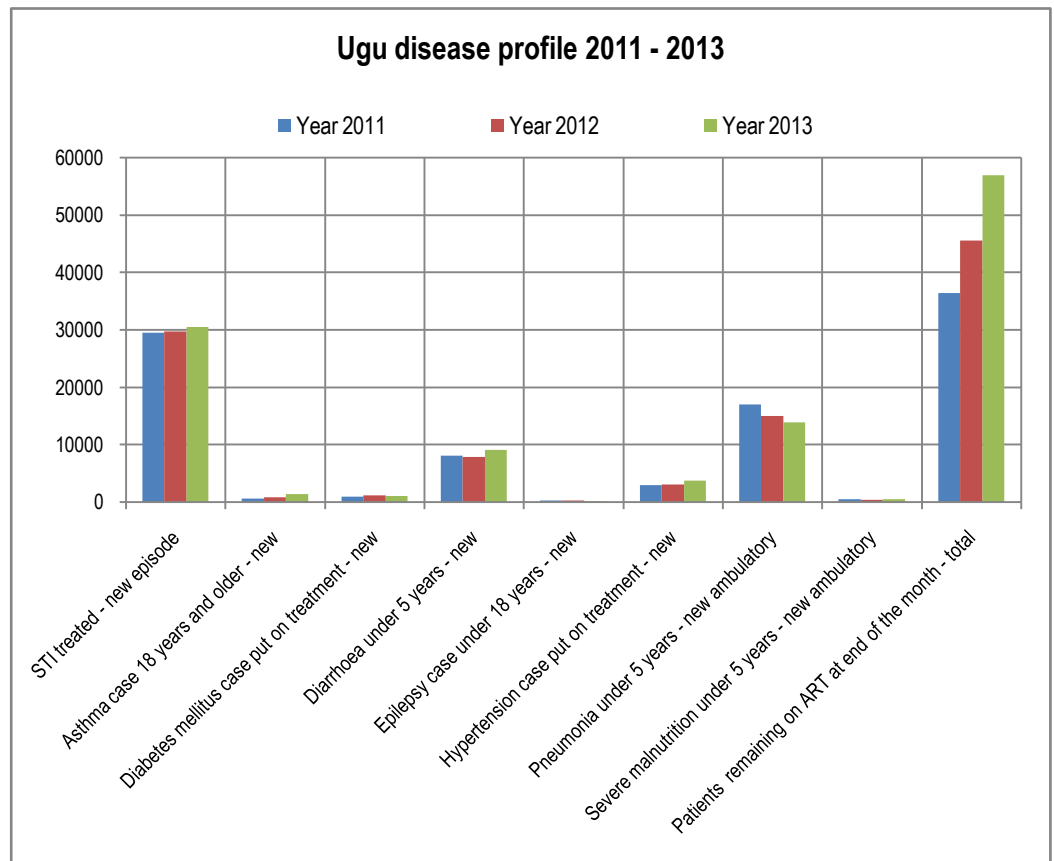


Fig 3.8.2.1.1 Ugu Disease Profile
Source: Ugu DHP, 2013

i. STI treated – new episode

Figure 3.36 above reflects a steady increase in the number of new episodes of STI treated from 2011 to 2013. This increase is a cause for concern as it implies increasing practice of unprotected sex which results



in higher chances of acquiring and transmitting the HIV virus. This calls for consistency awareness on responsible sexual behaviour and the use of condoms, both male and female, and to ensure that partners are also receiving treatment in order to avoid re-infection.

ii. Asthma cases 18 years and older

Between 2011 and 2013 there has been an increase in the incidence of asthma from 912 in 2012 to 1429 in 2013. There thus a need to ensure that those being diagnosed are treated appropriately and followed up. Health awareness regarding avoidance of allergens that may trigger the attack at point of care should be considered. Also there is need to ensure that those having chronic obstructive airway disease are not labelled as asthmatics.

iii. Diabetes mellitus case put on treatment

There has been a slight decline in number of new diabetes cases seen in 2013- (1008) as compared to the previous year. The importance of healthy lifestyle habits should constantly be reinforced at the community level and those at risk should be screened more regularly.

iv. Diarrhoea under 5yrs

This is one of the major contributory factors to under 5 mortality. There is a rise in incidence of diarrhoeal cases in 2013, 9152, as compared to the previous 2 years. The causes are multifactorial but the importance of hygienic food practices, Rotavirus immunisation and early treatment with Oral rehydration solutions right from home will ensure reduction in morbidity and mortality associated with diarrhoeal diseases in the under 5yrs.

v. Hypertension cases put on treatment

The trend over the past three years, shows a steady increase in the new cases of hypertension treated. The emphasis on healthy life style at the community level needs to be constantly revisited as well as well the follow-up of these new cases to avoid complications such as stroke, myocardial infarction, chronic renal failure from setting in. In some parts of the district, the PHC sisters have been taught how to effectively monitor those presenting with diabetes and hypertension and when to promptly refer to higher levels of care.

vi. Pneumonia under 5yrs – new ambulatory

There has been a steady decline in incidence of Pneumonia in the <5yrs between 2011 and 2013 which is remarkable. This could be associated with a reduction in rate of mother to child transmission of the HIV virus,



since the HIV positive children are more susceptible to respiratory tract infections.

vii. Severe Malnutrition

There is an increase in the numbers of severe acute malnutrition in 2013 as compared to the other 2 years. With the roll-out of CMAM Training in the District to both doctors and nurses, it is hopeful that these children will be picked up much earlier at a community level before they become severely malnourished and also, there would be an improvement in inpatient care leading to a reduction in case fatality rates.. CCGs have been taught to use MUAC tapes and test for oedema which will also assist in early referral from home to the clinics.

viii. Patients Receiving ART

There are currently 56981 patients on ART in the district. Most of these access care at the PHC level due to presence of NIMART Trained nurses, 2 ART Roving Teams and also BRHC Mentorship teams. There is now an increase in the number of paediatric patients that are initiated on ART at the PHC level with only the complicated ones being referred to hospital for further treatment. With the introduction of FDC, it's hopeful that more patients will be retained in care and the defaulter rate will reduce.

In addition to the disease profile above, the other areas that are reviewed are MDR TB, Maternal and Neonatal Mortality, Infant and child mortality and HIV and AIDS.

ix. MDR TB

The number of MDR cases has increased from 164 in 2010, to 244 in 2011 and 317 in 2012. The availability on Gene Xpert in 2013 is showing that the trend will further increase. The diagnosis of MDR TB has increased and calls for an increase in the number of beds as well as MDR management of TB.

3.8.3. Safety & Security

Some communities has converted the then Community Policing Forums into Safety and Security Committee. There was also a safety and security strategy that was development 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

3.8.4.1 Role of Ugu District Special programmes Unit

- 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 6 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, NGO's 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 also strategies to link with the local economic development and 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)



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

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

➤ **Information Dissemination and Awareness Creation:**

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 to 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 which 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 namely “Anti Human Trafficking” which was a programme implemented in partnership with the National Prosecuting Authority, the programme focused 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 roles 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

3.8.4.3 Development of the People with Disabilities & Gender

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

3.8.4.4 Development of the Elderly

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

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

- Functional District AIDS Council, since launched in December 2006
- Dedicated EAP coordinator, with a Workplace programme for HIV and AIDS, adopted by Council
- Strategy for HIV and AIDS 2007/2008-2011/2012 developed, adopted by council



Table 3.8.4.5.1 below gives a summary of programmes that have been implemented in 2013/ 14 financial year for the vulnerable groups.

Table 3.8.4.5.1: Special Programmes Implementation

Source: Ugu Special Programmes, 2014

Programme	Programmes Implemented In 2013/14
<p>Gender, Children, Elderly, Farm workers and People with disabilities</p>	<ul style="list-style-type: none"> ➤ Back to school campaign ➤ My life, my future – behavioural change ➤ Take a girl Child to court ➤ One Child, one Fruit tree ➤ Christmas in Ugu Hospitals ➤ Women empowerment session for farm workers ➤ Awareness campaigns on children’s rights in ECD centres ➤ Ugu Men’s talk Show ➤ Moral regeneration in prisons ➤ Child protection workshops for educators ➤ Sugar daddy campaigns ➤ Roadshows : 16 days of activism against senior citizens, women & children ➤ Accessibility for disabled people workshop ➤ Father and Son walk/talk ➤ Strengthening existing luncheon clubs ➤ Facilitate new establishment of luncheon clubs ➤ Capacity building workshops for lunch clubs ➤ Sanitary Dignity campaign – Primary schools and special schools ➤ Golden Games for senior citizens ➤ Ugu Disability Sports Day ➤ Established support groups for mothers with disabled children
<p>Youth Development</p>	<ul style="list-style-type: none"> ➤ Youth Debates ➤ Career exhibitions in 6 LM's ➤ Back to school campaigns ➤ Sports Development ➤ Sanitary Dignity campaign – High Schools ➤ Youth Summit/Parliament ➤ Skills development – NARYSERC ➤ Maritime career pathing programme ➤ My life, my future – High schools
<p>HIV/AIDS</p>	<ul style="list-style-type: none"> ➤ Strengthening and support to Local AIDS Council (LACs)



	<ul style="list-style-type: none">➤ Providing support to LACs in establishing Ward AIDS Councils (WACs)➤ Capacity Building training and report writing for WACs➤ Training conducted for People Living with HIV and AIDS
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3.8.6. Social Development: Key Emerging Issues

The emerging key issues with regards to the Social analyses are summarised from 3.8.4.1 to 3.8.4.7 below.

- 3.8.6.1.** 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.
- 3.8.6.2.** 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.
- 3.8.6.3.** There is a very high teenage pregnancy in the district.
- 3.8.6.4.** Socio economic factors e.g. increasing number of orphans and vulnerable children (OVC's).
- 3.8.6.5.** HIV Prevalence increased from 37.1 %to 40.2% (Ugu District HIV/AIDS Survey).
- 3.8.6.6.** Complexity of key programmes e .g HIV & Senior citizens requires a dedicated focus.
- 3.8.6.7.** The lack of both National and Provincial guideline frameworks for the farmworker programs makes it difficult to developed 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 monitored.

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

The municipality has developed the following turnaround plans in response to its cash crisis due to the decline in cash resources leading to a negative cash position for the past 3 years.

1. The 30 Point Plan
2. The 10 Point, Bail Out Plan
3. The Financial Recovery Plan
4. The MFMA Support Plan
5. The Financial Turnaround Plan

These plans were all targeting cost reduction in specific cost drivers and revenue opportunities in all functions of the municipality.

3.9.1. 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.

3.9.2. Asset Management

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



Over and above that, the municipality is currently ensuring that all its assets are in order and has set up a dedicated unit to ensure proper mechanisms and systems are in place. This was a response to various analyses that the municipality has been undertaken by the municipality which has been pointing to asset management as one of the main challenges, and most importantly in the attempt to address the AGs comments. 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.

3.9.3. 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.

- Inadequate consumer database.
- Lack of proper document control and filing system.
- Incorrect meter readings and inaccurate billing.
- Lack of integration on financial systems
- Loss of corporate knowledge through staff retirement.

3.9.4. 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
- Inadequate monitoring of the budget on capital projects.
- Lack of a full cost recovery system for some services.
- Low cash collection ratio.

3.9.5. Expenditure

The following challenges under expenditure were identified:

- Grant dependency on capital expenditure.
- Inadequate procedures for grants and creditors management
- Inadequate accrual and commitment accounting.
- Lack of access controls on payroll system.

3.9.6. 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 low expenditure trends are largely attributed to lack of forward planning in prior years where implementation of projects was affected by delays in SCM due to appeals. The municipality will ensure that all grant funding of the MTREF is committed prior to the commencement of the financial year. This will allow for virement of funds to other projects should there be any unexpected delays on prioritised projects. Table 3. 9.6.1 below reflects a trend since 2008/2009 financial year up to the previous financial year, 2012/2013.

Table 3.9.6.1: Ugu District Capital Spending

Source: Ugu DM Treasury, 2014

Description	2008/09	2009/10	2010/11	2011/12	2012/13
Budget	256 189 608	417 731 414	315 702 681	335 092 217	282 068 275
Actual	233 032 606	379 010 816	202 671 797	247 162 181	191 179 897
% spent	90.96%	90.73%	64.20%	73.76%	67.78%
% growth - budget	-19.19%	63.06%	-24.42%	6.14%	-15.82%
% growth - actual	13.63%	62.64%	-46.53%	21.95%	-22.65%

3.9.7. Indigent Support

Ugu District municipality's indigent register has a total of 6616 for water and 2638 sanitation households. During 2013 the register was reviewed and updated 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 be further reviewed before implementation in 2014/15 financial year.

- Indigent package decreased from 12kl per household per month to 6kl.
- 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 **R 2 600** per household per month which is based on two state pensions.
- The municipality embarks on indigent road shows annually to create awareness about the available relief and register those who qualify for the benefit

3.9.8. Revenue Enhancement Strategies

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to source, amount and timing of revenue. The municipality has prepared a revenue enhancement strategy as outlined in Table 3.9.8.1.



Table 3.9.8.1: Ugu District Revenue Enhancement Strategy

Source: Ugu DM Treasury, 2014

Item	Title	Management Ranking	Strategy
6.1	Lack of data-cleansing causing incomplete billing and meter database	3	<ul style="list-style-type: none"> ▪ A comprehensive data-cleansing exercise should be carried out using desktop electronic techniques supported by manual interventions in areas identified by the desktop analysis. This exercise should incorporate trend analyses to identify unusual activities related to meter readings/billings which could be a result of other unidentified issues that require attention. ▪ The data-cleansing exercise must be supported by an effective revenue management unit to ensure that detailed findings are attended to.
6.2	Inadequate follow-up of 2007 meter audit compounding inaccurate and incomplete meter information on billing system	1	<ul style="list-style-type: none"> ▪ In conjunction with the actions set out in 6.1, there should be a follow-up on the 2007 audit to update the billing system.
6.3	Failure to maintain or replace meters resulting in inaccurate meter readings	1	<ul style="list-style-type: none"> ▪ Prioritise for replacement, meters identified in the 2007 audit.
6.4	Inadequate capital replacement programme	3	<ul style="list-style-type: none"> ▪ Supplement the current pressure reduction programme with the development and implementation of a water infrastructure replacement plan and policy. In doing so the municipality should benchmark its plan and policy with best practice.
6.5	Leakages turnaround time		<ul style="list-style-type: none"> ▪ The municipality must continue with the implementation of the Service and Asset Maintenance system (SAMs), which will allow it to monitor the turnaround time to leakages.
6.6	Policies and/or procedures affecting revenue enhancement and collection in need of review	1	<ul style="list-style-type: none"> ▪ The indigent support policy must be reviewed and amended to cater for the annual verification of indigents and the installation of water restrictors/flow limiters for all indigents. ▪ Develop a district wide policy for indigent support. ▪ Consumer deposits/ guarantees must be reviewed annually and deposits and guarantees must be increased when the payment history is erratic. ▪ The investment policy should be reviewed and amended to cater for the investment of grant monies. ▪ The trend of the grant usage must be analysed to ensure that unutilised funds are invested. ▪ SCM policy of all municipalities in the district to be reviewed and synchronised to provide revenue protection to all municipalities in the district in so far as the bidders are concerned.
6.7	The slow pace of RMS development has resulted in the non-	1	<ul style="list-style-type: none"> ▪ The flagging of defaulters and the generation of a disconnections list must be prioritized in phase 2 of the implementation of RMS.



Item	Title	Management Ranking	Strategy
	availability of key management tools		<ul style="list-style-type: none"> ▪ Legal services to do the specifications and thereafter set up meeting with the Revenue section and RMS consultants for inclusion of this in the implementation of RMS. ▪ Liaise with the service provider and ensure that these functions are catered for and implemented as per plan.
6.8	Lack of commitment by certain sectors to the municipality's credit control policy	1	<p>a) The credit control policy and procedures should be reviewed and amended to allow for deduction for outstanding amounts from the salaries of employees. This will require legal opinion on the process.</p> <p>b) Employees should also be encouraged to have an automatic deduction from their salaries for the services provided by the municipality.</p> <p>c) Carry out a campaign similar to the Masakhane Campaign to gather support for payment for services rendered.</p>
6.9	Certain best practices in revenue management are not in place	1	<p>a) Low to medium value bills should be included in the review of bills – High Value.</p> <p>b) Implement a returned cheques register and create a blacklist of repeat offenders. The functionality of RMS can also be used once implemented to flag these offenders.</p>
6.10 6.10.1	HR issues affecting revenue enhancement needing attention Shortage of staff in the technical department	3	<ul style="list-style-type: none"> ▪ A detailed work study of technical staffing levels should be conducted. This study must take into account the extent and continued growth of the infrastructure of the Ugu district. ▪ Based on the study the technical organogram should be rewritten and steps taken to fill vacant posts. ▪ A skills audit should be conducted of current technical staff. ▪ Based on the outcome of the skills audit, technical staff should be provided with appropriate training.
6.10.2	Shortage of staff to deal with illegal connections	1	<ul style="list-style-type: none"> ▪ The municipality must undergo a study of the area of infrastructure coverage and determine how many staff members they need. ▪ The municipality should then update the organogram and fill the vacancies accordingly. ▪ Consider the possibility of outsourcing this function.
6.10.3	Inadequate procedures to deter meter readers from providing incorrect information	1	<ul style="list-style-type: none"> ▪ Implement a rotation plan for meter readers. ▪ Implement a register to identify repeat offenders for disciplinary purposes. ▪ Inform meter readers of the new procedures and resultant disciplinary procedures.
6.10.4	Key performance indicators are not entirely performance		<ul style="list-style-type: none"> ▪ Review KPI's.



Item	Title	Management Ranking	Strategy
	driven		
6.10.5	Unauthorised connections are being carried out by staff		<ul style="list-style-type: none"> Conduct a forensic investigation into; inter alia, water stores usage.
6.11	The setting of tariffs is not reflective of costs incurred	3	<ul style="list-style-type: none"> The current inflation driven process of determining tariffs should be replaced by a more sophisticated technique such as activity based costing.
6.12	There are no clear tariffs for certain services provided by the municipality	1	<ul style="list-style-type: none"> Map all services to the tariff of charges and develop tariffs where none exist or where the tariff list is unclear. Conduct a detailed mapping of shared services provided and rented properties to billing records. This mapping should be supplemented by a review of systems and procedures to ensure annual increases are implemented.
6.13	The municipality does not have sufficient information to bill mixed properties according to usage	2	<ul style="list-style-type: none"> Desktop analysis comparing Ugu's database with the local municipalities' database supported by survey/inspection to determine usage.
6.14	Community awareness	1	<ul style="list-style-type: none"> To plan the community programmes such that they are held during the weekends.
6.14.1	Community awareness programmes not conducted during weekends		
6.14.2	Community participation		<ul style="list-style-type: none"> Review the current communication participation strategy to ensure that it caters for the involvement of the community in the development of the municipality's policies and review thereof. The review of the policy should include media types such as radio slots.
6.15	It is not mandatory for the developers of complexes to install combination bulk meters	1	Listing of properties that could use combination meters.
7.	Other matters of interest		Credit checks for new customer applications.

3.9.9. AG Report

Ugu received a Disclaimer Auditor General's Report in the 2012/13 financial year and which was caused by are numerous financial challenges even though the municipality subscribes to sound financial viability and management.

Identified challenges that require improvement amongst other things include:

- New capital expenditure has not been accurately aligned with related operating requirements.



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

3.9.10. 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 3.9.9.1: Ugu District Consumer Debt Age Analysis

Source: Ugu Treasury, 2014

Description	2009 / 10	2010 / 11	2011 / 12	2012/13
Households	27 880 190	10 977 753	20 018 371	69 204 748
Business	10 457 089	17 052 686	9 705 442	20 090 234
Government	6 136 746	5 603 402	9 048 646	7 869 220
Other	801 724	6 203 264	3 880 538	4 372 345
Total Consumer Debt	45 275 749	39 837 105	42 652 997	101 536 547
% growth		-12.01%	7.07%	138.05%

The consumer debt age analysis in table 3.9.9.1 shows a huge increase in percentage from 2011/12 to 2012/13 financial years as a result of additional properties being billed following the data cleansing exercise which is still ongoing.

There is a dedicated debt recovery unit which was established and mandated to resolve all outstanding account queries and motivate for write offs on irrecoverable debt.

3.9.11. Grants and Subsidies

The municipality receives various grants and subsidies from national and provincial government to supplement its financial resources and enable it to speed up service delivery. The total grants received for the 12/13 financial year amounted to R 542, 525, 860.00. The total unspent conditional grants for 2012/13 were R 51, 508, 416.00 versus cash available of R 68, 557, 188.00. Therefore as at the end of 2012/13 financial year all unspent grants were fully cash backed.



3.9.12. 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 from 3.9.11.1 to 3.9.11.14 below.

- 3.9.12.1.** New capital expenditure has not been aligned with related operating requirements.
- 3.9.12.2.** Operational budget has not been focused to support the development priorities.
- 3.9.12.3.** The strategic split of the Capital Budget between social and economic expenditure has far reaching implications on future operating budget and sustainability.
- 3.9.12.4.** 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.
- 3.9.12.5.** Improve debt collection.
- 3.9.12.6.** Clear measurable budget and implementation plans aligned to the SDBIP.
- 3.9.12.7.** Exceeding overtime budget.
- 3.9.12.8.** The accumulated reserves have been depleted
- 3.9.12.9.** Existing infrastructure has not been maintained at the desired levels resulting in loss of revenue from water losses.
- 3.9.12.10.** Extension of municipal services in rural areas has resulted in an increase in total book debt due to inadequate consumer database.
- 3.9.12.11.** Lack of accurate meter readings has affected the credibility or accuracy of water statements.
- 3.9.12.12.** Reduction in debt collection levels as consumers lack confidence in the billing system.
- 3.9.12.13.** Global slowdown in the economy has impacted on the customers' ability to pay bills leading to an increase in subsidised customers.
- 3.9.12.14.** The increase in wages and allowances has placed pressure on the municipality's operational budgets.



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

This section outlines the current situation of the Information & Communication Technology (ICT) Section at Ugu District Municipality's Corporate Services Department; the one pertaining to the entire area of Ugu's jurisdiction is covered under LED section.

3.10.1.1. Networking

The current network setup has a lot of challenges and which greatly affects not just ICT's service delivery to the municipality's workforce but other sections endeavor to deliver on theirs as well. These challenges can be summed up as follows:

- Inter-office wireless network is not managed or monitored by either the service provider or ICT unit due to budget constraints.
- The wireless network support is provided by external service providers.
- Service Providers are alerted only after the users start complaining and that is not always resolved as urgently as the users would like.
- An example of the current network challenges that affect other sections and departments is VOIP, which was introduced to reduce telephony costs. The reduction was achieved but the network challenges result in reduced quality on telephony, which makes a lot of users unhappy.
- Monitoring the network will ensure that someone notices the problems before they are reported and initiate the processes to resolve them.



3.10.1.2. Telephony

In response to the analysis that was done with the assistance of an ICT expert from Alfred Nzo Municipality, which came to a conclusion that the IT was not centralised, the municipality's management decided that the technical part of telephony be moved to ICT Section. Telephony infrastructure, including the personnel supporting it, was moved to ICT at the beginning of 2013/2014 financial year.

Telephones have caused a major problem for the municipality, particularly for sections housed at the Bazley Street offices as the telephone are frequently down. This has largely been attributed to the network instability, especially inter-office network links. After discussions with both consultants from the phones service provider and that of the inter-office network, the following has transpired:

- The instability of the inter-office network is caused by the network not being monitored.
- The monitoring of inter-office network will be hindered by the fact its infrastructure is ageing and is apparently old technology.
- The Unisons' first buffer switch floods the primary shelf that causes a communication component of the primary shelf to shut down and thus cause the remote shelves to disconnect from the primary switch rendering the inter-office communication not possible.

3.10.1.3. Backup and Restore

For a long time the municipality's data, which is hosted on ICT servers, has not been properly backed up. It has not been properly backed up in that some of it; particularly the financial applications databases are backed up regularly but into the same server's storage in the same server room. This is not adequate as environmental disasters, such as excessive flooding, pose a risk or damaging the infrastructure.

Remote offices are not backed up entirely despite them having on site server rooms.

A temporary backup solution was sought and a backup unit and a server have been bought to temporarily alleviate the problem.

The temporary solution involves performing full server backups in each site (server rooms) but it requires the backup unit to be taken to each site and a manual backup taken.

Data is not backed up regularly but the municipality will at list have a full backup of each of its servers. The age of the backup will be according to the last date the manual backup was taken.

A service provider has offered a better backup solution as Proof of Concept (POC) and ICT is considering it. The POC solution will provide proper and regular backups during the POC period.

The ideal situation is the implementation of a proper backup solution in compliance to the recently ICT Steering Committee adopted Backup and Restore Policy and Procedures.



3.10.1.4. Server Infrastructure

The current internal ICT infrastructure is as follows:

- ICT has about 44 servers in total. This figure includes both virtual and physical servers.
- There are about 5 server rooms in total. This figure is made up of the central server room, which is hosted in Connor Street and the remote server room in all other offices except Harding that has a server rack unit.
- The server room in Connor Street meets some, if not most, environmental hazard requirements such as protection against fire (fire suppression system), high temperatures, flooding (has up to 30cm raised floor).
- The Connor Street and Oslo Beach server rooms are highly secure, although Connor Street trumps Oslo Beach by comparison. Both these server rooms are secured by biometric entry control systems.
- The Connor Street server room has cameras in addition to the biometric entry control system in two doors.
- More servers are virtual and are linked to Storage Area Network (SAN) storage unit that provides storage for the virtual hard disk drives.
- The other remote sites are secured by a lock and key on their doors. However, none of these server rooms are protected from environmental hazards
- Most of the servers are out of warranty and those still under warranty, about 15% of the total servers, will be falling out of warranty in about 40 days from now.
- All our online servers are still running Windows 2003 Server O/S and that version of server operating system will reach end of life in July 2015. That means that Microsoft will stop supporting that version in July 2015.
- By running this operating system, ICT misses out on various network management tools that came with the versions after the 2003 version. Some of these tools are required to resolve some of the Auditor General's findings and ICT Risks that have been identified.
- The ageing server infrastructure need to be replaced and this should happen the soonest to avoid unscheduled downtimes and unrecoverable servers.

3.10.1.5. ICT Security

The security of the ICT environment is minimal. The municipality's ICT environment has not been attacked or security holes have not been identified by both external and internal people. The formal appointment of an official responsible for security has not been done yet, therefore ICT staff do what they can to secure the municipality's data, even though it is not enough.

The ICT network is secured by a firewall from intrusion by external hackers. The risk from both internal and external attack is heightened by the lack of regular network patching.



ICT is considering an offer to conduct a penetration test by a major ICT Company at no cost to the municipality. That test will assist in identifying security holes in the network.

3.10.1.6. ICT Performance

It is difficult to measure the performance of ICT without a call tracking tool. The old ICT Helpdesk has been revived after a long period of testing few open source versions.

A resolution was taken by the ICT Steering Committee that states that users would have to log their problems on the ICT Helpdesk system if they want ICT to provide them with Technical support. The deadline for users to continue using other means to ask for support was 31 January 2014.

The ICT Helpdesk reports, especially when all the problems are logged, will provide performance information on ICT.

3.10.1.7. Capacity

Complex design of the central Data Centre or server room has caused many problems for ICT. The data centre is no longer scalable, meaning that it is impossible to add more servers to the data centre. It is impossible to add even a virtual server to the current infrastructure because of the complex design and the links to storage. Furthermore, the complex design makes it difficult to perform backups properly.

The training of ICT Staff has not happened in a very long time such that the Auditor General verbally complained but did not put it on the report. This means that they are far behind technology in terms of knowledge and trends. Support staff is struggling to help users with new hardware and thus new operating system. Despite having staff shortages, ICT continues to provide technical support to the municipality's users. The negative outcome of this is the users' waning confidence in ICT ability to provide support, as it takes longer to respond.

Lack of capacity has also contributed to the various problems that ICT finds itself in but ultimately, it has created heavy dependency on consultants. Staff turnover and non-replacement, with suitably qualified personnel, of terminated staff contributes to the ICT Capacity issues. Furthermore, ICT hardware such as laptops and desktops is ageing and financial constraints are hindering ICT from replacing the ageing hardware, which much of it is out of warranty.

3.10.1.8. Governance Framework

For a long time there has been no governance framework for ICT except a few policies that the Auditor General and thereafter the provincial intervention team found gaps in. The Cobit 5.0 ICT Governance Framework has since been developed and adopted by the ICT Steering Committee. The framework provides direction on information technology governance processes which gives due consideration to the



risks, processes and controls required to ensure IT value and improved service delivery.

Implementation of some aspects of the ICT Governance Framework is in progress but ICT Infrastructure issues hinder the implementation of most of the framework's processes and procedures. The ICT Governance Framework requires that some aspects of ICT must be reported ICT Steering Committee regularly. Some of those aspects are reported to the ICT Steering Committee whenever it meets. Some are impossible to report on as the server operating system is so old that the required reports cannot be extracted.

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;
- 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
- 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, 2014

Structure Name	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
Mayors Forum	Premier's coordinating forum	District Mayor	Local Mayors	Functional	Once per quarter
Speakers Forum	Public Participation	District Speaker	Local Municipality Speakers	Functional	3 Times In A Year
Municipal Managers Forum	Mayors' forum	District Municipal Manager	Municipal Managers	Functional	Once per quarter
Chief Financial Officers Forum	Cluster				



Structure Name	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
District Development Planning Forum	Cluster	Ugu District Development Planning Manager	District Family Town & Regional Planners	Functional	Bi - Monthly
Social Transformation Cluster	Municipal Managers' forum	Ms Mgijima	Local municipalities and sector departments	functional	Once per quarter
Local Economic Development Cluster	Municipal Managers' forum	Mr. Max Mbili	Local municipalities and sector departments	Functional	Once per quarter
Governance & Administrative Cluster	Municipal Managers' forum	Mr S Mbhele	Local municipalities and sector departments	Functional	Once per quarter
Basic Infrastructure & Public Facilities Cluster	Municipal Managers' forum	Mr M Mabhece	Local municipalities and sector departments	Functional	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 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 3.55 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 Name	Function	Decision Making Powers	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
Council	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	Nil	Speaker	35	Monthly Meetings Oversight Role Decision-Making	Monthly



Committee Name	Function	Decision Making Powers	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
		MM. Adoption of Policies					
EXCO	No TOR Rules & Orders have TOR information	Recommending Bodies	Council	Mayor	7 members 3 ex-officio	Monthly Meetings Oversight Role Decision-Making	Bi-monthly
Finance Portfolio Committee	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
Water Sanitation Portfolio Committee	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
Sound Governance and Human Resource Portfolio Committee	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
Local Economic Development Portfolio Committee	TOR approved 2011 S79/80 MSA Committee Primary function of oversight – LED, Environmental Mgt and Environmental health 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
Special Programmes Portfolio	TOR approved 2011 S79/80 MSA Committee Primary function of oversight –	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



Committee Name	Function	Decision Making Powers	Recommend/ Reports to Where	Chairperson	Members	Functionality	Frequency of Meetings
Committee	Special Programmes					tions	

3.10.2.1 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 examine 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; and
 - may report on any of those financial statements or reports to council;
 - may initiate and develop the annual oversight report based on the annual report;
 - may initiate any investigation in its area of competence; and
 - must 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, 2013

2014				
	JAN	JUNE	AUG	NOV
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) 14H00	17	13	08	28

3.10.2.2 Municipal BID Committees

The municipality has put in place the BID Committees and are all functional. The sittings of committees are on monthly bases 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 makes up the quorum. The committee is made up of the following members:

- GM: Water Services (**Chairperson**)
- Senior Manager Technical Services
- Senior Manager: WSA
- Manager: Fleet
- Contracts Co-ordinator
- Manager ICT & Auxiliary Services

The members 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**)
- Manager Secretariat, Registry & Auxiliary Services
- Manager: PMU
- Manager: Administration
- Contracts Co-ordinator

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

Appeal Authority

Manager Legal Services as delegated by Accounting Officer has the appeal authority and no delegated authority is given to Bid Committee. 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 & monitored; accountability is ensured and municipal values preserved;
 - Risk Management: assisting the Executive Committee and senior management in identifying, evaluating and assessing significant organisational risks and providing assurance as to the effectiveness of the related internal controls;
 - Internal Controls: evaluating the effectiveness and efficiency of the information systems environment, financial and operational information, operations, safeguarding of assets and compliance with laws, regulations & controls;
- ii.** To conduct special investigations and other ad hoc projects at the request of management; and
- iii.** To report to the Audit committee and Municipal Manager.

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

3.10.3.1 Forensic Services

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

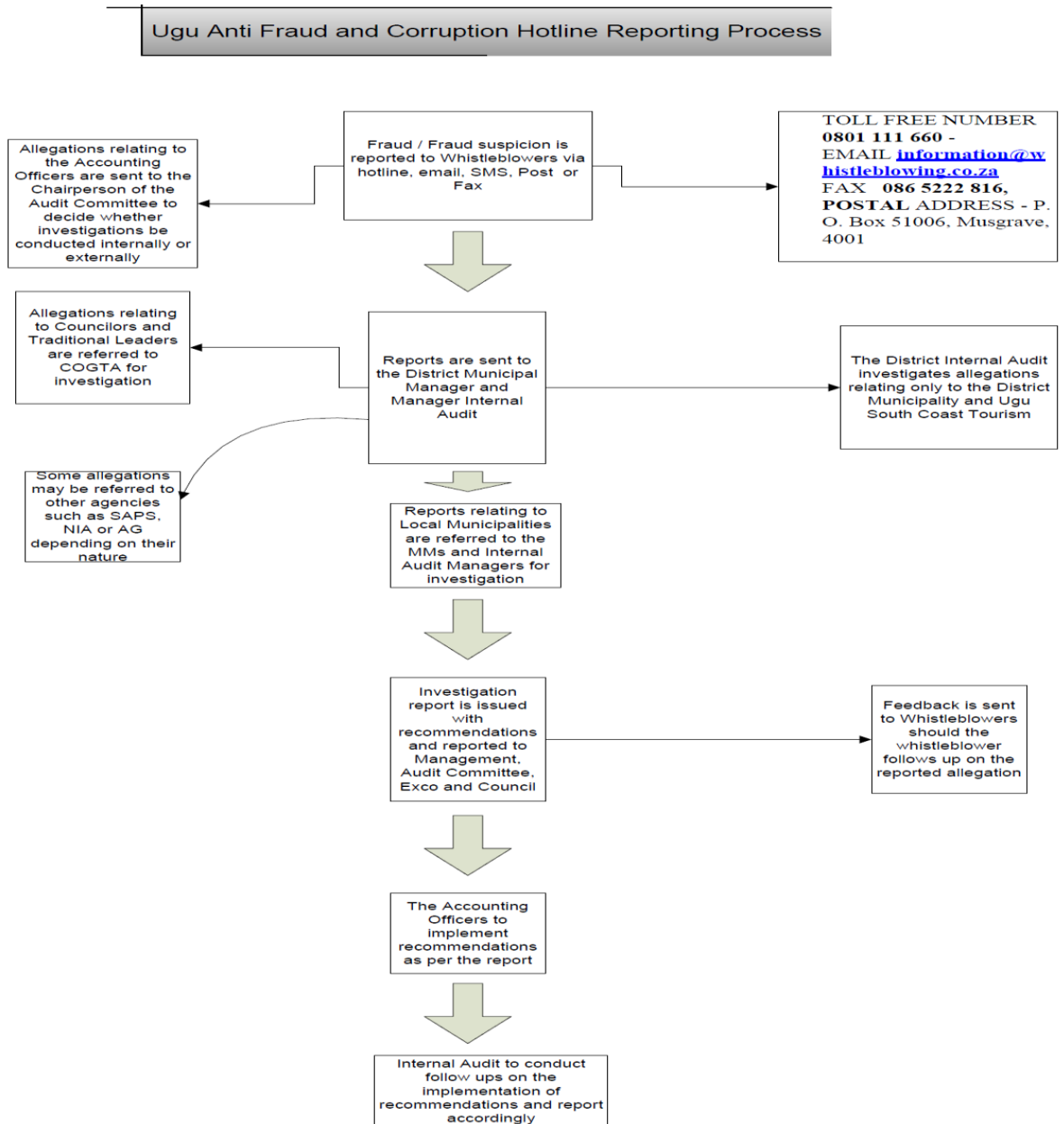
The District Municipality together with its Local Municipalities have committed themselves to fight against fraud and corruption. They have strengthened their fraud prevention and detection techniques by jointly procuring the services an Anti Fraud and Corruption Hotline from an independent service provider 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:-



0801 111 660 - information@whistleblowing.co.za - Fax 086 5222 816 - P. O. Box 51006, Musgrave, 4001

Below is the flowchart outlining the procedure for receiving and investigating the fraud and corruption allegations:



3.10.3.2 Internal Audit Committee

The Internal Audit Committee is functional and seats on a quarterly basis or as and 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 Chartered Accountants and the other member is in the field of law. The vacant post is to be filled by person who has an 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 and road shows and Mayoral Izimbizos. Community inputs made during Mayoral Izimbizos informs the budget processes of the municipality as it is part of the consultation process aimed at improving public participation in the affairs of the District.

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.

3.10.6. Ward Committees

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

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

Findings on the Role of Ward Committees: Challenges:

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

- 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 as 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 affair 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. Resources 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 issue 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 formal to avoid any other person coming in and posing as them.

3.10.7. 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 answers 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
- Oversee Corporate Communications and Media Liaison

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

- Inadequate communication and information transmission to rural communities in particular ;
- Inconsistent Customer Care standards ; and
- The survey conducted was focused on general households district wide, soliciting views on integrated services rendered all spheres of government., hence the need for a more specific and focused Survey

Analysis of received complaints also revealed the following:

- Lack of clear procedures with regards to complaints handling
- Unsatisfactory turnaround times for complaints
- Inadequate channels to log and escalate complaints
- Lack of proactive and standardised community outreach programmes

3.10.3.3 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 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.



3.10.8. Role of Traditional Leaders and Communities in the IDP

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

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

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

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

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



3.10.10. Emergency shared Services (Fire fighting Shared Services)

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

3.10.11. Development Planning Shared Services

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

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

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

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

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

The following are the adopted positions:

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



3.10.12. 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 have a Risk Management Committee in place. There is framework in place such as the Risk Management Policy, Risk Management Committee Charter, Risk Management Implementation plan, Risk management strategy and Mitigation plan

Outlined below are key 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
Maximum Risks : Scores 20 - 25						
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	25	Develop and implement the asset management plan. Develop and implement the operations and	0 0	01 July 2014	GM WS Snr Manager



N o.	Risk Title	Residual Risk Rating (Severity)	Actions Taken/ To Be Taken	Budget	Time Frames	Risk Manager
	infrastructure		maintenance plans Revision of a Water and Sanitation Services master plan Capacity Building	Funded by COGTA		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
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

3.10.13. Batho Pele Programme

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

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

Batho Pele Principles: Nationally there are eight principles that govern the transformation of Service Delivery according to Batho Pele White Paper. The



province added three more Principles and adheres to eleven principles in the Citizens Charter, as listed below:-

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

3.10.10.1 Service Delivery impact

Also under the direction and guidance of DPSA the Batho Pele implementation has focused on principles and Service Delivery Improvement Plan. Batho Pele Belief Set: The Belief Set which says, "We Belong, We care, we serve." is a value system which clearly captures the revitalized Batho Pele culture. 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 it is due to be reviewed in 2015/2016. Service standards must be set at a demanding but realistic, measurable level to be reached by adopting more efficient and customer- focused working practices.

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

- Municipal Service week
- Know your Service Rights and Masakhane Campaign,
- Batho Pele Learning Network
- Unannounced site visits or mystery customer,
- Change Management
- Project Khaedu.



- Project Khaedu is dependent on the Province's choice of Senior Managers to attend the programme.

Greater emphasis in 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.

3.10.14. 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 challenge 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 evident with the war rooms sitting at 84% functionality.
- The Ezingoleni 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, Umzumbé

3.10.10.2 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 few wards still lagging behind as shown in Table 3.10.10.2.1.



Table 3.10.10.2.1: 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
Ugu District	24	39	19	02	84
%	29	46	23	2	100

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 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.

3.10.10.3 Focus Programmes:

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

3.10.10.4 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 -9 December 2013, 2500 senior citizens reached
- Youth Ambassador Programme -yielding positive outcomes but in December ,matter still discussed at Provincial level
- Campaigns focusing on World AIDS Day held in December 2013. Main event held in Umzumbe, ward 6 on 6/12/13

3.10.10.5 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 3.10.10.2.2.highlights a cumulative audit of interventions by each sector over the 2013 calendar year.

Table 3.10.10.2.2: Ugu District Operation Sukuma Sakhe Interventions Audit

Source: Ugu DM OSS, 2014

Department	No. Referrals received	No. of interventions provided	No. Outstanding /Open Referrals
Social Development	17198	16141	1057
South African Social Security Agency	807	607	199
Health	59119	3529	55590
Home Affairs	3001	1244	1757
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

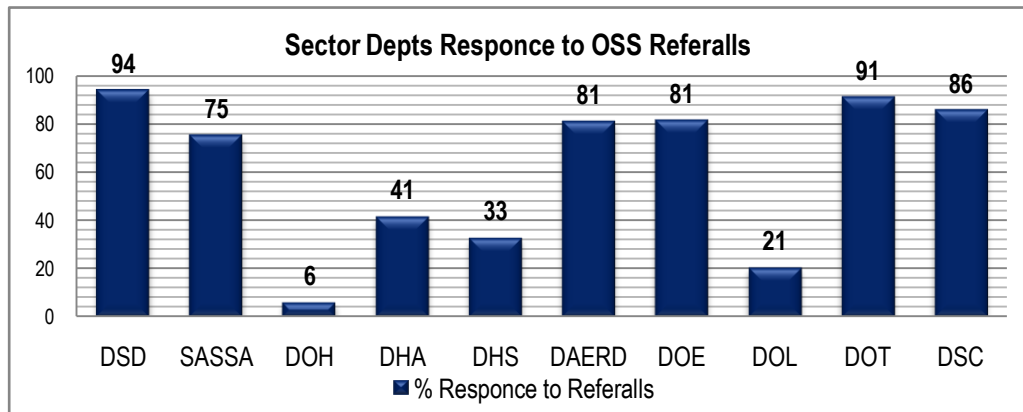


Fig 3.10.10.2.1: Sector Departments Response to OSS Referrals
Source: Ugu DM OSS, 2014

Table 3.57 and figure 3.37 shows 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 none responses are the low response rate from Departments of Health (6%), Labour (21%), Human Settlement (33%) and Home Affairs (41).

3.10.15. Annual Report

Ugu District Municipality prepares Annual Reports for all the financial years. The 2013/2014 Annual report consisting of the Annual Performance Report which is still in the process of been prepared for adoption by the Council.

3.10.16. Good Governance and Public Participation Emerging Key Issues

The emerging key issues with regards to the Good Governance and Public Participation analyses are summarised from 3.10.16.1 to 3.10.16.9 below.

3.10.16.1. 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

3.10.16.2. The majority of the population of the Ugu District are uses IsiZulu as their home language and thus the need for the IDP to be simplified and translated into IsiZulu as in the currently language and format, it is only accessible to a few.

3.10.16.3. There is limited public participation both directly and through civil society structures.



- 3.10.16.4.** Public participation not properly structured and focused but more of compliance and the mechanisms in place not used to full potential.
- 3.10.16.5.** Public participation is costly in terms of time, personnel and financial resources stakeholder involvement in the IDP
- 3.10.16.6.** 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.

3.10.17. Summary of Development Challenges

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

3.10.11.1 Critical Infrastructure Gaps

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

3.10.11.2 Education Crisis

The poor state of education within the Ugu district, from ECD to FET has been highlighted as limiting the future economic and social potential of the region. There is a glaring rural/urban divide in terms of the quality of education within Ugu. Calls have been made for a “cradle to grave” education strategy that addresses education at all levels. Critical interventions raised have included the development of quality primary and secondary educational institutions in the main existing rural nodes; strengthening the quality of maths and science programmes (including through the promotion of public-private partnerships), enhancing the quality and relevance of FET within the district, opening an agri-college and lobbying for the opening of university branches.



3.10.11.3 Environmental Management

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

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

3.10.11.4 Inadequate Social Services and High Levels of Poverty and Dependency

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



CHAPTER 4: DEVELOPMENT STRATEGIES

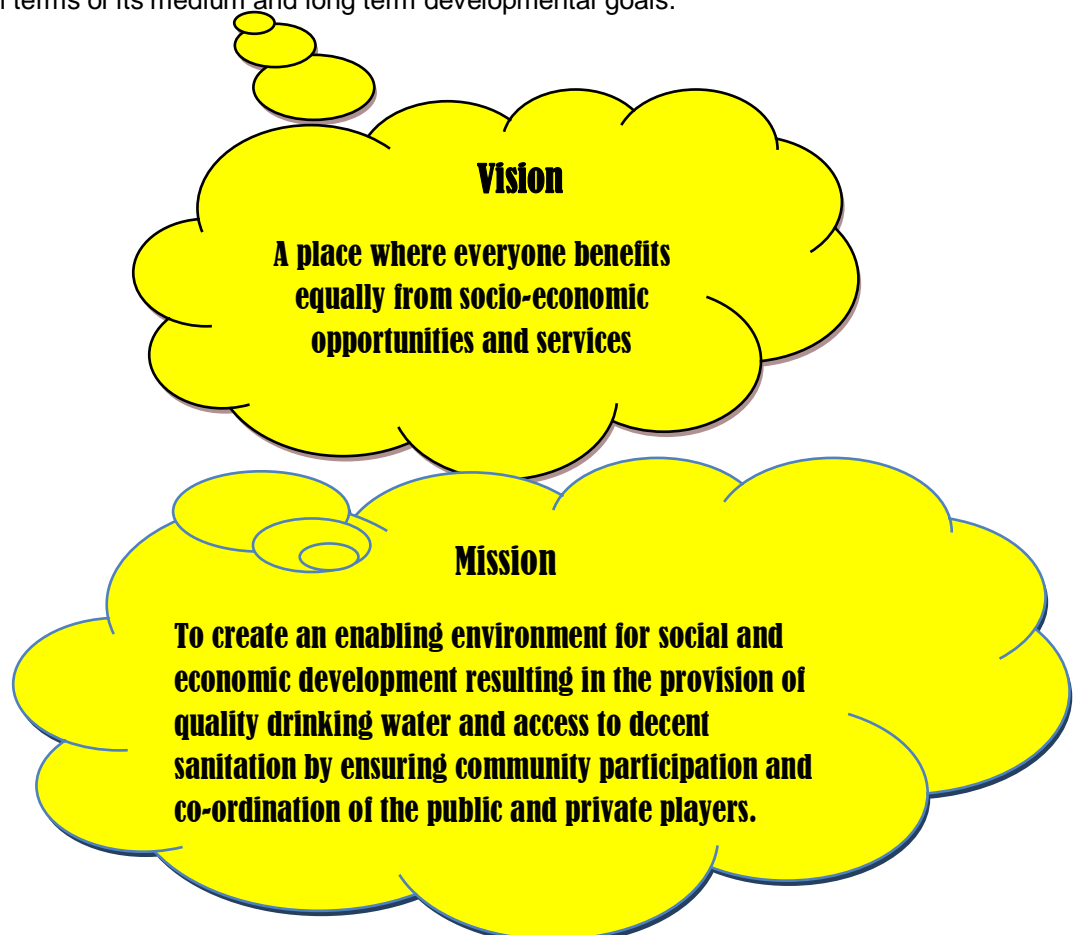
In the strategic session that was held in March 2012 at the Ugu Sport & Leisure Centre for the development of the 2012/13 to 2016/17 Ugu Integrated Development Plan, the vision, mission, 9 priorities and 6 strategic objectives of the Ugu District Municipality were set. This plan five year strategic plan 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 vision, mission, priorities and strategic objectives.

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 the new strategy that replaces the strategy that was adopted in March 2012 but rather as reinforcement strategy.

4.1 Vision and mission

Ugu's vision and mission statement which gives directives to what the municipality wants to achieve in terms of its medium and long term developmental goals.





4.2 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 namely the, nine (9) Priorities; six (6) Strategic Objectives; and six (6) Point Action Plan; as elaborated in the sub sections below and further shown in figure 4.1.



Fig 4.2.1: Ugu District Development Matrix
Source: Ugu DM, 2014



4.2.1. Development Priorities

The Nine (9) Development Priorities as listed in figure 4.1 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 4.1 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 2nd 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 point of action as listed in figure 4.1 are the challenges which indicates what needs to change. The attached Margate accord then takes it further as to detail what it needs to change to and how to affect the change.

4.2.4. Alignment of the Strategic Development Matrix with National, Provincial, District Priorities

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

Table 4.2.4.1: Ugu District Family IDP Priorities Alignment

Source: Development Planning Unit, 2014

KZN PGDS 7 Strategic Goals	Ugu DGDS 6 Drivers for Change	Ugu DM 9 IDP Priorities	Ugu DM 6 Point Action Plan	Outcome 9 Output No.	6 Key Performance Areas
Job Creation	Sectoral Development and Support	Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development)	NA	Implementation of the Community Work Programme	LOCAL ECONOMIC & SOCIAL DEVELOPMENT



KZN PGDS 7 Strategic Goals	Ugu DGDS 6 Drivers for Change	Ugu DM 9 IDP Priorities	Ugu DM 6 Point Action Plan	Outcome 9 Output No.	6 Key Performance Areas
Strategic Infrastructure	Strategic Infrastructure Investment	Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing)	Improved service delivery Sustainable infrastructural development	Improving access to basic services	BASIC SERVICE DELIVERY & INFRASTRUCTURAL DEVELOPMENT
Human & Community Development	Safety and Empowerment of Communities	Peace and Stability Reduce HIV & Aids	Responsive and People centred administration Good Governance	Deepen democracy through a refined Ward Committee Model	GOOD GOVERNANCE AND PUBLIC PARTICIPATION
Human Resource Development	Education and Skills Development	Education and Skills development (Skills Development, Education)	NA	NA	INSTITUTIONAL DEVELOPMENT & TRANSFORMATION
Responds to Climate Change	Environmental Sustainability Clean Environment		NA	NA	SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMENT



KZN PGDS 7 Strategic Goals	Ugu DGDS 6 Drivers for Change	Ugu DM 9 IDP Priorities	Ugu DM 6 Point Action Plan	Outcome 9 Output No.	6 Key Performance Areas
Governance and policy	Institutional Development	Institutional Integration and Coordination (Institutional development, review of Organogram, Workforce, Principles development)	Shared and Common Vision	Implement a differentiated approach to municipal financing, planning and support	INSTITUTIONAL DEVELOPMENT & TRANSFORMATION
			Financial Viable Municipality	Administrative and financial capability	MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT
Spatial Equity	Spatial Integration and Facilitating Security of Tenure	Centralised planning	NA	Single window of coordination	SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMENT

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 8 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 in concurrently with the said Chapters.

The broad targets that are set out in sections 4.3.1 to 4.3.6 are further broken down over a five year period in the five year municipal scorecard as captured in section 8.2 of Chapter 8 of the document and section 8.3 of the same chapter give annual targets breakdowns per quarter by means of an annual organisational scorecard. The alignment with the other spheres of government is demonstrated through the implementation plan in Chapter 5 of the document.



4.3.1 Basic Service Delivery

Table 4.3.1.1: Ugu District Implementation Strategies – Basic Service Delivery

Source: Ugu District Municipality, 2013

Strategic Objective	IDP No.	Programme	Key Performance Indicator	Target	Timeframe	Responsibility	
PRIORITY 1 : INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)							
5. To provide access to sustainable quality drinking water and sanitation services	BSD 1	Provision of households with Water Services	Number of Household with Access Basic Water Services	15 600	2012/2013 – 2016/2017	Water Services Department	
	BSD 2	Upgrade & Repair of Aging Infrastructure	Km of Pipeline replaced	150	2013 - 2017		
			Number of Pump Stations Refurbished	4	2014 / 2015		
	BSD 3	Provision of Households with Sanitation Services	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	Non Revenue Water Reduction	% Non Revenue Water Loss	21	2017		
			No. Of Meters Replaced	4 260	2014 / 2015		
			Control and recording of distributed drinking water	504 000 meters	2014 / 2015		
	BSD 5	Treat and provide compliant drinking water in terms of Blue Drop Requirements	% drinking water quality compliance	95 - 99	2014 / 2015		
			Annual Review of water safety plans for each of the treatment works	17	2014 / 2015		
			% Compliance to drinking water process management and controls	100	2014 / 2015		
			% 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		
	5. To provide access to sustainable quality drinking water and sanitation services	BSD 6	Treat and discharge compliant waste water in terms of Green Drop Requirements	% 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		Alternative Water Supply	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		Free basic water and indigent support	Percentage Households registered on the indigent register receiving support	100	2014-2015	Financial Services	



4.3.2 Municipal Transformation & Institutional Development

Table 4.3.2.1: Ugu District Implementation Strategies –Municipal Transformation & Institutional Development

Source: Ugu District Municipality, 2013

Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
PRIORITY 5 : INSTITUTIONAL INTEGRATION AND COORDINATION (INSTITUTIONAL DEVELOPMENT, REVIEW OF ORGANAGRAM, WORKFORCE, PRINCIPLES DEVELOPMENT)						
2. To build and strengthen the administrative and institutional capability of the municipality	MTI D 1	Organisational Performance	Date 2012/13 – 2016/17 OPMS Developed and adopted by Council	30 July 2012	2012	Office of the MM
	MTI D 2	Management System (OPMS)	Number of OPMS Reviews	4	2013 - 2016	
	MTI D 3	Electronic Document Management System(EDMS)	Date when EDMS is made available	March 2015	2014 / 2015	Corporate Services
	MTI D 4	Facilities Management	Date when maintenance plan is developed	September 2014	2014 / 2015	
	MTI D 5	Fixed Property reconciliation	Number of properties to be transferred	24	2014 / 2015	
	MTI D 6	Policy Review	Date by when policies are reviewed and adopted(Records Management, PAIA Manual, Facilities Management, Land, Municipal Housing, BTS and Security Policies)	June 2015	2014 / 2015	
	MTI D 7	Long term Office accommodation	Date when funding is sourced for accommodation (Water and Corporate Services)	December 2014	2014 / 2015	
	MTI D 8	Tracking and monitoring tool of Council , EXCO and MANCO resolutions	Date when tracking and monitoring tool is implemented	July 2014	2014 / 2015	
	MTI D 9	Monitoring and Adherence to Rules and Orders	Frequency of reporting on adherence to Rules and Orders with regards to sitting of Council Committees	Quarterly	2014 / 2015	
	MTI D 10	Organisational Structure	Date when reviewed Organisational Structure concluded	July 2014	2014 / 2015	
	MTI D 11		Implementation of a reviewed Organisational Structure	September 2014	2014 / 2015	
	MTI D 12		Date by when Job descriptions are reviewed	September 2014	2014 / 2015	
	MTI D 13	Labour turnover	Frequency on reporting on Staff Turnover	Monthly	2014 / 2015	
	MTI D 14		Date Staff Retention Strategy adopted	December 2014	2014 / 2015	
	MTI D 15	Infrastructure Scarce Skills Development	Date of recruitment of students with scarce skills for mentoring and registration in line with ISDG Grant conditions	September 2014	2014 / 2015	
	MTI D 16	Human Resources Strategy Development	Date Human Resources Strategy adopted	December 2014	2014 / 2015	



2. To build and strengthen the administrative and institutional capability of the municipality	MTI D 17	Individual Performance Management System	Date when Performance Agreements for Level 2/3 Managers are signed	July 2014	2014 / 2015
	MTI D 18		% of concluded Workplans by Level 4/5/6 employees	80%	2014 / 2015
	MTI D 19		Date when Performance Appraisal and Rewards Policy is adopted	September 2014	2014 / 2015
	MTI D 20	Human Resources Systems Alignment	% alignment of HR Applications to HR Policies & Procedures	100%	2014 / 2015
	MTI D 21	Labour Relations	% Reduction in Disciplinary cases based on total number of cases	50% of total cases	2014 / 2015
			% Reduction of employee grievances based on total number of grievances submitted	100% of resolved grievances	2014 / 2015
			Number of Management Union Meetings held across departments	11	2014 / 2015
	MTI D 22	Training and Development	Date when accredited training providers are sourced	September 2014	2014 / 2015
			To ensure compliance with LG SETA Requirements	100% compliance	2014 / 2015
			Number of Process Controllers trained on water and waste water treatment	20	2014 / 2015
			% compliance with National Treasury Competencies and guidelines for Section 56/57 Managers	100%	2014 / 2015
			Number of Artisans trained and trade tested	14	2014 / 2015
			Number of employees enrolled for Computer Training	20	2014 / 2015
			Number of employees enrolled for computerized ABET	20	2014 / 2015
			% implementation of WSP training programmes	75%	2014 / 2015
	MTI D 23	Employee Health, Safety and Wellness	Number of Employee and Wellness Programmes implemented	4	2014 / 2015
			Percentage reduction on ill health cases	100	2014 / 2015
			Percentage compliance with Health & Safety Legislation	100	2014 / 2015
	MTI D 24	Implement employment equity plan	Date when Employment Equity Plan reviewed	September 2014	2014 / 2015
Number of EE Programmes implemented			4	2014 / 2015	
MTI D 25	Leave Management	Frequency of leave reconciliations are done	Monthly	2014 / 2015	
MTI D 26	Overtime Management	Percentage compliance to 40 hours policy provision on overtime	100	2014 / 2015	
MTI D 27	Replacement plan	Date when replacement plan is concluded and implemented	July 2014	2014 / 2015	
MTI D 28	Disposal plan	Date when the disposal plan is concluded and implemented	July 2014	2014 / 2015	

Corporate Services



2. To build and strengthen the administrative and institutional capability of the municipality	MTI D 29	Maintenance plan	Date when the maintenance plan is concluded and implemented	July 2014	2014 / 2015	Corporate Services
	MTI D 30	License renewal plan	Date when license renewal plan is concluded and implemented	July 2014	2014 / 2015	
	MTI D 31	Monitoring tool for fuel usage	Date when monitoring tool is made available	July 2014	2014 / 2015	
	MTI D 32	Accidents management	Frequency of reports by accident committee	Monthly	2014 / 2015	
	MTI D 33	Policies and procedures	Date when fleet management policy and procedure is made available and implemented	September 2014	2014 / 2015	
	MTI D 34	Fleet Management	Frequency of verification of drivers licences and PDP's per driver of Ugu vehicles	Annually	2014 - 2017	
			Frequency of physical verification of Ugu vehicles	Annually	2014 - 2017	
			Percentage implementation of driver competency testing	100	2014 - 2017	
	MTI D 35	Legal Compliance	Number of awareness workshop on Legislative environment	8	2014/2015	Office of the Municipal manager
			Number of Departmental Compliance checklist	5	2014/2015	
			Turnaround Time on Contract Drafting & Vetting	Within 30 days of award	2014/2015	
			Percentage Implementation of Litigation Risk Strategy	100	2014/2015	



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, 2013

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	GGP P 1	2012/2013 – 2016/2017 Integrated Development Plan (IDP)	Date Adoption of 2015/2016 IDP review process plan	30 August 2014	2014 / 2015	Office of the Municipal manager
			Date IDP Developed and adopted by Council	30 June 2012	2012	
	GGP P 2		Number of Copies of 2014/2015 IDP printed	200	2014 / 2015	
	GGP P 3	District Wide Intergovernmental Relations	Functional IGR Structures	Adoption of District wide IGR Strategy	2013	
	GGP P 4			Implementation of District Wide IGR Strategy	2013 - 2017	
				Number of Functional IGR Structures in Place	9	
	GGP P 5	Batho Pele Programme	Number Service Delivery Improvement Plans Developed	5	2013 - 2017	
	GGP P 6		Number of Customer satisfaction survey	5	2013 - 2017	
	GGP P 7		Number of Departmental assessments conducted	5	2013 - 2017	
	GGP P 8		Municipal Service week conducted	5	2013 - 2017	
	GGP P 9		Number of Batho Pele Workshop conducted	10	2013 - 2017	
	GGP P 10		Batho Pele Forum meetings	30	2013 - 2017	
	GGP P 11	Enhancement of Public Participation	Date Public Participation Strategy Adopted	30 June 2013	2014 / 2015	
	GGP P 12		Date Public Participation Annual Work Programme is developed and implemented	31 July 2014 4 Public Participation Mechanism	2014/2015 2014 / 2015	
	GGP P 13		Percentage of Functional Ward Committees	100	2013 - 2017	
	GGP P 14		Percentage Achievement of the Development of Community Based Plans	100	2013 - 2017	
	GGP P 15		Percentage of Ward Plans Developed	100	2013 - 2017	
GGP P 16	Sport Development	Number Sport codes participated in SALGA games	5	2014 / 2015		
		Number SALGA games selection events held	2	2014 / 2015		
		Date Ugu Sports Confederation launched	31 Sept 2014	2014 / 2015		
GGP P 17	Effective Communication	Date communication strategy and Implementation Plan Reviewed and Adopted	30 September 2014	2014 / 2015		



1. To create a conducive environment for participatory development			Percentage Implementation of Communication Plan	100	2014 / 2015	Office of the Municipal manager
	GGP P 18		Number of Internal News Letter	4	2014 / 2015	
	GGP P 19		Number of External News Letter	2	2014 / 2015	
	GGP P 20		Number of Media Engagements	34	2014 / 2015	
	GGP P 21	Enhance corporate image	Number of Printed Calendars and Corporate Folders	10 000	2014 / 2015	
	GGP P 22		Number of Ugu Jazz Festival Events Held	1	2014 / 2015	
	GGP P 23		Frequency of Website Updates	monthly	2014 / 2015	
	GGP P 24	Organisational Risk Reduction	Date Risk Management Strategy Reviewed	30 December 2014	2014 / 2015	
			Number of risk management and fraud policies reviewed	3	2014/2015	
			Date organisational risk register Developed and monitored	30 Sept 2014	2014/2015	
	GGP P 25	Internal Auditing	Date when Risk Base Internal Audit Plan is developed and implemented	30 September 2014	2014/2015	
			Date internal audit charters and methodology reviewed	20 June 2015	2014/2015	
	GGP P 26	Customer care bus	Date when Customer care is delivered	September 2014	2014 / 2015	Corporate Services
	GGP P 27	Customer services charter, customer care policy and call centre policy	Date when policies get adopted and implemented	September 2014	2014 / 2015	
	GGP P 28		Date when workshop is conducted with CC Staff	September 2014	2014	
	GGP P 29	Electronic customer satisfaction survey	Date when the survey is concluded and implemented	November 2014	2014	
	GGP P 30	Complaints handling procedure	Date when procedure is concluded and implemented	September 2014	2014	
	GGP P 31	Customer service standards	Date when customer service standards concluded and implemented	September 2014	2014	
	GGP P 32	Annual Community outreach programme	Date when the annual outreach programme is concluded	August 2014	August 2014	
			Frequency of outreach campaigns Date when	Fortnightly and covering 3-4 wards per campaign	July 2014 – June 2015	
			Date when technical task team is formed and functional	July 2014	July 2014 – June 2015	
	GGP P 33	Integrated reporting on customer interface	Frequency of reporting (correspondence, electronic, telephonic and personal visits)	Monthly	July 2014 – June 2015	



1. To create a conducive environment for participatory development	GGP P 34	Quality assurance	Frequency of sampling and follow up on standards (application for service, complaints)	Fortnightly sampling and monthly reporting	July 2014 – June 2015	Corporate Services
	GGP P 35	Information and Communication Technology	Date Harding to Port Shepstone Broadband completed	2015	2015 / 2016	
	GGP P 36	Improvement of Inter Office network performance	% upgrade of wireless infrastructure	100% Upgrade	September 2014	
	GGP P 37		Date network monitoring tool is introduced	September 2014	September 2014	
	GGP P 38	Server and Personal Computer Infrastructure upgrade	% achieved on refreshment of the server infrastructure	50%	January 2015	
	GGP P 39		% Personal Computer infrastructure upgrade	80%	June 2015	
	GGP P 40	ICT Security	Date Information Security Official is appointed	July 2014	July 2014	
	GGP P 41		Date when network patching policy and procedures are implemented	January 2015	January 2015	
	GGP P 42	Inter-office network	Date Inter-office network link between Connor Street and New Disaster Centre is installed.	July 2014	July 2014	
	GGP P 43	ICT Governance	% compliance with ICT Governance framework by both ICT and system owners	July 2014	2014 / 2015	
	GGP P 44	Auditor General's Findings on ICT	% implementation of Audit action plan	80%	June 2015	
	GGP P 45	Disaster Recovery Plan	Date permanent backup and restore solution implemented	June 2015	June 2015	
	GGP P 46	Policy Review	Date by when policies are adopted (ICT Security, User Management, Hardware & Software, Internet & E-mail user, Disaster & Recovery Policies)	September 2014	September 2014	
	GGP P 47	Ugu Broadband Project	Date assessment report completed	December 2014	December 2014	



4.3.4 Local Economic Development

Table 4.3.4.1: Ugu District Implementation Strategies – Local Economic Development

Source: Ugu District Municipality, 2013

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
	LED 2		Date by when Umkomaas Hydro Energy Project Community Trust Established	June 2015	2014 / 2015	
	LED 3	Maritime Sector	Number of Harbours Developed	1	2014/2015 – 2015/2016	
			Number of Music Cities Developed	1		
			Date Turton Beach Development Framework Plan Completed	30 June 2015	2014 / 2015	
	LED 4	Creative Industry	Number of Creative Industry Workshops Conducted	3	Annually	
	LED 5	SMME Sector	Number of trained SMMEs & Co-Ops	60	Annually	
	LED 6		Number of Registered Cooperatives per annum	10 per annum	2013 - 2017	
	LED 7		Number of Vendors trained on craft commercialization per annum	50 per annum	2013 - 2017	
	LED 8	Agricultural Support & Development	Date Ingonyama Trust Land Potential Agriculture Study Completed	2014	2013 / 2014	
	LED 9		Number High Potential Ingonyama Trust Land Business Plans Developed	6	2014 / 2015	
	LED 10		Number of hectare Increase in Tea Tree Plantation	50	2013 - 2017	
			Litres of Tea Tree Oil Produced	6000	2014/15 – 2016/17	
	LED 11		Date when a study to investigate future use of Fresh Produce Market is completed	30 June 2015	2014 / 2015	
	LED 12		Date Commercialisation of Horse Shoe Farm Completed	2016	2015 / 2016	
	LED 13	Manufacturing Sector	Date Business Plan for Furniture Manufacturing Incubator Completed	30 June 2014	2013/2014	
	LED 14		Date Furniture Manufacturing Incubator Developed	30 June 2016	2015 / 2016	
	LED 15		Date Business Plan Developed for clothing and textile industries	30 June 2014	2014 / 2015	
	LED 16		Number of Manufacturing Initiatives Supported	1	2014 / 2015	
	LED 17	Job Creation	Number of Employment Created through LED initiatives	2000	2013 - 2017	
LED 18	Research and Development	Number of databases of existing businesses according to sectors completed	4	2014 / 2015		
LED 19		Date Business surveys completed	March 2015	2014/2015		
LED 20		Number of Economic Impact studies commissioned per annum	1	2014/2015		



4. To create a conducive environment for economic growth and job opportunities	LED 21	Research and Development	Date Investment Promotion and Facilitation Strategy Adopted	2013	2013/2014	Infrastructure and Economic Development
	LED 22		Number of Socio Economic Indicators Reports Developed	1 per annum	2013 -2017	
	LED 23	Tourism Development	Percentage Increase in Number of Tourists visiting Ugu District	20%	2012 - 2017	
	LED 24		Date Marketing Strategy Developed	2013	2013 / 2014	
			Number of new tourism products in the hinterland	6	2012 - 2017	
	LED 25	Development Agency	Date Development Agency in place	September	2014	
	LED 26	Coordination of programmes for vulnerable groups	Number of Functional Vulnerable Groups Programmes	4	2014/2015	Office of the Municipal manager
	LED 27		Date Special Programmes Strategy Adopted	30 June 2015	2015	
	LED 28	Operation Sukhuma Sakhe	Number of Reports Submitted to PTT	4	2014/2015	
	LED 29		Number of functional DTTs	12	2014/2015	



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, 2013

Strategic Objective	IDP No.	Project / Programme	Key Performance Indicator	Target	Timeframe	Responsibility
PRIORITY 3: FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION)						
3. To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	MFVM1	Financial Improvement Plan	Improved Liquidity ratio.	1.5:1	2014 / 2015	Finance
	MFVM 2	Clean Audit	Attainment of a Clean Audit Opinion	Clean Audit Report	2016	All
	MFVM 3	Supply Chain Management	Percentage by which Irregular expenditure not to exceed set limit of total actual expenditure	1	2014 / 2015	Financial Services
	MFVM 4		Number of Stock Takes Conducted	4	2014 / 2015	
	MFVM 5	Contracts Management	Turnaround Time of Award of contract within 75 days	75 days	2014 / 2015	
	MFVM 6		Frequency of Updates of contract register	Monthly		
	MFVM 7	Asset Management	Updated and GRAP compliant Asset Register	4 Timely & Accurate Asset Verification	2014 / 2015	
	MFVM 8	Asset Management	Updated and GRAP compliant Asset Register	Accurately Updated Asset Register	2014 / 2015	
	MFVM 9			Monitoring Repairs & Maintenance	2014 / 2015	
	MFVM 10			Co ordinate disposal of assets in liaison with SCM	2014 / 2015	
	MFVM 11	Revenue Management & Enhancement	Increased Percentage of Current Debt Collection Ratio	98%	2014 / 2015	
	MFVM 12		Percentage Reduction in overdue Debt	20%	2014 / 2015	
	MFVM 13		Percentage Accurate Billing	98%	2014 / 2015	
	MFVM 14		Percentage Completeness of Billing	100%	2014 / 2015	
	MFVM 15	Expenditure Management	Turn Around Time in Creditor Payment Period	Within 30 days if not disputed	2014 / 2015	
	MFVM 16		Unauthorised, Fruitless and Wasteful Expenditure as a percentage of Total Actual Expenditure	0	2014 / 2015	
	MFVM 17		Percentage Budget Spent on Capital Projects	80	2014 / 2015	All
	MFVM 18	Grants Management	Percentage of Grants withheld	0	2014 / 2015	
	MFVM 19	Budget Management	Development of Annual Financial Statements	2	2014 / 2015	Financial Services
	MFVM 20		Compilation of Annual Budget	1	2014 / 2015	
	MFVM 21		Review of Budget Related Policies	1	2014 / 2015	



4.3.6 Cross Cutting Interventions

Table 4.3.6.1: Ugu District Implementation Strategies – Cross Cutting Interventions

Source: Ugu District Municipality, 2013

Strategic Objective	IDP No.	Programme	Key Performance Indicator	Target	Timeframe	Responsibility
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 2015	2014/2015	Office Off the M M
	CCI 2	Water Quality Monitoring (to tally with Water Service0	Number of Water Samples per Annum	1000	2014/2015	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	2014/2015	
			Date Health and hygiene education strategy adopted	30 June 2015	2014/2015	
			Date final public health by-laws adopted	31 December 2014	2014/2015	
			Date Environmental Health Service devolution finalised	30 September 2014	2014/2015	
	CCI 4	Food control	Number of microbial samples	100	2014/2015	
			Number of inspections and actions taken	320	2014/2015	
	CCI 5	Disposal of the dead	Percentage of qualifying paupers buried	100	2014/2015	
	CCI 6	Premises surveillance	Number of plans and premises inspected	400	2014/2015	
	CCI 7	Communicable Disease Control (CDC)	Frequency of reports on CDs investigated	Quarterly	2014/2015	
	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	Annually	
			Number AE Licenses Issued	5 per annum	2014/2015	
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	2014/2015		
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	2014/2015		
CCI 11	Environmental Impact Management	Number of Water Services & other projects compliant with environmental regulations	16	2014/2015		



6. To develop and promote an integrated sustainable environment	CCI 12	Integrated Coastal management	Number of projects Coordinated	2	2012 - 2017	Infrastructure & Economic Development	
			Number of stakeholder forum meetings	3	2014/2015		
	CCI 12	Environmental Protection and Biodiversity Conservation Management	Number of Problem (Bush pigs) Animals Management projects conducted	4	2014 /2015		
			Number of Invasive Alien Species (IASP) clearance programmes/projects	1	2014/2015		
	CSI 14	Environmental Education and Awareness	Number of awareness campaigns and education programmes	5	2014/2015		
	CSI 15	Integrated Institutional Capacity for Disaster Risk Management DDMA	Date by when disaster management centre Enhancement will be completed	March 2015	2014/2015		
			Frequency of coordinated forums for Disaster Risk Management DDMA Forums	quarterly	2014/2015		
			Frequency of coordinated forums for Disaster Risk Management Practitioners	monthly	2014/2015		
	CSI 16	Disaster Risk Assessment	Number of Disaster Risk Assessments conducted	2	2014/2015		
	CCI 17	Disaster Risk Reduction plans	Number of Disaster Risk Reduction Plans developed (Sector plan, Winter, Summer Seasonal plans, Events contingency plans)	4	2014/2015		
			Number of Coordinated disaster management plans and frameworks of all LM's in line with IDP's.	6	2014/2015		
	CSI 18	Response and Recovery	Date when Disaster Risk Management response, recovery, relief and rehabilitation strategy implementation plan gets adopted for implementation	September 2014	2014/2015 2014		
			Date when district wide fire and rescue services strategy is adopted	December 2014	2014/2015		
			Number of Local Municipalities assisted with Fire fighting equipment for rural communities	3	2014/2015		
	CSI 19	Capacity Building	Number of Disaster Management Workshops	6	2014/2015		
			Number of trainings conducted on Disaster Management	4	2014/2015		
			Number of community awareness campaigns conducted	12	2014/2015		
							Corporate Services



CHAPTER 5: STRATEGIC MAPPING & IMPLEMENTATION PLAN

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

5.1 Strategic Mapping

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

5.1.1 Desired Spatial Outcomes

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

5.1.1.1 Open Space System

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

5.1.1.2 Roads

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



5.1.1.3 Nodes

The major focus is placed on:

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

5.1.1.4 Residential Areas

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

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

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

5.1.1.5 Industry

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

5.1.1.6 Urban Growth Boundary

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

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

5.1.2 Desired Spatial Form and Land Use

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



5.1.2.1 Residential and Cognate Land Uses

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

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

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

5.1.2.2 Nodes

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

5.1.2.3 Industry

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

5.1.2.4 The Open Space System

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

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



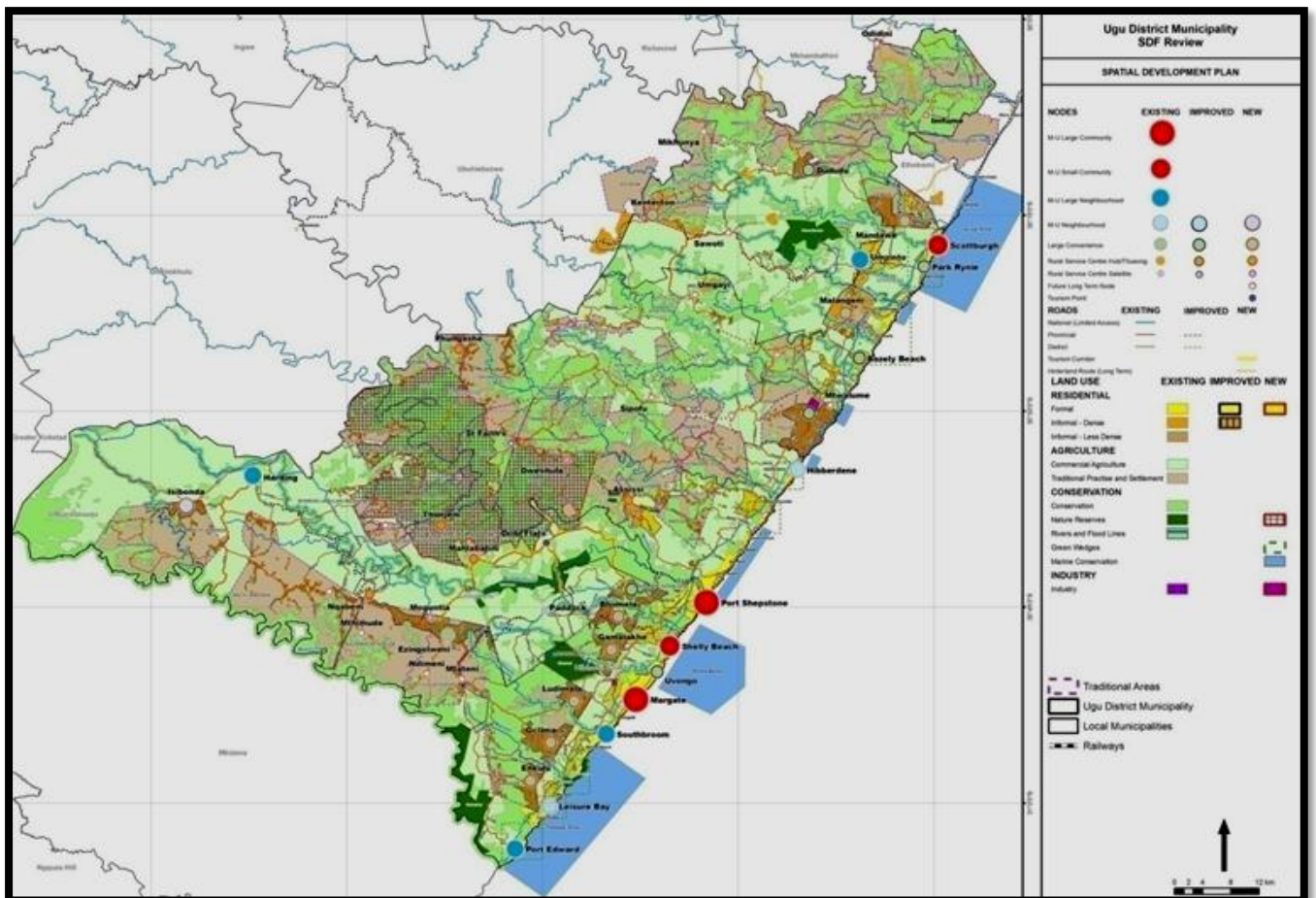
- Existing protected nature reserves will be maintained and possibly expanded.
- A new major protected nature reserve is supported along the Umzimkhulu River system.
- The proliferation of small game reserves, as suggested in previous SDF's will not be recommended

5.1.2.5 Urban Growth Boundaries

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

Map 15: Ugu District SDF Framework

Source: Ugu District SDF, 2012





5.1.3 Spatial Reconstruction of the Municipality

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

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

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

5.1.4 Strategic Guidance of the Location and Nature of Development

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



5.1.5 Spatial Alignment with Neighbouring Municipalities

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

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

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

5.1.6 Public and Private Land Development and Infrastructure Investment

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

5.1.7 Areas in Need of Strategic Intervention

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

5.1.7.1 Local Area Plan for Coastal area as a whole

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

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

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

Additional land for mounting pressures for GAP housing

Existing informal settlements requiring formalization and upgrading of different levels

Additional social facilities



5.1.7.2 Infill: Coastal Towns (Quick Win Projects)

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

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

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

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

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

5.1.7.3 Local Area Plan for Umzinto and environs

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

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

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



5.1.7.5 Local Area Plan for Hibberdene – Turton and environs

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

5.1.8 Areas Requiring Priority Spending

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

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



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

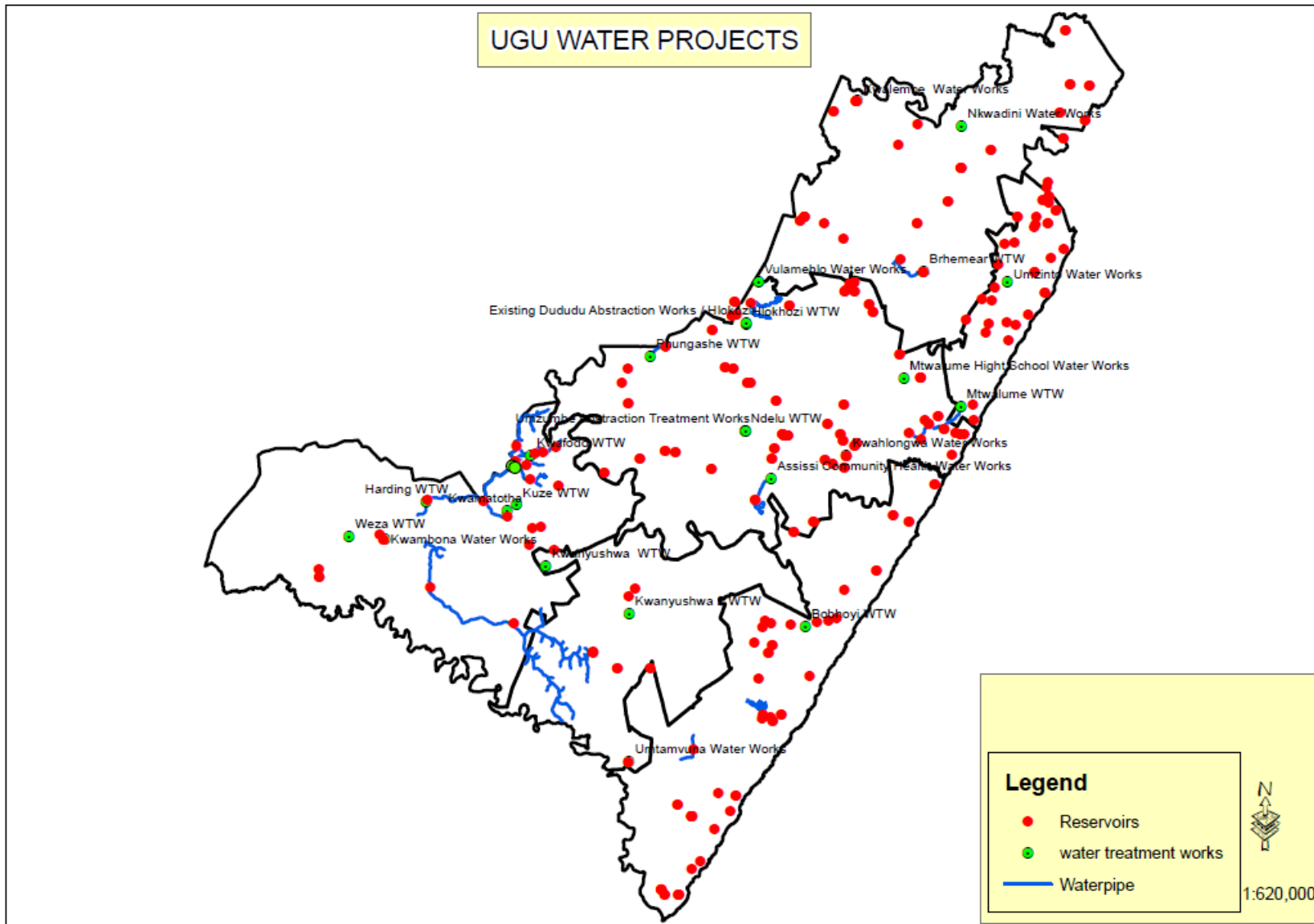
Source: Ugu District Municipality GIS, 2013





Map 15: Ugu District Completed & Existing Projects

Source: Ugu District Municipality GIS, 2013





5.2 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 lie 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 implementation plan as attached (**Annexure 10**), is done in tabular format, and reflects the following:

- Key Challenge
- Objective
- Spatial Intervention
- Performance Indicator
- Baseline
- 5 Year Targets
- Confirmed Budget
- Funding Source
- Responsibility

The alignment procedures and mechanisms have been arrived at between Local and District municipalities, and all parties involved.

There were two main types of alignment conducted:

- The first on one was between local and the district municipalities in ensuring that their planning processes and issues were co-ordinated and addressed jointly. The District had the responsibility to ensure this alignment between the local municipalities takes place.
- The next one was between local government (municipalities/districts) and other spheres, especially provincial/national sector Departments as well as state owned enterprises in ensuring that the IDP is in line with national and provincial policies and strategies so that it is considered for the allocation of departmental budgets and conditional grants. The Provincial Department for Local Government should play a co-ordinating role ensuring that all other spheres and especially sector departments understand the need for alignment and their role within the local IDP process.



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 2014/ 2015 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 **29th of May 2014**.

All Departments within the Municipality were involved in the Budget discussions that resulted in this multi-year Budget. The focus was on key service delivery challenges within the municipal area and municipal administration whilst acknowledging the political context and its associated financial implications and priorities of the council. Challenges such as overtime, acting allowances, temporary workers, leave provision, infrastructure maintenance budget, and repairs were considered.

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: ANNUAL OPERATIONAL PLAN (SDBIP)

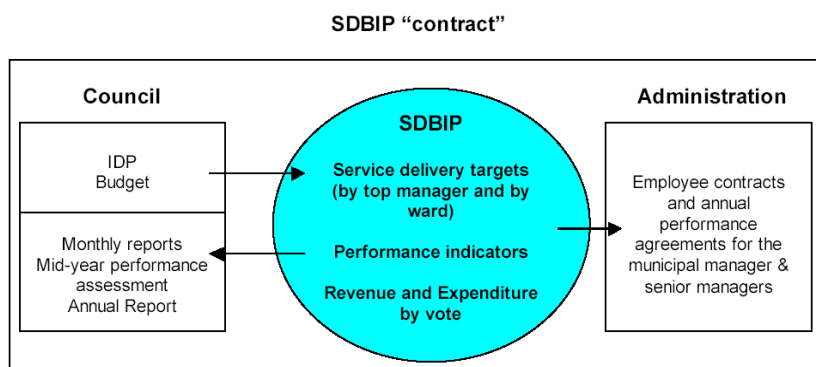
7.1 Background

The Service Delivery Budget Implementation Plan (SDBIP) of the new Ugu District Municipality for the financial year 2014/15 is attached (**Annexure 14**). It was developed on the basis of the Council approved first IDP and MTREF and will reflect the implementation of service delivery goals for the new political term and serves as an Annual Operational Plan. The SDBIP 2014/15 is a detailed plan for implementing the delivery of services and the budget for the 2014/15 financial year as per the Municipal Finance Management Act.

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

7.2 Legislative Mandates

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



The SDBIP is a management, implementation and monitoring tool that provides a vital link between the mayor, council (executive) and the administration, and facilitates the process of holding the management accountable for its performance. If properly formulated, the SDBIP



will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council.

7.3 The SDBIP Process

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

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

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

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

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

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

7.4 Monitoring and Evaluation

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



CHAPTER 8: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

8.1 Background

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

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

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

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

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

In the case of UGU District Municipality, both plans are developed annually and for ease of reference the municipality opted to develop a reporting template that seeks to put all the



requirements of both plans together. This seems to make sense given the objectives and use of both plans. UGU OPMS is aligned to the Medium Term Strategic Framework and other Governments programmes of action as outlined in the IDP. UGU OPMS is aimed at translating the municipality's vision, mission and IDP into clear measurable outcomes, indicators and performance levels that define success and that are shared throughout the municipality and with the municipality's customers and stakeholders.

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

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



8.2 Ugu District Municipality's 5 Year Municipal Scorecard 2012/13 – 2016/17

IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual						
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY	To provide access to sustainable quality drinking water and sanitation services	Provision of households with Water Services	BSD 1	Stick Farm Water Supply (AFA) MIS 177240	No. HH provided with access to water services	500	N/A	N/A	0		500		0		0		0		Water Services	R 3 466 710	Vulamehlo LM			
				BSD 1	Dududu Water Reticulation Infills	No. HH provided with access to water services	500	N/A	N/A	0		0		0		0		1245				R 1 333 350			
				BSD 1	Kwaxolo Bulk Water Supply	No. HH provided with access to water services	200	N/A	N/A	0		700		0		0		0			0		R 1 777 800	Hibiscus Coast LM	
				BSD 1	Kwaxolo Water Supply: Reticulation	No. HH provided with access to water services	200	N/A	N/A	0		0		0		0		140					R 4 888 950		
				BSD 1	Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	No. HH provided with access to water services	500	N/A	N/A	0		0		500		0		0			0			R 13 333 500	Ezingoleni LM
				BSD 1	Mathulini Water Supply Phases 4-7	No. HH provided with access to water services	200	N/A	N/A	0		720		0		0		0			0			R 4 444 500	Umzumbe LM
				BSD 1	Mhlabatshane Regional Water Supply Scheme	No. HH provided with access to water services	500	N/A	N/A	0		0		500		0		0			0			R 44 099 270	
				BSD 1	Greater Vulamehlo Water Scheme	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		0			1000			R 2 222 250	Vulamehlo LM
				BSD 1	Umtamvuna Water Works Raw Water Upgrade	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		0			1000			R 11 855 500	Ezingoleni LM



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality	
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target					
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual				
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY	To provide access to sustainable quality drinking water and sanitation services	Provision of households with Water Services	BSD 1	Mabheleni East Water Project	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		10 00		R 1 066 680	Umzumbe LM		
				BSD 1	Harding Weza Regional Bulk Water Supply	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		0		10 00		R 1 333 350	Umuziwanabantu LM
				BSD 1	Thoyane Water Project Phases 4 & 7	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		0		10 00		R 15 278 000	Vulamehlo LM
				BSD 1	Umzimkhulu Bulk Water Augmentation Scheme Stage	No. HH provided with access to water services	800	N/A	N/A	0		800		0		0		0		0		R 13 333 500	Umzumbe LM
				BSD 1	Maphumulo Water Supply	No. HH provided with access to water services	800	N/A	N/A	0		0		800		0		0		0		R 2 666 700	
				BSD 1	Msikaba and Surrounds Water Supply Scheme	No. HH provided with access to water services	500	N/A	N/A	0		0		500		0		0		0		R 21 667 000	Hibiscus Coast LM
				BSD 1	Umzinto Slum Clearance: Farm Isonti Low cost Housing	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		10 00		0		0		R 20 000 000	Umdoni LM
				BSD 1	Ezinqoleni Bulk Water Extensions Phase 3	No. HH provided with access to water services	400	N/A	N/A	0		0		400		0		0		0		R 5 000 000	Ezinqoleni LM
				BSD 1	Gamalakhe Bulk Water Supply	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		0		10 00		R 1 333 350	Hibiscus Coast LM



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual						
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY	To provide access to sustainable quality drinking water and sanitation services	Provision of households with Water Services	BSD 1	KwaLembe Water Supply Scheme Extension	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		1000		WATER SERVICES	R 1 500 000	Vulamehlo LM			
				BSD 1	Vulamehlo Cross Border Water Supply Scheme	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		1000			R 1 500 000				
				BSD 1	Bulk Water and Sewer Infrastructure for Mazakhele Bulk, Harding	No. HH provided with access to water services	500	N/A	N/A	0		0		0		0		500			R 1 500 000	Umuziwabantu LM			
				BSD 1	Malangeni Housing	No. HH provided with access to water services	1000	N/A	N/A	0		0		0		0		1000			R 1 000 000	Umdoni LM			
			Upgrade & Repair of Aging Infrastructure	BSD 2	Water Pipeline Replacements	Km of Pipeline replaced	300km	N/A	N/A	0		300km		N/A		N/A		NA					R 20 000 000	All	
				BSD 2	Pump stations refurbishment	Number of Pump stations refurbished	N/A	N/A	N/A	0		0		4		0		0					R 6 383 895.22	All	
				Provision of Households with Sanitation Services	BSD 3	Hibiscus and Umzumbe VIP sanitation	No. HH provided with access to sanitation	7700	8000	N/A	2100		2800		800		1000		1000					R 7 480 000.00	Hibiscus Coast / Umzumbe LMs
					BSD 3	Umzinto Slum Clearance: Farm Isonti Low cost Housing Sanitation Scheme	No. HH provided with access to sanitation	1000	N/A	N/A	0		0		0		1000		0					R 15 000 000.00	Umdoni LM
			BSD 3		Implementation of Masinenge Bulk Sanitation	No. HH provided with access to sanitation	800	N/A	N/A			800		0		0		0					R 3 000 000.00	Hibiscus Coast LM	
			BSD 3		Malangeni housing project	No. HH provided with access to sanitation	1000	N/A	N/A			0		0		0		1000					R 5 000 000.00	Umdoni LM	



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY	To provide access to sustainable quality drinking water and sanitation services	Provision of Households with Sanitation Services	BSD 3	Bhobhoyi / Mkholombe Sanitation	No. HH provided with access to sanitation	700	N/A	N/A			0		0		0		700		WATER SERVICES	R 5 000 000.00	Hibiscus Coast LM		
				BSD 3	Uvongo WWTW (upgrade)	No. HH provided with access to sanitation	1000	N/A	N/A			0		0		0		1000		WATER SERVICES	R 13 000 000.00	Hibiscus Coast LM		
				BSD 3	Harding Sanitation Phase 3	No. HH provided with access to sanitation	300	N/A	N/A			0		300		0		0		0		WATER SERVICES	R 13 000 000.00	Umuziwabantu LM
				BSD 3	Eradication of bucket system	Percentage of Bucket system eradicated	100	0	3123			0		100		100		100		100		WATER SERVICES	R 0.00	All
			Non Revenue Water Reduction	BSD 4	Management and control of Non Revenue Water	% Non Revenue Water Loss	21			28		28		26		24		21				WATER SERVICES	R 0.00	All
				BSD 4	Replacement of water meters	No. Of Meters Replaced	7311	3051		51		3000		4260		0		0		0		WATER SERVICES	R 1 836 099	All
			Non Revenue Water Reduction	BSD 4	Control and recording of distributed treated water	% billed metered consumption as per outcome of Meter Audit	100	98	N/A	N/A		N/A		100		100		100		100		WATER SERVICES	R 0.00	All
				provision of Blue drop requirements compliant	BSD 5	Clean Drinking Water	% Drinking water quality compliance	96			96		96		96		96		96		96		WATER SERVICES	R 0.00
BSD 5	Safety Plans Reviews	No. Annual Review of water safety plans for each of the treatment works	17				N/A		N/A		17		17		17		17		WATER SERVICES	R 0.00	All			



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
INFRASTRUCTURE INVESTMENT (ROADS, WATER, SANITATION, ELECTRICITY, HOUSING)	BASIC SERVICE DELIVERY	To provide access to sustainable quality drinking water and sanitation services	provision of Blue drop requirements compliant	BSD 5	Drinking water process management and controls	% Compliance to drinking water process management and controls	100			100		100		100		100		100		Water Services	R 0.00	All		
				BSD 5	Management accountability and local regulation requirements	% Compliance to management accountability and local regulation requirements in line with blue water services audits	100			100		100		100		100		100		100		Water Services	R 0.00	All
				BSD 5	Infrastructure Asset Management Plan	Frequency of Infrastructure Asset Management Plan Development for Water Services	Annually			N/A		N/A		1		1		1		1		Water Services	R 0.00	All
			Treat and discharge compliant waste water in terms of Green Drop Requirements	BSD 6	Effluent Quality	% Effluent Quality Compliance	90			90		90		90		90		90		90		Water Services	R 0.00	All
				BSD 6	Registered & Licensed Waste Water Treatment Works	No. Registered and licensed Waste Water treatment Works in line with Green Drop Requirements	11			N/A		N/A		11		11		11		11		Water Services	R 0.00	All
				BSD 6	Waste water risk abatement plans	No. Review of waste water risk abatement plans for each of treatment works	108			N/A		N/A		108		108		108		108		Water Services	R 0.00	All
				BSD 6	Private package sewage plants	No. Private package sewage plants monitored for compliance	14			N/A		N/A		14		14		14		14		Water Services	R 0.00	All
				BSD 6	Infrastructure Asset Management Plan	Frequency of Infrastructure Asset Management Plan Development and Review for Sanitation Services	Annually			N/A		N/A		1		1		1		1		Water Services	R 0.00	All
																							Water Services	



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing)	BASIC SERVICE DELIVERY	To provide access to sustainable quality drinking water and sanitation services	Alternative Water Supply	BSD 7	Spring Protection	Number of Springs protected	50			50		50		50		50		50		WATER SERVICES	R 1 200 000.00	All		
				BSD 7	Boreholes Refurbishment	Number of Boreholes Refurbished	262			0		0		262		0		0			0		R 25 397 017.00	All
			BSD 7	Water Tankering Program	Percentage Compliance with the Water Tankering Program	100			100		100		100		100		100		100			R 4 000 000.00	All	
			BSD 8	Indigent Households Accessing 12kl / Month of Free Basic Water	Percentage Households registered on the indigent register receiving support	100			100		100		100		100		100		100			R 0.00	All	
Municipal Transformation & Institutional Development	To develop and promote an integrated sustainable environment	Organisational Performance Management System (OPMS)	MTID 1	OPMS Development	Date 2012/13 – 2016/17 OPMS Developed and adopted by Council	30 July 2012	In place	N/A	30 July 2012		N/A		N/A		N/A		N/A		N/A		R 0.00	N/A		
				SDBIP Development	Number of SDBIPs Developed	5	5	N/A	1		1		1		1		1		1			R 0.00	N/A	
				PMS quarterly review	Number Quarterly reviews conducted per annum	4	4	N/A	N/A		1		1		1		1		1			R 40 000	N/A	
			MTID 2	Section 72 performance review	Number of S72 reports approved	5	5	N/A	1		1		1		1		1		1			R 0.00	N/A	
				Annual Report (S46 report)	Number of Annual reports tabled to Council	5	5	N/A	1		1		1		1		1		1				R 0.00	N/A
					Number of Annual and oversight report adopted	5	5	N/A	1		1		1		1		1		1				R 330 000	N/A



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality				
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target								
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual							
Institutional Integration And Coordination (Institutional Development, Review Of Organogram, Workforce, Principles Development)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To develop and promote an integrated sustainable environment	Electronic Document Management System	MTID 3	Records Management	Date when EDMS made available	01 March 2015	Nil	N/A	N/A					01 March 2015		N/A					R534,000	N/A			
			Facilities Management	MTID 4	Operation and Maintenance of Facilities	Date Maintenance plan is developed	01-Sep-14	Nil	N/A	N/A						01-Sep-14		N/A						R 0.00	N/A	
			Fixed Property reconciliation	MTID 5	Property Transfers	Number of properties to be transferred	24	Nil	N/A	N/A							24		N/A						R300,000	N/A
			Policy Review	MTID 6	Policies are reviewed and adopted	Date Policies are reviewed and adopted(Records Management, PAIA Manual, Facilities Management, Land, Municipal Housing, BTS and Security Policies)	01-Jun-15	Nil	N/A	N/A							01-Jun-15		N/A						R 0.00	N/A
			Long term Office accommodation	MTID 7	Office Space	Date Funding is sourced for accommodation (Water and Corporate Services)	01-Dec-14	Nil	N/A	N/A							01-Dec-14		N/A						R 0.00	N/A
CORPORATE SERVICES																										



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
Institutional Integration And Coordination (Institutional Development, Review Of Organogram, Workforce, Principles Development)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To develop and promote an integrated sustainable environment	monitoring tool of Council , EXCO and MANCO	MTID 8	Implementation of Resolutions	Date Tracking and monitoring tool is implemented	31-Jul-14	Nil	N/A	N/A	N/A			31-Jul-14		N/A		N/A		CORPORATE SERVICES	R 0.00	N/A		
			Monitoring and Adherence to Rules and Orders	MTID 9	Adherence to Rules and Orders with regards to sitting of Council	Date Reporting on adherence to Rules and Orders with regards to sitting of Council Committees	31-Jul-14	Nil	N/A	N/A	N/A					31-Jul-14		N/A		N/A		R 0.00	N/A	
			Organisational structure	MTID 10	Annual Review of Organisational Structure	Date Adoption of a reviewed organisational structure	01-Jul-14	Nil	N/A	N/A	N/A					01-Jul-14		N/A		N/A			R 0.00	N/A
				MTID 11		Date Implementation of a reviewed organisational structure	01-Sep-14	Nil	N/A	N/A	N/A						01-Sep-14		N/A		N/A		R 0.00	N/A
				MTID 12		Date Job descriptions review	01-Sep-14	Nil	N/A	N/A	N/A						01-Sep-14		N/A		N/A		R 0.00	N/A
			Labour Turnover	MTID 13	Management and Control of Labour Turnover	Date Reporting on staff turnover	01-Jul-14	Nil	N/A	N/A	N/A					01-Jul-14		N/A		N/A			R 0.00	N/A
				MTID 14		Date Staff Retention Strategy adopted	01-Dec-14	Nil	N/A	N/A	N/A						01-Dec-14		N/A		N/A		R200,000	N/A
			Infrastructure Scarce Skills Development	MTID 15	Skills Development	Date of recruitment of students with scarce skills for mentoring and registration in line with ISDG conditions	01-Sep-14	Nil	N/A	N/A	N/A					01-Sep-14		N/A		N/A			R1,500,000	N/A



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Proje cted	Act ual	Proje cted	Act ual	Proje ct ed	Act ual	Proje ct ed	Act ual	Pr oje ct ed	Actua l						
Institutional Integration And Coordination (Institutional Development, Review Of Organogram, Workforce, Principles Development)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To develop and promote an integrated sustainable environment	Human Resources	MTID 16	Human Resources Strategy	Date Human Resources strategy adopted	01-Dec-14	Nil	N/A	N/A		N/A		01-Dec-14		N/A		N/A		CORPORATE SERVICES	R200,000	N/A			
			Individual Performance Management System	MTID 17	Cascading of IPMS the entire municipality	Date Performance agreements for level 2/3 managers signed	01-Jul-14	Nil	N/A	N/A		N/A		N/A		01-Jul-14		N/A		N/A			R 0.00	N/A	
				MTID 18		Date % of concluded workplans by Level 4/5/6 employees	30-Jan-15	Nil	N/A	N/A		N/A		N/A		N/A		30-Jan-15		N/A		N/A		R 0.00	N/A
				MTID 19		Date Performance Appraisal and rewards policy adoption	01-Sep-14	Nil	N/A	N/A		N/A		N/A		N/A		01-Sep-14		N/A		N/A		R 0.00	N/A
			Human Resources Systems	MTID 20	Human Resources Systems Alignment	Percentage Alignment of HR Applications to HR Policies & Procedures	100	Nil	N/A	N/A		N/A		N/A		100		N/A		N/A			R 0.00	N/A	
			Labour Relations	MTID 21	Disciplinary cases	Percentage Reduction in Disciplinary cases based on total number of cases	50	Nil	N/A	N/A		N/A		N/A		50		N/A		N/A			R200,000	N/A	
					Employee grievances	Percentage Reduction of employee grievances based on total number of grievances submitted	100	Nil	N/A	N/A		N/A		N/A		N/A		100		N/A		N/A		R 0.00	N/A
					Management Union Meetings	Number Management Union Meetings held across departments	11	Nil	N/A	N/A		N/A		N/A		N/A		11		N/A		N/A		R 0.00	N/A
			Training and Development	MTID 22	Sourcing of Credible LG SETA Compliant Service Provides	Date when accredited training providers are sourced	01-Sep-14	Nil	N/A	N/A		N/A		N/A		01-Sep-14		N/A		N/A			R2,400,000	N/A	
						Date To ensure compliance with LG SETA requirements (WSP & Annual Training Report)	01-Jun-15	Nil	N/A	N/A		N/A		N/A		N/A		01-Jun-15		N/A		N/A			



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
Institutional Integration And Coordination (Institutional Development, Review Of Organogram, Workforce, Principles Development)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To develop and promote an integrated sustainable environment	Training and Development	MTID 22	Process Controllers Training	Number Process Controllers trained on water and waste water treatment works	20	Nil	N/A	N/A		N/A		20		N/A		N/A		CORPORATE SERVICES	R2,400,000	N/A		
						Percentage Compliance with National Treasury Competencies and guidelines for Section 56/57 Managers	100	Nil	N/A	N/A		N/A		100		N/A		N/A						
					Training and Trade Test of Artisans	Number Artisans trained and trade tested	14	Nil	N/A	N/A		N/A		14		N/A		N/A						
					Computer Literature of Employees	Number of employees enrolled for Computer Training	20	Nil	N/A	N/A		N/A		20		N/A		N/A						
						Number of employees enrolled for computerized ABET	20	Nil	N/A	N/A		N/A		20		N/A		N/A						
			Workplace Skills Plan	Percentage implementation of WSP training programmes	75	Nil	N/A	N/A		N/A		75		N/A		N/A								
			Employee Health, Safety and Wellness	MTID 23	Employee and Wellness Programmes in place	Number Employee and Wellness Programmes implemented	4	Nil	N/A	N/A		N/A		4		N/A		N/A			N/A		R 0.00	N/A
						Percentage Reduction of ill health cases	50	Nil	N/A	N/A		N/A		50		N/A		N/A			N/A		R 0.00	N/A
						Percentage Compliance with Health & Safety Legislation	75	Nil	N/A	N/A		N/A		75		N/A		N/A			N/A		R 0.00	N/A
			Employment equity	MTID 24	Implement employment equity plan	Date when Employment Equity Plan reviewed	01-Sep-14	Nil	N/A	N/A		N/A		01-Sep-14		N/A		N/A			N/A		R 0.00	N/A
						Number EE Programmes implemented	4	Nil	N/A	N/A		N/A		4		N/A		N/A			N/A		R 0.00	N/A
			Leave Management	MTID 25	Reconciliation	Frequency Leave reconciliations being done	Monthly	Nil	N/A	N/A		N/A		Monthly		N/A		N/A			N/A		R 0.00	N/A



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality				
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target								
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual							
Institutional Integration And Coordination (Institutional Development, Review Of Organogram, Workforce, Principles Development)	MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To develop and promote an integrated sustainable environment	Over-time Management	MTID 26	Compliance to 40 hours policy provision on overtime	Percentage Compliance to 40 hours policy provision on overtime	100	Nil	N/A	N/A	N/A			100		N/A	N/A			CORPORATE SERVICES	R 0.00	N/A				
			Fleet Management Services	MTID 27	Replacement plan	Date when replacement plan is concluded and implemented	41821	Nil	N/A	N/A	N/A			41821		N/A	N/A						R 3 500 000.00	N/A		
				MTID 28	Disposal plan	Date when the disposal plan is concluded and implemented	41821	Nil	N/A	N/A	N/A			41821		N/A	N/A						R 0.00	N/A		
				MTID 29	Maintenance plan	Date when the maintenance plan is concluded and implemented	41821	Nil	N/A	N/A	N/A			41821		N/A	N/A						R 6 500 000.00	N/A		
				MTID 30	License renewal plan	Date when license renewal plan is concluded and implemented	41821	Nil	N/A	N/A	N/A			41821		N/A	N/A						R 500 000.00	N/A		
				MTID 31	Fuel cost reduction	Percentage reduction in fuel utilisation	5	Nil	N/A	N/A	N/A			5		N/A	N/A						R 7 663 284.06	N/A		
				MTID 32	Accidents management	Frequency Reports by accident committee	Monthly	Nil	N/A	N/A	N/A			Monthly		N/A	N/A							R 0.00	N/A	
				MTID 33	Policies and procedures	Date when fleet management policy, procedures and delegations is made available and implemented	41883	Nil	N/A	N/A	N/A			41883		N/A	N/A							R 0.00	N/A	
				MTID 34	Fleet Management	Frequency of verification of drivers licences and PDP's per driver of Ugu vehicles	41883	Nil	N/A	N/A	N/A			41883		N/A	N/A								R 0.00	N/A
						Frequency of physical verification of Ugu vehicles	41883	Nil	N/A	N/A	N/A			41883		N/A	N/A								R 0.00	N/A
						Percentage implementation of driver competency testing	100	Nil	N/A	N/A	N/A			100		N/A	N/A								R 0.00	N/A
				Legal Compliance	MTID 35	Legislative Awareness	Number Awareness workshop on Legislative environment	8	4	N/A	N/A	N/A			8		8		8						R 0.00	N/A
							Number Departmental Compliance checklist	5	1	N/A	N/A	N/A			5		5		5		5					R 0.00



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual						
			Legal Compliance	MTID 35	Contracts and Litigations	Turnaround time Contract Drafting & Vetting done	Within 30 days of award	90days	N/A	N/A	N/A	N/A	Within 30 days of award		Within 30 days of award		Within 30 days of award		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A				
						Percentage Litigation risk strategy	100	10%	N/A	N/A	N/A	N/A	100		100		100			R 0.00	N/A				
PEACE & STABILITY & REDUCE HIV & AIDS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To create a conducive environment for participatory development	Integrated Development Plan (IDP)	GGPP 1	2012/2013 – 2016/2017 Integrated Development Plan (IDP)	Date IDP Developed and adopted by Council	30 June 2012	30 June 2007	N/A	30 June 2012		N/A		N/A		N/A		N/A		OFFICE OF THE MUNICIPAL MANAGER					
				GGPP 2		Number of IDP, Budget and PMS reviewed process plan adopted	5	5	N/A	1	1	1	1	1									R 0.00	All wards	
						Number of Reviewed IDP adopted by council	4	4	N/A		1	1	1	1									R 0.00	All wards	
						Number of Copies of 2014/2015 IDP printed	200	100	N/A	200	200	200	200	200	200	200	200	200					R 200 000	N/A	
			District Wide Intergovernmental Relations	GGPP 4	Functional IGR Structures	Number of Mayors forum meetings held per annum	4	4	N/A	4	4	4	4	4	4	4	4	4	4		4		R 0.00	N/A	
						Number of Speakers Forums held per annum	4	4	N/A	4	4	4	4	4	4	4	4	4	4		4	4		R 4 000.00	N/A
						Number of Municipal managers meetings held per annum	4	4	N/A	4	4	4	4	4	4	4	4	4	4		4	4		R 0.00	N/A
						Number of Chief Financial Officers Forums held per annum	4	4	N/A	4	4	4	4	4	4	4	4	4	4		4	4		R 0.00	N/A
						Number of District Development Planning Forums held per annum	4	4	N/A	4	4	4	4	4	4	4	4	4	4		4	4	4		R 0.00



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Proje cted	Act ual	Proje cted	Act ual	Proje ct ed	Act ual	Proje ct ed	Act ual	Pr oje ct ed	Actua l						
PEACE & STABILITY & REDUCE HIV & AIDS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To create a conducive environment for participatory development	District Wide Intergovernmental Relations	GGPP 4	Functional IGR Structures	Number of Social Transformation Cluster Forums held per annum	4	4	N/A	4		4		4		4		4		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A			
						Number of Local Economic Development Cluster Forums held per annum	4	4	N/A	4		4		4		4		4			R 0.00	N/A			
						Number of Governance & Administrative Cluster Forums per annum	4	4	N/A	4		4		4		4		4			R 0.00	N/A			
						Number of Basic Infrastructure & Public Facilities Cluster Forums held per annum	4	4	N/A	4		4		4		4		4			R 0.00	N/A			
			Batho Pele Programme	GGPP 5	2015/2016 SDIP	Number of Approved SDIP	5	5	N/A	1		1		1		1		1			1		R 0.00	N/A	
				GGPP 6	Customer satisfaction survey	Number of Customer satisfaction survey report approved	5	5	N/A	1		1		1		1		1			1		R 0.00	N/A	
				GGPP 7	Departmental Assessment	Number of Departmental assessments conducted	5	5	N/A	1		1		1		1		1			1		R 0.00	N/A	
				GGPP 8	Municipal Service Week	Number of Municipal Service week conducted	5	Nil	N/A	1		1		1		1		1			1		R 0.00	N/A	
				GGPP 9	Batho Pele Workshop	Number of Batho Pele Workshops conducted per annum	2	1	N/A	2		2		2		2		2			2		R 0.00	N/A	
				GGPP 10	Batho Pele Forum	Number of Batho Pele Forum meetings held per annum	6	6	N/A	6		6		6		6		6			6		R 0.00	N/A	
				Enhancement of Public Participation	GGPP 11	Public Participation Strategy	Date Public Participation Strategy Adopted	30 Jun 2013	Nil	N/A	30 Jun 2013		N/A		N/A		N/A		N/A			N/A		R 0.00	N/A
					GGPP 12	Development Implementation of Public participation annual works programme	Date Public participation annual works programme developed and implemented	31-Jul-14	31-Jul-13	N/A	N/A		N/A		N/A		31-Jul-14		N/A			N/A		R 0.00	N/A
Number Council meetings held in Local Municipalities	6	Nil	N/A	N/A				N/A		N/A		6		6		6		6		R 0.00	All				



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality	
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target					
										Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual				
PEACE & STABILITY & REDUCE HIV & AIDS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To create a conducive environment for participatory development	Enhancement of Public Participation	GGPP 12	Development Implementation of Public participation annual works programme	Number Schools visited	6	Nil	N/A	N/A		N/A		6		6		6		R 0.00	All		
					Date Workers parliament held	31-May-15	Nil	N/A	N/A		N/A		31-May-15		N/A		N/A		R 50 000.00	All			
					Development Implementation of Public participation annual works programme	Number Council portfolio committee's functionality monitored per annum	4	4	N/A	4		4		4		4		4		4		R 0.00	N/A
						Number Public participation workshops conducted per annum	6	6	N/A	6		6		6		6		6		6		R 150 000.00	All
				GGPP 12	Public Participation Mechanisms	Number IDPRF meetings	6	6	N/A	6		6		6		6		6		6		R 30 000	N/A
						Number Mayoral Izimbizo held per annum	18	18	N/A	18		18		18		18		18		18		R 180 000	All LMs
						Number 2015/2016 IDP Roadshows conducted per annum	18	18	N/A	18		18		18		18		18		18		R 300 000	All wards
						Number Community consultative meetings held per annum	6	6	N/A	6		6		6		6		6		6		R 24 000	All wards
						Number District public participation Forum Meetings held per annum	12	12	N/A	12		12		12		12		12		12		R 30 000.00	All wards
				GGPP 13	Ward Committees	Number Meetings held	20	20	N/A													R 0.00	N/A
						Percentage Functional Ward Committees	100	60%	N/A	50		60		70		80		100				R 0.00	N/A
				GGPP 14	Community based plan development	Parentage Community based plan developed	100	0	N/A	50		60		70		80		100				R 0.00	N/A
				GGPP 15	Ward plans development	Percentage Ward plans developed	100	0	N/A	50		60		70		80		100				R 0.00	N/A



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target				
										Projecte d	Actua l	Proje cted	Actua l	Projecte d	Actua l	Proje cted	Actua l	Proje cted	Actua l			
PEACE & STABILITY & REDUCE HIV & AIDS GOOD GOVERNANCE AND PUBLIC PARTICIPATION To create a conducive environment for participatory development	Sports and Recreation	GGPP 16	Sport development	Number Sport codes participated in salga games	5	Nil	N/A	N/A		N/A		5		5		5		R 0.00	N/A			
				Number Salga games selection events held	2	Nil	N/A	N/A		N/A		2		2		2		R 0.00	N/A			
				Date Ugu Sports Confederation launched	31 Sept 2014	Nil	N/A	N/A		N/A		31 Sept 2014		N/A		N/A		R 0.00	N/A			
	Effective communication	GGPP 17	Date communication strategy and Implementation Plan Reviewed and Adopted	Date Communication strategy reviewed	30-Sep-14	In place	N/A	N/A		N/A		30-Sep-14		N/A		N/A		R 0.00	N/A			
			Development of communication plan	Percentage Implementation of communication plans	100%	Nil	N/A	100%		100%		100%		100%		100%		R 0.00	N/A			
		GGPP 18	External and Internal Newsletter	Number of internal newsletter publication per annum	4	1	N/A	0		0		0		4		4		R 40 000	N/A			
				Number of external newsletter publication per annum	2	Nil	N/A	0		1		2		2		2		R 0.00	N/A			
		GGPP 20	Media Engagements	Number Radio Slots undertaken per annum	6	6	N/A	6		6		6		6		6		R 120 000	N/A			
				Number Press release done per annum	24	16	N/A	24		24		24		24		24		R 0.00	N/A			
	Number Media briefing undertaken per annum			4	Nil	N/A	4		4		4		4		4		R 0.00	N/A				
	Number Media tours undertaken per annum			2	Nil	N/A	2		2		2		2		2		R 50 000	N/A				
	Enhanced corporate image	GGPP 21	Calendars	Number Calendars printed per annum	5 000	8 000	N/A	5 000		5 000		5 000		5 000		5 000		R 70 000	N/A			
			Corporate folders	Number Corporate folders printed per annum	500	Nil	N/A	500		500		500		500		500		R50 000	N/A			
		GGPP 22	Ugu Jazz Festivals	Number of Ugu Jazz Festivals held	5	5	N/A	1		1		1		1		1		R 0.00	N/A			



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality				
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target								
										Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual							
PEACE & STABILITY & REDUCE HIV & AIDS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To create a conducive environment for participatory development	Internal Auditing	GGPP 23	Website updates	Number Website updates per annum	16	4	N/A	16		16		16		16		16		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A				
				GGPP 24	Risk Register	Number of Approved Risk register	5	5	N/A	1		1		1		1		1		1		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A		
					Risk Register implementation	Number RMC reports produced per annum	3	3	N/A	3		3		3		3		3		3		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A		
				GGPP 25	Municipal Audit	Number Audit committee meetings conducted per annum	4	4	N/A	4		4		4		4		4		4		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A		
					Implementation of internal audit plan	Number Projects implemented during the 2014/2015 financial year	17	Nil	N/A	N/A		N/A		17		N/A		N/A		N/A		N/A	OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A	
						Number of Annual internal audit plan developed	5	5	N/A	1		1		1		1		1		1		1		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A
						Number of Reviewed internal audit policies per annum	3	3	N/A	3		3		3		3		3		3		3		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A
			Number of Fraud risk assessment conducted			5	5	N/A	1		1		1		1		1		1		1		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A	
			Number of Fraud awareness campaigns	5	5	N/A	1		1		1		1		1		1		1		OFFICE OF THE MUNICIPAL MANAGER	R 0.00	N/A			
			Customer Care Services	GGPP 26	Customer Services Charter	Date Customer care bus delivered	01-Sep-14	N/A	N/A	N/A		N/A		01-Sep-14		N/A		N/A		N/A		CORPORATE SERVICES	R 850 000.00	N/A		
				GGPP 27		Date Customer Services Charter get adopted and implemented	01-Sep-14	N/A	N/A	N/A		N/A		01-Sep-14		N/A		N/A		N/A		CORPORATE SERVICES	R 200 000.00	N/A		
				GGPP 28		Date Customer care manual is developed and workshop is conducted with CC Staff	01-Nov-14	N/A	N/A	N/A		N/A		01-Nov-14		N/A		N/A		N/A		CORPORATE SERVICES	R 150 000.00	N/A		
				GGPP 29	Electronic Customer Satisfaction Survey	Date Electronic customer satisfaction survey is concluded and implemented	01-Sep-14	N/A	N/A	N/A		N/A		01-Sep-14		N/A		N/A		N/A		CORPORATE SERVICES	R 500 000.00	N/A		
				GGPP 30	Complaints handling procedure	Date when procedure manual is concluded and implemented	01-Sep-14	N/A	N/A	N/A		N/A		01-Sep-14		N/A		N/A		N/A		CORPORATE SERVICES	R 0.00	N/A		



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality	
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target					
										Proje cted	Act ual	Proje cted	Act ual	Proje ct ed	Act ual	Proje ct ed	Act ual	Pr oje ct ed	Actua l				
PEACE & STABILITY & REDUCE HIV & AIDS GOOD GOVERNANCE AND PUBLIC PARTICIPATION To create a conducive environment for participatory development	Customer Care Services	Customer Care Services	GGPP 31	Customer Service Standards	Date Customer service standards concluded and implemented	01-Sep-14	N/A	N/A	N/A		N/A		01-Sep-14		N/A		N/A			R 0.00	N/A		
			GGPP 32	Annual Community outreach programme	Frequency Outreach campaigns	Fortnightly	N/A	N/A	N/A		N/A		N/A		Fortnightly		N/A		N/A			R 0.00	N/A
					Date when technical task team is formed and functional	01-Jul-14	N/A	N/A	N/A		N/A		N/A		01-Jul-14		N/A		N/A				
			GGPP 33	Integrated reporting on customer interface	Frequency Reporting (correspondence, electronic, telephonic and personal visits)	monthly	N/A	N/A	N/A		N/A		N/A		monthly		N/A		N/A			R 0.00	N/A
		GGPP 34	Quality Assurance	Frequency Sampling and follow up on standards (application for service, complaints)	Fortnightly	N/A	N/A	N/A		N/A		N/A		Fortnightly		N/A		N/A			R 0.00	N/A	
		GGPP 36	Wireless infrastructure	Percentage Upgrade of wireless infrastructure	100	N/A	N/A	N/A		N/A		N/A		100		N/A		N/A			R150,000	N/A	
					30-Sep-14	N/A	N/A	N/A		N/A		N/A		30-Sep-14		N/A		N/A		N/A		R17,000	N/A
		GGPP 37	Network monitoring	Date Network monitoring tool is introduced																			
		GGPP 38	Server infrastructure	Percentage Refreshment of the Server infrastructure Achieved	50	N/A	N/A	N/A		N/A		N/A		50		N/A		N/A			R800,000	N/A	
		GGPP 39	Computer infrastructure	Percentage Personal Computer infrastructure upgrade	80	N/A	N/A	N/A		N/A		N/A		80		N/A		N/A			R1,100,000	N/A	
		GGPP 40	Information Security	Date Information Security Official is appointed	01-Jul-14	N/A	N/A	N/A		N/A		N/A		01-Jul-14		N/A		N/A			R 0.00	N/A	
					01-Jan-15	N/A	N/A	N/A		N/A		N/A		01-Jan-15		N/A		N/A		N/A		R 0.00	N/A
GGPP 41	Network patching	Date Network patching policy and procedures are implemented																					



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual						
PEACE & STABILITY & REDUCE HIV & AIDS	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To create a conducive environment for participatory development	Installation of new inter-office network link.	GGPP 42	Inter-office network	Date Inter-office network link between Connor Street and New Disaster Centre is installed.	31-Jul-14	N/A	N/A	N/A		N/A		31-Jul-14		N/A		N/A		CORPORATE SERVICES	R120,000	N/A			
				GGPP 43		Percentage Compliance with ICT Governance framework by both ICT and system owners	100	N/A	N/A	N/A		N/A		100		N/A		N/A				R 0.00	N/A		
				GGPP 44		Percentage Implementation of Audit action plan	80	N/A	N/A	N/A		N/A		80		N/A		N/A					R 0.00	N/A	
				GGPP 45		Date Permanent backup and restore solution implemented	01-Jun-15	N/A	N/A	N/A		N/A		01-Jun-15		N/A		N/A					R 0.00	N/A	
				GGPP 46		Date by when policies are adopted (ICT Security, User Management, Hardware & Software, Internet & E-mail user, Disaster & Recovery Policies)	01-Sep-14	N/A	N/A	N/A		N/A		01-Sep-14		N/A		N/A						R 0.00	N/A
				GGPP 47		Date Assessment report completed	01-Dec-14	N/A	N/A	N/A		N/A		01-Dec-14		N/A		N/A						R178,447.12	N/A
LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for economic growth and job opportunities	Renewable Energy	Maritime Sector	LED 1	Hydro Energy	Date Feasibility Study on Hydro Energy Project Completed	30 Jun 2014	New project	N/A	N/A		30 Jun 2014		N/A		N/A		N/A		INFRASTRUCTURE & ECONOMIC DEVELOPMENT	R 30 000.00	N/A			
				LED 2		Date Umkomaas Hydro Electrical Energy Project Community Trust established	30-Jun-15	New project	N/A	N/A		N/A		30-Jun-15		N/A		N/A				R 0.00	N/A		
		LED 3		Harbours Development	Number of Harbours Developed	1	New project	N/A	N/A		N/A		N/A		1		N/A					R 0.00	N/A		
				Music City Development	Number of Music Cities Developed	1	New project	N/A	N/A		N/A		N/A		1		N/A					R 0.00	N/A		
				Beach Development	Date Turton Beach Development Framework Plan Completed	30-Jun-15	New project	N/A	N/A		N/A		N/A		30 Jun 15		N/A					R 80 000.00	Umzumbe		



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Proje cted	Act ual	Proje cted	Act ual	Proje ct ed	Act ual	Proje ct ed	Act ual	Pr oje ct ed	Actua l						
Economic & Sectoral Development (Job Creation, Employment, Led Projects, Tourism, Agriculture, Rural Development) & Education And Skills Development (Skills Development, Education)	LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for economic growth and job opportunities	Creative Industry	LED 4	Support of Creative industry Workshops	Number Creative Industry Workshops per annum	3	3	N/A	3		3		3		3		3		INFRASTRUCTURE & ECONOMIC DEVELOPMENT	R 10 000.00	All			
				SMME Sector	LED 5	SMME and Co-operative Development	Number Trained SMME's and Co-operatives per annum	60	80	N/A	60		60		60		60		60			60		R 10 000.00	All
			LED Portable Skills Training Program			Number People Trained	30	New proje ct	N/A	N/A		N/A		30		N/ A		N/ A			N/ A		N/ A		R 0.00
			LED 6		Corporative development	Number Registered Co-operatives per annum	10	20	N/A	10		10		10		10		10			10		10		R 0.00
				Emerging Contractors Developed	Number Emerging Contractors Trained	23	30	N/A	N/A		N/A		23		N/ A		N/ A		N/ A			N/ A		R 0.00	All
			LED 7	Craft commercialization	Number Vendors trained on craft commercialization per annum	50	New proje ct	N/A	50		50		50		50		50		50			50		R 1 200 000.00	All
			LED 8	High Potential Ingonyama Trust Land	Date High Potential Ingonyama Trust Land Study Completed	30 Jun 2014	New proje ct	N/A	N/A		30 Jun 2014		N/A		N/ A		N/ A		N/ A			N/ A		R 0.00	All
					Number Business Plans Developed	6	New proje ct		N/A		N/A		6		N/ A		N/ A		N/ A			N/ A		R 0.00	All
			LED 10	Tee Tree Project	Number Increased hacters of Tee Tree Plantation	50	4.2 ha	N/A	50		50		50		50		50		50			50		R 10 000.00	Ezingole ni Ward 1
					Litres of Tea Tree Oil Produced	6000		N/A	N/A		N/A		3000		30 00		N/ A		N/ A			N/ A		R 0.00	
			LED 11	Ugu Fresh Produce Market	Date when a study to investigate future use of the Fresh Produce Market is completed	30 Jun 2015	Nil	N/A	N/A		N/A		N/A		30 Jun 20115		N/ A		N/ A			N/ A		R 0.00	Hibiscus Coast Ward 20
LED Funding Applications	Number Submitted funding Applications for LED projects per annum	4		New proje ct	N/A	N/A		N/A		N/A		4		4		4		4		R 0.00	All				



IDP Priority.	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality	
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target					
										Projecte d	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual						
Economic & Sectoral Development (Job Creation, Employment, Led Projects, Tourism, Agriculture, Rural Development) & Education And Skills Development (Skills Development, Education)	LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for economic growth and job opportunities	Agricultural Support and Development	LED 12	Horseshoe Farm development	Date Registered Horseshoe farm Trust	30-Jun-15	New project	N/A	N/A	N/A		30-Jun-15		N/A		N/A			R 30 000.00	Ezingole ni Ward 1		
						Date Development of Farm Plan	30-Mar-15	New project	N/A	N/A		30-Mar-15		N/A		N/A							R 150 000.00
						Number Metre fenced	20	30m		N/A		N/A		20		N/A		N/A					R 230 000.00
			Manufacturing Sector	LED 13	Furniture Manufacturing Incubator	Date Business Plan for Furniture Manufacturing Incubator Completed	30 Jun 2014	New project	N/A	N/A		30 Jun 2014		N/A		N/A		N/A			R 0.00	All	
						Date Furniture Manufacturing Incubator Developed	30 Jun 2016	New project	N/A	N/A		N/A		N/A		N/A		30 Jun 2016				R 0.00	All
				LED 15	Clothing and textile industries	Date Business Plan Developed for clothing and textile industries	30 Jun 2014	New project	N/A	N/A		30 Jun 2014		N/A		N/A		N/A			R 0.00	All	
			LED 16	Manufacturing Initiatives	Number of Manufacturing Initiatives Supported per annum	2	New project	N/A	1		1		1		2		2				R 10 000.00		
			Job Creation	LED 17	Creation of job opportunities	Number EPWP Job opportunities documented	2000	New project	N/A	N/A		N/A		2000		2000		2000				R 0.00	All
						Number Job opportunities created through LED initiatives	246	126	N/A	30		126		30		30		30		30			R 0.00
			Research and development	LED 18	Databases of existing businesses	Date databases of existing businesses according to sectors completed	30 June 2015	Nil	N/A	N/A		N/A				N/A		N/A				R 0.00	All
Business Survey	Number of Business surveys completed	5				New project	N/A	1		1		1		1		1				R 60 000.00	All		
Development of economic impact study	Number of Economic impact studies commissioned	5				New project	N/A	1		1		1		1		1				R 10 000.00	N/A		



IDP Priority.	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual						
Economic & Sectoral Development (Job Creation, Employment, Led Projects, Tourism, Agriculture, Rural Development) & Education And Skills Development (Skills Development, Education)	LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for economic growth and job opportunities	Research and development	LED 21	Investment Promotion and Facilitation Strategy	Date Investment Promotion and Facilitation Strategy Adopted	30 Jun 2013	New proje ct	N/A	30 Jun 2013		N/A		N/A		N/A		N/A			R 0.00	All			
				LED 22	Development of Socio-economic Indicators	Number Socio-economic indicators booklets developed	5	Nil	N/A	1		1		1		1		1		1			R 60 000.00	N/A	
						Date Reviewed LED Strategy	30-Jun-15	Strat egy in place	N/A	N/A		N/A		N/A		30-Jun-15		N/A		N/A		N/A		R 200 000.00	N/A
			Development Agency	LED 25	Establishment of Development Agency	Date Operational Ugu Development Agency	31-Dec-14	New proje ct	N/A	N/A		N/A		N/A		31-Dec-14		N/A		N/A			R 5 000 000.00	All	
						GDS Implementation Plan	Date Appointment of GDS Lead Teams	31-Dec-14	New proje ct	N/A	N/A		N/A		N/A		31-Dec-14		N/A		N/A			R 200 000.00	All
							Number GDS Team workshops	02	Nil	N/A	N/A		N/A		N/A		02		N/A		N/A		N/A		R 0.00
			Coordination of programmes for vulnerable groups	LED 26	Youth development	Number Youth Programmes co-ordinated per annum	8	8	N/A	8		8		8		8		8		8			R 150 000	All wards	
						Number Right of a child programmes co-ordinated	4	4	N/A	4		4		4		4		4		4		4		R 50 000.00	All
					Gender programmes	Number Gender programmes co-ordinated per annum	4	4	N/A	4		4		4		4		4		4		4		R 80 000	All wards
					Senior Citizens Programmes	Number Senior Citizens Programmes co-ordinated per annum	4	4	N/A	4		4		4		4		4		4		4		R 100 000	All wards
					Disability Programmes	Number Disability Programmes co-ordinated per annum	4	4	N/A	4		4		4		4		4		4		4		R 100 000	All wards
					HIV and AIDS Programmes	Number HIV and AIDS Programmes co-ordinated per annum	4	4	N/A	4		4		4		4		4		4		4		R 200 000	All wards
			Operation Sukuma Sakhe (OSS)	LED 28	District OSS Report	Number Reports submitted to the Premiers Office per annum	4	4	N/A	4		4		4		4		4		4			R 0.00	All wards	
						LED 29	DTT Functionality	Number DTT meetings per annum	12	12	N/A	12		12		12		12		12		12			R 0.00



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target				
										Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual	Proje cted	Act ual			
FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION) MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	Financial Improvement Plan	MFVM 1	Liquidity Ratio	Improved Liquidity ratio	1.5:1	1:01	N/A	1:1		1:1		1.5:1		1.5:1		1.5:1		FINANCIAL SERVICES	R 0.00	N/A	
			MFVM 2	Attainment of Unqualified Report	Date Audit Report Obtained	31-Jan-16	Disclaimer	N/A	Unqualified Report		Unqualified Report		Unqualified Report		31-Jan-16		Clean Report		R 0.00	N/A		
			MFVM 4	Supply Chain management	Reduction of irregular Expenditure	Percentage Irregular expenditure as a percentage of total actual expenditure	1	8%	N/A	1		1		1		1		1		R 0.00	N/A	
					Sock control	Number Stock takes conducted per annum	3	2	N/A	2		2		3		3		3		R 0.00	N/A	
					Vendor Management	Date Reviewed vendor database	31-Jan-15	Nil	N/A	N/A		N/A		31-Jan-15		N/A		N/A		R 0.00	N/A	
			MFVM 5	Contract Management	Awarding of Contracts	Turnaround time Award of contract	75 days	90 days	N/A	75 days		75 days		75 days		75 days		75 days		R 0.00	N/A	
					Updates of contract register	Number of Updates of contract register per annum	12	Nil	N/A	N/A		N/A		12		12		12		R 0.00	N/A	
			MFVM 7-9	Asset Management	Updated and GRAP compliant Asset Register	Number Timely & Accurate Asset Verification	Number Timely & Accurate Asset Verification	4	1 per annum	N/A	4		4		4		4		4		R 0.00	N/A
						Number Accurately Updated Asset Register per annum	Number Accurately Updated Asset Register per annum	4	1 per annum	N/A	4		4		4		4		4		R 0.00	N/A
Number Repairs & Maintenance monitoring conducted per annum	Number Repairs & Maintenance monitoring conducted per annum	12				1 per annum	N/A	N/A		N/A		12		12		12		R 0.00	N/A			



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION) MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.		Revenue Management & Enhancement	MFVM 10	Updated and GRAP compliant Asset Register	Date Co ordinate disposal of assets in liaison with SCM	30-May-15	None	N/A	N/A		N/A		30-May-15		N/A		N/A		FINANCIAL SERVICES	R 0.00	N/A		
				MFVM 11	Increased Revenue	Percentage Increased collection of current debt ratio	92%	86%	N/A	92%		92%		92%		92%		92%		92%		FINANCIAL SERVICES	R 0.00	N/A
						Date Debt reduction strategy adopted	30-Sep-14	None	N/A	N/A		N/A		30-Sep-14		N/A		N/A		N/A		N/A		FINANCIAL SERVICES
				MFVM 12	Increased Revenue	Percentage Reduction in overdue debts	20	0	0	20		20		20		20		20		20		FINANCIAL SERVICES	R 0.00	N/A
				MFVM 13		Percentage Accurate Billing	98	10%	N/A	98		98		98		98		98		98		FINANCIAL SERVICES	R 0.00	N/A
				MFVM 14		Percentage Completeness of Billing	100	86%	N/A	100		100		100		100		100		100		FINANCIAL SERVICES	R 0.00	N/A
				MFVM 15	Creditor Payment	Turn Around Time Creditors payment period	Within 30 days	40	N/A	Within 30 days		Within 30 days		Within 30 days		Within 30 days		Within 30 days		Within 30 days		FINANCIAL SERVICES	R 0.00	N/A
				MFVM 16	Unauthorised, Fruitless and Wasteful Expenditure	Percentage Controlled Unauthorised, Fruitless and Wasteful Expenditure as a % of Total Actual Expenditure	0	15	N/A	0		0		0		0		0		0		FINANCIAL SERVICES	R 0.00	N/A
				MFVM 17	Expenditure on Capital projects	Percentage of Total Budget spent on Capital projects	80	68%		80		80		80		80		80		80		All	R 0.00	N/A
				MFVM 18	Grant Expenditure	Percentage Grants withheld	0	1%	N/A	0		0		0		0		0		0		All	R 0.00	N/A
				MFVM 19	Annual Financial Statements	Number Annual Financial Statement compiled per annum	2	1	0	1		1		2		2		2		2		FINANCIAL SERVICES	R 0.00	N/A
						Number of Annual Financial Statements submitted to Auditor General	5	5	0	1		1		1		1		1		1		FINANCIAL SERVICES	R 0.00	N/A
						Number of Consolidated Annual Financial Statements submitted to the Auditor General	5	5	0	1		1		1		1		1		1		FINANCIAL SERVICES	R 0.00	N/A



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Proje cted	Act ual	Proje cted	Act ual	Proje ct ed	Act ual	Proje ct ed	Act ual	Pr oje ct ed	Actua l					
FINANCIAL VIABILITY (CLEAN AUDIT, CORRUPTION) MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	BUDGET MANAGEMENT	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	Budget Management	MFVM 20	Compilation of Annual Budget	Number of Annual Approved Budget Process Plan	5	5	0	1		1		1		1		1		FINANCIAL SERVICES	R 0.00	N/A		
						Number of Annual Budget prepared and adopted by Council	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Budget Adjustments prepared and adopted by Council	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number Monthly in-year reports produced per annum	12	12	0	12		12		12		12		12			12		R 0.00	N/A
						Number Quarterly reports produced per annum	4	4	0	4		4		4		4		4			4		R 0.00	N/A
				MFVM 21	Review of Budget Related Policies	Number of Annual Review of Budget Policies adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Virement Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Cash and Investment Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Assets management Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Funding and Reserves Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Credit Control and Debt Collection Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Indigent Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Basic Water Services Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A
						Number of Annual Review of Supply Chain Management Policy adopted	5	5	0	1		1		1		1		1			1		R 0.00	N/A



IDP Priority.	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality				
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target								
										Proje cted	Act ual	Proje cted	Act ual	Proje ct ed	Act ual	Proje ct ed	Act ual	Pr oje ct ed	Actua l							
CENTRALISED PLANNING & CLEAN ENVIRONMENT	CROSS CUTTING INTERVENTIONS	To develop and promote an integrated sustainable environment	Spatial Development Framework	CCI 1	Ensuring legal compliance and fulfilment of constitutional obligation Spatial Equity	Date Spatial Development Framework Adopted	30-Jun-12	SDF in place	N/A	30-Jun-12		N/A		N/A		N/A		N/A			R 0.00	N/A				
					Number of Reviewed Spatial Development Framework	4	1	N/A	N/A		N/A		1		1		1						R 0.00	N/A		
			Water quality monitoring	CCI 2	Water Sampling, testing & pollution	Number of Water Samples taken, tested and analysed	1000	400	N/A	1000		1000		1000		1000		1000		1000			R 0.00	N/A		
					Sanitation compliance	Number of projects/issues monitored for sanitation compliance	10	0	N/A	10		10		10		10		10		10		10			R 0.00	N/A
			Environmental health education	CCI 3	Workshops, awareness sessions and campaigns	Number of Public Health education & Workshops, awareness sessions and campaigns Conducted	16	8	N/A	N/A		N/A		N/A		16		N/A		N/A				R 0.00		
					Environmental Health Strategy	Date Environment Strategy Adopted	30 Sept 2014	Draft Policy	N/A	N/A		N/A		N/A		30 Sept 2014		N/A		N/A					R 0.00	
					Health and Hygiene Education Strategy	Date of Adoption of Health and Hygiene Education Strategy	30 Jun15	None	N/A	N/A		N/A		N/A		30 Jun15		N/A		N/A					R 50 000.00	
					Public Health By-Laws	Date of Adoption of Public Health By-Laws & Implementation Plan	30-Mar-15	Draft	N/A	N/A		N/A		N/A		30-Mar-15		N/A		N/A					R 0.00	
					Environmental Health Services	Date of Environmental Health Services devolution Finalised	30 Sept 2014	Nil	N/A	N/A		N/A		N/A		30 Sept 2014		N/A		N/A					R200, 000	
			Food control	CCI 4	National/provincial food run	Number of food runs/annum	2	2	N/A	2		2		2		2		2		2				R175,000		
					Swabbing/Microbial detection	Number of Microbial samples conducted	100	100	N/A	100		100		100		100		100		100		100			R 0.00	
					Food handlers education workshop and sessions	Number of Education workshops held	8	4	N/A	8		8		8		8		8		8		8			R 0.00	
					Inspections, actions/sessions	Number of Inspections and actions taken/ sessions	320	160	N/A	320		320		320		320		320		320		320			R 50 000.00	



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual						
CENTRALISED PLANNING & CLEAN ENVIRONMENT	CROSS CUTTING INTERVENTIONS	To develop and promote an integrated sustainable environment	Disposal of the Dead	CCI 5	Pauper burials	Percentage of qualifying paupers buried	100	16 buried	N/A	N/A	N/A	N/A	100		100		100			R 0.00					
			Premises surveillance	CCI 6	Building Plans	Number of Building Plans assessed	300	400	N/A	300		300		300		300		300			R 0.00				
					Health compliance	Number of inspections of premises for health compliance	320	160	N/A	320		320		320		320		320		320			200,000		
			Communicable Disease Control	CCI 7	Communicable Disease Surveillance	Percentage investigation and reporting of Communicable Diseases investigated	100	6	N/A	100		100		100		100		100		100			R 0.00		
			Air Quality Management Plan Implementation	CCI 8	Environmental Management Plan	Date Environmental Management Plan Adopted	31 Dec 2014	Nil	N/A	N/A		N/A		31 Dec 2014		N/A		N/A		N/A			R 0.00		
					Air Quality Management Plan	Date Air Quality Management Plan Adopted	30 Jun 2013	Nil	N/A	30 Jun 2013		N/A		N/A		N/A		N/A		N/A			R 0.00		
					AE Licenses Issued / Maintained	Number AE Licenses Issued / Maintained per annum	10	10	N/A	10		10		10		10		10		10				R 100 000.00	
						Number AE Licenses Issued per annum	5		N/A	5		5		5		5		5		5					
			Air Quality Management forum	Date AQM forum established	30 March 2015		N/A	N/A		N/A		30 March 2015		N/A		N/A		N/A		N/A					
			Integrated waste management	CCI 9	Audits of Integrated waste management plan (IWMP) implementation	Number implementation audits conducted in 6 LMs	6 audits	6	N/A	N/A		N/A		6 audits		N/A		N/A		N/A					
					Support LMs in Waste Management project	number waste management projects supported in LMs	6 projects	6	N/A	4 projects		4 projects		4 projects		4 projects		4 projects		4 projects					



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality					
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target									
										Projecte d	Actua l	Proje cted	Actua l	Proje cted	Actua l	Proje cted	Actua l										
CENTRALISED PLANNING & CLEAN ENVIRONMENT	CROSS CUTTING INTERVENTIONS	To develop and promote an integrated sustainable environment	Climate Change Response	CCI 10	Climate Change Vulnerability	Date Climate Change Vulnerability Assessment completed	30 Jun 2015	Nil	N/A	N/A		N/A		30 Jun 2015		N/A		N/A			R 0.00						
				CCI 10	Climate Change Compact	Date Climate Change Compact signed by Ugu	31 Dec 2014	Nil	N/A	N/A		N/A		31 Dec 2014		N/A		N/A		N/A			R 0.00				
			Environmental Impact Management	CCI 11	Environmental Impact Management	Number of Water Services & other projects compliant with environmental regulations	16	Nil	N/A	N/A		N/A		16		N/A		N/A		N/A			R 500 000.00				
				Integrated Coastal management	CCI 12	Coastal management projects	Number of coastal management projects coordinated	2	2	N/A	N/A		N/A		2		N/A		N/A		N/A			R 0.00			
			Coastal management stakeholder forum			Number Coastal management stakeholder forum meetings held per annum	3	1	N/A	3		3		3		3		3		3		3					
			Environmental protection and biodiversity management	CCI 13	Problem (Bushpigs) Animals Management	Number of problem (bushpigs) animals management projects piloted	4	1 pilot-	N/A	N/A		N/A		4		N/A		N/A		N/A				R0.00			
					Bushpigs Hunters database	Date Compile a Database of Bushpigs hunters by 30 June 2015	1 database	None	N/A	N/A		N/A		1 database		N/A		N/A		N/A		N/A			R10 000.00		
					Invasive Alien Species (IASP)-Forum and projects	Number of Invasive Alien Species (IASP) projects & stakeholder forum	5	1	N/A	1		1		1		1		1		1		1			R 300 000.00	Vulameh lo & Umzumbe	
			Environmental Education and Awareness	CCI 14	Awareness campaigns and education programmes	Number Public campaigns (external)	5	5	N/A	1		1		1		1		1		1		1		R 0.00			
						Number International Environmental calendar days celebration	5	5	N/A	1		1		1		1		1		1		1			R250,000		
						number School environmental education programme (SEEPRO)	15	15	N/A	N/A		N/A		N/A		15		N/A		N/A		N/A				R 250 000.00	
						Number of Eco-/Green office initiatives (internal education)	4	2	N/A	N/A		N/A		N/A		4		N/A		N/A		N/A				R 0.00	



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality		
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target						
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual					
CENTRALISED PLANNING & CLEAN ENVIRONMENT	CROSS CUTTING INTERVENTIONS	To develop and promote an integrated sustainable environment	Integrated Institutional Capacity for Disaster Risk Management DDMA	CSI 15	Construction of Disaster Management Centre	Date by when disaster management centre enhancement will be completed	01-Mar-15	In Construction	N/A	N/A	N/A			01-Mar-15		N/A		N/A			R 0.00			
					Disaster Risk Management DDMA Forums	Number of Coordinated Disaster Risk Management DDMA Forums per annum	4	4	N/A	4	4		4		4		4		4				R 0.00	
					Disaster Risk Management Forum	Number Coordinated forums for Disaster Risk Management Practitioners per annum	12	12	N/A	12	12		12		12		12		12					
						Disaster Risk Assessment	CSI 16	Risk Identification	Number Disaster Risk Assessments conducted per annum	6	6	N/A	6	6		6		6		6			R 5,500,000	N/A
						Disaster Risk Reduction plans	CCI 17	Disaster Risk Reduction Readiness	Number of disaster Risk Reduction plans developed (sector plan, winter, summer seasonal plans, events contingency plans)	4	2	N/A	4	4		4		4		4			R 0.00	N/A
					Number of co-ordinated disaster management plans and frameworks of all LM's in line with IDP's				6	6	N/A	6	6		6		6		6		6			R 0.00
						Response and Recovery	CSI 18	Disaster risk management response, recovery, relief and rehabilitation	Date Disaster risk management response, recovery, relief and rehabilitation strategy implementation plan gets adopted for implementation	01-Sep-14	Strategy in place	N/A	N/A	N/A		01-Sep-14		N/A		N/A			R 130,000	N/A
					District wide fire and rescue			Date when district wide fire and rescue strategy is adopted	01-Dec-14	no strategy in place	N/A	N/A	N/A		01-Dec-14		N/A		N/A		N/A		R 0.00	N/A
					Fire Fighting			Number Local municipalities assisted with fire fighting equipment for rural communities (Umzambe, Vulamehlo, Umuziwabantu)	3	2	N/A	N/A	N/A		3		N/A		N/A		N/A			R 1,250,000
																							CORPORATE SERVICES	



IDP Priority	KPA	Strategic Objective	Programme	IDP No.	Measurable Objective / Output	Key Performance Indicator	2014/2015			2012/13		2013/14		2014/15		2015/16		2016/17		Responsible Dept	Budget	Locality			
							5 Year Target	Baseline	Backlog	Annual Target		Annual Target		Annual Target		Annual Target		Annual Target							
										Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual						
CENTRALISED PLANNING & CLEAN ENVIRONMENT	CROSS CUTTING INTERVENTIONS	To develop and promote an integrated sustainable environment	Capacity Building	CSI 19	Disaster Awareness and Trainings	Number Disaster Management Workshops	6	4	N/A	N/A		N/A		6		N/A		N/A		CORPORATE SERVICES	R370,000	N/A			
						Number Trainings conducted	4	3	N/A	N/A		N/A		4		N/A		N/A					R 0.00	N/A	
					Compliance	Number Community and schools awareness campaigns conducted	12	12	N/A	N/A		N/A		12		N/A		N/A			N/A			R 0.00	N/A
						Date Bylaws adopted Adoption	30-Jun-15	Nil	N/A	N/A		N/A		30-Jun-15		N/A		N/A			N/A			R641,000	N/A
					Availability of Fire Fighting to LMs	Date Fire fighting shared services is made available to Local Municipalities	30-Sep-14	Already in place	N/A	N/A		N/A		30-Sep-14		N/A		N/A			N/A			R2,650,000	N/A
						Date Fire services are procured through the relevant agencies	30-Sep-14	Nil	N/A	N/A		N/A		30-Sep-14		N/A		N/A			N/A			R0.00	N/A



8.3 Ugu District Municipality's 2014 / 2015 Organisational Scorecard

IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
BSD 1	Basic Service Delivery	Provision of HH with access to water	Households with access to water	All		HH with access to basic water services	Number	2200hh with access to basic water	R 0	R 0	500hh with access to basic water	500hh with access to basic water	0	900hh with access to basic water	Close out reports	Water Services
			Households with access to basic sanitation			HH with access to basic sanitation services	Number	1100hh with access to basic sanitation	N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	Close out reports	
BSD 1			Dududu Water Reticulation Infills	Vulamehlo ward 6	Appointment of Consultant	Dududu water reticulation Business plan is developed and approved	Date	Council Approved business plan by 2015/06/30	R 0.00	R273 006	Preparation of business plan	Approval by water services management	Approval of business plan	Submission of business plan by Water Affairs	council resolutions & Proof on submission to DWA	
									N/A	3014000000140100	R 0.00	R 0.00	R 0.00	R273 006		
BSD 1			Kwaxolo Bulk Water Supply	HCM ward 5	Contractor on site, construction in progress	HH with access to Bulk Water Supply in KwaXolo	Number	200 HH with access to water supply in KwaXolo	R 0.00	R1 000 000	Commissioning of scheme	200 HH with access to water	N/A	N/A	N/A	
									N/A	301400000014010	R 0.00	R 1 000 000	R 0.00	R 0.00		
BSD 1			Kwaxolo Water Supply: Reticulation	HCM ward 5	Business Plan Prepared	Appointment of contractor is done	Date	Contractor appointed by 2014/06/30	R 0.00	R5 500 000	Approval by DWA of business plan	Finalisation of designs	Advertise tender	Award of contractor	Letter of award	
									N/A	3014000000140100	R 0.00	R 0.00	R 0.00	R 5 500 000		
BSD 1			Kwanyuswa Water Scheme - Phase 3 (AFA) MIS 194753	Ezinqoleni ward 1	Bid Specification Committee	HH with access to Water Connections in Kwanyuswa Ph 3	Number	500 HH with access to water in Kwanyuswa Ph 3	R 0.00	R1 173 463	Advertise bid	Award of service provider	Construction	Water provision to 500 HH	Close out report	
									N/A	3014000000140100	R 0.00	R 0.00	R 0.00	R1 173 463		
BSD 1			Mathulini Water Supply Phases 4-7	Umzumbe ward 18	Project completion	HH with access to Water Connections in Mathulini phase 4-7	Number	200 HH with access to water in Mathulini phase 4	R 0.00	R50 307	Water Provision to 200 HH	N/A	N/A	N/A	N/A	
									N/A	3014000000140100	R50 307	R 0.00	R 0.00	R0		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
BSD 1	Basic Service Delivery	Provision of HH with access to water	Mhlabatshane Regional Water Supply Scheme	Umzumbe ward 1, 2, 3,4 6	contractor on site and construction in progress	HH with access to Water Connections in Mhlabatshane	Number	300 HH with access to water in Mhlabatshane	R 0.00	R43 947 268	Water Provision to 300 HH	Construction of bulk and reticulation infrastructure	Construction of bulk and reticulation infrastructure	Construction of bulk and reticulation infrastructure	Progress Report	Water Services
									N/A	30140000 00014010	R 1 000 000.00	R 0.00	R 0.00	R42 947 268		
BSD 1			Ezinqoleni Bulk Water Extensions Phase 3	Ezinqoleni ward 6 and 3	Contractor awarded	HH with access to Ezinqoleni bulk water supply	Number	300 HH with access to water in Ezinqoleni Ward 6	R 0.00	R7 500 000	N/A	N/A	N/A	300HH		
									N/A	30140000 00014010	R 0.00	R 0.00	R 0.00	R7 500 000		
BSD 1			Umtamvuna Water Works Raw Water Upgrade	Ezinqoleni Ward 3	Bid Specification Committee	Completion of Umtamvuna Water Works Raw Water Upgrade	Percentage	25% completion of the Umtamvuna Water Works upgrade	R 0.00	R20 000 000	5 % completion of the upgrade	10% completion of the upgrade	18% completion of the upgrade	25% completion of the upgrade	Progress Report	
									N/A	30140000 00014010	R 5 000 000.00	R 5 000 000.00	R 5 000 000.00	R 5 000 000.00		
BSD 1			Mabheleni East Water Project	Umzumbe ward 12	Consultant appointed	Ground water feasibility study report will be finalised	Date	Water Feasibility study report completed by 2015/06/30	R 0.00	R5 741 694	Researching and documenting findings by consultant	Researching and documenting findings by consultant	Researching and documenting findings by consultant	Final feasibility study report approved by GMWS by 2014/06/30	Signed feasibility study report by GWS	
									N/A	30140000 00014010	R 0.00	R 0.00	R 0.00	R5 741 694		
BSD 1			Harding Weza Regional Bulk Water Supply Planning (AFA) MIS 207998	Umuziwabantu All wards	Design stage	contractor is appointed	Date	Contractor appointed by 2015/06/30	R 0.00	R14 251 776	Land Acquisition	Approval of designs by GMWS	Advertisement of Tender	Contractor awarded by 2014/06/30	Letter of award	
									N/A	30140000 00014010	R 1 500 000.00	R 5 000 000.00	R 0.00	R7 751 776		
BSD 1			Thayne Water Project Phases 4 & 7	Vulamehlo ward 2 and 3	Design stage	contractor is appointed	Date	Contractor appointed by 2015/06/30	R 0.00	R1 805 287	Approval of Designs GMWS	Advertisement of Tender	Tender closing and Bid processes	Award of Contractor	Letter of award	
									N/A	30140000 00014010	R 1 000 000.00	R 0.00	R 0.00	R805 287		
BSD 1	Umzimkhulu Bulk Water Augmentation Scheme Stage	HCM 16, 18, 20, 23, 3, 19, 26, 27, 6, 2, 1	contractor on site and construction in progress	Completion of the Umzimkhulu Bulk Water Augmentation Scheme Stage	Percentage	35% of the Umzimkhulu Bulk Water Augmentation Scheme completed	R 0.00	R6 195 294	8% completion of the project	20% completion of the project	28% completion of the project	35% completion of the project	Progress payment certificate Project Schedule			
							N/A	30140000 00014010	R 3 000 000.00	R 3 195 294.00	R 0.00	R0				
BSD 1	Maphumulo Water Supply	Vulamehlo ward 3	contractor on site	HH with access to water supply in	Number	300 HH with access to water in	R 0.00	R10 000 000	Finalisation of the project	300 HH with access to water	N/A	N/A	N/A			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
				and 4	and construction in progress	Maphumulo		Maphumulo	N/A	3014000000140100	R 5 000 000.00	R 5 000 000.00	R 0.00	R0		Water Services
BSD 1	Basic Service Delivery	Provision of HH with access to water	Msikaba and Surrounds Water Supply Scheme	HCM 3 and 25	contractor on site and construction in progress	HH with access Msikaba water supply	Number	100 HH with access to water in Msikaba	R 0.00	R13 832 513	60% completion of the project	80% completion of the project	Completion of the project	100 HH with access to water in Msikaba	Close out report	
									N/A	301400000014010	R 8 000 000.00	R 2 000 000.00	R 3 832 513.00	R0		
BSD 1			Umzinto Slum Clearance: Farm Isonti Low cost Housing Water	Umdoni ward 6	contractor on site and construction in progress	Bulk pipeline and reservoir will be completed at Farm Isonti	Date	30-Jun-15	R 0.00	R11 000 000	N/A	N/A	N/A	30-Jun-15		
									N/A	301400000014010	R 0.00	R 0.00	R 0.00	R11 000 000		
BSD 1			Gamalakhe Bulk Water Supply	Hibiscus Coast 26, 27 and 28	Bid Adjudication Committee	Bulk pipeline will be completed at Gamalakhe	Date	Completion of the Gamalakhe Bulk Water supply by 2015/06/30	R 0.00	R 8 000 000	Award of the Contractor	10% completion of the project	50% completion of the project	Completion of the project	Close out report	
									N/A	301400000014010	R 0.00	R 1 000 000.00	R 3 500 000.00	R 3 500 000		
BSD 1			Bulk Water and Sewer Infrastructure for Mazakhele, Harding	Umuziwabantu ward 3	Contract awarded	Bulk pipeline will be completed at Mazakhele Harding	Date	Completion of the Mazakhele bulk water and sewer infrastructure by 2015/03/31	R 0.00	R 8 688 666	10% completion of the project	50% completion of the project	Completion of the project	N/A	N/A	
									N/A	301400000014010	R 1 500 000.00	R 4 000 000.00	R 3 188 666.21			
BSD 1			Vulamehlo Cross-Border Water Scheme	Vulamehlo ward 8 and 9	Bid Adjudication Committee	Completion of Planning and emergency work	Percentage	100% completion of planning and emergency work at Vulamehlo Cross-Border Water Scheme	R 0.00	R 5 000 000	Award of the Contractor	Implementation of the project	Implementation of the project	Implementation of the project	Progress payment certificate Project Schedule	
									N/A	301400000014010	R 0.00	R 1 250 000.00	R 1 250 000.00	R 2 000 000		
BSD 2			Pipeline Replacements	All	Tender Stage & Design	Ageing water pipeline replaced	KM	25 km's of pipeline replaced	R 0.00	R 54 066 231	2km pipeline completed	5km pipeline completed	8km pipeline completed	10km pipeline completed	progress payment certificate	
									N/A	301400000014010	R 2 500 000	R 5 000 000	R 10 000 000	R 17 000 000		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
BSD 2	Basic Service Delivery	Upgrade & Repair of Aging Infrastructure	Pipeline Replacements	All	Feasibility study started	SCADA system upgrade completed	Date	SCADA system to be upgraded by 30 June 2015	R 0.00	R 19 566 231	Approved SCADA implementation plan by GMWS	33% completion of upgrading the SCADA system (? Base stations to be upgraded)	66% completion of upgrading the SCADA system (? Base stations to be upgraded)	100% completion of upgrading the SCADA system (? Base stations to be upgraded)	Close out report	Water Services
									N/A	30140000 00014010	R 2 000 000	R 5 855 410	R 5 855 410	R 5 855 410		
BSD 2			HCM 16, 18, 3, 6, 19, 2, 1, Umuziwabantu ward 3 & Umdoni ward 4	contractor on site and construction in progress	Pump stations refurbished	Number	4 pump stations refurbished	R 0.00	R 6 383 895	Feasibility report of pump stations for refurbishment	1 pump station refurbished	2 pump stations refurbished	1 pump station refurbished	Contractors close out report		
								N/A	30140000 00014010 0	R 900 000.00	R 1 370 000.00	R 2 740 000.00	R 1 373 895			
BSD 2			Repairs to sanitation infrastructure breakdowns	All wards	24 Hrs	Sanitation infrastructure breakdowns are repaired	Hours	Sanitation breakdowns to be repaired within 24 hours	R 0.00	R 0.00	All sanitation infrastructure breakdowns to be repaired within 24 hrs	All sanitation infrastructure breakdowns to be repaired within 24 hrs	All sanitation infrastructure breakdowns to be repaired within 24 hrs	All sanitation infrastructure breakdowns to be repaired within 24 hrs	Resolution of the W & S portfolio committee	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
			Repairs to water infrastructure breakdowns	All wards	4 hours	Water infrastructure breakdowns are repaired	Hours	Water infrastructure breakdowns to be repaired within 4 hours	R 0.00	R 0.00	All water infrastructure breakdowns to be repaired within 4 hrs	All water infrastructure breakdowns to be repaired within 4 hrs	All water infrastructure breakdowns to be repaired within 4 hrs	All water infrastructure breakdowns to be repaired within 4 hrs	Resolution of the W & S portfolio committee	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
			Repairs to water infrastructure breakdowns	All wards	48 hours	Water is restored after repairs are completed	Hours	Water to be restored within 48 hours of repairs being completed	R 0.00	R 0.00	Water to be restored within 48 hours of repairs to breakdowns completed	Water to be restored within 48 hours of repairs to breakdowns completed	Water to be restored within 48 hours of repairs to breakdowns completed	Water to be restored within 48 hours of repairs to breakdowns completed	Resolution of the W & S portfolio committee	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
BSD 3	Provision of sanitation facilities	HCM All wards	8000	Household with access to VIP sanitation	Number	800 HH with access to VIP sanitation	R 3 735 072	R 0.00	200 HH with access to VIP sanitation	200 HH with access to VIP sanitation	200 HH with access to VIP sanitation	200 HH with access to VIP sanitation	Completion certificate acceptance letter			
							30140000 00014010	N/A	R 933 768	R 933 768	R 933 768	R 933 768				



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
BSD 3	Basic Service Delivery	Provision of HH with Sanitation Services	Umzinto Slum Clearance: Farm Isonti Low cost Housing Sanitation Scheme	Umdoni ward 6	contractor on site and construction in progress	Bulk water and sanitation pipeline laying will be completed	Date	Pipeline laying for Isonti Housing completed 2015/06/30	R 0.00	R7 610 608	10% project completion	20% project completion	50% project completion	Pipeline laying completed by 30 June 2015	Completion certificate and closeout report	
									N/A	30140000 00014010 0	R 800 000.00	R 1 600 000.00	R 3 500 000.00	R 1 710 607.54		
			Eradication of theft bucket system	All wards	Bucket system in use as per STATS SA Report	Eradication of the Bucket system	Percentage	100% eradication of the bucket system	R 0.00	R 0.00	Situational analysis and verification of STATS SA	Development of an implementation plan	50% bucket system's eradicated	100% bucket system eradicated	Project close out	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
BSD 3			Masinenge Bulk Sanitation	HCM ward 3	contractor on site	Bulk sanitation at Masinenge will be completed	Date	Masinenge Bulk sanitation completed by 2015/03/31	R 0.00	R4 801 428	10% project completion	20% project completion	31-Mar-15	N/A	N/A	
									N/A	30140000 00014010	R 500 000.00	R 1 000 000.00	R3 301 428	R 0.00		
BSD 3			Bhobhoi / Mkholombe Sanitation - Planning	HCM ward 20	Business Plan approved	Contractor will be appointed	Date	Contractor to be appointed by 2015/06/30	R 0.00	R3 000 000	Approval of designs	Advertise Tender	Bid process	Appointment of contractor	Appointment letter	
									N/A	30140000 00014010 0	R 0.00	R 0.00	R 0.00	R3 000 000		
BSD 3			Harding Sanitation Phase 3	Umuziwabantu ward 3	contractor on site and construction in progress	HH with access to sanitation in the Harding area	Number	300 HH with access to Sanitation in Harding	R 0.00	R4 827 148	20% project completed	50% projected	75% project completed	300 HH with access to sanitation	Completion certificate	
									N/A	30140000 00014010 0	R 1 000 000.00	R 1 400 000.00	R 1 400 000.00	R1 827 148		
BSD 3			Uvongo WWTW (upgrade)	Hibiscus Coast ward 19	Approved EIA	Land acquisition is finalised	Date	Acquisition of land for Uvongo WWTW upgrade by 2015/06/30	R 0.00	R4 873 174	Conveyance process	Conveyance process	Conveyance process	Finalisation of Conveyance and transfer of land by 2015/06/30	Title Deed	
									N/A	30140000 00014010	R 0.00	R 0.00	R 0.00	R4 873 174		
BSD 4			Non Revenue Water Reduction	Management and control of Non Revenue Water	All	28	Reduction of Non revenue water losses in line with the non revenue water strategy	Percentage	2% reduction in non revenue water losses	R 0.00	R 5 000 000	1.5% reduction in non revenue water losses Draft Water	1% reduction in non revenue water losses	1% reduction in non revenue water losses	2% reduction in non revenue water losses	Monthly water balance report
										N/A	30140000 00014010	R 0.00	R 1 000 000	R 2 500 000	R 1 500 000	



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
BSD 4	Basic Service Delivery	Non Revenue Water Reduction	Replacement of water meters	All	3051	Meters replaced	Number	4260 meters to be replaced by 30 June 2015	R 0.00	R1 836 099	1065 meters replaced	1065 meters replaced	1065 meters replaced	1065 meters replaced	Extract of W&S portfolio meeting	
									N/A	301400000014010	R 459 248	R 459 248	R 459 248	R 459 248		
BSD 4		Control and recording of distributed drinking water	All	196 560	Meters read per month	Number	504 000 meters read by 30 June 2015	R 3 700 000	R 0.00	126 000 meters read	126 000 meters read	126 000 meters read	126 000 meters read	Audited monthly meter reports		
								301400000001401	N/A	R 925 000	R 925 000	R 925 000	R 925 000			
BSD 5		Treatment and provision of Blue drop requirements compliant water quality	Clean Drinking Water	All	98.60%	Compliance of Drinking water quality in terms of SANS241:2011	Percentage	99.5% compliance of to SANS241:2011	R 0.00	R 0.00	99.5% compliance to SANS241:2011	99.5% compliance to SANS241:2011	99.5% compliance to SANS241:2011	99.5% compliance to SANS241:2011	Independent Water Quality Report	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
BSD 5			Water Safety Plans Reviews	All	4	Annual Reviews of water safety plans for each of the treatment works	Number	17 reviews of water safety plans (1 for each WTW)	R 0.00	R 0.00	3 water safety plans reviews	3 water safety plans reviews	3 water safety plans reviews	8 water safety plans reviews	EXCO Resolutions approving safety plans	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
BSD 5	Drinking water process management and controls		All	50%	Compliance to drinking water process management and controls for the 17 water treatment works	Percentage	100% compliance to drinking water process management and controls	R 0.00	R 0.00	100% compliance	100% compliance	100% compliance	100% compliance	W&S Portfolio resolutions approving quarterly management controls		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
BSD 5	Management accountability and local regulation requirements		All	50%	Compliance to management accountability and local regulation requirements, in line with blue water services audits	Percentage	100% compliance to the Checklist of Management Accountability and Local Regulation Requirements	R 0.00	R 0.00	100% compliance to checklist	100% compliance to checklist	100% compliance to checklist	100% compliance to checklist	W&S Portfolio resolutions approving quarterly management controls		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
BSD 5	Infrastructure Asset Management Plan	All	NIL	Annual Infrastructure Asset Management Plan is Adopted by EXCO	Date	Adoption of Annual Infrastructure and Asset Management Plan by 2015/06/30	R 0.00	R 0.00	Appointment of the Consultant	Condition assessment of infrastructure assets	Development of a Draft Asset Management Plan	Adoption of the Asset Management Plan by EXCO	EXCO Resolution			
							N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00				
BSD 6	Effluent Quality	All	82%	Compliance to Effluent Quality in line with the General Authorisation standards	Percentage	90% compliance to Effluent Quality	R 0.00	R 0.00	90% compliance to Effluent Quality	90% compliance to Effluent Quality	90% compliance to Effluent Quality	90% compliance to Effluent Quality	Independent Water Quality Report			
							N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00				



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department		
									OPEX	CAPEX	Q1	Q2	Q3	Q4				
BSD 6	Basic Service Delivery	Treat and discharge compliant waste water in terms of Green Drop Requirements	Registered & Licensed Waste Water Treatment Works	All	NIL	Number of Registered and licensed Waste Water treatment Works in line with Green Drop Requirements	Number	22 Registered and Licensed WWTW	R 0.00	R 0.00	Appointment of the Consultant	Condition assessment of WWTW	Registration and Licensing of WWTW	22 Licensed WWTW	Licences	Water Services		
BSD 6			Waste water risk abatement plans	All	2	Reviewed waste water risk abatement plans for each of treatment works	Number	22 Reviewed waste water risk abatement plans	R 0.00	R 0.00	5 reviewed waste water risk abatement plans	5 reviewed waste water risk abatement plans	5 reviewed waste water risk abatement plans	7 reviewed waste water risk abatement plans				
BSD 6			Private package sewage plants	All	N/A	Compliance Monitoring results from monitored Private Package Sewage Plants	Number	108 compliance monitoring results from private package sewage plants	R 0.00	R 0.00	27 water quality compliance package plants	27 water quality compliance package plants	27 water quality compliance package plants	27 water quality compliance package plants	Independent Water Quality Report			
BSD 6			Infrastructure Asset Management Plan	All		Adoption of the Annual Infrastructure Asset Management Plan Development for Sanitation Services by EXCO	Date	Annual infrastructure asset management adopted by 2014/12/31	R 0.00	R 0.00	Appointment of the Consultant	Condition assessment of infrastructure assets	Development of a Draft Asset Management Plan	Adoption of the Asset Management Plan by EXCO	EXCO Resolution			
BSD 7	Provision of alternative water supply		Springs Protection	All	50	Protected Springs	Number	50 protected springs	R 0.00	R1.2m	10 springs protected	10 springs protected	10 springs protected	20 springs protected	Closeout report & completion certificate			
BSD 7			Boreholes refurbished	All	Consultant appointed	Refurbished and repaired boreholes	Number	262 boreholes refurbished and repaired	R 0	R 25 397 017.00	120 boreholes refurbished or repaired	142 boreholes refurbished or repaired	N/A	N/A	N/A			
BSD 7			Alternative water supply	All	225 000	Compliance with the Water Tankering Program	Percentage	100	R 0.00	R4m	100	100	100	100	Water Tankering schedule			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
BSD 8		Free Basic Water and Indigent Support	Indigent support	All wards	100	HH registered on the indigent register receiving support	Percentage	100	R 22,273,650	R 0.00	100	100	100	100	General Ledger Indigent support account	Financial Services
									1303080750800900000000	N/A	R 5 568 412.50	R 5 568 412.50	R 5 568 412.50	R 5 568 412.50		
MTI D 2	Municipal Transformation and Institutional Development	Organisational Performance Management System	2014/2015 SDBIP Development	N/A	2012/2013 SDBIP in place	Approval of 2015/2016 SDBIP	Date	30-Jun-15	R 0.00	R 0.00	N/A	N/A	N/A	30-Jun-15	Mayors Approval	Office of the Municipal Manager
			PMS quarterly review	N/A	4 quarterly reviews	Quarterly reviews held	Number	4	R 40 000	R 0.00	1	1	1	1		
			Section 72 performance review	N/A	Approved 2012/2013 Section 72 performance review done	Approval of 2014/2015 S72 report	Date	31-Jan-15	R 0.00	R 0.00	N/A	Compilation of midyear review report	30/01/2015	N/A	N/A	
									n/a	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
			2012/ 2013 Annual Report (S46 report)	N/A	2011/2012 Annual report developed	Tabling of the draft 2012/2013 Annual report to Council	Date	31-Jan-15	R 0.00	R 0.00	Compilation of 2013/2014 Annual report	Compilation of 2013/2014 Annual report	31-Jan-15	N/A	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
	N/A	2011/2012 Annual report and oversight report adopted	Adoption of 2012/2013 Annual and oversight report	Date	31-Mar-15	R 330 000	R 0.00	N/A	N/A	31-Mar-15	Annual report submitted to AG, Treasury and COGTA	Confirmation letters				
						301150-010-090 000		R 0.00	R 0.00	R 330 000	R 0.00					
MTI D 3	Electronic Document Management System(EDMS)	Records Management	Manual file system in place, scanning system of specific documents	Date when EDMS made available	Date	EDMS system made available by 2015/03/01	R534,000	R 0.00	Nil	Procurement of EDMS	System being made available R534,000	Implementation	Usage report	Corporate Services		
								N/A	R 0.00	R 0.00	R 534 000.00	R 0.00				



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MTI D 4	Municipal Transformation and Institutional Development	Facilities Management	Operation and Maintenance of Facilities		No maintenance plan	Maintenance plan is developed	Date	01-Sep-14	R 0.00	R 0.00	Maintenance plan developed	Ongoing	Ongoing	Ongoing	Maintenance Plan including expenditure	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 5		Fixed Property reconciliation	Property Transfers		24 properties in process of being transferred	Number of properties to be transferred	Number	25	R 0.00	R300,000	Appointment of Conveyances for 25 properties R75,000	Ongoing	Ongoing	25 Properties transferred	Progress Report	
									N/A		R 75 000.00	R 75 000.00	R 75 000.00	R 75 000.00		
MTI D 6		Policy Review	Policies are reviewed and adopted		Policies in place and adopted	Policies are reviewed and adopted	Date	01-Jun-15	R 0.00	R 0.00	Begin consultation processes	Continue consultation processes	Draft policies	Adoption of the revised policies	Council resolution	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 7		Long term Office accommodation	Office Space		Rented building - Bazley Street	Funding is sourced for accommodation (Water and Corporate Services)	Date	01-Dec-14	R 0.00	R 0.00	Begin processes to source funding	Sourced funding for accommodation	Nil	Nil	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 8	Tracking and monitoring tool of Council, EXCO and MANCO resolutions	Implementation of Resolutions		Tool available but not fully implemented	Tracking and monitoring tool is implemented	Date	31-Jul-14	R 0.00	R 0.00	Quarterly report for the implementation of tracking monitoring tool for council and Exco and MANCO resolutions	Quarterly report for the implementation of tracking monitoring tool for council and Exco and MANCO resolutions	Quarterly report for the implementation of tracking monitoring tool for council and Exco and MANCO resolutions	Quarterly report for the implementation of tracking monitoring tool for council and Exco and MANCO resolutions	Resolution register		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MTI D 9	Municipal Transformation and Institutional Development	Monitoring and Adherence to Rules and Orders	Adherence to Rules and Orders with regards to sitting of Council		Direct monthly reporting to Speaker	Reporting on adherence to Rules and Orders with regards to sitting of Council Committees	Date	31-Jul-14	R 0.00	R 0.00	Quarterly report to Council, through Speaker	Quarterly report to Council, through Speaker	Quarterly report to Council, through Speaker	Quarterly report to Council, through Speaker	Acknowledgement of receipt of report by Speaker	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 10		Organisational structure	Annual Review of Organisational Structure		Organogram currently not updated, draft reviewed in place	Adoption of a reviewed organisational structure	Date	01-Jul-14	R 0.00	R 0.00	submission of reviewed organisational structure to the MM	N/A	N/A	N/A	1 MANCO Report	
N/A									N/A	R 0.00	R 0.00	R 0.00	R 0.00			
MTI D 11						Implementation of a reviewed organisational structure	Date	01-Sep-14	R 0.00	R 0.00	Implementation of a reviewed organisational structure	Ongoing	Ongoing	Ongoing		1 progress report to MANCO
N/A									N/A	R 0.00	R 0.00	R 0.00	R 0.00			
MTI D 12		Outdated Job descriptions	Job descriptions review	Date	01-Sep-14	R 0.00	R 0.00	Review of Job Descriptions	Ongoing	Ongoing	Ongoing	1 progress report to MANCO				
N/A						N/A	R 0.00	R 0.00	R 0.00	R 0.00						
MTI D 13		Labour Turnover	Management and Control of Labour Turnover		No formal reporting on labour turnover	Reporting on staff turnover	Date	01-Jul-14	R 0.00	R 0.00	3 Monthly reports on labour turnover at Good Governance portfolio committee	2 Monthly reports on labour turnover at Good Governance portfolio committee	2 Monthly reports on labour turnover at Good Governance portfolio committee	3 Monthly reports on labour turnover at Good Governance portfolio committee	Good Governance portfolio committee minutes	
N/A									N/A	R 0.00	R 0.00	R 0.00	R 0.00			
MTI D 14	No staff retention strategy	Date Staff Retention Strategy adopted	Date	01-Dec-14	R200,000	0.00	Procurement of a service provider to develop staff retention strategy and consultation	Adoption of the staff retention strategy R200,000	Implementation	Ongoing	1 quarterly report to MANCO					
					300175-020-050	N/A	R 0.00	R 200 000.00	R 0.00	R 0.00						



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MTI D 15	Municipal Transformation and Institutional Development	Infrastructure Scarce Skills Development	Skills Development		No scarce skilled interns recruited	Date of recruitment of students with scarce skills for mentoring and registration in line with ISDG conditions	Date	01-Sep-14	R1,500,000	0.00	Recruitment of interns with scarce skills R375,000	2 Monthly monitoring reports to the skills committee R375,000	2 Monthly monitoring reports to the skills committee R375,000	3 Monthly monitoring reports to the skills committee R375,000	Monitoring report to the skills committee	Corporate Services
MTI D 16		Human Resources	Human Resources Strategy		No Human Resources Strategy	Date Human Resources strategy adopted	Date	01-Dec-14	R200,000	0.00	Procurement of the service provider	Adoption of the human resources strategy	Implementation of the human resources strategy	Ongoing	1 quarterly report to MANCO	
									300175-020-050	N/A	R 0.00	R 200 000.00	R 0.00	R 0.00		
MTI D 17		Individual Performance Management System			Only corporate service and MM's office managers	Performance agreements for level 2/3 managers signed	Date	01-Jul-14	R 0.00	R 0.00	Quarterly reviews of performance	Quarterly reviews of performance	Quarterly reviews of performance	Report to MANCO	Report to MANCO	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 18		Individual Performance Management System		Cascading of IPMS the entire municipality	No workplans in place	% of concluded workplans by Level 4/5/6 employees	Date	30-Jan-15	R 0.00	R 0.00	Preparation of work plans	Preparation of work plans	Signed work plans in place for all p/l 4,5,6 employees	Report to MANCO	Report to MANCO	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 19	Individual Performance Management System			No policy	Performance Appraisal and rewards policy adoption	Date	01-Sep-14	R 0.00	R 0.00	Implementation	Ongoing	Ongoing	Report to MANCO	Report to MANCO		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
MTI D 20	Human Resources Systems		Human Resources Systems Alignment	No alignment	Alignment of HR Applications to HR Policies & Procedures	Percentage	100	R 0.00	R 0.00	Alignment of HR Applications to HR Policies & procedures	Ongoing	Ongoing	Ongoing	Payday report Alignment report		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MTI D 21	Municipal Transformation and Institutional Development	Labour Relations	Disciplinary cases		32 cases	Reduction in Disciplinary cases based on total number of cases	Percentage	50	R200,000	R 0.00	3 Monthly reports on cases at Good Governance portfolio committee R50,000	2 Monthly reports on cases at Good Governance portfolio committee R50,000	2 Monthly reports on cases at Good Governance portfolio committee R50,000	3 Monthly reports on cases at Good Governance portfolio committee R50,000	3 monthly reports	Corporate Services
									320685-020-050	N/A	R 50 000.00	R 50 000.00	R 50 000.00	R 50 000.00		
			employee grievances		2 grievances	Reduction of employee grievances based on total number of grievances submitted	Percentage	100	R 0.00	R 0.00	3 Monthly reports on grievances at Good Governance portfolio committee	2 Monthly reports on grievances at Good Governance portfolio committee	2 Monthly reports on grievances at Good Governance portfolio committee	3 Monthly reports on grievances at Good Governance portfolio committee	3 monthly reports	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
			Management Union Meetings		No departmental / union meetings held currently	Management Union Meetings held across departments	Number	11	R 0.00	R 0.00	3 Departmental Management/Union meetings held	2 Departmental Management/Union meetings held	3 Departmental Management/Union meetings held	3 Departmental Management/Union meetings held	Attendance Registers	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 22	Municipal Transformation and Institutional Development	Training and Development	Sourcing of Credible LG SETA Compliant Service Providers		Database with accredited service providers (5)	Date when accredited training providers are sourced	Date	01-Sep-14	R 0.00		Procurement of accredited training services providers	Nil	Nil	Nil	N/A	
									N/A		R2,400,000	R 0.00	R 0.00	R 0.00		
					R2,400,000	R 0.00	Nil	Nil	Preparation of submission	Submission of WSP & Annual Training report to LG SETA	WSP Annual Training Report					
						N/A	R 0.00	R 0.00	R 0.00	R 0.00						



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department					
									OPEX	CAPEX	Q1	Q2	Q3	Q4							
	Municipal Transformation and Institutional Development	Training and Development	Process Controllers Training		20 being trained in 2013/14	Process Controllers trained on water and waste water treatment works	Number	20	321540-020-050	R 0.00	Registration of 20 process controllers for training	2 Progress reports to the HRD Committee	2 Progress reports to the HRD Committee	3 Progress reports to the HRD Committee	3 Progress reports to HRD Committee						
					N/A	R 0.00	R 0.00	R 0.00		R 0.00											
					100% training done, with outstanding unit standards	Compliance with National Treasury Competencies and guidelines for Section 56/57 Managers	Percentage	100		R 0.00	3 Progress reports to the HRD Committee	2 Progress reports to the HRD Committee	2 Progress reports to the HRD Committee	3 Progress reports to the HRD Committee	3 Reports to the HRD Committee						
					N/A	R 0.00	R 0.00	R 0.00		R 0.00											
			Training and Trade Test of Artisans		7 trained in 2013/14	Artisans trained and trade tested	Number	14		Number	20	R 0.00	Registration of 7 artisans for training	2 Progress reports to the HRD Committee	Registration of 7 artisans for training	3 Progress reports to the HRD Committee	2 Reports to the HRD Committee				
												N/A	R 0.00	R 0.00	R 0.00	R 0.00					
			Computer Literature of Employees		20 employees enrolled in 2013/14	Number of employees enrolled for Computer Training	Number	20		Number	20	R 0.00	Registration of 20 employees for computer training Committee	2 Progress reports to the HRD Committee	2 Progress reports to the HRD Committee	3 Progress reports to the HRD Committee	2 Reports to the HRD Committee				
												N/A	R 0.00	R 0.00	R 0.00	R 0.00					
												20 employees enrolled in 2013/14	Number of employees enrolled for computerized ABET	Number	20	R 0.00	Registration of 20 employees for computerized ABET	2 Progress reports to the HRD Committee	2 Progress reports to the HRD Committee	3 Progress reports to the HRD Committee	2 Reports to the HRD Committee
																N/A	R 0.00	R 0.00	R 0.00	R 0.00	
			Workplace Skills Plan		23 WSP Training programs in 2013/14	% implementation of WSP training programmes	Percentage	75		Percentage	75	R 0.00	Registration of employees for training 2 Progress reports to the HRD Committee	Registration of employees for training 2 Progress reports to the HRD Committee	Registration of employees for training 2 Progress reports to the HRD Committee	Registration of employees for training 3 Progress reports to the HRD Committee	3 Reports to the HRD Committee				
												N/A	N/A	R 0.00	R 0.00	R 0.00		R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MTI D 23	Municipal Transformation and Institutional Development	Employee Health, Safety and Wellness	Employee and Wellness Programmes in place		4 programmes in 2013/14	Employee and Wellness Programmes implemented	Number	4	R 0.00	R 0.00	1 Progress report to the EAP Committee	1 Progress report to the EAP Committee	1 Progress report to the EAP Committee	1 Progress report to the EAP Committee	1 Report to EAP Committee	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
					110 ill cases in 2013/14	Reduction of ill health cases	Percentage	50	R 0.00	R 0.00	1 Progress report to the EAP Committee	1 Progress report to the EAP Committee	1 Progress report to the EAP Committee	1 Progress report to the EAP Committee	1 Report to EAP Committee	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
					50%	Compliance with Health & Safety Legislation	Percentage	75	R 0.00	R 0.00	First Aid Training Fire equipment servicing Medical Surveillance Election and training of new safety reps	Medical Surveillance Staff safety training 1 OHS meeting	Medical Surveillance 1 OHS meeting	Assessment of compliance with OHS 1 OHS meeting	Attendance Register Assessment report	
									N/A	N/A	R 50 000.00	R 50 000.00	R 50 000.00	R 50 000.00		
MTI D 24	Municipal Transformation and Institutional Development	Employment equity	Implement employment equity plan		Adopted employment equity plan in 2013/14	Date when Employment Equity Plan reviewed	Date	01-Sep-14	R 0.00	R 0.00	Adoption of Employment equity plan	Implementation	Ongoing	Ongoing	1 Quarterly report to the HRD Committee	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
					None	EE Programmes implemented	Number	4	R 0.00	R 0.00	1 EE programmes implemented	1 EE programmes implemented	1 EE programmes implemented	1 EE programmes implemented	Attendance Register	
N/A	N/A	R 0.00	R 0.00	R 0.00					R 0.00							
MTI D 25	Municipal Transformation and Institutional Development	Leave Management	Reconciliation		Monthly leave reconciliations	Leave reconciliations being done	Frequency	Monthly	R 0.00	R 0.00	3 Monthly reports to MANCO	3 Monthly reports to MANCO	3 Monthly reports to MANCO	3 Monthly reports to MANCO	3 MANCO reports	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 26	Municipal Transformation and Institutional Development	Overtime Management	compliance to 40 hours policy provision on overtime		Compliance	Percentage	100	R 0.00	R 0.00	3 Monthly overtime reports to MANCO	3 Monthly reports to MANCO	3 Monthly reports to MANCO	3 Monthly reports to MANCO	3 MANCO overtime reports		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MTI D 27			Replacement plan			Date when replacement plan is concluded and implemented	Date	41821	R 0.00	R 3 500 000.00	Conclusion and implementation of fleet replacement plan	Procurement concluded R3,500,000	Allocation of fleet to relevant departments	N/A	N/A	
									N/A		R 0.00	R 3 500 000.00	R 0.00	R 0.00		
MTI D 28			Disposal plan			Date when the disposal plan is concluded and implemented	Date	41821	R 0.00	R 0.00	Conclusion of disposal plan and submit a detailed assessment report to the asset disposal committee. Submission to Treasury	Implementation of disposal method as approved by Council (e.g. Auction, tendering)	Implementation	Implementation	Quarterly report	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
MTI D 29			Maintenance plan			Date when the maintenance plan is concluded and implemented	Date	41821	R 6 500 000.00	R 0.00	Conclusion and implementation of maintenance plan (incl. Service plan) = 25% R1,625,000	25% implementation R1,625,000	25% implementation R1,625,000	25% implementation R1,625,000	Quarterly report of Maintenance Plan including expenditure	
										N/A	R 1 625 000.00	R 1 625 000.00	R 1 625 000.00	R 1 625 000.00		
MTI D 30			License renewal plan			Date when license renewal plan is concluded and implemented	Date	41821	R 500 000.00	R 0.00	Conclusion and implementation of license renewal plan - 25% R125,000	25% implementation R125,000	25% implementation R125,000	25% implementation R125,000	Quarterly report	
										N/A	R 125 000.00	R 125 000.00	R 125 000.00	R 125 000.00		
MTI D 31			Fuel cost reduction			Percentage reduction in fuel utilisation	Percentage	5	R 7 663 284.06	R 0.00	5% savings p.a	5% savings p.a. R122,864 saving q2 (based on budget 2013/14 quarter budget of R2.457.691)	5% savings p.a. R122,864 saving q3 (based on budget 2013/14 quarter budget of R2.457.691)	5% savings p.a. R122,864 saving q4 (based on budget 2013/14 quarter budget of R2.457.691)	Invoices Quarterly report	



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department	
									OPEX	CAPEX	Q1	Q2	Q3	Q4			
MTI D 32	Municipal Transformation and Institutional Development	Fleet Management Services	Accidents management			Reports by accident committee	Frequency	Monthly	R 0.00	R 0.00	R2.457.691	R2.457.691	R2.457.691	R2.457.691	Attendance Registers	Corporate Services	
									N/A	N/A	Three meetings and 3 reports	Three meetings and 3 reports	Three meetings and 3 reports	Three meetings and 3 reports			
MTI D 33			Policies and procedures		Date when fleet management policy, procedures and delegations is made available and implemented	Date	41883	R 0.00	R 0.00	Development, consultation and referral to council for adoption	Adoption by council	Ongoing implementation	Ongoing implementation	quarterly report			
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00				
MTI D 34			Fleet Management	Frequency of verification of drivers licences and PDP's per driver of Ugu vehicles	Date	41883	R 0.00	R 0.00	100% implementation	Ongoing	ongoing	Ongoing	Quarterly report				
							N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00					
		Frequency of physical verification of Ugu vehicles		Date	41883	R 0.00	R 0.00	100% implementation	Ongoing	ongoing	Ongoing	Quarterly verification report					
						N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00						
		% implementation of driver competency testing		Percentage	100	R 0.00	R 0.00	25% of all registered Ugu drivers, competency tested	25% of all registered Ugu drivers, competency tested	25% of all registered Ugu drivers, competency tested	25% of all registered Ugu drivers, competency tested	Assessment report, quarterly					
						N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00						
MTI D 35		Legal Compliance	Legislative Awareness	N/A	4	Awareness workshop on Legislative environment	Number	8	R 0.00	R 0.00	2	2	2	2	Attendance Registers and workshops outcomes reports		
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
	Contracts and Litigations		N/A	90	Contract Drafting & Vetting done	Turnaround time	Within 30 days of award	R 0.00	R 0.00	Within 30 days of award	Within 30 days of award	Within 30 days of award	Within 30 days of award	Updated contracts Register			
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00				
								Litigation risk strategy	Percentage	100%	R 0.00	R 0.00	100%	100%	100%	100%	Resolution of MANCO receiving report
											N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	
1 organisational	Departmental Compliance checklist	Number	5	R 0.00	R 0.00	5	N/A	N/A	N/A	N/A							
				N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00								



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department				
									OPEX	CAPEX	Q1	Q2	Q3	Q4						
GGP P 2	Good Governance and Public Participation	Integrated Development Plan (IDP)	2015/2016 IDP, Budget PMS Review Process Plan	All wards	Adopted 2014/2015 reviewed IDP, Budget and PMS process plan	Date reviewed 2015/2016 IDP, Budget and PMS reviewed process plan adopted	Date	30-Aug-14	R 0.00	R 0.00	30-Aug-14	N/A	N/A	N/A	Council Resolution					
									n/a	N/A	R 0.00	R 0.00	R 0.00	R 0.00						
			2015/2016 IDP Review	All wards	Adopted 2012/ 2017 5 year IDP	Date 2015/2016 Reviewed IDP adopted by council	Date	30-Jun-14	R 0.00	R 0.00	Confirmation of stakeholders	IDP Analysis and Strategic planning	N/A	2015/06/30	Council Resolution					
		2014/2015 IDP Printing	n/a	2012/2017 5 year IDP printed	Number of Copies of 2014/2015 IDP printed	Number	200	R 200 000	R 0.00	200	N/A	N/A	N/A	Copy of printed IDP						
								301150-010-090 000	N/A	R 200 000	R 0.00	R 0.00	R 0.00							
		GGP P 4	Good Governance and Public Participation	District Wide Intergovernmental Relations	Functional IGR Structures	N/A	4	Mayors forum meetings held	Number	4	R 0.00	R 0.00	1	1	1	1	Attendance Registers and IGR functionality report			
n/a	N/A	R 0.00									R 0.00	R 0.00	R 0.00							
GGP P 4	N/A	3									Speakers Forum	Number	4	R 4 000.00	R 0.00	1		1	1	1
321196-010-020-000-000-000														N/A	R 1 000.00	R 1 000.00		R 1 000.00	R 1 000.00	
GGP P 4	N/A										Municipal managers meetings held	Number	4	R 0.00	R 0.00	1		1	1	1
n/a														N/A	R 0.00	R 0.00		R 0.00	R 0.00	
GGP P 4	N/A										Chief Financial Officers Forum	Number	4	R 0.00	R 0.00	1		1	1	1
n/a														N/A	R 0.00	R 0.00		R 0.00	R 0.00	
GGP P 4	N/A										District Development Planning Forum	Number	4	R 0.00	R 0.00	1		1	1	1
n/a														N/A	R 0.00	R 0.00		R 0.00	R 0.00	
GGP P 4	N/A		Social Transformation Cluster	Number	4	R 0.00	R 0.00	1	1	1	1									
n/a						N/A	R 0.00	R 0.00	R 0.00	R 0.00										



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
GGP P 4	Good Governance and Public Participation	District Wide Intergovernmental Relations	Functional IGR Structures	N/A		Local Economic Development Cluster	Number	4	R 0.00	R 0.00	1	1	1	1	Attendance Registers and IGR functionality report	Office of the Municipal Manager
GGP P 4				N/A		Governance & Administrative Cluster	Number	4	R 0.00	R 0.00	1	1	1	1		
GGP P 4				N/A		Basic Infrastructure & Public Facilities Cluster	Number	4	R 0.00	R 0.00	1	1	1	1		
GGP P 5		Batho Pele Programme	2015/2016 SDIP	N/A	Approved 2013/2014 SDIP	Approved 2014/2015 SDIP	Date	30-Sep-14	R 0.00	R 0.00	30-Sep-14	Implementation of 2014/2015 SDIP	Implementation of 2014/2015 SDIP	Implementation of 2014/2015 SDIP	Extract from MANCO considering SDIP implementation progress reports	
n/a									N/A	R 0.00	R 0.00	R 0.00	R 0.00			
GGP P 6									Customer satisfaction survey	All wards	N/A	Customer satisfaction survey report approved	Date	30-Jun-15	R 0.00	
n/a		N/A	R 0.00	R 0.00	R 0.00	R 0.00										
GGP P 7		Departmental Assessment	N/A	N/A	Departmental assessments conducted	Date	30-Jun-15	R 0.00	R 0.00	N/A	N/A	N/A	Departmental assessments and report noted by MANCO by 2015/06/30	Assessments reports		
N/A								N/A	R 0.00	R 0.00	R 0.00	R 0.00				
GGP P 8	Municipal Service Week	N/A	N/A	Municipal Service week conducted	Date	31-Oct-14	R 0.00	R 0.00	Compiled list of stations	Municipal service week completed 2014/10/31	N/A	N/A	N/A			
N/A							N/A	R 0.00	R 0.00	R 0.00	R 0.00					
GGP P 9	Batho Pele Workshop	N/A	1 Batho Pele workshop conducted	Batho Pele Workshops conducted	Number	2	R 0.00	R 0.00	N/A	1	N/A	1	Workshop report and Attendance registers			
N/A							N/A	R 0.00	R 0.00	R 0.00	R 0.00					



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department	
									OPEX	CAPEX	Q1	Q2	Q3	Q4			
GGP P 10	Good Governance and Public Participation	Enhancement of public participation	Batho Pele Forum	N/A	2 Forum meetings held	Batho Pele Forum meetings	Number	6	R 0.00	R 0.00	2	1	2	1	Minutes of Meetings and Attendance registers	Office of the Municipal Manager	
										N/A	N/A	R 0.00	R 0.00	R 0.00			R 0.00
GGP P 12			N/A		Public participation annual works programme developed and implemented	Date	31-Jul-14	R 0.00	R 0.00	Public participation annual works plan programme adopted	N/A	N/A	N/A	N/A	N/A		N/A
											N/A	N/A	R 0.00	R 0.00	R 0.00		R 0.00
GGP P 12			All	New project	Council meetings held in Local Municipalities	Number	6	R 0.00	R 0.00	1	1	2	1	Meetings reports and attendance registers			
											N/A	N/A	R 0.00	R 0.00	R 0.00		R 0.00
GGP P 12			All	New project	Schools visited	Number	6	R 0.00	R 0.00	N/A	N/A	6	N/A	N/A	N/A		
											N/A	N/A	R 0.00	R 0.00	R 0.00		R 0.00
GGP P 12			All	New project	Workers parliament held	Date	31-May-15	R 50 000.00	R 0.00	N/A	N/A	N/A	N/A	Workers parliament held by 31 Dec 2014	Report and attendance registers		
											321196-010-020-000-000-000	N/A	R 0.00	R 0.00	R 0.00		R 50 000.00
GGP P 12	N/A	New project	Council portfolio committee's functionality monitored	Number	4	R 0.00	R 0.00	1	1	1	1	Report on attendance of Councillors in portfolio committees					
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
GGP P 12	All	New project	Public participation workshops conducted	Number	6	R 150 000.00	R 0.00	N/A	2	2	2	Report and attendance registers					
									321196-010-020-000-000-000	N/A	R 0.00	R 50 000.00	R 50 000.00	R 50 000.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department		
									OPEX	CAPEX	Q1	Q2	Q3	Q4				
GGP P 12	Good Governance & Community Participation	Enhancement of public participation	Public Participation Mechanisms	N/A	6 IDPRF meetings	IDPRF meetings	Number	6	R 30 000	R 0.00	1	2	1	2	Attendance registers and Minutes of meetings	Office of the Municipal Manager		
GGP P 12				All LMs	18 izimbizo held 2013/14	Mayoral Izimbizo held	Number	18	R 180 000	R 0.00	Schedule of meetings developed	18	N/A	N/A	Izimbizo report and Attendance registers			
GGP P 12				All wards	17	2015/2016 IDP Roadshows conducted	Number	18	R 300 000	R 0.00	N/A	N/A	Schedule of roadshow meetings developed	18	Roadshows report and Attendance registers			
				All	12 meetings held in 2013/2014	Meetings held	Number	12	R 30 000.00	R 0.00	3	3	3	3	Minutes of meetings and attendance registers			
GGP P 12				All wards	Demand based	Community consultative meetings held	Number	6	R 24 000	R 0.00	N/A	2	2	2	Consultative meetings report and attendance registers			
GGP P 13			Ward Committees	All	20 Meetings	Meetings held	Number	20	R 0.00	R 0.00	5	5	5	5	Minutes of meetings and attendance registers			
				ALL	60% of ward committees functional	Functional Ward Committees	Percentage	70%	R 0.00	R 0.00	50	55	65	70	Ward committee functionality report and minutes of meetings			
GGP P 14			Community based plan development	N/A	New project	Community based plan developed	Percentage	70%	R 150 000.00	R 0.00	10% completed	20% completed	20% completed	20% completed	Attendance registers and minutes			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department	
									OPEX	CAPEX	Q1	Q2	Q3	Q4			
GGP P 15	Good Governance & Community Participation	Enhancement of public participation	Ward plans development		New project	Ward plans developed	Percentage	70%	R 150 000.00	R 0.00	10% completed	20% completed	20% completed	20% completed	Council resolutions adopting the ward plans	Office of the Municipal Manager	
										N/A	R 15 000.00	R 45 000.00	R 45 000.00	R 45 000.00			
GGP P 16		Sport and Recreation	Sport development	All	15 sport codes participated in 2013/2014	Sport codes participated in SALGA games	Number	5	R 0.00	R 0.00	N/A	5 sport codes	N/A	N/A	N/A		N/A
									N/A	N/A	R 0.00	N/A	N/A	N/A			
									R 500 000	R 0.00	1 SALGA Games Selection event at local municipality level	1 SALGA Games provincial held by 31 Dec 2014	N/A	N/A	N/A		
																	331555-010-020-000-000-000
All		Ugu Sports Confederation term lapsed	Ugu Sports Confederation launched	Date	31 Sept 2014	R 60 000	R 0.00	Ugu Sports Federation Launched by 31 Sept 2014	N/A	N/A	N/A	N/A	N/A	N/A			
							N/A	R 60 000.00	R 0.00	R 0.00	R 0.00						
GGP P 17		Effective communication	Review of communication strategy	N/A	Communication strategy in place	Communication strategy reviewed	Date	30-Sep-14	R 0.00	R 0.00	N/A	N/A	N/A	30-Sep-14	Council resolution		
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
	Development of communication plan		Communication plan in place			Implementation of communication plans	Percentage	100%	R 0.00	R 0.00	100%	100%	100%	100%	MANCO resolutions noting progress reports		
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
GGP P 18	Internal Newsletter	N/A	1 publication printed	Intervals of internal newsletter publication	Number	4	R 40 000.00	R 0.00	1	1	1	1	Copy of newsletters				
								N/A	R 75 000	R 75 000	R 75 000	R 75 000					



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
GGP P 19	Good Governance & Community Participation	Effective communication	Media Engagements	All wards	New project	Intervals of external newsletter publication	Number	2	R 260 000.00	R 0.00	Collection of information	1	Collection of information	1	Copy of newsletters	
n/a				6	Radio Slots undertaken	Number of slots	6	R 120 000.00	R 0.00	1	1	2	2	Confirmation letter from radio station		
n/a				16	Press release done	Number	24	R 0.00	R 0.00	6	6	6	6	Copy of press release published		
GGP P 20		n/a	Demand based	Media briefing undertaken	Number	4	R 0.00	R 0.00	1	1	1	1	1	Attendance registers and extracts from newspapers		
GGP P 21		Enhanced corporate image	Calendars	n/a	8000 calendars printed	Calendars printed	Number	5 000	R 70 000.00	R 0.00	N/A	5000	N/A	N/A	N/A	
Corporate folders			n/a	None printed in the last financial year	Corporate folders printed	Number	500	R 50 000.00	R 0.00	N/A	500	N/A	N/A	N/A		
GGP P 23	Website updates		n/a	Adhoc basis	Website updates	Number	16	R 0.00	N/A	4	4	4	4	Website screen shots		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
GGP P 24		Organisational Risk Reduction	Risk Management	n/a	Strategy in place	Risk Management Strategy Reviewed	Date		R 0.00	R 0.00	Draft policy developed	30-Dec-14	N/A	N/A	Council Resolution	Office of the Municipal Manager
									R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		
			Risk Register	n/a	Approved 2013/2014 risk register	Approval of Risk register	Date	30-Sep-14	R 0.00	R 0.00	30/09/2014	N/A	N/A	N/A	N/A	
									R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		
			Risk Register implementation	n/a	4 RMC reports	RMC reports produced	Number	3	R 0.00	R 0.00	N/A	1	1	1	Minutes of meetings and attendance registers	
									R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 25	Good Governance & Community Participation	Internal Auditing	Municipal Audit	n/a	6	Audit committee meetings conducted	Number	4	R 0.00	R 0.00	1	1	1	1	Minutes of Audit Committee meetings	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				n/a	24 projects implemented during the 2013/2014 financial year	Projects implemented during the 2014/2015 financial year	Number	17	R 0.00	R 0.00	N/A	6	6	5	Minutes of Audit Committee meetings	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
			Implementation of internal audit plan	N/A	Internal audit plan developed for 2013/2014	Annual internal audit plan developed	Date	30-Sep-14	R 0.00	R 0.00	30-Sep-14	N/A	N/A	N/A	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				N/A	3 internal audit policies reviewed in 2013/2014	Review of internal audit policies	Number	3	R 0.00	R 0.00	3	N/A	N/A	N/A	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				N/A	New project	Fraud risk assessment conducted	Date	30-Sep-14	R 0.00	R 0.00	30-Sep-14	N/A	N/A	N/A	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department		
									OPEX	CAPEX	Q1	Q2	Q3	Q4				
				N/A	1 Fraud awareness campaigns done in 2013/2014	Fraud awareness campaigns	Date	03-Jan-00	R 0.00	R 0.00	N/A	1	1	1	Campaigns report and Attendance registers			
									N/A	N/A	N/A	R 0.00	R 0.00	R 0.00				
GGP P 26	Good Governance & Community Participation	Customer Care Services	Customer Services Charter			Customer care bus is delivered	Date	01-Sep-14	R 850 000.00	0.00	procurement and delivery of the bus R850,000	N/A	N/A	N/A	N/A			
												N/A	R 850 000.00	R 0.00	R 0.00	R 0.00		
GGP P 27						Customer Services Charter get adopted and implemented	Date	01-Sep-14	R 200 000.00	R 0.00	procurement, adoption and implementation R200,000		Implementation of the CSC	Implementation of the CSC	Implementation of the CSC	1 report to MANCO		
												N/A	R 200 000.00	R 0.00	R 0.00	R 0.00		
GGP P 28						Customer care manual is developed and workshop is conducted with CC Staff	Date	01-Nov-14	R 150 000.00	R 0.00	procurement of service provider for development of CC manu		Workshop of ALL CC staff	implementation and monitoring	implementation and monitoring	1 report to MANCO		
												N/A	R 0.00	R 150 000.00	R 0.00	R 0.00		
GGP P 29						Electronic Customer Satisfaction Survey	Date	01-Sep-14	R 500 000.00	R 0.00	procurement and conclusion R500,000		implementation of the findings	implementation of the findings	implementation of the findings	1 report to MANCO		
												N/A	R 500 000.00	R 0.00	R 0.00	R 0.00		
GGP P 30			Complaints handling procedure	Date	01-Sep-14	R 0.00	R 0.00	conclusion of the procedure manual		implementation and monitoring	implementation and monitoring	implementation and monitoring	1 report to MANCO					
									N/A	N/A	R 0.00	R 0.00	R 0.00					
GGP P 31			Customer Service Standards	Date	01-Sep-14	R 0.00	R 0.00	conclusion of Service Standards		implementation and Monitoring	implementation and Monitoring	Implementation and Monitoring	1 report to MANCO					
									N/A	N/A	R 0.00	R 0.00	R 0.00					
GGP P 32			Annual Community			Outreach campaigns	Frequency	Fortnightly	R 0.00	R 0.00	Conclusion of annual	Fortnightly and covering 3-4	Fortnightly and covering 3-4	Fortnightly and covering 3-4	Attendance register of the			
									N/A	N/A								



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
		Customer Care Service	outreach programme			Technical task team is formed and functional	Date	01-Jul-14	R 0.00	R 0.00	programme Attendance register of the technical task team	wards per campaign	wards per campaign	wards per campaign	campaign 1 report to MANCO	Corporate Services
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 33				Integrated reporting on customer interface			Reporting (correspondence, electronic, telephonic and personal visits)	Frequency	monthly	R 0.00	R 0.00	3 reports	3 reports	3 reports	3 reports	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 34			Quality Assurance			Sampling and follow up on standards (application for service, complaints)	Frequency	Fortnightly	R 0.00	R 0.00	3 reports	3 reports	3 reports	3 reports	3 monthly reports to MANCO	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 36		Improvement of Inter Office network performance	Wireless infrastructure		Inter-Office Network is currently Wireless and not monitored	Upgrade of wireless infrastructure	Percentage	100	R150,000	R 0.00	Upgrade Oslo Beach-Connor Street link infrastructure. R150,000	Upgrade Park Rynie-Connor Street link infrastructure R150,000	Monitor and Report Network Performance to ICT Steering Committee	Monitor and Report Network Performance to ICT Steering Committee	3 monthly network performance reports	
										520340-020-050-000-000-000	R 150 000.00	R 150 000.00	R 150 000.00	R 150,000		
GGP P 37			Network monitoring			Network monitoring tool is introduced	Date	30-Sep-14	R17,000	R 0.00	Install network monitoring tool. R17,000	Monitor and Report Network Performance to ICT Steering Committee	Monitor and Report Network Performance to ICT Steering Committee	Monitor and Report Network Performance to ICT Steering Committee	3 monthly network performance reports	
									520340-020-050-000-000-000	R17,000	R 0.00	R 0.00	R 0.00			
GGP P 38		Server and Personal Computer Infrastructure upgrade	Server infrastructure		Desktop and Server infrastructure is out of warranty	Refreshment of the Server infrastructure Achieved	Percentage	50	R800,000	R 0.00	Finalise procurement of servers and storage units for remote sites.	Implement the server upgrade for Oslo Beach	Implement the server upgrade for Workshop and Harding	Implement the server upgrade for Park Rynie	1 Quarterly report to ICT Steering committee and Minutes	
										520340-020-050-000-000-000	R 0.00	R 0.00	R 0.00	0		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
GGP P 39	Good Governance & Community Participation		Computer infrastructure			Personal Computer infrastructure upgrade	Percentage	80	R1,100,000	R 0.00	Finalise procurement of new desktops and laptops	Implement personal computer upgrade	Prepare maintenance schedule for annual refresh of personal computers.	Refresh all personal computers due for refresh.	Computer Refresh Schedule	
									520340-020-050-000-000-000		R 1 100 000.00	R 0.00	R 0.00	0		
GGP P 40		ICT Security	Information Security		Vacant	Information Security Official is appointed	Date	01-Jul-14	R 0.00	R 0.00	Information Security Officer appointment	Workshop ICT Security Policy	Implement and enforcement of the Security policy	Implement and enforcement of the Security policy	1 Quarterly report to ICT Steering committee and Minutes	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 41		ICT Security	Network patching		No patching is done as server operating system is too old.	Network patching policy and procedures are implemented	Date	01-Jan-15	R 0.00	R 0.00	Implement Network patching for Connor Street Data Centre	Implement Network patching for Oslo Beach Data Centre	Implement Network patching for Bazley & Marburg Servers	Implement Network patching for Park Rynie and Harding Servers	1 Quarterly report to ICT Steering committee and Minutes	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 42		Installation of new inter-office network link.	Inter-office network		None	Inter-office network link between Connor Street and New Disaster Centre is installed.	Date	31-Jul-14	R120,000	R 0.00	Install inter-office link between Connor Street and New Disaster Centre.	Monitor and Report Network Performance to ICT Steering Committee	Monitor and Report Network Performance to ICT Steering Committee	Monitor and Report Network Performance to ICT Steering Committee	1 Quarterly report to ICT Steering committee and Minutes	
									520340-020-050-000-000-000		R120,000	R 0.00	R 0.00	R 0.00		
GGP P 43	ICT Governance	ICT Governance framework		ICT is partly complying to the Framework	Compliance with ICT Governance framework by both ICT and system owners	Percentage	100	R 0.00	R 0.00	Ensure compliance to ICT Governance Framework	Ensure compliance to ICT Governance Framework	Ensure compliance to ICT Governance Framework	Ensure compliance to ICT Governance Framework	Monthly review reports to the ICT Steering Committee		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
GGP P 44	Auditor General's Findings on ICT	AG Findings		22 AG findings in 2012/13	Implementation of Audit action plan	Percentage	80	R 0.00	R 0.00	Update Audit Action Plan with latest findings and actions	Implement AG Recommendations	Implement AG Recommendations	Implement AG Recommendations	1 Quarterly report to ICT Steering committee and Minutes		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
GGP P 45	Good Governance & Community Participation	Disaster Recovery Plan	Backup and restore solution		Temporary Backup Solution has been implemented	Permanent backup and restore solution implemented	Date	01-Jun-15	R 0.00	R 0.00	Implement permanent backup and restore solution for Connor Street	Implement permanent backup and restore solution for Connor Street	Implement permanent backup and restore solution for Oslo Beach	Implement permanent backup and restore solution for Workshop and Harding	Signed Backup Schedules (3)	Corporate Services
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
GGP P 46		Policy Review	ICT Policies		ICT Policies are reviewed annually	Policies are adopted	Date	01-Sep-14	R 0.00	R 0.00	Workshopping of reviewed and approved ICT Policies	Nil	Nil	Review ICT Policies	Council resolution	
	N/A								N/A	R 0.00	R 0.00	R 0.00	R 0.00			
GGP P 47	Ugu Broadband Project	Board Brand Availability		No report	Assessment report completed	Date	01-Dec-14	R 178,447.12	R 0.00	Finalise sourcing of service provider to conduct assess	Present assessment report to MANCO	Present assessment report to EXCO pending decision	Implementation of Decision	Report to ICT Steering committee and Minutes Report submitted to COGTA		
								300276-020-050-000-000-000		R 178,447.12	R 0.00	R 0.00	R 0.00			
LED 2	Local Economic Development	Renewable Energy	Hydro Energy	N/A	New project	Umkomaas Hydro Electrical Energy Project Community Trust established	Date	30-Jun-15	R 30 000.00	R 0.00	N/a	N/a	N/a	Trust established by 2015/06/30	Deed of Trust	
									300180030670		R 0.00	R 0.00	R 0.00	R 50 000		
LED 3		Maritime Sector	Beach Development	Umzumbe	New project	Turton Beach Development Framework Plan Completed	Date	30-Jun-15	R 80 000.00	R 0.00	N/a	Appointment of Consultants	N/a	Framework plan adopted by 2015/06/30	EXCO resolution	
									300180030670		R 0.00	R 0.00	R 80 000			
LED 4		Creative Industry	Support of Creative industry Workshops	All	New project	Creative Industry Workshops	Number	3	R 10 000.00	R 0.00	N/A	1	1	1	Workshop report attendance registers	
									300180030670	R 0.00	R 0.00	R 7 000.00	R 7 000.00	R 6 000.00		
LED 5	SMME Sector	SMME and Co-operative Development	All	80	Trained SMME's and Co-operatives	Number	60	R 10 000.00	R 0.00	15	15	15	15	Workshop report attendance registers		
								300180030670	N/A	R 5 000.00	R 5 000.00	R 5 000.00	R 5 000.00			
		LED Portable Skills Training Program	All	New project	People Trained in local economic development	Number	30	R 120 000.00	R 0.00	6	6	6	6	Workshop report and attendance registers		
								300180030670	N/A	R 37 500.00	R 37 500.00	R 37 500.00	R 37 500.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department	
									OPEX	CAPEX	Q1	Q2	Q3	Q4			
LED 6		SMME Sector	Corporate Development	All	20	Registered Co-operatives	Number	10	R 0.00	R 0.00	2	2	2	4	Copies of registration certificates		
			Emerging Contractors Developed	All	30	Emerging Contractors Trained	Number	23	R 555 496.00	R 0.00	Concept development and signed MOU	23	23	23	Workshop report and attendance registers		
LED 7			Craft commercialization	All	New project	Vendors trained on craft commercialization	Number	50	R 1 200 000.00	R 0.00	5	10	15	20	Attendance registers and certificates		
LED 10	Local Economic Development	Agricultural Support and Development	Tee Tree Project	Ezinqoleni Ward 1	4.2 hectares planted	Increased hectares of Tee Tree Plantation	Number	15	R 10 000.00	R 0.00	N/a	N/a	15 hectares planted	N/A	N/A		
New project					Tea Tree Oil Produced	Litres	3000	R 0.00	R 0.00	750	750	750	750	Production Records			
LED 11			Ugu Fresh Produce Market	Hibiscus Coast Ward 20		Study to investigate future use of the Fresh Produce Market is completed	Date	30-Jun-15	R 0.00	R 0.00	N/A	N/A	N/A	30-Jun-15	MANCO Resolution		
LED 12			LED Funding Applications		New project	Submitted funding Applications for LED projects	Number	4	R 0.00	R 0.00	1	1	1	1	Application covering Letter signed off by the MM		
LED 12			Horseshoe Farm development	Ezinqoleni Ward 1	New project	Registered Horseshoe farm Trust	Date	30-Jun-15	R 30 000.00	R 0.00	n/a	N/a	N/a	30-Jun	Registration Certificate		
LED 12						Development of Farm Plan	Date	30-Mar-15	R 150 000.00	R 0.00	N/A	Appointment of service provider	30 March 2015	N/a	N/A		
LED 12						30m	Metre fenced	Number	20	R 230 000.00	R 0.00	N/A	10.5	N/A	N/A	N/A	
				High Potential Ingonyama Trust Land	All	New project	Business Plans Developed	Number	6	R 1 200 000.00	R 0.00	N/A	N/A	2	4	Portfolio Committee resolution	



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
LED 16		Manufacturing Sector	Support for manufacturing initiatives	N/A	New project	Manufacturing industry workshops conducted	Date	30-Jun-15	R 10 000.00	R 0.00	N/A	N/A	Identification of beneficiaries	Workshop conducted by 30 June 2015	Workshop report noted by portfolio committee and attendance registers	
									30018003 670	N/A	R 0.00	R 0.00	R 0.00	R 20 000		
LED 18		Job Creation	Creation of job opportunities	All	New project	EPWP Job opportunities documented	Number	2000	R 0.00	R 0.00	500	500	500	1500	Portfolio Committee resolution	Infrastructure & Economic Development
				All	126	Job opportunities created through LED initiatives	Number	30	R 0.00	R 0.00	N/A	10	10	10	Portfolio committee resolution noting the report on jobs created	
LED 19		Research and development	Business Survey	All	New project	Business surveys completed	Date	31-Mar-15	R 60 000.00	R 0.00	N/A	N/A	31-Mar-15	N/A	N/A	
LED 20			Development of economic impact study	N/A	New project	Economic impact studies commissioned	Date	31-Mar-15	R 10 000.00	R 0.00			31-Mar-15			
LED 22		Research and development	Development of Socio-economic Indicators	N/A	New project	Socio-economic indicators booklets developed	Date	31-Dec-14	R 60 000.00	R 0.00	N/A	31-Dec-14	N/A	N/A	N/A	
				N/A	Strategy in place	Reviewed LED Strategy	Date	30-Jun-15	R 200 000.00		N/A	N/A	N/A	30-Jun-15	Council resolution	
LED 25		Development Agency	Establishment of Development Agency	All	New project	Operational Ugu Development Agency	Date	31-Dec-14	R 5 000 000.00	R 0.00	N/A	30-Dec-14	N/A	N/A	N/A	
			GDS Implementation Plan	All	New project	Appointment of GDS Lead Teams	Date	31-Dec-14	R 200 000.00	R 0.00	N/A	30-Dec-14				
					New project	GDS Team workshops conducted	Number	2	R 0.00	R 0.00	1	1	N/A	N/A	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	N/A	



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
LED 26	Local Economic Development	Coordination of programmes for vulnerable groups	Youth development	All wards	8	Youth Programmes co-ordinated	Number	8	R 150 000	R 0.00	2	2	2	2	Attendance registers and Minutes of meetings	Office of the Municipal Manager
			All	4	Right of a child programmes co-ordinated	Number	4	R 50 000.00	R 0.00	1	1	1	1	Programme's report and attendance registers		
			All wards	4	Gender programmes co-ordinated	Number	4	R 80 000	R 0.00	1	1	1	1	Attendance registers and report on programmes undertaken		
			All wards	4	Senior Citizens Programmes co-ordinated	Number	4	R 100 000	R 0.00	1	1	1	1	Attendance registers and report on programmes undertaken		
			All wards	4	Disability Programmes co-ordinated	Number	4	R 100 000	R 0.00	1	1	1	1	Attendance registers and report on programmes undertaken		
			All wards	4	HIV and AIDS Programmes co-ordinated	Number	4	R 200 000	R 0.00	1	1	1	1	Attendance registers and report on programmes undertaken		
LED 28	Operation Sukuma Sakhe (OSS)	District OSS Report	All wards	4	Reports submitted to the Premiers Office	Number	4	R 0.00	R 0.00	1	1	1	1	Acknowledgement by the office of the Premier	Office of the Municipal Manager	
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
LED 29	Operation Sukuma Sakhe (OSS)	DTT Functionality	All wards	12 DTT meetings sat in 2013/2014	DTT meetings	Number	12	R 0.00	R 0.00	3	3	3	3	Attendance registers and Minutes of meetings	Office of the Municipal Manager	
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
MFV M1	Financial Improvement Plan	Liquidity Ratio	NA	01:01	Improved Liquidity ratio	Ratio	1.5:1	R 0.00	R 0.00	N/A	N/A	1.5:1	N/A	N/A	Financial Services	
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department							
									OPEX	CAPEX	Q1	Q2	Q3	Q4									
MFV M 2	Financial Viability and Management	Clean Audit	Attainment of Unqualified Report	N/A	Disclaimer	Unqualified Report	Date	31-Jan-15	R 0.00	R 0.00	N/A	N/A	31-Jan-15	N/A	All								
									n/a	n/a	R 0.00	R 0.00	R 0.00	R 0.00									
MFV M 3		Supply Chain management	Vendor Management	Reduction of irregular Expenditure	N/A	8%	Irregular expenditure as a percentage of total actual expenditure	Percentage	1	R 0.00	R 0.00	1%	1%	1%	1%	Register of irregular expenditure							
											N/A	N/A	R 0.00	R 0.00	R 0.00		R 0.00						
MFV M 4				Demand Management	Vendor Management	Sock control	N/A	2	Stock takes conducted	Number	3	R 0.00	R 0.00	N/A	1	1	1	Stock take report					
												N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00						
										R 0.00	R 0.00	Ongoing database update	Ongoing database update	31-Jan-16	N/A	N/A							
										N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00								
										R 0.00	R 0.00	N/A	N/A	N/A	Approved Procurement Plan by 30 June 2015	Manco resolution							
										N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00								
MFV M 5	Contract Management	Awarding of Contrats	Updates of Contrats	N/A	90 days	Award of contract	Turnaround time	75 days	R 0.00	R 0.00	75 days	75 days	75 days	75days	Tender Tracking Register								
																	N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	
MFV M 6	Asset Management	Updates of contract register	Updates of contract register	N/A	Nil	Updates of contract register	Frequency	Monthly	R 0.00	R 0.00	Monthly	Monthly	Monthly	Monthly	Contract register								
																	N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	
MFV M 7	Asset Management	Updated and GRAP compliant Asset Register	Timely & Accurate Asset Verification	N/A	1	Accurately Updated Asset Register	Number	4	R 0.00	R 0.00	1	1	1	1	Internal Audit Reports								
																	N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	
MFV M 8													Annually		Number	4	R 0.00	R 0.00	1	1	1	1	Internal Audit Reports
																	N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00	
MFV M 9					Annually	Repairs & Maintenance monitored	Frequency	Monthly	R 0.00	R 0.00	Monthly	Monthly	Monthly	Monthly	Internal Audit report								
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00									
MFV M 10					Nil	Co ordinate disposal of assets in liaison with SCM	Date	30-May-15	R 0.00	R 0.00	Identification of obsolete assets	Identification of obsolete assets	Updating of disposal register	Auction by 2015/05/30	Letter of award and auctioneer's report								
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00									



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department	
									OPEX	CAPEX	Q1	Q2	Q3	Q4			
MFV M 11	Financial Viability and Management	Revenue Management & Enhancement	Increased Revenue	N/A	86%	Increased collection of current debt ratio	Percentage	92%	R 0.00	R 0.00	92	92	92	92	Debt collection dashboard report	Financial Services	
				N/A	Nil	Debt reduction strategy adopted	Date	30-Sep-14	R 0.00	R 0.00	30-Sep-14	N/A	N/A	N/A	N/A		N/A
N/A				Nil	Reduction in overdue debts	Percentage	20	R 0.00	R 0.00	20	20	20	20	20	20		Debtors age analysis
N/A				10%	Accurate Billing	Percentage	98	R 0.00	R 0.00	98	98	98	98	98	98		Readings report
N/A				86%	Completeness of Billing	Percentage	100	R 0.00	R 0.00	100	100	100	100	100	100		Bill exception report
N/A				40	Creditors payment period	Turn Around Time	30	R 0.00	R 0.00	30	30	30	30	30	30		Creditors age analysis
MFV M 12		N/A	Nil	Reduction in overdue debts	Percentage	20	R 0.00	R 0.00	20	20	20	20	20	20	Debtors age analysis		
																	N/A
MFV M 13		N/A	10%	Accurate Billing	Percentage	98	R 0.00	R 0.00	98	98	98	98	98	98	Readings report		
																	N/A
MFV M 14		N/A	86%	Completeness of Billing	Percentage	100	R 0.00	R 0.00	100	100	100	100	100	100	Bill exception report		
																	N/A
MFV M 15		N/A	40	Creditors payment period	Turn Around Time	30	R 0.00	R 0.00	30	30	30	30	30	30	Creditors age analysis		
																	N/A
MFV M 16	N/A	15%	Controlled Unauthorised, Fruitless and Wasteful Expenditure as a % of Total Actual Expenditure	Percentage	0	R 0.00	R 0.00	0	0	0	0	0	0	Register of wasteful expenditure			
															N/A	N/A	R 0.00
MFV M 17	N/A	68%	Percentage of Total Budget spent on Capital projects	Percentage	80%	R 0.00	R 0.00	40%	50%	70%	80%	80%	80%	Monthly in-year reports			
															N/A	N/A	R 0.00
MFV M 18	N/A	1%	Grants withheld	Percentage	0	R 0.00	R 0.00	0	0	0	0	0	0	Bank statements and DORA payment schedule			
															N/A	N/A	R 0.00
MFV M 19	N/A	1	Annual Financial Statement compiled	Number	2	R 70 000.00	R 0.00	1	Compilation of monthly AFS	1	N/A	N/A	N/A	Internal Audit reports and Council resolution			
						N/A	N/A	R 0.00	R 0.00	R 70 000.00	R 0.00						



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									OPEX	CAPEX	Q1	Q2	Q3	Q4		
MFV M 20	Financial Viability and Management	Budget Management	Annual Financial Statements	N/A	2012/2013 AFS submitted to AG	Annual Financial Statements submitted to Auditor General	Date	31-Aug-14	R 0.00	R 0.00	31-Aug-14	N/A	N/A	N/A	Letter of confirmation from the AG	Financial Services
				N/A	30-Sep-13	Consolidated Annual Financial Statements submitted to the Auditor General	Date	30-Sep-14	R 0.00	R 0.00	30-Sep-14	N/A	N/A	N/A		
			N/A	31/08 2013	Approved Budget Process Plan	Date	31-Aug-14	R 0.00	R 0.00	31/08/2014	N/A	N/A	N/A	Finance Portfolio Committee resolution		
			N/A	29-May-14	2015/2016 Annual Budget adopted by Council	Date	31-May-15	R 0.00	R 0.00	Development of budget process plan	Draft budget	Budget roadshows	31-May-15		Council resolution	
			N/A	27-Feb-14	Adopted Adjustment Budget by Council	Date	28-Feb-15	R 0.00	R 0.00	N/A	N/A	28-Feb-15	N/A	Council resolution		
			N/A	12	Monthly in-year reports produced	Number	12	R 0.00	R 0.00	3	3	3	3		Letters of submission to National and Provincial Treasury	
MFV M 21	Financial Viability and Management	Budget Management	Review of Budget Related Policies	N/A	29-May-14	Reviewed Budget Policies adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policies developed	Policies adopted by 2015/05/31	Council resolution	Financial Services
				N/A	29-May-14	Reviewed Virement Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	Policy adopted by 2015/05/31		
				N/A	29-May-14	Reviewed Cash and Investment Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	Policy adopted by 2015/05/31	Council resolution	
				N/A	4	Quarterly reports produced	Number	4	R 0.00	R 0.00	1	1	1	1		
				N/A	12	Monthly in-year reports produced	Number	12	R 0.00	R 0.00	3	3	3	3	Letters of submission to National and Provincial Treasury	
				N/A	4	Quarterly reports produced	Number	4	R 0.00	R 0.00	1	1	1	1	Council resolution	



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
	Financial Viability and Management	Budget Management	Review of Budget Related Policies	N/A	29-May-14	Reviewed Assets management Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	31-May-15	Council resolution	Financial Services
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				N/A	29-May-14	Reviewed Funding and Reserves Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	31-May-15	Council resolution	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				N/A	29-May-14	Reviewed Credit Control and Debt Collection Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	31-May-15	Council resolution	
									N/A	N/A	R 0.00	R 0.00	R 0.00	31-May-15		
				N/A	29/05/2014	Reviewed Indigent Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	31-May-15	Council resolution	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				N/A	29/05/2014	Reviewed Basic Water Services Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	31-May-15	Council resolution	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				N/A	29/05/2014	Reviewed Supply Chain Management Policy adopted	Date	31-May-15	R 0.00	R 0.00	N/A	Consultation process	Draft policy developed	31-May-15	Council resolution	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
CCS 11	Cross Cutting Interventions	Commitment or constitutional obligation Spatial Equity	Spatial Development Framework	All	30-Jun-12	Reviewed Spatial Development Framework Adopted	Date	30-Jun-15	R 0.00	R 0.00	N/A	Consultation meetings	N/A	30-Jun-15	Council resolution adopting the reviewed SDF	Office of the Municipal Manager
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
CCI 2	Water quality monitoring	Water Sampling, testing & pollution	All	400	Water Samples taken, tested and analysed	Number	1000	R 0.00	R 0.00	250	250	250	250	Sampling results/laboratory reports	Infrastructure & Economic Development	
								N/A	n/a	R 0.00	R 0.00	R 0.00	R 0.00			



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
CCI 2	Cross Cutting Interventions	Environmental health education	Sanitation compliance		0	Projects/issues monitored for sanitation compliance	Number	10	R 0.00	R 0.00	10	N/A	N/A	N/A	List of projects/monitoring reports/site meeting registers & minutes	Infrastructure & Economic Development
CCI 3			Workshops, awareness sessions and campaigns	ALL	8	Workshops, awareness sessions and campaigns Conducted	Number	16	R 50 000.00	R 0.00	4	2	6	4	Workshop report; /programmes; Attendance registers	
CCI 3			Environmental Health Policy	N/A	Draft Policy	Environmental Policy Adopted	Date	Environmental Policy adopted by 30 September 2014	R 0.00	R 0.00	To Policy Review Committee	To MANCO; Portfolio and EXCO	Develop implementation plan	N/A	Environmental Policy, Implementation plan	
CCI 3			Health and Hygiene Education Strategy	N/A	None	Adoption of Health and Hygiene Education Strategy	Date	30-Jun-15	R200, 000	R 0.00	SCM processes	Appointment Service Provider; Project Inception	Public Participation; Draft HHES	Final HHES	Inception report, Minutes of meetings; HHES document; close-out report	
CCI 3		Law Enforcement	Public Health By-Laws	N/A	Draft	Adoption of Public Health By-Laws & Implementation Plan	Date	30-Mar-15	R 300 000.00	R 0.00	Public Participation	MANCO, EXCO and Council submissions; Gazetting	Implementation plan	N/A	Final draft of by-laws; PP report; close-out report	
CCI 4		Food control	National/provincial food run	All	2	Food runs/annum	Number	2	R 0.00	R 0.00	1	N/A	1	N/A	sampling programme; Lab results	
CCI 4			Swabbing/Microbial detection	All	100	Microbial samples conducted	Number	100	R 60 000.00	R 0.00	0	25	25	50	Procurement procedure & test results	
CCI 4		Food handlers education workshop and sessions	All	4	Education workshops held	Number	8	R 0.00	R 0.00	3	1	2	2	Workshop report; education material; attendance register; dated photos		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
CCI 4	Cross Cutting Interventions		Inspections, actions/sessions	All	160	Inspections and actions taken / sessions	Number	320	R 0.00	R 0.00	80	80	80	80	Inspection reports, correspondences; compliance notices; certification documents, etc	Infrastructure & Economic Development
CCI 5		Disposal of the Dead	Pauper burials	All	16	Qualifying paupers buried	Percentage	100%	R 100 000.00	R 0.00	100%	100%	100%	100%	Burial records; documents from forensics; Quarterly report on burials conducted	
CCI 6		Premises surveillance	Building Plans	All	400	NumBuilding Plans assessed	number	300	R 0.00	R 0.00	75	75	75	75	Plans register per LM done, with an EH stamp; signed inspection sheets	
CCI 6		Premises surveillance	Health compliance	All	160	Inspections of premises for health compliance	number	320	R 0.00	R 0.00	80	80	80	80	Signed inspection sheets for premises; follow-up actions	
CCI 7	Communicable Disease Control	Communicable Disease Surveillance	All	6	Investigation and reporting of Communicable Diseases investigated	Percentage	100%	R 0.00	R 0.00	100	100	100	100	Investigation report, notification form from Dept of Health		
CCI 8	Air Quality Management	Atmospheric Emissions Licensing-Maintenance	All	9 licences	AQMP implementation-Licences maintained	Number	9	R 0.00	R 0.00	9	9	9	9	Copies of old licences/NAEIS reports; reminders for re-payments		
		Atmospheric Emissions Licensing-Issuing	All	9 licences	Licences issued as per applications received	Percentage	100% of AELs issued	R 0.00	R 0.00	2 AELs issued	1 AEL issued	1 AEL issued	2 AELs issued	Samples of copies of application; Copies of AELs issued;		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
CCI 9	Cross Cutting Interventions	Integrated waste management Plan implementation	Controlled emitters (small boilers) survey and database	All	Advert for small boilers reporting regime	Draft Database of controlled emitters completed	Date	30-Jun-15	R200, 000	R 0.00	Newspaper advert calling for registration	1st draft database from respondents	SCM process for service provider for technical survey	Draft number database of controlled emitters	Draft database; proof of SCM processes followed	
			320053-090-190		R 0.00	R 50 000.00	R 50 000.00	R 100 000.00								
		Support LMs in Waste Management project	All	Supported 6 waste mngt projects in 6 LMs	Waste management projects supported in LMs	number	6 projects	R 0.00	R 0.00	6 projects in 6 LMs	6 projects in 6 LMs	6 projects in 6 LMs	6 projects in 6 LMs	Reports on each project; Minutes & reports of PAC meetings		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
		Signing of Ugu into Central KZN Climate Change Compact	All	none	Climate Change Compact signed	Date	Signed Compact	R 0.00	R 0.00	Submission of report - MANCO, Portfolio and EXCO	Presentation of Signatory to Central KZN regional Compact	Initiation on Climate Change Project	N/A	N/A		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
Climate Change Desktop Vulnerability survey	All	none	Vulnerability desktop study adopted	Date	30-Jun-15	R 400 000.00	R 0.00	SCM processes	Appointment of Service Provider	Survey and public participation	Survey report	Council resolution adopting the report				
						320230-090-190-000-000-000		R 100 000.00	R 100 000.00	R 100 000.00	R 100 000.00					
CCI 11	Integrated Environmental Management & Environmental Compliance	Environmental Management plan (EMP)	Draft report	Adoption of Environmental Management plan (EMP)	Date	30-Dec-14	R 100 000.00	R 0.00	Public Participation	Approval/Adoption	N/A	N/A				
							320475-090-190		R 50 000.00	R 50 000.00	R 0.00	R 0.00				
		Impact Management	16 WS compliant project/reports	Projects/cases - env compliance	Number	16 projects compliant and/or cases of compliance	R 0.00	R 0.00	4 projects/cases	4 projects/cases	4 projects/cases	4 projects/cases	Compliance reports, site meeting registers and reports, etc			
N/A	N/A						R 0.00	R 0.00	R 0.00	R 0.00						



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
			Finalisation of the Environmental Management Framework		Env Report (Desired state of Env & Env. Management Zones)	Adoption of Environmental Management Framework	Date	Final Adopted EMF by 2015/06/30	R 349 298.43	R 0.00	4th round of public participation	Strategic Env Mngt Plan	Draft EMF	Final EMF	Final EMF exec. Summary; PSC/PMT reports; Close-out report	
									300071-090-190		R 0.00	R 0.00	R 0.00	R 349 298.43		
CCI 12	Cross Cutting Interventions	Integrated Coastal management	Coastal management projects	HCM and Umzumbe	2 externally funded projects	Coastal management projects coordinated	Number	2	R 0.00	R 0.00	2	2	2	2	Projects advisory committee minutes/Progress reports to Portfolio Committee	
			Coastal management stakeholder forum	N/A	1 forum; 3 meetings/ annum	Coastal management stakeholder forum meetings held	Number	3	R 10 000.00	R 0.00	1	1	1	N/A	Forum reports; minutes; attendance register	
									320150-090-190		R 3 333.33	R 3 333.33	R 3 333.33	R 0.00		
CCI 13	Cross Cutting Interventions	Env protection and biodiversity management	Problem (Bushpigs) Animals Management	Vulamehlo & Umzumbe	1 pilot-Umzumbe LM	Problem (bushpigs) animals management projects piloted	Number	2	R200, 000	R 0.00	1 project (Umzumbe)	1 project (Vulamehlo)	Umzumbe and Vulamehlo	Umzumbe and Vulamehlo	field/progress reports; Reports of meetings	
										320146-090-190		R 50 000.00	R 50 000.00	R 50 000.00	R 50 000.00	
		Bushpigs Hunters database	N/A	None	Compile a Database of Bushpigs hunters by	Date	1 database	R 0.00	R 0.00	n/a	Newspaper/website advert	Compile database	n/a	Advert; database of bushpig hunters		
												R 0.00	R 0.00	R 0.00	R 0.00	
			Invasive Alien Species (IASP)-Forum and projects	Umzumbe	1 forum; 2 projects EPWP projects-Umdoni & HCM	Invasive Alien Species (IASP) stakeholder forum meetings held	Number	2	R 0.00	R 0.00	1 stakeholder meeting	1 stakeholder meeting;	1 stakeholder meeting;	1 stakeholder meeting	Forum meetings reports; attendance registers;	
											R 0.00	R 0.00	R 0.00	R 0.00		
			Umdoni Estuarine clearing follow up project	Umdoni penington	Project in Umdoni and HCM completed	Umdoni Estuarine clearing follow up project completed	Date	30-Jun-15	R200, 000	R 0.00	Project plan developed	procurement process	appointment of service provider	Project implementation	Project closeout report	
									320635-090-190		R 0.00	R50,000	R100,000	R 50 000		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
CCI 14	Cross Cutting Interventions	Environmental Education and Awareness	Awareness campaigns and education programmes	All	5	Public campaigns held (external)	number	5	R 100 000.00	R 0.00	1	1	1	2	Minutes of planning meetings/attendance registers;	Infrastructure & Economic Development
									320470-090-190		R 25 000.00	R 25 000.00	R 25 000.00	R 25 000.00		
				All	5	International Environmental calendar days celebrated	number	5	R 0.00	R 0.00	1	1	1	2	Minutes of planning meetings/attendance registers	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
				All	15 SEEPRO schools	Schools in the SEEPRO (Schools Environmental Education Programme)	number	15	R 0.00	R 0.00	15	0	0	0	N/A	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
					2 workshops ; paper recycling project with Aux Services	Eco-/Green office initiatives (internal education) implemented	number	4	R 0.00	R 0.00	1 workshop with new cleaning contractor	1 workshop with Ext MANCO	1 workshop with Water Services on EMP	1 workshop with cleaning personnel	Workshop report; presentations/programmes; Attendance registers	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
N/A	Draft Policy	Environmental Policy Adopted	Date	30 September 2014	R 0.00	R 0.00	Submit policy to Policy Review Committee	Submit Policy to MANCO; Portfolio and EXCO	Develop implementation plan	N/A	N/A					
					N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00						
CSI 15	Integrated Institutional Capacity for Disaster Risk Management DDMA	Construction of Disaster Management Centre		Construction of ph1 in progress	Disaster management centre enhancement will be completed	Date	01-Mar-15	R5,500,000	R 0.00	Implementation R2,500,000	Implementation R2,500,000	Completion of disaster management centre R500,000	Nil	Invoice	Corporate Services	
									N/A	R 2 500 000.00	R 2 500 000.00	R 500 000.00	R 0.00			
		Disaster Risk Management DDMA Forums		4 forums planned for 2013/14	Coordinated forums for Disaster Risk Management DDMA Forums	Number	4	R 0.00	R 0.00	1 Forum	1 Forum	1 Forum	1 Forum	Attendance Registers		
								N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00			
		Disaster Risk Management		12 forums planned	Coordinated forums for Disaster Risk	Number	12	R 0.00	R 0.00	3 Forums	3 Forums	3 Forums	3 Forums	Attendance Registers		



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department
									OPEX	CAPEX	Q1	Q2	Q3	Q4		
			Forum		for 2013/14	Management Practitioners			N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		Corporate Services
CSI 16		Disaster Risk Assessment	Risk Identification		6 risk assessments conducted in 2013/14	Disaster Risk Assessments conducted	Number	6	R 0.00	R 0.00	1 Risk Assessment	2 Risk Assessment	1 Risk Assessment	2 Risk Assessment	Risk Assessment Report	
									N/A	N/A	R 0.00	R 0.00	R 0.00	R 0.00		
CCI 17		Disaster Risk Reduction	Disaster Risk Reduction Readiness		2 disaster risk reduction plans	Disaster Risk Reduction plans developed	Number	4	R130,000	0.00	1 Risk Reduction plan R13,000	1 Risk Reduction plan R13,000	1 Risk Reduction plan R13,000	1 Risk Reduction plan R13,000	Contingency Plan	
											R 13 000.00	R 13 000.00	R 13 000.00	R 13 000.00		
		Disaster Risk Reduction	Disaster Risk Reduction Readiness		6 Disaster Management plans in 2013/14	Co-ordinated disaster management plans and frameworks of all LM's in line with IDP's	Number	6	0.00	N/A	2 disaster management plan R26,000	2 disaster management plan R26,000	2 disaster management plan R26,000	Nil	Disaster Management Plan	
											R 26 000.00	R 26 000.00	R 26 000.00	R 26 000.00		
CSI 18	Cross Cutting Interventions	Response & Recovery	Disaster risk management response, recovery, relief and rehabilitation		Adopted disaster risk response, recovery, relief and rehabilitation strategy	Disaster risk management response, recovery, relief and rehabilitation strategy implementation plan gets adopted for implementation	Date	01-Sep-14	R1,250,000	R 0.00	Adoption of Disaster risk management, response, relief, recovery and rehabilitation implementation plan	Implementation	Implementation	Implementation	Progress Report	
											R 1 250 000.00	R 0.00	R 0.00	R 0.00		
											no strategy in place	District wide fire and rescue strategy is adopted	Date	01-Dec-14		
R 350 000.00	R 0.00	R 0.00	R 0.00													
			Fire Fighting		2 LM's assisted (Umzumbhe, Ezinqoleni)	Local municipalities assisted with fire fighting equipment for rural communities (Umzumbhe, Vulamehlo, Umuzwabantu)	Number	3	R 0.00	R 900 000.00	Procurement of fire fighting equipment R900,000	3 LM's assisted with fire fighting equipment	Nil	Nil	N/A	



IDP REF	NKPA	Programme	Measurable Objective / Output	Locality	Baseline/ Status Quo	Annual KPI: Output	KPI Measure	Annual Target	Annual Budget Information		Quarterly Performance Targets				POE	Department		
									OPEX	CAPEX	Q1	Q2	Q3	Q4				
	Cross Cutting Interventions	Response & Recovery			4 disaster management workshops in 2013/14	Disaster Management Workshops	Number	6	R370,000	R 0.00	1 Disaster management workshop R15,000	2 disaster management workshops R30,000	2 disaster management workshops R30,000	1 Disaster management workshop R15,000	Attendance Registers	Corporate Services		
CSI 19			Disaster Awareness and Trainings			3 trainings conducted in 2013/14	Trainings conducted	Number	4		R 0.00	1 Training session R43,000	1 Training session R43,000	1 Training session R43,000	1 Training session R43,000		Attendance Registers	
			Capacity Building			12 awareness campaigns	Community and schools awareness campaigns conducted	Number	12	0.00	R 0.00	3 awareness campaigns conducted R30,000	3 awareness campaigns conducted R30,000	3 awareness campaigns conducted R30,000	3 awareness campaigns conducted R30,000		Attendance Registers	
			Compliance			None	Bylaws adopted Adoption	Date	30-Jun-15	R641,000	R 0.00	Procurement of a service provider to develop bylaw R 100 000.00	Consultation R241,000	Draft bylaws R300,000	Adoption of the bylaws by Council 0.00		Council resolution	
		Compliance			R1.3million divided between Cluster A & B	Fire fighting shared services is made available to LMs	Date	30-Sep-14	R2,650,000	0.00	Conclude SLA with 4 LM's Allocate Funding to 4 LM's R 0.00	Monitor and reporting on implementation R1,500,000	Monitor and reporting on implementation R 0.00	Monitor and reporting on implementation R 0.00	Quarterly report			
		Availability of Fire Fighting to LMs			No fire fighting personnel in 2013/14	Fire services are procured through the relevant agencies	Date	30-Sep-14		0.00	Procurement of fire fighting service personnel	Implementation of fire fighting services	Implementation of fire fighting services	Implementation of fire fighting services	Quarterly report			
									N/A	N/A	R 0.00	R 1 500 000.00	R 0.00	R 0.00				



9. 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 9.1.

Table 9.1: Ugu District Status Quo of Sector Plans

Source: Ugu DM, 2014

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 2013	August 2014
2	Public Participation Report	Yes	Yes	June 2014	June 2015
3	Spatial Development Framework	Yes	Yes	June 2012	June 2015
4	Organizational Performance Management Plan	Yes	Yes	July 2013	July 2014
5	Service Delivery and Budget Implementation Plan	Yes	N/A	N/A	June 2015
6	Local Economic Development Plan	Yes	Yes	June 2007	June 2015
7	Disaster Management Plan	Yes	Yes	2014	2015
8	Water Services Development Plan	Yes	No	Last adopted 2011	2015
9	District Growth and Development Strategy	Yes	No	N/A	September 2014
10	Environmental Management Framework	No	N/A	N/A	December 2014
11	Integrated Waste Management Plan	Yes	Yes	October 2012	October 2017
12	Capital Investment Plan	No	No	N/A	June 2015
13	Water Services and Sanitation Master Plan	Yes	Yes	June 2006	June 2015
14	Public Transport Plan (PTP) / Integrated Transport Plan (ITP)	Yes	Yes	June 2006	June 2016
15	Air Quality Management Plan	Yes	Yes	Sept 2013	September 2018
16	Land Use Management Framework (LUMF)	Yes	Yes	June 2012	June 2015
17	Coastal Zone Management Plan (CZMP)			2002	2016
18	Energy Master Plan (Electricity Master Plan)	No	No	N/A	N/A
19	Agricultural Plan	Yes	Yes	June 2007	June 2015
20	Five Year Financial Management Plan	Yes	Yes	May 2014	May 2015
21	Human Resource Development Strategy				