



Ugu District Municipality

REVIEWED 2023/2024
Integrated Development Plan

Ugu District Development Planning

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LIST OF ACRONYMS IN THE INTEGRATED DEVELOPMENT PLAN			
AG	Auditor General	ISRDP	Integrated Sustainable Rural Development Programme
AIDS	Acquired Immune Deficiency Syndrome	IWMP	Integrated Waste Management Plan
ART	Antiretroviral Therapy	KPA	Key Performance Area
ARV	Antiretroviral	LED	Local Economic Development
BBBEE	Broad Based Black Economic Empowerment	LGSETA	Local Government SETA
CDWs	Community Development Workers	LM	Local Municipality
CWP	Community Workers Programme	LRAD	Land Redistribution Programme
CoGTA	Department Cooperative Governance and Traditional Affairs	LTT	Local Task Team
DEDTEA	Department of Economic Development Environmental Affairs Tourism	LUMS	Land Use Management System
DEA	Department of Environmental Affairs	LUMF	Land Use Management Framework
DoT	Department of Transport	MMR	Maternal Mortality Rate
DM	District Municipality	MEC	Member of the Executive Council
DoHS	Department of Human Settlement	M&E	Monitoring & Evaluation
DTT	District Task Team	MDG	Millennium Development Goals
DWA	Department of Water Affairs	MIG	Municipal Improvement Grant
EAP	Employee Assistance Programme	MSIG	Municipal Systems Improvement Grant
EIA	Environmental Impact Assessment	NEMA	National Environmental Management Act
EKZNW	Ezemvelo KZN Wildlife	PGDS	Provincial Growth and Development Strategy
EMF	Environmental Management Framework	PHC	Primary Health Care
EMP	Environmental Management Plan	PMS	Performance Management System
EPWP	Expanded Public Works Programme	POE	Portfolio of Evidence
FBS	Free Basic Services	PSEDS	Provincial Spatial Economic Development Strategy
FET	Further Education and Training	SANRAL	South African National Roads Agency Limited
GDS	Growth and Development Strategy	SDBIP	Service Delivery and Budget Implementation Plan
HAST	HIV, AIDS, STI, TB	SDIP	Service Delivery Implementation Plan
HH	Households	SDF	Spatial Development Framework

HIV	Human Immunodeficiency Virus	SEA	Strategic Environmental Assessment
HR	Human Resources	SONA	State of the Nation Address
ICMA	Integrated Coastal Management Act	SOPA	State of the Province Address
ICT	Information and Communication Technology	SSMP	Sanitation Service Master Plan
IDP	Integrated Development Plan	STATSSA	Statistics South Africa
IDPRF	Integrated Development Plan Representative Forum	VCT	Voluntary Counselling and Testing
IMCI	Integrated Management of Child	WHO	World Health Organisation
IGR	Inter-Governmental Relations	WTT	Ward Task Team
IPT	Ionized Preventive Therapy		

Table 1:Glossary

Chapter 1: Executive Summary

In compliance with the Local Government Municipal Systems Act, 32 of 2000, the Ugu District Council adopted a reviewed Integrated Development Plan on the 25th of May 2023. This plan aims at providing a basis for both public and private sector investment in the district and strengthen intergovernmental relations within the spheres of government. The reviewed plan comes after the district has adopted the 20 year DDM (District Development Model) which stipulate the district spatial, socio-economic vision and the implementation of the projects and programmes.

1.1 Who Are We?

Ugu District Municipality is a category C municipality which is a municipality that has municipal executive and legislative authority in an area that includes more than one municipality. It is 4 908 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 eThekweni, in the West by Umgungundlovu and Harry Gwala District municipalities and on the Southern side shares its borders with the Eastern Cape Province. The municipality consists of 85 municipal wards, which culminate into four local municipalities, namely Ray Nkonyeni, Umuziwabantu, Umzumbe and Umdoni. Ugu District municipality has forty (40) traditional council areas within its jurisdictional area and these are:

Table 2: Tribal Authorities

Municipality	Tribal Authority Area
Umdoni	Mbele; Qiko; Zembeni; Izimpethuzendlovu; Emandleni; Ukuthula; AmaNyuswa; Cele; and Malangeni.
Umzumbe	Bhekani; Cele P; Nhlanguwini; Mabheleni; KwaBombo; Nyavini; Ndelu; Hlongwa; Thulini; Qwabe N; Cele K; Dungeni; Emadungeni; Qoloqolo; Qwabe P; and Hlubi.
Ray Nkonyeni	Qiniselani/Manyuswa; Mavundla/Nkumbini; Cele/Vukuzithathe; Xolo; Nzimakwe; Mavundla; Nsimbini; Lushaba; and Madlala.
Umuziwabantu	Kwa-Fodo; Thokozani/Madumisa; Jabulani/Beshwayo; Mbotho; Jali/Nhlangano; and Maci/Isibonda.

Source: KZN CoGTA, 2023

The statistics show that the Ray Nkonyeni Municipality is the district's economic hub characterised by a range of businesses, administrative buildings, mixed transportation systems and integrated land uses. Ugu District Municipality's main economic sectors are:

- Wholesale and retail,
- Trade and tourism,
- Finance and Insurance,
- Real estate and Business services,
- Manufacturing,
- Construction and Transport,
- Agriculture, forestry and fisheries and

- Mining and quarrying.

Commercial agriculture in the district used to produce one-fifth of all bananas consumed in South Africa, with numerous companies successfully exporting these and other products to some of the most exclusive packers in the United Kingdom however this has taken a major knock over the past years. The district beaches have further maintained the blue flag status over slowly showing a slight recovery in the economy.

The unrest in July 2021 negatively impacted the wholesale and retail trade, catering and accommodation sector considerably in the Ugu District and KZN province:- therefore the sector not only had to recover from the pandemic but also unrest. The floods in March 2022 negatively impacted the utilities, agriculture sector and informal economy (retail/trade) substantially – therefore these sectors not only had to recover from the pandemic, but also the floods experienced.

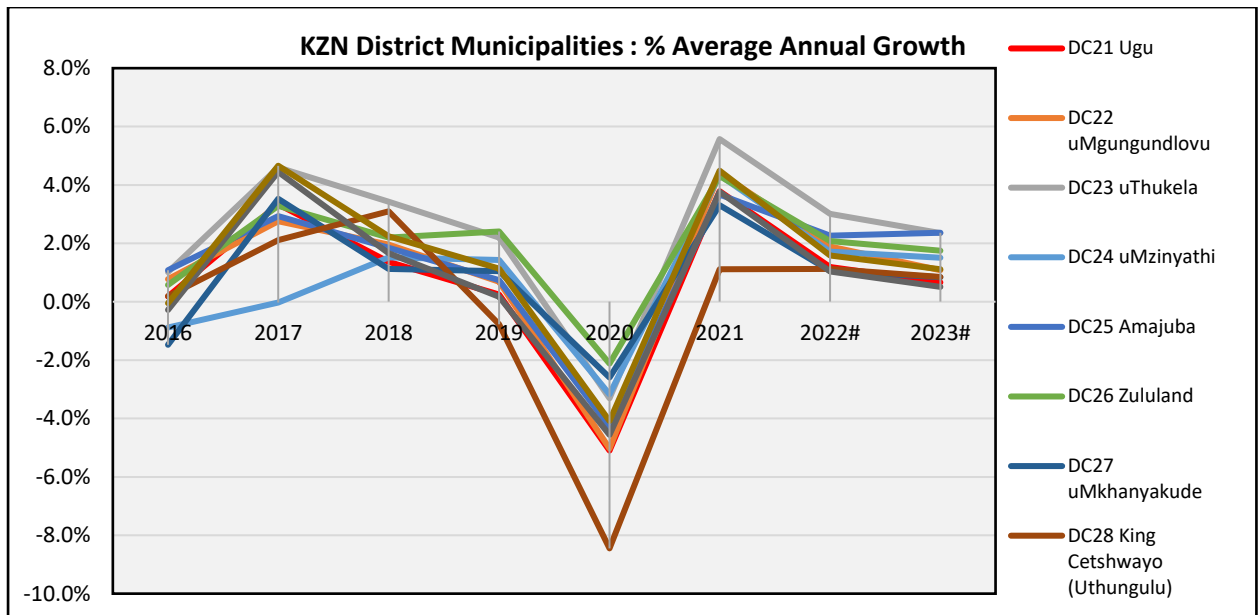
At the onset of the Covid-19 pandemic government came up with a response which included four main pillars:

- First pillar: the health response;
- Second pillar: the vulnerable, both economic and social response;
- Third pillar: compliance with disaster regulations and
- Fourth pillar: the economic recovery response.

In addition to the four pillars, the KZN government broke down the economy recovery into fourteen sectors as part of the social compact for economic recovery. The social compact set out priority objectives for each sector and provided commitments by each partner towards achieving the objectives. Cutting across the sectors radical economic transformation and the development of rural and township economies was prioritised.

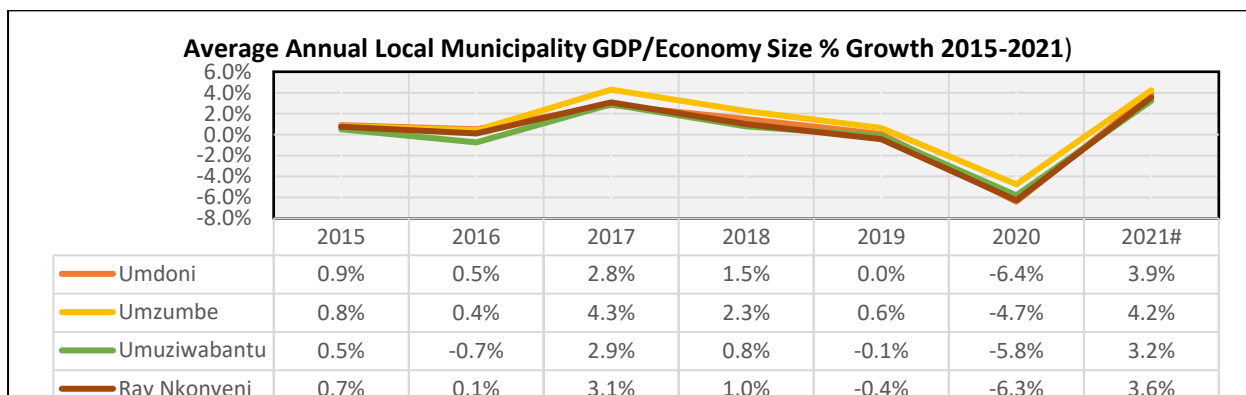
For the Ugu economy:- 2021 was a year of substantial GDP % growth, exceeding 2017's percentage growth, and indicating a rapid recovery from Covid-pandemic. It is however, predicted that 2022 Ugu's GDP % growth will be less than 2021, followed by continued decline in percentage growth in 2022 and 2023 – although the economy will continue to grow slightly.

Post-covid percentage average annual GDP growth across all the districts in the province of KwaZulu-Natal have followed a similar trend, although of differing extents, of decline and recovery. To note: Ugu experienced one of the greatest percentage decline/shrinkage in 2020.

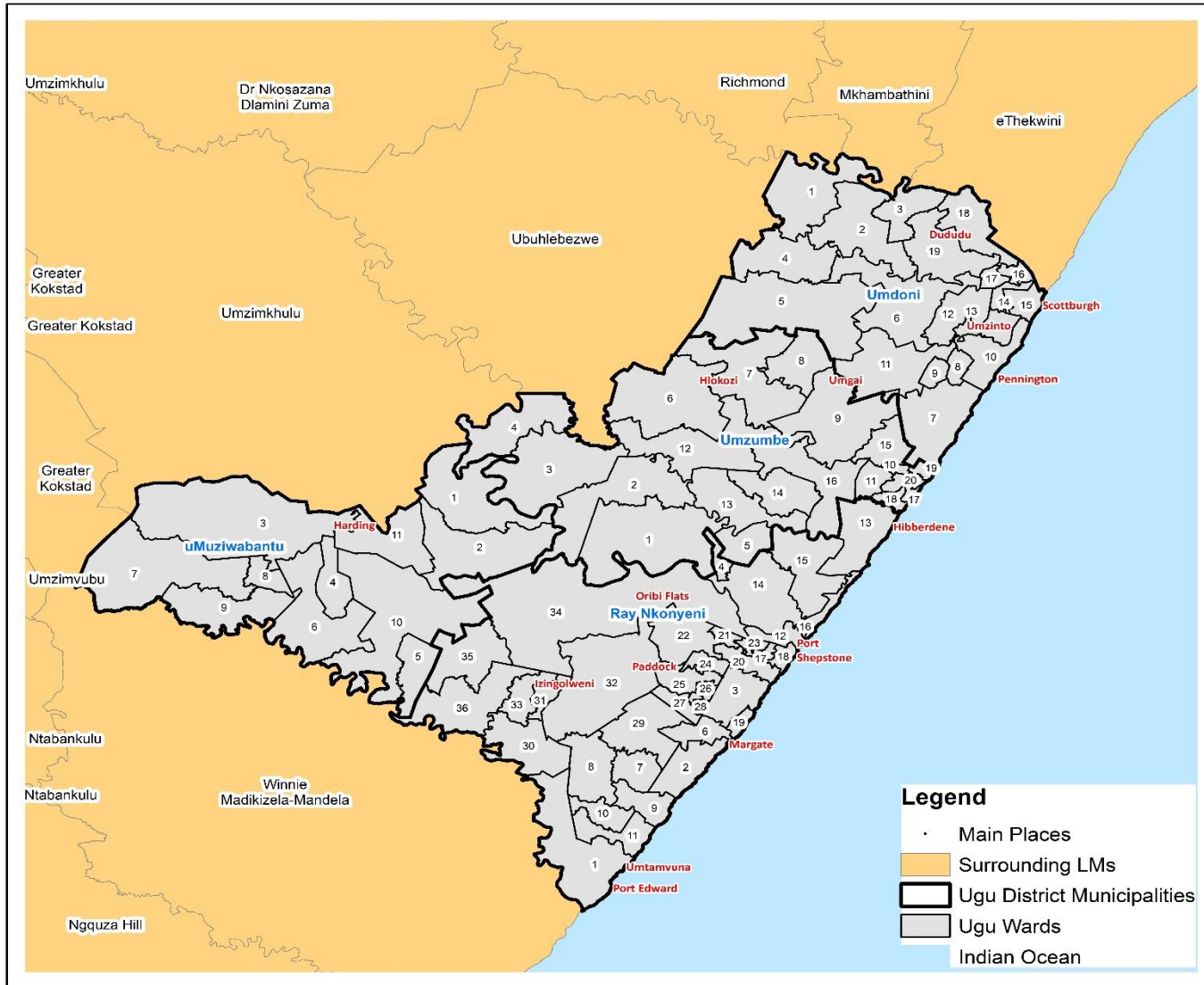


StatsSA, 2021 & Estimated (Actual – April 2021-Dec 2021)

The local municipalities within the Ugu District have followed a similar trend to the district overall trend in terms of GDP % increase or decrease (growth and decline/shrinkage). The greatest 2020 GDP % decline was experienced by Umdoni (6.4%) and Ray Nkonyeni Municipalities (6.3%), whilst Umzumbe Municipality has shown the greatest % GDP recovery (4.2%).



StatsSA, 2021 & Estimated (Actual – April 2021-Dec 2021)



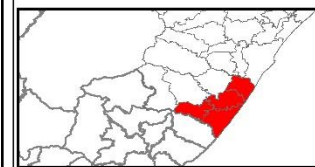
Legend

- Main Places
- Surrounding LMs
- Ugu District Municipalities
- Ugu Wards
- Indian Ocean

Ward Boundaries



LOCALITY PLAN



N

1:700 000

0 65 000 130 000 260 000 390 000 Meters

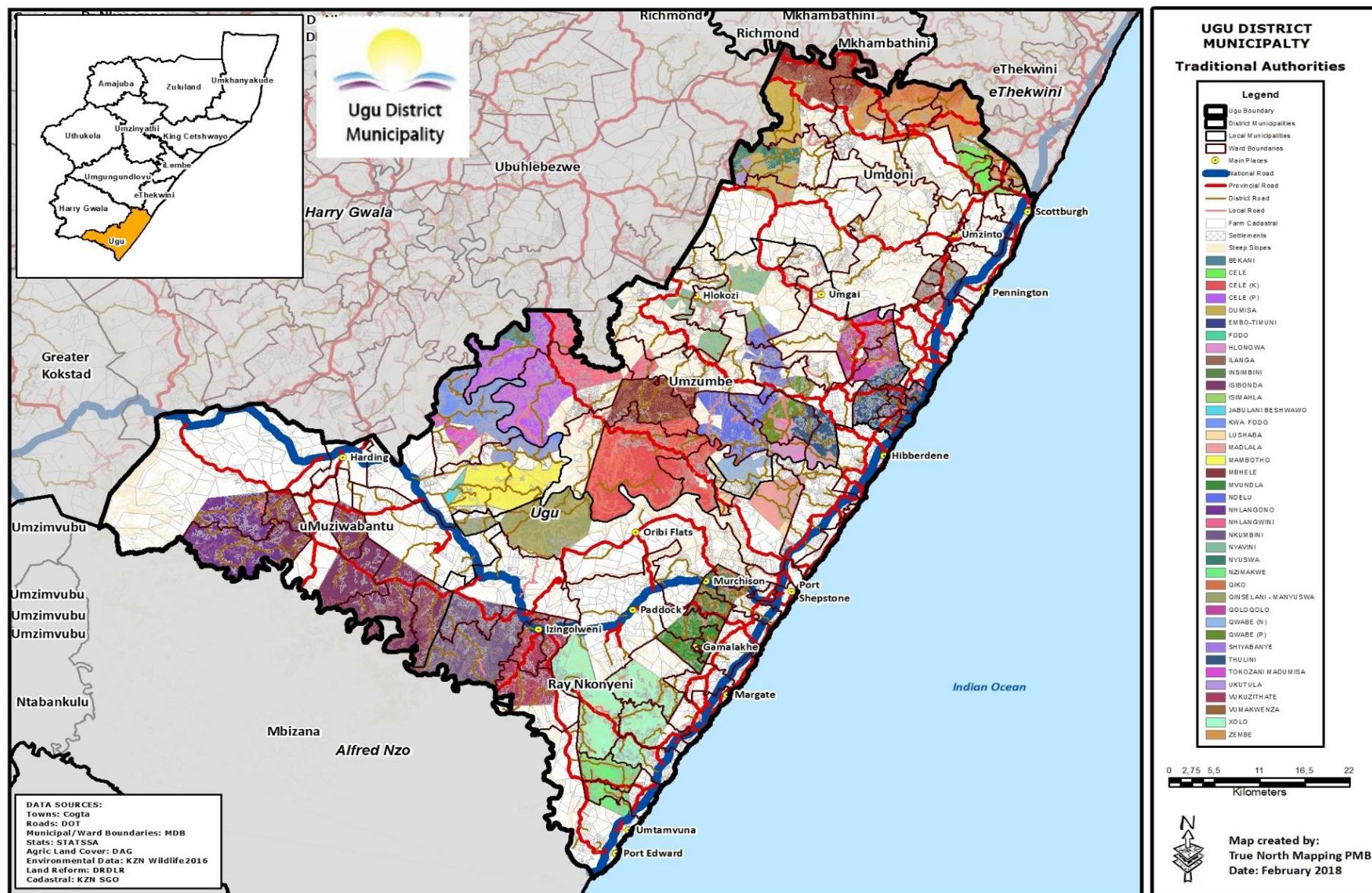
Data Source(s)
Municipal dDemarcations Board
KZN COGTA

Disclaimer

The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.

SOURCE: UGU SPATIAL DEVELOPMENT FRAMEWORK (2023)

Map 1:Ward Boundaries



SOURCE: UGU SPATIAL DEVELOPMENT FRAMEWORK (2023)

Map 2: Traditional Authorities

1.1.1 Demographics Overview

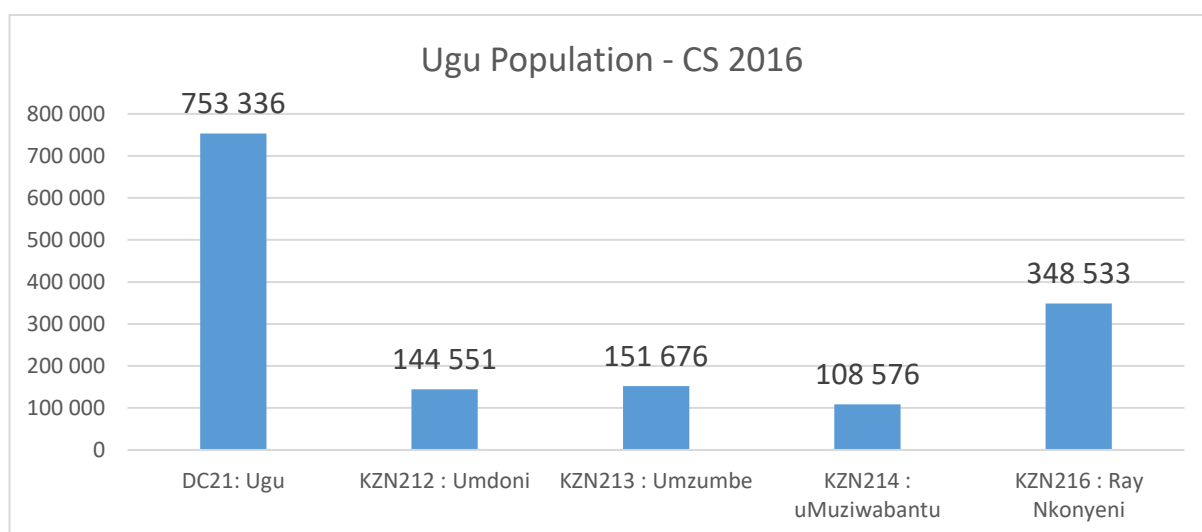
According to the Stats SA Community Survey 2016, the total population of the Ugu District Municipality area of jurisdiction is 753 336 while the 2020 mid-year projections estimate a total population to be 824 612 in the year 2021, a growth rate of 2.03. The district has a relatively young population with the children and youth making up 38.7% of total population. The dominant population group is Africans making up 90% of the total population. Indians, Coloureds and Whites make up the other 10% of the population. Table 1.1.1.1: shows Key Demographic Information and Service Levels. The sex ratio as per 2011 census is 92 males per 100 females.

Table 3:Key Demographics

Source: Stats SA Community Survey, 2016

Population		Economic Profile	
Total Population	753 336	Total Number of Households	175 146
Young (0-14)	286 823	Average Household Size	4 (persons / hh)
Working age (15-64)	433 417	Access to Piped Water	125 308
Elderly (65+)	33 097	Access to Electricity	149 224
Area in km²	4 908	Access to Sanitation	124 354
Population Density per km²	153.49	Unemployment(official)	29.1
Growth Rates	0.042	Unemployment Rate (Youth)	36,0
Total Fertility Rate	67.5	Main Occupation Sector	Formal sector
Total Mortality Rate	6.0	Indigent Households	25 750
Sex Ratio (male/100 women)	92	Social Grants Recipients	288 728
Dependency Ratio	0.74	Literacy Rate	78

Source: Stats SA Community Survey, 2016



The Ugu District Municipality area of jurisdiction has a total number of 175 146 households with an average size of four persons per household. In terms of access to basic service delivery 67% of the households have access to water; 74% have access to electricity and 91% have access to sanitation.

Source: Stats SA Community Survey 2016

The above graph shows the population of the district as per the 2016 community survey then further categorises it in the different Local Municipalities.

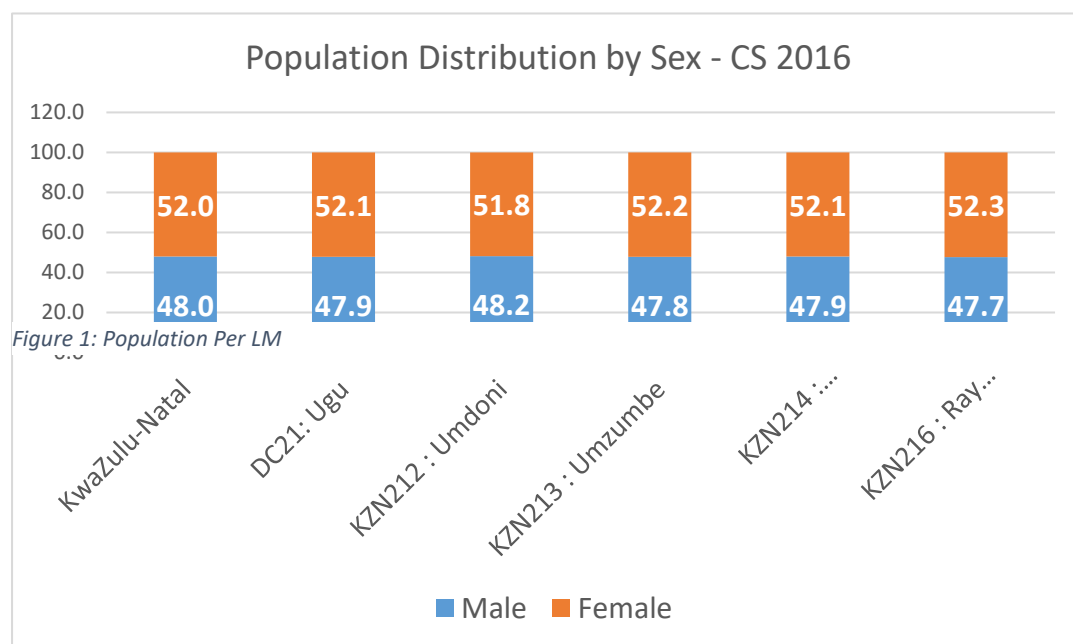
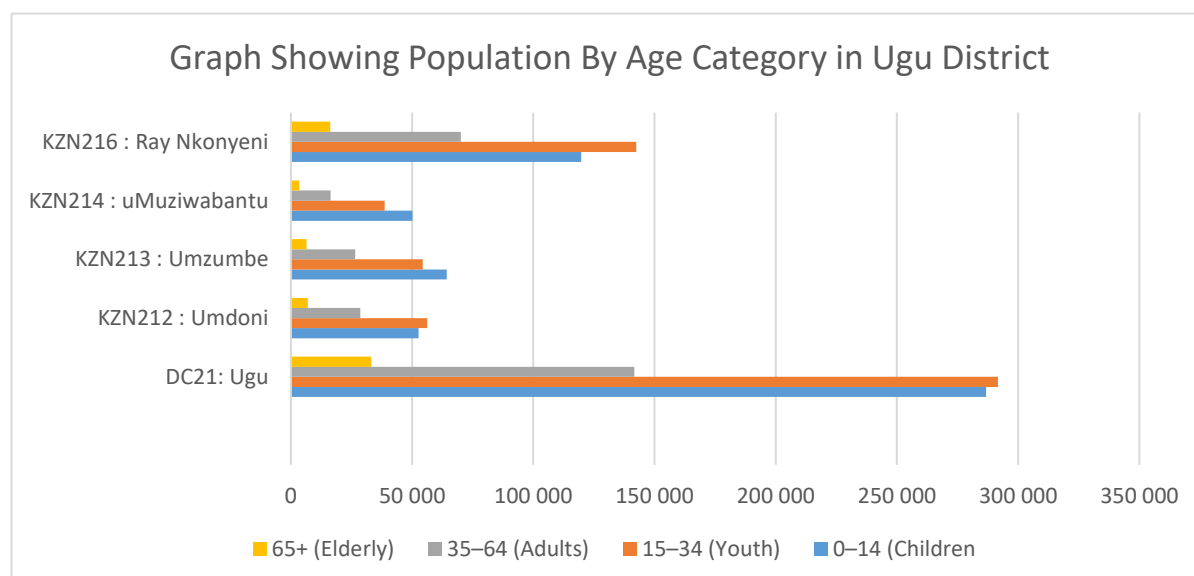


Figure 1: Population Per LM

Figure 2: Population by Sex

Source: Stats SA Community Survey 2016

This graph shows the district population distribution by sex against the provincial distribution.



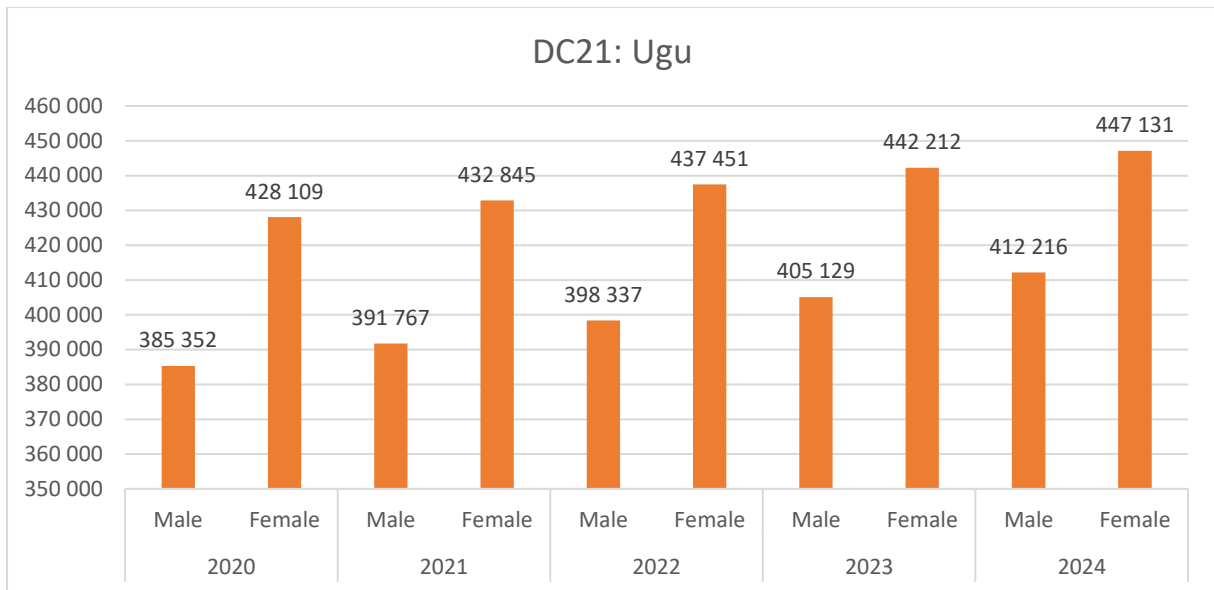
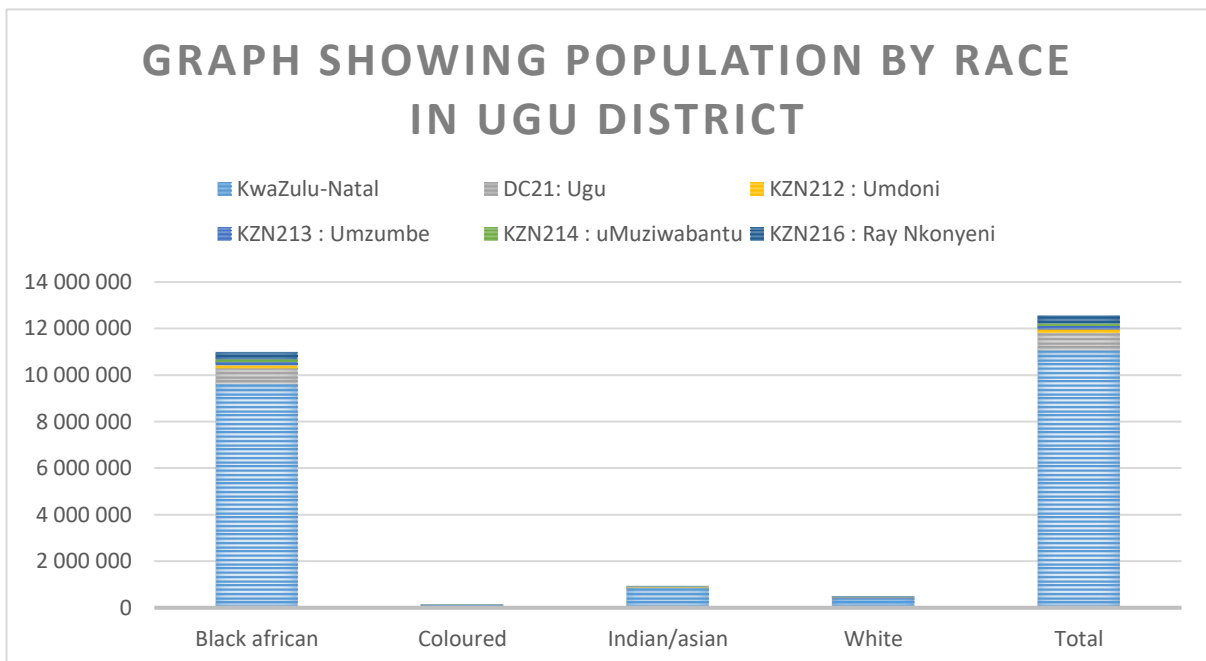


Figure 3: Population Estimates

Source: Stats SA Population Estimates 2021

The graph above shows the populations estimates over a 5 year period starting from 2020 year. This paragraph gives us an indication of the kind of population count the district excepting. The below graph depicts the categorisation of race within the district of Ugu where it is shown that the majority of the race is black African people followed by whites and indians then the minority is the coloured race.



Source: Stats SA Community Survey 2016

Economy Grew at Average Annual Growth Rate: 1.2% between 2012-2019. Higher than KZN 0.8% growth for same period.

2017-2019 Economy Shrank from 3.26%-0.5%.

% share of GDP:
RNM 64%, Umdoni 19%, Umzumbe 9%, Umuziwabantu 8%.

Largest R-Value Sectoral Contribution: % share: Manuf, W & R, C & A (tourism), Finance, Ins, Bus Serv

All sectors exhibited growth except electricity, gas & water.

GVA shares by Sector: General Government, W & R, Manufacturing

Highest Comparative Advantage Sector: Agric, For, Fish & Construction

Ugu recorded an average negative trade balance 2016-2019

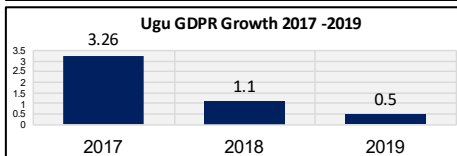
Agriculture largest exporter followed by Manufacturing

Poverty: PHI 25%	Inequality: "Severe" (GC:6)	Inequality Increased 2016-2019	Official Unemployment Rate 36.75
Labour Force Participation 46.8	Labour Absorption: 28.8	Area Employed 138 335 people	Largest Sectoral Employer: W & R, C, A (tourism)
Sectoral Emp Growth Rate: Job Losses: Agriculture & Construction		Sectoral Job Growth: W & R, Ac, C (tourism), Manufacturing, Finance, Insur, Real Est & Bus Serv	

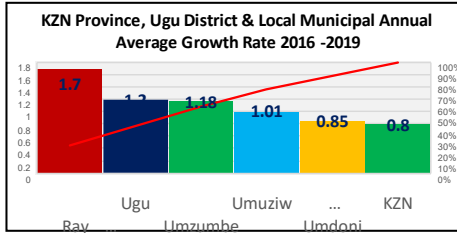
Source: Stats SA Community Survey 2016

CONTEXT: GDP (Economy Size)

GDP = Value of all goods and services produced in a specified period (sum total of GVA). Used by Investors to Make Investment Decisions



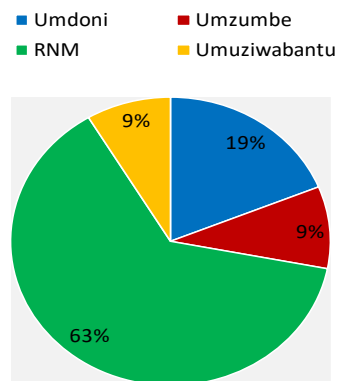
Economy Grew at Average of 1.2% per annum 2012-2019. Higher than KZN's Growth rate of 0.8%. 2017/19-declined. Trend.



All higher than KZN Ray Nkonyeni had the largest annual average growth of 1.7%, followed by Umzumbe with 1.18% then Umdoni with 0.85%.

Source: Stats SA Community Survey 2016

CONTEXT: LM % SHARE GDP



Ugu Economy Generated R47.4 billion in 2019.

RNM: R29.6 billion

Umdoni: R8.8 billion

Umzumbe: R4.3 billion

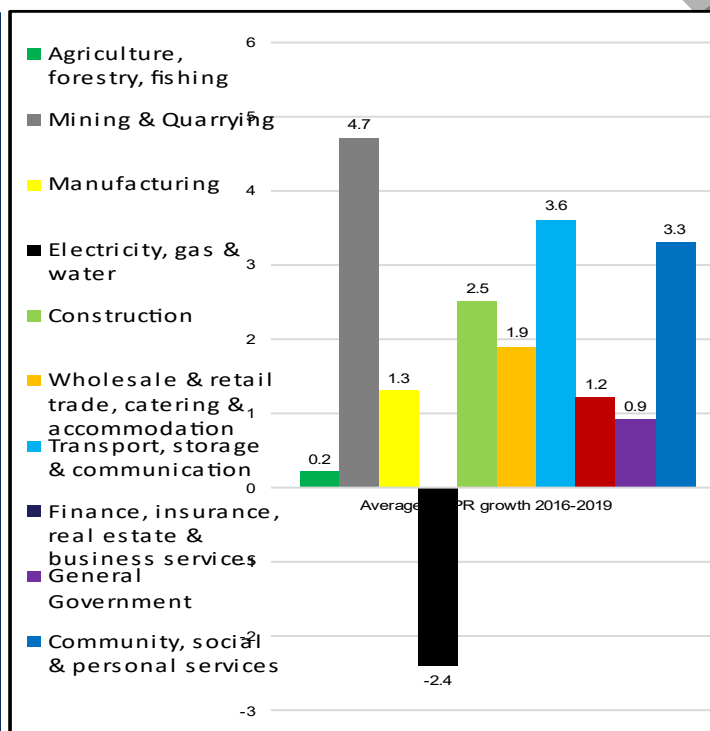
Umuziwabantu R4 billion.

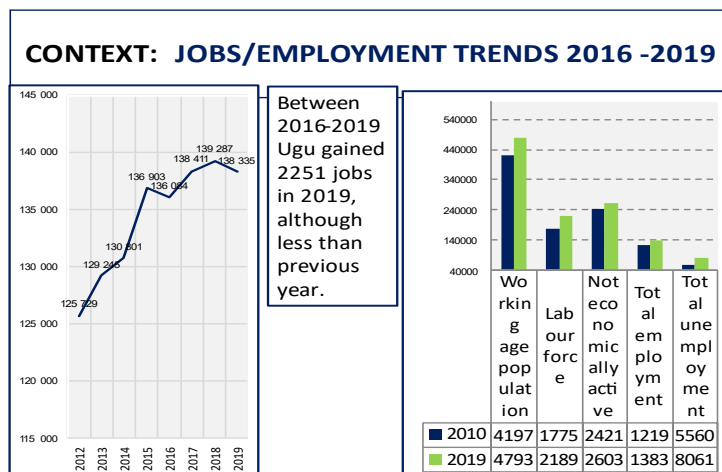
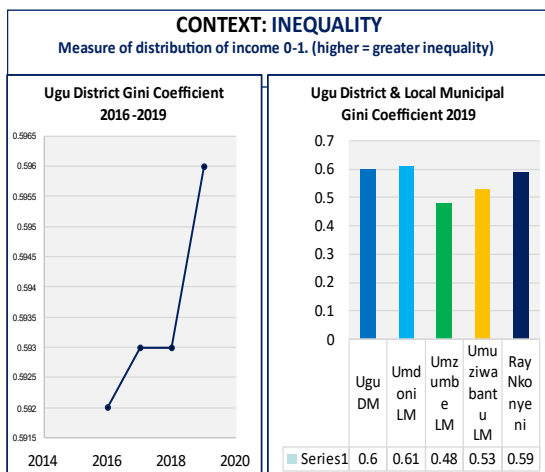
SECTORAL AVERAGE GDP GROWTH 2016-2019

All sectors, except the electricity, gas and water sector, exhibited average GDP growth between 2016-2019, which exhibited negative growth of 2.4%. Greatest average GDP growth for the period 2016-2019 were:

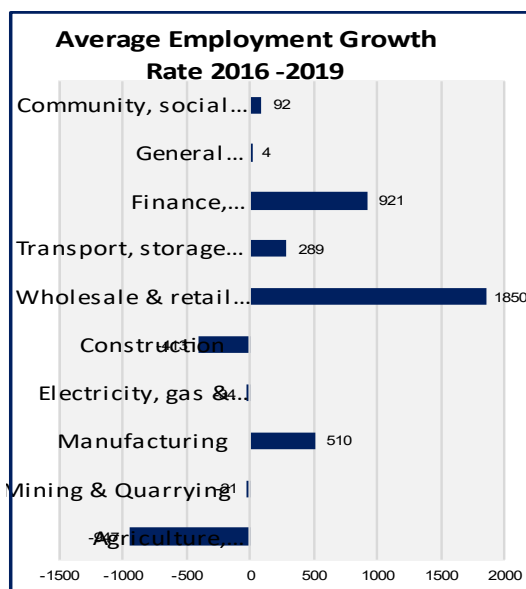
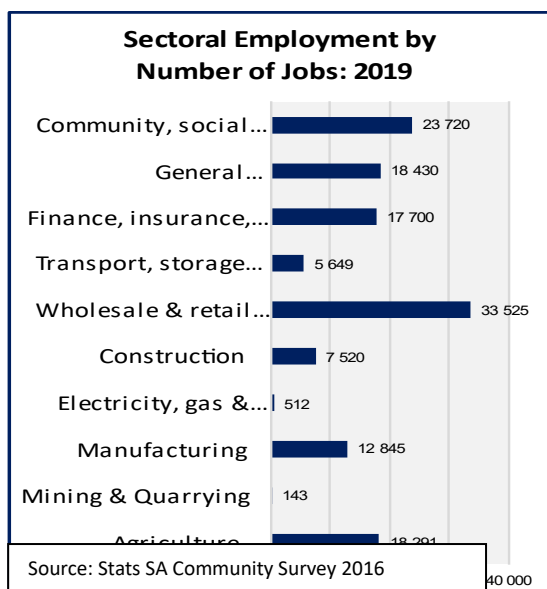
- mining and quarrying (4.7%);
- transport, storage and communication (3.6%);
- community, social and personal services (3.3%);
- and
- construction (2.5%).

Mining and quarrying, despite its comparatively low percentage share has shown the **greatest average growth and therefore is a growing economic sector.**





Source: Stats SA Community Survey 2016



The below tables show the different forms of disability in the district which is critical information to be considered when prioritising programmes and projects

Source: Stats SA Community Survey 2016

	KwaZulu-Natal
Christianity	7 798 972
Islam	183 109
Traditional african religion (e.g. ancestral; tribal; animis;etc)	807 639
Hinduism	438 103
Buddism	9 391
Bahaism	2 303
Judaism	5 277
Atheism	14 584
Agnosticism	5 836
No religious affiliation/belief	1 411 836
Other	291 073
Do not know	96 891
Unspecified	227

DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwabantu	KZN216 : Ray Nkonyeni
545 972	94 359	104 562	73 740	273 311
6 977	2 608	96	-	4 273
31 773	6 428	16 723	5 828	2 794
11 280	5 503	-	22	5 755
376	28	-	231	117
214	12	-	202	-
33	14	19	-	-
243	-	-	-	243
2 154	-	-	-	2 154
114 088	30 603	25 625	14 647	43 212
29 267	4 182	3 077	12 167	9 840
10 960	813	1 574	1 739	6 835
-	-	-	-	-

Marital Status	DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwabantu	KZN216 : Ray Nkonyeni
Legally married (include customary; traditional; religious etc)	101 071	20 532	18 489	9 832	52 217
Living together like husband and wife/partners	20 928	4 018	1 354	6 674	8 882
Divorced	3 037	963	216	119	1 738
Separated; but still legally married	882	119	133	90	539
Widowed	17 393	3 953	2 341	1 699	9 401
Single; but have been living together with someone as husband/wife/partner before	12 378	3 158	2 694	2 574	3 952
Single; and have never lived together as husband/wife/partner	361 733	67 771	73 088	46 647	174 227
Not applicable	235 824	44 028	53 361	40 908	97 527

	DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwabantu	KZN216 : Ray Nkonyeni
Pre-school (incl. ecd centre; e.g. day care; creche; playgro	27 326	4 226	4 476	4 694	13 930
Primary school (grade r to 7)	151 827	26 116	32 599	27 522	65 589
Secondary school (grade 8 to 12)	99 717	16 969	20 051	17 899	44 798
Technical vocational education and training (tv et); formerly	8 611	1 497	1 197	818	5 099
Other college (including private and public nursing college	2 433	527	363	408	1 135
Higher educational institution (including university/univers	10 175	2 131	1 351	2 179	4 514
Community education and training college (including adulated)	2 815	538	532	613	1 132
Home-based education/home schooling	392	20	50	19	304
Other	811	35	242	140	395
Do not know	434	24	190	70	149
Not applicable	448 792	92 467	90 627	54 211	211 488

Percentage share per Institution by applicable population	KwaZulu -Natal	DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwa bantu	KZN216 : Ray Nkonyeni
Pre-school (incl. ecd centre; e.g. day care; creche; playgro	9.5	9.0	8.1	7.3	8.6	10.2
Primary school (grade r to 7)	46.7	49.9	50.1	53.4	50.6	47.9
Secondary school (grade 8 to 12)	30.4	32.7	32.6	32.8	32.9	32.7
Technical vocational education and training (tv et); formerly	3.7	2.8	2.9	2.0	1.5	3.7
Other college (including private and public nursing college	1.5	0.8	1.0	0.6	0.8	0.8
Higher educational institution (including university/univers	6.2	3.3	4.1	2.2	4.0	3.3
Community education and training college (including adulated)	1.1	0.9	1.0	0.9	1.1	0.8
Home-based education/home schooling	0.1	0.1	0.0	0.1	0.0	0.2
Other	0.6	0.3	0.1	0.4	0.3	0.3

Source: Stats SA 2016

	DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwabantu	KZN216 : Ray Nkonyeni
No schooling	125 990	27 449	27 579	22 843	48 119
Some Primary (Gr 0 - Gr 6)	219 126	38 574	51 598	37 497	91 457
Primary Completed (Gr 7)	31 898	6 776	6 457	4 610	14 054
Some Secondary (Gr 8 - Gr 11, N1-4, Cert/Dip with <G12)	209 950	37 699	40 997	29 643	101 611
Matric	129 827	26 768	20 886	10 115	72 057
Post School (Higher Education)	31 069	5 678	2 980	3 321	19 090
Other	1 519	605	320	162	432
Do not know	3 146	860	710	250	1 326
Unspecified	812	143	148	133	387

Source: Stats SA Community Survey 2016

Institution type -->	Institution type			
	Higher education institution (University/ University of technology)	Tvet (formerly FET)/Private Colleges)	Not applicable	Unspecified
KwaZulu-Natal	415 552	178 912	10 396 851	73 924
DC21: Ugu	22 924	11 307	716 191	2 914
KZN212 : Umdoni	4 259	2 235	137 681	375
KZN213 : Umzumbe	2 341	1 099	147 686	550
KZN214 : uMuziwabantu	2 196	959	104 464	956
KZN216 : Ray Nkonyeni	14 127	7 015	326 360	1 032

Source: Stats SA
Community Survey
2016

Field: Higher Education Institution	DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwabantu	KZN216 : Ray Nkonyeni
Agriculture	438	66	16	89	268
Architecture and the built environment	336	77	17	-	242
Arts (Visual and performing arts)	186	-	-	-	186
Business	2 483	529	132	65	1 757
Communication	364	19	77	30	238
Computer and information sciences	606	33	81	64	427
Education	8 305	1 448	1 112	1 362	4 383

Engineering	2 194	480	262	155	1 296
Health professions and related clinical sciences	2 458	492	216	210	1 541
Family ecology and consumer sciences	71	58	-	-	13
Languages	75	-	11	9	55
Law	353	105	44	-	203
Life sciences	174	31	-	18	125
Physical sciences	186	-	-	-	186
Mathematics and statistics	81	26	-	-	55
Military sciences	103	9	-	-	94
Philosophy	291	119	-	-	172
Psychology	311	57	26	-	228
Public management and services	638	91	120	29	398
Social sciences	636	142	109	-	386
Other	2 611	477	119	166	1 849
Do not know	23	-	-	-	23
Not applicable	727 498	139 916	148 785	105 423	333 374
Unspecified	2 914	375	550	956	1 032

Source: STATS SA Community Survey 2016

Field: TVET	DC21: Ugu	KZN212 : Umdoni	KZN213 : Umzumbe	KZN214 : uMuziwabantu	KZN216 : Ray Nkonyeni
Management	1 731	315	176	93	1 147
Marketing	346	59	17	28	242
Information technology and computer science	470	-	43	37	390
Finance	654	127	32	58	436
Office administration	924	132	111	130	551
Electrical infrastructure construction	607	40	41	71	455
Civil engineering and building construction	317	30	30	41	216
Engineering	1 558	401	75	138	945
Primary agriculture	125	24	27	-	75

Hospitality	676	130	87	40	420
Tourism	411	26	48	32	304
Safety in society	229	100	45	20	64
Mechatronics	52	-	-	-	52
Education and development	732	164	104	103	361
Other	2 364	585	263	168	1 348
Do not know	110	102	-	-	7
Not applicable	739 115	141 941	150 027	106 660	340 486
Unspecified	2 914	375	550	956	1 032

Source: STATS SA 2016 Community Survey

Mid year population estimates 2020, district projections Ugu

	2020		2021		2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
0-4	50 794	49 119	51 019	49 159	50 916	49 189	50 663	49 044	50 307	48 762	49 929	48 400
5-9	48 275	46 391	49 116	47 023	49 871	47 714	50 566	48 379	51 220	48 972	51 720	49 377
10-14	44 095	43 132	45 417	44 335	46 443	45 006	47 373	45 676	48 185	46 371	48 948	47 128
15-19	35 927	35 009	37 301	36 265	38 519	37 580	40 167	39 194	41 891	40 725	43 752	42 287
20-24	35 535	34 081	34 215	32 812	33 624	32 255	33 312	31 953	33 372	32 060	33 816	32 568
25-29	40 221	37 994	39 299	36 988	38 493	36 355	37 274	35 280	36 082	34 119	34 925	32 908
30-34	38 650	37 490	39 223	37 729	39 893	38 100	40 280	38 340	40 268	38 366	39 944	38 186
35-39	28 076	30 414	30 506	32 261	32 660	33 846	34 610	35 246	36 473	36 495	38 055	37 512
40-44	16 999	20 998	18 485	22 226	20 255	23 870	22 404	25 809	24 689	27 862	26 922	29 830
45-49	12 445	17 667	13 103	18 219	13 645	18 710	14 192	19 057	14 856	19 510	15 843	20 283
50-54	8 289	15 085	8 633	15 044	9 145	15 195	9 767	15 615	10 424	16 153	11 087	16 710
55-59	6 767	14 638	6 809	14 666	6 811	14 564	6 816	14 382	6 877	14 188	7 037	14 049
60-64	5 267	12 203	5 264	12 417	5 212	12 641	5 202	12 858	5 219	13 071	5 256	13 263

65-69	4 037	9 925	3 892	9 885	3 738	9 839	3 614	9 956	3 511	10 110	3 435	10 295
70-74	2 988	8 462	2 822	8 351	2 695	8 054	2 508	7 720	2 303	7 501	2 107	7 409
75-79	1 694	5 060	1 599	5 260	1 613	5 399	1 616	5 505	1 571	5 509	1 457	5 401
80+	996	3 003	968	2 825	987	2 645	1 007	2 480	1 031	2 325	1 059	2 172

Source: STATS SA 2016
Community Survey

	Age	2020		2021		2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
KZN212 : Umdoni	0-4	8 404	7 606	8 403	7 540	8 346	7 473	8 266	7 379	8 169	7 266	8 069	7 141
	5-9	7 583	7 577	7 647	7 622	7 696	7 675	7 732	7 722	7 761	7 756	7 765	7 759
	10-14	6 937	6 976	7 074	7 119	7 161	7 173	7 229	7 226	7 278	7 281	7 316	7 345
	15-19	5 612	5 647	5 768	5 805	5 896	5 970	6 085	6 179	6 280	6 370	6 490	6 563
	20-24	6 649	6 283	6 381	6 039	6 251	5 926	6 173	5 860	6 164	5 869	6 226	5 951
	25-29	7 227	6 271	6 989	6 050	6 775	5 892	6 492	5 665	6 218	5 427	5 954	5 185
	30-34	6 821	6 596	6 837	6 595	6 867	6 616	6 846	6 613	6 756	6 574	6 615	6 499
	35-39	5 477	5 490	5 915	5 792	6 293	6 044	6 627	6 260	6 941	6 447	7 196	6 590
	40-44	3 379	3 969	3 658	4 192	3 991	4 493	4 394	4 848	4 820	5 222	5 232	5 579
	45-49	2 813	3 323	2 968	3 418	3 097	3 502	3 227	3 558	3 385	3 634	3 617	3 768
	50-54	1 785	2 750	1 858	2 726	1 967	2 737	2 099	2 796	2 239	2 875	2 380	2 955
	55-59	1 370	2 668	1 377	2 658	1 375	2 625	1 374	2 578	1 385	2 529	1 415	2 490
	60-64	1 102	2 225	1 102	2 255	1 092	2 287	1 090	2 317	1 094	2 346	1 103	2 371
	65-69	1 024	2 263	999	2 273	970	2 282	947	2 328	931	2 384	920	2 448
	70-74	657	1 584	623	1 561	597	1 503	558	1 438	515	1 396	473	1 376
	75+	593	1 503	569	1 508	581	1 501	590	1 491	589	1 464	573	1 417
KZN213 : Umzumbe	0-4	11 344	11 207	11 244	11 094	11 071	10 979	10 866	10 825	10 641	10 641	10 414	10 442
	5-9	11 086	10 677	11 119	10 681	11 127	10 694	11 116	10 698	11 092	10 682	11 031	10 623
	10-14	9 889	9 678	10 016	9 791	10 069	9 779	10 094	9 763	10 087	9 747	10 065	9 738
	15-19	7 861	7 664	8 022	7 826	8 140	7 993	8 338	8 214	8 540	8 409	8 756	8 600
	20-24	6 862	6 350	6 509	6 012	6 300	5 811	6 146	5 658	6 062	5 579	6 045	5 567
	25-29	6 330	5 830	6 090	5 527	5 872	5 287	5 595	4 989	5 329	4 688	5 073	4 389

	30-34	6 759	5 583	6 818	5 462	6 892	5 358	6 915	5 233	6 870	5 078	6 773	4 896
	35-39	4 413	4 769	4 726	4 927	4 985	5 032	5 204	5 097	5 401	5 129	5 548	5 120
	40-44	2 985	3 980	3 218	4 156	3 497	4 402	3 835	4 693	4 190	4 994	4 529	5 270
	45-49	2 247	3 635	2 341	3 708	2 413	3 766	2 483	3 794	2 571	3 841	2 712	3 949
	50-54	1 613	3 245	1 668	3 210	1 753	3 216	1 859	3 278	1 969	3 363	2 078	3 450
	55-59	1 415	3 074	1 417	3 047	1 410	2 994	1 403	2 925	1 409	2 854	1 434	2 795
	60-64	1 259	2 754	1 262	2 784	1 253	2 815	1 254	2 843	1 261	2 871	1 273	2 893
	65-69	661	1 724	622	1 665	583	1 604	549	1 570	520	1 540	495	1 514
	70-74	541	1 593	504	1 532	475	1 438	435	1 340	394	1 266	355	1 214
	75+	448	2 075	419	2 074	415	2 055	410	2 033	398	1 987	376	1 914
KZN214 : uMuziwabantu	0-4	8 841	8 718	8 907	8 764	8 915	8 809	8 898	8 823	8 861	8 811	8 821	8 785
	5-9	9 009	8 320	9 231	8 480	9 438	8 652	9 636	8 821	9 828	8 978	9 992	9 101
	10-14	8 296	7 875	8 625	8 153	8 902	8 335	9 163	8 520	9 405	8 710	9 640	8 915
	15-19	6 382	5 942	6 699	6 197	6 993	6 465	7 370	6 788	7 768	7 100	8 198	7 422
	20-24	4 734	4 552	4 590	4 386	4 543	4 314	4 533	4 277	4 573	4 294	4 666	4 365
	25-29	4 543	4 736	4 457	4 603	4 384	4 517	4 262	4 376	4 143	4 225	4 026	4 069
	30-34	4 118	4 468	4 169	4 477	4 230	4 502	4 261	4 511	4 250	4 494	4 206	4 454
	35-39	3 253	4 010	3 550	4 263	3 819	4 482	4 065	4 677	4 304	4 853	4 511	4 999
	40-44	2 019	2 958	2 212	3 153	2 441	3 408	2 719	3 710	3 018	4 031	3 314	4 344
	45-49	1 556	2 448	1 655	2 540	1 742	2 625	1 830	2 691	1 935	2 773	2 084	2 901
	50-54	930	1 799	973	1 794	1 035	1 812	1 111	1 862	1 191	1 927	1 272	1 993
	55-59	727	1 609	736	1 607	740	1 590	744	1 566	754	1 540	776	1 520
	60-64	580	1 268	582	1 274	578	1 280	579	1 284	583	1 288	590	1 289
	65-69	323	944	308	924	293	904	280	899	269	896	260	896
	70-74	234	1 131	218	1 123	205	1 090	188	1 052	171	1 028	154	1 022
	75+	244	1 029	233	1 042	236	1 046	237	1 048	235	1 038	227	1 013
KZN216 : Ray Nkonyeni	0-4	22 204	21 589	22 466	21 761	22 583	21 928	22 633	22 017	22 635	22 044	22 625	22 032
	5-9	20 596	19 817	21 119	20 240	21 611	20 692	22 081	21 137	22 538	21 555	22 932	21 894
	10-14	18 972	18 603	19 702	19 273	20 312	19 719	20 886	20 168	21 415	20 633	21 927	21 130

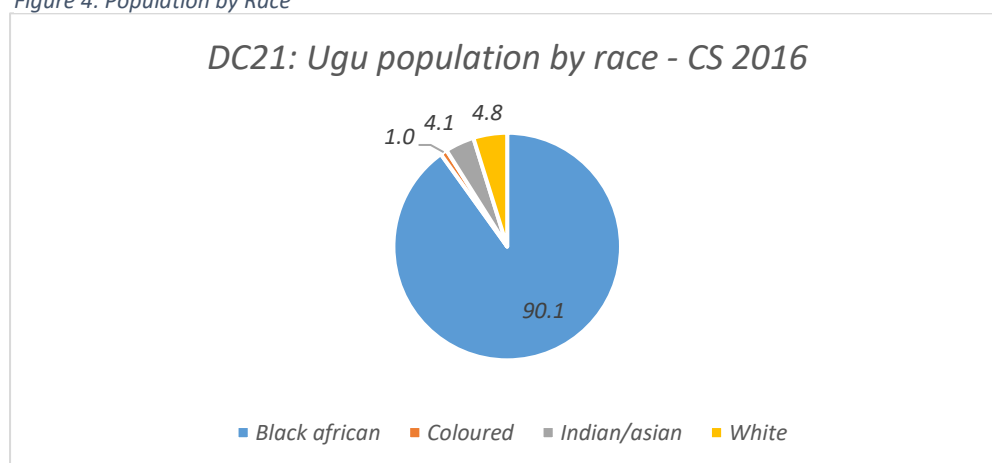
	15-19	16 072	15 756	16 812	16 437	17 490	17 152	18 374	18 013	19 303	18 846	20 308	19 703
	20-24	17 289	16 896	16 733	16 375	16 529	16 204	16 460	16 158	16 574	16 319	16 880	16 685
	25-29	22 120	21 157	21 763	20 808	21 462	20 660	20 925	20 251	20 392	19 779	19 871	19 265
	30-34	20 952	20 843	21 400	21 195	21 904	21 624	22 257	21 983	22 391	22 220	22 351	22 337
	35-39	14 933	16 146	16 315	17 280	17 563	18 289	18 713	19 212	19 828	20 066	20 799	20 803
	40-44	8 616	10 090	9 397	10 725	10 327	11 567	11 456	12 559	12 662	13 615	13 847	14 637
	45-49	5 829	8 263	6 138	8 553	6 394	8 816	6 652	9 014	6 965	9 263	7 430	9 666
	50-54	3 961	7 291	4 135	7 313	4 389	7 429	4 698	7 678	5 025	7 988	5 357	8 311
	55-59	3 254	7 288	3 280	7 354	3 286	7 354	3 294	7 314	3 329	7 266	3 412	7 244
	60-64	2 325	5 956	2 318	6 105	2 289	6 260	2 279	6 413	2 280	6 566	2 290	6 710
	65-69	2 029	4 994	1 964	5 023	1 893	5 049	1 837	5 159	1 792	5 289	1 760	5 438
	70-74	1 556	4 154	1 477	4 136	1 418	4 023	1 326	3 890	1 224	3 811	1 125	3 796
	75+	1 405	3 456	1 346	3 462	1 369	3 441	1 386	3 412	1 380	3 344	1 340	3 229

Source: Stats SA Community Survey 2016

1.2 How was this IDP Developed?

The Ugu District Municipality IDP was prepared in terms of the legislative requirements as entailed in chapter five (5) of the Municipal Systems Act. Consideration was given to the MEC's comments that were raised in the 2022/2023 IDP Review where the IDP received a total score of 86% an increase from the previous financial year of approximately. An in-house team led by the Office of the Municipal Manager was assigned the task of developing the IDP. To ensure ownership of the process and to gather community inputs, existing municipal structures and systems i.e. IDP Representative Forum as well as IDP and Budget Road Shows were also used. Table 1.2.1 below provides a summary of the Process Plan and its implementation.

Figure 4: Population by Race



Source: Stats SA Community Survey 2016

This graph shows the Ugu district population by race where black Africans dominate at 90.1% of the district followed by white Africans at 4.8% then Indian/Asian and lastly the coloured population.

Table 4: Ugu IDP Development Action Programme

Phase	Activity	Timeframe
Preparatory	Drafting of Framework and Process Plan	01 July – 30
	Submission draft Framework and Process Plan to CoGTA for comment	
	Submit draft Framework & Process Plan to IDP Steering Committee, IDPRF and EXCO for consideration and recommendation.	September 2022
	Adoption by Council	
	Advertise in local newspaper for commencement of the IDP development process	

Analysis	• Evaluate the changed circumstances and conduct socio analysis research • Develop IDP Implementation Plan (by developing alignment of objectives strategies and projects against the METF budget) • Determine funding availability and requirements and all the necessary preparations • Determine which sector plans need to be reviewed and commence with the process of reviewing thereof • Consider MEC Comments • Action Plan to Address MEC Comments • Conduct Community Needs Consultation • Mayoral Izimbizo • Ward Committee Imbizo Workshop	01 October – 31 December 2022
Strategy & Projects	• Hold strategic sessions (to include sector departments and feed local analysis into sector strategic plans thereof) • Align the strategic framework with internal and external policies • Assess financial Feasibility of proposed new projects based on existing and potential funds. (Budget Examination) • Submit the draft reviewed strategic framework to the Steering Committee and IDPRF • Sector - Municipal Alignment sessions under the auspices of COGTA • Integrate Reviewed Sector Plans into the IDP • Alignment meetings with neighbouring District Municipalities	01 January – 28 February 2022
Integration	• Draft 2023/2024 IDP • Submit 1st draft IDP to Steering Committee, IDRF and EXCO for recommendations • Submit draft IDP to Council for consideration • Submit draft IDP to province (CoGTA) for assessment.	01st - 30th March 31 March 2023
Approval	• Ugu Decentralised IDP Assessment Forums • Incorporate comments received from IDP Provincial Assessment and all other outstanding comments • Conduct Community Consultation • Final draft 2023/24 IDP • Submit final draft IDP to Steering Committee, IDRF and EXCO for recommendations • Submit final IDP to Council for adoption • Submit final draft IDP to province (CoGTA) for assessment	April – 30 May 2023

Source: 2022/2023 IDP, IPMS and Budget Process Plan and Framework

1.2 Our Key Development Challenges

The key development challenges that are faced by Ugu District Municipality are summarised as per the five National Key Performance Area (KPA) in the subsequent subsections.

1.2.1 Basic Services

The major basic service delivery challenge faced by the district is the slow pace of backlog eradication and high levels of aged infrastructure. The ageing infrastructure results in high maintenance costs which have an adverse effect on the eradication of backlog due to limited funding. This also has a direct impact on the municipality's compliance with minimum requirements of the No Drop, Green Drop, and Blue Drop standard. Furthermore, the municipality's Water and Sanitation Master Plans and thus prioritisation and planning of projects, is not implemented adequately due to the financial constraints. There is also a challenge of high levels of illegal connections which further strains the available resources.

1.2.2 Municipal Transformation and Institutional Development

The key Municipal Transformation and Institutional Development challenges include but not limited to:

- ☐ High Employee Costs;
- ☐ Disengaged Employees;
- ☐ Slow Implementation of Individual Performance Management;
- ☐ Bloated Organisational structure;
- ☐ Lack of Monitoring and Evaluation;
- ☐ Manipulation of Recruitment Processes;
- ☐ Poor Conflict Resolution and Management;
- ☐ Poor Manager and employee relations;
- ☐ Lack of Skills Transfers;
- ☐ Old Aging Fleet;
- ☐ Clashing of Meetings;
- ☐ Limited Office Space;
- ☐ High Security Costs;
- ☐ High Printing and Copying Costs;
- ☐ Lack of Human Resource Capacity; and
- ☐ Delegations of authorities are not clear

1.2.3 Local Economic Development

The key LED challenge is the triple challenge which is poverty, inequality, and unemployment. Furthermore, there is no clear District LED mandate which results in duplication of resources and efforts between the district and local municipalities. LED is still poorly resourced across the district.

1.2.4 Municipal Financial Viability and Management

The key Municipal Financial Viability and Management challenges include but not limited to:

- ☐ Budget Management and Financial Reporting
- ☐ Supply chain Management
- ☐ Revenue management
- ☐ Asset management
- ☐ Non-compliance with MFMA
- ☐ Expenditure Management

1.3 What will we do to unlock and Address our Key Challenges?

Ugu District Municipality has set in place goals and strategic objectives to unlock the identified key challenges. These strategic objectives and goals were grouped as per the six National KPAs as discussed in the subsequent sections.

1.3.1 Basic Services

The district is committed to ensuring universal access to basic services, water and sanitation in particular. Through the planned projects, the district will reduce the current backlogs by 31% for access to water and 21% for access to decent sanitation for the current period of the IDP. The district will further replace 100 kms of aged water and sanitation pipelines. The district also has plans in place to ensure compliance to the Blue Drop, Green Drop, and No Drop minimum requirements. The fight against illegal connections which strains the existing infrastructure will also be reinforced.

1.3.2 Municipal Transformation and Institutional Development

The district is committed to creating a conducive environment for the highly motivated, skilled, productive, and disciplined workforce. This is to be done through programmes such as Employee Wellness, Skills Development, and continuous investment on building team spirit amongst all employees. The district will also implement vigorous Performance, Monitoring, and Evaluation mechanism, ensure constant renewal of aging fleet, and explore paperless administration in certain areas of the municipality.

1.3.3 Local Economic Development

The district is committed to dealing with the triple challenge which is poverty, inequality, and unemployment. A total of 3 450 job opportunities will be created, and 450 SMMEs, Cooperatives, and Informal Business Sector will be trained during the current IDP period. Furthermore, the district will ensure the development of the main economic sectors such as agriculture and explore green economic initiatives. In terms of community development, the municipality will ensure implementation of seven programmes per annum for vulnerable groups and consistent promotion of youth development.

1.3.4 Municipal Financial Viability and Management

In a bid to ensuring that Ugu District Municipality is a financially viable and sustainable institution, the municipality is committed to ensuring:

- There is zero fruitless and wasteful expenditure through optimisation of procurement processes
- There is zero unauthorised, irregular expenditure and payment of creditors within 30 days through optimisation of expenditure;
- 100% accurate billing to improve revenue collection rate;
- There is a GRAP Compliant Asset Register through optimised asset management.
- An mSCOA compliant budgeting and expenditure is in place
- Reduction of overdue debt through the optimisation of debt management;

Full compliance with the MFMA will also be ensured for sound financial management.

1.3.5 Good Governance and Public Participation

The key Communication and Batho Pele Strategies will be reviewed and institutionalised to ensure effective communication and stakeholder involvement. The municipality is also committed to achieving Unqualified Audit Opinion with no matters of emphasis and plans have been put in place. The municipality is determined to be a clean social government institution and a series of anticorruption awareness campaigns have been planned to this effect. Furthermore, the public participation mechanisms will be integrated to ensure that the communities are properly consulted and are involved in the affairs of the municipality. The municipality also plans in conducting customer satisfaction surveys annually.

1.3.6 Cross Cutting Issues

The capacity of Disaster Management will be bolstered across the district to improve disaster prevention and management. Through various environmental health and management programmes, the municipality will ensure a healthy, safe and sustainable environment, as well as enhance the measures to reduce community exposure to diseases and health risk. Every effort will be made through the development of relevant development plans to improve planning and coordination in the district.

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

If operational excellence is achieved the result will be good governance and administration, sound financial management and viability, innovative, effective, and efficient institution, and administration.

In general, Ugu District Municipality through stakeholder relations is striving for:

- ☐ Coordinated, effective and efficient planning and service delivery.
- ☐ A credible and well informed IDP

- ☐ Better investments and reduced dependency on grants.
- ☐ Protest free and happy communities.
- ☐ Confident investors and partners in service delivery.
- ☐ Social cohesion.
- ☐ Quality input and engagements.
- ☐ Vibrant and active tourism, increasing investment and job opportunities.
- ☐ Realisation of a developmental state

1.5 How will our progress be measured?

Once the IDP is adopted, the Organisational Scorecard and SDBIP are created. The indicators and targets for efficiency, effectiveness and impact are set.

The Organisational Performance Management System is used as a tool for:

- ☐ Monitoring, review and improving the implementation of IDP;
- ☐ Monitoring actual performance against targets and contractual obligations;
- ☐ Effective management, including planning, budgeting, implementation, monitoring and reporting; and
- ☐ Facilitation of effective accountability, identify the scope for improvement, provide early warning signals and facilitate decision making. The Service Delivery and Budget Implementation Plan and Organisational Scorecard are tools to:
 - ☐ Regularly plan;
 - ☐ Continuously monitor; and
 - ☐ Periodically measure and review performance.

1.5.1 Two Level Scorecard

The municipality utilises the two-level scorecard approach which is the Organisational and SDBIP scorecards. The Strategic or Organizational Scorecard:

- Reflect KPA's, objectives, indicators, and targets at a strategic level;
- Align directly with the IDP priorities; and
- Follow SDBIP but would not have monthly financial cash flow projections and the ward level projects.

The SDBIP or Departmental Scorecards reflect objectives, indicators and targets at a departmental level and inform the individual scorecards of the Section 54 and 56 Managers. The two levels of scorecards form Organisational Performance Management System of the municipality. All reporting on the municipality's performance is informed by information derived from the two-level scorecards and reflect the municipality's performance on the 23 goals and 33 strategic objectives.

1.5.2 Monitoring and Evaluation

The performance monitoring and evaluation is done through a periodic analysis assessment of milestones achieved which is done quarterly, half yearly and annually. Analysis of planned and actual achievements considers the assessment of:

- ☐ Inputs vs. Outputs,
- ☐ Cost of results achieved
- ☐ Impact of results

This then assists management with the review of the IDP and setting of new performance targets.

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 cooperative governance and those will be considered and addressed.

2.1 Sustainable Development Goals

In September 2015, the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice and tackle climate change was adopted. The SDGs build on the Millennium Development Goals (MDG) eight antipoverty targets that the world committed to achieving by 2015. Enormous progress was made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all.

The new Global Goals, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people. The SDG is an attempt at global co-ordinated efforts to ensure that the goals South Africa and the rest of Africa set including ending poverty and hunger, improving health and education, making cities more sustainable, combating climate change, and protecting oceans and forests are achieved in the shortest possible time and in the most efficient way imaginable.

The 17 Sustainable Development Goals are:

- 1) End poverty in all its forms everywhere
- 2) End hunger, achieve food security, improved nutrition and promote sustainable agriculture
- 3) Ensure healthy lives and promote well-being for all at all ages
- 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- 5) Achieve gender equality and empower all women and girl children
- 6) Ensure availability and sustainable management of water and sanitation for all
- 7) Ensure access to affordable, reliable, sustainable, and modern energy for all
- 8) Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all
- 9) Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- 10) Reduce inequality within and among countries
- 11) Make cities and human settlements inclusive, safe, resilient, and sustainable
- 12) Ensure sustainable consumption and production patterns
- 13) Take urgent action to combat climate change and its impacts

- 14) Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
- 15) Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels
- 17) Strengthen the means of implementation and revitalize the global partnership for sustainable development

2.1.1 Applicability to Ugu

The SDGs drove progress in several important areas such as income, poverty, access to improved sources of water, primary school enrolment and child mortality. The Ugu District is still committed to these areas. Furthermore, SDG goal 6 talks directly to the Ugu District's commitment to availability and sustainable management of water and sanitation for all.

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 decade. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The achievement of this vision is based on the following nine elements:

- Creating jobs and livelihoods,
- Expanding infrastructure,
- Transitioning to a low-carbon economy,
- Transforming urban and rural spaces,
- Improving education and training,
- Providing quality health care,
- Building a capable state,
- Fighting corruption and enhancing accountability,
- Transforming society and uniting the nation.

2.3 Medium Term Strategic Framework (MTSF) 2019 - 2024

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

government. The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF. In the presence of the NDP as an overarching, long-term plan, the MTSF process has been reoriented towards conversion of the NDP into medium term five-year plans. The intention of the MTSF is to directly inform departments' planning and oversight of plans and performance. The 2019 – 2024 MTSF has two overarching themes which are radical economic transformation and improving service delivery and 14 priority outcomes which are building on previous MTSF and the NDP. Within each priority outcome there are broad objectives and themes.

The 7 Apex priority outcomes are as derived from the NDP, Electoral Mandate and SONA follows:

1. Priority 1: A Capable, Ethical and Developmental State
2. Priority 2: Economic Transformation and Job Creation
3. Priority 3: Education, Skills and Health
4. Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services
5. Priority 5: Spatial Integration, Human Settlements and Local Government
6. Priority 6: Social Cohesion and Safe Communities
7. Priority 7: A better Africa and World

Cross Cutting Focus: Women, Youth & Persons with Disabilities

2.4 State of the Nation Address

The State of the Nation Address (SONA) is an important political and economic statement by the President Cyril Ramaphosa which outlines the Government's economic and social investment programme, and is a precursor to the National Budget, which this year was on 09 February 2023 in Cape Town City Hall.

The key priorities outlined by the president in this year's SoNA are the following:

The President addressed issues of load shedding and mentioned as we all know that without a reliable supply of electricity, businesses cannot grow, assembly lines cannot run, crops cannot be irrigated and basic services are interrupted. He further stated that Load shedding means that households and supermarkets are unable to keep food fresh, water supply is often disrupted, traffic lights do not work, streets are not lit at night.

The the national state of disaster has been declared to address the social and economical effects of the electricity crisis and to reduce the severity of load shedding, due the crisis of load shedding that affect business to grow. The president outlined that they will appoint a Minister of Electricity in the Presidency to assume full responsibility for overseeing all aspects of the electricity crisis response, including the work of the National Energy Crisis Committee.

The president mentioned that as the cabinet will nominate the Minister of electricity in making sure that they reduce the problem of loadshedding. Inline with the Growing the economy and jobs, The Presidential Employment Stimulus has created over 1 million works and liverhood opportunities. He mentioned that the Women farmers made up an impressive 68% of the 140 000 small scale farmers who received input vouchers to buy seeds fertiliser and equipment so, that the economic growth would increase and employment opportunities. The president reported that in year 2022 parts of the Eastern Cape, KwaZulu-Natal and North West were struck by catastrophic flooding that caused extensive loss of life, the destruction of homes and damage to infrastructure.

The president addressed the concentrating issues that concern South Africans the most which are loadshedding, unemployment, poverty and the rising cost of living and crime and corruption. In July last year, the president announced a clear action plan to address the energy crisis. which was to address the electricity shortfall of 4,000 to 6,000 MW.

The plan outlined five key interventions:

1. Fix Eskom's coal-fired power stations and improve the availability of existing supply,
2. Enable and accelerate private investment in generation capacity,
3. Accelerate procurement of new capacity from renewables, gas and battery storage,
4. Unleash businesses and households to invest in rooftop solar,
5. Transform the electricity sector to achieve long-term energy security.

The areas of focus in the SONA have been summarised as follows:

- Natural State of Disaster
- Creating Conditions for Private Sector Investment
- Ports and Railways
- Telecoms
- High Frequency Spectrum Auction
- Immigration
- Water Infrastructure
- SMME Growth
- Infrastructure
- Social Infrastructure Mechanism
- Hydrogen Capability and Hydrogen Road Map
- Localisation Plans
- Investment Conference, AFCTA
- Global Business Sector – Cannabis Industry
- Mining Sector and Energy
- Expropriation of Land
- State Capture
- Social Grants

- Public and Social Employment
- SOEs
- Civil Unrest in 2023

2.4.1 Applicability to Ugu District

The Ugu District Municipality has a major role to play in realising the NDP 2030 vision especially with regards to the expansion of infrastructure which in the case of Ugu is mainly water and sanitation infrastructure to ensure universal access to clean potable water and sanitation dignity for all people of Ugu area of jurisdiction. Furthermore, priority outcome nine of the 14 priority outcomes of the MTSE talks to a responsive, accountable, effective and efficient local government. Given the role at the front line of service delivery, local government has a critical role to play in the NDP's vision and as a district, Ugu has to ensure co-ordinated effort with its family of municipalities that the five sub-outcomes are achieved and therefore the five IDPs of the district's family need to address and ensure:

- Members of society have sustainable and reliable access to basic services
- Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened
- Sound financial and administrative management
- Promotion of social and economic development
- Ugu District Municipality and its four local municipalities have a task to fight corruption and state capture
- Ugu District Municipality and its four local municipalities have a task to develop skills both internally and externally

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

2.5 KZN Provincial Growth Development Strategy

The reviewed 2021 Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of a "Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world". The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province.

The PGDS provides a reasoned strategic framework for accelerating and sharing economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable

communities, livelihoods and living environments. Concomitant attention is also given to the provision of infrastructure and services, to restoring natural resources, to public sector leadership, delivery and accountability, thus ensuring that these changes are responded to with resilience, innovation and adaptability. This strategy will lay the foundations for attracting and instilling confidence from potential investors and to develop social compacts that address the Provincial challenges.

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

The KZN PGDS sets out seven goals which are as follows:

1. Inclusive Economic Growth
2. Human Resource Development
3. Human and Community Development
4. Strategic Infrastructure
5. Environmental Sustainability
6. Governance and Policy
7. Spatial Equity

2.6 State of the Province Address

The State of the Province Address delivered by the Honourable Premier of KwaZulu-Natal- Ms Nomusa Dube Ngcube on 24 February 2023, presented under the theme “Together, Creating Our Common Future” The Premier of KwaZulu-Natal Mr. Sihle Zikalala reiterated the Province’s commitment to the realisation of the Country’s as well as the Province’s visions. The provincial vision is to be realised through continued implementation of the seven provincial strategic goals as outlined in the PGDS. The following eight (8) provincial priorities were highlighted in the 2023 SOPA:

1. Delivery quality basic services (especially access to clean potable water)
2. Job creation for young people and mass employment creation
3. Growing the economy
4. Growing SMMEs and cooperatives
5. Education, Health and skills development
6. Human settlements and sustainable livelihood
7. Building Peaceful Province
8. Building a caring and incorruptible government

The Premier mentioned that over the past year 1000 jobs were being created with the R95 million that Presidential Employment Package allocated for the implementation of the Solid Innovation Waste Management. She indicated that the pilot program intends to create 4 400 employment opportunities and support the 37 SMMEs in the long term plan. The Premier further mentioned that the Ray Nkonyeni Local Municipality (450) and Umsunduzi (650) both participated in the pilot program from January – March 2022 and to date, 3555 beneficiaries had been recruited and activated.

In terms of the flood responses, out of 356 schools that were damaged by the floods, 107 schools have been completed across the KZN Province, 23 schools will be completed during the first quarter while the 173 will undergo repairs and renovations during the current financial year.

2.7 Applicability to Ugu District

The Ugu District Municipality as a water services provider will contribute immensely in the development of strategic infrastructure in its endeavours to eradicate water and sanitation backlogs in the district. Furthermore, the district municipality as the champion of the Ugu DGDS needs to ensure that the four local municipalities work together towards a shared vision and that tourism and agriculture which are the core economic sectors are strategically positioned in the path that the province is taking to ensure that the population of the Ugu District area of jurisdiction benefits optimally.

2.8 Local Government Back to Basics Programme

The core services that local government provides is clean drinking water, sanitation, electricity, shelter, waste removal and roads which are basic human rights, essential components of the right to dignity enshrined in the Constitution and Bill of Rights. The government vision of developmental local government was that it would be the building block on which the reconstruction and development of the country and society was built, a place in which the citizens of the country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

Local government has been a primary site for the delivery of services in South Africa since 1994. Tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level has been made. However, notwithstanding delivery achievements thus far, it is evident that much needs to be done to support, educate and where needed, enforce implementation of local government's mandate for delivery. The transformation of the local government sector remains a priority for the current administration. It is against this background that the program was introduced. Back to Basics is the understanding of where local government is, where it could be and what needs to be done to improve performance. The main goal of Back to Basics is to improve the functioning of municipalities to better serve communities by getting the basics right.

The Back to Basics approach recognises that there are widely divergent levels of performance between different categories of municipalities. The aim therefore to encourage all municipalities to become

positively functional centres of good governance and need to set proper standards for municipal performance. The Back-to-Basics programme is founded on five pillars.

2.9 Applicability to Ugu

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

The Ugu District Municipality has therefore aligned its resources with the Back-to-Basics programme to ensure that the functionality is improved, and the district's community is served better. Whilst the programme in itself has been discontinued, the Ugu district still uses the lessons learnt and objectives which emanated from the programme to drive the governance of the district.

Table 5: Alignment of Back to Basics with the Ugu IDP

No.	B 2 B Pillars	Description	Goal / Desired Outcome
1.	Putting People First	Placing people and their concerns first and ensuring constant contact with communities through effective public participation platforms.	Effective Communication and stakeholder involvement
			Effective and integrated approach to Public participation
			Effective Disaster prevention and management
2.	Basic Services	Creating conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance, and upkeep, including the budgeting to do this. Ensuring there are no failures in services and where there are, restore services with urgency.	Universal access to Basic Services
			Compliance with No Drop
			Minimum Blue Drop Score of 95%
			Minimum Green Drop Score of 90%
3.	Good Governance	Ensuring municipalities are well governed and demonstrate good governance and administration, cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.	Effective Governance and Leadership
			Clean and Social Government
4.	Sound Financial Management	Ensuring sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.	Zero unauthorised, irregular expenditure
			Creditors paid within 30 days
			Zero fruitless and wasteful expenditure
			100% compliance with all laws and regulations
			100% accurate billing

			GRAP compliant asset register
			Reduction of overdue debt
5.	Capable Local Government institutions	Building and maintaining sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels.	Highly Motivated, Skilled, Productive and Disciplined Workforce
			Sound and Efficient Municipal Systems and Operations

Source: Ugu District Office of the Municipal Manager

2.10 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 that by 2035 Ugu will be a thriving and sustainable well managed tourism and investment friendly destination with resilient communities benefitting from all sectors of the community, particularly the youth and the women. The DGDS has seven drivers which are:

1. Spatial Integration and Facilitating Security of Tenure
2. Strategic Infrastructure Investment
3. Education and Skills Development
4. Institutional Development
5. Sectoral Development and Support
6. Environmental Sustainability
7. Safety Nets & Civic Empowerment

2.10.1 Applicability to Ugu

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

The district growth and development strategy was driven by the two entities of which have thus far been merged to form the Ugu South Coast Tourism and Investment Entity which aims at further promoting tourism and opening levers of development within the district. The plan has been reviewed in house alongside with the Ugu Post COVID strategy, Ugu Economic Strategy, Tourism and Marketing Strategy and the water services master implementation plan. These are critical plans which will stabilise the districts economy and the resources post covid and are key in driving the focal catalytic projects which are part of the Presidential Eastern Seaboard Development Programme.

2.11 Spatial Planning and Land Use Management Act

The SPLUMA seeks 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 addresses the legacy of the discriminatory, inefficient, and costly spatial pattern that puts a considerable burden on the public resources. The Act also ensures that the restructuring of South African cities, towns and settlements is in line with priorities and principles of the democratic government, in a manner that gives effect to the key constitutional provisions.

The Act has six objectives as listed below.

- Provision of a uniform, effective and comprehensive system of spatial and land use management;
- Ensuring of a spatial planning and land use management system that promotes social and economic inclusion;
- Provision of development principles and norms and standards;
- Provisions for a sustainable and efficient use of land;
- Provision of cooperative government and intergovernmental relations amongst the national provincial and local spheres of government; and
- 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 6.

Table 6: SPLUMA Development Principles

Principle	Definition	Applicability to Ugu
Spatial Justice	Concerned with the past spatial and other development imbalances through improved access and ensuring the inclusion of previously disadvantaged communities. Furthermore, the land development procedures need to accommodate access to secure tenure.	The focus of development on urban coastal strip in the past has resulted in an imbalance development leading to the rural communities always lagging. 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.	One of main the economic contributors in Ugu is agriculture and thus the agricultural land needs to be protected to ensure continued productivity and preservation. Furthermore, the DGDS talks about Strategic Infrastructure, that needs to be properly costed and be

	Furthermore, the future and current costs of infrastructure and social services provision in land development need to be considered by all parties.	considered by all parties involved. 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 to ensure 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 need to ensure they provide necessary inputs and comply with all the prescribed requirements. There must also be transparency in policies, legislation, and procedures so that members of the community are empowered and informed.	Through the development of one or the IDP the district aims to ensure an integrated approach inclusive of all departments and local municipalities. Public participation mechanisms are also in place to ensure transparency and the members of the community are kept informed and empowered.

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

2.12 EASTERN SEABOARD DEVELOPMENT FRAMEWORK

In his 1 February 2021 State of the Nation Address, His Excellency, the President reiterated government plans to build new Post-Apartheid Cities. The Eastern Seaboard is situated along the 600-kilometer coastal stretch between Buffalo city and eThekweni Metro and is largely underdeveloped. The area is endowed with natural resources spanning across multiple administrative boundaries and lies between two provinces, the Eastern Cape and Kwa Zulu Natal. In terms of connectivity and spatial relationships between the two provinces it spans to four district municipalities namely, Alred Nzo, Ugu, OR Tambo and Harry Gwala.

The eastern seaboard project has been identified as a strategic catalytic development area by the three spheres of government. The National Spatial Development Framework identifies the East Coast N2 corridor as a national transformation corridor, giving national priority and focus support to this area. In the February 2021, KZN Cabinet Lekgotla a resolution was passed for COGTA and EDTEA to establish a joint task team that will implement the promotion of the N2 Eastern Seaboard Smart City and Corridor Development between KZN and the Eastern Cape. The corridor development will strengthen the link and connect the Buffalo city in the Eastern Cape to eThekweni in KZN.

The eastern seaboard coastal development will require such a focused inter-provincial, inter-governmental, collaborative and trans-disciplinary planning process, as well as implementation. The overall responsibility for management for the region will have to be done through a formal structure which will have to be formulated and administered at a national level.

UGU DISTRICT CATALYTIC PROJECTS

PROJECT DETAILS				SPATIAL LOCATION	BUDGET		SPATIAL LOCATION			
NAME	DESCRIPTION & PHASE	OBJECTIVES	ALIGN:	UMZUMBE LOCAL MUNICIPALITY, HIBBERDENE	TOTAL BUDGET	BUDGET RESOURCE	RESP. ORG./DEPT	RESP. PERSON / CONTACT	DURATION	COMMENT/ PROGRESS
Turton Beach Development Framework	Beach Development, formalization of undeveloped coastal strip.	Capitalize on the Tourism Economy & activities associated Beach Dev.	YES	Umzumbe LM, Highflats	R280 million	Private / Public (EDTEA, DPT Tourism)	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Council Adopted Plan & Projects.
KwaPhungashe Local Area Plan	Rural Development & innovative programme (alternative energy farms, game reserves, agro-processing plants)	Addressing past spatial imbalance, bringing services closer to communities, creating vibrant rural economy	YES	Umzumbe LM, Highflats	R150 million	Private / public (LIMA, DAFF)	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Need Funding to implement
KwaMgai Local Area Plan	Rural Development & innovative programme implementation (Tourism, recycle stations)	Addressing past spatial imbalance, bringing services closer to communities, creating vibrant rural economy	YES	Umzumbe LM,	R120 million	Private / public (EDTEA, Tourism,	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Council Adopted Plan & Projects.
St Faiths Town Development	Town Establishment (Commercial / social & Residential)	Development of a regional Node	YES	Umzumbe LM,	R220 million	Private / public (DBSA, National Treasury	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Need Funding to implement
Mehlonyamenya Town Development	Town Establishment (Commercial / social & Residential)	Development of a regional Node	YES	Umzumbe LM	R120 million	Private / public (DBSA, National Treasury, EDTEA	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 52 months	Council Adopted Plan & Projects.
Turton Corridor	Tourism Development, Crafters markets, cultural activities (Streets Marketing/ sales)	Improved rural economy, attract tourism on locally made products	-	Umzumbe LM	R140 million	Private / public		Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Need Funding to implement

Msikazi Mountain & Mawuleni Tourism sites, Umzumbe River Trails	Adventure Tourism facility	Infuse Rural Tourism with Adventure tourism, Mount Lift viewpoints, hacking trails	-	Umzumbe Local Municipality, Hibberdene	R250 million	Private / Public	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Precinct Plan & Land acquisition in progress (Letters of interest received from private sector)
Turton Town Development	Land acquisitions & development of Town Centre	Formalize Town	-	Umzumbe LM, Highflats	R400 million	Private / Public	Umzumbe LM	Mr VI Sibiya & Mr SE Nxele	0 – 48 months	Precinct Plan and land acquisition in progress

UGU DISTRICT CATALYTIC PROJECTS

Project Details			Spatial Location	Timeframe		Budget			
Name	Description & Phase	Objectives	UmuziWabantu Local Municipality	Start Date/ Planned Start Date	End Date/ Planned End Date	Total Budget	Budget Source/s	Duration	Comment/ Progress
Agri-Park	Revitalizing Agriculture and the Agro-processing value chain by enabling a market-driven combination and integration of various	To support smallholder farmers by providing capacity-building, mentorship, farm infrastructure, extension services, market access and production and mechanization inputs.	UmuziWabantu Local Municipality	5 Years	09/01/2023	31/03/2028	R50 Million	Blended Finance	Not yet commenced

Hluku Bee Harvesting Industry	Organic Bee production.	To ensure that the BEE Harvesting explore the entire value chain of BEE Industry.	Umuziwabantu Local Municipality	3 Years	09/01/2023	31/03/2026	R5 Million	Blended Finance	Not yet commenced
Harding Mixed-use Development	Diverse development node	To combine three or more uses into one structure such as residential, hotel, retail, parking, transportation, cultural, and entertainment	Umuziwabantu Local Municipality	5 Years	09/01/2023	31/03/2028	R170 Million	Blended Finance	Not yet commenced
Harding Furniture Making	Explore the entire forestry value chain beneficiation	To enhance the structure and functioning of the furniture industry to benefit small-scale producers.	Umuziwabantu Local Municipality	5 Years	09/01/2023	31/03/2028	30 Million	Blended Finance	Not yet commenced
Harding Agricultural College	Promote the culture of lifelong learning	To ensure that agricultural college responds to the skills gap within the region of Ugu	Umuziwabantu Local Municipality	5 years	09/01/2023	31/03/2028	45 million	Blended Finance	Not yet commenced
Automotive Exterior and Interior Parts Manufacturing Plant	Promote Automotive Industry	To solicit off take agreements from various automotive business as the accredited automotive parts manufacturer.	Umuziwabantu Local Municipality	3 years	09/01/2023	31/03/2026	20 Million	Blended Finance	Not yet commenced
Harding Housing Development Project	Provision of affordable housing with supporting amenities	To alleviate the housing shortage within the town, provision of quality health facilities through the private sector, provision of economic opportunities for potential investors on the project	Umuziwabantu Local Municipality	5 years	30/11/2022	30/11/2028	100 million	Blended finance	Not yet commenced
Urban Development Framework	Various development projects	To develop the town through Informal trade management , provision of Additional public transport facilities , Increase attraction of passing travellers to spend locally	Umuziwabantu Local Municipality	5 years	09/01/2023	09/01/2028	Private – 2.2 billion and public 4.5 billion	Blended finance	Not yet commenced

		, Roads provision and maintenance , Storm water management , Safety and security for hawkers and pedestrians , provision of SMME facilities for Goats / cattle , provision of social amenities , *provision Residential development for civil servants , provision of Health care , promotion of Strategic Mixed-use developments							
Land audit and township establishment	Various land lease and development projects	To avail land for lease and disposal for developments varying from commercial, mixed use, commercial agriculture to recreational facilities throughout the Harding town area	Umuziwabantu Local Municipality	5 years	09/01/2023	09/01/2028	200 million	Blended finance	Not yet commenced

PROJECT DETAILS				SPATIAL LOCATION	BUDGET
NAME	DESCRIPTION & PHASE	OBJECTIVES	ALIGN:	RAY NKONYENI LOCAL MUNICIPALITY	TOTAL BUDGET
Margate Airport	This is a Municipal owned Airport which is located approximately 190km South of King Shaka International Airport	Intention is to develop this airport into a regional Airport	Yes	Ray Nkonyeni Local Municipality	R285000000.00
Techno-hub	This is part of its endeavors to facilitate the unlocking of the economic and social value of its local economy. It is an initiative that will include Companies devoted to commercial applications of technology.	-	yes	Ray Nkonyeni Local Municipality	R61000000.00
Small Craft Harbour	Creation of Small Craft Harbour in line with Operation Phakisa inclusive of Boat Launching Site, Fisheries and related facilities	-	yes	Ray Nkonyeni Local Municipality	R1004000000.00
Oatlands Landfill Site	Creation of additional airspace for waste management. Exploration of generation of alternative and renewable energy from Landfill Site	-	yes	Ray Nkonyeni Local Municipality	R-
Port Shepstone Beachfront Redevelopment	Mixed-use beachfront development with both public & private investment - prominent public art features, craft centre, water features, beach hotel & apartments.	-	yes	Ray Nkonyeni Local Municipality	R65000000.00
uMzimkhulu Coastal River Park	River Park with promenade, picnic facilities, braai facilities, etc	-	-	Ray Nkonyeni Local Municipality	R75000000.00
St Michaels to Margate Promenade	Development of Beachfront Promenade with walking, running pathways, aesthetic lighting, parking areas, restaurants & public open space	-	-	Ray Nkonyeni Local Municipality	R500000000.00
South Coast Regional Conferencing Center	Conference facility to attract investment events & business tourism.	-	-	Ray Nkonyeni Local Municipality	R91000000.00

2.13 District Development Model

The District Development Model consists of a process by which joint and collaborative planning is undertaken at local, district and metropolitan by all three spheres of governance resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country, wherein the district is seen as the ‘landing strip’. The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The White Paper says developmental local government “is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs.

The President in the 2019 Presidency Budget Speech (2019) identified the “pattern of operating in silos” as a challenge which led to “to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult”.

The District Development Model seeks to.

- Coordinate a government response to challenges of poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silo’s, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of “One District, One Plan and One Budget”.
- Build government capacity to support to municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The development of the Document is hinged on information and resolutions taken in the various IGR structures (clusters). These clusters include the Social Protection, Community and Human Development cluster, Economic Sector and Infrastructure Development cluster, Justice Crime

Prevention and Security cluster and the Governance and Administration cluster. These clusters then consolidate reports, and they are submitted to the Technical command, where the Municipal Managers from the district family of municipalities convene.

2.14 DISTRICT DEVELOPMENT MODEL IMPLEMENTATION PLAN

Game Changer Projects for the Ugu District Development Model for Basic service delivery within the region of the Ugu District

In line with Section 154 of the Constitution which provides by Provincial Government as the district municipality to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. The IGR Framework Act of (2005) establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations. The district municipality has inducted a quite number of people and four Local Municipalities regards the importance of having the District Development Model in the district municipality that was initiated by the President Mr Cyril Ramaphosa.

On 04 October 2022 District host a workshop in the Uvongo Town Hall together with the Provincial Disaster management and Cogta department presenting in all sector departments and four Local municipalities stated Ray Nkonyeni Municipality, Umzumbe Local Municipality, Umdoni Local Municipality Umuziwabantu Local Municipality all falls are under Ugu as a district municipality, and outlined each transformation area, in order to achieve all three spheres of government the following has the lists of Development Plans for each Transformation Area

The structures of the District in respect of the Development Model listed below:

- a) The Ugu District Development Political Hub
- b) The Ugu District Development Technical Hub
- c) The Ugu District Development Cluster Hubs : -
 - o Social Protection, Community and Human Development Cluster
 - o Economic Sectors & Infrastructure Development Cluster
 - o Governance, State Capacity & Institutional Development Cluster
 - o Justice, Crime Prevention & Security Cluster
 - o Communication Cluster

2.14.1 The table of the Transformation Areas shown below:-

Transformation Areas	Name of Project	Distription of project	Estimated Budget	Estimated No of Jobs
ECONOMIC RESTRUCTURING	Scottburgh beachfront development	Funding for the EIA and Rezoning to enable the implementation of the ground-breaking Scottburgh beachfront redevelopment into an iconic mixed-use node. The project at full scale will create in excess of 300 permanent jobs excluding the multiplier effects of attracting high-end tourists into the municipality	R 20 000 000	300
	Turton Beach Development	Construction of 4km long access road to the beach as well as designated parking areas, Lifeguard's tower, informal traders and beach recreational facilities.	R60 000 000	2 000
ECONOMIC RESTRUCTURING	Aqua piques (fisheries)	Market (fishing boats and fridge acquisition)	R8 000 000	200
ECONOMIC RESTRUCTURING	KwaPhungashe Local Area Plan Implementation (Wind / Solar farm)	Provision of alternative and green energy	R20 000 000	30
	Umzumbe River Trail	The groundbreaking project entails the establishment of a 74-kilometre hiking, jogging, trotting, horse riding and bird watching trail meandering along the Umzumbe river. The trail traverses over 7 Amakhosi areas with accommodation chalets planned in each Inkosi area. There will also be 3 iconic but environmentally friendly viewing decks at strategic locations along the path to serve as a key attraction and a differentiator to other trails. This will be the 1st such a trail in the country spanning over traditional land connecting the coastal Ray Nkonyeni at Pumula beach to Mhlabashane dam in rural Umzumbe municipality.	R 42 000 000	122
ECONOMIC RESTRUCTURING	Margate airport upgrade	Upgrading of Terminal Building, Parking Areas, Runway, Taxiway and Development of Commercial Precint	R285 361 200	8 160

	Oatlands landfill site expansion	Creation of additional airspace for waste management. Exploration of generation of alternative and renewable energy from Landfill Site	R65 000 000	1290
	KwaXolo Caves Adventure Phase2	The project is an expansion of the current 1st phase which has been and entails the construction of a zipline connecting the gorge which will serve an additional advantage of shortening walking distances to schools on the other side. A suspension bridge is also planned to create a product mix that will ensure high end tourists are attracted into the traditional area of KwaXolo that was once ravaged by violence in the 1990s.	R13 000 000	160
ECONOMIC RESTRUCTURING	Ugu Sports and Leisure Centre (USLC) maintenance and rehabilitation	Rehabilitation of sports fields including earthworks, irrigation repairs and spectator stands.	R 100 000 000	30
	Ifafa Industrial Park	The 1st ever post 1994 greenfield industrial park is planned adjacent the N2 / Ifafa interchange to provide light industrial premises to would be investors within a 50-kilometre radius to the Durban harbour. Ugu South Coast Development Agency is currently at a stage of concluding both EIA and rezoning which will then enable the construction of platforms. An amount of R400 000 is needed to conclude the EIA and rezoning and R210m for the earthworks and platforms post rezoning. An estimated 250 jobs would be created during construction excluding the multi-plier effects during operations.	R 120 000 000	110
	Scottburgh beachfront development	Funding for the EIA and Rezoning to enable the implementation of the ground-breaking Scottburgh beachfront redevelopment into an iconic mixed-use node. The project at full scale will create in excess of 300 permanent jobs excluding the multiplier effects of attracting high-end tourists into the municipality	R 20 000 000	300

SOCIAL DEVELOPMENT	Establishment Drivers Learner and Testing Centre	Establishment of Municipal Testing Centre Services	R20 000 000	10
	Port Shepstone Government Complex	Creation of a One-Stop Shop Government Precinct in Port Shepstone	R504 000 000	14 400
	Experimental medicinal cannabis	Piloting the cultivation of 50 hectares of fallow fields with cannabis for medicinal purposes. The fields are currently fallow and if the pilot proves successful it will be replicated in other parts of the District. Discussions have commenced with EDTEA, Rural Development and the KZN Department of Agriculture for the necessary technical skills.	R3 500 000	70
	Experimental medicinal cannabis	Piloting the cultivation of 50 hectares of fallow fields with cannabis for medicinal purposes. The fields are currently fallow and if the pilot proves successful it will be replicated in other parts of the District. Discussions have commenced with EDTEA, Rural Development and the KZN Department of Agriculture for the necessary technical skills.	R3 500 000	70
SOCIAL DEVELOPMENT	Free Wi-Fi	Provision of free WiFi in all major taxi-ranks in each of the 4 local municipalities – Amandawe in Umdoni, Port Shepstone in Ray Nkonyeni, Emathulini in Umzumbe and Harding in Umuziwabantu. This will assist youth in particular to access various interventions for which access to information becomes an enabler.	R 12 000 000	70
GOOD GOVERNANCE	Disaster and Emergency Centre	Construction of Municipal Disaster	R 32 000 000	40
	Urban Roads and Stormwater Rehabilitation/pothole repairs	Upgrading of RNM Road Network in both carrying and widening capacity	R120 000 000	570
	Establishment of Disaster Management Centre	Construction of a Municipal Disaster Management Centre	R30 000 000	20

	Disaster and Emergency Centre	Construction of Municipal Disaster	R 32 000 000	40
SPATIAL RESTRUCTURING	Town Development & Town Establishment	Acquisition of Land from Public Works and Development of Town and Township	R200 000 000	1000
	Development of Cultural Tourism Nodes (itshe laMaria, Isivivane senkosi Shaka, Ntelizi Msani Memorial, UCC Church)	Improving tourism nodes and facilities development	R85 000 000	50
	Oatlands landfill site expansion	Creation of additional airspace for waste management. Exploration of generation of alternative and renewable energy from Landfill Site	R65 000 000	1 290
	Umzimkhulu Coastal River Park	Development of a River Park with picnic and braai facilities, street furniture (benches, litter bins and lighting). Public Art elements, Kids' play area, Tuckshop facilities, Ablution facility. Walkway from Pier to Spillers Wharf. Construction of Public Parking area which can be utilized by both River and Settlers Parks.	R25 500 000	3 300
	St. Michaels to Margate Promenade	Creation of the Beachfront Promenade with walking, running pathways. Construction of paving, aesthetic lighting, parking areas upgrading of adjacent roads and environmentally friendly landscaping	R91 400 000	2 620
	Dick King Parking Block	Construction of the multistorey Parkade as part of supporting the Inner-City. Rejuvenation	R100 000 000	2 860
	Urban Roads and Stormwater Rehabilitation/pothole repairs	Upgrading of RNM Road Network in both carrying and widening capacity	R120 000 000	570

	RNM Small Craft Harbour	Creation of Small Craft Harbour in line with Operation Phakisa inclusive of Boat Launching Site, Fisheries and related facilities	R1 041 420 000	15 000
INTEGRATED DEVELOPMENT AND INFRASTRUCTURE PROVISION	Waste management Centre	Land fill site & Recycling station & refuse removal	R20 000 000	1 000
	Msikazi Mountain Tower	Construction of Tower that will allow a + / - 50 km radius panoramic view.	R 12 000 000	20
	Umzumbe Multitrail Project	Trail Tours	R20 000 000	50
	Port Shepstone Technology hub (Internal Infrastructure)	Installation of new infrastructural services with emphasis to green economy (water, waste and energy conservation and recycling) leading to any development.	R61 000 000	1 750
	Port Shepstone Technology hub (Innovation Centre)	Parking for performing Arts Theatre and Open/Public Area (R45.5 million) One-Stop Shop Government Services Block (R30 million)	R75 500 000	2 160
	Electricity Infrastructure upgrade	Upgrading of RNM Distribution Network to accommodate current and future development initiatives	R42 000 000	1 200
	Umzinot Taxi and Bus Ranks refurbishments	Refurbishment of Taxi and Bus Ranks	R8 183 654	234
	Umzinot Taxi and Bus Ranks refurbishments	Refurbishment of Taxi and Bus Ranks	R8 183 654	234
	South Coast Regional Conferencing	Construction of Conference facility to attract investment through events. Construction of Restaurant and Boardroom Facilities	R180 000 000	600
	Umzinto construction and upgrading of stormwater infrastructure.	Construction and upgrading of stormwater infrastructure.	R21 000 000	600
	Umzinto construction and detention and retention ponds.	Construction and detention and retention ponds.	R3 000 000	86
	Umzinto construction and upgrading of stormwater infrastructure.	Construction and upgrading of stormwater infrastructure.	R21 000 000	600
	South Coast Regional Conferencing	Construction of Conference facility to attract investment through events. Construction of Restaurant and Boardroom Facilities	R180 000 000	600

Amanadawe Taxi Rank Development with shelters	Construction of Amandawe Taxi Rank	R5 000 000	143
Repairing of Umzinto collapsed pipes and infrastructure filling washed away areas.	Repairing collapsed pipes and infrastructure filling washed away areas.	R1 000 000	Repairing of Umzinto collapsed pipes and infrastructure filling washed away areas.
Scottburgh Streetlight Enhancement	Upgrading of streetlights in Scottburgh town	R6 670 000	191
Scottburgh Pedestrian Walkway improvements	Improvements and upgrade of pedestrian walkways	R6 070 000	173
Scottburgh Traffic Calming	Construction of traffic calming infrastructure	R3 050 000	87
Upgrade of Harding Roads and Storm-water system	Construction of Municipal Roads from gravel to Tarred Roads	R 56 000 800	30
Municipal Office Park/Complex	Construction of Municipal Offices to accommodate other sector departments (Dept. Labour, DSD, etc)	R 75 000 000	50
Municipal Cemetery	Construction of Municipal Cemetery	R 18 000 000	30
Upgrade of Harding Roads and Storm-water system	Construction of Municipal Roads from gravel to Tarred Roads	R 56 000 800	30
Construction of alternate bulk water supply to Banners rest and Port Edward with associated reservoirs	Water: bulk supply	R75 000 000,00	250
Refurbishment and Drilling of Boreholes	Water: Borehole Refurbishment	R300 000,00	10
Construction of Spring Protection Systems	Water: Construction of Spring		
KwaXolo Bulk water Supply	Water: Construction of Bulk Pipeline and Reservoir	R7 500 000,00	150
Pennington water borne sanitation rising main	Sanitation: Construction of bulk rising main	R15 000 000,00	100
Malangen Low Cost Housing Project: Sanitation Phase 2	Water & Sewer: Upgrade of Existing Bulk Infrastructure	R25 000 000,00	200

	Vulamehlo cross border bulk project	Water : Upgrade of Existing Bulk Infrastructure	R400 000 000,00	1 000
	kwaLembe bulk upgrade	Water upgrade of Existing Bulk Infrastructure	R323 000 000,00	1 000
	Water Pipeline Replacements	Aged infrastructure water reticulation pipeline replacement	R50 000 000,00	325

Source: Ugu District Development Model 2023

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 CROSS CUTTING INTERVENTIONS

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

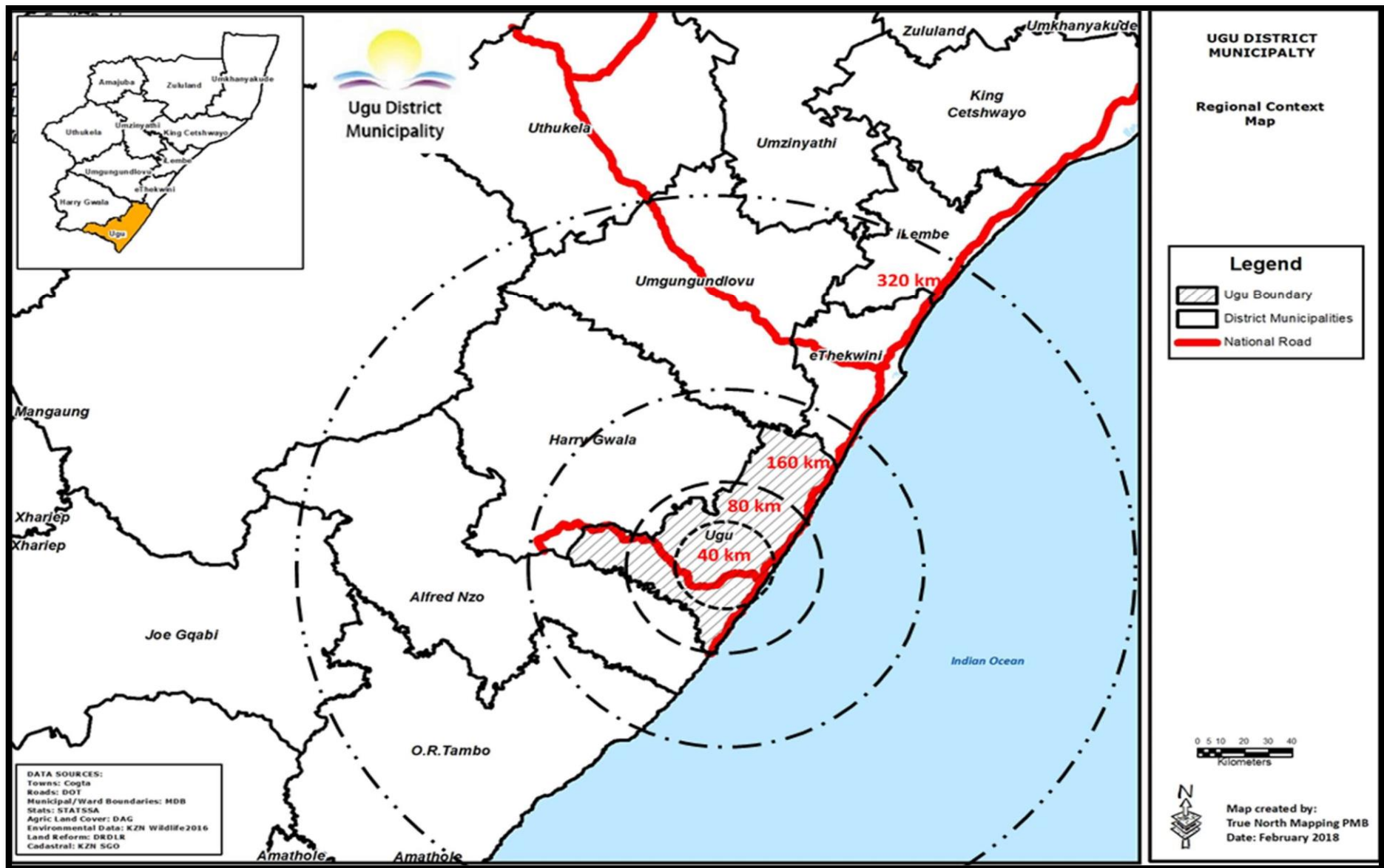
3.1.1 Regional Context

Ugu District is a notable service centre within the south of KwaZulu-Natal and the northern part of the Eastern Cape Province. It provides highly competitive tertiary services within these regional parts of both provinces, such services mainly include commercial, retail and tourism. The district also attracts a number of people for public services including medical care given the amount of public and private health care facilities.

3.1.2 Administrative Entities

The municipality is bordered in the north by eThekweni Municipality, in the West by UMgungundlovu and Harry Gwala District Municipalities and on the Southern side shares its borders with the Eastern Cape Province. The municipality is accessed via N2 and the R102 from eThekweni on the north. The N2 is an important access point as it stretches throughout the district and provides regional access to Eastern Cape on the western border where it interfaces with Harry Gwala District Municipality. R61 (National Road) links the district with the Eastern Cape on the South where it interfaces with Alfred Nzo District Municipality whilst the R102 links the district with uMgungundlovu to the west. It is located on the southern part of KwaZulu-Natal province with a number of strategic features that embraces this location such as the following:

- ☐ It is highly accessible by the N2 and R61 which connects the area with a number of towns within KwaZulu-Natal as well as Eastern Cape and beyond;
- ☐ It is situated within a highly admired coastal strip which is affectionately known referred to as the South Coast by the tourists, residents and general travellers;
- ☐ It shares borders with eThekweni Municipality which is the economic powerhouse of KwaZulu-Natal and a very notable economic point within the country; and
- ☐ It accommodates the first coastal commercial hubs from Eastern Cape to KwaZulu-Natal.



Map 2: Regional Context

Source: Ugu District SDF 2023

3.1.3 Existing Nodes and Corridors

In August 2015, KZN COGTA published a report titled “Towards a framework for the classification of development nodes in KwaZulu-Natal – Regional spatial restructuring for an efficient delivery of services” The aim of the report was to provide a standardised classification of nodes throughout the province. The study identified the following categories of nodes:

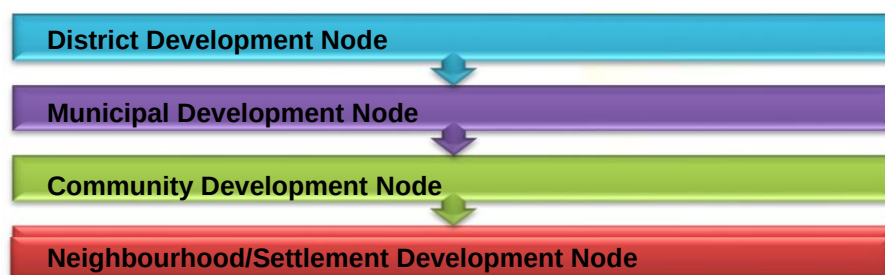


Figure 5: Ugu District Activity Nodes

Source: Ugu District SDF, 2023

District development nodes: These nodes play an integral role in the regional economy and contribute substantially to the provincial economy. They serve as major clusters of economic activities and provincial population. They have considerably developed and diversified economies. They serve as both economic hubs and administrative centres, but also perform some service centre functions. Municipal Development Nodes are physically connected to each other and to urban centres outside their regions (districts), by frequent and reliable transport and all-weather roads. They offer diversified commercial, financial, professional and administrative duties and services. They accommodate sub-regional offices of national government departments and branch offices of provincial government departments. They provide facilities for large scale and diversified markets, function as communication nodes for a broad rural hinterland, and provide sites for agri-business and largescale agriculture processing.

They also provide space for the location of small-scale consumer goods industries, repair workshops, and light durable goods. They offer higher educational opportunities and more specialised vocational training; and provide diversified and multi-purpose hospitals and health clinics. Municipal offices would mostly be located in these development nodes. Community Development Nodes are small towns that provide an area-wide exchange point household and common consumer products as well as farm inputs. They serve as nodes of transportation and distribution linked to regional centres within the province. They provide higher-level administrative services that cannot be found in community development nodes and offer vocational and secondary education, health and childcare services and rural commercial services.

Neighbourhood/Settlement Development Nodes: These would locate a settlement or cluster of settlements. Its service area would be limited to the surrounding settlements and would include lower order public, shopping and small business enterprise facilities. They serve as linkage between the local

3.1.3.1 Hierarchy of Development Corridors

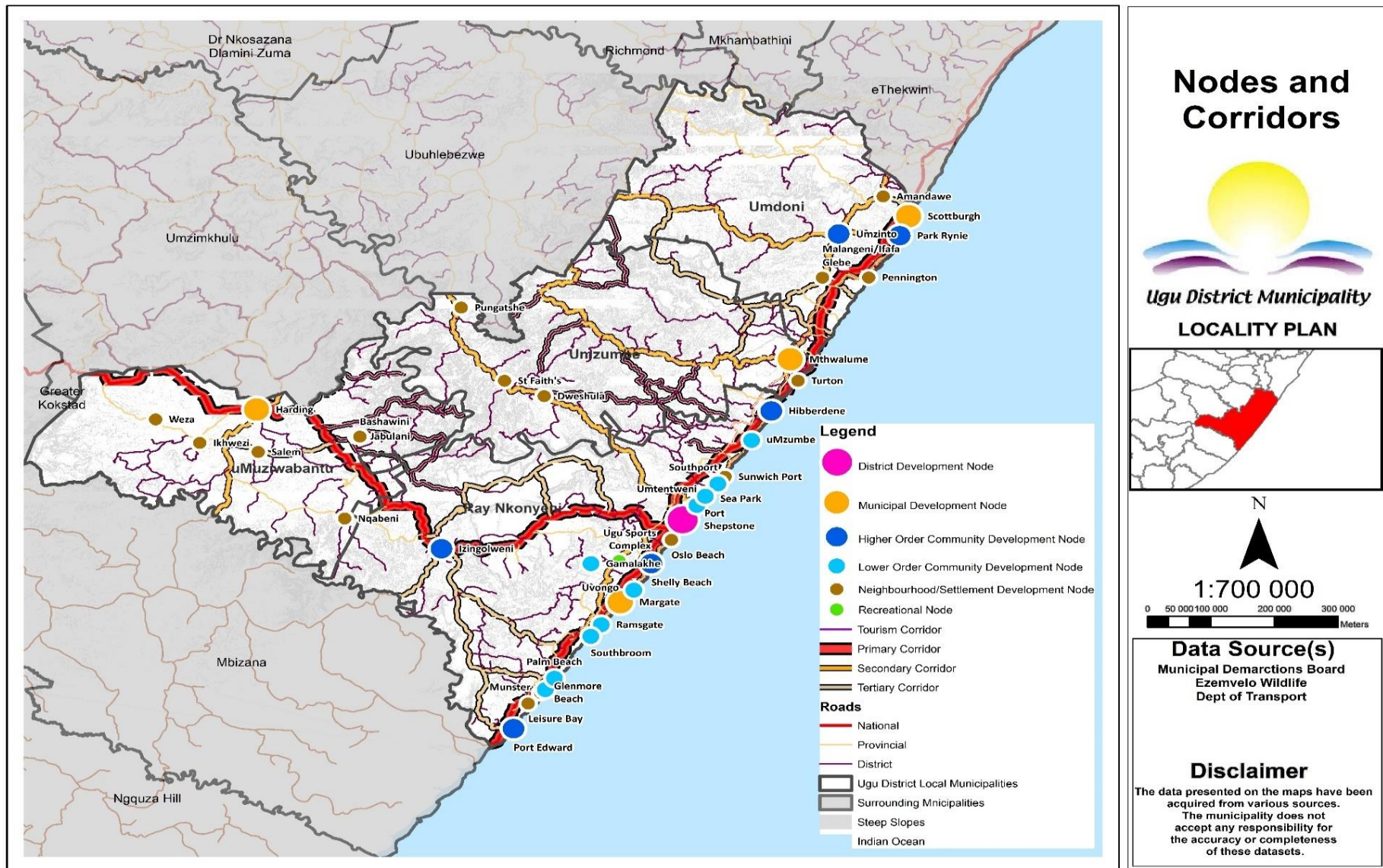
Corridors are areas of street or route-oriented uses which incorporate a mix of retail, employment and residential uses, developed at overall greater densities, located along arterial roads serving as major transit routes. Corridors link Nodes and important areas of activity within the district and are intended to be key locations for residential intensification. Corridors may form the boundaries of residential subdivisions or neighbourhoods but should act as a linear focus for activities and uses within the community. The District's Corridors provide a significant opportunity for creating vibrant pedestrian and transit-oriented places through investment in hard and soft infrastructure, residential intensification, infill and re-development.

The concept of spatial development requires an understanding of the movement networks of people, goods and services which are channelled along specific routes. These routes are described as networks of interaction. The level and intensity of activity that these networks of interaction provide result in the concept of "Development Corridors" which are broad areas of development which are centred on activity and development routes. They are characterised by dynamic, mutually supporting relationships between land uses and the supporting movement system. These development corridors are generally supported by a hierarchy of transport services which functions as an integrated system to facilitate and foster ease of movement for private and public transport users.

A key element of corridor development is intensification. A large portion of the District's land use intensification target is directed to Nodes and Corridors. In older Corridors, intensification stabilizes and grows the population, helping to support local businesses, institutions and community facilities such as community centres, parks and schools, thus returning vitality to these areas. In new or developing corridors, intensification, supported by transit, provides a diversity of housing types and living environments that reduce the dependency on automobiles, creating liveable environments.

The SDF recognizes Corridors as key structural elements for Municipal, neighbourhood and precinct planning; however, some corridors function as an integral part of a much broader environment with a national, provincial and district wide impact (N2). Therefore, a central element of corridor planning will be to identify the unique role played by each corridor and ensure that proper planning co-ordination and guidance is provided for each of the corridors identified, whilst embracing the general ethos of corridor development planning.

Development corridors in Ugu DM occur at various scales and are dependent on function and categorisation of the transportation route that forms the basis of the corridor. They carry flows of people and trade between two points (origin and destination) and foster nodal development at strategic points. Corridor development forms the basis of spatial structuring and is a tool for economic growth. It seeks to create functional linkages between areas of higher thresholds and economic potential, with those that have insufficient thresholds. This, in turn, enables areas that are poorly serviced, to be linked to areas of opportunity and benefit and with higher thresholds.



Source: Ugu GIS, 2022
Map 3: Nodes and Corridors

3.1.4 Broad Land Use Patterns

3.1.4.1 Coastal Tourism Towns and Surrounding Suburbs

There are a number of coastal tourism towns that are located along Marine Drive, Ocean Drive and Finnis Road. These are mostly dominant within Ray Nkonyeni Local Municipality, specifically along R61 from Port Shepstone to Port Edward, however coastal tourism is also seen in Scottburgh, Park Rynie, Pennington, Sunwhich Port, Hibberdene etc. These towns are also surrounded by associated formal suburbs. These towns have a number of commercial and entertainment activities within it which were introduced in order to embolden this tourism environment.

3.1.4.2 Urban Towns and Surrounding Suburbs

The main urban centres within the study area are Port Shepstone, Hibberdene, Scottburgh, Margate, Port Edward and Harding Town. These serve as the main towns for the municipal area with the highest agglomeration of commercial activities.

3.1.4.3 Rural Town and Surrounding Peri-Urban Settlements

Izingolweni is the main rural town that is found within the municipal area. Turton within Umzumbe is experiencing an increase in density marked by a phenomenal increase in the number of people that live within the area. It is surrounded by the densely populated rural settlements which have grown around it over the years.

3.1.4.4 Rural Villages and Settlements

Majority of the inland area is occupied by rural villages and settlements. These are spread within different parts of the administrative boundaries of traditional authorities. These villages and settlements have a number of commercial and social activities within them. The kind of commercial activities are limited to small local convenient shops, taverns as well as small scale manufacturing activities (block making) and personnel services such as salons and small-scale agricultural activities (ploughing fields and food gardens).

3.1.4.5 Commercial Agriculture

Most commercial agriculture is intensive in one or more ways. Forms that rely especially heavily on industrial methods are often called industrial agriculture, which is characterised by innovations designed to increase yield. Techniques include planting multiple crops per year, reducing the frequency of fallow years, and improving cultivars. It also involves increased use of fertilizers, plant growth regulators, pesticides and mechanised agriculture, controlled by increased and more detailed analysis of growing conditions, including weather, soil, water, weeds and pests.

This system is supported by ongoing innovation in agricultural machinery and farming methods, genetic technology, techniques for achieving economies of scale, logistics, as well as data collection and analysis technology. Intensive farms are widespread in developed nations and increasingly prevalent worldwide. Most of the meat, dairy, eggs, fruits and vegetables available in supermarkets are produced by such farms. Smaller intensive farms usually include higher inputs of labour and more often use sustainable intensive methods. The farming practices commonly found on such farms are referred to

as appropriate technology. These farms are less widespread in both developed countries and worldwide but are growing more rapidly. Most of the food available in specialty markets such as farmers markets is produced by these smallholder farms.

The district has an abundant amount of agricultural land which is geographically located between the urban and rural areas in the form of commercial agricultural farms. The agricultural pattern within the area is primarily due to the undulating topography, which prescribes the available land parcels out of the valley lines and along other major structuring elements. The agricultural industry is a prominent feature within the KwaZulu-Natal south coast, and therefore becomes a predominant land use within the area. The predominance is due to the rich natural resources and climatic conditions, which allow for the farming of produce such as sugar, bananas, timber, pawpaws, coffee, tea and exotic nuts along the coast, maize, legumes, cattle, vast pine, commercial forestry, wattle and eucalyptus plantations inland. Commercial agriculture activity is concentrated largely within a central band located south-east of Harding.

3.1.4.6 Subsistence Agriculture/ Grazing Land

Rural subsistence farming activity is generally equated with the traditional settlement areas of specifically the rural areas. The agricultural practices within the Traditional Settlement areas of Ugu are diversified with many households producing food for subsistence purposes. Rural subsistence agriculture is far more extensive in the southern traditional authority areas of KwaJali and KwaMachi in Harding. Due to the often-large degree of transformation of these areas in terms of grazing cover as well as institutional factors, grazing capacity and other resource constraints limit the extent to which livestock as well as farming could be expanded. Settlements such as Odidini, Imfume, Dududu, Mkhunya, Kenterton, Qoloqolo, Msinsini, Dweshula, Assissi, Qiniseleni and Ezingolweni villages are low density settlements which still practice subsistence agriculture.

3.1.4.7 Conservation and Environmentally Sensitive Areas

The Conservation areas comprise a composite of Core Environmental areas, steep slope areas unsuitable for development and the 30m flood line buffers. There are two important grassland areas to the south and east of Odidini. These grassland areas are of high conservation value as they form part of the Interior South Coast Grasslands Belt, a Critically Endangered ecosystem. These grasslands occur within a Traditional Authority Area and have relatively low levels of settlement. Imfume is an area of grassland to the east, which is also of high conservation value as it forms part of the Interior South Coast Grasslands Belt, a Critically Endangered ecosystem. This area also provides an important wildlife corridor between the conservation areas along the iLovu River, Umgababa River, and the Umkhomazi River. This grassland occurs within a Traditional Authority Area and has relatively low levels of settlement.

Umkhomazi River Valley is a large area of Eastern Valley Bushveld, situated in the upper catchment of the Umkhomazi River, and which forms the northern boundary of the Ugu Municipal Area. Other formal environmental areas include Umtamvuna, Mbubazi, Mpenjati, Skyline, and Oribi Gorge. This area occurs within a Traditional Authority Area and has relatively low levels of settlement due to the steep

topography. There are also a number of unprotected environmental areas within the area which are undeveloped /untransformed and consist of grassland, dense bush and forests. High biodiversity areas represent a substantial fraction of the area.

Mpambanyoni River Valley is an area of Ngongoni Veld (Vulnerable) and Eastern Valley Bushveld situated in the upper catchment of the Mpambanyoni River. This area occurs within a Traditional Authority Area and has relatively low levels of settlement. Other river valleys which the district considers crucial, endangered, vulnerable and environmentally sensitive areas, include Fafa River Valley, Mtwalume River Valley, Quha River Valley, Kwa-Malukaka Valley, Mzumbe River Valley, and Umzimkhulu River Valley. There are several pockets of Scarp Forest occurring within and surrounding Vernon Crookes Nature Reserve. These forests occur on private properties, between areas of commercial sugarcane. Other forests which are environmentally sensitive, endangered and must be protected include Ntimbankulu Forest and Weza State Forest.

3.1.4.8 Industrial Hubs

There are several industrial hubs which are observed within the region, and they include Weza Sawmill Merensky which is a theatre of manufacturing and storage/ warehouse activities within Umuziwabantu area, Izotsha Industrial Development Corridor which is a theatre of manufacturing and storage/ warehouse activities within the RNM area, Other industrial activities are found in towns such as Marburg and Port Shepstone which also extensively contribute in the economic growth of the municipality. The areas that are currently zoned as industrial areas within Umdoni include 1 Area in Scottburgh (adjacent to the N2), 1 Area in Park Rynie (adjacent to the N2 off ramp), 1 Area in Esperanza (south), Specific sites in Umzinto North and Specific sites in Umzinto South.

3.1.4.9 Tourism Activities and Farms

Tourism is a key sector which can and should be developed through the development of tourism products based on the diverse natural and cultural resource base of the municipality. within the area of Umzumbe, it is identified as one of the economic opportunity areas that requires attention and investment. The district has identified several tourism opportunities and projects in Umzumbe, with the focus being on agri-heritage and cultural tourism.

Tourism assets which Umdoni area is richly blessed with include; Beaches: Scottburgh Beach and its grass-covered banks is one of the main attractions as it has established itself as the popular holiday resort destination for South Africans and foreign dwellers; Golfing: Along the South Coast Umdoni is identified as one of the hidden treasures of the Golf coast. The Golf course has 18 holes and is situated on 200 hectares of indigenous coastal forest. It has fauna and flora and magnificent vistas that make it a breath-taking experience to explore; Caravan Parks and Camp Sites. Scottburgh Caravan parks are privately owned seaside resorts and campsites are owned by the municipality. TC Robertson Nature Reserve: This nature reserve is located within just a 10 min walk from the centre of Scottburgh and from the main beach area. It has become a popular picnic venue with over 180 species of birds, bushbuck, grey duiker and blue duiker and Croc World.

This tourist attraction was established in 1985 and it is popularly known for its spectacular inland valley views and indigenous trees and plants. It houses a large collection of snakes and showcases endangered other species such as tortoises and therefore described as the reptile and bird park. Adventure tourism is already an important draw card for the Ugu District, but to date the focus has been on coastal adventure tourism activities such as diving, fishing and related water sports. Other tourism activities ensue from Oribi Gorge and include but not limited to hiking, river crafting, zip line, wild swing and sliding.

3.1.5 Land Ownership

Most of the households in the Ugu District Municipality's area of jurisdiction are owned and fully paid off by their occupants (61%), occupied rent free is 9% and rented also 16%. The households that are owned but not yet paid off are 9%. It is important to further interrogate the tenure / ownership type of the ownership as most of the ownership type is long term lease or PTO the title deed being limited only to the urban areas as the rural areas are under Ingonyama Land Trust and 79% of the population reside in the traditional areas. The table and chart below show the land ownership of the district.

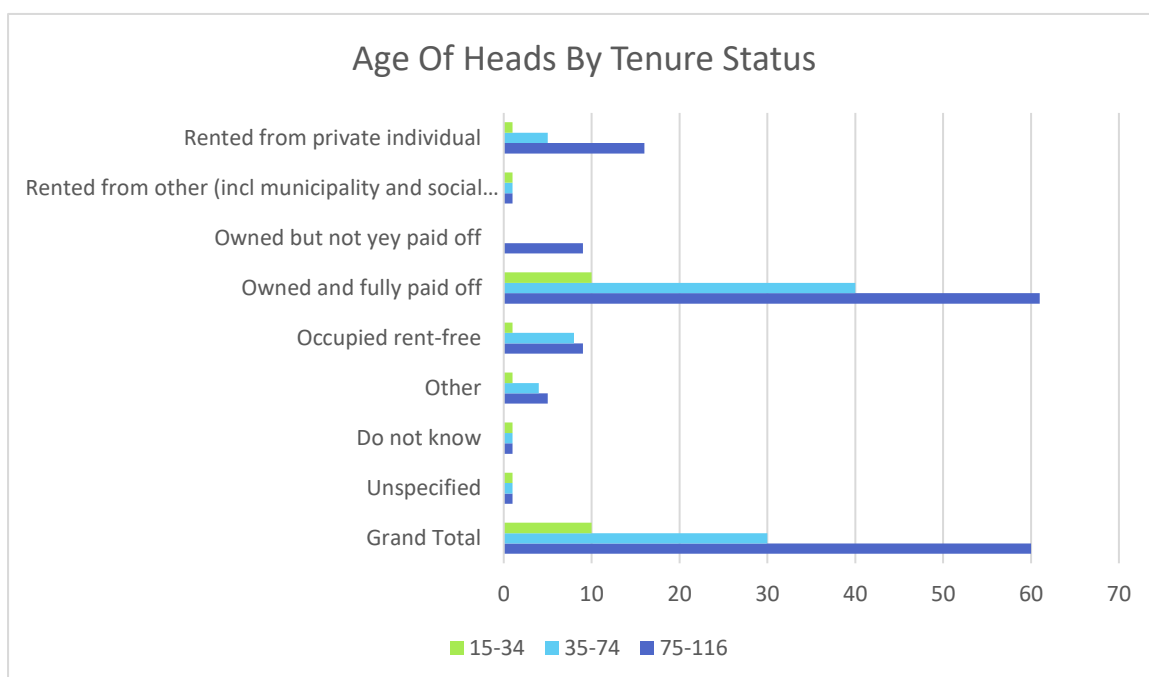
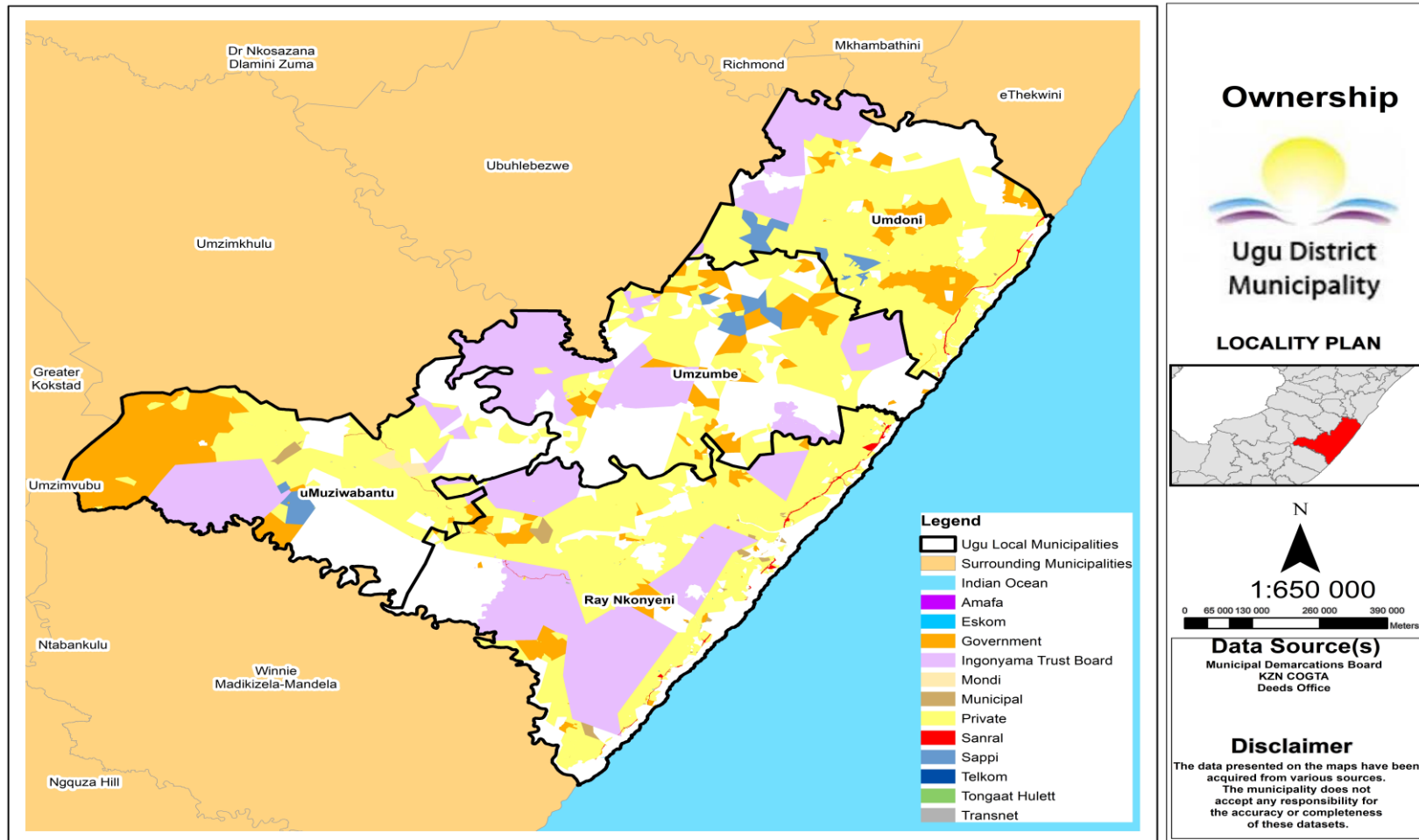


Figure 6: Ugu District Municipality Land Ownership
Source: Community Survey Stats SA 2016



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. There are quite a number of land claims that were lodged within the district. However, a few of these claims were transferred into projects, inter alia Nzimkwe, Impenjati and Khoshwani. There are also a number of gazetted restitution claims within the area. This includes Beshawu claim, Ezinqoleni claim, kwaXolo claim, Madlala claim, Masakhane claim, Mathulini claim, Mavundla claim and Oshabeni claim.

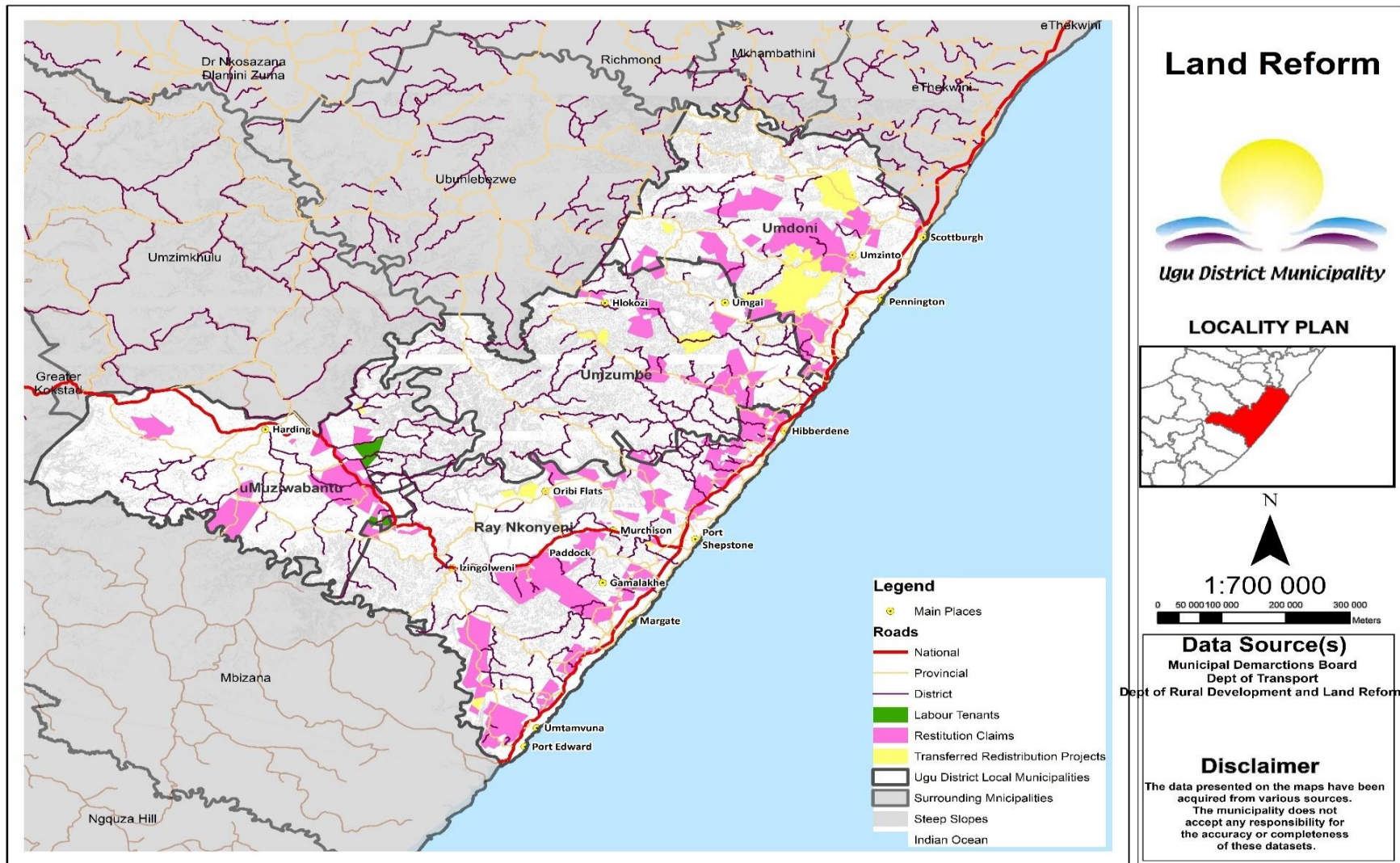
The importance of implementing successful land reform initiatives can, however, not be doubted. Such initiatives should contribute to improving household food security and supporting economic development in the District. As the focus of spatial planning is on the appropriate use of land, it is of specific 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

Much 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 has, however, been concluded that land in the Ugu District should be viewed as a scarce resource. Map 5 quantifies the current land use situation in the Ugu District, and specifically considers the availability of undeveloped land for development.

Although there appears to be substantial land available for development in the Ugu District, much 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 occupy 20% of the land with commercial crops and orchards occupying only 0.5% of the land.

The land available for development is generally located in small pockets and / or not well-located (i.e. located on river flood plains) and therefore not necessarily available for development. Low density rural and urban settlement areas also continue to expand and reduce the extent of land available for development. Also, to be considered is that sugar cane land, if used for alternative production or urban land uses, reduces the land for sugar cane and may impact on the longer-term sustainability of the two sugar mills located in the District. These are major contributors to the economic output of the District.

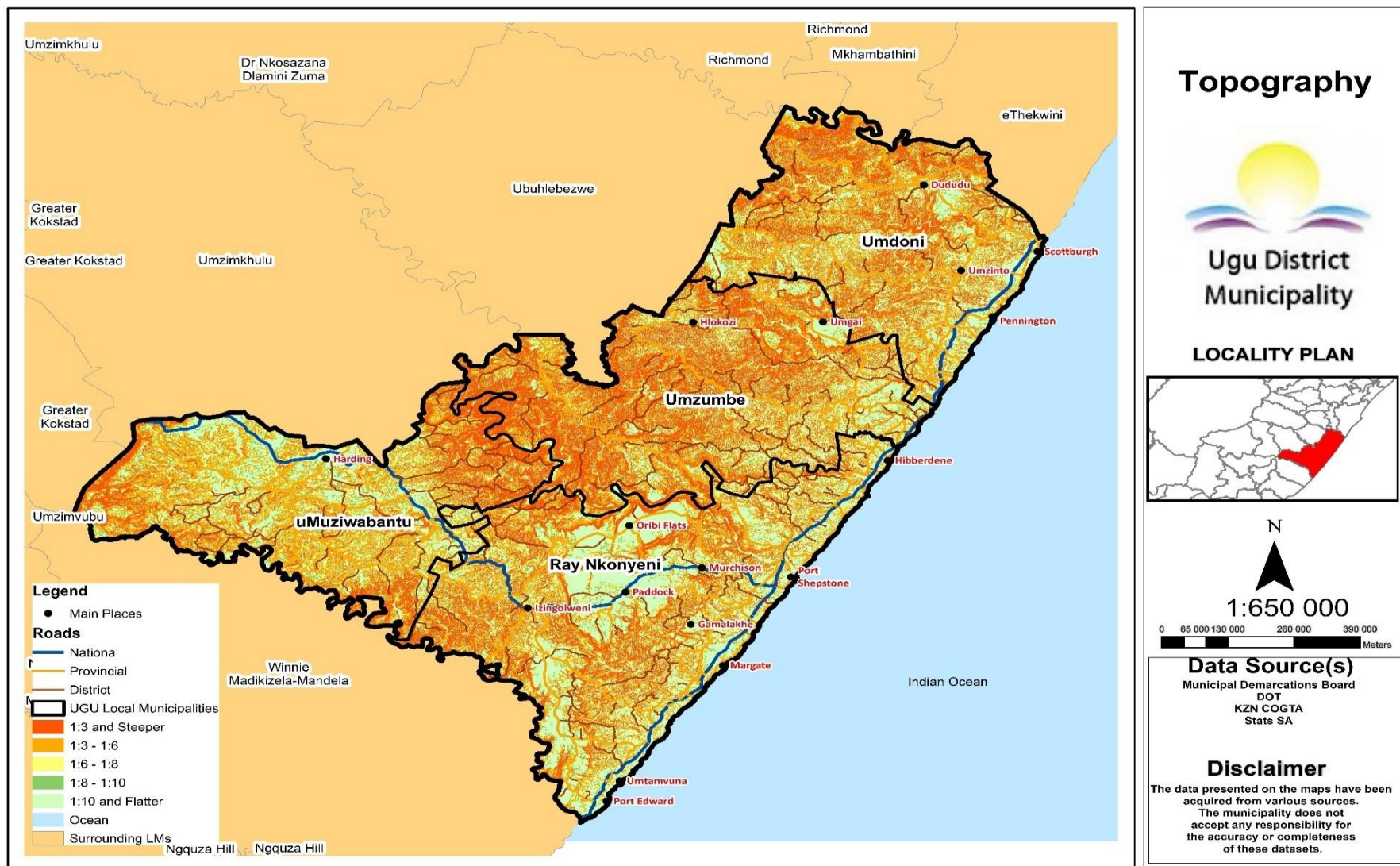


Source:
Ugu
GIS, 202

Map 5: Land Reform

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.



Map 6: Topography

Source: Ugu GIS, 2022

3.2 ENVIRONMENTAL MANAGEMENT ANALYSIS

Environmental management is the process to improve the relationship between human beings and environment which may be achieved through checks on anthropogenic activities, conservation, protection, regulation and regeneration of nature. Ugu District Municipality endeavours to engage in the process of adjustment of a relationship of man with nature which involves judicious exploitation and utilization of natural resources without disturbing the ecosystem balance and ecosystem equilibrium.

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. This milestone is of high importance in achieving the overall objective of maintaining harmony between man and the environment whilst there is no hinderance in development. A background desktop analysis of the state of the environment in Ugu District Municipality is outlined in this chapter of the IDP.

3.2.1 Physical Environment

This section covers the physical environment of the Ugu District Municipality area, looking at the topography, water resources, geology, soils, land cover, the coast, biodiversity and conservation as summarised below:

3.2.1.1 Key Hydrological Features

The Ugu District Municipality (UDM) contains three main river systems (Umkomaas, Mzimkhulu and Mtamvuna) as well as several smaller, but significant, rivers (fig 3.2.1.1.1). Only a small portion of the Umkomaas River Catchment falls within the Ugu District. The region has 12 Quaternary Catchments, only two of the twelve fall partially/ within the UDM. Both are relatively undeveloped but with a relatively high proportion of alien invasive vegetation. These catchments have relatively low to no anthropogenic impacts and are in a good ecological state. There are extensive areas of significant wetlands which are in good ecological condition.

A small portion of the Mzimkhulu River Catchment falls within the Ugu District. The catchment is relatively well developed throughout and most of the Quaternary Catchments have a high proportion of alien invasive vegetation. This catchment has relatively low to no anthropogenic impacts and is in a good ecological state. There are extensive areas of significant wetlands which are in good ecological condition. The Mtamvuna River Catchment falls mostly within the Ugu District. The inland portion of the catchment is relatively well developed, while the three Quaternary Catchments closer to the coastline have markedly less development. Most of the Quaternary Catchments have a high proportion of alien invasive vegetation. This catchment has relatively low to no anthropogenic impact and is in a good ecological state. There are extensive areas of significant wetlands which are in good ecological condition.

The remaining smaller but significant catchments vary in their levels of development and proportion of alien invasive vegetation. However, all, except the Mzinto River Catchment are classed as having

relatively low to no anthropogenic impacts and are in a good ecological state. The Mzimba River Catchment is classed as having a higher level of impact. There are also significant wetlands within these catchments.

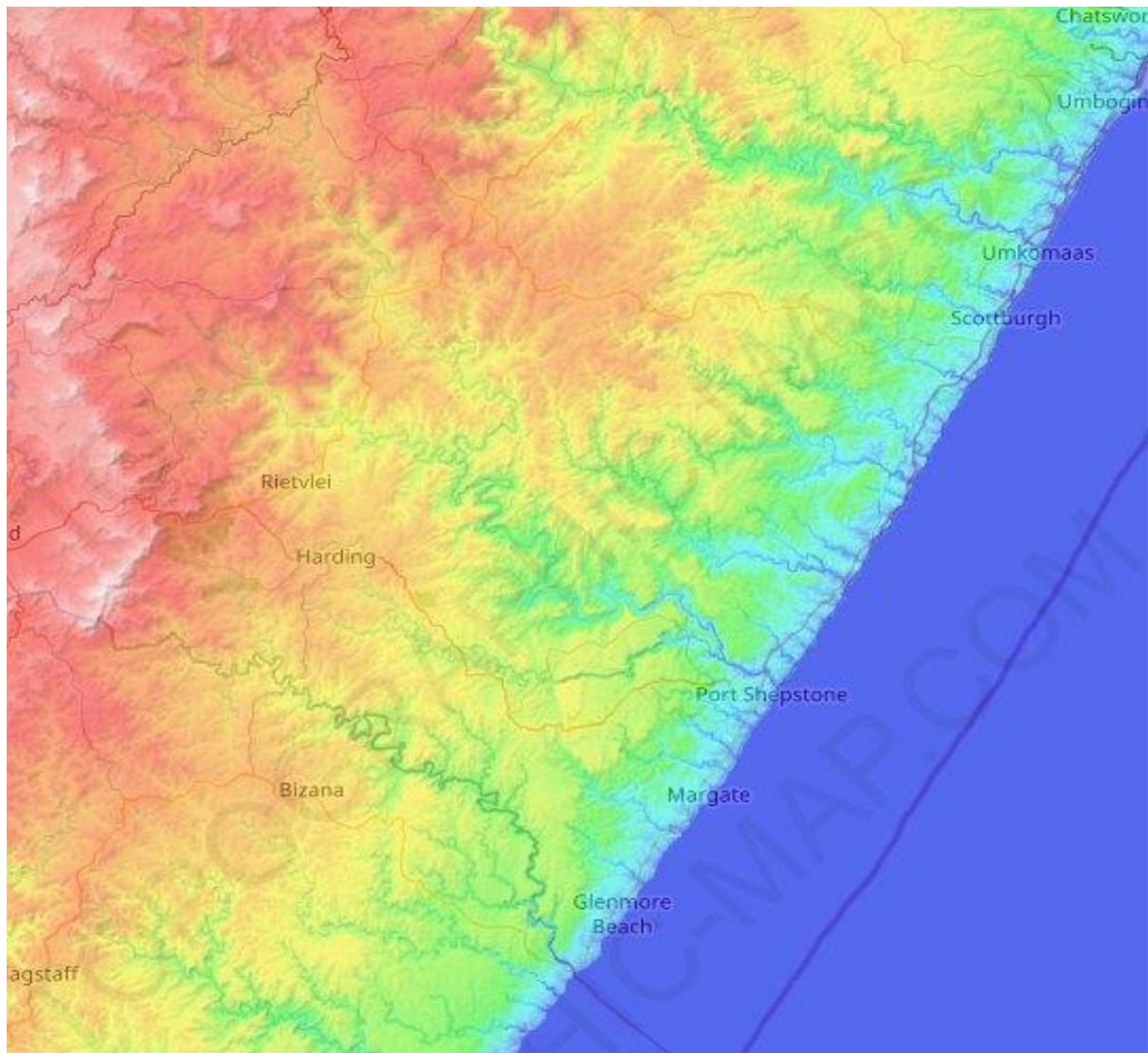


Figure 3.2.1.1.1: Ugu District River and Catchment Areas

3.2.1.2 Topography and Water Resources:

The average mean altitude of the district lies between 20-100m above sea level and the slopes are >40%, rising from sea level to inland plateau. The major rivers are Umzumbe, Ifafa, UMthwalume, UMtentweni, Umzimkhulu, Umzimkhulwana, Mzimayi. Bordering rivers are Amahlongwa and Umthamvuna.

3.2.1.3 Estuaries

Ugu District Municipality has about 36 estuaries which are distributed along a 112-kilometre coastline. These estuaries are characterised by high biodiversity and productivity and provide a range of environmental services and socio-economic benefits. **13** of these estuaries have Estuary Management Plans as required by the National Environmental Management: Integrated Coastal Management Act

(Act No. 24 of 2008), as amended by the National Environmental Management: Integrated Coastal Management Amendment Act (Act No. 36 of 2014).

3.2.1.4 Ugu Estuary Management plans

Estuary	Estuary Management Plan
<u>Umdoni</u>	Yes
Mpambinyoni	Yes
Mtwalume	Yes
Fafa	Yes
Mzinto	Yes
<u>Ray Nkonyeni</u>	Yes
Mhlangamkhulu	Yes
Mthente	Yes
Mzimkhulu	Yes
Mbango	Yes
Mhlangeni	Yes
Bilanhlo	Yes
Umntongazi	Yes
Mpenjati River	Yes
Nkongweni River	Yes

3.2.1.5 Groundwater

The geohydrological units underlying the Ugu District are classified as secondary aquifers (except for the unconsolidated sediments, where they occur) with groundwater occurrence characterised either by aquifers with fractured flow or by aquifers with inter-granular and fractured flow. Borehole yields are expected to be satisfactory apart from a limited number of low yield areas (e.g. north of Umkomaas). Due to the variability of the geology, groundwater levels and aquifer parameters such as hydraulic conductivity and transmissivity will differ across the Ugu District, and will be locally dependent on aquifer type, geological structure, and topography.

Groundwater quality is generally good. However, groundwater quality will be heavily influenced by the depositional environment, proximity to the coast and industrial activities. Due to the variation in elevation across the Ugu District, mean annual precipitation, and therefore potential groundwater recharge, is variable.

3.2.1.6 Runoff Potential

There is a trend of increasing runoff potential towards the southern section of the Ugu District. At this desktop level of study, it is unclear as to how best to access the available water resources, should they be required. If the streamflow is variable, then storage structures may be required to get specific

demands at the required assurance of supply. Conversely, if the flow volumes are sufficient and the streamflow is not variable, then run-of river abstractions may become plausible.

3.2.2 Protected Areas

Protected Areas (PAs) are restricted to formally proclaimed areas under the National Environmental Management: Protected Areas Act (2003) that forms the backbone of the conservation network. These areas are critical in their contribution to the achievement of conservation objectives in the province.

Protected Areas (PAs) fulfil several critical functions within the landscape, most notably they function as the cornerstones of biodiversity conservation and ecological sustainability, biodiversity retrospectivity, climate change adaptation, provision of ecosystem goods and services, and socioeconomic (particularly rural) development (DEA 2009). It is therefore not surprising that protected areas are seen as one of the most important mechanisms for protecting biodiversity.

At present, a total of seven terrestrial formally protected and two marine protected areas (Aliwal Shoal & Trafalgar) occur within the Ugu District (see Table 3.2.1.2.1). These range in extent from 17 ha (Skyline Nature Reserve) to over 12, 000 ha (Aliwal Shoal Marine Protected Area). Terrestrial protected areas cover a meagre 8883.1 hectares, representing only a small fraction (1.76%) of the land surface within the District (Figure 3.2.1.2.1). This figure is clearly well below international benchmarks and is grossly inadequate to protect the diversity of species, habitats and processes within the District.

Site	Date Proclaimed	Extent (Ha)
Oribi Gorge Nature Reserve	1950	1745.7
Skyline Nature Reserve	1986	17.1
Mbumbazi Nature Reserve	1986	2022.9
Mehlomnyama Nature Reserve (Managed by DWA)	1908	160.6
Umtamvuna Nature Reserve	1971	2653.0
Vernon Crookes Nature Reserve	1973	2188.9
Mpenjati Nature Reserve	1985	94.9
Total	8883.1 (1.76%)	
Marine Protected Areas		
Aliwal Shoal Marine Protected Area	2004	12461.5
Trafalgar Marine Reserve	1979	552

Table 3.2.1.2.1

While several informal conservation areas also exist, these areas are not formally protected by law and therefore provide little assurance of long-term protection. These areas include community conservation areas, privately owned reserves, and game ranches. Further efforts are clearly required to expand the

existing formal conservation estate with opportunities for building on existing biodiversity commitments shown by landowners through these informal conservation initiatives.

Protected area expansion planning has been undertaken at both a National and Regional level to help direct conservation programs (Figure 3.2.1.2.1). Unfortunately, these plans have led to little formal action on the ground apart from the conceptual development of a Big 5 Reserve associated with the Mzimkhulu priority area identified in the national plan. Priority areas are also quite different with little alignment between the existing plans. It is hoped that the outcomes of the Biodiversity Sector Plan (BSP) will help to provide further focus for future conservation efforts.

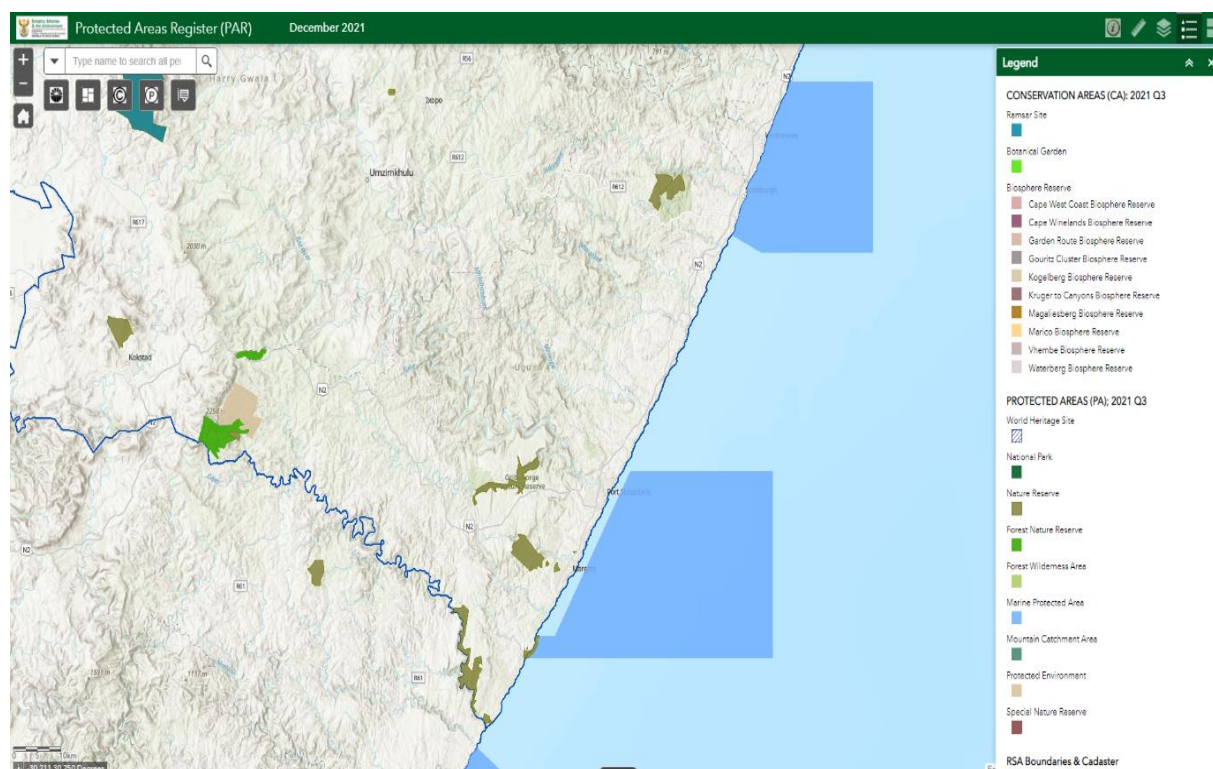


Figure 3.2.1.2.1: Ugu District Protected Areas

Source: DFFE Protected Areas Register; Interactive Map Viewer; 2021

3.2.2.1 Management effectiveness and pressures facing protected areas

An assessment of the management effectiveness of protected areas managed by EKZNW was undertaken in 2010. This assessment was based largely on the Management Effectiveness Tracking Tool (METT) developed by World Wide Fund (WWF) and the World Bank (WB) in 2007. The results of the assessment are summarised in Table 3.2.1.2.2, below. This clearly shows that all the sites assessed fell short of the 77% minimum standard which was set by the Management Effectiveness Task Team with sites ranging in scores from 53% to 64%. This suggests that further efforts are required to improve management of existing protected areas and so ensure that the few biodiversity assets within such areas receive the protection required.

The level of pressure facing different protected areas is also worth noting (see Table 3.2.1.2.2). Of relevance, is the very high pressure associated with Umtamvuna Nature Reserve which ranked highest in the province. This suggests that special attention needs to be given to this area to ensure that these pressures are appropriately mitigated and managed.

Table 3.2.1.2.2: Summary results of the METT assessment

Site	Extent	Effectiveness	Pressure
Oribi Gorge Nature Reserve	1745.7 ha	60 %	Medium
Skyline Nature Reserve	17.1 ha	63 %	Medium
Mbumbazi Nature Reserve	2022.9 ha	53 %	Medium
Mehlomnyama Nature Reserve (Managed by DWA)	160.6 ha	No Data	No Data
Umtamvuna Nature Reserve	2653.0 ha	60 %	Very High
Vernon Crookes Nature Reserve	2188.9 ha	59 %	Low
Mpenjati Nature Reserve	94.9 ha	64 %	High

3.2.3 Biodiversity

An overview of the importance of areas for biodiversity conservation in the Ugu District is presented in the form of a Critical Biodiversity Areas (CBA) map for the Ugu District. This, together with other supporting maps presented here was based on the mapping prepared as part of the Biodiversity Sector plan for the area but refined through further stakeholder interaction and field verification.

The CBA map indicates areas of terrestrial land, aquatic features as well as marine areas which must be safeguarded in their natural state if biodiversity is to persist, and ecosystems are to continue functioning. The CBA map aims to guide sustainable development in the district by providing a synthesis of biodiversity information to decision makers and serves as the common reference for all multi-sectoral planning procedures, advising which areas can be developed in a sustainable manner, and which areas of critical biodiversity value (“Critical Biodiversity Areas” or CBAs) and their support zones (“Ecological Support Areas” or ESAs) should be protected against biodiversity threats and impacts. ESAs, whilst not necessarily required to meet conservation targets, are important in maintaining ecological processes and system functioning of their associated CBAs.

An additional category, termed “Ecological Infrastructure” or EI (also referred to as “Ecosystem Goods and Services Areas” or EGSAs) identifies areas of natural or near-natural features, habitats or

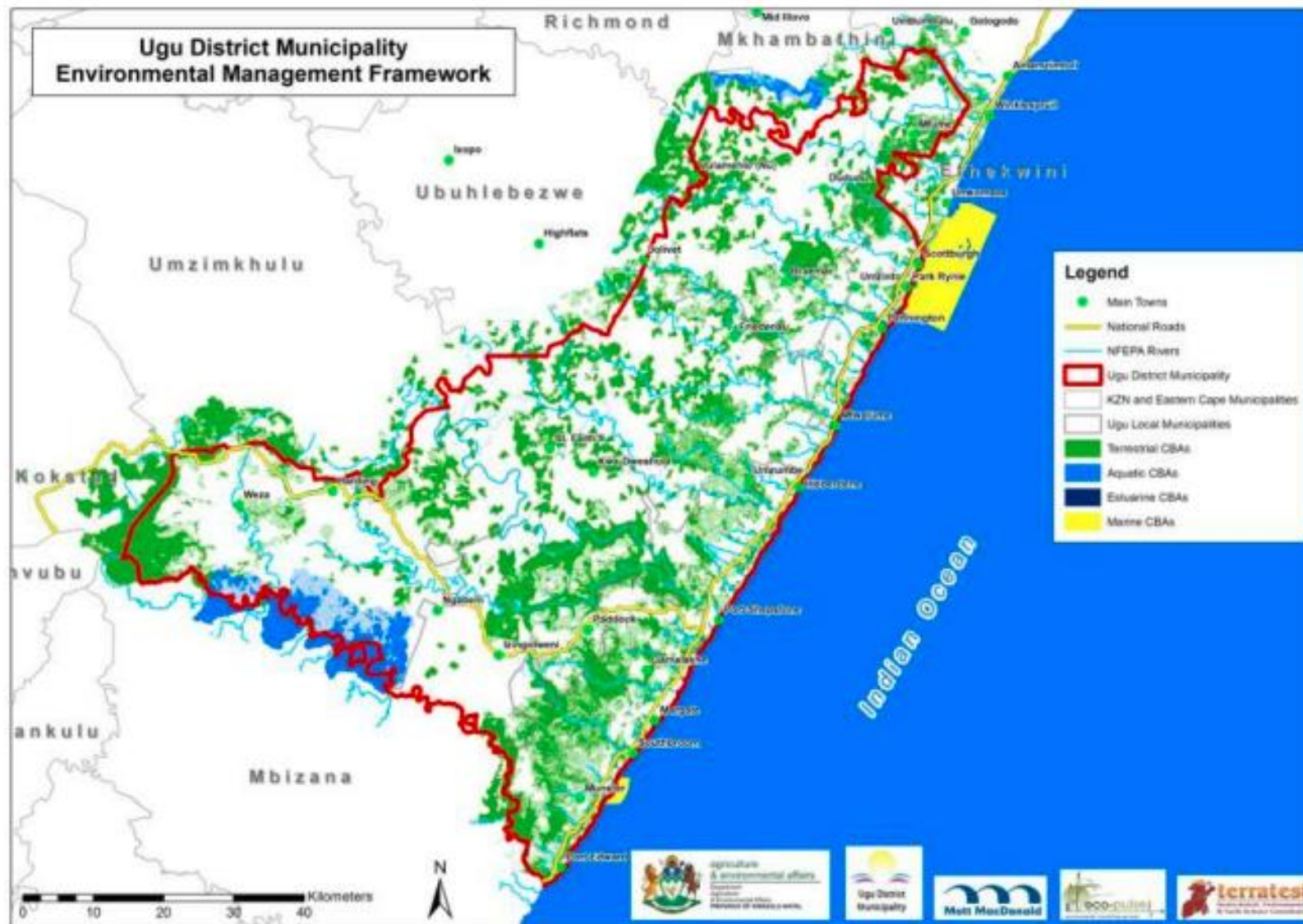
landscapes that have been highlighted as being particularly important in providing high levels of ecosystem service delivery, e.g. water production areas, key flood mitigation areas, etc. This category forms a subset of the larger matrix identified on the map as “Other Natural Areas”. These are natural, near-natural vegetation and functional habitats or landscapes not yet classified as one of the above categories (i.e. CBAs, ESAs, or EI), but that should be recognized as being important in maintaining and supporting ecological processes and ecosystem service delivery, and should also be safe-guarded where possible. Whilst these Other Natural Areas are sufficiently extensive at this stage that they may withstand some loss through conversion of their natural state and undergo development, it is possible however that these areas will eventually be reclassified as Critical Biodiversity Areas in the future as development pressures increase.

The CBA map also identifies “Transformed Areas” that have been irreversibly transformed by land uses such as agriculture, forestry, and urban infrastructural development, with no significant natural vegetation remaining and therefore are attributed to having a low biodiversity value.

3.2.3.1 Biodiversity sector plan/ Bioregional plan

Ugu district sector plan (Bioregional plan) covers the Ugu District Municipality in southern KwaZulu-Natal, South Africa. Ezemvelo KwaZulu-Natal Wildlife (EKZNW) is the developer and primary implementing agent of the plan, with technical support being provided by SANBI: the South African National Biodiversity Institute. The plan sets out the baseline for the conservation priorities in each of the Districts, before interacting with the various other sector plans, IDPs and SDFs as required by S48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines.

The primary purpose of the Biodiversity Sector Plan for the Ugu District is to inform land-use planning, environmental assessment and authorisations, and natural resource management, by the range of sectors whose policies and decisions impact on biodiversity. This is done by providing a map of biodiversity priority areas, with accompanying landuse planning and decision-making guidelines. There are a wide range of mandatory and recommended users of the Biodiversity Sector Plan, including local, provincial and national government departments and authorities whose decisions and actions impact on biodiversity and the natural environment; national and provincial conservation agencies; environmental and planning consultants; conservation NGOs; and private landowners.



3.2.3.2 Biodiversity and Conservation

Environmentally sensitive areas are marine reserves, wilderness areas, monuments, conservation areas, nature reserves, wetlands, threatened species and their habitats, areas of high species diversity and sites of scenic value. Wetlands are under severe, inappropriate development pressure, wetland habitats being replaced by developments. An emerging challenge in terms of biodiversity is that vegetation is characterised by various indigenous communities being overtaken by invasive alien plants. Protected areas are Vernon Crookes, Mpenjati, Oribi Gorge, Umtamvuna and Mbumbazi Nature Reserves under EKZNW. There are others under private ownership. Offshore from the coastline is the Aliwal Shoal Protected area.

3.2.3.3 Invasive Alien Species (IAS)

Invasive Alien Species are one of the biggest causes of biodiversity loss and species extinctions, and are also a global threat to food security. Alien species are a threat to estuaries; they disrupt the natural ecology and pose risks to the economy through damage to infrastructure or displacement of natural species. The invasive species are found among the plants, the fish and the invertebrates⁶. Invasive alien species are species that have become established in an area beyond their natural distribution range following introduction by humans, and whose spread 6Goble BJ, van der ElstRP & Oellermann LK (eds) (2014). Ugu Lwethu—Our Coast.

A profile of coastal KwaZulu-Natal. KwaZulu-Natal. 16 16 threatens ecosystems, habitats or species with environmental or economic harm. They present a large and growing challenge in South Africa and globally. Not only do invasive species threaten indigenous biodiversity, they also have serious socioeconomic impacts including threats to water security, reduced productivity of rangelands, increased fire risk, and impacts on crop agriculture. Ugu District Municipality have identified the need for the Invasive Alien Species Management Plan 7 . The problem of alien plants is currently managed through partnership with the local conservancies, clearing projects by government, Ugu District Municipality, sector departments and EKZNW especially in the nature reserves that they manage. There is urgently no detailed information on the areas infested by alien plants, however Scottburgh, train station to Rocky Bay is affected, this includes areas like Port Shepstone Beach, Mtentweni to Umbango River.

- The Invasive Alien species are compounded by climate change. Climate change facilitates the spread and establishment of many alien species and creates new opportunities for them to become invasive. IAS can reduce the resilience of natural habitats, agricultural systems and urban areas to climate change. Conversely, climate change reduces the resilience of habitats to biological invasions.
- The Ugu District Monitoring, Control and Eradication Plan (Control Plan) has been developed to comply to the National Environmental Management: Biodiversity Act (Act No. 10 of 2004) [NEMBA] Section 76 (2), which require all organs of state to prepare an invasive species monitoring, control and eradication plan for land under their control. The draft Control Plan forms part of Ugu's

Integrated Development Plan and has to be reviewed every five years. This Control Plan endeavors to present clear priorities and sets out guidelines that if followed, Ugu can achieve successful IAS control at their properties. It can also assist Ugu to create a bigger awareness and responsibility among stakeholders in the municipality. The draft Invasive Alien species Monitoring, Control and Eradication Plan is awaiting approval by council.

- Of the Ugu district local municipality, Ray Nkonyeni Local Municipality have developed an Alien Invasive management plans and Open space management plans. The purpose of the Open Space Management Plan (OSMP) is to provide a framework for the integrated management of the natural and semi-natural areas. . This requires managing and maintaining the ecosystem in a near-natural state and restoring and/or rehabilitating the ecosystems to such a state

3.2.3.4 Coastal Management

The Coastal zone: The length of strip of the coast is 112km, covering Umdoni, Umzumbe and Ray Nkonyeni local municipalities with 36 estuaries. The coastal corridor is relatively well developed with hard and bulk infrastructure; light industries on the south focused around Port Shepstone, Marburg areas and Margate Airport as well as Scottburgh-Park Rynie on the North. There are intensive residential and holiday resorts developments. The coast is highly vulnerable due to development and sea level rises thus the Coastal Vulnerability Index (CVI) suggests precautionary measures on the high to moderate risk areas.

The National Environmental Management: Integrated Coastal Management Act 24 of 2008 defines the “coastal zone” as the area comprising coastal public property, the coastal protection zone, coastal access land and coastal protected areas, the seashore, coastal waters and the exclusive economic zone and includes any aspect of the environment on, in, under and above such area. This is a complex entity, an ecosystem where oceanic and terrestrial forces meet in transition. The coastal ecosystem acts as a provisional tool offering ecologically and socio-economically rich natural resources which sustain livelihoods, and coastal and ocean recreation which enhances the quality of life as a whole.

The coast, encompassing all these natural treasures, thus becomes a niche for the social, economic and ecological influences for human and other activities. Due to the foregoing, the coast becomes a desired location for public infrastructure such as harbours, road and rail networks as well as human populations for various reasons. Thus given the inherent complexities of the coast, Ugu district municipality developed a Coastal Management Plan to sustainably maximize the benefits provided by the coastal zone and to minimize the conflicts and harmful effects of activities along the coast, on resources and on the environment. The purpose of the Ugu District municipal coastal management programme will be to provide a coherent municipal policy directive for the management of the coastal zone within the jurisdiction of the municipality. It is to also essential for the CMP to give direction for the projected expenditure and investment by the municipality in coastal management infrastructure or in order to implement any coastal management programme, with a description of specific areas within the coastal zone that may require special coastal management and management strategies.

Coastal Management by-laws-The Ugu Coastal Management plan includes (not limited to) a vision for the management of the coastal zone, including the sustainable use of coastal resources; the coastal management objectives for the coastal zone within the jurisdiction; priorities and strategies in order to achieve the management objectives of the municipality within its jurisdiction. Umdoni Local Municipality and Ray Nkonyeni municipality have developed coastal management by-laws which aim to provide for measures for managing and protecting the coastal zone; protecting the natural environment of the coastal zone; managing public access to the coastal zone; manage, control and regulate public access and behaviour at beaches and beach areas.

Coastal Management committee- The committee was established as a result of the provisions of Section 42 of the National Environmental Management: Integrated Coastal Management Act 24 of 2008 (hereafter referred to as ICMA). The Coastal management committee has the following objective;

- To promote integrated coastal management in the municipality and the coordinated and effective implementation of the ICM Act and the municipal coastal management programme.
- Promote a co-ordinated, inclusive and integrated approach to coastal management within the municipality by providing a forum for, and promoting, dialogue, co-operation and co-ordination between the key organs of state and other persons involved in coastal management within its area of jurisdiction;
- Promote the integration of coastal management concerns and objectives into the municipality's Integrated Development Plan and Spatial Development Framework and into other municipal plans, programmes and policies that affect the coastal environment;
- Advise the local municipalities and their municipal managers on coastal management matters, including activities that may have impacts on the coastal environment.

3.2.3.5 Coastal Management projects/programmes

Sihlanzimvelo Project

The Ugu District municipality implemented projects with impact on coastal areas, one of which is the Sihlanzimvelo project. The principal objective of the Sihlanzimvelo programme was to remove Invasive Alien Plant species and waste debris from stressed rivers and streams. The programme benefitted communities with short term employment opportunities and empowered them to have small businesses whilst taking care of their own environment and health. The programme had a budget of approximately R870 000 to be implemented in three phases for a period of three (3) financial years. The programme created over 100 work opportunities in the three years of implementation.

3.2.3.6 Vegetation, Geology and Soils

A range of vegetation types extend across the UDM and are grouped within three biomes, namely the Indian Ocean Coastal belt, Savannah biome inland of the coastal belt, and a small section of the grassland biome west of Harding and extending north towards Kokstad. Transformation has significantly impacted in the extent of remaining natural habitat, particularly along the coast and in higher lying inland regions. High levels of transformation in the study area have contributed to five vegetation

types being classified as critically endangered and a further three vegetation types of the study area while 24% of vegetation types are vulnerable, while only 17% are classified as least threatened.

A national process has also been undertaken to identify and list threatened ecosystems. Threatened Ecosystems are those ecosystems (in this case defined as a vegetation type) that are currently under threat of being transformed by other land uses. The first national list of threatened terrestrial ecosystems for South Africa was gazetted on 9 December 2011 (National Environmental Management: Biodiversity Act: National list of ecosystems that are threatened and in need of protection, G 34809, GoN 1002, 9 December 2011). The Biodiversity Act (Act 10 of 2004) provides for listing of threatened or protected ecosystems, in one of four categories: critically endangered (CR), endangered (EN), vulnerable (VU) or protected.

Parent geological material along the coast includes the Dwyka Series occurring south of the UMkomaas River, inland from the Umtwalume River to the Ifafa River, south of the UMzimkulu River and north of the Umtentweni River. Slight moderate erosion occurs. Alluvial deposits occur along estuaries and river flood plains, highly productive soils ranging from sandy through loamy to clay deposits, rich and humus, prone to extensive development pressure for cultivation activity. Sands that are overlaying the bluff beds are berea red sands representing the old dunes. – north of Sezela, south of Mpambanyoni and south of Mkomaas rivers. Sands colour generally range typically from white to grey, 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.

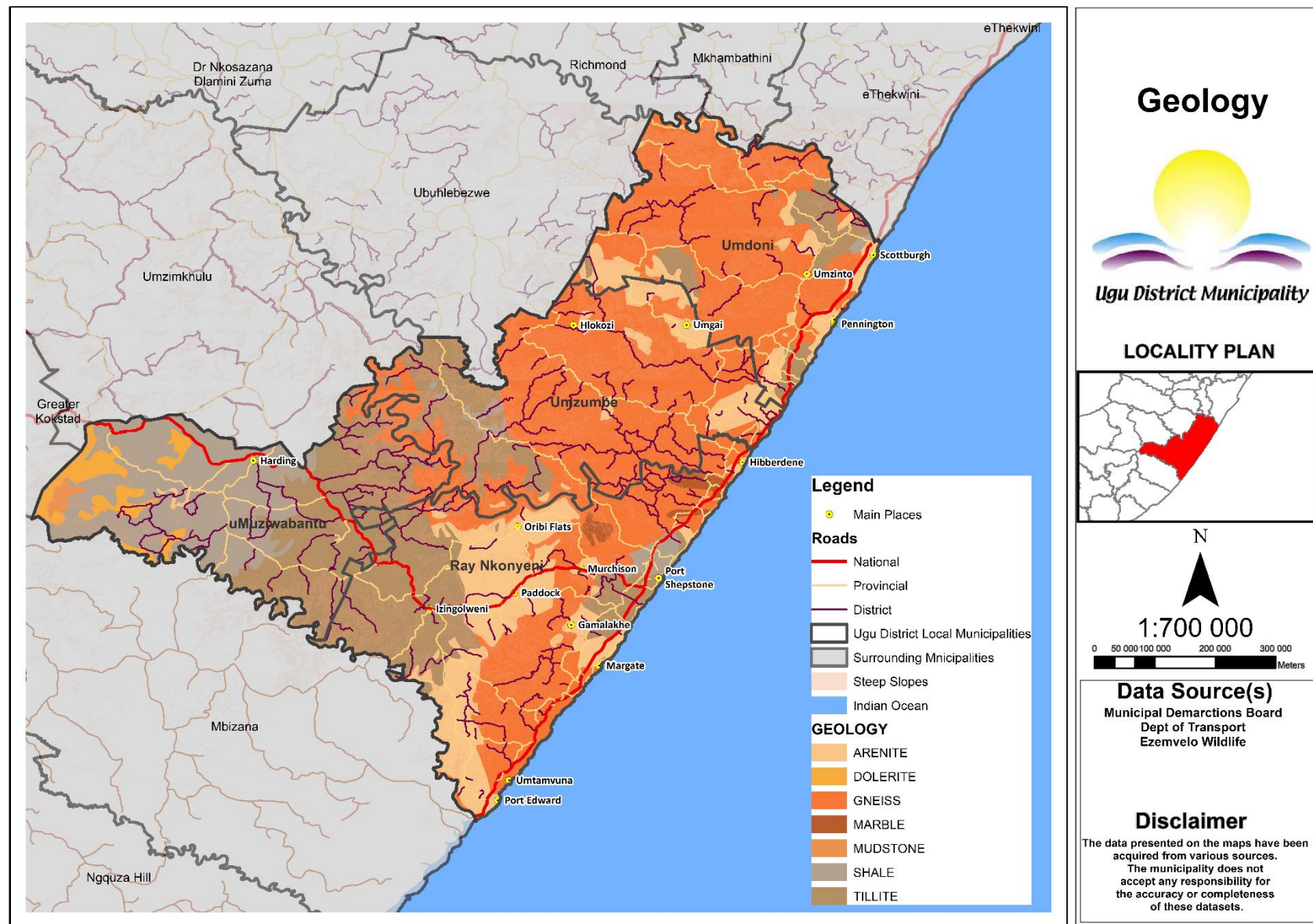
Dolorite is found along the uMzumbe coast and in the vicinity of the Damba River. Soils are usually nonstructured clay formations with loam. High agricultural potential. Sections of structured upland clays become waterlogged and there are extensive deposits of Gneiss (Granite) along the entire coast with cretaceous marine sediment deposits. Small quantities of gold, asbestos, limestone, kaolinite, bauxite, graphite, copper and nickel occur on the coast

Land Cover

According to Council for Scientific and Industrial Research (CSIR) "Standard Land-cover Classification Scheme for Remote Sensing Applications", sugar cane and small holdings penetrate the land in the Northern subregion-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. Other agricultural activities include macadamia and banana farming.

Map
Showing
Geology of
the District

Source:
Ugu SDF
2023



3.2.3.7 Climate Change

The climate of Ugu DM can be categorised into three distinct climate zones. These are coastal, inland north and inland south.

- The coastal climatology is influenced largely by the proximity to the warm Agulhas Ocean current. The thermal heat retentive capacity of the ocean reduces the diurnal temperature range and thus results in more mild temperatures along the coastal areas. The warm ocean current along the eastern coast provides water that is more predisposed to evaporation. Coastal areas therefore experience high humidity and significantly more precipitation than inland and west coast areas.
- The inland climate zones do not receive the mitigation effect of proximity to the ocean and therefore have a larger diurnal temperature range. This is particularly noted in the northern inland areas which as the highest annual average daytime temperature. The inland southern areas partly cover higher altitude areas and will therefore have a reduced annual average temperature with increased altitude inland. The precipitation profile is very similar between the inland northern and southern areas, and both exhibit reduced precipitation from that which is noted toward the coast.

3.2.3.8 Climate change impacts (April 2022 KZN Floods)

In April 2022, the province received a significant amount of rain in most part of the district. This weather caused severe damages to infrastructure, widespread damages to residential areas, difficult driving conditions leading to motor vehicle accidents, mudslides, soil erosion and rock falls. Ugu district municipality was one of the affected municipalities. According to preliminary data from the SA Weather Service, some areas along the KZN coastline received in excess of 300 mm rainfall on a single day (11 April 2022). This significantly exceeded the previous highest daily rain records for the month of April. The floods have been classified as a national disaster. This was announced by the State President, Mr Cyril Ramaphosa, on 18 April 2022

WARDS AFFECTED

NO.	MUNICIPALITY	WARDS	TOTAL WARDS AFFECTED
1.	uMdoni	All wards	19
2.	uMzumbe	All wards	20
3.	RNM	All wards	36
4.	Umuziwabantu	All wards	11

IMPACT AND DISTRIBUTION OF INCIDENTS IN THE DISTRICT (07)

LOCAL MUNICIPALITY	TYPE OF INCIDENT (NUMBER)		HOUSEHOLDS AFFECTED	HOUSES COMPLETELY DESTROYED	HOUSES PARTIALLY DAMAGED	PEOPLE AFFECTED	FATALITIES	INJURIES	HOMELESS
RAY NKONYENI	Heavy Rainfall, MVA's, SF,	361	344	100	172	1191	00	01	45
UMDONI	Heavy Rainfall	1	603	122	228	1258	05	02	89
UMZUMBE	Heavy Rainfall	1	538	177	362	3445	01	0	41
UMUZIWABANTU	Heavy Rainfall	1	284	323	148	1543	01	00	85
TOTAL		364	1702	722	910	7437	07	03	260

All estuary mouths were flooded (wide open) and bathing beaches adjacent to these estuaries contained debris. Beach profiles had narrowed but these will recover naturally in time. According to preliminary data from the SA Weather Service, Port Edward, Margate and Pennington all exceeded their highest daily rain records for the month of April. Some wash-aways, including coastal access paths, were noted. Debris removal and water quality testing needed to be undertaken prior to the opening of bathing beaches

DISTRICT	UGU
LOCAL	uMdoni Municipality
GPS coordinates 30.633; -30.489 uMthwalume Estuary	
Photo RDSCN1252	
Observations • (1) Widened and open estuary mouth; no beach space. • (2) Possible damage to launch site access.	
Recommendations/Actions • (1) Leave to natural processes. • (2) uMdoni Municipality to undertake a technical assessment of any damage onsite.	

Figure: Flood impacts of the Umthwalume estuary

3.2.3.9 Climate Change Programmes:

Ugu Transformative River Management Programme (IRMP)

One of the local responses to climate change impacts adapted to Ugu's context is Ecosystems-based Adaptation (EbA). The EbA approach supports climate actions that promote conservation of the environment and ecosystems, on which our lives and livelihoods depend, while at the same time alleviating poverty and boosting local socio-economic development. This is one of the approaches recommended by the Ugu Climate Change Response strategy as well as the Climate change adaptation plan. This also gives effect to improved disaster management and risk reduction as some of the ecosystems have become fire prone due to alien plants invasion and water stress. The Ugu District has also suffered severe water shortages in recent years.

Marine litter and debris from illegal dumping of plastic items, fishing gear, food packages, glass, metals, medical waste and cigarette filters are an international concern not only because it washes up on beaches and shorelines worldwide and looks unsightly, but also because debris can be transferred from one country to another via ocean currents and it impacts on commercial fisheries throughout the world.

The identified outcomes of the Project were derived from the challenges that are currently facing the district while ensuring that we build on existing municipal plans and activities wherever possible. The outcome/Deliverables are as follows:

Deliverable 1: Improved River catchments through Alien Invasive Species (AIS) removal and catchment rehabilitation. AIS mapping will enable better understanding of alien vegetation in the river and catchment and hotspot identification to develop a prioritisation plan for the AIS management plan.

Deliverable 2: Improved sustainable solid waste management systems in the River Catchments. This will be done by developing a solid waste management plan and raising awareness campaigns for changed mindset and behaviour within local communities.

deliverable 3: Promote Stakeholder engagement and Environmental Education and Awareness raising. By developing and maintaining a stakeholder database as well as developing a stakeholder outreach plan, including with communities, schools and the private sector.

deliverable 4: Promote youth engagement and participation. By developing a corps of eco-teams, as well as AIS management co-ops and community clean-up events.

The Ugu District Municipality received funding from the provincial Department of Economic Development, Tourism and Environmental Affairs (EDTEA) of R2.5 million for the implementation of the River Transformative Management Program. The programme created 500 work opportunities.

3.2.4 Air Quality Management

Section 15 of the National Environmental Management: Air Quality Act (Act No.39 of 2004, (NEM: AQA) requires all municipalities to develop an Air Quality Management Plan (AQMP) as part of their Integrated Development Plan (IDP). Following their mandated requirements, Ugu District Municipality has developed an Air Quality Management Plan (AQMP). The purpose of developing an AQMP must be clearly outlined and must seek to address Section 16 of the NEM: AQA. An Air Quality Management Plan (AQMP) is a strategic document with a vision and goals that strives to guide air quality management activities and ensure that air quality meets the requirements of Section 24 of the National Environmental Management Act (NEMA), i.e. air quality that is not harmful to health and wellbeing. This implies that management efforts should be geared toward ensuring that air quality complies with health based national ambient air quality standards (DEA, 2009 and 2012).

Sources of air pollution in the Ugu District Municipality include industrial and mining activities, motor vehicle traffic on main roads and in popular coastal towns, residential areas where wood is used for cooking and heating, and sugar cane burning and other agricultural burning. These are all relatively isolated and small sources of air pollution and current ambient monitoring data indicated that air quality in the Ugu DM is good, except at times around localised sources.

current emission inventory includes a list of industrial and manufacturing facilities. There is little or no information available of important source sectors such as biomass burning, residential fuel burning and motor vehicles. This limits the understanding of the nature and scale of these emission sectors and the nature of air quality management required.

The Municipality's Environmental Services is the Atmospheric Emission Licensing Authority and the function is executed with the assistance of the provincial Department of Economic Development, Tourism and Environmental Affairs. The Municipality has also assumed responsibility for air quality management on behalf of the respective local municipalities and thus has one designated Air quality management officer.

Coordination of air quality management in the Ugu DM is assisted through regular meetings between the all relevant stakeholders through the Air Quality Management Forum. While actively performing the function, the incumbent staff requires capacity building to strengthen their skills and expand their experience for effective and efficient implementation of the air quality management function. The vision statement for air quality management in the Ugu DM is: ***Air quality in the Ugu District Municipality continues to be the envy of South Africa.*** The mission statement to achieve the vision is: ***Air quality in the Ugu District Municipality is managed by the District's Environmental Services through sound governance, active engagement with stakeholders to meet the air quality objectives and to promote sustainability and continuously protect health and wellbeing.*** The four goals for the Ugu DM's Environmental Services to achieve the mission of the AQMP are:

Goal 1: Air quality governance meets all legislative requirements

Goal 2: Systems and tools are established to effectively manage air quality **Goal 3:** Air quality management is conducted in a participatory manner

Goal 4: Sufficient capacity exists to perform the air quality management function

The four goals are divided into a number of achievable objectives in the AQMP's implementation plan. Each objective is assigned to the appropriate implementing officer and short and longer-terms timeframes, and with defined measurable outcomes.

3.2.4.1 Air quality monitoring

The National Environmental Management: Air Quality Act, Act No. 39 of 2004 mandates organs of state at National, Provincial and Local spheres of Government to manage and monitor ambient air quality within South Africa. As part of this mandate, Ugu District Municipality initiated the development of an Ambient Air Quality Monitoring station. In order to identify ambient air quality monitoring sites, Ugu District Municipality Air Quality Management team developed a set of criteria to identify suitable locations for employing the ambient air quality monitoring stations, hereafter referred to as monitoring stations.

Ugu district municipality has two ambient air quality monitoring stations i.e one placed in Marburg secondary school and a mobile monitoring station). The municipality has budgeted R2.6 million for the purchase and operation of the mobile ambient air quality monitoring station.

As part of the Air Quality Management Plan (AQMP), the district has developed a draft ambient air quality monitoring plan and Standard Operating Procedure (SOP) which aims to ensure regular routine instrument maintenance developed for monitoring stations. The ambient air quality monitoring plan and

SOP are vital in terms of ensuring compliance with accreditation requirements at each monitoring station.

Table 1. Ambient Air Quality Monitoring programme

AREA	YEAR					
	2023		2024		2025	
	TIMEFRAME	PARAMETERS	TIMEFRAME	PARAMETERS	TIMEFRAME	PARAMETERS
Marburg Secondary School	Continuous		Continuous		Continuous	
Ugu DM Disaster Management Centre	3 months	PM ₁₀ PM _{2.5}			3 months	PM ₁₀ PM _{2.5}
Bhobhoyi Water Treatment Works			3 months	PM ₁₀ PM _{2.5}		
Harding Water Treatment Works	3 months	PM ₁₀ PM _{2.5}			3 months	PM ₁₀ PM _{2.5}
Weza Water Treatment Works			3 months	PM ₁₀ PM _{2.5}		
Ugu Water Services – 1 Preston Road, Park Rynie	3 months	PM ₁₀ PM _{2.5}				
Umzinto Wastewater Treatment works – Kadville Heights			3 months	PM ₁₀ PM _{2.5}		
Scottburgh wastewater treatment works					3 months	PM ₁₀ PM _{2.5}

3.2.4.2 Air Quality Management Annual Report

Ugu District Municipality is charged by Section 36 of the National Environmental Management: Air Quality Act with implementing the atmospheric emission licensing system for all activities which are listed in terms of section 21 and which result in atmospheric emissions within its area of jurisdiction. Environmental Services is currently monitoring atmospheric emissions which emanate from such listed activities in the district. In addition to compliance reporting all listed activities are also required to report emissions to the National Atmospheric Emissions Inventory System (NAEIS). The sole purpose of NAEIS is to compile the national atmospheric emissions inventory for the country and not necessarily for compliance with atmospheric emission limit purposes.

Atmospheric Emission Licenses (AELs)

There are 12 facilities which were issued with Atmospheric Emission Licences in the district, however due to the various challenges some facilities have been decommissioned and some have ceased operations for the interim. All AEL's are valid for a period of five (5) years with the exception of the Provisional AEL which is valid for a period of one year. The municipality in partnership with various sector departments conducts regular industry inspections to ascertain compliance with AEL conditions. Ugu district municipality has a total number of 9

Environmental Management inspectors (EMIs) (2 in the DM, 5 in the local municipalities and 2 from Environmental Health services).

3.2.4.3 Spatial and Environmental SWOT Analysis

Strengths	Weaknesses
• Functional IGR structures • Environmental Education and Awareness programs • Integrated Waste Management Plan • Air Quality Management Plan • Coastal Management Program • Estuary Management Plans • Strategically located – gateway to Eastern Cape • Wall – Wall Schemes • Geographic Information Systems • Strategic development documents in place • Air Quality By-laws in place • Inter-sectoral collaboration • Climate Change Vulnerability Assessment and Response Strategy • Climate Change Adaptation Plan	• Aging infrastructure • Inadequate Biodiversity and Protected Areas • Illegal sandmining activities • Outdated environmental strategic tools • Non-completion of environmental management strategic tools • Topography Limited land for development Limited rural development • Settlement sprawl • Implementation of strategic documents • Lack of land use management mechanisms • Environmental degradation • Lack of cooperation towards development (internally and externally) • Human and financial resources capacity
Opportunities	Threats
• Community environmental empowerment • Green projects • Plans to review environmental strategies • Green libraries • Densification • Access to an accredited laboratory • Sector planning and policy development • Creation of a healthy and safe environment will lead to healthy people and therefore healthy economy	• Unoccupied vacancies • Inadequate capacity to implement sector plan and strategies • Rural Population Outmigration • Climate Change effects on economic and societal sectors (biodiversity, health, economy, food security, water resources, disaster management) • Compromised community health as regular inspections cannot be conducted • Coordination of environmental projects to address environmental degradation

• Empowerment of people to be self-sufficient in order to live in a better environment, better health, and better economy • Skills development projects • Projects that focus on environmental problem areas • Identification of illegal hotspots • Growth in environmental conservancies in the country and Ugu area that assist the government in addressing environmental threats and improving the environmental status • Coastal environment as a tourism draw card • Policy environment is improving (by-laws, licensing of listed activities that pose a serious threat to the environment, human health and the economy) • Waste management services and some level of human resource capacity at LMs (where service is being provided) • Climate change – opportunity for green growth, green economy • Blue flag beaches as an international accreditation boosting tourist confidence • Local legislation on bathing waters • Integrated waste management plan and implementation • Policy environment for waste management (model by-law)	as well poverty alleviation/short-term employment • Pollution threatening the coastal environment thereby compromising beach tourism and human health • Water resources - quality and quantity (pollution, invasion of water bodies by water intensive alien plants) • Monitoring of environmental compliance of projects • Need to improve cooperation between Mineral Resources department and other departments regarding environmental and socio-economic impacts of sand mining • Infrastructure for waste management at LMs that do provide the service • Lack of waste management service provision in some LMs Sand mining – not compliant to the permits and unmonitored • Lack of suitable space for the disposal of the dead (burial) • Illegal solid waste disposal • Airspace in landfill sites soon to reach capacity • Illegal landfill sites in some local municipalities

3.2.4.4 Intersectoral Collaboration

Other pockets of excellence include intergovernmental and inter-sectoral forums and social responsibility projects. These include the following fully functional intersectoral structures which have been established in the Ugu District Municipality:

- Coastal Management Committee
- Air Quality Management Forum

- Biodiversity Forum
- Environmental Education and Awareness Forum
- Estuary Management Sub-committee
- Waste Management Forum
- Disaster Management Forum
- Wetlands Management Forum

3.2.4.5 Ugu Sector Plans and strategies

In collaboration with Department of Economic Development Tourism and Environmental Affairs and the local municipalities, the district had embarked on both statutory and non-statutory proactive integrated environmental planning

In line with such environmental planning initiatives Ugu District Municipality has developed a number of strategies and plans which assist in undertaking the responsibilities as encompassed in the environmental management functional areas. The following strategies and plans have been developed and adopted over a period of time:

- Ugu District Municipality: Environmental Management Framework
- Environmental Management Programme for Water and Sanitation Activities, Ugu District Municipality, Kzn
- Ugu District Municipality: Coastal Management Programme
- Ugu District Municipality: Integrated Waste Management Plan
- Ugu District Municipality: Climate Change Response Strategy
- Ugu District Municipality: Air Quality Management Plan
- Ugu District Municipality Air Quality Management By-Law
- Ugu District Municipality: Integrated Waste Management Plan

Extensive progress has been made in the development of Ugu District Municipality: Invasive Species Monitoring, Control and Eradication Plan and funds have been set aside for the completion of the plan.

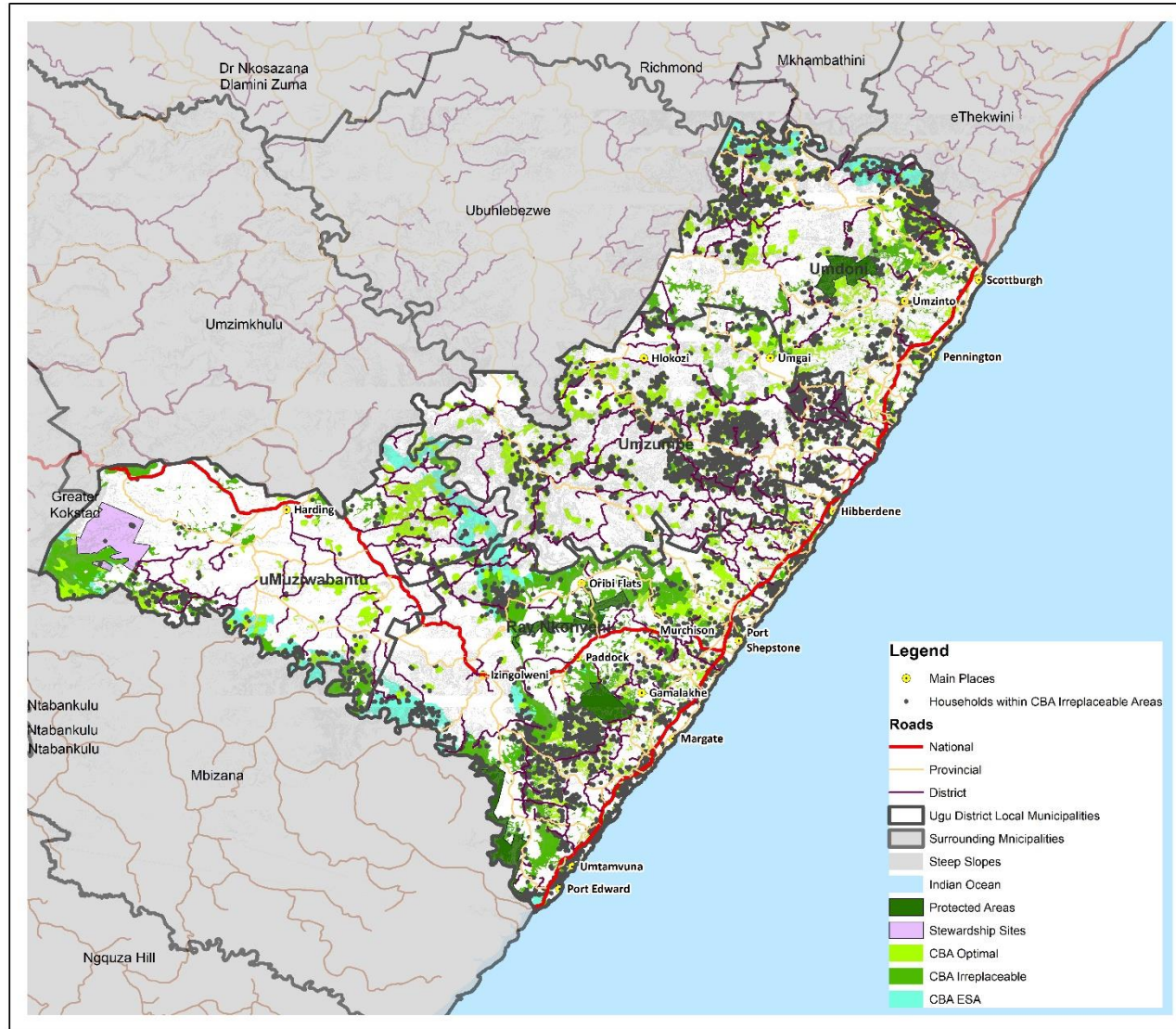
The municipality will continue to prioritise review of some of these strategies as may be required in terms of the regulations as well as the development of the remaining strategies and plans.

3.2.5 Households located in hazardous areas

Due to the nature of a coastal area, there are a large number of catchments within the UDM, ranging from small, localised catchments spanning a few square kilometres to the Mzimkhulu and Umkomaas Catchments stretching back to their headwaters in the Drakensberg Mountains. There is a common theme throughout the UDM in that there are no major dams or impoundments, only several small local supply dams. These impoundments are quantified in terms of volume and surface area within each subsection to follow. The majority of the area is characterised as moderately erodible, with a smaller portion characterised as highly erodible (Rooseboom, 1992). This was thought to be as a result of the moderate to high rainfall erosivity, based on the EI30 (maximum rainfall intensity values for a 30-minute period) values for the area (Rooseboom, 1992).

Furthermore, the majority of wetlands in the Ugu DM occur within higher rainfall areas, resulting in high densities of wetlands along the coastal region and fewer located inland. As a result of intensive urban development along the coast and agricultural practices (commercial and informal), an estimated 67% of wetland areas have been subject to transformation, significantly affecting the ecosystem services derived from these resources. While no critically endangered wetland types were identified in the provincial assessment, more than 50% of wetlands fall within an endangered wetland vegetation type.

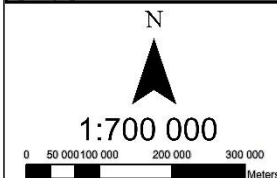
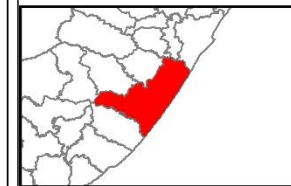
The national assessment paints a worse picture with many wetland vegetation groups classified as critically endangered in the study area. These are all areas which are considered as environmentally sensitive due to, inter alia, their ecosystem benefits. There are approximately 7785 households within Ugu District that are located on hydrologically sensitive areas. The wetlands and the rivers are protected by various pieces of environmental legislations. With the recent climate change events leading to excessive heavy rainfall and floods, it has become more important for these situations to be avoided.



Households within Biodiversity Areas



Ugu District Municipality
LOCALITY PLAN



Data Source(s)

Municipal Demarcations Board
Ezemvelo Wildlife
Dept of Transport

Disclaimer

The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.

Source: Ugu GIS, 2022

Map 8: Households within Biodiversity Areas

3.2.7 Climate Change

3.2.7.1 Climate Risk Profile

The Ugu District is already familiar with climate related extremes in the form of droughts and flooding, posing a significant risk to the region's economy, ecosystems, and population. However, the impact of a changing climate will stretch beyond the impact of extreme events. Considering the socioeconomic and environmental challenges currently faced by the Ugu District, increasing costs associated with the projected climate change impact will compromise growth and development goals.

Climate related extreme events and long-term impact has already and will continue to place a significant financial burden on public sector service delivery, compounded by prevailing socio-economic and environmental factors contributing to overall vulnerability. This burden will continue to increase, if climate change is not adequately addressed across district through effective response strategies.

A summary of the likely climate change impacts associated with a range of possible climate risks for the Ugu District were assessed based on the results of the climate assessment, manageability, exposure, and hazard analysis undertaken as well as in consultation with a number of key stakeholders and observations of the current socio-economic conditions.

Higher maximum temperature, more hot days and more heat waves

Increased heat stress on humans and livestock; Increased incidence of heat-related illnesses; Increased mortality and serious illness, particularly in older age groups; Increased heat stress in livestock and wildlife; Decrease crop yields and rangeland productivity; Extended range and activity of some pests and disease vectors, specifically malaria; Increased threat to infrastructure exceeding design specifications relating to temperature (e.g. road surfaces, electrical equipment, etc.); Climate Risk Likely Climate Change Impacts Increased electric cooling demand increasing pressure on already stretched energy supply reliability; and Exacerbation of urban heat island effect.

Higher minimum temperature, fewer cold days and frost days

Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling periods; Reduced heating energy demand; Extended range and activity of some pests and disease vectors.

Increased rainfall variability and subsequent drought potential

Decreased average runoff, stream flow, ground water recharge; Decreased water security and potential increase in cost of water resources; Decreased water quality; Decrease in shoulder season length, threatening sensitive crops; Increased fire danger (drying factor); and Impact on rivers and wetland ecosystems.

Intensification of rainfall events

Increased flooding; Increased challenge to storm water systems in settlements; Increased soil erosion; Increased riverbank erosion and demands for protective structures.

Climate Risk Likely Climate Change Impacts Increased pressure on disaster management systems and response; Increased risk to human lives and health; and Negative impact on agriculture such as lower productivity levels and loss of harvest which could lead to food insecurity.

Increased mean sea level and associated storm surges

Saltwater intrusion into ground water and coastal wetlands; Increased storm surges leading to coastal flooding, coastal erosion, and damage to coastal infrastructure; and Increased impact on estuaries and associated impact on fish and other marine species.

The consequences of the projected climate change impact will not be limited to their physical impact. Climate change patterns and projected impact will also have a significant impact on government's ability to perform its mandated role and responsibilities. The interactions between climate change and government functions will be complex and more comprehensive risk assessments may be required to further assist decision making processes and prioritizing adaptation activities.

The Ugu District has recognized the crucial role it has to play in responding to climate changes by building resilience and adaptive capacity, particularly with regard to human settlement and urban development planning in the short, mid and long term. In order to suitably address the challenges posed by climate change in Ugu District, the study of the likely changes to the climate to be experienced, the assessment of the risks and vulnerabilities in each sector and the development of a robust, no-regrets strategy must be undertaken. In doing so Ugu District seeks to fulfil its objectives of sustainable and equitable service provision, enabling socio-economic development and providing a safe and healthy environment for all.

In an effort to implement risk reduction measures Ugu District Municipality has developed and adopted a district climate change response strategy. The climate change response objectives have been developed as statement of what the municipality would like to achieve in the medium- to long-term to deal with the climate change risk outlined in previous sections. The Climate Change Response Strategy is strongly aligned with the Ugu DM's development priorities and strategic objectives as outlined in the IDP

Some of the objectives outlined in the climate change response strategy include water security and efficiency, climate resilient and low carbon development, energy efficiency and demand management, biodiversity and ecosystem management, food security (Agriculture), public health, disaster management, and building response capacity through improved coordination and awareness.

In strengthening the objectives of the climate change response strategy Ugu District Municipality puts emphasis in the alignment with the National Climate Change Response Policy, the Ugu DM Climate Change Response Strategy and takes a dual approach to climate change response, encompassing adaptation and mitigation.

3.2.8 Strategies and plans

In collaboration with Department of Economic Development Tourism and Environmental Affairs and the local municipalities, the district had embarked on both statutory and non-statutory proactive integrated environmental planning

In line with such environmental planning initiatives Ugu District Municipality has developed a number of strategies and plans which assist in undertaking the responsibilities as encompassed in the environmental management functional areas. The following strategies and plans have been developed and adopted over a period of time:

- Ugu District Municipality: Environmental Management Framework
- Environmental Management Programme for Water and Sanitation Activities, Ugu District Municipality, Kzn
- Ugu District Municipality: Coastal Management Programme
- Ugu District Municipality: Integrated Waste Management Plan
- Ugu District Municipality: Climate Change Response Strategy
- Ugu District Municipality: Air Quality Management Plan
- Ugu District Municipality Air Quality Management By-Law
- Ugu District Municipality: Integrated Waste Management Plan
- Provincial Environmental Outlook report
- Strategic Environmental Assessment plans

Extensive progress has been made in the development of Ugu District Municipality: Invasive Species Monitoring, Control and Eradication Plan and funds have been set aside for the completion of the plan.

The municipality will continue to prioritise review of some of these strategies as may be required in terms of the regulations as well as the development of the remaining strategies and plans.

3.2.9 Intersectoral collaboration

Other pockets of excellence include intergovernmental and inter-sectoral forums and social responsibility projects. These include the following fully functional intersectoral structures which have been established and are spearheaded by Ugu District Municipality:

- Coastal Management Committee
- Air Quality Management Forum
- Biodiversity Forum
- Environmental Education and Awareness Forum
- Estuary Management Sub-committee

3.2.9.1 Ugu DGDS Response

It is strongly argued that sustainability must underpin the entire approach to development within the Ugu region. There is already an unacceptable level of environmental destruction and disregard. Growth and development cannot simply be measured in terms of wealth creation but must consider the impact

on the quality of life of all citizens and on the planet. There are several challenges in the district about 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 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. Municipalities need to develop green strategies for service delivery and support sustainable livelihoods that address the needs of different human settlement typologies. 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.

3.2.10 Solid Waste

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. Where services are being offered, they are usually limited to the formal, urban areas of Umuziwabantu, Ray Nkonyeni and Umdoni Municipalities. Waste minimisation in the district is poorly organised and there is no integrated system which exists that private recyclers may link to. This excludes some parts of Ray Nkonyeni Municipality that have organised waste minimization activities, education, private partnership and so on. However, it must be noted that 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.

There should be a designated site for recycling purposes in all LMs. The norm has always been that majority of the population buries or burns their waste in their own backyard. The recent tendency is the disposal of waste, especially disposable nappies, in water bodies (streams). This has environmental, health and safety implications for the community of Ugu especially that communities still depend on streams of water for household consumption. The interventions by the stakeholders – national departments, district and local municipalities must be strategic in nature. It needs to consider peripheral but deeply seated issues like population growth, consumption culture, products that the population is able to afford due to some improvements in livelihoods resulting to lifestyle changes and therefore changing waste streams. The next generation of strategies and waste management plans should consider these aspects.

Table 7: Households Access to Solid Waste Removal

Refuse removal	Ugu	Umdoni	Umzumb e	uMuziwabant u	Ray Nkonyeni
Removed by local authority at least once a week	34 454	7 375	21	3 007	24 053
Removed by local authority less often than once a week	1 532	475	10	102	946
Communal refuse dump	8 565	4 243	1 056	470	2 797
Communal container /central collection point	5 220	2 166	0	0	3 055
Own refuse dump	11 6354	20 432	24 765	16 460	54 697
Dump or leave rubbish anywhere (no rubbish disposal)	8 468	590	2 251	1 092	4 535
Other	550	154	28	41	327
Total	175 143	35 435	28 131	21 172	90 409

Source: Statistics SA Community Survey, 2016

Ugu District IWMP Implementation Per Local Municipality

Umzumbe Local Municipality renders its waste management services in wards 2, 4, 10, 16 and 17. However, these wards do not receive the service in totality, rather through infrastructure that is placed (skips) at strategic points. For example, in ward 16, the collection point is Dustin Farrell TB hospital which caters for that vicinity. In ward 10 the service and infrastructure are limited to the Turton Taxi rank area. Ward 4 is the St Faith's area where there is public transport and commuter activity and in the business centre of Phungashe, Ward 2. Lastly, ward 16 is an administrative centre where government buildings are located. There are informal recycling activities taking place in certain areas by few aspirant informal businesses. The municipality is in the process of developing a landfill site, a feasibility study is currently being undertaken.

Education on waste minimization is an ongoing activity although aspirant recyclers get challenged in terms of the market and end up seeking other opportunities in Ray Nkonyeni Municipality. As Umzumbe does not have its own landfill site, they have an agreement to dispose of its waste at Umdoni Municipality's Humberdale landfill site, which is a formal and legal facility. Umuziwabantu's waste management service has improved since the adoption of the IWMP and the municipality has taken advantage of the opportunity extended to it by the then Department Environmental Affairs (DEA)

through funding for the Youth Jobs in Waste project. It assisted in the waste collection service and information management for 3 years through temporary employment of post matric youth.

The department is further funding the municipality for the development of its local IWMP. However, as a result of lack of improvement in the infrastructure and collection, the service is only limited to ward 3, which is the urban strip of Umuziwabantu. There is one landfill site, where all collection is disposed. As part of the IWMP development and status quo establishment, DEA conducted a survey of waste stream for categorisation purposes and found that the best managed waste in Umuziwabantu is the health care risk waste.

The health facilities fully comply with responsible disposal of HCRW. Umdoni collects waste mostly in the urban coastal strip and a few rural areas of Amandawe, Dududu and some parts of informal Umzinto. Recycling is mostly taking place in a few urban areas through municipal and community driven initiatives. Schools are a great part of waste management initiatives. Humberdale landfill site is the formal and legal site of Umdoni municipality, which has been extended to Phase through Environmental Protection and Infrastructure funding from the Department of Environmental Affairs. Youth Jobs in Waste was also implemented in Umdoni municipality.

Umdoni municipality has developed an IWMP. With respect to waste management, Ray Nkonyeni municipality is the most advanced local municipality in terms of policy, strategy, information management, operations and financial allocation. Like other local municipalities, most coverage of the waste collection services is still in the urban coastal strip. Waste services is focused on the urban coastal strip with 26.6% of households receiving weekly waste collection. The majority (60.1%) utilise their own refuse dump and 5% having no facility to dispose of waste. The municipality thus conducts a level 4 service for the coastal areas and a level 3/4 in 21 other wards that are densely populated areas/townships. The combined level of service comprises both awareness campaigns, supervision and provision of refuse bags with recyclable waste collected. Upliftment frequencies range from weekly to quarterly. The coverage of service delivery is thus 69.4% of the municipality.

3.2.11 Spatial and Environmental Trend Analysis

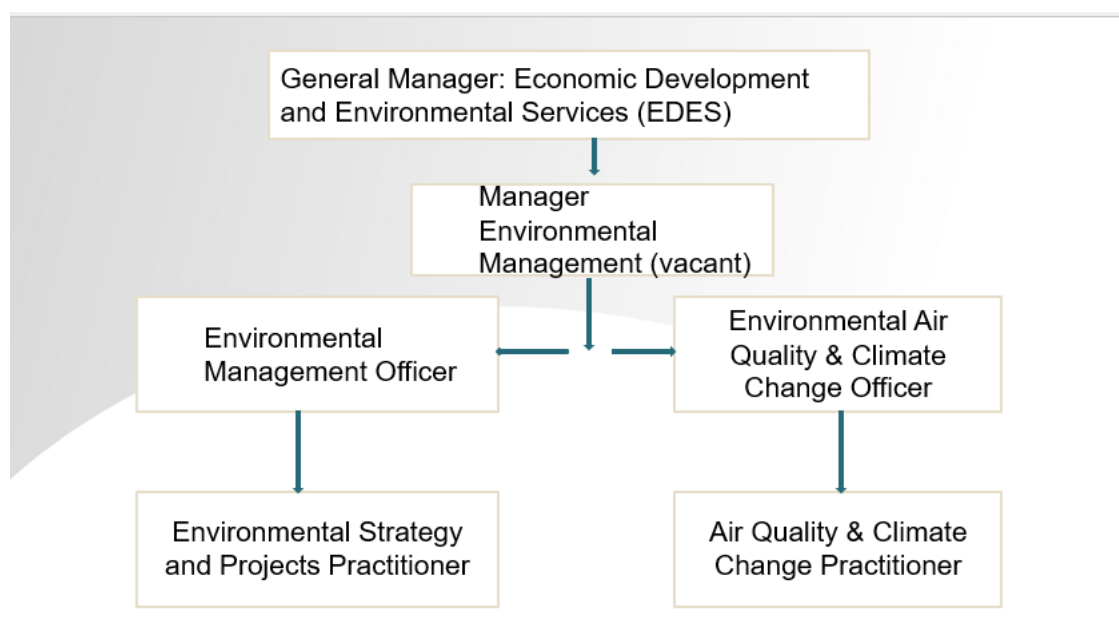
The situational analysis undertaken above culminated in the identification of a few spatial and environment trends which the municipality needs to redress, address and mitigate. These trends are dissected below by undertaking a brief cause and effect analysis. The understanding of their causes and implications can assist in mitigating their effects or in terms of prioritisation. Table 10 below provides an indication of the typology of the trend and the nature of responses that should be employed.

Table 8: Spatial and Environmental Trends Analysis

Challenge	Cause	Effect	Response Type	Responses
Spatial Planning Challenges				
Inequitable development along the inland	Apartheid planning	Underdevelopment	Redress	Develop previously neglected areas
Settlement sprawl	Lack of effective land use management	Creation of dispersed, inefficient low-density rural settlements	Address & Mitigate	Introduction of settlement edges
Lack of effective land use management system	Lack of enforcement	Settlement sprawl and loss of valuable land	Address	Implementation of land use scheme within the entire district municipality
Derelict small towns-built form (UMzinto and Ezingolweni)	Declining economy	Unattractiveness	Address	Introduction of urban renewal / small town rehabilitation
Cross border rural settlement conurbation	Settlement sprawl	Consolidation of cross-border settlements	Address	Introduction of urban renewal / small town rehabilitation
Spatial inefficiency	Dispersed settlements and disjuncture between settlements and economic opportunities	Lack of access to economic opportunities	Address & Mitigate	Cross-border planning to ensure uniformity and continuity
Rural Population Outmigration	Lack of rural opportunities	Poverty/ Indigent Pockets	Address	Creation of self-sufficient settlements
Environment				

Climate change impacts	Greenhouse gas emissions	Natural catastrophes	Mitigate and adapt	Implementation of mitigation and adaptation measures as per climate change strategy
Environmental degradation	Settlement sprawl	Loss of natural assets	Address & Mitigate Apply environmental management zoning (EMZs) as per EMF	Institution of environmental rehabilitation programmes Implementation of EMF and SDF

Environmental Service Organogram



3.2.12 Spatial and Environmental SWOT Analysis

The SWOT Analysis exercise was undertaken to highlight the key challenges pertaining to spatial and environment situational analysis as captured in Table 11 below.

3.2.9 Spatial and Environmental SWOT Analysis

Strengths	Weaknesses
• Functional IGR structures • Environmental Education and Awareness programs • Integrated Waste Management Plan • Air Quality Management Plan • Coastal Management Program • Estuary Management Plans • Strategically located – gateway to Eastern Cape • Wall – Wall Schemes • Geographic Information Systems • Strategic development documents in place • Air Quality By-laws in place • Inter-sectoral collaboration • Climate Change Vulnerability Assessment and Response Strategy • Climate Change Adaptation Plan • Environmental Management Framework (EMF) • Strategic Environmental Assessment • Commenting on EIAs	• Aging infrastructure • Inadequate Biodiversity and Protected Areas • Illegal sandmining activities • Outdated environmental strategic tools • Non-completion of environmental management strategic tools • Topography Limited land for development Limited rural development • Settlement sprawl • Implementation of strategic documents • Lack of land use management mechanisms • Environmental degradation • Lack of cooperation towards development (internally and externally) • Human and financial resources capacity
Opportunities	Threats
• Community environmental empowerment • Green projects • Plans to review environmental strategies • Green libraries • Densification • Access to an accredited laboratory	• Unoccupied vacancies • Inadequate capacity to implement sector plan and strategies • Rural Population Outmigration • Climate Change effects on economic and societal sectors (biodiversity, health, economy, food security, water resources, disaster management)

• Sector planning and policy development • Provincial Environmental Outlook report • Creation of a healthy and safe environment will lead to healthy people and therefore healthy economy • Empowerment of people to be self-sufficient in order to live in a better environment, better health, and better economy • Skills development projects • Projects that focus on environmental problem areas • Identification of illegal hotspots • Growth in environmental conservancies in the country and Ugu area that assist the government in addressing environmental threats and improving the environmental status • Coastal environment as a tourism draw card • Policy environment is improving (by-laws, licensing of listed activities that pose a serious threat to the environment, human health and the economy) • Waste management services and some level of human resource capacity at LMs (where service is being provided) • Climate change – opportunity for green growth, green economy	• Compromised community health as regular inspections cannot be conducted • Coordination of environmental projects to address environmental degradation as well poverty alleviation/short-term employment • Pollution threatening the coastal environment thereby compromising beach tourism and human health • Water resources - quality and quantity (pollution, invasion of water bodies by water intensive alien plants) • Monitoring of environmental compliance of projects • Need to improve cooperation between Mineral Resources department and other departments regarding environmental and socio-economic impacts of sand mining • Infrastructure for waste management at LMs that do provide the service • Lack of waste management service provision in some LMs Sand mining – not compliant to the permits and unmonitored • Lack of suitable space for the disposal of the dead (burial) • Illegal solid waste disposal • Airspace in landfill sites soon to reach capacity • Illegal landfill sites in some local municipalities

• Blue flag beaches as an international accreditation boosting tourist confidence • Local legislation on bathing waters • Integrated waste management plan and implementation • Policy environment for waste management (model by-law)	

3.3 ENVIRONMENTAL HEALTH SERVICES (EHS)

Environmental Health (EH) is a fundamental public health approach affecting the whole population and services provided by the EH unit are essential in building a healthy population. The environment in which people live has the potential to be promotive of health or to impact negatively on health due to the presence of various environmental health risks.

The Environmental Health Services (EHS) section of the Economic Development and Environmental Services unit is tasked to mitigate against such risks and ensure promotion of a healthy environment. EHS cannot achieve this in isolation but works with various internal and external role players to impact on the nine (9) core functional areas of the Municipal Health Services as defined in the National Health Act.

EHS include performance on the following functions:

3.3.1 Food Control

It is mandatory, as per the national norms, for all food outlets to be inspected regularly. The vigilant monitoring, and inspection of food outlets, ensures that food is prepared under sound and hygienic conditions.

All food outlets are inspected regularly, to ensure that they comply with health requirements and, that food is prepared under sound and hygienic conditions, to prevent foodborne illnesses. In those instances where contraventions are found, the necessary statutory notice is served, to ensure compliance.

This includes:

- ✓ Food safety in respect of acceptable microbiological and chemical standards and quality of all food for human consumption and optimal hygiene control throughout the food supply chain from point of origin, all primary ground, or raw products production up to the point of consumption.
- ✓ Food inspection at production, distribution and consumption area
- ✓ Informal Street Trading Monitoring.
- ✓ Food premises inspection and control of stationary nuisances.

- ✓ Enforcement of food legislation and Codex Alimentarius.
- ✓ Food quality monitoring programmes and principles through various techniques e.g. HACCP.
- ✓ Promote the safe transportation, handling, storage and preparation of food stuffs used in the Primary School Nutrition programme (PSNP), Prisons, Health Establishments, Airports and etc..
- ✓ Promote safe handling of meat and meat products including Abattoir inspections.
- ✓ Promote the safe handling of milk and milk products.

3.3.2 Water Quality Monitoring

It is our objective, to ensure that water consumed by the residents of Ugu District, is safe and wholesome and water utilized for recreational purposes is in compliance to regulations thereby preventing water borne diseases. To this end, water samples are taken monthly, from various sources, viz. tankers, standpipes, rivers, lagoons, and boreholes, for testing.

- ✓ Monitoring water quality and availability, including mapping of water source. Enforcement of laws and regulations related to water quality management.
- ✓ Ensuring water safety in respect of safe quality (microbiological and chemical), and accessibility to an adequate quantity for domestic use as well as in respect of the quality of water for recreational, industrial, food production and any other human and animal use.
- ✓ Ensuring that water supplies that are readily accessible to Communities and to the planning, design, management, and health surveillance of community water supplies that are readily accessible to Communities.
- ✓ Ensuring monitoring and effective wastewater treatment and water pollution control
- ✓ Advocacy on proper and safe water and wastewater usage.
- ✓ Water sampling and testing

3.3.3 Communicable Diseases Control

Communicable disease is an illness caused by an infectious agent or its toxins that occur through the direct and indirect transmission of the infectious agent or its products from infected individual or via an animal, vector or the inanimate environment to a susceptible animal or human host. If these diseases were not detected early or controlled and managed, they can spread to an outbreak then become an endemic, epidemic and lastly pandemic. The poor management of communicable disease will increase morbidity and mortality rate. Prompt response in the management of communicable disease is crucial.

Environmental Health Services is responsible for preventing the spread of communicable disease through

- ✓ Health and hygiene promotion in prevention of communicable diseases.
- ✓ Complaint investigation and follow ups of bacterial, viral and parasitic infections.
- ✓ Case investigations and reporting
- ✓ Determination of sources of infection, contacts and carriers of diseases.

- ✓ Provision of consultation on prevention and control of diseases.
- ✓ Collection of appropriate epidemiological information on communicable diseases.
- ✓ Collaboration with other stakeholders and Departments regarding outbreaks.
- ✓ taking of samples and specimens for analysis and further action if deemed necessary.
- ✓ Instituting remedial and preventative measures including health education.

3.3.4 Vector Control

Vector control is a District Municipal function and is any method used to limit or eradicate the arthropods, molluscs, rodents, insects, disease carriers or pests and other alternative hosts of diseases. It also aims to limit the transmission of pathogens by reducing or eliminating human contact with the vector.

Environmental Health Services (EHS) is currently

- ✓ Investigating complaints relating to environmental health conditions.
- ✓ Identification of vectors, their habitats and breeding places and instituting remedial and preventative measures.
- ✓ Carrying out of routine surveillance actions and surveys to determine the prevalence of vectors.
- ✓ Community awareness campaigns on zoonotic diseases and control thereof by education and training.
- ✓ monitoring of high-risk areas such as wastewater treatment works, health facilities, food premises and non-food premises during inspection.
- ✓ Law enforcement by issuing notices/summons.

Where there is non-compliance, the EHS ensures the safe disposal of used water and waste, removal of stagnant water or any material that habitat the growth of vectors, the residual spraying of premises using safe chemicals/ insecticides, implementing household protection.

To achieve this function as the municipality a re-alignment of vector control programmes is required, supported by increased technical capacity, improved infrastructure, strengthened monitoring and surveillance systems, and greater community mobilization across the district. Eventually, this will support implementation of a comprehensive approach to vector control that will enable the achievement of Environmental Health National Norms and Standards. Vector control diseases and complaints will be minimized and controlled in Ugu District.

3.3.5 Hazardous Chemical Substances

As part of the STOP (Safety Towards Our People) initiative, premises are also inspected for hazardous chemical substances. It is necessary for those premises, responsible for the handling, storage and sale of hazardous chemical, substances, to ensure that such premises are registered with the Provincial Department of Health.

In terms of control and monitoring the following is undertaken:

- ✓ Ensuring that substances are correctly labelled.

- ✓ Ensuring that all active ingredients are indicated.
- ✓ Ensuring that warning signs are indicated.
- ✓ Ensuring that precautions are taken during storage and transportation and all protective gear is utilized during handling.
- ✓ To control the importation, manufacture, sale, operation, application, modification or dumping of such substances.

Ensure that empty containers are disposed of according to requirements

3.3.6 Disposal of the Dead

Disposal of the dead involves the monitoring of funeral undertakers, mortuaries, embalmers, crematoriums, graves and cemeteries for compliance, and managing, controlling and monitoring exhumations and the reburial or disposal of human remains. EHPs are responsible for issuing a certificate of competence to compliant operators.

In order to prevent the occurrence of nuisances at such premises, regulations for governing the establishment and operation of mortuaries are also explained to undertakers.

EHS include the:

- ✓ Control, restrict or prohibit:
 - The business of a funeral undertaker or embalmer.
 - Mortuaries and other places or facilities for the storage of dead bodies.
 - Treatment, removal or transport of dead bodies.
- ✓ Regulating, control and prohibition of graves, cemeteries, crematoria and other facilities for the disposal of dead bodies.
- ✓ Manage and control exhumation and reburial or disposal of human remains.
- ✓ Ensure compliance with health, hygiene and structural requirements and standards for such premises.
- ✓ Enforcement of laws and regulations relating to these premises via. notices/summons.

3.3.7 Surveillance of Premises

Surveillance of premises include the inspection of non-food premises, such as funeral undertakers, schools, creches, prisons, offices, and government institutions. The inspection entails among others, checking for adequate lighting and ventilation, the provision of suitable toilet facilities, and adequate floor space to avoid overcrowding, especially in creches and schools. Residential, business and public premises are regularly monitored to ensure that there are no health nuisances.

Prevention and abatement of any condition on any premises which is likely to constitute a danger to health includes :

- ✓ Assessment of any overcrowded, dirty or unsatisfactory condition in any residential, commercial, industrial or other occupied premises.

- ✓ Monitoring all buildings and all other temporary or permanent physical structure for residential, public or institutional use (including health care and other care, detainment, work and recreation including travel, tourism, holiday resorts and camping sites) as well as the facilities in connection therewith and the immediate precincts thereof.
- ✓ Complaint investigations relating to environmental health conditions.
- ✓ Giving advise on legal requirements for the establishments of premises as and when required.
- ✓ Compliance monitoring in terms of legislative requirements and provisions and instituting remedial and preventative measures.
- ✓ Identification of health risks, nuisances and hazards and instituting remedial and preventative measures.
- ✓ Identification, monitoring and control of overcrowding where applicable.
- ✓ Monitoring indoor air quality, ventilation, lighting and dampness and instituting remedial and preventative measures.
- ✓ Monitoring and control of sanitary and ablution facilities.
- ✓ Monitoring and control of pests.
- ✓ Enforcements of Tobacco control legislation.
- ✓ Scrutinizing of building plans from a health point of view.

3.3.8 Environmental Health Education

Health education is not only concerned with the communication of information, but also with fostering the motivation, skills and confidence (self-efficacy) necessary to take action to improve health.

Health education includes the communication of information concerning the underlying social, economic and environmental conditions impacting on health, as well as individual risk factors and risk behaviours, and use of the health care system.

Environmental health education becomes an imperative tool to resolve environmental health problems across all functions such as environmental pollution and the spread of communicable diseases due to human activities in the environment that do not bring benefits to the environment and communities. Thus, health education may involve the communication of information, and development of skills which demonstrates the political feasibility and organizational possibilities of various forms of action to address social, economic and environmental determinants of health.

Health education attempts to increase knowledge on the subject. An increase in knowledge on the subject leads to a change in attitudes about healthy and unhealthy behaviours. This change in attitude ideally leads to a change in behaviours from unhealthy to healthy, leading to an improvement in health, which is the ultimate goal of health education.

It is also aiming to help the communities to understand how their decisions and actions affect the environment, to build knowledge and skills necessary to address complex environmental health issues, as well as ways we can take positive action to keep our environment healthy and sustainable for the future.

3.3.9 Environmental Pollution

Environmental pollutants have various adverse health effects from early life. Some of the most important harmful effects are perinatal disorders, infant mortality, respiratory disorders, allergy, malignancies, cardiovascular disorders, increase in stress oxidative, mental disorders, and various other harmful effects

Environmental Health Officials have a vital role to play in terms of

- ✓ Ensuring hygienic working, living and recreational environments
- ✓ Identifying the polluting agents and sources of water, air and soil pollution.
- ✓ Taking the required preventative measures to ensure that the general environment is free from health risks
- ✓ Complaint investigation relating to environmental health conditions.
- ✓ Instituting remedial or preventative measures
- ✓ Monitoring and auditing of all industries, activities, trade etc which involves controlling the internal effects of pollution on the worker and the external effects of pollution on the community and the environment.

3.3.10 Waste Management Control

Waste management is an important discipline of Environmental Health as everyone has a right to an environment that is not harmful to their health and well-being. The local municipality is responsible for waste collection however, Environmental Health Services must ensure that waste generated from business and residential premises, is properly accumulated, stored, and disposed of. The indiscriminate dumping of waste is most unsightly, and causes fly and rodent attraction, among others.

Environmental Health Officials exercise continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development. This is ensured by:

- ✓ Ensuring the proper refuse storage, collection, transportation, transfer and processing, materials recovery and final disposal.
- ✓ Ensuring proper management of liquid waste including sewage and industrial effluents.
- ✓ Ensuring the proper storage, collection, transportation, handling and disposal of Health care risk waste and hazardous waste
- ✓ Advocating proper sanitation and waste disposal
- ✓ Ensuring waste management and adherence to the cradle to grave approach.
- ✓ Complaint investigations and inspections on any activities relating to waste or any product resulting thereof.
- ✓ Improve and control the handling and disposal of animal tissue.
- ✓ Ensuring that waste is stored, collected, removed and disposed off effectively and efficiently and that proper facilities and containers are provided.

- ✓ Compliance monitoring of garden refuse sites, refuse transfer sites, landfill sites, incinerators, recycling sites, sewerage and water works and the processes associated with such premises and instituting remedial and preventative measures.
- ✓ Law enforcement by issuing of notices/summons.

Over and above the monitoring of general waste, Environmental Health Services is also responsible for the disposal of health care risk (medical) waste, from cradle – to grave, which includes the proper handling, storage, transportation, and disposal of such waste. All health care risk waste generated from health facilities, poses a serious health risk, and is therefore removed by a private service provider, and not stored with general waste.

3.3.11 Environmental Health SWOT Analysis

Table 9: Environmental Health SWOT Analysis

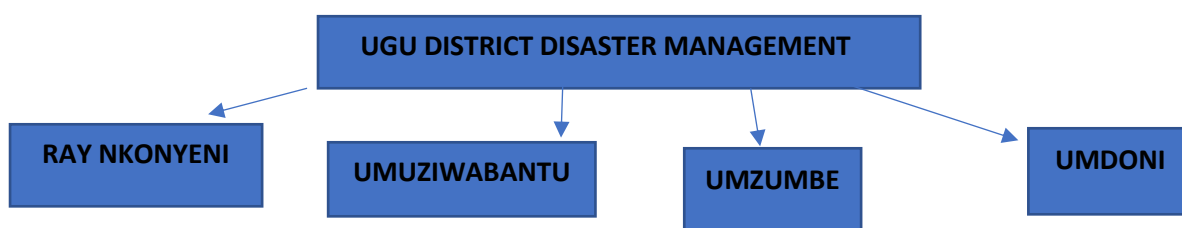
STRENGTHS	WEAKNESSES
✓ Training and skills development ✓ Affiliation to the Institution of Environmental Health to address skills development ✓ Human resource retention ✓ Inter-sectoral collaboration ✓ Public awareness ✓ Improved working relations between Internal and External Sector Departments and Environmental Services	✓ Lack of policies and Standard Operating procedures ✓ Human and financial resources capacity ✓ Disjuncture in the service ✓ Inadequate physical infrastructure to deliver EHS ✓ Public confusion and lack of understanding of primary and environmental health ✓ Lack of or limited understanding of inter-linkages between environmental health, primary health and the economy
OPPORTUNITIES	THREATS
✓ Sector planning and policy development ✓ Education on differences between and benefits of primary health and environmental health ✓ Creation of a healthy and safe environment will lead to healthy people and therefore healthy economy ✓ Empowerment of people to be self-sufficient in order to live in a better environment and therefore have better health, therefore better economy	✓ Conflict between political and traditional leadership compromising the delivery of the EHS awareness ✓ Water quality and quantity posing health risk ✓ Disposal of dead animals and lack of responsibility towards them ✓ Fraudulent inspectors ✓ Community attitudes and ignorance to legislative requirements

3.3.12 Challenges

- Delays in the rehabilitation process and the provision of permanent structures.
- Poor road maintenance & drainage system / lack of excess roads
- No house numbers / no road names
- Poor network reception / no signal in rural areas
- Manual capturing due to non-availability / limited gadgets
- Old vehicles / excessive petrol usage/ breakdowns
- Covid -19 Restrictions
- Poor service delivery in terms of water supply, which make it difficult for DM teams to conduct their program.
- No Standardize /uniform approach in terms of relief distribution by different role players

3.4 Disaster Management

In line with Section 43 of the Disaster Management Act 57 of 2002 and the amendment Act of 2015 which specifies the legislative mandate and regulates the establishment of Disaster Management Centres in the district together with the Fire Brigade Act 90 of 1987 which focuses on the establishment of the fire units.



Ugu District Municipal Council informed by the above legislative frameworks took a decision to establish both disaster management, fire and rescue services centre.

The District Disaster Management & Fire Services Section ensures a standardised approach towards prevention, mitigation and response. The district plays an active role in planning and coordination of Disaster Risk Management and Fire Services in the district. the planning and coordination are a joint effort between the district, family of (4) four municipalities and sector departments.

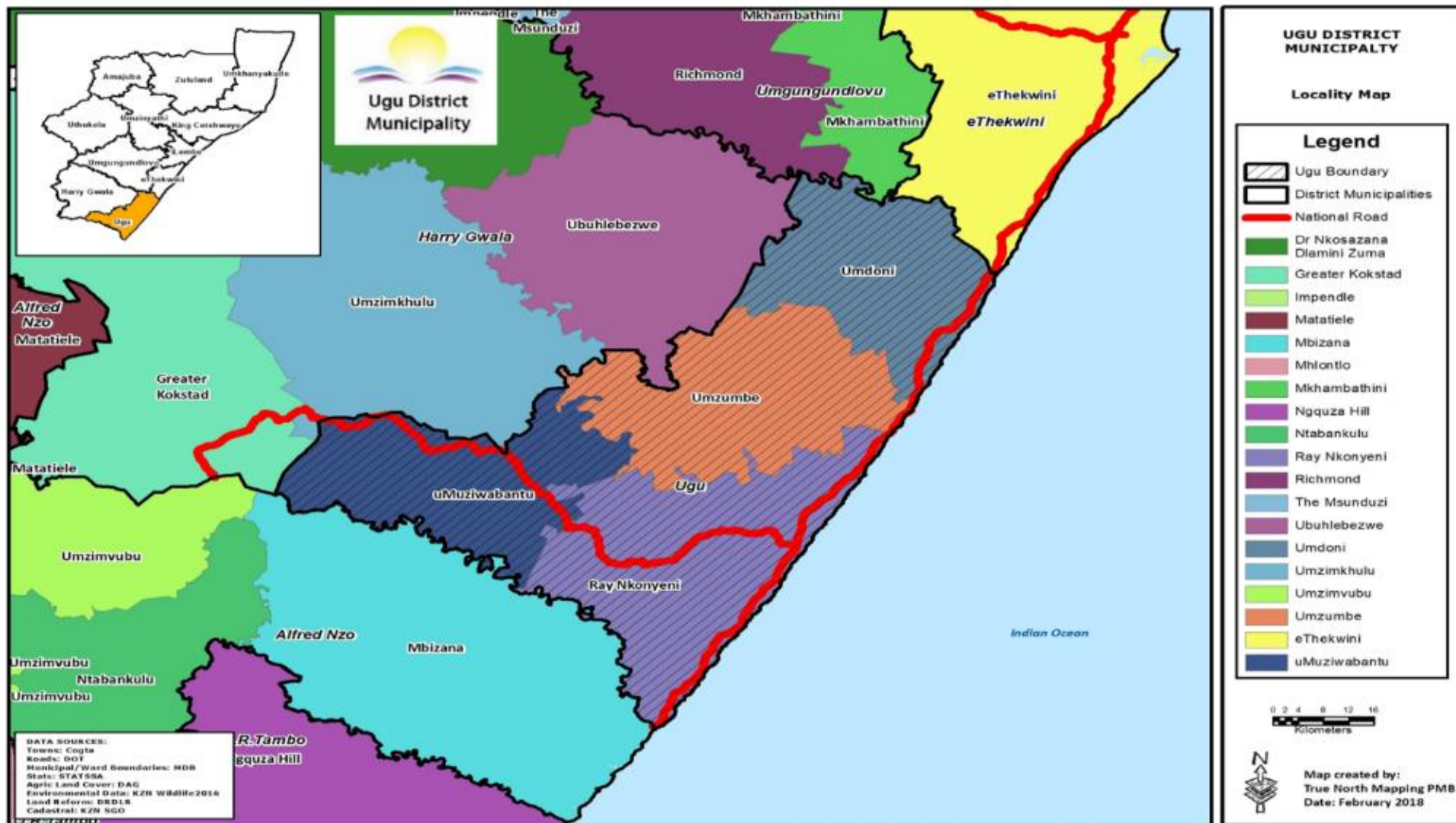
The District as well as local municipalities control centre operates on a 24/7 hour bases. The Centre Control Room Number are as follows.

Table 10: Control Centre Contact Details

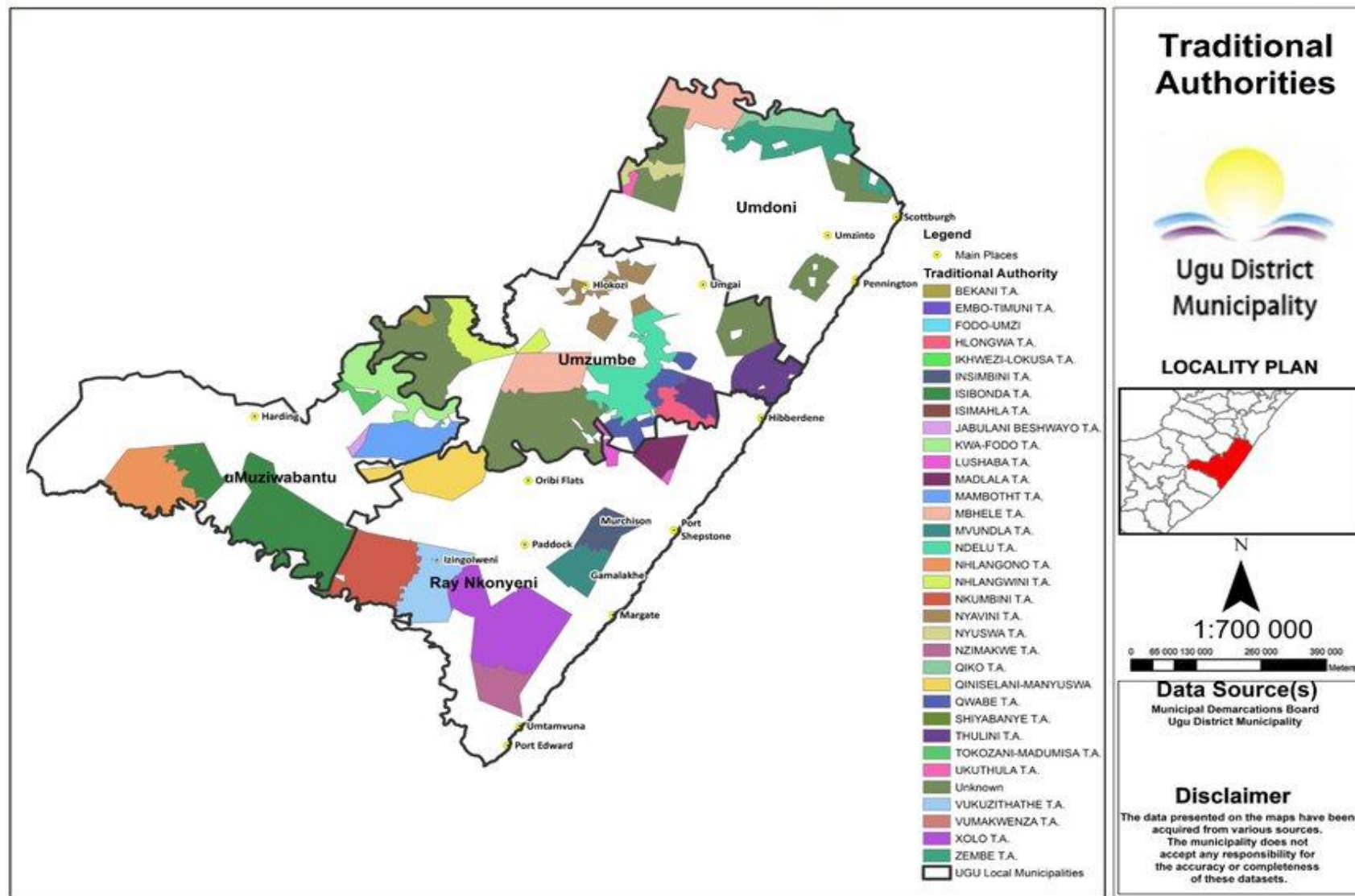
NO.	MUNICIPALITY	CONTACT NUMBER
1.	Ugu District	- Land Line (039 682 2414) - Ugu Call Centre Toll Free No: 0800 092 837 - Emergency number 066 284 6752 - SMS System: 33131
2.	Ray Nkonyeni	- Land Line (039 688 2000) - Call Centre Toll Free No: 039 682 5555
3.	Umdoni	- Land Line: (039 974 6200) - Call Centre Toll Free No: (039 974 1061)
4.	Umzumbe	- Land Line (039 972 0005) - Standby/ Afterhours Contact No.: 063 688 8071 / 063 688 8061 - Office of the Manager: 076 884 4173
5.	Umuziwabantu	- Land Line (039 433 2055) - Standby/Afterhours Contact No.: 073 423 4631/ 073 809 6845 - Office of the Manager: 071 252 6391

The District Call Centre is equipped with a control centre system (Citi Call). The system allows activation of all primary responders in seconds upon logging of an emergency call. The system enables the generation summarised statics on all reported incidents, status of the incident and available emergency relief stock as well as the GIS mapping of fire hydrants in the district.

The Ugu District has become prone to various types of incidents/disasters over the years, because of climate change. The change in weather patterns has resulted in the following being the main causes of major incidents leading to disasters namely; strong winds, heavy rains resulting in flash floods, lightning, drought and veld fires which makes it imperative for the district to ensure that risk reduction strategies are in place.



Source: Ugu SDF 2023



Source: Ugu SDF 2023

DISASTER MANAGEMENT & FIRE SERVICES VISION

Disaster Management & Fire services to work towards building resilient communities.

MISSION

To provide world class Disaster Management and Fire Service within reasonable turnaround time, minimising the impact of disasters while eliminating harm.

3.4.1 DRM: Integrated Institutional Capacity

It is crucial that each municipality and sector departments within the district assign a person within the departments to be of the nodal point for disaster management activities in that department / local municipality. The same applies to national and provincial departments operating within the municipality. The disaster management activities to be performed within departments and local municipalities include participation in the **following areas**:

- Planning
- Mitigation
- Prevention
- Response
- Reconstruction & Rehabilitation

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

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

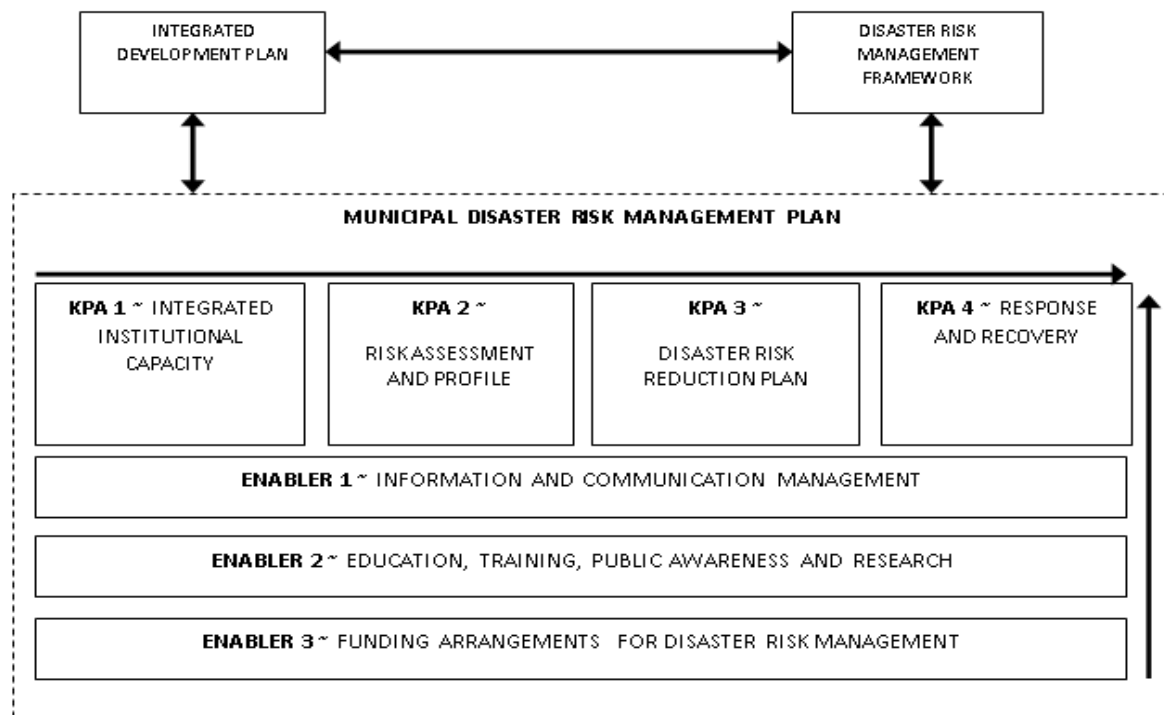
3.4.1.1 Status of Municipal Disaster Management Policy Framework

Section 42 of the Disaster Management Act 57 of 2002 stipulates that each District should established and implement a Policy Framework for disaster risk management at the Municipal Level aim at ensuring an integrated and uniform approach to disaster management in its area.

The formulation and implementation of a Disaster Management Framework form part of the IDP review process for the Ugu District Municipality.

The framework is in line with the National and Provincial frameworks and deals with each for the four key performance areas and its three enablers.

Ugu District Disaster Management Policy Framework is in place and was adopted by the Municipal Council on 25 March 2021.



3.4.1.2 Status of Municipal Disaster Management Plan

The preparation of a disaster risk management plan is an extensive process and is a joint effort between the district municipality, local communities, and local municipalities. The outcomes of the planning process resulted in the Ugu District Municipality complying with the Disaster Management Act, Act 57 of 2002. In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 53 each

municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area.

The District Disaster Management Plan is in place and was adopted by Council in March 2021. The District Disaster Management Plan is reviewed on an Annually in line with the Municipal Policy Reviews and the Disaster Management which requires all plans to be reviewed on regular bases.

Fig 9: Disaster management plan/policies in place

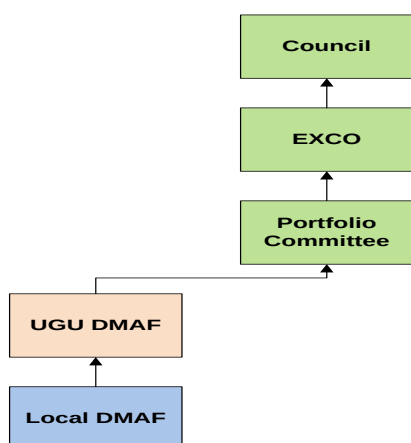
MUNICIPALITY	DM PLAN AVAILABLE	YEAR	DM PLAN INLINE WITH GUIDELINES (2017)	DISASTER MANAGEMENT CONTINGENCY PLAN
Ugu	yes	2021	yes	yes
Ray Nkonyeni	yes	2020	yes	yes
Umdoni	yes	2019	yes	yes
Umzumbe	yes	2020	yes	yes
Umuziwabantu	yes	2017	yes	yes

IGR STRUCTURES

3.4.1.3 Municipal Disaster Management Inter-Departmental Committee

This is an internal coordination forum at manager level where instructions from the Disaster Advisory Forum can be implemented and tracked and serves as a coordination forum for disaster management issues within the municipality. The MANCO Team of the municipality can perform this role, thus reducing the complexity of the disaster management structure. Top management from local authorities within the district should form part of the Committee. There is currently a structure in place which assists the Ugu district in performing its functions and responsibility in terms of disaster management. It is however important that the objective and function of each forum be understood as well as identify where they fit into.

Ugu Disaster Management Strategic Structure



3.4.1.4 Disaster Management & Fire Services Swot Analysis

<u>Strengths</u> • A Disaster Management Centre facility is available and is in use by the municipality. The facility is fully functional as it has hosted multiple role-players. • Disaster Management Centre integrates multiple role players and agencies as well as an information management and communication system. • A fully functional District Disaster Management Advisory Forum (DDMAF) and Practitioners Forum which are well established in the Ugu Municipality. All major role players are represented in this forum and attend regular meetings where there is an exchange of ideas and suggestions from all line functions and departments.	<u>Weakness</u> • Limited capacity for disaster management at a local municipal level which provides constraints to the implementation of disaster management programs. • Staff capacity against the extent of disasters in our District e.g. fire services – the areas are vast to cover with the resources available. • Lack of Integrated Communication Management System within the local municipalities.
<u>Opportunities</u> • A Disaster Management Centre facility is available and is currently in use by the municipality.	<u>Threats</u> • Budgetary constraints. • Ageing infrastructure.

• This facility has been upgraded and equipped to be utilized for both Disaster Management Fire and Rescue Services. Establishment of the District search and rescue team.	• Ageing fleet. • Budget for emergency vehicles and equipment's should be secured and separated from the normal fleet operations budget.

3.4.2 .1 Disaster Risk Assessment

The Disaster Management policy framework requires the implementation of disaster risk assessment and monitoring for all spheres of government. The outcomes of disaster risk assessments directly inform the development of disaster risk management plans. The Disaster risk assessment is the first step in planning an effective disaster risk reduction programme. It also examines the likelihood and outcomes of expected disaster events this includes investigating related hazards and conditions of vulnerability that increase the chances of loss.

Ugu DM is primarily responsible for the implementation of the Disaster Management Amendment Act 16 of 2015 within its area of jurisdiction, with a specific focus on ensuring effective and focused integration and standardised district wide risk reduction planning. The district is exposed to a wide range of weather hazards, including drought, fires and severe thunderstorms that can trigger widespread hardship and devastation.

With the new approach to Disaster Risk Management in South Africa and world-wide, the emphasis changed from response to disaster pre-disaster risk. The process of disaster risk reduction should therefore commence with a process of risk identification and assessment.

Risk assessment is “work in progress”, it is a continual and interactive process which requires regular review as well as adjustment to the prevailing circumstances. Cooperatively with Local Municipalities the Ward – Based Risk Assessment within the municipal area of jurisdiction was conducted. The study was undertaken with the aim of providing relevant information to the district and local municipal role players with a user-friendly working document focusing on pertinent risks.

3. DISASTER RISK ASSESSMENT

Disaster Risk Assessments are continuously conducted within all 4 Local Municipalities.

3.4.2.2 Risk profile of Ugu District Municipality (2023)

Questionnaires were prepared and completed with each of the local municipalities in the Ugu district during a community consultation process where all role players and stakeholders were invited. The risk prioritization exercise included the finalization of the hazard identification through consolidating all

information relating to the identified risks. This included a community-based assessment, analysis of previously incidents, indigenous and local knowledge, and various other sources of information. Through a hazard identification questionnaire additional information was acquired.

The questionnaires included the analyses of the impact/severity as well as the probability of occurrence of the specific incident types. The questionnaire also includes quantifying the manageability and capacity to cope with these incidents. These individual factors were then computed to determine the priority risks for each Local Municipality and the Ugu district. For the purpose of this phase of disaster management planning the top 10 priority risks are prioritized for each Local Municipality, however it should be noted that these are not the only risks present in the Ugu district and further investigation and planning need to be done during the next **phases to develop comprehensive risk reduction and preparedness contingency plans for all risks** in the Ugu district. Based on the ranking of the priority risks appropriate risk reduction strategies were developed to reduce the risks to a tolerable level.

3.1 Fig 16: List of Priority hazards

NAME OF HAZARD	MUNICIPALITY	DEPARTMENT
Crime	All municipalities	South African Police Service (SAPS)
Motor vehicle accident	All municipalities	Road Traffic Inspectorate (RTI)
Rabies	All municipalities	EDTEA
Snake bites stray animals	All municipalities	EDTEA & Department of Health
Air pollution	All municipalities	EDTEA
Bush pigs	Ugu & Umdoni municipalities	
Erosion	Umzumbe, Ugu & municipalities	EDTEA/Environmental Management
Hazards chemical spillage	All municipalities	EDTEA/Environmental Management
Sand mining	RN & Ugu, municipalities	EDTEA/Environmental Management
Snow fall	Umuziwabantu Municipality	RTI/Environmental Management
Tidal waves		EDTEA/Environmental Management
Waste disposal	All municipalities	EDTEA/Environmental Management
Water outages	All municipalities	Environmental Health/ Water Services

Water pollution	All municipalities	DWS & Ugu DM Water Services
Drownings	RN and Umzumbe municipalities	SAPS Search and Rescue
Flooding	All municipalities	EDTEA/Environmental Management
Heavy rain	All municipalities	EDTEA/Environmental Management
Land slides	RN, Ugu & Umdoni municipalities	EDTEA, Ugu DM Environmental Health & Technical Department
Structural fire	All municipalities	Fire Services and Water Services
Veld fire	All municipalities	Fire Services and Water Services
Lightning	All municipalities	EDTEA/Environmental Management/ Sector Departments
Strong winds	All municipalities	EDTEA/Environmental Management/ Sector Departments

3.2 Fig 17: The risk profile for the municipality is therefore as follows:

LEGEND	
	Extremely High Hazard
	High Hazard
	Moderate Hazard
	Low hazard

MUNICIPALITY	PRIORITY HAZARDS	LEGEND INDEX	LEGEND DESCRIPTION	NUMBER OF HALLS
UMDONI	Structural Fire		High	23
	Veld Fire		Low	
	Strong winds		High	
	Floods		High	
	Lightning		Moderate	
	landslide		High	
	Air pollution		Moderate	
	Water pollution		Low	
	Bush pigs		Low	
	drowning		Low	

UMZUMBE	Structural Fire		Extremely High	10
	Veld Fire		High	
	Strong winds		High	
	Floods		High	
	Lightning		High	
	Water pollution		Low	
	Drowning		Low	
	Soil Erosion		Low	
RAY NKONYENI	Structural Fire		High	15
	Veld Fire		High	
	Strong winds		High	
	Floods		Extremely High	
	Heavy rainfall		Extremely High	
	Lightning		Low	
	Landslide		Moderate	
	Water pollution		Low	
	Drowning		Low	
	Soil erosion		Low	
UMUZIWABANTU	Structural Fire		High	15
	Veld Fire		High	
	Strong winds		High	
	Floods		Moderate	
	Lightning		Extremely High	
	drowning		Low	
	Heavy Rain		High	
	Snow		Low	

The above lists exhibit the types of disasters that were identified during the risk assessment exercise and might occur within the area of the Ugu District Municipality. People located on the flood lines in the district are vulnerable to flash floods due to land allocation. Therefore, there is a need to address this issue through the involvement of Traditional Council, Department of Human Settlements as well as the Planning Departments. Moreover, all municipalities within the district are prone to motor vehicle accidents and stray animals are amongst the contributing factors of the motor vehicle accidents.

- **Spatial Analysis**

The GIS allows for spatial modelling and analysis which determines the priority hazards and their primary areas of impact. Another factor which contributes to the level of risk is the vulnerabilities and exposure of the communities to that hazard. Census information forms the base for determining the vulnerability of these communities. The vulnerability of the areas and communities are evaluated and compared against one another to identify the most vulnerable communities in the municipality. These two elements represent the level of risk for the specific hazard. This profiling must be uploaded into the Ugu district municipality Spatial Development Framework (SDF) and will inform the development of other sectoral plans.

DISTRICT RISK PROFILE

TOP 10 PRIORITIZED HAZARDS

Table 11: Top 10 Prioritised Hazards

DISTRICT RISK PROFILE

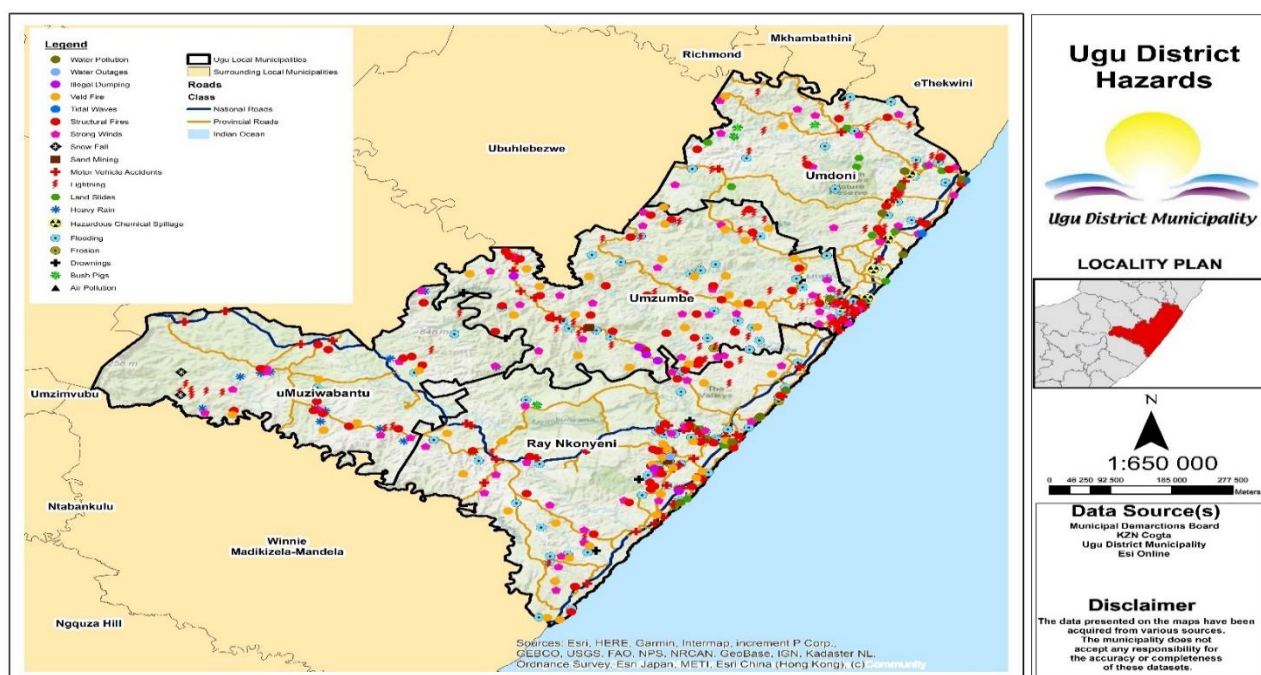
TOP 10 PRIORITIZED HAZARDS

Table 12: Top 10 Prioritised Hazards

UMDONI	RAY NKONYENI	UMUZIWABANTU	UMZUMBE
Human Health (COVID 19)	Human Health (COVID 19)	Human Health (COVID 19)	Human Health (COVID 19)
Structural Fires	Structural Fires	Structural Fires	Structural Fires
Veld Fires	Veld Fires	Veld Fires	Veld fires
Floods	Floods	Floods	Floods
Air & Water Pollution	Motor Vehicle Accidents and Hazmat by road	Hailstorms	Air & Water Pollution
Strong Winds	Strong Winds	Motor Vehicle Accidents and Hazmat by road	Sand Erosion
Lightning and Thunderstorms	Lightning	Strong Winds	Strong Winds
Motor Vehicle Accidents & Hazmat by road	Air & Water Pollution	Lightning & Thunderstorms	Lightning & Thunderstorms
Strong Winds	Heavy Rainfall	Air & Water Pollution	Motor Vehicle Accidents and Hazmat by road

3.4.3 District Vulnerability to Disaster Risk 2022/23 Information

The district experienced a high level of fire related incidents followed by heavy rains and lightning. Majority of the fire incidents reported were structural fires within rural areas and informal settlements, reported incidents occurred in all 4 local municipalities namely: - Ray Nkonyeni, Umdoni, Umuziwabantu and Umzumbe.



Map 10: Hazards

Source: Ugu GIS 2022

In the 2022/23 financial year the District Disaster Management Team will be ensuring the enforcement of bylaws with the aim of reducing fatalities relating to disasters. The prioritisation and implementation of the district Risk Reduction programs.

The summary of the Ugu District Municipality vulnerability to disaster risk in the 2022/23 financial year are summarised in table 5 below.

Source: Annual Report: Distribution of Incidents.

Table 13: Distribution of Incidents

MUNICIPALITY	NO. OF INCIDENTS	INCIDENTS
Ray Nkonyeni	146	Structural Fire, Strong wind, Drowning, Heavy Rainfall, Lightning.
Umdoni	49	Structural Fire, Strong wind, Lightning.
Umuziwabantu	38	Structural Fire, Strong wind, Heavy Rainfall, Lightning.
Umzumbu	49	Structural Fire, Heavy Rainfall, Lightning.
TOTAL	282	

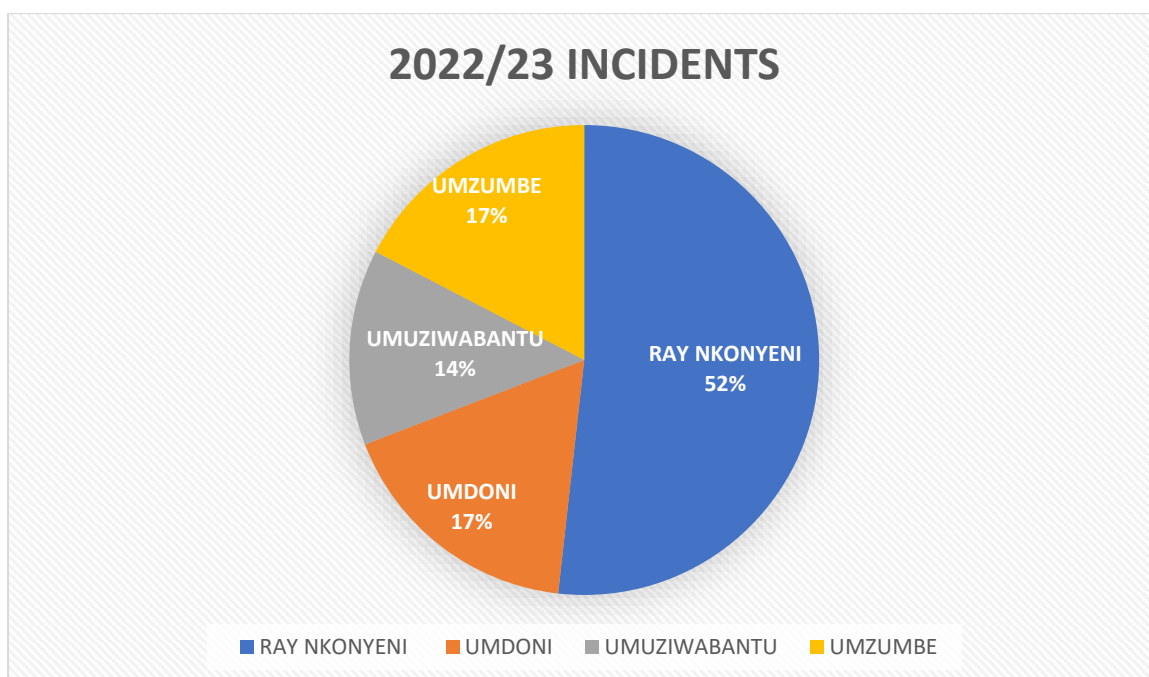


Figure 7: Incidents by LM

3.4.2 RISK REDUCTION INITIATIVES

The district together with Local Municipalities has ensured that plans and strategies to mitigate disaster risks that have been identified above are in place also to assist in minimising the impact of Disasters and Reduction of fatalities. The immediate actions taken by the municipalities are:

- I. Risk Reduction initiatives includes Installation of Lightning Conductors and Fire/Heat Detectors
- II. Training and education:
- III. Community Awareness Campaigns & Road shows
- IV. Emergency Relief Programs which include provision of Wendy Houses, Blankets and Food parcels supported by Sector department.
- V. Ward Committee Members, Amakhosi & Izinduna, Volunteers and Officials were trained on Disaster Risk Management and Basic Fire Fighting.

Table 14: Community Workshops

<u>DATE</u>	<u>VENUE</u>	<u>TRAINING CONTENT</u>	<u>MUNICIPALITY</u>
05/10/22	KwaSithole Murchison (Mbambo Security)	Fire Safety Training	Ray Nkonyeni
18/10/22	Umzumbe municipality council chamber	Fire Safety Training	Umzumbe
26/10/22	Umuziwabantu DSD	Fire Safety Training	Umuziwabantu
26/10/22	Marburg swimming pool	Fire Safety Workshop	Ray Nkonyeni
26/10/22	KwaShinga T/C	Disaster Risk Management Workshop	Umzumbe
27/10/22	Hibberdene Edu Care	Fire Safety Training	Ray Nkonyeni
27/10/22	RNM Youth development center	Fire Safety Workshop	Ray Nkonyeni

27/10/22	KwaBhavu – ward 11	Disaster Risk Management Training	Umzumbe
29/10/22	Themba Club	Fire Safety Training	Umuziwabantu
02/11/22	Emalangeneni T/C	Fire Safety Workshop	Umdoni
02/11/22	Enyenyenzi Tvet College	Fire Safety Workshop	Ray Nkonyeni
02/11/22	eNtokozweni old age village	Fire Safety Workshop	Ray Nkonyeni
02/11/22	Jerico – ward 29	Disaster Risk Management Workshop	Ray Nkonyeni
03/11/22	Malangeneni MPCC	Disaster Risk Management Workshop	Umdoni
04/11/22	Gamalakhe Library	Fire Safety Workshop	Ray Nkonyeni
04/11/22	Mabheleni community hall	Disaster Risk Management Training	Umzumbe
04/11/22	Dweshula drop-in center	Disaster Risk Management Training	Umzumbe
08/11/22	Umzumbe drop-in center	Disaster Risk Management Training	Umzumbe
09/11/22	Qoloqolo ward 15	Disaster Risk Management Training	Umzumbe
10/11/22	KwaJali T/C	Disaster Risk Management Training	Umuziwabantu
10/11/22	Dweshula Primary School	Disaster Risk Management Workshop	Umzumbe
10/11/22	Nomakhazane – ward 15	Disaster Risk Management Workshop	Umzumbe
11/11/22	Ngwabe Community Hall	Disaster Risk Management Workshop	Ray Nkonyeni
11/11/22	Gamalakhe Community Hall	Fire Safety Workshop	Ray Nkonyeni
14/11/22	kwaMachi T/C	Disaster Risk Management Workshop	Umuziwabantu

NO.	VENUE	NO. OF PEOPLE REACHED	DATE
UMDONI MUNICIPALITY			
1.	Vulamehlo community hall	43	01/02/2023
2.	Buhlebezwe community hall	15	03/02/2023
3.	Dumisa community hall	10	08/02/2023
4.	Thandukusiza creche	27	07/02/2023
5.	Malangeneni Community Hall	53	02/02/2023
UMZUMBE MUNICIPALITY			
5.	Sf Faiths community hall	12	15/02/2023
6.	Mthwalume High School	25	15/02/2023
RAY NKONYENI MUNICIPALITY			
8.	Sunduza community hall	27	13/02/2023

Source: Ugu District DMC

Figure 8: Shoba Mdlazi and Ngcwawusheni Workshops



Vukuzithathe T/C (Shoba-Mdlazi)



Vukuzithathe (Ngcwawusheni)

DRM WORKSHOPS

3.4.3 DISASTER MANAGEMENT TRAINING AND AWARENESS CAMPAIGNS

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

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

This is aimed at achieving the following requirements:

- Addresses the requirements for the implementation of education, training, and research needs.
- The development of an integrated public awareness strategy
- Effective use of the media.
- The development of education and training for disaster risk management and associated professions.
- The inclusion of disaster risk management in school curricula. As part of community-based risk reduction measures the district further embarked on the following awareness campaigns:
 - a. Community Awareness Campaigns
 - b. School Awareness Campaigns
 - c. Road Shows

d. Door to Door Awareness



Figure 9: Basic Fire Training

3.4.4 Risk Reduction & Prevention

The institutional arrangements for risk reduction within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Extended Management Committee, the nodal points for disaster risk management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality starts with every member of personnel and every resource should also be committed to disaster risk reduction.

Figure 10: Santizing Municipal Property

Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for risk reduction. The district together with Local Municipalities established **Ward Based Committee** that actively participate in Disaster Risk Management programs at a ward level. Its participation assists by increasing the level of awareness within the communities and improve response times on reported incidents. The district embarked on the installation of Lighting Conductors to reduce the impact of lighting incidents and further reduce fatalities.

COVID- 19 RISK REDUCTION PROGRAMME

Following the outbreak of Covid-19 Pandemic and the declaration of the National State of Disaster thereafter, all organs of state joined forces in the fight against the pandemic and in support of Department of Health. The Disaster Management teams also participated in the programs as highlighted below.

Table 15: Disaster Management Action Plan Per LM

MUNICIPALITY	RNM	UMUZIWABANTU	UMZUMBE	UMDONI

Education and Community Awareness	All Wards	All Wards	All Wards	All Wards
Sanitizing of Informal settlements	All	All	N/A	All
Cleaning and Sanitizing of Public facilities & Taxi Ranks	All	All	All	All
Sanitizing of Shopping centre/Malls	All	All	All	All
Contact training	All Wards	All Wards	All Wards	All Wards

3.4.5 Status of the Disaster Management Plan

The District Disaster Management plan is in place and was adopted by Coun is currently in process of reviewing its District Sector Plan, upon completion the Council will adopt the plan. The programmes



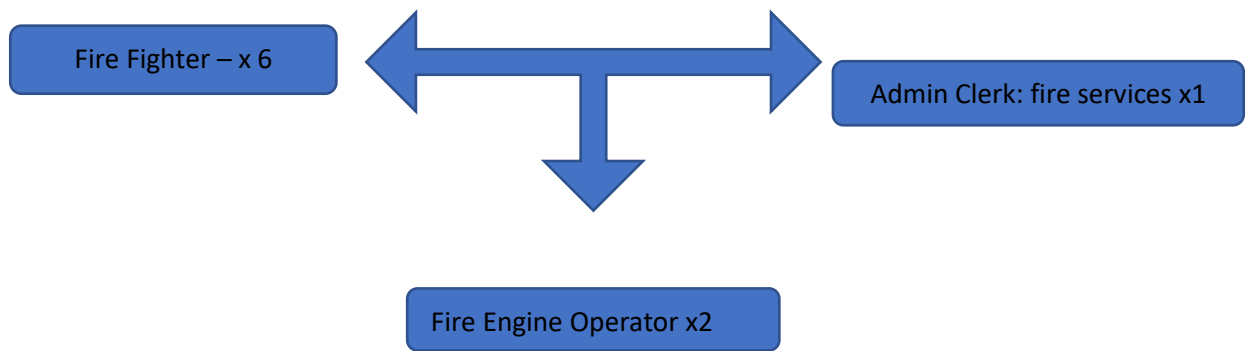
identified as per reviewed Disaster Management Sector Plan will be aligned with the IDP and will further be approved by the District Forum.

Status of Fire and Rescue Services

District Fire Services

The Ugu District has a functional Fire and Rescue Unit. These are the currently approved positions as per organogram. –





A total of 06 fire trainees were further appointed through the EPWP Grant funded project. The team supports the District Fire Team while serving as a backup to the respective Local Municipalities.

Status of the Disaster Management Capacity

Approved Organisational Structure for District Disaster Management Centre is as follows for the 2021/22 financial year:

- Manager: Disaster Management & Fire Services
- 1 x Disaster Management & Fire Services Officer
- 3 x Disaster Management Practitioners
- 1 x Administrative Assistant
- 2 x Fire fighters
- 1x Fire Engine operator
- 1x General Assistant

Status of District Disaster Management Advisory Forum

In terms of Section 51 of the Disaster Management Act, it states that all the district municipalities must establish a municipal Disaster Management Advisory Forum. Ugu District Disaster Risk Management Advisory Forum was established.

It is a legislative mandate for a municipality to establish such a forum to coordinate strategic issues related to disaster management. The Forum assist in approving and/or review the disaster management plans for the municipality before it is submitted to Council. The District Disaster Management Advisory forum was established and is functioning with meetings scheduled every 3 months or as required. All disaster management role players and leadership from local municipalities within the district forms part of the forum. The main purpose of the Municipal Disaster Management Advisory Forum (MDMAF) is to ensure that the principles of co-operative governance, integrated and co-ordinated disaster risk management and external stakeholder participation at local level are applied.

DISTRICT PRACTITIONERS' FORUM MEETINGS

The district together with Local Municipalities convenes the District Disaster Management Practitioners Meeting bi-monthly. The aim of these meetings is to deliberate, on issues concerning disaster

management and planning of disaster management to have a well-co-ordinated, standardise approach on disaster management.

The District Disaster Management Practitioners meetings convened as follows:

Table 16 **District Practitioners Forum**

No.	Type of Meeting and Venue	Date
1.	District Practitioners Meeting held at the Ugu Disaster Management Centre	02 September 2022
2		02 November 2022
3		09 March 2023
3		03 May 2023
Total		4

District Post Disaster Committee

No	Type of Meeting & Venue	Date
1.	District Post Disaster – Disaster Management Centre	02 September 2022
2.		09 March 2023
3.		
4.		
Total		2

District Disaster Management Advisory Forum

No	Type of Meeting & Venue	Date
1.		14 September 2022

2	District DMAF – Disaster Management Centre	07 December 2022
3		22 March 2023
4.		13 June 2023 (scheduled)
Total		4

No	Type of Meeting & Venue	Date
1.	District Fire Coordination Forum– Disaster Management Centre	26 August 2021
2.		13 December 2021
3.		15 March 2022
4.		03 June 2022
Total		4

Source: Ugu District DMC

3.4.5 Response & Recovery

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

The district has established a Post Disaster Committee which considers implementation of relief efforts and Rehabilitation Projects. The committee is made of District Disaster Management Practitioners, PDMC, Sector Departments also including other relevant role-players such as NGO's and Private Businesses.

3.4.6 Risk Reduction & Prevention

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

nodal points for disaster risk management within municipal departments and local municipalities within the district, departmental and local municipal planning groups, risk reduction project teams and preparedness planning groups. The total structure of the municipality starts 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. The district together with Local Municipalities established **Ward Based Committee** that actively participate in Disaster Risk Management programs at a ward level. Its participation assists by increasing the level of awareness within the communities and improve response times on reported incidents. The district embarked on the installation of Lighting Conductors to reduce the impact of lighting incidents and further reduce fatalities.

COVID- 19 RISK REDUCTION PROGRAMME

Following the outbreak of Covid-19 Pandemic and the declaration of the National State of Disaster thereafter, all organs of state joined forces in the fight against the pandemic and in support of Department of Health. The Disaster Management teams also participated in the programs as highlighted below.

Table 17: Disaster Management Action Plan Per LM

MUNICIPALITY	RNM	UMUZIWABANTU	UMZUMBE	UMDONI
Education and Community Awareness	Ward 1 -36	Ward 1- 11	Ward 1-20	Ward 1-19
Sanitizing of Informal settlements	All	All	N/A	All
Cleaning and Sanitizing of Public facilities & Taxi Ranks	All	All	All	All
Sanitizing of Shopping centre/Malls	All	All	All	All
Contact training	All Wards	All Wards	All Wards	All Wards

Status of the Disaster Management Plan

The District Disaster Management plan is in place and was adopted by Council is currently in process of reviewing its District Sector Plan, upon completion the Council will adopt the plan. The programmes identified as per reviewed Disaster Management Sector Plan will be aligned with the IDP and will further be approved by the District Forum.

Status of the Disaster Management Capacity

Approved Organisational Structure for District Disaster Management Centre is as follows for the 2021/22 financial year:

- Manager: Disaster management and Fire Services
- 1 x Fire Chief Officer: Disaster Management & Fire Services
- 3 x Disaster Management Practitioners
- 1 x Administrative Assistant
- 1 x Administration Clerk: Fire Services
- 6 x Fire fighters
- 2 x Fire Engine Operator
- 2 x Fire Fighter Intern
- 6 x Trainee Fire Fighters (EPWP)

DISTRICT PRACTITIONERS' FORUM MEETINGS

The District Practitioner's Forum is a planning group with the main objective of coordinating the daily operations of disaster management. This group allows municipalities to engage with one another and share in their experiences, lessons learned and planning exercise. At the same time enable the district to coordinate the functions and operations on a district level to ensure that there is no duplication of activities, and all aspects of disaster management are dealt with by a responsible authority.

The District Practitioners Forum meetings are convened bi - monthly at the Disaster Management Centre where all Local Municipality Practitioners participate and report on Local Disaster Management Programs in line with the Service Delivery and Budget Implementation Plans (SDBIP).

The district also has formed a panel of Service Providers who keep stock of Emergency Relief and ensures availability upon request. Emergency Relief stock includes the following: -

- ❖ Wendy Houses
- ❖ Blankets
- ❖ Food Parcels
- ❖ Mattresses
- ❖ Emergency Box B
- ❖ Tents
- ❖ Plastic Sheet.

DISASTER MANAGEMENT AND FIRE RESPONSE VEHICLES

The District Disaster Management & Fire Services Section has the following Emergency Response Vehicles.

- 1 X DM Rapid Response bakkie
- 2 X Disaster Management Bakkies

1x Fire Truck
 1x Spillage/ Jetter Truck
 1x Skid Unit (Heavy duty)
 1xSkid Unit (Light duty)

3.4.7 Funding Arrangements

The Ugu District Municipality budgets for all Disaster Risk Management Programs. Budget is separated for Operations and Capital items. National/Provincial Disaster Management also provides conditional grants for Reconstruction & Rehabilitation Projects as well as the Construction of Disaster Management Centres.

Table 18: Funding Arrangements

PROGRAM	BUDGET ALLOCATION
Disaster Management operational costs	R 100 000.00
Disaster Risk Reduction	R 80 000.00
Response and recovery	R 900.000.00
Fire and Rescue Operations	R 600 000.00
Education and Training	R 350 000.00
Fire Support to LM's	R 400 000.00
Protective Clothing	R 400 000.00
Total	R 2 830 000.00

Source: Ugu District DMC

3.4.8 Ugu District Municipal Fire Services Equipment

Ugu District has a total of 3 vehicles for fire and rescue services which is mainly for secondary response to all incidents reported within locals.

- Fire Truck 3000lt
- Fire Multipurpose truck 10 000lt
- Land Cruiser - Skid Unit with Light Duty Jaws of Life
- Land Cruiser - Skid Unit with Heavy Duty Jaws of Life

3.4.9 Support to Local Municipalities for the 2022/23 financial year

The district continues to full-fill its legislative mandate of coordination and provision of support within its area of jurisdiction. The support is provided in the form of human resources, equipment, emergency relief and financial support.

During the 2021/22 financial year the district handed Fire Services equipment and handheld tools such as:

3.4.10 Enhancement of Fire Services Capacity in the District & Local Level

In support the district has trained 8 fire fighters on Fire Fighting 1 & 2, Hazmat awareness, Hazmat Operations and First Aid Level 1. These Fire Fighters are from the 4 Local Municipalities and will be working within their jurisdictions on completion of training as they are permanently employed by municipalities.

The amendment Act 16 of 2015 encourages involvement and incorporation of Traditional Leaders in Disaster Management programs. The district in-collaboration with Local Municipalities have complied with the Act. Continuous engagements with Traditional Council are in place, meetings are used as a platform that discusses Disaster Risk Reduction Programs and capacity building.

3.4.11 Disaster Management Emerging Key Issues

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

- The Provincial Disaster Management Centre – CoGTA funded the Municipality with an additional R5m which was used for building Phase 2 of the New Disaster Management Centre. Phase 2 of the Centre caters for Fire Tenders and Storage Facility.
- There is a lack of capacity for disaster management at a local municipal level which creates constraints in the implementation of disaster management programs.
- Appointment of Fire Services Personnel for both the District and Local Municipalities

KEY PERFORMANCE AREAS FOR DISASTER MANAGEMENT AND FIRE SERVICES

- a. Institutional Capacity
- b. Disaster Risk Assessment
- c. Response and Recovery
- d. Education and Training
- e. Fire and Rescue Service

3.4.11 FIRE SAFETY HOUSEHOLD INSPECTIONS

Fire Safety inspections are ordered in terms of Fire Brigade Act 99 of 1987 and enacted in Ugu District community fire safety bylaws. Therefore, Disaster Management and Fire Services team in the District introduced and designed fire safety programs aiming at reducing the disaster risks, while also the Disaster Management Act 57 of 2002 as amended in 2016, gives priority and attention to the planning for an integrated approach on risk reduction principles for preventions and mitigation.

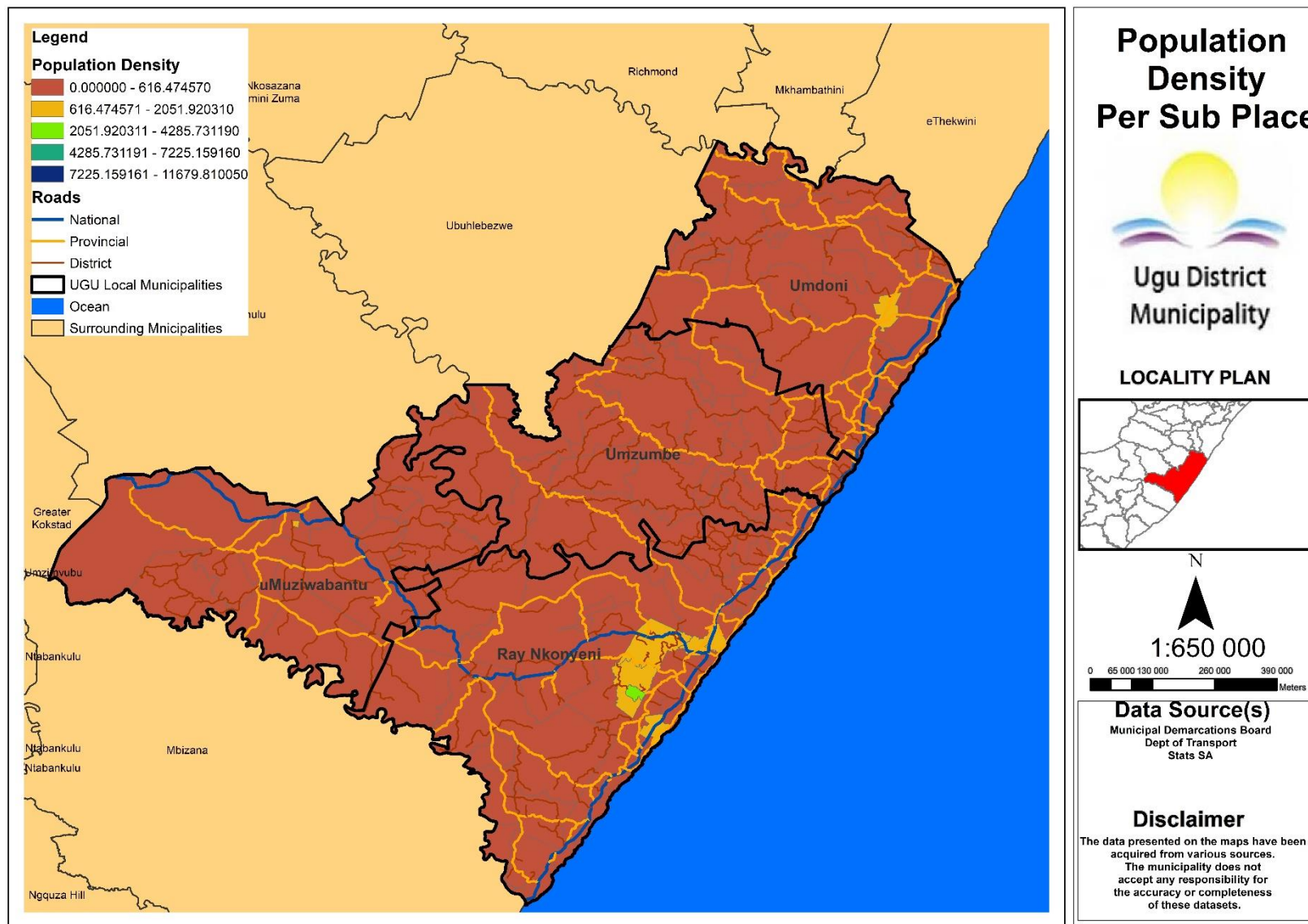
No.	Municipality	No. of household conducted
1.	Umzumbe	288

2.	Ray Nkonyeni	607
3.	Umdoni	340
4.	Umuziwabantu	375
Total		2505

2.8 Challenges and Interventions for DM and Fire Services as per SWOT Analysis

MUNICIPALITY	CHALLENGES	INTERVENTIONS
Ray Nkonyeni Municipality	The non-availability of the satellite fire stations in RNM delays the response process in terms of incidents.	To have satellite station in the erstwhile local municipalities and strategic points that teams can respond from to ensure swift response.
Umdoni Municipality	The non-availability of the satellite fire stations in Umdoni delays the response process in terms of incidents.	To have satellite station in the erstwhile local municipalities and strategic points that teams can respond from to ensure swift response.
UMZUMBE	Municipality has limited resources in terms of both human resources and equipment.	Appointment of Trainee Fire Fighters
UMUZIWABANTU	Municipality has limited resources in terms of both human resources and equipment.	• Appointment of Trainee Fire Fighters • Procurement of Basic Fire Equipment
UGU DISTRICT	• The district has no resources to deal with Hazmat Incidents. • Limited capacity in-terms of control centre Agents.	• Procurement of Spillages Specialised Truck. • Appointment of 2 additional Fire Fighters • Improve Functioning of the District Control Centre by

		appointment suitable personnel.



Source: Ugu GIS, 202

Map 11: Population Density

3.4.12 Households

The Ugu District municipal area of jurisdiction is comprised of 175 146 households, average household size of 5 persons per household. The different types of household dwellings are formal, traditional, informal and caravan or tent. As per the Stats SA 2016 community survey almost two thirds of the types of dwellings in the district are formal (59%), with 31% being traditional and about 9% being informal (see Figure 13.). The growth of formal dwelling types is positive as they are more resistant to different pressures which may mitigate some disasters in the district. In terms of heads of households, the bulk percentage of heads of households is between the age groups 25 – 34 and 35 – 74 years. There is a concern however with the 15 063 (8.6%) households that are headed by age group 15 – 24 years as the majority of these households are headed by teenagers. Furthermore, there is still evidence of child headed households as reflected in Figure 14.

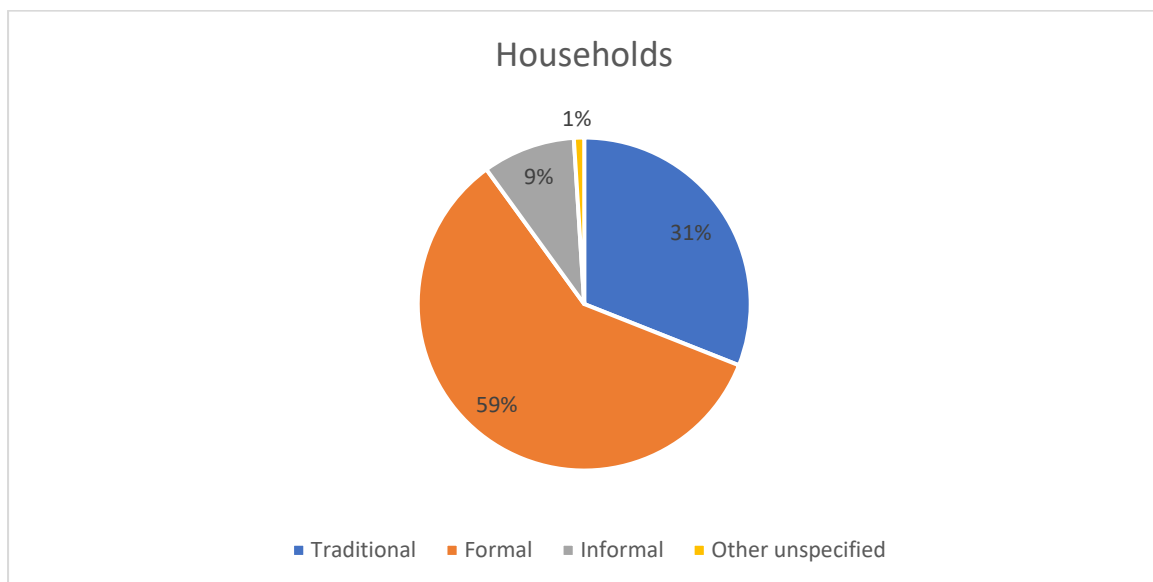


Figure 11: Main Dwelling that Households live in

Source: Statics SA Community Survey, 2016

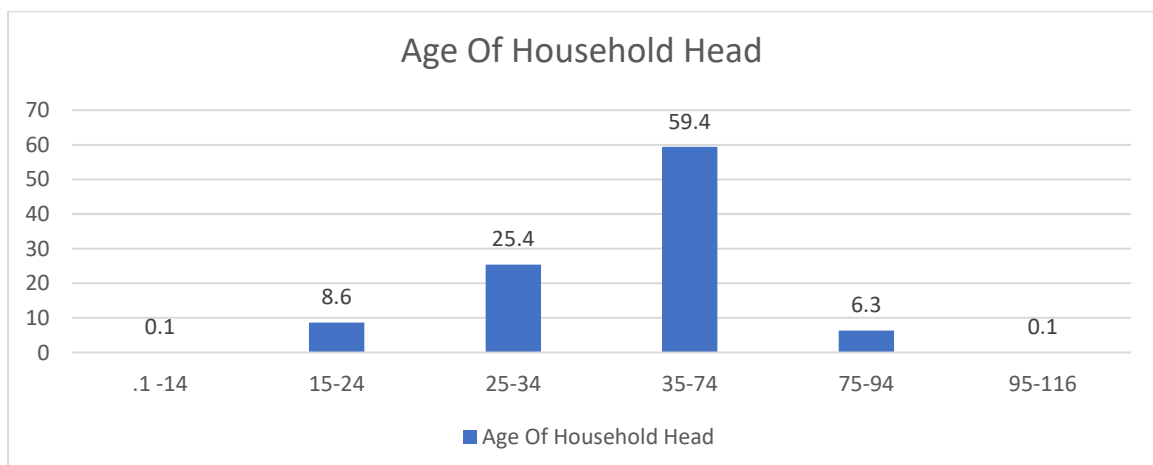


Figure 12: Age of Household Head

Source: Statics SA Community Survey, 2016

3.4.13 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 be identified as follows:

- There is a strong perception that young people in Ugu aspire to moving into metro areas given the limited opportunities for both youth development and entertainment within the district. There is concern that land pressures in rural areas are pushing young people off the land as parcels being allocated are getting smaller and smaller and outsiders move into areas. This trend could have long term implications for the district as the young productive population leaves the area.
- The majority population of Ugu District municipality falls within the youth bracket. Furthermore, the predominant population group is African and more than 50% of the population are females. This has far reaching implications for the district as would further be analysed under the LED and Social Development section in terms of service provision and the households' affordability of the services provided. This therefore speaks directly to the municipality's revenue enhancement strategies.
- The majority of the population resides in the traditional areas where the densities are low. In terms of service provision, it costs more to provide services to scattered household settlements and so is the maintenance of infrastructure provided. Furthermore, the demographics advocate for a comprehensive rural development strategy.
- The population is agglomerating in the Ray Nkonyeni Municipality as it is the economic hub of the district. There is thus continuously increasing pressure on the infrastructure capacity in the Ray Nkonyeni Municipality especially the coastal belt. There is an urgent need to deal with the ageing infrastructure and increasing its capacity.
- Many strides have been made to combat HIV / AIDS and TB however, TB remains a leading cause of death in the district. This requires further investigations and more resources to ensure the negative impact of HIV / AIDS and TB is reduced in the district.
-

3.5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

3.5.1 Powers and Functions

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the region wide functions to the district municipalities and most day to day service delivery functions to the local municipalities. The provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services. With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is still the function of the district. Whilst the Local Municipality is responsible for Planning, it is also reliant on the District for advice and support. Amongst other things the powers and functions of the municipalities are as detailed in table 21:

Table 19: Powers and Functions

Government Sphere Function	
Local	Storm Water Management; Trading Regulations; Billboards and Public advertising; Cleansing and maintenance; Control of Public Nuisances; Street Lighting; Traffic and Parking; Beaches and amusement parks; Local Amenities; Noise Pollution; Pounds; Public Places; Street Trading; Harbours and Ferries; Local Sports; Street Lighting; Municipal Parks and Recreation; Municipal roads; and Control of Liquor licenses.
District	Municipal Health Services; Environmental Services; Potable Water and Sanitation.
Shared Function	Fire prevention and control Local Tourism; Municipal Airports; Municipal Public Transport; Cemeteries, and Crematoria; Markets; Municipal Abattoirs; Municipal Roads; Refuse Removal and Solid Waste; Municipal Planning; and Air pollution.

Source: Municipal Structures Act, 1998

3.5.2 Institutional Arrangement

The Municipal Structures Act provides for different types of Municipal Systems. The Ugu District Municipality is using a Collective Executive System. The establishment of ward committees has been finalised in all Local Municipalities. The Municipality has customised the generic ward committee policy that was developed by CoGTA. There were a few challenges that have been identified with regards to the functioning of ward committees such as the lack of capacity among ward committee members, administrative support, reimbursements for out-of-pocket expenses and the general dissatisfaction around the election of committees and the selection criteria thereof. These challenges are currently being addressed and the ward committees are now functioning and have the administrative support and the ward committee members are being reimbursed for the out-of-pocket expenses.

There are 42 Traditional Councils within Ugu Municipality. The new legislative developments encourage Traditional Councils and Municipal Councils to work in partnership on issues of development even though the former is not vested with legislative authority on Municipal Council matters. There are seven (7) elected Amakhosi who form part of the Ugu District Municipal Council and all 7 Amakhosi serve in the respective Portfolio Committees. 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 thirty-five (35) members, eight (8) of whom are full-time. Furthermore, seven (7) Traditional Leaders are participants in the Ugu District Municipal Council.

3.5.2.2 Executive Committee Structure

The Executive Committee has delegated plenary powers to exercise the powers, duties and functions of Council, excluding those plenary powers expressly delegated to other standing committees and those powers which are wholly 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, which are, Portfolio Committees on Finance; Water and Sanitation; Local Economic Development; Special Programmes; and Sound Governance and Human Resource. 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 Municipal Manager heads the administration of the Municipality. The Municipality has five administrative departments. The departments are:

- Office of the Municipal Manager - The Office of the Municipal Manager is responsible for the following functions: Corporate Strategy and Shared Services; Internal Audit; Mayoralty and Communication; Legal Services; Youth Development; Special Programmes; and Customer Relations Management.
- Corporate Services Department - Corporate Services includes: Human Resources, Registry, Auxiliary Services and Secretariat, Information, and Communication Technology (ICT), Disaster Management and Fleet Management Services.
- Budget and Treasury Office Department - The Budget and Treasury Office includes: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.

- Economic Development and Environmental Services Department - The Economic Development and Environmental Services Department headed by the General Manager EDES is made up of the following sections: Environmental Services, EDES Finance and LED.
- Water Services Department - The following are the sections which make up the Water Services Department headed by the General Manager Water Services: Water Services Operations and Water Services Authority (WSA), Administration and Project Management Unit.

3.5.3 Municipal Entity

The Ugu District Municipality previously had two entities which are namely: Ugu South Coast Tourism and Ugu South Coast Development Agency. The two entities have since merged and are currently engaged in various change committee processes, finalisation of the newly formed entity is anticipated to occur in June in preparation for the new financial year. Challenges range from lack of skills, lack of well packaged tourism products, lack of well packaged black economic empowerment transactions in the industry and failure to unlock public sector owned land for 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. municipality's area of jurisdiction based on the parent municipality's integrated development plan and policies pertaining to this objective thereby unlocking the economic potential of the Ray Nkonyeni area. With focus being on the economic, social and environmental development.

3.5.4 Organisational Analysis

The Municipality has a finalised and adopted revised organogram, that was approved in June 2021, with one thousand and twenty-three (1027) positions. The Human Resource Section is responsible for ensuring a thorough analysis of the new organogram. The current number of employees in the Ugu District Municipality is seven hundred and eighty-three (783). The organisation currently has a vacancy rate of about 6.81% and the total amount spent on the salaries averages from 19 – 20 million per month and R3 million goes to overtime.

The Organogram currently has 783 filled positions inclusive of contract and permanent placements. The position of the Municipal Manager is currently vacant and filled on acting capacity and out of the four (04) Senior Managers positions inclusive of the Chief Financial Officer (CFO) being one of the Senior Managers, all are filled on long term contracts.

Table 20: Ugu District Employees per Department

DEPARTMENT	NUMBER OF EMPLOYEES
BUDGET AND TREASURY	118
COPORATE SERVICES	91
ECONOMIC DEVELOPMENT AND ENVIROMENT	25

OFFICE OF THE MM	83
WATER SERVICES	481
TOTAL	798

Source: Ugu District Municipality Corporate Services, 2021

The age analysis of the Ugu District Municipality's Employees is broken down as per table 23

Table 21: Ugu District Employees by Age Group

Age Group	Number
22 - 35	172
36 - 45	268
46 - 55	251
56 - 60	84
61 - 65	23

3.5.5 Human Resources

The Human Resources policies and strategies that are implemented within the Municipality are reflected below:

Human Resources Strategy and Plan: 2020 - 2024	The Strategy and Plan was adopted on the 31st of March 2021. The following are the pillars of the strategy are: - Talent Management - Employee Wellness - Capacity Building - Employee Relations - Exit Management - Sourcing and Placement - Organizational Culture Management - Performance Management - Strategic Human Resource Planning The plan's implementation is measured through the implementation of the SDBIP and monitored through the OPMS. The targets are set out in Chapter 4 (5 year scorecard) of the document
Human Resources Development Strategy and Plan: 2020 - 2024	The Strategy and Plan was adopted on the 31 st of March 2021.
Employment Equity Plan: 2019 - 2022	The Plan was adopted on the 26th of September 2019 - Recruitment of a female candidate in the unskilled occupational level to balance the ratio in year 1 - Recruitment of a female candidate in the unskilled occupational level to balance the ratio in year 2 - Recruitment of a female candidate in the Semi - skilled occupational level to balance the ratio in year 1 - Recruitment of a white male candidate in the Semi - skilled occupational level to balance the ratio in terms of race
Skills Audit	The skills audit was conducted in November 2020, and the results are used to implement the 2021 WSP
Workplace Skills Plan	The Workplace Skills Plan is in place and was adopted on the 21st of April 2021. The plan's implementation is measured through the SDBIP.

3.5.6 Skills Analysis

The Capacity Building Unit creates and promotes individual and organizational effectiveness for employees by developing and offering a range of advanced and different programs in support of the district's commitment to employee development.

The Unit is responsible for the:

- Coordination of Training and Development Programs as well ensuring implementation of same.

ACHIEVEMENTS

In year 2022/23 thus far, the Municipality has provided the Municipal employees in the following key critical programmes:

Table 22: Training Programmes Implemented

No.	Training Programme	Number of Beneficiaries
1.	Electrical Trade Test	3
2.	Municipal Finance Management Programme	15
3.	Plumbing: Trade Test	25
4.	MISA ARPL Plumbing	10
5.	MISA ARPL Mechanical Fitting	2
6.	University of Stellenbosch Water and Wastewater Treatment Process Management	20

It should be note that the major financial challenges which are faced by the municipality, all funds have been directed to assist the water crisis and therefore not all projects have been fully implemented as per the beginning of the financial year.

GOALS

The Capacity Building Unit aim the following goals:

- Provide a range of quality, cost-effective training, and development designed to increase employee and organizational productivity and improvement.
- Create, encourage, and adopt a culture that values development, diversity, and growth opportunities for all employees.
- Support and enhance strategic training and development partnerships with other stakeholders and or training providers.

3.5.6.1 Skills Levels

The skills audit that has been conducted by the Section for the Municipality, together with the Workplace Skills Plan have produced the results that determine the priority training interventions required. The summary of training interventions targeted is:

Table 23: Training Programmes to be Implemented

NO	TRAINING PROGRAMME	TARGETED NO. OF BENEFICIARIES	TARGETED IMPLEMENTATION YEAR
1.	Municipal Finance Management Programme	15 in year 1 and 10 in other years	2021/22 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27
2.	Electrical: Trade Test	03	2021/22
3.	Plumbing: Trade Test	25 per year	2021/22 2022/23 2023/24 2024/25 2025/26 2026/27
4.	Medium Voltage Switching	05	2022/23
5.	SCM: Training	04	2022/23
6.	Information Technology Training	05	2021/22
7.	Internal Audit Training	05	2021/22
8.	Hazchem Training	06	2022/23
9.	Safe Handling of Chlorine Training	20	2022/23
10.	First aid Training	20	2021/22
11.	Councillor Induction	37	2021/22
12.	Mechanics Refresher Course	05	2022/23

13.	Emotional Intelligence & Consequence Management	10	2021/22
14.	Occupational Health & Safety (Rules & Responsibilities)	20	2021/22
15.	Adult Basic Training	10	2022/23
16.	Asset Management	05	2021/22
17.	Fleet Management	08	2021/22
18.	Mechanical Training on Bernard Valve and Pressure Reducing Valves	15	2022/23
19.	Leak Detection Training	15	2022/23
20.	VIP Protection and Basic Training	06	2022/23
21.	Records Management Training	10	2021/22

Table 24: HR Priorities

PRIORITIES	YR1	YR2	YR3	YR4	YR5
Conduct trainings in implementing the workplace skills plan.	05	05	05	05	05
Conduct Workshops/ Programmes on Talent Management	04	04	04	04	04

3.5.7 Health and Safety in the Workplace

Employee Health, Wellness and Safety Unit provides the Municipality with comprehensive benefits and wellness programs, including communication, customer service and education to employees; optimize health and productivity as well as promoting a healthy and supportive work environment.

A safe and healthy workplace not only protects workers from injury and illness; it can also lower injury/illness related costs, reduce absenteeism and stabilise turnover, increase productivity and quality, and raise employee morale. It is on these bases that it is important to ensure a safe working environment for employees.

The Unit ensures that frequent Risk Assessments and Audits are conducted, and the findings that have been identified over the years are of the similar nature being the following:

- Building Maintenance Requirements in several Municipal Buildings
- The manholes that are missing covers
- Non - compliance to chlorine handling form certain workstations
- Aged Municipal Vehicles
- Overgrown vegetation in different Workstations
- Sub - standard electrical installations in some workstations
- Non-adherence to COVID-19 Protocols

The past two years have not been good due to the COVID pandemic and the Municipal operations had to continue but ensuring adherence to COVID-19 protocols, and this Unit had to ensure that all the Personal Protective Equipment is provided to employees timeously; and that education on use of same is provided. Under the circumstances the Municipality has been able to provide all the necessary PPEs to employees, ensure that guidelines for return to work in each Lockdown Alert Level is issued to employees. The Unit has also successfully assisted employees to get vaccinated within the Municipal premises on dates that are arranged with the Department of Health.

In year 2020/21 the Unit has established the Health and Safety Committee and has appointed Safety Representatives in different Workshops, who are tasked with the responsibility of ensuring that safety matters are attended to and reported before severe injuries and/or illnesses could occur which is still in operation to date.

The component of the Employee Assistant Programme within the Employee Health, Wellness and Safety Unit; is responsible employee for ensuring that the emotional well-being of the employee that may affect his/her productivity is attended to through programmes ranging from the following areas:

Table 25: Health and Safety Focus Areas

FOCUS AREAS	ROLE OF HUMAN RESOURCES SECTION
• Management of Chronic Diseases • HIV/AIDS Management • Stress/Mental Health • Incapacity due to ill health • Medical awareness and check-ups • Promotion of Health, Good nutrition • Financial Wellness • Spiritual Wellness Management • Impact of Alcohol Abuse	• Provision of Counseling to Employees • Creating Awareness/Education on the importance of medication • Provision of educational and organization support programmes • Provision of critical incident response programmes • Referrals for professional counselling and /or treatment

ACHIEVEMENTS

- Enhanced personnel within the Unit to ensure it reaches an increased number of employees
- Attended to EAP Clients with different matters
- Provided financial management to retiring employees
- Coordinated the COVID-19 Vaccination Programme

Table 26: EAP Priorities

PRIORITIES	YR1	YR2	YR3	YR4	YR5
Provide Effective Well Being Services e.g., Wellness Screening, Lifestyle Education Workshops, financial management education, improve overall employee engagement, and/or assist employees in effectively managing work-life demands and responsibilities.	4	4	4	4	4
Ensuring Compliance with OHS Act as per developed checklist	50%	50%	50%	50%	50%

3.5.7.1 The OHS Compliance Checklist is a tool used to monitor compliance

The employer's common law duty to provide safe working conditions. The employer is required to take reasonable care for the health and safety of the employees by conducting periodic Risk Assessments (HIRA).

The employer must provide safe premises; the entrances and exits to and from the place of work must be safe and secure.

The employer must provide safe machinery and tools and to be maintained properly.

The employer must provide a safe way of conducting work. Methods and safe work procedures to ensure that employees are not necessarily exposed to unreasonably high risks. Supervision by competent persons is also relevant here. Furthermore, the employer should ensure that the employees are thoroughly trained and competent in their level of duties.

N.B. The above three facets of the common law duty overlaps and complements each other and are in fact part of the general duty.

3.5.7.2 Legislation

Legislation is law made by a legislative body, such as Parliament and gazetted. Parliament passes pieces of legislation, called Acts, which contain legal rules and regulations and procedures.

It is very important to note that legislation always supersedes the common law. Therefore, the employer must comply with the provisions of the legislation or regulations as stipulated in the Act. In South Africa, safety legislation is governed by the Occupational Health and Safety Act 85 of 1993 (Government Gazette No. 14918 of 1993) as amended by the Occupational Health and Safety Amendment act 181 of 1993.

Both these Act came to operation on 1 January 1994.

The Occupational Health and Safety Act applies wherever an employment relationship exists and it binds the Municipality as an employer. This means that the definitions of employer and employee contained in the Act determines the Act's basic scope of application.

The basic principle of the Act is the recognition that safety in the workplace is not only the responsibility of employer and employees. The Act also recognizes that a healthy and safe place of work also depends on employer-employee co-operation.

Table 27: Human Resource Requirements

REF	REQUIREMENTS	STATUS 2021/2022	POE	MATRIC VALUE 2021/22	PERIOD FOR ACHIEVEMENT	COMPLIANCE FRAME	TIME
A	POLICY						
1.1	Has it been communicated to employees through workshops, emails, newsletters, and noticeboards	Ongoing	Ongoing Road shows	Attendance Registers and programmes of events	40		30 June 2022
1.2	Is it clearly visible to employees?	In progress	Visual	10	Q1, Q2 Q3, Q4		30 June 2022
B	RISKS ASSESSMENTS						
1.1	Has an integrated assessment been completed?	Ongoing	Risk Assessments Reports	40	Q1, Q2 Q3, Q4		30 June 2022
C	EHSW COMMITTEE MEETINGS						
1.1	Has the committee sat quarterly?	Ongoing	Attendance Registers & Agendas	40	Q1, Q2 Q3, Q4		30 June 2022
D	INCIDENTS						
1.2	All incidents reported and recorded	Ongoing	IOD Schedule	40	Q1 -10 Q2 -10 Q3 -10 Q4 -10		30 June 2022
1.3	Incidents investigated by appointed and trained person	Ongoing	Incident Report	40	Q1 -10 Q2 -10 Q3 -10 Q4 -10		30 June 2022
E	HEALTH & SAFETY REPRESENTATIVES						
1.1	Have the H&A Representatives been elected & trained	Q1	Attendance Register & copies of Certificates	50	Q1		30 September 2021

F	MANAGEMENT COMMITMENT					
1.1	Are all inspections and incident findings tabled at the relevant committee's agenda	Ongoing	Agendas	40	Q1 -10 Q2 -10 Q3 -10 Q4 -10	30 June 2022
1.2	Does management set annual targets and objectives?	Ongoing	SDBIP	40	Q1, Q2 Q3, Q4	30 June 2022
G	TRAINING					
1.1	Has Safety Training been Conducted	Achieved Q1	Attendance Register & Copies of certificates	40	Q1, Q2 Q3, Q4	30 June 2022
H	FIRE EQUIPMENT & DETECTION SYSTEMS					
1.1	Have the equipment and detection systems been serviced?	Achieved	Report from Service Provider	100	Q1	30 September 2021
1.2	Have service provider issued a report?	Mini Tender- been advertised	Report from Service Provider	50	Q1	30 September 2021
1.3	Have deviations been identified and rectified?	Ongoing	Report from Service Provider	40	Q1, Q2 Q3, Q4	30 June 2022

The following legislation applies to Employee Health, Safety & Wellness:

- Constitution of the Republic of South Africa Act, No 108 of 1996
- Occupational Health & Safety Act, No 85 of 1993
- Compensation for Occupational Injuries and Diseases Act, No 150 of 1993 (COIDA)
- General Safety Regulation
- General Machinery Regulation
- Vessels Under Pressure Regulation
- Environmental Regulation for Workplaces
- Facility Regulation
- Hazardous Chemicals Substances Regulation
- Driven Machinery Regulation
- Lift, Escalator and Passenger Conveyor Regulation
- Disaster Management Act
- National Water Act
- Environmental Conservation Act
- National Building Regulations
- Certificate of Competency Regulation
- Labour Relations Act, No. 14 of 2014 as amended
- Basic Conditions of Employment Act, No 75 of 1997
- Employment Equity Act, No 55 of 1998
- Code of Good Practice
- Skills Development, 1998
- Prevention and Treatment of Drug Dependency Act, 1992

The component of the Employee Assistant Programme within the Employee Health, Wellness and Safety Unit; is responsible employee for ensuring that the emotional well-being of the employee that may affect his/her productivity is attended to through programmes ranging from the following areas:

Table 28: EAP Focus Areas

FOCUS AREAS	ROLE OF HUMAN RESOURCES SECTION
• Management of Chronic Diseases • HIV/AIDS Management • Stress/Mental Health • Incapacity due to ill health • Medical awareness and check-ups • Promotion of Health, Good nutrition • Financial Wellness • Spiritual Wellness • Management • Impact of Alcohol Abuse	• Provision of Counseling to Employees • Creating Awareness/Education on the importance of medication • Provision of educational and organization support programmes • Provision of critical incident response programmes • Referrals for professional counselling and /or treatment

Table 29: Ugu district Employees Participating in EAP

DEPARTMENT	NUMBER	PERCENTAGE
MM's Office	04	0.5
Corp Services	06	0.73
Treasury	14	1.7
IED Environmental Health	05	0.61
Water Service	59	7.21

The total number of employees participating in EAP Programme is 85 out of the total of employees 783 which is 10.8% of the total workforce.

Table 30: Nature Ailments

Nature of ailments	Numbers
HIV/AIDS/TB	42 (49.4%)
Diabetes	4 (4.7%)
Alcohol and drug abuse	6 (7.05%)
Financial stress	5 (5.9%)

Work related stress	13 (15.29)
Arthritis	6 (7.05)
▪ Hypertension	▪ 9 (10.58%)

ACHIEVEMENTS

- Enhanced personnel within the Unit to ensure it reaches an increased number of employees
- Attended to EAP Clients with different matters
- Provided financial management to retiring employees
- Coordinated the COVID-19 Vaccination Programme

Table 31: EAP Priorities

PRIORITIES	YR1	YR2	YR3	YR4	YR5
Provide Effective Well Being Services e.g., Wellness Screening, Lifestyle Education Workshops, financial management education, improve overall employee engagement, and/or assist employees in effectively managing work-life demands and responsibilities.	4	4	4	4	4
Ensuring Compliance with OHS Act as per developed checklist	50%	50%	50%	50%	50%

3.5.7.3 Analysis of Employee Assistant Programme Provision

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 environment adapted to optimal physiological and psychological capabilities; and the adaptation of work to employees and of each employee to his/her job. The explicit aim of the EHWP is to improve the quality of life of all employees by providing support and helping to alleviate the impact of everyday work, personal and family problems. The focus the programme and role of Human Resource department is summarised in the table below.

3.5.7.4 Role of HR in Employee Health and Wellness

Table 32: role of HR in Employee Health and Wellness

Focus Areas	Role of Human Resource
☐ HIV/AIDS Management	☐ Creating awareness
☐ Chronic Diseases Management	☐ Provision of counselling to employees
☐ Stress / Mental Health	☐ Provision of organizational support services and education programmes
☐ Incapacity due to ill health	☐ 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
☐ Medical Awareness and Check-ups	
☐ Promotion of Health, Good Nutrition	
☐ Impact of Alcohol Abuse	
☐ Financial Wellness	
☐ Spiritual Wellness Management	☐ Referral for professional counselling, treatment

3.5.7.5 Employment Equity Plan

The Employment Equity fosters and promotes an inclusive and equal employment work environment for employees and the diverse community we serve, promotes a harassment and discrimination-free workplace, provides guidance, training, and resources.

GOALS

The Employment Equity Plan aim to:

- Promote a workforce that reflects the diversity of the Municipality's population throughout all job categories and job levels.

- Promote awareness and understanding of the municipality's commitment to equal employment opportunities and the prevention of harassment and discrimination in the workplace.

Table 33: Employment Equity Priorities

PRIORITIES	YR1	YR2	YR3	YR4	YR5
Ensuring compliance to the employment equity targets at a Management Level 0-6	45%	45%	45%	45%	45%
Review the Employment Equity Plan	30 June 2022				

3.5.8 Employer / Employee relations

The role of the Employer/Employee Relations is to promote a high-quality workforce and collaborative relationships between employees, management, and employee organizations, the Employee and Labour Relations unit serves as a strategic partner while providing guidance, training, and recommendations on managing employee performance and conduct issues, assist in ensuring investigations on reported matter are conducted, resolves complaints, and negotiates timely.

In year 2020 and 2021, the Municipality has several employees being disciplined due to different transgressions, resulting into some being dismissed, and then referring their matter to the South African Local Government Bargaining Council (SALGBC) for Conciliation and Arbitration. There have been no work stoppages that have been experienced by the Municipality in 2022/23.

ACHIEVEMENTS

- Successfully maintained discipline in the Municipality through attending to reported cases and scheduled hearings
- Enhance employee capacity through conducting Workshops on Labour Relations topics

GOALS

The employer / employee relations aim to achieve the following goals:

- Promote a work environment which values cooperation and collaboration where issues are resolved at the lowest possible level
- Ensure that all employees are treated equitably and consistently.

- Develop and strengthen interactions with departments through training, communication, information, and support on employee relations issues allowing for prevention, early discovery, and/or prompt resolution.
- Expect and meet the changing needs of the workforce.

Table 34: Labour Relations Priorities

PRIORITIES	YR1	YR2	YR3	YR4	YR5
Conduct Workshops on Labour Relations and Code of Conduct with employees	04	04	04	04	04
Conduct Labour Relations Indaba (Working with Union/s)	01	01	01	01	01

3.5.9 Strategic Human Resources Planning

Human Resources Strategic Planning Unit provides receptive and advanced leadership, organizational development, employee communication, employee benefits services, and support services for employees, departments, and external stakeholders to promote individual and organizational excellence. The Unit is responsible for the following functions:

- Policy Development/Strategic Planning
- Budget Development/Monitoring
- Office Management/Support Services
- Performance Management
- Employee Engagement
- Organizational Development
- Employee Communications
- Time and Attendance Management
- Employee Exit Management
- Human Resource Information System (HRIS) Administration
- Human Resource Information System (HRIS) Administration
- Classification Specification Creation and Maintenance
- Staffing and Organizational Structure Guidance
- Position Management

ACHIEVEMENTS

Enhanced The Employee Experience through:

- Filling of Critical Positions
- Employee Orientation/ Induction
- Workshops on Organizational Culture and Professionalism
- Reviewed Policies and Strategies

GOALS

The **Strategic Human Resources Planning Unit** endeavors the following goals:

- Provide accurate and timely workforce communication on matters affecting employees
- Meet and anticipate Employees needs by providing responsive and innovative services.

Table 35: Strategic Human Resources Planning Priorities

PRIORITIES	YR1	YR2	YR3	YR4	YR5
Introduce the use of e-Recruitment	31 March 2022				
Introduce Time & Attendance System			30 June 2023		
Conduct Employee Satisfaction Survey	31 May 2022				
Review of Policies	05	05	05	05	05
Conduct Workshops on Organisational Culture	04	04	04	04	04
Conduct Employee Orientation and induction	02	02	02	02	02
Conduct workplan assessments/reviews conducted	04	04	04	04	04
Ensure Compliance on Departmental Overtime Management	100%	100%	100%	100%	100%
Ensure Dept Compliance with leave and sick leave management	70%	70%	70%	70%	70%

3.5.10 Secretariat, Registry, and Auxiliary Services

3.5.10.1 Secretariat

The institutional arrangement positions the Secretariat Unit under the Administration and Auxiliary Section which is one of the five (5) Sections within the Corporate Services Department. The unit is strictly an administrative wing of the Municipality through which the secretariat functions for Committees of the District Municipal Council such as Council, Exco, Portfolio Committees, Sub-Committees, and Forums take place namely coordination of meetings, taking of minutes and meeting resolutions for implementation.

The Secretariat unit further serves as both the catalyst and the hub of information or engine room that suitably co-ordinates and records all the proceedings of the decision-making bodies for implementation, organisational memory, and future referencing. The unit's primary focus areas are:

- Scheduling of meetings (physically and virtually);
- Collation of agenda items or reports;
- Compilation of agendas;
- Maintenance of a Resolutions Register for Council, the Executive Committee, Portfolio Committees, Management Meetings, Sub-Committees and Forums
- Dispatching of agendas;
- Attending and taking minutes in municipal meetings and;
- All other logistics associated with the administration of council committees

In embracing technology and moving the municipality to the world driven by innovation, the Secretariat Unit embarked on a Paperless Management Office System and Virtual meetings. The above resulted in the municipality embracing paperless means in running its committees.

3.5.10.2 Registry

Ugu District Municipality's Records Management Unit is located within the Administration and Auxiliary Section which is one of the five (5) Sections within the Corporate Services department

Section 13(2)(a) of National Archives and Records Service Act of 1996 states that no public record shall be transferred, destroyed, or otherwise disposed of without prior authorization of the National Archivist. The municipality established a registry unit and implements various methods to improve its records management as well as implementing an electronic document management system, which enables easy access to authorised persons to access municipal information and ensure safe record keeping of municipal records.

In line with the above, the purpose of a registry unit is to provide a support function to the municipality in terms of records and records management. The unit is further responsible for the long term and short-term preservation of records of the operations and decision making of the municipality in terms of legislative compliance.



Main Registry Functions:

- File Plan Compliance
- Electronic Document Management System (EDMS)
- Manual Records Management
- Coordinate and manages related work in respect of the Promotion of Access to Information Act (PAIA)
- Coordinate and manages related work in respect of the Protection of Personal Information Act (POPIA)
- Training and Awareness associated with Records Management
- Archiving
- Monitoring and Compliance
- Offsite document storage
- Messengering Services
- Tender Room Management

3.5.10.3 Auxiliary Services

Ugu District Municipality's Auxiliary Services is located within the Administration and Auxiliary Section which is one of the five (5) Sections within the Corporate Services department. The administration of a municipality is governed by the democratic values and principles of ethics, efficiency, effectiveness and accountability (Section 195 of the Constitution of the Republic of South Africa, 1996). The task of any section within a municipality demands adherence to these requirements irrespective of its size, legislation, importance or insignificance.

Organisations have essential administrative and other pivotal support functions that are not necessarily statutory prescribed but that are necessary in order for organisations to function. In municipalities these functions are referred to as Auxiliary Services.

The primary focus areas of the Auxiliary Services Unit are:

- Building Maintenance
- Security Services
- Office Accommodation &
- Office Furniture
- Telephony
- Office Automation
- Contracted Services



The Building Maintenance Plan is updated and approved on a yearly basis by the Management Committee for implementation thereof. Based on budgets, maintenance at the various sites of the UGU District Municipality is undertaken after interactions with the relevant staff who utilise these premises.

The Harding Standby Quarters has been refurbished and once furniture and other items have been purchased will be ready for occupation. The project for the development and upgrade of fixed property is underway where the accommodation needs of the UGU District Municipality is being addressed in terms of construction of the Oslo Beach Phase 3 Building which will house the Budget & Treasury and the Human Resources staff.



3.5.11 Fleet Management

Fleet Management plays a very integral part in the execution of daily activities in the Municipality 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 and disposal.
- Repair and maintenance of vehicles.
- Licensing of vehicles.
- Monitoring fuel usage and vehicle abuse.
- Annual verification of vehicles and driver's licenses; and
- Accident management.

Ugu District municipality has about 246 vehicles within its Fleet, used primarily for water services provision. Please find below the number of vehicles purchased from 2020/2021 financial year and 2021/2022 financial year.

NUMBER OF VEHICLES BEFORE THE JULY 2021 UNREST	NUMBER OF VEHICLES AFTER THE UNREST
270 Vehicles	231 Vehicles
39 x fleet vehicles were torched.	
PERCENTAGE OF GOOD/FAIR/ POOR FLEET VEHICLES	
GOOD/FAIR	POOR
64%	36%

The table below shows the vehicles which have been bought after the unrest

YEAR	NUMBER OF VEHICLES	VEHICLE TYPE
2020/2021	13	6X 12000 Litre water tankers,5x4x2 Idvs 2x VW polo
2021/2022	11	4x 15500 Litre water tankers,5x Isuzu double cabs,1x Isuzu 4x2,1x Isuzu 4x4
2022/2023	25	12x 4x2 double cabs,7x np200,s,2x water tankers,1x Nissan magnate,2x vts tankers,1x BMW X3
TOTAL	49 VEHICLES	

BUDGET: R10 Million internal funding.

The in-house mechanics currently does some minor repairs due to non-availability of the workshop structure. The coordination of vehicle licenses renewals at relevant intervals is also of importance to ensure all vehicles are always roadworthy. The municipality spends approximately R1.8 million per month on fuel which includes vehicles, generators, grass cutters and all the service plant operations. A challenge still exists on the monitoring of fuel usage and the Fleet Management Section reports quarterly to the Management Committee on the statistics per department to create awareness of use. In addition, a cross cutting SDBIP target was implemented in the 2016/17 financial year whereby all

Departments were expected to save at least 20 % on fuel usage, which is measured in litres. Many departments have struggled with achieving this target and it is an ongoing area of focus.

The municipality encounters several accidents per annum, many of which are due to negligence and such cases are investigated and where necessary, officials disciplined.

KEY PERFORMANCE INDICATORS

- % Implementation of fleet maintenance plan
- % Implementation of fleet licensing plan
- Number of fleet management committee meetings
- % Verification of driver's licenses and PDP's.
- % Availability of service delivery vehicles.

3.5.12 Internal Information and Communication Technology (ICT)

The ICT Section, placed within the Corporate Services Department of the Municipality is an enabler within the Municipality. ICT provides technology solutions that enable the municipality to deliver on its objectives.

3.5.13 Information and Communication Technology (ICT)

The ICT Section, placed within the Corporate Services Department of the Municipality is an enabler within the Municipality. ICT provides technology solutions that enable the municipality to deliver on its objectives. At Ugu District Municipality, four distinct sections exist to collectively form the Digital Unit, being

- Corporate Services Department, ICT Section comprising of the Manager ICT and 9 employees
- Budget and Treasury Office Department, Financial Management Systems Support Section, comprising of the Manager FMSS and 7 employees
- Water Services Department, Water Resource Management Section comprising of the Manager and the 2 Instrument Technicians
- Office of the Municipal Manager, Manager Development Planning

3.5.13.1 ICT Digital Strategy Vision 2022-2027

The ICT vision is to facilitate the use of digital technologies within the Municipality, with a focus on enabling Departments to transform operations and promote the use of data to drive decision making.

3.5.13.2 ICT STRATEGY 2022-2027

The Ugu Digital team will deliver value to anchor the Municipality's 2035 vision through the incremental deployment of digital technologies and data solutions for the improved lives of its citizens.

The 5 value drivers are.

- Lower Municipal cost drivers
- Provide Revenue
- Delivery efficiencies
- Realise developmental goals
- Foster citizen engagement

Value drivers are residing at an organisational-wide and domain-wide level. As such – are at a strategic level.

To realise the use of digital technology and interventions to deliver value – there are value principles that have been adopted to guide the decision-making process relating to digital projects, governance of digital, the measurement of impact of interventions, and full strategic alignment between organisational strategy and operational goals and objectives with the digital interventions. The key underpinning technology value principles for the Ugu digital strategy are:

- Simplify
- Integrate
- Give pulse / Data Driven
- Lower Costs
- Cater for the creation of new services

Over the period of the Digital strategy, Ugu District Municipality will prioritise the following building blocks and 4IR Initiatives.

- Connected Infrastructure
- Connected Citizens
- Connected Workforce
- Paperless Administration
- Data Driven Local Government

To deliver what are challenging change programmes and maintain its excellent status, it is paramount that the Municipality maximises the use of its resources. Information & Communication Technology (ICT) is one of these key resources.

The ICT Service scored a maturity assessment score of 3.50 as objectively assessed by SALGA in December 2021, which is considered a Proactive (Technology Integration) score. While this positioned the Municipality at Number 1 of all the scored Municipalities in the Country, Ugu District Municipality still seeks to improve on this score over the period of the ICT Digital strategy and achieve a Score of 4-5 Aligned (Service Provision), and all efforts will be geared in this direction.

3.5.13.3 ICT SERVICES

ICT is primarily responsible for the implementation, monitoring and reporting for the following ICT services supplied to the Municipality:

- Infrastructure planning, maintenance, and support;
- Production, Test and Disaster Recovery environment establishment and protection;

- Information and Communication Technology Strategy;
- Information and Communication Technology Governance;
- Business relationship management;
- Change control management
- Systems Configuration management
- Continuous Improvement
- Incident management and request fulfilment
- Information security management.
- Quarterly ICT Steering Committee Management reviews and trend analysis with strategic focus
- Continuous Measurement of ICT Services
- Systems Release and deployment management
- Service continuity and availability management
- Service design
- Service level management and quarterly reviews of service levels
- Service reporting
- SCADA Systems Support and systems maintenance

Key to ICT Management is the alignment relationship to the IDP and the ICT Strategy.

3.5.13.4 FINANCIAL SYSTEMS SUPPORT

The Financial Systems support unit is in the Budget and Treasury Office and is primarily responsible for the implementation, monitoring and reporting for the following services;

- mSCOA project implementation and management
- Financial ERP Systems maintenance, management and support
 - Sage 300 People
 - Sage 200 Evolution
 - RouteMaster
 - CaseWare
- Reporting and trend analysis on the ERP systems in use

3.5.13.5 ICT STRATEGIC OBJECTIVES

The strategic development process identified the potential benefits offered by ICT. These include:

- To enable a mobile and flexible workforce that rapidly responds to service delivery needs and services requests according to demand, made possible through new technologies.
- To improve and ensure real-time access to information for the municipality's employees, its customers, and the public.
- To improve data security and integrity.
- To restructure business applications by implementing a service-oriented architecture (SOA) for software integration and scalability that maximizes return on investment.

- To improve data management by creating dashboard reports that enable optimised analysis of information and improved decision-making.
- To improve ICT asset management.
- To demonstrate improvement and potential to external bodies such as the Auditor General.
- Enhanced ability to work with strategic partners external to the municipality.
- To be an attractive employer able to recruit and retain staff.
- Implementation of SLAs and ensuring adequate contract management.
- Formulation and documentation of Disaster Recovery procedures.
- To keep abreast of ICT trends and technologies in the market and industry.
- To promote and sustain teamwork in all aspects of ICT.
- To develop and review ICT policies in line with the ICT strategy.
- To standardise all hardware and software solutions.
- To reduce costs by implementing a centralised printing solution.
- To increase an ICT presence at all Municipal sites including offices, water treatment work, waste water treatment works and other operational plants through email, telephony and systems access.
- To reduce telephony costs by leveraging on the wide area network technology for voice using VOIP
- To reduce costs by lessening the dependency on consultants where possible.
- To participate in awareness and initiatives in respect of Broadband in the District
- Alignment to the State of the Nation Address (SONA) and State of the District Address (SODA)
- To deliver the strategy, a sustainable programme needs to be introduced for new areas and a monitoring programme for those areas already implemented to ensure sustainable ICT. The ongoing oversight of the ICT Steering Committee is imperative to the success of the ICT Strategy implementation.
- ICT Infrastructure and Service Standardization, Integration, and Consolidation
- ICT Service Restructure
- ICT Governance
- ICT Technology Investment
- All four areas are intrinsically linked, and all are required for the strategy to succeed and require investment into ICT from the Municipality. Historically budgets allocated on ICT infrastructure have been minimal, in favour of specifically service delivery infrastructure budgets. However, with the dawn of the 4IR and for the Municipality to stay ahead, investment into ICT today will futureproof the Municipality's ability to remain technologically agile.

3.5.14 AUDITOR GENERAL AUDIT OPINION OF ICT

Ugu District Municipality is classified as a Level 2 Capacity Municipality, the ICT audit is intensive and growing in intensity and aggression due to the reliance by the Municipality on the various systems it uses to perform financial transactions and tasks. The 2021/22 Auditor General ISA audited only had 1 finding which was rated low risk and therefore included in Annexure C of the Management report.

RFI requirements on the ISA audits have more than doubled, over the last 4 years, showing the growing aggressive auditing in the ICT environments. ICT operations are in line with good ICT governance practices and have scored well consistently.

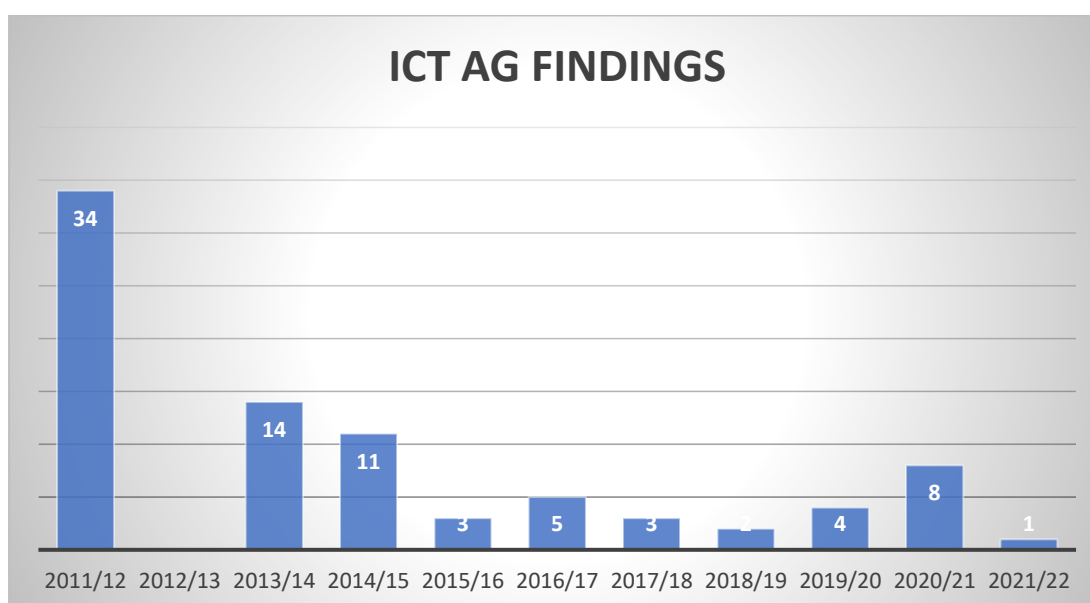


Figure 13: ICT AG Findings

3.5.15 ICT DISTRICT FORUM

The ICT District Forum comprising of the District Municipality and the Local Municipalities within the District as a strategic objective aims to accomplish.

- Mainstreaming ICT Services and ICT infrastructure in the District
- Explore opportunities for the sharing of ICT services
- Drive ICT development in the District both socially and economically
- Ensuring efficient and effective employment of ICT resources in the District
- Monitor and evaluate legislative compliance of ICT infrastructure and services in the district
- Harmonization of ICT and associated policies in the District
- Ensuring digital inclusiveness in the District
- Enhance service delivery through ICT tools in the District
- Collaboration
- Knowledge Management opportunities
- State of the Nation / Province / District issues
- AG Audit and Risk issues in the ICT Environment

- Areas of Support
- Share information in the developments within the ICT Environment such as legislation, white papers, bills, etc
- Invitation of key stakeholders that can assist with ICT efficiencies

This forum meets at least once per quarter and is fully functional.

Table 36: Audit Categories:

Audit Category	No of findings 2020/21	Areas Audited in 2020/21	No of findings in 2019/20	Areas audited in 2019/20	Areas Audited in 2018/19	Areas Audited in 2017/18
ICT Governance - ITEC		34	1	27	37	19
ICT Service Continuity	1	9		11	7	9
Program Change Management	1	9	1	4	4	5
ICT Security Management	3	39		25	23	21
User Account Management	3	47	2	27	17	9
Physical and Environmental Controls				0	0	5
Migration Follow Up					2	
Inventory Weighted average					1	
Incident Management		3				
TOTAL	8	141	4	94	91	68

3.5.16 SALGA MATURITY ASSESSMENT OF ICT

The Municipality accepted an invitation by the South African Local Government Association, SALGA, on 25 October 2021 for an ICT Capability Maturity assessment and process improvement initiative to be conducted on its ICT operations. The Department of Cooperative Governance and Traditional Affairs (COGTA) on 12 March 2015, initiated a Municipal Corporate Governance of ICT Policy, which was to be implemented by Municipalities to improve the governance of ICT related investments and the enablement of operational functions and efficiencies.

SALGA thereafter developed a process improvement model which targeted the Municipal Corporate Governance of ICT Policy, ICT Governance, and the AG of SA IT Audit focus areas.

The IT Service and Governance process improvement model developed by SALGA identifies as an assessment and maturity framework that uses the ICT industry's best practices framework to define the ICT Capabilities necessary for a municipality to achieve compliance and alignment of ICT Services with Municipal strategies and plans.

The model provides the following focus areas;

- A reference to the boundaries in which ICT can operate
- A reference to understand what should drive ICT planning and operations
- Provides measurable objectives to enable ICT to better manage the information systems and technologies of a municipality
- Provides overall guiding principles and practices to the management dimensions of an optimally functioning ICT department of a municipality

31 Municipalities were selected in South Africa (excluding Metros) for participation in the assessment from 2018 to 2021. For Ugu, the assessment was done in the month of November 2021 and the final outcome assessment was presented to the ICT Steering committee on 6 December 2021.

This assessment scored Ugu District Municipality ICT at an overall score of 3.80, making it the highest scoring Municipality. The 2nd highest scoring Municipality was Mossel Bay Municipality at 3.31

The 4 areas of assessment and Ugu ICT scores were;

ICT Process Maturity	3.08
ICT Governance	3.27
ICT Artefacts	4.21
End-User Satisfaction survey	4.64
Ugu Municipal Maturity Level Score	3.80

This is a wonderful outcome, celebrated by the Ugu leadership and management, and attests to the interventions placed within Ugu ICT in 2015 which have borne fruits as seen in these assessment outcome scores. The Municipality will continue to strive to improve the ICT processes and ICT operations, and the intrinsic role it plays to the service delivery functions, being the provision of water and Sanitation to the Municipality's citizens. The value of this ICT Assessment during the time of The Fourth Industrial Revolution cannot be understated as it allows the Municipality to revise its ICT Strategy for the 2022 to 2027 period, coinciding with the new leadership of the Municipality, and aiming for greater achievements in this space.

ICT DISTRICT FORUM

The already established ICT District Forum comprising of the District Municipality and the Local Municipalities within the District as a strategic objective aims to accomplish.

- Mainstreaming ICT Services and ICT infrastructure in the District
- Explore opportunities for the sharing of ICT services
- Drive ICT development in the District both socially and economically
- Ensuring efficient and effective employment of ICT resources in the District
- Monitor and evaluate legislative compliance of ICT infrastructure and services in the district
- Harmonization of ICT and associated policies in the District
- Ensuring digital inclusiveness in the District
- Enhance service delivery through ICT tools in the District
- Collaboration
- Knowledge Management opportunities
- State of the Nation / Province / District issues
- AG Audit and Risk issues in the ICT Environment
- Areas of Support
- Share information in the developments within the ICT Environment such as legislation, white papers, bills, etc
- Invitation of key stakeholders that can assist with ICT efficiencies

This forum meets at least once per quarter and is fully functional. The Forum reports to the Governance Cluster IGR Forum and is an integral part of a mutual support for ICT professionals working in the Municipalities in the District.

ICT COMMUNITY PROJECTS

Since 2015, after the Municipality did a desktop and laptop refresh for the staff of the Municipality through a leasing system, a decision was made to allocate the old usable ICT equipment to schools in need. ICT methodically assesses all these old devices to ensure they are in an acceptable working condition and prepares them with an operating system and Microsoft office application software.

Together with the Special Programmes unit of the Municipality, ICT implements this project once beneficiaries are finalised, as determined by the Office of the Mayor, a report is submitted to Council through the Asset Management unit to formally donate the assets to the schools in line with the provisions in the MFMA and the Ugu District Municipality Asset Management Policy.

The donations and programmes are facilitated by the Office of Special Programmes in the Office of the Municipal Manager and the Manager Assets facilitated the Council resolution for the donation of same. ICT is present on the handover dates to allocate the devices, set them up, provide any required technical support and keep the handover documentation as evidence to track the donated assets. 21 schools

have benefitted from this program to date and the next 5 year strategy will ensure this program continues over the period.



Figure 14: Community Initiatives

Sihle High School Donation in May 2021



Harding Special School Donation in October 2020

ICT INTERNSHIPS AND LEARNER OPEN DAYS

ICT will continue to promote and welcome any opportunities for learners from the Local High Schools to do ICT Open days and share with them the live ICT environment for their future working careers.

ICT Internships within the ICT Section of the Corporate Services Department will continue to be promoted with 2 ICT interns being recruited at a time, exposing young ICT Graduates with no work experience to the live practical ICT working environment.



Figure 15: Learner Open days and Internships

Table 37: ICT SWOT Analysis

2022/23 SDBIP TARGETS

KPA	REF	PROJECT	KPI	2022/23 TARGET
Municipal Transformation and Institutional Development	MTID 1	Develop a 4IR Action Plan within the ICT 5-year Strategy	Number of 4IR initiatives implemented	ICT Digital Strategy with focus areas of implementation Q1
Municipal Transformation and Institutional Development	MTID 2	Review DRP (1) Review DRP SOP (1) Backups (12) Restores (12) Off site backups (12) Annual DR Test (1) Analysed ICT Service Desk logs (12) Website Compliance with S75 of MFMA (4) Measured Network Availability (12) Licences and agreements for Core systems (4) Green initiatives (1) User Satisfaction Surveys (1)	Number of ICT Continuity, ICT Service Delivery and Environmental programmes implemented.	Q1, Q2, Q3, Q4
Municipal Transformation and Institutional Development	MTID 3	Review ICT Security Controls Policy (1) ICT security Awareness flyers (12) ICT Security Annual Plan with milestones (4) ICT Security penetration test (1) Designated Security Officer (1) POPIA compliance, Privacy Policy (1) Integrated security monitoring/defense technology approach (1)	Frequency of reporting on ICT Security and Data protection programmes	Q1, Q2, Q3, Q4
Municipal Transformation and Institutional Development	MTID 4	2022/23 - Tape Library x 2 Refresh (2018) - Storage x 3 Refresh (2018) - Servers Refresh x3 (2017 – 3 yr warranty) R1.7mill	Number of ICT Facilities and Infrastructure Resource projects implemented	Q4

KPA	REF	PROJECT	KPI	2022/23 TARGET
Municipal Transformation and Institutional Development	MTID 5	ICT Strategy, Governance Framework and Charter reviewed ICT Governance Targets Phase 1 = 100% Phase 2 = 100% Phase 3 = 100% Update the measurement tool with recommendations from the SALGA Maturity assessment report	Percentage Compliance to ICT Governance Phase 1, Phase 2 and Phase 3	Q1, Q2, Q3, Q4

2022/23 SDBIP TARGETS

KPA	REF	PROJECT	KPI	2022/23 TARGET
Municipal Transformation and Institutional Development	MTID 1	Develop a 4IR Action Plan within the ICT 5-year Strategy	Number of 4IR initiatives implemented	ICT Digital Strategy with focus areas of implementation Q1
Municipal Transformation and Institutional Development	MTID 2	Review DRP (1) Review DRP SOP (1) Backups (12) Restores (12) Off site backups (12) Annual DR Test (1) Analysed ICT Service Desk logs (12) Website Compliance with S75 of MFMA (4) Measured Network Availability (12) Licences and agreements for Core systems (4) Green initiatives (1) User Satisfaction Surveys (1)	Number of ICT Continuity, ICT Service Delivery and Environmental programmes implemented.	Q1, Q2, Q3, Q4
Municipal Transformation and Institutional Development	MTID 3	Review ICT Security Controls Policy (1) ICT security Awareness flyers (12) ICT Security Annual Plan with milestones (4) ICT Security penetration test (1) Designated Security Officer (1)	Frequency of reporting on ICT Security and Data protection programmes	Q1, Q2, Q3, Q4

KPA	REF	PROJECT	KPI	2022/23 TARGET
		POPIA compliance, Privacy Policy (1) Integrated security monitoring/defense technology approach (1)		
Municipal Transformation and Institutional Development	MTID 4	2022/23 - Tape Library x 2 Refresh (2018) - Storage x 3 Refresh (2018) - Servers Refresh x3 (2017 – 3 yr warranty) R1.7mill	Number of ICT Facilities and Infrastructure Resource projects implemented	Q4
Municipal Transformation and Institutional Development	MTID 5	ICT Strategy, Governance Framework and Charter reviewed ICT Governance Targets Phase 1 = 100% Phase 2 = 100% Phase 3 = 100% Update the measurement tool with recommendations from the SALGA Maturity assessment report	Percentage Compliance to ICT Governance Phase 1, Phase 2 and Phase 3	Q1, Q2, Q3, Q4

3.5.17 Municipal Transformation and Institutional Development SWOT Analysis

Table 38: MTID SWOT Analysis

Strengths	Weaknesses
Training and Development Functional Employee Assistance Programme Highly qualified and committed staff complement Regular Driver training and testing Sound municipal systems in place (policies, fleet, auxiliary etc.) Functional Organisational Performance Management System Individual Performance Management System in place All Section and 54 posts are filled Staff retention	Ageing vehicle fleet assets Fleet management system Employer – Employee Relations (Labour Unrest) Misplacement of Skills Understanding of Organisational Culture Understanding of Individual Performance Management System Enforcement of disciplinary and consequent management Document and records management Printing cost Disciplinary processes taking too long Unclear delegation of authority / power Succession planning
Opportunities	Challenges
Bursary allocation alignment to critical skill (internally and externally) Satellite university / tertiary institutions	Critical skills shortages High staff turnover Staff exodus

The municipality outlined and aligned and amend the Local Government: Municipal Systems Act, **2000**, so as to delete certain definitions and insert others; to make new provision regarding the assignment of functions or powers to municipalities; to provide for the submission.

below the table indicated the MEC Comments and Challenges that the district municipality need to prioritised and improved.

3.5.18 Summary of MEC Comments on the 2022/2023 IDP - KPA: Municipal Transformation and Institutional Development Assessment Criteria: -table below shown

Previous IDP Comments (Challenges)	How the Municipality had addressed the challenges	Status or Progress
Are all critical posts filled (MM & Section 56 posts) and what is the progress with appointments where critical posts are vacancy	Not all of the post has been filled so far, the District municipality in March has been advertised the MM vacancy as per legislative compliance	Yes, some are filled by acting
Is the municipality implementing these plans to assist the training, recruitment and staff retention	The District municipality has a recruitment section with enough staff in providing the employees with trainings especially under water Services its very assisting for the employees to be updated about the system that they are using -The office of the MM on the 7th March 2023 was conducted the Report writing session for the employee improvement as a part of the skill	Yes, However budget constraints are still a challenge for trainings
Does the situational Analysis conclude with the identificational Development SWOT analysis?	Yes pg 105 indicated the Development Plan	Yes
Is there a clear of Key Challenges been derived from the status quo and the kpa SWOT Analyses	Yes the District doing alignment each question and we reviewed the IDP and update the information where necessary	Yes

3.6 BASIC SERVICE DELIVERY

3.6.1 Water Service Provision

It is important to state from the onset that the gaps in the levels of services include a rural/urban national design standard, which affects the rural area increasingly 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 challenges and result in many interruptions and service delivery challenges. A turnaround strategy has been adopted by Council to turn the water and sanitation services around. This will require approximately R 2 billion and will take between 3 and six years to accomplish.

3.6.2 Existing Water Infrastructure

As indicated in the Water Service Development Plan the existing water infrastructure suggests that the formal urban coastal areas have well developed bulk infrastructure and networks and historically was the 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 several standalone 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 recently adopted Water Services Master Plan addresses the bulk water supply to ensure long term sustainability.

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 several 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.

3.6.3 Water Delivery Standards

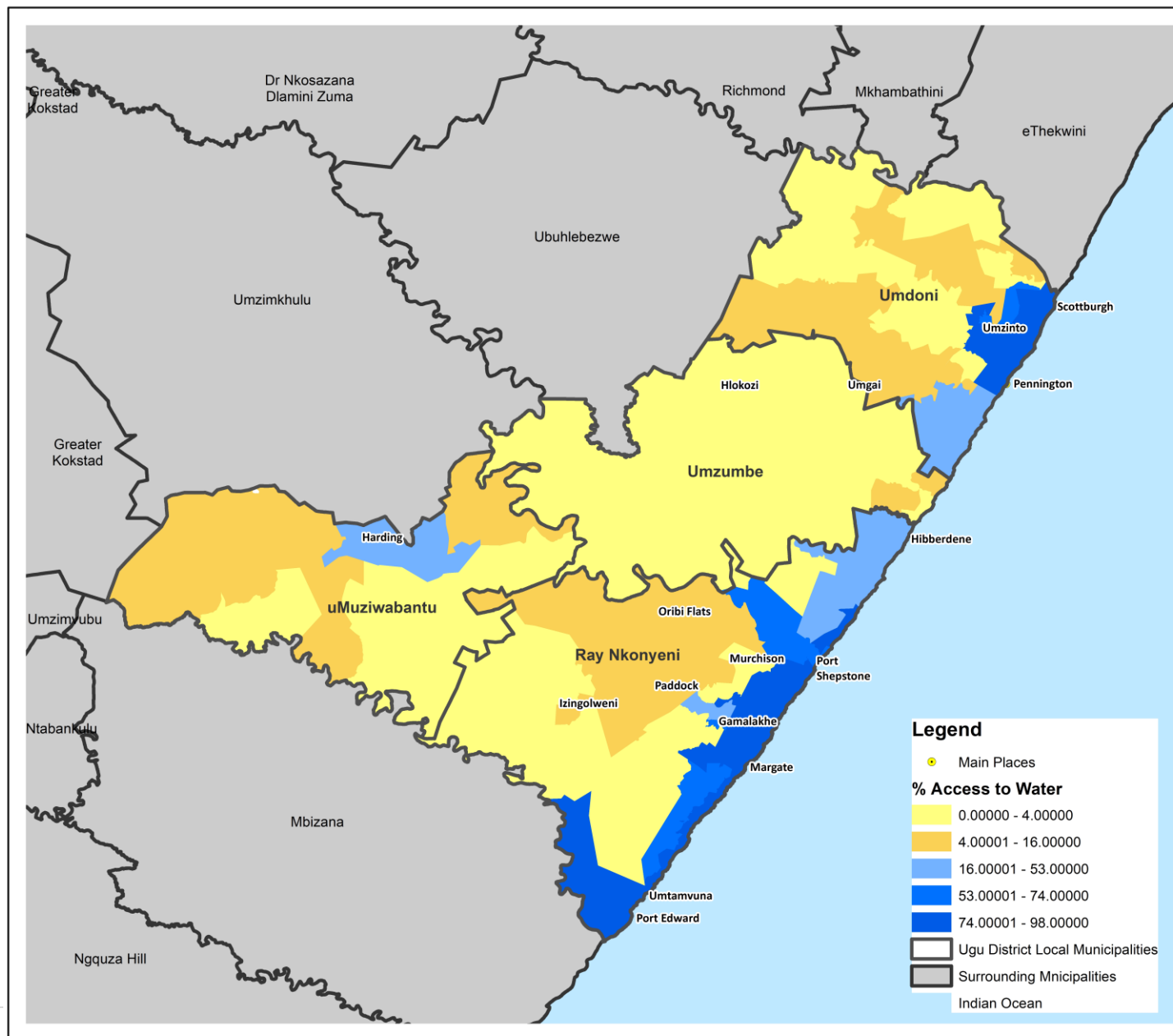
The water supply to the District is derived from dams, rivers, ground water and bulk purchases from eThekweni and Umgeni Water. The water is then treated at several treatment plants, owned by Ugu before being distributed to households. Distribution of water is done via more than 42 000 private household connections and over 5 000 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 be dealt with differently when planning for the provision of water services. Different levels of service are appropriate for each settlement category and the new Norms and Standards has been used to determine the water demands for each area. 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 All systems require upgrade to be able to supply the future demands.

The water delivery standards were used to develop a water demand model for the district and to calculate current and future water demands per supply zone. The current level of basic service within Ugu comprises predominantly of community standpipes at 200m.

3.6.4 Current and Future Water Demands

The current and future water demands for each supply zone were calculated and compared with previous studies in this regard, as well as with actual water usage figures where they were available. The actual usage figures assisted in calibrating the water demand model as best as possible. The future or “ultimate” water demands represent a scenario where backlogs have been eradicated and all households have access to at least a basic RDP level of service. Future developments that are known and “development drivers” that have been identified in the Ugu SDF have also been considered with the calculation of the future water demands. The population growth rate was assumed to be 2,3% 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.

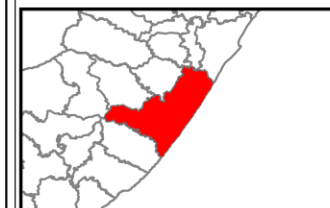


% Access to Water



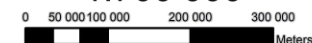
Ugu District Municipality

LOCALITY PLAN



N

1:700 000



Data Source(s)

Municipal Demarcations Board
Dept Of Agriculture
KZN COGTA
Stats SA

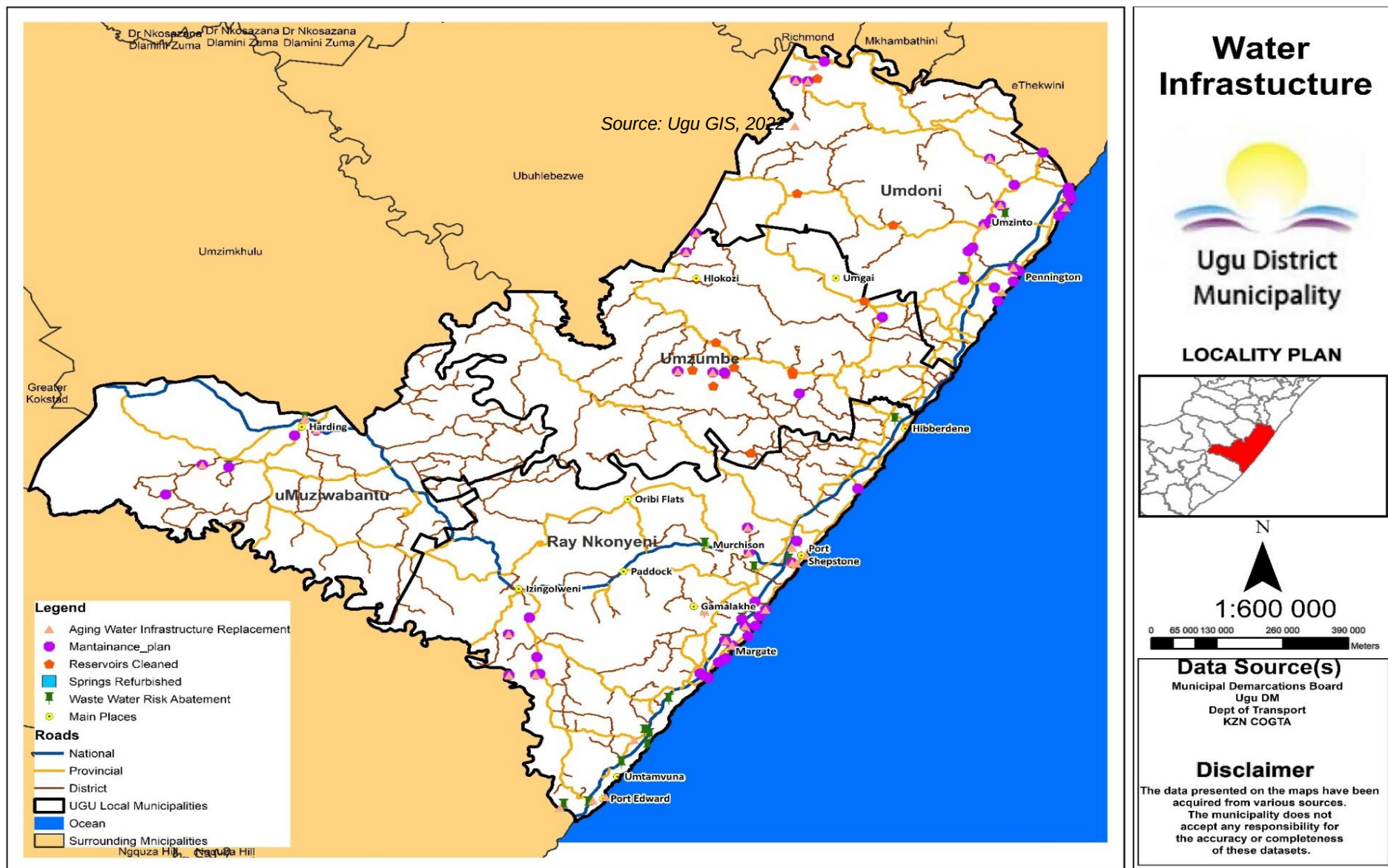
Disclaimer

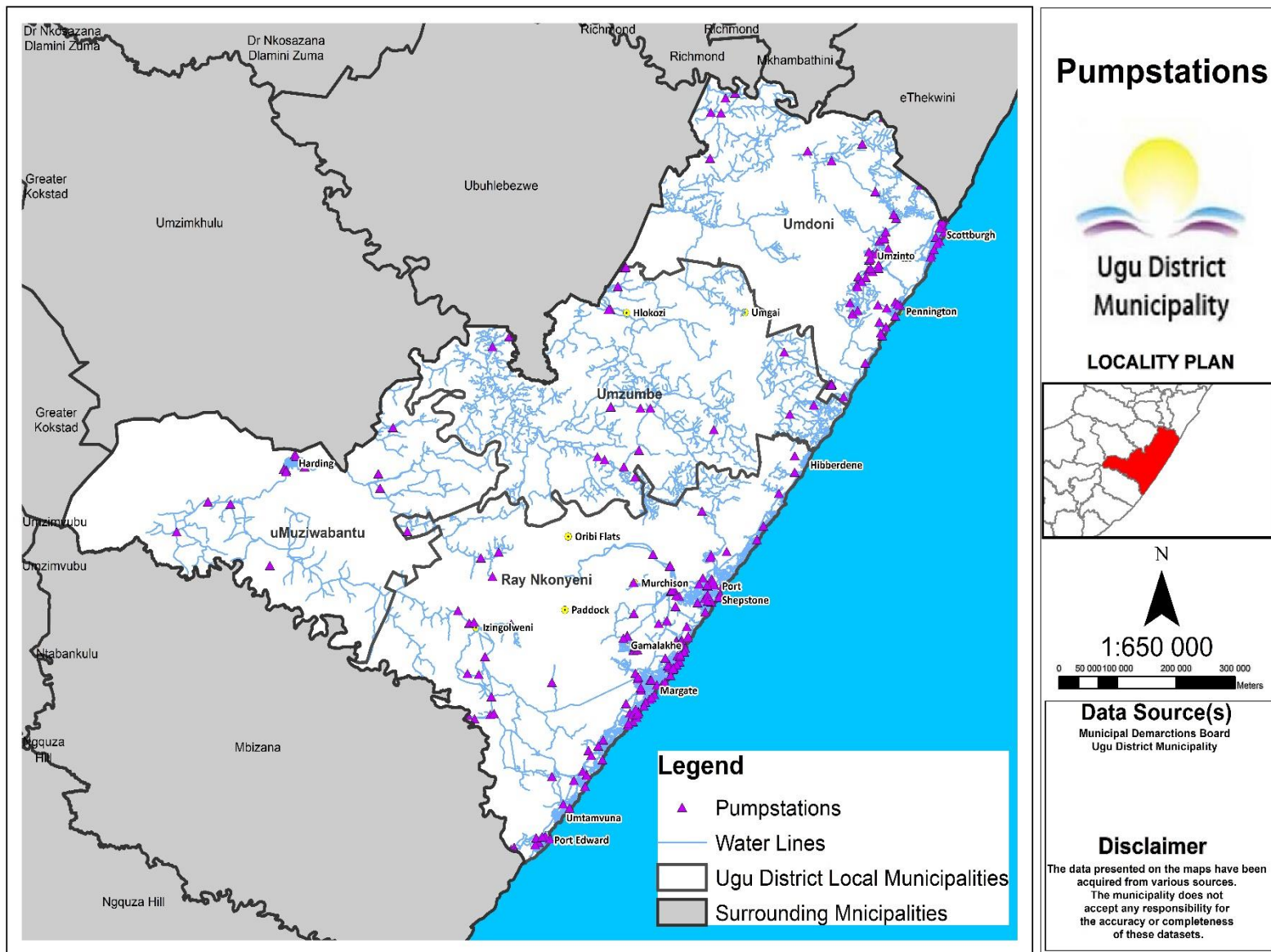
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.

Table 39: Current and Future Water Demands

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water Supply System	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year
Bobhoyi	19,062,533	19,378,281	19,520,693	19,715,406	19,912,117	20,091,576	20,285,571	20,471,706	20,660,276	20,848,741	21,037,030	21,225,529	21,413,633
Assisi	-32,690	-42,649	-52,535	-62,773	-72,716	-82,818	-92,885	102,942	113,008	123,061	133,142	143,202	153,258
Kwa-Hlongwa	81,540	81,361	81,024	80,801	80,530	80,269	80,009	79,742	79,479	79,214	78,949	78,685	78,421
Vulamehlo	1,206,573	1,300,355	1,398,633	1,494,629	1,591,237	1,687,843	1,784,478	1,881,099	1,977,590	2,074,113	2,170,854	2,267,409	2,363,922
Ndelu	196,619	153,208	115,997	75,913	36,596	-2,494	-42,113	-81,357	120,725	160,061	199,474	238,836	278,166
KwaLembe	97,788	77,453	60,497	41,687	23,500	5,336	-13,087	-31,304	-49,602	-67,873	-86,188	104,474	122,746
Umtwalume	4,371,681	4,331,881	4,291,356	4,254,431	4,214,615	4,176,421	4,137,535	4,098,769	4,060,144	4,021,396	3,982,630	3,943,908	3,905,210
Willow Glen	874,325	840,359	804,143	769,464	733,833	698,679	663,333	628,001	592,763	557,471	522,119	486,829	451,551
Umzinto	4,233,335	4,048,971	3,877,361	3,702,507	3,527,445	3,353,588	3,178,429	3,004,081	2,829,644	2,655,221	2,480,434	2,305,931	2,131,528
Mshabashane	3,602,486	4,025,741	4,463,581	4,896,239	5,328,354	5,762,020	6,195,409	6,628,627	7,061,464	7,494,287	7,928,158	8,361,192	8,794,049
Harding	5,344	-122,416	-258,946	-389,588	-523,074	-655,561	-788,433	-921,304	-1,053,883	-1,186,594	-1,319,555	-1,452,282	-1,584,953
KwaNyuswa 1	91,647	102,259	112,101	122,159	132,226	142,200	152,274	162,291	172,314	182,341	192,385	202,417	212,441
KwaNyuswa 2	290,103	345,020	399,252	453,223	507,590	561,620	615,947	670,123	724,273	778,442	832,717	886,903	941,061
KwaMbotho	-89,016	-122,121	-155,428	-189,523	-222,732	-256,433	-290,018	-323,560	-357,121	-390,647	-424,269	-457,823	-491,363
KwaFodo	28,589	31,997	34,897	37,716	40,751	43,616	46,574	49,499	52,420	55,351	58,284	61,214	64,142
Weza	2,057,301	2,171,103	2,296,635	2,422,166	2,544,003	2,668,981	2,792,473	2,916,377	3,040,161	3,163,812	3,287,876	3,411,637	3,535,367

Umtamvuna	7,074,699	6,896,616	6,714,084	6,533,042	6,352,048	6,170,705	5,989,257	5,807,959	5,626,806	5,445,645	5,264,062	5,082,822	4,901,662
South Coast Pipeline	3,067,203	3,058,948	3,079,463	3,085,414	3,095,644	3,106,426	3,115,548	3,125,925	3,135,665	3,145,596	3,155,563	3,165,445	3,175,375
District Total	46,220,060	46,556,367	46,782,808	47,042,913	47,301,967	47,551,974	47,810,301	48,063,732	48,318,660	48,573,394	48,828,433	49,083,304	49,337,876





Source: Ugu GIS, 2022

Map 13: Pumpstation

3.6.4.1 Basic Service - Projects to be implemented in the 2022-2023 Financial Year

PROJECT NAME	PROJECT DESCRIPTION	PLANNED START DATE	PLANNED END DATE	2022-23 FY ORIGINAL PROJECT BUDGET
Msikaba and Surrounds Water Supply Scheme	Water	14 April 2012	01 April 2023	R15 000 000.00
Malangeni Low Cost Housing Project Stage 2	Water & Sanitation	14 April 2012	27 November 2022	R37 185 999.55
Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	Water	14 April 2012	03 April 2023	R3 500 000.00
Water Pipeline Replacements (AFA)	Water	01 July 2021	20 May 2023	R10 000 000.00
KwaLembe Water Supply scheme Extension	Water	14 April 2012	23 December 2023	R36 266 884.00
Margate Sanitation: Margate Pump Station 3A	Sanitation	01 July 2021	18 November 2023	R-
Margate Sanitation: Margate Effluent Main	Sanitation	01 July 2021	18 November 2023	R24 000 000.00
Mistake Farm Supply Scheme	Water	30 March 2012	01 August 2023	R3 000 000.00
Umzinto Slum Clearance: Farm Isonti Low cost Housing Water and Sanitation Scheme	Water and Sanitation	30 March 2012	01 August 2023	R2 000 000.00
Umzinto Waste Water Treatment Works and Outfall Sewers Upgrade and Rehabilitation	Sanitation	01 February 2022	01 January 2024	R2 000 000.00
Kwalatshoda Water & Sanitation Project	Water and Sanitation	01 February 2022	27 August 2024	R1 500 000.00
Harding Weza Regional Bulk Water Supply Planning (AFA) MIS 207998	Water	01 February 2022	19 October 2025	R2 000 000.00
Masinenge/uVongo Sanitation Project (AFA) MIS 221952	Sanitation	01 February 2022	02 July 2023	R-
Pennington Waterborne Sanitation Project-Provision of Bulk Sewer & Reticulation Infrastructure (AFA) MIS 370289	Sanitation	01 May 2021	27 August 2024	R14 000 000.00
Vulamehlo Cross-Border Water Scheme	Water	01 February 2022	18 February 2026	R3 000 000.00
Harding Sanitation Scheme: Phase 3 (AFA) MIS 266188	Sanitation	01 February 2022	01 January 2024	R-
Umzimkhulu Bulk Water Augmentation Scheme Stage One (AFA) MIS 257184	Water	01 February 2022	27 April 2024	R15 000 000.00
5.5ML/d Extension of uMbango WWTW-Planning Phase	Sanitation	02 February 2022	01 January 2024	R2 000 000.00
New 1.5ML/d Melville WWTW-Planning Phase	Sanitation	03 February 2022	01 January 2024	R2 684 416.00
Mkholombe Sanitation Project (Planning Phase)	Operational	04 February 2022	30 April 2024	R1 500 000.00
PMU Fees (Top Slice)	Sanitation			R13 868 700.00

Nat./ Prov Project Registration Number (as on the registration letter)	Project Title	EP WP Y/N	MIG Cate gory (B,P or E)	Projec t Type (water , sanita tion etc)	Tot al Proj ect Cos t	Regist ered MIG Funds	Project Status (Not regist ed, Registe red, Design & Tender, Contract appoint ed, Constru ction <=25%, <=50%, <=75%, <=99%, comple ted, retentio n)	Date: Consu ltant appoint ed or to be appoint ed and starts with design yy-mm- dd	Date: Tende r advert ised or to be advert ised yy-mm- dd	Date: Contra ctor appoint ed or to be appoint ed and constru ction to start yy-mm- dd	Date: Projec t to be comple ted yy-mm- dd	Expen diture Balanc e as at 30 JUNE 2022	Projected Cashflows for Financial Year 22/23 Minimum to be 30% in September, 60% in December, 85% in March and 100% by June Yearly												Total planne d expen diture on MIG funds for 2022/2 023	Total planne d expen diture on MIG funds for 2023/2 024	Total planne d expen diture on MIG for 2024/2 025	Total planne d expen diture on MIG for 2025/2 026
													Ju ly- 22	Aug ust- 22	Septe mber- 22	Octo ber- 22	Nove mber- 22	Dece mber- 22	Janu ary- 23	Febru ary- 23	Mar ch- 23	Apr il- 23	Ma y- 23	Jun e- 23				
2011MIGFDC 21199135	Msikaba and Surrounds Water Supply Scheme	Y	B	Water	155 095 000	155 095 000	Design & Tender	14-04- 2012	22- 05- 2012	23-08- 2022	26- 05- 2023	131 805 574	-	3 000 000	3 000 000.00	3 000 000.0 0	1 000 000.00	1 000 000.00	-	-	1 000 000. 00	1 000 000 .00	1 000 000 .00	1 000 000 .00	15 000 000		-	
2019MIGFDC 21360331	Malangen Low Cost Housing Project Stage 2	Y	B	Water & Sanitatio n	170 625 736	170 625 736	Constru ction <=50%	N/A	28- 01- 2021	01-04- 2021	15- 12- 2022	240 915 736	-	3 186 000	4 500 000.00	5 500 000.0 0	6 000 000.00	6 000 000.00	3 000 000.0 0	3 500 000.0 0	2 500 000. 00	1 000 000 .00	1 000 000 .00	1 000 000 .00	37 186 000		-	
2006MIGFDC 21111786	Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	Y	B	Water	28 274 805	67 863 195	Constru ction <=75%	N/A	28- 03- 2019	05-11- 2020	28- 02- 2022	38 139 306	-	-	-	-	1 750 000.00	-	-	-	1 750 000. 00	-	-	-	3 500 000			
2012MIGFDC 21207776	Water Pipeline Replacement s (AFA)	Y	B	Water	705 000 000	705 000 000	Design & Tender	01-07- 2021	04- 02- 2021	01-02- 2022	30- 06- 2024	22 230 777	-	-	-	2 000 000.0 0	2 000 000.00	2 000 000.00	-	-	2 000 000. 00	1 000 000 .00	500 000 .00	500 000 .00	10 000 000			
2015MIGFDC 21220463	KwaLembe Water Supply scheme Extension	y	B	Water	371 596 773	21 011 910	Design & Tender	N/A	08- 10- 2021	28-02- 2022	28- 02- 2026	56 134 768	26 6 88 4	5 000 000	5 000 000.00	6 000 000.0 0	6 000 000.00	3 000 000.00	2 000 000.0 0	4 000 000.0 0	2 000 000. 00	1 000 000 .00	1 000 000 .00	1 000 000 .00	36 266 884	72 382 296	51 819 872	51 819 872
2012MIGFDC 21210633	Margate Sanitation: Margate Pump Station 3A	Y	B	Sanitatio n		61 730 656	Design and Tender	N/A	04- 04- 2022	01-07- 2022	23- 01- 2023	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
2012MIGFDC 21210633	Margate Sanitation: Margate Effluent Main	Y	B	Sanitatio n	61 730 656	61 730 656	Design and Tender	N/A	04- 04- 2022	01-07- 2022	23- 01- 2023	-	2 00 0 00 0	2 000 000	4 000 000.00	3 000 000.0 0	4 000 000.00	3 000 000.00	1 000 000.0 0	1 000 000.0 0	1 000 000. 00	1 000 000 .00	1 000 000 .00	1 000 000 .00	24 000 000			
2013MIGFDC 21217309	Mistake Farm Supply Scheme	y	B	Water	54 245 144	28 287 318	Design and Tender	30-03- 2012	TBC	TBC	TBC	9 028 732	-	-	-	500 000	1 000 000	-	-	-	500 000	-	500 000	500 000	3 000 000	28 287 318	25 957 826	
2012MIGFDC 21205831	Umginto Slum Clearance: Farm Isonti Low cost Housing Water and Sanitation Scheme	y	B	Water and Sanitatio n	29 265 917	77 822 259	Design and Tender		TBC	TBC	TBC	9 000 000	-	-	-	-	500 000	500 000	-	-	500 000	-	500 000	-	2 000 000	77 822 259		
2013MIGFDC 21209494	Umginto Waste Water Treatment Works and Outfall	y	B	Sanitatio n	81 100 000	81 100 000	Design & Tender	N/A	17- 01- 2023	03-05- 2023	15- 12- 2024	69 182 049	-	-	-	500 000.0 0	-	-	-	500 000.0 0	-	500 000 .00	-	500 000 .00	2 000 000	56 770 000	24 330 000	

	Sewers Upgrade and Rehabilitation																												
2016MIGFDC 21239372	Kwalatshoda Water & Sanitation Project	y	B	Water and Sanitation	80 137 138	4 166 102	Design & Tender	N/A	TBC	TBC	TBC	595 738	-	-	-	-	500 000.00	500 000.00	-	-	500 000.00	-	-	-	1 500 000				
2008MIGFDC 21159642	Harding Weza Regional Bulk Water Supply Planning (AFA) MIS 207998	y	B	Water	115 494 400	115 494 400	Construction	N/A	N/A			29 696 758	-	-	500 000.00	-	-	-	-	500 000.00	-	500 000.00	500 000.00	-	2 000 000				
2012MIGFDC 21210701	Masinenge/u Vongo Sanitation Project (AFA) MIS 221952	y	B	Sanitation	169 342 543	169 342 543	Construction					136 663 557	-	-	-	-	-	-	-	-	-	-	-	-	-		-		
2013MIGFDC 21214695	Pennington Waterborne Sanitation Project- Provision of Bulk Sewer & Reticulation Infrastructure (AFA) MIS 370289	y	B	Sanitation	6 767 916	45 849 519	Design & Tender	01-05-2021	TBC	TBC	TBC	13 535 831	1 000 000 0	1 000 000	1 000 000.00	2 000 000.00	2 000 000.00	3 000 000.00	-	-	1 000 000.00	1 000 000.00	1 000 000.00	1 000 000.00	14 000 000				
2013MIGFDC 21215663	Vulamehlo Cross-Border Water Scheme	y	B	Water	382 626 276	382 626 276	Not Registered					1 818 688	-	-	-	500 000.00	-	500 000.00	-	500 000.00	-	500 000.00	500 000.00	500 000.00	3 000 000				
2012MIGFDC 21208701	Harding Sanitation Scheme: Phase 3 (AFA) MIS 266188	y	B	Sanitation	60 902 682	60 902 682	Completed, Retention	N/A	N/A	N/A	N/A	6 893 288	-	-	-	-	-	-	-	-	-	-	-	-	-				
2011MIGFDC 21198434	Umzimkhulu Bulk Water Augmentation Scheme Stage One (AFA) MIS 257184	y	B	Water	188 202 913	188 202 913	Design and Tender		TBC	TBC	TBC	-	1 000 000 0	1 000 000	2 000 000.00	3 000 000.00	3 000 000.00	2 000 000.00	-	-	1 000 000.00	1 000 000.00	-	1 000 000.00	15 000 000				
2018MIGFDC 21290935	5.5ML/d Extension of uMango WWTW-Planning Phase	Y	B	Sanitation	7 717 584	7 717 584	Design & Tender		TBC	TBC	TBC	7 717 584	-	-	-	-	500 000.00	500 000.00	-	-	-	-	500 000.00	500 000.00	2 000 000				
2018MIGFDC 21290967	New 1.5ML/d Melville WWTW-Planning Phase	Y	B	Sanitation	3 684 416	3 684 416	Design & Tender		TBC	TBC	TBC	3 684 416	-	-	-	-	-	684 416.00	-	-	1 000 000.00	500 000.00	-	500 000.00	2 684 416				
2015MIGFDC 21224571	Mkholombe Sanitation Project (Planning Phase)	Y	B	Sanitation	85 000 000	3 720 846	Design & Tender		TBC	TBC	TBC	206 873	-	-	-	-	-	-	-	-	500 000.00	500 000.00	-	500 000.00	1 500 000				
DC21 PMU	PMU Fees (Top Slice)			Operational	-	-						12 776 200	-	868 700.00	1 500 000.00	500 000.00	3 000 000.00	3 000 000.00	2 000 000.00	1 000 000.00	1 000 000.00	200 000.00	400 000.00	400 000.00	13 868 700				
2016MIGFDC 21242648	Hibiscus Coast Sanitation Project Phase 2 (VIPs)	Y	B	Sanitation	34 586 584	265 935 769	Construction		TBC	10-05-2021	10-05-2024	252 180 586	8 000 000 0	8 000 000	8 000 000.00	10 000 000.00	5 000 000.00	5 000 000.00	-	1 000 000.00	500 000.00	500 000.00	1 000 000.00	1 000 000.00	48 000 000				
2008MIGFDC 21157290	Mabheleni East Water Project	Y	B	Water	48 434	48 434 210.00	Construction	N/A	TBC	TBC	TBC	33 757 098	-	-	-	500 000.00	500 000.00	1 000 000.00	-	500 000.00	-	-	500 000.00		3 000 000		102 107 698	51 819 872	

209

	88 4																	



NAME OF MUNICIPALITY: UGU
DISTRICT MUNICIPALITY (DC21)
MIG PROCUREMENT PLAN
(PROJECTS TO BE
IMPLEMENTED IN THE 2022-
2023 FINANCIAL YEAR)

* The focus is on the set of
dates

MIS ID	Provincial Reference Number	Project Name	Project Description	Planned Start Date	Planned End Date	Date Tender Document Anticipated to be Ready	Date of Bid Specification Committee Meeting	Planned Date of Advert	Planned Tender Closing Date	Planned Evaluation Date by BEC	Planned Date of Adjudication by BAC	Tender Validity Period Expiry Date	Planned Date to Issue Notice of Intention to Award	Date of 14 days Notice Period Expired	Planned Date to Submit Appointment Letters to MM's Office	Planned Date for Appointment Letters to be signed by MM	Planned Date to Issue Contractor with the Appointment Letter	Planned Date for Contractor to have met Mandatory Contractual Compliance Documents
	2011MIGFDC21199135	Msikaba and Surrounds Water Supply Scheme	Water	14 April 2012	01 April 2023	30 March 2022	13 April 2022	27 April 2022	27 May 2022	10 June 2022	30 June 2022	26 July 2022	02 July 2022	16 July 2022	16 July 2022	19 July 2022	20 July 2022	03 August 2022
	2019MIGFDC21360331	Malangeni Low Cost Housing Project Stage 2	Water & Sanitation	14 April 2012	27 November 2022	01 October 2021	15 October 2021	29 October 2021	28 November 2021	12 December 2021	25 February 2022	27 January 2022	27 February 2022	13 March 2022	13 March 2022	16 March 2022	17 March 2022	31 March 2022
	2006MIGFDC21111786	Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	Water	14 April 2012	03 April 2023	01 April 2022	15 April 2022	29 April 2022	29 May 2022	12 June 2022	02 July 2022	28 July 2022	04 July 2022	18 July 2022	18 July 2022	21 July 2022	22 July 2022	05 August 2022
	2012MIGFDC21207776	Water Pipeline Replacements (AFA)	Water	01 July 2021	20 May 2023	30 October 2021	13 November 2021	27 November 2021	27 December 2021	10 January 2022	30 January 2022	25 February 2022	01 February 2022	15 February 2022	15 February 2022	18 February 2022	19 February 2022	05 March 2022
	2015MIGFDC21220463	KwaLembe Water Supply scheme Extension	Water	14 April 2012	23 December 2023	30 October 2021	13 November 2021	27 November 2021	27 December 2021	10 January 2022	30 January 2022	25 February 2022	01 February 2022	15 February 2022	15 February 2022	18 February 2022	19 February 2022	05 March 2022
	2008MIGFDC21155906	KwaMgai and Surrounds Water	Water	01 July 2021	18 November 2023	30 April 2022	14 May 2022	28 May 2022	27 June 2022	11 July 2022	31 July 2022	26 August 2022	02 August 2022	16 August 2022	16 August 2022	19 August 2022	20 August 2022	03 September 2022
	2012MIGFDC21210633	Margate Sanitation: Margate Effluent Main	Sanitation	01 July 2021	18 November 2023	30 April 2022	14 May 2022	28 May 2022	27 June 2022	11 July 2022	31 July 2022	26 August 2022	02 August 2022	16 August 2022	16 August 2022	19 August 2022	20 August 2022	03 September 2022

	2013MIGFDC21217309	Mistake Farm Supply Scheme	Water	30 March 2012	01 August 2023	30 July 2022	13 August 2022	27 August 2022	26 September 2022	10 October 2022	30 October 2022	25 November 2022	01 November 2022	15 November 2022	15 November 2022	18 November 2022	19 November 2022	03 December 2022
	2012MIGFDC21205831	Umzinto Slum Clearance: Farm Isonti Low cost Housing Water and Sanitation Scheme	Water and Sanitation	30 March 2012	01 August 2023	30 July 2022	13 August 2022	27 August 2022	26 September 2022	10 October 2022	30 October 2022	25 November 2022	01 November 2022	15 November 2022	15 November 2022	18 November 2022	19 November 2022	03 December 2022
	2013MIGFDC21209494	Umzinto Waste Water Treatment Works and Outfall Sewers Upgrade and Rehabilitation	Sanitation	01 February 2022	01 January 2024	30 December 2022	13 January 2023	27 January 2023	26 February 2023	12 March 2023	01 April 2023	27 April 2023	03 April 2023	17 April 2023	17 April 2023	20 April 2023	21 April 2023	05 May 2023
	2016MIGFDC21239372	Kwalatshoda Water & Sanitation Project	Water and Sanitation	01 February 2022	27 August 2024	30 October 2022	13 November 2022	27 November 2022	27 December 2022	10 January 2023	30 January 2023	25 February 2023	01 February 2023	15 February 2023	15 February 2023	18 February 2023	19 February 2023	05 March 2023
	2008MIGFDC21159642	Harding Weza Regional Bulk Water Supply Planning (AFA) MIS 207998	Water	01 February 2022	19 October 2025	30 June 2022	14 July 2022	28 July 2022	27 August 2022	10 September 2022	30 September 2022	26 October 2022	02 October 2022	16 October 2022	16 October 2022	19 October 2022	20 October 2022	03 November 2022
	2021MIGFDC21414025	Mthamvuna Abstraction and Water Treatment Upgrade (Planning)	Water	01 February 2022	02 July 2023	30 June 2022	14 July 2022	28 July 2022	27 August 2022	10 September 2022	30 September 2022	26 October 2022	02 October 2022	16 October 2022	16 October 2022	19 October 2022	20 October 2022	03 November 2022
	2013MIGFDC21214695	Pennington Waterborne Sanitation Project- Provision of Bulk Sewer & Reticulation Infrastructure (AFA) MIS 370289	Sanitation	01 May 2021	27 August 2024	30 October 2022	13 November 2022	27 November 2022	27 December 2022	10 January 2023	30 January 2023	25 February 2023	01 February 2023	15 February 2023	15 February 2023	18 February 2023	19 February 2023	05 March 2023
		Park Rynie Sanitation Phase 3	Sanitation	01 May 2021	27 August 2024	30 October 2022	13 November 2022	27 November 2022	27 December 2022	10 January 2023	30 January 2023	25 February 2023	01 February 2023	15 February 2023	15 February 2023	18 February 2023	19 February 2023	05 March 2023
	2013MIGFDC21215663	Vulamehlo Cross-Border Water Scheme	Water	01 February 2022	18 February 2026	30 October 2022	13 November 2022	27 November 2022	27 December 2022	10 January 2023	30 January 2023	25 February 2023	01 February 2023	15 February 2023	15 February 2023	18 February 2023	19 February 2023	05 March 2023
	2020MIGFDC21383866	Umzimkhulu Permanent Reinforced Concrete Berm	Water	01 February 2022	01 January 2024	30 December 2022	13 January 2023	27 January 2023	26 February 2023	12 March 2023	01 April 2023	27 April 2023	03 April 2023	17 April 2023	17 April 2023	20 April 2023	21 April 2023	05 May 2023

	2011MIGFDC21198434	Umzimkhulu Bulk Water Augmentation Scheme Stage One (AFA) MIS 257184	Water	01 February 2022	27 April 2024	30 June 2022	14 July 2022	28 July 2022	27 August 2022	10 September 2022	30 September 2022		26 October 2022	02 October 2022	16 October 2022	16 October 2022	19 October 2022	20 October 2022	03 November 2022
	2018MIGFDC21290935	5.5ML/d Extension of uMbango WWTW-Planning Phase	Sanitation	02 February 2022	01 January 2024	30 December 2022	13 January 2023	27 January 2023	26 February 2023	12 March 2023	01 April 2023		27 April 2023	03 April 2023	17 April 2023	17 April 2023	20 April 2023	21 April 2023	05 May 2023
	2018MIGFDC21290967	New 1.5ML/d Melville WWTW-Planning Phase	Sanitation	03 February 2022	01 January 2024	30 December 2022	13 January 2023	27 January 2023	26 February 2023	12 March 2023	01 April 2023		27 April 2023	03 April 2023	17 April 2023	17 April 2023	20 April 2023	21 April 2023	05 May 2023
	2015MIGFDC21224571	Mkholombe Sanitation Project (Planning Phase)	Sanitation	04 February 2022	30 April 2024	30 December 2022	13 January 2023	27 January 2023	26 February 2023	12 March 2023	01 April 2023		27 April 2023	03 April 2023	17 April 2023	17 April 2023	20 April 2023	21 April 2023	05 May 2023
	DC21 PMU-O&M1	Refurbishment of Water and Sanitation Infrastructure (Bhobhoyi WTW, Umbango WWTW and Scottsburg)	Operational																
	DC21 PM- O&M2	Refurbishment of Water Infrastructure (Umtamvuna WTW)	Operational																
	DC21 PMU	PMU Fees (Top Slice)	Operational																
	2016MIGFDC21242648	Hibiscus Coast Sanitation Project Phase 2 (VIPs)	Sanitation	01 July 2021	28 August 2023	30 October 2021	13 November 2021	27 November 2021	27 December 2021	10 January 2022	30 January 2022		25 February 2022	01 February 2022	15 February 2022	15 February 2022	18 February 2022	19 February 2022	05 March 2022
		Ugu Springs and Boreholes	Water	01 July 2021	28 August 2023	30 October 2021	13 November 2021	27 November 2021	27 December 2021	10 January 2022	30 January 2022		25 February 2022	01 February 2022	15 February 2022	15 February 2022	18 February 2022	19 February 2022	05 March 2022
	2008MIGFDC21157290	Mabheleni East Water Project	Water	01 July 2021	23 October 2023	21 October 2022	04 November 2022	18 November 2022	18 December 2022	01 January 2023	21 January 2023		16 February 2023	23 January 2023	06 February 2023	06 February 2023	09 February 2023	10 February 2023	24 February 2023

3.6.5 SCADA and Telemetry

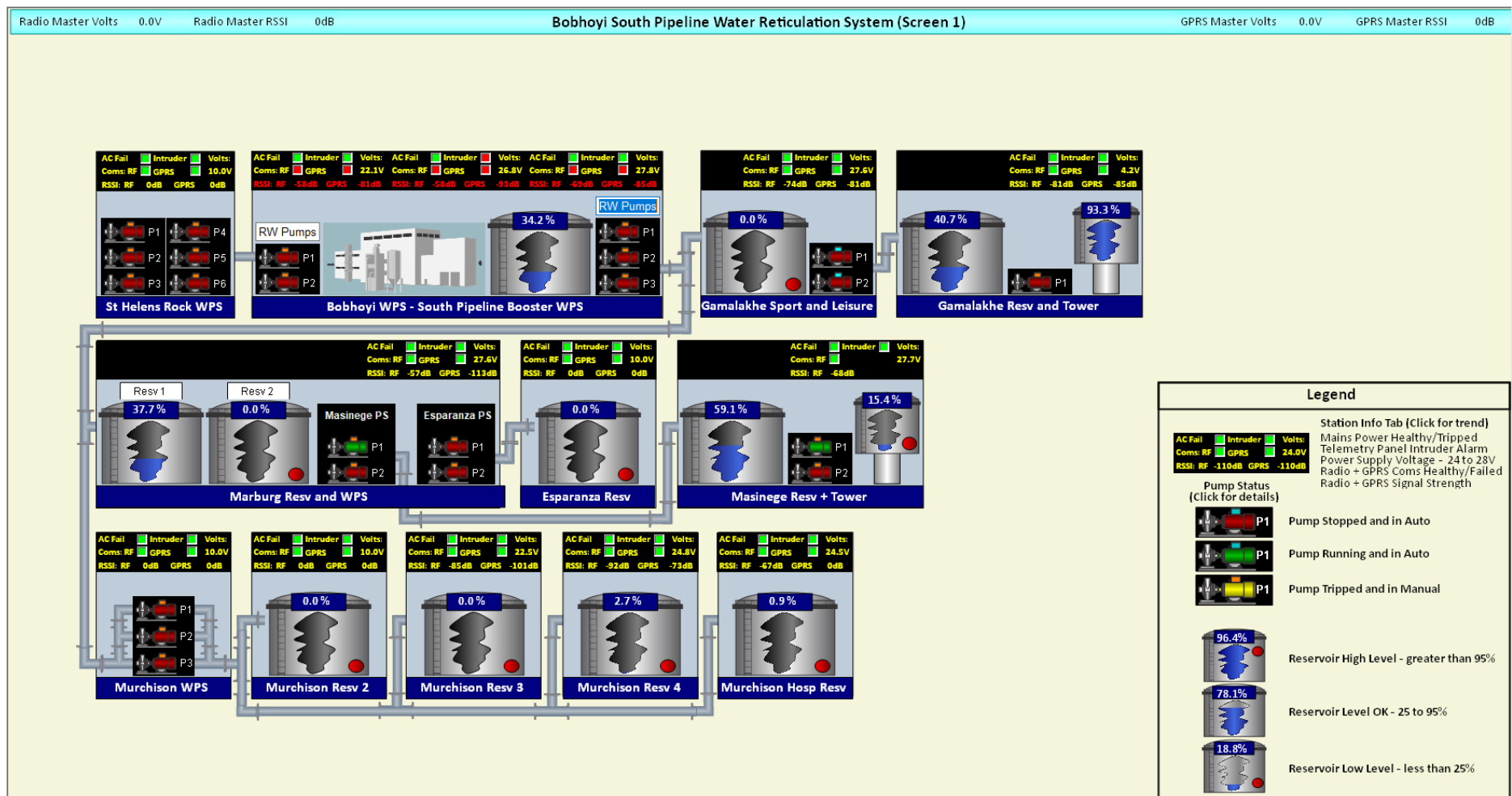
SCADA is an acronym which stands for Supervisory Control and Data Acquisition, which is the software that come in various brands. Ugu Districts Municipality chose Adroit as a brand of choice to create mimic and trends. Pumps calls are created on the SCADA and historical information is also kept on the software side.

Telemetry is different components that are put together to monitor the level of reservoirs onsite and send that data back to SCADA for the operators to view.

Telemetry consists of:

- Antenna
- RTU
- Ultrasonic
- Surge arrestors

The SCADA and Telemetry tool is key in identifying problems with water supply to any of the reservoirs in the system. Control room operators are able alert plumbers on the ground should any given reservoir be experiencing critically low water levels, this assists in curbing substantial water losses should there be a break/leak in the system. Figure 21 below depicts a screen shot of the system.



Source:
Ugu
District
Water
Resource

Management

3.6.6 Access to Water Services

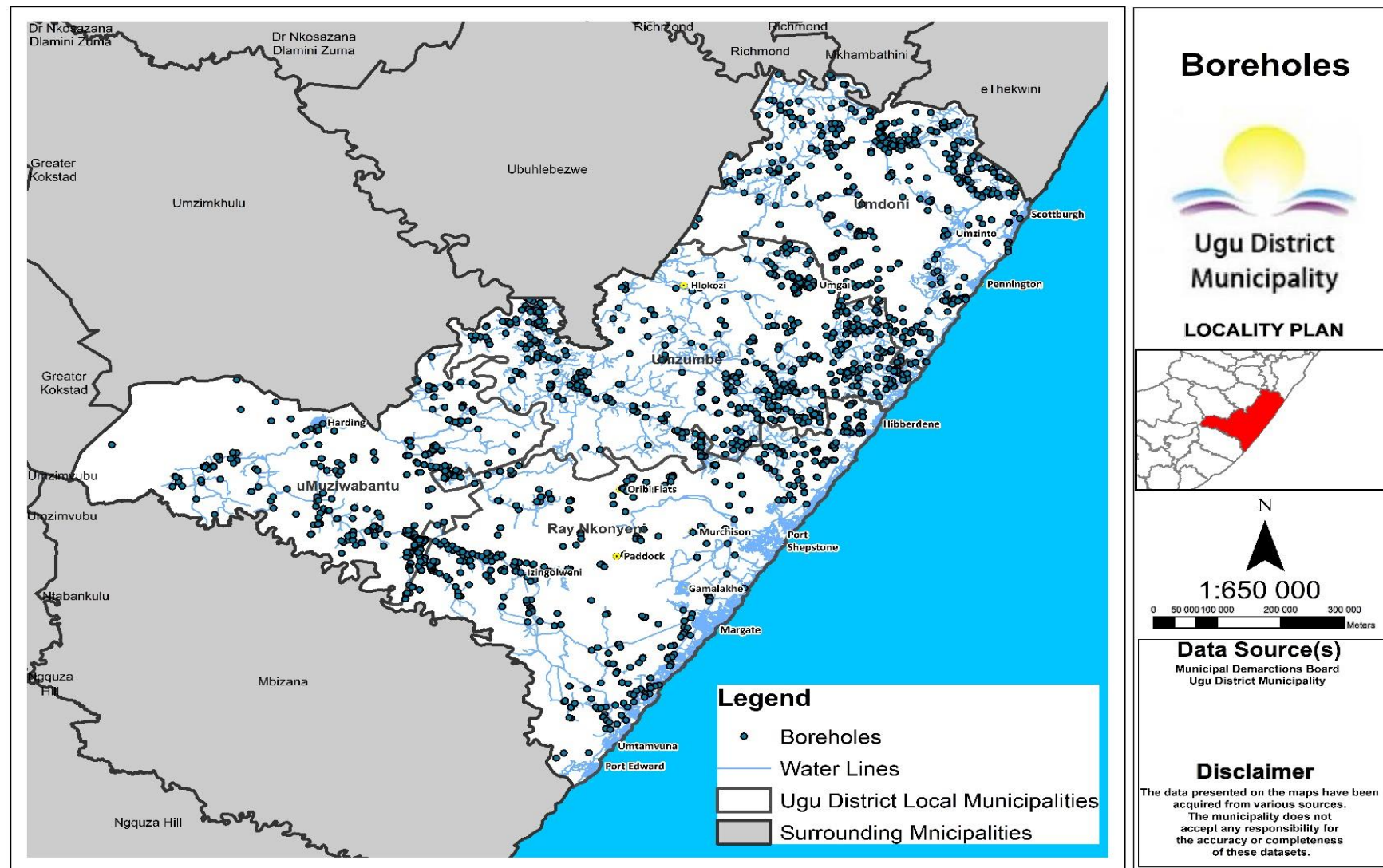
The Census 2016 Community Survey with regards to access to piped water released data in the following categories:

- Piped (tap) water inside the dwelling /house;
- Piped (tap) water inside yard;
- Piped water on community stand;
- Borehole in the yard;
- Rain-water tank in yard;
- Neighbours tap;
- Public/ communal tap;
- Water-carrier /tanker;
- Borehole outside the yard;
- Flowing water/ stream /river;
- Well; and
- Spring.

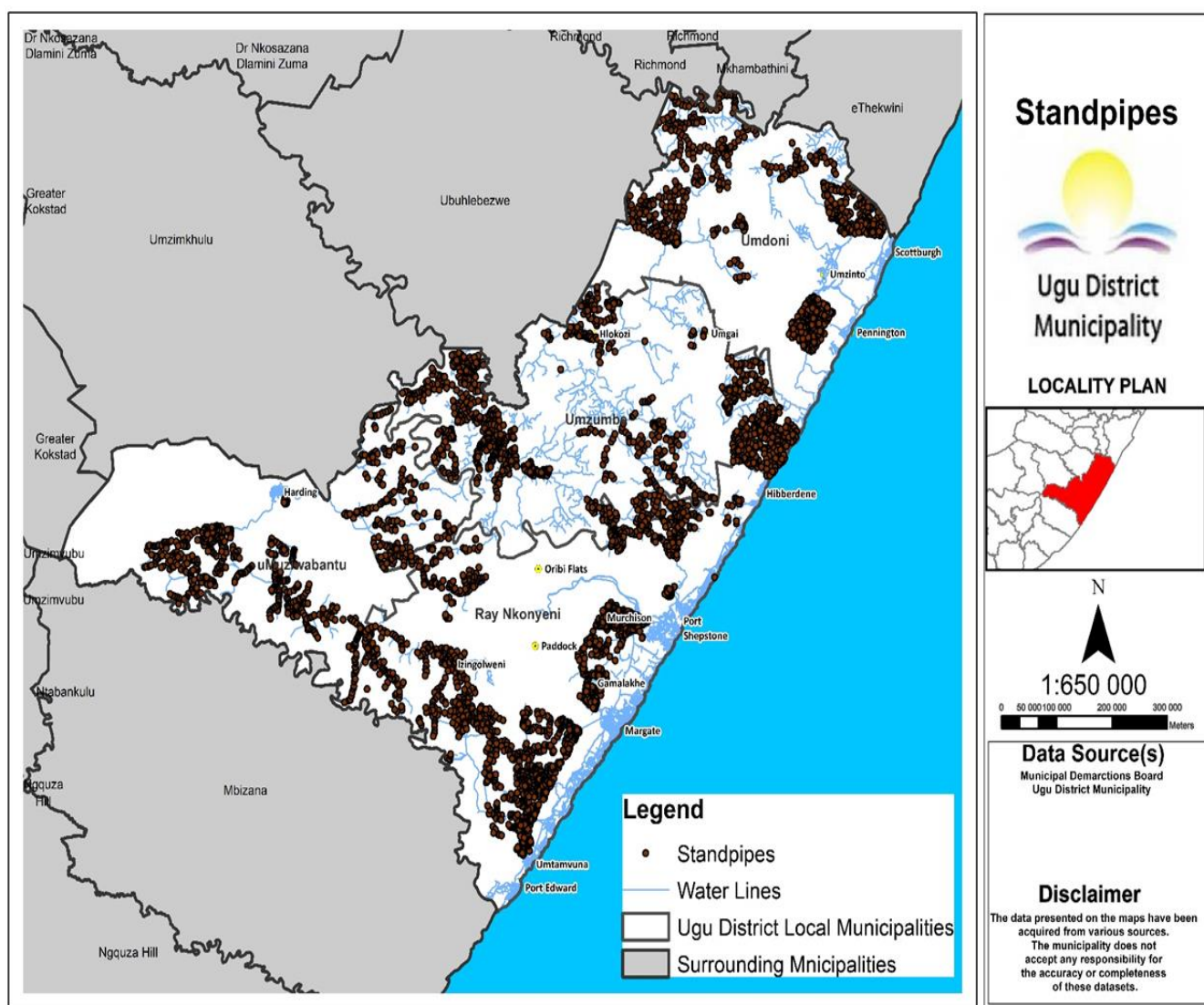
Table 40: Access to Water Services

Main source of water for drinking	Umdoni	Umzumbe	uMuziwabantu	Ray Nkonyeni	Ugu
Piped (tap) water inside the dwelling \	8 311	440	1 367	27 001	37 119
Piped (tap) water inside yard	4 792	4874	1 182	10 930	21 777
Piped water on community stand	15 335	7 853	7 345	35 880	66 412
Borehole in the yard	138	151	275	362	926
Rain-water tank in yard	381	776	573	351	2079
Neighbours tap	301	314	60	301	975
Public/ communal tap	2 680		7 122	12 448	27 844
Water-carrier /tanker	675	1 070	1 100	1 130	3 975
Borehole outside the yard	319	684	363	229	1 593

Flowing water/ stream /river	2 403	6 146	1 732	1 381	11 662
Well	0	71	0	136	206
Spring	62	76	0	23	160
Other	38	82	54	237	411
Total	35 433	28 132	21 172	90 409	175 146
% Access to Piped Water	88	67	80	95	87
% Backlog	12	33	20	5	13



Map 14: Boreholes



Map 16: Standpipes

Source: Ugu GIS, 2022

3.6.7 Current Strategies / Programmes for Water Provision

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

Free basic water and indigent support

A free basic water policy makes provision for the supply of 6kl of water for indigent households. 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.

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. Regional Water Resources Planning Strategy Ugu has developed a water master plan that seeks to integrate the 16 individual water schemes into sustainable systems, i.e. Harding Weza water; Umtamvuna; UMzimkhulu; Umtwalume; Vulamehlo; KwaLembe; and Mhlabatshane water schemes.

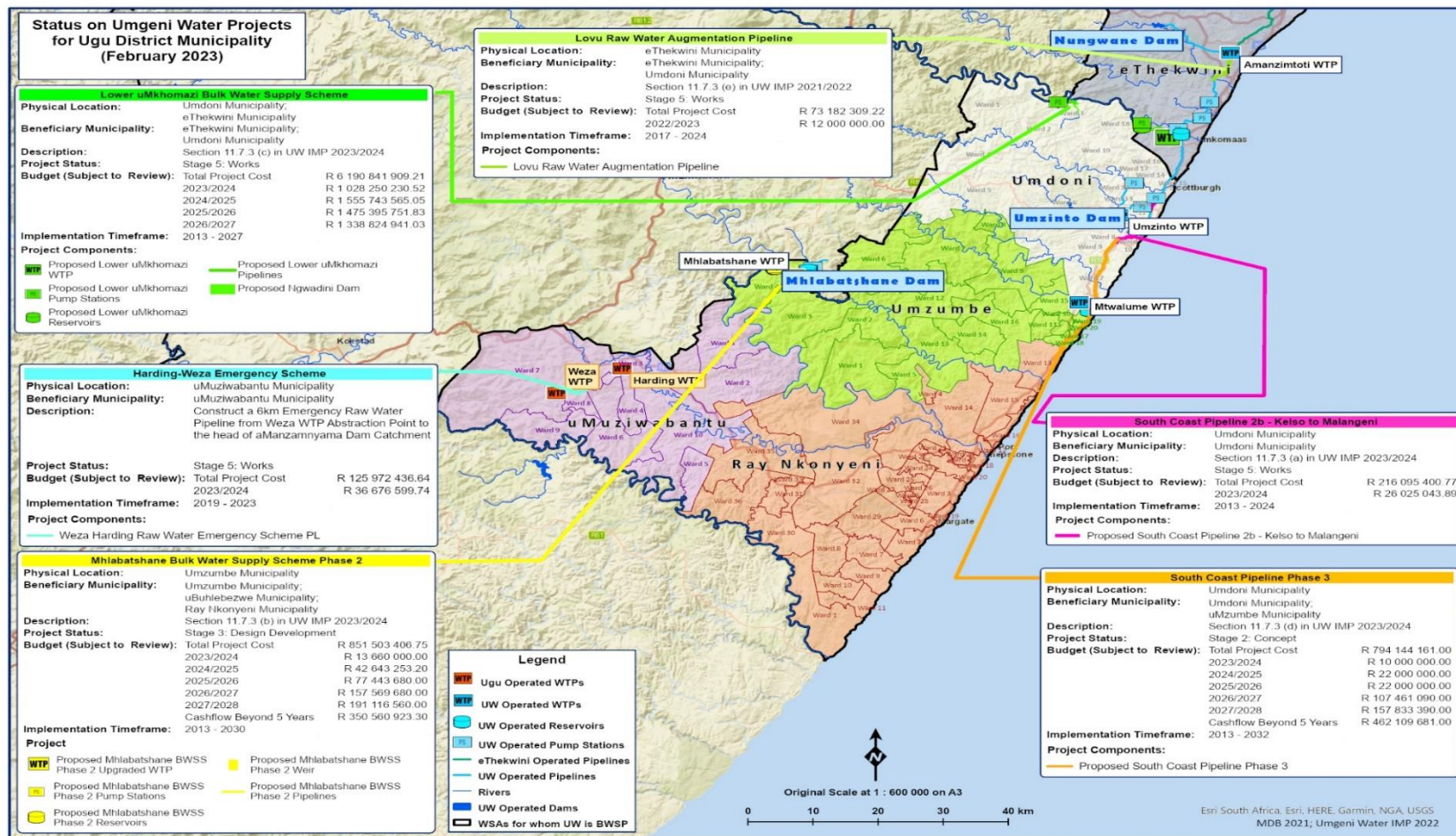
Ugu District Municipality, as the Water Services Authority (WSA) provides potable water and sanitation services to the Umdoni, uMzumbe, Ray Nkonyeni and uMuziwabantu Local Municipalities. The Ugu WSA via the provisions of the Water Services Act, 1997 has appointed Umgeni Water as its Bulk Water Service Provider (BWSP) for certain areas within the Umdoni and uMzumbe Local Municipalities. The details of the contractual relationship between the Ugu WSA and Umgeni Water is captured in the Ugu-Umgeni Water Bulk Water Supply Agreement.

Umgeni Water is a regional water board that reports to the Minister of Water and Sanitation (i.e. Umgeni Water is a state-owned enterprise). Umgeni Water, as the BWSP to the Ugu WSA, is responsible for the operation of the dams supplying certain areas with the Umdoni and uMzumbe Local Municipalities, to treat the raw water abstracted from the Umgeni Water-operated dams to safe drinking water standards and to distribute this treated water via a series of pipelines, reservoirs and pump stations to the Ugu WSA water infrastructure. The Ugu WSA then reticulates the treated water via its infrastructure to the Umdoni and uMzumbe Local Municipal consumers.

The Umgeni Water operated infrastructure in Ugu District Municipality is shown in Error! Reference source not found.. It is illustrated in Error! Reference source not found. that the northern areas of uMzumbe Municipality obtain water from the Mhlabatshane Water Treatment Plant (WTP) which treats the raw water i.e. untreated water abstracted from the Mhlabatshane Dam. The southern areas of the uMzumbe and Umdoni Municipalities obtain water from the Mtwalume WTP, which treats the raw water abstracted from the Mtwalume River (Error! Reference source not found.). The northern and central areas of Umdoni Municipality obtain water from the Umzinto WTP which treats the raw water obtained from the Umzinto and E.J. Smith Dams (Error! Reference source not found.).

Due to the small yields from the Umzinto and E.J. Smith Dams and increasing demand for potable drinking water, Umdoni Municipality further obtains treated water from the Amanzimtoti WTP, located in the eThekweni Municipality via the Umgeni Water operated "South Coast Pipeline" (Error! Reference source not found.). The Amanzimtoti WTP treats the raw water from the Nungwane Dam, also located in eThekweni Municipality which is transferred to the WTP via the recently upgraded Nungwane Pipeline (Error! Reference source not found.). Not shown on Error! Reference source not found., the water at the Amanzimtoti WTP is further augmented with treated water obtained from the Wiggins WTP located in eThekweni Municipality. The Wiggins WTP treats the raw water abstracted from the Inanda Dam on the uMngeni River. The daily levels for the Umgeni Water operated dams supplying the Ugu District Municipality are available at <http://umgeni.centralus.cloudapp.azure.com/umgeni/storage>.

Due to the increasing demands for potable drinking water within Ugu District Municipality, Umgeni Water is currently implementing six projects for the benefit of the Ugu family of municipalities to meet these increasing demands and to increase the assurance of supply. These projects are aligned with the planning of the Ugu family of municipalities as identified in the respective Integrated Developments Plans (IDPs) and Spatial Development Frameworks (SDFs). Further details on these projects and the bulk water supply system providing water to Ugu District Municipality is described in [Volume 4 of the Umgeni Water Infrastructure Master Plan](#) (see <https://www.umgeni.co.za/infrastructure-master-plans/> for the most recent version). Funding for these projects is obtained from Umgeni Water. However, Umgeni Water is reliant on the Ugu District Municipality paying for the services provided.



Improvement quality of life and Enhancing Substanable Economic Development

3.6.10 Regional Water Resources Planning Strategy

Ugu has developed a water master plan that seeks to integrate the 16 individual water schemes into sustainable systems, i.e. Harding Weza water; Umtamvuna; UMzimkhulu; Umtwalume; Vulamehlo; KwaLembe; and Mhlabatshane water schemes. 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.

3.6.11 Sanitation Provision

The Water and Sanitation Master Plan has been completed with a projection for 2030. The Water Services Development Plan which was last reviewed in 2015 encompasses amongst others, water, sanitation and infrastructure backlog studies, wastewater treatment studies, bulk infrastructure development studies. The WSDP is reviewed every year. Additional funding is required to eradicate the water and sanitation backlog etc

Table 41: Access to Sanitation

Sanitation Service Level	Ugu	Umdoni	Umzumbe	Ray Nkonyeni	Umuziwabantu
Flush toilet (connected to sewerage system)	36 356	8 312	351	25 965	1 728
Flush toilet (with septic tank)	6 044	1636	428	3 774	206
Chemical toilet	14 590	5 615	4 309	2 328	2 338
Pit toilet with ventilation (VIP)	63 201	6 940	13 643	31 212	11 406
Pit toilet without ventilation	28 637	4 602	3 868	18 564	1 603
Bucket toilet (Collected by Municipality)	3 613	2 737	850	26	0
Bucket Toilet (Emptied by Household)	2 147	504	471	736	436
None	7 565	1 771	689	4 787	318
Ecological toilet	3 853	10	1 046	1 825	972
Other	9 141	3 305	2 478	1 193	2 165
Total	175 146	35 433	28 132	90 409	21 172
Backlog %	31	36	33	28	21

Source: Statistics SA, Community Survey 2016

As per the Statistics South Africa Community Survey 2016, the major sanitation backlog in the Ugu District Municipality area of jurisdiction is in Umdoni (36%), followed by Umzumbe (33%). These are predominantly rural municipalities that are inland and the predominantly urban municipalities that are along the coast have sanitation backlog that is below 50%. The overall sanitation backlog for the Ugu District Municipality is sitting at 31% which dropped by 19% from the 2011 census (48%). The urban areas within Ugu are located predominantly within a narrow coastal strip comprising of a combination of permanent residents and local tourists who descend on the area during holiday periods. The Sanitation Service Master Plan suggests that the water demand (and hence wastewater flows) in the peak December/January period is typically 33% higher than the annual average values.

Although largely “residential”, most urban areas include some “commercial” activity and there are also some “light and/or service industrial” nodes particularly in Port Shepstone (Marburg) and Park Rynie to a lesser extent. The urban sanitation comprises a combination of waterborne sewerage linked to Wastewater 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. Except for Gamalakhe, the sewerage coverage of formal, urban areas which have a Municipal water connection is approximately 30%.

Being a coastal strip, the topography generally falls towards the coast and is segmented by many water courses (streams/rivers) resulting in numerous hills and valleys as well as very flat areas along the coast. Thus, 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.

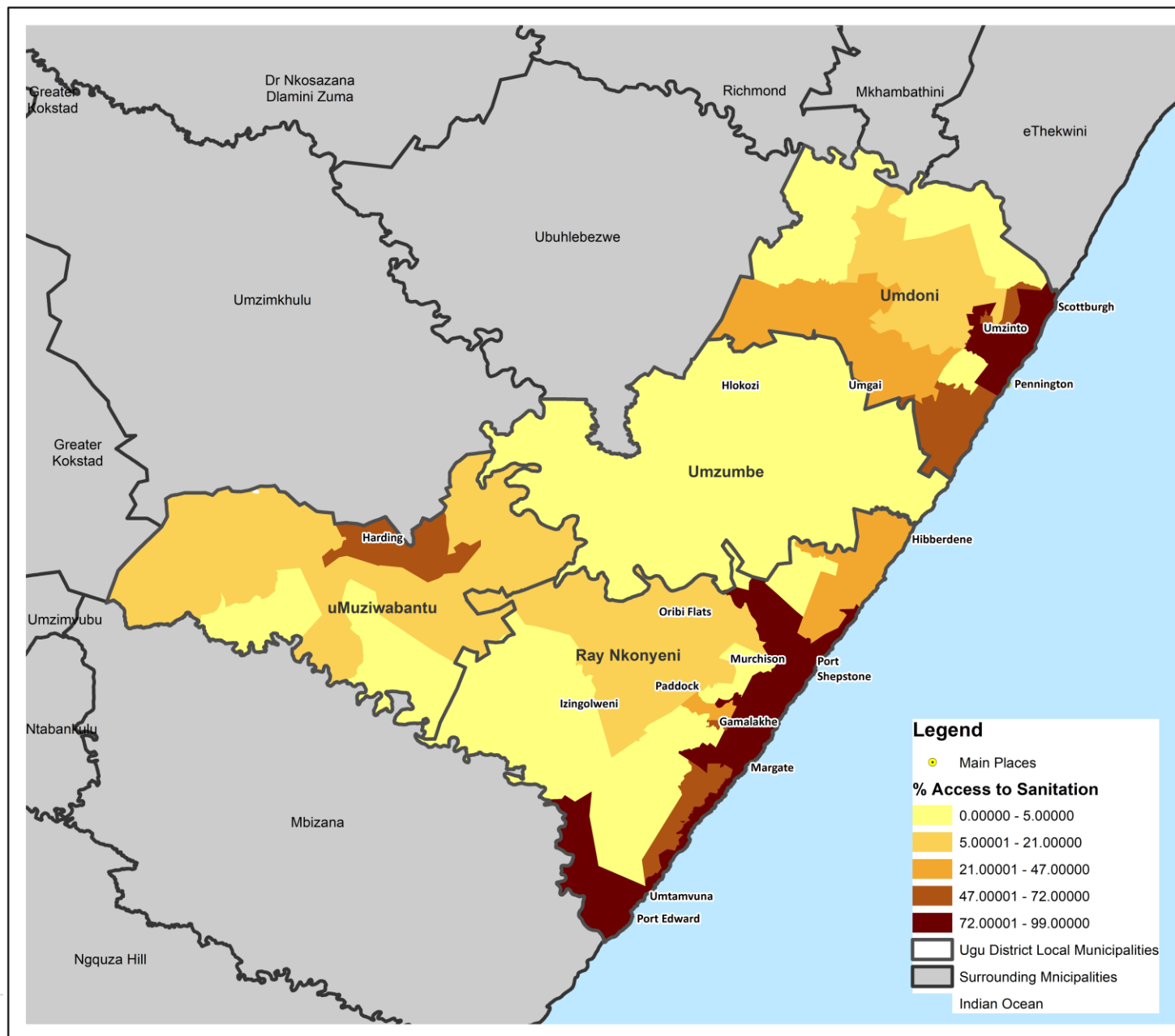
Urban sanitation delivery standards

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 42: Urban Sanitation Standards

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

Source: Ugu District Municipality WSDP, 2

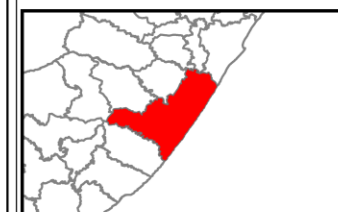


% Access to Sanitation



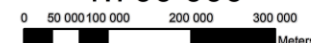
Ugu District Municipality

LOCALITY PLAN



N

1:700 000

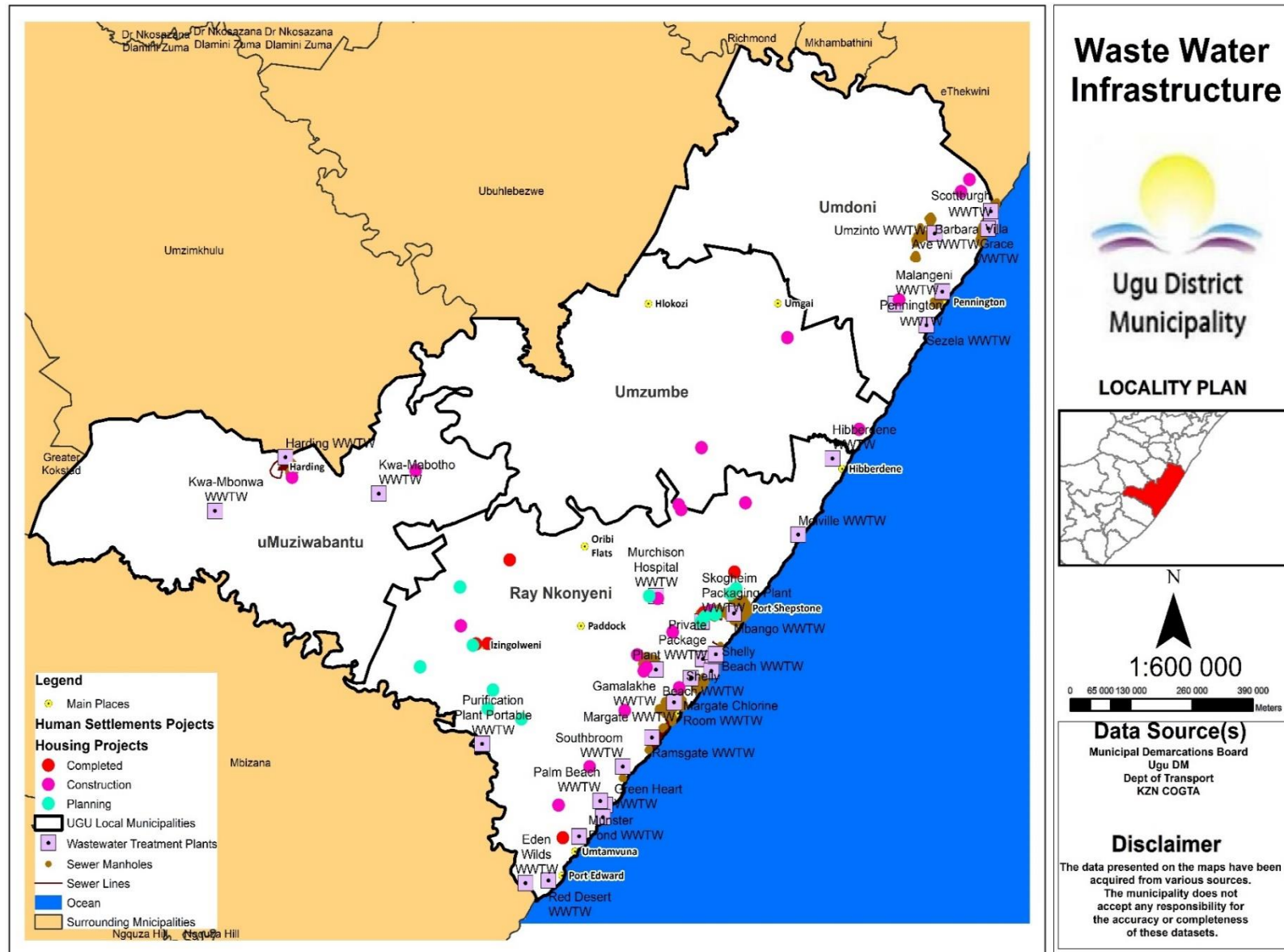


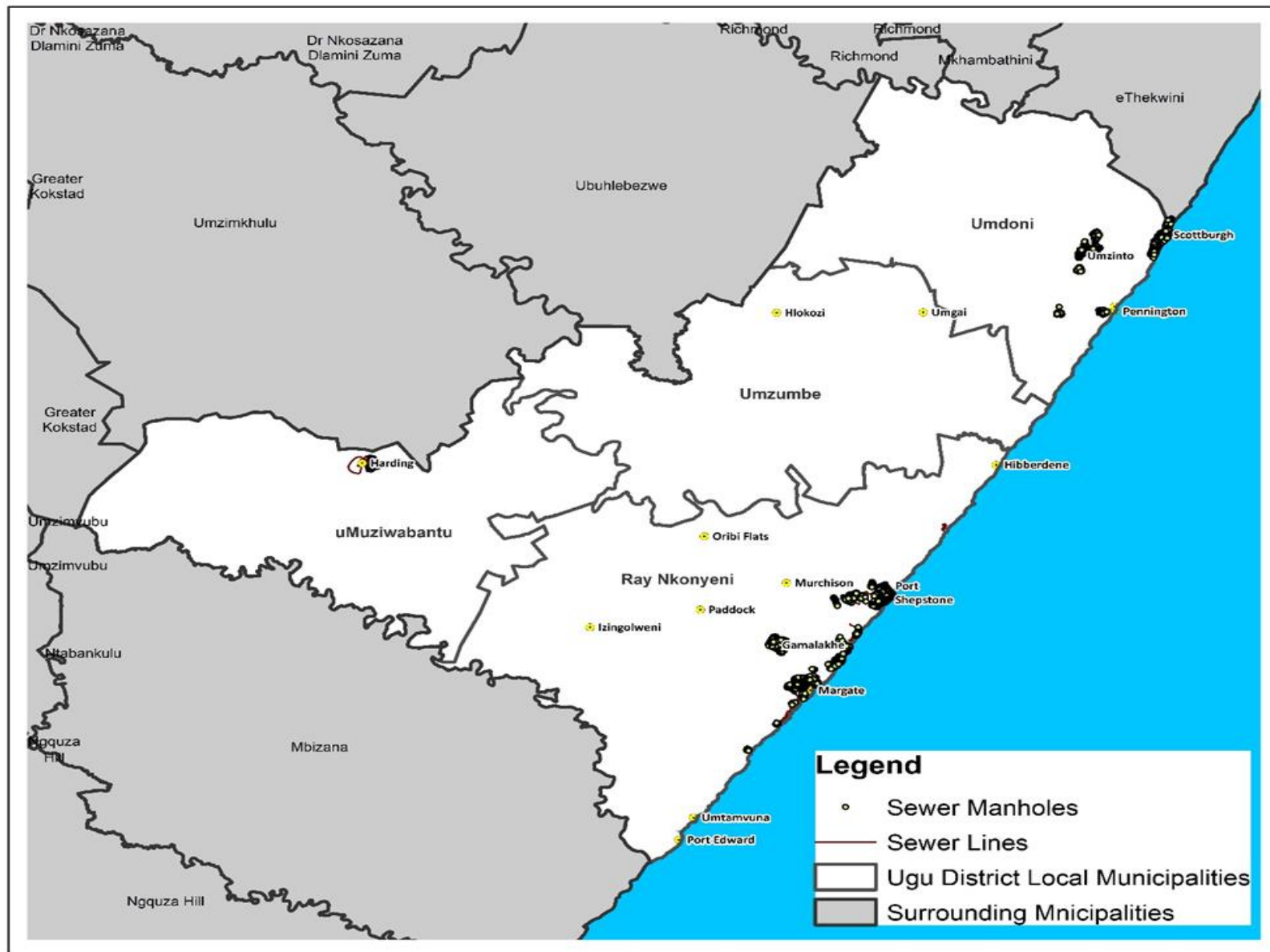
Data Source(s)

Municipal Demarcations Board
Dept Of Agriculture
KZN COGTA
Stats SA

Disclaimer

The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.



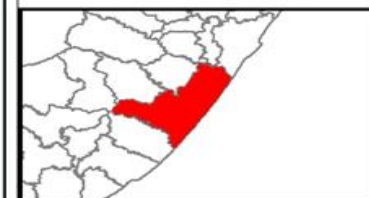


Sewer Manholes



Ugu District Municipality

LOCALITY PLAN



N

1:650 000

0 50 000 100 000 200 000 300 000 Meters

Data Source(s)

Municipal Demarcations Board
Ugu District Municipality

Disclaimer

The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.

3.6.12 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. Where services are being offered, they are usually limited to the formal, urban areas of Umuziwabantu, Ray Nkonyeni and Umdoni Municipalities. Waste minimisation in the district is poorly organised and there is no integrated system which exists private recyclers may link to. The viability of recycling relies heavily on economies of scale as there must be enough recyclables available to justify the cost of transport associated with the collection of recyclable materials. Ugu requires a great deal more work before an economically viable waste recycling system can be put in place.

There should be a designated site for recycling purposes. Ray Nkonyeni Municipality is also expected to develop a Waste Management Plan which will guide the municipality in terms of the management of waste in accordance with waste related legislations. These legislations include NEMA, Department of Water Affairs: Minimum Requirements for Waste Management, DEAT: National Waste Management Strategy 1999, White Paper on Integrated Pollution and Waste Management, Waste Management No 59 of 2008, KwaZulu-Natal Waste Management Policy and other relevant policies. The majority of the population buries or burns their waste in their own backyard. This has environmental, health and safety implications for of the community of Ugu. Most of the landfill sites in the district are almost reaching their end of life span, Umzumbe municipality is in the process of acquiring land to develop a new landfill site within the district. Furthermore, as part of ur catalytic projects, a SMART waste site is a priority in which the district aims to create a site within the 4IR and a landfill site which will further recycle waste for fertiliser and other purposes to further assist the district as it is an agricultural hub for both commercial and subsistence farming.

Cemeteries

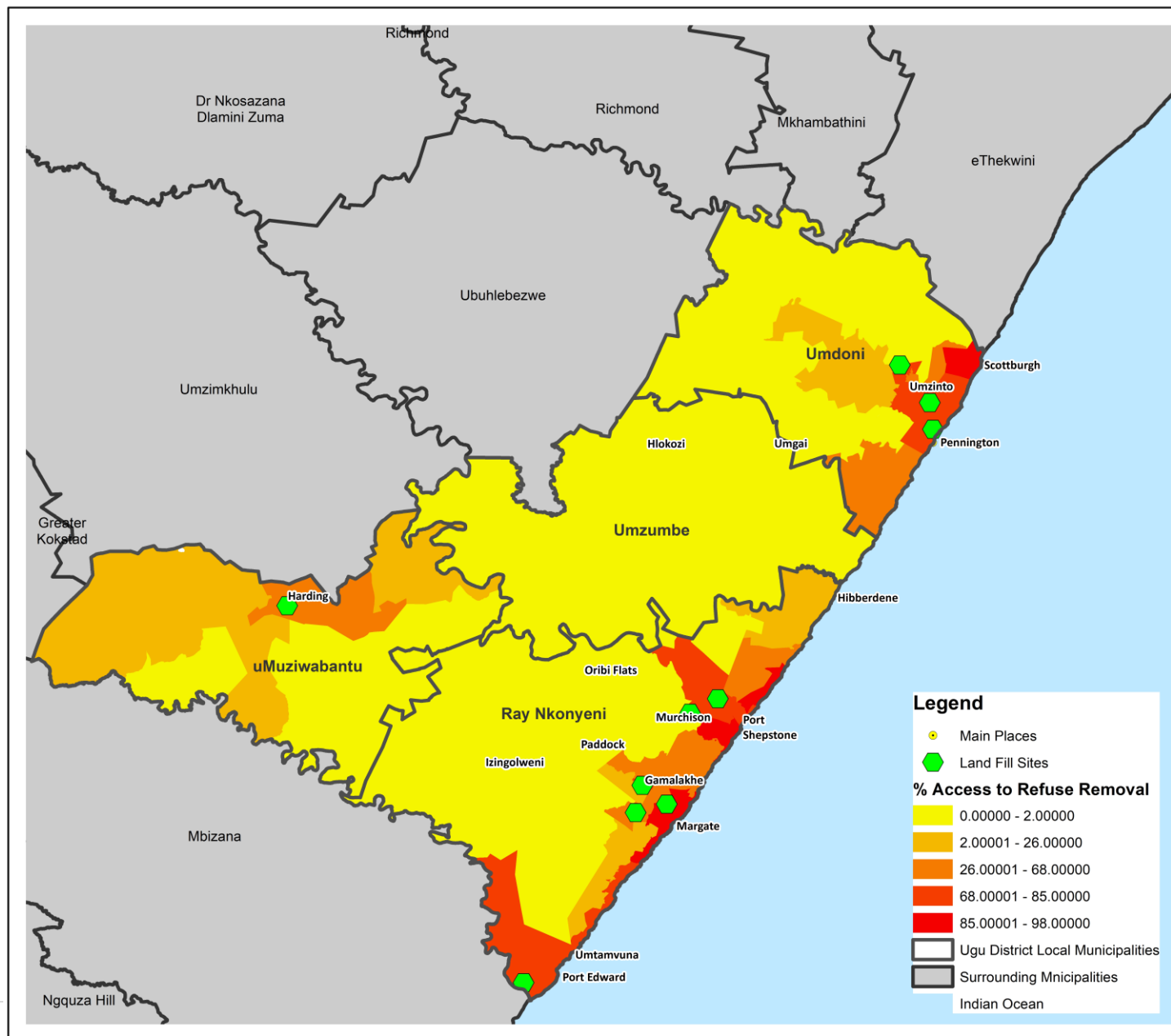
The district is predominantly rural which means that most of the settlemnets rely on burying in the back yards. However, with SPLUMA coming to operation in the rural areas as well it should be noted that the formalisation and earmarking of land for cemeteries has started as well as that for crematoria.

Table 43: Access to Solid Waste Removal

Refuse removal	Ugu	Umdoni	Umzumbe	uMuziwabantu	Ray Nkonyeni
Removed by local authority at least once a week	34 454	7 375	21	3 007	24 053
Removed by local authority less often than once a week	1 532	475	10	102	946
Communal refuse dump	8 565	4 243	1 056	470	2 797

Communal container /central collection point	5 220	2 166	0	0	3 055
Own refuse dump	11 6354	20 432	24 765	16 460	54 697
Dump or leave rubbish anywhere (no rubbish disposal)	8 468	590	2 251	1 092	4 535
Other	550	154	28	41	327
Total	175 143	35 435	28 131	21 172	90 409

Source: Statistics SA Community Survey, 2016

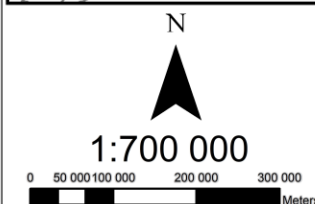
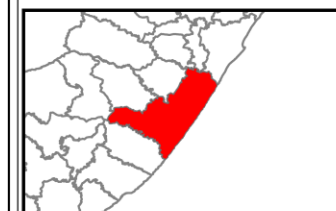


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Ugu District Municipality

LOCALITY PLAN



Data Source(s)

Municipal Demarcations Board
Dept Of Agriculture
KZN COGTA
Stats SA

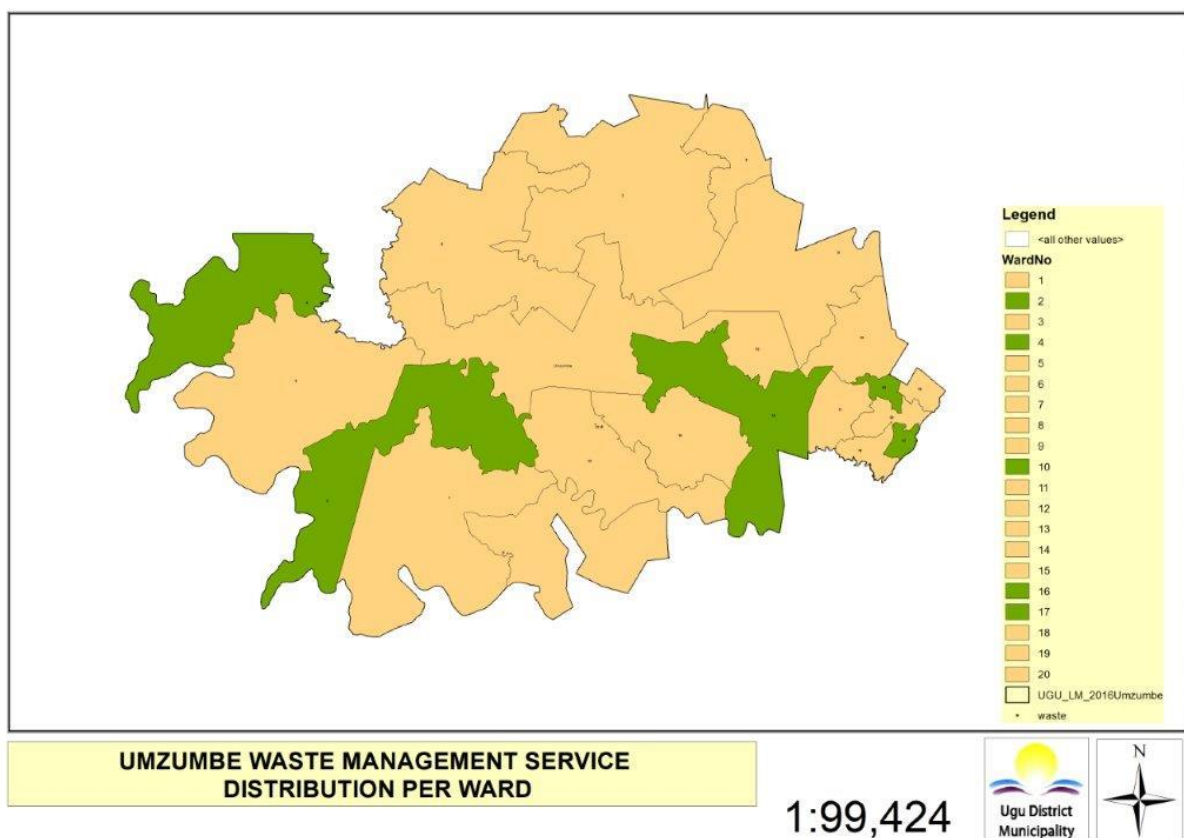
Disclaimer

The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.

3.6.13 Implementation of IWMP In Ugu District Municipality Per Local Municipality

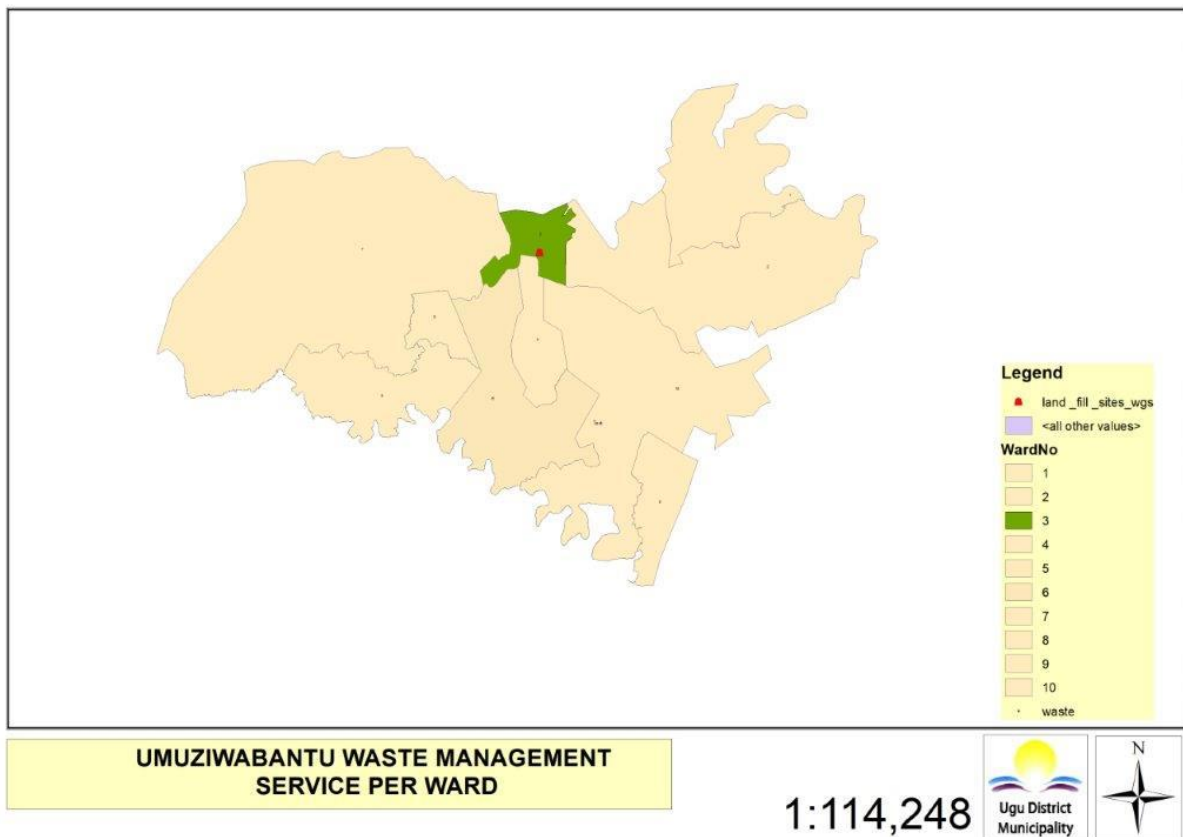
Umzumbe Local Municipality

Umzumbe Local Municipality renders its waste management services in wards 2, 4, 10, 16 and 17 as indicated on the map in figure XX below. It is to be borne in mind that these wards do not receive the service in totality, rather through infrastructure that is placed (skips) in strategic point. For example, in ward 16, the collection point is Dustin Farrell TB hospital which caters for that vicinity. In ward 10 the service and infrastructure is limited to the Turton Taxi rank area. Ward 4 is the St Faith's area where there is public transport and commuter activity and in the business centre of Phungashe, Ward 2. Lastly, ward 16 is an administrative centre where government buildings are located. There are informal recycling activities taking place in certain areas by few aspirant informal businesses. Education on waste minimization is an ongoing activity although aspirant recyclers get challenged in terms of the market and end up seeking other opportunities in Ray Nkonyeni Municipality. As Umzumbe does not have its own landfill site, they have an agreement to dispose of its waste at Umdoni Municipality's Humberdale landfill site, which is a formal and legal facility.



Umuziwabantu local municipality

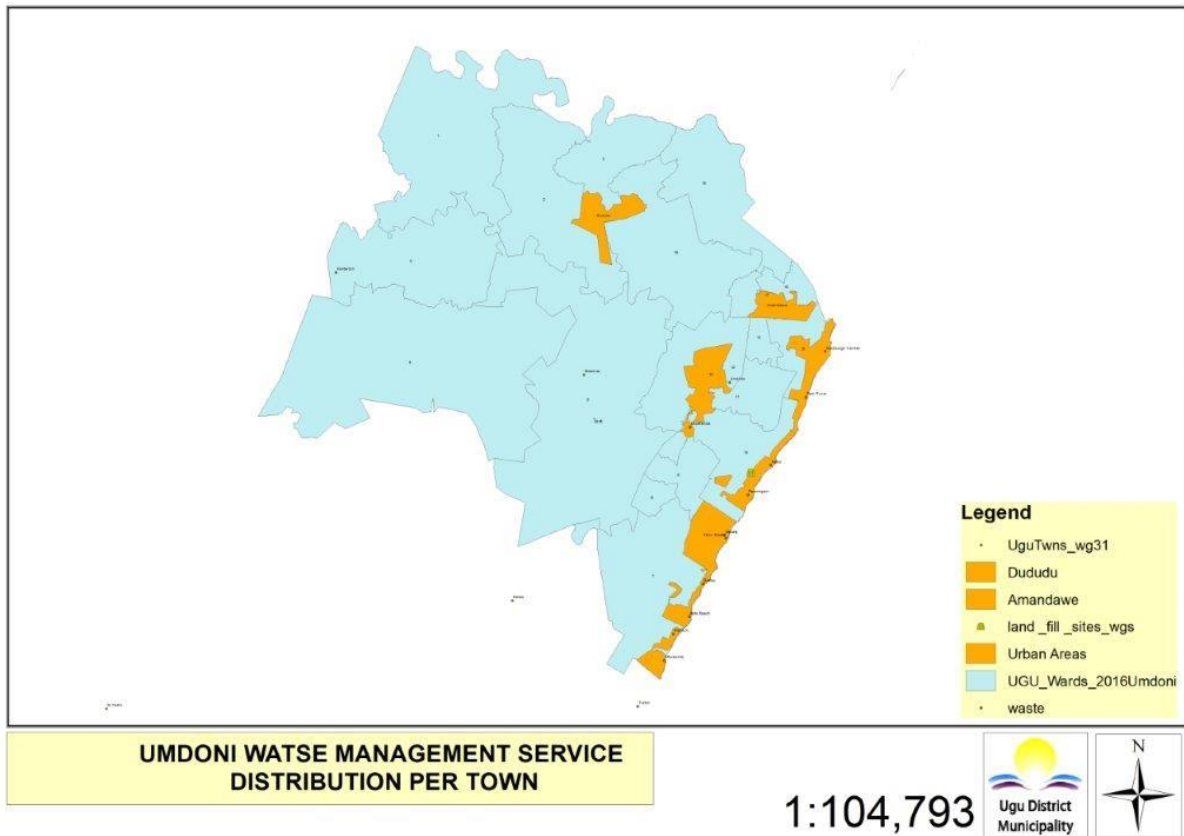
Umuziwabantu's waste management service has improved since the adoption of the IWMP and the municipality has taken advantage of the opportunity extended to it by the Department of Environmental Affairs (DEA) through funding for the Youth Jobs in Waste project.



There is one landfill site that is not formalised yet, where all collection is disposed. As part of the IWMP development and status quo establishment, DEA conducted a survey of waste stream for categorisation purposes and found that the best managed waste in Umuziwabantu is the health care risk waste. The health facilities fully comply with responsible disposal of HCRW.

Umdoni local municipality

Umdoni collects waste mostly in the urban coastal strip and a few rural areas of Amandawe, Dududu and some parts of informal Umzinto as can be seen in Figure XX below. Recycling is mostly taking place in a few urban areas through municipal and community driven initiatives. Schools are a great part of waste management initiatives. Humbardale landfill site is the formal and legal site of Umdoni municipality, which has been extended to Phase through Environmental Protection and Infrastructure funding from the Department of Environmental Affairs. Youth Jobs in Waste was also implemented in Umdoni municipality.



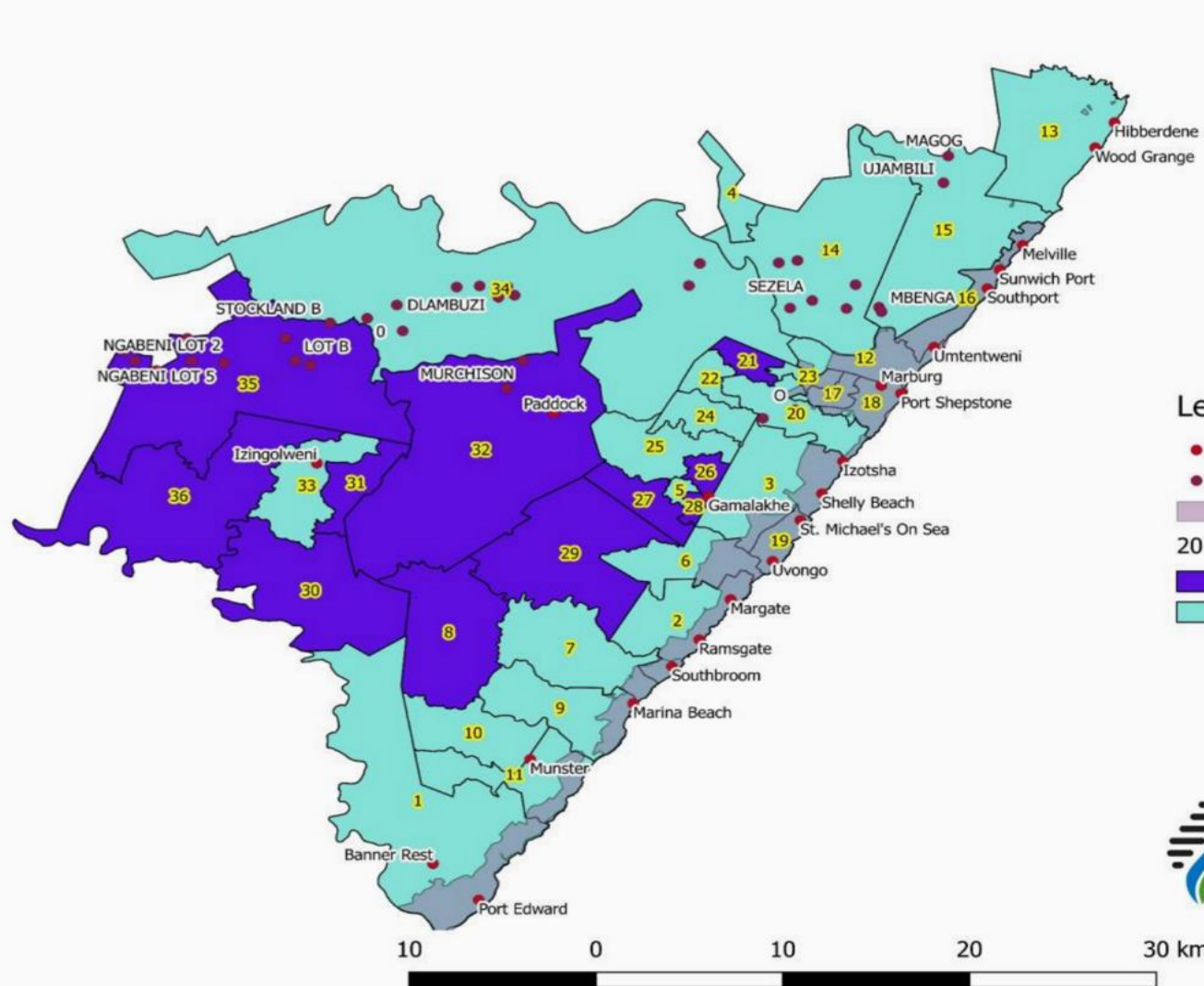
While there is no local IWMP for Umdoni municipality, they rely on the high level IWMP of Ugu DM.

Ray Nkonyeni Municipality

With respect to waste management, Ray Nkonyeni municipality is the most advanced local municipality in terms of policy, strategy, information management, operations and financial allocation. Like other local municipalities, most coverage of the waste collection services is still in the urban coastal strip as can be seen in figure XX.

Waste services is focused on the urban coastal strip with 26.6% of households receiving weekly waste collection. The majority (60.1%) utilise their own refuse dump and 5% having no facility to dispose of waste. The areas that receive weekly kerbside collections are detailed in Table 8.

The municipality thus conducts a level 4 service for the coastal areas and a level 3/4 in 21 other wards that are densely populated areas/townships. The combined level of service comprises both awareness campaigns, supervision and provision of refuse bags with recyclable waste collected. Upliftment frequencies range from weekly to quarterly. The coverage of service delivery is thus 69.4% of the municipality.



**Ray Nkonyeni Local
Municipality
Integrated Waste
Management Plan**

Title: Serviced Areas

Legend

- Towns
- Settlements
- KZN Urban areas
- 2016 Wards
- 0
- 1



JG Afrika (Pty) Ltd
6 Pin Oak Avenue
Hilton, 3201

Tel: 033 343 6700

3.6.14 Transportation Infrastructure

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

3.6.12.1 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 minibus transport, compared to 9% dependent on bus transport. Table 49 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 minibus taxi service.

Table 44: Commuter Demand from Main Public Transport Terminals

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
uMzumbe	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

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

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

3.6.14.2 Intermodal Public Transport Facilities

The KwaZulu-Natal Department of Transport (KZNDoT) has identified the development of intermodal public transport facilities as one of the key public transport improvement elements. An intermodal facility is a focal point where many modes of transportation converge to provide economical and efficient service to destinations. Port Shepstone has been identified as a potential nodal point for building such a facility. This suggests that there is a constant demand for transport feeding from the more rural areas into this economic hub.

3.6.14.3 Freight Rail Infrastructure

The main rail corridor in the district is the standard gauge South Coast line that runs from Port Shepstone to eThekweni. The volume of freight has been reduced over time due to more goods moving to the N2 for transportation. The main commodity on the rail network is 500,000 tons of lime clinker from Simuma to Mount Vernon. There are no longer any passenger services in operation on this line. A narrow-gauge line used to operate between Port Shepstone and Harding. This was primarily used to transport timber and sugar cane. The line was also used for tourism, providing excursions to Paddock. Unfortunately, the line has been abandoned due to the demise of the Alfred County Railway and the final destruction of the Izotsha river bridge in 2007.

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

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

3.10.4.3 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 50, access to transport is measured in terms of the percentage of households that have access to Level 1 and Level 3 roads (i.e. national, main and district roads).

Table 45: Access to Transport

Local Municipality	HH within 1 km of Road	Total HH	Percentage
Former Vulamehlo	11,771	15,661	75
Umzumbe	24,274	31,801	76
Ray Nkonyeni	56,989	60,521	87
Umuziwabantu	17,956	20,840	86
Umdoni	16,452	17,257	95
Ugu District	127,442	146,080	87

Source: Ugu District Municipality Sector Wide Infrastructure Audit, 2014

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 duration 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.

3.6.14.4 Air Transport

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

The upgrade of Margate Airport will make it easier for tourists to access the district once they are in the province, as well as making it significantly easier and simpler for the tourists to remain in the province for longer periods, due to the expanded range of tourism products in keeping with the tourists' needs. In addition, the area around Margate airport presents substantial potential for future industrial development. The Department of Cooperative Governance and Traditional Affairs financed to the tune of R10m for the upgrade of the Margate Airport and the project bore fruit in November 2013 when the

first airplane landed. It is a commercial airliner and will be operating between OR Tambo and Margate respectively until more lines are opened. The municipality has been engaged on this process for the last ±3 years. The Provincial Treasury has a project to revitalize all the regional airports.

3.6.14.5 Integrated Transport Plan (ITP)

There is currently no Integrated Transport Plan in place for the municipality, however, the municipality is currently sourcing funding to develop the plan.

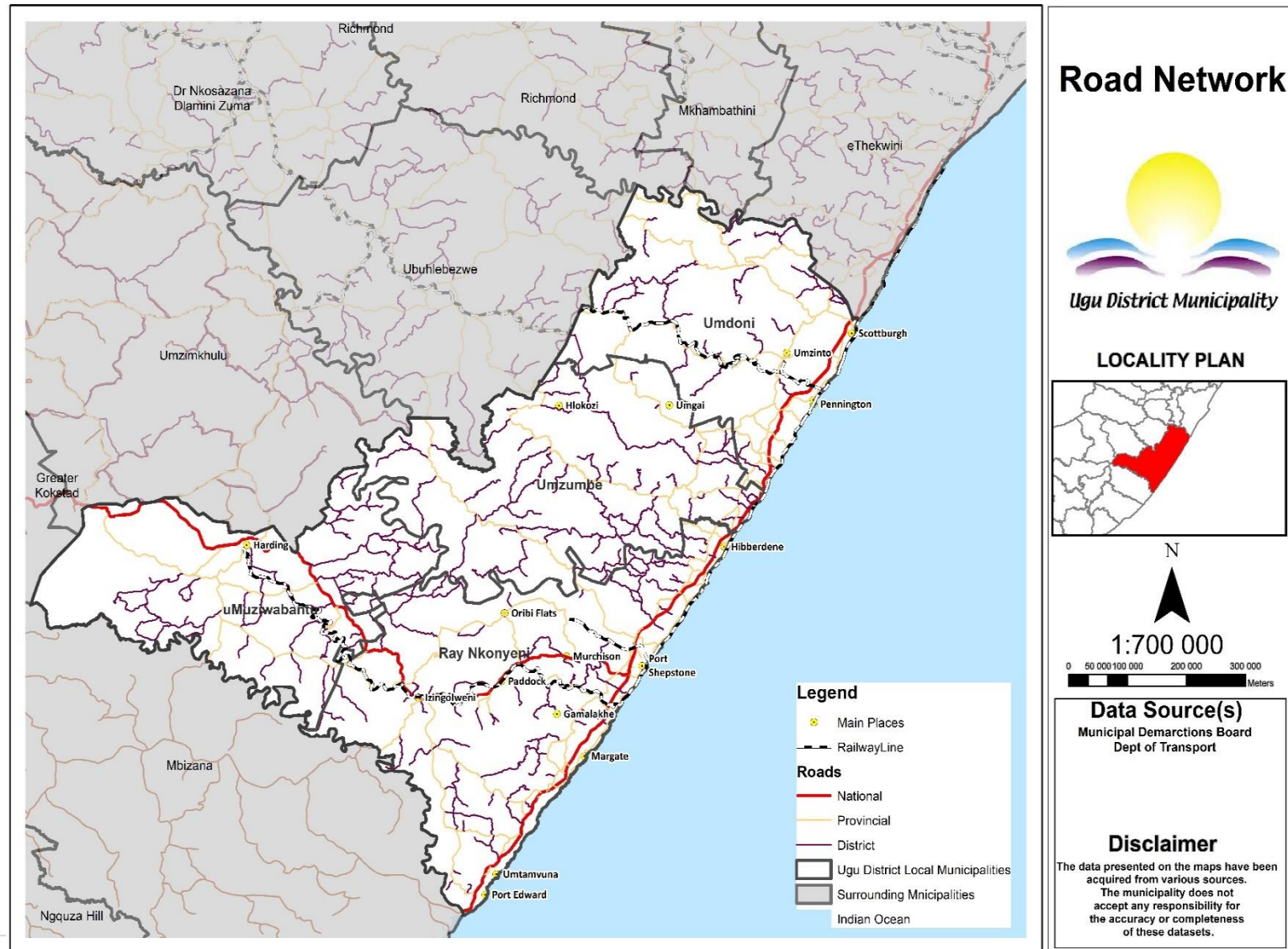
3.6.14.6 Ugu DGDS on transportation Infrastructure

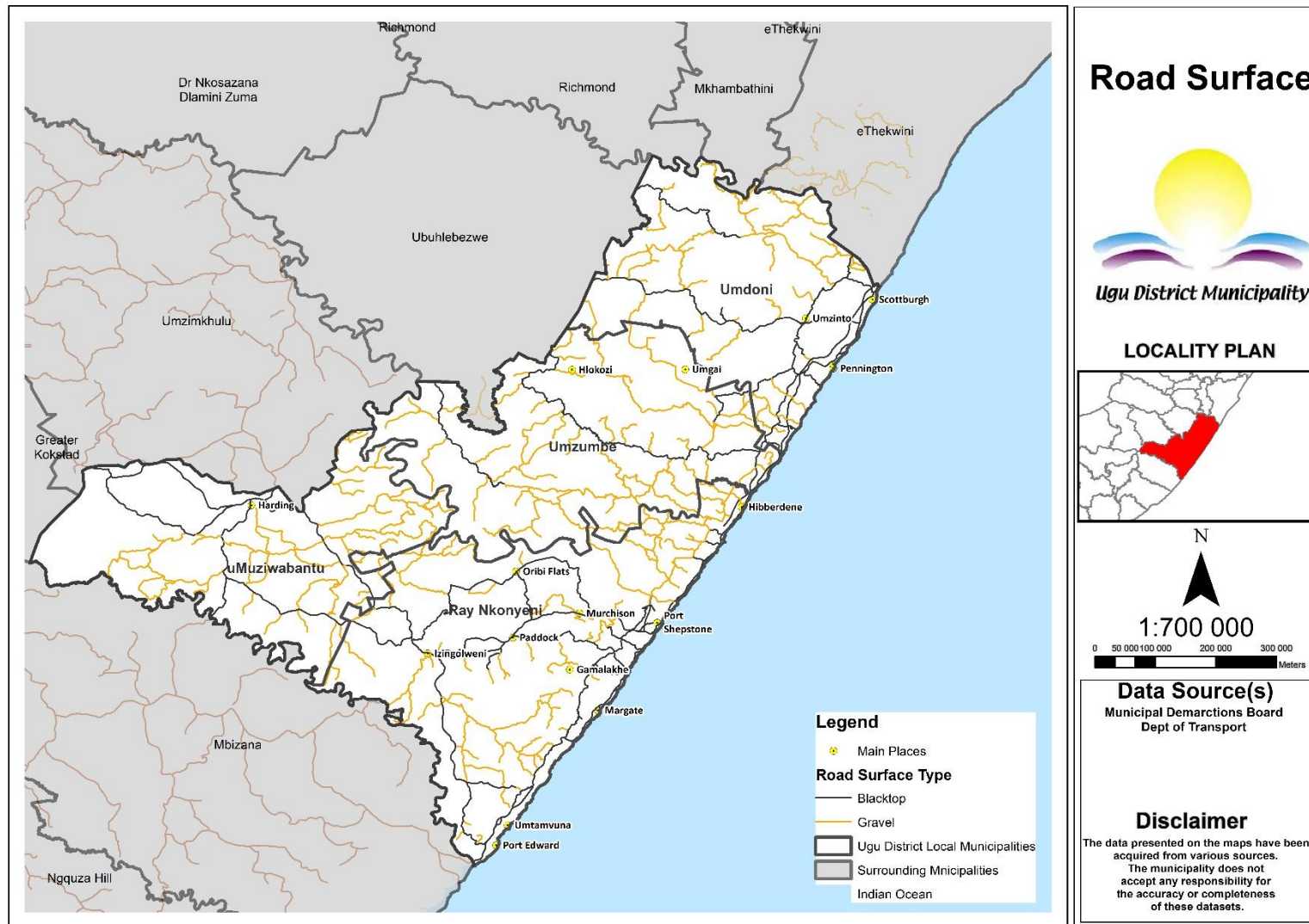
The DGDS identifies the recent relocation of the Durban International Airport to the site of the King Shaka International Airport and Dube Tradeport along the KZN North Coast, as leaving the South Coast largely un-serviced in terms of both passenger and cargo air transportation, thus the South Coast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

It further identifies the potential of the coastline to drive development through harbours, sea transport and other maritime sector investments, which is largely unexplored by both the public and private sectors. Included within this sub-sector are small-craft harbours, which have the potential to enhance tourism, and create a waterfront node within the Ugu District.

Map 17: Road Network

Source: Ugu GIS, 2022





Source: Ugu GIS, 2022

Map 18: Road Surface

3.6.15 Electricity

Eskom is the sole supplier of electricity in all of the Ugu District with the exception of the urban areas of Port Shepstone and Harding. Major capacity problems that affected most of Ugu District were addressed some ten years ago, through the construction of major infrastructure, mostly in the Harding area. Following from this, capacity problems are of a more localised nature as a result of the “Electrification for All” programme and major developments that have occurred over this time. In addition, future developments, and electrification backlog programmes will require localised infrastructure upgrades such as the proposed new Kenterton Substation which is being built to accommodate electrification backlog requirements.

Generically, commercial developments will not have infrastructure built for them until such time as the relevant developer makes a financial commitment. The proposed new Margate Airport will be a case in point where purpose-built infrastructure will almost certainly be required. Power quality information is not made available by Eskom, so it is not possible to assess problems that may be experienced throughout the Ugu District due to ageing or inadequate infrastructure. However, Eskom keeps extensive records regarding power line performance which heavily influences their annual budgets for refurbishment and maintenance. Eskom electrification delivery depends on the level of the National Treasury MTEF funding normally projected over a three-year period.

3.6.15.1 Electricity Bulk Infrastructure

The current reticulation network within Ugu Municipal area as indicated in map shows areas already electrified and the location of the bulk electricity infrastructure. For the backlog analysis, all households greater than 4km from the network and in settlements of less than 50 households per square kilometre (50hh/km²) can theoretically not be supplied by the existing network. 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.

3.6.15.2 Access to Electricity

The total number of households that do not have access to electricity in the Ugu District area of jurisdiction amounts to 26 271 (15%). The major backlog is in Umzumbe (28%) and Umdoni (19%) municipalities. This access to electricity increased by 12% from 70% in 2011 to 82% in 2016.

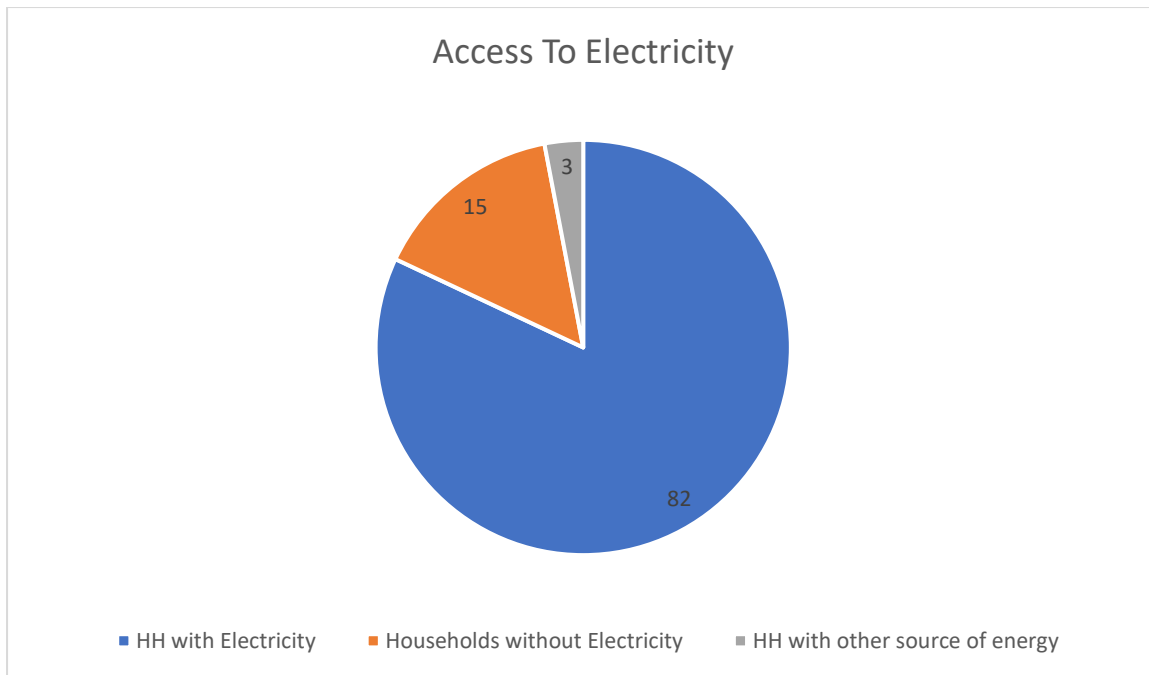


Figure 17: Access to Electricity

Source: Statics SA Community Survey, 2016

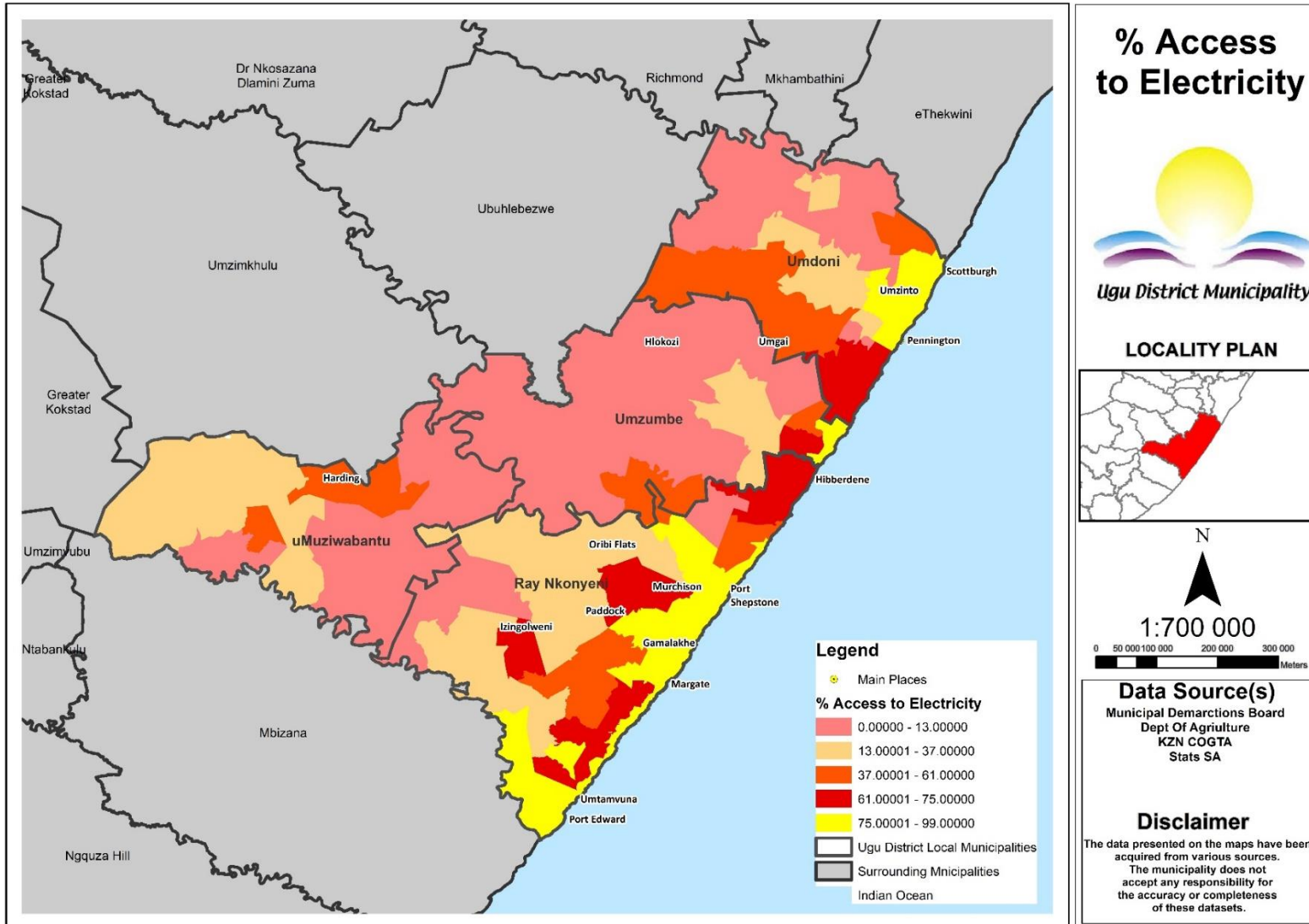
The Department of Energy (DoE) is responsible for the funding of all prepaid electrification which is mainly in Eskom's rural areas of supply. In terms of commercial development, it was stated in the Ugu Infrastructure Audit that generically, a commercial development "will not have infrastructure built for them until such time as the relevant developer makes a financial commitment. This indicates that current electricity infrastructure is not sufficient to support future commercial development within the Ugu District and will require financial commitment from the investor themselves.

3.6.15.3 Alternative Energy

With regards to alternative energy, it is clear from the Community Survey 2016 data that there is still very minimal use of alternative energy within the households with electricity being the preferred energy. Many strides have been taken to promote the use of sustainable alternative sources of energy. One of those have been sustainable solar lighting packages 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 R2 500.00 includes two lights and cell phone charging. A more comprehensive package costed at R14 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.

Map 19: Bulk Electricity

Map 20: Access to Electricity



Source: Ugu GIS, 2022

Inline with the Basic Service Delivery and incorporate with sector Department the District Municipality indicate the Eskom Infrastructure and Development Plan that was presented in the IDP Representative forum held on the 08th March 2023, by Eskom representative below table shown:-

3.6.15.4 Eskom Implementation Plan-Projects

	Project Name	Status	Project Category	Planned Completion Date
1	Umkomaas 132 kV SS Est	DRA	DC	2027
4	Mtwalume 88/11kV ATS Rep	CRA	Refurb	2025
3	Hibberdene SS 11kV Turn in lines and feeder split	Pre CRA	Strengthening	2026
4	Ramsgate 88/11kV Indoor Breaker Replacement	DRA	Refurb	2026
5	Plains 88/11kV SS Refurb	ERA	Refurb	2025
6	Ariadne Kenterton Line Estb	CRA	Strengthening	2027
7	Kenterton 22kV feeder Est	CRA	Strengthening	2027

3.6.16 Telecommunications

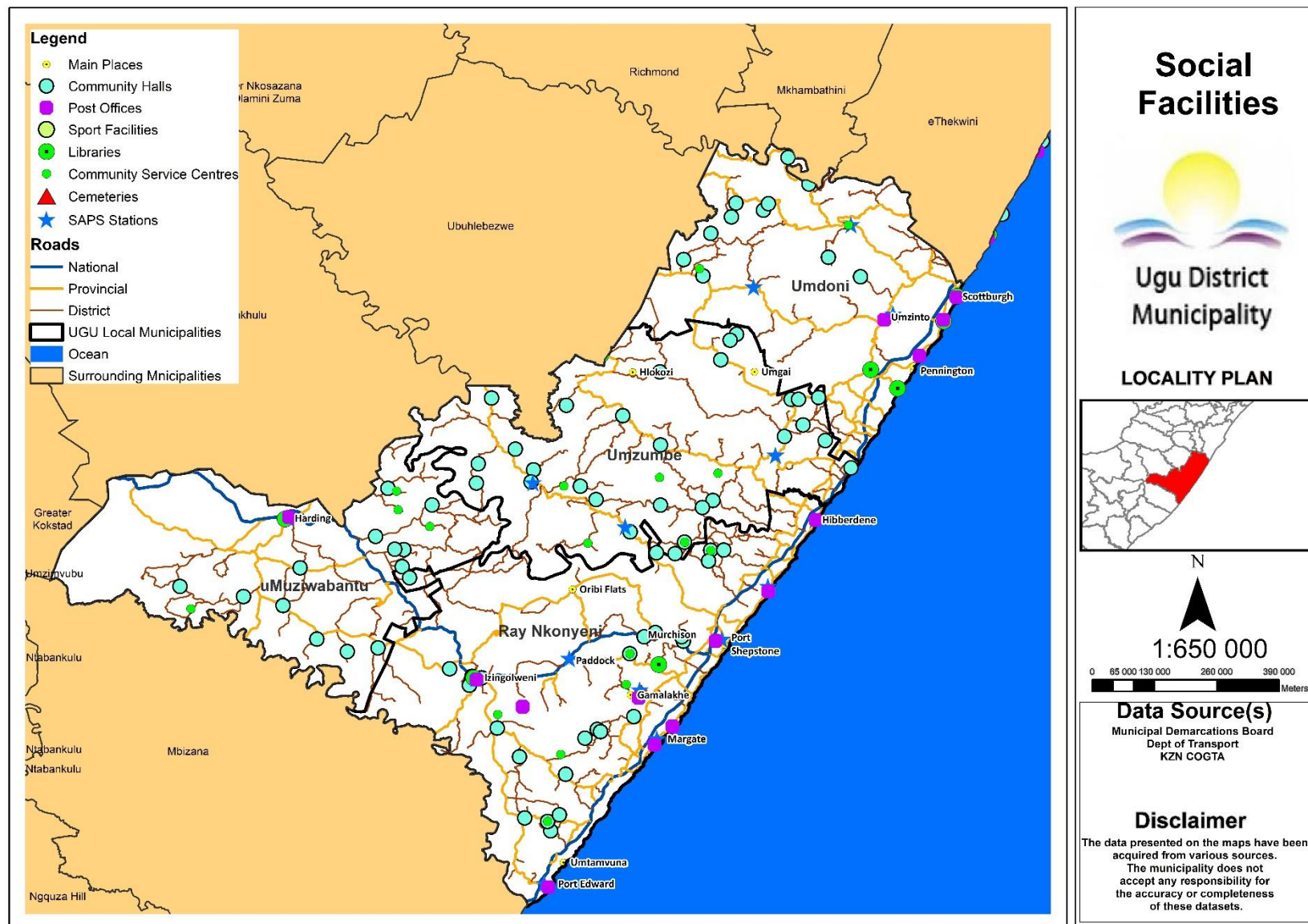
Telecommunications data is not easily accessible for the district especially regarding the infrastructure on the ground. Whilst no detailed indication of fixed line or broadband services was available, it has been noted that broadband services are limited and only available in major centres. In response to this need, the Ugu DM has initiated a broadband project for the region.

3.6.17 Access to Community Facilities

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

In terms of health care facilities, there are about 75 structures which range from a Mobile Clinic to a regional hospital. The Ugu District area of jurisdiction with regards to Primary Health Care (PHC) facilities has two community health centres, 15 mobile clinics and 53 clinics with the greatest number of these facilities being concentrated in Ray Nkonyeni Municipality having four of its facilities functioning as 24-hour clinics located in Gamalakhe, Izingolweni, Gcilima and Ntabeni. With regards to physical educational infrastructure, there are 519 registered public and independent ordinary schools in the Ugu District of which 492 are ordinary public schools, 16 are ordinary independent schools and 3 are special needs schools and 8 are Pre-primary schools.

There are 29 libraries in Ugu District area of jurisdiction which are largely concentrated in the Ray Nkonyeni Municipality; however, there is at least one library in each local municipality. There are only two museums both located in the Ray Nkonyeni Municipality. There is a reasonable spread of sport fields in the Ugu District area of jurisdiction with over 50 fields across the district. The civic centres are only limited to the predominantly urban municipalities and are only three, which are: Port Shepstone, Umzinto and Scottburgh Civic Centres. There is, however, a wide distribution of community halls across the district which are 47 in total. There are 14 police stations spread across in the district.



Source: Ugu GIS, 2022

Map 21: Community Facilities

3.6.18 Human Settlements

The South African Constitution (1996) names access to adequate housing as a basic human right and as a government department mandated to carry out the roll out of adequate housing, the Department of Human Settlements has its work cut out for itself. Through various partnerships and other government departments supporting the cause. Though in recent years there has been a shift as far as focusing on housing as the product but rather taking on a more holistic view as far as sustainable human settlements, where citizens benefit from housing situated in favourable locations, near the necessary amenities such as healthcare facilities, police stations, recreational facilities etc. these human settlements are also required to come equipped with the necessary infrastructure including water and sanitation, electricity, a well-maintained and accessible road network etc.

Though the UGU District contains four local municipalities, the pattern of a densely-populated coastline with a sparsely populated hinterland is the overlaying theme and thus the delivery of sustainable human settlements must be planned to address these developmental imbalances. To ensure the vision of sustainable human settlements is fulfilled it is important that all stakeholders' plans align accordingly including that of the district to provide water and sanitation services.

3.6.18.1 Housing Need

There are two main ways of determining housing demand/need within municipal areas. The first method uses census statistics. The housing backlog estimates based on census data takes into account both the population residing in informal settlements, and the creation of housing opportunities for those in inadequate formal shelter, such as outhouses, shaky mud structures or under conditions of overcrowding. The number of beneficiaries identified through project identification should be treated as an interim measure while the municipality prepares a housing list. The data derived from the housing list will complement this data.

3.6.18.2 Informal settlements

The Informal Settlement Eradication Strategy for KwaZulu-Natal (2011) identifies Ray Nkonyeni Municipality as one of the 15 strategic priority areas for strategies and plans to address informal settlements. It identifies four informal settlements and suggests that approximately 4 483 households reside in these areas. The areas being:

- ☐ Bhobhoyi Phase 2 with 1100 households.
- ☐ Louisiana with 1000 households.
- ☐ Masinenge with 1542 households.
- ☐ Mkholombe with 1600 households.

However, the municipality has been very progressive in the eradication of informal settlements. The Municipal strategy predominantly aims at providing new Greenfields housing developments near the current informal settlements.

3.6.18.3 Rural Housing

Rural housing projects are at different stages from construction to planning (see chapter 5). Implementation and completion is dependent upon Human Settlement Grant funding from the Provincial Department of Human Settlements (annually). Rural housing projects are implemented mainly on communal land and are based on functional land tenure rights.

3.6.18.4 Gap Housing

The gap housing market comprises people who typically earn between R3500 and R10 000 per month, which is too little to enable them to participate in the private property market, yet too much to qualify for state assistance. It is difficult to estimate precisely how large the demand for the gap-housing product is, as it fluctuates with interest rate changes and employment levels.

3.6.18.5 Greenfield housing

In addition to the eradication of informal settlements and rural housing projects, the Municipality is also implementing a number of greenfield housing projects. Many these are urban and will contribute significantly towards addressing the housing backlog as it affects both the low income and middle-income communities.

3.6.18.6 THE HUMAN SETTLEMENT DEPARTMENT ESTABLISHING PRIORITY HOUSING DEVELOPMENT AREAS

The approved areas are as follows:

a) Greater Port Shepstone N2/R102 Corridor PHDA

This area is described in the North by the water course separating Southport and Sea Park (Ward 16) till National Road (N2), coming South along N2 (towards Louisiana) till Umtentweni river and move along inland (North East direction) on the centre of the Umtentweni river (Ward 15 Louisiana) excluding Cabhane in KwaMadlala Traditional Area but including privately owned properties and the Maristella Church properties on the south of Umtentweni river joining St Faith Road. St Faith Road towards Louisiana township coming across the Umzimkhulu river covering part of Wards 12, 18, 17, 23, 21, 22 and portions of 32, 20 and 3

b) Cluster 4: Gamalakhe Nositha

This area which starts at P200/Ray Nkonyeni road intersection towards Gamalakhe township. In Ward 26 to include Thembalihle, Mpovuza area towards Masimula area. In Ward 25 to include Masimula area. Wards 5, 27 and 28 areas included up till intersection of Oatlands and Nositha Road coming east towards P200. Oatlands Road and P200 intersection back to Ray Nkonyeni/P200 intersection.

MUNICIPAL INFORMAL SETTLEMENT UPGRADING PROGRAMME under RAY NKONYENI MUNICIPALITY:

Conventional informal settlements ('in-situ') upgrading entails the re-development of an informal settlement in a comprehensive and relatively complete fashion in respect of housing, tenure and infrastructural services. Relocations may affect only a portion of settlements or the entire settlements

and may be temporary (e.g. to a temporary relocation area) or permanent (i.e. to another green-fields project site). Whilst temporary 8 relocations of the settlement may be inevitable, and permanent relocations of some residents might also be inevitable, the relocation of entire settlements, should be undertaken as a last resort and in special circumstances (e.g. material health and safety risks to residents) given the significant negative impact on residents typically flow from such wholesale relocations. The table below outlines the informal settlements in the RNM, together with the total area and estimated number of structures. The actual number of structures was based on fieldwork exercise that was undertaken.

MUNICIPALITY SETTLEMENT NAME AREA (HA) STRUCTURES (RFQ ESTIMATE) STRUCTURES (ACTUAL)*

Ray Nkonyeni Louisiana 7,60 190 416 Masinenge 14,76 650 1 557 Mkholombe 33,78 939 2 400
Paddock 0,93 51 101 SUBTOTAL 57,07 1 830 4 474

As part of the Human Settlement Implementation Plan, following sites were identified for Social Housing (Rental) within the 5 year Provincial Department of Human Settlements Roll Out Programme within the Ugu District Municipality

The following sites were identified for Social Housing (Rental) within the 5 year Provincial Department of Human Settlements Roll Out Programme:

PROPERTY DESCRIPTION	EXTENT	CURRENT ZONING	INTENDED REZONING	POTENTIAL YIELD
Lot 26 of 4939 , Marburg	24.264 ha	Residential only 5	Residential High Impact 3	1213 units
Lot 29 of 4941, Marburg	11,234 ha	Residential only 5	Residential High Impact 3	936 units
Erf 1675. Uvongo	1.4925 ha	Residential only 5	Residential High Impact 3	124 units
Total			2273 housing opportunities	

3.6.19 Basic Service Delivery & Infrastructure SWOT Analysis

The Service Delivery and Infrastructure Development SWOT analysis are summarised below.

Table 46: BSD SWOT Analysis

Strengths	Weaknesses
□ The coastal strip has good access to basic services □ Infrastructure Grant Expenditure availability to speed up backlog eradication □ Availability of fresh water resources (plans to undertake / implement regional schemes) □ Good road infrastructure already in place □ Even spread of community facilities (reasonable access across the district)	□ Inadequate maintenance of infrastructure (reservoirs) □ Aged water and sanitation infrastructure □ Lack of capacity of key treatment plants □ Historic haphazard infrastructure development in rural areas □ Basic services backlog concentration in the rural areas □ Below minimum standards No, Blue, and Green Drop scores □ Poorly organised waste minimisation and lack of integrated recycling system □ Limited access to public transport □ Outdated Integrated Transport Plan □ Limited telecommunications data for analysis □ Informal settlements □ Illegal Connections
Opportunities	Threats
□ Alternative water sources □ Alternative energy	□ Natural adversities such as droughts and flooding □ Urbanisation and rural population outmigration □ Immigration – the district is the Eastern Cape gateway to KZN, the arrival of people seeking better opportunities often further burdens the already stretched infrastructure.

AUDITOR GENERAL FINDINGS Basic Service Delivery KPA		
2021/2022 FY		
Issue Requiring Attention	Action Required	Remedial Action
Umbango Wastewater Treatment Works	• Refurbish 7 out of 9 Aerators to improve aeration capacity (hence the Suspended Solids Carry over was occurring because of aeration limitations) • Replace all damaged cables in the Aeration Basins • Refurbish Motors and Gearbox in the 3 Clarifiers • Refurbish Return Activated Sludge pumps that were submerged due to Flooding in the Wastewater works. • Repair all Drying beds that were damaged as a result of recent floods	With the refurbishment completed there are notable improvements in the results of the Plant although it is common knowledge that it takes a while for a plant to effectively treat sewer after the commissioning as the biological situation would have deteriorated to the levels the plant was in
Water Services Development Plan	• Revise/update the WSDP and ensure the legislated requirements as prescribed by Section 13 of the Water Services Act are included therein. • Report annually on the status of implementation of the WSDP	Due to inadequate technical capacity within the Water Services Authority Unit (WSA), the municipality is in the process of sourcing an external professional technical support from Department of Water and Sanitation and COGTA in order to assist in the review the 2021/25 Water Services Development Plan.
Lack of budget and expenditure for maintenance	The Council and senior management at the municipality should promptly develop an action plan to address the issues of repairs and maintenance. The action plan should include, but not be limited to, the following: • Determine alternate funding sources which the municipality may be utilised to improve the repairs and maintenance of infrastructure. • Collaboration with other tiers of government (Office of the Premier, CoGTA, Department of Water and Sanitation, Treasury, Department of Fisheries, Forestry and the Environment) on the current state of municipal assets.	Consider processing applications to COGTA and DWS for further funding

	- Consider whether the current staff within the water services unit are being effectively utilised in delivering on repairs and maintenance. - Consideration should further be provided to capital expenditure on new projects, given that existing current infrastructure was observed in a poor state and poses a risk that new infrastructure may follow a similar trend. In the development of water schemes, whereby infrastructure is interdependent on each other, and new infrastructure may be reliant on existing infrastructure, inadequate maintenance may result in the scheme not operating as intended. - The action plan should have a definitive timeline, be stringently monitored and assigned to a senior official at the municipality.	
Delayed implementation of flood relief projects	- Obtain the reasons from the NDMC for water and sanitation projects which were included in the Municipal Disaster Response Grant submission and not approved. - Determine alternate funding sources which the municipality may utilise to undertake the flood damaged water and sanitation infrastructure projects. The reprioritisation of municipal funding, including grant funding, may be considered with the necessary approvals. Flood damaged infrastructure projects should be prioritised in terms of the municipality's budgeting process. MFMA Circular 116 dated 26 April 2022 provides sources of funding in order for municipalities to respond to a disaster.	Management has fast tracked SCM and currently monitors the project on the ground. Engage actively in following up with the funder on the release of additional funds

	- Engage with the Provincial Disaster Management Committee to seek other possible funding sources for the flood damage projects. - Budget for disaster response through threshold percentages as outlined in Section 7.7.1.2 Disaster response and recovery of the South African Disaster Management Framework (2005)	
Scottburgh Wastewater Treatment Works	- Engage with the Department of Water and Sanitation (as the responsible authority) and submit the required documentation in order to obtain a water use license for all unlicensed WWTW's including the Scottburgh WWTW. - Submit the required documentation for a coastal discharge permit as contained in the latest Coastal Waters Discharge Permit Regulations (2019), which is issued in terms of Sections 83(1)(g), (h), (k) and (r) National Environmental Management: Integrated Coastal Management Act.	Follow up on the water use licence process.
Monitoring and recording of water tankers	- Implement a process to record the mileage for each of the hired water tankers at the start and end of each day. This information should be utilised to determine whether the mileage claimed by the service provider reconciles to the municipality's records. - Ensure all drivers have copies and complete the daily log sheets. - Institute a process for reconciling all deliveries to the water tanker programme to ensure all areas were provided with water. The outcome of this may be utilised to inform future	

	scheduling and prioritisation of water delivery. • Ensure hired water tankers operate for the contractually agreed duration in order to maximise the water delivery. • Ensure supervisors review and approve the completed log sheets, evidenced with signatures. The returns to be compared to the tracking reports to validate the accuracy thereof. Supervisor should follow up deviation to corroborative evidence.	

3.7 LOCAL ECONOMIC DEVELOPMENT

The GDP R-Value for the Ugu District remains lower than what it was in 2018. It is however, predicted to increase in 2023. This is not surprising as the Ugu District's GDP sharply declined in 2020, as provincially it was one of the district economies most affected by the pandemic and related-responses. In addition, despite GDP growth in 2021, there has been decline in 2022, which could be attributed, in part, to the impact of the July 2021 unrest, March 2022 floods, and the ongoing energy and water instability experienced in the district. The Ugu economy exists within the broader socio-political-economic context and therefore the state of the global economy in 2021 and 2022 also, does to some extent, impact the State of the SA, KZN and Ugu District economy.

The Ugu economy, however, has shown signs of recovery generally and with concerted effort through planned interventions it is envisaged that 2023 could potentially witness a return to prepandemic levels. The economic growth sectors in Ugu District pre-covid were: Mining and Quarrying, transport, storage and communication, community, social and personal services, construction and wholesale and retail trade, catering and accommodation. Post-covid there are quarter-to-quarter inconsistencies across and within these sectors with regards to their growth provincially. Agriculture, forestry and fisheries, retail and wholesale trade, accommodation and catering provincially are the greatest growth sectors. The unrest in July 2021 negatively impacted the wholesale and retail trade, catering and accommodation sector considerably in the Ugu District and KZN province:- therefore the sector not only had to recover from the pandemic but also unrest.

The floods in March 2022 negatively impacted the utilities, agriculture sector and informal economy (retail/trade) substantially – therefore these sectors not only had to recover from the pandemic, but also the floods experienced.

At the onset of the Covid-19 pandemic government came up with a response which included four main pillars:

- First pillar: the health response;
- Second pillar: the vulnerable, both economic and social response; ➤ Third pillar: compliance with disaster regulations and ➤ Fourth pillar: the economic recovery response.

In addition to the four pillars, the KZN government broke down the economy recovery into fourteen sectors as part of the social compact for economic recovery. The social compact set out priority objectives for each sector and provided commitments by each partner towards achieving the objectives. Cutting across the sectors radical economic transformation and the development of rural and township economies was prioritised.

Economic Recovery Plans were developed nationally, provincially and at district-levels throughout South Africa. The Ugu District developed a “Post-Covid Economic Strategy: 2020”, which was implemented and coordinated through the Ugu District Development Model Structure: Economic and Infrastructure Development Cluster. This strategy aligned to the KZN Reconstruction, Growth and Transformation Strategy as well as the District Growth and Development Strategy. Key policy considerations underpinning the strategy included:

- Economic Transformation,
- Spatial Economic Transformation,
- Economic Modernisation,
- Localization,
- Beneficiation and Value Addition,
- Investment Promotion,
- Innovation, Research and Development, and ▪ Robust Public Private Partnerships.

The Ugu Post Covid Economic Strategy 2020 focused on:

- Fourteen strategic thrusts with programmes, projects, partners and time-frames;
- Short-Term & Immediate Relief Interventions which included various red-tape reduction and support interventions, including certain waivers and incentives, for businesses and investors, and
- Catalytic Projects: which included twelve projects.

It is two years since the Ugu Post Covid Economic Strategy was developed, and this necessitates a review of the original plan. This review aims to:

- ✓ Provide the state of the district economy in 2022, with predictions into 2023, and economic targets for 2027 (5 years) and 2030 (10 years); as well as economic recovery strategic interventions which are relevant, and appropriately aligned to existing policy, plans and strategies, so as to achieve Ugu District's inclusive economic growth goal.

The Ugu Reviewed Recovery Plan comprises:

- Firstly, a situational analysis,
- Secondly, the reviewed plan, and
- Thirdly, catalytic projects.

The situational analysis focuses on

- key socio-economic indicators pre- and post-covid, so as to have an understanding of trends prior to the pandemic, the impact of the pandemic with regards to those indicators and the current state of the economy.
- the impact of the July 2021 unrest and the March 2022 floods experienced in the Ugu District;
 - the changed government relevant macro and micro-context to ensure alignment of the strategic interventions proposed: these being:
 - Improvements to LED functionality in the Ugu District¹ and the need to align in terms of the National LED Framework pillars being central to economic development strategies in the district and local municipal level -: and linked to that alignment a common, shared understanding of a working definition of LED, and alignment of the clearly defined roles and responsibilities of the key government stakeholders in the LED space: Ugu District Special Purpose Vehicle, District LED and Local Municipal LED, and
 - The Eastern Seaboard/African Smart City Priority Programme, which was pronounced by the President in November 2021, followed by a gazettelement of the region as a regional development area, institutional arrangements set up and various plans, strategies and projects being prioritized.

The Ugu District economy had a growth rate of 1.2% between 2016 and 2019, and generated a total of R47.4 billion in Gross Domestic Product (GDP). The district area employed 138 335 people, with the largest employer being wholesale and retail, trade, catering and accommodation (including tourism) sector. The sector with the highest comparative advantage was agriculture, forestry and fishing sector.

The district council has now officially adopted the Local Economic Development Recovery Plan at its Council on the 25th of May 2023.

¹ Arising from an assessment of LED functionality in the district which identified weaknesses such as lack of clearly defined roles and responsibilities between the Special Purpose Vehicles, District and Local Municipalities. The need to have a grounded framework for the different LED levels/stakeholders resulted in the National LED Framework being the foundation for alignment.

3.7.1 Municipal Comparative and Competitive Advantages.

3.7.1.1 Ugu District Spatial Features: Advantages

Table 47: Spatial features

Advantage Type	Advantages
Location Advantages	Borders the Eastern Cape: Ugu is the gateway to the eastern cape. Integration with South Durban Basis: Providing downstream linkages of businesses in the district as well as opportunities from spill-over developments. Primary Corridor Linking Durban and Port Shepstone. It has been identified in the PSEDS as a primary development corridor in the province and is earmarked as an economic growth corridor.
Natural Advantages	Sub-Tropical Climate: Making Ugu the provinces top producer of agricultural produce such as bananas, and macadamia nuts. Beautiful and safe swimming beaches: 112kms of coastline, with many swimming beaches formed around sheltered lagoons. Marine Life: Two of the country's top dive sites (Aliwal Shoal and Protea Banks), and sardine run spectacular marine natural event. Two dramatic gorges: Oribi Gorge & Umtamvuna Gorge.
Resource Advantages	Good Quality Limestone With two quarries in Oribi Area.
Infrastructural Advantages	Well-developed economic infrastructure in terms of roads, highways, railways, airport, electricity and telecommunications. The well-developed road/transport infrastructure/network provides the area with a competitive advantage as it enables economic activities and economic development across economic sectors: agriculture, forestry and mining, trade and services, manufacturing, and tourism within the district and between the district and other areas. The district has national, provincial, district and local roads. The National Freeway, N2, links the district to the eastern seaboard both north and south, to eThekweni the industrial hub of the province in the north, the Eastern Cape in the south and inland to Kokstad in Harry Gwala District. The

	N2 within Ugu District is part of the National Spatial Development Framework and Provincial Growth and Development Strategy Plans as follows: ➤ National Spatial Development Framework's Coastal Transformation Corridor which comprises the towns of Port Shepstone, Margate, Port Edward, Kokstad in KwaZulu Natal and Mthatha, Butterworth, Buffalo City, Grahamstown and Nelson Mandela Bay in the Eastern Cape. ➤ The Provincial Growth and Development Strategy provides a gateway to the Eastern Cape economy through the N2 currently via Kokstad on a Priority 2 Corridor (to Ixopo towards PMB, to Port Shepstone and up the N2 to Durban and Richards Bay and to the N3 via Underberg towards Johannesburg). The existing basic airport infrastructure provides relative competitive advantage and a base upon which potential future investment and development could be undertaken which would enable increased economic activity, and therefore economic growth and development for the district as a whole. In addition the Durban International Airport's move northwards provides potential to increase the value of Margate Airport for economic activities across the various sectors. The existing railway infrastructure provides relative competitive advantage, as it provides a base upon which potential investment and development could be made which would provide further economic activity linkages within the district and between the district and other areas. Although no formal sea access/seaport exists in the district the potential exists for the development of sea access/seaports. 2. High percentage of water and sanitation infrastructure coverage, although substantial is ageing, with maintenance and replacement challenges.

3.7.2 Ugu District Comparative Advantage

The location quotient indicates the comparative advantage of an economy. The location quotient on a local level is calculated as the percentage contribution of a sector to the GDPR divided by the percentage contribution of the same sector to the aggregate economy (GDPR) in this case, the province of KZN. A location quotient greater than 1.2 is indicative of a high comparative advantage.

The Ugu District Municipality has its highest comparative advantage within the agricultural, forestry and fishing sector. At Local Municipal level all have comparative advantage within the agricultural, forestry and fishing sector but there are variations with regards to other comparative advantage sectors: as indicated in the following table:

Table 48: Ugu Economic Sectors

Sector	UGU LQ	UMDONI LQ	UMUZIWABA NTU LQ	RNM LQ	UMZUMBE LQ
Agriculture, forestry, fishing	4,2	11,8	6,5	5,0	3,2
Mining & Quarrying	0,1	0,0	0,2	0,1	0,1
Manufacturing	1,1	1,6	0,9	1,0	1,0
Electricity, gas & water	1,1	1,6	0,7	1,2	1,0
Construction	1,2	2,0	1,3	1,3	1,3
Wholesale & retail trade, catering & accommodation	1,1	1,6	1,1	1,1	1,4
Transport, storage & communication	1,1	1,9	1,2	1,3	1,2
Finance, insurance, real estate & business services	0,7	0,9	0,5	0,6	0,7
General Government	0,9	1,7	1,1	1,0	1,0
Community, social & personal services	1,3	2,0	1,2	1,3	1,3

Source: Ugu LED

With regards to Kwazulu-Natal district-level industrial hubs the Ugu District has been identified as a perishables hub based on comparative advantage. Research was undertaken to identify comparative advantages within the province for each district and different hubs recommended based on the research and to prevent competition between districts. The research further categorized sectors as indicated below:

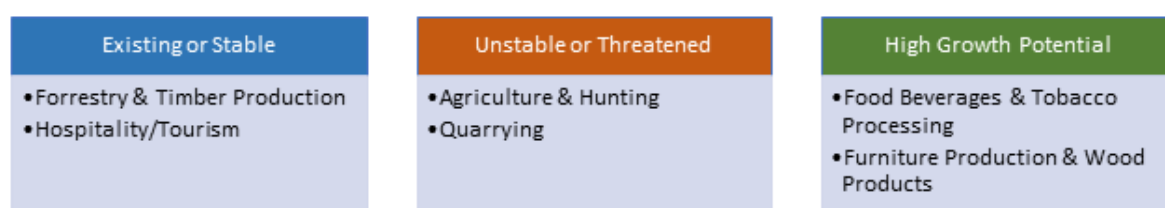


Figure 18: Status of Sectors

Forestry & Timber Production

Ugu has extensive forestry plantations and saw-mills in the Harding area. This sector has a high location quotation and has averaged 3% GVA growth over the past three years

Hospitality/Tourism

Despite the airport relocating north of Durban, Ugu continues to remain a premier domestic tourism destination.

Agriculture & Hunting

Although this sector has averaged positive growth over the past ten years there are significant threats to future growth. To the extent that Ugu's comparative advantage was derived from sugar cane, lowering crop yield and regional competition may strip the district of this comparative advantage.

Quarrying

The industry is largely monopolized by two companies and the potential for expansion based on the current status quo is relatively low.

Food Beverages and Tobacco Processing

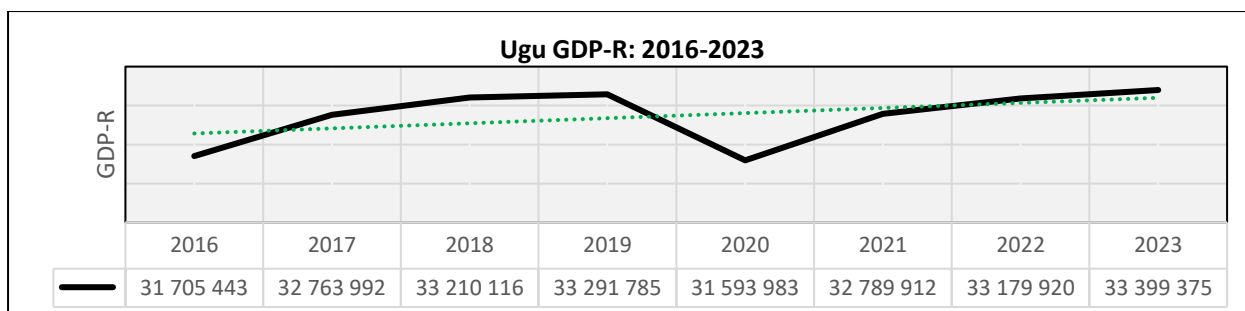
This is a dynamic and steadily growing (around 3%) sector and contains a number of smaller newer companies in the district.

Furniture Production and Wood Products

Although growth has been almost stagnant in the production of wood products, the manufacturing of furniture has been growing relatively steadily over the period. As indicated briefly, the Ugu District has numerous competitive and comparative advantages which should be considered in economic planning and decisions, in order to strategically target interventions to maximise economic growth, transformation and development.

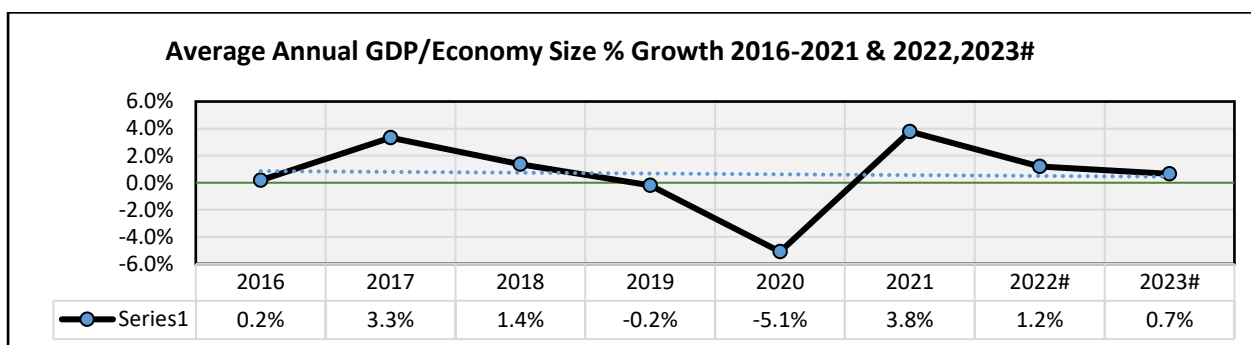
In 2019, the GDP-R (rand value) for the Ugu District was R33 291 billion (National Treasury = R47.4) and in 2021 it was R32 789 billion. The GDP-R in 2022, despite being higher than in 2020, remains lower than what was recorded in 2018, however an increase in GDP-R is predicted for 2023, as the overall trendline is one of increase/growth.

Therefore, the size of the Ugu economy is smaller than it was in 2018, but it has steadily grown since the 2020 pandemic shrinkage, and is predicted to continue to steadily grow.



StatsSA, 2021 & Estimated (Actual – April 2021-Dec 2021)

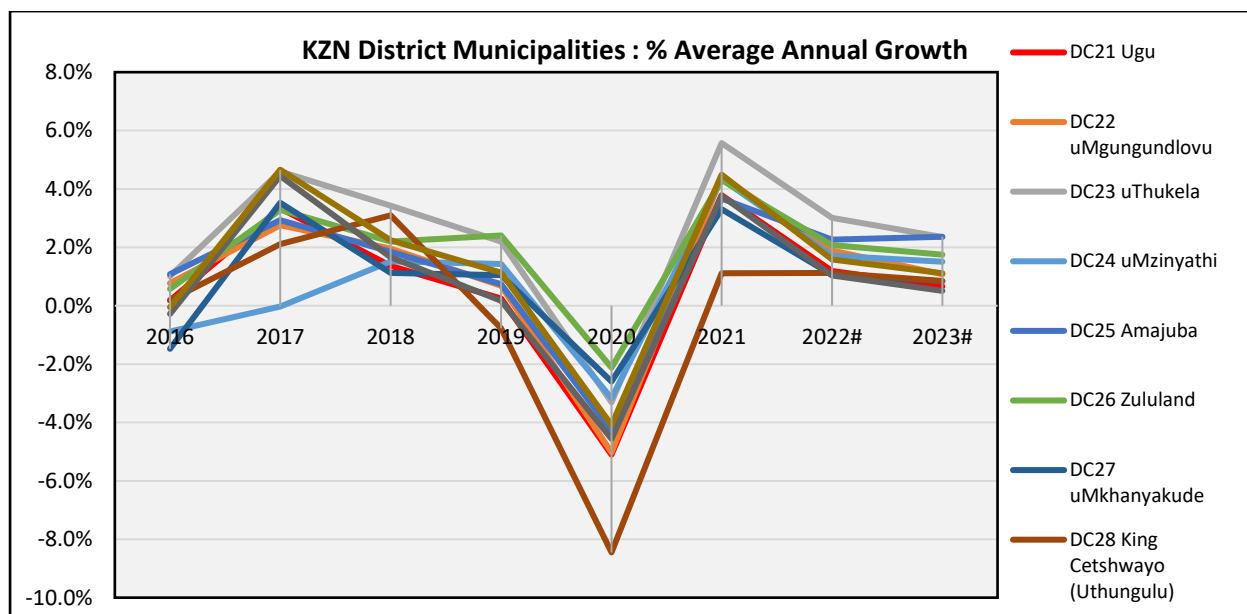
The Ugu district economy grew at an average of 1.2% per annum between 2012 to 2019, which was higher than KwaZulu-Natal's GDP growth rate of 0.8%. The period between 2017-2019 however, there was GDP % decline, with substantial % decline in 2020, with Ugu's % decline being one of the largest in the province.



StatsSA, 2021 & Estimated Predictions

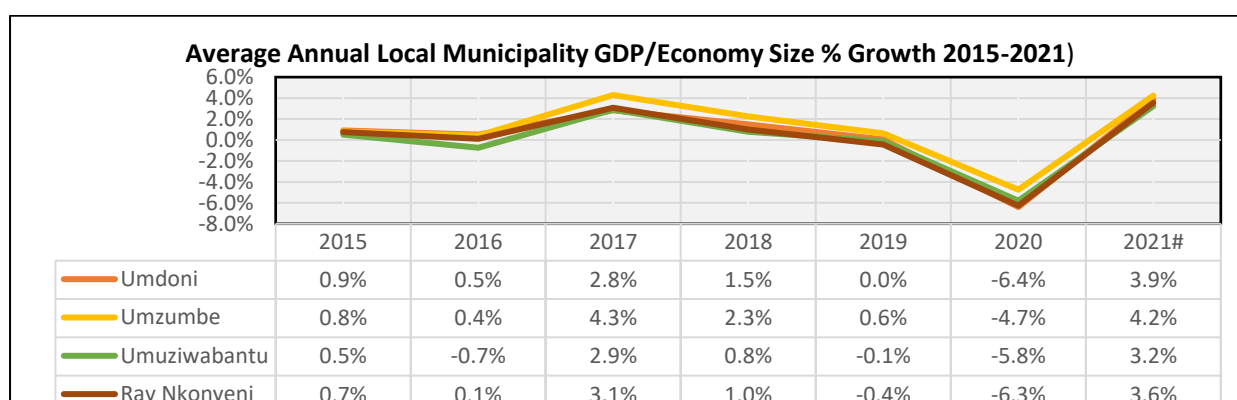
For the Ugu economy:- 2021 was a year of substantial GDP % growth, exceeding 2017's percentage growth, and indicating a rapid recovery from Covid-pandemic. It is however, predicted that 2022 Ugu's GDP % growth will be less than 2021, followed by continued decline in percentage growth in 2022 and 2023 – although the economy will continue to grow slightly.

Post-covid percentage average annual GDP growth across all the districts in the province of KwaZulu-Natal have followed a similar trend, although of differing extents, of decline and recovery. To note: Ugu experienced one of the greatest percentage decline/shrinkage in 2020.



StatsSA, 2021 & Estimated (Actual – April 2021-Dec 2021)

The local municipalities within the Ugu District have followed a similar trend to the district overall trend in terms of GDP % increase or decrease (growth and decline/shrinkage). The greatest 2020 GDP % decline was experienced by Umdoni (6.4%) and Ray Nkonyeni Municipalities (6.3%), whilst Umzumbe Municipality has shown the greatest % GDP recovery (4.2%).



StatsSA, 2021 & Estimated (Actual – April 2021-Dec 2021)

3.7.4 Main Economic Contributors

The economy in the Ugu District generated around R47.4 billion in GDP in 2019. In terms of the local municipalities in the district the below graph illustrates that 64% of the districts GDP generated is by Ray Nkonyeni Municipality (R29.8 billion), followed by Umdoni's GDP generating 19% of the districts GDP at R8.8 billion, and then Umzumbe contributing 8% with R4.3 billion and Umuziwabantu generating

9% with R4 billion in 2019 (Quantec, Urban-Econ Calculations 2020 taken from National Treasury: Municipal Socio-Economic Profiles).

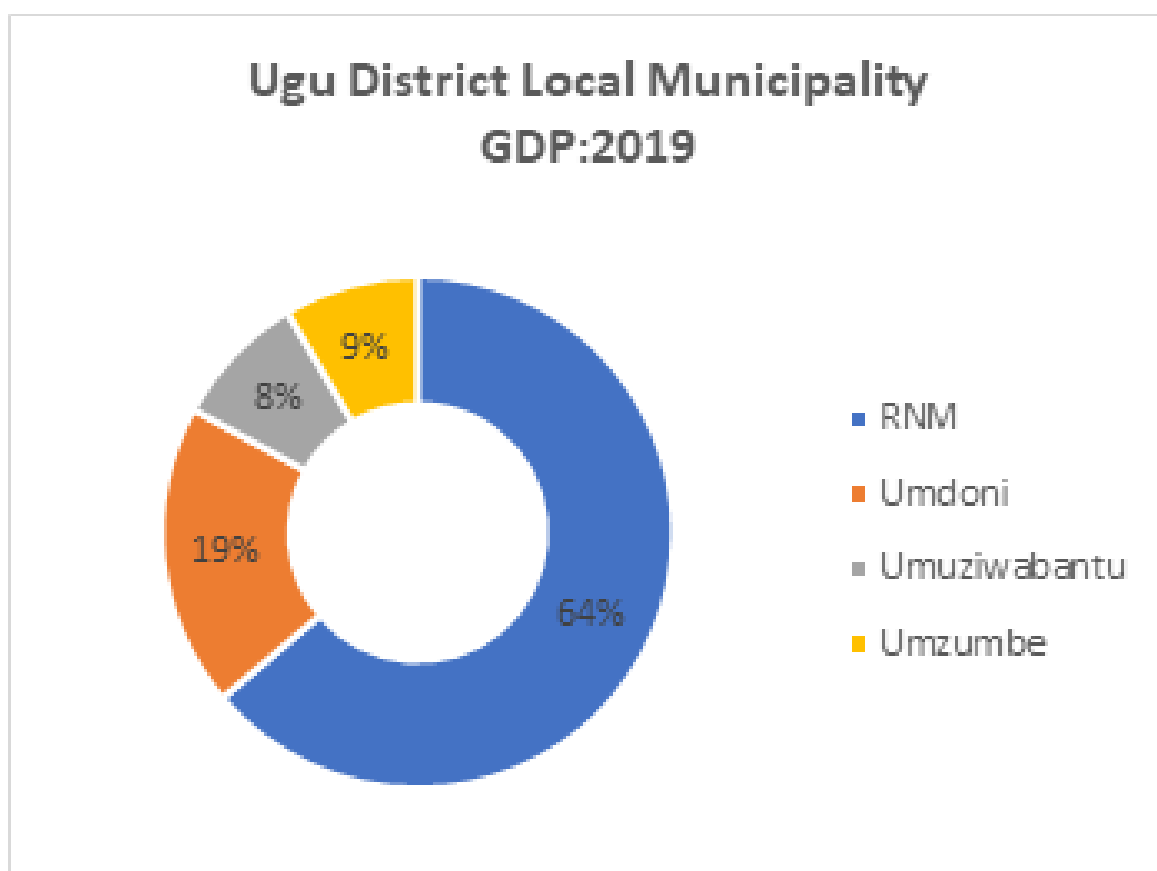


Figure 19: Ugu GDP 2019

Over the period 2012 to 2019, the Ugu economy grew at an average annual rate of 1.2%. Compared to the Kwazulu-Natal Province (0.8%), the Ugu District had a higher average annual growth rate at a district level including all the local municipalities. Within the district family of local municipalities Umzumbé municipality's economy grew at the highest average annual growth rate of 1.18%, whilst Umdoni 's economy has the lowest average economic growth in the district.

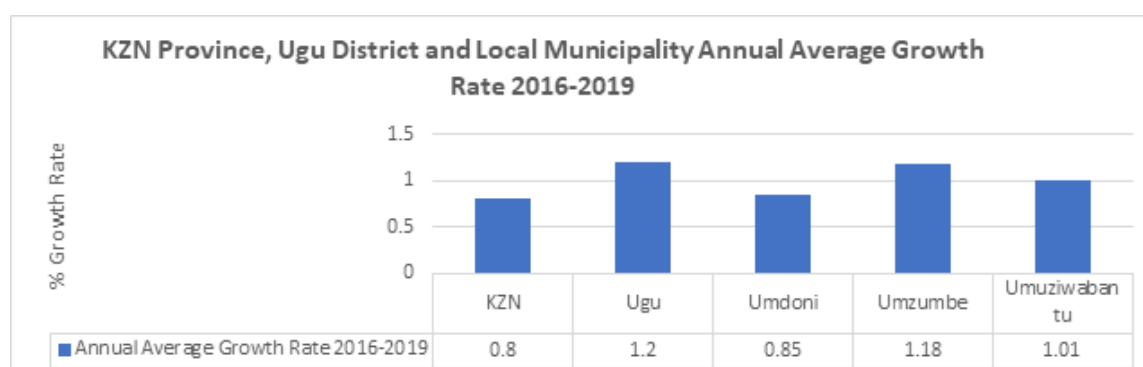


Figure 20: Annual Average Growth

It is estimated that the value of the Ugu economy will grow to around R50.2 billion by 2026.

Graph below, illustrates the size of the economy of Ugu District together with economic growth estimates between 2016 and 2026.

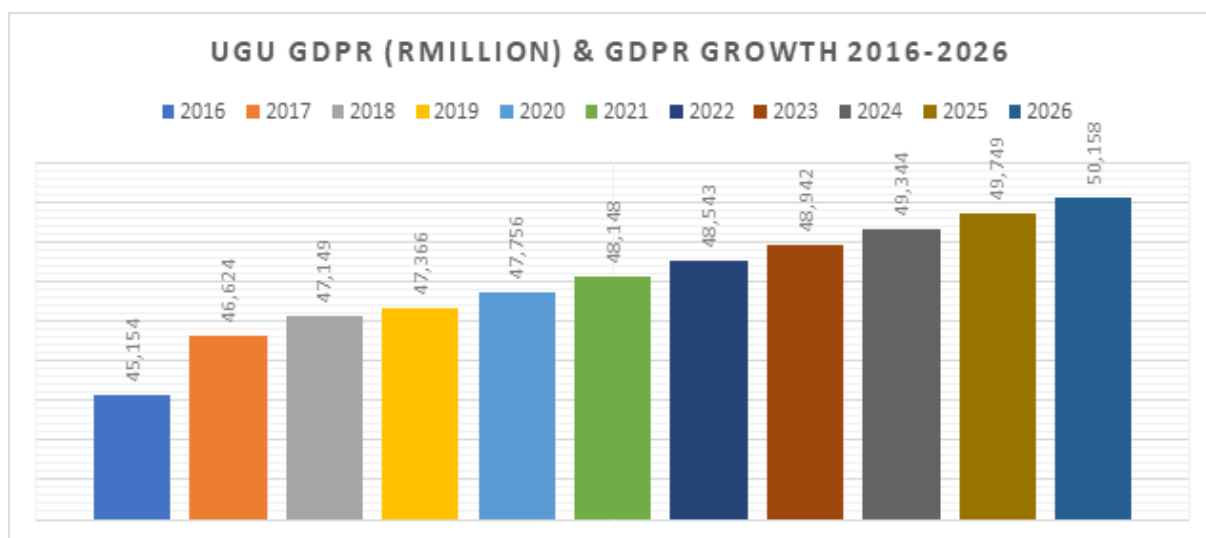


Figure 21: GDP Growth

Source: Quantec, 2020 (National Treasury MSEP)

The following table, Table..., provides the sectoral GDP for the Ugu District in 2019. The three sectors with the greatest GDP R-Value are: Manufacturing, Wholesale & Retail Trade, Catering and Accommodation (Tourism), and Finance, Insurance, Real Estate & Business Services; whilst the lowest are mining and quarrying, electricity, gas and water and construction.

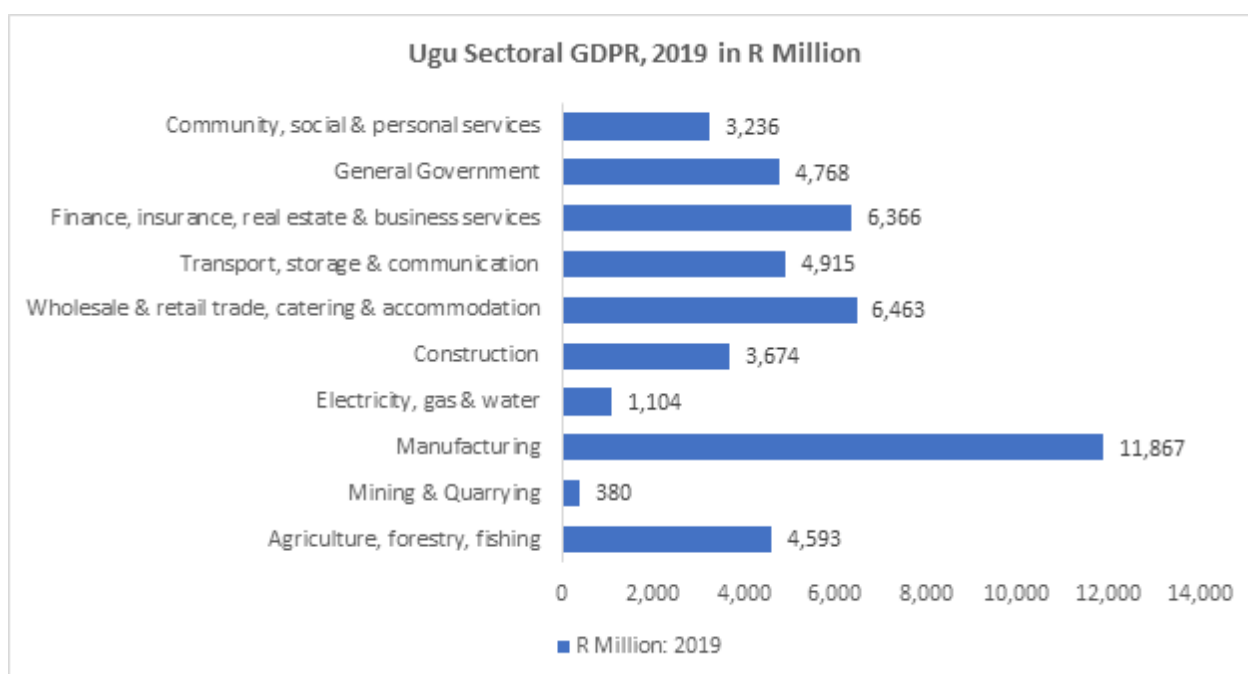


Figure 22: Sectoral GDP

Source: Quantec, Urban-Econ calculations 2020 (National Treasury MSEP)

The graph...below illustrates the sectoral GDP percentage share with the three sectors with the greatest share being: manufacturing, wholesale and retail trade, catering and accommodation (tourism) and finance, insurance, real estate and business services. The lowest sectoral shares being mining and quarrying and electricity, gas and water.

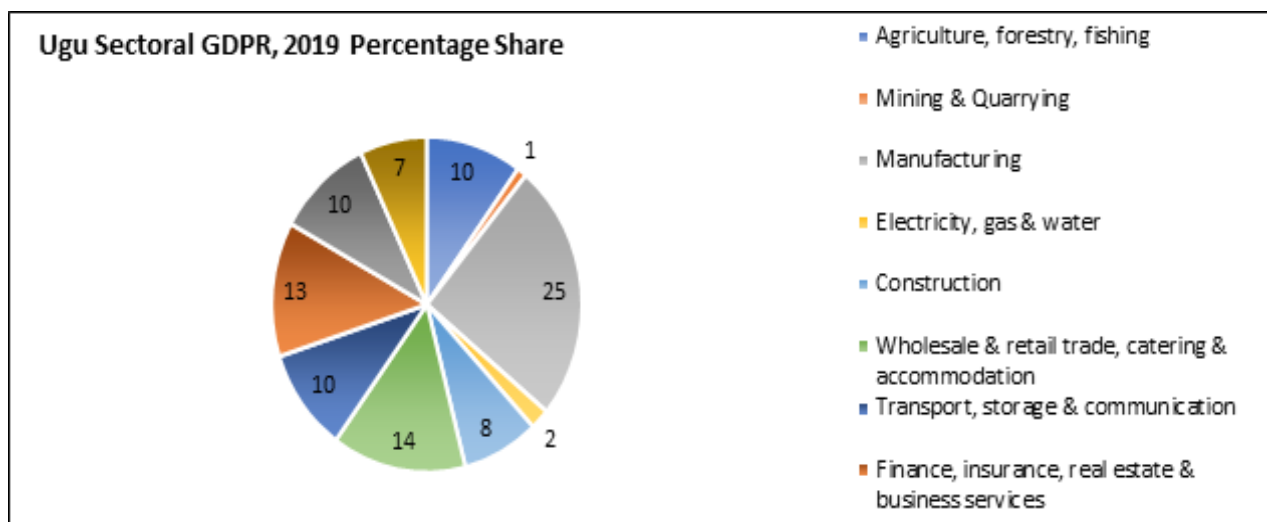


Figure 23: Sectoral GDPR by %

Source: Quantec, Urban-Econ calculations 2020 (National Treasury MSEP)

All sectors, except the electricity, gas and water sector, exhibited average GDPR growth between 2016-2019, which exhibited negative growth of 2.4%. The sectors exhibiting the greatest average GDPR growth for the period 2016-2019 were:

- mining and quarrying (4.7%);
- transport, storage and communication (3.6%);
- community, social and personal services (3.3%); and
- construction (2.5%).

Mining and quarrying, despite its comparatively low percentage share has shown the greatest average growth and therefore is a growing economic sector.

Table 49: Sectoral GDPR

Sector	R Million: 2019	Percentage Share	Average GDPR growth 2016-2019
Agriculture, forestry, fishing	4,593	9,7	0,2
Mining & Quarrying	380	0,8	4,7
Manufacturing	11,867	25,1	1,3
Electricity, gas & water	1,104	2,3	-2,4
Construction	3,674	7,8	2,5
Wholesale & retail trade, catering & accommodation	6,463	13,6	1,9
Transport, storage & communication	4,915	10,4	3,6

Finance, insurance, real estate & business services	6,366	13,4	1,2
General Government	4,768	10,1	0,9
Community, social & personal services	3,236	6,8	3,3
Total	47,366	100	1,7

(Source: Quantec; Urban-Econ calculations, 2020 from National Treasury Municipal Socio-Economic Profiles)

Despite the Ugu economy comprising a number of sectors which make an almost equal contribution to the economy of the district, suggesting a well-diversified economy; at a municipal level, this well diversified economy exists only in Ray Nkonyeni Municipality. The dominance of Ray Nkonyeni is also apparent when considering the distribution of economic activities between municipalities such that it comprises of 75% of business that is found within Ugu District, and accounts for 64.7% of the district GDP (SDF, 2018:53).

The Ugu economy is relatively small in the provincial context and only contributes 4.4% and ranks 7th in the province in terms of GVA per capita.

The graph below portrays the economic growth patterns of Ugu District in comparison to the rest of KwaZulu-Natal for the period 2010 to 2019. Although on a positive side, the growth within Ugu has been on a consecutive slow down since 2017 emulating a similar trend to KZN.

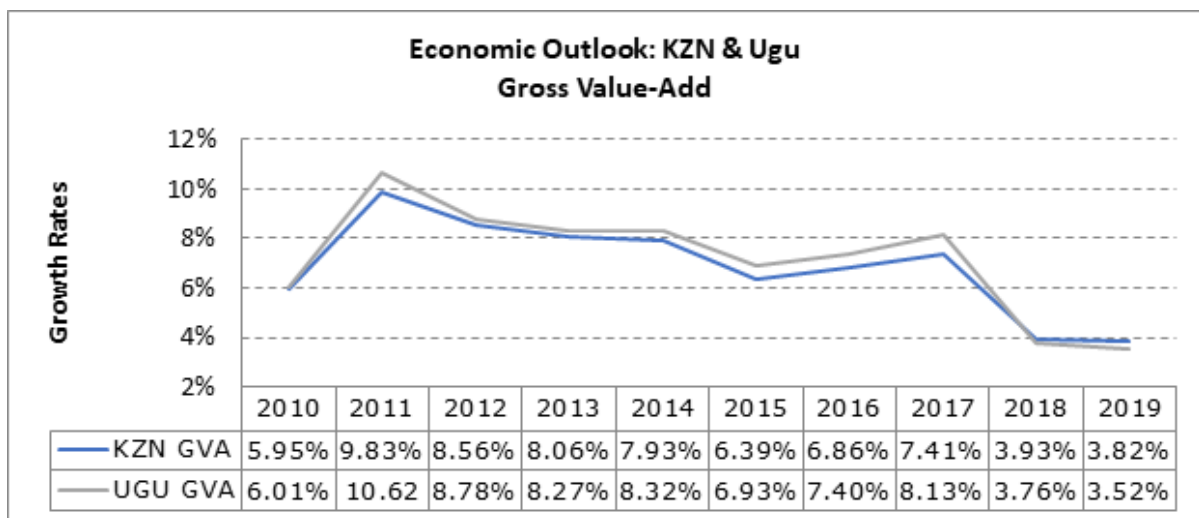


Figure 24: KZN and Ugu GVA

The graph below illustrates the key sectoral drivers of the district and their share or contribution to the district economy. The greatest contributor towards GVA in the district is General Government which contributes 17.1%, followed by Wholesale and Retail Trade, Catering and Accommodation contributing 16.8% (including Tourism) and then followed by Manufacturing which contributes 16.3%.

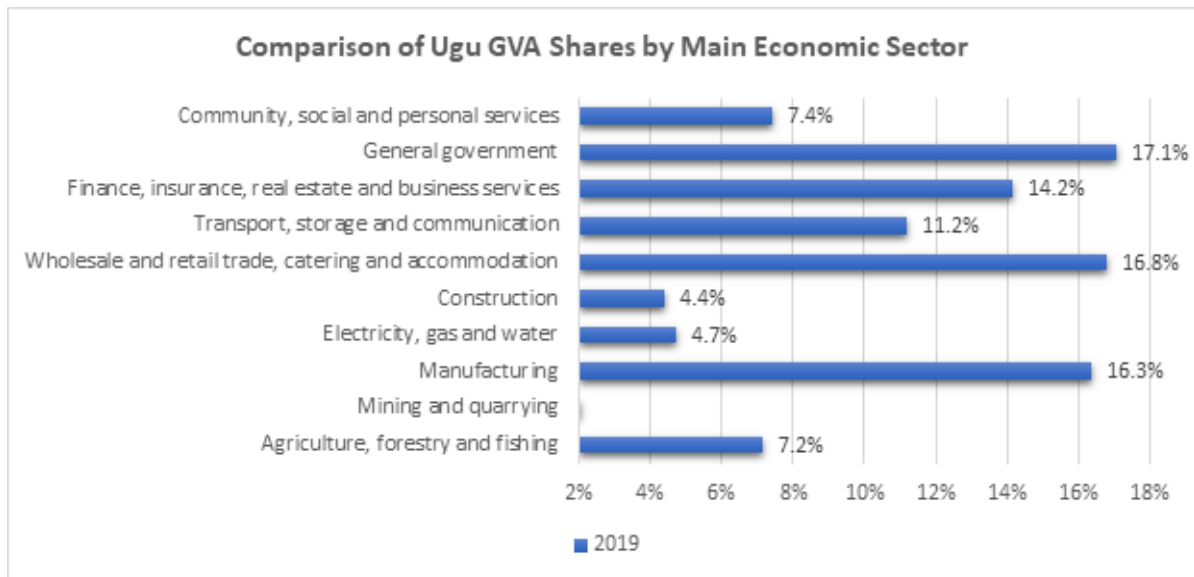
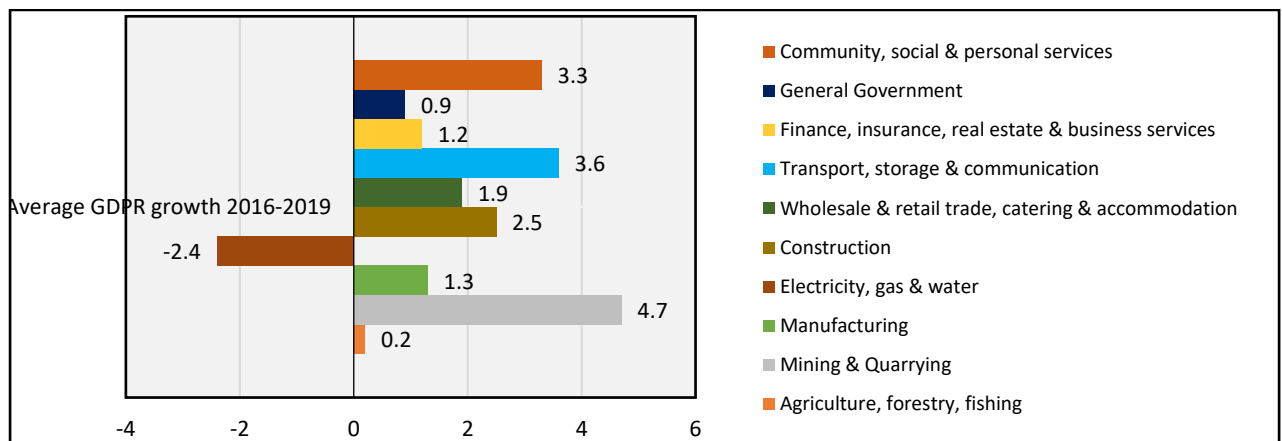


Figure 25: GVA by Sector

The three sectoral lowest contributors of Ugu GVA Shares are: Mining and Quarrying contributing a mere 0.7%, construction contributing 4.4% and electricity, gas and water contributing 4.7%. Ugu is recognised for its agricultural activity, although somewhat a benign contributor to GVA, the industry remains one of the critical employers within the district.

For the period 2016-2019, prior to the outbreak of the pandemic:- all sectors in Ugu were exhibiting average GDP growth, except for the electricity, gas and water (utilities). The greatest average growth sectors in Ugu District pre-covid were: Mining and Quarrying, transport, storage and communication, community, social and personal services, construction and wholesale and retail trade, catering and accommodation, as illustrated in the following graph.

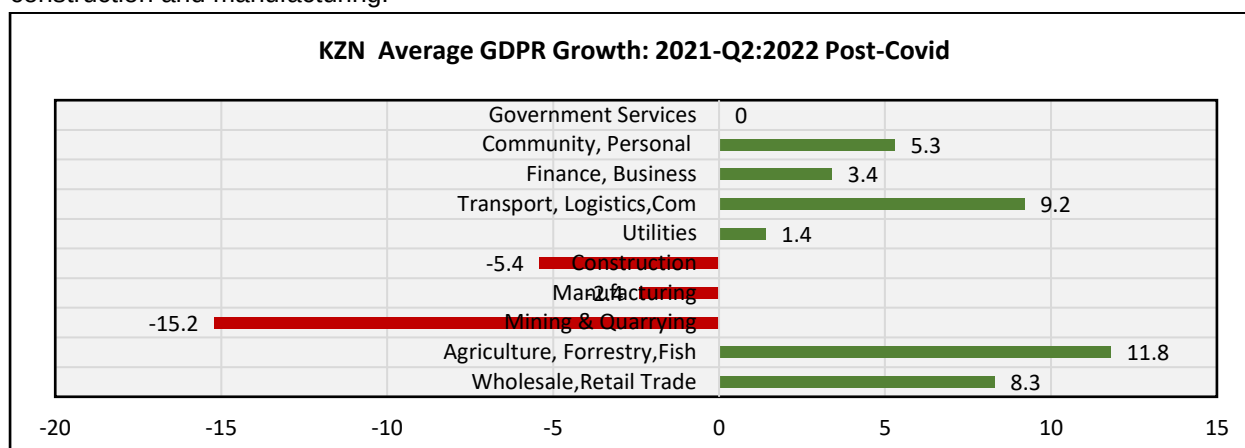


Quantec:2020 (National Treasury Municipal Socio-Economic Profiles)

Post-2020 to date, provincially the greatest growth sectors are:

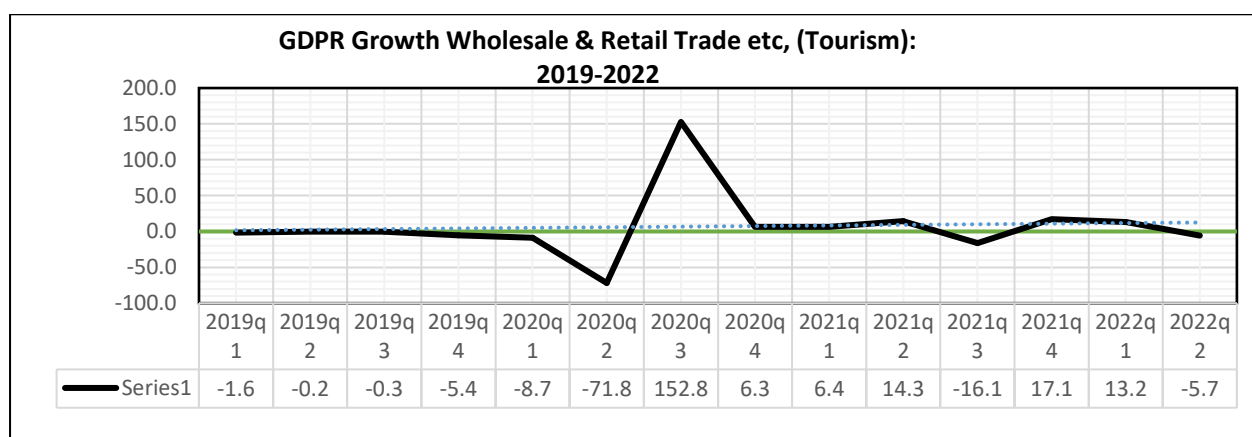
- Agriculture, forestry and fisheries,
- Transport, logistics and communication,
- Wholesale and retail trade, accommodation and catering (tourism) and
- Community and personal services.

Post-2020 to date, provincially the sectors that continue to show decline are: mining and quarrying, construction and manufacturing.



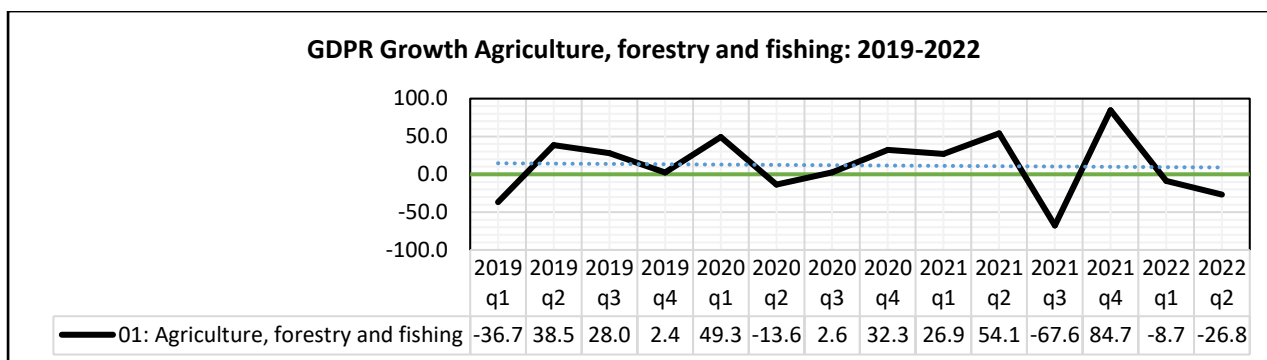
StatsSA, 2021 & Estimated (Actual – April 2021-Dec 2021)

Provincially, the wholesale and retail, trade, accommodation and catering (tourism) is showing signs of overall (average) recovery from the pandemic despite inconsistent quarter-on-quarter growth and decline. According to the STATS SA (2021) international tourist arrivals decreased by 71% in 2020 which also resulted in decrease in demand for locally produced goods and services. With the opening-up, in quarter three of 2020, of the economy and tourism related establishments and beaches – domestic tourism increased, as did the retail sector. In quarter III:2021 the subject sector showed substantial sharp decline/decrease due to the July 2021 unrest, it however recovered rapidly in the following two quarters with the second quarter of 2022 experiencing flooding, and intensified international economic down-turns (Ukraine War and Supply Chain disruptions) which could explain the decline/decrease in GDPR.



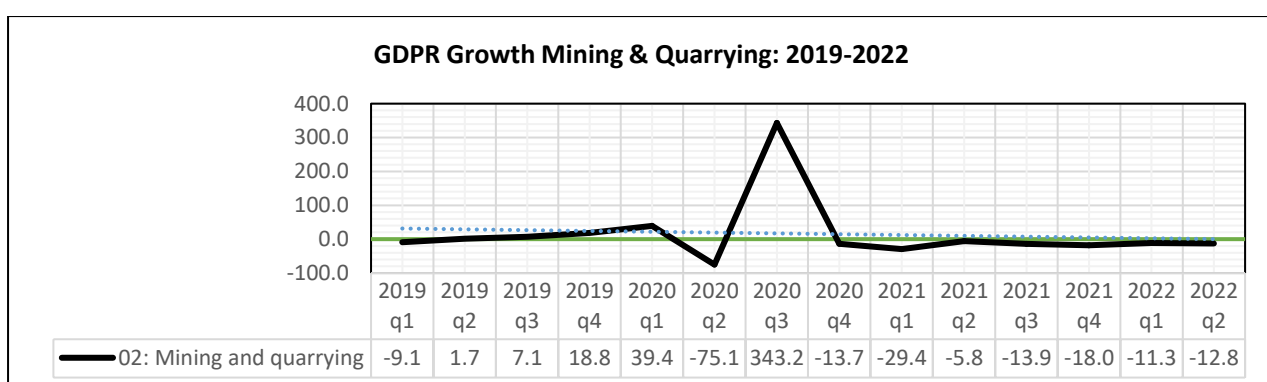
StatsSA, 2022

The graph, below, shows that despite inconsistent growth and decline in GDPR post-2020 provincially, the agriculture, forestry and fishing sector has experienced an GDPR growth average of 11.8%. This sector was impacted by the floods of March 2022, and the global economy downturns (Ukraine war and disruption to supply chains), and certain commodities have struggled to compete with the international markets and therefore have declined: such as, but not limited to, the sugar industry and essential oils (tea tree).



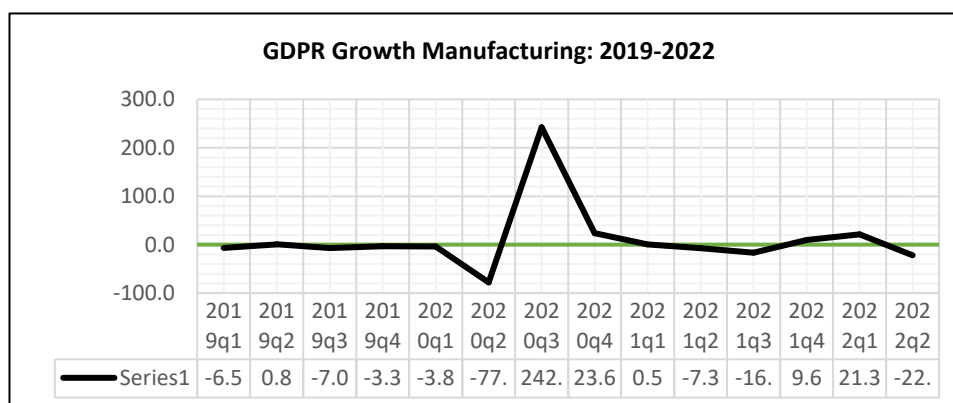
Stats SA, 2022

The mining and quarrying sector has shown average GDPR decline post-2020 at a provincial level. At a district-level there are no statistics for this sector for this period, as yet, however, this sector was a pre-covid growth sector.

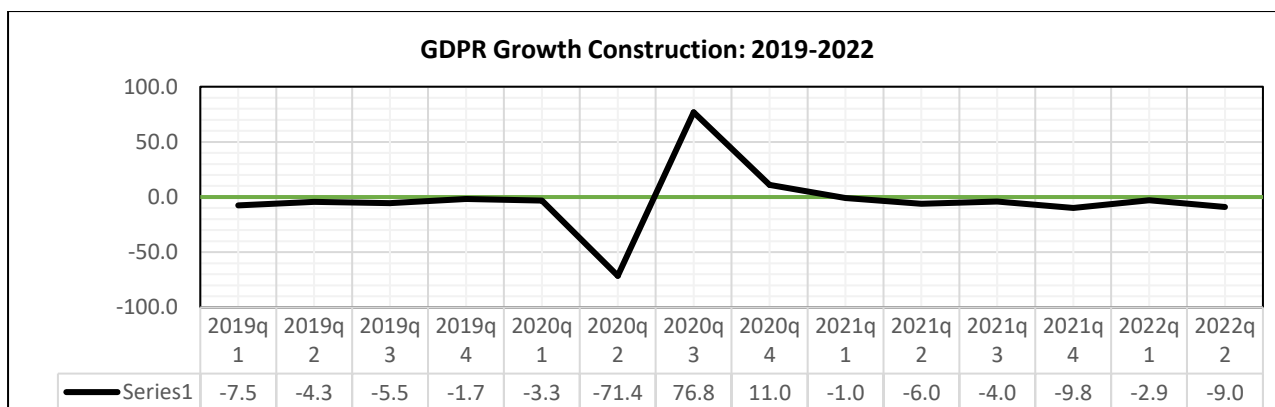


Stats SA, 2022

The manufacturing sector provincially post-2020's average GDPR is -2.4%. Despite quarter III and IV of 2020 substantial growth this sector continues to show quarter-on-quarter inconsistent growth and decline.



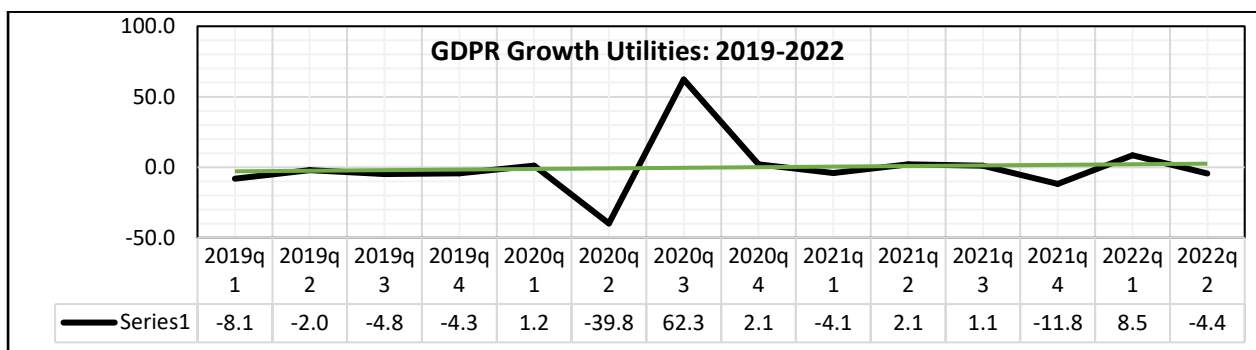
Stats SA, 2022



Stats SA, 2022

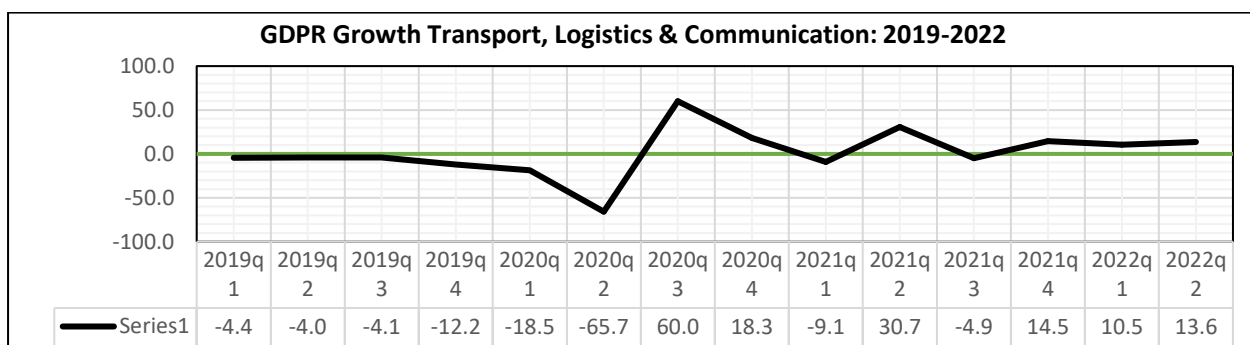
Since quarter one in 2019 the construction sector has shown decline. Two quarters in 2020, however, an increase in GDPR was witnessed. This sector, however, remains a consistently declining sector at provincial level. Within Ugu, this was a growth sector prior to 2020.

The utilities sector was declining in 2019, with 2020 experiencing substantial decline and growth. The sectors growth shows quarter on quarter inconsistencies, with overall general decline.



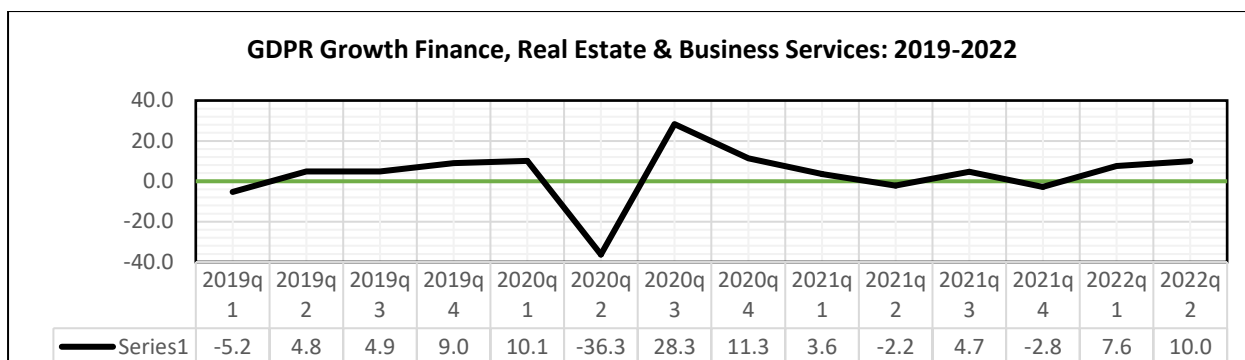
Stats SA, 2022

The transport, logistics and communication sector did decline sharply and substantially during quarter one and two of 2020. Overall however, the sector is growing despite quarter three of 2021 decline.



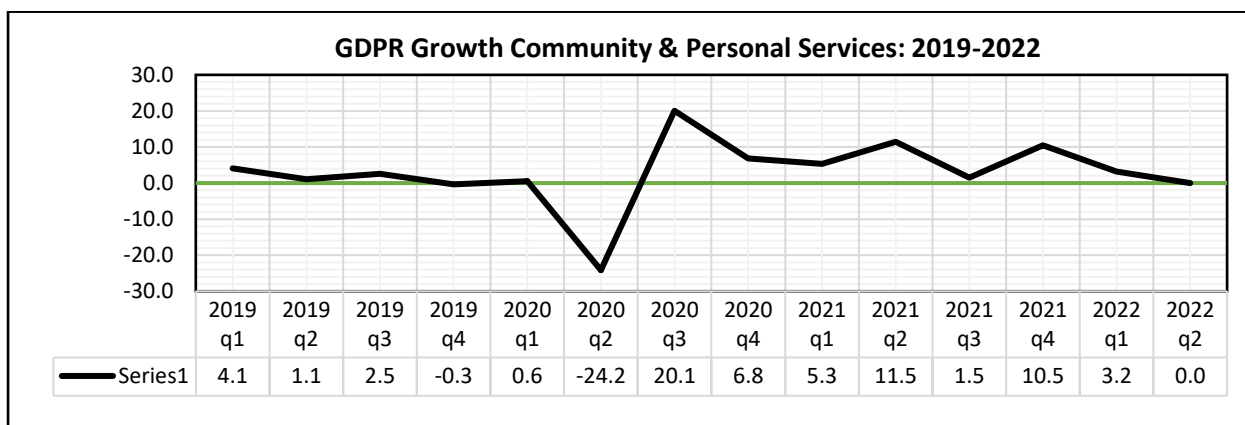
Stats SA, 2022

The finance, real estate and business services sector was impacted during Covid, and has steadily recovered to show consistent growth in 2022.



Stats SA, 2022

The community and personal services sector showed substantial decline during one quarter of 2020. Quarter three of 2020 saw substantial growth followed by relatively consistent declining growth – remaining overall however a growth sector.



Stats SA, 2022

To summarise a conclusion on GDP-R as a measure of economic growth therefore, the following is noted:

- Despite the Ugu economy shrinkage in 2020, the economy overall is growing steadily and recovering.
- The recovery was substantial in 2021, with a slower recovery in 2022 and 2023 predicted.
- There is lack of consistency in growth across quarters in potential growth sectors provincially, however, the growth sectors currently (average growth) are:
 - ✓ finance, real estate and business services,
 - ✓ transport, logistics and communication,
 - ✓ wholesale and retail trade, accommodation and catering,
 - ✓ agriculture, forestry and fisheries,
 - ✓ community and personal services,
- Construction, manufacturing and utilities are showing declining GDP consistently, as is mining and quarrying at a provincial level.

Overall using GDP to measure the economy size, it may be concluded that the Ugu economy is growing steadily since 2020 covid interruptions. The growth is however not consistent on a quarter-to-quarter basis., and therefore is not stable.

Investment and Trade

Gross fixed capital formation (GFCF) is an indicator for investment in an economy, as it represents the acquisition of assets and includes building and construction work, purchasing machinery and equipment, as well as investing in information and communication technology. Between 2016 and 2019, the GFCF share of GDP decreased from 14.1% to 13.9% in the Ugu District.

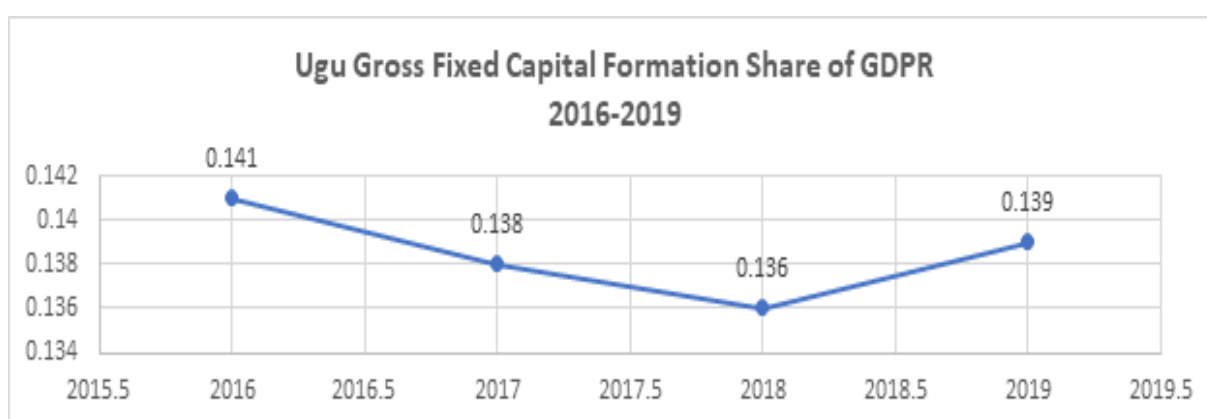


Figure 26: Gross Fixed Capital Formation Share of GDP

Exports are valuable injection into local economies. To benefit from trade, exports need to be greater than the imports. In 2019, exports from the Ugu district were valued at R1 926 million whilst imports were valued at R1 594 million. On average Ugu recorded a negative trade balance between 2016 and 2019. Agriculture, forestry and fishing contributed 3% to exports, while manufacturing contributed 38.9%. The mining and quarrying sector contributed 0% to exports. In terms of imports the agriculture, forestry and fishing sector made up 0.2% while manufacturing sector made up 52.5% of total imports. In 2019, 0.1% of imports were attributed to the mining and quarrying sector.

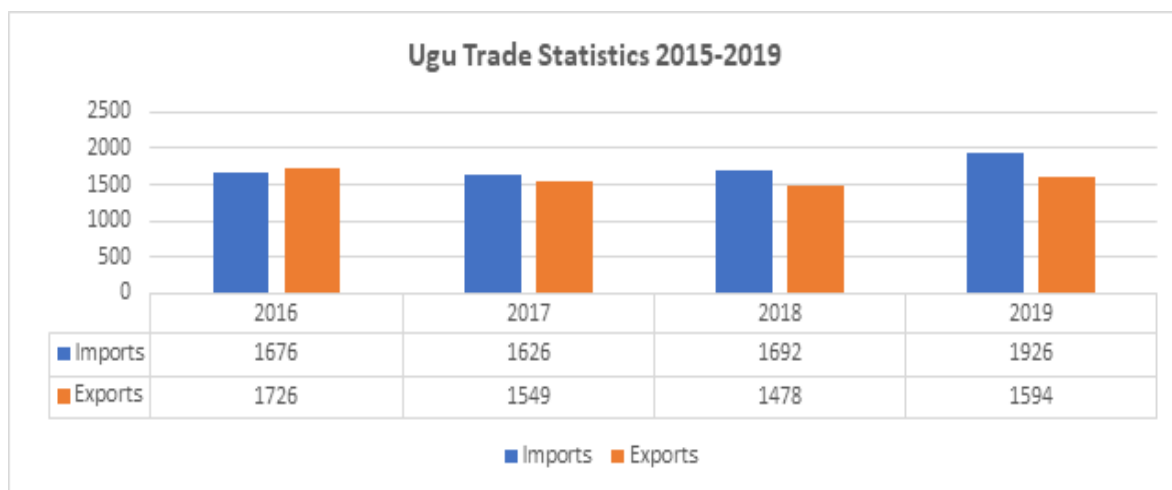
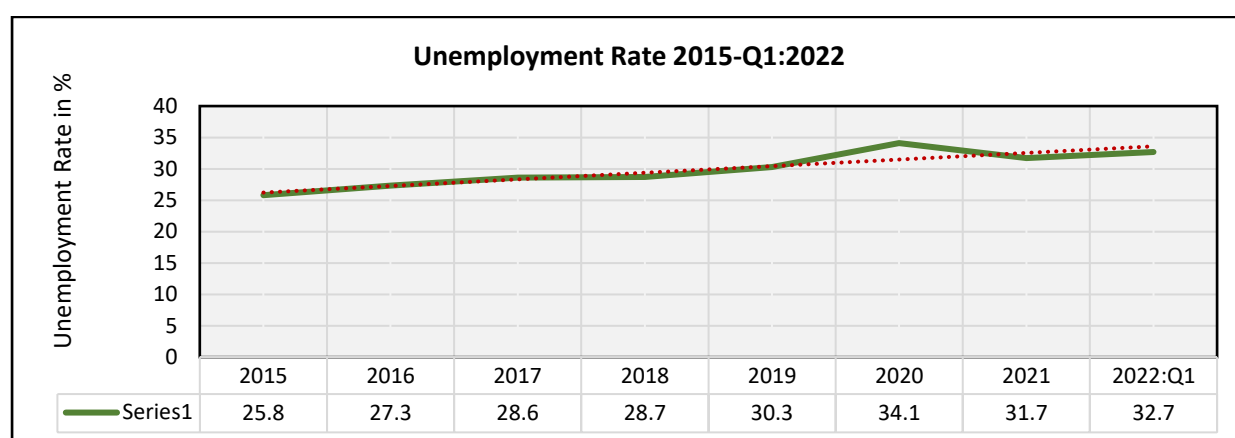


Figure 27: Trade Statistics

3.7.5 Employment and Income Levels

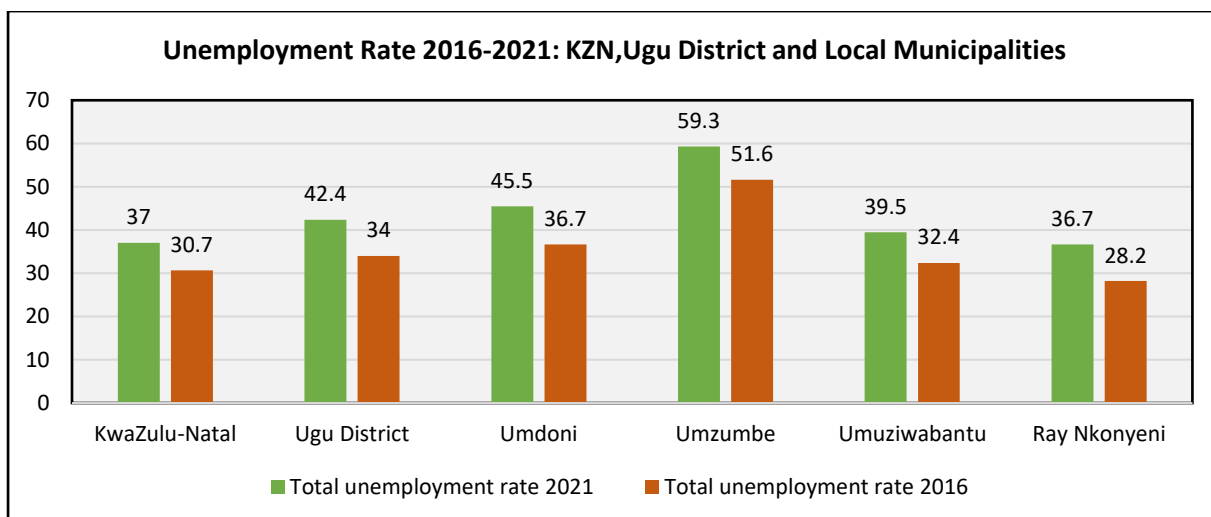
3.7.5.1 Employment

The KZN unemployment rate has shown a steady increase from 2015 until 2019, with a substantial increase in 2020 to 34.1%. In 2021 unemployment rate decreased slightly but not to pre-2020. Quarter I of 2022 has shown a slight increase but not as it was in 2020. Therefore, the trend of increasing unemployment continues.

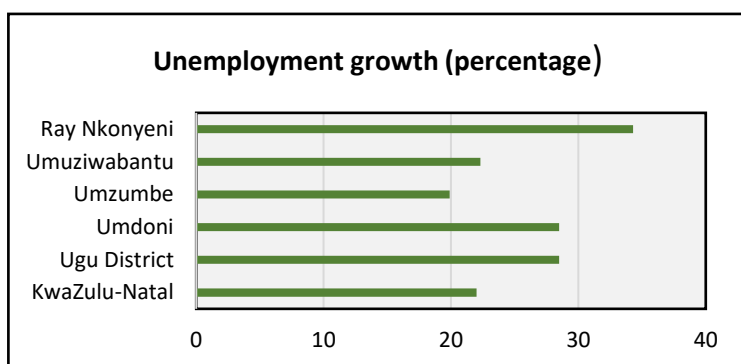


StatisticsSA (2022) including aggregated quarterly labour force surveys per quarters

In KZN, Ugu District and every Local Municipality in the district there has been an increase in the unemployment rate from 2016 to 2021. The Ugu District unemployment rate is higher than the provincial rate, as is all the Local Municipalities with the exception of Ray Nkonyeni. Amongst the local municipalities Umzumbe has the highest unemployment followed by Umdoni and then Umuziwabantu.



Source: Own calculations based on data from Quantec Research, EasyData (2022)

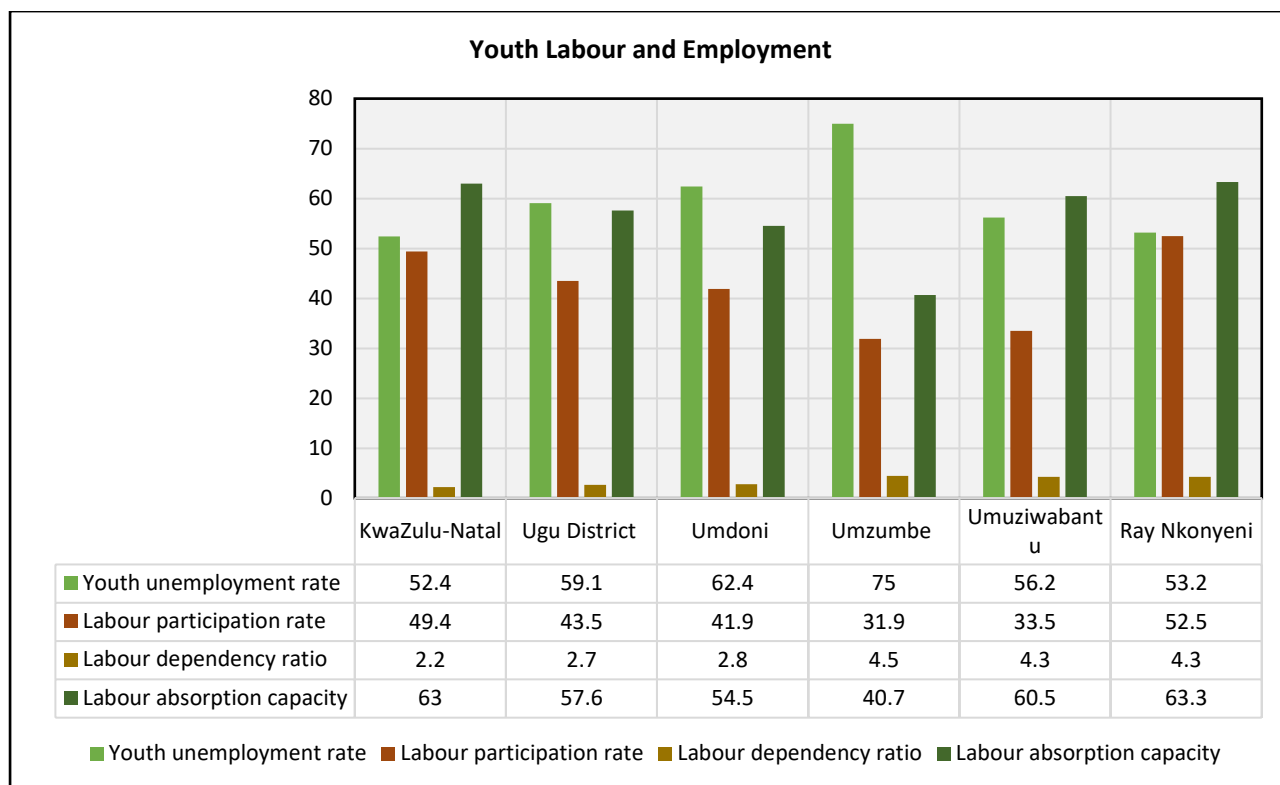


The district has a higher percentage of unemployment growth between 2016 and 2021, than the province, with RNM followed by Umdoni and then Umuziwabantu having the greatest unemployment growth in percentage for the period.

Source: Own calculations based on

data from Quantec Research, EasyData (2022)

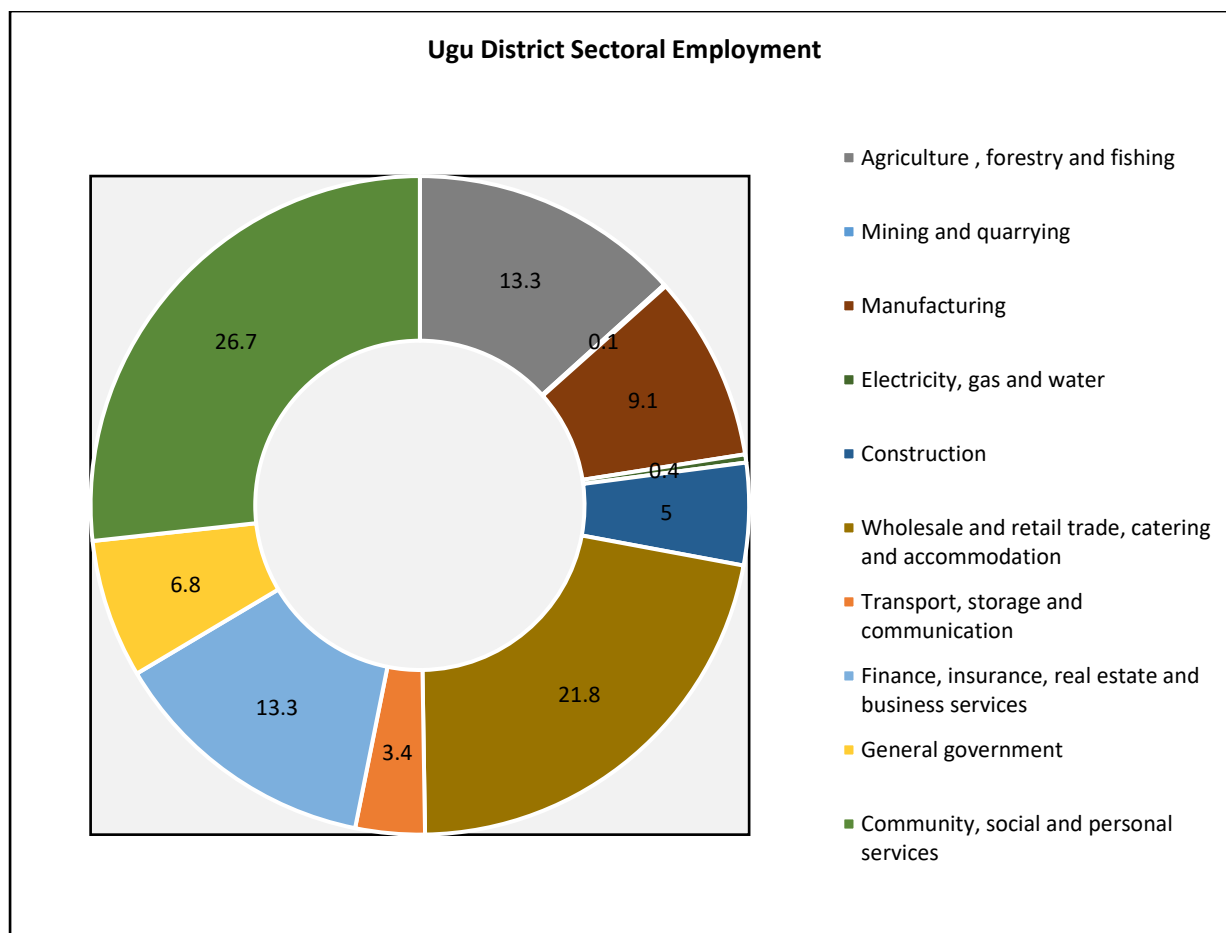
The Ugu District has a higher youth unemployment rate than the province, a lower labour participation rate, and lower labour absorption capacity. Within the district Umzumbe has the highest youth unemployment rate, and lowest labour participation rate and labour absorption capacity.



Source: Own calculations based on data from Quantec Research, EasyData (2022)

The sectors providing the largest percentage of work are:

- Community, social and personal services;
- Wholesale and Retail Trade, accommodation and catering (tourism);
- Agriculture, forestry and fisheries, and
- Mining and Quarrying.



Source: Own calculations based on data from Quantec Research, EasyData (2022)

In Umdoni the greatest sectoral employers are:

- Community, Social and Personal Services;
- Wholesale and retail trade, catering and accommodation (tourism); and
- Agriculture, forestry and fisheries.

In Umzumbe the greatest sectoral employers are:

- Community, social and personal services;
- Wholesale and retail trade, catering and accommodation (tourism); and
- Finance, real estate, insurance and business services.

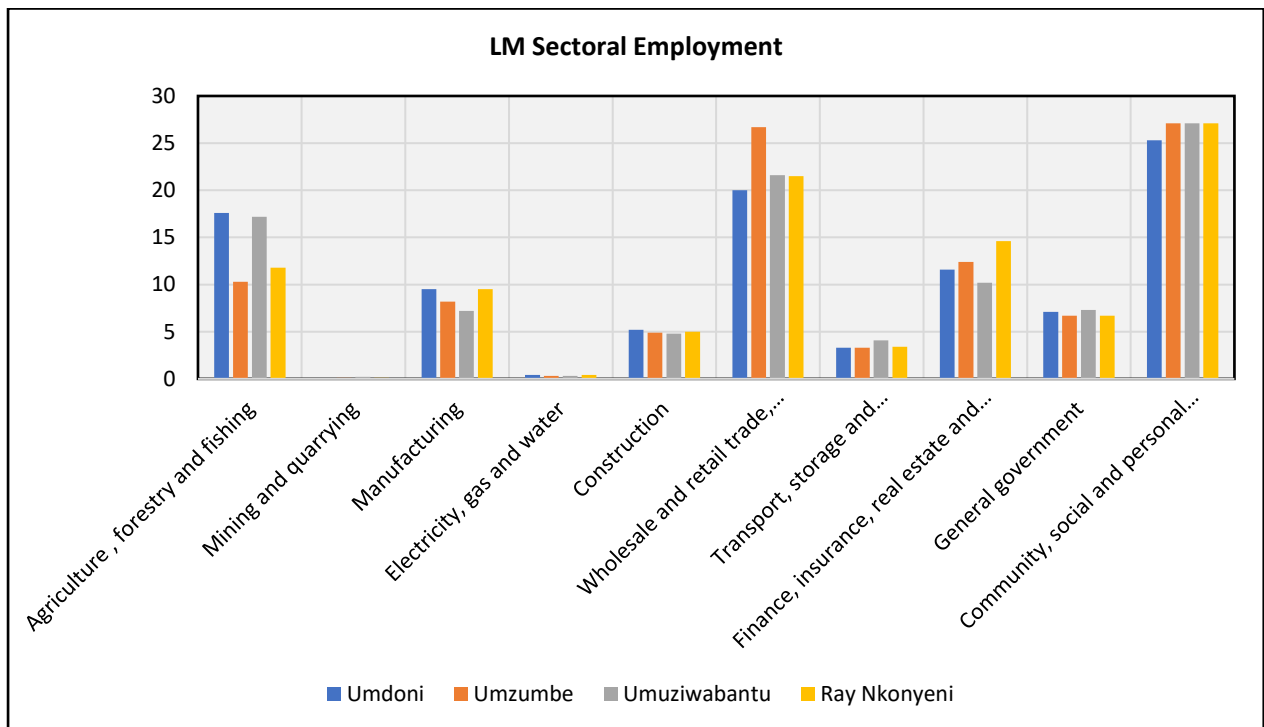
In Umuziwabantu the greatest sectoral employers are:

- Community, social and personal services;
- Wholesale and retail trade, catering and accommodation (tourism); and
- Agriculture, forestry and fisheries.

In Ray Nkonyeni the greatest sectoral employers are:

- Community, social and personal services;

- Wholesale and retail trade, catering and accommodation (tourism); and
- Finance, real estate, insurance and business services.



Source: Own calculations based on data from Quantec Research, EasyData (2022)

Between the period of 2016 to 2019 agriculture, forestry and fisheries, construction and utilities were characterised by average decreasing employment whilst wholesale and retail trade, accommodation and catering, finance, insurance, real estate and business and transport, storage and communication were increasing average employment. Construction and Manufacturing decreased employment substantially in 2019.

3.7.5.2 Unemployment Profile

The unemployment rate, the labour force participation rate and labour absorption rate of the Ugu district compared to SA in 2019 is indicated in the following table. According to Statistics SA's narrow definition, the unemployment rate is the proportion of the labour force who are unemployed. The labour force participation rate shows the proportion of the working-age population (15-64) who are economically active, whilst the labour absorption rate indicates the proportion of working-age people who are employed.

Table 50: Unemployment

Unemployment Profile, 2019	Unemployment Rate	Labour Force Participation Rate	Labour Absorption Rate
Ugu District	36,75%	45,68%	28.86%
South Africa	36,75%	45,68%	28,86%

(Source: Quantec, 2020)

3.7.5.4 Income Levels

The graph below shows comparatively that Ugu has less disposal income than Umgungundlovu district, but more than Harry Gwala district.

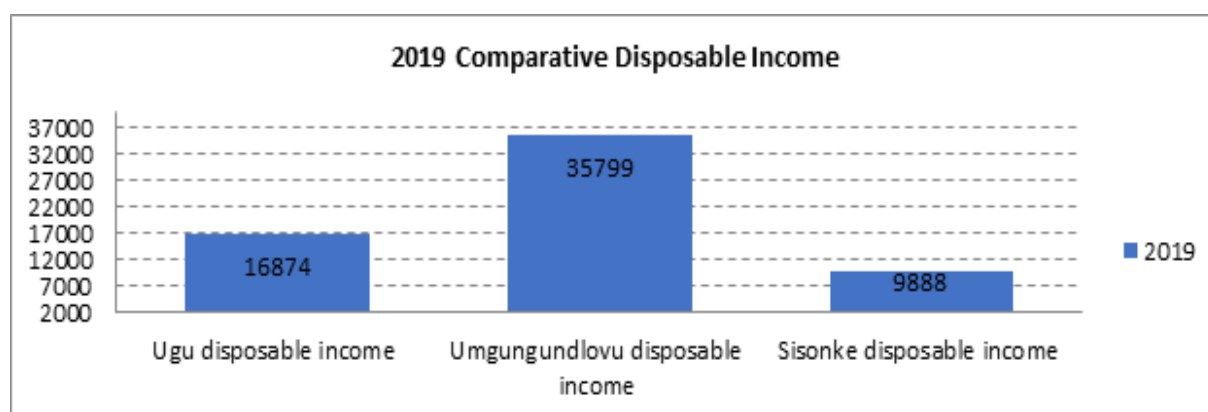


Figure 28: Disposable Income

The Gini index is a measure of the distribution of income across a region's population. The Gini index has a range of 0 to 1. A gini index closer to 0 implies that there are more equitable levels of income distribution, while an index closer to 1 implies higher levels of inequality in terms of income distribution. Severe Inequality is represented by 0.60. The graph below depicts the gini coefficient for Ugu District and for all the local municipalities within the district.

The district as a whole and Ray Nkonyeni and Umdoni local municipalities may be categorised as being severely unequal.

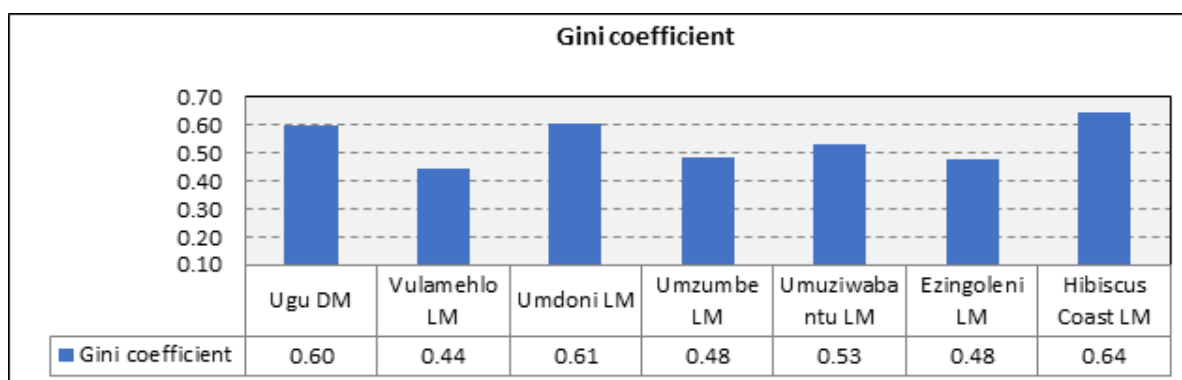


Figure 29: Ugu Gini Coefficient

3.7.6 Levels of Poverty

The graph below illustrates that there has been a steady increase in poverty in the district since 2016, utilizing the proportion of the population who falls below the national poverty line in SA as per years value in SA Rand per person per month of: monthly food poverty line, monthly lower-bound poverty line and monthly upper-bound poverty line.

As of 2019 25% of the Ugu Population was considered to be in poverty.

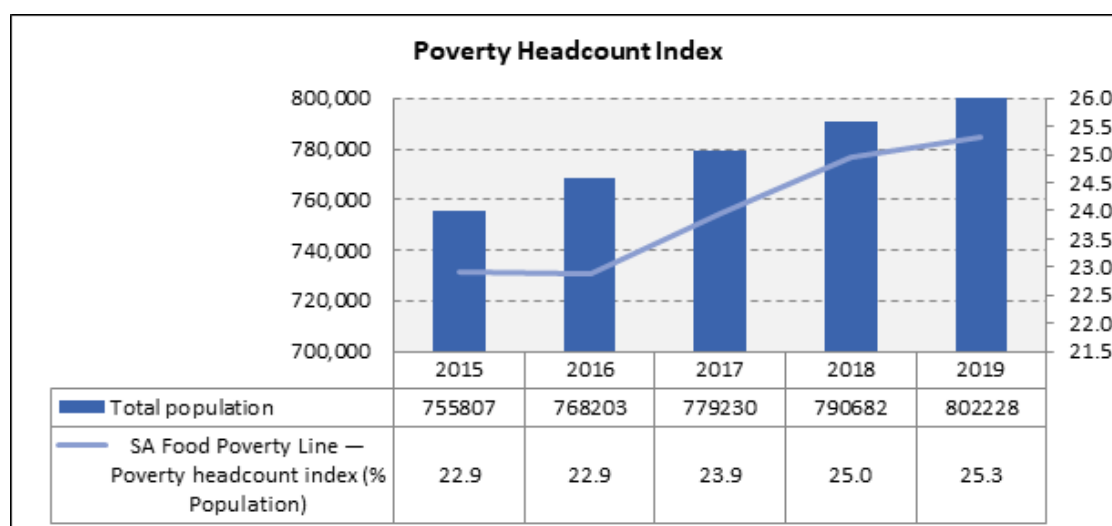
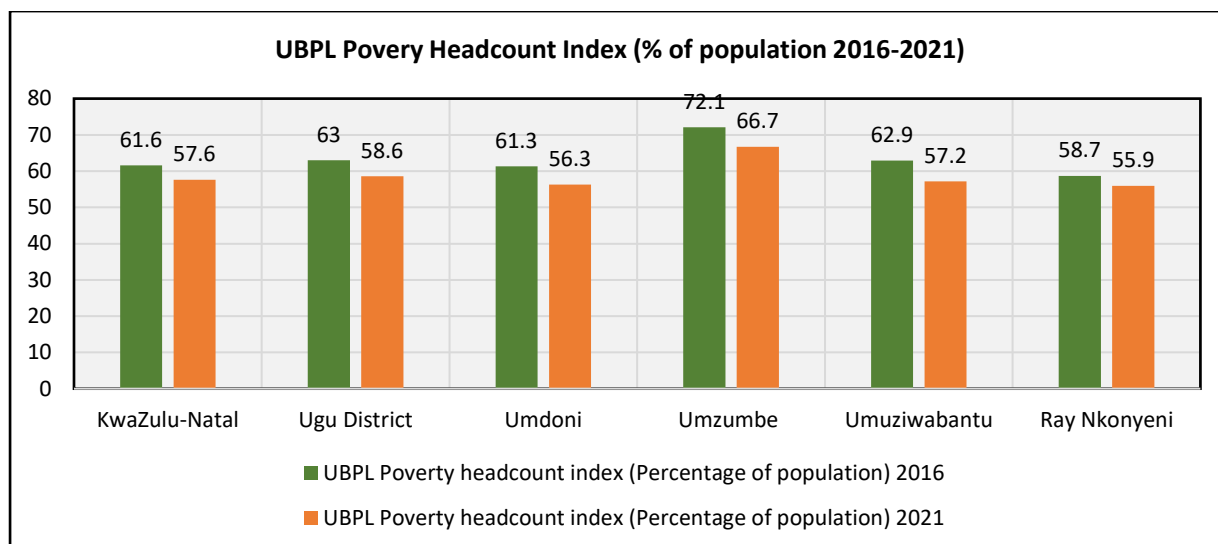


Figure 30: Poverty Index

Between 2016 and 2021 there was a reduction in poverty (PHI) at provincial and district level, within all the municipalities. Despite this, however, it remains high.

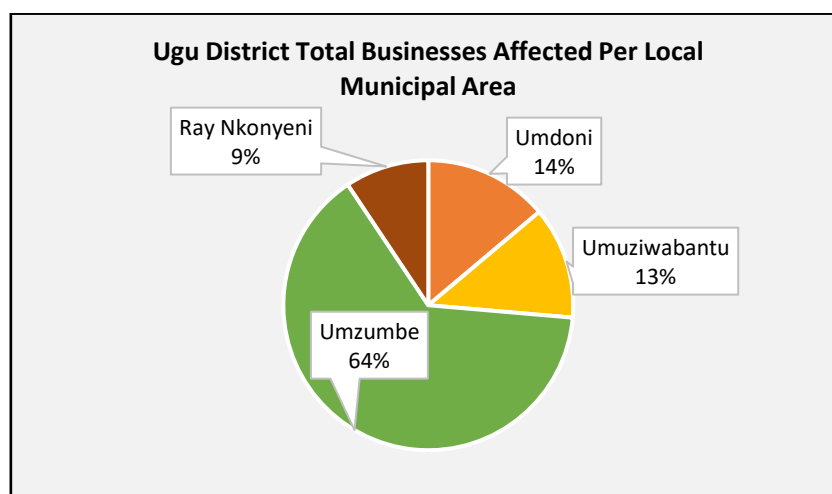


Source: Own calculations based on data from Quantec Research, EasyData (2022)

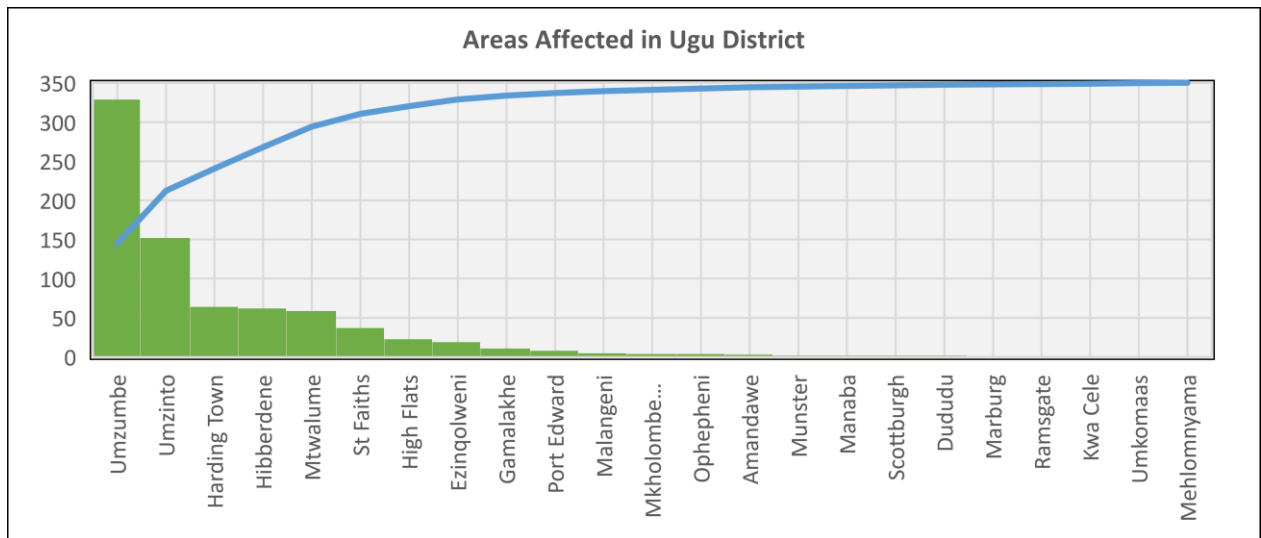
Within the district the local municipality with the highest poverty levels is Umzumbe Municipality, followed by Umuziwabantu, Umdoni and then Ray Nkonyeni.

3.7.7 Creation of Job Opportunities

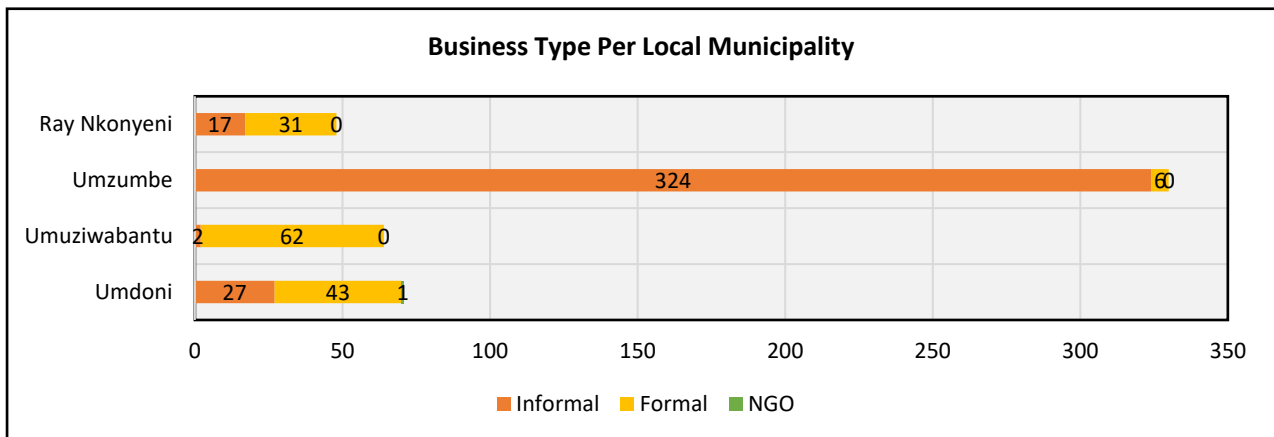
In July 2021 the Ugu District together with other areas in Kwazulu-Natal and Gauteng experienced social unrest. In Ugu a estimated total of 512 businesses were affected, comprising 64% from Umzumbe, 14% from Umdoni, 13% from Umuziwabantu and 9% from Ray Nkonyeni Local Municipality. 72% (370) of the businesses affected are located within the informal economy with the retail sector being the most affected sector.



The business areas affected (number of businesses), from most to least affected across the district, is – Umzumbe, Umzinto, Harding town, Hibberdene, Mtwalume, St Faiths, Ezinqolweni, Gamalakhe and Port Edward followed by lesser numbers in other areas.



The breakdown of affected business type per Local Municipal Areas is as follows:



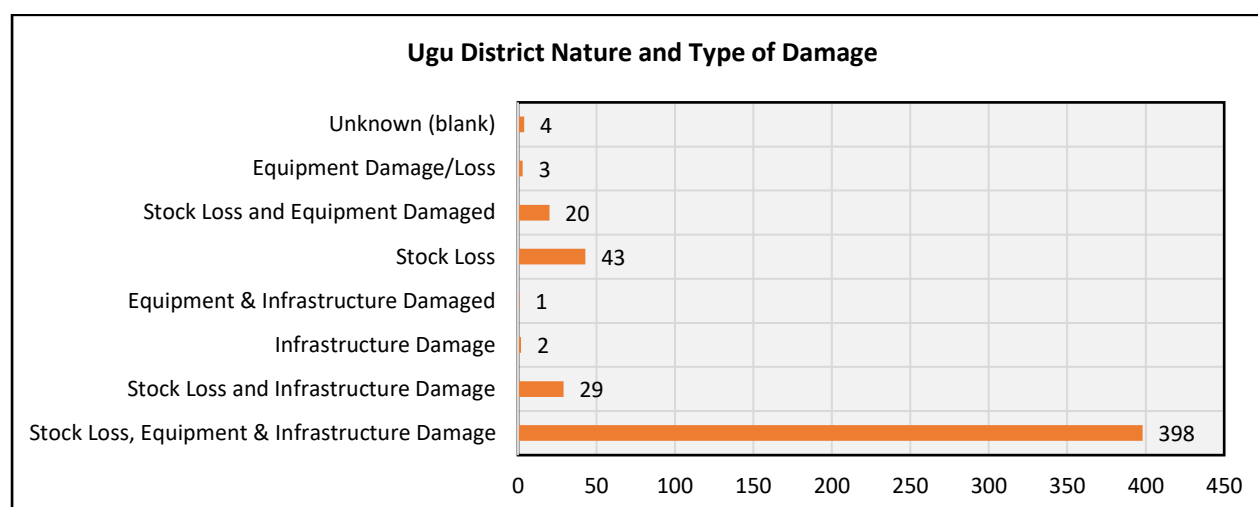
The wholesale and retail, trade sector was the most affected affected by the unrest, with community, social and other personal services, finance, real estate and business services, manufacturing, government, agriculture, construction, and transport and communication also affected. The breakdown of businesses in sectors per Local Municipal Areas is as follows:

Sector	Umdoni	Umuziwabantu	Umzumbe	Ray Nkonyeni
01: Agriculture, forestry and fishing	0	0	1	0
03: Manufacturing	2	0	0	0
04: Electricity and water	0	1	0	0
05: Construction	0	0	0	1
06: Wholesale & retail trade; hotels & restaurants	67	52	316	38
07: Transport and communication	0	0	1	0
08: Finance, real estate and business services	0	1	1	2
09: Community, social and other personal services	2	10	7	2
10: General government services	0	0	0	0
11: Other Please specify	0	0	3	5

The nature of affected businesses (some are multi businesses per one business person) per Local Municipal Areas is as follows:

Nature of Business	Umdoni	Umuziwabantu	Umzumbe	Ray Nkonyeni
Clothing Retail	1	7	4	2
Hardware Retail		7	0	5
Furniture , Home, Appliances Retail	5	2	0	2
Supermarket/Grocery Store	7	13	4	6
Fast Food/Take Away	1	0	3	5
Cellular and Accessoriesm electron Retail and Repair	7	7	1	8
Funeral Services	0	0	1	4
Health Shop, Herbal/Traditional Medicines	0	1	1	3
Fruit and Veg Retail	1	1	1	5
Car Wash	0	0	1	1
Hair Salon/Beauty	3	4	2	3
Bottle Store	1	1	1	1
Dress Making	0	0	0	1
Business Services	1	0	0	1
General Dealer	9	4	0	1
Second Hand Retail	1	0	0	0
Wholesale	2	1	0	0
Retail	12	2	0	0
Detergent Manufacturing	1	0	0	0
Nursing and Healthcare	1	0	0	0
Casino, Tote, sports bar	1	0	1	0
Fuel Station	1	0	0	0
Business Premises	1	0	0	0
Automobile Spares, Accessories	2	0	0	0
Wholesale Liquor	1	0	0	0
Print, copy, computer repairs	1	0	0	0
Motor Vehicle Repairs/ panel beaters	0	3	0	0
Optometrist	0	1	0	0
Internet Café, business support services	0	1	2	0
Financial Services	0	5	0	0
Spaza	0	1	329	0
Catering Equipment Hire	0	0	2	0
Tent Hire	0	0	2	0
livestock	0	0	1	0
Alcohol Sale	0	0	1	0

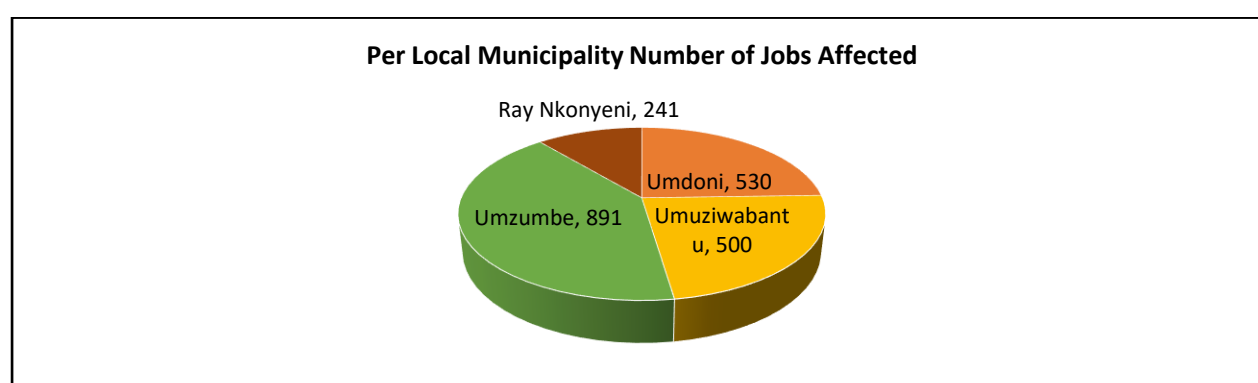
The estimated damage provided by affected businesses was with 62% of the businesses suffering stock and equipment loss and damage in addition to infrastructure damage whilst 8% suffered only stock loss.



The total estimated R-Value provided by businesses is unknown at this stage:however, the following has been provided:

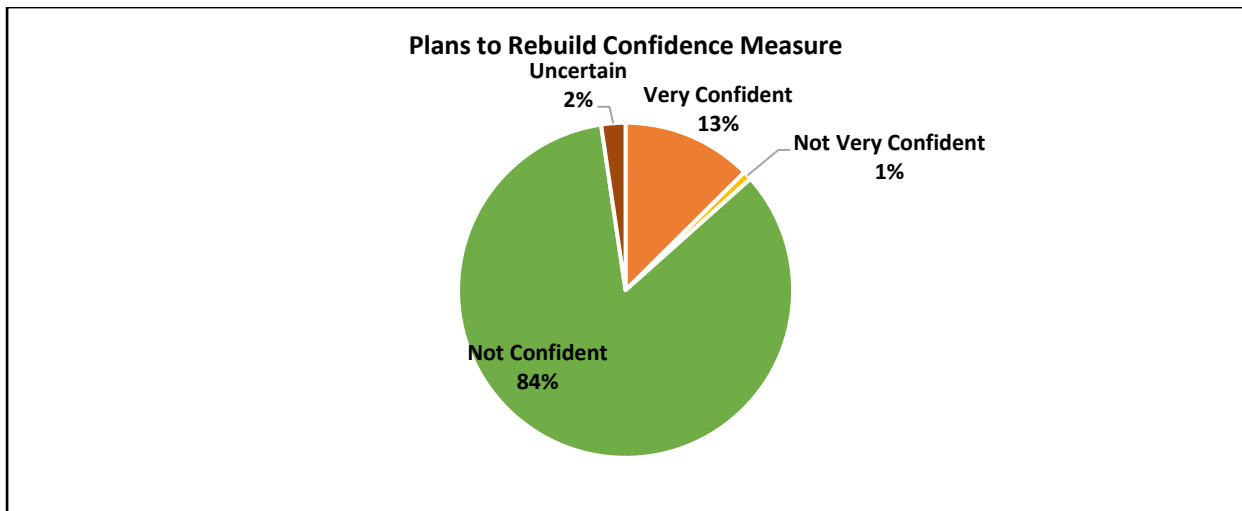
- Umdoni: R191 940 500.
- Umzumbe: R14 638 664.
- Ray Nkonyeni: DR update
- Umuziwabantu: DR update

A total of 2162 jobs were affected, with the greatest jobs affected experienced in Umzumbe with 891 jobs, and Umdoni 530 jobs, Umuziwabantu 500 and Ray Nkonyeni 241 jobs.



A total of 467 businesses were not insured, with only 45 insured.

With regards to confidence levels to rebuild, only 12% indicated they were very confident (1), whilst 62% indicated they were not confident (10). Ray Nkonyeni and Umuziwabantu business respondents had the highest level confidence to rebuild, whilst Umdoni and Umzumbe respondents all indicated they were not confident (lowest level).



One year after the unrest affected businesses were approximately at 53% towards pre-unrest.

The province of KwaZulu-Natal was hit hard by heavy rainfall on 11-13 April 2022, the floods affected at least six (6) district municipalities. A total of 448 fatal cases were reported due to flooding and landslides in the province. As a result, a state of provincial disaster was declared in terms of the Disaster Management Act of 2022. The affected municipalities included Ugu, eThekweni, Ilembe, uMgungundlovu, uMkhanyakude and King Cetshwayo.

Ugu District suffered extensive damage on the roads, water and sanitation infrastructure. There were major disruptions in the abstraction systems of UMthwalume River and UMzumbe River, resulting to production and supply deficit of water in the region. Reliable water provision has remained a dominant challenge in Ugu, resulting in negative impacts on businesses and the economy.

Several roads were closed due to mudslides and flooding. This included Bank Street, Marine drive, N2 to Scottburgh and Durban, R102 and R602 in Oslo Beach. The closure of N2 between Umzinto and uMgababa had severe impact on accessibility of the South Coast. The tourism sector was severely affected as the occupancy rates decreased due to cancellation of bookings. The Post Easter Weekend Survey showed that the tourism indicator of occupancy rate in 2022 was 34.8% which is a decrease from 41% which was reported in 2021. It further illustrates that the number of cancellation of bookings increased to 78% due to floods.

The agricultural sector was the hardest sector affected by the floods, with substantial crop losses.

3.7.8 Job Creation Through LED Projects

Local economic development as a function of local government enables and facilitates economic development related matters with objectives to grow, transform and develop the economy.

Job creation targets relate to expanded public works programme implementation, and monitoring jobs created through municipal infrastructure development, and LED programmes implemented.

3.7.9 SMMEs and Cooperatives

Within the district there are many SMMEs and Cooperatives across different sectors. The dominant sectors with SMMEs include: retail trade, catering, agriculture and agri-business, mining, community, social and personal services, finance, business and communication. The need for district-level database information which is easily disaggregated to Local Municipal Level is one of the IDP priorities for 2022-2027. Cooperatives are mainly in the agricultural, mining and fisheries sector.

As key strategic objective of LED is to promote small businesses, cooperatives and SMMEs. At a district level a number of projects have been implemented, together with partners such as the Small Enterprise Development Agency, and Various Government and Non-government organisations. The nature of support provided ranges includes:

- facilitating the provision of skills development and training,
- facilitating the provision of business and operational plans development;
- provision of advice on various matters: both strategic, operational and governance;
- provision of inputs, equipment and infrastructure,
- provision of business and governance formalization support;
- facilitating linkage to stakeholders in support of sustainability of the SMME, Cooperatives.

3.7.10 Agricultural Sector

3.7.10.1 Key Agriculture, Forestry and Fishing Sector Information

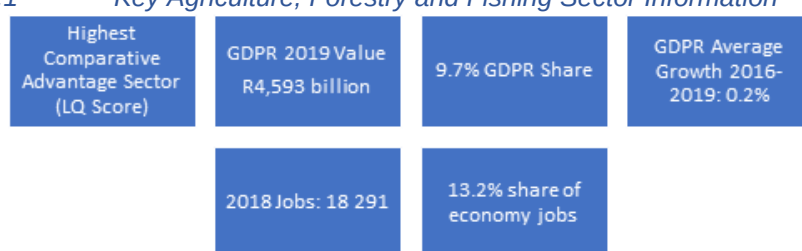


Figure 31: Sectoral Information

The agriculture, forestry and fishing sector is the sector with the highest comparative advantage (LQ Score) in the district. The agriculture, forestry and fishing sectoral GDPR in 2019 was R4,593 billion, with a 9.7 percentage share of the Ugu Economy and an average GDPR growth between 2016 and 2019 of 0.2%. The number of jobs in the sector in 2018 was 18, 291, which represents a 13.2% share. Although there was a decline in jobs over the period 2016-2019, in 2019 there was a slight increase in the number of jobs (employment growth).

The agricultural sector may be categorized into commercial and subsistence agriculture.

3.7.10.2 Commercial Agriculture

Commercial agriculture dominates in the district by virtue of the land space it occupies and its produce are provided to both local and international markets. The main agricultural and related activities being:

- sugar cane farming and milling;
- banana farming;
- macadamia farming;
- vegetable farming;
- timber production (wattle, gum and pine plantations) and processing for pulp- and sawn timber with approximately 200 small-sawmills and a large number of businesses successfully exporting timber products of high quality (ISO9000 standards).
- coffee farming.

Poultry, cattle and goat farming occur on a limited scale with the harvesting of oysters and crayfish in some areas.

The district is well suited for commercial agriculture due to the following:

- well suited climate including sub-tropical climate with high temperatures and good water supply;
- good agriculture infrastructure, and
- large tracts of fertile land.

3.7.10.3 Subsistence Agriculture

Subsistence agriculture is found mainly in the Ingonyama Trust Board areas. Subsistence farming exhibits low levels of crop and livestock farming largely due to water and other resource challenges faced. Accessing formal markets and competing with the commercial agriculture farmers further challenges subsistence farmers.

There are various programmes of support provided by various stakeholders such as government, farmer, mills and commodity organisations, for subsistence farmers, and the sector has seen a progression of some subsistence farmers into becoming small scale commercial farmers.

3.7.11 Tourism

Key Information: Tourism Sector (wholesale and retail trade, catering and accommodation)

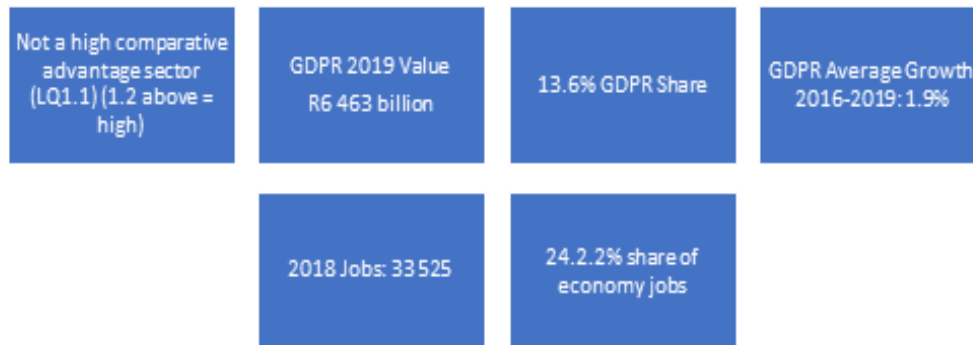


Figure 32: Key Sectoral Information

Tourism is a major economic draw card of the KwaZulu-Natal Province due to its vast and rich coastline and general natural environment. The Ugu coastline (South Coast) comprises of beautiful beaches over a stretch of 112km including rocky shores and estuaries. While many South Coast beaches are internationally accredited with a Blue Flag status, others are compliant with the South African National Standard for Recreational Use. The overall South Coast package offers primary attractions, secondary attractions and tourist facilities. There is a dedicated administrative statutory body/entity, namely Ugu South Coast Tourism, which is an implementation arm of the Ugu District municipality dedicated to growing tourism on the South Coast and expanding its geographical spread to the hinterland for richer tourist experience.

There are various projects implemented which aim to diversify the products to include adventure tourism in Amakhosi areas, filming, agritourism, rural biking and sports tourism, to mention just a few. Significant progress has been made in rolling out upmarket and unique adventure tourism products as is the case with the KwaXolo Caves Adventure Centre in the rural KwaXolo, a mere 18 kilometres from the upmarket suburb of Southbroom. Currently progress is being made to toll out the unique 70-kilometre Umzumbe River Trail that will connect the coastal Ray Nkonyeni Municipality with the rural Umzumbe Municipality. Ray Nkonyeni will serve as a feeder of high nett worth tourists to Umzumbe thereby unleashing latent investment opportunities in the rural part of Ugu for uptake by the private sector. These two bold projects are unique and ambitious in that they are the first of their kind in the country to be rolled out specifically targeting Amakhosi areas. **Picture below: KwaXolo Caves, by Getaway Magazine**



Figure 33: KwaXolo Caves

However, the performance of the industry does experience challenges due to lack of balance between social, economic and environmental factors like environmental pollution, social infrastructure and services, noticeable criminal elements and others. Despite this, during the 2019 festive season the South Coast experienced more than 80% bookings and more than 87% occupancy in shopping malls (Ugu South Coast Tourism: 2020). The pandemic put a damper to the Easter as well as the June Holiday seasons as the country was still under lockdown.

Aggressive efforts are being undertaken by Ugu South Coast Tourism in partnership with Tourism KZN to aggressively market the area to both domestic and international tourists.

According to industry experts, it will be a while before people will start taking business trips, let alone leisure trips again. There will be a huge slump around the world and each country will try to rebuild their own tourism industry. The domestic tourism industry in South Africa is pinning its hopes on the domestic tourism market to lead the way to recovery in a post coronavirus world. Nature and adventure activities will be attractive and this will present an opportunity for smaller towns to market themselves to city dwellers who were cooped up during lockdown. As the KZN South Coast is highly regarded as a leisure destination due to its abundance of diverse experiences; which include outdoor, coastal and rural experiences, the destination will be most attractive to domestic tourists during and post Covid.

The Covid-19 pandemic has obviously affected tourism businesses in the Ugu District. To date

- 7 tourism businesses that have confirmed the closure of their businesses
- 19 establishments have undergone retrenchment processes.
- 280 employees from different tourism establishments have been retrenched to date.
- Some establishments had to reduce staff salaries, and
- Some have implemented the staff rotation option - no work no pay.

According to the Ugu Growth and Development Strategy (2018), the overall economic impact, of simple visits to the South Coast, is equal to ±R4.4 billion (16.2% of KZN), which is a total sum of direct and

indirect (multiplier) effects of tourist spend, both domestic and international. The proposed response plan attempts to reverse the downward trend and for it to be relevant it has to be aligned to the Provincial and National initiatives in the tourism front.

It is worth mentioning that specifically for the governments relief efforts to cushion the impact of Covid-19, the rescue programme could not reach all businesses that are had hit by the impacts of the lockdown due to non-compliance with the long-standing government redress, affirmative policy framework. Hence the plan to rejuvenate the economy through tourism should take into account the Complexity or Chaos Theory of Faulkner (2001) which suggests a sudden paradigm shift of policy to deal with contingencies of the unexpected. Lessons can be drawn from popular tourist destinations that have experienced serious crises and found themselves in serious states of non-equilibrium. These include Thailand's Tsunami of December 2005, the Bali crisis, etc.,

3.7.12 Manufacturing (Industrial)

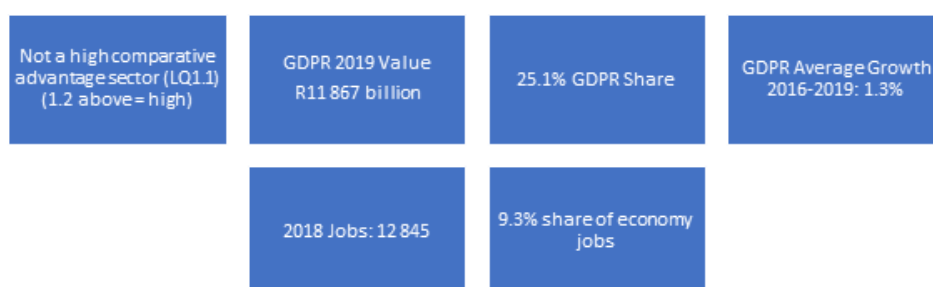


Figure 34: Industrial Facts

3.7.13 Trade: Retail and Wholesale

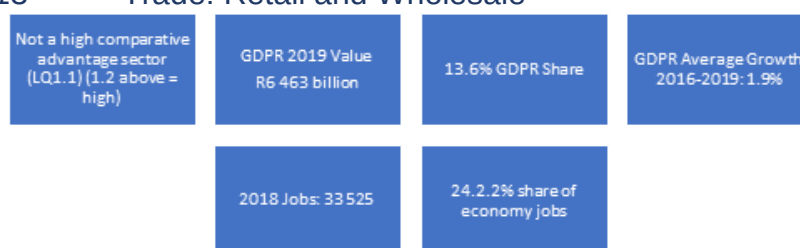


Figure 35: Retail Facts

Wholesale and retail (W & R) is believed to be a sector that provides much needed growth and contribution to the GDP and it is a major employer. There is continued growth in the sector, and increased employment growth. This sector is quite volatile and needs promotion of innovation which can be achieved through research, conducting surveys whose outcome will direct research requirements for the future of the sector in SA and internationally. Ugu District Municipality is no exception to the research needs as it can be learnt from the most recent pressures that have been exerted on the W & R sector by the COVID 19 and Unrest of 2019. Such volatility must be predicted for the long-term sustainability, but such cannot be done without reliable socio-economic data that creates the gaps as stated above. Focused research that will look at multi-year trend analysis, which does not

seek to address one particular line interest as perceived economic scholars^[1] is needed in Ugu District Municipality.

COVID 19 and subsequent lockdown of economic activities through Disaster Management Act Regulations, coupled with government rescue and solidarity offerings, the intergovernmental and all-inclusive multi-stakeholder structures that have been established in South Africa and in Ugu District Municipality have provided the opportunity to identify some gaps and performance challenges that had been existing in the economic sectors including the W & R. Such are, to mention a few, the South African trend of mall or shopping centre culture that is alluded to by Sewell *et.al* (2016) and members of the Port Shepstone Business Forum, which (the latter) also represents the interest of the spaza shops, general dealers and other forms of informal economy. This is said to be crippling the performance and survival of the rural retailing, which had to be rescued through the government rescue schemes.

From the point of view of economic regeneration planning, some of the factors that need consideration, intervention and future research and implementation of research findings include, but not limited to, the following:

- Economic and social upgrading in value chains
- Disposable income of customers and lower consumer spending
- Regulatory and governance environment
- Government-private sector relationships (their toxicity or health) and perceptions
- Skills availability and willingness to transfer to the small and emerging retailers
- Impacts of migration trends (urbanising population)

Mining

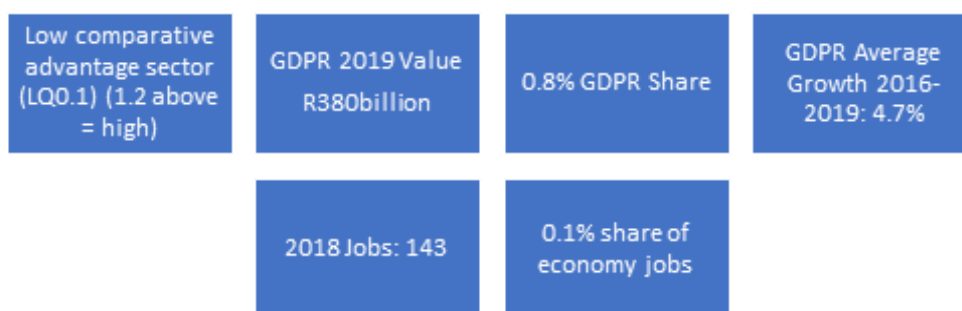


Figure 36: Mining Facts

In KZN the mining sector:

- Employs approximately 12 000 (2.5% of national)
- GDP contribution - R9 billion (2.7% of national)
- Key commodities include: Heavy Minerals – titanium, zircon, coal, gold, industrial minerals such as aggregates and sand.

Mining and related processing of stone into various aggregates and crusher dust is essentially aimed at supplying the local construction industry and to boost the local economy. The minerals mined in Ugu include:

- Limestone, marble, dolomite – R600/ton avg
- Lithium – R500/ton avg
- Aggregate – R200/ton avg and
- Sand – R150/ton avg

Mining and Quarrying is the lowest sectoral contributor of Ugu GVA Shares, at a mere 0.7%, and as a contributor to employment is 0.10%.

There are various quarries in Ugu with companies such as Natal Portland Cement and Idwala Carbonates.

LED includes strategic objectives which include sectoral development, and the mining sector is one such sector which has been given focused attention in partnership with Department of Mineral Resources and Energy. Formalisation, Support and legal compliance of artisanal mining/quarrying/sandwinning enterprises in Ugu of which there are many.

[\[1\]](#) Sewell et.al (2016)

3.8.1 Department of Education Analysis

In terms of the educational profile of the Ugu District Municipality the Stats SA Census, 2011 shows that the literacy rate has grown by 5% from 73% in 2001 to 78% in 2016. There has been a gradual increase of the percentage of people with grade 12 / Std 10 from 7% in 2001 to 17% in 2016 as illustrated in figure 51. There has also been a slight increase in the number of people who completed higher education even though the numbers are still relatively low. Based on these stats it is evident that the Ugu District Municipality has a low skills base.

3.8.1.1 District Strength Passing Performance and improvement in the year 2022

Inline with the educational profile according to passing rate and improvement of the much rate for 2022 out of 130 schools in the Ugu District, 120 had obtained to 70 percent in the district .The Pass rate was 87,2% in the National Senior Certificate (NSC). The Ugu District obtained to ranked number 1 in the KwaZulu Natal Province and received number eight(8) in the National.The achieved to get the bachelor passes percentage of 48.6%. According to the improvement within the district it was 6.8% improvement in the district result,out of 130 schools in the district municipality they obtained above 70% highest results.

According to the educational profile each Local Municipality has been outline as per improvement streghts each passing rate in the passing rate of the year 2022, each Local Municipality outlined shown below as per table

3.8.1.2 Strength of Umzumbe Local Municipality 100% passing rate

No.	Name of the Schools	Achived 100%
1.	Mabiya Secondary School	100%
2.	Mgamule High School	100%
3.	Siyakhula High School	100%
4.	Bhanoyi Secondary School	100%
5.	Mqhakama High School	100%

3.8.1.3 Strength of Ray Nkonyeni Local Municipality listed schools obtained 100 percent passing rate

No.	Name of the Schools	Achived 100%
1.	Siyaphamabili School	100%
2.	St Martin Porres	100%
3.	Port Shepstone Islam	100%
4.	Tholimfundo High School	100%
5.	Thobigunya School	100%
6.	Mahlabungene High School	100%
7.	Ezinqoleni Junior econdary School	100%

3.8.1.4 Strength of Umuziwabantu Local Municipality listed schools obtained 100 percent passing rate

No.	Name of the Schools	Achived 100%
1.	Oxford International School	100%
2.	Siyaphambili School	100%

3.8.1.5 Strength of Umdoni Local Municipality listed schools obtained 100 percent passing rate

No.	Name of the Schools	Achived 100%
1.	Gobume Hogh School	100%
2.	Tholisu High School	100%
3.	As Salaam Combined School	100%
4.	Sanywana High School	100%
5.	Umzinto Islamic	100%

Below is the subjects that the District obtained position one(1) in the Province of the KwaZulu Natal the list indicated below:-

- Accounting
- Economics
- Geography
- History
- Life Science
- Mathematics and Physical Science

3.8.1.6 There are eight schools that obtained less than zero to 60% within the district municipality shown below:

Name of the Schools	Obtained Percentage
Margate Middle School -	68.8%
Ingwemabala High School-	69.2%
Nobamba High School-	66.3%
Wesbery College of Science-	44.7%
Sibongumfeka School-	42.1%
Umzinto School	67.2%
KwaJabula School-	65.7%
Robert Hlongwa School	57.6%
KwaJabula School-	65.7%

Educationa Profile

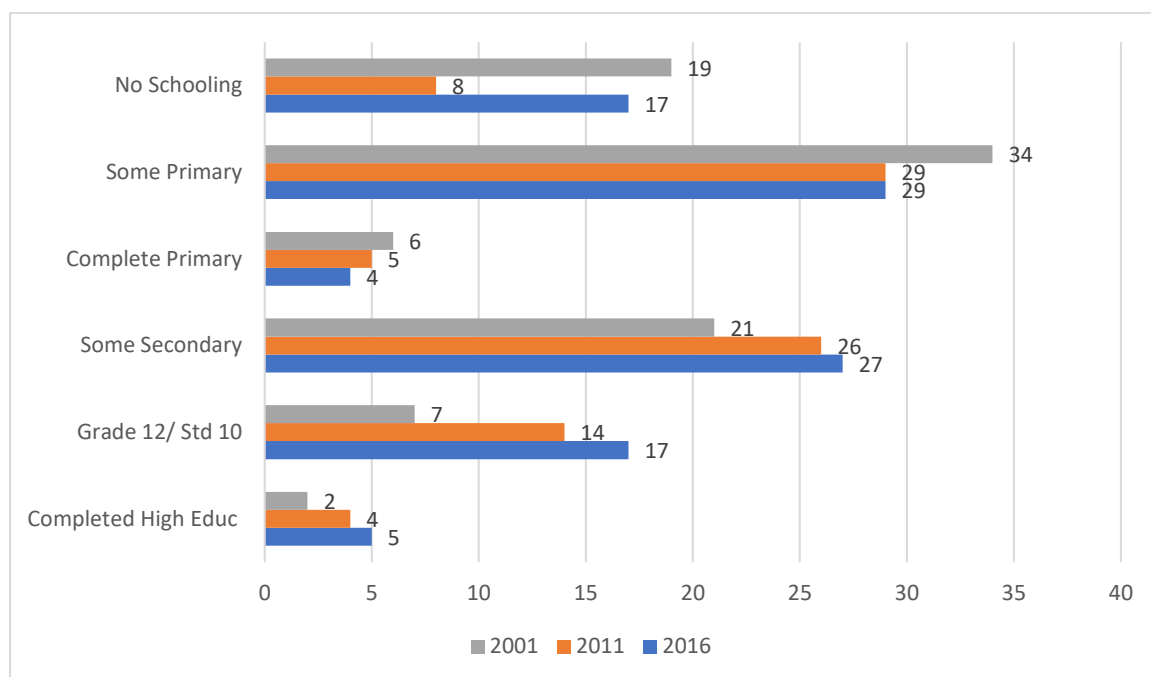


Figure 37:Ugu District Educational Profile

Source: Statics SA Community Survey, 2016

To further analyse the educational status in the district this section interrogates the level of schools' access to basic services. Table 57 shows the level of school access to basic water services. With regards to water services the statistics show that 35 (7%) schools in the Ugu area of jurisdiction have no access to basic water and about 29% use tanks. Table 58 show the level of school access to basic sanitation services.

Table 51: Schools Access to Water

Municipality	On-Site	Off-Site	Borehole	Mobile	Tanks	None
Former Vulamehlo	44	18	5	5	59	12
Umdoni	37	1	1	2	22	1
Umzumbe	49	11	10	7	142	18
Ray Nkonyeni	120	25	11	4	82	1
UMuziwabantu	38	1	9	4	41	3
Ugu	291	28	14	13	152	35
%	55	5	2	2	29	7

Source: Department of Education, 2015

Table 3.12.1.3 shows the level of access to sanitation services within Ugu District area of jurisdiction. What is worth noting is that all the schools do have some level of access to sanitation. However, the high percentage of pit latrines (50%) is cause for concern as per the standards of Ugu District as the VIP is the minimum acceptable sanitation standard. Table 59 further shows the schools' level of access to electricity. About 90% of the schools have access to electricity through Eskom, about 5% using alternative energy and only 4% having no access at all.

Table 52: Schools Access to Sanitation

Municipality	Flush Toilet	VIP	Pit Latrine	Temporary
Former Vulamehlo	11	36	47	1
Umdoni	22	11	20	0
Umzumbe	10	52	117	6
Ray Nkonyeni	53	38	66	8
UMuziwabantu	10	18	31	2
Ugu	106	155	281	17
%	19	28	50	3

Source: Department of Education, 2015

Table 53: Schools Access to Electricity

Municipality	Eskom	Generator	Solar	None
Former Vulamehlo	73	2	3	6
Umdoni	46	1	1	1
Umzumbe	150	6	10	9
Ray Nkonyeni	149	1	0	3
UMuziwabantu	52	1	0	2
Ugu	470	11	14	2
%	91	2	3	4

Source: Department of Education, 2015

3.8.1.7 Department of Education Of Education Challenges

- ❖ There are poor management of Projects by 1A and PSP's are not being fully visible on site as expected
- ❖ The poor performance by main contractors, contractors are under performing on site
- ❖ There are delay inpayment by client and also by 1A's
- ❖ In some areas there are no contractors
- ❖ Unavailability of the material on site

- ❖ The problem of contractors that are not buy material in advance, rather they wait for the invoices of work done to be paid in to proceed with the work
- ❖ The involvement of Business forums and other outside stakeholders
- ❖ There are lack of supervisors in other site or site agency
- ❖ Community Unrest

3.8.2.1 District Health Plan

The priorities set out in the District Health Plan are in line with the three over-arching outcomes for the current 5-year planning cycle that aims to address a single IMPACT of “Increased life Expectancy”. The outcomes that seek to merge to achieve this impact are “Universal Health Coverage”, “Improved Client Experience of Care” and “Reduced Morbidity and Mortality.”

Key interventions under Universal health coverage are to increase the number of ideal clinics, expansion of infrastructure, increase in the number of ward based outreach teams, school health teams and the number of patients on central chronic medicines dispensing and distribution (CCMDD). The Department will continue to accelerate the re-engineering of Primary Health Care to strengthen disease prevention, which will reduce the burden of disease, since ailments will be picked up early, while improving efficiencies at all other levels of care.

Key interventions in terms of reduced morbidity and mortality is to achieve 95-95-95 targets for HIV/AIDS and TB Programmes, improve TB success rate, reduce TB loss to follow up, increase TB screening, increase the number of patients on ART, increase in retention in care, reduce, teenage pregnancy, improve immunization coverage, improve cervical screening, reduce severe acute malnutrition incident and improve Emergency medical services response time

The Department aims to have catch up campaigns for immunizations, exclusive breastfeeding community advocacy and the malnutrition study should yield improved child health outcomes. Greater efforts will be placed on meeting the needs of mothers with a special focus on the antenatal and postnatal periods as well as implementation on policy around the vaccination of pregnant women against COVID-19. The Department will continue with the Covid 19 vaccination programme as Vaccines remain the best defence against COVID-19 and saves lives.

Health education and disease prevention through comprehensive health promotion strategies and programmes remain a key focus as the diseases of lifestyle continue to emerge as an ever-increasing threat. So do programmes to improve health-seeking behaviour, reduce communicable and non-communicable diseases, promote nutrition and strategies to reduce specific nutritional challenges, strengthen maternal, child and women’s health and thus reduce the preventable causes of morbidity and mortality. Effective screening, follow up and support services are vital to improving health outcomes, and will therefore receive priority.

To ensure improved client experience of care, patient experience of care surveys will be conducted at facilities and the complaints, compliments and suggestion management guideline will be implemented.

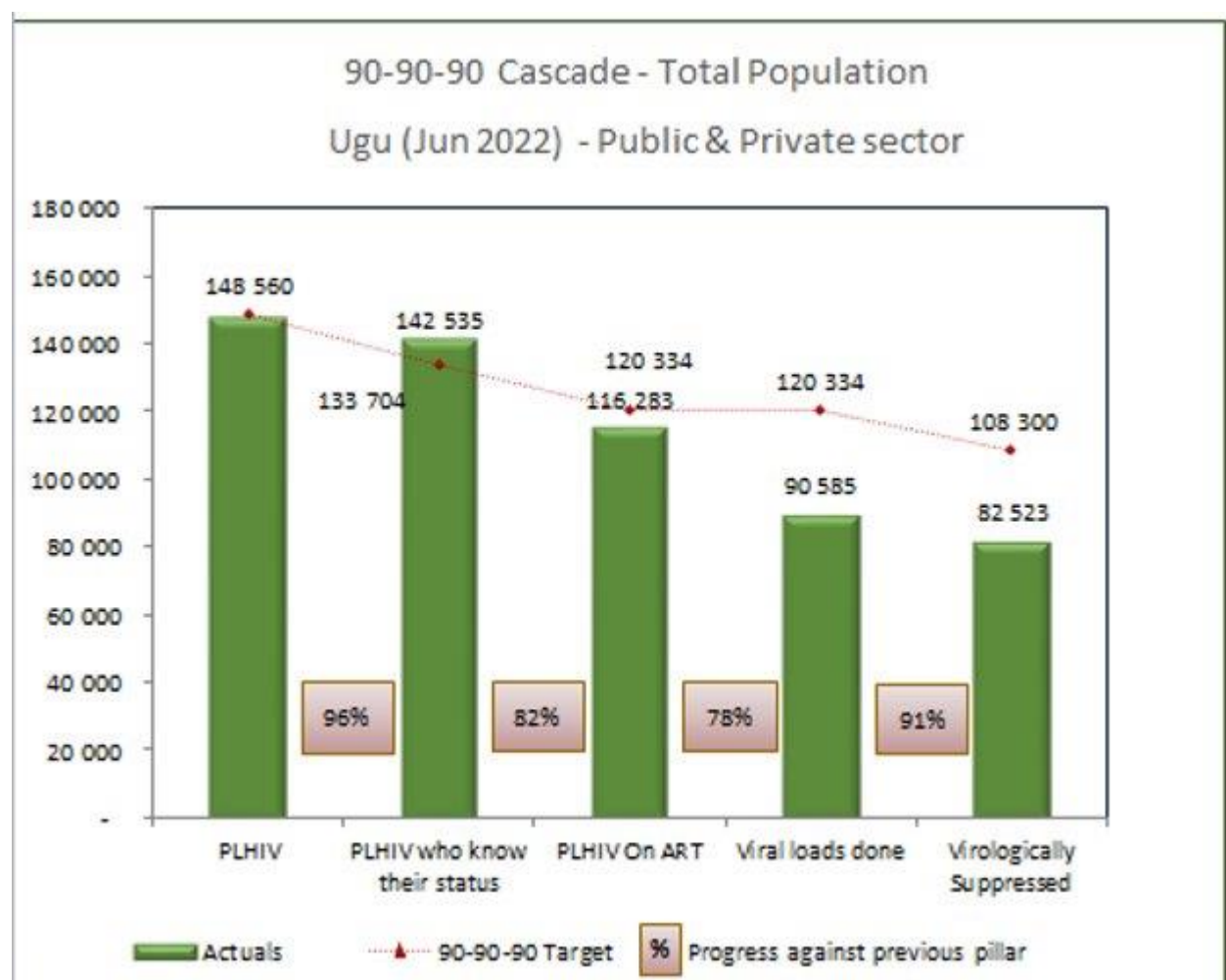
3.8.2.2 Population Criteria for Building new clinics within the District

POPULATION	RECOMMENDED FACILITY
Scattered and sparsely populated/Under 5000	Mobile point
5000 Clustered Population	Health Station
10 000 population	Small clinic
20 000 population	Medium Clinic
50 000 population	Large Clinic
70 000	Community Health Centre

- To grow KwaZULU natala together the Priority of the department is to larger communities that are far from the health facilities.

Distance should be above 10 km away from another health facility, if it's below that, the community will qualify for a mobile clinic/ health post and other community outreach programmes.

3.8.2.2.3 Rolling out of HIV



3.8.3 Broad Based Community Needs

Based on the community consultations by the District together with its Local Municipalities community needs were categorised into 10 categories. These categories are: Water; Sanitation; Roads; Sport fields; Health; Education facilities; Health Facilities; Public Facilities; Electricity; and Other. Figure 52 below depict a statistical overview of the community needs issues raised during the public consultation sessions. A full public participation report is attached (Annexure 11).

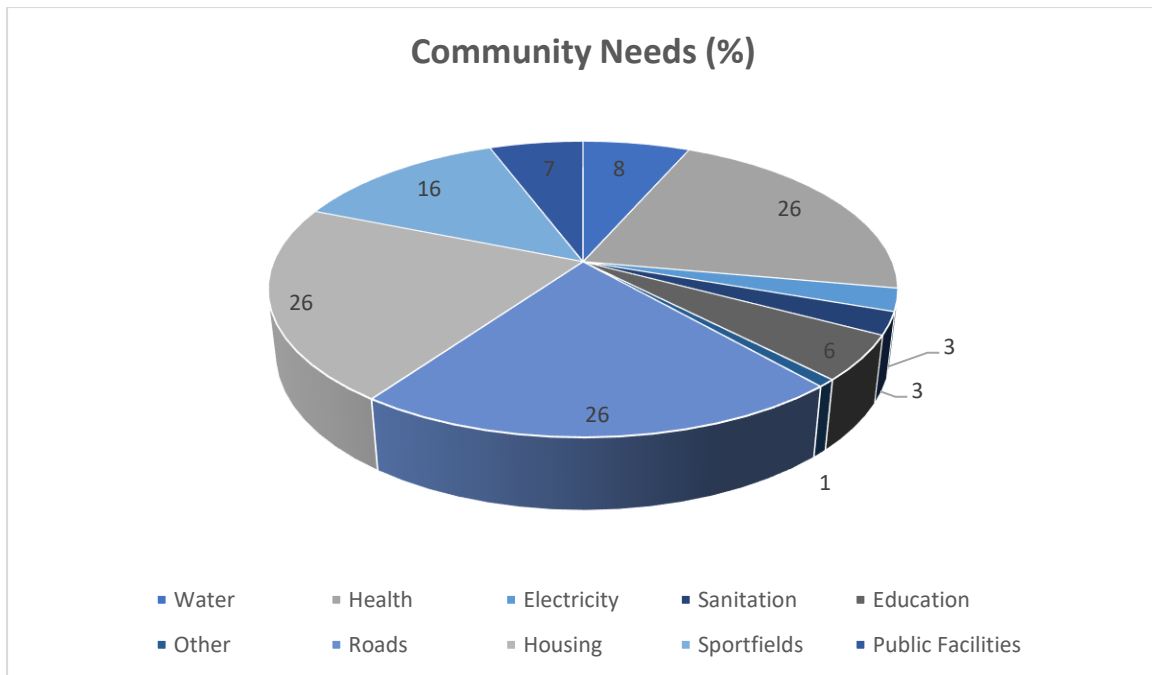


Figure 38: Community Needs

Figure 3.12.3.1 Statistical summary of community needs

Source: Mayoral Izimbizo and IDP/ Budget Roadshows 2022

Based on the 2022 consultation sessions as reflected in Figure 3.12.3.1, the 3 broad based community needs are:

- ☐ Water;
- ☐ Roads; and
- ☐ Housing.

3.8.4 Safety and Security

Some communities have converted the Community Policing Forums into Safety and Security Committee. There was also a safety and security strategy that was developed by the Department of Community Safety and Liaison in 2009, which is due to be reviewed and it is at the same level where the District Safety and Security Forum will be established. A municipal safety plan is a consultative document that sets out the strategic objectives and operationalise those into local crime prevention action steps. It should contain elements of law enforcement, situational and social crime prevention, must address social unrest and mediation.

3.8.5 Nation Building and Social Cohesion

Ugu District Sports Council was launched in 2009. Ugu District Municipality also participates in SALGA-KZN Games. 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 at the youth.

3.8.6 Community Development with Focus on Vulnerable Groups

Community development with focus on vulnerable groups addresses the development of youth; people with disabilities; women; people affected by HIV / AIDS, drugs, crime, etc.; and early childhood. The district has a dedicated Special Programmes Unit which caters for the needs of these special groups.

3.8.7 Youth Development

The youth in Ugu District is 38.7% of the total population. In terms of educational attainment 65% of the youth have completed matric, however only 4% have a tertiary qualification. The low percentage of youth with tertiary qualification further emphasises the skills shortage challenge in the district. Furthermore, 34% of the households in the Ugu District area of jurisdiction are headed by the youth. The Ugu District Youth Development Policy Framework 2016 – 2021 identified a host of challenges facing the Ugu District area of jurisdiction youth amongst which is the poor-socio-economic conditions characterized by poverty, poor living conditions, abuse, unemployment and a lack of access to education and recreational facilities.

Furthermore, the prevalent poor socio-economic conditions severely impinge on the youth's holistic wellbeing and further exacerbate their vulnerability to peer pressure, substance abuse, crime, and ill-health.

In response to the host of challenges that are identified by the youth policy framework, six strategic interventions are proposed as follows:

- Social Cohesion;
- Education, Training and Skills Development;
- Economic Development and Transformation;
- Health and Social Well-being;
- Arts and Culture;

The Municipality has a total number of five (05) departments namely Corporate Services, Water Services, Economic Development & Environmental Services (EDES), Office of the Municipal Manager and Budget & Treasury Office. The total number of workforce in the Municipality is 777 employees.

The municipality's core function is the provision of Water and Sanitation services to the Ugu District communities. Over the years the Municipality has been faced with challenges of water shortage supply in different communities that it is servicing. The Municipality has hence identified the aging infrastructure & maintenance of same as the reasons for this challenge.

In addressing these challenges after the Municipality has identified the causes, it became evident that there are key critical skills that are required to overcome these challenges, which the Municipality needs being the following:

Skill Required	Current Status	Function	Intervention
Water and Environmental Engineer	The Municipality has no Water & Environment Engineer.	Stormwater hydraulics, design of hydraulic structures, hydrology water services, water quality and treatment	The Municipality needs to employ a Water & Environmental Engineer, that will be responsible for this function; with financial challenges that the Municipality is faced with, it is difficult to get this resource
Systems Technicians	The Municipality has one (1) Systems Technician to cover the entire District from Area North to Area South - West.	Operates the water distribution and treatment systems, checks operations of valves, pressure regulators and pumps.	The Municipality should employ more Systems Technicians; with the financial challenges that the Municipality is faced with, it is difficult to get these resources
Leak Detection and PRV Specialist	The Municipality has Leak Detection equipment but there is no one (1) with the skill and knowhow on how to use this equipment.	Check and identify water loss, where it is lost, and the amount of water lost.	The Municipality should train unemployed youth within the 4 Local Municipalities of the District to assist in the curbing of water loss which will mean that we need to engage about 150 interns to be trained and be recruited and placed to all the 4 Local Municipalities of uGu but divided proportionally.
Instrument Technician	The Municipality has one (1) Instrument Technician to cover the entire District from Area North to Area South - West.	Check the Water levels on reservoirs and switch on pumps when there is electricity failure	The Municipality should employ more Instrument Technicians; with the financial challenges that the Municipality is faced with, it is difficult to get these resources.
Infrastructure Maintenance Specialist	There is no one (1) who is looking the Infrastructure be pro active in advising when should it be change before it is no longer functioning.	Check and monitor infrastructure that will need to be replaced and how it will possibly cost the Municipality and how long will it take.	The Municipality should change the current aging infrastructure and employ an Infrastructure Maintenance Specialist.

Plumbing Trade Test	The Municipality has Plumbers however this kind of function cannot only be limited to internal plumbers because our water and sanitation network vastly spreaded.	Install, repair, and maintain pipes valves fittings drainage systems and fixtures in industrial, commercial, and residential structures.	The Municipality needs to engage about 150 interns who will be trained to the plumbing qualification and also be spread across the District.
Process Control	The Municipality has Process Controllers with NQF level 3	Coordinate, control & monitor all operational activities during a shift relevant to the operations of a wastewater treatment plant	The Municipality needs funding to train the Plumbers to acquire their Trade Certificates

Emanating from the district youth Council, the following objectives were developed and resolutions were cited further below the objectives to address the fundamental issues facing the district

Objectives

- To review and evaluate progress made from 2019 Youth Summit Resolutions
- To present the approved UGu District Youth Strategic Framework
- To build a strong and effective UGu District Youth Council.
- To deal with barriers to entry towards sustainable socio-economic transformation.
- To forge strategic partnership with all government departments and agencies in all spheres of

government for sustainable support programmes

- To develop programmes that are aligned to National Youth Policy 2030.
- To address serious challenging affecting youth of our district
- To take charge of our own path and self-direct the transformational agenda through policy direction in addressing barriers to entry in socio-economic transformation

On Education, Training and Skills Development

- That Ugu Youth Council musts engage all social partners to supports the process of engaging both ESayidi TVET College and DHET, to review its curriculum offering with an intention of introducing courses, which are responsive to local economy and scarce skills required by the country.
- To lobby for the review of the composition of Esayidi FET College Council to accommodate industry representatives and youth formations.

- To ensure that Ugu Youth Council nominates representatives toward the governance structure of Esayidi FET College.
- To support and mobilize financial resources towards the UNISA Satellite Campus establishment within Ugu and all other supporting infrastructure.
- To facilitate and enter into memorandum of agreement with various skills development public and private sector institutions for the benefit of Ugu youth.
- To facilitate the hosting of Ugu Education and Scarce Skills Indaba, with all partners in education and skills development sector.
- Ensure the continues upskilling of the youth in areas of critical skills needed by the market
- To ensure that Ugu District Municipality uses the District Development Model (DDM) instruments i.e. One District Plan, as plan to priorities the upgrading and building of new education/school/university infrastructure in the district including TVET College Student Accommodation Facilities.

Nation Building and Social Cohesion

- That the district municipality and its family of municipalities shall continue to develop and support multi-cultural and diversity promotion programmes targeting youth in school, out of school youth, youth religious formations, cultural groups and any organization or programme that promote social cohesion.
- That the democratic elected youth structures must be part of continuous engagement and communicating with the government, on issues affecting the society in particular those focusing on basic service delivery i.e. water, sanitation, housing and electricity.
- That a clear developmental programme be facilitated with, optic fibre and ICT companies who have already rollout their infrastructure along the road servitudes or verges to adopt a school and provide Wi-Fi hotspots and relevant gadgets.
- That the Youth Council reaffirms its support of the implementation and continuation of Ugu District Water Ambassador programme, as the tool of promoting responsible water use, payment for services and reporting illegal connections.
- That an integrated community capacity building programme be developed with the Ugu Special Programmes, Department of Education, Health, Social Development, SAPS and Local municipalities targeting schools and communities around the issues of prevention and fighting drug abuse, gender based violence, bullying and child abuse.
- That all municipalities as part of their IDP Review Process and Engagement sessions must have a dedicated Mayoral Imbizo focusing on youth, this shall be known as IDP Youth Imbizo.

- That Youth Council shall be considered as a key stakeholder and ally of Ugu Council in its service delivery turnaround programme.
- That youth council shall be allocated resources and logistics to facilitate youth dialogues and social cohesion activities in all wards that were affected by public protests linked to water service delivery.

On Health Care and Combating Substance Abuse

- That the Youth Council shall encourage youth or young people to participate in the nominations and elections of Clinic Committees and Hospital boards, in order to safeguard the interest of young people and ensure that those facilities and their services are youth friendly.
- That the Youth Council shall engaged District Department of Health to implement a pilot programme in partnership with Department of Education and Social Development a sexual productive health targeting schools with high pregnancy rate, which later will be expanded as an annual programme.
- That the Youth Council partner with Department of Social Development to establish a focus programme, which will be known as Ugu Youth against Drugs and Alcohol Abuse.
- That youth council further engage the Department of Sports, Recreation, and Department of Health to rollout the health lifestyle by supporting existing non-profit community very healthy lifestyle recreational clubs and facilities.
- That youth council working closely with all youth units and local municipalities youth council shall immediately plan and implement a community awareness programme on the Covid 19 vaccination programme.
- That youth council will and encourage young people to report adults (sugar daddies/moms) including educators and anybody who care for children or young people who is involve in a sexual relationships, to the relevant authorities i.e. SAPS and his or her employer.
- That youth council will lobby and advocate the placement of unemployed social workers within the youth development units of the municipalities as part of outreach programme financial supported by both Department of Social Development and HWSETA

Economic Participation and Transformation

- That the district municipality must ensure that in the composition of their municipal entities, that at least **30 % of board members** are under the age of 35 years and bona fide resident of Ugu District.

- That the district municipality mandates the development agencies to ensure that all their programmes and projects beneficiaries are made of **40% of youth**.
- That all municipalities shall considered creating of **pre-qualification youth owned enterprises database** for various services and infrastructure development in order to ensure participation of youth in all opportunities offered via public procurement.
- That the pre-qualification youth owned database will be used for sub-contracting opportunities on ward, cluster and municipal level.
- That municipality shall consider prioritizing young people or young entrepreneurs for trading permit or licenses or even leasing or disposal of immovable properties.
- That Ugu Youth Council shall facilitate the establishment of Youth in Business Forum or even engaged South Coast Chamber of Business to establish a youth chamber, which will act as the voice of youth owned businesses.
- That the newly established NYDA District office shall coordinate their work with SEDA to accelerate the development of youth entrepreneurs.
- That the performance agreements of all heads of departments and accounting officers within the family of municipalities shall include a target on youth economic empowerment.
- That the Youth Development Unit shall play a critical role in identifying, supporting and submitting of qualifying youth owned businesses to various youth targeted funding and support i.e. KZN Premier Youth Fund, Ithala Inkuzi Isematholeni,
- Government should ensure there is enterprise development programmes of youth owned enterprise

Effective and Responsive Youth Development Institutions

- That the Youth Council shall support the Youth Development Unit to facilitate the establishment of District Youth Workers/Practitioners Forum. This forum will consist of all government departments within the district who works on programmes targeting youth.
- That the establishment of the District Youth Workers/ Practitioners Forum will ensure that the district play its coordinating role in the development issues related to youth and ensure that all government departments align their interventions in the district.
- That all municipalities in the new term of office shall consider establishing a dedicated fully fledge portfolio committee on youth development issues, in order to ensure accountability and mainstreaming of youth development issues by all municipal departments.

- That all municipality organizational scorecard shall set clear youth development performance targets which all Heads of Departments and the Municipal Manager must share responsibility of implementation, accountability and reporting.
- That youth development shall be a standing item during MANCO meetings and quarterly review for all HODs and Municipal Manager.
- That the activities of the NYDA District Office shall be reported bi-monthly to the Executive Committee.

3.8.8 Sports and Recreation

The actual youth programmes and projects to be implanted in the 2016 –2021 period of this IDP are captured in chapters 4 and 5 of the document.

3.8.9 Development of the People with Disabilities

People with Disability in South Africa encounter a range of physical, cultural social and attitudinal barriers, which prevent them from enjoying and accessing their full civil, political, economic, and social and developmental rights.

The Special Programmes Section is committed to promoting an integrated National Disability Forum strategy. The special programmes unit envisions the understanding of the rights of persons with disability and dignity through full participation in a barrier-free society. The collaboration is aimed at ensuring that those with disability are included in making decisions about their lives, have access to justice, achieve independent living, establish an adequate standard of living, personal mobility, enjoy freedom of expression and participate fully in society.

The Special Programmes Section is tasked with mainstreaming the Disability Programme within the District. Mainstreaming involves the integration of disability issues and interventions with government legislation and programmes and other sector organisations or programs.

Roles and Responsibility:

- Develop an Ugu District Municipality implementation plan that is aligned to the National Disability Strategy.
- Establishing and strengthening coordination of committees on disability matters, with emphasis on, among other goals, the adequate and effective representation of disabled persons and their organization as well as their roles therein.
- To focus on specific actions to be taken to promote the rights of people with disabilities in improving access to lifelong quality education and training, Creation of job opportunities, improving access to health, improving access to justice, and ensuring that rural communities are improved.
- Promote participation by relevant stakeholders in the development and use of research.
- Making special efforts to foster positive attitudes towards children and adults with disabilities, and undertaking measures to improve their access to rehabilitation, education, training, and employment, cultural and sports activities and their physical environment.

- Change attitudes through sensitization and awareness programmes.
- Promoting awareness and commitment to full participation, equality and empowerment of persons with disabilities.
- To reach out to the diversity within the disability sector by demonstrating how all human and socio-economic rights must and can be equally enjoyed by all persons with disabilities, irrespective of race, gender, age, sexual orientation, type and severity of impairment, socio-economic status, educational qualification level, religion, culture, employment status or nationality.
- To advocate for accelerated implementation of White Paper on the Rights of Persons with Disabilities.
- To report back on achievements and challenges experienced over the past years in creating a disability inclusive in the district.
- Encourage a process allowing the development an integrated project-based budget.
- Develop a reporting mechanism to facilitate the dissemination of information by using appropriate medium e.g., Braille.
- Encourage the sharing of resources and the adoption of asset-based approaches.
- Advocate and facilitate inclusion in the decision-making process.
- Scheduled dates for Disability Forum Meetings are 01 February, 25 June and 06 October 2023

Roles and Responsibility:

- Develop an Ugu District Municipality implementation plan that is aligned to the National Disability Strategy.
- Establishing and strengthening coordination of committees on disability matters, with emphasis on, among other goals, the adequate and effective representation of disable persons and their organization as well as their roles therein.
- Promote participation by relevant stakeholders in the development and use of research.
- Making special efforts to foster positive attitudes towards children and adults with disabilities, and undertaking measures to improve their access to rehabilitation, education, training and employment, cultural and sports activities and their physical environment.
- Change attitudes through sensitization and awareness programmes.
- Promoting awareness and commitment to full participation, equality and empowerment of persons with disabilities.
- Encourage a process allowing the development an integrated project-based budget.

- Develop a reporting mechanism to facilitate the dissemination of information by using appropriate medium e.g. Braille.
- Encourage the sharing of resources and the adoption of asset-based approaches.
- Advocate and facilitate inclusion in the decision-making process.

3.8.10 Development of the Elderly

As per the 2016 Community Survey conducted by Statistics South Africa, the elderly makes up 6.7% of the total population of the Ugu District area of jurisdiction. Furthermore, 15.8% of the Ugu District area of jurisdiction households are headed by the elderly. The elderly people are vulnerable in many aspects and hence the district commitment to ensuring protection and care of its senior citizens. The District has a Senior Citizen Programme which is underpinned by the following pillars:

- Creation of an enabling and supportive environment for senior citizens.
- Community-based care and support services.
- Advancement of healthy well-being.
- Ensuring community-based care and support services; and
- Promotion of protection and safety

The District Municipality has a Senior Citizens Forum in place. Through this forum the municipality on annual basis implements programmes such as; Golden Games; Support to Destitute Elderly; and Awareness Campaigns. Furthermore, Senior Citizens must be full participants in the development process and share in its benefits. No individual must be denied the opportunity to benefit from development. Older persons have been previously marginalised, as ageing has been perceived as a problem rather than a natural process. Senior citizens are also represented in the District Civil Society Forum and they an equal voice in sharing their views.

The programme is intended to:

- To promote close collaboration between the Ugu District Senior Citizens Forum, government departments and the broader NGO-sector involved with senior citizens sector,
- To coordinate, monitor, evaluate and report on the implementation of programmes and strategies aimed at achieving goals for senior citizens,
- To raise awareness, advocate, and lobby on, and conscientize the public about senior citizens' rights with a view to stimulating public debate

3.8.11 Gender Development Programme

The Gender Development Programme promotes the respect for the rule of law, human rights as well as economic and social development for women, men and the LGBTQI+ Community to ensure that equal opportunities are achieved. It aims to promote, protect, monitor, and evaluate gender equality within the District. The programme is responsible for the coordination and implementation of programmes to mainstream gender development within the district and ensure that equal opportunities are available for men, women and the LGBTQI+ Community to play an active role in the economy of

the District and the country at large thereby escaping the cycle of poverty and abuse. This is achieved through raising awareness on issues pertaining to Gender-based violence, women's health, men's health, skills development, sexual health, reproductive rights, as well as the access to justice.

The Special Programmes Unit works closely with the 4 local municipalities to coordinate and implement programme that promote gender equality and raise awareness on social issues affecting women and men in the District.

Roles and Responsibility:

- Guide the Districts response to gender-related issues.
- Create and strengthen partnerships for an expanded provincial response to issues of Gender development.
- Mobilize and streamline resources to effectively implement partnership activities.
- Establish medium and long-term goals for the Gender Development Programme based on the Gender Equality Act.
- Coordinate, monitor, evaluate and report on the implementation of programmes and strategies aimed at achieving Gender development goals.
- Raise awareness, advocate, lobby on and consociates the public about human rights.

The District has established a Gender, Men's, and Widow's Forum through which on an annual basis implements programmes such as, Sanitary Dignity Campaign; Women Empowerment Session; Men Empowerment Session; Women Empowerment programmes; Moral Regeneration Campaign; Sanitary Dignity Awareness Campaigns, Annual Umkhosi Womhlanga; Men Empowerment session; Gender Economic empowerment Workshops; and Gender-Based Violence Awareness Campaigns.

3.8.12 HIV / AIDS Programme

The Special Programmes Unit coordinates the functioning and the implementation for the HIV and AIDS programmes in the district. The coordination is done through working together with the government departments in the district lead by Department of Health as a key department in relation to HIV and AIDS programmes. The district municipality also works with local municipalities (Umzumbe, Ray Nkonyeni, Umdoni and Umuziwabantu) Civil Society Sector, as well as district supporting partners.

Ugu is one of the province's five districts who have a high burden of HIV, TB and STIs. Interventions will then be prioritised according to the burden as the essence of the methodology is to deliver results that can provide the greatest impact with limited resources and highest value for money.

The MDIP is aligned with national strategic plan 2017-2022 and provincial implementation plan 2017-2022 obligations, commitments and targets related to HIV, TB and STIs. The MDIP will also be used by UDAC as the framework to co-ordinate and monitor implementation by sectors, local municipalities, and civil society organizations. The district supporting partners will use the MDIP to support the district in its efforts to turn the tide with respect to the twin HIV and TB epidemics.

The HIV programme is focused on the 8 goals (below) as per National Strategic Plan for HIV, TB and STIs:

- Goal 1: To accelerate prevention to reduce new HIV, TB and STI infections
- Goal 2: To reduce morbidity and mortality by providing HIV, TB and STIs treatment, care and adherence support for all
- Goal 3: To reach all key and vulnerable populations with customised and targeted interventions
- Goal 4: To address the social and structural drivers of HIV, TB and STI infections
- Goal 5: To ground the response to HIV, TB and STIs in human rights principles and approaches
- Goal 6: To promote leadership and shared accountability for a sustainable response to HIV, TB and STIs
- Goal 7: To mobilise resources to support the achievement of NSP goals and ensure a sustainable response
- Goal 8: To strengthen strategic information to drive progress towards achievements of NSP goals

The district has established District AIDS Council and Ugu District Civil society forum through which on an annual basis, programmes such as, Awareness Campaign; World AIDS Day; Nutritional Supplements; and provision of support to PLHIV sector programme are implemented.

Programmes achieved thus far

- Supporting the Civil Society structure. The Civil Society exco was re-elected in 2019
- Functional District AIDS Council with full support of Political Leadership. Members of civil society being represented in the Council.
- Continuous reporting and attendance to the Provincial AIDS Council
- Coordination of District Consultative meeting
- Good relations with partners working in the district.
- Participation in the District Nerve centre meetings
- Participating in the She Conquers campaign committee and Adolescent Youth Forum-meeting monthly and supporting various activities which deal directly with the 5 She conquers objectives: i.e.
- Decrease new HIV infections in adolescent girls and young women by at least 30%
- Decrease teenage pregnancy by at least 30%

- Keep girls in schools until matric-increase retention by 20%
- Decrease gender base and sexual violence by 10%
- Increase economic opportunities for young girls by 10%
- Participation in the Adolescent, Youth and Young Women (AGYW) programmes which has various partners working in the district including Dreams, FHI360, CCI, and Broadbeach.
- Participation in the various meetings coordinated by the Office of the Premier, HIV, AIDS Directorate.

The UDAC meetings are 04 February 2022, 19 May 2022, 05 August 2022, and 11 November 2022

3.8.13 Rights of a Child

Children are in essence more vulnerable than adults because their "...survival, care, protection, or development may be compromised due to a particular condition, situation or circumstance that prevents the fulfilment of [their] rights". By this definition and in accordance with Section 28 of the South African Constitution and Section 7 (2) of the Bill of Rights children are entitled to special care and protection. Vulnerable children include and not limited to orphans, child-headed households, children in foster care, children who are victims of violence, exploitation, abuse, and neglect; refugees; children in conflict with the law and so forth. The Convention on the Rights of the Child defines a child as "every person below the age of eighteen (18) years unless under the law applicable to the child". The Rights of the Child Programme is the responsibility of all government institutions including municipalities to create an environment that is child-friendly; prioritizes and protects children's rights.

Early Childhood Development is seen as a vital grounding to a learner's ability to grasp concepts later on in their schooling career. Very few learners are registered in pre-Grade R classes and only 8 pre-primary schools are registered in the district. Some of the key challenges and obstacles hindering the growth of ECD Centres include and not limited to minimal funding, lack of buy-in by parents, absence of adequate learning materials and resources and qualified educators. The District Growth Development Plan has identified a number of interventions required to ensure early childhood development.

The Rights of the Child Programme adheres to the following National legislative mandate:

- Constitution of South Africa
- Children's Act 38 of 2005
- Children's Act 41 as amended 2007
- Child Justice Act
- Human Trafficking Act
- Intimidation Act 72 of 1982
- Marriage Act 25 of 1961

- Sexual Offences Act
- Protection from Harassment Act 17 of 2011
- Recognition of Common Law Act
- Recognition of Customary Marriage Act 120 of 1998
- South African Schools Act 84 of 1996
- White Paper on the Rights of People with Disabilities

5 Pillars of Children's Rights (National Plan of Action for Children of South Africa):

- Child Survival

This is a vital pillar in terms of children's welfare premised on the survival breakthrough of the child having access to safe and clean environment (sanitation and water); adequate shelter; nutrition; and health-care services.

- Child Development

This pillar is crucial in the promotion, protection, and fulfilment of children's rights. The development of the child is the responsibility of different entities such as the family, community, civil society and government. The multi-facets of child development include early childhood development; girl child and boy child development; culture and tradition; adolescent development; children with disabilities; socio-economic environment; quality education; parental care and support; children living in rural and urban areas; quality education; school sports; infrastructure planning and development; as well as arts and culture.

- Child Care and Protection

The pillar deals with issues of the safety of children and places of care. The protection of children encompasses child abuse and neglect; child trafficking; bullying (physical, emotional and cyber); orphans and vulnerable children; child-headed households; children living on the street; children and substance abuse

- Standard of Living

The focus is on creating an enabling environment and tackling factors that hinder the development of the child such as child poverty; inadequate housing; water and sanitation; and access to social security.

- Child Participation

This refers to the involvement of the child in matters that pertain to children. Government institutions, civil society organizations and so forth need to ensure that children take part in the decision-making processes such as school governing bodies; IDP Forum; Council, etc.

Strategic objectives of the programme:

- Establishment of integrated and functional processes of District and Local structures for children's rights amongst stakeholders.
- Facilitate the co-ordination, collaboration and synergy in the promotion, protection and fulfilment of children's rights in Ugu District. Strengthen the capacity, systems and processes relating to the realization of children's rights.
- Provide a platform for government and other stakeholders to share information, collaborate in initiatives and promote best practices.
- Promote equal access (quality education and healthcare) and holistic development for all children, including those with disabilities.
- Conduct awareness and advocacy campaigns through workshops, schools, roadshows.
- Mainstreaming of children and youth issues in governance.
- To encourage recognition of children as social actors, with interests, capacities, vulnerabilities, and requirements for protection, guidance and support in the exercise of their rights.
- To draw attention to diversities, circumstances, and quality of experiences within early childhood that need to be considered when developing legislation and implementing programmes.
- To emphasize the vulnerability of children to poverty, discrimination and a multitude of other adversities that violate their rights and undermine their well-being.

The role of Ugu District Municipality is to coordinate all programmes in relation to this cause and create a platform for all stakeholders sharing common cause such as NGOs, CBOs, Local Municipalities and Government Departments, particularly DSD and DOE who are key stakeholders. Through the District Rights of the Child Forum, the municipality implements programmes such as, Dress-a-Child Campaign; Spelling Bee; Financial Literacy; Support to Child Headed Household; Support to ECD Centres; Take a Girl Child to Work; Children's Rights Awareness Campaigns; Computer Handover Programme; and Christmas for Children Living in Shelters.

3.8.14 Operation Sukuma Sakhe Programme

The **Operation Sukuma Sakhe Programme**, formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009.

The objectives are as follows:

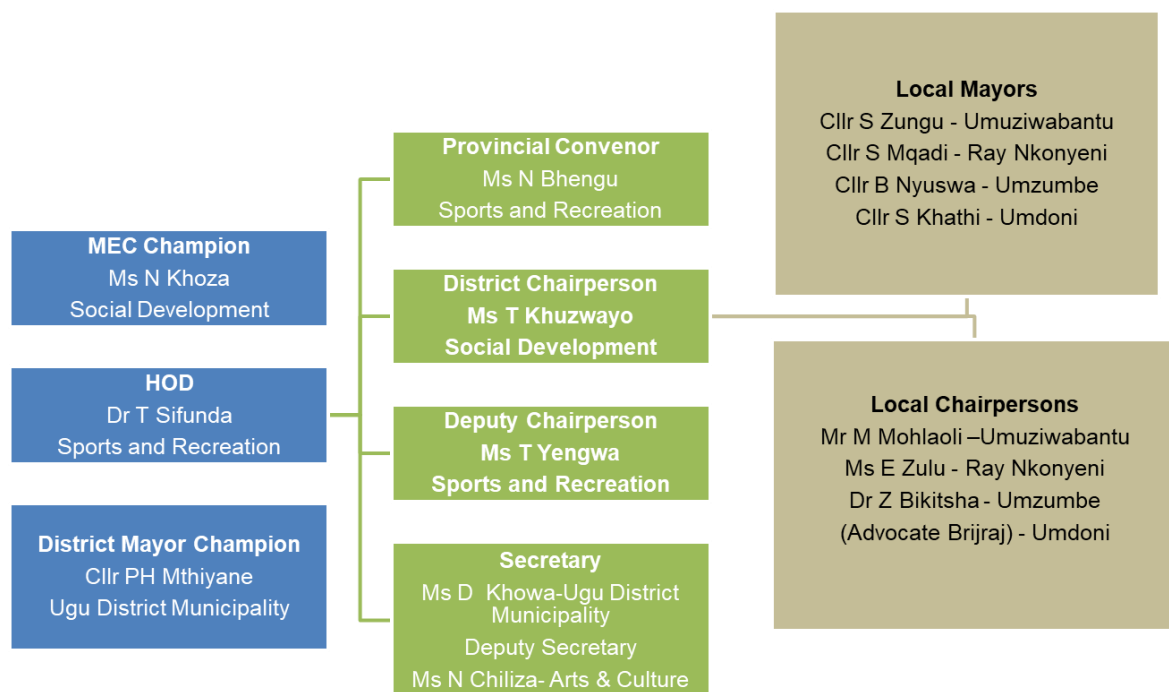
- To provide guidelines for the implementation of OSS initiatives.
- To improve co-ordination with other sector departments.

Legislative Mandate:

- Constitution 108 of 1996
- White Paper on Local Government 1998
- Intergovernmental Framework Act 13 of 2005
- Rural Developmental Strategy
- White Paper on Municipal Service Partnerships of 2000

The Kwa-Zulu Natal Office of the Premier mandated all districts ensure that key elements are in place for the successful implementation of the OSSP. These elements include:

1. The structure constitutes the District Task-Team (DTT), Local Task-Teams (LTTs), Ward Task-Teams (WTTs), Political Champion (MEC), Administrative Champion (HOD) District Convener. In the diagram below is the Ugu OSS DTT structure.



2. Focus programmes 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), Educational programmes, Food Security and social relief, Economic Development and Provision of critical registration documents (e.g. birth certificates and IDs)
3. Infrastructure areas of focus include: Community Halls, Schools, Clinics, ECD Centres, MPCCs, Churches or any other community infrastructure, depending on the area
4. The implementing process involves: Household Profiling (HHP), reporting of findings to WTT, referral of cases to relevant department/district partners, provision of intervention programmes, capturing of HHPs in NISIS at the Office of the Premier (OTP), and Operation MBO (fast-track community service delivery).

5. Proposed roster of meetings for 2022:

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
	08	08	12	10	07	12	09	13	11	08	13

6. Stakeholders of OSS DTT comprises of the following government departments: Health, Sports and Recreation, Arts and Culture, Agriculture and Rural Development, Home Affairs, Human Settlements, Community Safety and Liaison, Social Development, Transport, National Prosecuting Authority, Justice, South African Police Services, Economic Development Tourism and Environmental Affairs.

3.8.15 Expanded Public Works Programme (EPWP)

The EPWP is one of several Government initiatives aimed at addressing unemployment and alleviating poverty within Ugu District Municipality in the short to medium-term. The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. The importance of the EPWP is clearly reflected in key government policies like the New Growth Path (NGP) and the National Development Plan (NDP). In both, EPWP is positioned as a key programme to contribute to achieving government's goals of halving unemployment and addressing gaps in the social protection system. Furthermore, the Ugu District Municipality has been mandated to create work opportunities. To assist with the implementation of EPWP projects and achievement of targets.

The objectives of EPWP Phase IV:

Is to provide work opportunities and income support to poor and unemployed people through the delivery of public and community asserts and services, thereby contributing to its development. Programme impacts include:

- Employment Creation – Acquiring work-based skills and workplace experience enhancing their potential to find further work in the formal or informal sector.
- Income Support – Earning an increase income and improving their household securities.
- Development of community asserts and the provision of services – Benefiting from improved service delivery and infrastructure in their communities.

UGU DISTRICT MUNICIPALITY PHASE IV TARGET							
Total All Sectors							
Municipality		2019/20	2020/21	2021/22	2022/23	2023/24	Total
Ugu	WO	1764	1 785	1 798	1 805	1 816	8 968
	FTE	618	625	630	634	638	3 146

Ray Nkonyeni	WO	835	846	857	866	877	4 281
	FTE	318	323	327	332	336	1 636
Umdoni	WO	276	280	284	287	291	1 419
	FTE	103	105	106	108	109	531
Umuziwabantu	WO	179	180	182	183	185	909
	FTE	65	65	66	67	68	330
Umzumbe	WO	250	252	253	254	255	1 265
	FTE	88	88	89	89	90	443

Ugu District EPWP Phase IV Sector Targets							
Municipality		2019/20	2020/21	2021/22	2022/23	2023/24	Total
Infrastructure	WO	1 284	1 296	1 300	1 298	1 300	6478
	FTE	424	428	430	429	430	2141
Environment & Culture Sector	WO	290	299	308	317	326	1540
	FTE	121	125	128	132	136	642
Social	WO	190	190	190	190	190	950
	FTE	73	73	73	73	73	365

3.8.15 Social Development: SWOT Analysis

The SWOT Analysis with regards to Social Development analysis are summarised as follows:

Table 3.12.7.1: Social Development SWOT Analysis

Strengths	Weaknesses
Poverty alleviation through Operation Sukuma Sakhe as multi-stakeholder platform Fully functional Forums dealing with vulnerable groups Staff complement Good working relations with other stakeholders Support from NGOs and private sector	Poor co-operation by local municipalities Special Programmes viewed as an ad hoc programme Social Ills Poverty and gender inequality
Opportunities	Threats
Forging partnership with Private Sector (taking advantage of available Corporate Social Investment) New innovative initiatives to address social ills Expansion of existing programmes to cover the whole district Sharing of funds for programmes Job opportunities	Non- cooperation from some Local Municipalities Social Inequality High Crime Rate High prevalence of HIV and Aids Social ills (Teenage pregnancy, drugs and substance abuse, gender-based violence) Duplication of Efforts/Initiatives Gateway to Eastern Cape and eThekweni (inward migration) put burden on social resources

Table 54: EPWP Phase 4 Targets

3.9 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

3.9.1 Financial Ratios

Table 63 gives an indication of the Key financial ratios that give an overall view of the municipality's financial position and performance. The measures to improve these ratios are discussed in the subsequent sections.

Table 55: Financial Ratios

Ratio	Calculation	Norm	2019 / 2020 (current)	2020 / 2021 (Projected)	2021/22	2022/23	2023/2024
Financial Position							
Cash / Cost Coverage Ratio	(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1 – 3 Months	1.0	0.47	0.56	1	2
Current / Liquidity	Current Assets / Current Liabilities	1.5 to 2 :1	0.17:1	0.21:1	0.33:1	0.40:1	0.50:1
Capital Expenditure to Total Expenditure	Total Capital Expenditure / Total Expenditure (Total Operating Expenditure +Capital Expenditure) × 100	10 – 20%	0.47: 1	0.21: 1			
Collection Rate	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance	95%	21.0%	20.0%			

	- Bad Debts Written Off) / Billed Revenue x 100						
Debt to Revenue	Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue – Operating Conditional Grant	45%	26%	28%	51%	45%	45%
Level of Cash Backed Reserves (Net Assets - Accumulated Surplus)	(Cash and Cash Equivalents - Bank Overdraft + Short Term Investment + Long Term Investment - Unspent Conditional Grants) / (Net Assets - Accumulated Surplus – Non-Controlling Interest – Share Premium – Share Capital – Fair Value Adjustment – Revaluation Reserve)	100%	100%	100%	100%	100%	100%
Creditors Payment Period	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	30 days					
Remuneration to Total Expenditure	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100	25 – 40%	Financial Performance	142.48 Days			

Source: Ugu Treasury, 2023

Investment Management

The Municipality does not have any long-term investments however, Surplus funds are held in short term deposits in order to earn interest but could not be held for longer due to operational requirements.

3.9.2 Capability to execute Capital Projects

The municipality has a fully-fledged Project Management Unit, and each project is assigned to a Project Officer who monitors and reports monthly on the performance of the contractors. The municipality

achieved 90% expenditure on its capital budget in the prior years. The targeted 100% expenditure will be achieved through continuous implementation and monitoring of the procurement plans.

Table 56: Ugu Capital Spending

Description	2019 /20	2020/21	2021/2022	2022/2023	2023/2024
Budget	R 262 862 498	281 038 000			
Actual	R268 933 990	275 569 447			
% spent	102.31%	98.05%			
% growth - budget	-22.07%	6.91%			
% growth - actual	-5.03%	2.47%			

Source: Ugu DM Treasury, 2022

3.9.2.1 Capability to Execute Operational Budget

Table 3.13.2.1 provides a summary of the municipality's operational budget spent for a five-year period. The country as a whole is going through a rough economic phase and the district is feeling it as well. The municipality has put in place financial austerity measures to ensure operational spending is managed. This is done parallel to the revenue enhancement strategies to ensure that service delivery is not adversely affected. The 2019/ 20 financial year actuals are correct as at 31 January 2021.

Table 57: Ugu Operational Spending

Description	2019 /2020	2020/2021	2021/2022	2022/2023	2023/2024
Budget	1 288 347 209	1 287 426 111			
Actual	1 272 433 231	1 295 041 051			
% spent	98.76%	100.59%			
% growth - budget	13.38%	-0.07%			
% growth - actual	5.71%	1.78%			

Source: Ugu DM Treasury, 2022

3.9.3 Indigent Support (including Free Basic Services)

Ugu District municipality's indigent register as at June 2022 has a total of 1 421 for water and 1 353 sanitation households and is reviewed after 36 months. The verification process that was completed in January 2020 led to a significant decrease in the number of beneficiaries. as the remedy we had planned to have roadshows within the communities to ensure that all qualifying customers do benefit from this program. The municipality was unable to conduct the roadshows due to the lockdown restrictions on gatherings. The roadshows were held during the month of April and May 2022.

The installation of electronic flow limiters and prepaid meter system to all indigent consumers can also act as a deterrent as those who can afford to pay for excess usage will not be comfortable with being limited to 6kl and having to change from paying in arrear to paying in advance as well as inconvenience of monitoring consumption. This will also be attempted also be explored by the municipality.

Table 58:Ugu Indigent Support

Indigent Households	2019/ 2020		2020 / 2021		2021/2022	
	No.	Budget	No.	Budget	No.	Budget
Water	747	55 563 574	860	15 600 000	1 421	15 000 000
Sanitation	713	55 563 574	810	15 600 000	1 353	15 000 000

2 Source: Ugu DM Treasury, 2022

3.9.4 Revenue Enhancement and protection Strategies

A Revenue Enhancement Strategy was adopted by the Council which outlines tasks to be performed in efforts to reduce the debt owed. These tasks include ensuring that the master data is correct, the outstanding queries are attended to so that customers can pay their accounts, billing customers based on actual readings and the implementation of the Debt Recovery Plan to enhance revenue collections and reducing outstanding debt. The system related issues are also detailed and have been shared with the service provider so that they can be attended to in efforts to continuity and that credible information is produced from the system generated statistical reports.

In addition, the flow of information from user departments to the revenue management section has improved and meetings are held to ensure that the reported information is correct and accurate.

Table 59: Ugu District Revenue

Revenue Source	2019 /2020	2020 /2021	2021/2022	2022/2023	2023/2024
Total Revenue	R 1 223 035 657	R 1 204 693 000			
Own Revenue Sources	R 403 518 645	R 665 839 000			
Grants and Subsidies	R 819 517 012	R 538 854 000			
% Own Revenue Sources	32.99%	55.27%			
% Grants and Subsidies	67.01%	44.73%			

Source: Ugu DM Treasury, 2022

3.9.5 Municipal Consumer Debt Position

Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Households	R523 741 291.53	R650 734 297.72	R796 604 663.79		
Business	R109 294 999.17	R115 865 591.90	R141 152 852.25		
Government	R42 766 098.03	R41 928 434.41	R23 270 464.00		
Ugu DM accounts			-R140 710.25		
Total Debt	R675 802 388.73	R808 528 324.03	R960 887 269.80		
% growth	19.36%	16.42%	15.86%		

The Municipality bills for the water, sanitation, environmental health services and other miscellaneous services. The biggest contributor to the total debt is residential customers who equate to 83%, business is 15% of the total debt and departmental accounts are 2% to the total debt. It has also been noticed that most customers have opted to have boreholes in their properties, and some have installed storage

The unit also contributes to the reduction of non-revenue water, through the functioning of the 24-hour Call Centre where citizens may report Water and Sanitation emergencies.

The mandate of the Customer Relations Unit is implemented through the following programmes and projects:

Batho Pele Strategy: This involved several flagship projects like Unannounced visits, and Municipal Service Week

Service Delivery Improvement Plan: This is developed annually and reviewed Quarterly.

Functional Call Centre: There is a 24/7 Call Centre to report Water & Sanitation related emergencies. The contact numbers is: 08000 92737

3.9.7 Municipal Infrastructure Assets and Maintenance

The asset management unit which comprises of technical and financial sections are in place and is currently addressing historic asset management challenges and bringing about a reform in the municipality. In the 2020 /2021 financial year, the municipality received a qualified audit report with a few asset management matters as emphasis. The municipality has put plan in place to ensure that the asset management challenges are addressed. The municipality is committed to:

- Ensure management, accounting and information system that accounts for the assets, long term liabilities, investments and leases;
- Ensure that assets, liabilities, investments and leases are valued in accordance with standards of Generally Recognized Accounting Practice (GRAP) i.e. GRAP 17;
- Ensure a system of internal control of assets, loans, investments and leases including registers.
- Develop and implement asset, loans, investments and leases management framework, policies, strategies, assets repairs and maintenance plans.
- Coordination of Disposal of Fixed Assets;
- Assist with Replacement of Fixed Assets; and
- Ensure appropriate assets counts.

3.9.8 Auditor General Report

Table 71 gives a summary of the Auditor-General's Report on the Ugu District Municipality Financial Management of the past five years.

Table 63: Auditor-Generals Report

Financial Year	Audit Outcome	Basis for Audit Opinion
2014 / 2015	Unqualified	
2015 / 2016	Unqualified	
2016 / 2017	Qualified	Revenue Assets Management Commitments
2020/2021	Qualified	

Source: Auditor-General's Reports, 2015 – 2021

3.9.9 Supply Chain Management (SCM)

MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption. The Municipality's supply chain management functions are centralised in the Budget and Treasury Office Supply Chain Management Unit. All bid committees are in place, effective and they sit as per the adopted roster of bid committees. The coordination of the procurement of goods and services, management of supplier database, inventory management and contract management are performed within the Supply Chain Management Unit. The Supply Chain Management Policy and Standard Operating Procedures are in place and will be reviewed for the 2020 / 2021 financial year.

There is an updated contract register that is populated with all contracts for the municipality. They have all been procured through the SCM process, they are all valid written contracts with the terms and conditions stipulated in the contract. The period of the contract is specified in the contract register. A contract administrator is responsible for the management of all the municipal contracts. All officials in the Supply Chain Management Unit meet the prescribed competency levels as required by the Municipal Finance Management Act (MFMA)

Demand management is managed through the Procurement Plan that was adopted annually as a working document for the Municipality. There is still a need for improvement in the following areas:

- Contracts awarded within 90 days.
- Limited or decreased irregular expenditure; and
- Skills development for the current staff in the SCM unit will always be needed since regulations change.

3.9.10 Cash Flow Management

Figure 53 gives a summary of the cash flow management of the Ugu District Municipality over a period of 5 years from 2016 / 2017 to 2020/ 2021 financial years.

The municipality's cash inflow has decreased by 6.28% in the first term of 2020/2021 compared to the same period in 2019/2020. The decrease in the cash inflows is attributed to the Covid –19 lockdown. Cash Outflows also decreased by 20.26% compared to the same period of the previous financial year. The decrease in cash outflow is also attributed to the Covid 19 lockdown as well as the implementation of the cost containment measures. The municipality has implemented immediate measures to ensure that the cash flow position is improved in the 2021 / 2022 financial year.

CASH FLOWS	2016/17	2017/18	2018/19	2019/20	2020/21
CASH INFLOWS	1 020 237 506	1 004 865 840	1 136 732 289	1 152 298 115	727 190 041
CASH OUTFLOWS	1 096 341 123	831 074 031	1 127 333 602	1 123 772 328	630 052 206
SURPLUS/SHORTFALL	- 76 103 617	173 791 809	9 398 687	28 525 787	97 137 835

Figure 39: Cash Flow Management

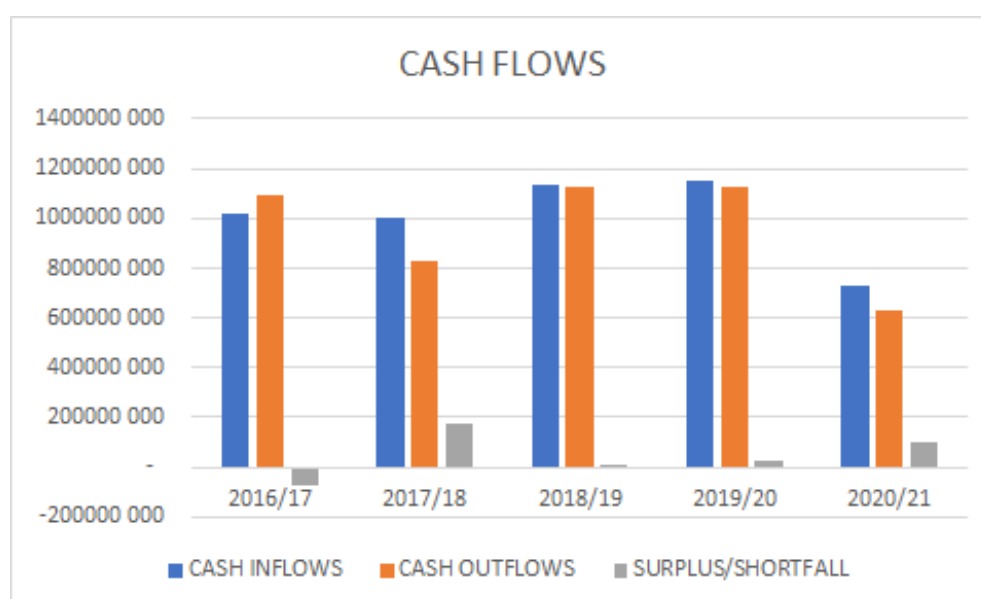


Figure 40: Cash Flow Management

3.9.11 Municipal Financial Viability and Management SWOT Analysis

The SWOT Analysis with regards to the Municipal Financial Viability and Financial Management analysis are summarised as follows:

Table 64: MFVM SWOT Analysis

Strengths	Weaknesses
□ Stability of Budget and Treasury Office □ Financial management turnaround strategy in place. □ Critical managerial posts have been filled	□ Non-compliance with MFMA – Policies and procedures □ No standard operating procedures for financial management. □ Misalignment of skills within the organisation. □ Inaccurate billing □ Lack of contracts management □ Inaccurate customer information's database
Opportunities	Threats
□ Potential for investment to enhance economic development and revenue collection. □ Larger Urban areas to enhance revenue □ Support from National and Provincial treasury and CoGTA	□ Financial management trainings are not specific to the Treasury department. □ Under collection of revenue threatens cash flow. □ Non-performance of service provider

AUDITOR GENERAL Municipal Financial Viability and Management KPA		
2021/2022 FY		
Issue Requiring Attention	Action Required	Remedial Action
Incorrect application of GRAP 12 in the determination of water production cost where all costs including indirect costs were used as costs of production.	• Management has identified the actual costs of producing water in line with GRAP 12. • A formula to compute the cost of producing water has been developed which was used to clear the finding in the prior year. • A review of the water stock report to be conducted prior to finalisation of the AFS	• An analysis of what forms part of actual cost of production. • A formula to compute the costs of producing water.
Incorrect application of GRAP 12 in terms of the disclosure of water production costs	• Management has ensured that the disclosure of water stock is in line with GRAP. • The AFS Preparation plan has been updated to incorporate the necessary disclosure.	• Update on the AFS preparation plan. • The AFS have been updated.
Management did not reclassify the transactions process to the correct periods on the financial system. Internal control deficiency.	Ensure proper internal controls are put in place and reviews are done timeously.	
Management did not implement Preferential Procurement Policy Framework Act, 2000: PPPFA 2017 in a case of a designated sector, advertise the invitation to tender with a specific condition that only locally produced goods or locally manufactured goods meeting the stipulated minimum threshold for local production and content.	Accounting Officer and Supply Chain Management should implement appropriate processes or systems to ensure compliance with the PPPFA, 2000: Preferential Procurement 2017, paragraph 8(2) & (5) and the municipality's SCM Policy.	• Controls have been enforced to ensure compliance with PPPFA 2022 which excludes the local production and content. • The PPPFA Policy has been adopted and being implemented, as well as checklists and MBD forms have been reviewed and updated. • The irregular expenditure that was incurred because of noncompliance with local production and content is still being quantified and reported for investigation to complete transactions since there

		are multiyear contracts that were affected.
Incorrect interpretation of the standard by management.	Management has ensured that the disclosure of contingent liabilities is in line with GRAP.	• Update on the AFS preparation plan. • The AFS have been updated.
The impairment rationale excluded debtors that were owing debt less than 90 days at it was deemed as collectable.	Revised rationale was incorporated into the impairment methodology and the calculation going forward will include all debt owed that is in arrears as per the Debt Collection and Debt Collection Policy for all customer types.	
The municipality didn't comply with laws and regulations for credit purchases. It is experiencing cash flow challenges which make it difficult to meet its obligations timeously.	Management is engaged in various strategies to ensure the prevention of UIFW including the following: • Entering payment arrangements to avoid incurring interest on overdue accounts. • Introducing more cost containment to align with the budget reductions to ensure a funding position. • Numerous trainings for SCM personnel are scheduled as well as increased efforts to ensure compliance with legislation. • There are also increased processes of consultation with Treasuries grey areas to ensure compliance at all times.	• On a monthly basis the Irregular Expenditure Register is updated for compliance and reporting purposes. • Irregular Expenditure Register is shared with Internal Audit for investigation processes and write offs/condonation. It is also forwarded to Cogta, Provincial Treasury and AG. • Investigation by the service provider is in progress. • Fruitless and wasteful expenditure report submitted to MPAC. • Other Irregular expenditure investigation is underway.
The municipality didn't comply with laws and regulations for credit purchases/ Municipality is experiencing Cashflow challenges.	Implement and review adherence to • Financial Turnaround strategies, • Cost containment, • revenue collection strategy. • Adhere to Payment processes at pre-determined dates	Prioritisation of Bulk Purchases and Adherence to payment plan sourced.

	• Adhere to payment plan sourced.	
There is no legal ownership, however there are processes to fast track the registration of the property and it is to be handled by the panel of legal practitioners that are still undergoing the SCM processes, and also their process is done on sub-division and Ray Nkonyeni Municipality is in contact with our Legal Section in resolving the matter.	Legal Office to fast track the registration of the property	• On a monthly basis a follow, up to be made on the progress made to register the property in Ugu District Municipality name. • Finalisation of conducting Asset Indaba to raise awareness on the information required for assets.
Contract management	Strengthen internal controls by implementing the following: • Review and update the checklist for tenders. • Verification of all tender documents before the financial year end to ensure that they are all signed by the accounting officer.	• The checklist for tenders has been reviewed to include the form of Offer and Acceptance part. • Verification of tender documents and Z20 files is now done monthly to ensure that the Accounting Officer completed the contract.
Lack resources to verify suppliers who are in the service of the state.	Strengthening internal controls to ensure that there are no awards that are done to suppliers who are in the service of the state by using DBSA website to verify.	• During evaluation stage all preferred suppliers are verified if they are not in the service of the state through DBSA website to avoid irregular expenditure. • Suppliers who had given false declarations are disqualified due to contravening Reg 44 of the MFMA SCM Regulations and therefore not awarded any tender. • Reg 44 letters were written to suppliers who came as being in the service of the state and some responded with proof that disputes the findings. they also have been flagged on the system as being in the service of the state to prevent appointing them again.

The budget became unfunded due to continued decline in the generation of own cash backed revenue which declined faster than it was humanly practical to reduce the corresponding expenditure.	The budgeted expenditure to be reduced to equal revenue generated.	The budget was amended, and a funded budget was passed.

3.10 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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.

Inline with the Acts listed below:

- The Constitution of the Republic, Act 108 of 1996, places the participation of communities at the centre of service delivery,
- The Municipal Structures Act, 117 of 1998, makes provision for the election of ward committees, to enhance public participation,

- The Municipal Systems Act, 32 of 2000, provides for establishment of processes and mechanisms to enhance public participation in local government

The uGu District Municipality Public Participation Unit had a Strat plan in March 2023 to discuss a plan of community mobilisation in the entire district.

The Honourable Speaker Cllr SR Ngcobo and the public participation section team held a meeting to discuss a strategy for the Organization to improve the interaction and communication with communities and stakeholders in order to strengthen relations. The first meeting was informal held at Park Ryne Offices. that meeting was followed up with a meeting with senior Manager Mayoralty and Communication Both meetings agreed that a strategic planning session is necessary to engage on a wider district public participation program that can be adopted by municipality.

3.10.1 ANNUAL PUBLIC PARTICIPATION PROGRAM 2023-2024

PROGRAMME/ PROJECT	ACTIVITIES / SUB- PROGRAMMES	DATE OF IMPLEMNTATION	VENUE OF THE PROGRAM	OBJECTIVE OF THE PROGRAM	DEPT/UNIT
Public Participation workshop	Skills Development/Capacity Building to ward Committees	Quarterly	Umuziwabantu Ray Nkonyeni Umzumbe Umdoni	Training of Ward Committee members	Public Participation Cogta
Commemoration of Calendar events	Freedom Day Workers Day	April 2023 May 2023	Ray Nkonyeni Umzumbe	To engage with communities about the significance of these dates and events	Public Participation
Mayoral Izimbizo	Meetings with communities	October – November 2023	All lms	To open the space for the Honourable Mayor and Political leadership to listen to the concerns of the people	Public Participation Water Services PMU
IDP/Budget Roadshow	Meetings with Communities	April – May 2023	Umzumbe Umdoni Ray Nkonyeni Umuziwabantu	Presentation of budget by Honourable Mayor	Treasury IDP Public Participation
Ward Committee meetings	Meetings with Chairs and Secretaries of ward committees	Quarterly	All lms	Meeting to discuss water related issues	Public Participation Water services PMU
Taking Council to the people	Rotation Council meeting in local municipalities	One per quarter	All Lms	To take council to the communities to engage with the communities and have council meeting	Public Participation Secretariat Cogta Sector Department
Public Education	Awareness campaigns on various issues	Quarterly	All lms	– Educating communities about illegal connections, saving of water, GVT CHAT, Illegal connections, Protection of our Infrastructure, Municipal By laws, Application for connection of water meters, Revenue enhancement and billing,	Water Services Cogta Revenue Sector Departments

				National and Provincial Governments programs/activities	
Ward Committee Verification	Assessment of functionality of ward committee	Quarterly	Ugu Municipality	Verification to determine whether ward committees are working or not	Cogta Public Participation
District Public Participation Forum	Meeting of the officials from lms and Cogta	Once Per Quarter	Rotate in municipalities	Meeting to discuss public participation programs within the district	Public Participation Cogta
Provincial Public Participation Steering Committee	Public Participation Meeting at Provincial Level	Once Per Quarter	Cogta Offices	Meeting to discuss public participation programs within the province	Cogta Districts and LMS
Speakers Forum	Meeting of Speakers from LMS and District	Once per Quarter	UGU District	Meeting of Honourable Speakers to assess public participation programs	Public Participation
Rapid Response Meeting	Meetings of the District Rapid response Chaired by Speaker	Once per Quarte	UGU District	Meeting with political leadership from lms, uGu Officials and local municipality officials to discuss water related issues and public protest	Water Services Public Participation Cogta
Community Meetings	Meetings with members of the public, organised forums or associations	Once per quarte	All lms	Meeting to hand over projects, present programs, discuss water related issues	Water services Public participation

Water and Sanitation Forums	Formation of water and sanitation forums per ward	July – August 2023	All lms	The forums will assist in monitoring the provision of water in their wards and report where there are challenges	Water Services Public Participation
Civil Society Forums	Formation of Multi Sectorial Civil Society Forums	April – June 2023	All lms and district	The formation of organised civil society forums	Public Participation
Traditional Leadership	Meetings with Traditional Leadership	Quarterly	All traditional Councils	Meetings to discuss water related issues with traditional councils	Water services Public Participation Unit
Benchmarking	Learning visit of Speakers Forums	September 2023	Mpumalanga Gauteng Eastern Cape	Learning visit to observe Council meetings, function of Council Committee's, Speakers Forum, Public Participation Programs.	Speakers and officials
Report back meeting	Meeting to report back on issues raised during Izimbizo and ward committee meetings	January – March 2023	All lms	Presentation of responses on issues that were raised during Mayoral Izimbizo	Water services Public Participation Sector departments
Customer Satisfaction Survey	Research on customer satisfaction about our services we provide		All LMS	To understand how communities are viewing us on service delivery	

3.10.1 National and Provincial Programmes rolled-out

The Ugu District Municipality is two National and Provincial Programmes which are Batho Pele and Operation Sukuma Sakhe.

3.10.1.1 Batho Pele Programme

Batho Pele, a Sesotho word meaning “people first”, is a notion which was adopted in 1994 and became policy in 1997. The Batho Pele concept has as a main objective, addressing service delivery improvement by introducing principles which guide the transformation of service delivery to be people centric. In Ugu DM, Batho Pele was implemented in 2007. Since then a lot has been done towards implementing it such as Batho Pele principles and in-Service Delivery implementation Plan (SDIP), flagship projects such as Municipal Service week and Know your Service Right Campaigns. In 2008/2009 Ugu obtained a Golden Award in the Premier’s Service Excellence Award. The legislative framework calls for setting up of service standards, defining outputs and targets, and benchmarking performance indicators against international standards. Similarly, it also calls for the introduction of monitoring and evaluation mechanism and structures to measure progress on a continuous basis. Batho Pele Principles: Nationally there are eight principles that govern the transformation of service delivery according to Batho Pele White Paper. The province added three more Principles and adheres to eleven principles in the Citizens Charter, as listed below-:

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

3.10.1.2 Service Delivery Impact

Under the direction and guidance of DPSA Batho Pele implementation has focused on principles and Service Delivery Improvement Plan. Batho Pele Belief which says, “We Belong, We Care, We Serve.” is a value system which clearly captures the revitalized Batho Pele culture. More still needs to be done relevant to belief sets. A Batho Pele belief set implementation Strategy will be developed and made available. The Public Service Regulations Act of 2001 states the following:

- i. 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 were required to publish a Statement of the Service Charter reviewed in the 2015/2016 financial year. Service standards must be set at a demanding but realistic, measurable level to be reached by adopting more efficient and customer- focused working practices. Batho Pele Flagship Projects: Since 2008/2009 the following flagship projects, also known as service delivery watch, were implemented and are continuously conducted:

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

Services such as water and sanitation provision and budgeting can all be improved through increased alignment to the SDBIP.

3.10.1.3 Operation Sukuma Sakhe (OSS)

The Operation Sukuma Sakhe Programme, formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the KwaZulu-Natal, Office of the Premier gave a mandate to all districts, to ensure successful implementation of the OSS programme. In terms of structural framework, OSS has Ward Task Team, Local Task Team, and District Task Team as reflected in Figure 55 below

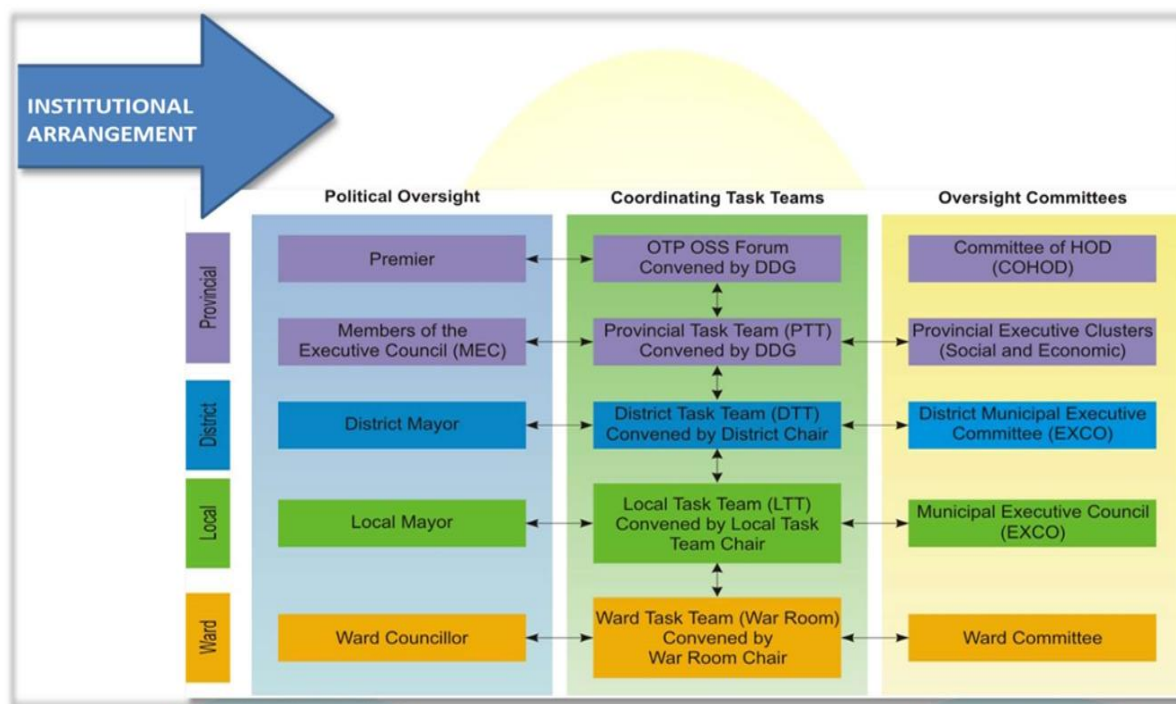


Figure 41: Ugu OSS Structural Framework

Source: Ugu District Special Programmes Unit

3.10.2 Ward Task Team (WTT)

The Ward Task Team comprises of members of WAC, Sector Departments, Private Sector, Traditional Council, Traditional Healers, Ward Committee, Youth Sector, Disability Sector, Gender, Sector, Senior Citizens, Community Care-Givers, Crime Prevention Volunteers, NGOs, FBOs, Moral Regeneration. Ward Councillor acts as a champion of the War Room. Ward Task-Team Function –

- Identifies the needs of the community at ward level through CCGs and CDWs through profiling;
- Discusses all information received and refers to relevant sector departments and municipalities for relevant intervention;
- Consolidates reports on all interventions, events, reports from WAC and statistics from sector departments; and reports to the LTT of the municipality; and
- Oversight, coordination and implementation of household profiling and the facilitation of interventions.

3.10.3 Local Task Team (LTT)

The structure comprises of members from WAC, Ward Task Team, Sector Departments, Managers from Municipalities, Political Principals from the local municipality. Local Task-Team Function -

Consolidates and compiles all reports from Ward Task Team and forwards the report to the District Task Team;

Executive structure of the Local Task Team attends District Task Team meetings;

Monitors and evaluates the performance of the Ward Task Teams; and

Provides mentoring to the Ward Task Team.

3.10.4 District Task Team (DTT)

The structure comprises of two political champions (MEC and District Mayor), administrative champion (HOD), district convener, Local Task-Teams, senior departmental and municipal officials, sector department managers, political principals from Local Municipalities, civil society, and all other relevant stakeholders.

Political Champions (MEC & District Mayor) - to provide political leadership and guidance.

Administrative Champion (HOD) - to provide administrative leadership and guidance – develop a monitoring mechanism in terms of the participation and compliance of government departments.

Provincial Convener - to provide the linkages between the Office of the Premier and the District Task-Team.

Table 65: War Room Functionality

FUNCTIONALITY OF WAR ROOMS					
Municipality	Number of Wards	Fully Functional	Functional	Poorly Functional	Not Functional / Not Established
Umdoni	19	5	8	4	2
Umuziwabantu	10	5	5	0	0
Ray Nkonyeni	36	14	2	13	7
Umzumbe	20	4	12	4	0

3.10.5 Intergovernmental Government Relations

Objective

The object of Intergovernmental relations is to establish a system in which all of spheres of government plan together to provide a coherent approach to service delivery and development. An overall planning framework of government has thus been the goal

Intergovernmental Structure

South Africa has an intergovernmental system that is based on the principle of cooperation between the three spheres of government – local, provincial, and national. While responsibility for certain functions is allocated to a specific sphere, many other functions are shared among the three spheres.

The role of intergovernmental forum

The role of a district intergovernmental forum is to serve as a consultative forum for the district municipality and the local municipalities in the district to discuss and consult each other on matters of mutual interest, including draft national and provincial policy and legislation relating to matters

The intergovernmental system depends on well-coordinated policy, planning, budgeting, implementation, and reporting. This is necessary both within spheres and between spheres and is affected through technical, executive and legislative consultative forums. Municipalities are generally represented on the national intergovernmental structures by 'organised local government' in the form of the South African Local Government Association (SALGA). At the provincial level, municipalities are either represented directly or through the provincial local government associations.

The following intergovernmental forums play an important role in cooperative governance and in shaping policy and resource allocation decisions as follows

- **Extended Cabinet:** This is made up of the national cabinet, premiers of provinces and the chairperson of SALGA. It is the highest cooperative governance mechanism, advising the national cabinet when it finalises the fiscal framework and the division of revenue on which MTEF budgets are based.
 - **The President's Coordinating Council:** This is chaired by the President and comprises the nine provincial premiers, the chairperson of SALGA, the mayors of the metros and the national ministers responsible for cross-cutting functions such as provincial and local government affairs, public service and administration, and finance. Other national ministers may be invited to participate.
 - **The Budget Council and Budget Forum:** These are established under the Intergovernmental Fiscal Relations Act (1997). The Budget Council consists of the Minister of Finance and the members of the executive council (MECs) responsible for finance in each of the provinces. The national and provincial spheres consult on any fiscal, budgetary, or financial matters affecting provinces as well as any legislation that has financial implications for provinces. The Budget Forum consists of the members of the Budget Council plus representatives of SALGA. It provides a forum for discussing financial matters relating to the local government fiscal framework.
 - **MinMECs:** These are sectoral policy forums made up of the national ministers responsible for concurrent functions and their provincial counterparts. SALGA represents local government on a number of these forums. The intergovernmental system depends on well-coordinated policy, planning, budgeting, implementation, and reporting
- CHAPTER 3: INTERGOVERNMENTAL RELATIONS AND THE LOCAL GOVERNMENT FISCAL FRAMEWORK
- **Various technical intergovernmental forums:** These consist of senior officials who provide technical support to the political forums. There are also forums that involve officials from municipalities such as the City Budget Forum.

- The Financial and Fiscal Commission: This is an independent constitutional institution that provides recommendations to Parliament and the provincial legislatures on the division of nationally collected revenues between the three spheres of government.

Legislation that organises intergovernmental relations

Intergovernmental Fiscal Relations Act (1997) – This Act sets out the process for the division of nationally raised revenues between the three spheres of government. It establishes the Budget Forum, in which local government issues are discussed as part of the national budget process. It also requires that a Division of Revenue Bill is tabled annually, setting out (among other things) the amounts to be transferred to each municipality.

Municipal Structures Act (1998) – This Act provides for the establishment of different types of municipalities and the division of powers and functions between local and district municipalities. It also regulates the internal systems, structures and roles of office bearers of municipalities. The Municipal Systems Act (2000) – This Act sets out detailed requirements in relation to community participation, integrated development planning, performance management, administration, service provision and debt collection. It also regulates the publication of by-laws and determines the role of national and provincial government in setting standards and monitoring local government. The Act also governs the assignment of functions to a municipality from another sphere of government.

Intergovernmental Relations Framework Act (2005) – This Act provides a framework for the establishment of intergovernmental forums and mechanisms to facilitate the settlement of intergovernmental disputes.

The table below indicates each of the IGR structures and the functionality thereof.

Table 66: IGR Structure Functionality

District Forums	
Forum	Functionality
CFOs Forum	Functional
ICT District Forum	Functional
IDP Representative Forum	Functional
Ugu District Development Planners Forum	Functional
Local Economic Development Forum	Functional
Disaster Management Advisory Forum	Functional
District Development Model Clusters	
Social Protection, Community and Human Development Cluster	Functional

Economic Sector, Investment infrastructure Development Cluster	Functional
Governance State Capacity Institutional Development Cluster	Functional
Justice Crime Prevention Security Cluster	Functional
District Technical Hub	Functional
District Political Hub	Functional

3.10.6 The Good Governance key challenges listed below

- Accessibility
- Location of structures in offices of organisations
- Resources in public participation units
- Oversight and accountability
- Public awareness/ education
- Implementation of existing programmes
- Public participation concept/strategic document
- Participation is existing IGR cluster- DDM

3.10.6 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:

- To examine, evaluate and improve the adequacy and effectiveness of the municipality's governance, risk management processes and systems of internal control;
- Governance: assisting senior management in achieving the goals of the municipality by evaluating and approving the process through which goals & values are established, communicated and monitored accountability is ensured and municipal values preserved;
- Risk Management: assisting the Executive Committee and senior management in identifying, evaluating and assessing significant organisational risks and providing assurance as to the effectiveness of the related internal controls;
- Internal Controls: evaluating the effectiveness and efficiency of the information systems environment, financial and operational information, operations, safeguarding of assets and compliance with laws, regulations and controls;
- To conduct special investigations and other ad hoc projects at the request of management; and
- To report functionally to the Audit Committee and administratively to the 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.

3.10.6.1 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 an Anti-Fraud and Corruption Hotline from an independent service provider where members of the public can anonymously blow the whistle on fraud and corruption.

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

Toll Free: 0801 111 660 – Email: information@whistleblowing.co.za – Fax:

086 5222 816 - P. O. Box 51006, Musgrave, 4001

3.10.6.2 Audit Committee

The Audit Committee is functional and sits on a quarterly basis or as and when the need arises. The members are appointed on a three-year term. There are currently four members appointed. One of the members is a Chartered Accountant, one member is a finance specialist, one member is in the field of law, and the member is a Performance Management specialist

3.10.7 Community Participation Strategy

A Community Participation Strategy has been developed which is aimed at consolidating and formalising these initiatives to ensure that there is effective, well-co-ordinated and ongoing interaction between the municipality and the communities it serves on municipal affairs. The municipality's intention is to strengthen community participation processes however, there is a need to implement interventions to improve the level of participation by the community, especially the urban based members of the public. Although this strategy is in existence, its adequacy in terms of communication could not be ascertained. Within Ugu District, one way of implementing the Community Participation Strategy and involving communities within the IDP and Budget process is through the IDP/Budget Road shows and Mayoral Izimbizo. Community inputs made during Mayoral Izimbizo inform the budget processes of the municipality as it is part of the consultation process aimed at improving public participation in the affairs of the District. The Ugu District Public Participation Forum was established which is comprised of CoGTA representatives, local municipalities and all Public Participation Practitioners and is responsible for the coordination of public participation activities.

3.10.7.1 Ward Committees

The district includes four local municipalities with 85 wards and all ward committees have been established. However, the key challenges that hinder effectiveness of ward committees includes administration / logistics support and the vastness and inaccessibility of rural wards. Some of the areas are serviced by the Community Development Workers who have a dual responsibility to report to Department of Cooperative Governance and Traditional Affairs and local municipalities.

Findings on the Role of Ward Committees Challenges: Ward committee training and workshop was conducted; the following concerns were found to be primary to ward committees and were raised as issues that required immediate and utmost attention:

- There is a high level of frustration from the Ward Committee Members complaining there is no space created for them to use all the information and skills they receive from all these workshops. This is a general feeling from the Ward Committee Members that they have enough knowledge and skill now but are being underutilized and overlooked in the municipal affairs and decisions.
- There is still a high number of Ward Committees that feel there is tension between them and the Chairpersons. This is coupled with a complain that the Chairpersons of the Ward Committees do not make themselves available for workshops of this kind where issues hindering development as a result of unclear roles that must be played by both parties are explained and interrogated.
- The unstable relationship between the Chairpersons and the rest of ward committee members was sighted to have been based on the Chairpersons feeling insecure as far as their positions are concerned thus, active ward committee members being perceived as declaring their ambitions for councillorship.
- There is a communication breakdown between the municipalities and the Ward Committees which affects information flow. There is no feedback on the community needs that the Ward Committees submit to the municipality for inclusion in the IDP or explanations as to why some projects are prioritised and others not. Furthermore, the Ward Committees are not informed of the proposed or planned development thus cannot inform the community timelessly and effectively and cannot answer to the community.
- There are limited resources to carry out the expected duties of Ward Committees, such as loudhailers, stationery, and other necessary office equipment. Furthermore, the stipend amount needs to be reviewed as it only covers telephone costs and falls short in travelling costs.
- Ward committees need to be capacitated continuously in accredited courses that will equip them with certificates so that they are able to utilise them in their endeavour to advance their careers and not just the consultation workshops.

- Municipal documents and materials to be translated into isiZulu in a bid to accommodate the majority people of the district.

3.10.8 Customer Relations

Customer Relations Unit has a responsibility of Fostering healthy relations between the Orgnaization and its Customers.

The unit also contributes to the reduction of non-revenue water, through the functioning of the 24-hour Call Centre where citizens may report Water and Sanitation emergencies.

The mandate of the Customer Relations Unit is implemented through the following programmes and projects:

Batho Pele Strategy: This involved several flagship projects like Unannounced visits, and Municipal Service Week

Service Delivery Improvement Plan: This is developed annually and reviewed Quarterly.

Functional Call Centre: There is a 24/7 Call Centre to report Water & Sanitation related emergencies. The contact numbers is: 08000 92737

3.10.9 Role of Amakhosi 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. Amakhosi have also been incorporated into the District Municipal Council. Furthermore, Amakhosi also form part of the municipal portfolio committees. Besides the municipal portfolio committees, the Local house has its portfolio committees where several departments come and present their services that are provided in the areas of Amakhosi. The Local House also resolved that, one inkosi will be deployed to represent Amakhosi in the Ugu District Municipality IDP Forum.

3.10.10 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 service delivery by 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 develops an organisational Risk Register. The Risk Register is compiled to determine the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas. The Municipality has a Risk Management Committee in place. There is a framework in place incorporating the Risk Management Policy, Risk Management Committee Charter, Risk Management Implementation Plan, Risk Management Strategy and Mitigation Plan.

3.10.11 Annual Report

An annual report for the 2019/2020 financial year was compiled and issued in terms of the Municipal Finance Management Act. The report is made available to interested stakeholders. The 2019 / 2020 Annual Report has been adopted by Council and been distributed to all the relevant stakeholders. The 2021/2022 IDP Review has taken into consideration the performance of the 2020 / 2021 financial year as well as the 2019 / 2020 financial mid-year performance

3.10.12 Good Governance and Public Participation SWOT Analysis

The SWOT Analysis with regards to the Good Governance and Public Participation analysis is summarised below.

Table 67: GGPP SWOT Analysis

Strengths	Weaknesses
• Development of strategies and plans. • Public participation Mechanisms • Transparency • Governance Structures are functional (Audit Committee, Council and Portfolio Committees etc). • Political leadership and buy in	• Failure to implement strategies, plans, policies, and resolutions. • Analysis and Follow-up is ineffective. Emergence of unethical conduct • Lack of employee accountability and consequence management. • Media reactions are more reactive than proactive which results in poor corporate image.
Opportunities	Threats
• Technological Advancements • Inter-Governmental Relations • Local, National, and International • Social Media platforms available for communication	• Volatile political environment • Socio-Economic Environment (Poverty and unemployment)

3.11 Overall District SWOT Analysis

Table 68: Overall SWOT Analysis

Strengths	Weaknesses
• Strategically located – gateway to Eastern Cape • Wall – Wall Schemes • Geographic Information's Systems • Well-developed strategic development documents • Environmental By-laws in place • A Disaster Management Centre facility is available, and it is functional.	• Topography • Limited land for development • Limited rural development • Settlement sprawl • Implementation of strategic documents • Lack of land use management mechanisms • Biodiversity and Protected Areas • Environmental degradation

• This facility is being upgraded and equipped to be utilized as a fully operational Disaster Management Centre which integrates multiple role players and agencies as well as an information management and communication system. • A fully functional District Disaster Management Advisory Forum (DDMAF) and Practitioners Forum are well established in the Ugu Municipality. All major role players are represented in this forum and attend regular meetings where inputs are provided from all line function departments. • Training and Development • Functional Employee Assistance Programme • Highly qualified and committed staff compliment • Regular Driver training and testing • Sound municipal systems in place (policies, fleet, auxiliary etc.) • Functional Organisational Performance Management System • Individual Performance Management System in place • All section 54 / 56 post are filled • Staff retention • The coastal strip has good access to basic services • Infrastructure Grant Expenditure availability to speed up backlog eradication	• National norm of 1:10 000 people not adhered to • Lack of cooperation towards development (internally and externally) • Non-completion of environmental management strategic tools • Lack of capacity for disaster • Management at a local municipal level which provides constraints to the district for the implementation of disaster management programs. • Disaster management plans drafted by the local municipalities are not being implemented • Staff capacity against the extent of disasters in our District e.g. fire services –the areas to vast to cover with the resources available • Lack of Communication Management within the local municipalities • Ageing vehicle fleet assets • Fleet management system • Employer – Employee Relations (Labour Unrest) • Misplacement of Skills • Understanding of Organisational Culture • Understanding of Individual Performance Management System • Enforcement of disciplinary and consequent management • Document and records management • Printing cost • Disciplinary processes taking too long

• Availability of freshwater resources (plans to undertake/ implement regional schemes) • Good road infrastructure already in place • Even spread of community facilities (reasonable access across the district) • Functional programmes with particular focus to Vulnerable Groups • Adequate access to social facilities • Good Community interventions • Established NGOs with a focus on social development • Stability of Budget and Treasury Office • Financial management turnaround strategy in place. • Critical managerial posts have been filled • Development of strategies and plans. • Public participation Mechanisms • Transparency • Governance Structures are functional (Audit Committee, Council and Portfolio Committees etc). • Political leadership and buy in	• Unclear delegation of authority / power • Succession planning • Inadequate maintenance of infrastructure (reservoirs) • Aged water and sanitation infrastructure • Outdated Water and Sanitation Masterplan • Lack of capacity of key treatment plants • Historic haphazard infrastructure development in rural areas • Basic services backlog concentration in the rural areas • Below minimum standards No, Blue, and Green Drop scores • Poorly organised waste minimisation and lack of integrated recycling system • Limited access to public transport • Outdated Integrated Transport Plan • Limited telecommunications data for analysis • Informal settlements • Illegal Connections • Social Development not given special priority in terms of resource allocation. • Limited partnership with private sector • Limited partnership with internal stakeholders • Limited social programmes • Non-compliance with MFMA – Policies and procedures • Not fully MSCOA compliant

	• No standard operating procedures for financial management. • Misalignment of skills within the organisation. • Inaccurate billing • Lack of contracts management • Inaccurate customer information's database • Failure to implement strategies, plans, policies, and resolutions. • Analysis and Follow-up is ineffective. Emergence of unethical conduct • Lack of employee accountability and consequence management. • Media reactions are more reactive than proactive which results in poor corporate image.
Opportunities	Threats
• Densification • Access to an accredited laboratory • A Disaster Management Centre facility is available and is currently in use by the municipality. • This facility will be upgraded and equipped to be utilized for both Disaster Management Fire and Rescue Services. • Bursary allocation to be aligned to critical skill (internally and externally) • Satellite university / tertiary institutions • Alternative water sources • Alternative energy	• Tenure security • Rural Population Outmigration • Climate Change • Compromised community health as regular inspections cannot be conducted • Disease outbreak • 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.

• Forging partnership with Private Sector (taking advantage of available Corporate Social Investment) • New innovative initiatives to address social ills • Expansion of existing programmes to cover the whole district • Potential for investment to enhance economic development and revenue collection. • Larger Urban areas to enhance revenue • Support from National and Provincial treasury and CoGTA • Technological Advancements • Inter-Governmental Relations • Local, National, and International • Social Media platforms available for communication	• Critical skills shortages • High staff turnover • Natural adversities such as droughts and flooding • Urbanisation and rural population outmigration • Immigration – the district is the Eastern Cape gateway to KZN, the arrival of people seeking better opportunities often further burdens the already stretched infrastructure. • Non-cooperation from some Local Municipalities • Social Inequality • High Crime Rate • High prevalence of HIV and Aids • Social ills (Teenage pregnancy, drugs and substance abuse, gender-based violence) • Duplication of Efforts/Initiatives • Gateway to Eastern Cape and eThekweni (inward migration) put burden on social resources • Financial management trainings are not specific to the Treasury department. • Under collection of revenue threatens cash flow. • Non-performance of service providers • Limited financial resources • Volatile political environment • Socio-Economic Environment (Poverty and unemployment)

Chapter 4: DEVELOPMENT STRATEGIES

UGu District Municipality held Strategic Planning Sessions for the development of the 2022 / 2023 to 2026 / 2027 Integrated Development Plan on the 22nd to the 24th of March 2022 at The Margate Hotel. The long-term vision and mission were developed. The 2022/2023-2026/2027 Development of the five-year IDP had to look at the progress that has been made to date and make the necessary adjustment to ensure that municipality remains on track to achieve the long-term vision.

4.1 Vision and Mission

The Ugu District Municipality developed a long-term vision that is aligned with the National, Provincial, and District long term vision. The Vision and Mission for the district are as follows:

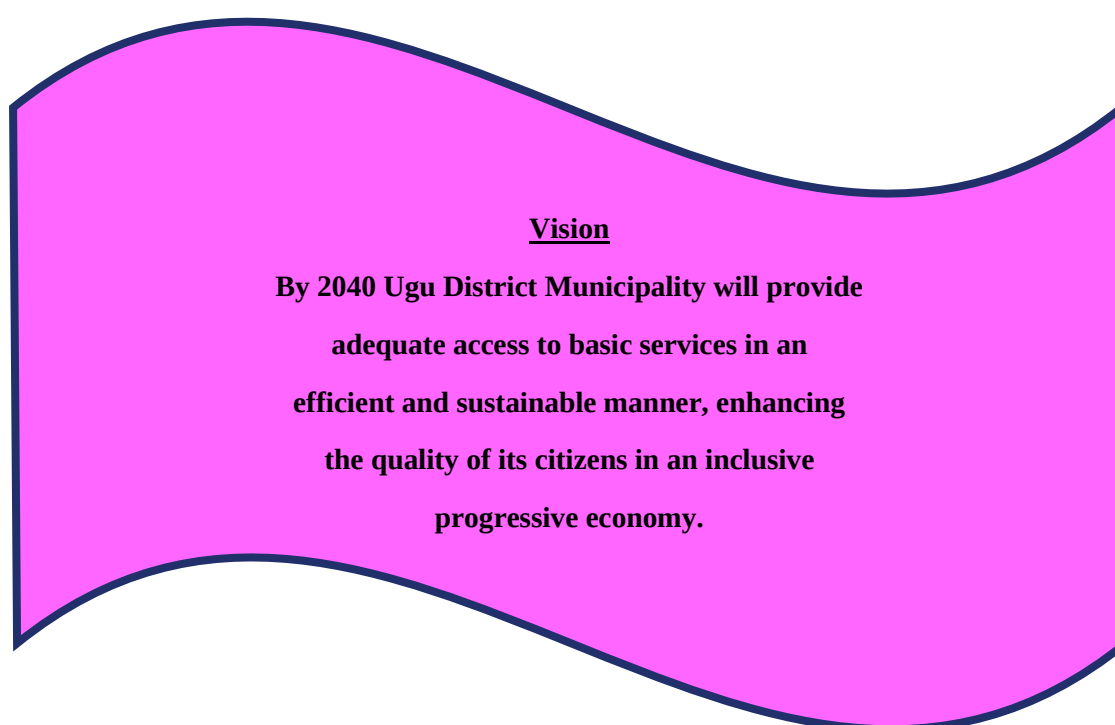


Figure 42: Ugu District Municipality Vision



Figure 43: Ugu District Municipality Mission

4.2 Strategic Framework

In developing the Strategic Framework, the following questions were addressed in the strategic session that was held by the district:

- Who do we serve?
- What service or product do we provide?
- What Higher Level Benefits are Gained?
- What do our customers want from us?
- Who are our stakeholders?
- What is our stakeholders' interest in us?
- What is our value proposition to customers and stakeholders?
- What are our focus areas?
- What Result do we Want?

4.2.1 Who do we serve?

Ugu District Municipality has secondary customers who are: investors, developers, tourists, vacant landowners and septic tank users. There are also primary customers which are: households, industries, schools, hospitals and clinics, shops and malls, restaurants, farms, prison and courts, mortuaries, other local municipalities, and car washes.

4.2.2 Service or product we provide

Ugu District Municipality provides universal quality water suitable for human consumption and other use. There is access to decent sanitation, safe and sustainable environment. There is a wholesome economic platform to stimulate multi-sectoral economic opportunities including tourism.

4.2.3 Higher Level Benefits Gained

Internal customers need training, safe working environment, academic support, and market related compensation. External customers need good quality drinking water, decent sanitation, reliable and affordable services equitably distributed throughout the district. They need Ugu District Municipality to be reliable and accountable. They need to be informed, accurately billed, and have indigent services for those who qualify. They need free basic services, efficient turnaround times for services and applications. They need quality-maintained infrastructure, clear direction for investment and payment of creditors within 30 days.

4.2.4 What do our customers want from us?

They want sustainable service delivery, openness, and transparency. They want consultation and value for money. They want improved quality of life and a thriving economy. They want recreations – gym, night life, entertainment events, spiritual gatherings, and sports facilities. They want sustainable service delivery where there is uninterrupted water supply with high pressure water. They want quick response on complaints and queries, free services, and waterborne sanitation in rural areas. They want household connections and constant, instant two-way public consultation and feedback.

4.2.5 Ugu District Municipality Stakeholders

Ugu District Municipality stakeholders are national and provincial government sectors, state owned entities, business sector, communities, CBOs, and NGOs, religious organisations, political organisations, councillors, employees, SALGA, organised labour and traditional leaders.

4.2.6 Stakeholders' interest in Ugu District Municipality

The stakeholders are interested in quality drinkable water, decent sanitation, investment opportunities, accurate billing, reliable services, involvement in the Ugu business, information, IDP, finance position of the district, annual report and audit opinion, accountability, challenges experienced and community perceptions in infrastructure provision.

4.2.7 Value proposition to customers and stakeholders

Ugu District Municipality offers a good lifestyle with blue flag beaches, malls and entertainment entities as well as affordable friendly activities. We offer skilled, relevant, customer centric and value for money labour. There is natural-Eco states land. There is clean drinkable uninterrupted supply of water, an

ability to give rebate development, rates facilitation of access to load turnaround times related. Infrastructure is proactively maintained with pothole free roads, uninterrupted power using alternative energy and blue drop on tap 24/7.

There is cost and time effective services and investment landscape. Investors and customers have a competitive environment. There is superefficient process management, affordable local and tourist lifestyle. There are competitive incentives for investors and competitive rates for services. UGu District has the longest visitors friendly coast lines in Kwa-Zulu Natal which puts the district in a competitive advantage.

4.2.8 Our focus areas

Ugu District Municipality focuses on organisational development which includes workplace study, process modelling and the organisational structure, improved communication, improved service delivery efficiency resulting in the quality of water, preventative maintenance, reduction of service delivery protests and implementation of the water master plan. Job creation and economic development, investment attraction and human resource development are also some of the focus areas. The focus is also on improvement and maintenance of information and communication infrastructure, security of information. The municipality also focuses on replacement of aging infrastructure, clean governance, decent sanitation, institutional transformation, administration excellence, facilitating job creation and SMMEs, compliance with regulatory standards and a participatory government.

4.2.9 Expected Results

If operational excellence is achieved the result will be good governance and administration, sound financial management and viability, innovative, effective, and efficient institution, and administration. In general, Ugu District Municipality through stakeholder relations is striving for:

- Coordinated, effective and efficient planning and service delivery.
- A credible and well informed IDP
- Better investments and reduced dependency on grants.
- Protest free and happy communities.
- Confident investors and partners in service delivery.
- Social cohesion.
- Quality input and engagements.
- Vibrant and active tourism, increasing investment and job opportunities.
- Realisation of a developmental state.

4.3 Strategic Objectives

The municipality has developed 22 strategic objectives in the quest to achieve its vision and mission. The 22 strategic objectives have been aligned with the National Key Performance areas, Provincial and District Priorities as reflected in Table 4.2.1.1.

A document which details the strategic objective and measure their output is attached in the annexures

Table 69: Strategic Objectives

KPA	Problem Statement (Challenges)	Strategic Intervention	Strategic Solutions
Basic Service Delivery	Water Demand is way beyond Supply (Water Resources)	Illegal connections – deal with this in 03 steps	- Educate communities on challenges caused by illegal connections - Remove illegal connections and install new meters - Disconnect and charge illegal connectors (reconnection tariff to be determined by CFO)
		Increase capacity of water supply sources	- Reprioritization on projects to focus on a few until completion stage than having many projects at once that remain incomplete for longer periods. - Focus on projects that are low-hanging fruits that will bring relief and address water challenges in the immediate term. - Fast track the Dam projects (both new and ones where we are increasing capacity)
		Water Tankering	- We call that the private water tankering be gradually reduced at this moment until the system can supply water adequately. - The above matter should be reviewed by June 2022 in order to make an informed decision on the gradual decrease of private water tankering.
	Lack of Infrastructure Maintenance	Allocation to infrastructure maintenance	- Ensure that our budget and grants accommodate allocation towards infrastructure maintenance. - Use internal including Human resources to address infrastructure maintenance.

	Unavailability of Back Up Energy (alternative energy)	Eskom engagements	• We call for Eskom to speed up the increase of energy capacity at our main plants. • We support the engagement of Eskom to separate our line from the public supply and approve exemption of water systems from loadshedding. • We support the application for grants to procure backup generators.
	Reactive Approach in communicating with the Public (CRM)	Provision of accurate information	• Provision of constant and accurate information to Communications Unit to share with the public in the different platforms. • Water to respond timely on water and sanitation queries submitted. • Identify, detect and submit information on possible threats that can cause community protests.
	No clearly defined Service Standards	Work ethic	• Firstly, educate our employees on the Ugu service Standards and Batho Pele Principles to make them aware of their responsibilities and our social contract to provide services to the people. • Deal sharply with consequence management where our employees do not adhere to service standards. • Ensure that employees are conducting their work within specified timelines to avoid working for overtime. • Develop a reporting and monitoring system that will help detect and follow up on work done by employees for ensuring maximum work output.

KPA	Problem Statement (Challenges)	Strategic Intervention	Strategic Solutions
Municipal Financial Viability & Management	Insufficient Cashflow: - Decrease in revenue - Excessive expenditure - Illegal connections	Increase our revenue.	- Cleansing of the billing system to be correct and accurate by end of June 2022. Encourage working with our customers in resolving billing issues. - Address our debtor's book by strictly implementing our debtors and creditors policy. - Support the extension of the amnesty for a period of 06 months.
		Excessive expenditure.	- Strictly implement the overtime policy to 40 hours with immediate effect. - Allocation to insource water tankering and concurrent decrease of private water tankers. - Strictly manage the salary bill by ensuring by only fill critical vacancies depending on availability of funds. - Focus on key priority service delivery expenditure by implementing few projects within our financial capabilities at a time.
		Illegal connections	- Consider legalizing some of the illegal connections and install meters. - Work on tariffs that will be utilized when illegal connectors persist.
	Unfunded Budget: Non-compliance to cost containment measures, leading to excessive expenditure.	Ensure sustained funded budget. Financial recovery Plan	- Fixed allocated zero-based budget approach which will ensure that our current and future budgets remain funded. - Financial recovery/budget funding plan to be presented to the council for adoption

	Revenue Collection Challenges: • Incomplete and incorrect billing of customers. • Water supply challenges affecting billable consumption. • Meter connection backlog.	Allocation to infrastructure maintenance	• Ensure that our budget and grants accommodate allocation towards infrastructure maintenance. • Use internal capacity including Human resources to address infrastructure maintenance where we can. • Explore other funding sources mainly to address infrastructure maintenance.
	Loss of revenue due to: • <i>Government debt</i> • <i>Business</i> • <i>Households</i>	Government debt	• Government-to-government engagement to demand payment of debts by sector departments and other government entities.
		Business	• Write demand letters to businesses to enforce settlement of debts.
		Households	• Encourage residents to utilize the amnesty extension, and strictly implement the debt policy when the amnesty period has expired.
	Auditor General reports	Improvement on AG opinions	• Ensure that there is improvement in our audit opinion of the next financial years. • Stop the utilization of Section 36 with immediate effect. • Ensure consequence management for those who fail to adhere to procedures or have findings against them.

Chapter 5: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

5.1 Strategic Mapping

This section indicates the desired growth and development (addressing issues and trends highlighted in the situational analysis Chapter) of the document, and must reflect the desired spatial outcomes; land use guidelines; spatial reconstruction of the Municipality; strategic guidance in respect of the location and nature of development within the municipality; Spatial alignment with neighbouring municipalities; Comprehensive Infrastructure Investment (CIF); areas where strategic intervention is required; and areas where priority spending is required.

5.1.1 Desired Spatial Outcomes

The proposed Ugu SDF Vision:

“By 2035 Ugu District will be a spatially, socially and economically transformed living environment; its economy and natural resources accessible to all its people through targeted actions to provide better living, social and economic opportunities.”

The vision commits the District to champion economic and social transformation within its key sectors, this includes the delivery of new opportunities closer to major economic centres (e.g. GAP Housing). The attainment of this vision requires the municipality to facilitate the development of a spatial system that promotes social, economic, financial, institutional and environmental sustainability. The District spatial vision aims to achieve the following: -

- Transformation of the economy and inclusion of the previously disenfranchised into the mainstream economy
- Restructuring of the spatial geography through spatial planning and strategically catalytic projects (e.g. IFAFA Industrial Park)
- Investments are directed towards nodes in order to strengthen their sustainability and impact
- Medium to high density Settlements are contained within urban edges to reduce the cost of services and optimise capital investments
- Enhance existing sustainable economic development opportunities;
- Protect and enhance the quality of the environmental assets and harmonise with human development through planning; and
- Facilitates non-discriminatory access to a range of services and development opportunities; develops sustainable human settlements where residents can lead enriched, healthy and convenient lives.

5.1.2 Desired Spatial Form and Land Use

Based on the challenges identified in the situational analysis chapter careful consideration was given to finding a new regeneration strategic direction for the Ugu District. This should enable the authorities

to meaningfully deal with the above challenges in such a way that it would meet the requirements of national, provincial and local planning policies and at the same time benefit the people of Ugu. Provision has been made for the establishment of one primary node and four secondary nodes which are intended to house the majority of the future population growth over the next 20 years. These growth centres would need to be structured such that they include opportunities for public-private investment in the agriculture; tourism; commerce; retail, Social and Utility Services; and a range of Housing Options and Densities sectors.

This would allow them to benefit from higher levels of social and utility services and locally based employment opportunities. It is argued in national policies that investment in high density urban areas is more cost effective and sustainable for municipalities than attempting to extend low level services throughout rural areas. Following these policies, the aim in rural settlements is to discourage further growth in housing. This is necessary in order to maintain areas of good agricultural land for cultivation and livestock production as the economic basis of these areas. The emphasis in rural services provision should be to continue with basic service levels in identified rural areas.

A further opportunity in rural areas is the rehabilitation of degraded open space using certain of the state funding mechanisms to create 'green jobs'. Owing to the unique landscape qualities of this area and to certain of its natural and cultural heritage features there is scope for the establishment of different types of tourism routes through the area including landscape, hiking, mountain biking and culture. This in turn would enable involvement of local communities in the guiding and hospitality industry. In the rural areas of the District where the emphasis is on sustaining agriculture and open space, adjustments will also have to be introduced into the traditional system of land allocation and municipal system of land use. This will involve defining limits to settlement expansion and internal sub-division of land. It will also need to involve including controls over use of agricultural land and open space such that it cannot be converted into further housing development.

5.1.3 Spatial Reconstruction of the Municipality

The spatial reconstruction of the municipality follows an understanding of the character of the District in terms of the physical, social and economic environment. This is followed by an understanding of the systems and/or guidelines to be used in bridging the gap between current spatial realities and the spatial objectives of the SDF. Central to the systems and/or guidelines for SDF development are SPLUMA principles and objectives which have been discussed and related guidelines or interventions such as planning having taken into account nodes, corridors and other structuring and restructuring elements.

The first structuring element is the development and reinforcement of a system of varied activity nodes. This will enable greater access to districtwide opportunities, as well as equitable access to a system of local opportunities. The idea is to ensure that all people within the area live within easy walking distance of a public transport hub which will link to the district's public transport systems. These nodes, depending on their position in the hierarchy, will form points of access to a range of local and in some

cases, regional opportunities. Through the focus of development at these points the 'emerging core' will begin to reflect the opportunities that are present in the more developed areas of the Ugu District Municipality.

5.1.3.1 System of Activity Nodes

In August 2015, KZN COGTA published a report titled "Towards a framework for the classification of development nodes in KwaZulu-Natal – Regional spatial restructuring for an efficient delivery of services" The aims of the report were to provide a standardised classification of nodes throughout the province. The study identified the following categories of nodes:

Table 70: Activity Nodes

Classification	Economic Development	Service Delivery Centre	Administration Centre
National Hub	Makes a major contribution to the national economy	Location of the offices of national service delivery agencies	
Provincial Development Node	Main economic centre in the province and makes major contribution to the provincial economy		Seat of the provincial government
District Development Node	Economic centre that serves the entire district	Centre for the coordination of bulk infrastructure throughout the district	Seat of the district municipality. Location of provincial and national government districts offices
Municipal Development Node	Economic Centre that serves the entire municipality	Centre of coordination of delivery of services to the local communities	Seat for the local municipality offices. Location of decentralised government offices.
Community Development Node	Location of economic activities that serve the surrounding communities	Cluster of public facilities serving the surrounding communities	
Neighbourhood/Settlement Development Node	Location of economic activities that serve the surrounding settlements (urban and rural)	Cluster of community facilities serving the surrounding settlements	

Source: Ugu DM SDF, 2022

5.1.3.2 Hierarchy of Development Corridors

Corridors are areas of street or route-oriented uses which incorporate a mix of retail, employment and residential uses, developed at overall greater densities, located along arterial roads serving as major transit routes. Corridors link Nodes and important areas of activity within the district and are intended to be key locations for residential intensification. Corridors may form the boundaries of residential subdivisions or neighbourhoods but should act as a linear focus for activities and uses within the community.

The District's Corridors provide a significant opportunity for creating vibrant pedestrian and transit-oriented places through investment in hard and soft infrastructure, residential intensification, infill and re-development. The concept of spatial development requires an understanding of the movement networks of people, goods and services which are channelled along specific routes. These routes are described as networks of interaction. The level and intensity of activity that these networks of interaction provide result in the concept of "Development Corridors" which are broad areas of development which are centred on activity and development routes.

They are characterised by dynamic, mutually supporting relationships between land uses and the supporting movement system. These development corridors are generally supported by a hierarchy of transport services which function as an integrated system to facilitate and foster ease of movement for private and public transport users. A key element of corridor development is intensification. A large portion of the District's land use intensification target is directed to Nodes and Corridors. In older Corridors, intensification stabilizes and grows the population, helping to support local businesses, institutions and community facilities such as community centres, parks and schools, and returning vitality to these areas. In new or developing corridors, intensification, supported by transit, provides a diversity of housing types and living environments that reduce the dependency on automobiles, creating liveable environments.

The SDF recognized Corridors as key structural elements which for Municipal, neighbourhood and precinct planning; however, some corridors function as an integral part of a much broader environment with a national, provincial and district wide impact (N2). Therefore, a central element of corridor planning will be to identify the unique role played by each corridor and ensure that proper planning co-ordination and guidance is provided for each of the corridors identified, whilst embracing the general ethos of corridor development planning.

Development corridors in Ugu DM occur at various scales and are dependent on function and categorisation of the transportation route that forms the basis of the corridor. They carry flows of people and trade between two points (origin and destination) and foster nodal development at strategic points. Corridor development forms the basis of spatial structuring, and is a tool for economic growth, seeks to create functional linkages between areas of higher thresholds and economic potential, with those that have insufficient thresholds. This, in turn, enables areas that are poorly serviced, to be linked to areas

of opportunity and benefit and with higher thresholds. Based on this, the primary; secondary; tertiary; and tourism corridors have been identified.

5.1.4 Land Use Management Guidelines

Since it is the responsibility of the local municipality to manage and control local development it is its responsibility to establish an appropriate land use management system. The land use management framework at the district level is expected to ensure that local systems are based on a common district-wide approach, that the appropriately address issues of district-wide significance and that they connect to each other across local municipality boundaries.

5.1.5 Spatial Alignment with Neighbouring Municipalities

Spatial planning assists Municipalities and other authorities to guide their development planning processes; it is a continuous process in the physical space that would almost have no end, however for the SDF the Municipal boundary is the indicative point in which the SDF must normally conclude its business. It must be noted however, that Municipal boundaries are mainly for administrative reasons and in the perfect world such boundaries would not really affect the spatial planning process. Communities and the physical environment should not be impacted negatively by administrative boundaries, especially in the case of the delivery of basic services. Communities should not be affected by Municipal boundaries in the manner and type of services they receive from the government, the government ultimately has one face and should present itself as such in its various plans.

Cross boarder Municipal Planning is important in order to co-ordinate service delivery to communities which are affected by cross boarder planning, institutional structures should be put in place to ensure that Municipalities plan together for affected areas, evidence has shown that such areas can be subject to Municipal boundary alignments, making them fall under one Municipal area or dividing them to fall within two Municipal area, hence the importance of tangible spatial plans that go beyond administrative and political boundaries.

5.1.5.1 Cross-Border Development Implications: Service Delivery

eThekwini Municipality: Areas which would be affected by cross boarder planning between Ugu and eThekwini would be at the Boundary of eThekwini and Umdoni Municipality namely:

- Amahlongwa Traditional Settlement across the N2 inland, the settlement is connected through the R197 which traverses both Umdoni (Ugu) and eThekwini as an inland route parallel to the N2 from Amahlongwa to Umkomaaz (a portion of Amahlongwa falls within eThekwini Municipality);
- Freeland Park, which is small high-end suburban area located along the coast;
- Renishaw Hills Development, a newly developed high-end development inland of the N2; and

A small sugar cane agricultural strip between Freeland Park (Umdoni-Ugu) and Umkomaas (eThekweni).

The following service delivery projects are currently being implemented in the affected area:

Table 71: eThekweni and Umdoni Cross-Border Projects

Project name	Implementing Municipality	Stage	Budget
Lower Umkomaaz bulk water supply scheme	eThekweni Municipality	Detailed planning	R2,8bn
Amahlongwa Rural Water and Sanitation Project	eThekweni Municipality	Future project	TBD
Amahlongwa Rural Housing Phase 2	Umdoni Municipality	Under construction	-
Amahlongwa Rural Housing Phase 3	Umdoni Municipality	Land acquisition from Church	TBD
Malangeni Rural Housing Projects Phase 2 (1000 units)	Umdoni Municipality	Under construction	

Source: Ugu DM SDF, 2022

eThekweni Municipality has planned for water provision in and around the areas earmarked for cross border planning, the Amahlongwa areas in particular as there it will benefit from both the Lower Umkomaas bulk water supply scheme and the Amahlongwa Rural Water and Sanitation. On the other hand, Umdoni Municipality has planned for housing delivery within the Amahlongwa, with its Municipal boundaries, Ugu, Umdoni and eThekweni Municipalities, through a mutually accepted arrangement must engage on cross broader alignment issues and these should not be limited to service delivery projects but around the future of the strip between Umdoni and eThekweni and how it can be co-ordinated for the betterment of residents of both Municipalities.

Among the housing projects in this part of the Umdoni Municipality is the Amandawe Rural Housing Project, of which 1000 units have been completed, as well as the Malangeni Phase 1 and 2 Housing Projects, the latter of which is still under construction. It proposed that planning be put in place for the provision of water services from the people of Amahlongwa area, this is meant to expedite service delivery and to avoid any potential conflict that may arise from certain sections of Amahlogwa getting water whilst other sections are still without sufficient water supply. Harry Gwala District Municipality:

Main linkages between the Ugu DM and Harry Gwala DM are through the P68 regional road, P73 and R612 provincial roads and N2 national freeway, where the boundaries of both Districts interface there are the settlement areas of Mnqumeni, Phungashe, Nhlabwane, Hlokozi, Hlutakungu, Kenterton and Sangwaba, these are mainly rural settlement clusters located across the boundaries of both Districts, below are some notable service delivery project within the identified areas:

Table 72: Ubuhlebezwe and Umzumbe Cross-Border Projects

Project name	Implementing Municipality	Stage	Budget
Mnqumeni (Santombe) Water Supply Project Phase 3	Harry District Gwala	Completed 150KI and 100KI reservoirs, 16km water reticulation pipeline	662, 000,000.00
Hlokozi Water project phase 4	Harry District Gwala	520 households have access to water	R13 400 000.00
Gaybrook Water Supply	Harry District Gwala	Under construction	R20 076 520.00
Highflats Bulk Water Supply	Harry District Gwala		R10 000 000.00
Highflats Slums Clearance	Harry District Gwala	Land legal and bulk services issues	
Sangcwaba Operation Sukuma	Harry District Gwala	IA did not accept the contract; the Department is in a process to reallocate to UFCC/ABT.	R3 158 379.73

Source: Ugu DM SDF, 2022

Harry Gwala, Ugu and its Municipalities, through a mutually accepted arrangement must engage on cross broader alignment issues and these should not be limited to service delivery projects but around the future of the strip between Umdoni and eThekweni and how it can be co-ordinated for the betterment of residents of both Municipalities.

Umgungundlovu Municipality: Umgungundlovu and Ugu DM are bordered via UMkhambathini Municipality, and a portion thereof links with Umdoni. For the most part, the land uses bordering these municipalities are rural settlements and subsistence farming, thus making the development uniform along the borders. There are, however, environmentally sensitive areas which have been identified in both municipalities' SDFs as protected/conservation areas. The following areas are affected by cross broader service delivery: Odidini, Ezimini, Mdumezulu and kaMpucio, the following are some of the service delivery projects identified in the affected areas:

Table 73: uMkhambathini and Umdoni Cross-Bored Projects

Project name	Implementing Municipality	Stage	Budget
Mdumezuku bulk water supply scheme	Umgungundlovu District	Detailed Planning	R2,8bn
KwaMpucio Rural Housing Project	Mkhambathini	Future project	TBD

Source: Ugu DM SDF, 2022

UMgungundlovu, Ugu and its Municipalities, through a mutually accepted arrangement must engage on cross broader alignment issues and these should not be limited to service delivery projects but around the future of the strip between Umdoni and eThekweni and how it can be co-ordinated for the betterment of residents of both Municipalities. Alfred Nzo District Municipality: Both district municipalities have identified their bordering areas as environmentally protected areas with Critical

Biodiversity Areas which are irreplaceable, the integral linkage between Umuziwabantu LM and Mbizana LM is the P59 provincial road whilst The R61 which links connects into the upper areas of the Ray Nkonyeni Municipality. The following areas are important for cross boarder planning between the two districts: Port Edward, rural settlements Across the N2 and Umtamvuna in Alfred Nzo DM, Rennie's Beach, and Wild Coast tourism development area.

Table 74: Ray Nkonyeni and Winnie Madikizela Mandela Cross-Border Projects

Project name	Implementing Agent	Stage	Budget
Upgrade of the N2	SANRAL	Construction	
Proposed Port Edward Interchange	SANRAL	Detailed Planning and community consultation	
Cross-Border Tourism Initiative between Port Edward business and the broader "Wild Coast"	Port Edward Business Persons	Future project	TBD

Source: Ugu DM SDF, 2022

5.1.5.2 Implications of Cross-Border Characteristics and Other Initiatives

Settlements located along cross border areas are mainly rural settlements, agricultural areas and environmental sensitive areas. For the most part, the district and local Municipal SDF's identify these

areas as “rural settlements and/or environmentally sensitive areas. These areas are notably the most which have service delivery gaps in terms of water, sanitation, human settlements and other infrastructure and social and economic services. Their access to economic opportunities is also very limited and this is clearly because of their location.

Municipalities are implementing various projects which affect areas along their borders (water, human settlements, sanitation etc.), but there is little emphasis on cross border planning which may result in conflict among communities in these areas, there are instances where one Municipality is planning water provision in a cross-border area, whilst the other Municipality is implementing a housing project. Ideally these two projects should be planned to be aligned and communicated with the community in partnership. The same principle should apply for all government projects implemented in cross border communities; this will require institutional structure to be put in place for cross planning between Municipalities and province.

5.1.6 Capital Investment Framework (CIF)

Capital Investment Framework (CIF) is a legal requirement in terms of the Municipal Systems Act Regulations S2 (4)(e). It plays a key role in the economic growth, social development and environmental well-being of any municipality. The CIF is a very important component of the Spatial Development Framework (SDF). It is a sound step towards a more systematic approach to infrastructure planning and coordination.

The objectives of the Capital Investment Framework include provision of practical and appropriate alignment regarding capital investment, to strive to ensure appropriate budget - IDP linkages, to link capital projects with potential sources of funding, and to ensure that there are staff and services providers to deliver on projects that are funded. The key goals of this component are as follows;

- Spatial budgeting – which involves mapping of the capital infrastructure projects that are approved by the IDP. This assists to determine whether the development trajectory that is advocated by the IDP is in harmony with the spatial development vision that is suggested by the SDF;
- Intensify spatial objectives with infrastructure proposals – the SDF identifies a number of spatial development proposals for further economic development and investments within the area but these proposals will be meaningless if the supporting infrastructure has not been planned for in tandem with the overall SDF. The CIF provides an opportunity to relook at these proposals in line with infrastructure requirements;
- Comparison of areas of greatest needs and where services or infrastructure proposals are directed to – this is intended to establish if the areas that encounters backlogs are receiving attention to address that. There are areas within the municipal area which suffers from historical and institutional neglect from benefiting from services. It is the role of a developmental government to be pro-active at developing these areas. This is part of the reconstruction and developmental mandate.

The normative aims and objectives are:

- To inform public and private sector investment decision-making.
- To influence municipal capital infrastructure project allocation.
- To serve as a strategic infrastructure guide for economic infrastructure priority areas.
- To map out all service delivery priority areas.
- To identify all major infrastructure priority areas including the projects currently underway.
- To determine if spatial proposal can be resourced by sufficient infrastructure resources.
- To integrate Capital Investment Framework with the IDP
- The framework aligns future capital spending with settlement hierarchy (nodes) and corridors, not just mapping of municipal and Sector Department projects and Tables of sector department or municipal expenditure. It maps out longer- term projects and programmes Municipal Sector Plan projects (up to 20 years).

5.1.7 Capital Expenditure Framework (CEF)

The South African local government association describes the capital expenditure framework as a consolidated high-level view of infrastructure investment needs in municipalities over a long-term period (20 years). The framework seeks to provide context for performance measurement against development objectives and outcomes. Engagements with stake holders will be guided by evidence-based planning. The framework's approach to implementation is as follows;

- Identify Infrastructure owned by the municipality as well as
- What the municipality aims to do with the infrastructure over a 10-to-20-year period
- What type of infrastructure the municipality requires
- The financial implications

5.1.8 Areas Requiring Strategic Intervention

With respect to areas requiring strategic intervention, areas where development intensity should be increased or decreased has been identified.

5.1.8.1 Areas where Development Intensity Should Increase

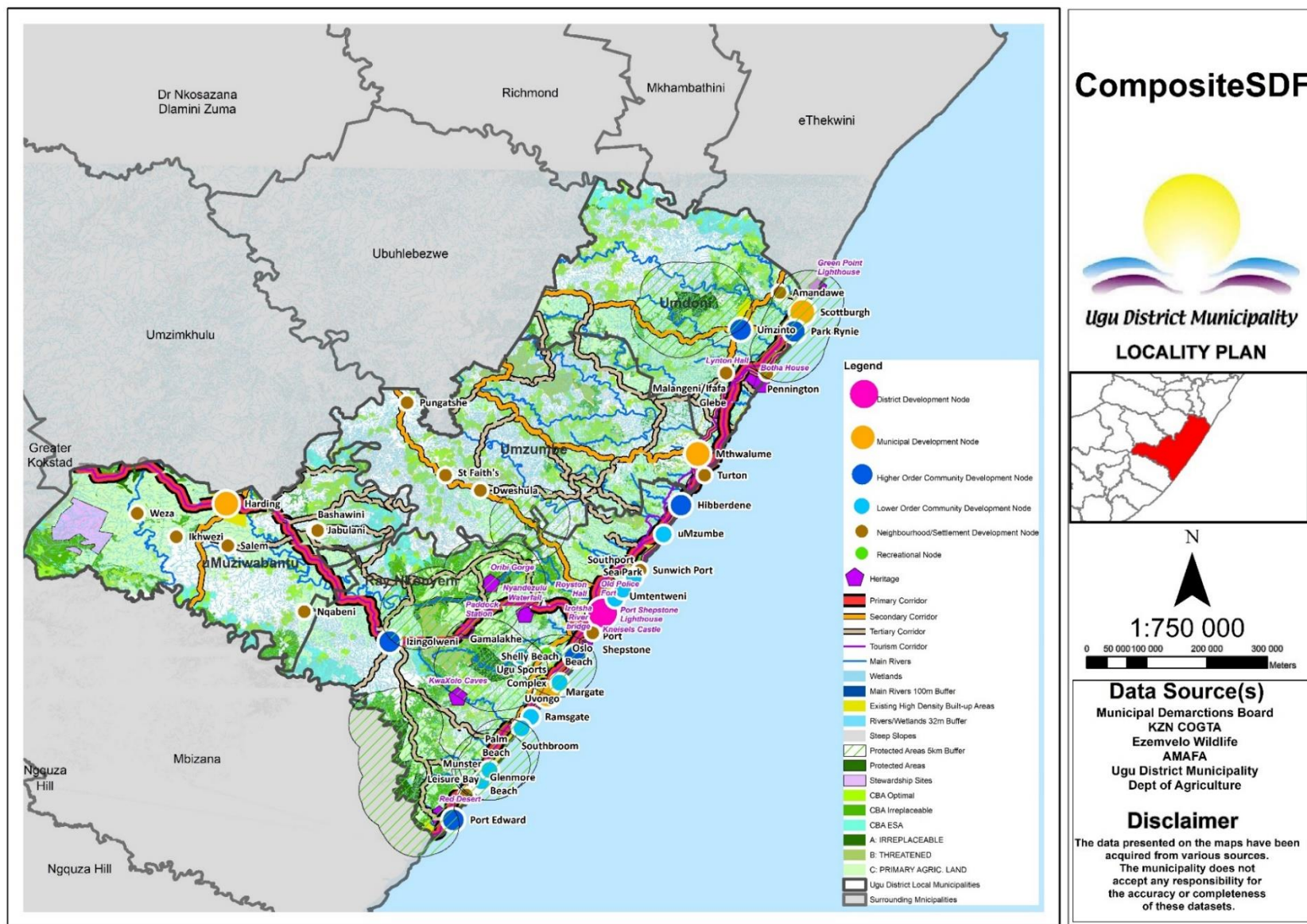
The following proposal is made in terms of direction for future growth:

- Outward expansion of the nodes. This should involves linking the existing nodes through activity or mobility route in a manner that promotes infill and interface development. This should be prioritized for District, Municipal and Community Development Nodes; and
- The existing nodes are still low in terms of densification. Inward densification could be encouraged within the District and Municipal Development Nodes. However, this should be supported provided that there is sufficient infrastructure capacity to warrant it.

5.1.8.2 Areas where Development Intensity Should Decrease

The following proposal is made in terms of direction for future growth:

- Some of the nodes on the northern part of the municipality are surrounded by agricultural land. Expansion of these nodes to high potential agricultural land would be undesirable.
- Expansion of the nodes to environmentally sensitive areas is prohibited. This includes expansion to KZN CBA Irreplaceable zones and KZN ESA zones.



5.2.1 Catalytic Projects

Catalytic projects are where a targeted intervention is used to encourage and promote much larger responses and achieve a broader transformation objective. Furthermore, a catalytic project is an intervention that has a strong leverage and/or multiplier effect by addressing a critical market failure, or by creating a strong leverage factor. A catalytic project addresses the root cause of obstacles to development, rather than symptoms. It unlocks resources and business opportunities. A catalytic project will often create a public good or a club good, but it will never create just a private good. Catalytic projects can have very different characteristics and prerequisites:

- Major financial resources needed (e.g. investment and infrastructure projects, rehabilitation of an abandoned industrial estate, creating a small business estate);
- High commitment to cooperation needed; and
- Serious and persistent political backing needed.

Ugu District Municipality has identified 26 catalytic projects that will be a driver for change in the Ugu District area of jurisdiction.

Table 75:Ugu District Catalytic Projects

No.	Project	Description
1.	Margate airport to cater for larger carriers	Upgrade of Margate airport by extending the runway
2.	Port Shepstone Technology hub (Internal Infrastructure)	Installation of new infrastructural services with emphasis on green economy (water, waste and energy conservation and recycling) leading to any development.
3.	Port Shepstone Technology hub (Innovation Centre)	Provide a space for locals for design thinking for innovation including hosting innovation brainstorming sessions, design sprints, innovation workshops. Facility for locals to concretize their product creation ideas from inception to product prototype.
4.	Dick King Parking Block	Construction of the multistorey Parkade as part of supporting the Inner-City. Rejuvenation
5.	Urban Roads & Stormwater Rehabilitation / pothole repairs	Upgrading of RNM Road Network in both carrying and widening capacity

6.	RNM Small Craft Harbor	Creation of Small Craft Harbor in line with Operation Phakisa inclusive of Boat Launching Site, Fisheries and related facilities
7.	KwaXolo Caves Adventure Phase2	Phase 2 - construction of a zipline connecting the gorge, a suspension bridge & accommodation
8.	Electricity Infrastructure upgrade	Upgrading of RNM Distribution Network to accommodate current and future development initiatives
9.	Marburg/Port Shepstone electricity interconnector	Upgrading of RNM Distribution Network to accommodate current and future development initiatives
10.	Oatlands landfill site expansion	Creation of additional airspace for waste management. Exploration of generation of alternative and renewable energy from Landfill Site
11.	Umzimkhulu Coastal River Park	River Park with promenade, picnic facilities, braai facilities, etc
12.	Port Shepstone Government Complex	Development of a One-Stop Shop Government Precinct in Port Shepstone
13.	St. Michaels to Margate Promenade	Development of Beachfront Promenade with walking, running pathways, aesthetic lighting, parking areas, restaurants & public open space
14.	South Coast Regional Conferencing	Conference facility to attract investment events & business tourism.
15.	Port Shepstone Beachfront Redevelopment	Mixed-use beachfront development with both public & private investment - prominent public art features, craft centre, water features, beach hotel & apartments.
16.	Informal Trading Infrastructure: Trading Stalls and Storage Facilities	Construction of various stalls and associated storage facilities across all 11 informal trading clusters within the municipality
17.	Umzumbe River Trail - R35m	Alerting local businesses and professionals about massive procurement opportunities from N2 development
18.	Fallow fields cultivation - Tea Tree, Moringa, Macadamia	At least 100 hectares in Amakhosi land planted with cash crops
19.	Renewable energy – KwaMachi bioethanol	A bio-diesel and bio-ethanol plant together with aquaponics and fish farm for KwaMachi
20.	Forestry Industrialization	Development of a Forestry Industrialization Framework

21.	Scottburgh redevelopment	Beachfront	Revamp of the beachfront by creating an activity precinct linking the beach with the CBD
22.	Ifafa Industrial Park		Creation of a light industrial node at Ifafa
23.	Amandawe Precinct Plant		Development of a plan to guide investment in Amandawe
24.	Rural Events and Wedding Centre		African themed and upmarket events and wedding centre in KwaCele area
25.	Fish farm		Rolling out of a community fish farm in Umzumbe
26.	Turton Beachfront development		New Beach development in Turton

Source: USCDA, 2020

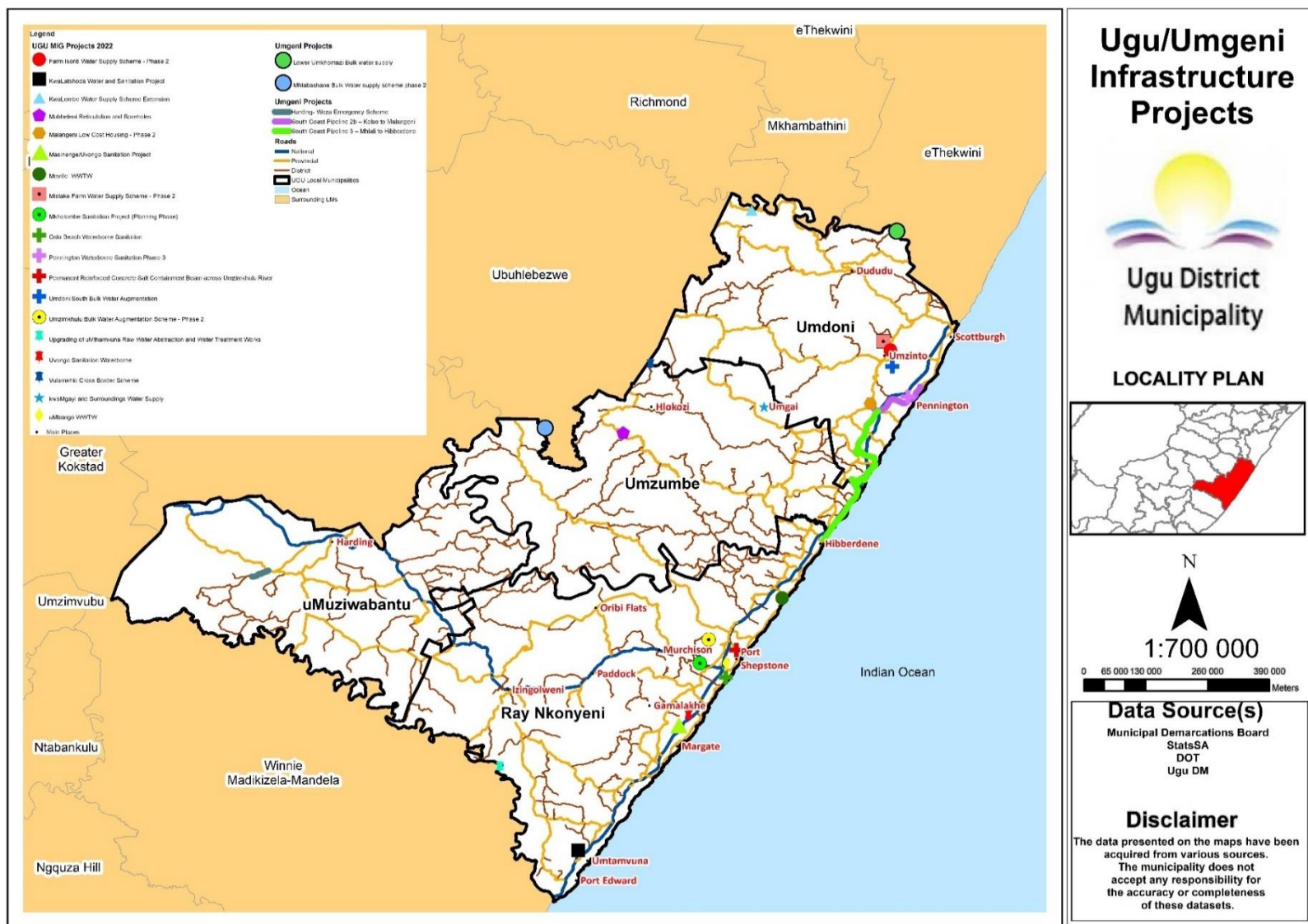


Table 76: Ugu MIG Budget

Ugu District Municipality								
Municipal Infrastructure Grant (MIG) Draft Budget: 2023/2024								
<u>MSC Code</u>	<u>MSCDescription</u>	<u>SDBIP Code</u>	<u>MIG Registration No</u>	<u>SDBIPDescription</u>	<u>Status</u>	<u>Draft budget 2023/2024</u>	<u>Source of Funding</u>	<u>Comments</u>
W	Water Services	WS/PM U4	2006MIGFDC 21111786	Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	Construction		MIG	Balance of Award Values for Contract Numbers: UGU-07-1495-2019 & UGU-07-1496-2019
W	Capex	WS/PM U4	2006MIGFDC 21111786	Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	Construction		MIG	
W	Water Services	WS/PM U7	2012MIGFDC 21208701	Harding Sanitation Scheme: Phase 3 (AFA) MIS 266188	Completed		MIG	Release of Retention
W	Capex	WS/PM U11	2011MIGFDC 21199135	Msikaba and Surrounds Water Supply Scheme	Contract No: UGU-07-1542-2020 Under Construction and Phase 2 at Design & Tender	R25 750 000.00	MIG	R9 176 070.00 to cover shortfall of Contract No: UGU-07-1542-2020 that is Under Construction with an Award Value of R25 750 000.00

W	Water Services	WS/PM U12		Umzinto Slum Clearance: Farm Isonti Low cost Housing Water and Sanitation Scheme	MIG AFA Business Plans submitted to DWS and SAC Approval obtained together with MIG Notification of Registration (NOR) from COGTA	R25 750 000.00	MIG	Upgrade of Existing Sewer Infrastructure from Gandinaghar to Umzinto WWTW and Bulk Supply for Farm Isonti - Phase 2
W	Capex	WS/PM U19	2019MIGFDC 21360331	Malangeni Low Cost Housing Project Stage 2	Phase 2E, 2F & 2G on Tender & Phase 2D on at Construction Stage		MIG	
W	Capex	WS/PM U22	2013MIGFDC 21214695	Pennington Waterborne Sanitation Project- Provision of Bulk Sewer & Reticulation Infrastructure - Phase 3	Planning		MIG	Replacement / Upgrade of Sewer Rising Main from Pennington WWPS3 to WTW and WWTW Upgrade
W	Water Services	ws/pmu 16		VIP Sanitation (Sanitation Backlogs on All LMs)	Construction		MIG	36 Months Contract Awarded to 30 Contractors and contract commenced in May 2021 and ongoing

		New		Opex Water Services -WS/PMU (PMU Fees - Top Slice)			MIG	5% of MIG Allocation for ALL PMU Costs including Staff Costs
W	Capex	WS/PM U13	2012MIGFDC 21207776	Water Pipeline Replacement - Phase 2	Businee Plan Prepared for Submission to DWS for SAC approval and onward submission to COGTA for MIG NOR Approval		MIG	Project allocated to consultant through new panel of consultants and planning work in progress
W	Capex	WS/PM U14		Mistake Farm Supply Scheme	MIG AFA Business Plans submitted to DWS and SAC Approval obtained as well as the MIG Notification of Registration (NOR) from COGTA		MIG	Design Stage

								Planned for Phase 1 which comprise of the Weir, Abstraction Point and WTW Upgrade to commence in July 2022 and completed in September 2023 as the entire KwaLembe Scheme Upgrade has 4 Phases with a Total Cost Estimate of R371 596 773.00 planned to be completed by February 2026
W	Capex	WS/PM U17	2015MIGFDC 21220463	KwaLembe Water Supply Scheme Extension	Detailed Design and Tender	R371 596 773.00	MIG	
W	Capex	WS/PM U24	2012MIGFDC 21210633	Margate Sanitation: Margate Pump Station 3A	Detailed Design and Tender	R0.00	MIG	Margate Sewer Reticulation and Pumpstation
		New		Water Services Laboratory and Backwash Water Recovery Facility	Planning	R0.00	MIG	
		New		Umzinto Waste Water Treatment Works	Planning	R0.00	MIG	
		New		Umzimkhulu Permanent Reinforced Concrete Berm	Detailed Design and Tender			
		New		Mkholombe Waterborne Sanitation	Planning	R0.00		
		New		Mthamvuna Abstraction and Water Treatment Upgrade (Planning)	Planning			
		2022/2023		Infrastructure Asset Management	Planning			
		2022/2023		Repairs & Maintenance of Water Infrastructure	Planning			

		2022/2023		Repairs & Maintenance of Sanitation Infrastructure	Planning			
		2022/2023		Umdoni South Bulk Water Augmentation	Planning			
		2022/2023		Umzimkhulu Bulk Water Augmentation Scheme - Phase 2	Planning			
		2022/2023		Harding Weza Bulk Regional Scheme	Planning & Design			
				Vulamehlo Cross-Border Water Supply Scheme	Design & Procurement			
			2012MIGFDC 21210633	Margate Sanitation and Sewer Reticulation	Design & Procurement			
				Park Rynie Sanitation Phase 2 & Sewer Reticulation	Design & Procurement			
				Upgrade of Umbango Waste Water Treatment Works	Design & Procurement			
				Upgrade of Melville Waste Water Treatment Works	Design & Procurement			
				Kwalatshoda Water & Sanitation	Planning			
				Upgrade of Greenfields Waterborne Sanitation and Sewer Reticulation	Planning			
				Upgrade of Mazakhele and Harding Sanitation Phase-3 Waterborne Sanitation and Sewer Reticulation	Planning			
				Upgrading of Bulk Water Supply from Bhobhoyi WTW to Umzimkhulu Reservoirs	Planning			
				Upgrading of of Umzimkhulu Northern Systems Bulk Water Supply	Planning			
				Drilling of New Boreholes and Refurbishment of Existing Boreholes and Spring Protection Systems	Planning			
				Upgrading of uMthamvuna to Port Edward Bulk Water Supply	Planning			
				Upgrading of Marburg and Merlewood Bulk Water Supply	Planning			
				Upgrading of Willowglen Water Pump Station, Bulk Water Pipelines and Storage Reservoir(s) at Amahlongwa	Planning			

				Bulk Water Infrastructure and Water Reticulation Pipes with communal stand pipes at KwaMgayi	Planning			
				Upgrade of Scottburgh (South, Central & Freeland Park) Bulk Waterborne Sanitation and Sewer Reticulation System	Planning			
				Upgrade of kwaDweshula Bulk water infrastructure and Water Reticulation	Planning			
				Upgrading of KwaNyuswa Phase 2 Bulk Water Supply System and Water Reticulation	Planning			
				Upgrading of KwaMbotho Water Supply System	Planning			
				Upgrading of KwaFodo Water Supply System	Planning			
				Upgrading of Umzinto (Umzinto Heights, Nkonka & Hazelwood) Bulk Water Supply Infrastructure and Storage Reservoirs	Planning			
				Upgrading of Hlokozi Water Treatment Works and Refurbishment of Existing Infrastructure	Planning			
				Upgrading of KwaHlongwa	Planning			
				Water Treatment Works and Refurbishment of Existing Infrastructure	Planning			
				Upgrading of Bulk Water Supply Infrastructure on the KwaNositha and Game Reserve Systems	Planning			
				Upgrading of Bulk Water Infrastructure, Storage Reservoir and Water Reticulation at Amandawe and KwaCele Systems	Planning			
				Umzinto Waste Water Treatment Works and Outfall Sewers Upgrade and Rehabilitation	Planning			
				Upgrading of Assisi Water Treatment Works and Refurbishment of Existing Infrastructure	Planning			

	R277
R423 096	374
773.00	000.00

**ALLOCATION &
COMMITMENT
SUMMARY**

Financial year	2021/22	2022/23	2023/24
Total MIG Allocation	R255 524 000.00	R277 374 000.00	R290 417 000.00
Total Committed	261 301 000.00	277 374 000.00	R290 417 000.00

PROPOSED PROJECTS UNDER WSIG

Table 77: Ugu District Proposed WSIG Projects

ITEM	ACTIVITY	UNIT	RATE	AMOUNT	LOCAL MUNICIPALITY	TARGET
A	Pressure Management	No.	R416 667	R7 500 000	Ray Nkonyeni	8
					Umuziwabantu	3
					Umzumbe	3
					Umdoni	4
B	Existing zone integrity verification and re-commissioning of existing PRVs/ pro-active maintenance	No.	R154 762	R6 500 000	Ray Nkonyeni	17
					Umuziwabantu	9
					Umzumbe	7
					Umdoni	9
C	Active Leakage Control through specialised leak detection and repairs	km	R11 200	R7 000 000	Ray Nkonyeni	240
					Umuziwabantu	105
					Umzumbe	105
					Umdoni	175
D	Cluster metering of standpipes	No.	R112 069	R6 500 000	Ray Nkonyeni	23
					Umuziwabantu	19
					Umzumbe	7
					Umdoni	9
					Ray Nkonyeni	2

E	Allowance for reservoir outlet and district meter installation	No.	R416 667	R5 000 000	Umuziwabantu	6
					Umzumbe	4
					Umdoni	0
F	Allowance for reservoir inlet and district meter installation	No.	R392 857	R5 500 000	Ray Nkonyeni	2
					Umuziwabantu	6
					Umzumbe	4
					Umdoni	2
					Ray Nkonyeni	6
					Umuziwabantu	4
G	Allowance for reservoir inlet& outlet control valves refurbishment	No.	R392 857	R5 500 000	Umzumbe	2
					Umdoni	2
					Ray Nkonyeni	4
H	None-Revenue-Water: Strategic Approach awareness	No.	R406 250	R6 500 000	Umuziwabantu	7
					Umzumbe	2
					Umdoni	3
	TOTAL			R50 000 000		

Pipeline Replacement – BPs

ITEM	ACTIVITY	UNIT	QTY	RATE	AMOUNT	LOCAL MUNICIPALITY	
1	Replacement of aging pipeline in Ramsgate (+- 75 - 160mm Ø)	Km	1,37	R1 458 000,00	R2 000 000,00	Ray Nkonyeni	R16 000 000,00
2	Replacement of aging pipeline in Shelly Beach (+- 50 -200mm Ø)	Km	2,76	R2 174 000,00	R6 000 000,00	Ray Nkonyeni	
3	Replacement of aged pipeline in Nodalane (+- 200mm Ø)	Km	3,61	R2 217 000,00	R8 000 000,00	Ray Nkonyeni	
3	Replacement of aging pipeline in Pennington (75 - 200mm Ø)	Km	3,07	R2 283 000,00	R7 000 000,00	Umdoni	R30 000 000,00
4	Replacement of pipeline in the Scottburgh (75 - 200mm Ø)	Km	4,44	R2 254 000,00	R10 000 000,00	Umdoni	
5	Replacement of pipeline in the Umzinto system (63 - 250mm Ø)	Km	4,05	R2 472 000,00	R10 000 000,00	Umdoni	
6	Replacement of pipeline in the Ndelu pumping main (250mm Ø)	Km	1,21	R2 472 000,00	R3 000 000,00	Umzumbe	

7	Replacement of KwaNyuswa 1 (90mm Ø)	Km	1,16	R1 292 000,00	R1 500 000,00	Umuziwabantu	R4 000 000,00	<u>Refurbishment - BPs</u>			
8	Replacement of pipeline in KwaFodo system (40 - 75mm Ø)	Km	0,87	R1 147 000,00	R1 000 000,00	Umuziwabantu					
9	Replacement of pipeline in Harding System (75 - 315mm Ø)	Km	0,57	R2 618 000,00	R1 500 000,00	Umuziwabantu					
PIPELINE REPLACEMENT PROPOSED BP TOTAL			23,11		R50 000 000,00	R50 000 000,00					
ITEM				ACTIVITY		DESCRIPTION		UNIT	QTY	BUDGET COST	LOCAL MUNICIPALITY
WATER SERVICES: MECHANICAL & ELECTRICAL WASTEWATER TREATMENT WORKS & PUMP STATIONS											
1				Refurbishment of aged infrastructure (Mechanical & Electrical equipment)		Margate 4A (Pump , motor and MCC panel)		No.	1	R1 333 333,33	Ray Nkonyeni
2				Refurbishment of aged infrastructure (Mechanical & Electrical equipment)		Margate WWTW (motor , blowers ,Gearbox pump , Panel)		No.	1	R2 000 000,00	Ray Nkonyeni
3				Refurbishment of aged infrastructure (Mechanical &		Shelly Beach WWTW (arerator, motor , gearbox ,MCC, Clarifiers).		No.	1	R1 333 333,33	Ray Nkonyeni
R12 400 000,00											

	Electrical equipment)						
4	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Uvongo WWTW(aerator motor , gearbox , mcc , Clarifiers)	No.	1	R2 000 000,00	Ray Nkonyeni	
5	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Margate WWTW (aerator, motor , gearbox , mcc. Clarifiers	No.	1	R1 333 333,33	Ray Nkonyeni	
6	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Ramsgate WWTW (aerator ,motor gearbox, pump ,Clarifiers).	No.	1	R1 333 333,33	Ray Nkonyeni	
7	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Palm beach WWTW	No.	1	R666 666,67	Ray Nkonyeni	
8	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Eden wilds WWTW (aerator , motor, gearbox , pump , Clarifiers)	No.	1	R666 666,67	Ray Nkonyeni	

9	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Murchison WWTW (aerator ,motors, gearbox , dosing pump , Clarifiers	No.	1	R1 733 333,33	Ray Nkonyeni	R3 600 000,00
10	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Kwambonwa WWTW (sludge pump , motor , panel)	No.	1	R1 333 333,33	Umuziwabantu	
11	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Mazakhele pump station no 2 (Pump , MCC panel and Motor)	No.	1	R1 333 333,33	Umuziwabantu	
12	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Electric hoist replaces motors × 1	No.	1	R133 333,33	Umuziwabantu	
13	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Electrical cables, Panel cables and contactors, Slip rings, Generator batteries etc.	No.	1	R266 666,67	Umuziwabantu	
14	Refurbishment of aged infrastructure (Mechanical &	MCC room and security gates/ doors	No.	1	R533 333,33	Umuziwabantu	

	Electrical equipment)						
15	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Umzinto 1 wwps: 13.5 kW	No.	1	R400 000,00	Umdoni	R9 106 666,67
16	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Pennington 2: 7.5 kW	No.	1	R266 666,67	Umdoni	
17	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Pennington 3: 7.5 kW	No.	1	R266 666,67	Umdoni	
18	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Pennington WWTW (Aerator, motor, panel, clarifiers and Sludge pump)	No.	1	R2 000 000,00	Umdoni	
19	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Umzinto WWTW, Aerator, gearbox, motor, panel	No.	1	R2 000 000,00	Umdoni	

20	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Scottburgh WWTW, Aerator,gearbox, motor,panel	No.	1	R2 666 666,67	Umdoni
21	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Barbara wwps: 7.5 kW	No.	1	R293 333,33	Umdoni
22	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Raymond wwps: 7.5 kW	No.	1	R293 333,33	Umdoni
23	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Freeland Park pump: 13.5 kW	No.	1	R293 333,33	Umdoni
24	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Malangeni WWPS: 7.5 kW	No.	1	R293 333,33	Umdoni
25	Refurbishment of aged infrastructure (Mechanical &	Ghandinagar WWPS: 48 kW	No.	1	R333 333,33	Umdoni

	Electrical equipment)						
SANITATION SUB TOTAL					R25 106 666,67		
WATER SERVICES: MECHANICAL & ELECTRICAL WATER TREATMENT WORKS & PUMP STATIONS							
1	Refurbishment of aged infrastructure	Umthavuna Raw water pump station Low lift pumps x (90kw - 100Kw)	No.	1	R2 666 666,67	Ray Nkonyeni	R12 226 666,67
2	Refurbishment of aged infrastructure	Umthavuna pump station high lift pumps x2off (630kw) (repairs)	No.	1	R2 000 000,00	Ray Nkonyeni	
3	Refurbishment of aged infrastructure	Umthamvuna high lift motor (630kw)	No.	1	R1 600 000,00	Ray Nkonyeni	
4	Refurbishment of aged infrastructure	Umthavuna actuators X2	No.	1	R133 333,33	Ray Nkonyeni	
5	Refurbishment of aged infrastructure	Umthamvuna panel, monitoring sensor online repairs	No.	1	R333 333,33	Ray Nkonyeni	
6	Refurbishment of aged infrastructure	Pump for Florida pump station. X1	No.	1	R466 666,67	Ray Nkonyeni	
7	Refurbishment of aged infrastructure	Nodalane water pump station x1	No.	1	R400 000,00	Ray Nkonyeni	

8	Refurbishment of aged infrastructure	ST helen Low lift pump 90KW no(5&6)X1	No.	1	R1 333 333,33	Ray Nkonyeni
9	Refurbishment of aged infrastructure	ST Helen Higt lift motor 640KWx2	No.	1	R266 666,67	Ray Nkonyeni
10	Refurbishment of aged infrastructure	South booster pump and motor replacement 2 x 110 kw 4 pole	No.	1	R200 000,00	Ray Nkonyeni
11	Refurbishment of aged infrastructure	Umthamvuna wtw (M&E online repairs)	No.	1	R266 666,67	Ray Nkonyeni
12	Refurbishment of aged infrastructure	Shobeni pump station	No.	1	R200 000,00	Ray Nkonyeni
13	Refurbishment of aged infrastructure	Nkulu pump station	No.	1	R160 000,00	Ray Nkonyeni
14	Refurbishment of aged infrastructure	ShobaMdlazi pump station	No.	1	R133 333,33	Ray Nkonyeni
15	Refurbishment of aged infrastructure	Berner rest pump station (18.5KW	No.	1	R106 666,67	Ray Nkonyeni
16	Refurbishment of aged infrastructure	ST helen Low lift pump no(1,2,3&4) impller and weir plate	No.	1	R160 000,00	Ray Nkonyeni

17	Refurbishment of aged infrastructure	South booster pump online repair (Bhobhoyi)	No.	1	R266 666,67	Ray Nkonyeni	
18	Refurbishment of aged infrastructure	Bhomela pump station	No.	1	R200 000,00	Ray Nkonyeni	
19	Refurbishment of aged infrastructure	Bhobhoyi Generator 650kva Repairs	No.	1	R666 666,67	Ray Nkonyeni	
20	Refurbishment of aged infrastructure	Madlala pump station (upsizing a pump and panel)	No.	1	R666 666,67	Ray Nkonyeni	
21	Refurbishment of aged infrastructure	KwaNyuswa low lift pump phase one: 15 kW - HD60H x 2	No.	1	R666 666,67	Umuziwabantu	R4 400 000,00
22	Refurbishment of aged infrastructure	KwaNyuswa low lift pump phase one , 15 kW HD60HX Rotating element x1	No.	1	R666 666,67	Umuziwabantu	
23	Refurbishment of aged infrastructure	KwaNyuswa low lift pump phase two 45 kW X 1	No.	1	R533 333,33	Umuziwabantu	
24	Refurbishment of aged infrastructure	KwaNyuswa phase 3 booster pump x 1 (7.5 kW)	No.	1	R266 666,67	Umuziwabantu	
25	Refurbishment of aged infrastructure	KwaFodo low lift: 3.75 kW X 1	No.	1	R266 666,67	Umuziwabantu	

26	Refurbishment of aged infrastructure	KwaFodo high lift: 10 kW - 134PP - Rotational element	No.	1	R266 666,67	Umuziwabantu	R8 266 666,67
27	Refurbishment of aged infrastructure	KwaMbotho low lift 3.7 kW GR	No.	1	R266 666,67	Umuziwabantu	
28	Refurbishment of aged infrastructure	KwaMbotho high lift: HD115H	No.	1	R266 666,67	Umuziwabantu	
29	Refurbishment of aged infrastructure	Banzini pump station Booster pump station (Multistages pump)x1	No.	1	R266 666,67	Umuziwabantu	
30	Refurbishment of aged infrastructure	Lifting equipment (Gantry)	No.	1	R400 000,00	Umuziwabantu	
31	Refurbishment of aged infrastructure	Mobile Generator 600 kVA x 1	No.	1	R266 666,67	Umuziwabantu	
32	Refurbishment of aged infrastructure	Electrical cables, Panel cables and contactors, Slip rings, Generator batteries etc.	No.	1	R133 333,33	Umuziwabantu	
33	Refurbishment of aged infrastructure	Bearing heater Machinery	No.	1	R133 333,33	Umuziwabantu	
34	Refurbishment of aged infrastructure	Ndelu WTW low lift pump: 7.5 kW	No.	1	R266 666,67	Umndoni/Umzumbé	R8 266 666,67

35	Refurbishment of aged infrastructure	Vulamehlo wtw low lift: 37 kW, Motor , panel, Valves and gaages	No.	1	R2 400 000,00	Umndoni/Umzumbe
36	Refurbishment of aged infrastructure	Vulamelo high lift: 110 kW	No.	1	R533 333,33	Umndoni/Umzumbe
37	Refurbishment of aged infrastructure	Odeke PS: 30 kW	No.	1	R133 333,33	Umndoni/Umzumbe
38	Refurbishment of aged infrastructure	Ixobho PS pump: 45 kW	No.	1	R320 000,00	Umndoni/Umzumbe
39	Refurbishment of aged infrastructure	Ixobho PS motor: 45 kW	No.	1	R320 000,00	Umndoni/Umzumbe
40	Refurbishment of aged infrastructure	Umzinto heights pump: 2.2 kW	No.	1	R93 333,33	Umndoni/Umzumbe
41	Refurbishment of aged infrastructure	Hilltop PS pump: 2.2 kW	No.	1	R93 333,33	Umndoni/Umzumbe
42	Refurbishment of aged infrastructure	Kelso high level pump: 2.2 kW	No.	1	R93 333,33	Umndoni/Umzumbe
43	Refurbishment of aged infrastructure	Sezela PS: 55 kW	No.	1	R333 333,33	Umndoni/Umzumbe

44	Refurbishment of aged infrastructure	Hazelwood PS: 75 kW	No.	1	R440 000,00	Umndoni/Umzumbe
45	Refurbishment of aged infrastructure	Cedars PS: 110 kW	No.	1	R533 333,33	Umndoni/Umzumbe
46	Refurbishment of aged infrastructure	Pilani PS: 75 kW	No.	1	R440 000,00	Umndoni/Umzumbe
47	Refurbishment of aged infrastructure	Kwacele PS: 90 kW	No.	1	R466 666,67	Umndoni/Umzumbe
48	Refurbishment of aged infrastructure	Pennington 1 pump: 7.5 kW	No.	1	R293 333,33	Umndoni/Umzumbe
49	Refurbishment of aged infrastructure	Mtwalume PS pump: 7.5 kW	No.	1	R293 333,33	Umndoni/Umzumbe
50	Refurbishment of aged infrastructure	Willowglen pump: 55 kW	No.	1	R333 333,33	Umndoni/Umzumbe
51	Refurbishment of aged infrastructure	Nyavini ps pump: 75kW	No.	1	R480 000,00	Umndoni/Umzumbe
52	Refurbishment of aged infrastructure	Magwaza PS pump: 45 kW	No.	1	R400 000,00	Umndoni/Umzumbe
WATER SUB TOTAL					R24 893 333,33	
REFURBISHMENT BUDGET					50 000 000,00	

CHAPTER 6: FINANCIAL PLAN

6.1 Municipal Budget Overview

In terms of section 16(1) of the MFMA, the Council of the municipality must for each financial year approve an annual budget for the municipality.

6.1.1 South African Economy and Inflation Targets

The analysis of the current South African Economy and Inflation targets must be done when preparing the credible budget for 2022 / 2023 to 2026 / 2027 financial years. South Africa has experienced a period of protracted economic weaknesses which diminishes private investment across all sectors of economy due to declining in businesses and consumer confidence. The prerequisite for increased revenue to expand service delivery are rapid growth, investments, and job creation. These economic challenges will continue to exert pressure on municipal revenue generation and collections levels hence a conservative approach is advised for revenue projections. Therefore, municipalities will have to improve their efforts to limit non-priority and to implement stringent cost containment measures.

Macroeconomic performance and projections that must be considered when preparing 2018/2019 Medium Term Revenue and Expenditure Framework (MTREF) municipal budgets are captured in Table 6.1.1.1 below:

Table 78: Macroeconomics and projections

Economic Indicator	2019/ 2020	2020 / 2021
Consumer Price Inflation (CPI)	5.4%	5.5%
Real Growth Domestic Product (GDP) Growth	1.8%	2.1%

Source: Ugu District Municipality Draft Budget, 2021

Also, the South African Reserve Bank (SARB) has tried to contain an inflation to a target band of 3% - 6% despite economic challenges facing South Africa.

6.1.2 Proposed Tariffs Increments for 2023 / 2024

The municipalities are encouraged to maintain tariff increases at levels that reflect an appropriate balance between the affordability to poorer households and other customers while ensuring the financial sustainability of the municipality. The Consumer Price Index (CPI) inflation is forecasted to be within the upper limit of the 3% to 6% target band. Therefore, municipalities are required to justify all increases in excess of the projected inflation target for 2023/2024 in their budgets. Local government confronts tough fiscal choices in the face of financial and institutional problems that results in service delivery breakdowns and unpaid bills. These trends can be offset by improving own revenue collection, working more efficiently and implementing cost containment measures. The tariffs increment is proposed at 6 % in 2022 / 2023 financial year. The justification for the increment of 6% is the fact that the projected Consumer Price Inflation for 2021 / 2022 is 5.3% in terms of Macroeconomic performance. It is still below the maximum targeted inflation rate of 6%. Furthermore, the justification is the fact of the ESKOM and Water Boards tariffs are as follows:

- ESKOM is 15.5%; and
- Water Boards is 5%.

The proposed tariffs increase is far less than ESKOM and Water Boards tariffs increment of which the municipality is also expected to incur in provision of basic services to the community. Income Budget for 2018 / 2019 – 2020 / 2021 According to 2018 Division of Revenue Bill recently approved by Parliament together with National Budget in February 2018, the allocations to uGu District Municipality have been made per schedule reflected in Table 6.1.3.1 for 2018 / 2019 to 2023/2024. The Municipal Infrastructure Grant (MIG) and Water Services Infrastructure Grant (WSIG) has been reduced substantially. In respect of internal revenue, a recently recent Adjustment Budget has been used as a base for 2021/22 budget by talking into account an inflation of 5.3% in 2018 / 2019 financial year.

Table 79: draft Income Budget 2018/2019-2023/2024

Income Description	2019 / 2020	2020 / 2021	2021/2022	2022/2023	2023/2024
Equitable Share	R 461,838,000	R 503,224,000	R 524 364 000	R585 146 000	R 630 083 000
Municipal Infrastructure Grant	R 241,038,000	R 255,284,000	R 255 524 000	R277 347 000	R290 379 000
Water Services Infrastructure Grant	R 95,000,000	R 100,225,000	R 72 000 000	R70 000 000	R150 000 000
Municipal Disaster Recovery Grant					R129 775
Financial Management Grant	R 1,865,000	R 1,800,000	R 1 750 000	R1 950 000	R1 950 000
Expanded Works Programme Grant	R 0,00	R 0,00	R 3 611 000	R3 319 000	R3 819 000
Rural Roads Assets Management Grant			R 2 721 000	R2 848 000	R2 895 000
Water Income	R 291,831,094	R 307,881,804	R 477 943 710	R412 756 361	R 361 232 000
Sanitation Income	R 102,535,249	R 108,174,688	R 85 213 955	R108 623 285	R112 683 000
Interest on Investments	R 2,672,082	R 2,819,046	R10 786 012	R7 821 161	R11 605 000
Interest on overdue accounts	R 535,943	R 565,420		R37 767 975	R37 768 000
Rental and Other Income	R 1,150,426	R 1,213,670	R8 080 536	R4 722 376	R2 264 000
Other Income					R8 961 000
Total Revenue	R 1,198,465,794	R 1,281,187,628	R 1 442 344 215	R1 234 622 858	R1 742 907 000

Source: Ugu District Municipality Draft Budget, 2021

6.1.3.1 Analysis of the Conditions of Grants

The equitable share serves as a subsidy to the municipalities to cater for the following three components: Basic Services Component; Institutional Component; and Community Services Component. In terms of 2018 Division of Revenue Bill which was approved in February 2018 together with the National Budget by Parliament provided the following allocation of Equitable Share:

Table 80: Allocation of Equitable Share

Description	Allocation Per DORA	Amount
Basic Services	79,5%	R500 915 985
Institutional	8,2%	R51 666 806
Community Services	12,3%	R77 500 209
TOTAL		R630 083 000

Source: Ugu District Municipality Draft Budget, 2022

N.B. An equitable share over the medium term is allocated to compensate for the rising costs of providing free basic services to the growing number of indigent households. This covers the likely above inflation increases in the costs of bulk water and electricity. This also allows for faster increases in the allocations to poorer and rural municipalities through the redistributive components of the equitable share formula.

6.1.3.1.1 Basic Services Component

The allocation of equitable share to this component helps the municipalities to provide free basic water, sanitation, electricity and refuse removal to households that fall below affordability threshold. However, in respect of uGu District municipality we only provide free basic water and sanitation. This must cover free 6kl of water provided to poor households per month. However, at uGu every household is getting free 6kl of water per month irrespective being indigent or non-indigent. Since government only subsidises only indigent households, it means the municipality funds free 6kl of water for non-indigents households through internally generated revenue, which currently is difficult to collect which give more financial strain to the municipality.

N.B. The affordability formula measure (i.e. used to determine how many households need free basic services) is based on the level of two state old pensions. From the recently approved National Budget by Parliament, it resolved that from 01 April 2018 to 30 September 2018, the state old age pension will be R1690.00 and from 01 October 2018 to 31 March 2019 will be R1700.00. It means that the poverty or affordability threshold from 01 April 2018 to 30 September 2018 will be: $R1690 \times 2 = R3380$ per month; meaning that from this period all households who's their total income per household of above R3380 per month must pay for municipal services. From 01 October 2018 to 31 March 2019 the poverty or affordability threshold will be: $1700 \times 2 = R3400$ per month. Following Statistics South Africa (STATS SA) has calculated that 59% of all households in South Africa fall below poverty or affordability threshold.

The basic services component provides a subsidy of R383.12 per month in 2018/2019 financial year for the costs of providing basic services to the poor households. The subsidy provides funding to poor households for free 6kl of water and sanitation based on the levels of services per National Policy. The monthly subsidy of R383.12 is allocated to the poor households as follows in terms of recently approved Division of Revenue Bill together with National Budget in February 2018:

Table 81: Monthly allocations per Household Below Poverty Level

Monthly Costs Components	Operations	Maintenance	Total
Electricity costs	R73.46	R8.16	R81.62
Water costs	R112.90	R12.54	R125.45
Sanitation costs	R86.19	R9.58	R95.77
Other costs	R72	R8.03	R80.28
TOTAL	R344.81	R38.31	R383.12

Source: Ugu District Municipality Draft Budget, 2021

N.B. When budgeting for 2022/23 for Free Basic Water and Sanitation to poor households, the following formula must be applied: Free Basic Water and Sanitation = R383.12 X Number of indigents households' X 12 Months. However, our challenge is that the municipality is giving all households free 6kl of water on a monthly basis which gives financial strain or pressure to the municipality. Also, those who are able to pay for services are not paying.

As a result of this the municipality becomes unable to provide sufficient funding for the following:

- 8% of Value of Infrastructural Assets for Repairs and Maintenance of Infrastructure; of which currently the value of our completed Infrastructural Assets (i.e. Water and Sanitation) using 2016/17 audited Annual Financial Statements (AFS) is R2,358,985,132.00; meaning in 2021/22 financial year at minimum we should budget for R188,718,810.60 which is impossible in the current situation;
- Replacement of Aging Infrastructure.

In terms of 2018 Division of Revenue Bill as approved by Parliament together with the budget, it has been proposed at minimum the Equitable Share subsidy allocated to uGu District for poor households must be broken down per local municipality in terms of spending as follows for 2022/23 financial year:

Table 82: Equitable Share per LM

Municipality	Water	Sanitation	Total
UMdoni	R38 422 650	R29 332 800	R67 755 450
Umzumbe	R33 963 300	R25 928 700	R59 892 000
UMuziwabantu	R25 384 800	R19 378 800	R44 763 600
Ray Nkonyeni	R87 396 675	R66 720 150	R154 116 900

Source: Ugu District Municipality Draft Budget, 2021

6.1.3.1.2 Institutional Component

To provide basic services to the households, the municipality must be able to run basic administration. Most municipalities should be able to fund their majority of administration costs with their own revenue. But because poor households are not able to contribute in full towards administration costs of the municipality, the equitable share includes an institutional support component to meet the municipalities halfway. The subsidy of equitable share towards administration costs is limited to 8.2% of the Equitable Share. Therefore, in 2018/2019 financial year, government will subsidise uGu District with only R35,741,914.00 (i.e. 8.2%) towards its Administration Costs. Any additional costs must get from its internal revenue. However, an additional subsidy of R6.6 million which does not form part of the Equitable Share Formula will be made available in 2018/2019 financial year to subsidise Councillors Remuneration. Any additional costs must come from internal revenue.

6.1.3.1.3 Community Services Component

This component from Equitable Share Formula, subsidises services that benefits communities rather than individual households (i.e. which are provided for in the basic services component). Such services include these services e.g. municipal health services, fire services etc.). Therefore, in 2021/2022 financial year, equitable share subsidy for uGu District Municipality towards these services is only limited to R53,612,871.00 (i.e. 12.3%). Any additional costs must come from internal revenue.

6.1.3.2 Municipal Infrastructure Grant (MIG)

The MIG allocation for 2022/2023 financial year will be R277 374 000. This means that the projects to be implemented during 2022/2023 financial year must be limited to annual allocation of R277 374 000. The amount of R277 374 000 must equate to the service providers appointed as well. Therefore, no commitment exceeding R277 374 000 must take place. The Project Management Unit (PMU) must manage projects with due diligence by ensuring the following:

- i. Professional Fees for each project are limited to 14% of the total project costs;
- ii. The variation orders are prevented as there will be no funds available to cover them;
- iii. The initial scope of work is thoroughly analysed and checked to ensure that it cover all work to be performed;
- iv. The MIG Implementation Plan is implemented in accordance with the Cash Flows per actual trench received;
- v. The actual expenditure per project must not exceed the actual trench received per quarter;
- vi. The budget for each project must be managed and monitored in accordance with actual cash allocation received per trench per quarter;
- vii. If needs be blacklist all non performers;
- viii. Making sure that retentions are invested and not utilised in other projects;
- ix. Ensure that consultant or engineer is held responsible and accountable for any deficiencies in the performance of the contractors;
- x. Discourages cessionary agreements; etc.

The 2020 Division of Revenue Bill as approved by Parliament together with the National Budget has broken down the MIG allocation to uGu District Municipality to be utilised or spent at minimum per Local Municipality as follows for 2020/2021 financial year:

Table 83; MIG Allocation per LM

Municipality	Minimum Projects Allocations
UMdoni	R90 887 549
Umzumbe	R0
UMuziwabantu	R3 000 000.00
Ray Nkonyeni	R88 088 501
Whole of the District	R108 402 950

Source: Ugu District Municipality Draft Budget, 2021

N.B., It means that in each LM there must be project(s) funded by MIG at minimum amounted to the amounts above, to be implemented during 2018/2019 financial year. In order to ensure efficient operations in respect of water and sanitation provision, the PMU must transfer all completed projects to Operations and Maintenance Unit of which such unit must have clear Operations and Maintenance Plan(s) for all completed projects.

6.1.3.3 Water Services Infrastructure Grant (WSIG)

The WSIG allocation for 2021/2022 financial year will be R72 350 000. This means that the projects to be implemented during 2021/2022 financial year must be limited to annual allocation of R70 000 000. The amount of R70 000 000 must equate to the service providers appointed as well. Therefore, no commitment exceeding R70 000 000 must take place. The Project Management Unit must follow the same as MIG projects above in managing projects implemented using WSIG. Also, Operations and Maintenance Unit must have a clear Operations and Maintenance Plan(s) for completed projects to ensure efficiency in water and sanitation provision. The 2022 Division of Revenue Bill as approved by Parliament together with the National Budget has broken down the WSIG allocation to uGu District Municipality to be utilised or spent at minimum per Local Municipality as follows for 2021/2022 financial year:

Table 84:WSIG per LM

Municipality	Minimum Projects Allocations
UMdoni	0
Umzumbe	0
UMuziwabantu	0
Ray Nkonyeni	0
Whole of the District	150 000 000.00

Source: Ugu District Municipality Draft Budget, 2022

N.B. At least each LM must have a project(s) implemented during 2021/2022 financial year under WSIG at minimum amounts per schedule above.

6.1.3.4 Expanded Public Works Programme Targets

In terms of 2018 Division of Revenue Bill as approved by Parliament together with the National Budget, uGu has been allocated a target of 1,058 employments through EPWP.

6.1.3.5 Capital Projects Funded by Internal Revenue

Looking at the current financial situation of the municipality it is most unlikely that the municipality will be able to fund any capital project during 2021 / 2022 from internal revenue. Therefore, it is advisable that all capital projects must be funded only by allocated Capital Grants due to spending pressures facing the municipality.

6.1.4 Operating Expenditure Budget 2019 / 2020 – 2025 / 2026

Table 93 gives a brief overview of the 2019 / 2020 – 2025 / 2026 operating expenditure budget.

Table 85: Operating Expenditure Budget 2018/2019-2023/2024

Description	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Employee Related Costs	R 375 650 245.44	R 395 559 708.45	R 391 315 705	R414 993 324	R409 846 000
Remuneration of Councillors	R 12 118 602.84	R 12 760 888.79	R 10 663 937	R11 758 421	R11 409 000
Debt Impairment	R 3 326 427.00	R 3 502 727.63	R 12 458 000	R70 000 000	R74 453 000
Depreciation and Asset Impairment	R 89 992 003.02	R 94 761 579.18	R220 000 00	R232 000 000	R220 000 000
Finance Charges	R 16 483 997.32	R 17 357 649.18	R 12 458 000	R13 892 392	R7 222 000
Bulk Purchases	R 83 187 000.00	R 87 595 911.00	R 140 322 581	Catered for under bulk purchases	Catered for under bulk purchases
Inventory Consumed	R 18 351 635.15	R 19 324 271.81	R 4 732 146.86	R153 491 691	R128 408 000
Contracted Services	R 110 846 095.83	R 116 720 938.91	R 153 752 612	R187 756 150	R138 443 000
Transfers and Subsidies	R 20 302 292.79	R 21 378 314.30	R 20 069 649	R21 650 402	R8 000 000
Other Expenditure	R 113 426 990.01	R 119 438 620.48	R 252 480 273.58	R224 325 942	R111 976 000
Total Operating Expenditure	R 843 685 289.40	R 888 400 609.73	R1 020 252 904.44	R1 329 868 322	R1 109 757 000

Source: Ugu District Municipality Draft Budget, 2021

6.1.4.1 Employee Related Costs (including councillor allowances)

The Salary and Wage Collective Agreement for the period 01 July 2021 to 31 June 2022 is yet to be concluded. The process is under consultation, therefore in the absence of other information from South African Local Government Bargaining Council (SALGBC) communication will be provided at a later stage. However, the municipality must make budget allocation for the increment in 2021 / 2022 financial year.

N.B. Therefore, the salary and wages increment is proposed at 5.5% in 2021 / 2022 financial year. The increment of 5.5% is based on the following:

Table 86: Proposed Salary and Wage Increment

Basis	%
Forecasted CPI per Macroeconomic Performance	4.0%
Assumed Adjusting Factor during negotiation processes	1.0%
Proposed Increment	5.0%

Source: Ugu District Municipality Draft Budget, 2021

The proposed increment of 5% is based on both Employees, Section 54/56 Employees and Councillors.

6.1.4.1.1 Employees Salary Budget

The employees' salary and wages for the 2021 / 2022 financial year is R 391 315 705 as reflected in Table 6.1.4.1.1.1 below. The employees' salary and wage budget take about 95.34% of internal revenue of the municipality. The municipality will be engaging different strategies to bring the salary and wage budget down such as:

- Re-engineering of the organisational process (e.g. combining some units, freezing of some positions if they become vacant);
- Reduction of excessive overtime and S&T Travelling claims;
- Reduction of the excessive acting of employees to high positions;
- Elimination of the acting of employees on unfunded positions etc.

Table 87: Employee Salary Budget

Description	Monthly 2020/2021	2019/2020 Budget	2020/2021	2021/2022	2022/2023	2023/2024
Gross Actual Current Employees – Cost of warm bodies per payroll for the month of May 2021 as a base	R34 582 777	R 375 650 245.44	R 395 559 708.45	R 391 315 705	R 394 993 324	R409 846 000
Proposed Increment of 4.8%						
Filling of Critical Vacant Posts from Organogram					R20 000 000.00	
Total					R414 993 324	R409 846 000

Source: Ugu District Municipality Draft Budget, 2021

6.1.4.1.2 Councillors Remuneration and Traditional Leaders

The Councillors and Traditional Leaders remuneration for the 2021 / 2022 financial year amounts to R 11 508 644.67 as reflected in Table 96 below.

Table 88: Councillors Remuneration and Traditional Leaders

Description	Monthly 2020/2021	2019/2020 Budget	2020/2021	2021/2022	2022/2023	2023/2024
Gross Actual Current Employees – Cost of warm bodies per payroll for the month of March 2018 as a base	R 650 251.43	R 12 760 888.79	R 10 663 937	R 11 410 413	R 11 361 937	R11 406 000
Proposed Increment of 5.5%		R701 848.88	R586 516.54	R627 572.72		
Filling of Deputy Mayor Vacancy						
Sitting Allowance for Traditional Leaders						
Tools of Traditional Leaders						
Travelling Claims for Councillors					R 396 484	
Total		R13 462 737.67	R11 250 453.54	R12 037 985.72	R11 758 421	R11 406 000

Source: Ugu District Municipality Draft Budget, 2021

6.1.4.2 Other Expenditure

Table 97 provides a summary of other operation expenditure of the municipality.

Table 89: Other Operational Expenditure

Expenditure Description	2019/20	2020/21	2021/22	2022/23	2023/2024
Youth Development Programme	R0.00	R 100 000	R 107 000	R 100 000.00	R100 000
Rights of a Child	R 200 000	R 10 000	R 10 700	R 10 000.00	R10 000
Gender Programmes	R 200 000	R 30 000	R32 100	R 10 000.00	R10 000
Elderly	R 0.00	R 20 000	R 21 400	R 20 000.00	R20 000
People Living with Disability	R150 000	R 30 000	R32 100	R 30 000.00	R30 000

HIV / AIDS	R150 000	R 30 000	R32 100	R 30 000.00	R30 000
Sports and Recreation Programmes	R 0.00	R 0.00	R 0.00	R 0.00	R0
Poverty Alleviation Programme (i.e. EPWP)	R 250 000	R 800 000	R 856 000	R 0.00	R0
Community Initiatives Support	R 0.00	R 0.00	R 0.00	R 0.00	R0
Public Participation		R 100 000	R 107 000	R 100 000	R160 000
SMME Development Support	R 20 000	R 200 000	R 210 000	R 0.00	R0
Cooperatives Development Support	R 70 000	R 100 000	R 105 000	R 0.00	R0
Mayoral Bursaries	R 0.00	R 0.00	R 0.00	R 0.00	R0
Community Skills Development	R 0.00	R 0.00	R 0.00	R 0.00	R0

Source: Ugu District Municipality Draft Budget, 2021

6.1.5 Capital Budget 2021 / 2022

The 2018 / 2019 Capital Budget amounts to R 314 000 000.00 as reflected in Table 98 below.

Table 90: Capital Budget 2021/2022

Municipality	Minimum MIG Funded Projects	Minimum WSIG Funded Projects	Total Capital Projects
Umdoni	R90 887 549	R 0.00	R 97 952 884.43
Umzumbe	R0	R 0.00	R 0.00
Umuziwabantu	R3 000 000.00	R 0.00	R 5 000 000.00
Ray Nkonyeni	R88 088 501	R 0.00	R 92 552 155.57
Whole of the District	R108 402 950	R 150 000 000.00	R 90 000 000.00
Total 2021 / 2022 Allocation	R 290 379 000	R 150 000 000.00	R 440 379 000
Capital Expenditure Internally Funded	R0	R0	R0
Total Capital Budget	R 290 379 000	R 150 000 000.00	R 440 379 000

Source: Ugu District Municipality Draft Budget, 2021

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.

CHAPTER 7: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

The Ugu District Municipality adopts a reviewed Performance Management Policy and Procedural Framework annually for the purpose of ensuring proper planning, implementation, monitoring and evaluation of performance management within the municipality. The policy also outlines the structural processes of accountability. The policy aims at ensuring improvement in the Organisational and Individual Performance Management system of Ugu District Municipality, which eventually would contribute to improving effectiveness and efficiency of the municipality in terms of delivering services to the community.

The municipality has merged OPMS and SDBIP processes to ensure consistent alignment in the implementation. This is in line with the legislation as the Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP). The 2022/23 SDBIP will be submitted once the Mayor approves as the official SDBIP

Performance Management Cycle

The Standard Operating and Procedure (SOP) Manual encompasses planning, implementation, monitoring and evaluation and incorporates the alignment of an organisational performance management system with an individual performance system is illustrated in the diagram below.



Figure 44: Performance Management Cycle

7.1 Organisational Performance Management System

The implementation of OPMS involved four main tasks which are namely:

- Creation of the Organisational Scorecard;
- Preparation of Service Delivery Budget Implementation Plan;
- Preparation of the Annual Performance Plans, Performance Agreements and Personal Development Plans for the Municipal Manager and the Managers that report to the Municipal Manager; and
- Compilation of Portfolios of Evidence.

The first step is concerned with the creation of the Organisational Scorecard which is the log-frame template that includes:

- A unique consecutive number for each Performance Measure/ Indicator.
- National Key Performance Areas (KPA).
- Strategic Objectives per KPA.
- Measurable Objective (s)/ Output (s) per Strategic Objective.
- Performance Measure (s)/ Indicator (s) per Measurable Objective/ Output.
- Demand data (Number of households requiring the service).
- Baseline data (The status quo at the start of the year).
- Backlog data (Demand minus baseline).
- Quarterly targets for the backlog that will be addressed in the year under review.
- The Department that is responsible for the output.
- The estimated financial implication.
- The Wards that will benefit from the services delivered.

The scorecard is used to monitor the performance of the Municipality and is used to cascade responsibility down to the Municipal Manager and Managers accountable to the Municipal Manager who prepare more detailed implementation plans in the form of the SDBIP and Performance Plan which also informs their Performance Agreements. Steps involved with the Preparation of S57 Managers' Performance Agreements; Annual Performance Plans & Personal Development Plans are:

1. Step 1: Preparation of the Municipal Manager and Managers accountable to the Municipal Managers' Performance Agreements.
2. Step 2: Preparation of the Municipal Manager, Managers accountable to the Municipal Managers' Annual Performance Plans
3. Step 3: Preparation of the Municipal Manager and Managers accountable to the Municipal Managers' Personal Development Plans.

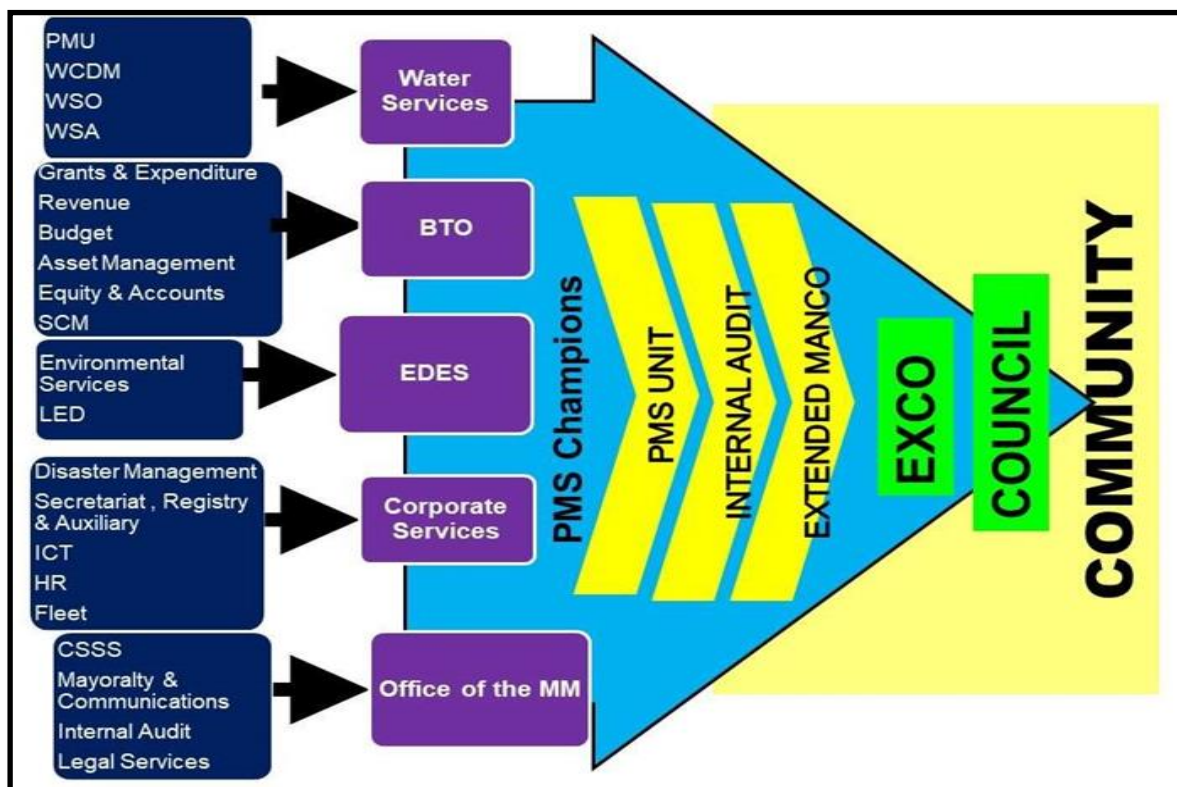


Figure 45: PMS Structure

The fourth and last step is the compilation of Portfolio of Evidence which is concerned with the verification of all the information supplied. The time frames and summary of the tasks involved in the implementation of OPMS in the Ugu District Municipality is illustrated in Figure 59. The reporting process commences from a departmental level from where it flows to the strategic level, political level and on to the community, the users of the services. The entire process is driven by the PMS unit in the Office of the Municipal Manager and coordinated in co-operation with the PMS Champions in each Department.

7.1.1 Departmental Level

The reporting initiated at the section / unit level and flows all the way to the organisational level as each month of the financial year a sectional meeting is held in all the departments where the supervisors / officers' report to their respective Managers who then submit a consolidated section report to their respective General Managers of departments. The Managers submit their reports and give monthly progress on the implementation of their set objectives on their performance contracts at departmental meetings which are also held on a monthly basis. The General Managers then consolidate the sections' reports into the Departmental Report. At this point, the General Managers work with the PMS champions at their department to coordinate the compilation of portfolio of evidence files. The General Managers submit reports, which include recommendations, to the relevant portfolio committees on a monthly basis. On a quarterly basis, the General Manager consolidates the monthly reports into a quarterly report and together with the PMS champions compiles the POE file and submits to the PMS unit by the 05th of the first month after the end of each quarter.

7.1.2 Strategic / Organisational Level

The PMS unit on receipt of departments' quarterly performance reports scrutinizes the reports and consolidates them into the organizational performance report accompanied by the POE files. The PMS unit then sends the reports together with the POE files to the internal audit unit for auditing no later than the 10th of the first month after the end of each quarter. Once the PMS receives feedback from the internal audit unit, it channels the comments to the right departments through the PMS Champion and once there is an agreement between the departments and the PMS unit regarding the report, it is then sent to the Accounting Officer for interrogation and scrutiny. The Accounting Officer uses the MANCO and Extended MANCO for this purpose, which doubles up as a pre-quarterly review session. Once the reports and POEs are audited vigorously, MANCO interrogates the quarterly organisational performance report. In the process members of the MANCO concentrate on monitoring progress towards the achievement of performance targets and KPIs. After this is done recommendations are formulated which are aimed at taking corrective action if necessary. Before the 30th of every month after the end of each quarter, the quarterly review session is then held which includes the Extended MANCO, the PMS champions and the EXCO.

7.1.3 Political Level

In the quarterly performance review sessions, the quarterly performance reports are evaluated critically by the EXCO members. This evaluation is aimed at determining to what extent the performance targets and KPIs are positively impacting on the development objectives. Recommendations are then formulated around corrective actions in this regard if necessary. The quarterly municipal performance report, together with recommendations, is then forwarded to the council.

7.2 Service Delivery and Budget Implementation Plan

The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

7.2.1 Legislative Mandates

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used (MFMA Circular 13).

The SDBIP therefore serves as a “contract” between the administration, Council and community expressing the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget.

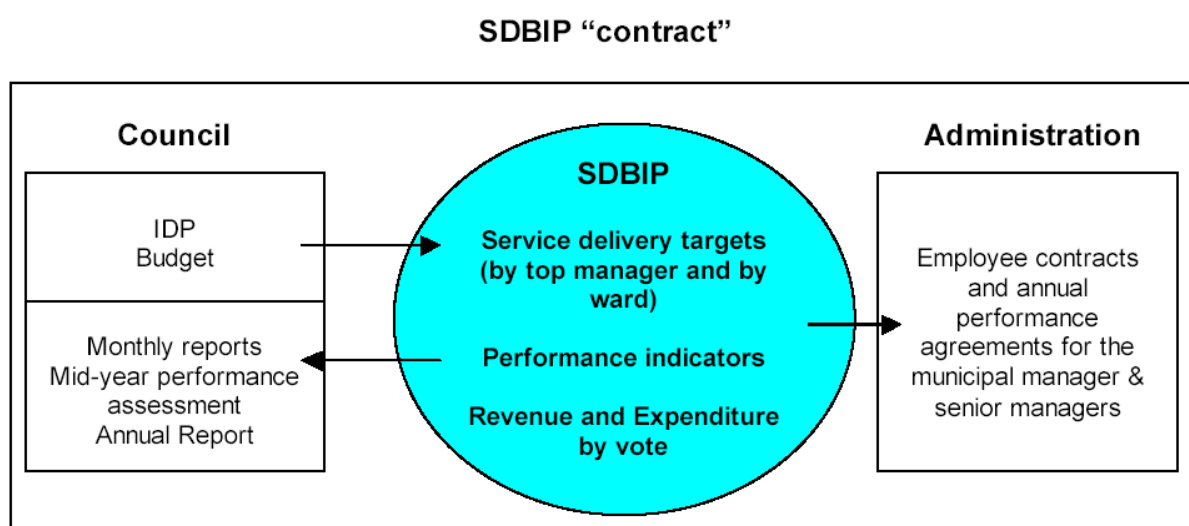


Figure 46: SDBIP-IDP Link

Source: MFMA Circular No. 13, 2005

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets and linking these targets to management. The next layer will detail each output and activities for each output that are linked to middle and junior management. Much of this detail will be included in Performance Plans. The top layer cannot be revised without Council’s approval of an adjustments budget; however, the lower level can be continually revised.

The SDBIP is an implementation plan approved by the Mayor and not Council, after Council has approved the budget. The Ugu District used the five (5) components as proposed by National Treasury for the SDBIP, which are:

- Ward Information.
- Monthly projections of revenue to be collected by source.
- Quarterly projections of service delivery targets and performance indicators for each Vote.
- Monthly projections of operating and capital expenditure and revenue for each Vote.

Detailed capital works plan broken down by Ward over three (3) years

7.2.2 Monitoring Performance

In terms of monitoring performance, the PMS engages in three main tasks which are:

- Measuring Performance.
- Compilation of Quarterly Performance Reports at a Departmental level;
- Compilation of Consolidated Quarterly, Half-Yearly and Annual Performance Reports at a Municipal level

Municipal Managers and Managers accountable to the Municipal Manager are responsible for Quarterly Performance Reports at a Departmental level. These reports are submitted to officials responsible for Organisational Performance Management Systems and Individual Performance Management Systems. The individual's performance is monitored throughout the financial year. The Departmental Performance Reports will be consolidated to represent the Municipal Performance Reports and monitoring will be performed against the targets set in the Organisational Scorecard.

In compiling the Municipal Performance Report, the departmental management and the Municipal MANCO team should evaluate the effectiveness of current programmes and strategies for delivery in order to determine whether they are on track for delivering the desired outcomes. Key characteristics include:

- Keeps track, oversight, analyses, and documents progress.
- Focuses on inputs, activities, outputs, implementation processes, continued relevance, likely results at outcome level.
- Answers what activities were implemented, and results achieved.
- Alerts managers to problems and provides options for corrective actions.
- Self-assessment by programme Managers, Supervisors, community stakeholders, and donors.

7.2.3 Performance Evaluation

Performance evaluation involves three main tasks which are:

- Define Evaluation Objectives
- Review Information Collected during Monitoring
- Document Findings and Formulate Recommendations

Evaluation is a periodic, in-depth analysis of programme performance. It relies on data generated through monitoring activities as well as information obtained from other sources (e.g., studies, research, in-depth interviews, focus group discussions, surveys etc.). Evaluations are often (but not always) conducted with the assistance of external evaluators. Section 47 of the Municipal Systems Act requires the MEC responsible for Local Government to submit an Annual Report on the performance of municipalities in the province to the Provincial Legislature, the Minister responsible for Local Government and the National Council for Provinces. In order to comply with this requirement, all municipalities are required to submit Annual Performance Reports to the MEC. Key characteristics include:

- A Periodic assessment at important milestones such as the Half- Yearly and Annual Performance Reports or a Five-Year Review.
- In-depth analysis compares planned to actual achievements.
- Focuses on outputs in relation to inputs, results in relation to cost, processes used to achieve results, overall relevance, impact, and sustainability.
- Answers why and how results were achieved. Contributes to building theories and models for change.
- Provides Managers with strategy and policy options.
- Internal and/or external analysis by programme Managers, Supervisors, community stakeholders, donors, and/or external evaluators.

The core evaluation concerns to assess programme performance are:

- **Relevance:** Does the programme continue to meet our needs?
- **Effectiveness:** Are we achieving the desired results?
- **Efficiency:** Are the results cost-effective?
- **Outcome:** Does it have an impact in the community?
- **Sustainability:** Can the results be sustained after withdrawing support?
- **Alternative Strategies:** Are there better alternatives to achieve the desired results?

So, in essence, although organizational and individual performance management are linked, as the latter cannot be meaningfully developed without the former, it is important to manage these two fields of performance management as two separate systems. Once organizational objectives (Integrated Development Plan) and targets have been set for the Municipality, municipal department's and sections, it is possible to cascade them down to individuals within the sections through the use of individual performance plans. In turn, the achievement of individual, section and municipal department objective, contribute towards the achieving the overall objectives of the Integrated Development Plan.

CHAPTER 8: ANNEXURES

Table 8.1: Ugu District Status Quo of Sector Plans

Table 91: Annexures

No.	Sector Plan	Completed?	Adopted?	Adoption Date	Next Review
1.	Agricultural Plan	Yes	Yes	June 2018	June 2019
2.	Air Quality Management Plan	Yes	Yes	Sept 2018	Sept 2019
3.	Anti-Fraud & Anti-Corruption Strategy	Yes	Yes	March 2019	March 2020
4.	Business Continuity Plan	Yes	Yes	June 2018	June 2020
5.	Capital Investment Plan	Yes	Yes	June 2018	June 2019
6.	Coastal Zone Management Plan (CZMP)	Yes	Yes	June 2018	June 2019
7.	Communication Strategy	Yes	Yes	June 2018	June 2019
8.	Disaster Management Plan	Yes	Yes	March 2023	March 2024
9.	District Fire Safety Plan	Yes	Yes	June 2018	June 2021
10.	District Growth and Development Strategy	Yes	Yes	June 2018	June 2019
11.	Fire and Rescue Strategy	Yes	Yes	June 2018	June 2021
12.	Employment Equity Plan	Yes	Yes	June 2018	June 2019
13.	Energy Master Plan (Electricity Master Plan)	No	No	N/A	N/A
14.	Environmental Management Framework	Yes	Yes	June 2018	June 2020
15.	Five Year Financial Management Plan	Yes	Yes	May 2018	May 2019
16.	Fraud Prevention Strategy	Yes	Yes	Sept 2018	Sept 2022
17.	Fraud Response Plan	Yes	Yes	Sept 2018	Sept 2019
18.	Human Resource Development Strategy	Yes	Yes	March 2021	March 2023
19.	Human Resource Plan	Yes	Yes	March 2022	March 2023
20.	ICT Disaster Recovery Plan	Yes	Yes	March 2022	March 2023
21.	ICT Strategy	Yes	Yes	March 2022	March 2023
22.	IDP Process Plan/ IDP Framework Plan	Yes	Yes	August 2023	Aug 2024
23.	Integrated Waste Management Plan	Yes	Yes	Oct 2018	Oct 2019

24.	Land Use Management Framework (LUMF)	Yes	Yes	June 2018	June 2019
25.	Litigation Risk Management Strategy	Yes	Yes	Mar 2018	March 2019
26.	Local Economic Development Strategy	Yes	Yes	Sept 2021	Sept 2022
27.	Organizational Performance Management Plan	Yes	Yes	July 2018	July 2021
28.	Public Participation Strategy	Yes	Yes	March 2023	March 2024
29.	Integrated Transport Plan (ITP)		Yes	June 2016	June 2019
30.	Service Delivery and Budget Implementation Plan	Yes	Yes	June 2020	April 2021
31.	Spatial Development Framework	Yes	Yes	May 2020	June 2021
32.	Water Services and Sanitation Master Plan	Yes	Yes	June 2006	June 2021
33.	Water Services Development Plan	Yes	Yes	June 2020	June 2019
34.	Workplace Skills Plan	Yes	Yes	Feb 2018	Feb 2019

Source: Ugu DM, 2021

Table 92: Ugu District Policy Schedule

No.	Policy	Completed?	Adopted?	Adoption Date	Next Review
1.	Applications User Management Policy	Yes	Yes	October 2020	October 2021
2.	Expanded Public Works Programme (EPWP) Policy	Yes	Yes	Sept 2022	Sept 2023
3.	Policy Management Policy and Procedure	Yes	Yes	June 2022	June 2023
4.	Asset Disposal Policy	Yes	Yes	June 2022	June 2023
5.	Free Basic water Services Policy	Yes	Yes	June 2022	June 2023
6.	Basic Water Services Policy	Yes	Yes	May 2018	May 2019
7.	Borrowing Policy	Yes	Yes	June 2022	June 2023
8.	BTS Policy	Yes	Yes	June 2022	June 2023
9.	Budget Policy	Yes	Yes	June 2022	June 2023
10.	Internal Bursary Policy	Yes	Yes	June 2022	June 2023

11.	Car Allowance Policy	Yes	Yes	Sept 2021	Sept 2023
12.	Hours of Work Policy	Yes	Yes	Sept 2021	Sept 2023
13.	Cash and Investment Policy	Yes	Yes	June 2022	June 2023
14.	Corporate ICT Governance Framework	Yes	Yes	March 2022	March 2023
15.	Death of Staff Member Policy	Yes	Yes	Sept 2021	Sept 2023
16.	Code of Ethics Policy	Yes	Yes	March 2022	March 2024
17.	Facilities Management Policy	Yes	Yes	Mar 2017	March 2019
18.	Private worksPolicy	Yes	Yes	Sept 2022	Sept 2024
19.	Homeowners and Rental Allowane Policy	Yes	Yes	Aug 2022	Aug 2024
20.	Talent Management Policy	Yes	Yes	Aug 2022	Aug 2024
21.	Asset Management Policy	Yes	Yes	June 2022	June 2023
22.	Emergency Contractors Policy	Yes	Yes	June 2018	June 2020
23.	Fleet Management Policy	Yes	Yes	March 2021	March 2022
24.	Facilities Management Policy	Yes	Yes	June 2022	August 2023
25.	Funding and Reserves Policy	Yes	Yes	June 2022	June 2023
26.	Geographic Information Systems Policy	Yes	Yes	May 2022	May 2023
27.	ICT Governance Charter	Yes	Yes	March 2022	March 2023
28.	ICT Operations Policy	Yes	Yes	March 2022	March 2023
29.	ICT Security Policy	Yes	Yes	March 2022	March 2023
30.	ICT User Management Policy	Yes	Yes	March 2022	March 2023
31.	Illegal Connections Policy	Yes	Yes	April 2021	April 2022
32.	Indigent Support Policy	Yes	Yes	June 2022	June 2023
33.	Informal Sector Policy	Yes	Yes	June 2018	June 2020
34.	Insurance Policy and Insurance Handling Procedure	Yes	Yes	June 2022	June 2023

35.	Irregular and Fruitless Expenditure Policy	Yes	Yes	June 2022	June 2023
36.	Land Policy	Yes	Yes	Nov 2014	June 2021
37.	Cost Containment Policy	Yes	Yes	June 2022	June 2023
38.	Organisational Performance Management Systems Policy and Procedure framework	Yes	Yes	Sept 2021	Sept 2022
39.	PAIA Policy and Procedure Manual	Yes	Yes	Aug 2022	Aug 2023
40.	Records Management Policy	Yes	Yes	May 2022	May 2023
41.	Standing Rules and Orders of the Ugu District Municipality Council and its Committee Virtual Meetings	Yes	Yes	Aug 2022	Aug 2023
42.	Recruitment & Selection Policy	Yes	Yes	Aug 2022	Aug 2024
43.	Registry Procedure Manual	Yes	Yes	Nov 2014	June 2021
44.	In Service Training Policy	Yes	Yes	Sept 2022	Sept 2023
45.	Sexual Harassment, Intimidation and Victimisation in the Workplace	Yes	Yes	April 2021	April 2023
46.	Disciplinary Policy	Yes	Yes	March 2022	March 2024
47.	Employment Assistance Program Policy	Yes	Yes	Aug 2022	Aug 2024
46.	Risk Management Policy and Commitment Charter	Yes	Yes	Mar 2017	June 2020
47.	Covid 19 Policy	Yes	Yes	May 2022	May 2024
48.	Individual Performance Management	Yes	Yes	April 2021	April 2023
49.	Registry Procedure Manual	Yes	Yes	May 2022	May 2023
50.	Security Policy	Yes	Yes	May 2022	May 2023
51.	SMME Policy	Yes	Yes	June 2018	June 2020
52.	Internship Policy	Yes	Yes	Sept 202	Sept 2024
53.	Acting Allowance	Yes	Yes	July 2020	July 2022
54.	Subsistence and Travel Policy	Yes	Yes	29 May 2014	Nov 2022

55.	Leave Management	Yes	Yes	March 2022	March 2024
56.	Supply Chain Management Policy	Yes	Yes	June 2022	June 2023
57.	Standard Infrastructure Procurement and Delivery Management Policy	Yes	Yes	June 2022	June 2023
58.	Termination of Service Policy	Yes	Yes	June 2022	June 2023
5.9	Training Development Policy	Yes	Yes	May 2022	May 2024
60.	Virement Policy	Yes	Yes	June 2022	June 2023
61.	Public Participation Policy	Yes	Yes	26 September 2019	September 2021

Source: Ugu DM, 2021

Table 93: Ugu District By-Law Schedule

No.	By-Law	Completed?	Adopted?	Adoption Date	Next Review
1.	Public Health By-Laws	Yes	Yes	25 May 2017	June 2020
2.	Credit Control and Debt Collection By - Law	Yes	Yes	June 2022	June 2023
3.	Air Quality By-Laws	Yes	Yes	Sept 2013	June 2020
4.	Water and Sanitation By-Laws	Yes	Yes	17 Sep 2009	June 2020
5.	Ugu District Fire and Safety By-Laws	Yes	Yes	26 Feb 2015	June 2021
6.	Ugu Disaster Management By-Laws	Yes	Yes	26 Feb 2015	June 2021

Source: Ugu DM, 2022