Ugu District Municipality

REVIEWED 2024/2025
Integrated Development Plan

Ugu District Development Planning

CONTENTS

Chapter 1: Executive Summary 17

1.1 Who Are We? 17

1.1.1 Demographics Overview 22

- Demographic Dividends 25
- Access To Water And Sanitation 26
- State Of Ugu Water And Sanitation Services Authority 26
- Ugu Migration Profile 38

1.2 How Was This Idp Developed? 41

1.3 Our Key Development Challenges 43

1.3.1 Basic Services 43

1.3.2 Municipal Transformation And Institutional Development 43

1.3.3 Local Economic Development 43

1.3.4 Municipal Financial Viability And Management 44

1.4 What Will We Do To Unlock And Address Our Key Challenges? 44

1.4.1 Basic Services 44

1.4.2 Municipal Transformation And Institutional Development 44

1.4.3 Local Economic Development 44

1.4.4 Municipal Financial Viability And Management 46

1.4.5 Good Governance And Public Participation 46

1.4.6 Cross Cutting Issues 47

1.5 What Could You Expect From Us In The Next Five Years? 47

1.6 How Will Our Progress Be Measured? 47

1.6.1 Two Level Scorecard 48

1.6.2 Monitoring And Evaluation 48

Chapter 2: Government Priorities 48

2.1 Sustainable Development Goals 48

2.1.1 Applicability To Ugu 49

2.2 National Development Plan 2030 49

2.3 Medium Term Strategic Framework (Mtsf) 2019 - 2024 50

2.3.1 Applicability To Ugu 50

2.4 State Of The Nation Address 51

2.5 Kzn Provincial Growth Development Strategy 52

2.6 State Of The Province Address 52

2.6.1 Applicability To Ugu District 53

2.7 Local Government Back To Basics Programme 53

2.7.1 Applicability To Ugu District 54

2.8 Ugu District Economic Recovery Framework: Strategy And Plan 2022-2032 (Reviewed In 2024) 55

2.8.1 Applicability To Ugu District 55

2.9 Spatial Planning And Land Use Management Act 55

2.10 Eastern Seaboard Development Framework 57

2.11 District Development Model 62
Chapter Three : Situational Analysis 63
3.1 Cross Cutting Interventions 63
3.1.1 Regional Context 63
3.1.2 Administrative Entities 63
3.1.3 Existing Nodes And Corridors 65
3.1.3.1 Hierarchy Of Development Corridors 65
3.1.4 Broad Land Use Patterns 68
3.1.4.1 Coastal Tourism Towns And Surrounding Suburbs 68
3.1.4.2 Urban Towns And Surrounding Suburbs 68
3.1.4.3 Rural Town And Surrounding Peri-Urban Settlements 68
3.1.4.4 Rural Villages And Settlements 68
3.1.4.5 Commercial Agriculture 68
3.1.4.6 Subsistence Agriculture/ Grazing Land 69
3.1.4.7 Conservation And Environmentally Sensitive Areas 69
3.1.4.8 Industrial Hubs 70
3.1.4.9 Tourism Activities And Farms 70
3.1.5 Land Ownership 72
3.1.6 Land Reform 74
3.1.7 Land Potential 74
3.1.7.1 Spatial Planning Perspective On Land Potential 76
3.2 Environmental Management Analysis 78
3.2.1 Physical Environment 78
3.2.1.1 Key Hydrological Features 78
3.2.1.2 Topography And Water Resources 79
3.2.1.3 Estuaries 79
3.2.1.4 Ugu Estuary Management Plans 79
3.2.1.5 Groundwater 80
3.2.1.6 Runoff Potential 80
3.2.2 Protected Areas 80
3.2.2.1 Management Effectiveness And Pressures Facing Protected Areas 81
3.2.3 Biodiversity 82
3.2.3.1 Biodiversity Sector Plan / Bioregional Plan 82
3.2.3.2 Biodiversity And Conservation 85
3.2.3.3 Invasive Alien Species (Ias) 85
3.2.3.4 Coastal Management 86
3.2.3.5 Coastal Management Projects/Programmes 87
3.2.3.6 Vegetation, Geology And Soils 87
3.2.3.7 Climate Change 90
3.2.3.8 Climate Change Impacts (April 2022 Kzn Floods) 90
3.2.3.9 Climate Change Programmes 91
3.2.4 Air Quality Management 92

3.2.4.1 Air Quality Monitoring 93
3.2.4.2 Air Quality Management Annual Report 94
3.2.4.3 Spatial And Environmental Swot Analysis 94
3.2.4.4 Intersectoral Collaboration 95
3.2.4.5 Ugu Sector Plans And Strategies 96
3.2.5 Households Located In Hazardous Areas 98
3.2.6 Climate Change 100
3.2.6.1 Climate Risk Profile 100
3.2.7 Strategies And Plans 103
3.2.8 Intersectoral Collaboration 103
3.2.8.1 Ugu Economic Recovery Framework: Strategy And Plan 2022-2032 (Reviewed In 2024) Response 103
3.2.9 Solid Waste 104
Ugu District Iwmp Implementation Per Local Municiplity 105
3.2.11 Spatial And Environmental Trend Analysis 108
3.2.12 Spatial & Environmental Swot Analysis 109
3.2.13 Challenges And Interventions For Environmental Management As Per Swot Analysis 110
3.2.13 Environmental Education Awareness Campaigns Conducted 112
3.3 Environmental Health Services (Ehs) 112
3.3.1 Food Control 113
3.3.2 Water Quality Monitoring 113
3.3.3 Communicable Diseases Control 113
3.3.4 Vector Control 114
3.3.5 Hazardous Chemical Substances 114
3.3.6 Disposal Of The Dead 115
3.3.7 Surveillance Of Premises 115
3.3.8 Environmental Health Education 116
3.3.9 Environmental Pollution 116
3.3.10 Waste Management Control 117
3.3.11 Environmental Health Swot Analysis 117
3.3.12 Environmental Health Challenges 118
3.4 Disaster Management 118
3.4.1 Municipal Legislative Mandate (Disaster Management, Fire & Rescue Services) 118
3.4.2 Status Of Municipal Institutional Capacity 121
3.4.2.1 Status Of Municipal Disaster Management Centre 121
3.4.2.2 Status Of Fire And Rescue Services 123
Disaster Management Policies 123
3.4.2.3 Disaster Risk Assessment 125
3.4.2.4 Disaster Risk Assessment 125
3.4.2.5 Municipal Disaster Management Inter-Departmental Committee 126
3.4.2.6 Disaster Management And Fire Services Swot Analysis 128
3.4.2.7 Challenges And Interventions For Dm And Fire Services As Per Swot Analysis 129

3.4.3 Disaster Risk Assessment 129
3.4.3.1 Risk Profile Of Ugu District Municipality (2023) 129
3.4.3.2 Disaster Spatial Analysis 140
3.4.3.3 Climate Change Adaption Programmes 141
3.4.3.4 Disaster Risk Reduction For Disaster Management And Fire Services 141
3.4.3.5 Disaster Risk Reduction Initiatives For Disaster Management And Fires Services 145
3.4.4 Disaster Response And Recover 146
3.4.5 Disaster Funding Arrangements 147
3.4.6 Summary Of Mec Comments And How The Municipality Aims To Address Them For Cross-Cutting Kpa 148
3.5 Municipal Transformation And Institutional Development Analysis 149
3.5.1 Powers And Functions 149
3.5.2 Institutional Arrangements 149
3.5.2.1 Council 150
3.5.2.2 Executive Committee Structure 150
3.5.2.3 Municipal Departments And Their Functions 150
3.5.3 Municipal Entity 151
3.5.4 Organisational Analysis 151
3.5.5 Human Resources 152
3.5.6 Skills Analysis 153
3.5.6.1 Skills Levels 153
3.5.7 Health And Safety In The Workplace 154
3.5.7.1 The Ohs Compliance Checklist Is A Tool Used To Monitor Compliance 155
3.5.7.2 Legislation 155
3.5.7.3 Analysis Of Employee Assistant Programme Provision 157
3.5.7.4 Employment Equity Plan 158
3.5.8 Employer / Employee Relations 159
3.5.9 Strategic Human Resources Planning 159
3.5.10 Secretariat, Registry And Auxiliary Services 160
3.5.10.1 Secretariat 160
3.5.10.2 Registry 161
3.5.10.3 Auxiliary Services 162
3.5.11 Fleet Management 162
3.5.12 Internal Information And Communication Technology (Ict) 164
3.5.12.1 Ict Digital Strategy Vision 2022-2027 164
3.5.12.2 Ict Strategy 2022-2027 164
3.5.12.3 Ict Services 165
3.5.12.4 Financial Systems Support 165
3.5.12.5 Ict Strategic Objectives 166
3.5.12.6 Auditor General Audit Opinion Of Ict 167
3.5.12.7 Ict District Forum 167
3.5.12.8 Ict Collaborations With Other Municipalities And Sector Departments 168

3.5.12.9 Community Projects 169
3.5.12.10 Ict Internships And Young Graduate Programs 169
3.5.12.11 Salga Maturity Assessment Of Ict 169
3.5.12.12 Digital Transformation 170
3.2.12.13 Ict Swot Analysis 170
3.5.17 Municipal Transformation And Institutional Development Swot Analysis 171
3.5.18 Summary Of Mec Comments On The 2022/2023 Idp -Kpa: Municipal Transformation And Institutional Development Assessment Criteria 171
3.6 Basic Service Delivery 171
3.6.1 Water Service Provision 171
3.6.2 Existing Water Infrastructure 172
3.6.3 Water Delivery Standards 172
3.6.4 Current And Future Water Demands 172
3.6.4.1 Basic Services – Projects To Be Implemented In The 2024-2025 Financial Year 179
3.6.5 Scada And Telemetry 186
3.6.6 Access To Water Services 188
3.6.7 Current Strategies/ Programmes For Water Provision 193
3.6.7.1 Free Basic Water And Indigent Support 193
3.6.7.2 Ground Water Programme 193
3.6.8 Umngeni-Uthukela Water 193
3.6.9 Regional Water Resources Planning Strategy 195
3.6.10 Sanitation Provision 195
3.6.11 Solid Waste And Cemetries 202
3.6.12 Implementation Of Iwmp In Ugu District Municipality Per Local Municipality 204
3.6.13 Transportation Infrastructure 206
3.6.13.1 Public Transport 206
3.6.13.2 Intermodal Public Transport Facilities 207
3.6.13.3 Freight Rail Infrastructure 207
3.6.13.4 Air Transport 208
3.6.13.5 Integrated Transport Plan (Itp) 209
3.6.13.6 Ugu Economic Recovery Framework: Strategy And Plan 2022-2032 (Reviewed In 2024) On Transportation Infrastructure 209
3.6.14 Electricity 212
3.6.14.1 Electricity Bulk Infrastructure 212
3.6.14.2 Access To Electricity 213
3.6.15.3 Alternative Energy 214
3.6.16 Telecommunications 214
3.6.17 Access To Community Facilities 215
3.6.18 Human Settlements 215
3.6.18.1 Housing Need 216
3.6.18.2 Informal Settlements 216
3.6.18.3 Rural Housing 216

3.6.18.4 Gap Housing 216
3.6.18.5 Greenfield Housing 216
3.6.18.6 The Human Settlement Department Establishing Priority Housing Development Areas . 217
3.6.19 Basic Service Delivery & Infrastructure Swot Analysis 218
3.6.20 Summary Of Mec Comments For Basic Service Delivery And How The Municipality Aims At Addressing Them 218
3.7 Local Economic Development 218
3.7.1 Kwazulu-Natal Economic Review And Outlook 221
3.7.2 Ugu Economy Size And Growth - Performance 223
3.7.2.2 Gross Domestic Product (Gdp) 223
3.7.2.3 Sectoral Gdpr Growth 2019-2023 (Qii) 225
3.7.2.4 Gross Value Add (Value Contribution To The Economy) 227
3.7.2.5 Unemployment And Income Levels – General Unemployment Rate 232
3.7.2.6 Youth Unemployment 234
3.7.2.7 Sectoral Employment 235
3.7.2.8 Levels Of Poverty 237
3.7.3 Ugu District Economic Recovery Framework 238
3.7.3.1 Considerations: Strategic Drivers & Thrusts 238
3.7.3.2 Key Policy And Strategic Drivers 239
3.7.4 Institutional Arrangements 240
3.7.5 Economic Recovery Implementation Plan 2022-2032 240
3.7.6 Catalytic Projects 245
3.8 District Education Analysis 245
3.8.1 Highest Level Of Education By Age 245
3.8.2 Highest Level Of Education By Population Group 245
3.8.3 Highest Level Of Education Amongst The Local Municipalities 246
3.8.4 Field Of Education For Population By Sex 246
3.8.5 Department Of Education – Education Challenges 247
3.8.6 District Health Plan 247
3.8.6.1 Health Facilities 248
3.8.6.2 Infrastructure Projects: Hospitals 248
3.8.6.3 Infrastructure Ten-Year Plan 248
3.8.3 Broad Based Community Needs 249
3.8.4 Safety And Security 249
3.8.5 Nation Building And Social Cohesion 249
3.8.6 Community Development With Focus On Vulnerable Groups 250
3.8.7 Youth Development 250
3.8.8 Sports And Recreation 254
3.8.9 Development Of People With Disabilities 254
3.8.10 Development Of The Elderly 255
3.8.11 Gender Development Programme 256
3.8.12 Hiv / Aids Programme 256

3.8.13 Rights Of A Child 258
3.8.14 Operation Sukuma Sakhe Programme 259
3.8.15 Expanded Public Works Programme (Epwp) 260
3.8.16 Social Development – Swot Analysis 261
3.9 Municipal Financial Viability And Management Analysis 261
3.9.1 Financial Ratios 261
3.9.2 Capability To Execute Capital Projects 262
3.9.2.1 Capability To Execute Operational Budget 263
3.9.3 Indigent Support (Including Free Basic Services) 263
3.9.4 Revenue Enhancement And Protection Strategies 263
3.9.5 Municipal Consumer Debt Position 264
3.9.6 Grants And Borrowings 264
3.9.7 Municipal Infrastructure Assets And Maintenance 265
3.9.8 Auditor General Report 265
3.9.9 Supply Chain Management (Scm) 266
3.9.10 Cash Flow Management 267
3.9.11 Municipal Financial Viability And Management Swot Analysis 268
3.10 Good Governance And Public Participation 268
3.10.1 Annual Public Participation Program 2023-2024 269
3.10.2 National And Provincial Programmes Rolled-Out 271
3.10.1.1 Batho Pele Programme 271
3.10.2.2 Service Delivery Impact 271
3.10.2.3 Operation Sukuma Sakhe (Oss) 272
3.10.3 Ward Task Team (Wtt) 272
3.10.4 Local Task Team (Ltt) 273
3.10.5 District Task Team (Dtt) 273
3.10.6 Intergovernmental Government Relations 273
3.10.7 The Good Governance Key Challenges Listed Below 275
3.10.8 Internal Audit 275
3.10.8.1 Forensic Services 276
3.10.8.2 Audit Committee 276
3.10.9 Community Participation Strategy 276
3.10.9.1 Ward Committees 277
3.10.10 Customer Relations 277
3.10.11 Role Of Amakhosi And Communities In The Idp 278
3.10.12 Risk Management 278
3.10.13 Annual Report 278
3.10.14 Good Governance And Public Participation Swot Analysis 278
Good Governance Key Challenges 279
3.11 Overall District Swot Analysis 279
Chapter 4: Development Strategies 281
4.1 Vision And Mission 281

4.1.1 Vision 281
4.1.2 Mission 281
4.2 Strategic Framework 281
4.2.1 Who Do We Serve? 281
4.2.2 Service Or Product We Provide 282
4.2.3 Higher Level Benefits Gained 282
4.2.4 What Do Our Customers Want From Us? 282
4.2.5 Ugu District Municipality Stakeholders 282
4.2.6 Stakeholders' Interest In Ugu District Municipality 282
4.2.7 Value Proposition To Customers And Stakeholders 282
4.2.8 Our Focus Areas 283
4.2.9 Expected Results 283
4.3 Strategic Objectives 283
Programme 1: Water Services 284
Programme 2: Economic Development And Environmental Services 287
Programme 3: Corporate Services 289
Chapter 5 – Strategic Mapping And Implementation Plan 292
5.1 Strategic Mapping 292
5.1.1 Desired Spatial Outcomes 292
The Proposed Ugu Sdf Vision 292
5.1.2 Desired Spatial Form And Land Use 292
5.1.3 Spatial Reconstruction Of The Municipality 293
5.1.3.1 System Of Activity Nodes 293
5.1.3.2 Hierarchy Of Development Corridors 294
5.1.4 Land Use Management Guidelines 295
5.1.5 Spatial Alignment With Neighbouring Municipalities 295
5.1.5.1 Cross-Border Development Implications – Service Delivery 295
5.1.5.2 Implications Of Cross-Border Characteristics And Other Initiatives 297
5.1.6 Capital Investment Framework (Cif) 298
5.1.7 Capital Expenditure Framework (Cef) 299
5.1.8 Areas Requiring Strategic Intervention 299
5.1.8.1 Areas Where Development Intensity Should Increase 299
5.1.8.2 Areas Where Development Intensity Should Decrease 299
5.2.1 Catalytic Projects 301
Chapter Six – Financial Plan 315
6.1 Municipal Budget Overview 315
6.1.1 South African Economy And Inflation Targets 315
6.1.2 Proposed Tariffs Increments For 2023/2024 315
6.1.3.1 Analysis Of The Conditions Of Grants 316
6.1.3.1.1 Basic Services Component 317
6.1.3.1.2 Institutional Component 318
6.1.3.1.3 Community Services Component 318

6.1.3.2 Municipal Infrastructure Grant (Mig) 318
6.1.3.3 Water Services Infrastructure Grant (Wsig) 319
6.1.3.4 Expanded Public Works Programme Targets 320
6.1.3.5 Capital Projects Funded By Internal Revenue 320
6.1.4 Operating Expenditure Budget 2019/2020 – 2025/2026 320
6.1.4.1 Employee Related Costs (Including Councillor Allowances) 320
6.1.4.1.1 Employees Salary Budget 321
6.1.4.1.2 Councillors Remuneration And Traditional Leaders 321
6.1.4.2 Other Expenditure 322
6.1.5 Capital Budget 2023/2024 322
6.2 Five Year Financial Plan 322
Chapter 7 – Organisational Performance Management System 324
7.1 Organisational Performance Management System 324
7.1.1 Departmental Level 326
7.1.2 Strategic/Organisational Level 326
7.1.3 Political Level 326
7.2 Service Delivery And Budget Implementation Plan 326
7.2.1 Legislative Mandates 326
7.2.2 Monitoring Performance 327
7.2.3 Performance Evaluation 328
Chapter 8 - Annexures 330

Tables

Table 1:Glossary 16
Table 2: Tribal Authorities 17
Table 3: Key Demographics 22
Table 4: Total Population and Sex Distribution 23
Table 5: Population Group/Race 24
Table 6: Ugu District Water and Sanitation - Access to Sanitation 26
Table 7: Source of Water for Household Use 27
Table 8: Source of Water (Detailed) 27
Table 9: Access to Water 28
Table 10: Housing - Type of Dwelling for Ugu DM Population 28
Table 11: Household Size 29
Table 12: Head of Household by Sex 29
Table 13: Tenure Status 30
Table 14: RDP/Government Subsidised Dwelling 30
Table 15: Household Services - Electricity 31
Table 16: Electricity/Energy for Cooking 2022 (Detailed) 31
Table 17: Electricity/Energy for Lighting 2022 (Detailed) 32
Table 18: Refuse Collection 32
Table 19: Access to the Internet 33
Table 20: Education - Highest Level of Education by Age 34
Table 21: Highest Level of Education by Population Group 35
Table 22: Highest Level of Education 35
Table 23: Field of Education for Population by Sex 36
Table 24: Health - Facilities 36
Table 25: Infrastructure Projects - Hospitals 36
Table 26: Infrastructure Ten-Year Plan 37
Table 27: Level of Disability 37
Table 28: Disability by Assistive Devices 38
Table 29: Region of Birth per LMs 38
Table 30: Ugu IDP Development Action Programme 42
Table 31:Alignment of Back to Basics with the Ugu IDP 54
Table 32: SPLUMA Development Principles 56
Table 33: Ugu District Municipality Land Ownership 72
Table 34: Land Surface Within Ugu DM 80
Table 35: Summary Results of the METT Assessment 81
Table 36: Wards Affected 90
Table 37: Impact and Distribution of Incidents in the District (07) 90
Table 38: Ambient Air Quality Monitoring Programmes 94
Table 39: Households Access to Solid Waste Removal – Refuse Collection 104
Table 40: Spatial and Environmental Trends Analysis 108
Table 41: Environmental Health SWOT Analysis 117
Table 42: Disaster Management Plan/Policies in Place 126
Table 43: District Practitioners Meeting List 127
Table 44: District Post Disaster Committee 127
Table 45: District DMAF Meeting List 128
Table 46: Identified Hazards Per Municipality 130
Table 47: Top 10 Prioritized Hazards per LM 131
Table 48: Number of DRM Community Awareness Conducted 142
Table 49: Number of Fire Safety Awarenesses Conducted 142
Table 50: Number of Disaster Management Trainings Conducted 143
Table 51: Number of Fire Safety Awarenesses Conducted 143
Table 52: Number of Disaster Management Trainings Conducted 144
Table 53: Number of Fire Safety Trainings Conducted 144
Table 54: Powers and Functions 149
Table 55: Ugu District Employees per Department 151
Table 56: Ugu District Employees by Age Group 152

Table 57: Training Programmes Implemented 153
Table 58: Training Programmes to be Implemented 153
Table 59: HR Priorities 154
Table 60: Human Resource Requirements 156
Table 61: Employee Assistant Programme Focus Areas 157
Table 62: Ugu District Employees Participating in EAP 158
Table 63: Nature Ailments 158
Table 64: Employee Health, Wellness and Safety Priorities 158
Table 65: Employment Equity Priorities 158
Table 66: Labour Relations Priorities 159
Table 67: Strategic Human Resources Planning Priorities 160
Table 68: MTID SWOT Analysis 171
Table 69: Current and Future Water Demands 176
Table 70: Access to Piped Water per Municipality 188
Table 71: Household & Population - Water Service Infrastructure Supply Level Profile List per Local Municipality 189
Table 72: Access to Sanitation 195
Table 73: Source of Water for Household Use 196
Table 74: Source of Water (Detailed) 196
Table 75: Access to Water 197
Table 76: Uban Sanitation Standards 198
Table 77: Access to Solid Waste Removal 202
Table 78: Commuter Demand from Main Public Transport Terminals 206
Table 79: Access to Transport 208
Table 80: BSD SWOT Analysis 218
Table 81: EPWP Phase 4 Targets 261
Table 82: Financial Ratios 262
Table 83: Ugu Capital Spending 263
Table 84: Ugu Operational Spending 263
Table 85:Ugu Indigent Support 263
Table 86: Ugu District Revenue 264
Table 87:Consumer Debt 264
Table 88: Consumer Debt Age Analysis 264
Table 89: Ugu District Long Term Debt 264
Table 90:Auditor-Generals Report 265
Table 91: MFVM SWOT Analysis 268
Table 92: War Room Functionality 273
Table 93: IGR Structure Functionality 275
Table 94: GGPP SWOT Analysis 279
Table 95:Overall SWOT Analysis 279
Table 96: Strategic Objectives 283
Table 97: Activity Nodes 294
Table 98: eThekwini and Umdoni Cross-Border Projects 296
Table 99: Ubuhlebezwe and Umzumbe Cross-Border Projects 296
Table 100:uMkhambathini and Umdoni Cross-Bored Projects 297
Table 101: Ray Nkonyeni and Winnie Madikizela Mandela Cross-Border Projects 297
Table 102:Ugu District Catalytic Projects 302
Table 103: Ugu MIG Budget 306
Table 104: Ugu District Proposed WSIG Projects 310
Table 105: Macroeconomics and Projections 315
Table 106: draft Income Budget 2019/2020 - 2023/2024 316
Table 107: Allocation of Equitable Share 316
Table 108: Monthly allocations per Household Below Poverty Level 317
Table 109: Equitable Share per LM 318
Table 110; MIG Allocation per LM 319
Table 111:WSIG per LM 319
Table 112: Operating Expenditure Budget 2018/2019-2023/2024 320
Table 113: Proposed Salary and Wage Increment 321

Table 114: Employee Salary Budget 321
Table 115: Councillors Remuneration and Traditional Leaders 322
Table 116: Other Operational Expenditure 322
Table 117: Capital Budget 2023/2024 322
Table 118: Annexures 330
Table 119: Ugu District Policy Schedule 330
Table 120: Ugu District By-Law Schedule 332

Figures

Figure 1: Total Population of DM and LMs 22
Figure 2: Ugu DM Population by Sex 23
Figure 3: Ugu DM Age Distribution 24
Figure 4: Distribution of Population Groups 24
Figure 5: Demographic Dividend 25
Figure 6: Ugu District Municipality Population Group 2022 25
Figure 7: Sanitation Services Provided by Ugu DM per LM 27
Figure 8: Source of Water Provided by Ugu DM per LM 28
Figure 9: Source of Water Households per LM 28
Figure 10: Type of Dwelling Per LM 29
Figure 11: Number of Household per LM 29
Figure 12: Ugu DM Sex of the Head of Household 30
Figure 13: Tenure Status by Sex of Head of Household 30
Figure 14: RDP/Government Subsidised Dwelling 31
Figure 15: Energy for Cooking per LM 31
Figure 16: Energy or Fuel or Cooking by Sex 32
Figure 17: Refuse Removal by LMs 32
Figure 18: Level of Education by Ethnic Group within Ugu DM 35
Figure 19: Ugu DM Migrant Population - Born Outside South Africa 39
Figure 20: Migrant Population - Born Outside South Africa per LM 39
Figure 21: Ugu DM Migrants by Province 40
Figure 22: Percentage Distribution or Period in-migration by Province 2011 & 2022 41
Figure 23: Ugu District River and Catchment Areas 79
Figure 24: Ugu District Protected Areas 81
Figure 25: Flood Impacts of the Umthwalume Estuary 91
Figure 26: Refuse Removal by LMs 105
Figure 27: Environmental Service Organogram 109
Figure 28: Fire Services Organogram 123
Figure 29: The Risk Profile for the Municipality 130
Figure 30: ICT AG Findings 167
Figure 31: SCADA and Telemetry Screenshot 187
Figure 32: Source of Water Provided by Ugu DM per LM 189
Figure 33: Umngeni-uThukela Water Operated Infrastructure in Ugu DM and Status of the Umngeni-Uthukela Water Projects for Ugu DM (February 2024) 194
Figure 34: Source of Water Provided by Ugu DM per LM 196
Figure 35: Source of Water for Households per LM 197
Figure 36: Electricity Value Chain - Eskom (2023) 213
Figure 37: Community Needs 249
Figure 38: Cash Flow Management 267
Figure : Cash Flow Management 267
Figure 40: Ugu OSS Structural Framework 272
Figure 43: Performance Management Cycle 324
Figure 44: PMS Structure 325
Figure 45: SDBIP-IDP Link 327

Maps

Map 1: Ward Boundaries……Source: Ugu Spatial Development Framework (2024) 20
Map 2: Traditional Authorities……*Source: Ugu Spatial Develpmengt Framework (2024)* 21
Map 3: Regional Context……Source: Ugu District SDF 2024..... 64
Map 4: Nodes and Corridors……..Source: Ugu GIS, 2024 67
Map 5: Broad Land Use……*Source: Ugu GIS, 2024* 71
Map 6: Land Ownership Map……Source: Ugu SDF 2023..... 73
Map 7: Land Reform..... 75
Map 8: Topography……Source: Ugu GIS, 2024..... 77
Map 9: Geology of the District…….. *Source: Ugu SDF 2023* 89
Map 10: Biodiversity Conservation…….Source: Ugu GIS, 2022..... 97
Map 11: Households within Biodiversity Areas……..Source: Ugu GIS, 2022..... 99
Map 12: Climate Potential……Source: Ugu GIS, 2024..... 102
Map 13: Ugu District Hazard Map 133
Map 14: Ray Nkonyeni Municipality Hazard Map 133
Map 15: Umdoni Municipality Hazard Map 134
Map 16: Umuziwabantu Municipality Hazard Map..... 134
Map 17: Umzumbe Municipality Hazard Map 135
Map 18: Households with No Access to Sanitation 135
Map 19: Road Network MapRoad Network Map 136
Map 20: Health Facilities Map 136
Map 21: SAPS Facilities 136
Map 22: Installation of Lighting Conductors in Ugu..... 145
Map 23: Ugu DM Fire Hydrants 146
Map 24: Access to Sanitation..... 199
Map 25: Waste Water Infrastructure 200
Map 26: Sewer Manholes..... 201
Map 27: Access to Refuse Removal 203
Map 28: Road Network……..Source: Ugu GIS, 2022 210
Map 29: Road Surface……Source: Ugu GIS, 2022..... 211
Map 30: Ugu District SF 300

Table 1:Glossary

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 Childhood Illness	WHO	World Health Organisation
IGR	Inter-Governmental Relations	WTT	Ward Task Team
IPT	Ionized Preventive Therapy		

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 eThekwini, 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; Nhlangwini; 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, 2024

Following the robust economic growth rebound in 2021, and return to pre-pandemic GDP-R values in early 2022; real GDP-R weakened considerably across all districts and the metro in KwaZulu-Natal, with uMkhanyakude, Ilembe and Ugu experiencing the greatest contractions in quarter one of 2023.

The district and provincial economic contraction in many respects reflected and continues to reflect national and global economic performance trends. The global economy de-celerated significantly to 3.5% in 2022 from a revised growth rate of 6.2% in 2021; 3.0% in 2023 and further 2.9% is predicted in 2024 (IMF:2023). Similarly, SA's economy experienced significant slowdown in 2022 due to certain global economic conditions alongside various domestic structural challenges, particularly the extensive energy crisis and resultant dragging of economic activity downwards and contributing towards inflationary pressures (and the resultant increase in interest rates) through higher costs of doing business.

The state and economic prospects of the Ugu District are no exception to several structural challenges that affected the national and provincial economies in 2022 and 2023, with:

- ✓ the district economy contracting by 0.8% in quarter three of 2023 despite the growth of 0.8% experienced in quarters two of 2022 and 2023 (S & P Global:2023);

- ✓ the provincial economic performance deteriorating significantly in 2022; with an overall growth of 1.1% in 2022, down from 4.7% growth in 2021 and continuing drop in 2023 to an overall total of 0.5% (despite quarter 1 and II slight growth of 0.3% and 0.7%) before the predicted picking up slightly to 0.8% in 2024 and further picking up to 2.3% in 2025 (S & P Global:2023), and
- ✓ the national economy experiencing significant slow-down and de-celeration and volatility with real GDP contraction and expansion marginally on a quarter-to-quarter basis with 0% growth or contraction from Quarter 3 of 2022 until and including quarter two of 2023 (Stats SA:2023).

The substantial deterioration in economic activity was triggered by a combination of global uncertainties amid heightened geopolitical conflicts as well as local structural constraints, particularly the energy crisis, water insecurity in Ugu District and disruptions caused by disastrous flooding in 2022, and more recent flooding at the end of 2023 and early 2024.

The district continues to contribute 4.4% to the Provincial GVA (S & P Global:2023) and within the district RNM continues to contribute the greatest percentage to the district GVA.

There has been inconsistent sectoral GDP growth on a quarter-by-quarter basis when considering seven quarters from 2021 quarter one to 2023 quarter three. Not one single sector has shown consistent growth over the period. The sectors which experienced growth in the most quarters (5/7 quarters) include:

- ✓ Trade: wholesale and retail, accommodation and catering (tourism);
- ✓ Transport, logistics and communications;
- ✓ Finance, real estate and business services;
- ✓ Community and Personal Services

Whilst the following sectors have shown the largest percentage growth over the same period of seven quarters although inconsistently on a quarter-by-quarter basis – from greatest percentage to lesser:

- ✓ Agriculture, Forestry and Fisheries;
- ✓ Transport, logistics and communications;
- ✓ Mining and Quarrying;
- ✓ Manufacturing; and
- ✓ Trade; wholesale and retail, catering and accommodation

Quarter II of 2023 shows that the sectors with the greatest growth in Ugu district in terms of GVA were:

- ✓ Agriculture, forestry and fisheries with 3.8%;
- ✓ Manufacturing with 2.4%
- ✓ Community Services with 0.7%, and
- ✓ Finance with 0.4%.

Despite being growth sectors in Ugu, comparatively within the province the percentage growth of all the sectors was lower than other districts. For example, only King Cetshwayo agricultural sector growth was less than Ugu's and yet agriculture was Ugu's greatest growth sector.

Sectors which contracted during quarter II of 2023 were (from greatest contraction to lowest contraction) were:

- ✓ Transport with -2.3%;
- ✓ Electricity with -0.8%;

- ✓ Construction with -0.4%;

- ✓ Mining with -0.3%; and
- ✓ Trade with -0.3%.

The sectors producing the most total value of output (GVA) in the district are, in order of greatest contributor, as follows (SA Regional eXplorerv2423 November 2023):

- ✓ Community and Personal Services;
- ✓ Finance, insurance, real estate and business services;
- ✓ Wholesale and Retail trade, catering and accommodation;
- ✓ Manufacturing and
- ✓ Agriculture, forestry and fisheries.

The sectors producing the least total value of output (GVA) are: construction, mining and quarrying and utilities (SA Regional eXplorerv2423 November 2023): , although there has been increased investment in mining and construction measured in GDPR-value which could indicate that they are potential growth sectors.

The district's comparative advantage remains in agriculture, forestry and fisheries according to a location quotient analysis, although growth across the province in this sector may impact the districts comparative advantage over time.

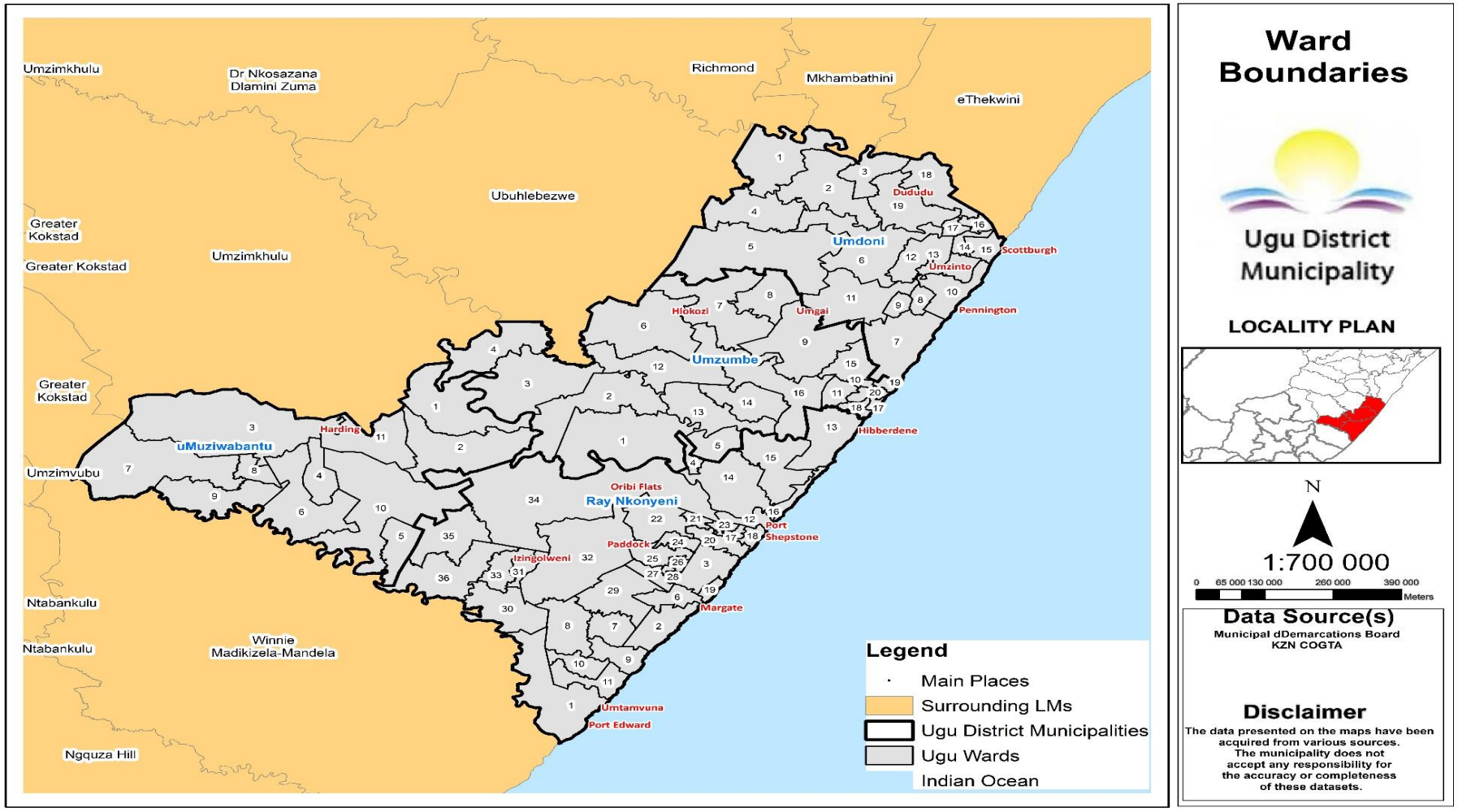
The unemployment rate (Official definition) has increased from 2012 to quarter two in 2023 (S & P Global) in the district and across all the local municipalities, with Umzumbe having the highest unemployment rate consistently over the period. Youth unemployment in the district is high with Umzumbe having the highest rate, followed by Umdoni and the district has a higher youth unemployment rate than the KZN province, and a lower labour participation and lower labour absorption capacity than the province.

In terms of sectoral employment, the sectors employing the greatest number of people are:

- ✓ community, social and personal services (24.1%),
- ✓ wholesale and retail trade, accommodation and catering (tourism)(23.2%),
- ✓ finance, insurance, real estate and business services (11.5%),
- ✓ manufacturing (9.4%)and then
- ✓ agriculture, forestry and fisheries (8.2%). Between 2019 and 2022 the agriculture, forestry and fisheries sector has shown consistently declining employment.

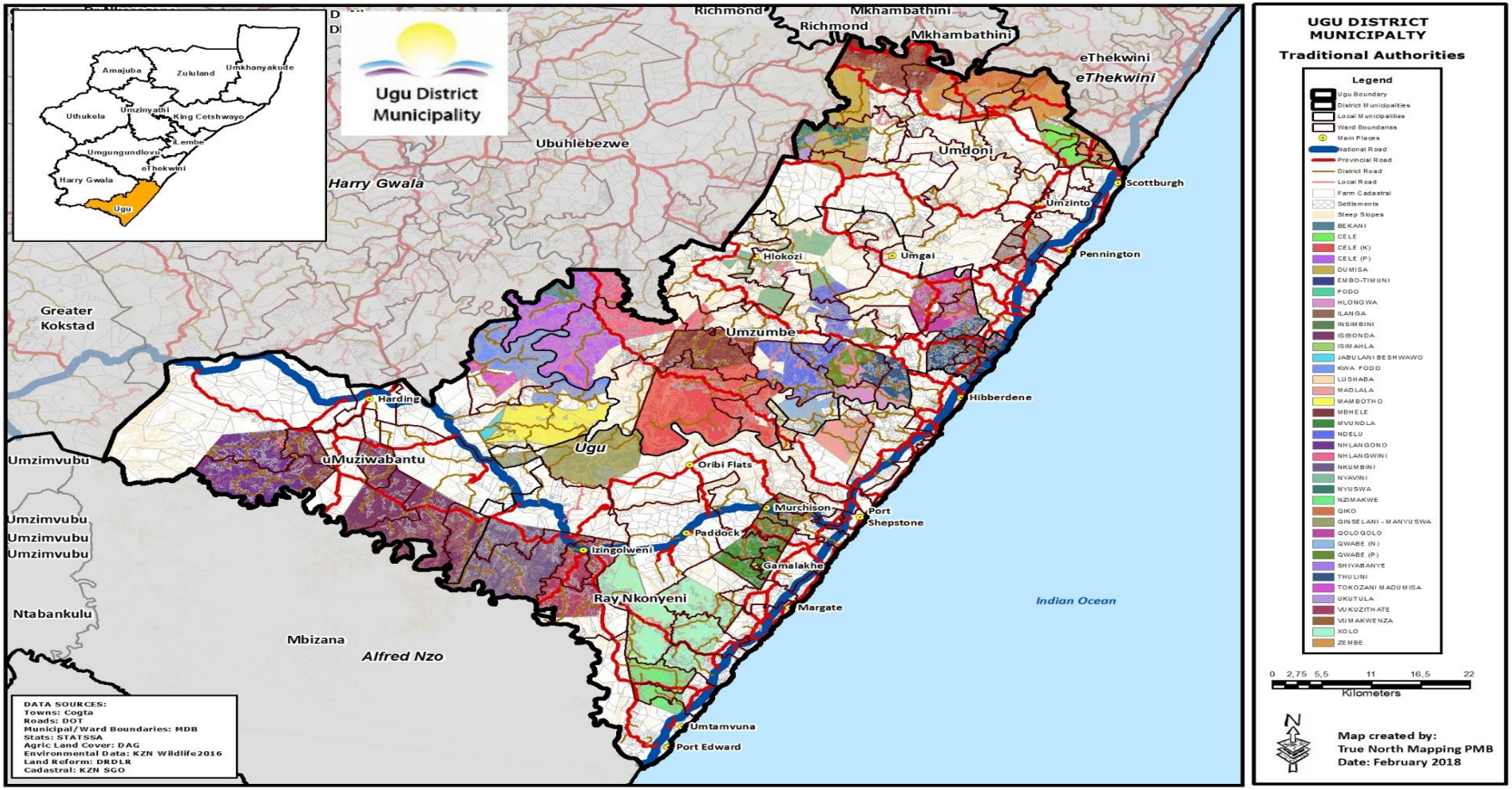
Between 2019 and 2022 there has been a steady increase in poverty in the district using the food, lower and upper poverty line indicators and the poverty headcount index comparison between 2016 and 2021 shows similarly an increase in poverty headcount index (percentage of population). (Quantec Research, Easy Data: 2022) Umzumbe and Umuziwabantu have the highest poverty in the district.

In conclusion, therefore, despite slight quarter-on-quarter unstable economic growth the district continues to be characterized by increasing poverty and unemployment.



Map 1: Ward Boundaries

SOURCE: UGU SPATIAL DEVELOPMENT FRAMEWORK (2024)



Map 2: Traditional Authorities

SOURCE: UGU SPATIAL DEVELPMENGT FRAMEWORK (2024)

1.1.1 Demographics Overview

According to the Stats SA Census 2022, the total population of the Ugu District Municipality area of jurisdiction is 773 402, a growth rate of 1.1% since 2011. The district has a relatively young population with the children and youth making up 36.6% of the total population. The most dominant population group are Black Africans, as they make up 87% of the total population. Indians, Coloureds and Whites make up the other 13% of the population. ***Table 3*** shows Key Demographic Information and Service Levels. The sex ratio as per 2022 census is 90 males per 100 females.

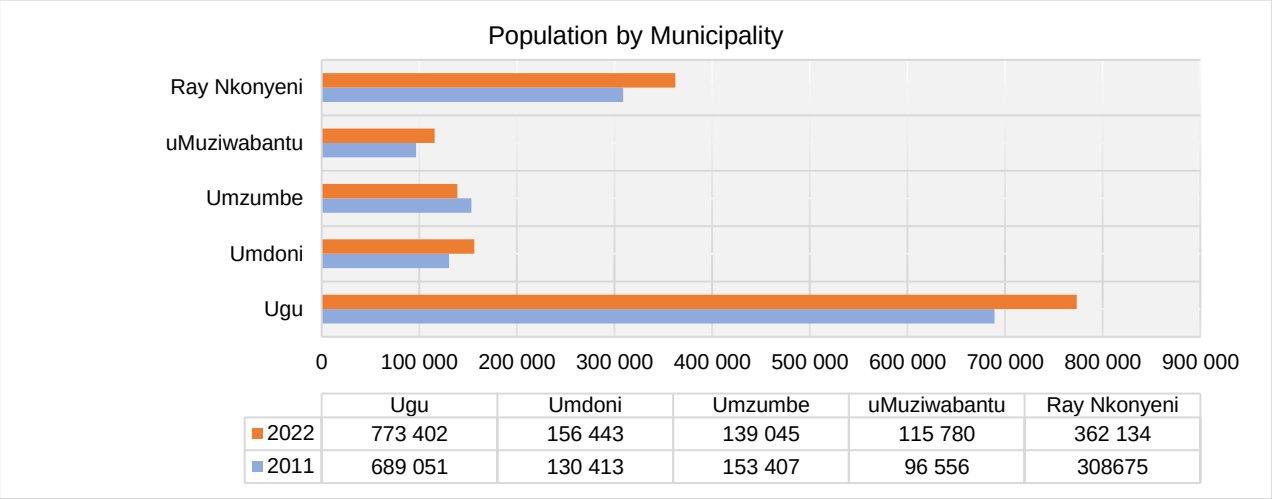
Table 3: Key Demographics

Population 2011		Population 2022	Economic Profile 2011		Economic Profile 2022
Total Population	753 336	773 402	Total Number of Households	172 899	172 628
Young (0-14 years)	33,2%	29,2%	Average Household Size	4 (pp/ hh)	4.5 (pp/hh)
Working age (15-64 years)	60,2%	62,4%	Access to Piped Water	125 308	121 556
Elderly (65+ years)	6,7%	8,4%	Access to Electricity	149 224	70.7
Area in km^2	4 908	N/A	Access to Sanitation	124 354	623 760
Population Density per km^2	153.49	N/A	Unemployment(official)	29.1	
Population Growth	(2011-2022) 1.1%		Unemployment Rate (Youth)	36,0	N/A
Sex Ratio	90 males per 100 females		Social Grants Recipients	288 728	N/A
Dependency Ratio	60,1	66,2	Literacy Rate	78%	
School Attendance (5-24)	206 404	62 729	Access to flash Toilets	36 356	45 606
Elderly Dependency	N/A	20.4	Formal Dwellings	77.6	88.5
Child dependency	N/A	49.6	Informal Dwellings	N/A	4.1
Male	N/A	336 401	Traditional Dwellings	N/A	6.9
Female	N/A	407 001	Other Dwellings	N/A	0.2
			Access to piped water	65.5	70.4

Source: Stats SA Census 2011 & Stats SA Census 2022

The Ugu District Municipality area of jurisdiction has a total number of 172899 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.

Figure 1: Total Population of DM and LMs



Source: Stats SA Census 2022

The above graph shows the population of the district as per the 2022 Census then further categorises it in the different Local Municipalities. The population grew at a rate of 0.99% per year since the 2011 Census.

Table 4: Total Population and Sex Distribution

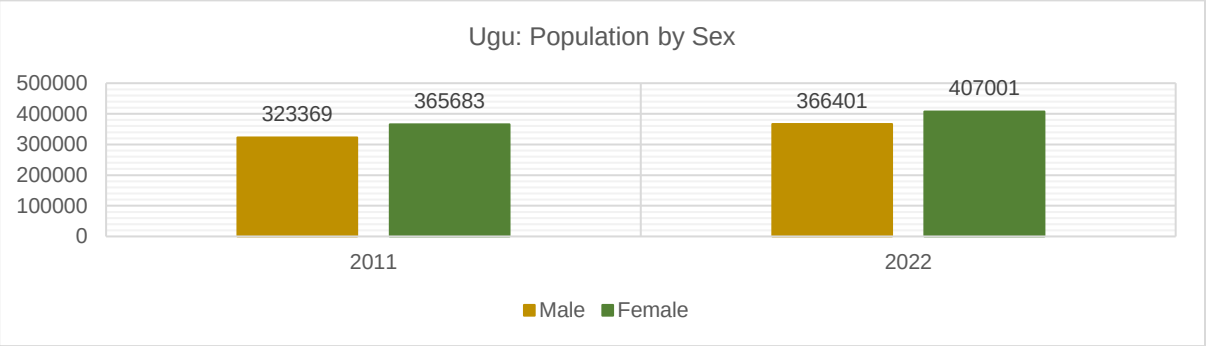
Municipality	Sex Distribution			
	Female		Male	
	2011	2022	2011	2022
Ugu DM	365 683	407 001	323 369	366 401
Umdoni LM	68 358	82 051	62 055	74 392
Umzumbe LM	82 079	73 532	71 327	65 513
Umuziwabantu LM	51 802	61 263	44 754	54 516
Ray Nkonyeni LM	163 443	190 154	145 232	171 980

Source: Stats SA Census 2022

The table above shows the population distribution of both the district and its local municipalities, comparing the 2011 and 2022 censuses. The sex distribution shows an increase in both male and female populations of all local municipalities apart from Umzumbe Local Municipality, which sees a significant decrease in both sexes.

This graph shows the district population distribution by sex of Ugu District Municipality, which shows the female population is largest in both 2011 and 2022 censuses, and this trend continues in the all the local municipalities, as shown in ***Table 4***.

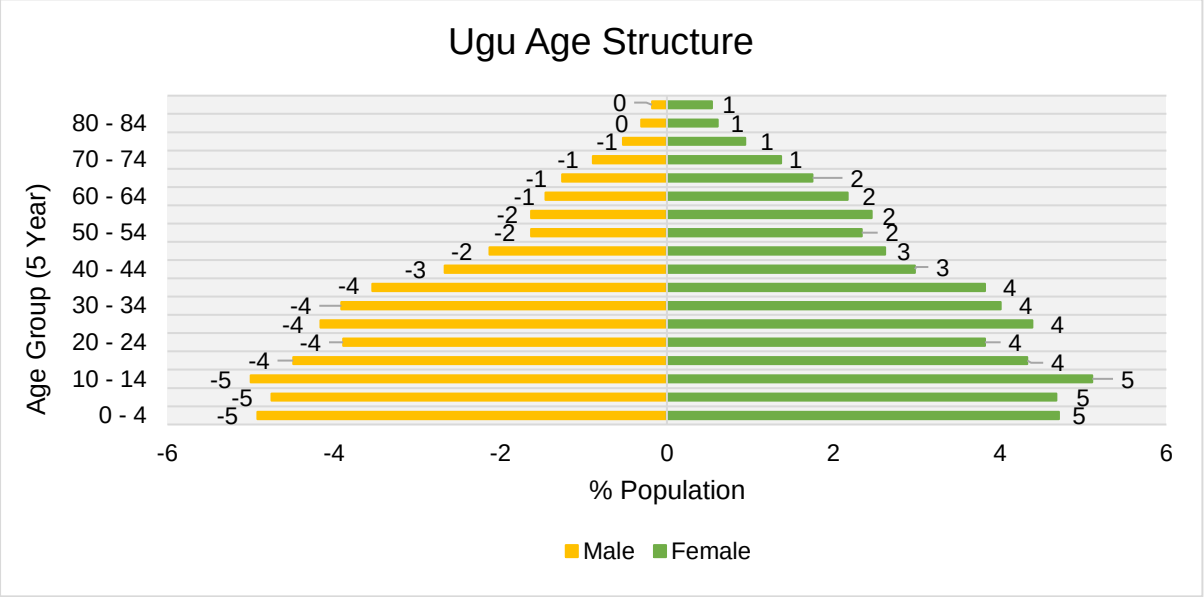
Figure 2: Ugu DM Population by Sex



Source: Stats SA Census 2022

The graph below shows the age distribution within Ugu District Municipality, as shown in the previous tables and graphs, the female population is significantly larger, as a result every age bracket has a slightly higher number of females than males, the only exception being the ages of 0-4 years, where there are more males. The age distribution pyramid illustrates that the population of Ugu is dominated by the youth, with the most dominant group as of 2022 being those between the ages of 10-14 years. This shows that Ugu has a strong working-age population.

Figure 3: Ugu DM Age Distribution



Source: Stats SA Census 2022

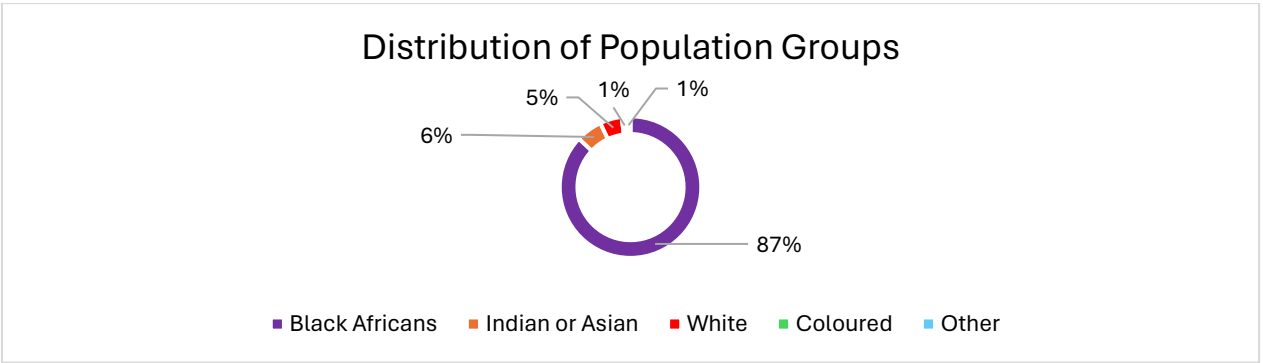
Table 5: Population Group/Race

Municipality	Population Group 2011						Population Group 2022					
	Black African	Coloured	Indian or Asian	White	Other	Unspecified	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Ugu	621 488	6 103	24 660	35 684	1 116	0	675 267	7 534	41 926	47 509	1 060	106
Umdoni LM	111 319	1 056	10 852	6 922	265	0	123 358	896	20 778	11 155	243	14
Umzumbe LM	152 754	188	167	168	130	0	138 602	208	124	72	35	3
Umuziwabantu LM	94 494	1 084	372	461	145	0	112 872	1 601	627	524	150	6
Ray Nkonyeni LM	262 921	3 776	13 269	28 133	576	0	300 435	4 829	20 397	35 758	633	83

Source: Stats SA Census 2022

The table above shows the distribution of the various population groups found within the Ugu District Municipality. Black Africans are the most dominant group at 87%, while the next largest population group being White at 6%, slightly edging the Indian/Asian population which sits at 5%, the Coloured population makes up a further 1%, and the final 1% is made up of those who identify as Other or did not specify, as shown in ***Figure 4*** below.

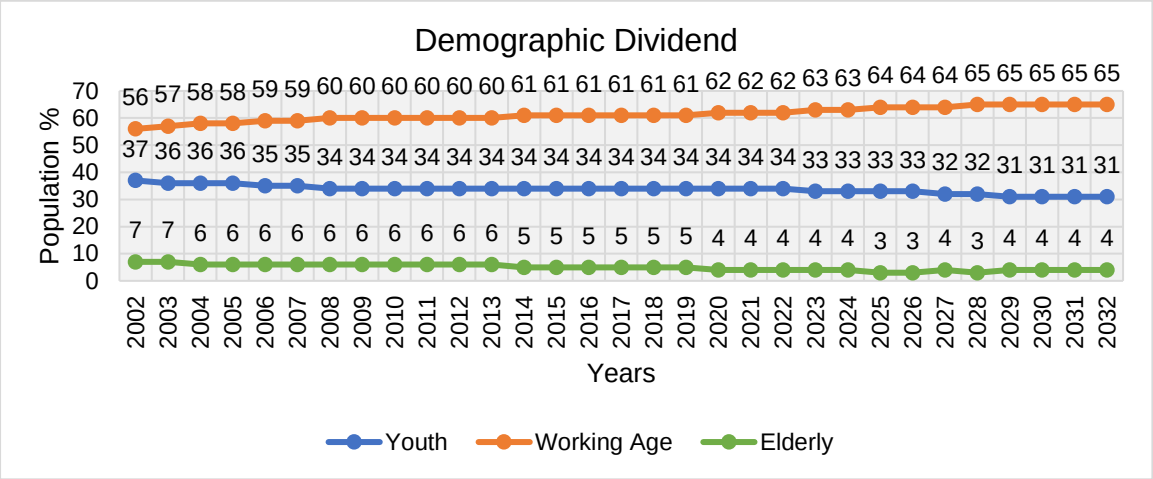
Figure 4: Distribution of Population Groups



Source: Stats SA Census 2022

Demographic Dividends

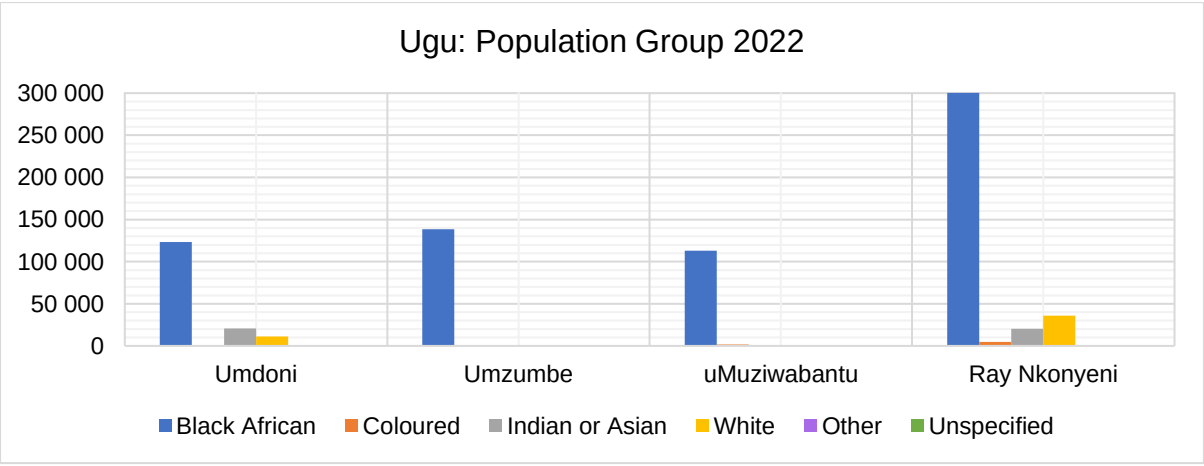
Figure 5: Demographic Dividend



Source: Stats SA Census, 2022

The line graph above shows the demographic dividend, with the elderly age projected to be below 10% for 30 years until 2032 from 2002. The percentage of youth started below 40%, and by the year 2032, the projections see the youth percentage closer to 30%. The district has always had a healthy working age, which started below 60% and is well above by the year 2032. Therefore, the demographic dividend signifies that by the year 2032, the district will begin to reach its optimal window of opportunity.

Figure 6: Ugu District Municipality Population Group 2022



Source: Stats SA Census 2022

Access to Water and Sanitation

State of Ugu Water and Sanitation Services Authority

The table below symbolises the access to sanitation in the Ugu WSA, with a backlog of 31%. Umdoni and Umzumbe Local Municipalities have the largest backlogs at 36% and 33% respectively, while Umuziwabantu has the least at 21%. According to Ugu WSA, it should take roughly 17 years to eradicate the sanitation backlog, as Ugu District Municipality currently has a backlog of 31%.

Table 6: Ugu District Water and Sanitation - Access to Sanitation

Sanitation Service Level	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Ray Nkonyeni LM	Umuziwabantu LM
Flush toilet (connected to sewerage system)		8 312	351	25 965	1 728
Flush toilet (with septic tank)		1 636	428	3 774	206
Chemical toilet		5 615	4 309	2 328	2 338
Pit toilet with ventilation (VIP)		6 940	13 643	31 212	11 406
Pit toilet without ventilation		4 602	3 868	18 564	1 603
Bucket toilet (Collected by Municipality)		2 737	850	26	0
Bucket toilet (Emptied by Household)		504	471	736	436
None		1 771	689	4 787	318
Ecological toilet		10	1 046	1 825	972
Other		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: Ugu DM WSA 2022

Sanitation Service Level	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Flush Toilet	64114	14450	5904	5504	38256
Chemical toilet	14721	3704	3737	731	6550
Pit latrine/toilet with ventilation pipe (VIP)	43788	5092	9164	9366	20166
Pit latrine/toilet without ventilation pipe	36593	6760	6781	5718	17334
Ecological toilet	3082	308	1372	387	1015
Bucket Toilet	3279	1807	338	23	1112
None	2803	182	488	612	1522
Other	4247	781	810	979	1678

Source: Stats SA Census 2022

Figure 7: Sanitation Services Provided by Ugu DM per LM

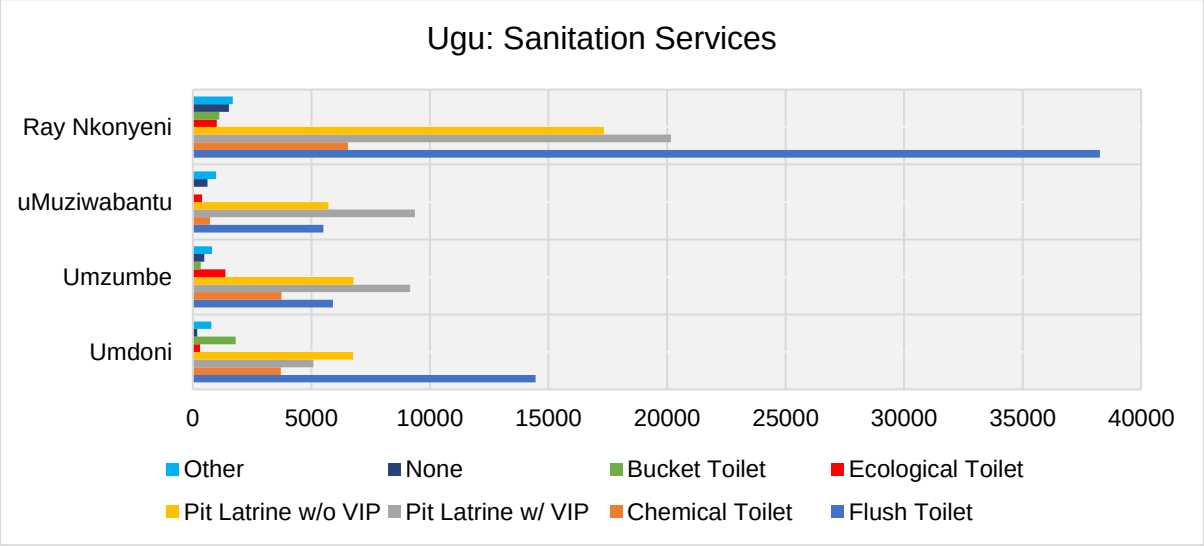


Table 7: Source of Water for Household Use

District and Local Municipalities	MIIF CATEGORY	Government transfers and subsidies as a % of total revenue	Source of water for household use			
			2011		2022	
			Regional/ local water scheme	Other	Regional/ local water scheme	Other
Ugu DM	C2	61,3%	120 148	52 751	121 556	51 072
Umdoni LM	B2	58,2%	24 374	9 817	21 789	11 295
Umzumbe LM	B4	91,6%	13 035	20 411	18 505	10 088
Umuziwabantu LM	B3	60,4%	12 898	8 721	12 690	10 629
Ray Nkonyeni LM	B2	33,3%	69 841	13 803	68 572	19 060

Source: Ugu DM WSA 2022

Table 8: Source of Water (Detailed)

Source of Water 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Regional/Local Water Scheme	12 1556	21 789	18 505	12 690	68 572
Borehole	5 124	1 110	742	1 676	1 596
Spring	1 769	337	502	655	274
Rain-water Tank	9 713	2 059	1 423	2 314	3 918
Dam/Pool/Stagnant Water	2 913	243	807	721	1 142
Flowing Water/River/Stream	11 958	3 687	3 804	1 807	2 660
Water vendor	1 906	298	219	257	1 132
Water Tanker	13 950	2 944	1 994	2 437	6 574
Other	3 739	618	595	762	1 764

Source: Stats SA Census 2022

Figure 8: Source of Water Provided by Ugu DM per LM

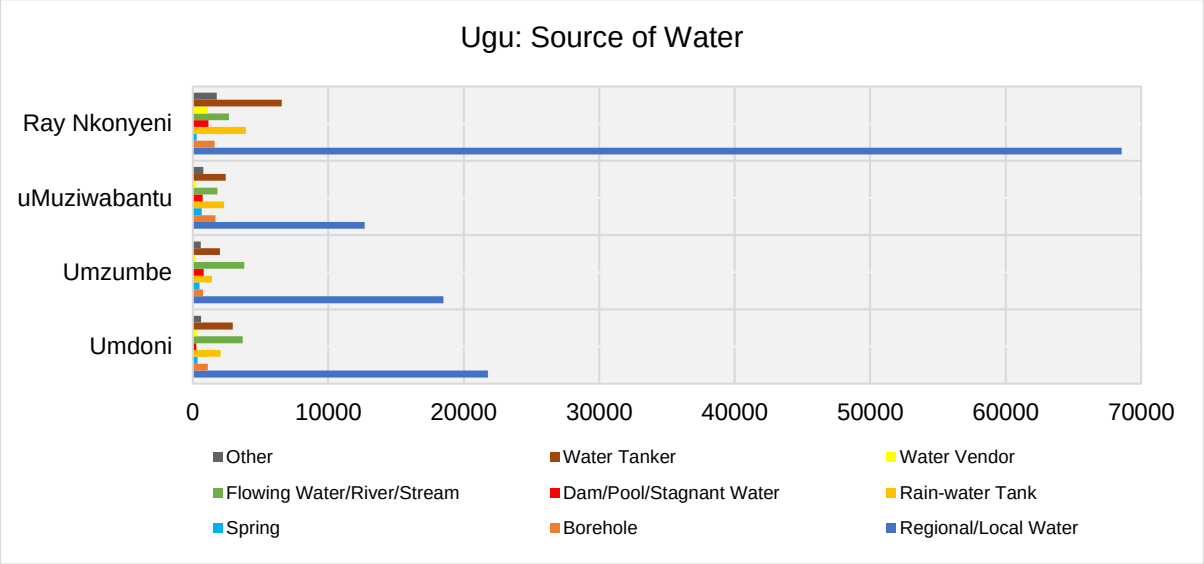


Table 9: Access to Water

District and Local Municipalities	Source of Water for Household Use 2022			
	Piped (tap) water inside the dwelling	Piped (tap) water inside the yard	Piped (Tap) Water on Community Stand	No access to piped (tap) water
Ugu DM	62 439	33 112	47 729	29 347
Umdoni LM	13 723	5 030	5 993	8 338
Umzumbe LM	6 006	7 773	7 061	7 754
uMuziwabantu LM	5 423	1 739	10 383	5 774
Ray Nkonyeni LM	37 287	18 571	24 293	7 481

Source: Stats SA Census 2022

Figure 9: Source of Water Households per LM

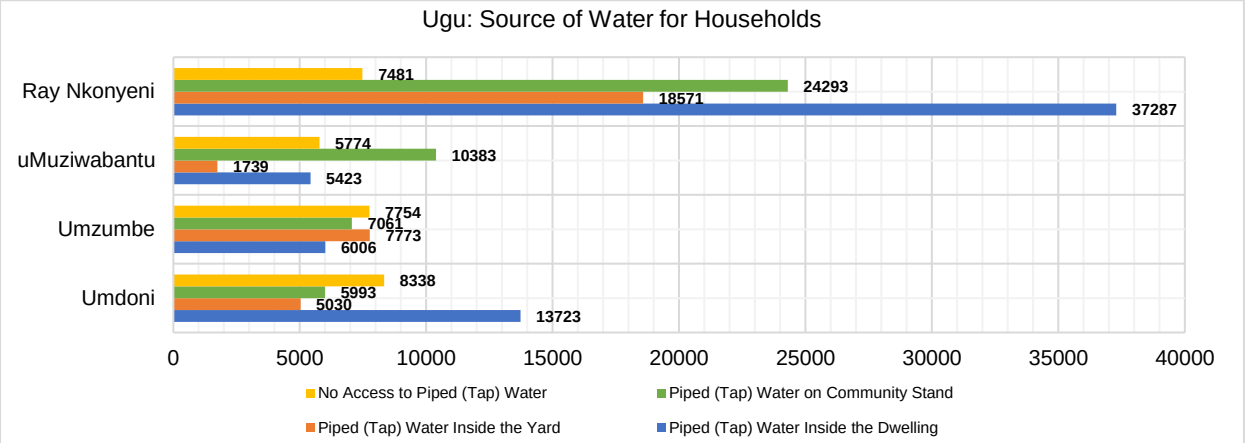


Table 10: Housing - Type of Dwelling for Ugu DM Population

Type of Dwelling 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Formal Dwelling	146 927	24 908	22 788	17 061	82 171
Traditional Dwelling	19 687	5 734	5 562	6 067	2 324
Informal Dwelling	5 627	2 346	216	143	2 922
Caravan/Tent	66	5	6	7	48
Other	321	91	22	41	167

Source: Stats SA Census 2022

Figure 10: Type of Dwelling Per LM

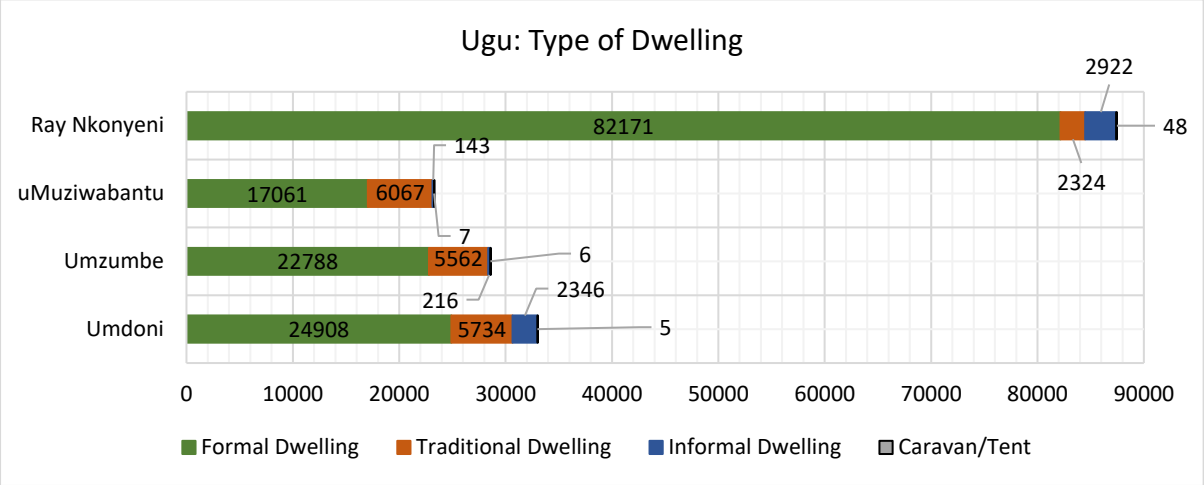
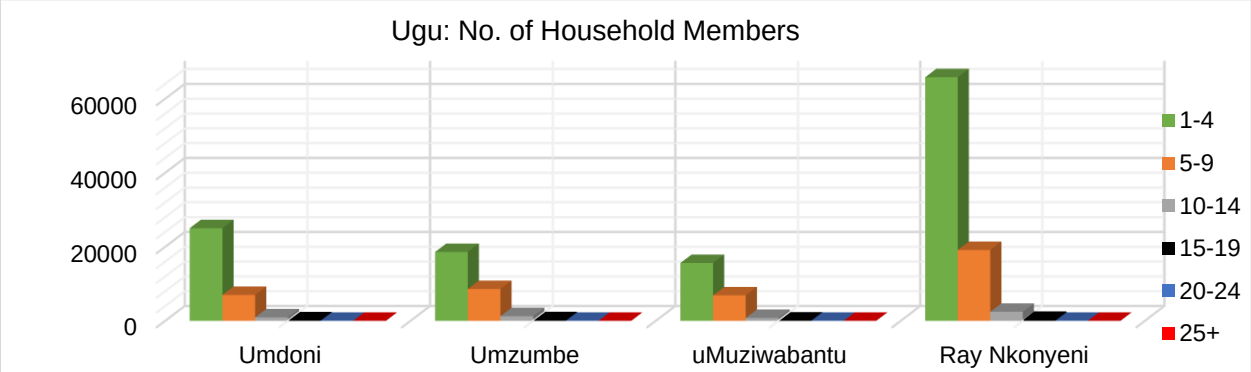


Table 11: Household Size

No. of Household Members 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
1 - 4	125 013	25 020	18 588	15 612	65 793
5 - 9	41 568	6 987	8 586	6 871	19 124
10 - 14	5 387	935	1 256	761	2 435
15 - 19	606	126	150	67	264
20 - 24	46	13	12	8	13
25+	8	3	1	-	3

Source: Stats SA Census 2022

Figure 11: Number of Household per LM



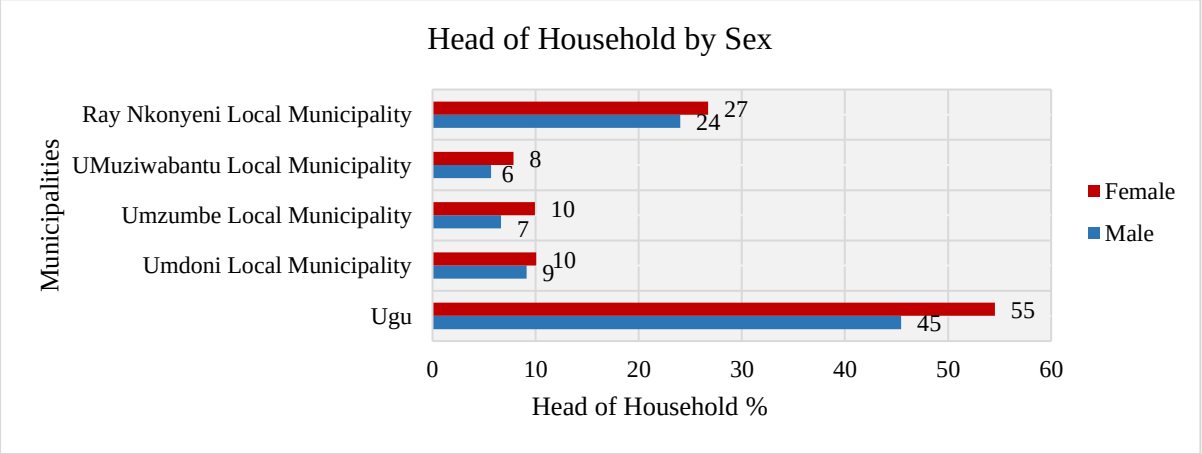
Source: Stats SA Census, 2022

Table 12: Head of Household by Sex

District and Local Municipalities	Sex of the Head of Household 2022									
	Black		Coloured		Indian or Asian		White		Other	
	M	F	M	F	M	F	M	F	M	F
Ugu DM	59 813	81 522	2 839	2 437	4 807	3 440	10 872	6 737	142	18
Umdoni LM	10 811	14 040	500	301	2 008	1 435	2 387	1 435	34	3
Umzumbe LM	10 576	16 155	364	394	172	202	338	385	7	-
Umuziwabantu LM	8 827	12 862	406	290	191	112	336	265	29	2
Ray Nkonyeni LM	29 599	38 466	1 568	1 451	2 436	1 564	7 811	4 651	72	14

Source: Stats SA Census 2022

Figure 12: Ugu DM Sex of the Head of Household



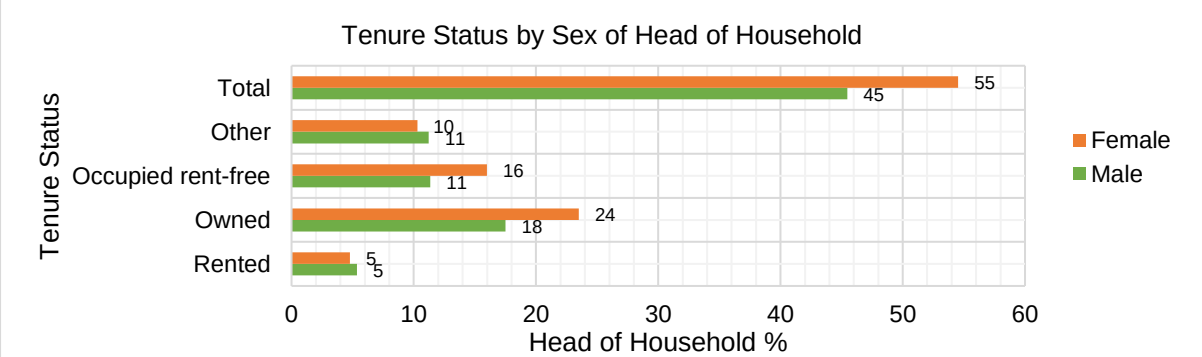
Source: Stats SA Census, 2022

Table 13: Tenure Status

Tenure Status 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Rented (Private)	16 242	3 431	441	1 523	10 847
Rented from other (Social Housing)	1 269	343	75	352	499
Owned (not yet paid off)	5 293	747	449	1 773	2 324
Owned (fully paid off)	65 501	11 623	13 827	7 566	32 486
Occupied rent-free	47 182	10 007	8 192	8 176	20 808
Other	6 121	1 360	1 219	1 090	2 451
Do not know	805	123	48	94	540
Unspecified	30 214	5450	4 343	2 745	17 677

Source: Stats SA Census 2022

Figure 13: Tenure Status by Sex of Head of Household



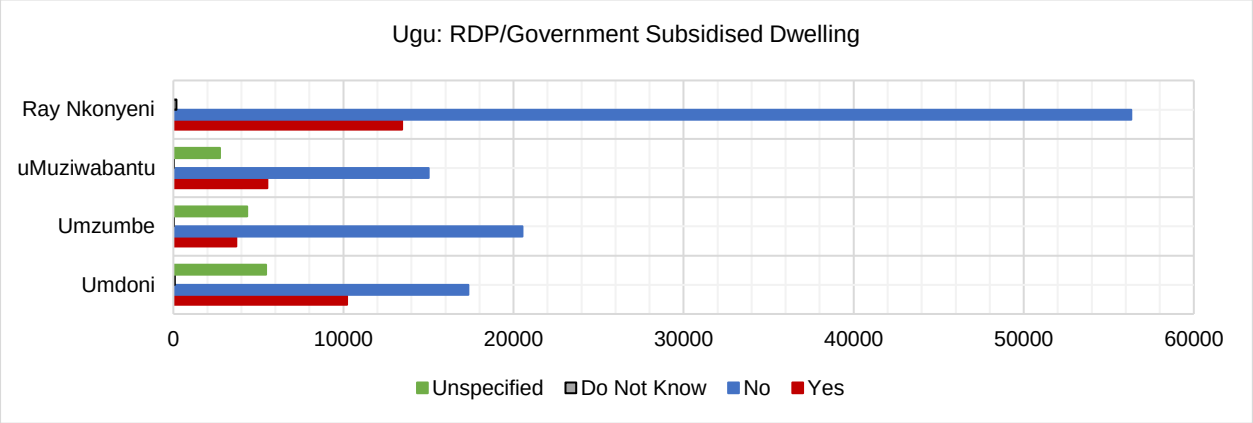
Source: Stats SA Census, 2022

Table 14: RDP/Government Subsidised Dwelling

District and Local Municipalities	RDP/Government Subsidised Dwelling			
	Yes	No	Do not know	Unspecified
Ugu DM	**32 885**	**109 206**	**317**	**30 220**
Umdoni LM	10 217	17 338	83	5 445
Umzumbe LM	3 693	20 533	24	4 343
UMuziwabantu LM	5 532	15 016	27	2 745
Ray Nkonyeni LM	13 443	56 319	183	17 687

Source: Stats SA 2022

Figure 14: RDP/Government Subsidised Dwelling



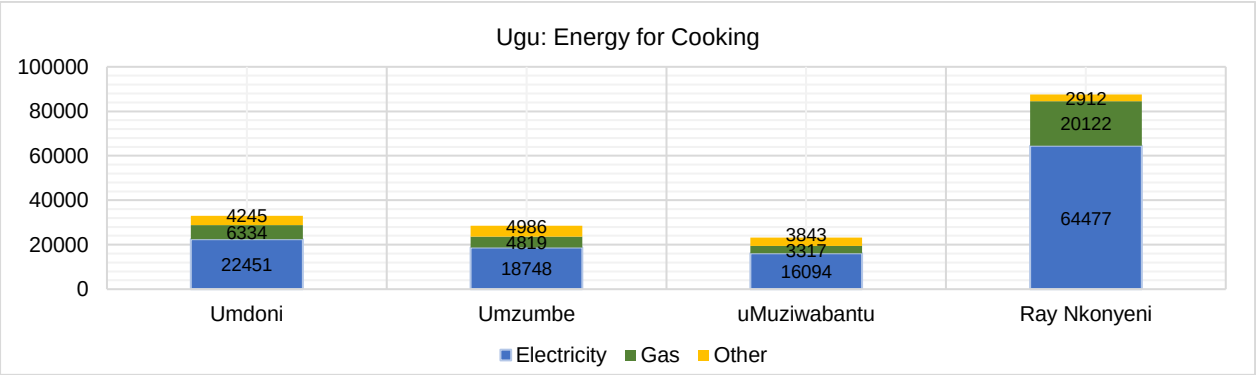
Source: Stats SA Census, 2022

Table 15: Household Services - Electricity

Province, District and LMs	Energy for Cooking					
	2011			2022		
	Electricity	Gas	Other	Electricity	Gas	Other
KwaZulu-Natal	1 734 212	91 260	698 135	2 053 020	586 602	208 158
Ugu	**101 515**	**7 261**	**63 693**	**121 770**	**34 591**	**15 985**
Umdoni	18 182	1 855	14 062	22 451	6 334	4 245
Umzumbe	11 015	1 464	20 833	18 748	4 819	4 986
Umuziwabantu	10 132	641	10 796	16 094	3 317	3 843
Ray Nkonyeni	62 185	3 301	18 002	64 477	20 122	2 912

Source: Stats SA Census 2022

Figure 15: Energy for Cooking per LM



Source: Stats SA Census, 2022

Table 16: Electricity/Energy for Cooking 2022 (Detailed)

Source of Energy for Cooking 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Electricity from Mains	**121 167**	22 250	18 666	16 034	64 217
Other Source of Electricity	**604**	201	82	60	260
Gas	**34 591**	6 334	4 819	3 317	20 122
Paraffin	**1 601**	400	199	259	743
Wood	**14 155**	3 803	4 735	3 547	2 070
Coal	**90**	14	21	9	46
Animal Dung	**24**	9	1	12	2
Solar	**25**	2	5	5	14
Other	**90**	17	24	12	37
None	**281**	54	41	66	121

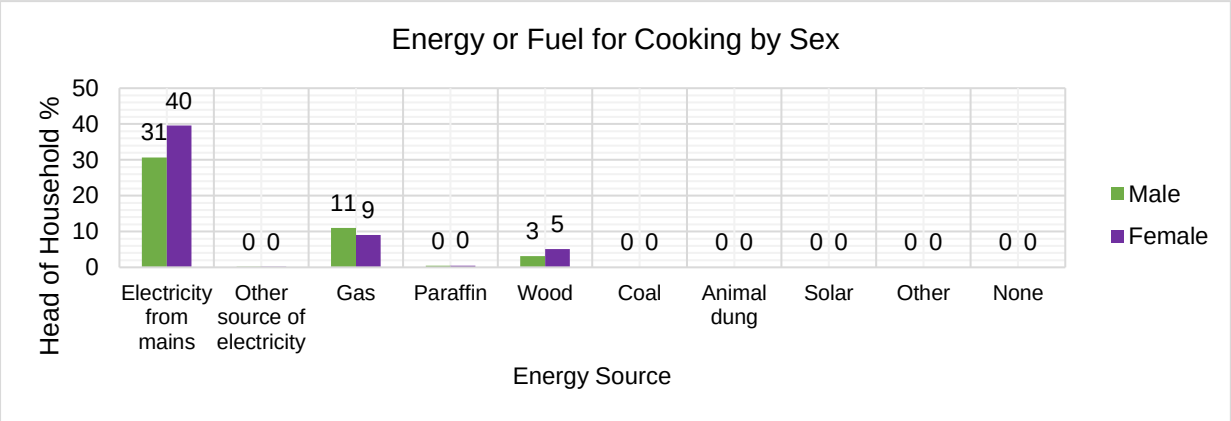
Source: Stats SA Census 2022

Table 17: Electricity/Energy for Lighting 2022 (Detailed)

Source of Energy for Lighting 2022	District and Local Municipalities				
	Ugu LM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Electricity from mains	**165 280**	29 840	27 164	22 448	85 828
Other source of electricity	**472**	188	48	58	178
Gas	**346**	105	124	42	74
Paraffin	**690**	365	104	51	170
Candles	**5 401**	2 514	1 059	649	1 179
Solar	**131**	31	10	2	87
Other	**84**	19	20	14	31
None	**225**	22	64	54	86

Source: Stats SA Census 2022

Figure 16: Energy or Fuel or Cooking by Sex



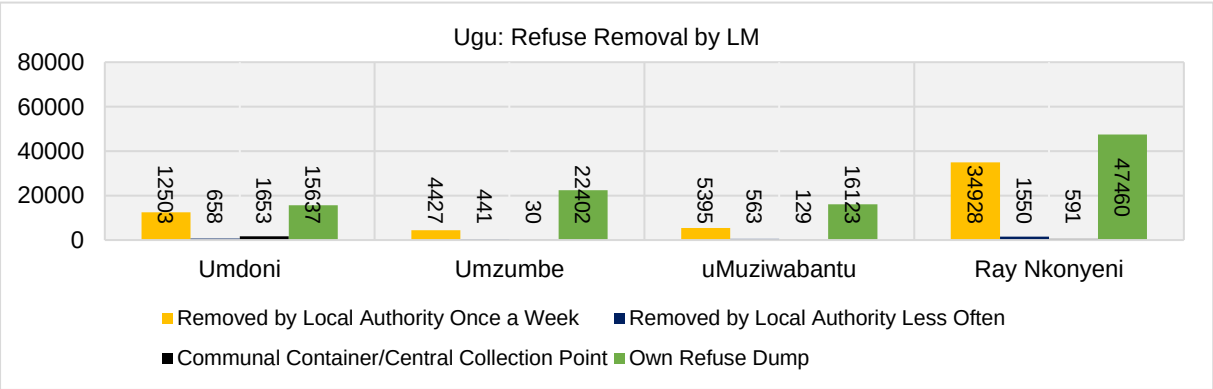
Source: Stats SA Census, 2022

Table 18: Refuse Collection

Refuse Collection 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Removed by local authority at least once a week	57 253	12 503	4 427	5 395	34 928
Removed by local authority less often	3 212	658	441	563	1 550
Communal container/central collection point	2 404	1 653	30	129	591
Own refuse dump	101 622	15 637	22 402	16 123	47 460
Dump or leave rubbish anywhere (no rubbish disposal)	6 138	2 347	1 035	337	2 419
Other	1 999	286	258	772	683

Source: Stats SA Census 2022

Figure 17: Refuse Removal by LMs



Source: Stats SA Census, 2022

Table 19: Access to the Internet

Access to Internet in the Ugu District Municipality Area 2022	Type of Dwelling				
	Formal Dwelling	Traditional Dwelling	Informal Dwelling	Caravan/Tent	Other
Home with an internet connection in the dwelling	8 424	347	68	5	27
Use Cell phone or any other mobile device	81 855	10 789	3 618	32	177
From place of work	330	34	7	2	1
From a library/community hall/Thusong centre	1 925	183	33	-	5
From school/university/college	28	-	1	-	1
From an internet café	2 101	725	45	-	2
Public Wi-Fi?	689	95	409	2	-
Other	885	328	73	3	14
No access to internet services	20 573	7 126	1 337	23	92
Unspecified	30 117	59	36	-	-

Source: Stats SA Census 2022

Table 20: Education - Highest Level of Education by Age

Level of Education of Ugu District Municipality's Population 2022	Age Range																	
	0 - 4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Grade R/0	-	16141	87	59	54	206	221	166	144	115	115	100	104	58	46	19	14	17
Primary Education	-	46779	59568	6199	2843	4089	4610	5585	5316	6492	7044	8767	7985	6592	4744	2676	1555	1004
Secondary Education	-	-	17060	59258	48657	49055	44369	40060	28685	20731	14478	12741	10088	7877	5499	3889	2252	1457
FET/TVET Education	-	-	4	106	1138	1253	855	584	431	342	221	237	294	290	242	210	99	49
Certificate/Diploma (with Matric)	-	-	-	-	1495	2109	1855	1693	1269	975	908	772	792	679	611	451	232	111
Certificate/Diploma (with less than Matric)	-	-	-	26	239	316	339	246	251	175	113	104	137	134	142	106	65	32
Tertiary Education	-	-	-	-	1892	3226	2759	2401	1937	1849	1599	1458	1461	1279	985	614	428	255
Other	-	34	50	149	275	340	263	209	201	166	159	153	201	185	215	130	83	28
Do not know	-	320	378	405	681	1572	1726	1853	1781	1731	1451	1566	1235	973	607	419	247	326
Not applicable	74545	409	429	438	327	377	362	394	301	258	250	260	222	206	182	123	96	140
No schooling	-	9257	622	741	1094	2107	2297	2365	2210	2756	3210	4289	4592	4261	3761	2512	1933	1988
Unspecified	-	-	-	861	912	1472	1582	1383	1174	1103	1133	1125	1018	720	423	247	133	145

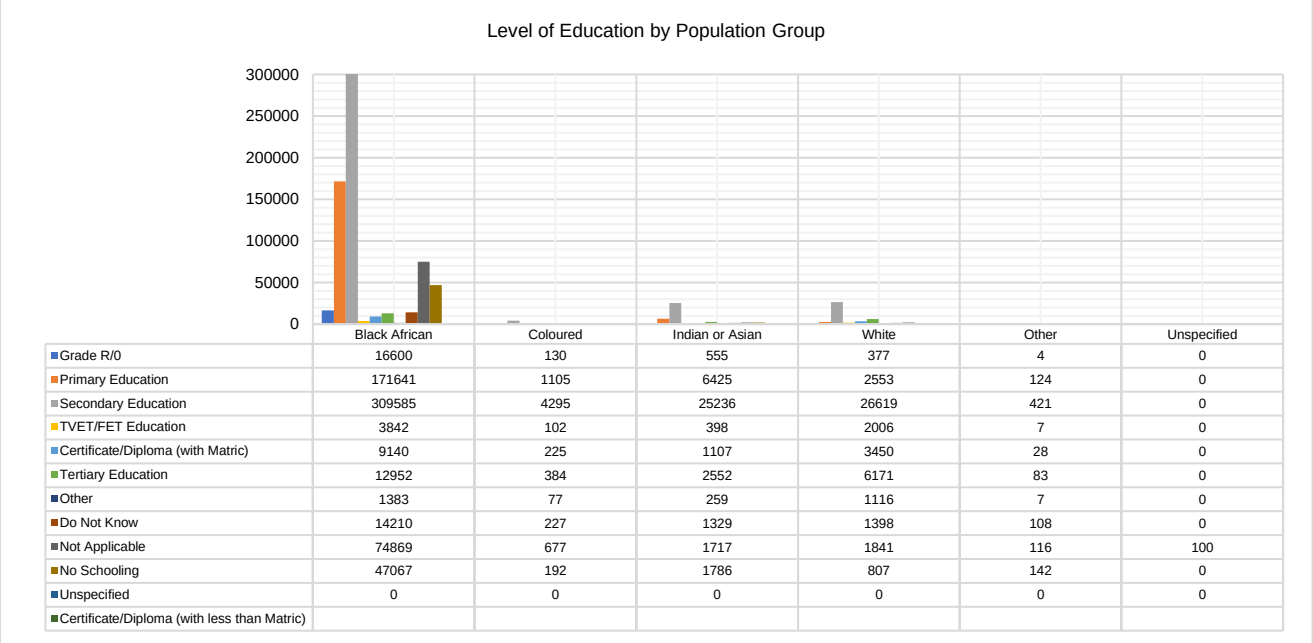
Source: Stats SA Census 2022

Table 21: Highest Level of Education by Population Group

Level of Education of Ugu District Municipality's Population 2022	Population Group					
	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Grade R/0	16 600	130	555	377	4	-
Primary Education	171 641	1 105	6 425	2 553	124	-
Secondary Education	309 585	4 295	25 236	26 619	421	-
FET/TVET Education	3 842	102	398	2 006	7	-
Certificate/Diploma (with Matric)	9 140	225	1 107	3 450	28	-
Certificate/Diploma (with less than Matric)	1 451	39	206	723	3	-
Tertiary Education	12 952	384	2552	6 171	83	-
Other	1 383	77	259	1 116	7	-
Do not know	14 210	227	1 329	1 398	108	-
Not applicable	74 869	677	1 717	1 841	116	100
No schooling	47 067	192	1 786	807	142	-
Unspecified	12 524	80	356	449	17	6

Source: Stats SA Census 2022

Figure 18: Level of Education by Ethnic Group within Ugu DM



	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Grade R/0	16600	130	555	377	4	0
Primary Education	171641	1105	6425	2553	124	0
Secondary Education	309585	4295	25236	26619	421	0
TVET/FET Education	3842	102	398	2006	7	0
Certificate/Diploma (with Matric)	9140	225	1107	3450	28	0
Tertiary Education	12952	384	2552	6171	83	0
Other	1383	77	259	1116	7	0
Do Not Know	14210	227	1329	1398	108	0
Not Applicable	74869	677	1717	1841	116	100
No Schooling	47067	192	1786	807	142	0
Unspecified	0	0	0	0	0	0
Certificate/Diploma (with less than Matric)						

Source: Stats SA Census, 2022

Table 22: Highest Level of Education

Level of Education 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Grade R/0	17 667	3 055	3 412	3 448	7 751
Primary Education	181 848	33 626	37 001	34 618	76 603
Secondary Education	366 155	76 454	62 464	46 735	180 502
FET/TVET Education	6 355	949	500	309	4 596
Certificate/Diploma (with Matric)	13 951	2 420	1 519	1 105	8 907
Certificate/Diploma (with less than Matric)	2 423	414	174	188	1 648
Tertiary Education	22 142	3 898	1 921	2 288	14 035
Other	2 842	975	267	151	1 449
Do not know	17 272	3 391	2 529	2 150	9 201
Not applicable	79 320	15 359	14 984	14 254	34 722
No schooling	49 995	13 266	11 593	7 703	17 432
Unspecified	13 432	2 634	2 681	2 828	5 290

Source: Stats SA Census 2022

Table 23: Field of Education for Population by Sex

Field of Education of Ugu District Municipality Population	Sex	
	Male	Female
Agriculture, Agricultural Operations & Related Sciences	627	445
Architecture and the Built Environment	349	166
Arts (Visual and Performing Arts)	340	389
Finance and Accounting	1 299	1 619
Business, Economics and Management Sciences	1 960	2 481
Communication, Journalism and Related Studies	239	388
Computer and Information Sciences	887	642
Education	2 901	7 905
Engineering	3 927	812
Health Professions and Related Clinical Sciences	993	3 341
Family Ecology and Consumer Sciences	49	72
Languages, Linguistics or Literature	46	121
Law	613	434
Life Sciences	81	110
Physical Sciences	142	86
Mathematics and Statistics	47	36
Military Sciences	36	16
Philosophy, Religion and Theology	209	126
Psychology	135	296
Public Management and Services	621	1 183
Social Sciences	180	574
Hospitality, Including Tourism	361	695
Security & Intelligence Services	341	152
Office Administration	338	1093
Electrical Infrastructure	640	126
Other	3037	3064
Do not know	394	471
Not applicable	345 569	380 125
Unspecified	38	32

Source: Stats SA Census 2022

Table 24: Health - Facilities

District and Local Municipalities	HTA Sites	Mobiles	Mobile Points	Health Posts	Clinics	CHCs	Reg Hos	Dis Hos
Ugu DM	33	16	284	4	52	2	1	3
Umdoni	13	4	57	1	8	0	0	1
Umzumbe	3	4	77	1	13	1	0	0
Umuziwabantu	4	3	56	0	11	0	0	1
Ray Nkonyeni	13	5	94	2	20	1	1	1

Source: KZN Health 2023

Table 25: Infrastructure Projects - Hospitals

Municipality Name	Project Name	Milestone Reached	Total Project Cost	Estimated Construction Start Date	Estimated Construction End Date
Ray Nkonyeni LM	Port Shepstone Hospital – New 28 bedded Psychiatric Unit	Design	R317 196 000	01/07/2023	30/06/2026
Ray Nkonyeni LM	Murchison Hospital – Alterations and Renovations to Staff Accommodation	Construction Started	R34 649 213	14/09/2022	14/122023
Umuziwabantu LM	St Andrew's Hospital – New Staff Accommodation	Pre-feasibility	R20 000 000	01/12/2022	29/08/2025

Source: KZN Health 2024

Table 26: Infrastructure Ten-Year Plan

Local Municipality	Project	#
Umzumbe	Nyavini Clinic: New Clinic	1
Umdoni	Umzinto CHC: Construction of New Clinic	1
Umzumbe	Ndelu Clinic: Replacement Clinic	1
Umdoni	Emalangeni Clinic	1
Ray Nkonyeni	Marburg CHC: Construction of Large Clinic	1
Ray Nkonyeni	Gamalakhe: CHC Phase 3	2
Umdoni	Izipethuzendlovu Clinic: New Clinic	2
Umdoni	KwaDumisa-Joni Clinic: New Clinic	2
Ray Nkonyeni	Thembalesizwe: Staff Accommodation	2
Umuziwabantu	Elim Clinic: Replacement Clinic	3
	GJ Crookes Gateway Clinic	
	Umkhunya Clinic: New Clinic	
	Emahlongwa Clinic: New Clinic	
	Cabhane Clinic: New Clinic	
	KwaNikwe Clinic: New Clinic	
	Esihoyini Clinic: New Clinic	
Ray Nkonyeni	Thorndale-Mhlabathini Clinic: New Clinic	5
Umzumbe	KwaNguza Clinic: New Clinic	6
Umdoni	Qiko Clinic: New Clinic	6
Umuziwabantu	KwaBotha Clinic: New Clinic	7
Ray Nkonyeni	Hibberdene Clinic	7
Umzumbe	St. Faith Clinic: Replacement Clinic	8
Umzumbe	Ntimbankulu Clinic: Replacement Clinic	8
Ray Nkonyeni	Ntabeni Clinic: Replacement Clinic	8
Ray Nkonyeni	Izingolweni Clinic: Upgrade to CHC	9
Umzumbe	Turton CHC; expansion of Chronic unit, boardroom and bulk storage.	9
Ray Nkonyeni	Assisi Clinic; MOU unit	9
Umdoni	GJ Crookes Gateway Clinic	9
Ray Nkonyeni	South Port Clinic: Replacement Clinic	9
Ray Nkonyeni	uMtentweni Clinic: Replacement	9
Ray Nkonyeni	Shelly Clinic: Replacement	9
Ray Nkonyeni	Margate: Replacement	9
Umuziwabantu	Harding TLC: Upgrade Clinic	9
Umzumbe	Phungashe Clinic: Replacement Clinic	9

Source: KZN Health 2023

Table 27: Level of Disability

Level of Difficulty by Sex for Ugu DM	Type of Disability					
	Seeing	**Hearing**	**Communication**	**Walking**	**Remembering**	**Self-care**
Male						
No difficulty	302 382	312 833	318 192	312 063	312 912	317 438
Some difficulty	18 474	9 620	5 216	8 667	9 339	4 999
A lot of difficulty	3 727	2 089	1 036	3 335	2 260	1 445
Cannot do at all	233	241	399	772	271	924
Do not know	399	429	367	372	428	401
Not applicable	38 948	38 948	38 948	38 948	38 948	38 948
Unspecified	2 239	2 242	2 243	2 243	2 243	2 247
Female						
No difficulty	321 455	349 869	359 013	343 326	346 118	356 115
Some difficulty	36 871	13 862	6 471	16 447	16 254	7 544
A lot of difficulty	8 217	2 913	1 070	6 089	4 189	2 156
Cannot do at all	345	265	381	1053	310	1 086
Do not know	532	509	482	503	545	515
Not applicable	37 332	37 332	37 332	37 332	37 332	37 332
Unspecified	2 249	2 251	2 252	2 252	2 252	2 252

Source: Stats SA Census 2022

Table 28: Disability by Assistive Devices

Disability of Ugu DM Population	Assistive Device(s)					
	Eyeglasses	Hearing Aid	Walking Stick or Frame	Wheelchair	Prosthesis/Artificial Limb	Other Assistive Devices
Yes	70 334	9 309	21 047	7 015	6 622	6 998
No	620 428	681 175	669 494	674 310	674 721	682 197
Do Not Know	1 850	2 085	2 049	1 901	1 887	3 362
Unspecified	76 279	76 279	76 279	76 279	76 279	76 279
Not Applicable	4 510	4 553	4 532	13 897	13 893	4 566

Source: Stats SA Census 2022

Ugu Migration Profile

Migration as a phenomenon affects every part of the world, for one reason or another people move across borders in hope of better opportunity and better quality of life. Migrants can have a significant impact on a country's economy, by bringing skills and contributing to human capital development. Migration is the movement of one or more citizens from home country to a foreign country.

The Ugu District Municipality have the immigrants that need to have the implication of planning within the four Local Municipality which is Umdoni, Umzumbe, Umuziwabantu and Ray Nkonyeni Local Municipality as table shown below the summary:

The regional birth of migrants born by different countries. This is a trend of Municipality, and I don't know how municipality cater for them out of total population because in the uGu district we need to look these people in regards to skills and development especially of young people and those who are uneducated to add the contribution within the economy. The District Municipality may not have specific budget for the migrants at this time until such a specific time where the Research Unit of the district may be able to provide an information of the migrations that are within the Ugu Family. Therefore, for the planners of the district will be able to develop a plan for the migrants.

Table below indicating the region of birth within the four Local Municipality which is Umdoni, Umzumbe, Umuziwabantu and Ray Nkonyeni Local Municipality

Table 29: Region of Birth per LMs

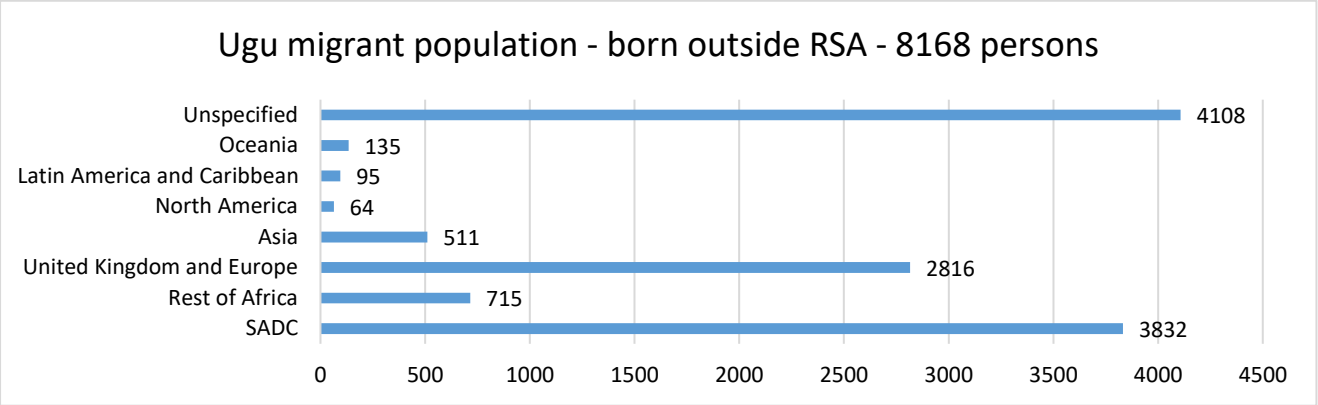
Region of Birth	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Born in South Africa	76 1125	153 667	138 544	114 896	354 018
SADC	3 832	939	165	348	2 380
Rest of Africa	715	97	44	106	468
United Kingdom and Europe	2 816	796	5	8	2 007
Asia	511	44	12	69	387
North America	64	16	0	0	48
Latin America and Caribbean	95	46	3	-	46
Oceania	135	34	2	2	98
Unspecified	445	156	14	26	249
Not applicable	3 663	647	257	325	2 434

Source: Stats SA Census 2022

Ray Nkonyeni Local Municipality (RNM) has the largest migration population, this can be attributed to RNM being the main economic hub within Ugu. the SADC region, followed by those who have not

disclosed their country of origin, with the top three being rounded off by the United Kingdom and Europe. The least represented regions are Latin America and the Caribbean, and North America, respectively.

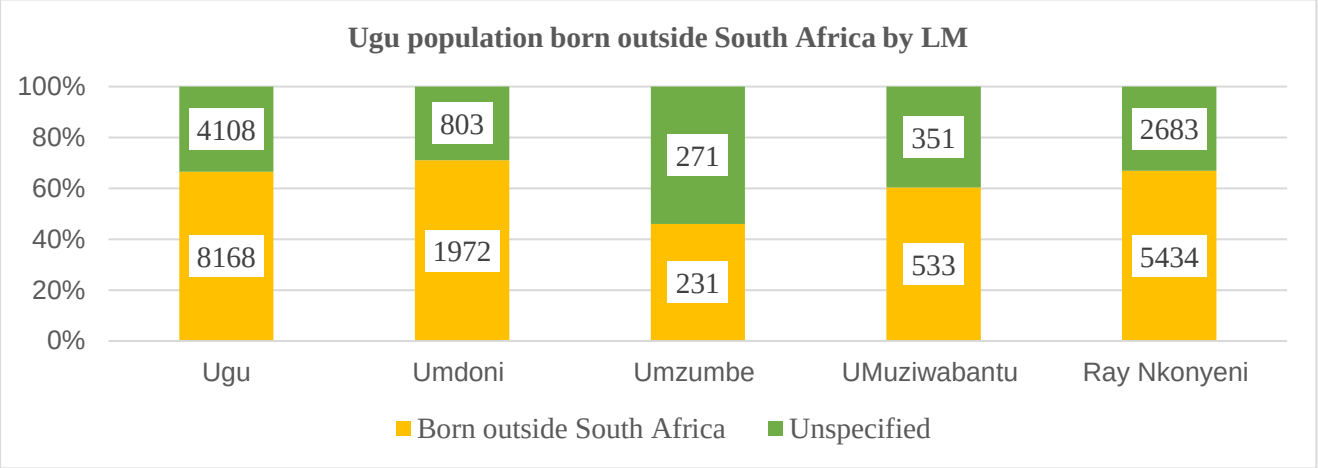
Figure 19: Ugu DM Migrant Population - Born Outside South Africa



Source: Stats South Africa Census, 2022

The above unspecified graph could not say for sure whether these 4108 persons were born in or outside South Africa.

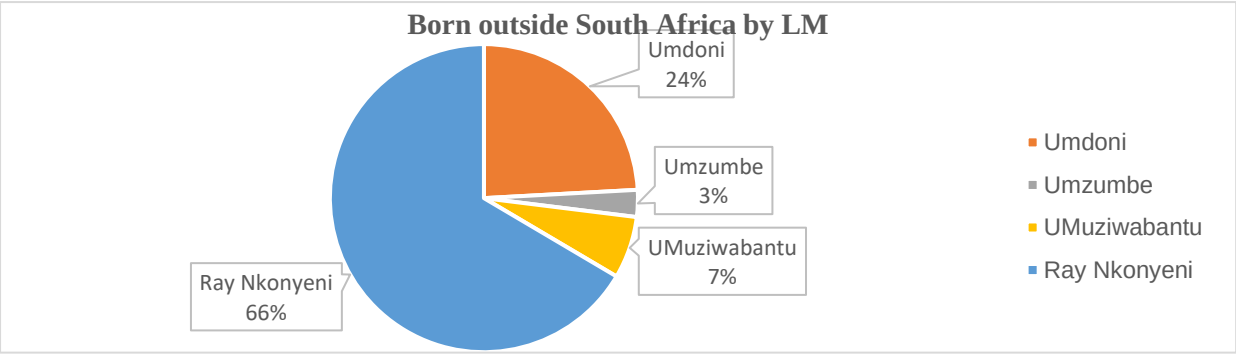
Figure 20: Migrant Population - Born Outside South Africa per LM



Source: Census SA

The Ugu population born in South Africa indicate the unspecified that it is possible that some were born in South Africa and others outside the country.

The stats analysis indicated that the person who answered the question on behalf of the household may not have known the country of origin of the other household members. (the household could have been a collective living quarters) Or the person wasn't comfortable to divulge his / her place of birth and thus did not answer the question.

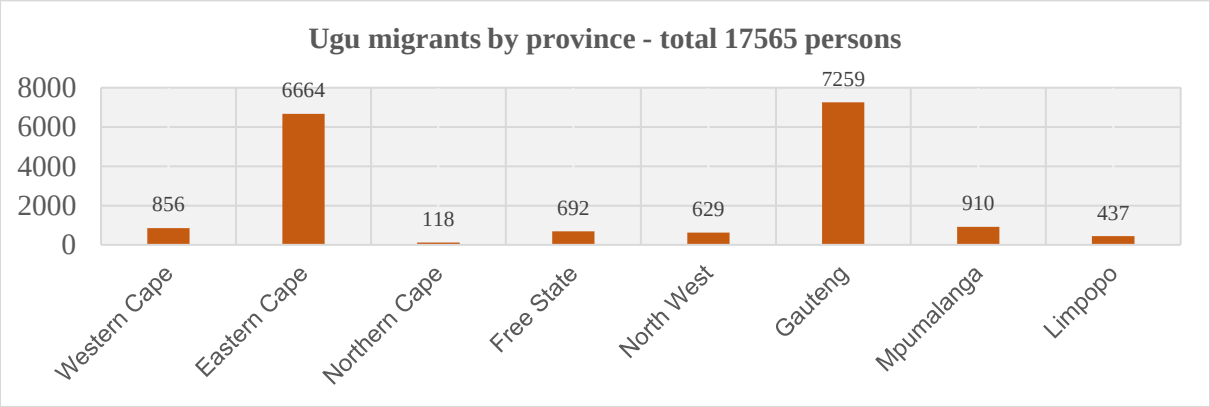


Source: Census SA

The above graph shown the population born outside South Africa by Local District Municipalities which is Umdoni, Umzumbe, Umuziwabantu and Ray Nkonyeni. The 98% of the population Ugu district were born in South Africa, meaning only 2% of Ugu population are migrants born outside South Africa.

There are migrants born outside South Africa, Ray Nkonyeni with 66,5% has the highest proportion of migrants in Ugu followed by Umdoni LM – which is home to 24,1% of migrants in Ugu District Municipality (DC21).

Figure 21: Ugu DM Migrants by Province

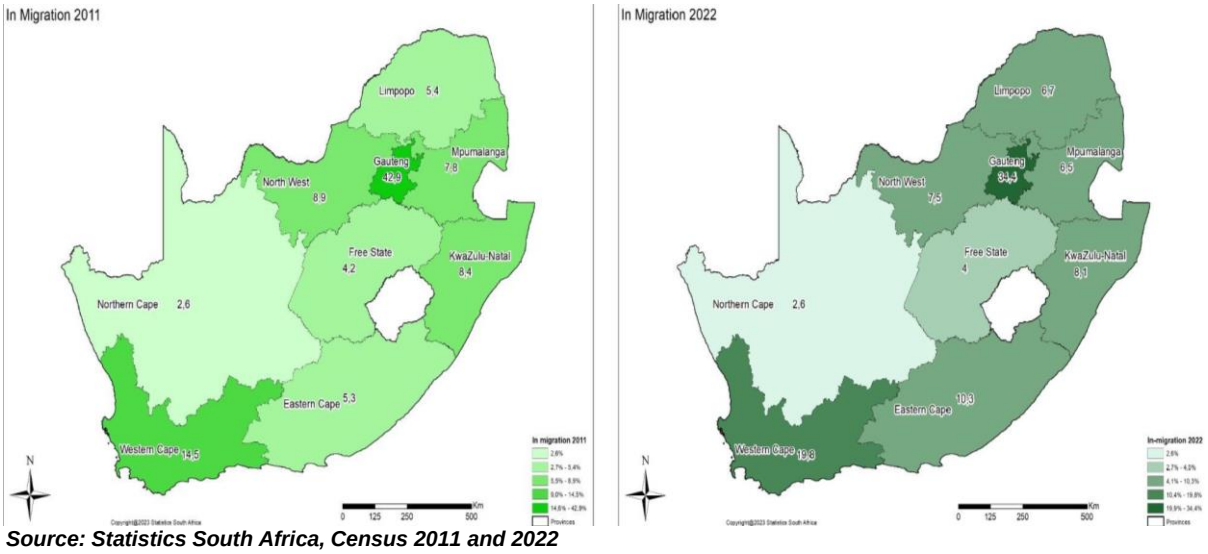


Source: Census SA

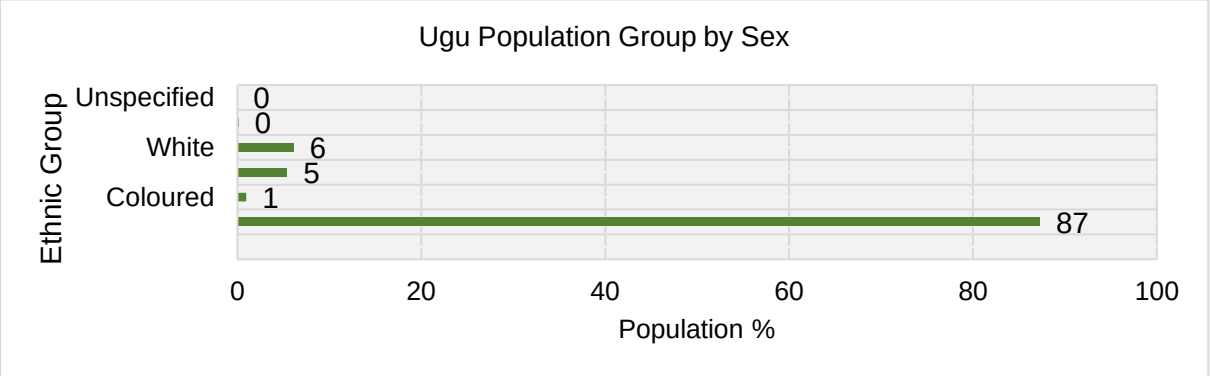
It is indicated that in the Ugu District there are migrants by province of 17565 people. The 95% of Ugu population were born in KwaZulu Natal and this chart represent the numbers of the Ugu population who were born in other provinces

Below figures reports the percentage distribution of period in-migration between 2011 and 2022. The results indicate that Gauteng and Western Cape are the two main provinces that attract a high number of in-migrants between the two previous years back data. The KwaZulu Natal shows the different of two previous year the results of 2011 of (8.4 percent and the decreases of 8.1 in report of 2022, which indicate that the immigrants are moving from the province to another province timeously according to the Census report.

Figure 22: Percentage Distribution or Period in-migration by Province 2011 & 2022



Source: Statistics South Africa, Census 2011 and 2022



Source: Statistics South Africa, Census

The above graph figures shown and indicated that there is a huge number of populations by sex group which dominated by black people amongst others with 87% followed by the white people and light decrease of the 5% of Indian within the Ugu District Municipality and a lower percent of which one (1) percent of ethics group which are Asians, all these people dominated within the four Local Municipalities which covered by the District Municipality.

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 2023/2024 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.

Table 30: Ugu IDP Development Action Programme

Phase	Activity	Timeframe
Preparatory	✓ Drafting of Framework and Process Plan ✓ 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. ✓ Adoption by Council ✓ Advertise in local newspaper for commencement of the IDP development process	**01 July 2023 – 30 September 2023**
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 2023**
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 2024**
Integration	✓ Draft 2024/2025 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 2024** **31 March 2024**
Approval	✓ Ugu Decentralised IDP Assessment Forums ✓ Incorporate comments received from IDP Provincial Assessment and all other outstanding comments ✓ Conduct Community Consultation ✓ Final draft 2024/25 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 2024**

Source: 2024/2025 IDP, IPMS and Budget Process Plan and Framework

1.3 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.

1.3.1 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.

1.3.2 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

1.3.3 Local Economic Development

The district is committed to enabling inclusive economic growth and addressing unemployment, poverty and inequality through:

- ✓ Its Economic Recovery Framework 2022-2032:Strategy & Plan which provides a bi-annual State of the District Economy Report based on a review of the state of the economy in relation to targets set in the strategy and if necessary reviewing strategies accordingly;
- ✓ its special purpose vehicle for LED with a clear mandate of being the investment arm of the district (following a change management process of merging the two previous LED SPVs);
- ✓ clearly defined roles and responsibilities between different stakeholders in the economic space; and

- ✓ the Social Compact (2024) and its implementation.

1.3.4 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

1.4 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.

1.4.1 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.

1.4.2 Municipal Transformation and Institutional Development

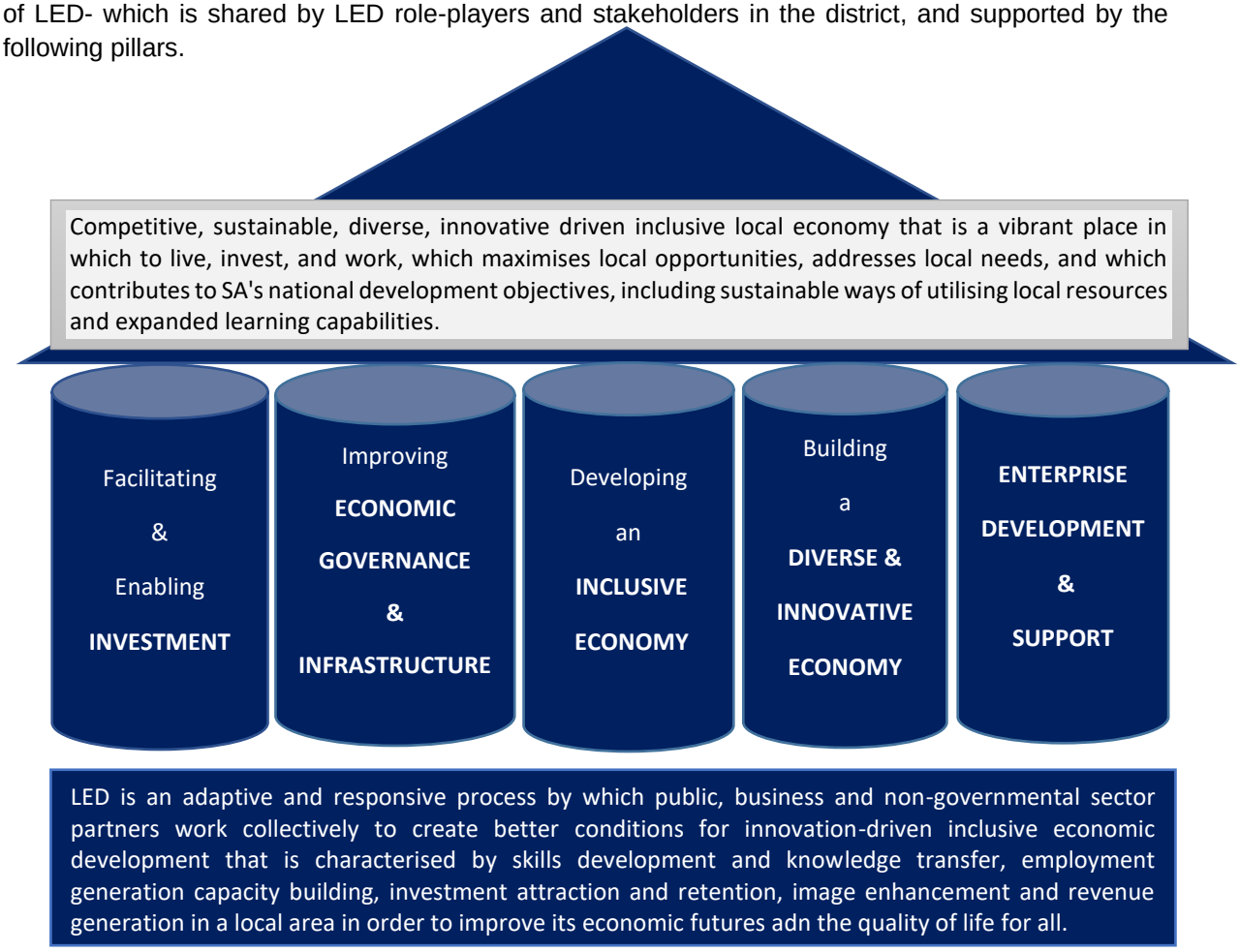
The district is committed to creating a conducive environment for the highly motivated, skilled, productive, and disciplined workforce. This is to be done through programmes such as Employee Wellness, Skills Development, and continuous investment on building team spirit amongst all employees. The district 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.

1.4.3 Local Economic Development

The district is committed to dealing with the triple challenge which is poverty, inequality, and unemployment through implementing the Ugu Economic Recovery Framework: Strategy and Plan 2022 – 20232 (as reviewed in 2024).

The review of the Economic Recovery Plan (2022-2032) of Ugu District aligns to the hierarchy of plans and policy considerations which are aimed at reconstructing the economy of the province, districts and local municipalities in the long term. It draws significant input from the KwaZulu-Natal Reconstruction, Growth and Transformation Plan, Ugu Spatial Development Framework, Ugu Growth and Development Plan (Vision 2030 and the Eastern Seaboard Development and is aligned to the pillars of the National LED Framework (2018). The recovery plan is therefore underpin-by the following Vision and Definition

of LED- which is shared by LED role-players and stakeholders in the district, and supported by the following pillars.



Key Policy and Strategic Drivers:

- ✓ *Economic transformation*: including spatial restructuring, and inclusive economic growth.
- ✓ *Spatial Economic Transformation*; including strategic infrastructure development and rehabilitation
- ✓ *Economic Modernization:* including building resilient, smart and sustainable infrastructure.
- ✓ *Localization:* focusing on building local capacity in human capital, value chain through partnerships and local organisations and businesses for talent and infrastructure development and local production of goods and services.
- ✓ *Beneficiation and value addition*: including implementing opportunities for beneficiation of agricultural products for export outside the district, and waste beneficiation across sectors (mining, waste water, different waste types).
- ✓ *Export focused industrial development.*
- ✓ *Investment Promotion:* Business Attraction, Retention and Expansion including enabling competitiveness and ease of doing business.
- ✓ *Innovation, Research & Development:* including focusing on science, technology and innovation to build economic resilience.
- ✓ *Public Private Partnerships and*
- ✓ *Good Governance*

The following Key Elements Influencing Spatial Vision in the DGDP, are considered:

- ✓ *Maintaining Value-Adding Areas*: Scottburgh, Hibberdene, Port Shepstone – Margate, Umtamvuna, Port Edward incl. re-alignment of N2.
- ✓ *Key Activity Zones*: Understanding entire coastal strip as forming "Key Activity Zones" and Margate Airport Aerotropolis
- ✓ *Importance of Corridors and Nodes*: From Park Rynie to Kenterton; Hibberdene to Ixopo; Port Shepstone through St Faiths to Ixopo; Port Shepstone to Harding and Kokstad
- ✓ *Driving economic activities in rural communities and townships* across different sectors: Mandated Service Delivery, Social and Economic Investment.

Whilst some of the Strategic Thrusts of the Post-Covid Strategy 2020 remain; and additions have been made, they are, however, located within the National LED Pillars for ease of alignment of economic planning: these being:

1. Reducing poverty by balancing economic growth from above and below
2. Revitalisation of the tourism sector
3. Rethinking the informal, rural and township economies, and not leaving the poor behind
4. Support to Agriculture and Agro-Processing Industries
5. Reigniting the Property Investment and Development Market
6. Capitalise on opportunities in the green economy.
7. Capitalise on opportunities in the oceans economy.
8. Embrace 4IR and benefits of e-commerce.
9. Focus on Manufacturing and Re-industrialisation of the economy: including rural industrialization.
10. Facilitate public infrastructure delivery especially with regards to assurance of water and sanitation, public and freight transport and energy.
11. Implement a practical and tangible radical economic transformation programme
12. Harness entrepreneurial development and innovation culture.
13. Creative equity financing by development finance institutions
14. Knowledge Management
15. Capacity building and partnerships: including social compacts.

1.4.4 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 end 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.

1.4.5 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. **Batho Pele Principles** as per the framework guideline have been developed and **the Service Delivery Charter / Standards** as attached.

1.4.6 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.

1.5 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 as a result of inclusive economic growth.
- ✓ 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

1.6 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.

1.6.1 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.

1.6.2 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

2.3.1 Applicability to Ugu

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

2.4 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 08 February 2024 in Cape Town City Hall.

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

- ✓ Impact on global financial crisis of 2007 and 2008
- ✓ Russia-Ukraine war impact on high costs of fuel, food, increase in poverty
- ✓ State capture
- ✓ Confrontation of climate change effects
- ✓ EPWP – Presidential Employment Stimulus
- ✓ Stop state capture
- ✓ Creation of the investigating directorate unit within the NPA
- ✓ Ending load shedding through National Energy crisis committee
- ✓ Renewable energy programmes increase to lower the energy burden
- ✓ Private partnership investments
- ✓ Electricity regulation amendment bill to support ESKOM restructuring and establish a competitive market
- ✓ Climate change response fund
- ✓ Transnet
- ✓ Expansion of countries biggest port: International port operator
- ✓ Freight and rail systems to be run privately
- ✓ Connectivity
- ✓ Support growth in mining sector
- ✓ Diversifying water sources to reduce dependence on surface water
- ✓ Redistribution programmes
- ✓ High speed rail from Johannesburg to Durban
- ✓ High matric pass rate
- ✓ Expanding access to ECDs and no fee paying schools
- ✓ Increased social assistance
- ✓ Introduction of National Health Insurance
- ✓ Improved relations through the District Development Model
- ✓ Operation shanela by SAPS
- ✓ The Economic infrastructure task team operational in all provinces
- ✓ New laws to reduce gender based violence

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 Ncube on 28 February 2024, 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 2024 SOPA:

1. A capable, ethical and developmental state
   - ✓ Consequence management on fraud and corruption
   - ✓ Digital transformation and ICT
2. Economic Transformation and job creation
   - ✓ Comprehensive producer support and inclusive township and rural economy revitalisation
   - ✓ Route development
3. Education, skills and health
   - ✓ KZN Maritime university
4. Consolidating the social wage through basic services
5. Spatial integration, human settlements and local government
6. Social cohesion and safe communities
   - ✓ Cross border crimes
   - ✓ Resourcing the police
   - ✓ Gender based violence and femicide
7. A better Africa and a better world
   - ✓ Dealing with the threat of climate change
   - ✓ Mass employment creation
   - ✓ Leveraging events and sports for accelerated growth
     - Support for artists
     - Africa's biggest trade show
   - ✓ Addressing energy security
   - ✓ Transport infrastructure
   - ✓ Catalytic water infrastructure
   - ✓ Macambini Water supply scheme
   - ✓ Government precincts
   - ✓ Key announcements

2.6.1 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 Economic Recovery Framework: Strategy and Plan 2022 - 20232 needs to ensure that the four local municipalities work together towards a shared vision and 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.

2.7 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.

2.7.1 Applicability to Ugu District

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 31: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

No.	B 2 B Pillars	Description	Goal / Desired Outcome
			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

2.8 UGU DISTRICT ECONOMIC RECOVERY FRAMEWORK: STRATEGY AND PLAN 2022-2032 (REVIEWED IN 2024)

The Ugu District Municipality in 2021 resolved to undertake a change management process with regards to the function of LED, and change management structures were set up to coordinate and undertake the process. The existing two SPVs for LED, namely Ugu South Coast Tourism and Ugu South Coast Development Agency. From 1 July 2022 an interim board was appointed to manage the merging of the two entities into the South Coast Tourism and Investment Enterprise. The Mandate of the SCTIE being to drive investment, and be the investment arm of the district across all sectors of the economy. In October 2023 a new board was appointed, as the merger was completed and the new Board has undergone a Strategic Planning Session which is currently in final draft version. The strategy aims to address current challenges within the current context and to align to the Economic Recovery Framework 2022-2032 in terms of target economic indicators with four main goals being: investment attraction, increased tourists, stakeholder management and financial viability.

2.8.1 Applicability to Ugu District

The Economic Recovery Framework: strategy and plan is a document to which all stakeholders in the economic space have roles and responsibilities which are clearly defined in a manner which aligns to the National LED Framework pillars, and key drivers of the economy. The Framework was developed and approved in 2022 and includes specific economic indicator targets aligned to objectives, and programmes and includes a twice a year situational analysis review of key economic indicators resulting in the state of the district economy report which is released twice a year. Should the state of the economy not be progressing towards targets set, the strategies will be reviewed. Therefore, the manner in which the document is developed enables a twice a year review.

The Special Purpose Vehicle for LED of the district: SCTIE as the investment arm has specific objectives and targets within the Economic Recovery Framework, which are included in their Annual Performance Plan, and Service Level Agreement with the municipalities. Therefore they report against the targets. The District Development Model: ESID Cluster has developed a template which is aligned to reporting on progress within implementing the Framework, which is aligned to the One District One Plan.

2.9 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 32: 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. Furthermore, the future and current costs of infrastructure and social services provision in land development need to be considered by all parties.	One of main the economic contributors in Ugu is agriculture and thus the agricultural land needs to be protected to ensure continued productivity and preservation. Furthermore, the DGDS talks about Strategic Infrastructure, that needs to be properly costed and be considered by all parties involved. The environmental viability is also of utmost importance as tourism is the key economic contributor in the district.
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,	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

Principle	Definition	Applicability to Ugu
	and procedures so that members of the community are empowered and informed.	community are kept informed and empowered.

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

2.10 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-kilometre coastal stretch between Buffalo city and eThekwini Metro and is largely underdeveloped. The area is endowed with natural resources spending 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 eThekwini 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. To date, the program has achieved the following which are critical in implementation and execution of the desired outcome of the project;

1. Region gazetted
2. Eastern Seaboard Regional Spatial Development Framework (RSDF) Gazetted
3. ESB Master Plan Underway
4. Integrated Transport Master Plan
5. Project Preparation and packaging
6. Renewable Energy Feasibility Study Completed
7. Social Facilitation
8. Current Prescient Planning Underway

Thus far the design principles which have been identified in the developed Eastern Seaboard Regional Spatial Development Framework have been resolved as being;

- ✓ Polycentric
- ✓ African
- ✓ Equity and equality
- ✓ Sustainability through Renewable energy
- ✓ Localisation of material and procurement
- ✓ Safety and security for women and children
- ✓ Inclusivity
- ✓ Ease of travel and connectivity
- ✓ Municipal Centric

The Eastern Seaboard is characterized by:

1. High levels of socio-economic discrepancies and unemployment
2. High economic potential but poor diversification and redistribution

3. Rich natural resource base with increased threats to climate change
4. Poor levels of infrastructure development resulting in poor access to water, roads, health, education, and economic opportunities
5. Inadequate spatial transformation that has resulted in poor connectivity and movement of people, good and services.

Recognizing the historical and regional context, legal and policy environment, guiding development principles described in preceding sections, the following spatial vision has been defined for the Eastern Seaboard Region:

"A Region known for its thriving economy, using its natural environment in a way that is responsible, inclusive, 'smart' and sustainable."

The conceptual framework brings together structuring elements of the following:

- ✓ Natural Resources and Assets
- ✓ Nodes and hierarchies
- ✓ Development Corridors and linkages
- ✓ Smart Cities
- ✓ Economic drivers (i.e., tourism, rural economy, oceans economy, etc.)

UGU DISTRICT CATALYTIC PROJECTS: EASTERN SEABOARD

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
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
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
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
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
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
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
Mslkazi 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
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

UGU DISTRICT CATALYTIC PROJECTS: EASTERN SEABOARD

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**
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
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
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
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
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
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
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
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 , Roads provision and maintenance , Storm water management , Safety and security for hawkers and pedestrians	Umuziwabantu Local Municipality	5 years	09/01/2023	09/01/2028	Private – 2.2 billion and public 4.5 billion	Blended finance

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
		, 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

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 approximately190km 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

2.11 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.

CHAPTER THREE : 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.

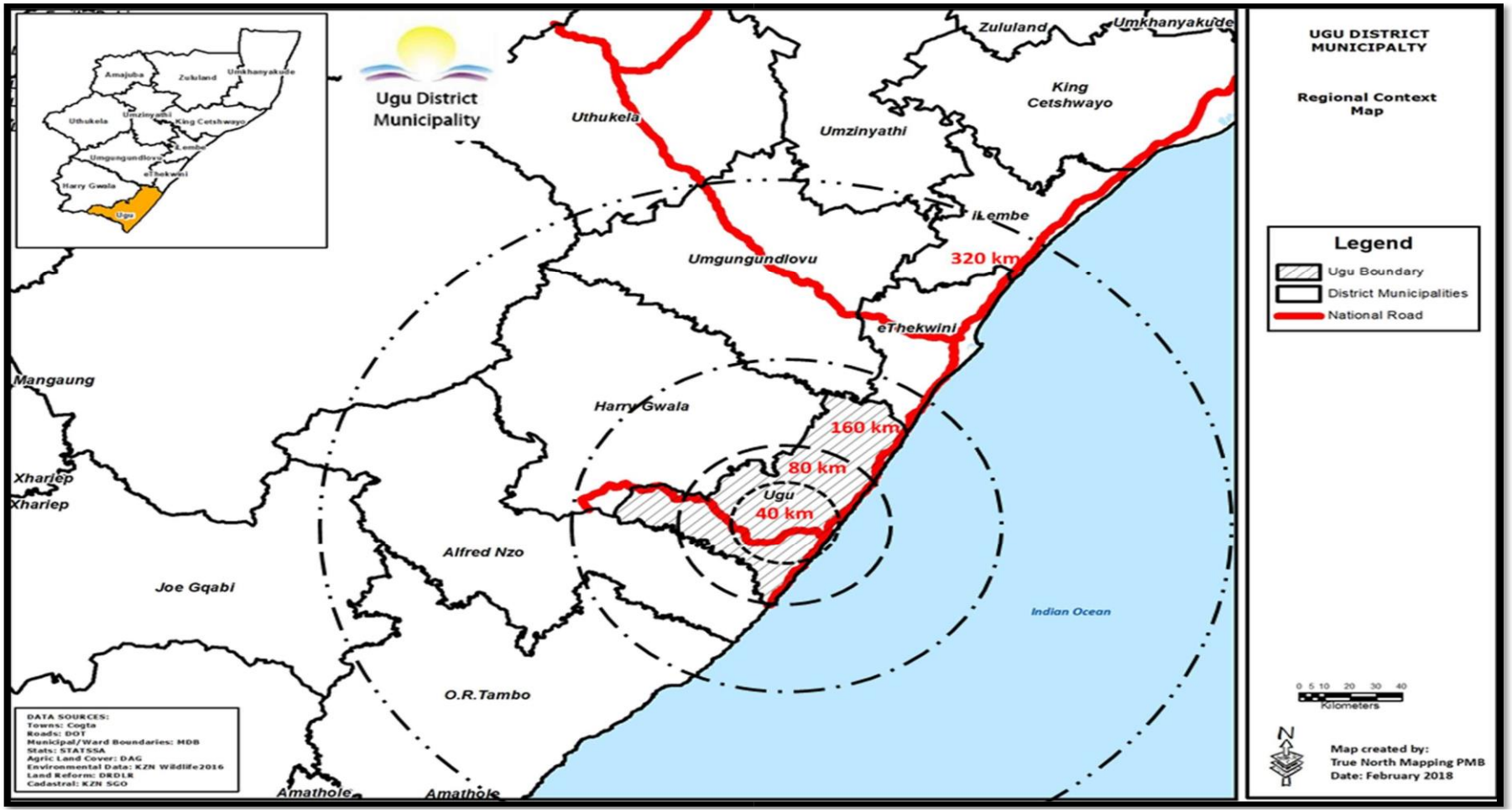
3.1.1 Regional Context

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 eThekwini 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 eThekwini 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 eThekwini 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.

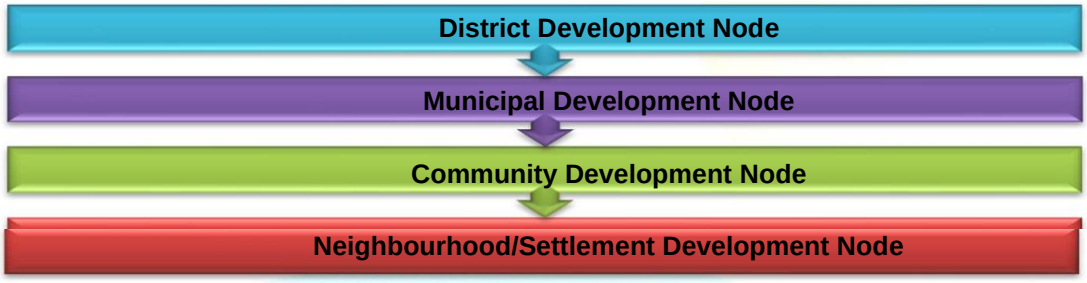


Map 3: Regional Context **Source: Ugu District SDF 2024**

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 13: Ugu District Activity Nodes



Source: Ugu District SDF, 2024

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

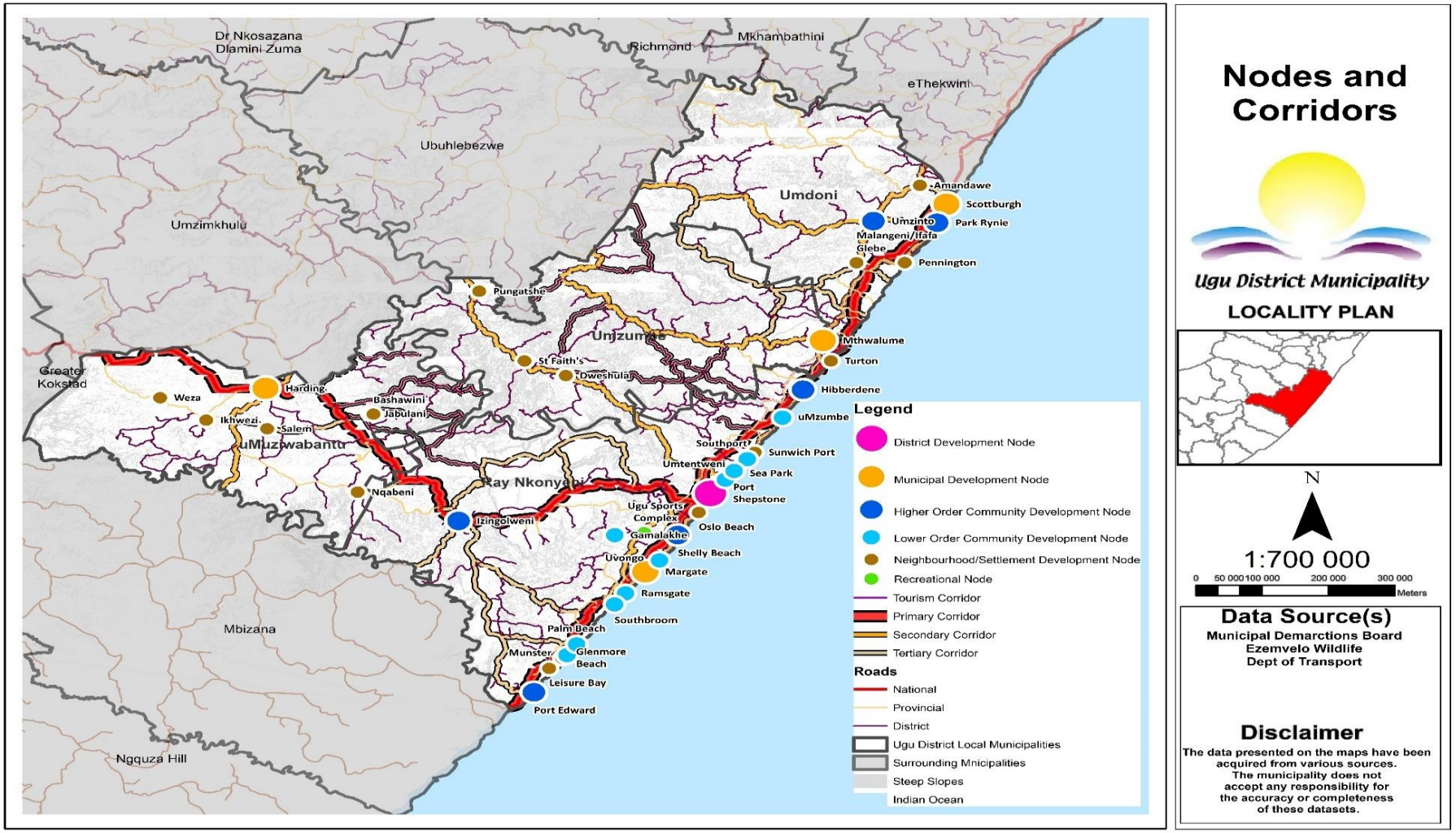
subdivisions or neighbourhoods but should act as a linear focus for activities and uses within the community. The District's Corridors provide a significant opportunity for creating vibrant pedestrian and transit-oriented places through investment in hard and soft infrastructure, residential intensification, 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.



Map 4: Nodes and Corridors

Source: Ugu GIS, 2024

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, Sunwich 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

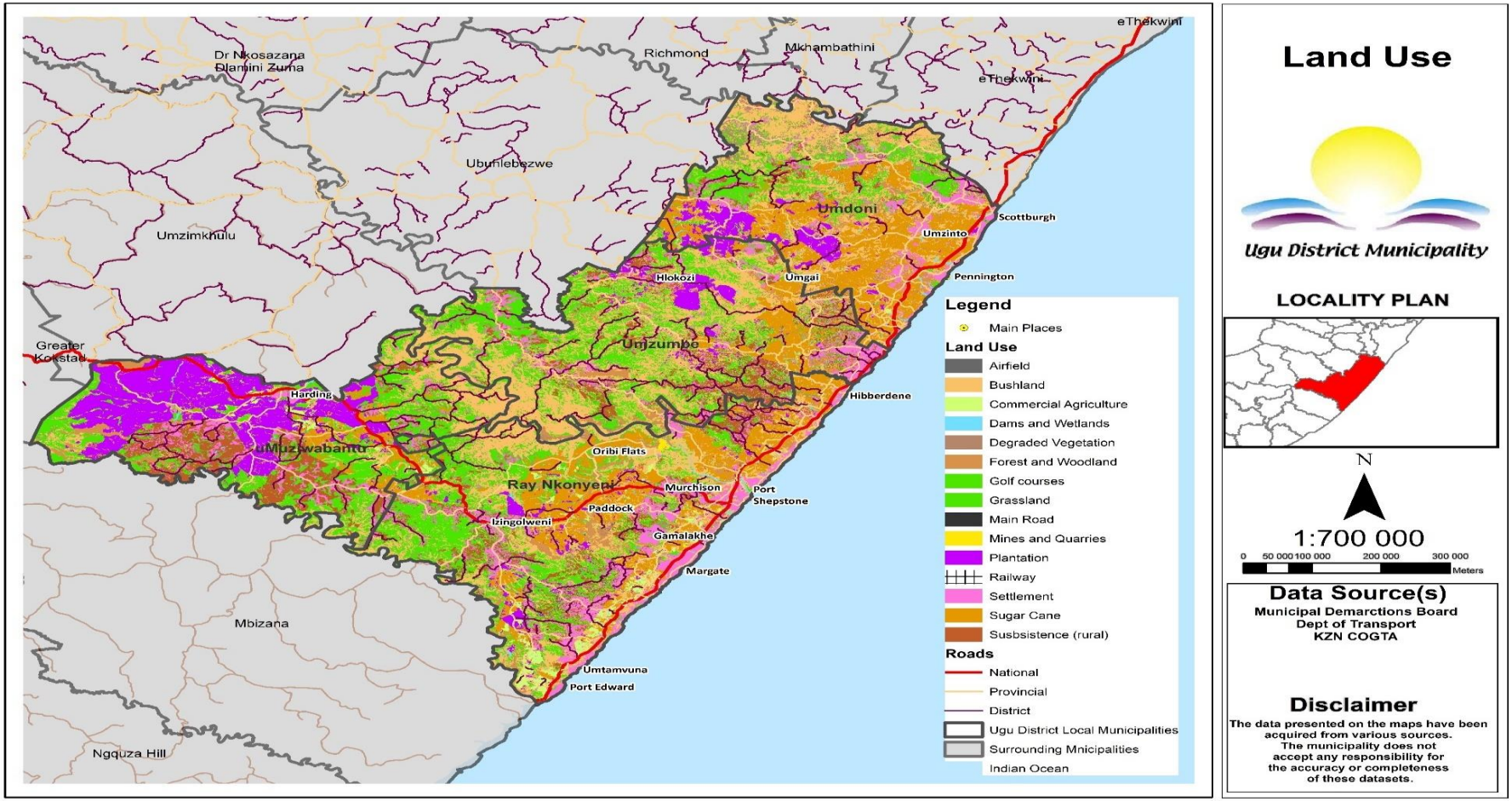
There are several industrial hubs which are observed within the region, and they include Weza Sawmill Merensky which is a theatre of manufacturing and storage/ warehouse activities within Umuziwabantu area, Izotsha Industrial Development Corridor which is a theatre of manufacturing and storage/ warehouse 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.



Map 5: Broad Land Use

Source: Ugu GIS, 2024

3.1.5 Land Ownership

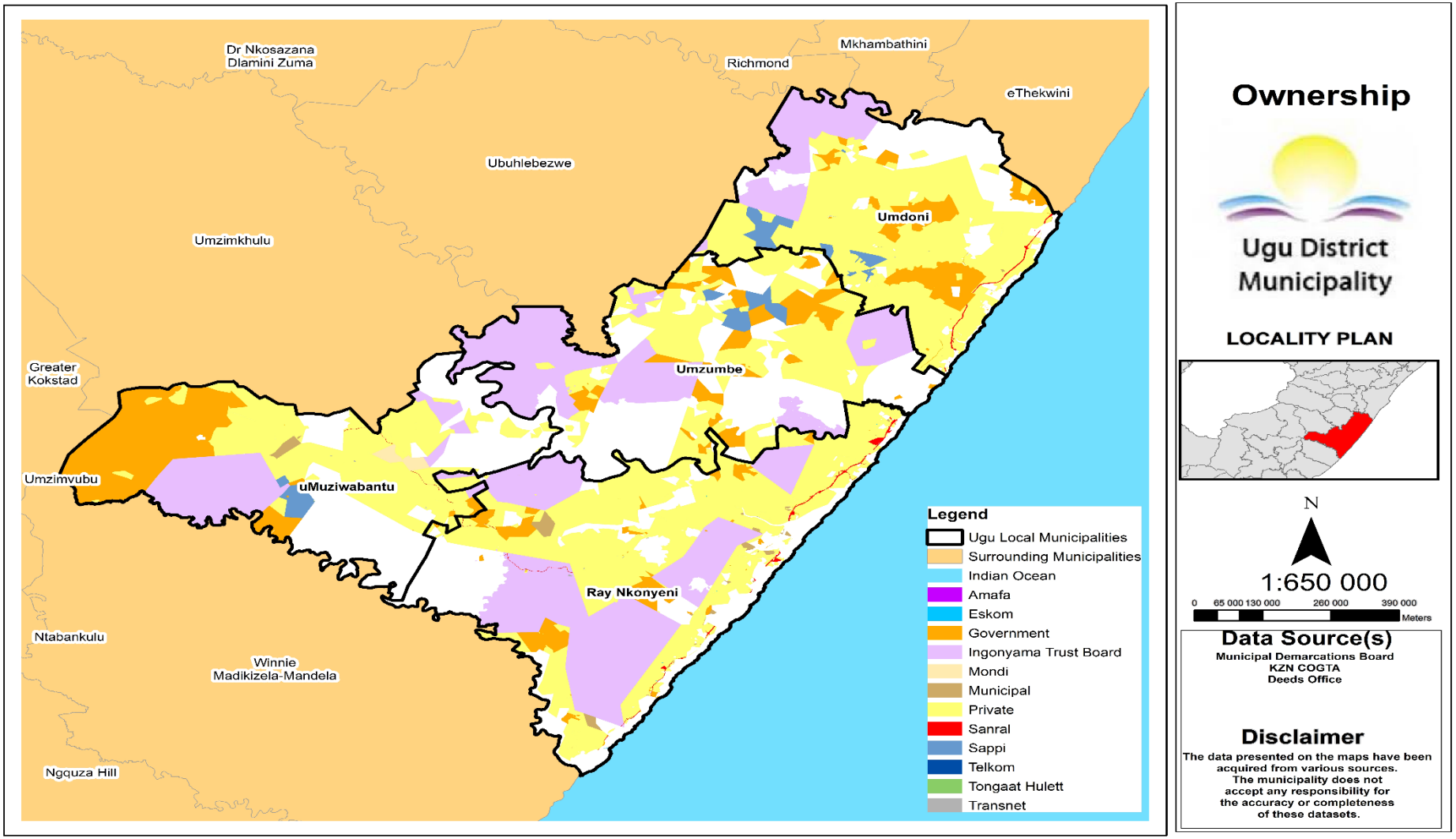
Most of the households in the Ugu District Municipality's area of jurisdiction are owned and fully paid off by their occupants (61%), occupied rent free is 9% and rented also 16%. The households that are owned but not yet paid off are 9%. It is important to further interrogate the tenure / ownership 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.

Table 33: Ugu District Municipality Land Ownership

Tenure Status 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Rented (Private)	16 242	3 431	441	1 523	10 847
Rented from other (Social Housing)	1 269	343	75	352	499
Owned (not yet paid off)	5 293	747	449	1 773	2 324
Owned (fully paid off)	65 501	11 623	13 827	7 566	32 486
Occupied rent-free	47 182	10 007	8 192	8 176	20 808
Other	6 121	1 360	1 219	1 090	2 451
Do not know	805	123	48	94	540
Unspecified	30 214	5450	4 343	2 745	17 677

Source: Community Survey Stats SA 2022

District and Local Municipalities	RDP/Government Subsidised Dwelling			
	Yes	No	Do not know	Unspecified
Ugu DM	32 885	109 206	317	30 220
Umdoni LM	10 217	17 338	83	5 445
Umzumbe LM	3 693	20 533	24	4 343
Umuziwabantu LM	5 532	15 016	27	2 745
Ray Nkonyeni LM	13 443	56 319	183	17 687



Map 6: Land Ownership Map

Source: Ugu SDF 2023

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.

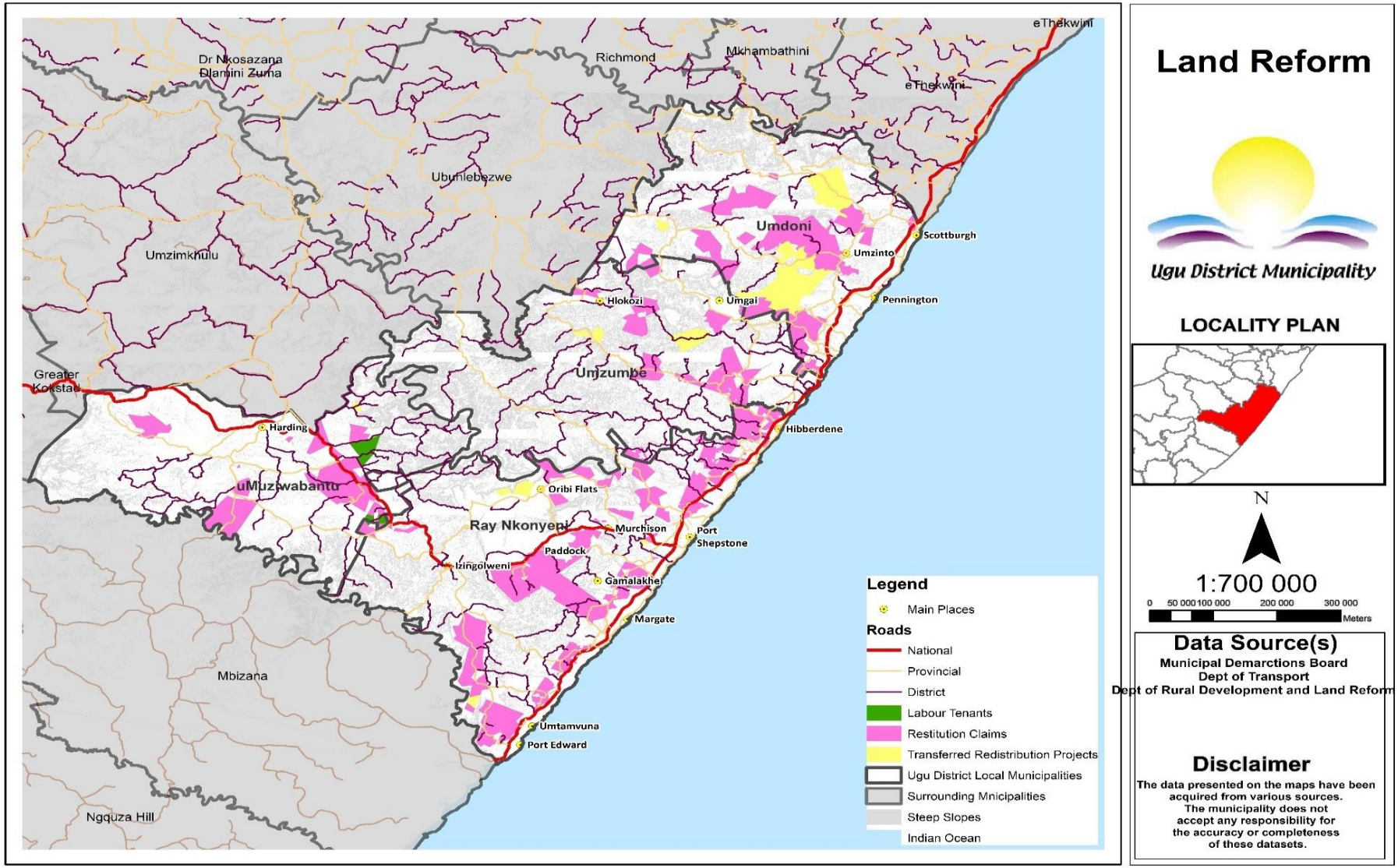
The importance of implementing successful land reform initiatives can, however, not be doubted. Such initiatives should contribute to improving household food security and supporting economic development in the District. As the focus of spatial planning is on the appropriate use of land, it is of specific 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 13º 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.

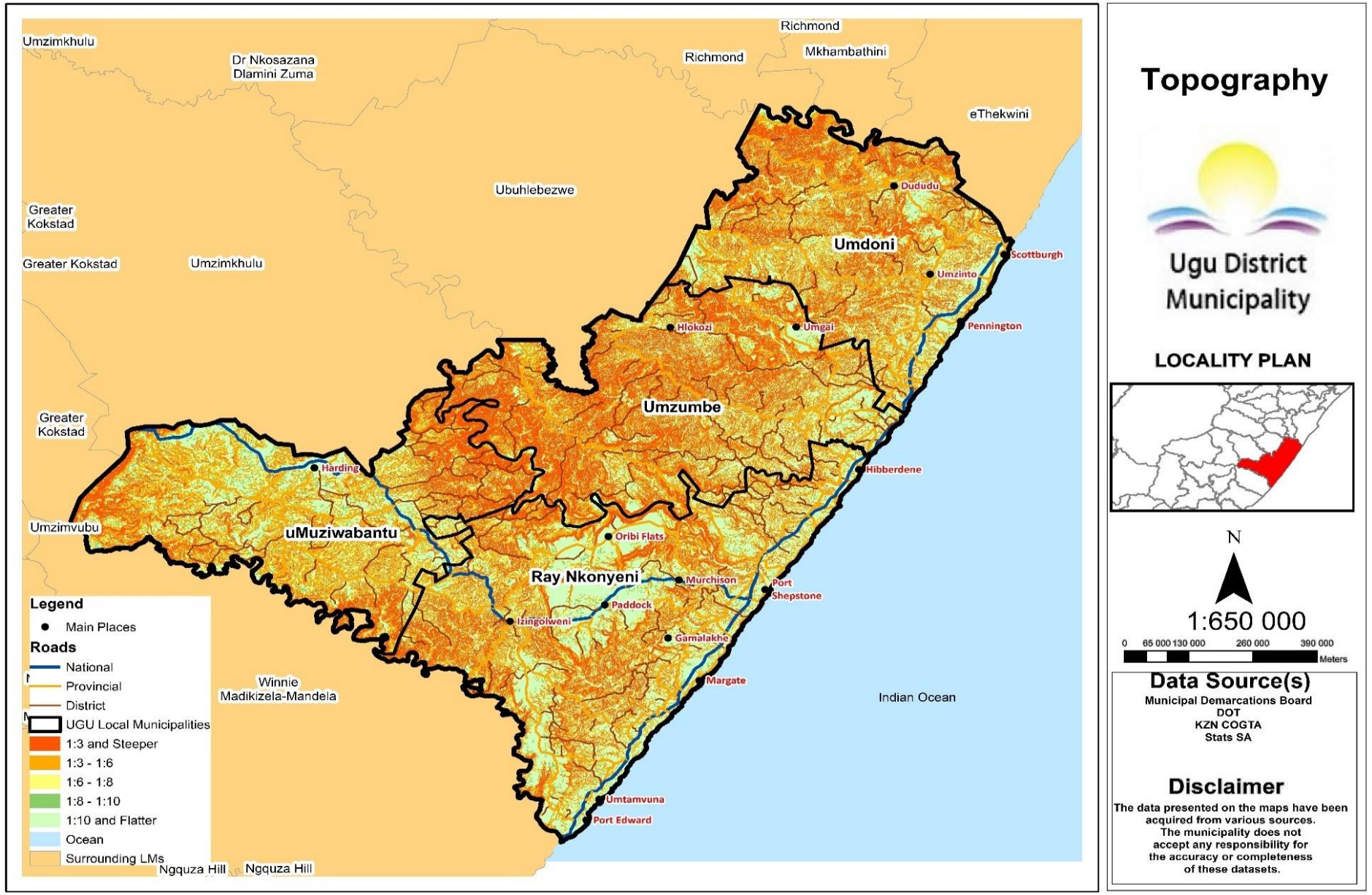
The land available for development is generally located in small pockets and / or not well-located (i.e. located on river flood plains) and therefore not necessarily available for development. Low density rural and urban settlement areas also continue to expand and reduce the extent of land available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



Map 7: 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 8: Topography

Source: Ugu GIS, 2024

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

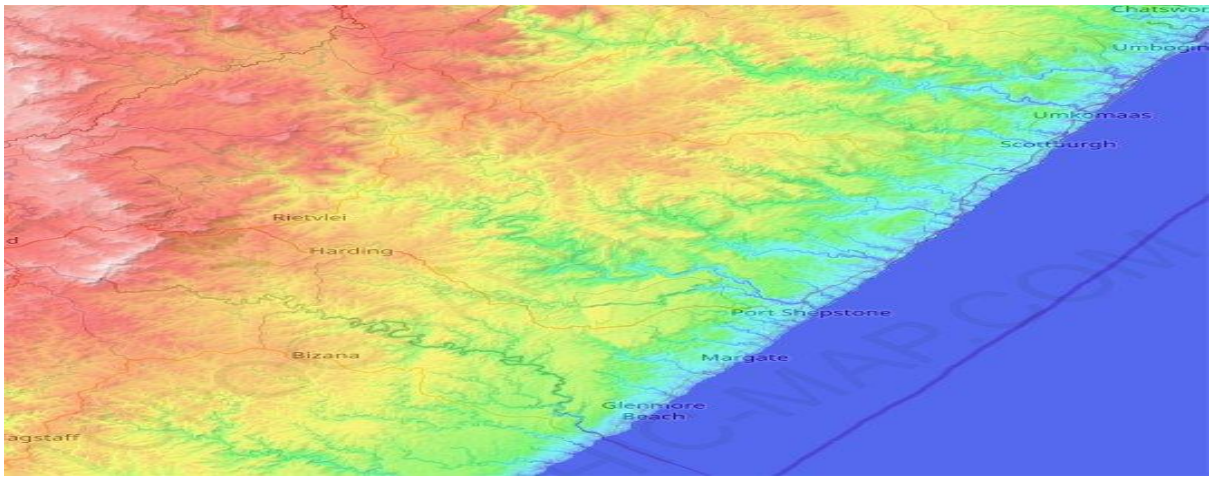
The Ugu District Municipality (UDM) contains three main river systems (Umkomaas, Mzimkhulu and Mtamvuna) as well as several smaller, but significant, rivers (fig 3.2.1.1.1). Only a small portion of the Umkomaas River Catchment falls within the Ugu District. The region has 12 Quaternary Catchments, only 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" Mzinto River Catchment is classed as having a higher level of impact. There are also significant wetlands within these catchments.

3.2.1.2 Topography and Water Resources

Figure 23: Ugu District River and Catchment Areas



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
Umdoni	Yes
Mpambinyoni	Yes
Mtwalume	Yes
Fafa	Yes
Mzinto	Yes
Ray Nkonyeni	Yes
Mhlangamkhulu	Yes
Mthente	Yes
Mzimkhulu	Yes
Mbango	Yes
Mhlangeni	Yes
Bilanhlolo	Yes
Umuntongazi	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 34). 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 24). This figure is clearly well below international benchmarks and is grossly inadequate to protect the diversity of species, habitats and processes within the District.

Table 34: Land Surface Within Ugu DM

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%	

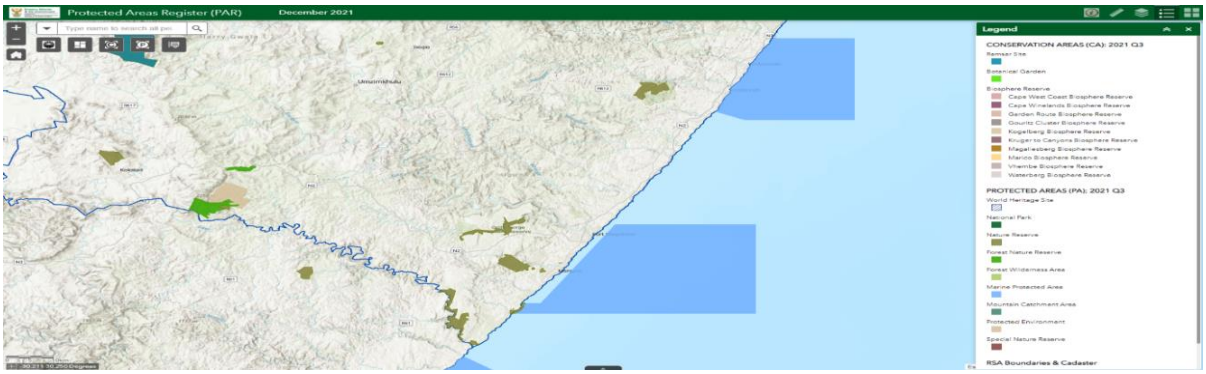
While several informal conservation areas also exist, these areas are not formally protected by law and therefore provide little assurance of long-term protection. These areas include community conservation areas, privately owned reserves, and game ranches. Further efforts are clearly required to expand 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 24). 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 24: Ugu District Protected Areas

Marine Protected Areas		
Aliwal Shoal Marine Protected Area	2004	12461.5
Trafalgar Marine Reserve	1979	552

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 35). 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 35: 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

Site	Extent	Effectiveness	Pressure
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 land use 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.

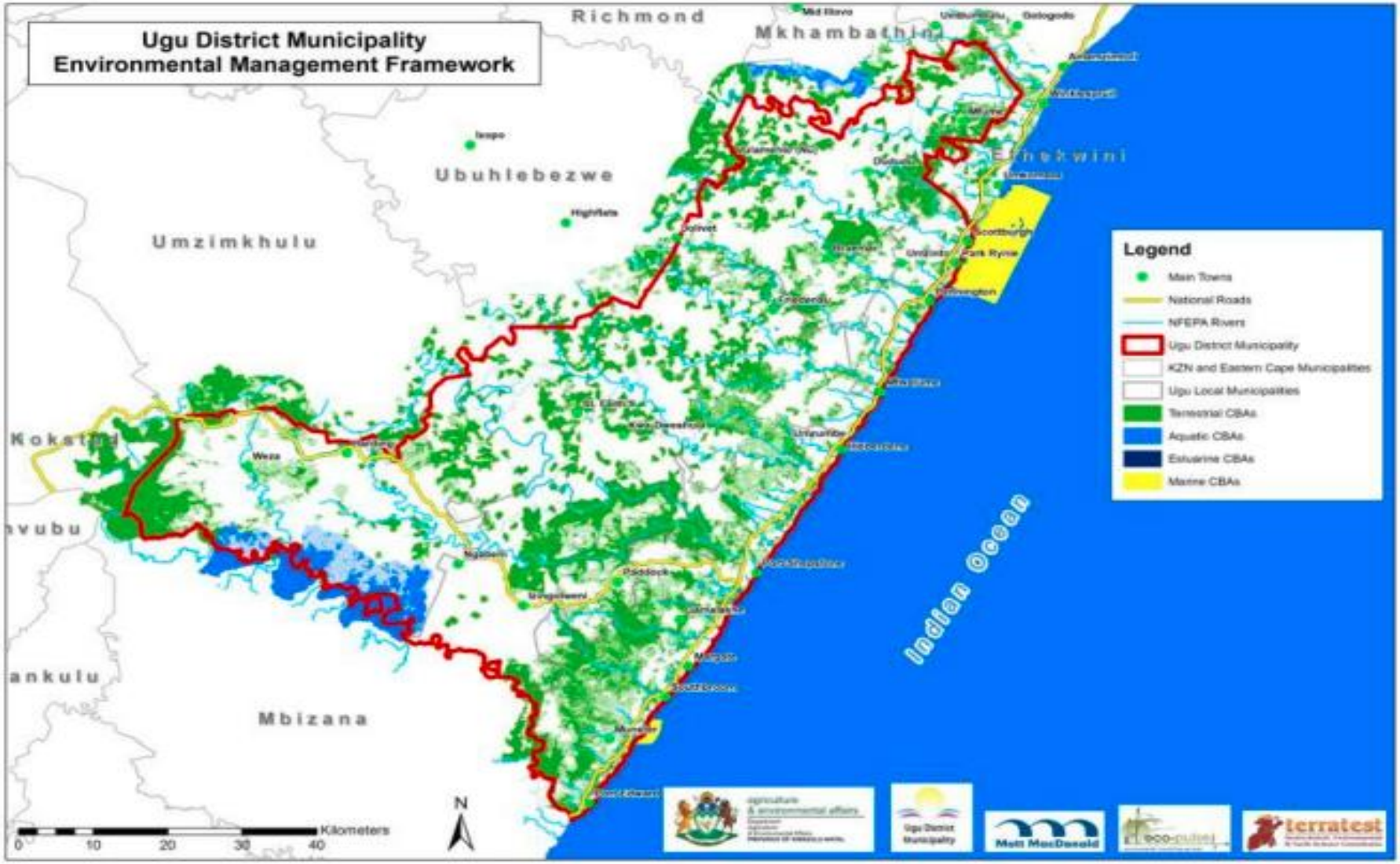


Figure Composite CBA Map showing terrestrial, aquatic, estuarine and marine Critical Biodiversity Areas (CBAs) for the Ugu District Municipality.

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).

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 endeavours 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 Alin Plant species and waste debries 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 programmed 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.

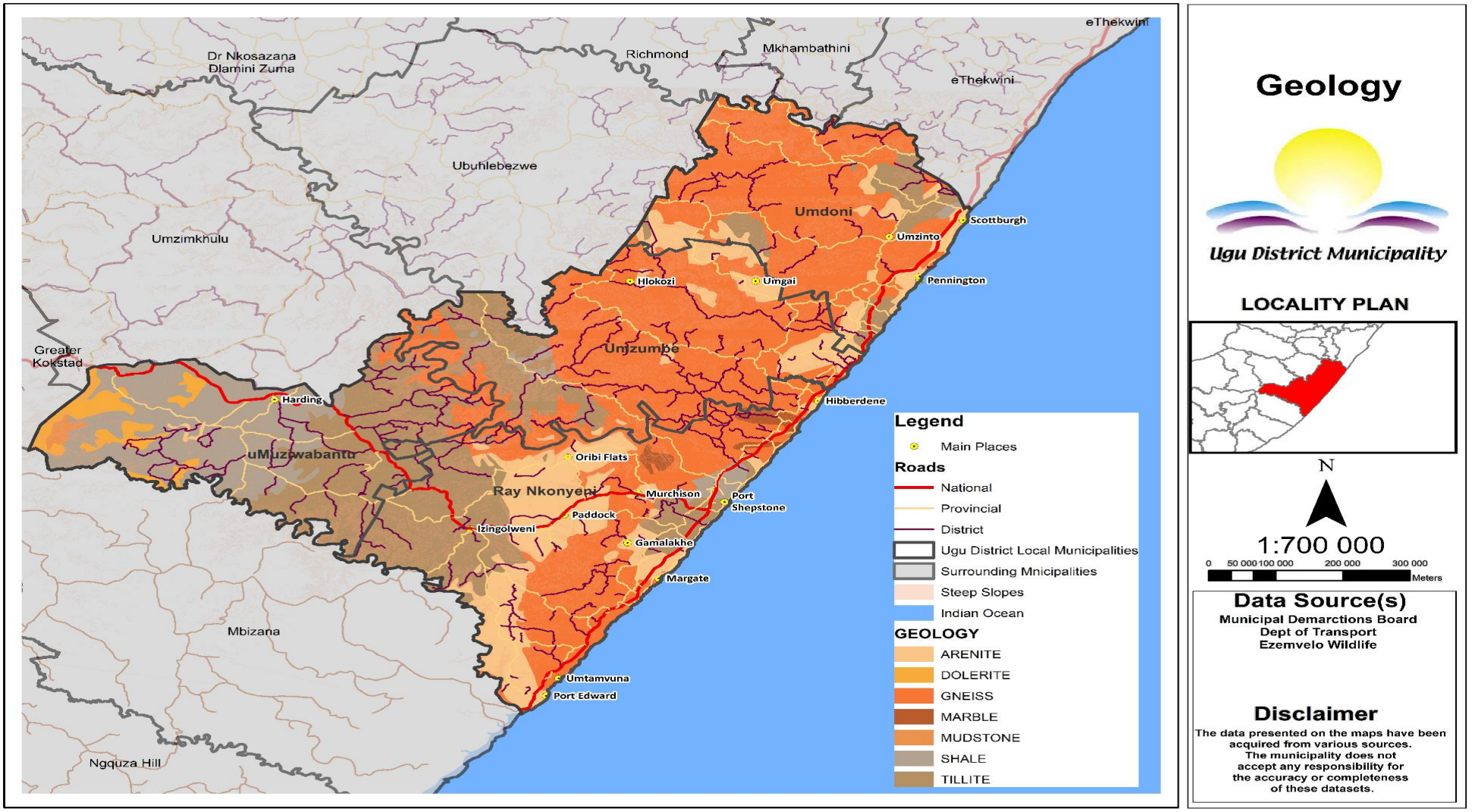
A national process has also been undertaken to identify and list threatened ecosystems. Threatened Ecosystems are those ecosystems (in this case defined as a vegetation type) that are currently under threat of being transformed by other land uses. The first national list of threatened terrestrial ecosystems 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 Umzimkhulu 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 Umkomaas 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, bauxsite, 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 9: 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

Table 36: 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

Table 37: 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.

Figure 25: Flood Impacts of the Umthwalume Estuary

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.	

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 n the financial year of 2022/2023. In addition to the R2.5 million; EDTEA funded the Municipality with an additional 1.5 million for the 2023/2024 financial year for the second phase of the programme with 62 employment opportunities.

Ugu Green and Smart Municipality Project

The Green and Smart Municipality project protects and improves the energy efficiency of the municipality whilst promoting community involvement, capacity development and creation of economic opportunities. Ugu DM was funded by EDTEA with an amount of R1.2 million to implement the GSM project with the overall aim of employing technology to improve energy efficiency and reduce carbon dioxide emissions emanating from Ugu DM buildings by employing solar energy technology and reducing the use of energy that is derived from fossil fuels.

The ultimate objective is to achieve nearly-zero energy buildings and incorporating energy efficient approach in municipal planning.

The identified outcomes of the project were derived from the challenges that are currently facing the district. These deliverables are therefore aimed at ensuring that one builds on existing municipal plans and activities wherever possible to overcome current challenges and achieve the desired outcomes. The outcomes/deliverables are as follows:

Deliverable 1: Reduced carbon footprint emanating from Ugu District Municipality building.

Deliverable 2: Promote energy saving practices from the municipality.

Deliverable 3: Reduce the cost of energy.

Deliverable 4: Create awareness to all users of Ugu District Municipality facilities including communities.

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 ensures 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 38: Ambient Air Quality Monitoring Programmes

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	PM10 PM2.5		
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 Licenses 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	✓ 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

Strengths	Weaknesses
✓ Climate Change Vulnerability Assessment and Response Strategy ✓ Climate Change Adaptation Plan	✓ 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 ✓ 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)	✓ 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 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

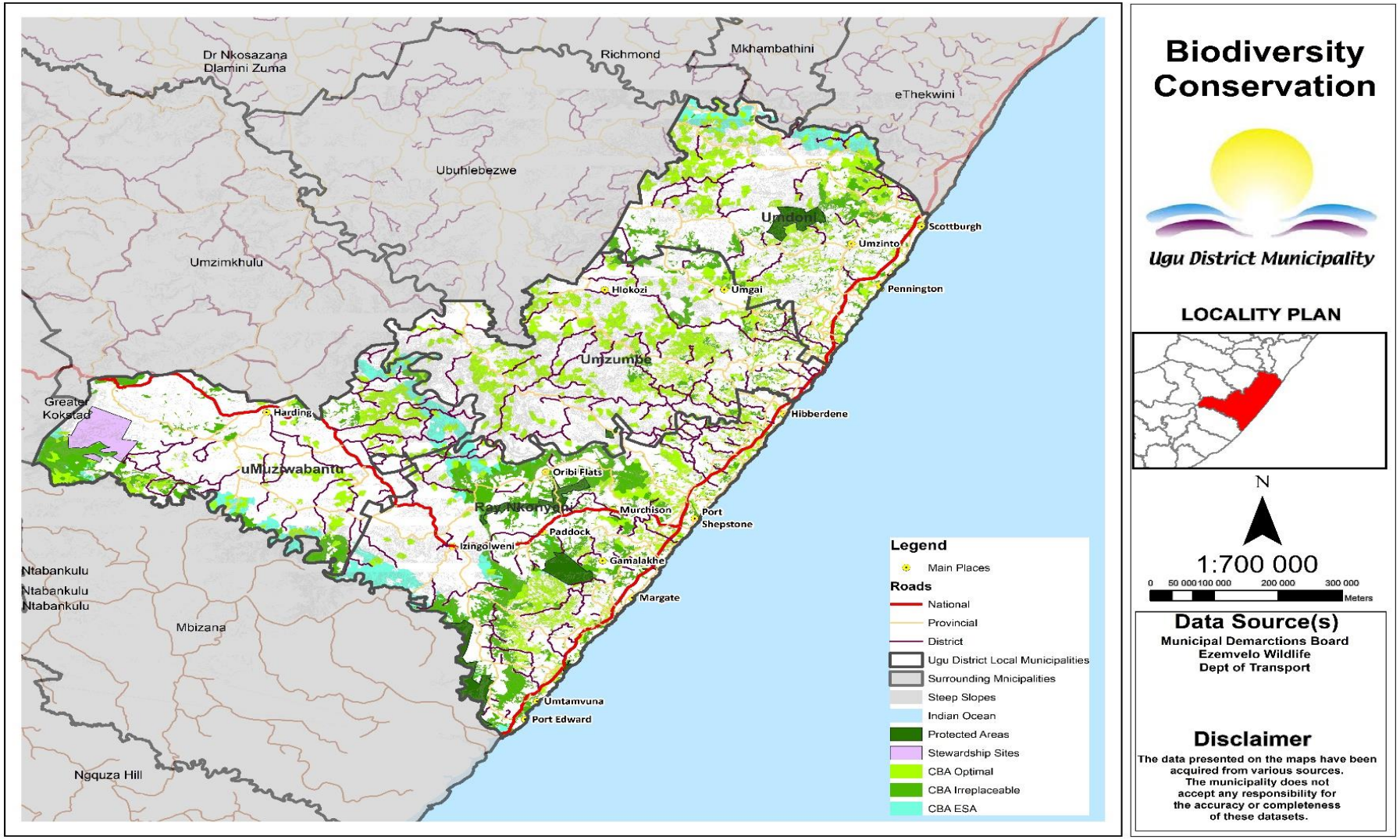
In collaboration with Department of Economic Development Tourism and Environmental Affairs and the local municipalities, the district had embarked on both statutory and non-statutory proactive integrated environmental planning

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.



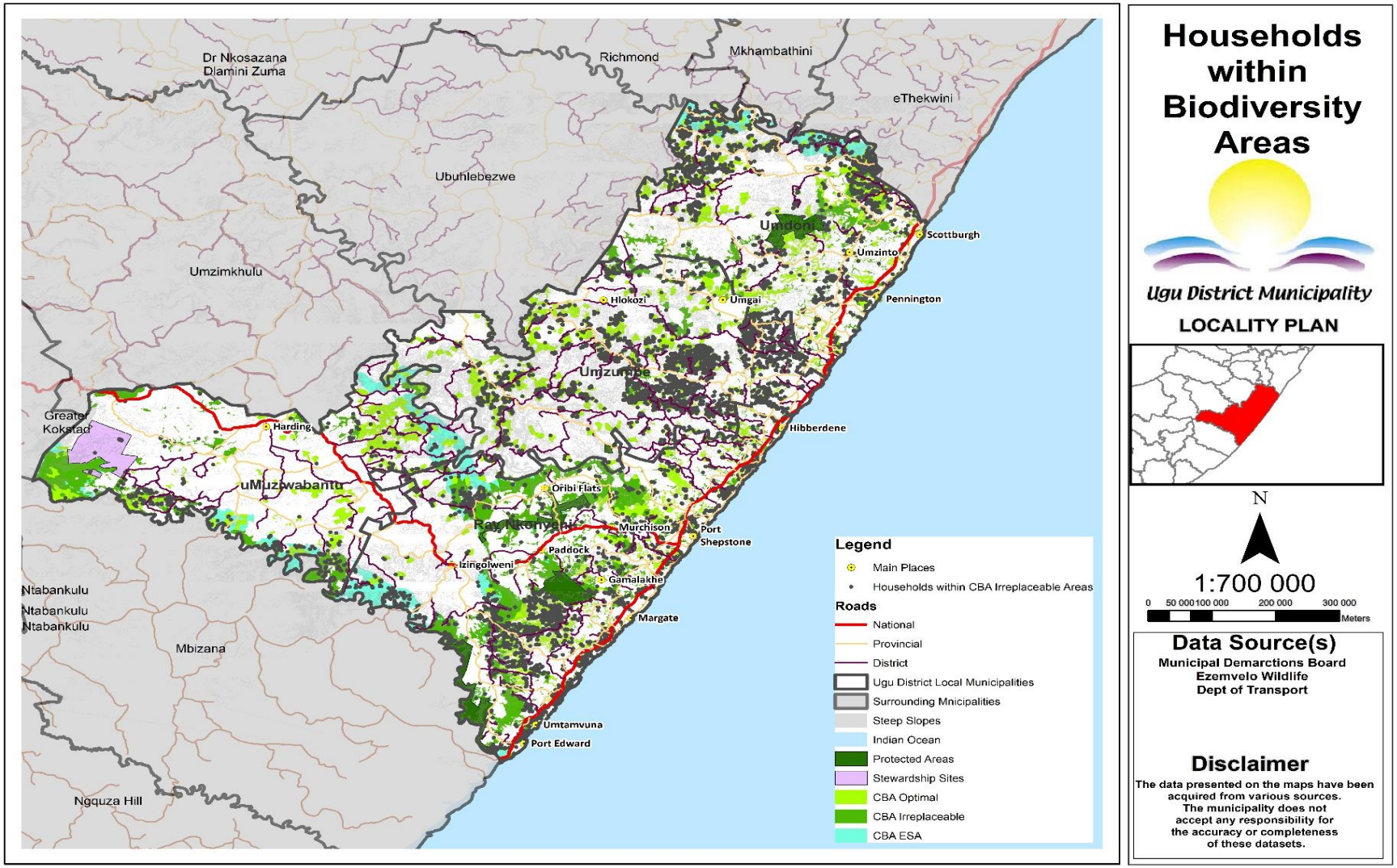
Map 10: Biodiversity Conservation *Source: Ugu GIS, 2022*

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 sub-section 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.



Map 11: Households within Biodiversity Areas

Source: Ugu GIS, 2022

3.2.6 Climate Change

3.2.6.1 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 assed 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.

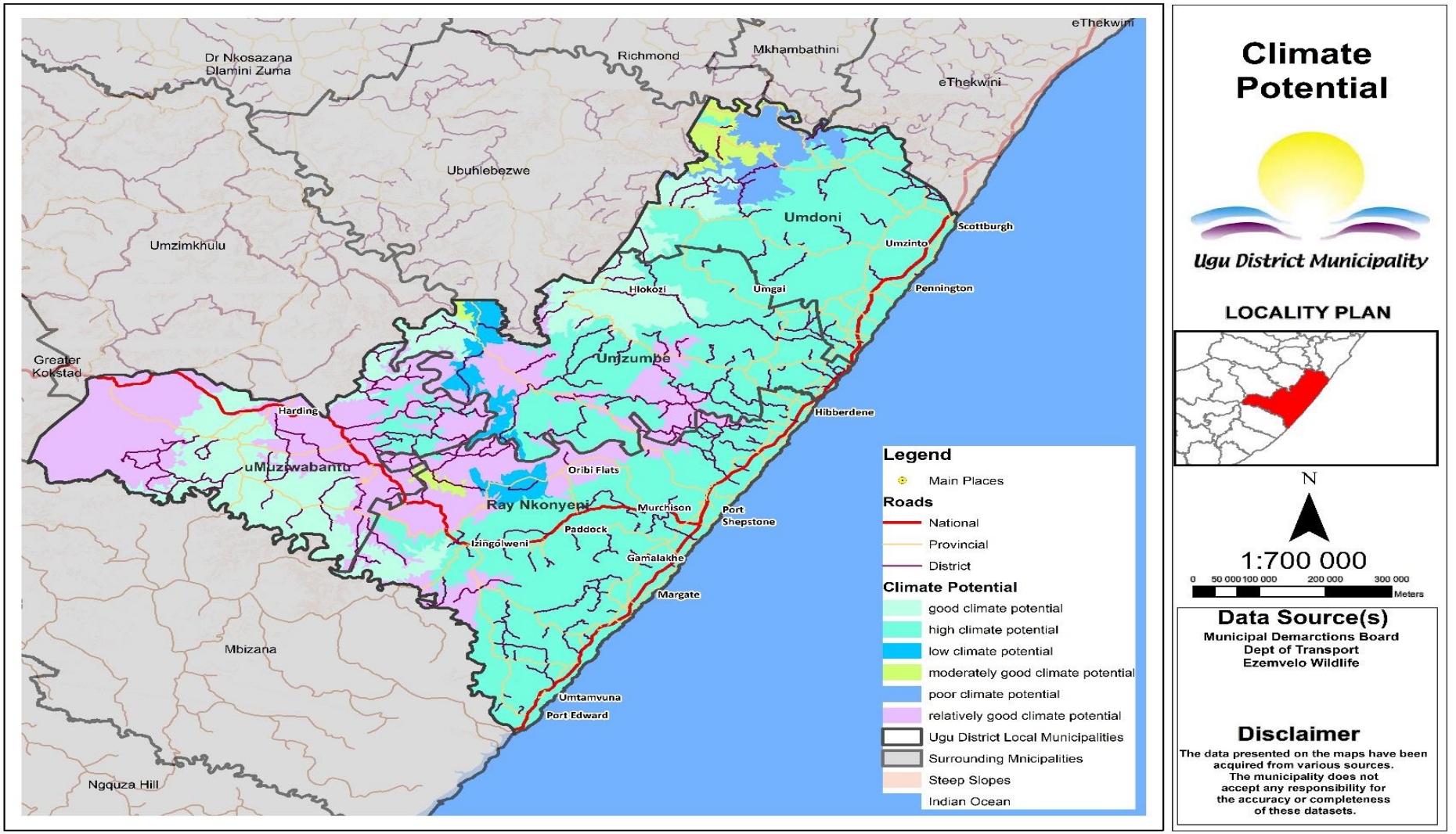
The consequences of the projected climate change impact will not be limited to their physical impact. Climate change patterns and projected impact will also have a significant impact on government's ability to perform its mandated role and responsibilities. The interactions between climate change and 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.



Map 12: Climate Potential

Source: Ugu GIS, 2024

3.2.7 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.

3.2.8 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

3.2.8.1 Ugu Economic Recovery Framework: Strategy and Plan 2022-2032 (Reviewed in 2024) 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.

3.2.9 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.

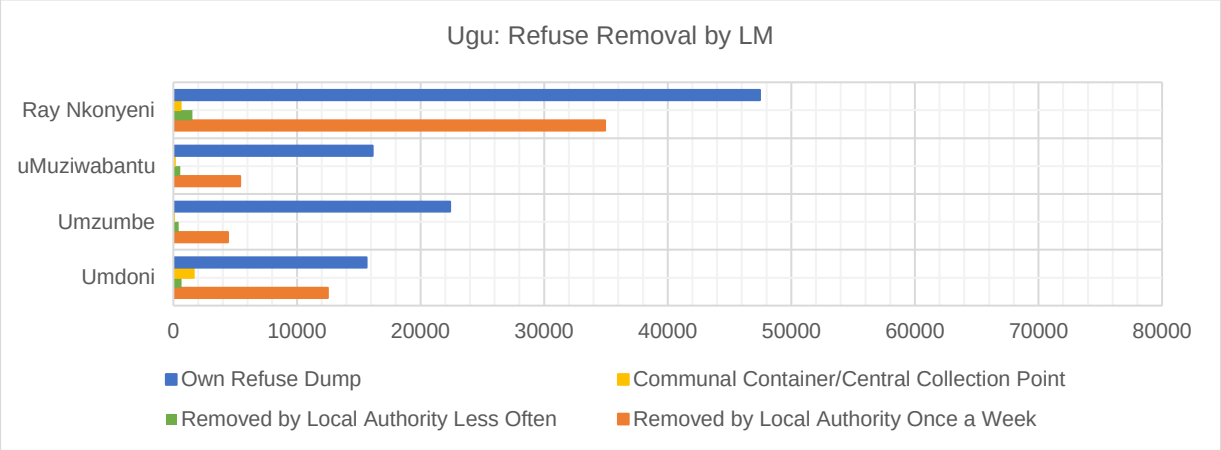
There should be a designated site for recycling purposes in all LMs. The norm has always been that majority of the population buries or burns their waste in their own backyard. The recent tendency is the disposal of waste, especially disposable nappies, in water bodies (streams). This has environmental, 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 39: Households Access to Solid Waste Removal – Refuse Collection

Refuse Collection 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Removed by local authority at least once a week	57 253	12 503	4 427	5 395	34 928
Removed by local authority less often	3 212	658	441	563	1 550
Communal container/central collection point	2 404	1 653	30	129	591
Own refuse dump	101 622	15 637	22 402	16 123	47 460
Dump or leave rubbish anywhere (no rubbish disposal)	6 138	2 347	1 035	337	2 419
Other	1 999	286	258	772	683

Source: Stats SA Census 2022

Figure 26: Refuse Removal by LMs



Source: Stats SA Census, 2022

UGU DISTRICT IWMP IMPLEMENTATION PER LOCAL MUNICIPLITY

UMZUMBE LOCAL MUNICIPALITY

Umzumbe Municipality's majority generated waste is domestic solid waste, this waste is primarily generated by the rural households, government offices and small-scale local convenient shops (retail, food outlets, taverns and stores) and tourism facilities (lodges).

According to the Umzumbe Quarterly Waste Collection Reports, the prevalent form of waste disposal in Umzumbe is illegal dumping. This also has many negative implications such as causing the spread of bacteria, diseases, rodent infestations, water, pollution as well as blockage of water network systems.

Umzumbe Local Municipality has appointed a service provider to conduct an Integrated Waste Management Plan (IWMP) to be adopted before the end of 2022/2023 financial year. The IWMP tool is a basic requirement of all waste management activities within a municipality. It is a sustainable development approach with the concept of "waste" being replaced by a concept of waste as a "resource". In addition, integrated waste management allows an integrated waste-to-energy concept that maximizes the reuse and recovery rate from waste streams and minimizes the quantity of waste sent to landfills. Umzumbe Municipality's solid waste management involves the collection, transportation, and safe disposal of refuse from strategic waste collection points to a licensed landfill site. The municipality does not own a landfill site however, it has appointed a service provider to conduct a Landfill and Waste Recycle Station Feasibility Study. The municipality has entered a Service Level Agreement (SLA), with a contractor who collects skip bins which are full of waste, who then disposes them to either Umdoni or Ray Nkonyeni Local Municipalities.

The solid waste service in Umzumbe is at a minimal level whereby the municipality collects waste from communal skip bins which are placed at various strategic points based on the following geographical attributes:

a. The areas are pollution hotspots as a result of the waste generated and disposed of by small to medium commercial activities.

b. The area has a higher population density.

c. The area is easily accessible by the communities and tourists.

The municipality plans to increase the amount of skip bins in densely populated areas to reduce illegal and onsite dumping. The municipality has set aside a budget for the development of a feasibility study

and operational plan for the establishment of a landfill site and transfer station to respond to waste management and environmental challenges. There is no official landfill site in the Umzumbe municipal area however, it is in the municipal plans to develop its own landfill site, and this has been incorporated in the Umgayi Local Area Plan (LAP) that was adopted in the 2021/2022 Financial Year. UGU District has three landfills; these are the Oatlands, Humberdale and Harding landfill sites. Factors that affect waste collection services are as follows:

Distance: If the distance between the point of generation of waste and the disposal site is more than 30 km, transportation of waste becomes more difficult.

Accessibility: The rural nature of settlements, topography and road infrastructure in Umzumbe is a case in point, which complicates waste collection and services. a formal municipal refuse removal service to every single household in Umzumbe is not practical. Alternative waste management practices that could be implemented in Umzumbe include community contractors collecting waste door to door and transporting it directly to a landfill, or on-site supervised disposal by a waste management officer from the municipality. In the context of Umzumbe, the latter would be more appropriate for rural settlements.

The municipality plans to build waste transfer stations where skip bins will be placed, waste will be separated into different categories and will be sent to recycling companies. Due to the rural nature of the municipality, skip bins have been placed in about three areas within cluster A and D.

Skip bins are currently allocated as follows:

a) Khomo Brothers 3 skip bins placed

b) Turton Taxi Rank 2 skip bins placed

c) St Faiths 2 skip bin placed

Waste is collected on a weekly basis however there are some instances whereby waste at skip bins accumulates at a rapid rate requiring waste to be collected more than once. The IWMP was last developed and adopted during the 2017/2018 financial year, and it is in the process of being a review in 2022/2023, it is being implemented effectively. The following projects and programmes have been identified in the plan and aimed at addressing the challenges identified.

Environmental and Waste Management Programmes to be implemented:

1. Ward based clean up and anti-dumping campaigns.
2. Advise residents on their responsibility as inhabitants to maintain a clean environment and reprimand those who dispose of irresponsibly.
3. Teach the general public about the importance of waste minimization and handling during pension/social grant collection days.
4. Target schools in the environmental awareness campaigns and recycling initiatives i.e. waste minimization parades and litter picking.
5. Initiative to recycle waste through putting dustbins with categories of waste in various and strategic positions.
6. Waste separation at source initiative from the households and business sectors within the Municipality.

Landfill Site

Umzumbe Local Municipality has appointed a service provider to conduct a feasibility study as well as obtaining designs and approvals for the development of a Municipal Landfill and Waste Recycling Station within their area of jurisdiction to be adopted before the end of 2023/2024 financial year. The Landfill and Waste Recycling Station are part of the broader waste management objectives for mainly improving public health, environmental sustainability, economic development, and poverty alleviation.

RAY NKONYENI LOCAL MUNICIPALITY

Waste minimization is a crucial aspect of a Local Municipality as it helps protect the environment and community at large.

The National Environment Management: Waste Act of 2008 requires each municipality to implement the Waste Management hierarchy which categorically states: Reduce, Reuse, Recycle, Treat and Dispose. The waste management system is being implemented by the municipality is aligned to the requirements of the Act and further elaborated details are provided in the sector plan.

The status is as follows:

- ✓ the coastal strip residential areas receive a weekly collection service of household.
- ✓ Businesses and flats within the coastal strip and CBD receive a collection twice to seven times a week depending on the amount of waste generated and type of operation done by business by specific business. Industrial areas have skips in place and cleared daily based on their need to do so.

The existing landfill is projected to be filled in the year 2035. Coastlands Landfill site is owned by the municipality and is the only licensed and registered site within the municipality. Waste collection zones are in:

- ✓ Hibberdene
- ✓ Port Shepstone
- ✓ Margate
- ✓ Ezinqoleni
- ✓ Sea Park
- ✓ Sunwich Port

The vision of the Municipality in 2036 is the issue of Green Economy is discussed extensively, under strategic Goal 6 which talks to environmental sustainability. Recycling initiatives benefits the municipality by preserving its environment and the economy because recycling of waste conserves natural resources such as trees and extends the lifespan of the landfill site and saves energy and water.

There is an appointed service provider for recycling of waste in RNM, which is Ravine Lane Recycling Facility. The facility is used to assist SMME's and small business, as some are working with the appointed service provider in operating the Ravine Lane Recycling Facility. Recycling programmes have been developed by the municipality using a separation at source program and voluntary drop-off centres. The process begins with a two-bag system for kerbside collection.

Recyclables are placed in clear bags and collected separately from black non-recyclable bags. Clear bags are sent to Ravine Lane Recycling/Buy-Back Centre where further separation / baling is carried out by a private enterprise. Additionally, seven drop off centres are available for the public to NWMS goals for waste management in South Africa state that waste can be reusable. Ray Nkonyeni fully adheres to these goals.

UMUZIWABANTU LOCAL MUNICIPALITY

Solid Waste Management is responsible for waste collection, disposal of waste in the Umuziwabantu Municipal Area. The main objective of waste management for the municipality is integrate waste management services in order to provide basic services throughout municipal communities and to minimize the effects of waste.

The municipality took the initiative of constructing a new landfill site to which was completed in October 2017. The Landfill site is being outsourced, of which the Municipality has appointed CIIve Transport to assist the municipality operate the Landfill Site for a period of three years. Out of the 11 wards within the municipality only three wards receive waste collection services from the municipality. These wards are KwaMbotho Tribal Area. Farmland and a portion of ward eight (kwezi). Hazardous and medical

waste from industries is collected by accredited service providers which is Compass wates and Oilkol. They collect once a week and dispose it of at a medical landfill site in Durban. Umuziwabantu Municipality was issued with the required license which permits the construction and operation of a Municipal Landfill site.

The Municipality is proposing locating skip bins centralizing in hot spots within wards that are not receiving waste collection and introduce waste minimization and recycling initiatives. The Municipality creates socio-economic opportunities for the green economy through recycling initiatives in the landfill sites, river clean-up campaigns and removal of alien invasive species. The main of ULM is to promote public awareness concerning waste management, recycling and littering to also implement and promote a clean and healthy environment, stipulating anti-littering by-laws and enforcement. ULM is also working on expanding waste collection services in un-serviced areas.

UMDONI LOCAL MUNICIPALITY

The Umdoni Municipality adopted an Integrated Waste Management Plan which was compiled by the District Municipality for all its Local Municipalities. during the 2023 / 2024 Financial Year the municipality will embark on the preparation of its own Integrated Waste Management Plan that will be adopted by 30 June 2024.

Part of Vulamehlo LM was merged into Umdoni LM in August 2016. The scope of waste refusal collection has been increased from 10 wards to 19 wards.

Recycling plastic bags and bins provided. Illegal dumping is cleared and cleansing of the streets during the day and night thus creating more job opportunities through the EPWP Programme. Refuse removal is offered in urban, peri-urban, and rural areas with a total of 22 800 benefiting from the refuse removal service. The municipality collects refuse removal in businesses and CBDs and in residential areas. Rural areas are serviced in a form of skip removal with about 56 skips strategically located in rural areas and peri-urban areas.

According to the Umdoni Waste Management Plan 64% percent of households in the Umdoni Municipal area receive refuse removal services. Umdoni has a landfill site better known as Humberdale landfill site that has been operating since February 2002

3.2.11 Spatial and Environmental Trend Analysis

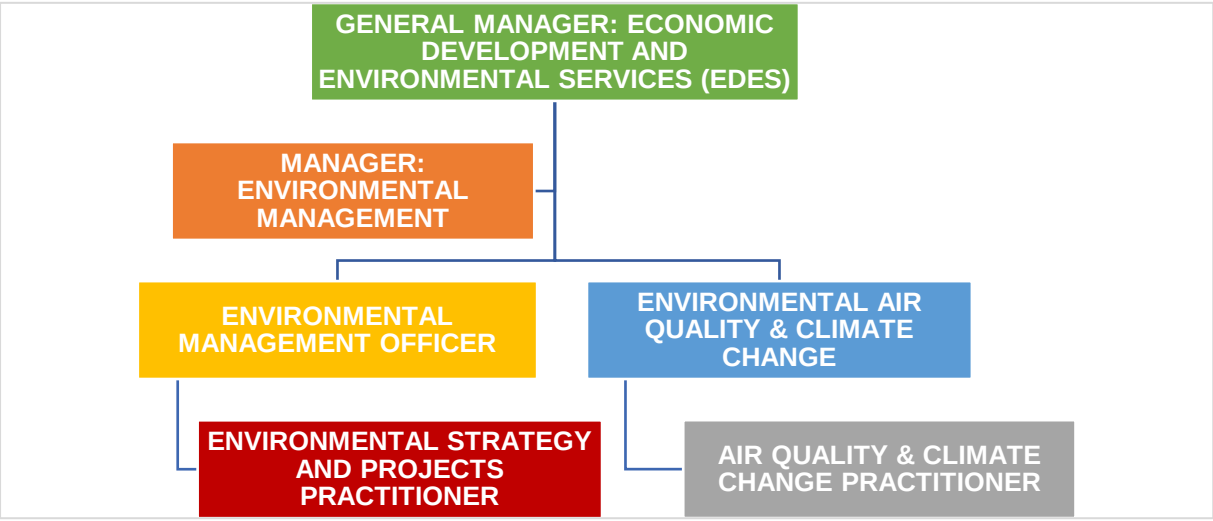
The situational analysis undertaken above culminated in the identification of a few spatial and environment trends which the municipality needs to redress, address and mitigate. These trends are dissected below by undertaking a brief cause and effect analysis. The understanding of their causes and implications 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 40: 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

Challenge	Cause	Effect	Response Type	Responses
Spatial Planning Challenges				
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

Figure 27: Environmental Service Organogram



3.2.12 Spatial & 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	✓ 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

Strengths	Weaknesses
✓ 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	✓ 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 ✓ 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	✓ 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 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

3.2.13 Challenges and Interventions for Environmental Management as per SWOT Analysis

MUNICIPALITY	CHALLENGES	INTERVENTIONS
Ray Nkonyeni Local Municipality	Soil Erosion (loss of arable land)	Plant vegetation (especially indigenous trees) on soil prone to soil erosion
	Lack of reliable agricultural data	Form strategic partnerships with research institutions and other environmental management Institutions (e.g. CSIR)
	Underdeveloped inland area	Develop the inland area with regards to infrastructure and not just social facilities. Thus, more catalytic projects.
	Climate change (unpredictable weather patterns and more extreme storms lead to loss of commodity, rising sea levels, higher and unpredictable rainfall and warmer temperatures alter natural ecosystems)	✓ Raise awareness about climate change. ✓ Develop a climate change strategy. ✓ Build institutional capacity required to address climate change. ✓ Integrate relevant climate change information into

MUNICIPALITY	CHALLENGES	INTERVENTIONS
		planning, policies, and decision-making process. ✓ Improve the adaptive capacity of human, natural and built systems. ✓ Establish or strengthen partnerships that enhances climate change response capacity
	Good Environmental Legislation, but poor enforcement resulting in environmental mismanagement (e.g. illegal dumping and building on floodplains)	✓ Employment environmental officers to undertake enforcement of bylaws and legislation. ✓ Charge environmental fines onto rates. ✓ Assist Traditional Councils with basic township establishments for subdivision purposes, to leave land vacant between plots for the provision of engineering services
	Inland areas do not have a refuse removal system, resulting in illegal dumping	✓ Establishment of inland refuse removal scheme (municipality can partner with strategic players in the community) ✓ Establishment of a new landfill inland to service the inland population. ✓ Raise awareness in the hinterland at schools and community halls on the dangers of illegal dumping/ inadequate waste removal
Umuziwabantu Local Municipality	1. Vegetation and veld degradation: Forest/woodland destruction, alien invasive plant infestations and trampling patterns associated with domestic livestock are evident across the study area, while the condition of the veld in some areas is visibly deteriorating. The degradation of natural vegetation (veld) is linked to concerns about high stocking densities, uncontrolled. veld fires and/or incorrect veld burning practices.	✓ Promote sustainable use of natural resources. ✓ Implement Land Care projects. ✓ Improve veld management practices. ✓ Eradicate and/or control alien invasive plant infestations. ✓ Address stocking densities. ✓ Improve fire management practices. ✓ Compliance and enforcement of the National Veld & Forest Fires Act (1998). ✓ Improve access to electricity.
	Soil degradation patterns are evident across the study area in association with all land uses. It occurs in different forms and varying degrees but water erosive forms (sheet erosion/gully and donga erosion) are the most observed. Non-erosive forms of soil degradation are associated with pollution.	✓ Avoid areas with high susceptibility to erosion. ✓ Avoid loss of topsoil due to erosion. ✓ Discourage settlements, cultivation and ✓ construction on steep slopes. ✓ Address settlement patterns (footpaths). ✓ Address stocking densities. ✓ Improve access to sanitation and refuse collection. ✓ Implement recommendations from the Ugu District Municipality's Integrated Waste Management Plan (2011)
	On a regional level there are concerns about water stress in the MVOTI to UMZIMKULU Water Management Area due to the water use being substantially more than the long-term sustainable yields of the resources, and plans are being implemented by the relevant institutions to address this situation.	✓ Avoid further transformation of threatened ecosystems. ✓ Promote land uses that are compatible with biodiversity objectives. ✓ Discourage the further planting of timber in threatened ecosystems. ✓ Promote sustainable use of threatened ecosystems. ✓ Address dispersed (sprawling) settlement patterns. ✓ Develop local open space systems. ✓ Promote eco-tourism.
Umdoni Local Municipality	Lack of Recycling initiatives implemented by the Municipality	✓ Provision of Recycling bags at source of refuse collection ✓ (Businesses & Residential). ✓ Separate collection of Recyclable & Non-Recyclable Waste. ✓ Processing of Non-Recyclables at the Landfill Site. ✓ Processing of Recyclables at a facility within the Landfill. ✓ Site/Site/another appropriate site. ✓ Conduct Environmental Awareness and Recycling campaigns quarterly. ✓ Development of Waste Management Plan that will have clear strategies and recommendations with regards to Recycling initiatives for implementation.

MUNICIPALITY	CHALLENGES	INTERVENTIONS
	Maintenance of Humberdale Landfill Site Access Road	✓ Formalizing and Upgrading of Humberdale Road from Gravel to Asphalt.
	Not all households within the Municipality have access to the refuse removal service.	✓ Procurement of Skips for wards that have no access to refuse removal and placement of these skips in strategic points ✓ throughout rural wards to extend the refuse collection service.
	Umzinto Town/CBD is not in a desirable state	✓ The Municipality conducts Umzinto Clean-Up campaigns to improve the state of Umzinto CBD.
Umzumbe Local Municipality	Lack of funds to fill vacant posts on the organogram	✓ Review of policies organogram on time including Human Resource Policy
	Backlog in developing, reviewing and implementation of policies	✓ Staff Recruitment and selection (filling of vacant posts and implementation of unemployed graduates programme);
	Inability to implement scarce skills policy	✓ Compile statutory performance reports (APR, MPR, AR)
Ugu District Municipality	Outdated policies and plans due to lack of funds	✓ Compile plans/policies in-house and outsource funds through grants.
	Shortage of environmental staff	✓ Fill in vacant positions in the organogram
	Lack of promotional material for environmental awareness campaigns	✓ Outsource funding to procure promotional packs and create posters/pamphlets in-house

3.2.13 Environmental Education Awareness Campaigns Conducted

VENUE	LOCAL MUNICIPALITY	TYPE OF AWARENESS	DATE
Mqhakama Sports Ground	Umzumbe LM	Environmental Career Expo	28/02/2023
Harding Taxi Rank	Umuziwabantu LM	Clean-up Campaign	15/03/2023
Ugu DM Training Room	Ray Nkonyeni LM	NRM-TRMP EPWP Beneficiary Training	10/07/2023
Ugu DM Training Room	Ray Nkonyeni LM	NRM-TRMP Environmental Educators Workshop	13/07/2023
Bhobhoyi	Ray Nkonyeni LM	River Clean-up Campaign	20/07/2023
Umzimayi	Umdoni LM	River Clean-up Campaign	20/07/2023
Esayidi TVET College: Nyenyezi Campus	Ray Nkonyeni LM	Environmental Awareness Workshop	31/07/2023
Siphakamile Primary School	Ray Nkonyeni LM	Environmental Awareness & Tree Planting Campaign	04/08/2023
Mjika Primary School	Umuziwabantu LM	Environmental Awareness & Tree Planting Campaign	08/08/2023
Mjika Community	Umuziwabantu LM	Environmental Awareness & Tree Planting Campaign	16/08/2023
Margate Hotel	Ray Nkonyeni LM	Climate Change Workshop	24/08/2023
Umzinto Taxi Rank	Umdoni LM	Environmental Awareness & Clean-up Campaign	25/08/2023
Umzinto Primary School	Umdoni LM	Environmental Awareness + Tree Planting Campaign	31/08/2023
KwaMazakhele Community	Umuziwabantu LM	Clean-up Campaign	01/09/2023

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 advice 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 41: Environmental Health SWOT Analysis

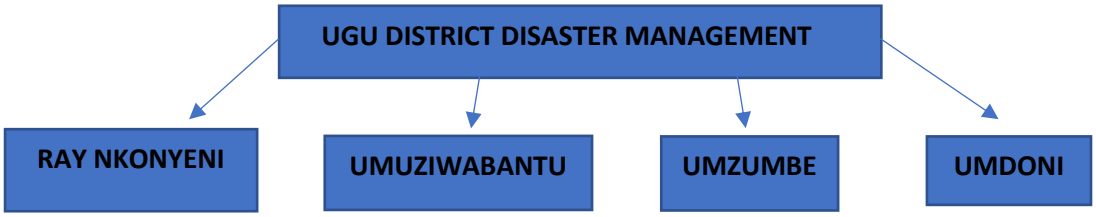
STRENGTHS	WEAKNESSES
✓ Training and skills development ✓ Affiliation to the Institution of Environmental Health to address skills development ✓ Human resource retention ✓ Inter-sectoral collaboration ✓ Public awareness ✓ Improved working relations between Internal and External Sector Departments and 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 Environmental Health 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.



3.4.1 Municipal Legislative Mandate (Disaster Management, Fire & Rescue Services)

Constitution of the Republic of South Africa Act 108 of 1996

The Constitution of the Republic of South Africa, places legal an obligation on the government to ensure health and safety of its citizens. Section 41 of the Constitution clearly stipulates the principle of co-operative government and inter-governmental relations and specifically requires the three spheres of government to co-operate with one another in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on, matters of common interest.

Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local government function with concurrent provincial and national legislative competence in terms of Schedule 4 Part B, of the South African Constitution. Notwithstanding the fact that firefighting services are rendered by the local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996. In the Ugu District the firefighting competency is a core mandate placed under the four local municipalities while the district municipality has a legislative mandate towards the provision of the secondary support to its family of municipalities.

Municipal Systems Act (Act No. 32 of 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities (metropolitan, district and local authorities) to undertake an integrated development in planning process to produce currently relevant IDPs. Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan.

Section 78 stipulates that in case where a municipality decides to provide a service through internal mechanism, it must assess direct and indirect costs and benefits associated with the project, assess municipal capacity and its future capacity to furnish skills, expertise and resources required, as well as re-organisation of its administration and development human resource capacity. In addition, Section 79 states that if a municipality decides to provide a municipal service through an internal mechanism mentioned in section 76(a), it must-

- ✓ Allocate sufficient human, financial and other resources necessary for the proper provision of the service; and
- ✓ Transform the provision of that service in accordance with the requirements of this Act.

The National Disaster Management Framework (Notice 57 of 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPAs) and three Enablers.

KPA three (3) on "Disaster Risk Reduction" (DRR) stipulates that disaster risk reduction efforts must be included into strategic integrated structures and processes. The risk related information must also be incorporated into spatial development frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDPs to ensure budget allocation.

Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a municipal area must form an integral part of the municipality's integrated development plan (IDP). The plan must:

- ✓ anticipate the types of disaster that are likely to occur, in the municipal area and the possible effects.
- ✓ place emphasis on measures that reduce the vulnerability of disaster–prone areas, communities, and households.
- ✓ take into account indigenous knowledge relating to disaster management.
- ✓ promote disaster management research.
- ✓ identify and address weaknesses in capacity to deal with possible disasters.
- ✓ provide for appropriate prevention and mitigation measures.
- ✓ establish strategic communication links; and
- ✓ facilitate maximum emergency preparedness and response.

Disaster Management Amendment Act (Act No.16 of 2015)

The Disaster Management Amendment Act (Act No.16 of 2015) aims to clarify policy focus on rehabilitation and functioning of disaster management centres;

- ✓ To align the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction;
- ✓ To provide for the South African National Defense Force, South African Police Service and any other organ of state to assist the disaster management structures;
- ✓ To provide for an extended reporting system by organs of state on information regarding occurrences leading to the declarations of disasters, expenditure on response and recovery, actions pertaining to risk reduction and particular problems experienced in dealing with disasters; to strengthen reporting on implementation of policy and legislation relating to disaster risk reduction and management of allocated funding to municipal and provincial intergovernmental forums established in terms of the Intergovernmental Relations Framework Act, 2005;

- ✓ To strengthen the representation of traditional leaders in national, provincial and municipal disaster management advisory forums; to expand the contents of disaster management plans to include the conducting of disaster risk assessments for functional areas and the mapping of risks, areas and communities that are vulnerable to disasters;
- ✓ To provide measures to reduce the risk of disaster through adaptation to climate change and developing of early warning mechanisms; to provide for regulations on disaster management education, training and research matters and declaration and classification of disasters; and
- ✓ To provide for matters incidental thereto.

Municipal Structures Act (Act 117 of 1998)

The Local Government: Municipal Structures Act, 1998 in Section 84 (1)(j) makes provision for powers and functions of district municipality to render firefighting services serving the area of jurisdiction, which includes:

(i) Planning, Coordination, and regulation of fire services.
(ii) Specialised firefighting services such as mountain, veld, and chemical fire services.
(iii) Coordination of the standardisation on infrastructure, vehicles, equipment and procedures; and
(iv) Training of fire officers.

The Local Government: Municipal Structures Act, 1998 in Section 84(1) (j) read with Section 155(3) (c) of the Constitution, 1996 confers the executive authority for the provision of firefighting services to a district municipality unless an MEC has adjusted the power to a Local Municipality in terms of Section 85 of the Local Government: Municipal Systems Act, 2000. A district municipality, or in the case of an adjustment of the power to a Local Municipality by an MEC, must in terms of the Local Government: Municipal Systems Act, 2000 decide on an appropriate mechanism to perform the firefighting services.

Fire Brigade Services Act 99 of 1987

The Fire Brigade Services Act, Act 99 of 1987 (FBSA) is the primary piece of legislation regulating fire services and seeks to provide for the establishment, maintenance, employment, co-ordination, and standardization of fire brigade services.

In terms of the FBSA, local authorities are allowed to establish and maintain a fire brigade service for the following purpose:

a. Preventing the outbreak or spread of a fire.
b. Fighting or extinguishing a fire.
c. The protection of life or property against a fire or other threatening danger.
d. The rescue of life or property from a fire or other danger.
e. Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service.
f. The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

National Veld and Forest Act 101 of 1998

The National Veld and Forest Fires Act, 1998 confers on landowners a responsibility to prevent veld fires through the provision of fire breaks and other means as well as the responsibility to fight fires. To achieve this, mandate the Act provides for the creation of fire protection associations, local authority is required to register and become a member of the association, which is led by the Chief Fire Officer of a municipal fire service. However, should a Chief Fire Officer decline to be appointed as Fire Protection Officer, a member of the fire protection association must be appointed to perform the functions.

Fire Protection Association Forums (FPA)

The district has two FPAs formulated at RNM and Umuziwabantu Municipality aimed at identifying and drawing attention to the dangers of fire, particularly veld fires and how their potential for occurrence and loss is kept to a minimum. The frequency of the meetings is once per quarter.

3.4.2 Status of Municipal Institutional Capacity

3.4.2.1 Status of Municipal Disaster Management Centre

In line with Section 43 on the Disaster Management Act 57 of 2002, Ugu District Municipality established the Disaster Management Section in 2005 within its Administration and its fully functional. In 2013 in-line with the Fire Brigades Act 90 of 1987, a decision towards the establishment of District Fire Services Unit was taken and is being implemented.

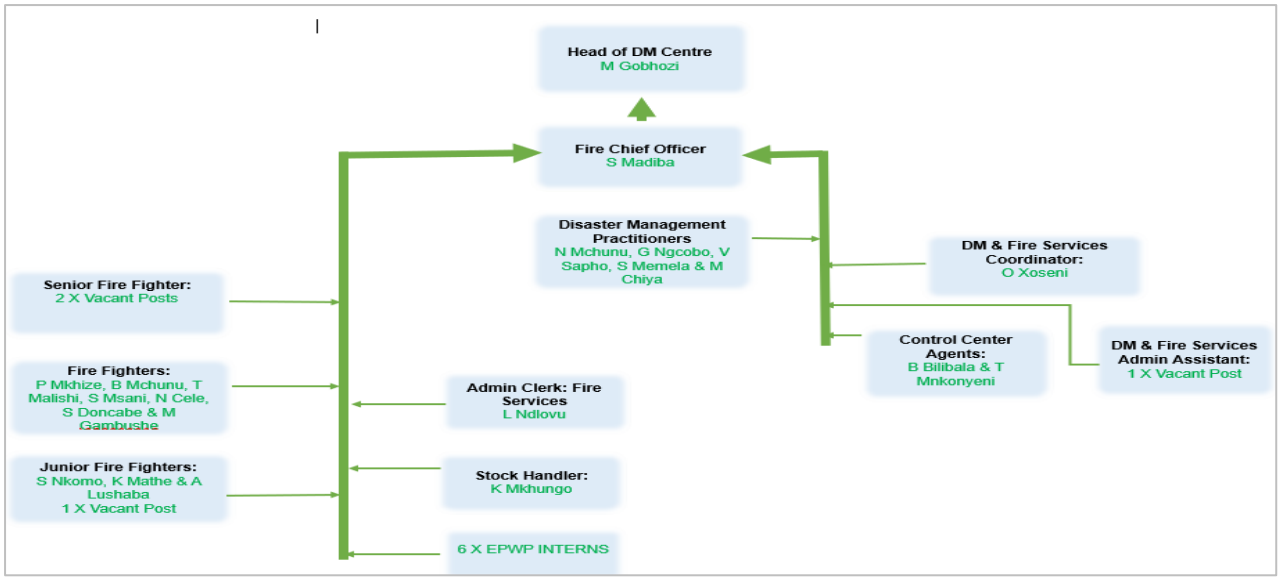
The District Disaster Management and Fire Services Section ensures an integrated and a well-coordinated approach to Disaster Risk Management and Fire Services within the district. The District Fire and Rescues serves as secondary response to incidents reported within the district. The District Fire team provide back-up support to those Local Municipalities with limited capacity and resources. The District Fire Capacity Assessment was conducted by the Provincial Disaster Management Centre (COGTA). The outcome of the study proved that out of 4 municipalities only 2 municipalities were found to be well established and fully functional. The District Disaster Management and Fire Services then initiated support towards those municipalities. The support is being provided in a form of financial grant support, equipment, and personnel.

The Ugu District has a Control Centre that is well equipped and functional. It operates on a 24/7-hour bases. The Control Centre has a maximum of 02 staff members per shift. Complaints calls are received, logged and response teams are dispatched to conduct rescue and assess the extent of the damages and further provide with temporal relief material.

The Control Centre further attends to all technological correspondence such as e-mails, SMSs, and disseminates bulk warning alerts to the relevant stakeholders.

The Control Centre room contact details are as follows:

- ✓ Land Line: - 039 682 2414
- ✓ Ugu Call Centre Toll Free No: - 0800 092 837
- ✓ SMS System: - 33131
- ✓ Cell no.: 066 284 6752



Disaster Management & Fire Services Organogram

The District Disaster Management Centre has a total of 23 permanent staff members and 4 EPWP staff members. The unit structure is as follows:

- ✓ 1 x Head of the Centre (HOC)
- ✓ 1 x Chief Fire Officer
- ✓ 5 x Disaster Management Practitioners
- ✓ 1 x Coordinator: Disaster Management and Fire Services
- ✓ 2 x Senior Firefighter (vacant)
- ✓ 6 x Fire Fighters
- ✓ 3 x Junior Fire Fighters
- ✓ 1 x Administrative Assistant
- ✓ 1 x Administrative Clerk
- ✓ 2 x Control Centre Agents
- ✓ 1 x Stock Handler
- ✓ 6 x Disaster Management and Fire Services EPWP Volunteers

Office Space

The District Disaster Management and Fire Services Centre has a fully-fledged fire station. The district renders its continuous full support to all Local Municipalities.

The District Fire Station Consists Of The Following:

- ✓ 3 X fire tenders, accommodation (standby quarters) and ablution facilities for fire tenders
- ✓ Gymnasium
- ✓ Lounge area for fire Fighters
- ✓ 1 X equipment storeroom
- ✓ 1 X storage area
- ✓ 12 X lock up storage cubicles.

3.4.2.2 Status of Fire and Rescue Services

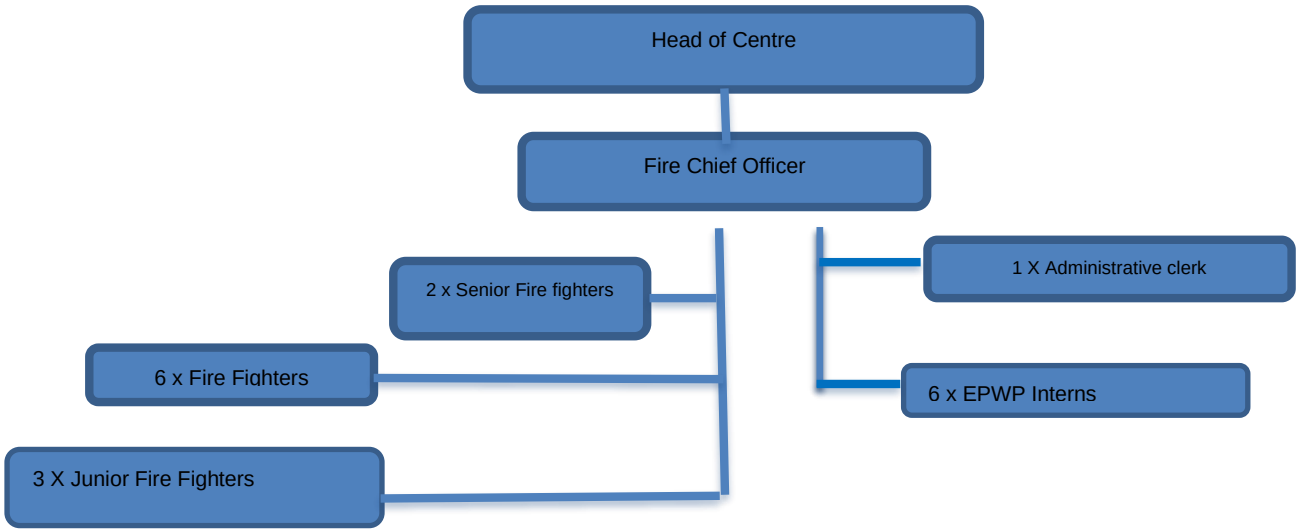
District Fire Services

The Disaster Management & Fire Services Unit is further categorized by the Disaster Management Act 57 of 2002 as one of the essential services rendered to the community. The district has established a fully-fledged Fire and Rescue unit within the district. The District Fire Station operates 24 hours as per the constitutional mandate, ensuring swift response to Disaster management and fire services. Executing the following duties: Emergency Response to Fire Incident, MVAs, Hazmat Spillages, and conduct Risk reduction initiatives such as Rural Household inspection, Building Inspections, Education and public awareness, Safety during events as per the SASREA Act. The District Fire Services has a budget allocation of **R1 million** for the 2023/24 Financial Year.

The district has an approved organogram for Fire Services as follows:

- ✓ HOC
- ✓ Chief Fire Officer
- ✓ 2x Senior fighters
- ✓ 6x Fire Fighters
- ✓ 3 x Junior Fire Fighters
- ✓ Administrative Clerk
- ✓ 2x Emergency Control Centre Agents

Figure 28: Fire Services Organogram



DISASTER MANAGEMENT POLICIES

The District Fire Reservist Policy

The District's Fire Reservist policy was approved by Council. The policy gives provision for the appointment of Fire Reservist with the aim of augmenting capacity. A Fire Brigade Services Reservist in the context of this policy document is understood as a citizen or member of the community who voluntarily (i.e.as a volunteer), provides service/s through performing fire and emergency assignments aimed at **preventing fire without expecting payment in return. The policy gives provision for the payment of reservist stipend based on the number of hours worked.**

Disaster Management By-Laws

The Council of UGU District Municipality has in terms of Section 156 of the Constitution, 1996 (Act No 108 of 1996, read in conjunction with Section 11-13 of the Municipal Systems Act, 2000 (Act No 32 of 2000) and the Disaster Management Act (Act 57 of 2002), made the following by-law:
These disaster management by-laws are prepared in terms of section 55 (2) of the Disaster Management Act (Act 57 of 2002) to ensure public safety before, during and or after the occurrence of a catastrophic event. Where there is a conflict between these by-laws and a Provincial or National Legislation/ statutory document, the Provincial and National legislation shall take precedence over these by-laws. These by-laws shall be applied concurrently with the Major Hazard Installations Regulations as per Government Gazette No 22506 where applicable. The Districts Disaster Management by-laws was approved by Council. The purpose of this By-Law is to promote the achievement of a disaster-safe environment for the benefit of all persons within the area of jurisdiction of the Municipality.

Volunteers and Ward Based Structures

Section 58 of the Disaster Management Act (57 of 2002) gives provision for the recruitment and establishment of volunteer units within the district. The district appointed a total of 5 disaster management volunteer with the aim of enhancing its capacity.

A total number of 50 x volunteers were recruited within the Ugu District and Umzumbe Local Municipality. These volunteers participate in the ward-based committees representing wards. This program is linked to EPWP, volunteers receive a stipend and are actively participating in the Disaster Risk Management Programs.

Ugu District Municipal Fire Services Equipment

Ugu District has a total of 6 vehicles for fire and rescue services.

- ✓ Multipurpose Fire Truck 6 000 lts
- ✓ Fire Truck 2000 lts
- ✓ Skid Unit with Light Duty – (rescue tools)
- ✓ Skid Unit with Heavy Duty (rescue tools)
- ✓ Search & Rescue Vehicle
- ✓ Land cruiser

Support to Local Municipalities for the 2023/24 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.

Enhancement of Fire Services Capacity in the District & Local Level

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 Councils are in place, through regular meetings and workshops that are used as a platform to discuss Disaster Risk Reduction and capacity building programmes with the aim of building resilience in rural areas.

Fire Services Policies

The district together with Umdoni, and RNM Municipalities have the adopted Fire and Rescue Strategies as well as Fire and Rescue by-laws that were also published in the Provincial Gazette. The district is further supporting other municipalities towards the development of:

Fire Services By-laws

The Municipal Manager of the Ugu District Municipality hereby, in terms of section 13(a) of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000), published the Ugu Community Fire Safety By-laws for Fire and Rescue Services for the Ugu District Municipality as approved and adopted by Council on 26 February 2015 under Resolution No. C42/02/15. The by-laws were further published in the Provincial *Gazette* (No.1684). The purpose of this By-Law is to ensure a safe and secure environment so that communities in both the rural and urban areas, commercial, agricultural, and industrial business can live and operate in the understanding that Ugu District Municipality has a fire and rescue service which is effective and meets their requirements and demands.

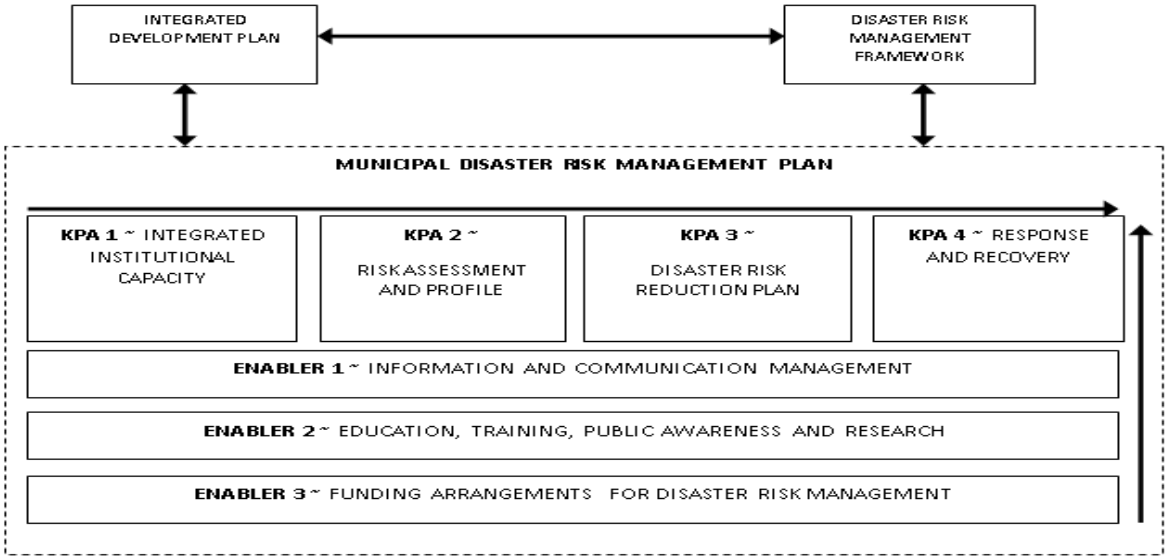
3.4.2.3 Disaster Risk Assessment

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.



3.4.2.4 Disaster Risk Assessment

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 April 2024. 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.

Table 42: Disaster Management Plan/Policies in Place

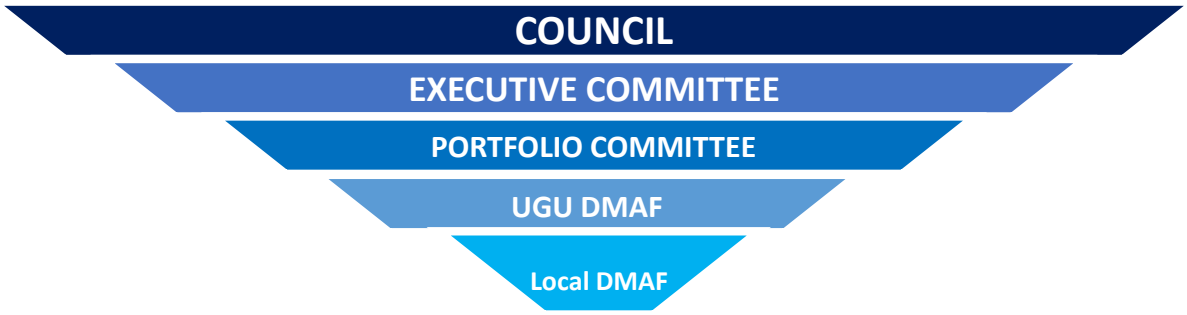
MUNICIPALITY	DM PLAN AVAILABLE	YEAR	DM PLAN INLINE WITH GUIDELINES (2017)	DISASTER MANAGEMENT CONTINGENCY PLAN
Ugu	yes	2024	yes	yes
Ray Nkonyeni	yes	2020	yes	yes
Umdoni	yes	2019	yes	yes
Umzumbe	yes	2020	yes	yes
Umuziwabantu	yes	2017	yes	yes

IGR STRUCTURES

3.4.2.5 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



Departmental and Local Municipality Planning Groups

This element relates to planning groups that can be established within departments or local municipalities within the district to deal with internal disaster management issues such as the compilation of departmental or local municipal disaster management plans and contingency plans for facilities and services of the department or Local Municipality. The disaster management nodal points of such departments or local municipalities will be involved in these planning groups.

District Disaster Management Practitioners Forum

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

The District Disaster Management Practitioners Forum meetings are convened quarterly and as an when the need arises. Local Municipalities and Sector Department participate and report on programs in line with the current IDP as well as Service Delivery and Budget Implementation Plans (SDBIP).

Table 43: District Practitioners Meeting List

No.	Type of Meeting and Venue	Date
1.	District Practitioners Meeting held at the Ugu Disaster Management Centre	22 September 2023
2		21 November 2023
3		06 March 2024
3		27 May 2024
Total		**4**

District Practitioners Forum

Risk Reduction Project Teams

A multi-disciplinary project team convened to address and reduce a disaster risks. Convened by the primary role-players for the risk and supported by Disaster Management. The Ugu District Municipality has formed an **Education & Awareness Forum**. The Forum is made up of Managers and Practitioners from different fields including Environmental Management and Health Practitioners. The structure is active and functional, the meetings are convened on monthly bases.

The team plans for an annual integrated awareness programs through-out the district and joint response & relief management teams.

Recovery & Rehabilitation Project Teams

Project teams managing recovery and rehabilitation after disasters. Departments who are responsible for the maintenance of infrastructure are also responsible for the repair or replacement of such infrastructure after disasters. Disaster recovery and rehabilitation must focus on risk elimination or mitigation.

Establishment of Post Disaster Committee

The district established Post Disaster Committee to monitor the implementation of the post Disaster infrastructure Projects. Local Practitioners and Sector Departments participates in the Post Disaster Committee.

Table 44: District Post Disaster Committee

No	Type of Meeting & Venue	Date
1.	District Post Disaster – Disaster Management Centre	22 September 2023
2.		21 November 2023
3.		06 March 2024
4.		27 May 2024
Total		**4**

Municipal Disaster Management Advisory Forum

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

It is advantageous for a municipality to establish such a forum to coordinate strategic issues related to disaster management such as risk assessments and to approve and/or review the disaster management plan 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 and as required.

All disaster management role players and leadership from local municipalities within the district form part of the forum. The objective of this forum should be to encourage consultation and information sharing to better coordinate role player actions on matter relating to disaster management in the district.

The purpose of the Municipal Disaster Management Advisory Forum (MDMAF) ensures that the principles of co-operative governance, integrated and coordinated disaster risk management and external stakeholder participation at local level are applied.

In the context of emergency preparedness, project teams must be convened to address contingency plans. These contingency plans must include strategies and procedures to ensure the implementation of an incident management system that must include the establishment of joint standards of practice and interdisciplinary cooperation for rapid and effective disaster response capabilities. Such plans must also be subject to consultation with the DMAF.

Local Municipalities were also encouraged to establish their Local Disaster Management Advisory Forums and have since follow suit. Their meetings are in line with the Act and are convened on quarterly basis.

Table 45: District DMAF Meeting List

No	Type of Meeting & Venue	Date
1.	District DMAF – Disaster Management Centre	12 September 2023
2		13 December 2023
3		19 March 2024
4.		18 June 2024
Total		**4**

3.4.2.6 Disaster Management and Fire Services SWOT Analysis

STRENGTHS	WEAKNESS
✓ 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.	✓ 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.
OPPORTUNITIES	**THREATS**
✓ A Disaster Management Centre facility is available and is currently in use by the municipality. ✓ 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.	✓ Budgetary constraints. ✓ Ageing infrastructure & fleet ✓ Budget for emergency vehicles and equipment's should be secured and separated from the normal fleet operations budget.

3.4.2.7 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 on the reported emergencies / incidents.	It is recommended for the municipality to consider the appointment of i.e Manager DM & FS, DM Practitioners and MD Interns through the EPWP program. It recommended that the municipality also considers the procurement of additional response vehicles due to vastness of the area. 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.	It is recommended for the municipality to consider the appointment of Trainee Fire Fighters / Interns and DM Interns through the EPWP program to augment the municipal capacity. To have satellite station in the erstwhile local municipalities and strategic points that teams can respond from to ensure swift response.
UMZUMBE	The Municipality has limited resources in terms of human capacity and tools of trade.	It is recommended for the municipality to consider the appointment of Trainee Fire Fighters / Interns through the EPWP program. Filling of vacant positions i.e Manager DM & FS, Fire Chief, additional Practitioners & Fire Personnel at an operational level. Procurement of relevant equipment & response vehicles.
UMUZIWABANTU	The Municipality has limited resources in terms of human capacity and tools of trade.	It is recommended for the municipality to consider the appointment of Trainee Fire Fighters / Interns through the EPWP program. Procurement of relevant response vehicles.
UGU DISTRICT	The district has limited resources to deal with Hazmat Incidents.	Hazmat Trailer. It is recommended that the municipality should consider improving its budget allocation for both DM & FS.

3.4.3 Disaster Risk Assessment

Disaster Risk Assessments are continuously conducted within all 4 Local Municipalities

3.4.3.1 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.

Table 46: Identified Hazards Per Municipality

NAME OF HAZARD	MUNICIPALITY	DEPARTMENT
Crime	All municipalities	South African Police Service (SAPS)
Motor vehicle accident	All municipalities	Road Traffic Inspectorate (RTI) & Law Enforcement
Rabies	All municipalities	EDTEA
Snake bites stray animals	All municipalities	EDTEA & Department of Health
Air pollution	All municipalities	EDTEA
Bush pigs	Umzumbe & Umdoni municipalities	EDTEA
Erosion	Umzumbe, & municipalities	EDTEA/Environmental Management
Hazards chemical spillage	All municipalities	EDTEA/Environmental Management
Sand mining	RN & Umzumbe municipalities	EDTEA/Environmental Management
Snow fall	Umuziwabantu Municipality	RTI/Environmental Management
Tidal waves	RNM, Umzumbe & Umdoni municipalities	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	All municipalities	SAPS Search and Rescue
Flooding	RNM, Umzumbe & Umdoni municipalities	EDTEA/Environmental Management
Heavy rain	All municipalities	EDTEA/Environmental Management
Land slides	RNM, Umzumbe & 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

Figure 29: The Risk Profile for the Municipality

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**	
	Structural Fire		**High**	
	Veld Fire		**High**	

MUNICIPALITY	PRIORITY HAZARDS	LEGEND INDEX	LEGEND DESCRIPTION	NUMBER OF HALLS
RAY NKONYENI	Strong winds		**High**	15
	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**	

Table 47: Top 10 Prioritized Hazards per LM

UMDONI	RAY NKONYENI	UMUZIWABANTU	UMZUMBE
Structural Fires	Structural Fires	Structural Fires	Structural Fires
Veld Fires	Veld Fires	Veld Fires	Veld fires
Floods	Floods	Floods	Floods
Air pollution	Motor Vehicle Accidents	Hailstorms	Air pollution
Water Pollution	Hazmat by road	Hazmat by road	Water Pollution
Strong Winds	Strong Winds	Motor Vehicle Accidents	Sand Erosion
Lightning &Thunderstorms	Lightning & thunderstorms	Strong Winds	Strong Winds
Motor Vehicle Accidents	Air pollution	Lightning & Thunderstorms	Lightning & Thunderstorms
Hazmat by road	Water Pollution	Air pollution	Motor Vehicle Accidents
Strong Winds	Heavy Rainfall	Water Pollution	Hazmat by road

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.

STATISTICS OF INCIDENTS REPORTED

The summary statistics gives an overview of the incidents that were reported to the District Disaster Management Centre during the month of July 2022 – June 2023. The incidents occurred in four local municipalities within the district which are Ray Nkonyeni, Umzumbe, Umuziwabantu and Umdoni Municipalities. The district was mostly affected by structural fires, floods, heavy rains, and strong winds.

The district continuously provided support to municipalities in terms of physical damage assessments and emergency relief response as Local Municipalities do not have sufficient budget to deal with incidents. Furthermore, relevant emergency relief stock was also issued. The incident breakdown below highlights incident per month, number of households and people affected as well as relief efforts.

No.	Local Municipality	January 2024	February 2024	Type of Incident
1.	**Ray Nkonyeni**	04	13	SF, HR, SW, F
2.	**Umdoni**	03	02	SF, HR, SW, F
3.	**Umzumbe**	01	02	SF, HR, SW, F
4.	**Umuziwabantu**	05	04	SF, HR, SW, F
Total		**13**	**21**	SF, HR, SW, F

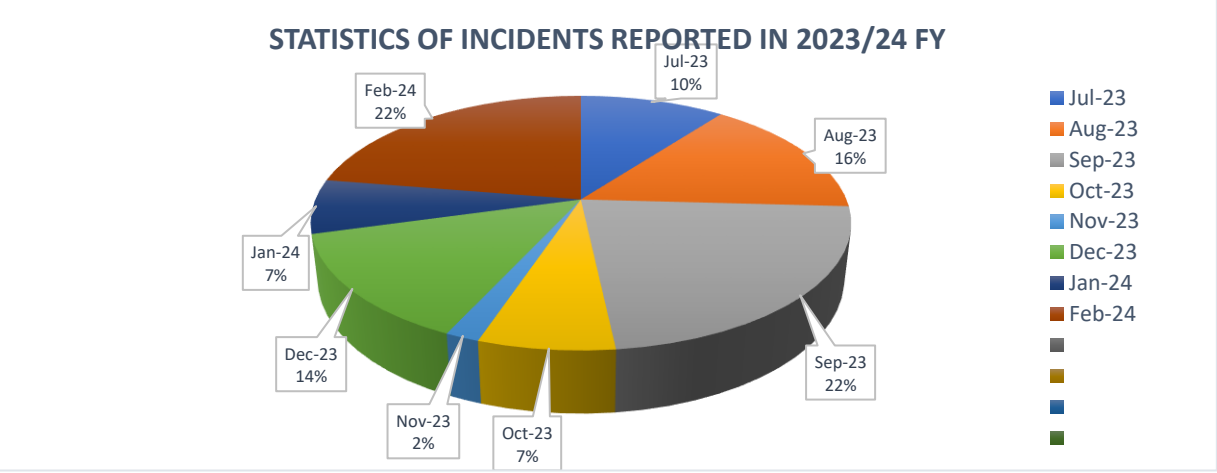
Disaster Risk Profiling

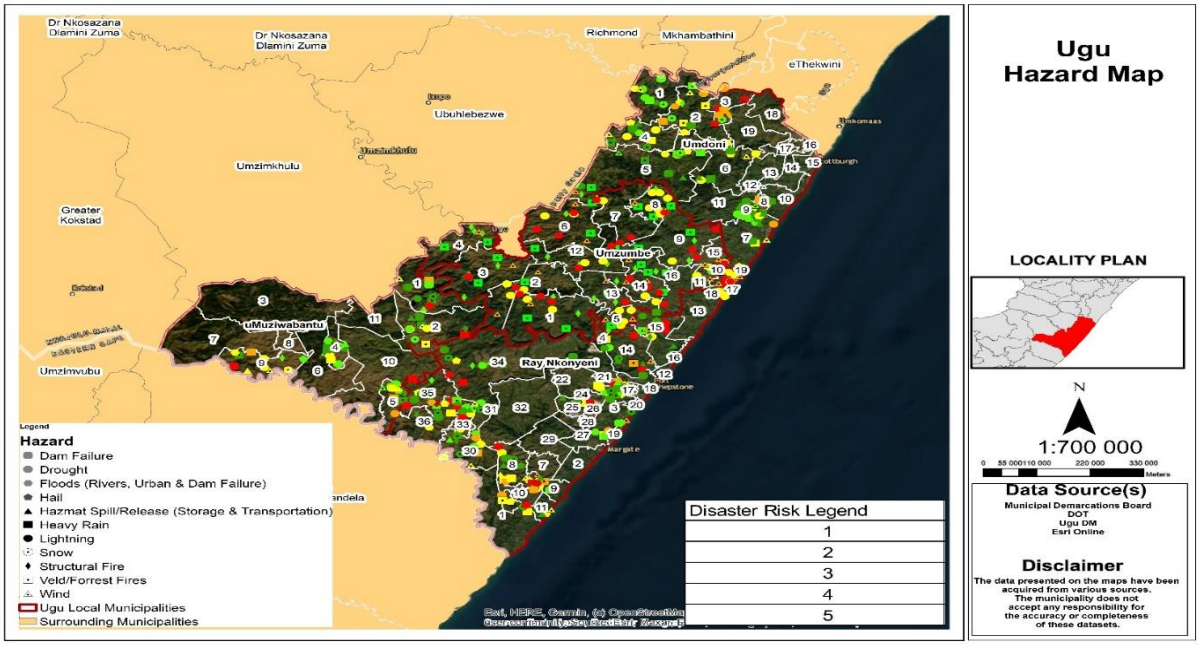
The district develops hazard maps , Risk Maps, critical facilities Maps, and Climate potential Maps, reflecting the expected disaster areas and the locations to enable Disaster Risk Reductions initiates also to assist navigate places of safety such as evacuation sites, evacuation routes and for the purpose of mitigating both natural disasters and man-made disasters, These maps are created based on continuous Risk Assessments with disaster prevention geographic information, such as the history or post disasters, as well as topographical and geological features that contribute to the formation of the land and predisposition to disasters in the area.

By using hazard maps, residents can evacuate quickly and accurately in the event of a disaster and avoid areas where secondary disasters are expected to occur, which is very effective in reducing further damages from disasters.

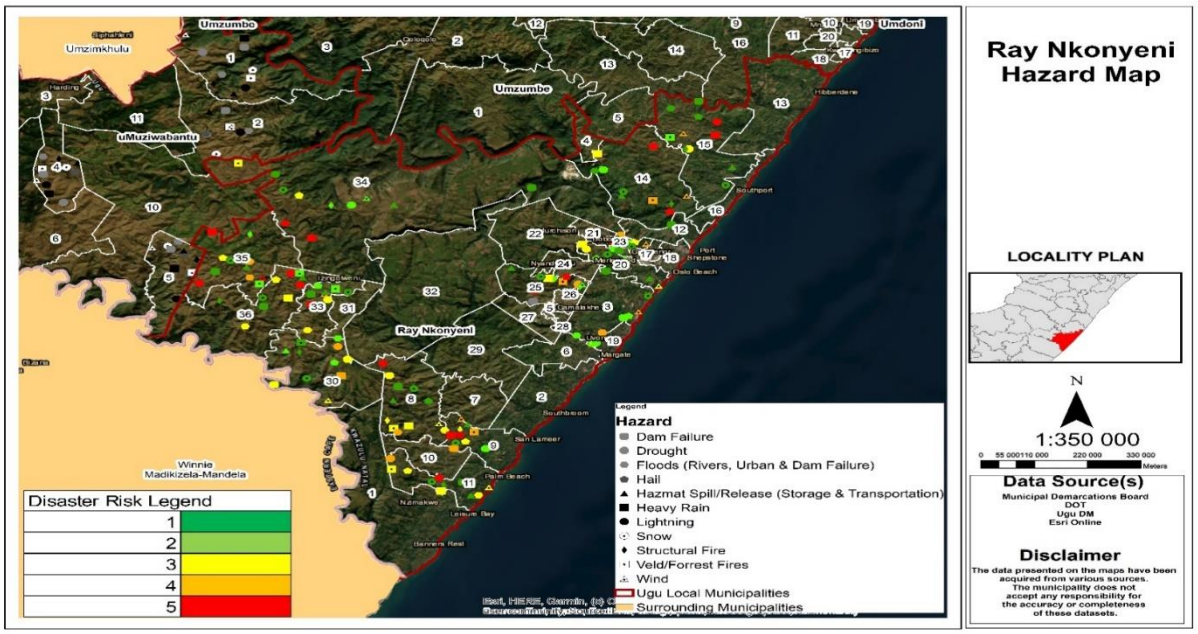
Following the completion of the risk assessment, risk profiles were created for each hazard and are displayed below for the various ward.

No.	Local Municipality	July 2023	August 2023	September 2023	Octobe r 2023	Novembe r 2023	Decembe r 2023	Type of Incident
Structural Fire – SF, Strong wind – SW, Heavy Rain – HR, Lightning								
1.	**Ray Nkonyeni**	06	09	13	04	01	08	SF, HR, SW, SF, F
2.	**Umdoni**	04	11	08	01	11	02	SF, HR, SW, SF, F
3.	**Umzumbe**	07	09	07	04	09	05	SF, HR, SW
4.	**Umuziwabantu**	34	08	07	03	20	03	SF, HR, SW
Total		**51**	**37**	**35**	**12**	**41**	**18**	SF, HR, SW

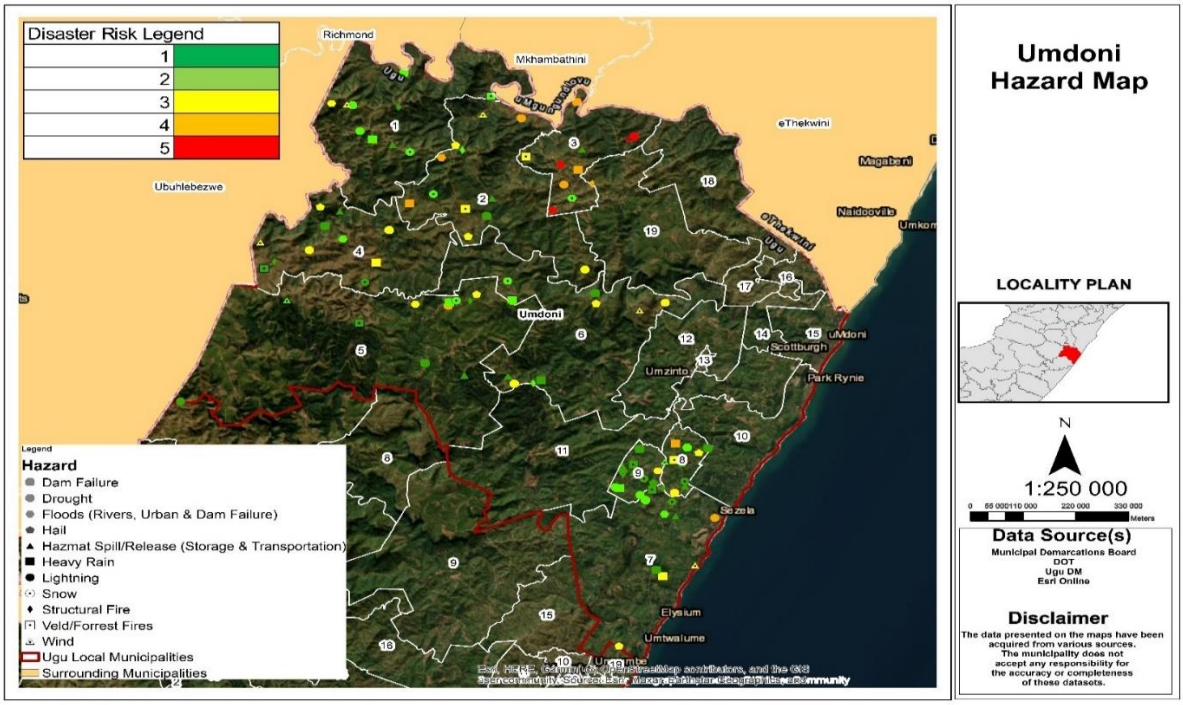




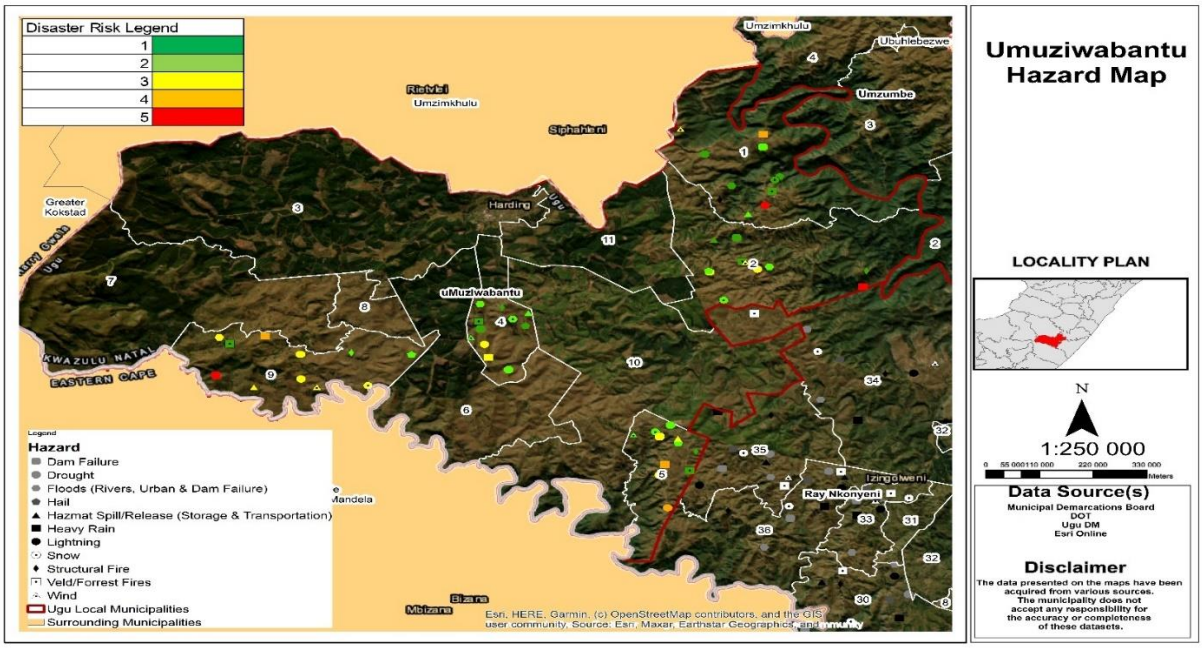
Map 13: Ugu District Hazard Map



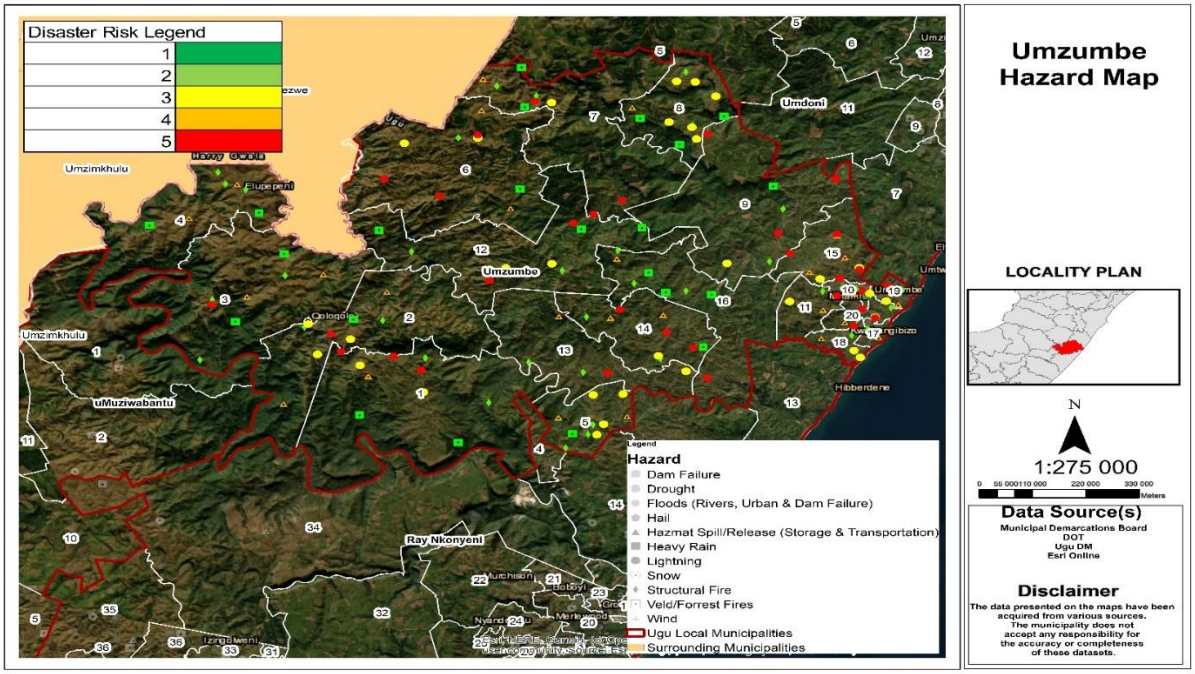
Map 14: Ray Nkonyeni Municipality Hazard Map



Map 15: Umdoni Municipality Hazard Map



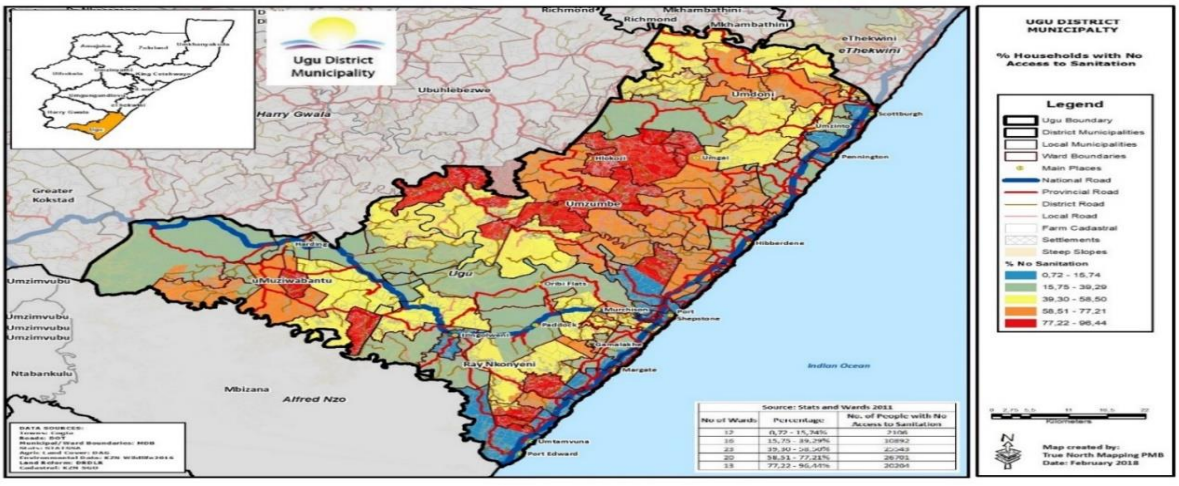
Map 16: Umuziwabantu Municipality Hazard Map



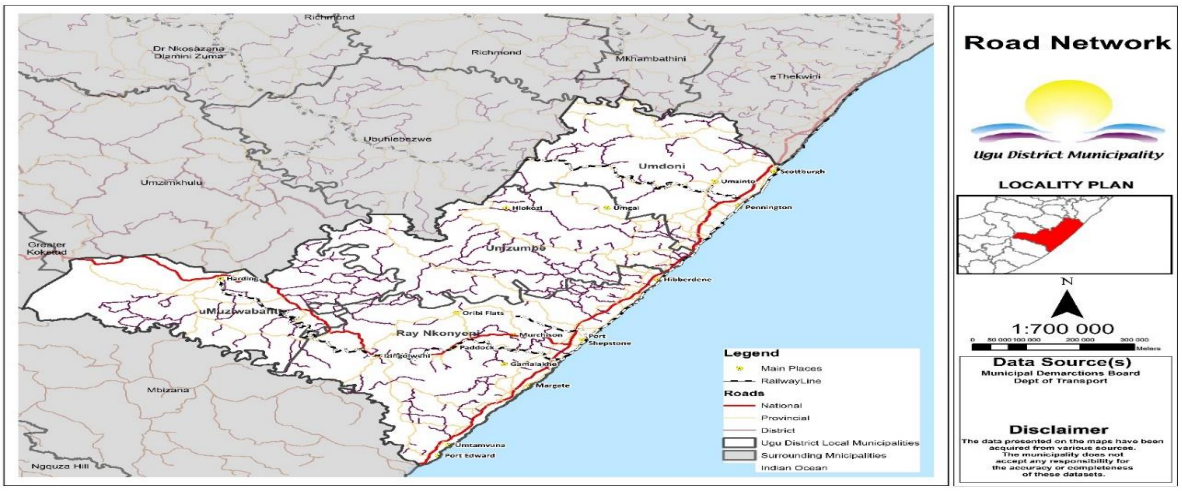
Map 17: Umzumbe Municipality Hazard Map

Households with access to sanitation

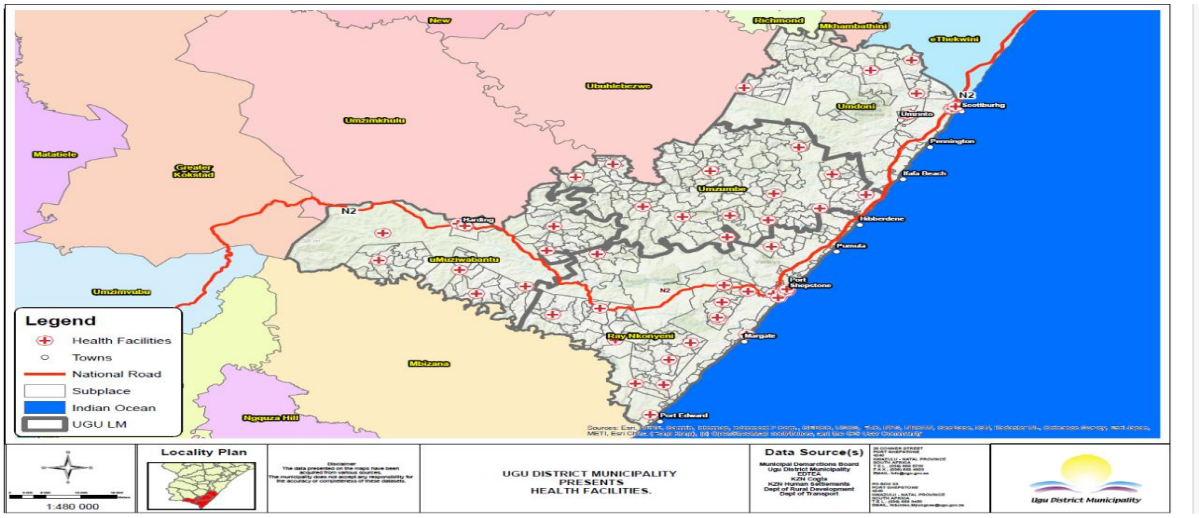
Approximately 29% households do not have access to sanitation facilities within the appropriate standards. Access to basic service remains a priority of most societies. It is well understood if one considers the improvement in livelihood and lifestyle that result from accessibility of key services. To this end, the Ugu District has enjoyed dramatically slow improvement in sanitation access. Poor sanitation practices impact negatively on the health and wellbeing of the whole community and also on the environment. A water services institution should support the viability and sustainability of sanitation services to the poor by providing basic sanitation services at as low a cost as it can afford to and preferably for free.



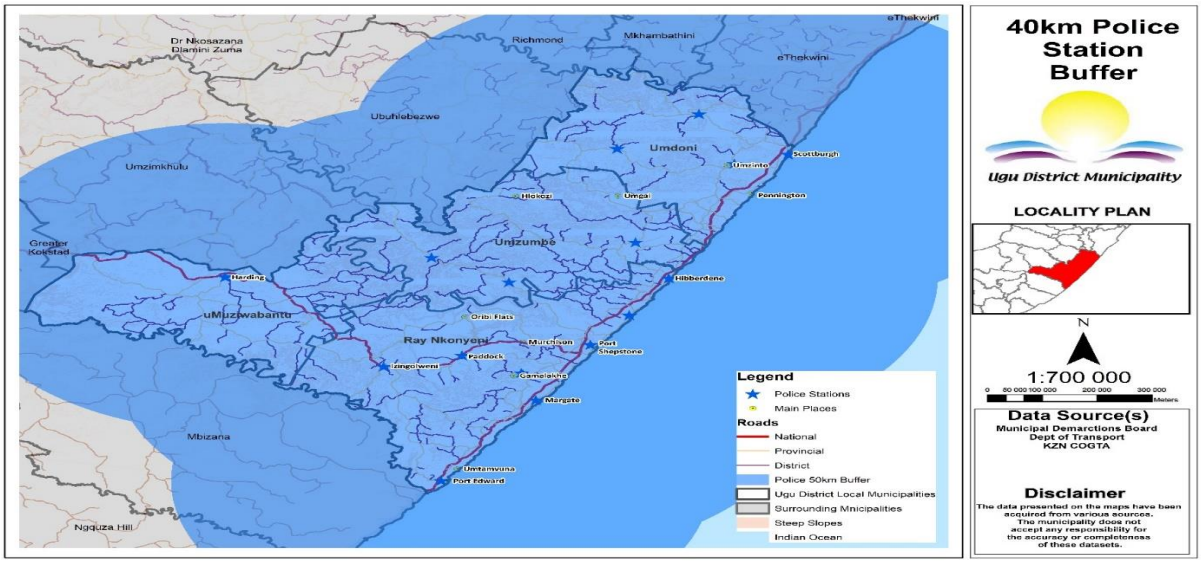
Map 18: Households with No Access to Sanitation



Map 19: Road Network MapRoad Network Map



Map 20: Health Facilities Map



Map 21: SAPS Facilities

Climate Change

Studying the likely climate changes refers to assessing the long-term climatic condition variation from the normal (observed) climate patterns and establishing an altered baseline from which natural (seasonal, annual and decadal) variability acts. An example of this may be a change in summer and winter time temperatures that results in the new normal average temperatures being 1-2°C warmer than they were several years ago.

Climate change is driven by the introduction of long residence greenhouse gases into the atmosphere at heightened volumes through unchecked industrial development. While greenhouse gases are naturally present and required in the atmosphere, the excessive utilization of fossil fuels through industry, vehicle emissions, landfill sites and farming, escalates the atmospheric levels of carbon dioxide and methane, in particular, resulting in higher concentrations of these gasses than would occur in the atmosphere naturally.

Global temperatures are increasing and will continue to do so, and this can be attributed to human impacts2. There is still uncertainty regarding the potential for future impacts on spatial precipitation changes. Some areas of the global are likely to experience increased precipitation with changes in the likely onset, duration and intensity of monsoons and large rain events as well as frequency of rainfall events leads to heightened flood risk. Other areas are, however, projected to receive reduced average annual precipitation and may experience increased dry spell duration with droughts becoming more prevalent. It is nevertheless agreed that the in general, precipitation is likely to become more variable with an increase in the occurrence of extreme events contributing to a heightened potential risk of both floods as well as droughts. Other impacts include the decline of global ice and snow cover and the subsequently reduced surface albedo (reflectivity or non-absorptivity of incoming solar radiation of a surface) enhancing temperature increase further. The increase in fresh water moving into the oceans compounded with rising ocean temperatures is weakening the thermohaline (heat and salinity driven) circulation which drives ocean climatology. The thermal expansion of the ocean also results in sea level rise and risk of increased coastal inundation. The combined effects of these impacts will serve to impact the climatic risk and vulnerability profiles between different regions over time.

Climate sensitivity, impacts and exposure

The climatic exposure of an area or sector is the degree to which day to day systems and functionality are susceptible to the impacts associated with changes in the persistent weather regime and the inability to adapt/cope with these changes over time. Assessing the risks / impacts and sensitivities of sectors and areas within the Ugu District will allow for the improved processes for responding, adapting to and mitigating against, where possible, the effects of climate change. Assessing the risks / impacts will be necessary not only to protect against adverse consequences, but also to enable societies to take advantage of any potential benefits that may result.

Exposure, vulnerability, and the inability to cope can be increased due to anomalous seasonality, frequency, intensity, spatial extent and duration of weather and climate related extremes. These variations have been noted in the observed record of the Ugu District, examples would be the heat waves present in the area during October to November 2015 and the country wide drought from 2014 - 2017. The observed and projected increase in the magnitude and probability of more severe weather events is measured against the exposure of an area to determine the potential risk associated with climate impacts. A lack of resilience and capacity (both institutional and personal) to adapt will intensify the pressure being placed on human and natural systems increasing their susceptibility to the adverse effects of climate change.

Disaster Management and Climate Change

The National Climate Change Response Paper (NCCRP) and the Second National Communication (SNC) to the UNFCCC, highlighted disaster management as a key area of development, for the country due to the expected increase in extreme climatic events, heat waves, drought, wildfires, floods and

storm surges and the exacerbation thereof through climate change. This commitment is illustrated by the fact that the national government's investment in disaster risk reduction and emergency response sector has risen from US$0.02 bn to US$ 0.7 bn between 2010 and 2015, as part of the total increase of investment in adaptation which rose from US$ 1.64 bn to US$ 2.3117 over the same time.

Subsequently South Africa has made significant progress on various levels with regards to acknowledging reciprocal relationship between climate change and disaster risk and facilitating greater establishment of one of Africa's most advanced early warning systems (EWS). One of the most significant developments in terms of the sectoral policy context, since the SNC, has been the Disaster Management Amendment Act No.16 of 2015. The Act now explicitly provides for the inclusion of climate change in disaster risk assessments through all spheres of government and mandates measures to reduce the risk of disaster through adaptation to climate change and the development of early warning mechanisms. This legal directive gives further weight to South Africa's progressive legislation and policy instruments for disaster risk reduction and their application in support of climate change response for supporting climate. Furthermore, the Disaster Management Amendment Act is aimed at addressing the challenges that has resulted in poor institutional implementation at local government level. Addressing the challenges faced in the implementation of the Disaster Management Act and National Disaster Management Framework will have a positive impact on disaster risk reduction and climate change adaptation specifically for key economic sectors such as agriculture, water, housing and environmental sectors, and the effectiveness of EWSs in South Africa.

Local Level: Ugu District Municipality

In South Africa, local governments' approach to climate change still exhibits various gaps that are preventing them from being particularly effective or innovative in actively dealing with climate change. In the Ugu District, as is generally the case across the country, the need exists for operative municipal level policies and mechanisms that address the challenges and opportunities posed by climate change. This is only possible if elected and appointed officials reach consensus to treat climate change and required adaption as a top priority.

Although current fiscal arrangements do not always allow for or incentivize the mainstreaming of climate change response into local government activities, local government is a critical role-player in achieving climate resilience through the effective execution of their mandated duties while building in long term climate resilience. These duties include:

- ✓ Human settlement planning;
- ✓ Urban development;
- ✓ Provision of municipal infrastructure and services;
- ✓ Water and energy demand management; and
- ✓ Local disaster response.

The Ugu District has expressed commitment to following initiatives in support of Climate Change response:

- ✓ Air pollution monitoring;
- ✓ Air Quality Management plan;
- ✓ Air Quality Management bylaws;
- ✓ Community based greening initiatives;
- ✓ Invasive Alien Species Forum;
- ✓ Education and awareness campaigns – schools and communities;
- ✓ Development of the Environmental Management Framework;
- ✓ Municipal environmental policy that promotes Green offices and green procurement;
- ✓ Provincial Climate Change Vulnerability Assessment;
- ✓ National Climate Change Response Policy.

It should be noted that although to date the Ugu DM has taken positive steps working towards achieving in initiatives; climate change remains a secondary priority, competing with other short term critical issues. Intent to priorities climate change adaptation is further hindered by insufficient acknowledgement of the reality of climate change by relevant stakeholders.

The majority of the climate change related initiatives and actions in the Ugu DM has been implemented under the guise of Air Quality and Biodiversity Management and in moving towards a *green economy*, rather than being explicitly linked to climate change and climate change response.

Based on the current status quo climate change response actions remains largely reactionary or response driven and uncoordinated within the Ugu DM and local municipalities.

Apart from the Ugu DM's responsibilities in terms of Climate Change Response, community level responses will also play an important in the District's approach to climate change. Across the district there is already evidence that people are developing adaptation strategies to water stress and lack of resources, particularly in the agricultural sectors. This is encouraging as the agricultural sector, on commercial and subsistence level, is of critical importance to the Ugu DM. While adaptation strategies such as traditional seed banks and cultivation of traditionally drought resistant crops are being observed, a large number of farmers are still not fully comprehending the potential impacts of climate change, how this is impacting the climate baseline from which the season weather acts and not taking appropriate action before, during or after experiencing the particular anomalous events associated with climate change. Examples of this would be the observed shift in rainfall seasonality (onset and cessation) and the reluctance of farmers to utilise and adapt planting timing and/or variety to seasonal forecasts.

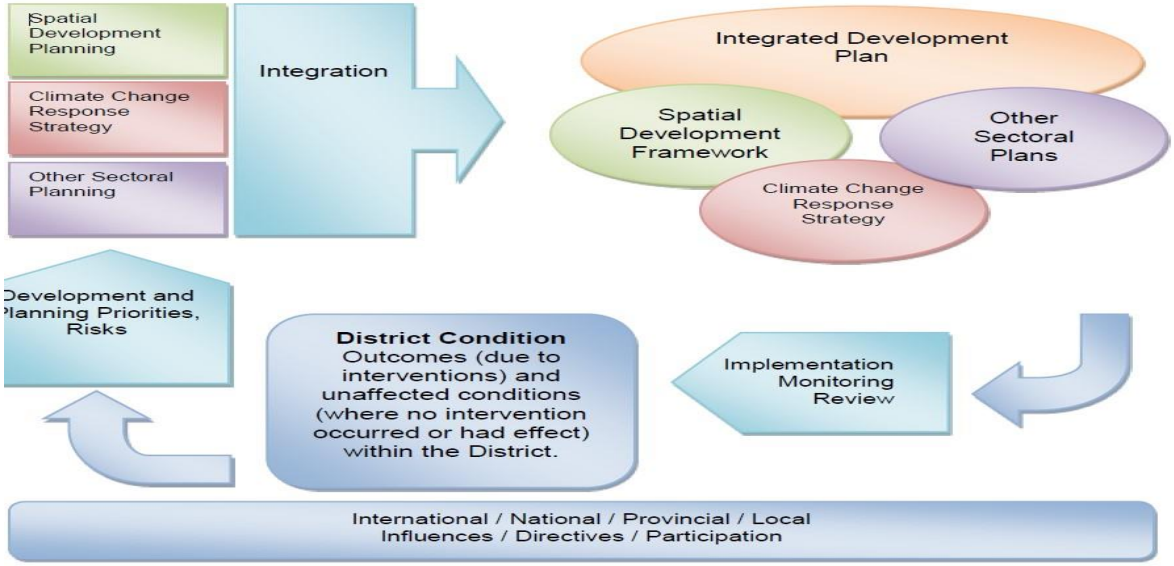
Mainstreaming Aspects

The Ugu District and its local municipalities have a crucial role to play in facilitating climate resilience through the performance of mandated responsibilities. These include human settlement planning, urban development, provision of municipal infrastructure and basic services, water and energy demand management and local disaster management.

A key component of the Strategy will be the "mainstreaming" of climate change. Mainstreaming of climate change response implies that local government adopt, expand and enhance the climate risk measures into their normal planning processes and existing everyday activities and functions20.

Adaptation to climate change will require both standalone policies and integration into development planning tools such as Integrated Development Plans (IDP) and Spatial Development Frameworks (SDF).

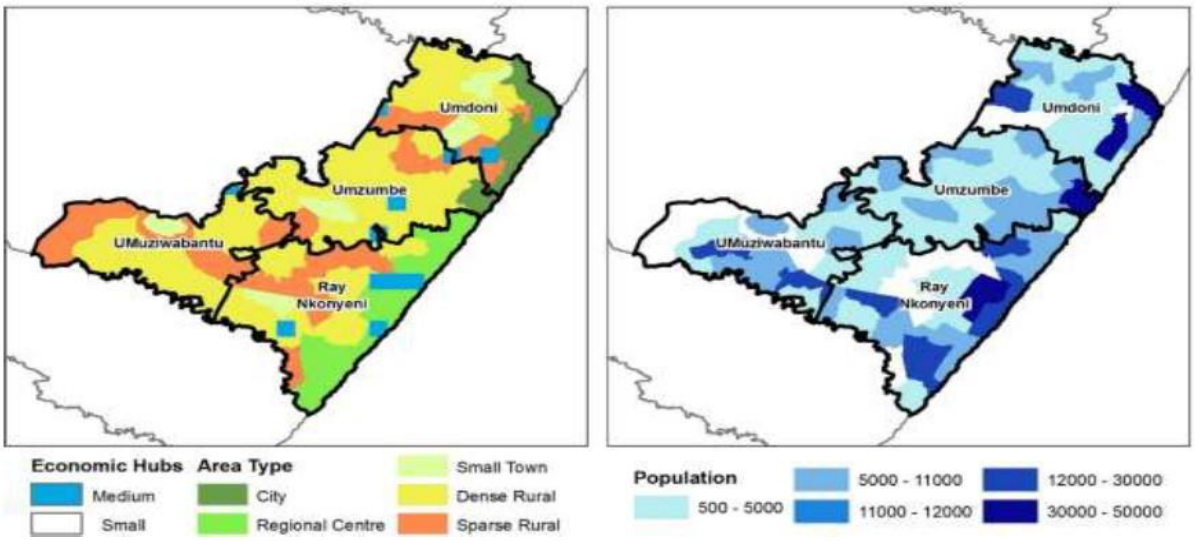
The figure below illustrates the planning context in relation to other regional processes and subsequent products, but also with regard to the cyclical nature of the development agenda.



The mainstreaming of climate change response into existing frameworks will ensure more efficient use of resources in the Ugu District and local municipalities, while supporting the beneficial interaction between climate change response and sustainable development.

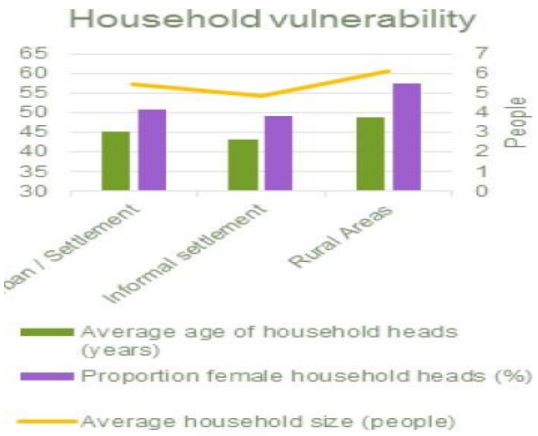
The mainstreaming of climate change into all municipal sectors will allow for the gradual implementation of climate change response measures within existing budgets balancing incremental costs with the economic, environmental and social values produced, realising no-regrets interventions, rather than necessitating additional dedicated climate change budgets in an already resource scarce municipal context.

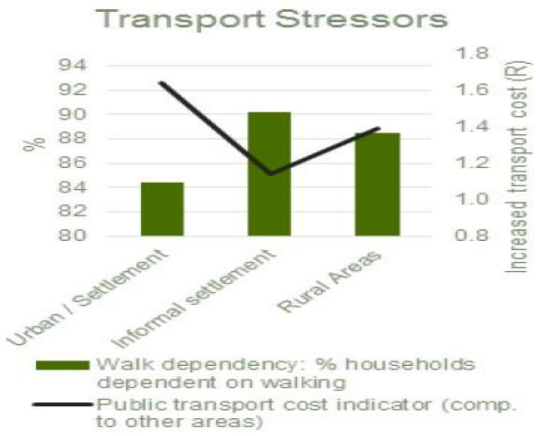
3.4.3.2 Disaster Spatial Analysis



Spatially there are internal discrepancies within local municipalities. Economic hubs and areas demarcated as city/regional centres have the highest population densities. These areas tend to be along the coastal areas Ray Nkonyeni and Umdoni, and to a limited extent in Umzumbe. The settlement type often dictates the perception of vulnerability and is supported by settlement demographics which indicate that urban settlements are more resilient than the rural areas. Exceptions to this rule are

informal settlements. The rural households in Ugu generally have more members and less access services.





3.4.3.3 Climate Change Adaption Programmes

Project Name	KPI Measure	5 Year Target	Annual Target (2023/24)
Environmental Public Awareness campaigns	Number of Environmental Awareness Public Sessions Held	Improve environmental education and awareness.	4
Coastal Management Committee	Quarterly Multi-Stakeholder Workshops	Collaborative approach by various stakeholders towards coastal management	4
International Environmental Calendar Days	Calendar days	Improve environmental education and awareness.	4
Eco green Office Sessions/Workshops	Number of Ecogreen workshops/interventions	Integrated capacity building	4
Community climate response	River cleanup project reports	Responding to climate change by building resilience and adaptive capacity.	2
EMPr Projects Implemented in line with EMPr	Several projects	Compliance monitoring in terms of legislative requirements and provisions, instituting remedial and preventative measures.	4
Air Quality Management	Facilities with atmospheric emissions licenses monitored NAES Reports Reported	Improved compliance by facilities with Atmospheric Emission Standards	20
Air Quality Management Forum (IGR)	Bi-annual Multi-Stakeholder Workshops	Collaborative approach by various stakeholders towards air quality management	2
Biodiversity Forum (IGR)	Workshops held	Improved management of existing protected areas and ensure that the biodiversity assets receive the protection required.	2
Environmental Education and Awareness Forum (IGR)	Workshops held	Improve environmental education and awareness.	4

3.4.3.4 Disaster Risk Reduction for Disaster Management and Fire Services

Guided by Disaster Management Act 2002. Sections 15 and 20(2) of the Act specify the encouragement of a broad-based culture of risk avoidance, the promotion of education and training throughout the Republic, and the promotion of research into all aspects of disaster risk management.

The Municipality has initiatives in place with the aim of reducing disaster risk and therefore critical to meeting development objectives, capacity building for Disaster Risk Management (DRM) is a crucial process that aims to enhance the competencies and skills of individuals, organizations, and communities to effectively manage and reduce disaster risks.

In order to achieve sustainable development, disaster risk reduction aims to prevent new disasters, reduce existing ones, and manage residual risks. All of these initiatives help towards building resilience within communities. Disaster risk reduction programs providing for prevention and mitigation strategies have been compiled through a participative process with all stakeholders as shown in tables below.

Disaster Management & Fire Services Programmes/Projects by Municipality

Table 48: Number of DRM Community Awareness Conducted

EVENT	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
DRM Awareness	05/07/2023	Port Shepstone Post Office	94	RNM
DRM Awareness	13/07/2023	Margate Taxi Rank	104	RNM
DRM Awareness	20/07/2023	Betania Sports Ground	119	RNM
DRM Awareness	06/07/2023	Ophepheni Taxi Rank	144	Umzumbe
DRM Awareness	11/07/2023	SASSA	120	Umzumbe
DRM Awareness	21/08/2023	Inkanini Sports Complex	164	Umzumbe
DRM Awareness	1/08/2023	Nomakhanzane Primary School	645	Umzumbe
DRM Awareness	27/07/2023	Harding Taxi Rank	126	Umuziwabantu
DRM Awareness	26/08/2023	Kwambotho TC	102	Umuziwabantu
DRM Awareness	30/08/2023	Harding Sports Ground	100	Umuziwabantu
DRM Awareness	17/08/2023	Umzinto Town Hall	104	Umdoni
DRM Awareness	18/08/2023	Mahlongwa Community Hall	100	Umdoni
DRM Awareness	24/08/2023	Dumayo Sports field	65	Umdoni
DRM Awareness	31/08/2023	Umzinto Taxi Rank	81	Umdoni
DRM Awareness	13/02/2024	Qinqa Sport Ground	164	RNM
DRM Awareness	12/02/2024	Izingolweni Clinic	645	RNM
DRM Awareness	09/02/2024	Dumisa Community Hall	126	Umdoni
DRM Awareness	16/01/2024	Umzumbe, Turton Taxi rank	102	Umzumbe
DRM Awareness	24/01/2024	Phungashe Boxer Store	100	Umzumbe
DRM Awareness	15/02/2024	Turton Sassa	104	Umzumbe
DRM Awareness	21/02/2024	Kwakhanya High School	100	Umzumbe
DRM Awareness	17/08/2023	Mlonde High School	65	RNM
DRM Awareness	26/07/2023	Breamer Junior Primary School	81	Umdoni
DRM Awareness	26/07/2023	Mzimkulu Primary School	164	Umuziwabantu
DRM Awareness	04/08/2023	Mabuthela High School	645	Umzumbe
TOTAL			**2025**	

Table 49: Number of Fire Safety Awarenesses Conducted

EVENT	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Fire safety Awareness	20/07/2023	Mpumelelo Primary School	505	Umzumbe
Fire safety Awareness	03/0/2023	Khakhama Primaty School	156	Umzumbe
Fire safety Awareness	10/08/2023	KwaHlongwa Primary School	318	Umzumbe
Fire safety Awareness	17/08/2023	Bongucele Secondary School	1267	Umzumbe
Fire safety Awareness	26/07/2023	Insingizi Primary School	645	RNM
Fire safety Awareness	26/07/2023	Buhlebezwe Primary School	560	RNM
Fire safety Awareness	04/08/2023	Sikhuthali Primary School	249	RNM
Fire safety Awareness	08/08/2023	Mbusomusha Primary School	482	RNM
Fire safety Awareness	15/08/2023	Mntwanungamzizwe High School	153	RNM
Fire safety Awareness	16/08/2023	Mangquzuka High School	606	RNM
Fire safety Awareness	28/07/2023	Shonkweni Primary School	865	Umdoni
Fire safety Awareness	04/08/2023	Kwahluzingqondo High School	1273	Umdoni
Fire safety Awareness	23/08/2023	Gugulesizwe High School	1498	Umdoni
Fire safety Awareness	31/08/2023	Umzinto Primary School	606	Umdoni
Fire safety Awareness	08/08/2023	Mkhoba Primary School	269	Umuziwabantu
Fire safety Awareness	10/08/2023	Gavehope Primary School	111	Umuziwabantu

EVENT	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Fire safety Awareness	18/08/2023	Inkanyezi yamachi Primary School	847	Umuziwabantu
Fire safety Awareness	29/08/2023	Ncabhela Primary School	547	Umuziwabantu
Fire Safety Awareness	12/10/23	Olwandle High School	1401	RNM LM
Fire Safety Awareness	11/10/23	Ezinqoleni High School	1439	RNM LM
Fire Safety Awareness	20/10/23	Mashesha high school	180	RNM LM
Fire Safety Awareness	25/10/23	Tholimfundo high school	533	RNM LM
Fire Safety Awareness	31/10/23	John Paul preschool	55	RNM LM
Fire Safety Awareness	25/10/23	Nombayinganeprimary school	168	Umdoni LM
Fire Safety Awareness	30/10/23	Qwembe Primary School	160	Umdoni LM
Fire Safety Awareness	01/11/23	Inqanula C.P School	344	Umdoni LM
Fire Safety Awareness	01/11/23	Sibuyile Senior secondary school	215	Umdoni LM
Fire Safety Awareness	26/10/23	Bonguzwane High School	620	Umzumbe LM
Fire Safety Awareness	08/11/23	Nqolobane High School	216	Umzumbe LM
Fire Safety Awareness	13/11/23	KwaKhathi High School	170	Umzumbe LM
Fire Safety Awareness	26/10/23	Emaweleni Primary School	147	Umuziwabantu LM
TOTAL			**4010**	

Table 50: Number of Disaster Management Trainings Conducted

PROGRAMME	DATE	VENUE	NUMBER OF PEOPLE REACHED	MUNICIPALITY
Basic DRM training	05/07/2023	KwaHlongwa TC	27	Umzumbe
Basic DRM training	12/07/2023	Umzumbe Ward 17	28	Umzumbe
Basic DRM training	26/07/2023	Marburg Clinic	24	RNM
Basic DRM training	16/08/2023	Kwashibe Hall	26	RNM
Basic DRM training	08/08/2023	Mahlongwa Hall	25	Umdoni
Basic DRM training	16/08/2023	Malangeni Hall	83	Umdoni
Basic DRM training	18/08/2023	KwaJali TC	31	Umzumbe
Basic DRM training	19/10/23	Phungashe Hall	26	Umzumbe
Basic DRM training	23/10/23	Esibanini Hall	26	Umzumbe
Basic DRM training	25/10/23	Lushaba T/C	21	RNM
Basic DRM training	24/10/23	Civic Centre	59	RNM
Basic DRM training	02/10/23	Amandawe Training Centre ward 17	29	Umdoni
Basic DRM training	05/10/23	Kenteton Hall ward 4	27	Umdoni
Basic DRM training	24/10/23	Salvation Army ward 4	25	Umdoni
TOTAL			**173**	

Table 51: Number of Fire Safety Awarenesses Conducted

EVENT/PROGRAMME	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Fire safety Awareness	20/07/2023	Mpumelelo Primary School	505	Umzumbe
Fire safety Awareness	03/0/2023	Khakhama Primaty School	156	Umzumbe
Fire safety Awareness	10/08/2023	KwaHlongwa Primary School	318	Umzumbe
Fire safety Awareness	17/08/2023	Bongucele Secondary School	1267	Umzumbe
Fire safety Awareness	26/07/2023	Insingizi Primary School	645	RNM
Fire safety Awareness	26/07/2023	Buhlebezwe Primary School	560	RNM
Fire safety Awareness	04/08/2023	Sikhuthali Primary School	249	RNM
Fire safety Awareness	08/08/2023	Mbusomusha Primary School	482	RNM
Fire safety Awareness	15/08/2023	Mntwanungamzizwe High School	153	RNM
Fire safety Awareness	16/08/2023	Mangquzuka High School	606	RNM
Fire safety Awareness	28/07/2023	Shonkweni Primary School	865	Umdoni
Fire safety Awareness	04/08/2023	Kwahluzingqondo High School	1273	Umdoni
Fire safety Awareness	23/08/2023	Gugulesizwe High School	1498	Umdoni
Fire safety Awareness	31/08/2023	Umzinto Primary School	606	Umdoni
Fire safety Awareness	08/08/2023	Mkhoba Primary School	269	Umuziwabantu
Fire safety Awareness	10/08/2023	Gavehope Primary School	111	Umuziwabantu
Fire safety Awareness	18/08/2023	Inkanyezi yamachi Primary School	847	Umuziwabantu
Fire safety Awareness	29/08/2023	Ncabhela Primary School	547	Umuziwabantu
Fire Safety Awareness	12/10/23	Olwandle High School	1401	RNM LM

EVENT/PROGRAMME	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Fire Safety Awareness	11/10/23	Ezinqoleni High School	1439	RNM LM
Fire Safety Awareness	20/10/23	Mashesha high school	180	RNM LM
Fire Safety Awareness	25/10/23	Tholimfundo high school	533	RNM LM
Fire Safety Awareness	31/10/23	John Paul preschool	55	RNM LM
Fire Safety Awareness	25/10/23	Nombayinganeprimary school	168	Umdoni LM
Fire Safety Awareness	30/10/23	Qwembe Primary School	160	Umdoni LM
Fire Safety Awareness	01/11/23	Inqanula C.P School	344	Umdoni LM
Fire Safety Awareness	01/11/23	Sibuyile Senior secondary school	215	Umdoni LM
Fire Safety Awareness	26/10/23	Bonguzwane High School	620	Umzumbe LM
Fire Safety Awareness	08/11/23	Nqolobane High School	216	Umzumbe LM
Fire Safety Awareness	13/11/23	KwaKhathi High School	170	Umzumbe LM
Fire Safety Awareness	26/10/23	Emaweleni Primary School	147	Umuziwabantu LM
TOTAL			**4010**	

Table 52: Number of Disaster Management Trainings Conducted

PROGRAMME	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Basic DRM training	05/07/2023	KwaHlongwa TC	27	Umzumbe
Basic DRM training	12/07/2023	Umzumbe Ward 17	28	Umzumbe
Basic DRM training	26/07/2023	Marburg Clinic	24	RNM
Basic DRM training	16/08/2023	Kwashibe Hall	26	RNM
Basic DRM training	08/08/2023	Mahlongwa Hall	25	Umdoni
Basic DRM training	16/08/2023	Malangeni Hall	83	Umdoni
Basic DRM training	18/08/2023	KwaJali TC	31	Umzumbe
Basic DRM training	19/10/23	Phungashe Hall	26	Umzumbe
Basic DRM training	23/10/23	Esibanini Hall	26	Umzumbe
Basic DRM training	25/10/23	Lushaba T/C	21	RNM
Basic DRM training	24/10/23	Civic Centre	59	RNM
Basic DRM training	02/10/23	Amandawe Training Centre ward 17	29	Umdoni
Basic DRM training	05/10/23	Kenteton Hall ward 4	27	Umdoni
Basic DRM training	24/10/23	Salvation Army ward 4	25	Umdoni
TOTAL			**173**	

Table 53: Number of Fire Safety Trainings Conducted

PROGRAMME	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Basic Fire Training	06/07/2023	Siyamthanda Shelter	25	RNM
Basic Fire Training	26/07/2023	Marburg Workshop	16	RNM
Basic Fire Training	03/08/2023	Ilovo Farming	26	RNM
Basic Fire Training	19/08/2023	Maveshe Community Hall	26	RNM
Basic Fire Training	07/07/2023	Swelihle Community Hall	39	Umdoni
Basic Fire Training	12/07/2023	Mandawe Community Hall	21	Umdoni
Basic Fire Training	19/07/2023	Nkampula Community Hall	26	Umdoni
Basic Fire Training	04/07/2023	Nomakhanzane Community Hall	26	Umzumbe
Basic Fire Training	19/07/2023	Indlu Yokuphepha – Mfazazane area	26	Umzumbe
Basic Fire Training	26/07/2023	Kwafica High School	54	Umzumbe
Basic Fire Training	02/08/2023	Osindisweni Church (ward 19)	43	Umzumbe
Basic Fire Training	29/08/23	Incabhela Primary School	26	Umuziwabantu
Basic Fire Training	05/10/23	St Andrews Hospital	28	Umuziwabantu
Basic Fire Training	06/10/23	Landfield sites	32	Umuziwabantu
Basic Fire Training	01/11/23	Rooival Farm Harding	26	Umuziwabantu
Basic Fire Training	04/10/23	Mandawe community hall	40	Umdoni
Basic Fire Training	05/10/23	Malangeni community hall	26	Umdoni
Basic Fire Training	17/10/23	Vulamehlo Agriculture	14	Umdoni
Basic Fire Training	18/10/23	Umzinto Town Hall	88	Umdoni
Basic Fire Training	11/10/23	MPCC ward 17	42	Umzumbe
Basic Fire Training	13/10/23	Traditional Court ward 13	26	Umzumbe
Basic Fire Training	17/10/23	St Martins	28	RNM

PROGRAMME	DATE	VENUE	NO. OF PEOPLE REACHED	MUNICIPALITY
Basic Fire Training	25/10/23	Pumula Hotel	21	RNM
TOTAL			**180**	

Building 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 the Disaster Management and Fire Services team in the District are conducting fire safety programs aiming at reducing the disaster risks. The district has a responsibility of ensuring public safety and compliance by both government department as well as private entities by conducting random inspection on buildings and public facilities. This has been an ongoing initiative with the main objective of promoting safety in critical facilities and public buildings.

Events & Contingency Plans

Ugu Disaster Management and Fire Services with its family of Local Municipalities are mandated to ensure that all the events that took place within the district area of jurisdiction are in-line with planning and prevention through identifying, eliminating, and controlling hazards and risks associated with Safety at Sports and Recreational Events Act 2 of 2010 read with Regulation of Public Gatherings Act 205 of 1993. Also to ensure the coordination of roles and responsibilities by Multi- Sectoral Stakeholders (Security Cluster Meetings) this is a crucial component to guarantee that all necessary precautions and measures are taken into consideration for the wellbeing and safety of patrons in the event.

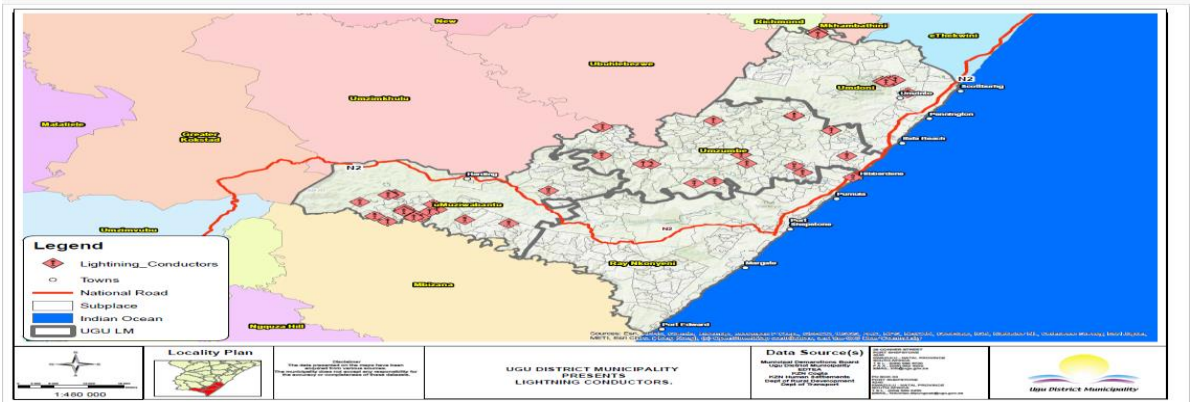
Household Inspections

The Disaster Management Act 57 of 2002 as amended in 2015, under Key Performance Area 3-Risk Reduction acquaint with Disaster Risk Management Planning implementation informs development-oriented approaches, plans, programs, and projects that reduces disaster risk, it also gives attention to planning for integration of the core risk reduction principles of prevention and mitigation through on-going programs and initiatives.

The district is conducting household's inspections for rural fire prevention programme in various wards using the door-to-door approach. The objective is to identify possible hazards and to reduce the impact and vulnerability of structural fires within wards. This approach was informed by the constant Incline in Structural fires hence the implementation, following findings the Household heads are given awareness on housekeeping, fire breaks, fuel load, exposed electrical wiring and dangers of illegal electrical connections etc.

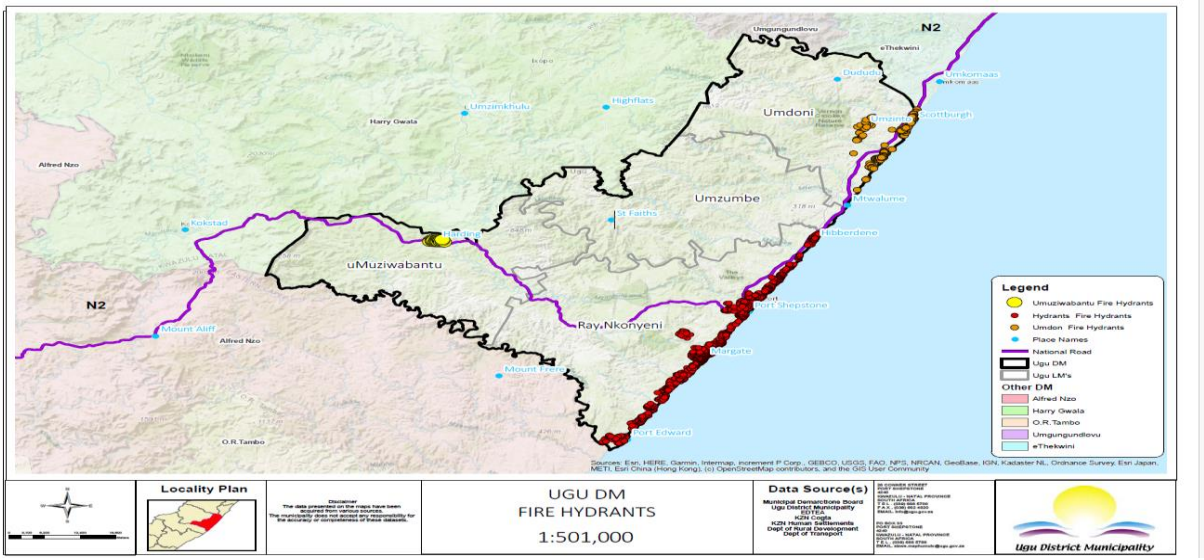
3.4.3.5 Disaster Risk Reduction Initiatives for Disaster Management and Fires Services

The map below depicts installation of lighting conductors in the district to reduce the impact of lightning.



Map 22: Installation of Lighting Conductors in Ugu

The District through its Water Services authority is responsible for the installation and maintenance of Fire Hydrants within Local Municipalities.



Map 23: Ugu DM Fire Hydrants

3.4.4 Disaster Response and Recover

Preparedness Plans

Preparedness plans have been compiled through a participative process and have been vetted in terms of practical execution**.** The organizational structure for preparedness within the municipality includes Ugu Disaster Management, the Disaster Management Advisory Forum, the Interdepartmental Disaster 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.

The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. Ugu Emergency Control Centre is responsible for the operational procedures associated with day-to-day operational response to emergencies by municipal departments. Ugu Emergency Control Centre and the Ugu Disaster Management Advisory Forum are jointly responsible for the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the municipality.

Declaration of a state of disaster and disaster classification.

When a disastrous event occurs or is threatening in the municipality, the DMC /Section will determine whether the event is a disaster in terms of the Act, and, if so, the Head of the Centre will immediately.

- ✓ initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster.
- ✓ alert Disaster Management role players in the municipal area that may be of assistance in the circumstances.
- ✓ initiate the implementation of the disaster response plan or any contingency plans and emergency procedures that may be applicable in the circumstances; and

- ✓ inform the National Disaster Management Centre and the KZN Provincial Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.

When informing the National Centre and the KZN Provincial Disaster Management Centre, the Ugu Disaster Management Centre may make recommendations regarding the classification of the disaster as may be appropriate. Irrespective of whether a local state of disaster has been declared or not, the municipality is primarily responsible for the Co-ordination and management of local disasters that occur in its area. Whether an emergency is determined to exist, municipal and other agencies may take such actions under this plan as may be necessary to protect the lives and property of the inhabitants of the municipality.

Declaration of a local state of disaster: In the event of a local disaster the municipal council may by notice in the provincial gazette declare a local state of disaster if existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster; or other special circumstances warrant the declaration of a local state of disaster. If a local state of disaster has been declared, the Council may make by-laws or issue directions, or authorize the issue of directions to:

- ✓ Assist and protect the public.
- ✓ Provide relief to the public.
- ✓ Prevent or combat disruption; or
- ✓ Deal with the destructive and other effects of the disaster.

3.4.5 Disaster Funding Arrangements

In 2029 / 20, Ugu district was affected by heavy rains accompanied by strong wind associated with lightning.
The adverse weather caused damages to households as well as the infrastructure throughout all four (4) Local Municipalities within the district. In response to the said damages, National Treasury approved the municipal disaster grant funding to repair and reconstruct the damaged roads within Umzumbe, Ray Nkonyeni & Umuziwabantu Local Municipality

2019 / 20 MUNICIPAL DISASTER GRANT				
Name of Municipality	**Approve amount**	**1st, 2nd & 3rd Tranche Received**	**Expenditure to date**	**PROGRESS**
Umzumbe Local Municipality	R15.7 million	R7.5 million	R7.3 million	98%
		R4.7 million	R1.2 million	25%
Ray Nkonyeni Local Municipality	R82.2 million	R31 million	R19.4 million	92%
		R24 million	R2 million	10%
		R27.5 million	R0	0%
Umuziwabantu Local Municipality	R13.5 million	R6.5 million	R0.00	0%

UGU DISTRICT MUNICIPALITY	
DISASTER MANAGEMENT	**BUDGET 2022/23**
Procurement of Emergency Relief	R2 200 000.00
Disaster Management Workshops, Trainings and Awarenesses (Promotional Material)	R 200 000.00
Disaster Management Uniform	R 200 000.00
TOTAL	**R2 600 000.00**

2024/2025 **UGU DISTRICT MUNICIPALITY FUNDING MECHANISM**		
TYPE OF BUDGET	**BUDGET**	**SOURCE**
Fire Service Engine and Equipment	R1 000 000.00	Capital Budget (Ugu Internal Funding)
Emergency Relief Stock Installation of lighting conductors, Wendy Houses, Plastic Sheeting, Food Parcels and Blankets	R3 000 000.00	Operational Budget (Ugu Internal Funding)
Education and Training, Accredited Training, Workshops and Community Awareness Campaigns	R 600 000.00	Operational Budget (Ugu Internal Funding)
Volunteers – Ward Based Committees	R0.00	Operational Budget (Ugu Internal Funding)
Personal Protective Equipment (PPE)	R 400 000	Operational Budget (Ugu Internal Funding)
Risk Assessment	R 50 000	Operational Budget (Ugu Internal Funding)

FUNDING MOBILIZATION STRATEGY

Enabler 3 provides a general overview of the recommendations on funding arrangements for disaster risk management to cover the costs associated with the following activities (National Disaster Management Framework):

- ✓ start-up activities,
- ✓ disaster risk management
- ✓ disaster risk reduction,
- ✓ response, recovery, and rehabilitation activities, and
- ✓ training and capacity-building programs

The table below provides an overview of the recommended funding mechanisms for each of the five disaster management activities mentioned above.

Partnership

The District Municipality has forged partnership with NGO's and NPO's who participate in the District Disaster Management Advisory Forum, Disaster Risk Reduction as well as Emergency Relief programs. Risk Reduction and distribution of Emergency Relief efforts are implemented with the assistance of the NGO.

Thus, South African Red Cross in partnership with Old Mutual Foundation donated 388 food packs and water purifiers to the family's that were affected by floods in December 2023 – January 2024 in all four LMs.

Cross Boarder Mutual Assistance Agreements

The processes and negotiations towards the completion of a cross boarder Mutual Assistance Agreement is underway.

3.4.6 Summary of MEC Comments and How the Municipality Aims to Address them For Cross-Cutting KPA

Previous IDP Comments (Challenges)	**How the Municipality had addressed the challenges**
The SDF is required to comply with regulation 2(4) of the Local Government Planning and Performance Regulations, 2 of 001 , Regulation and the provisions of Section of section 21 of the Spatial Planning & Land Use Management Act 2013	The municipality has only one professionally registered Town & Regional Planner which causes capacity constraints in reviewing the plans in-house. However, it will be addressed and incorporated in the 2024.25 SDF review

Previous IDP Comments (Challenges)	How the Municipality had addressed the challenges
Municipality is requested to gazette its SDF as required by SPLUMA	Municipality has been facing financial issues and external funders have been approached to assist the municipality with funding to gazette and review the plan as a major review is required to incorporate the LMs and new declared region SDFs
There are no proposed interventions to address bulk infrastructure challenges	The bulk challenges are discussed in detail in the WSMP and in the business plans which are used as motivation for application of funding from MIG and DWS
The municipality is requested to submit and SDP as part of the SDF submission	The municipality has only one professionally registered Town & Regional Planner which causes capacity constraints in reviewing the plans in-house. However, it will be addressed and incorporated in the 2024.25 SDF review
Disaster Management Plan must be reviewed in line with the National Guidelines for effective functioning of the unit. The district should consider increasing its budget for disaster and fire management and explore external funders	The plan was reviewed and adopted in April 2024

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 54: 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 Arrangements

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 however, there is currently only 41 existing as one has passed on. 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 (3) elected Amakhosi who form part of the Ugu District Municipal Council and all 3 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. The inclusion for Amakhosi within the municipal structures also plays a vital role in their involvement in municipal priorities and key decision-making processes. The municipality, through the speaker's office, would coordinate a day in which all the government business matters which need to be presented to the traditional offices is presented and workshopped for Amakhosi. Furthermore, this is followed by pre-presentations which are made to the traditional EXCO who then will decide whether the items continue to be tabled before all the traditional leaders and their delegations.

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 (37) members, eight (15) of whom are full-time and (22) who are part-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 resolved to the Ugu District Council. Notwithstanding the above, the Executive Committee is authorised to exercise any of those plenary powers delegated to other Standing Committees in circumstances where any matters from these committees are referred to the Executive Committee. In line with Section 80 of the Municipal Structures Act, the Municipality currently has five multi-party Portfolio Committees, 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, Security, 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 Management Services, Environmental Health, USLC, LED and Development Planning.
- ✓ 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 in 2021 resolved to undertake a change management process with regards to the function of LED, and change management structures were set up to coordinate and undertake the process. The existing two SPVs for LED, namely Ugu South Coast Tourism and Ugu South Coast Development Agency. From 1 July 2022 an interim board was appointed to manage the merging of the two entities into the South Coast Tourism and Investment Enterprise. The Mandate of the SCTIE being to drive investment, and be the investment arm of the district across all sectors of the economy. In October 2023 a new board was appointed, as the merger was completed and the new Board has undergone a Strategic Planning Session which is currently in final draft version. The strategy aims to address current challenges within the current context and to align to the Economic Recovery Framework 2022-2032 in terms of target economic indicators with four main goals being: investment attraction, increased tourists, stakeholder management and financial viability.

3.5.4 Organisational Analysis

The Municipality has a finalised and adopted revised organogram, that was approved in February 2024, with one thousand one hundred and fifty- one (1151) 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 nine hundred and twenty (920). The organisation currently has a vacancy rate of about 6.08% and the total amount spent on the salaries averages from R 20 million – R 24 million per month and R 2,8 million – R 5,6 million goes to overtime.

The Organogram currently has 920 filled positions inclusive of contract and permanent placements. The position of the Municipal Manager is currently vacant and filled on a secondment appointment and out of the four (04) Senior Managers positions inclusive of the Chief Financial Officer (CFO) being one of the Senior Managers, one is vacant being the General Manager: Water Services and filled on a secondment appointment and two are filled on long term contracts with one being permanently filled.

Table 55: Ugu District Employees per Department

DEPARTMENT	NUMBER OF EMPLOYEES
BUDGET AND TREASURY	129
COPORATE SERVICES	124
ECONOMIC DEVELOPMENT AND ENVIROMENTAL SERVICES	30
OFFICE OF THE MM	92
WATER SERVICES	545
TOTAL	920

Source: Ugu District Municipality Corporate Services, 2024

The age analysis of the Ugu District Municipality's Employees is broken down as per table 56

Table 56: Ugu District Employees by Age Group

Age Group	Number
22 - 35	162
36 - 45	291
46 - 55	321
56 - 60	92
61 - 65	54

3.5.5 Human Resources

The Human Resources policies and strategies are 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 31st of March 2021.
Employment Equity Plan: 2023 - 2025	The Plan was adopted in November 2022 ✓ Recruitment of a disabled African male candidate under Skilled and Junior management Occupational Level to balance the ratio of PWD year 1 ✓ Recruitment of a female candidate in the Top Management Occupational Level to balance the gender ratio year 1. ✓ Recruitment of a disabled Africa female candidate under Professionally qualified Occupational Level to balance the ratio of PWD year 2 ✓ Recruitment of a Coloured male candidate in the Semi-Skilled Occupational Level to balance the racial and gender ratio year 3 Recruitment of a disabled female candidate under Skilled and Junior management Occupational Level to balance the ratio of PWD year 3
Skills Audit	The skills audit was conducted and concluded in November 2021 through GAPSKILL System, presentation was to the Municipal Council on the 25 August 2022 and the results are used to implement the WSP
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

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 2023/24 thus far, the Municipality has provided the Municipal employees in the following key critical programmes:

Table 57: Training Programmes Implemented

No.	Training Programme	Number of Beneficiaries
1.	Municipal Finance Management Programme	15
2.	Electrical Trade Test	3
3.	Motor Mechanic Trade Test	1
4.	MISA RPL Water and Wastewater Training NQF L4	4
5.	Labware	4
6.	Adroit Scada Training	15

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 58: Training Programmes to be Implemented

NO	TRAINING PROGRAMME	Number of Beneficiaries	
		2023.24	2024.25
	EMPLOYED		
1.	Municipal Finance Management Programme	15	32
2.	Electrical Trade Test	3	-
3.	Motor Mechanic Trade Test	1	1
4.	MISA RPL Water and Wastewater Training NQF L4	4	0
5.	Labware	4	5
6.	Adroit Scada Training	15	0

NO	TRAINING PROGRAMME	Number of Beneficiaries	
		2023.24	2024.25
	EMPLOYED		
7.	Plumbing Trade Test	50	0
8.	Microsoft Cyber Security Training	7	0
9.	Archives Registry Management Training	5	0
10.	SQL Server	0	4
11.	SANS 241:2015, ISO 17025, ISO 9000	0	4
12.	LIMS	0	4
13.	Leadership Development Programme	0	17
14.	Water and Wastewater Treatment	0	20
15.	Medium Voltage Switching	0	15
16.	Advanced Driving	0	15
17.	ICT Governance qualifications - COBIT 5	0	8
18.	Electrical Trade Test	0	3
19.	Motor Mechanic Trade Test	0	3
20.	Employee Assistance Programme	0	3
21.	Firearm Training and Close Protection Training	0	15
22.	Labware	0	5
23.	Handyman Training	0	10
24.	Air conditioning and refrigeration	0	10
	UNEMPLOYED		
25.	Green Solar Energy	0	15

Table 59: HR Priorities

PRIORITIES	YR1 22.23	YR2 23.24	YR3 24.25	YR4 25.26	YR5 26.27
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

In year 2023/24 the Section established the Health and Safety Committee and has appointed Safety Representatives in different Workstations, who are tasked with the responsibility of ensuring that safety

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

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 60: Human Resource Requirements

REF	REQUIREMENTS	STATUS 2023/2024	POE	METRIX VALUE 2023/24	PERIOD FOR ACHIEVEMENT	COMPLIANCE TIME FRAME
A	**POLICY**					
1.1	Has it been communicated to employees through workshops, emails, newsletters, and noticeboards	Ongoing	Register and programmes	40	Q4	30 June 2024
1.2	Is it clearly visible to employees?	Achieved	On the Municipal Intranet	10	Q1, Q2 Q3, Q4	30 June 2024
B	**RISKS ASSESSSMENTS**					
1.1	Has an integrated assessment been completed?	Ongoing	Risk Assessments Reports	40	Q1, Q2 Q3, Q4	30 June 2024
C	**EHSW COMMITTEE MEETINGS**					
1.1	Has the committee sat quarterly?	Ongoing	Attendance Registers & Agendas	40	Q1, Q2 Q3, Q4	30 June 2024
D	**INCIDENTS**					
1.2	All incidents reported and recorded	Ongoing	IOD Schedule	40	Q1 -10 Q2 -10 Q3 -10 Q4 -10	30 June 2024
1.3	Incidents investigated by appointed and trained person	Ongoing	Incident Report	40	Q1 -10 Q2 -10 Q3 -10 Q4 -10	30 June 2024
E	**HEALTH & SAFETY REPRESENTATIVES**					
1.1	Have the H&A Representatives been elected & trained		Attendance Register & copies of Certificates	50	Q3	30 September 2024
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 2024
1.2	Does management set annual targets and objectives?	Achieved	SDBIP	40	Q1, Q2 Q3, Q4	30 June 2024
G	**TRAINING**					
1.1	Has Safety Training been Conducted	Achieved Q1	Attendance Register & Copies of certificates	40	Q1, Q2 Q3, Q4	30 June 2024
H	**FIRE EQUIPMENT & DETECTION SYSTEMS**					
1.1	Have the equipment and detection systems been serviced?	Achieved	Report from Service Provider	100	Q2	31 December 2023
1.2	Have service provider issued a report?	Achieved	Report from Service Provider	50	Q2	31 December 2023
1.3	Have deviations been identified and rectified?	Ongoing	Report from Service Provider	40	Q1, Q2 Q3, Q4	30 June 2024

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

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

Table 61: Employee Assistant Programme 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 62: Ugu District Employees Participating in EAP

DEPARTMENT	NUMBER	PERCENTAGE
OMM	01	0.5
Corporate Services	08	0.73
BTO	03	1.7
EDES	0	0.61
Water Services	28	7.21

The total number of employees participating in EAP Programme is 39 out of the total of employees 920 which is 4.2% of the total workforce which is effective from July 2023 to February 2024.

Table 63: Nature Ailments

Nature Of Ailments	Numbers
Stroke	1 (0.1%)
Diabetes	2 (0.02%)
Alcohol and drug abuse	12 (1.3%)
Financial stress	6 (0.65%)
Work related stress	9 (0.97%)
Arthritis	4 (0.4%)
Hypertension	5 (0.5%)

ACHIEVEMENTS

- ✓ Enhanced personnel within the Unit to ensure it reaches an increased number of employees.
- ✓ Attendance to EAP Clients with different matters
- ✓ Provision of financial management to retiring and on-boarding personnel

Table 64: Employee Health, Wellness and Safety Priorities

PRIORITIES	YR1 23.24	YR2 24.25	YR3 25.26	YR4 26.27	YR5 27.28
Provide Effective Well Being Services e.g., Wellness Screening, Lifestyle Education Workshops, financial management education,	4	4	4	4	4
Ensuring Compliance with OHS Act as per developed checklist	50%	50%	50%	50%	50%

3.5.7.4 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 65: Employment Equity Priorities

PRIORITIES	YR1 22.23	YR2 23.24	YR3 24.25	YR4 25.26	YR5 26.27
Ensuring compliance to the employment equity targets at a Management Level 0-6	45%	45%	45%	45%	45%

PRIORITIES	YR1 22.23	YR2 23.24	YR3 24.25	YR4 25.26	YR5 26.27
Review the Employment Equity Plan	The plan is valid for 3 years, and the current plan is valid form 2023 January 20, 2025, December		Review of the Plan in 2025/26 Financial		

3.5.8 Employer / Employee Relations

The role of the Employee Relations Unit is to promote a high-quality workforce and collaborative relationships between employees, management, and employee organizations. The 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.

ACHIEVEMENTS

- ✓ Successfully maintained discipline in the Municipality through attending to reported cases and scheduled hearings.
- ✓ There were no work stoppages during the 2023/24 financial year.
- ✓ Enhance employee capacity through conducting Workshops on Labour Relations topics.

GOALS

The Employee Relations Unit aims 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 66: Labour Relations Priorities

PRIORITIES	YR1 23.24	YR2 24.25	YR3 25.26	YR4 26.27	YR5 27.28
Conduct Workshops on Labour Relations and Code of Conduct with employees	04	04	04	04	04

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 67: Strategic Human Resources Planning Priorities

PRIORITIES	YR1 23.24	YR2 24.25	YR3 25.26	YR4 26.27	YR5 27.28
Introduce the use of e-Recruitment	30 September 2024				
Conduct Employee Satisfaction Survey	30 September 2024				
Review of Policies	05	05	05	05	05
Conduct Workshops on Organisational Culture	04	04	04	04	04
Conduct Employee Orientation and induction sessions	02	02	02	02	02
Conduct workplan assessments/reviews	04	04	04	04	04
Ensure Compliance on Departmental Overtime Management	100%	100%	100%	100%	100%
Ensure Dept Compliance with Annual and Sick Leave management	100%	100%	100%	100%	100%

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 Uni 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 ldvs 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 Nissan Navara double cabs,7x np200,s,2x water tankers,1x Nissan magnate,2x vts tankers,1x BMW X3
2023/24	24	15 x GWM 4x4 vehicles and 9 x GWM 4x2 vehicles
TOTAL	**73 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 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, located within the Corporate Services Department of the Municipality is an enabler within the Municipality, focusing on ICT Operations, technology solutions and digital transformation.

Council adopted a 5-year ICT Digital Strategy, and in addition to daily ICT operations, the goals of the strategy inform the projects within ICT, with Digital Transformation being the focus, resulting in Data driven decision making within the Municipality.

At Ugu District Municipality, four distinct sections exist to collectively form the Digital Unit, namely:

- ✓ Corporate Services Department, ICT Section comprising of the Manager ICT and ICT employees.
- ✓ Budget and Treasury Office Department, Financial Management Systems Support Section, comprising of the Manager FMSS and FMSS employees.
- ✓ Water Services Department, Water Resource Management Section comprising of the Manager WRM and the Instrument Technicians
- ✓ Office of the Municipal Manager, Manager Development Planning and GIS Co Ordinator

3.5.12.1 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.

3.5.12.2 ICT Strategy 2022-2027

The ICT Digital Strategy for Ugu District Municipality is designed to steer the Municipality towards a progressive digital future, focusing on long-term strategic objectives. Following an assessment of the Municipality's ICT capability maturity in December 2021, efforts are now concentrated on transitioning from a Proactive Technology approach to an Aligned Service provision approach. This strategy encompasses a comprehensive background, contextual analysis, and understanding of the ICT needs of both internal stakeholders and citizens. It establishes a strategic framework with key priorities and programs aimed at delivering value to the Municipality and its constituents over the short, medium, and long terms, supported by a roadmap to achieve these objectives.

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 maximizes the use of its resources. Information & Communication Technology (ICT) is one of these key resources.

3.5.12.3 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.

3.5.12.4 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
  - Payday
  - Sage 200 Evolution

- RouteMaster. Cloud
- CaseWare

✓ Reporting and trend analysis on the ERP systems in use

3.5.12.5 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, wastewater 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

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 core 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.

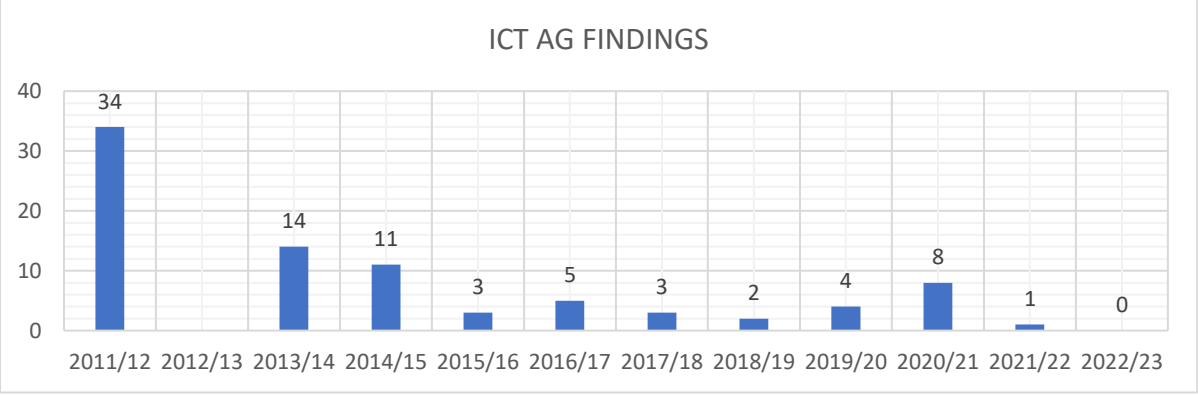
3.5.12.6 Auditor General Audit Opinion of ICT

Ugu District Municipality is classified as a Level 2 Capacity Municipality, and as such the ISA audit is intensive with growing intensity and aggression due to the reliance by the Municipality on the various systems it uses to perform financial transactions and tasks.

For the first time on record, ISA audit had 0 findings for the 2022/23 FY. RFI requirements on the ISA audits have more than doubled, when directly compared to ISA RFI requirements of 5 years ago.

Audit Category	2022/23		2021/22		2020/21		2019/20		2018/19		2017/18	
	Findings	Audited	Findings	Audited	Findings	Audited	Findings	Audited	Findings	Audited	Findings	Audited
ICT Governance - ITEC	0	17	0	34	0	34	1	**27**	0	37	0	19
ICT Service Continuity	0	25	0	9	1	9	0	**11**	0	7	0	9
Program Change Management	0	24	0	9	1	9	1	**4**	1	4	3	5
ICT Security Management	0	21	0	39	3	39	0	**25**	0	23	1	21
User Account Management	0	43	1	47	3	47	2	**27**	1	17	1	9
Physical and Environmental Controls	0	0	0	0	0	0	0	**0**	0	0	0	5
Migration Follow Up	0	0	0	0	0	0	0	**0**	0	2	0	0
Inventory Weighted average	0	0	0	0	0	0	0	**0**	0	1	0	0
Incident Management	0	0	0	3	0	3	0	**0**	0	0	0	0
TOTAL	**0**	**130**	**1**	**141**	**8**	**141**	**4**	**94**	**2**	**91**	**5**	**68**

Figure 30: ICT AG Findings



3.5.12.7 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.

3.5.12.8 ICT Collaborations with Other Municipalities and Sector Departments

Various collaborations are encouraged where Knowledge management and benchmarking sessions on technology solutions are done, information shared and mutual growth by all parties.

In November 2023, eThekwini Metro brought a delegation of approximately 20 staff including Management, Instrument technicians, applications administrators, control center supervisors and staff to benchmark against Ugu's systems and processes in the areas of the Control Centre and Call Centre's.

The Ugu ICT Manager was invited by SALGA to present to the Northern Cape Records and ICT Forum, held in September 2023. The presentation was done virtually, with good feedback received thereafter. Delegates shared their sentiments that they were impressed with the interactive IT Systems in use at Ugu for records management, including the bar code scanning and tender room environments.

Umuziwabantu Local Municipality requested support from Ugu ICT, In October 2023, expertise was given to the immediate challenges that were being experienced and sharing reports of findings in the ICT operations at Umuziwabantu, and support with the shortlisting and subsequent interviews for the ICT Technician being recruited was given.

Through SALGA, Ugu shared the ICT enablement practices to the Lesedi Local Municipality, where the Manager ICT of Ugu presented at the Lesedi Manco in March 2023 (a water services provider LM) based in Heidelberg, Gauteng. The areas of using MS Teams channels for PMS POE evidence, audit corrective action plan document collaboration techniques, amongst the MFILES software used for bar coding, tracking and EDMS received favourable feedback. In addition, the Tender room methodology and OneDrive usage for records retrieval was presented on.

The Harry Gwala District Municipality did a knowledge learning tour at Ugu District Municipality in February 2023. The areas of interest which they wanted to benchmark against were the Customer Care System, Disaster Management System, Telemetry System, ICT Service Desk System and ICT

operation and procedures. The session included a tour of the Disaster Management site where they could be shown the operations of the central system used by the Water Services Control Centre, the Customer Call Centre, the Disaster Management Centre operations and the SCADA and Telemetry systems used by the control Centre to monitor operations on the ground.

Ugu's Manager ICT presented in November 2022, at the SALGA annual Records Management Conference held in Vereeniging, Gauteng, on digital records management practices, which was well received by the Delegates in attendance.

3.5.12.9 Community Projects

In July 2023, in collaboration with Ugu's Youth Section, a Youth portal was developed. The focus of the Youth portal was to provide post matric education information to citizens of the District, by bringing together all content relating to NSFAS, Higher education institutions and other relevant information in a single portal. This was officially launched at the Career Exhibition held at Ugu Sports and Leisure Centre and is being consistently improved and campaigned to Youth throughout the District.

Since 2015, after the Municipality has done a desktop and laptop refresh for the staff of the Municipality though 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. In 2023, 7 laptops were donated to programs through the Youth Office to beneficiaries.

3.5.12.10 ICT Internships and Young Graduate Programs

ICT Internships within the ICT and FMSS Sections will continue to be promoted with 2 to 3 ICT interns being recruited at a time, exposing young ICT Graduates with no work experience to the live practical ICT working environment and training, some even obtaining internationally recognised certifications in the various systems they were trained and worked on. Cogta also places graduates within the ICT and these placements are welcomed. Work plans are developed for the interns, ensuring full exposure while within the Municipality, improving their work opportunities and job applications.

FMSS Youth Employment Opportunity Programme Success:

From 2009, twenty (20) unemployed graduates have been taken on to this programme through three (3) service providers. Of the 20, 16 have been permanently employed, one is late and two have just started their 12-months of the programme. The success rate of the programme is thus sitting at 94% if we exclude the one that passed on and the two that have just started on the programme.

ICT Internship Programme Success:
ICT started the internship programme in 2014 and this far has taken on 13 interns and 11 have found permanent employment within the municipality and outside of the municipality. The success rate of the ICT Internship programme is thus sitting at 84% if we exclude the current interns.
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3.5.12.11 SALGA Maturity Assessment of ICT

In November 2021, South African Local Government Association, SALGA, conducted an ICT Capability Maturity assessment and process improvement initiative on Ugu's ICT operations. The Department of Cooperative Governance and Traditional Affairs (COGTA) 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 ISA 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.

This assessment scored Ugu District Municipality ICT at an overall score of 3.50, making it the highest scoring Municipality at the time.

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 with a drive to Digital Transformation.

3.5.12.12 Digital Transformation

A Digital Transformation Champions Team was approved by Manco, 25 employees from various business units and Departments were invited to represent their sections, with a view to being part of the digital change. The embracement of digital innovation was fervently underscored, emphasizing the core objectives of enhancing public services, optimizing internal processes, and fostering a culture of continuous improvement.

This Champions Team will serve as a platform to outline the roadmap for the integration of smart technologies, data analytics, and collaborative platforms. The Digital Transformation champions not only set the tone for forthcoming changes but also galvanized enthusiasm and commitment among the Digital Champions.

3.2.12.13 ICT SWOT Analysis

Strengths	Weaknesses
Good Application Systems and controls in place **Good consistent audit outcome** Documentation repository ICT Steering Committee Digital Strategy, Governance & policies, Plans & SOP's Functional Organisational and Individual Performance Management System SALGA Assessment score improved	Limited ICT personnel training and certifications / qualifications IT Security dedicated presence / employee Technical Support – Service desk and SLA management Generator and facilities maintenance Innovation Drive (Relevance)
Opportunities	**Threats**
Training conferences and courses virtually Microsoft LEARN Manco-approved Youth Employment Opportunity Programme for graduates (FMSS initiative) & Citicall ICT District Forum Social Responsibility – Schools ICT Steering Committee MIG Top slice for ICT	Security vulnerabilities – hacking, malicious or data protection Critical skills shortage and redundant skills in ICT Ability to secure budgets or funding for new technology and innovations - Municipal financial position Fear of new technology and changes (users) Higher cost of IT products

3.5.17 Municipal Transformation and Institutional Development SWOT Analysis

Table 68: 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

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

Previous IDP Comments (Challenges)	How the Municipality had addressed the challenges
Update the IDP with regards to S54 & S56 positions within the municipality	Municipal Manager and General Manager: Water Services positions have been filled by acting.
Status of Municipal retention Policy not reflected	Recruitment & Selection adopted 2022, next review 2024. Retention Status implemented through the Recruitment and Selection Policy through upward mobility, where certain post level positions are advertised internal
Updating and adoption of organogram to most recent FY	Organogram of the Municipality last reviewed in 2023
Outdated Employment Equity	Current Employment Equity Plan (EEP) is for 2023 – 2025 and year 1 of the plan has been achieved.

3.6 BASIC SERVICE DELIVERY

3.6.1 Water Service Provision

It is important to highlight 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 current 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 123 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 eThekwini 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.

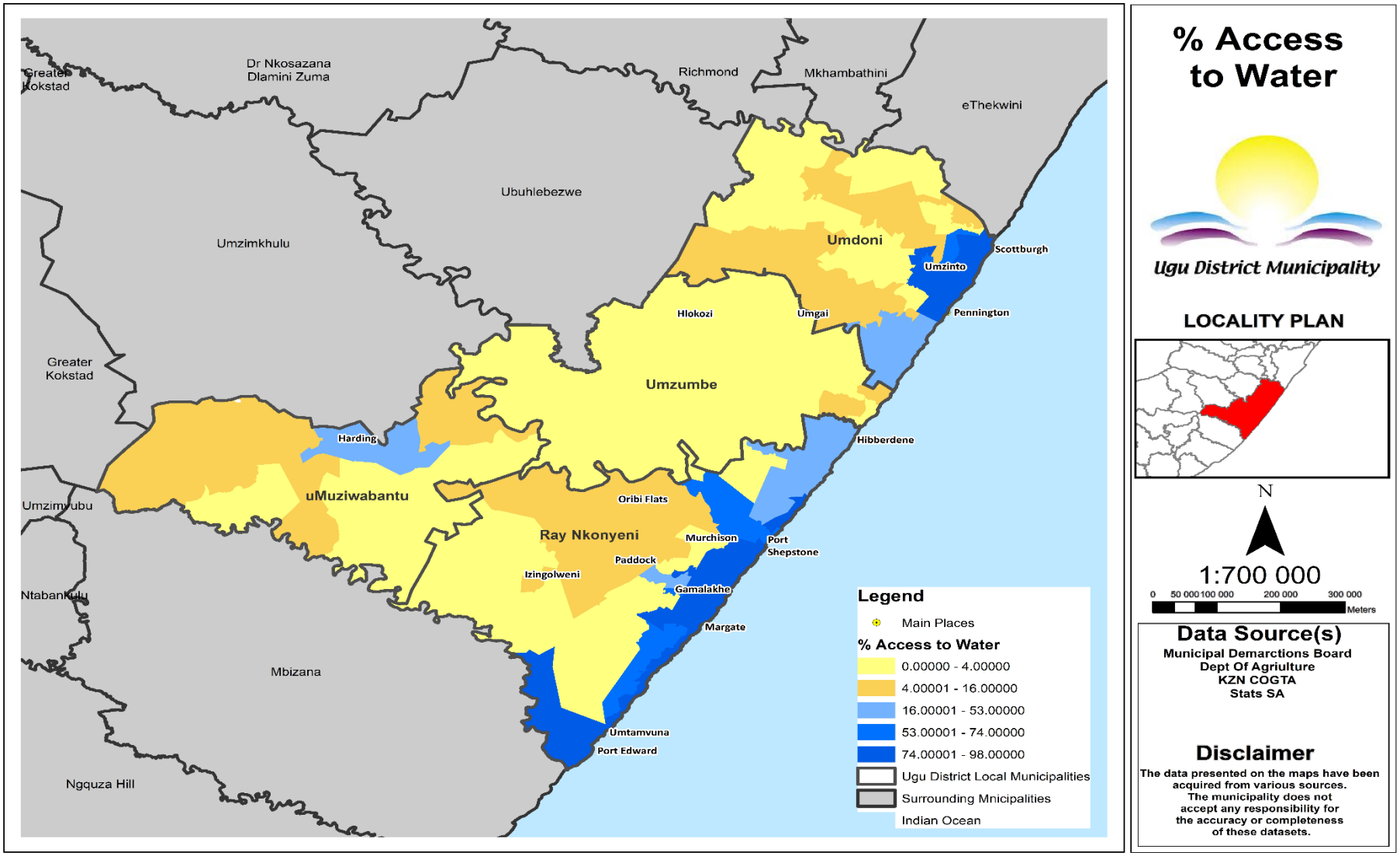
The demographics of the Ugu district vary from dense formal urban settlements to scattered rural settlements and must be dealt with differently when planning for the provision of water services. Different levels of service are appropriate for each settlement category and the new Norms and Standards has 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.

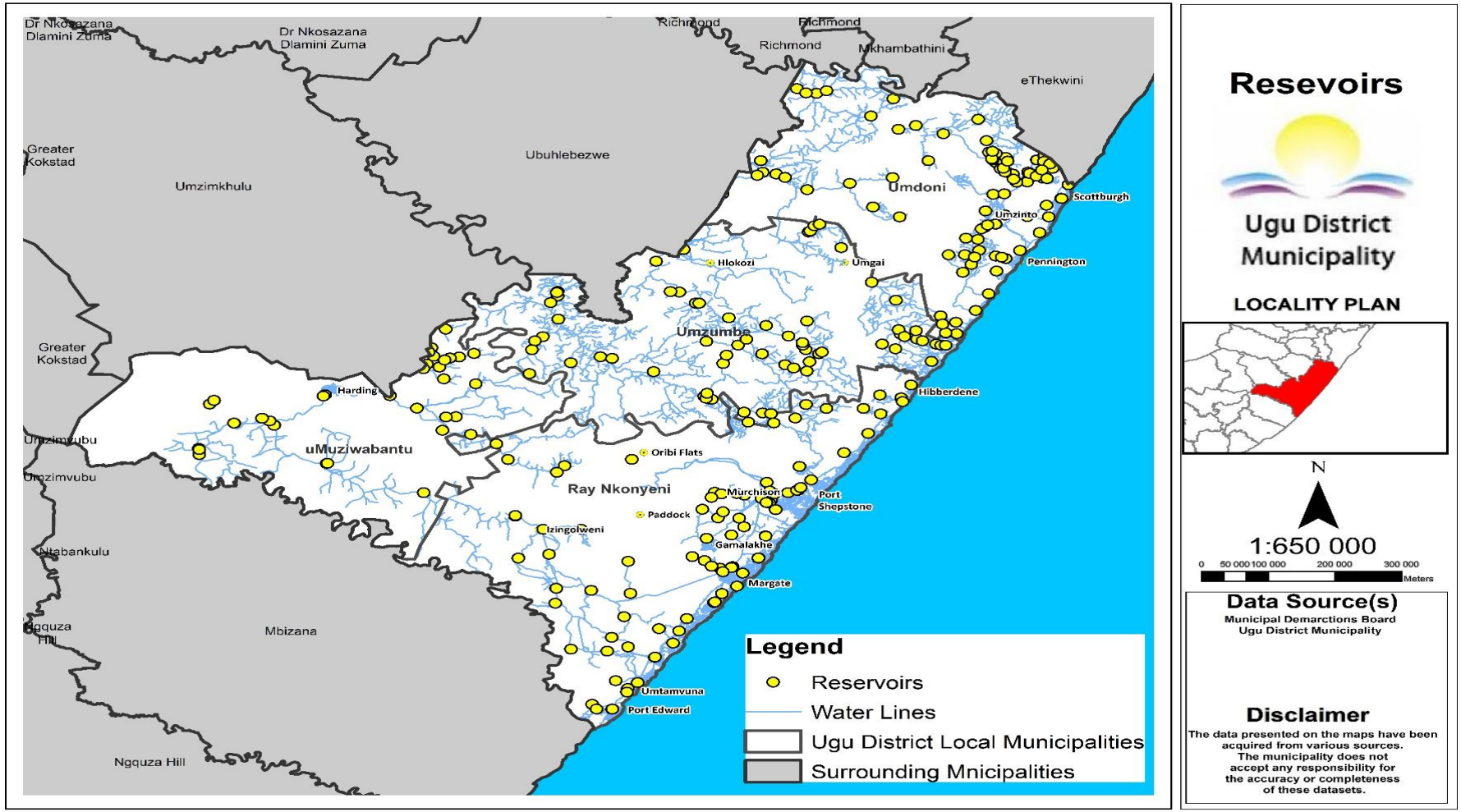
The water delivery standards were used to develop a water demand model for the district and to calculate current and future water demands per supply zone. The current level of basic service within Ugu comprises predominantly of community standpipes at 200m.

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.

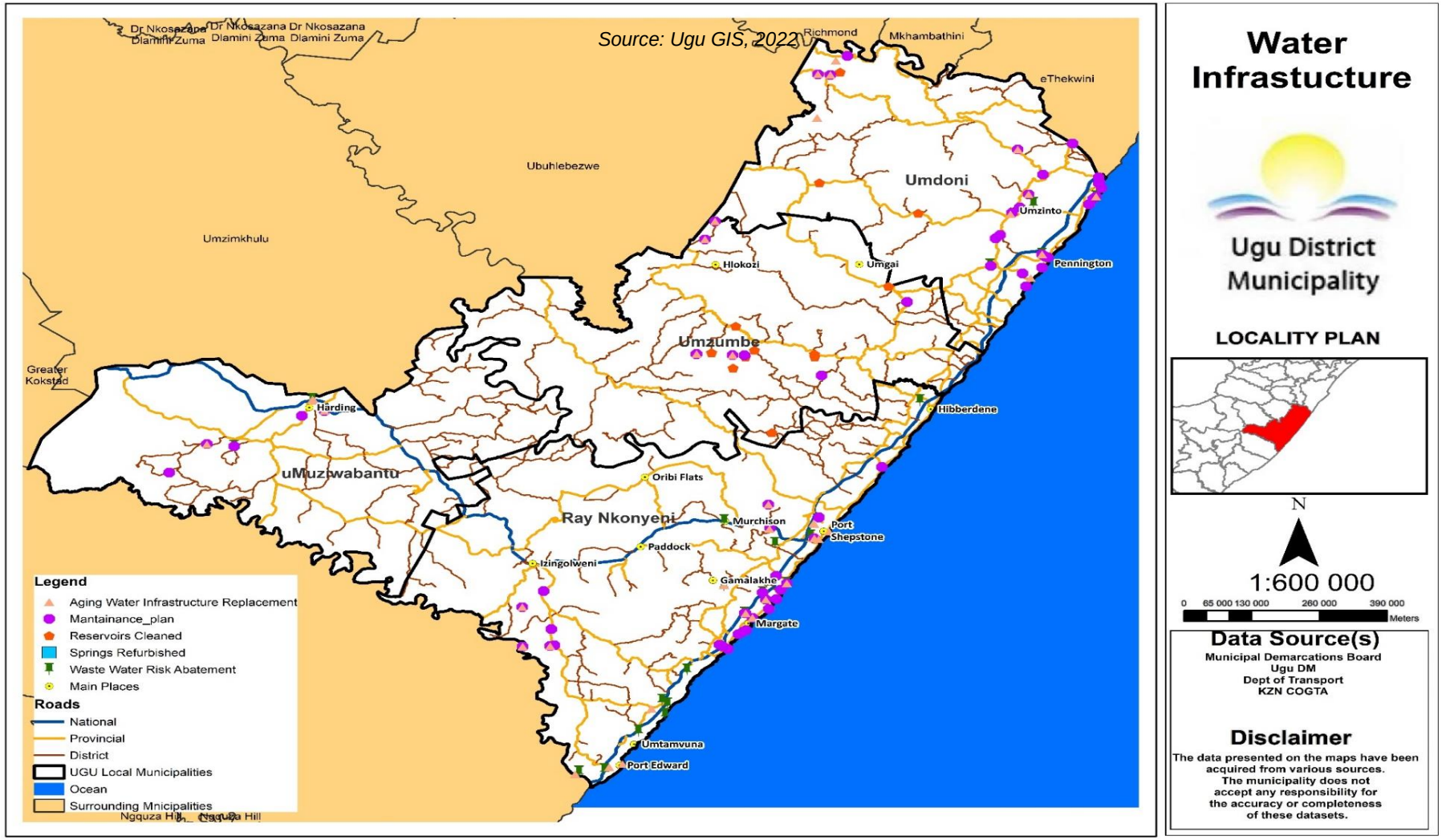

% Access to Water
Ugu District Municipality
LOCALITY PLAN
N
1:700 000
0 50 000 100 000 200 000 300 000
Meters
Data Source(s)
Municipal Demarctions Board
Dept Of Agriulture
KZN COGTA
Stats SA
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Main Places
% Access to Water
0.00000 - 4.00000
4.00001 - 16.00000
16.00001 - 53.00000
53.00001 - 74.00000
74.00001 - 98.00000
Ugu District Local Municipalities
Surrounding Mnicipalities
Indian Ocean
Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
eThekwini
Ubuhlebezwe
Umzimkhulu
Greater Kokstad
Ntabankulu
Mbizana
Ngquza Hill
Umzimvubu
Umdoni
Umzumbe
uMuziwabantu
Ray Nkonyeni
Scottburgh
Umzinto
Pennington
Umgai
Hlokozi
Hibberdene
Harding
Oribi Flats
Murchison
Port Shepstone
Paddock
Izingolweni
Gamalakhe
Margate
Umtamvuna
Port Edward



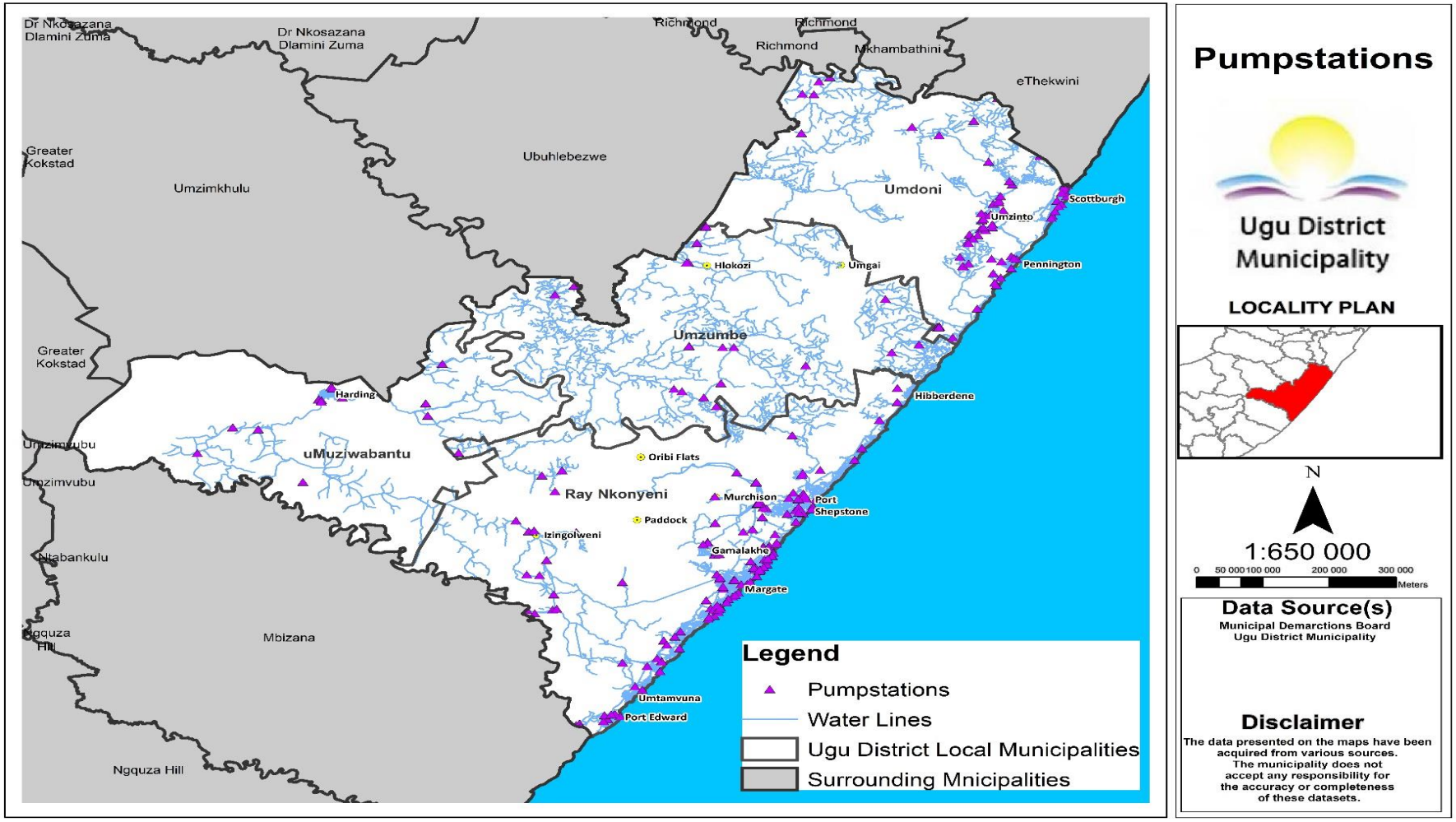
Source: Ugu GIS 2023

Table 69: 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



Map 2: Water Infrastructure



Map 3: Pumpstation

Source: Ugu GIS, 2022

3.6.4.1 Basic Services – Projects to be Implemented in the 2024-2025 Financial Year

MIS Form ID	Nat./ Prov Project Registration Number (as on the registration letter)	Project Title	Total planned expenditure on MIG funds for 2022/2023	Total planned expenditure on MIG funds for 2023/2024	Total planned expenditure on MIG for 2024/2025	Total planned expenditure on MIG for 2025/2026
	2011MIGFDC 21199135	Msikaba and Surrounds Water Supply Scheme	15 000 000		-	
	2019MIGFDC 21360331	Malangeni Low Cost Housing Project Stage 2	37 186 000		-	
	2006MIGFDC 21111786	Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	3 500 000			
	2012MIGFDC 21207776	Water Pipeline Replacements (AFA)	10 000 000			
	2015MIGFDC 21220463	KwaLembe Water Supply scheme Extension	36 266 884	72 382 296	51 819 872	51 819 872
	2012MIGFDC 21210633	Margate Sanitation: Margate Pump Station 3A	-			
	2012MIGFDC 21210633	Margate Sanitation: Margate Effluent Main	24 000 000			
	2013MIGFDC 21217309	Mistake Farm Supply Scheme	3 000 000	28 287 318	25 957 826	
	2012MIGFDC 21205831	Umzinto Slum Clearance: Farm Isonti Low cost Housing Water and Sanitation Scheme	2 000 000	77 822 259		
	2013MIGFDC 21209494	Umzinto Waste Water Treatment Works and Outfall Sewers Upgrade and Rehabilitation	2 000 000	56 770 000	24 330 000	
	2016MIGFDC 21239372	Kwalatshoda Water & Sanitation Project	1 500 000			
	2008MIGFDC 21159642	Harding Weza Regional Bulk Water Supply Planning (AFA) MIS 207998	2 000 000			
	2012MIGFDC 21210701	Masinenge/uVongo Sanitation Project (AFA) MIS 221952	-		-	
	2013MIGFDC 21214695	Pennington Waterborne Sanitation Project-Provision of Bulk Sewer & Reticulation Infrastructure (AFA) MIS 370289	14 000 000			
	2013MIGFDC 21215663	Vulamehlo Cross-Border Water Scheme	3 000 000			
	2012MIGFDC 21208701	Harding Sanitation Scheme: Phase 3 (AFA) MIS 266188	-			
	2011MIGFDC 21198434	Umzimkhulu Bulk Water Augmentation Scheme Stage One (AFA) MIS 257184	15 000 000			
	2018MIGFDC 21290935	5.5ML/d Extension of uMbango WWTW-Planning Phase	2 000 000			
	2018MIGFDC 21290967	New 1.5ML/d Melville WWTW-Planning Phase	2 684 416			
	2015MIGFDC 21224571	Mkholombe Sanitation Project (Planning Phase)	1 500 000			
	DC21 PMU	PMU Fees (Top Slice)	13 868 700			
	2016MIGFDC 21242648	Hibiscus Coast Sanitation Project Phase 2 (VIPs)	48 000 000			
	2008MIGFDC 21157290	Mabheleni East Water Project	3 000 000		102 107 698	51 819 872
	COVID-19	Mabheleni Borehole System	-			
	COVID-19	Weza WTW To Khwezi Reservoir	-			
	COVID-19	Refurbishment and Drilling of Boreholes	-			
	COVID-19	Spring Protection System	-			
	COVID-19	Esperanza Pumpstation	-			
	2020MIGFDC 21383866	Umzimkhulu Concrete Berm	5 000 000	55 155 127	105 531 545	
	NEW	Merlewood Mixed Income Housing Project	1 500 000			
	NEW	Greenfields/Mazakhele Sanitation	3 000 000			
	NEW	Upgrade of Greenfields Waterborne Sanitation	1 500 000			
	NEW	Upgrading of Bulk Water Supply from Bhobhoyi WTW to Umzimkhulu Reservoirs	1 000 000			
	NEW	Springs and Boreholes Project	20 000 000			
	NEW	Mthamvuna Raw Water Abstraction and Water Treatment Plant Upgrade	2 368 000			
	NEW	Upgrading of Umzimkhulu Northern Systems Bulk Water Supply	2 000 000			

	NEW	Park Rynie Sewer Reticulation	1 500 000			
			277 374 000	290 417 000	309 746 941	103 639 744
SIGNED BY MUNICIPAL MANAGER (Or delegated person, include letter of delegation)	**MANAGER**					

UGU DISTRICT MUNICIPALITY

PROCUREMENT PLANNING

FY : 2023-2024

Ugu District Municipality

Ugu District Municipality

			Budgeting	
DPT	SCT	Project Description	System Budget	PROCUREMENT OF WORKS, SERVICE & GOODS SUMMARY
		WATER SERVICES		
WTS		Materials Cleaning	2 559 576.00	Materials Cleaning
WTS		CLEANING OF RESERVOIRS (AREA NORTH)	500 000.00	CLEANING OF RESERVOIRS (AREA NORTH)
WTS		Cleaning of Reservoirs	350 000.00	Cleaning of Reservoirs
WTS		Repair of Generators	400 000.00	Repair of Generators
WTS		PLANT & EQUIPMENT - PURIFICATION PLANTS (AREA NORTH)	2 500 000.00	PLANT & EQUIPMENT - PURIFICATION PLANTS (AREA NORTH)
WTS		PLANT & EQUIPMENT - WORKSHOP PLANTS (AREA NORTH)	125 000.00	PLANT & EQUIPMENT - WORKSHOP PLANTS (AREA NORTH)
WTS		Plant & Equipment-Purification Plants	25 000.00	Plant & Equipment-Purification Plants
WTS		Plant & Equipment-Purification Plants	450 000.00	Plant & Equipment-Purification Plants
WTS		RETICULATION-SEWER - AREA NORTH	810 000.00	RETICULATION-SEWER - AREA NORTH
WTS		WATER RETICULATION AREA NORTH	1 200 000.00	WATER RETICULATION AREA NORTH
WTS		Road Reinstatement Roads Area North	850 000.00	Road Reinstatement Roads Area North
WTS		New Connection of Domestic & Bulk Meters	274 171.00	New Connection of Domestic & Bulk Meters
WTS		Loose Tools	650 000.00	Supply and Delivery Loose Tools
WTS		Loose Tools	19 899.00	Supply and Delivery Loose Tools
WTS		Roads Reinstatement Area South	3 200 000.00	Roads Reinstatement Area South
WTS		WATER QAULITY MONITORING	4 800 000.00	WATER QAULITY MONITORING
WTS		Reticulation Repairs-LSC Water Area South west	40 241.00	Reticulation Repairs-LSC Water Area South west
WTS		Uniform/Projective Clothing	1 500 000.00	Uniform/Projective Clothing
WTS		MATERIALS PURIFICATION	409 033.00	MATERIALS PURIFICATION
WTS		ROADS REINSTATEMENT	250 000.00	ROADS REINSTATEMENT
WTS		Laboratory Consumables	399 104.00	Laboratory Consumables
WTS		Uniforms / protective clothing	500 000.00	Uniforms / protective clothing
WTS		VTS CLEARANCE	500 000.00	VTS CLEARANCE
WTS		Non-revenue water reduction project	1 200 000.00	Non-revenue water reduction project
WTS		Raw water abstraction	500 000.00	Raw water abstraction
WTS		WATER QAULITY MONITORING	1 112.00	WATER QAULITY MONITORING
WTS		Plant & equipment	250 000.00	Plant & equipment
WTS		Materials Connection	750 000.00	Materials Connection

UGU DISTRICT MUNICIPALITY

PROCUREMENT PLANNING

FY : 2023-2024

Ugu District Municipality

Ugu District Municipality

			Budgeting	
DPT	SCT	Project Description	System Budget	PROCUREMENT OF WORKS, SERVICE & GOODS SUMMARY
		WATER SERVICES		
WTS		GENERATORS	2 300 000.00	GENERATORS
WTS		RETICULATION MATERIAL	438 081.00	RETICULATION MATERIAL
WTS		GENERATORS	450 000.00	GENERATORS
WTS		TREATMENT CHEMICALS	218 000.00	TREATMENT CHEMICALS
WTS		LOOSE TOOLS	900 000.00	LOOSE TOOLS
WTS		TREATMENT CHEMICALS	1 635 000.00	TREATMENT CHEMICALS
WTS		M&E COMPONENTS	8 500 000.00	M&E COMPONENTS
WTS		ROADS REINSTATEMENT	1 500 000.00	ROADS REINSTATEMENT
WTS		RESERVOIR CLEANING	482 480.00	RESERVOIR CLEANING
WTS		BULK AND DOMESTIC METERS	2 000 000.00	BULK AND DOMESTIC METERS
WTS		TREATMENT CHEMICALS	250 000.00	TREATMENT CHEMICALS
WTS		LOOSE TOOLS	32 039.00	Supply and Delivery Loose Tools
WTS		VTS CLEARANCE	3 500 000.00	VTS CLEARANCE
WTS		VTS CLEARANCE	1 000 000.00	VTS CLEARANCE
WTS		TELEMETRY Area South and South Central	4 900 000.00	TELEMETRY Area South and South Central
WTS		TELEMETRY North	500 000.00	TELEMETRY North
WTS		TELEMETRY South West	500 000.00	TELEMETRY South West
WTS		TREATMENT CHEMICALS	149 572.00	TREATMENT CHEMICALS
WTS		Materials Cleaning	R 2 559 576.00	Materials Cleaning
WTS		CLEANING OF RESERVOIRS (AREA NORTH)	R 500 000.00	CLEANING OF RESERVOIRS (AREA NORTH)
WTS		Cleaning of Reservoirs	R 350 000.00	Cleaning of Reservoirs
WTS		Repair of Generators	R 400 000.00	Repair of Generators
WTS		PLANT & EQUIPMENT - PURIFICATION PLANTS (AREA NORTH)	R 2 500 000.00	PLANT & EQUIPMENT - PURIFICATION PLANTS (AREA NORTH)
WTS		PLANT & EQUIPMENT - WORKSHOP PLANTS (AREA NORTH)	R 125 000.00	PLANT & EQUIPMENT - WORKSHOP PLANTS (AREA NORTH)
WTS		Plant & Equipment-Purification Plants	R 25 000.00	Plant & Equipment-Purification Plants
WTS		Plant & Equipment-Purification Plants	R 450 000.00	Plant & Equipment-Purification Plants
WTS		RETICULATION-SEWER - AREA NORTH	R 810 000.00	RETICULATION-SEWER - AREA NORTH
WTS		WATER RETICULATION AREA NORTH	R 1 200 000.00	WATER RETICULATION AREA NORTH

UGU DISTRICT MUNICIPALITY

PROCUREMENT PLANNING

FY : 2023-2024

Ugu District Municipality

Ugu District Municipality

			Budgeting	
DPT	SCT	Project Description	System Budget	PROCUREMENT OF WORKS, SERVICE & GOODS SUMMARY
		WATER SERVICES		
WTS		Road Reinstatement Roads Area North	R 850 000.00	Road Reinstatement Roads Area North
WTS		New Connection of Domestic & Bulk Meters	R 274 171.00	New Connection of Domestic & Bulk Meters
WTS		Loose Tools	R 650 000.00	Supply and Delivery Loose Tools
WTS		Loose Tools	R 19 899.00	Supply and Delivery Loose Tools
WTS		Roads Reinstatement Area South	R 3 200 000.00	Roads Reinstatement Area South
WTS		WATER QAULITY MONITORING	R 4 800 000.00	WATER QAULITY MONITORING
WTS		Reticulation Repairs-LSC Water Area South west	R 40 241.00	Reticulation Repairs-LSC Water Area South west
WTS		Uniform/Projective Clothing	R 1 500 000.00	Uniform/Projective Clothing
WTS		MATERIALS PURIFICATION	R 409 033.00	MATERIALS PURIFICATION
WTS		ROADS REINSTATEMENT	R 250 000.00	ROADS REINSTATEMENT
WTS		Laboratory Consumables	R 399 104.00	Laboratory Consumables
WTS		Unifroms / protective clothing	R 500 000.00	Unifroms / protective clothing
WTS		VTS CLEARANCE	R 500 000.00	VTS CLEARANCE
WTS		Non revenue water reduction project	R 1 200 000.00	Non revenue water reduction project
WTS		Raw water abstraction	R 500 000.00	Raw water abstraction
WTS		WATER QAULITY MONITORING	R 1 112.00	WATER QAULITY MONITORING
WTS		Plant & equipment	R 250 000.00	Plant & equipment
WTS		Materials Connection	R 750 000.00	Materials Connection
WTS		GENERATORS	R 2 300 000.00	GENERATORS
WTS		RETICULATION MATERIAL	R 438 081.00	RETICULATION MATERIAL
WTS		REFRESHMENTS INHOUSE MEETINGS- AREA NORTH	R 8 454.00	REFRESHMENTS INHOUSE MEETINGS- AREA NORTH
WTS		GENERATORS	R 450 000.00	GENERATORS
WTS		TREATMENT CHEMICALS	R 218 000.00	TREATMENT CHEMICALS
WTS		LOOSE TOOLS	R 900 000.00	LOOSE TOOLS
WTS		TREATMENT CHEMICALS	R 1 635 000.00	TREATMENT CHEMICALS
WTS		M&E COMPONENTS	R 8 500 000.00	M&E COMPONENTS
WTS		ROADS REINSTATEMENT	R 1 500 000.00	ROADS REINSTATEMENT
WTS		RESERVOIR CLEANING	R 482 480.00	RESERVOIR CLEANING
WTS		BULK AND DOMESTIC METERS	R 2 000 000.00	BULK AND DOMESTIC METERS

UGU DISTRICT MUNICIPALITY

PROCUREMENT PLANNING

FY : 2023-2024

Ugu District Municipality

Ugu District Municipality

			Budgeting	
DPT	SCT	Project Description	System Budget	PROCUREMENT OF WORKS, SERVICE & GOODS SUMMARY
		WATER SERVICES		
WTS		TREATMENT CHEMICALS	R 250 000.00	TREATMENT CHEMICALS
WTS		LOOSE TOOLS	R 32 039.00	LOOSE TOOLS
WTS		VTS CLEARANCE	R 3 500 000.00	VTS CLEARANCE
WTS		VTS CLEARANCE	R 1 000 000.00	VTS CLEARANCE
WTS		TELEMETRY Area South and South Central	R 4 900 000.00	TELEMETRY Area South and South Central
WTS		TELEMETRY North	R 500 000.00	TELEMETRY North
WTS		TELEMETRY South West	R 250 000.00	TELEMETRY South West
WTS		TREATMENT CHEMICALS	R 149 572.00	TREATMENT CHEMICALS
		PROJECT MANAGEMENT UNIT		
PMU		Harding Weza Regional Bulk Water Supply(Dam)	3 000 000.00	Harding Weza Regional Bulk Water Supply(Dam)
PMU		Umzimkhulu Bulk Water Augmentation scheme	13 116 801.00	Umzimkhulu Bulk Water Augmentation scheme
PMU		Msikaba and Surrounds Water Supply Scheme	12 950 000.00	Msikaba and Surrounds Water Supply Scheme
PMU		Vulamehlo Cross-Border Water Scheme	23 000 000.00	Vulamehlo Cross-Border Water Scheme
PMU		Malangeni Low Cost Housing Project	34 000 000.00	Malangeni Low Cost Housing Project
PMU		Masinenge/uVongo Sanitation Project	10 500 000.00	Masinenge/uVongo Sanitation Project
PMU		Margate Sewer Pipeline Replacement	4 480 000.00	Margate Sewer Pipeline Replacement
PMU		Park Rynie Sanitation	15 500 000.00	Park Rynie Sanitation
PMU		KwaLembe Bulk Water Extension	15 000 000.00	KwaLembe Bulk Water Extension
PMU		Non revenue water reduction project	150 000 000.00	Non revenue water reduction project
PMU		KWAMGAI AND SURROUNDS WATWER	4 770 000.00	KWAMGAI AND SURROUNDS WATWER
PMU		Refurbishment of Water and Sanitation Infrastructure (Bhobhoyi WTW, UmbangoWWTW and Scottburgh)	14 520 850.00	Refurbishment of Water and Sanitation Infrastructure (Bhobhoyi WTW, UmbangoWWTW and Scottburgh)
PMU		Refurbishment of Water Infrastructure (Umtamvuna WTW)	14 520 850.00	Refurbishment of Water Infrastructure (Umtamvuna WTW)
PMU		KwaLembe Bulk Water Extension	15 000 000.00	KwaLembe Bulk Water Extension
PMU		Bhobhoyi / Mkholombe Sanitation	22 900 000.00	Bhobhoyi / Mkholombe Sanitation
PMU		Margate Sewer Pipeline Replacement	18 000 000.00	Margate Sewer Pipeline Replacement
PMU		MUNICIPAL DISASTER RECOVERY GRANT	85 156 200.00	MUNICIPAL DISASTER RECOVERY GRANT
PMU		Emergency Boreholes	22 900 000.00	Emergency Boreholes
PMU		Umdoni South Bulk Water Supply	13 617 549.00	Umdoni South Bulk Water Supply

UGU DISTRICT MUNICIPALITY

PROCUREMENT PLANNING

FY : 2023-2024

Ugu District Municipality

Ugu District Municipality

Budgeting

DPT	SCT	Project Description	System Budget	PROCUREMENT OF WORKS, SERVICE & GOODS SUMMARY
		WATER SERVICES		
PMU		Asset Management Plan	14 482 100.00	Asset Management Plan
WTS		Hibiscus VIP Sanitation	41 500 000.00	Hibiscus VIP Sanitation
WTS		PMU FEES - TOP SLICE	14 520 850.00	PMU FEES - TOP SLICE

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.

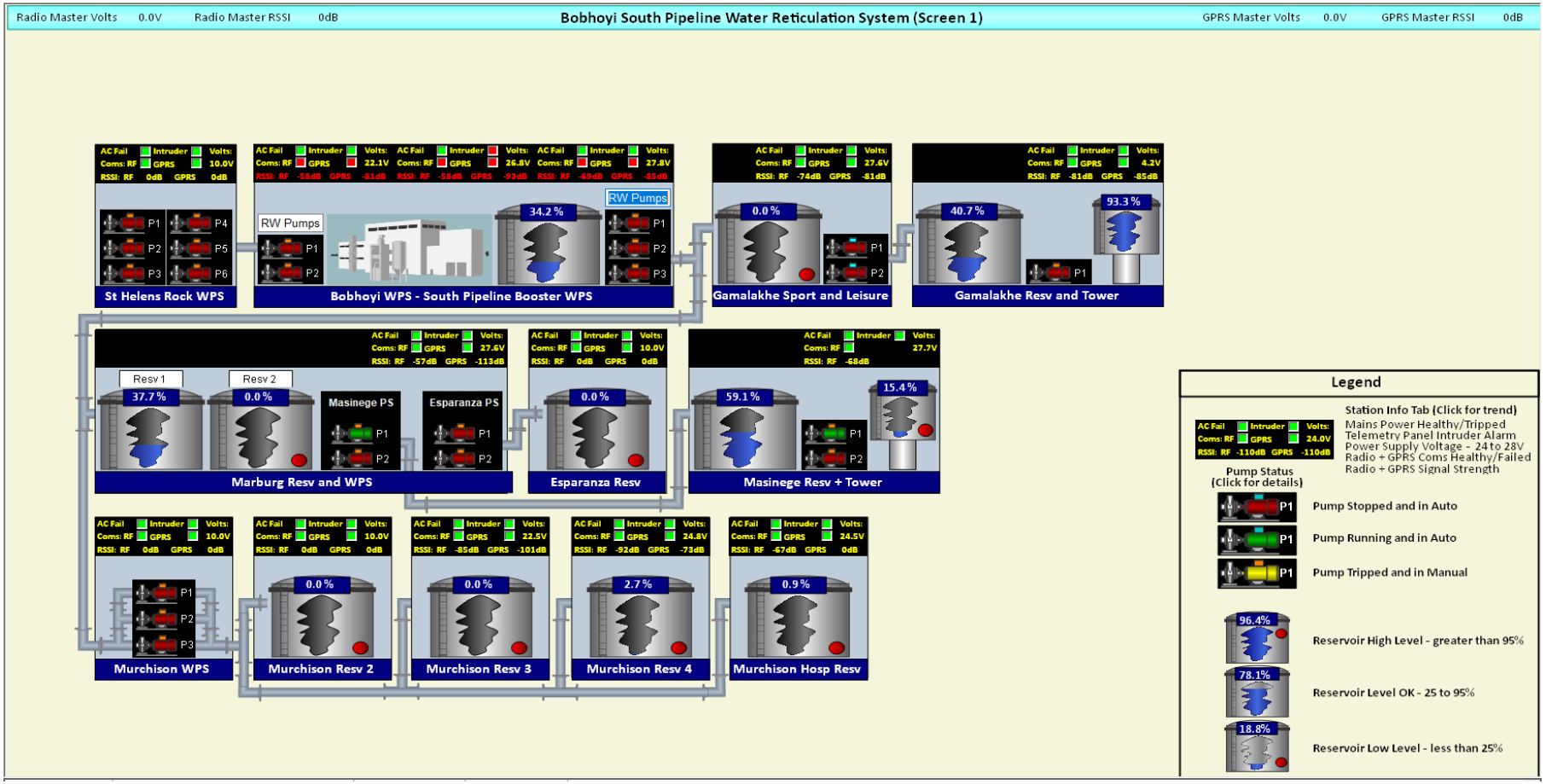
Telemetry is different components that are put together to monitor the level of reservoirs onsite and send that data back to SCADA for the operators to view.

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 ne a break/leak in the system. Figure 21 below depicts a screen shot of the system.

Figure 31:SCADA and Telemetry Screenshot



Source: Ugu District Water Resource Management

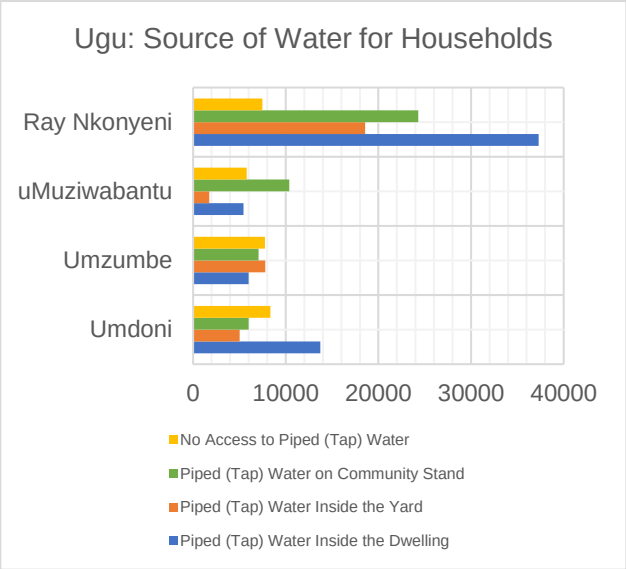
3.6.6 Access to Water Services

The Census 2022 revealed the an increase in the number of households which have access to piped water inside the household. A total number of 62 439 households have access to piped water inside the dwelling within the district where majority is found within the Ray Nkonyeni Municipality at 37 287 households, followed by Umdoni Local Municipality with a total number of households of 13 723. This is mainly the case due to the urban nature of the two municipalities and as being the two utmost economically active within the district.

In the past years, it has been noted that rural settings have been growing and becoming more urban in nature this is evident through the densification of settlements, the growth in population and developments including the upmarket dwellings situated in the rural areas. Some areas have moved from relying on communal taps but now have access to taps within their yards which has also eased reliance on these stands. In this regard, it is represented on the below graph that Umzumbe LM has more dwellings which have piped water inside the yard than that of piped water inside the dwelling as compared to the other municipalities. Umzumbe is 100% rural by way of setting however, there is rapid growth in developments which has been seen throughout recent years.

Table 70: Access to Piped Water per Municipality

District and Local Municipalities	Source of Water for Household Use 2022			
	Piped (tap) water inside the dwelling	Piped (tap) water inside the yard	Piped (Tap) Water on Community Stand	No access to piped (tap) water
Ugu DM	62 439	33 112	47 729	29 347
Umdoni LM	13 723	5 030	5 993	8 338
Umzumbe LM	6 006	7 773	7 061	7 754
Umuziwabantu LM	5 423	1 739	10 383	5 774
Ray Nkonyeni LM	37 287	18 571	24 293	7 481



District and Local Municipalities	MIIF CATEGORY	Government transfers and subsidies as a % of total revenue	Source of water for household use			
			2011		2022	
			Regional/local water scheme	Other	Regional/local water scheme	Other
Ugu DM	C2	61,3%	120 148	52 751	121 556	51 072
Umdoni LM	B2	58,2%	24 374	9 817	21 789	11 295
Umzumbe LM	B4	91,6%	13 035	20 411	18 505	10 088
Umuziwabantu LM	B3	60,4%	12 898	8 721	12 690	10 629
Ray Nkonyeni LM	B2	33,3%	69 841	13 803	68 572	19 060

Source: Ugu DM WSA 2022

Source of Water 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Regional/Local Water Scheme	12 1556	21 789	18 505	12 690	68 572
Borehole	5 124	1 110	742	1 676	1 596
Spring	1 769	337	502	655	274
Rain-water Tank	9 713	2 059	1 423	2 314	3 918
Dam/Pool/Stagnant Water	2 913	243	807	721	1 142
Flowing Water/River/Stream	11 958	3 687	3 804	1 807	2 660
Water vendor	1 906	298	219	257	1 132
Water Tanker	13 950	2 944	1 994	2 437	6 574
Other	3 739	618	595	762	1 764

Source: Stats SA Census 2022

Figure 32: Source of Water Provided by Ugu DM per LM

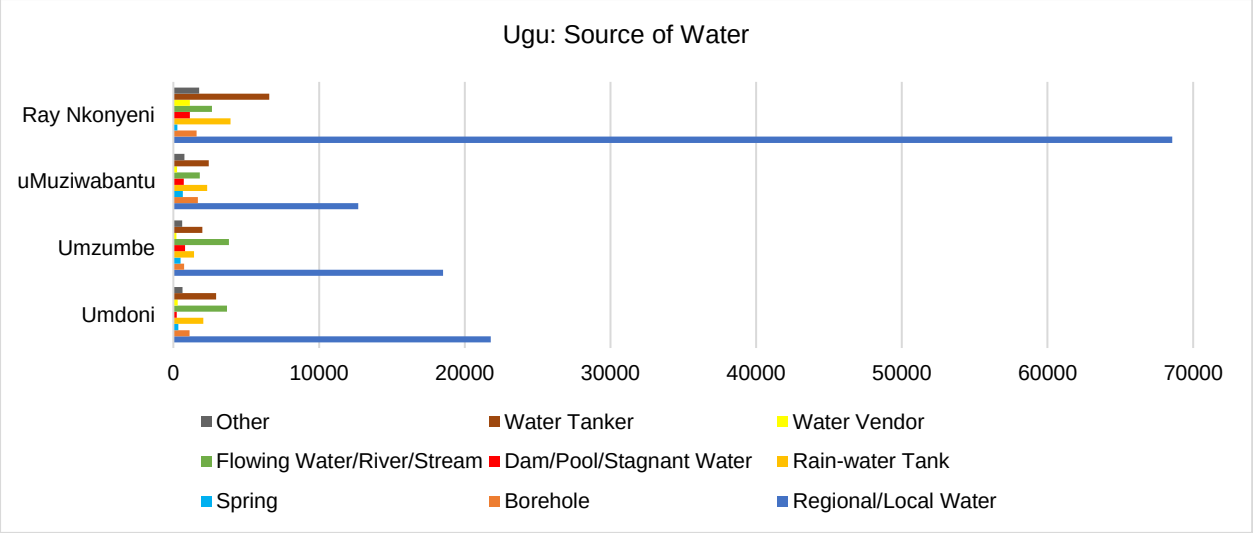
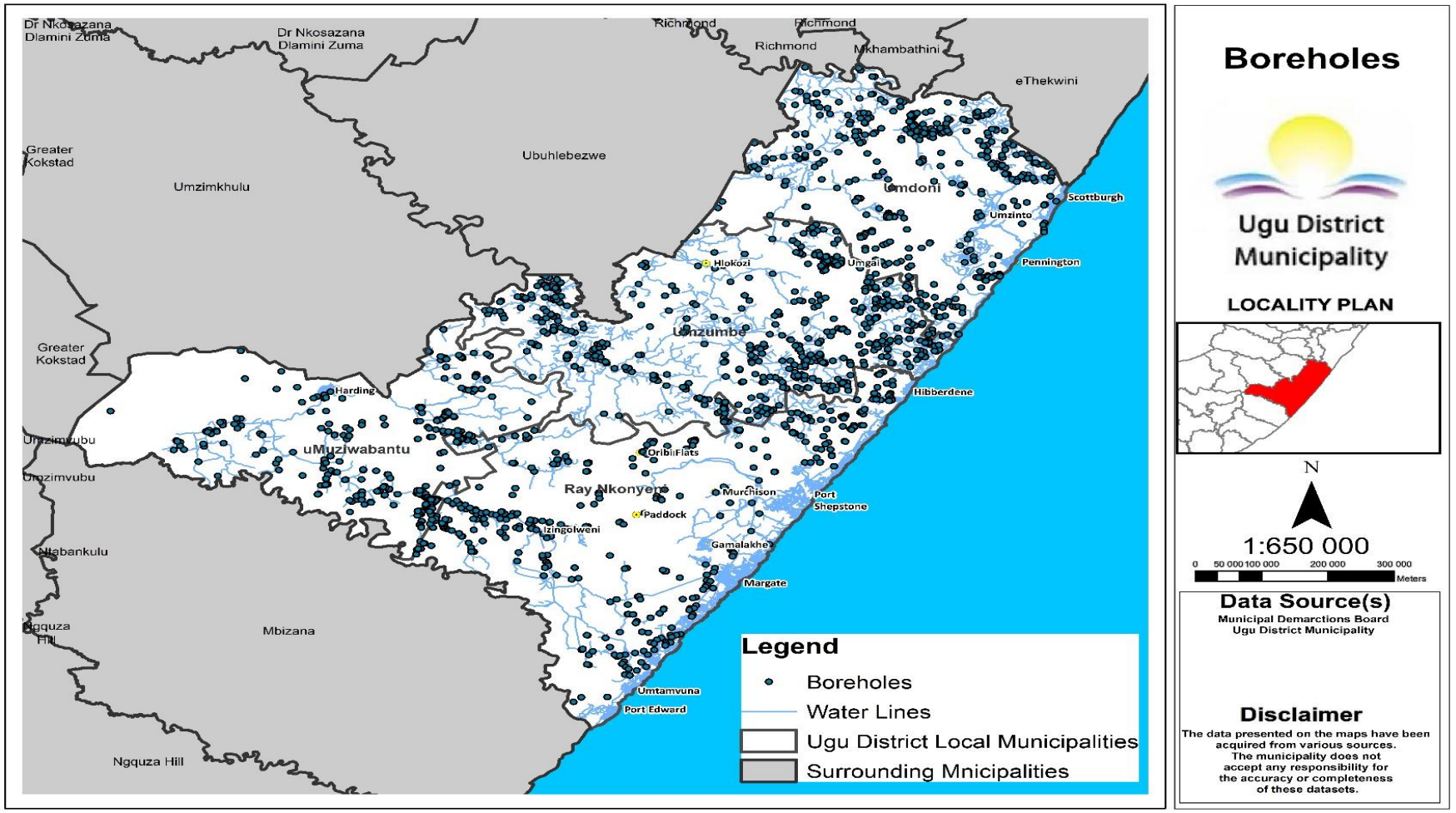


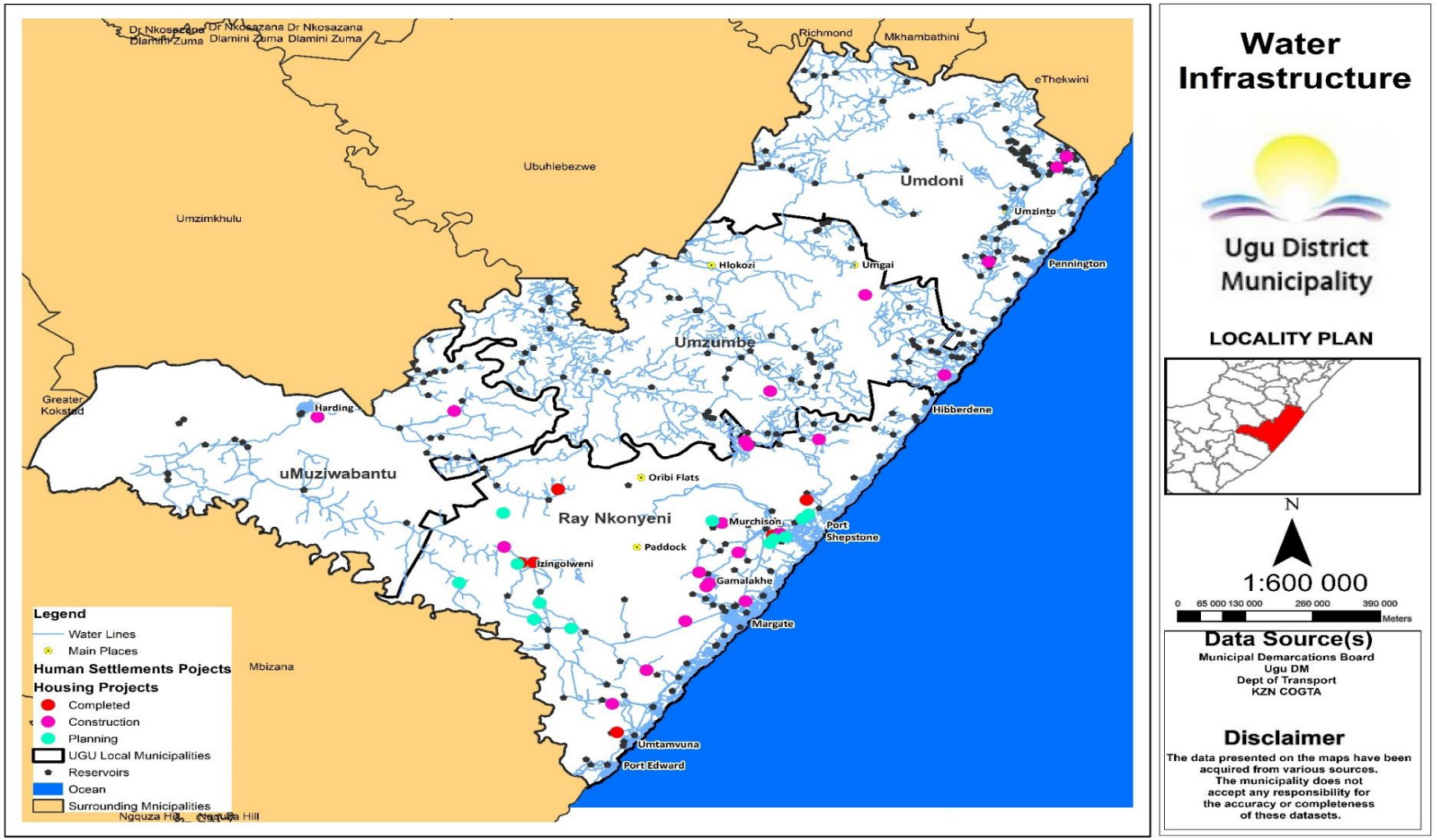
Table 71: Household & Population - Water Service Infrastructure Supply Level Profile List per Local Municipality

Infrastructure Supply Level	Ugu DM		Ray Nkonyeni LM		Umdoni LM		Umuziwabantu LM		Umzumbe LM	
	Households	%	Households	%	Households	%	Households	%	Households	%
Piped water inside the dwelling/house	16,789	**8.0**	11,532	**10.6**	2,426	**5.6**	2,384	**9.9**	447	**1.3**
Piped water inside yard	9,652	**4.6**	3,918	**3.6**	2,560	**5.9**	1,008	**4.2**	2,166	**6.4**
Piped water distance < 200m	21,481	**10.2**	10,141	**9.3**	4,520	**10.4**	4,577	**19.1**	2,243	**6.6**
Piped water distance. >200m	11,541	**5.5**	4,522	**4.1**	1,784	**4.1**	2,578	**10.8**	2,657	**7.9**
Borehole in Urban Areas	978	**0.4**	136	**0.1**	264	**0.6**	260	**1.0**	318	**0.9**
Borehole in Rural Areas	8572	**4.1**	3352	**3.1**	2001	**4.6**	641	**2.6**	2578	**7.6**
Rain-water tank in yard	643	**0.3**	254	**0.2**	117	**0.2**	262	**1.0**	10	**0.0**
Water vendor-carrier/tanker	1,064	**0.5**	198	**0.1**	283	**0.6**	422	**1.7**	161	**0.4**
Stagnant water -dam/pool	7	**0.0**	4	**0.0**	2	**0.0**	1	**0.0**	0	**0.0**
Flowing water/spring/stream/river	2,474	**1.1**	227	**0.2**	1,082	**2.5**	470	**1.9**	695	**2.0**
Water Other	135,038	**64.4**	73,719	**68.2**	28,069	**65.1**	11,256	**47.1**	21,994	**65.4**
Total	**208,599**		**108,003**		**43,108**		**23,859**		**33,629**	

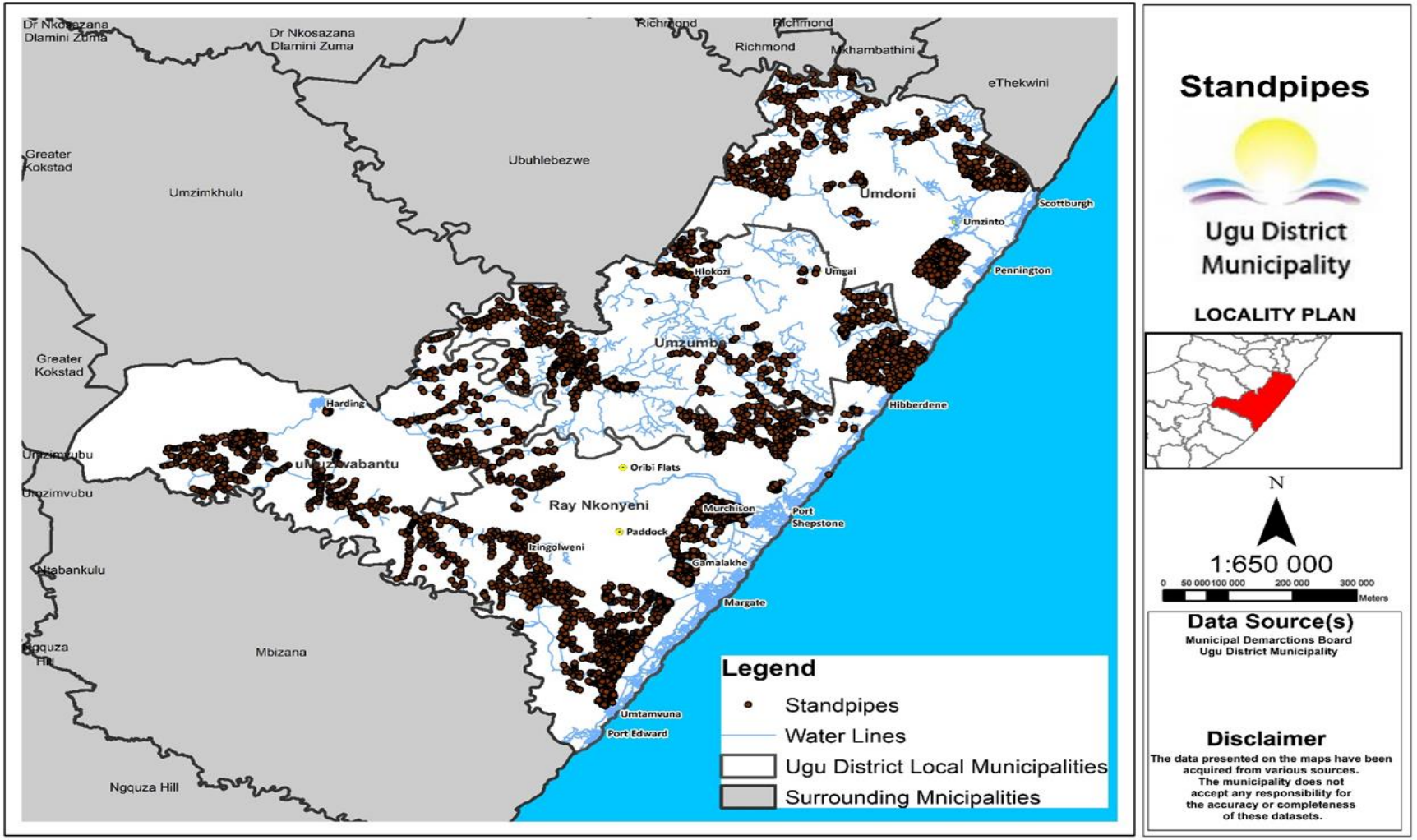


Map 4: Boreholes

Source: Ugu GIS, 2022



Map 5: Water Infrastructure Vs Housing Projects *Source: Ugu GIS, 2022*



Map 6: 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.

3.6.7.1 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.

3.6.7.2 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.

3.6.8 Umngeni-Uthukela Water

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 uMngeni-uThukela Water (UUW) 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 UUW is captured in the Ugu-uMngeni-uThukela Water Bulk Water Supply Agreement.

UUW is a regional water board that reports to the Minister of Water and Sanitation (i.e. UUW is a state-owned enterprise). UUW, 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 UUW 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.

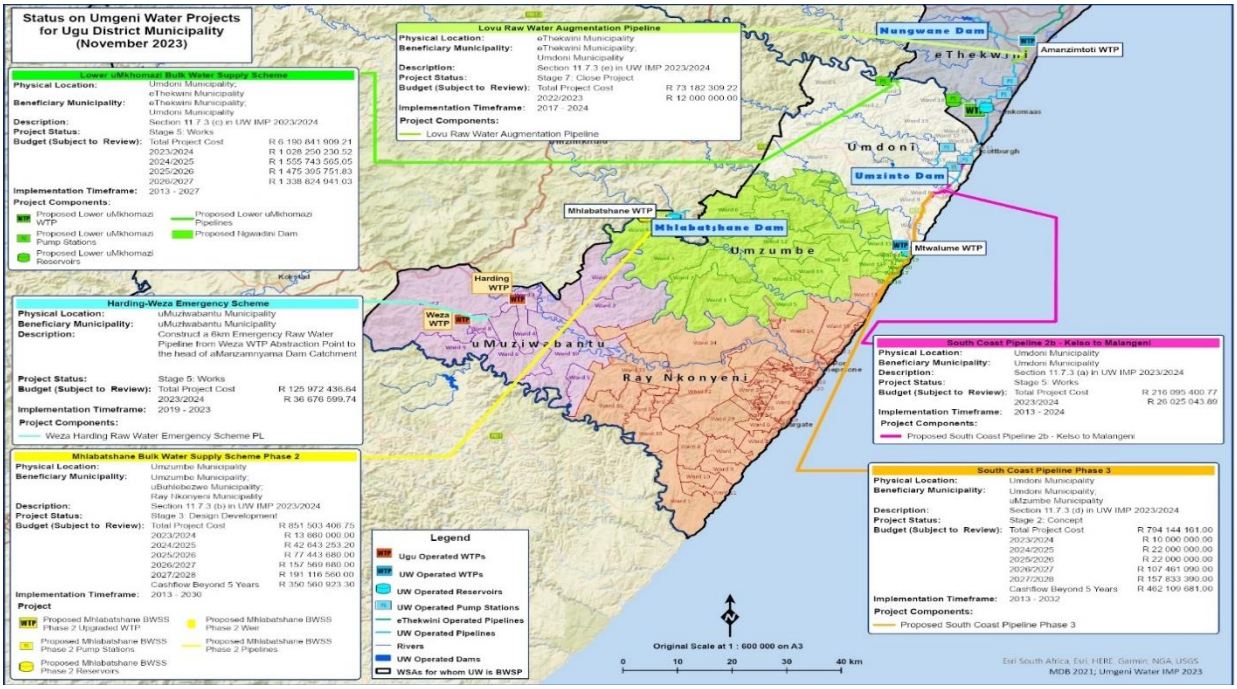
The UUW operated infrastructure in Ugu District Municipality is shown in Error! Reference source not found.. It is illustrated in Error! Reference source not found. that the northern areas of uMzumbe Municipality obtain water from the Mhlabathshane Water Treatment Plant (WTP) which treats the raw water 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 U

mdoni 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 U mzinto 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 eThekwini Municipality via the UUW operated “South Coast Pipeline” (Error! Reference source not found.).

The Amanzimtoti WTP treats the raw water from the Nungwane Dam, also located in eThekwini 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 th e Amanzimtoti WTP is further augmented with treated water obtained from the Wiggins WTP located in eThekwini Municipality. The Wiggins WTP treats the raw water abstracted from the Inanda Dam on the uMngeni River. The daily levels for the UUW 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, UUW 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. The location and status of these projects is illustrated in Error! Reference source not found.. These projects are aligned with the planning of the U gu 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 UUW. However, UUW is reliant on the Ugu District Municipality paying for the services provided.

Figure 33: Umngeni-uThukela Water Operated Infrastructure in Ugu DM and Status of the Umngeni-Uthukela Water Projects for Ugu DM (February 2024)



3.6.9 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.

3.6.10 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 72: Access to Sanitation

Sanitation Service Level	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Ray Nkonyeni LM	Umuziwabantu LM
Flush toilet (connected to sewerage system)		8 312	351	25 965	1 728
Flush toilet (with septic tank)		1 636	428	3 774	206
Chemical toilet		5 615	4 309	2 328	2 338
Pit toilet with ventilation (VIP)		6 940	13 643	31 212	11 406
Pit toilet without ventilation		4 602	3 868	18 564	1 603
Bucket toilet (Collected by Municipality)		2 737	850	26	0
Bucket toilet (Emptied by Household)		504	471	736	436
None		1 771	689	4 787	318
Ecological toilet		10	1 046	1 825	972
Other		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, 2022

Sanitation Service Level	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Flush Toilet	64114	14450	5904	5504	38256
Chemical toilet	14721	3704	3737	731	6550
Pit latrine/toilet with ventilation pipe (VIP)	43788	5092	9164	9366	20166
Pit latrine/toilet without ventilation pipe	36593	6760	6781	5718	17334
Ecological toilet	3082	308	1372	387	1015
Bucket Toilet	3279	1807	338	23	1112
None	2803	182	488	612	1522
Other	4247	781	810	979	1678

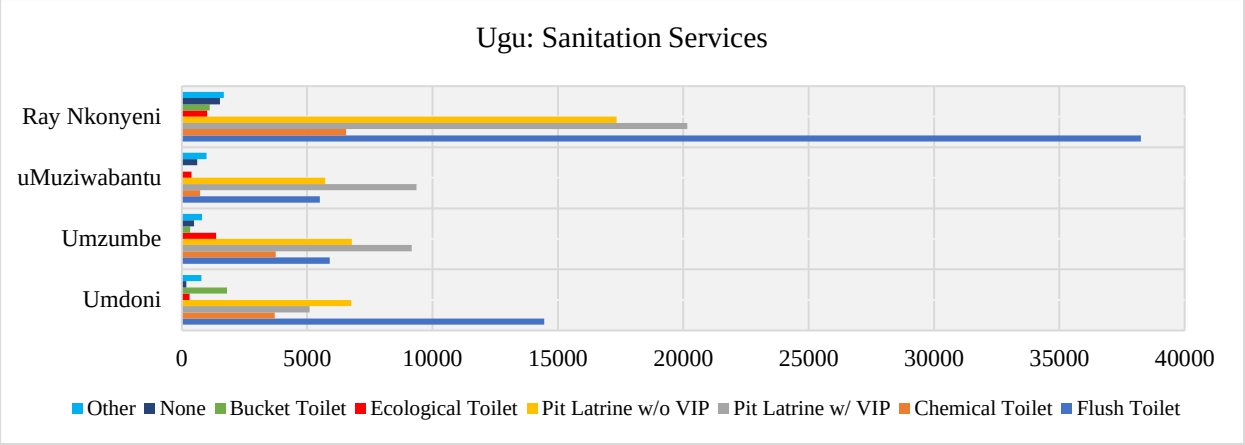


Table 73: Source of Water for Household Use

District and Local Municipalities	MIIF CATEGORY	Government transfers and subsidies as a % of total revenue	Source of water for household use			
			2011		2022	
			Regional /local water scheme	Other	Regional /local water scheme	Other
Ugu DM	C2	61,3%	120 148	52 751	121 556	51 072
Umdoni LM	B2	58,2%	24 374	9 817	21 789	11 295
Umzumbe LM	B4	91,6%	13 035	20 411	18 505	10 088
Umuziwabantu LM	B3	60,4%	12 898	8 721	12 690	10 629
Ray Nkonyeni LM	B2	33,3%	69 841	13 803	68 572	19 060

Source: Ugu DM WSA 2022

Table 74: Source of Water (Detailed)

Source of Water 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Regional/Local Water Scheme	12 1556	21 789	18 505	12 690	68 572
Borehole	5 124	1 110	742	1 676	1 596
Spring	1 769	337	502	655	274
Rain-water Tank	9 713	2 059	1 423	2 314	3 918
Dam/Pool/Stagnant Water	2 913	243	807	721	1 142
Flowing Water/River/Stream	11 958	3 687	3 804	1 807	2 660
Water vendor	1 906	298	219	257	1 132
Water Tanker	13 950	2 944	1 994	2 437	6 574
Other	3 739	618	595	762	1 764

Source: Stats SA Census 2022

Figure 34: Source of Water Provided by Ugu DM per LM

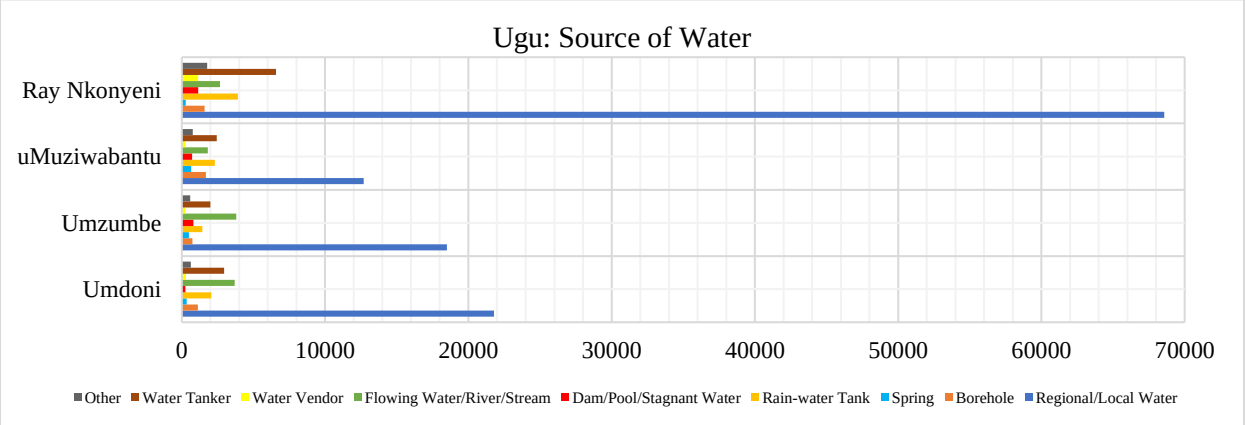
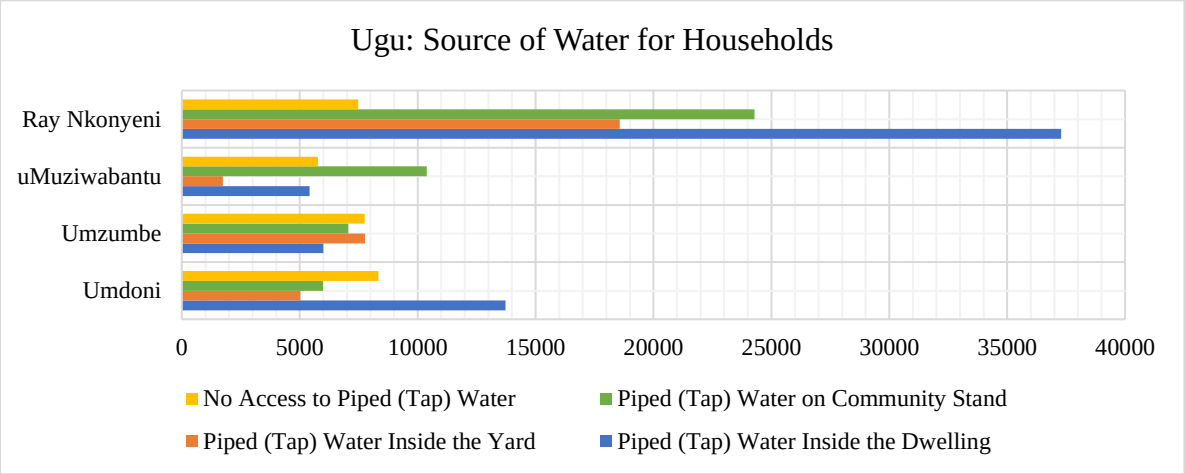


Table 75: Access to Water

District and Local Municipalities	Source of Water for Household Use 2022			
	Piped (tap) water inside the dwelling	Piped (tap) water inside the yard	Piped (Tap) Water on Community Stand	No access to piped (tap) water
Ugu DM	62 439	33 112	47 729	29 347
Umdoni LM	13 723	5 030	5 993	8 338
Umzumbe LM	6 006	7 773	7 061	7 754
Umuziwabantu LM	5 423	1 739	10 383	5 774
Ray Nkonyeni LM	37 287	18 571	24 293	7 481

Source: Stats SA Census 2022

Figure 35: Source of Water for Households per LM



As per the Statistics South Africa 2022, 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.

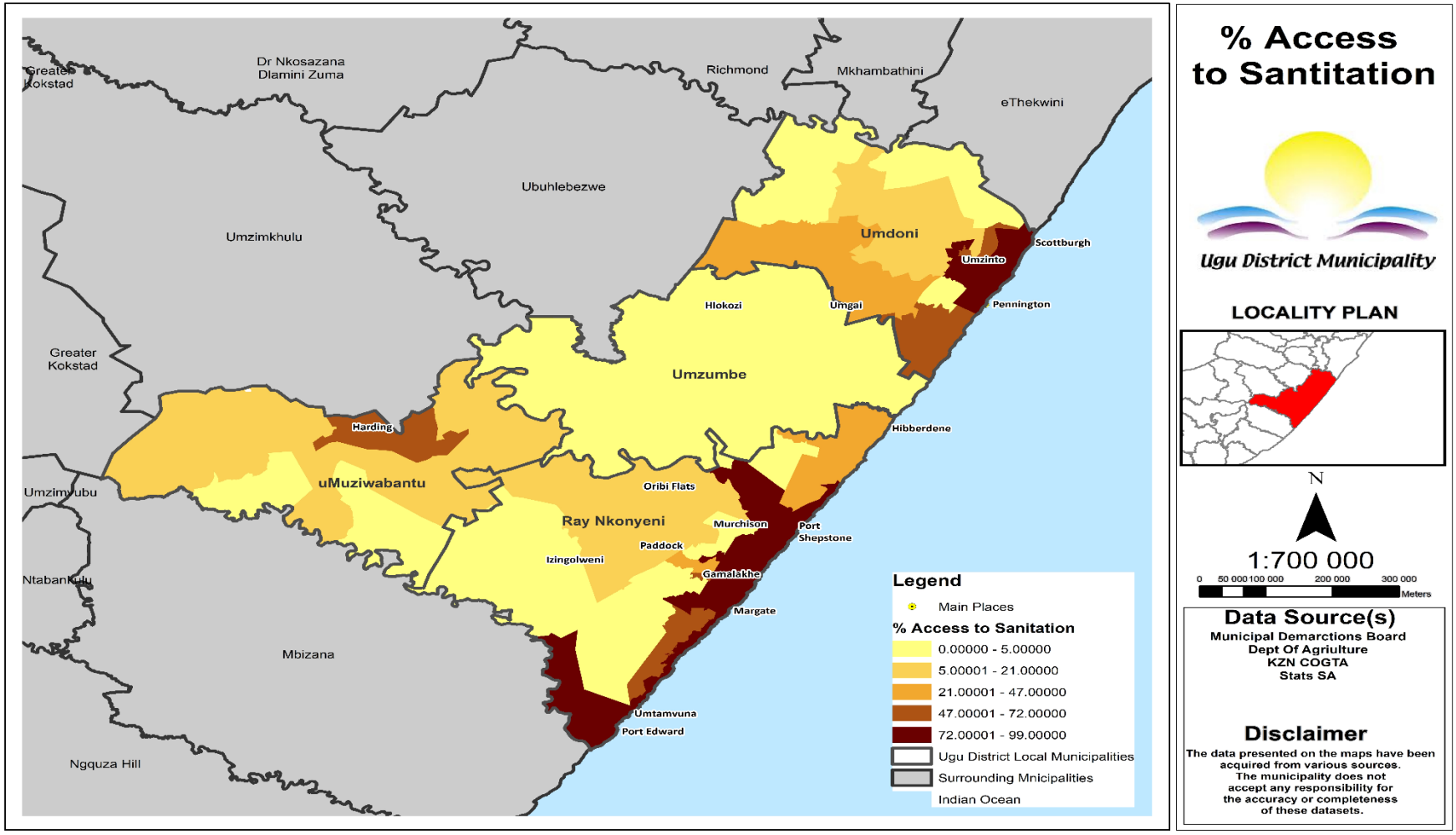
Urban sanitation delivery standards

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:

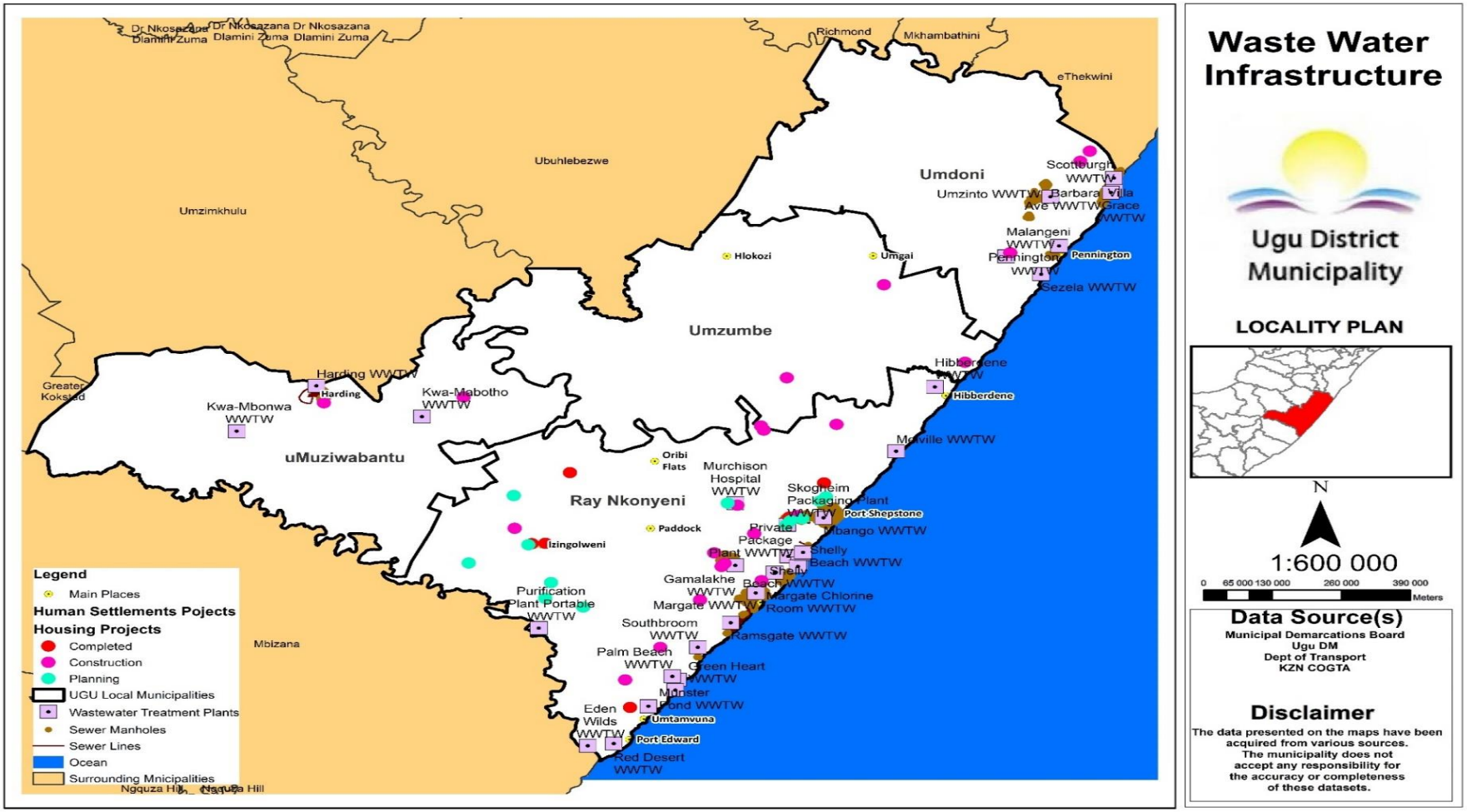
Table 76: Uban Sanitation Standards

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

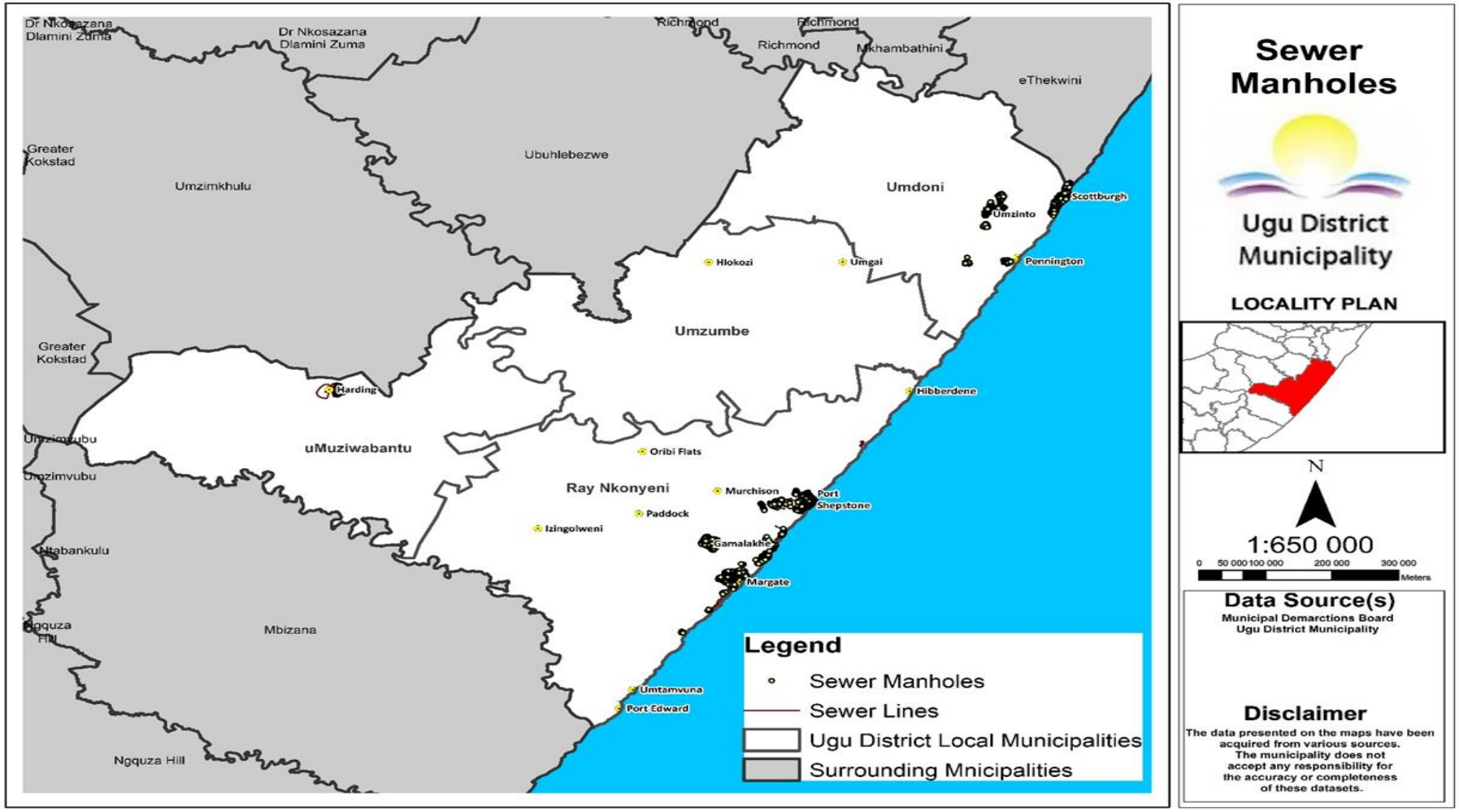
Source: Ugu District Municipality WSDP, 2



Map 24: Access to Sanitation



Map 25: Waste Water Infrastructure



Map 26: Sewer Manholes

3.6.11 Solid Waste and Cemetries

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.

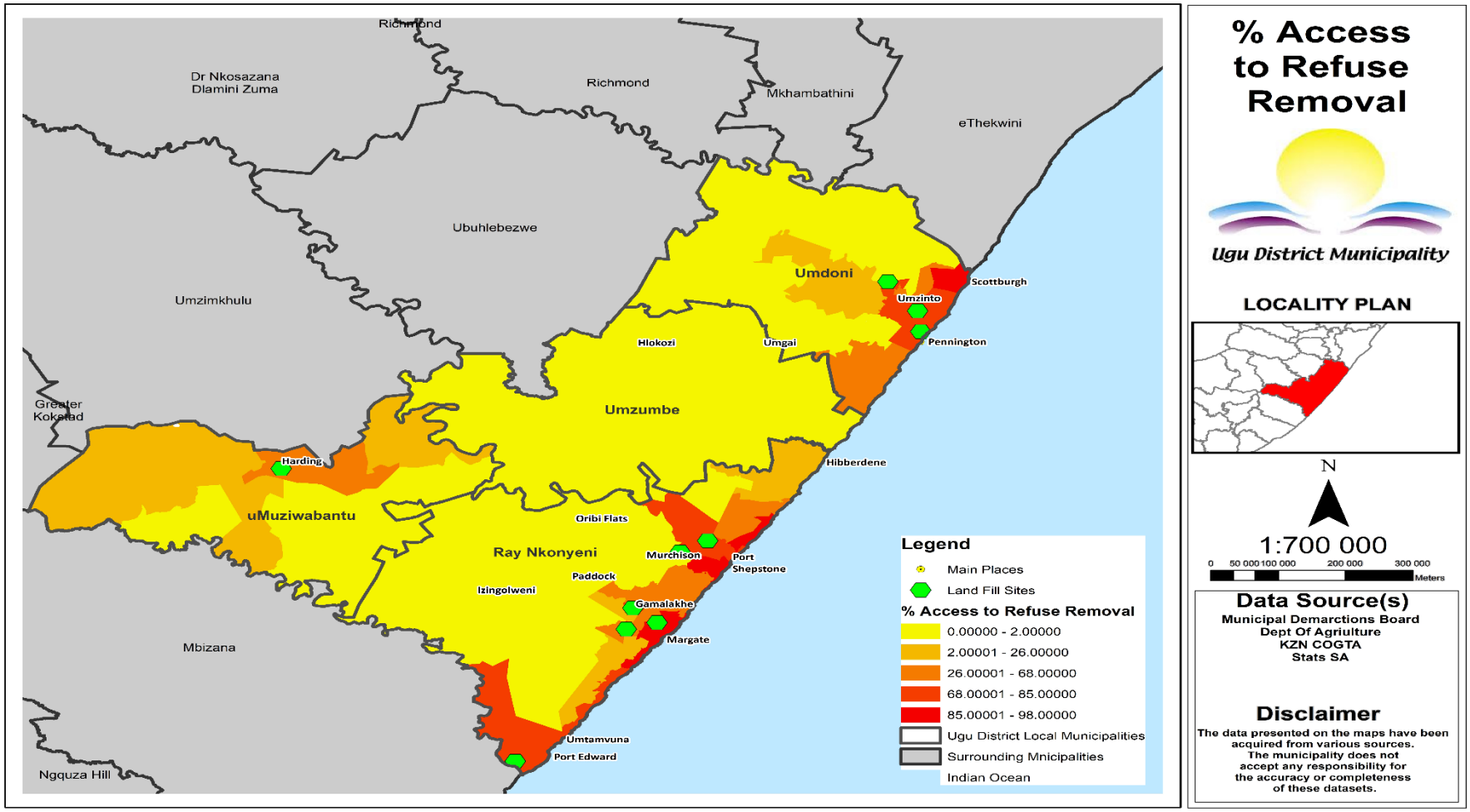
Cemeteries

The district is predominantly rural which means that most of the settlements 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 77: Access to Solid Waste Removal

Refuse Collection 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Removed by local authority at least once a week	57 253	12 503	4 427	5 395	34 928
Removed by local authority less often	3 212	658	441	563	1 550
Communal container/central collection point	2 404	1 653	30	129	591
Own refuse dump	101 622	15 637	22 402	16 123	47 460
Dump or leave rubbish anywhere (no rubbish disposal)	6 138	2 347	1 035	337	2 419
Other	1 999	286	258	772	683

Source: Statistics SA 2022

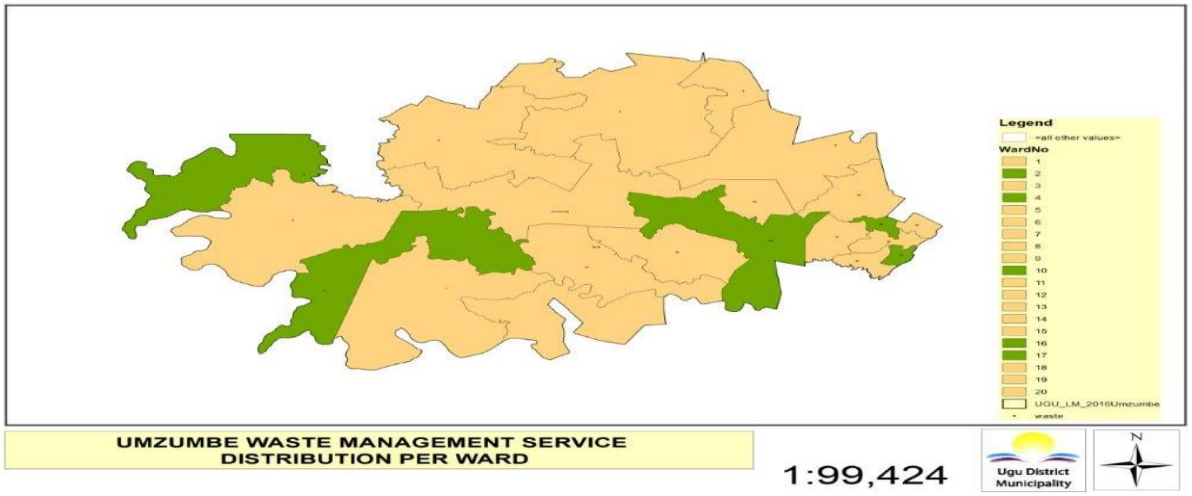


Map 27: Access to Refuse Removal

3.6.12 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 the figure 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 ae 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

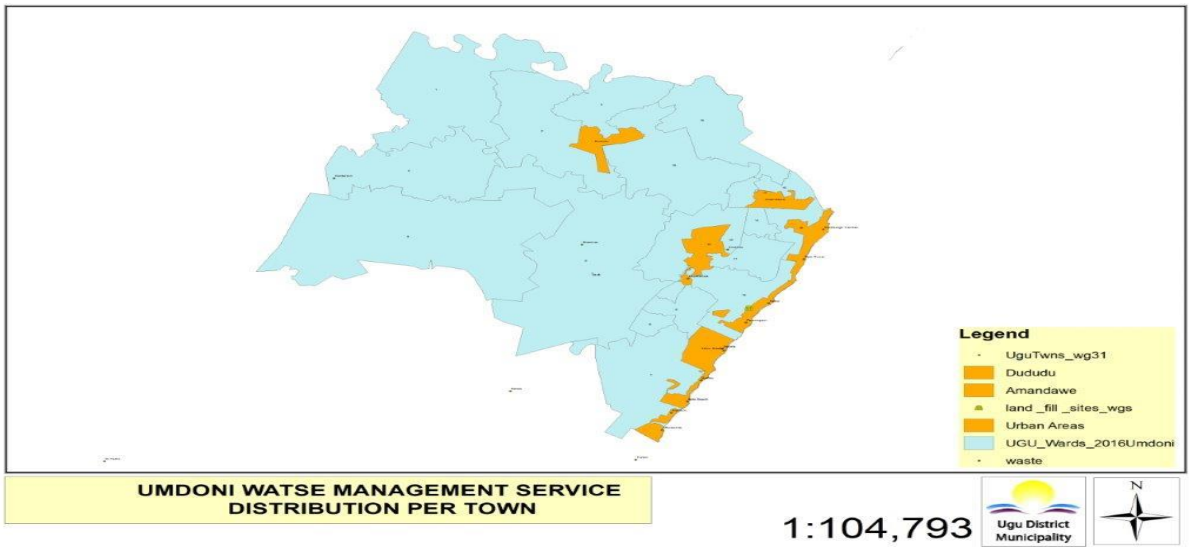
Umuziwabantu's waste management service has improved since the adoption of the IWMP and the municipality has taken advantage of the opportunity extended to it by the Department of Environmental Affairs (DEA) through funding for the Youth Jobs in Waste project.



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. 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.



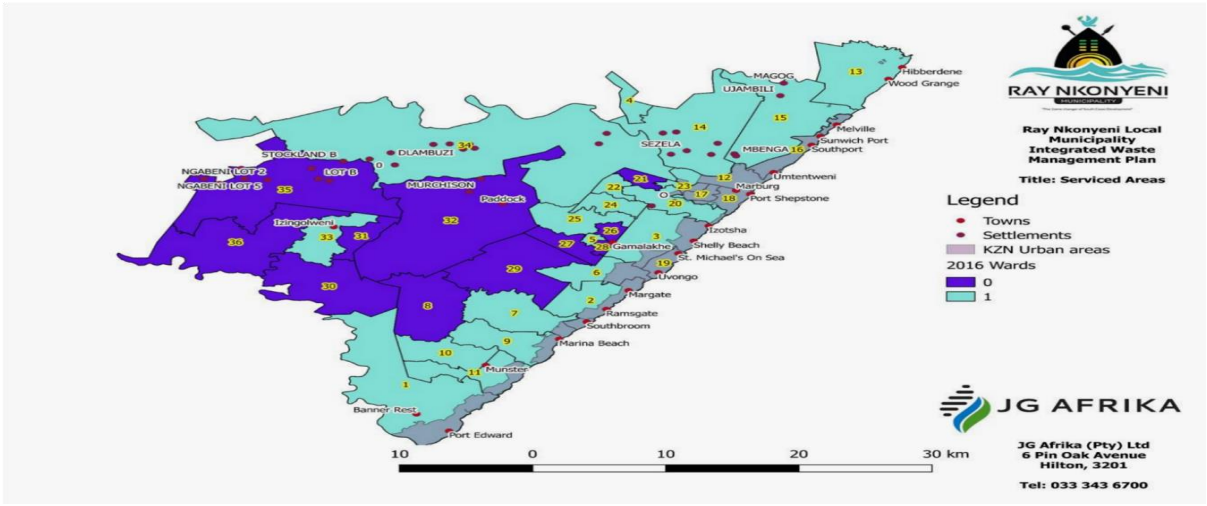
While there is no local IWMP for Umdoni municipality, they rely on the high level IWMP of Ugu DM.

Ray Nkonyeni Local 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

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.



3.6.13 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. As part of the Eastern Seaboard Development a draft transport master plan is underway for the gazetted region. Furthermore, the KZN DOT is also in the process of consultations with various stakeholders towards the development of the KZN master plan which will be used to inform the district specific transport master plans as per the NLTA of 2009. This is also responding to the issues that municipalities do not have transport planners and have capacity constraints hence the recommendations from the provincial transport unit.

3.6.13.1 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 78: 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

Terminal point	Annual passengers	Mode	Daily vehicle trips
	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 eThekwini 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.

3.6.13.2 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 Intermodal Facility is well underway with completion planned by end of 2024.

3.6.13.3 Freight Rail Infrastructure

The main rail corridor in the district is the standard gauge South Coast line that runs from Port Shepstone to eThekwini. 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 in the Eastern Seaboard 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 79: 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.

3.6.13.4 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.

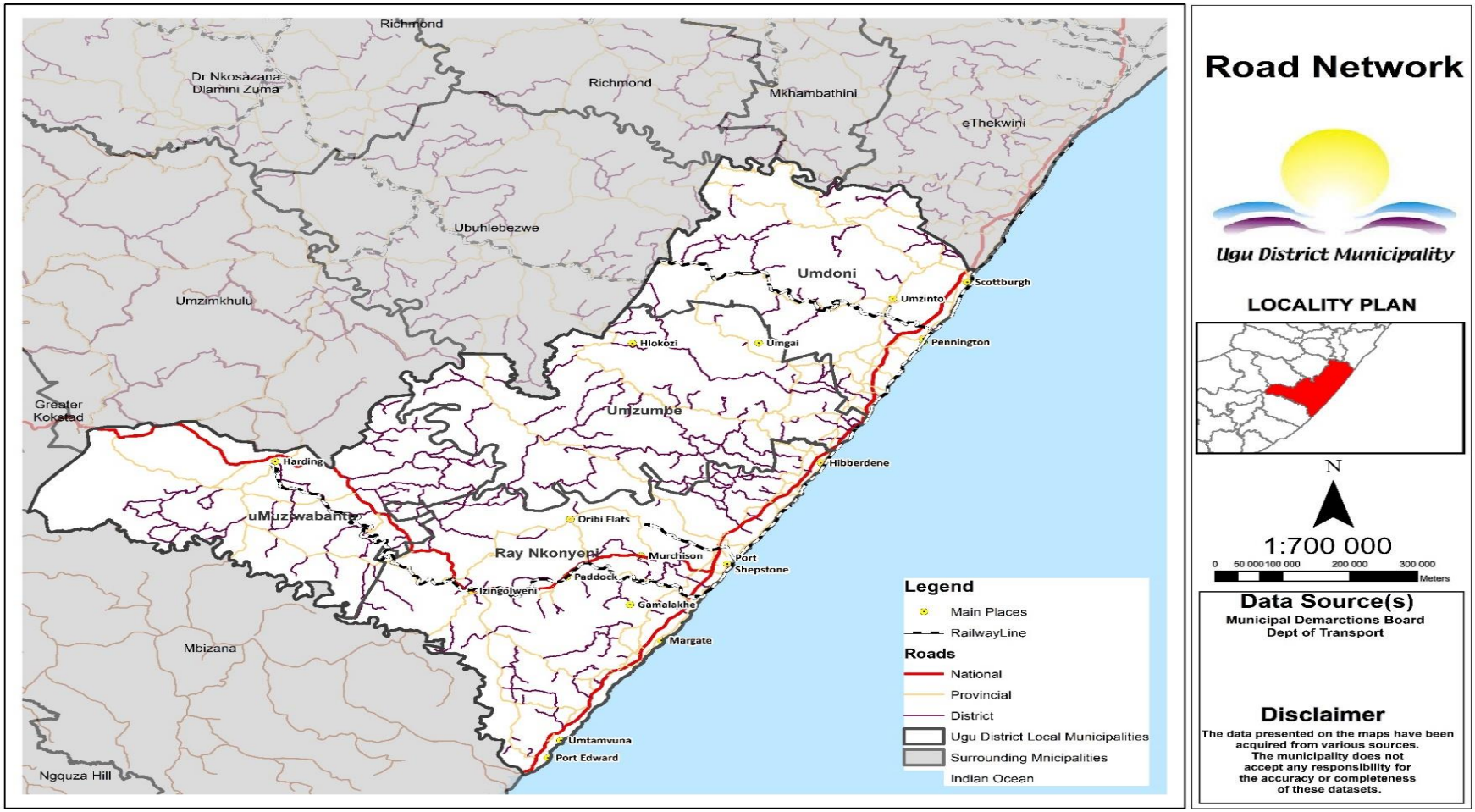
3.6.13.5 Integrated Transport Plan (ITP)

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

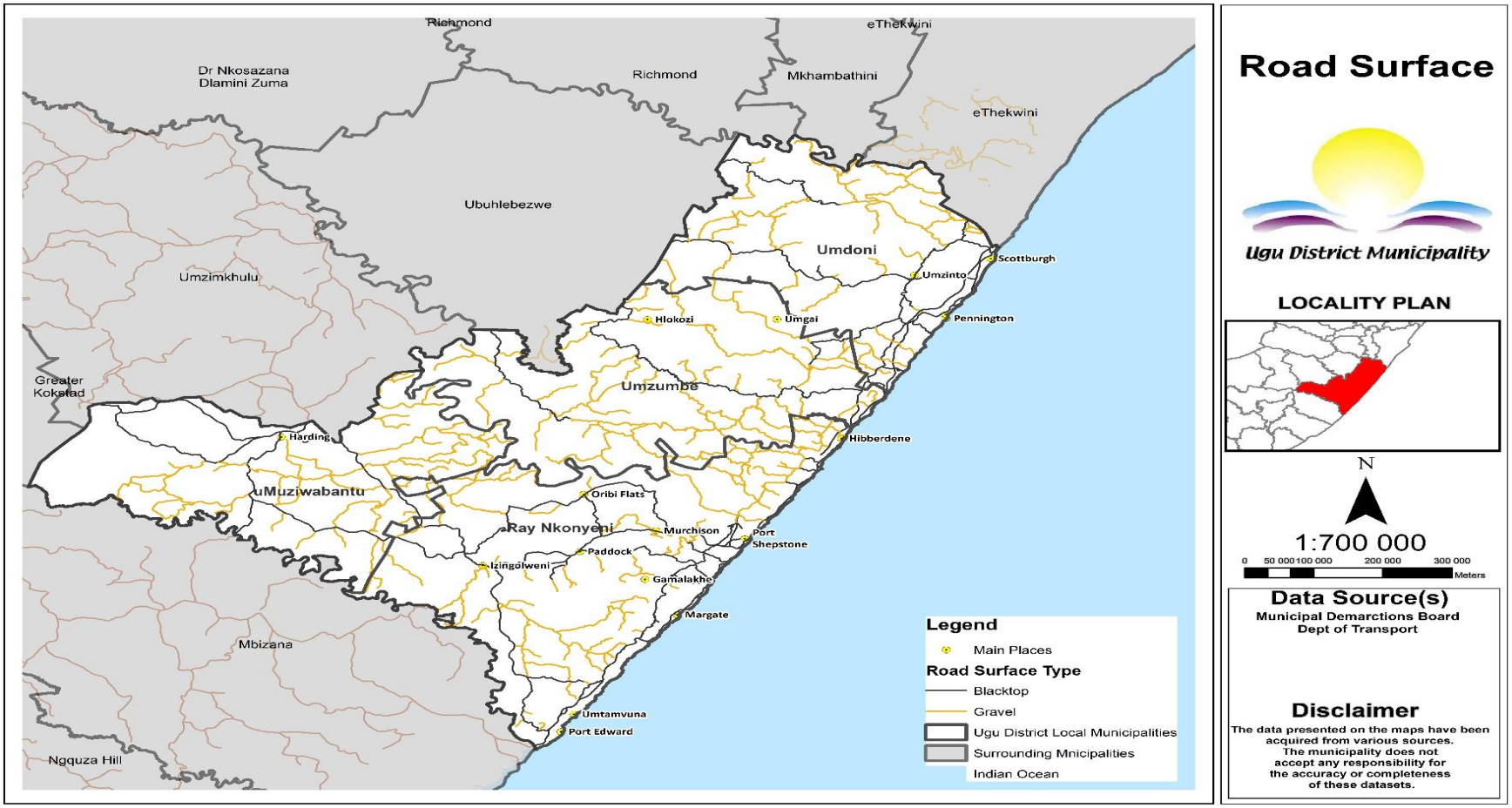
3.6.13.6 Ugu Economic Recovery Framework: Strategy and Plan 2022-2032 (Reviewed in 2024) on Transportation Infrastructure

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 28: Road Network *Source: Ugu GIS, 2022*



Map 29: Road Surface

Source: Ugu GIS, 2022

3.6.14 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.

3.6.14.1 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.

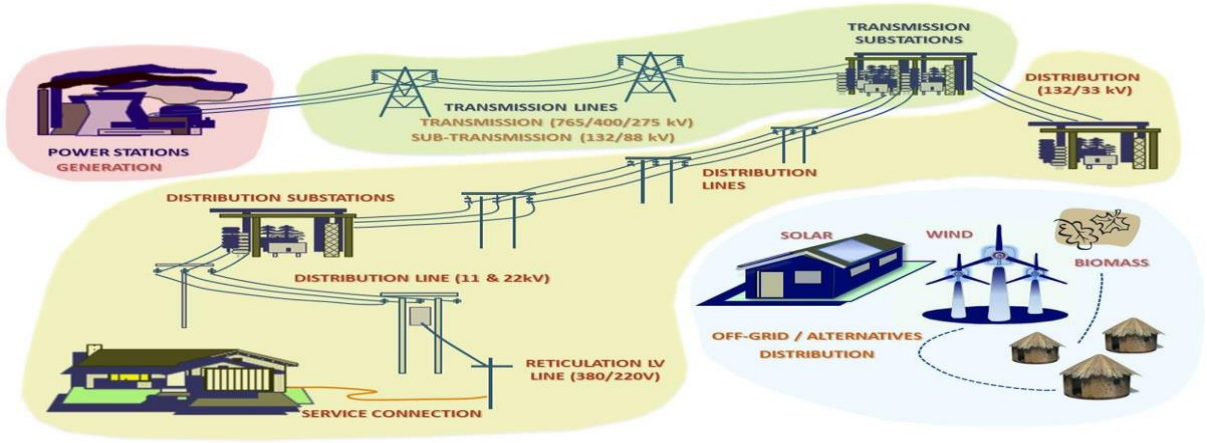
	Project Name	Status	Project Category	Planned Completion Date
1	Umkomaas 132 kV SS Est	Construction	DC	2027
2	Mtwalume 88/11kV ATS Rep	DRA	Refurb	2026
3	Mtwalume NB13 11kV conductor upgrade	Pre – CRA	Strengthening	2028
4	Hibberdene SS 11kV Turn in lines and feeder split	Pre - CRA	Strengthening	2026
4	Hibberdene SS 2nd transformer and 8 feeder bays	Pre - CRA	Strengthening	2028
5	Hibberdene NB34 Load Shift to Hibberdene NB40 & Cable upgrade	Pre – CRA	Strengthening	2028
6	Hibberdene NB34 load shift to NB40	Pre – CRA	Strengthening	2028
7	Hibberdene NB40 Load Shift to Redhill NB16	Pre – CRA	Strengthening	2028
8	Mtwalume NB54 Load shift to Hibberdene NB34	Pre – CRA	Strengthening	2028
9	Ramsgate 88/11 2nd 20MVA trfr	Pre – CRA	Strengthening	2028
10	Plains 88/11kV SS Refurb	ERA	Refurb	2026
11	Plains NB1 Additional Re-closer	Pre – CRA	Strengthening	2027
12	Plains NB1 backbone Upgrade	Pre – CRA	Strengthening	2028
13	Ariadne Kenterton Line Estb	CRA	Strengthening	2027
14	Kenterton 22kV feeder Est	CRA	Strengthening	2027
15	Kenterton substation 132kV feeder bays	Pre – CRA	Strengthening	2027
16	Ngwadini 132kV TIL	CRA	Strengthening	2027

3.6.14.2 Access to Electricity

Province, District and LMs	Energy for Cooking					
	2011			2022		
	Electricity	Gas	Other	Electricity	Gas	Other
KwaZulu-Natal	1 734 212	91 260	698 135	2 053 020	586 602	208 158
Ugu	101 515	7 261	63 693	121 770	34 591	15 985
Umdoni	18 182	1 855	14 062	22 451	6 334	4 245
Umzumbe	11 015	1 464	20 833	18 748	4 819	4 986
Umuziwabantu	10 132	641	10 796	16 094	3 317	3 843
Ray Nkonyeni	62 185	3 301	18 002	64 477	20 122	2 912

The municipalities within the region are also looking to explore alternative ways of energy where a renewable energy feasibility study was produced through the Eastern Seaboard Initiative which identified some areas within the district which could be conducive to explore renewable energy.

Figure 36: Electricity Value Chain - Eskom (2023)

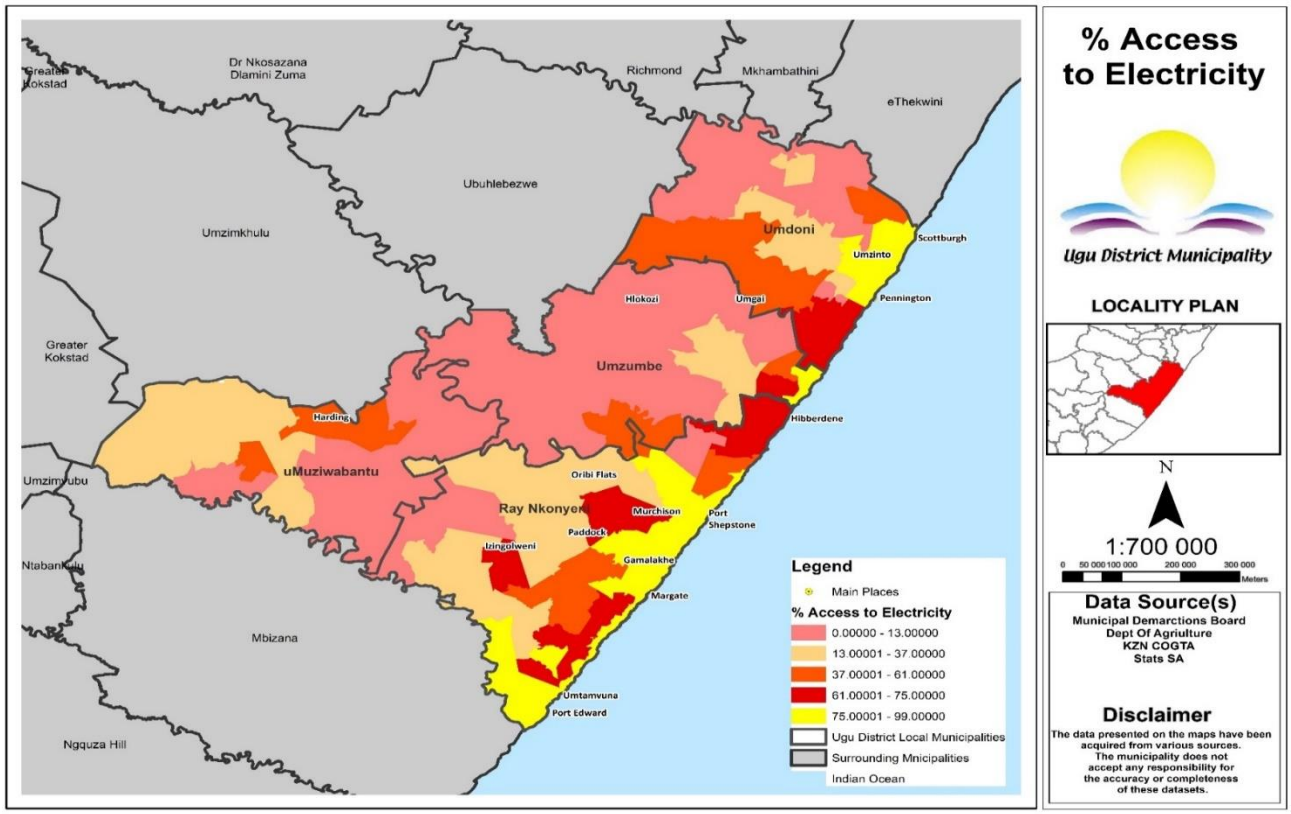


Source of Energy for Cooking 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Electricity from Mains	121 167	22 250	18 666	16 034	64 217
Other Source of Electricity	604	201	82	60	260
Gas	34 591	6 334	4 819	3 317	20 122
Paraffin	1 601	400	199	259	743
Wood	14 155	3 803	4 735	3 547	2 070
Coal	90	14	21	9	46
Animal Dung	24	9	1	12	2
Solar	25	2	5	5	14
Other	90	17	24	12	37
None	281	54	41	66	121

Source of Energy for Lighting 2022	District and Local Municipalities				
	Ugu LM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Electricity from mains	165 280	29 840	27 164	22 448	85 828
Other source of electricity	472	188	48	58	178
Gas	346	105	124	42	74
Paraffin	690	365	104	51	170
Candles	5 401	2 514	1 059	649	1 179
Solar	131	31	10	2	87
Other	84	19	20	14	31
None	225	22	64	54	86

Source: Statics SA 2022

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.



Map 7: Access to Electricity

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.

3.6.16 Telecommunications

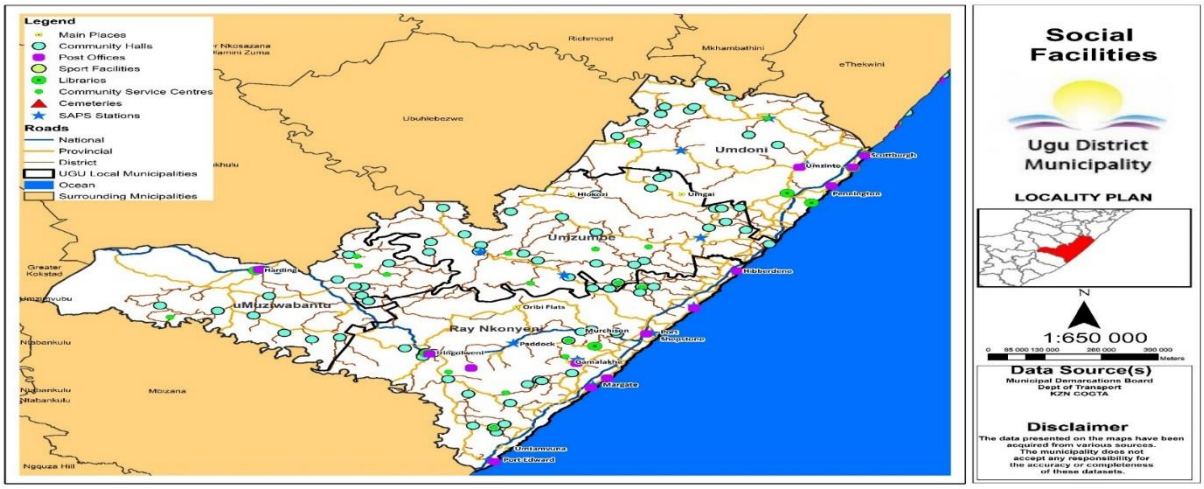
Telecommunications data is not easily accessible for the district especially regarding the infrastructure on the ground. Whilst no detailed indication of fixed line or broadband services was available, it has been noted that broadband services are limited and only available in major centres. In response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



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 of 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 over-crowding. 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 MUNICPALITY:

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 DESCIPTION	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			2273sing opportunities	

3.6.19 Basic Service Delivery & Infrastructure SWOT Analysis

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

Table 80: 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.

3.6.20 Summary of MEC Comments for Basic Service Delivery and How the Municipality Aims at Addressing them

MEC COMMENT	How municipality will address finding
Recommendation that the municipality needs to include additional information to augment data in the IDP	Accompanying documents will be included in final submission
Use latest data from DoT for roads and update maps	Comment is noted and will be addressed in the final submission
IWMP for district table must be included under implementation summarizing for each LM	To be included in final draft
The municipality is requested to use the housing sector plans for the LMs to ascertain water and sanitation requirements for existing as well as planned human settlement development	The district is a WSA and therefore does bulk projects majorly. It is the duty of the LMs to send applications for comment from the ESA to check whether potential sites have access to water and sanitation. However, the issue will be addressed through relevant IGR structures

3.7 LOCAL ECONOMIC DEVELOPMENT

Following the robust economic growth rebound in 2021, and return to pre-pandemic GDP-R values in early 2022; real GDP-R weakened considerably across all districts and the metro in KwaZulu-Natal, with uMkhanyakude, Ilembe and Ugu experiencing the greatest contractions in quarter one of 2023.

The district and provincial economic contraction in many respects reflected and continues to reflect national and global economic performance trends. The global economy de-celerated significantly to 3.5% in 2022 from a revised growth rate of 6.2% in 2021; 3.0% in 2023 and further 2.9% is predicted in 2024 (IMF:2023). Similarly, SA's economy experienced significant slowdown in 2022 due to certain global economic conditions alongside various domestic structural challenges, particularly the extensive energy crisis and resultant dragging of economic activity downwards and contributing towards inflationary pressures (and the resultant increase in interest rates) through higher costs of doing business.

The state and economic prospects of the Ugu District are no exception to several structural challenges that affected the national and provincial economies in 2022 and 2023, with:

- ✓ the district economy contracting by 0.8% in quarter three of 2023 despite the growth of 0.8% experienced in quarters two of 2022 and 2023 (S & P Global:2023);
- ✓ the provincial economic performance deteriorating significantly in 2022; with an overall growth of 1.1% in 2022, down from 4.7% growth in 2021 and continuing drop in 2023 to an overall total of 0.5% (despite quarter 1 and II slight growth of 0.3% and 0.7%) before the predicted picking up slightly to 0.8% in 2024 and further picking up to 2.3% in 2025 (S & P Global:2023), and
- ✓ the national economy experiencing significant slow-down and de-celeration and volatility with real GDP contraction and expansion marginally on a quarter-to-quarter basis with 0% growth or contraction from Quarter 3 of 2022 until and including quarter two of 2023 (Stats SA:2023).

The substantial deterioration in economic activity was triggered by a combination of global uncertainties amid heightened geopolitical conflicts as well as local structural constraints, particularly the energy crisis, water insecurity in Ugu District and disruptions caused by disastrous flooding in 2022, and more recent flooding at the end of 2023 and early 2024.

The district continues to contribute 4.4% to the Provincial GVA (S & P Global:2023) and within the district RNM continues to contribute the greatest percentage to the district GVA.

There has been inconsistent sectoral GDP growth on a quarter-by-quarter basis when considering seven quarters from 2021 quarter one to 2023 quarter three. Not one single sector has shown consistent growth over the period. The sectors which experienced growth in the most quarters (5/7 quarters) include:

- ✓ Trade: wholesale and retail, accommodation and catering (tourism);
- ✓ Transport, logistics and communications;
- ✓ Finance, real estate and business services;
- ✓ Community and Personal Services

Whilst the following sectors have shown the largest percentage growth over the same period of seven quarters although inconsistently on a quarter-by-quarter basis – from greatest percentage to lesser:

- ✓ Agriculture, Forestry and Fisheries;
- ✓ Transport, logistics and communications;
- ✓ Mining and Quarrying;
- ✓ Manufacturing; and
- ✓ Trade; wholesale and retail, catering and accommodation

Quarter II of 2023 shows that the sectors with the greatest growth in Ugu district in terms of GVA were:

- ✓ Agriculture, forestry and fisheries with 3.8%;
- ✓ Manufacturing with 2.4%
- ✓ Community Services with 0.7%, and
- ✓ Finance with 0.4%.

Despite being growth sectors in Ugu, comparatively within the province the percentage growth of all the sectors was lower than other districts. For example, only King Cetshwayo agricultural sector growth was less than Ugu's and yet agriculture was Ugu's greatest growth sector.

Sectors which contracted during quarter II of 2023 were (from greatest contraction to lowest contraction) were:

- ✓ Transport with -2.3%;
- ✓ Electricity with -0.8%;
- ✓ Construction with -0.4%;

- ✓ Mining with -0.3%; and
- ✓ Trade with -0.3%.

The sectors producing the most total value of output (GVA) in the district are, in order of greatest contributor, as follows (SA Regional eXplorerv2423 November 2023):

- ✓ Community and Personal Services;
- ✓ Finance, insurance, real estate and business services;
- ✓ Wholesale and Retail trade, catering and accommodation;
- ✓ Manufacturing and
- ✓ Agriculture, forestry and fisheries.

The sectors producing the least total value of output (GVA) are: construction, mining and quarrying and utilities (SA Regional eXplorerv2423 November 2023): , although there has been increased investment in mining and construction measured in GDPR-value which could indicate that they are potential growth sectors.

The district's comparative advantage remains in agriculture, forestry and fisheries according to a location quotient analysis, although growth across the province in this sector may impact the districts comparative advantage over time.

The unemployment rate (Official definition) has increased from 2012 to quarter two in 2023 (S & P Global) in the district and across all the local municipalities, with Umzumbe having the highest unemployment rate consistently over the period. Youth unemployment in the district is high with Umzumbe having the highest rate, followed by Umdoni and the district has a higher youth unemployment rate than the KZN province, and a lower labour participation and lower labour absorption capacity than the province.

In terms of sectoral employment, the sectors employing the greatest number of people are:

- ✓ community, social and personal services (24.1%),
- ✓ wholesale and retail trade, accommodation and catering (tourism)(23.2%),
- ✓ finance, insurance, real estate and business services (11.5%),
- ✓ manufacturing (9.4%)and then
- ✓ agriculture, forestry and fisheries (8.2%). Between 2019 and 2022 the agriculture, forestry and fisheries sector has shown consistently declining employment.

Between 2019 and 2022 there has been a steady increase in poverty in the district using the food, lower and upper poverty line indicators and the poverty headcount index comparison between 2016 and 2021 shows similarly an increase in poverty headcount index (percentage of population). (Quantec Research, Easy Data: 2022) Umzumbe and Umuziwabantu have the highest poverty in the district.

In conclusion, therefore, despite slight quarter-on-quarter unstable economic growth the district continues to be characterized by increasing poverty and unemployment.

The Ugu Economic Recovery Framework 2022-2032 if implemented through the strategic targeted and measurable intervention and with clearly defined roles and responsibilities of stakeholders at local municipal level, district level, provincial level and the SCTIE level will:

- ✓ **Enable and Facilitate Economic Growth by growing the economy by an average of 2% annually, as reflected int eh GDP-R targets for 2027 that is R36 926 billion and 2030 to R40 769 billion and a positive trade balance.**

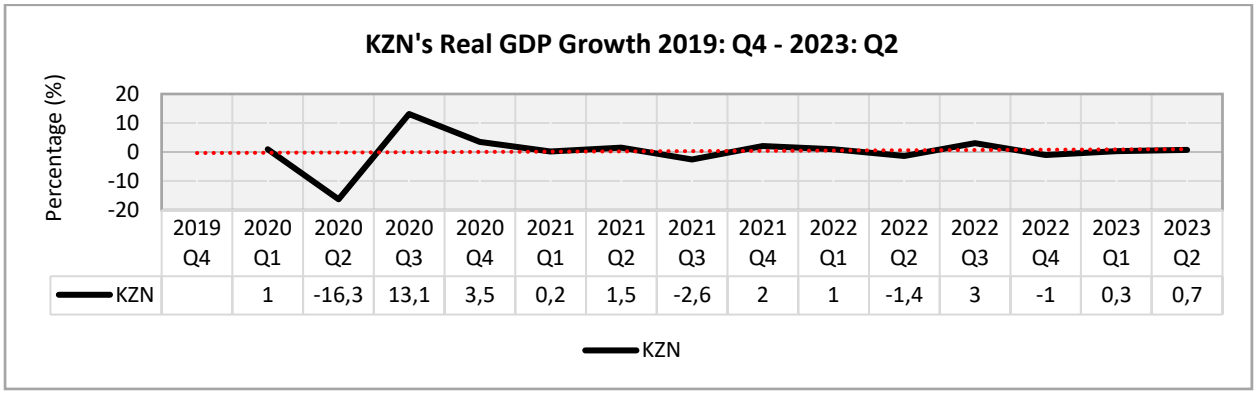
This to be achieved through:

- ✓ ***Enabling and facilitating investment*** by increasing investment into the economy through increased Gross Fixed Formation[1] as a share of the GDPR by at least 3% by 2030;
- ✓ ***Improving economic governance and infrastructure*** by improving LED planning, management and administrative capacity/skills so as to enable, facilitate and promote inclusive economic growth and transformation.
- ✓ ***Developing an inclusive Ugu economy*** by facilitating and enabling fair and distributive economic growth and transformation through various programmes resulting in reduced % poverty household index, improved standard of living (GDPR per capita), reduced GC, reduced unemployment, reduced youth unemployment, increased youth labour absorption and participation rate.
- ✓ ***Building a diverse and innovative economy*** through enabling and supporting the building of a sustainable, competitive and productive economy which is characterized by increasing sectoral GVA contributions and comparative advantage therefore increasing job creation and contributing to the provincial GVA through increasing GVA R-Value per sector, increasing LQ, and provincial % GVA contribution and increasing job creation.
- ✓ ***Strengthening local innovation systems***;
- ✓ ***Enterprise development and support*** by facilitating, promoting, supporting and enabling local enterprise development so as to achieve inclusive economic growth and transformation and
- ✓ ***Developing learning and skillful economies***.

3.7.1 KwaZulu-Natal Economic Review and Outlook

Economic Performance: Economic performance in KZN deteriorated significantly in 2022, reflecting the implications of various challenges both globally and domestically. For example, Spillover effects of the Russian-Ukraine War in terms of commodity and financial markets, the local economic challenges from electricity supply constraints. KZN also experienced flooding in April and May 2022 which caused damages to social and economic infrastructure.

Consequently the real regional GDP contracted by -1.4 percent in the second quarter of 2022, compared to the revised expansion by 0.9 percent in the first quarter.



Source: Stats SA, 2023

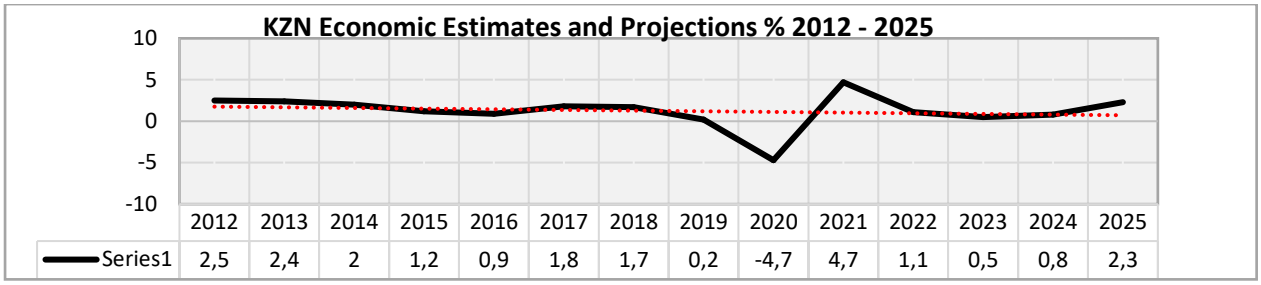
The provincial economy remained depressed throughout the year as the national energy crisis escalated to new heights. General prices and inflation rose warranting interest rate increases by the reserve bank.

Inflation in KZN peaked at 8.1 percent in July 2022 compared to the national average of 7.8%. Inflation is currently at 6.2 percent which is high compared to national at 5.4%. Rolling blackouts continue to weigh down

[1] GFCF is an indicator for investment in economy by representing acquisition of various assets including building and construction, as well as ICT investment.

economic activity in various sectors including SMMEs. KZN's economy however has reported modest growth in real GDP-R in the first half of 2023 as illustrated in the graph above.

KZN Economic Outlook: The provincial economic growth of 1.1% in 2022, down from the 2021 of 4.7 percent. The real GDP-R growth rate dropped further to 0.5% in 2023 before a predicted picking up to 0.8 percent in 2024 and then 2.3 percent in 2025.



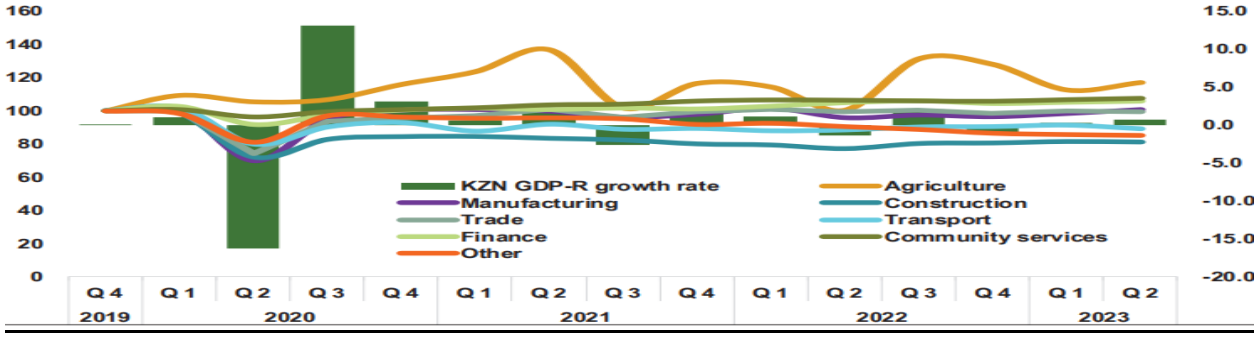
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Series1	2,5	2,4	2	1,2	0,9	1,8	1,7	0,2	-4,7	4,7	1,1	0,5	0,8	2,3

Source: S&P Global, 2023

KZN Sector Performance: Provincial economic performance deteriorated markedly in 2022 as six sectors contracted whilst only four industries reported expansion in real GVA-R:

- ✓ ***Real GVA-R by agriculture*** receded by 0.9 percent in 2022, which is down from a substantial increase of a revised 9.4 percent in 2021. This contraction reflects lower activity over three quarters. Despite this, however, the agricultural industry over a ten-year period shows a cumulative average annual growth rate of 5.6 percent.
- ✓ ***Manufacturing*** real output has been consistently deteriorating over time and the ten year period between 2012 to 2022 it shows a cumulative average annual growth of 0.1 percent. In the first half of 2023 it has shown an increase by 2.4 in the second quarter as a result of improved production.

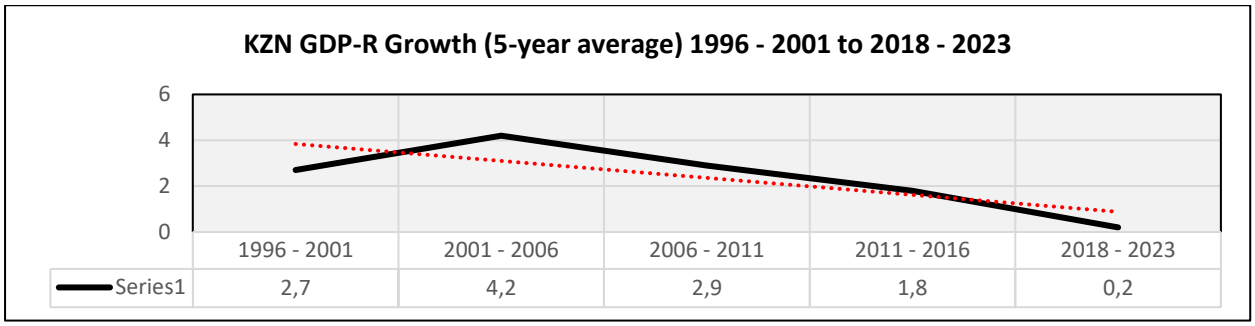
Growth rates (%) in industry value added for KZN, 2019: Q4 – 2023: Q2



Source: S&P Global

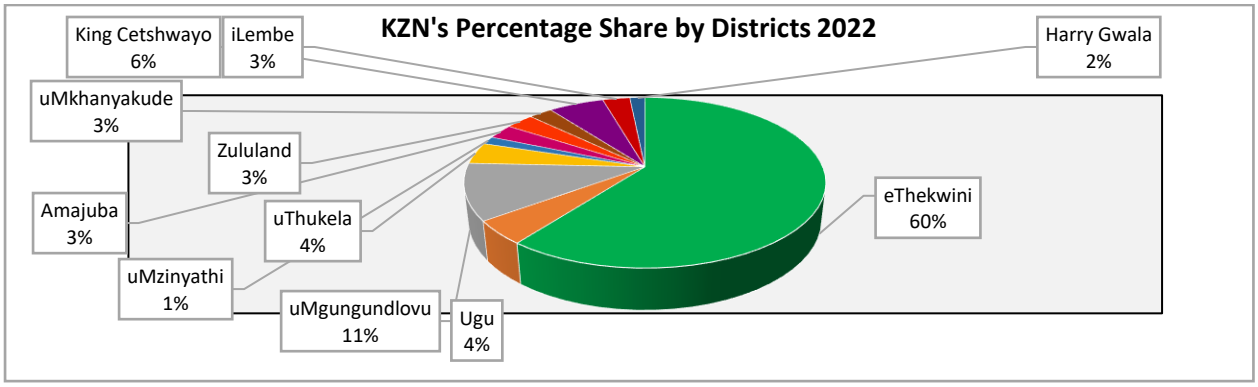
- ✓ **Real output by the construction industry** contracted sharply by -39 per cent in 2022, which is the six successive annual decrease since 2017. Over a ten-year cumulative annual average the construction industry contracted by -3.1. In 2023 however there has been quarterly expansions.
- ✓ **Real output by the transport sector** decreased by 0.2 percent in 2022, which was the fourth annual decline since 2019. Over the ten-year period the cumulative average annual growth rate is 0.1 percent.
- ✓ **Real GVA-R expanded in trade, finance and community services**. Trade decelerated to 1.6 in 2022, down from 8.2 in 2021.Real output in the trade industry is volatile in the first half of 2023 a contraction of 0.3 in one quarter and then expanding to 1.4 percent.
- ✓ **Real output by the finance industry** maintained a positive trajectory with an expansion of 3.2 percent in 2022, slightly less than in 2021.Finance has reported a strong cumulative average annual growth rate of 2.7 percent over the previous ten years.
- ✓ **Real GVA-R by community services** moderated to 2.2 percent in 2022, down from 4.4 percent in 2021. Over a cumulative average annual it reflects a growth of 2.1 percent.

KZN Five Year Growth Average: Economic activity has continued to deteriorate since the global financial crisis of 2008, with the covid pandemic inducing a substantial contraction in 2020, followed by unrest, flooding and global impacts.



Source: S&P Global, 2023

District Municipalities Economic Contribution to KZN Province: As is illustrated below, the greatest contributors to the provincial economy are: eThekwini, followed by uMgungundlovu, King Cetshwayo and then Ugu District.



Source: S&P Global 2023

3.7.2 Ugu Economy Size and Growth - Performance

The district municipality's economic prospects are no exception to several structural challenges that affected the national and provincial economies in 2022 and 2023. Following the robust rebound in 2021, real GDP-R weakened considerably across all districts and the metro in the province, with uMkhanyakude, Ilembe and Ugu experiencing the greatest contractions in quarter one of 2023.

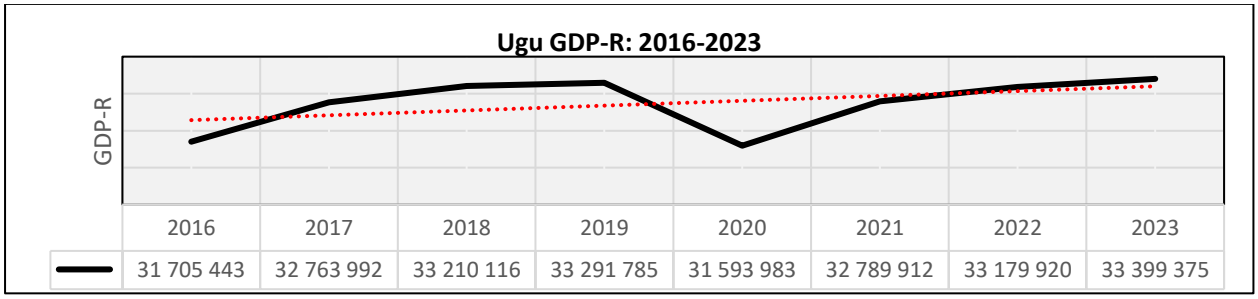
The substantial deterioration in economic activity was triggered by a combination of global uncertainties amid heightened geopolitical conflicts as well as local structural constraints, particularly the energy crisis and disruptions caused by disastrous flooding in 2022, and more recently end of 2023 and early 2024.

3.7.2.2 Gross Domestic Product (GDP)[2]

The GDPR (rand value) for the Ugu District is R33 399 billion, which is slightly higher than it was in 2019/pre Covid-Pandemic. Therefore, the district economy has recovered in terms of GDP-R-value, albeit only just, from the negative impacts of: the covid pandemic. In addition, despite the July 2021 civil unrest, March 2022

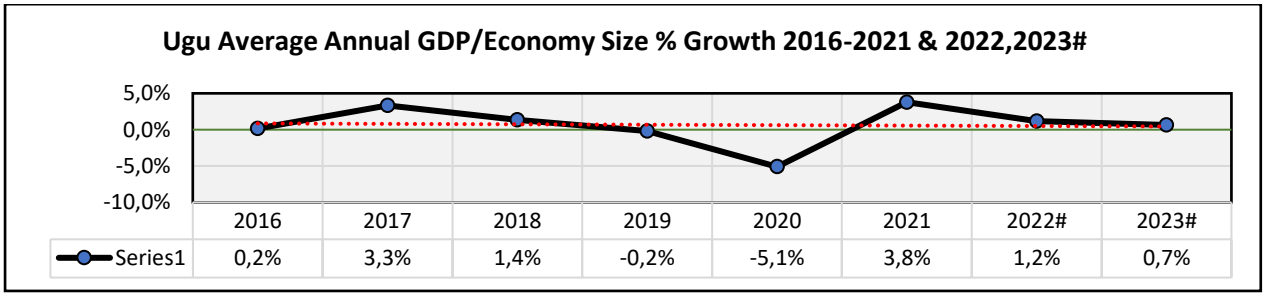
[2] GDP is the total monetary or market value of all the finished goods and services produced within borders in a specific time. It provides an economic snapshot of an area, used to estimate the size of an economy and its growth rate. Nominal GDP is used – that is the value of the goods and services in 2022, unless otherwise indicated.

floods and ongoing energy and water reliability challenges the GDPR has increased slightly despite quarter-on-quarter instability.



StatsSA, & Estimated

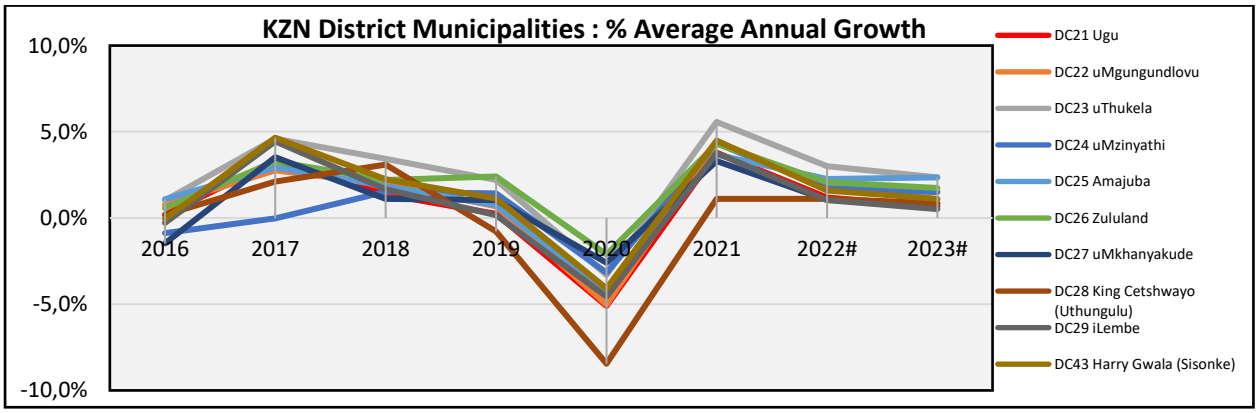
Before the Covid pandemic (2012-2019) the Ugu district economy grew at an average of 1.2% per annum: higher than KwaZulu-Natal's GDP growth rate of 0.8% for the same period. Following the contraction of 2020 as a consequence of the covid pandemic, substantial growth was experienced in 2021 with lesser growth in 2022 and 2023.In quarter two of 2022 and 2023 Ugu grew by 0.8%, whereas in quarter three of 2023 a contraction of 0.8 was experienced.



StatsSA & Estimated

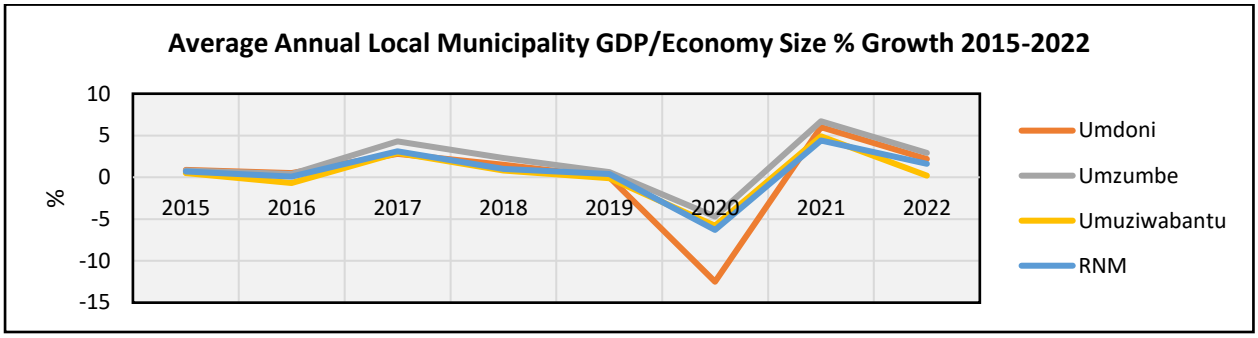
The slow/slight growth may be attributed to a number of factors, including but not limited to: the impact of the July 2021 unrest, March 2022 flooding in addition to the ongoing energy and water-related challenges constraining investment (new and expansion). These challenges have impacted confidence to invest or reinvest or expand, increased business expenses in terms of insurance as well as water and energy infrastructure installations and/or downtime costs.

The 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, attributed to tourism and services sector economic dominance and closure.



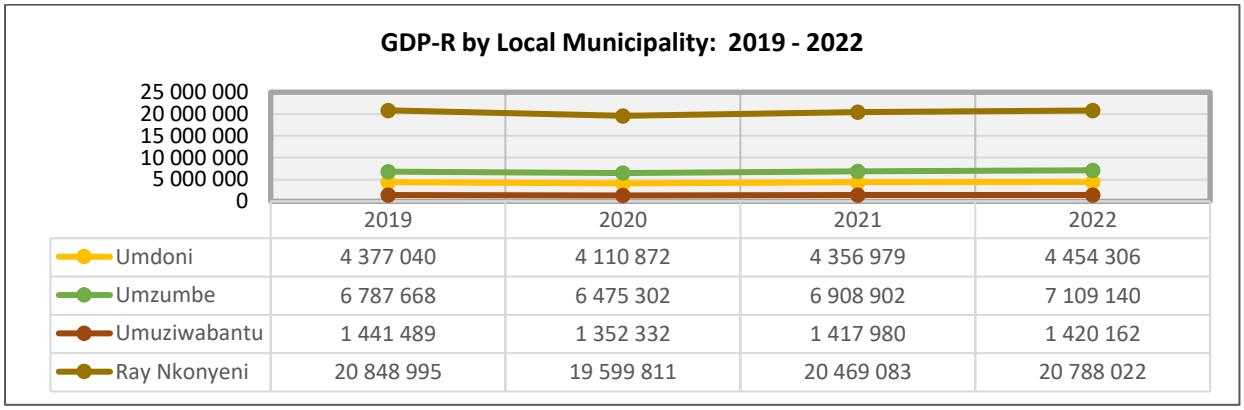
StatsSA, Estimated

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). Umdoni had the largest shrinkage whilst Umzumbe has made the quickest recovery and achieved the highest GDPR % growth post-Covid.



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

In terms of GDP-R value all the local municipalities by 2022 have recovered to pre-Covid GDPR-values, except Ray Nkonyeni which remains slightly lower in value.

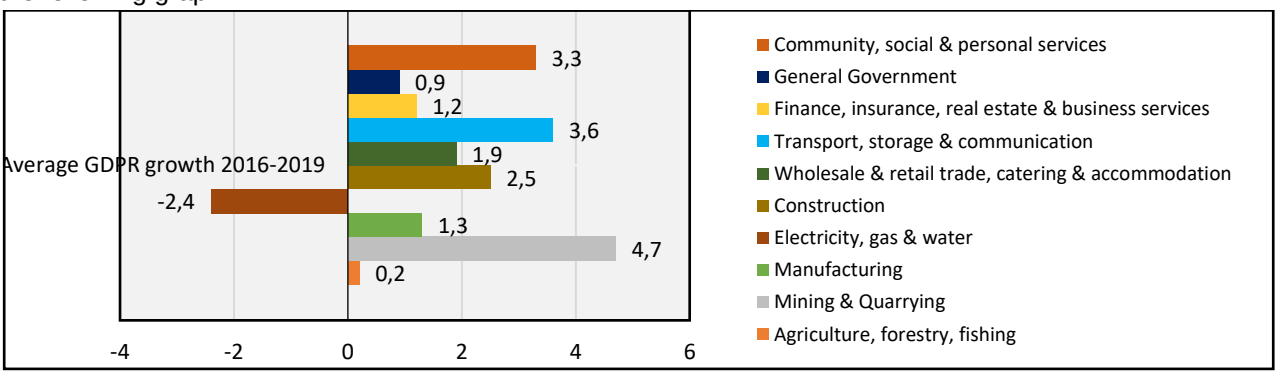


	2019	2020	2021	2022
Umdoni	4 377 040	4 110 872	4 356 979	4 454 306
Umzumbe	6 787 668	6 475 302	6 908 902	7 109 140
Umuziwabantu	1 441 489	1 352 332	1 417 980	1 420 162
Ray Nkonyeni	20 848 995	19 599 811	20 469 083	20 788 022

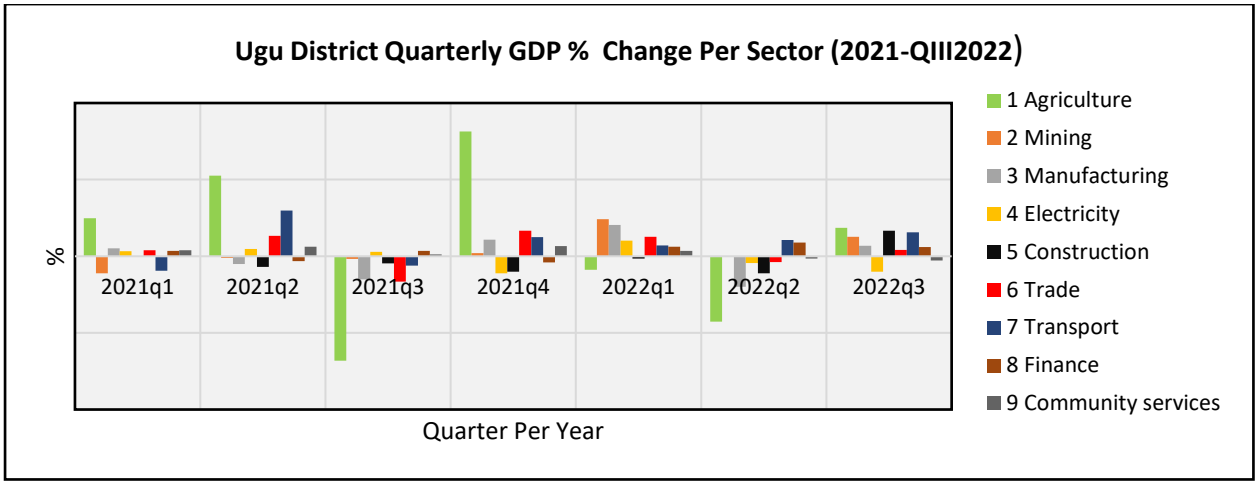
StatsSA & Estimated

3.7.2.3 Sectoral GDPR Growth 2019-2023 (QII)

For the period 2016-2019, prior to the outbreak of the pandemic:-all sectors in Ugu were exhibiting average GDPR 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)



Source: Stats SA

For the period 2021 until quarter III of 2022 the following sectors have shown growth in the most quarters:

- ✓ Trade: wholesale and retail, accommodation and catering (tourism);
- ✓ Transport, logistics and communications;
- ✓ Finance, real estate and business services;
- ✓ Community and Personal Services

Whilst the following sectors have shown the largest percentage growth over the same period:

- ✓ Agriculture, Forestry and Fisheries;
- ✓ Transport, logistics and communications;
- ✓ Mining and Quarrying; and
- ✓ Manufacturing.

Despite the inconsistent sectoral quarterly growth it is evident that from quarter III of 2022 all sectors have shown growth except the utilities sector (electricity and water) and community services. The greatest growth sectors in quarter III included:

- ✓ Agriculture, forestry and fisheries;
- ✓ Construction;
- ✓ Mining and Quarrying;
- ✓ Manufacturing;
- ✓ Transport, Logistics and Communication and
- ✓ Trade (wholesale and retail), catering and accommodation (Tourism) and
- ✓ Finance and Business Services.

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.

A snapshot of Quarter II of 2023 the growth sectors were: agriculture, manufacturing, finance and community services.

To summarise a conclusion on GDP-R as a measure of economic growth therefore, the following is noted:

- ✓ Despite the Ugu economy shrinkage of 2020, the economy overall has recovered. All the local municipalities economies have recovered with Umzumbe Local Municipality showing the greatest growth in the recovery and Umuziwabantu the least growth in the recovery.

- ✓ There is inconsistent sectoral growth on a quarter-by-quarter basis when considering seven quarters from 2021 quarter one to 2023 quarter three. The sectors who saw growth in the most quarters include:

    - ✓ Trade: wholesale and retail, accommodation and catering (tourism);
    - ✓ Transport, logistics and communications;
    - ✓ Finance, real estate and business services;
    - ✓ Community and Personal Services

Whilst the following sectors have shown the largest percentage growth over the period:

- ✓ Agriculture, Forestry and Fisheries;
- ✓ Transport, logistics and communications;
- ✓ Mining and Quarrying; and
- ✓ Manufacturing.

Overall using GDP to measure the economy size, it may be concluded that the Ugu economy is growing slightly despite inconsistent sectoral growth until quarter III of 2023 where all sectors showed growth apart from two sectors.

3.7.2.4 Gross Value Add[3] (Value Contribution to the Economy)

Quarter II of 2023 shows that the sectors with the greatest growth rate in Ugu district in terms of GVA were:

- ✓ Agriculture;
- ✓ Manufacturing;
- ✓ Community Services, and
- ✓ Finance.

Despite being growth sectors in Ugu, comparatively within the province the percentage growth of all the sectors was lower than other districts.
Sectors which contracted during quarter II of 2023 were (from greatest contraction to lowest contraction):

- ✓ Transport (-2.3%);
- ✓ Electricity (-0.8%);
- ✓ Construction (-0.4%);
- ✓ Mining (0.3%) and
- ✓ Trade (-0.3%)

Table II: Growth Rates (Percentage) in Industry Value Added for District Municipality 2023: Q2

	Ugu	eThekwini	uMgungundlovu	uThukela	uMzinyathi	Amajuba	Zululand	uMkhanyakude	King Cetshwayo	iLembe	Harry Gwala
Agriculture	3,8	3,8	3,9	4,6	4,2	4,6	4,3	4,2	3,6	3,9	4

[3] GVA is the measure of the VALUE of goods and services produced in an area, industry or sector of an economy. (less goods and services used or transformed in the production process i.e., raw materials/inputs. (intermediate consumption).

	Ugu	eThekwini	uMgungundlovu	uThukela	uMzinyathi	Amajuba	Zululand	uMkhanyakude	King Cetshwayo	iLembe	Harry Gwala
Mining	-0,3	-0,3	-0,1	0,3	0,2	0,5	0	0,8	-0,6	-0,1	-0,1
Manufacturing	2,4	2,4	2,5	2,8	2,8	2,6	2,9	2,8	2	2,5	2,6
Electricity	-0,8	-0,7	-0,9	-0,4	-0,7	-0,5	-0,5	-0,7	-1	-0,6	-0,6
Construction	-0,4	-0,4	-0,3	0,1	0	0,1	0,1	-0,1	-0,7	-0,3	-0,2
Trade	-0,3	-0,3	-0,2	0,2	0,2	0,3	0,3	0	-0,6	-0,2	-0,1
Transport	-2,3	-2,4	-2,2	-2	-2	-1,9	-2	-2,1	-2,8	-2,4	-2,2
Finance	0,4	0,7	0,6	0,9	1,2	0,6	1	0,3	0,1	0,2	1
Community Services	0,7	0,7	0,8	1,2	1,1	1,3	1,2	1	0,5	0,8	1
Total GDP	**0,8**	**0,5**	**0,8**	**1,3**	**1,3**	**1,2**	**1,2**	**1,1**	**0,5**	**1,2**	**1,2**

Source: S&P Global, 2023

From quarter I of 2021 until the end of a quarter III of 2023 there has been inconsistent growth across all sectors with not one sector showing consistent growth. Provincial economic growth in 2022 witnessed the largest decrease in regional gross value add (GVA-R) by four industries: construction, electricity, agriculture and manufacturing.

- ✓ The real GVA-R by construction industry contracted across all districts and the Metro, with the largest decline in eThekwini and Ugu, both at 4.2 per cent. Apart from one quarter (quarter III: 2022) experiencing growth in Ugu, this continuous lower economic activity within construction, real GVA-R dropped sharply over the ten year between 2012 and 2022.
- ✓ Real GVA-R by the electricity industry reported the second largest decrease in most districts and Metro in 2022, with the largest contraction in Zululand and Ugu, both at 2.8%. The real GVA-R by the electricity industry has contracted over the ten year period between 2012 and 2022 across all districts in the province.
- ✓ The real GVA-R by the agricultural sector contracted in most districts and the metro in 2022. Despite this slow economic activity in 2022, real GVA-R by agriculture has expanded across and districts and the metro over the same ten year period with the largest ten year growth in uThukela with a cumulative average annual growth of 8.4 and Ilembe at 6.1 per cent. Amajuba and Ugu both at 5.8%. This increase is attributable to the growth in agriculture and hunting as well as fishing.
- ✓ The real GVA-R by manufacturing industry marginally contracted in most districts and the metro in 2022. The real output by the manufacturing industry substantially improved over the first half of 2023, where all districts and the Metro reported growth.

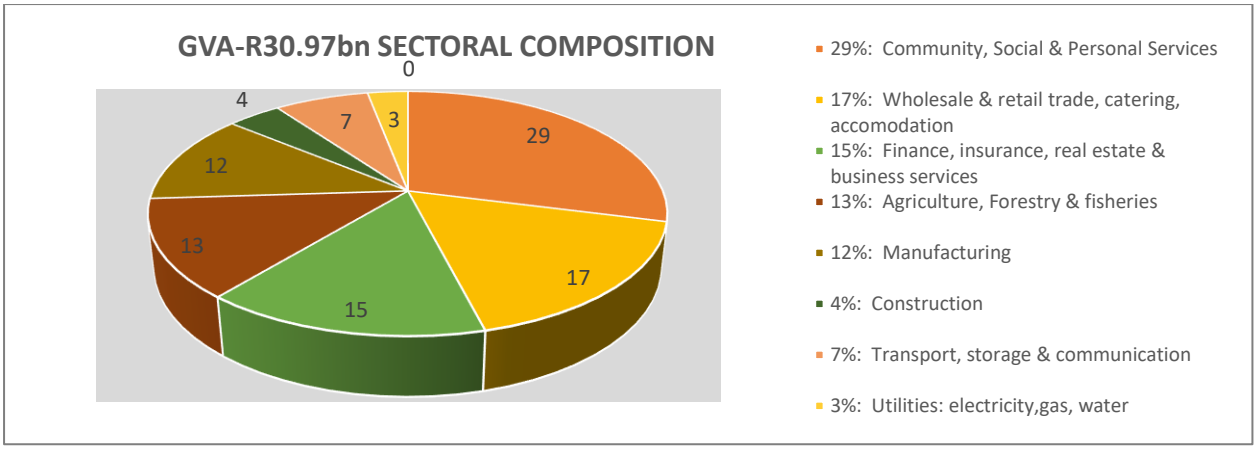
Despite the contractions in the real GVA-R in 2022, other industries, such as trade, community services and finance reported positive growth, with the latter posting the largest expansion. The real GVA-R by the finance industry significantly expanded across all districts and the metro.

The sectors which are producing the most total value of output in the Ugu District are, in order of greatest contributor, as follows:

- ✓ Community and Personal Services contributing 29%;
- ✓ Wholesale and retail trade, catering and accommodation contributing 17%,
- ✓ Finance, insurance, real estate and Business Services contributing 15%;
- ✓ Agriculture, Forestry and Fisheries contributing 13%; and
- ✓ Manufacturing contributing 12%.

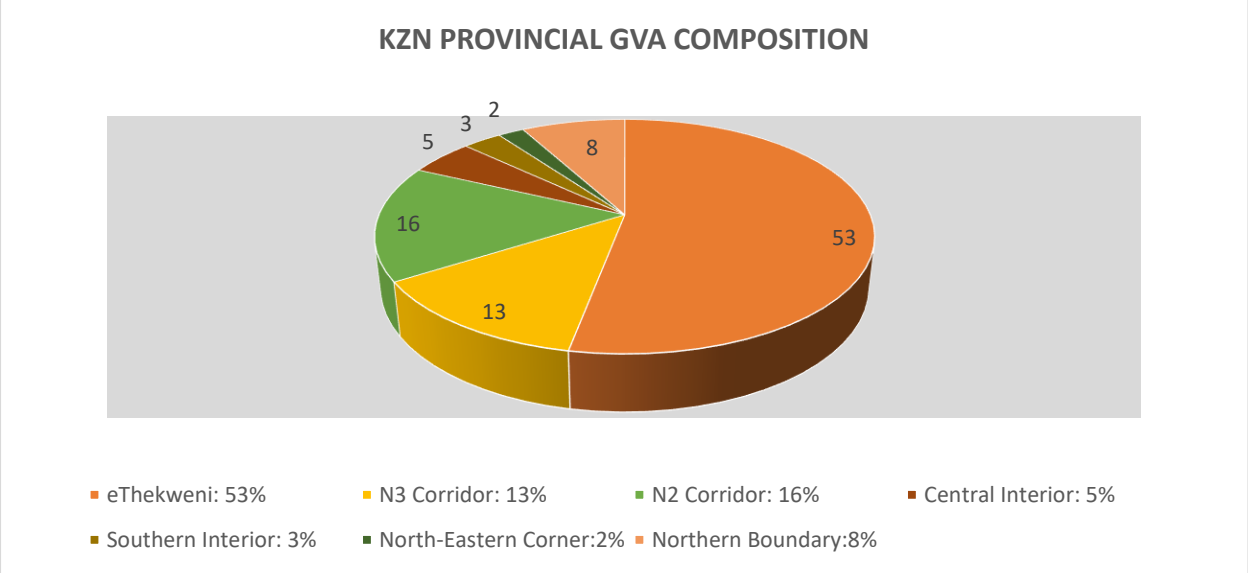
The sectors producing the least total value of output in the Ugu District are:

- ✓ Mining and Quarrying;
- ✓ Utilities (electricity, gas and water);
- ✓ Construction, and
- ✓ Transport.

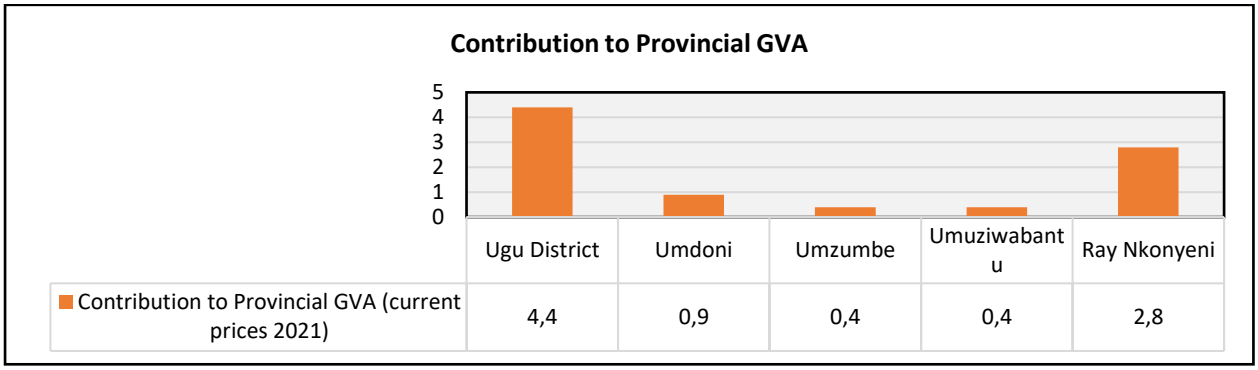


Source: South Africa Regional eXplorer v2423 November 2023

The contribution by the Ugu District to the Provincial GVA is 4.4%, and all the local municipalities within the district contribute less than 1%, except for Ray Nkonyeni Municipality – contributing 2.8%. The strategic gateway and multi-sectoral corridor of N2 does include Durban to Port Shepstone and Port Shepstone to Kokstad: and this contributes 16% to the provincial GVA.



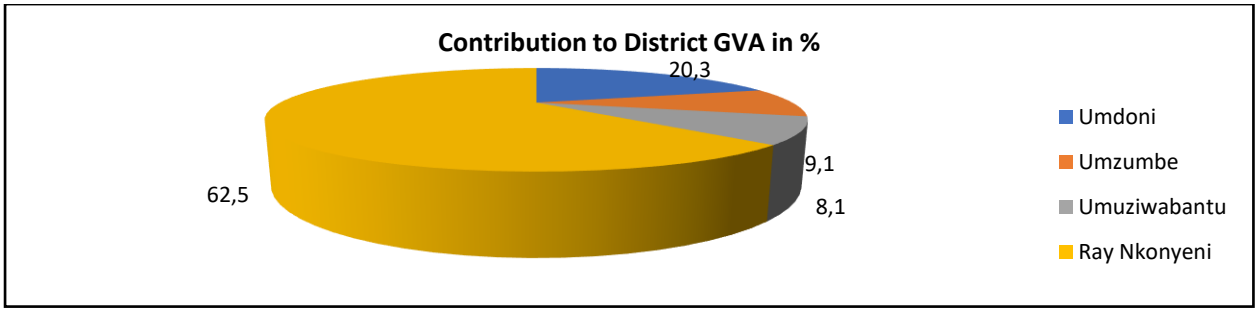
Source: EDTEA KZN LED Technical Summit: November 2023



[4]***StatsSA: All sectoral GVA (KZNCogta Spreadsheet)***

Ray Nkonyeni Municipality contributes 62.5% to the district GVA, with Umdoni contributing 20.3% and Umzumbe and Umuziwabantu both contribution less than 10% each.

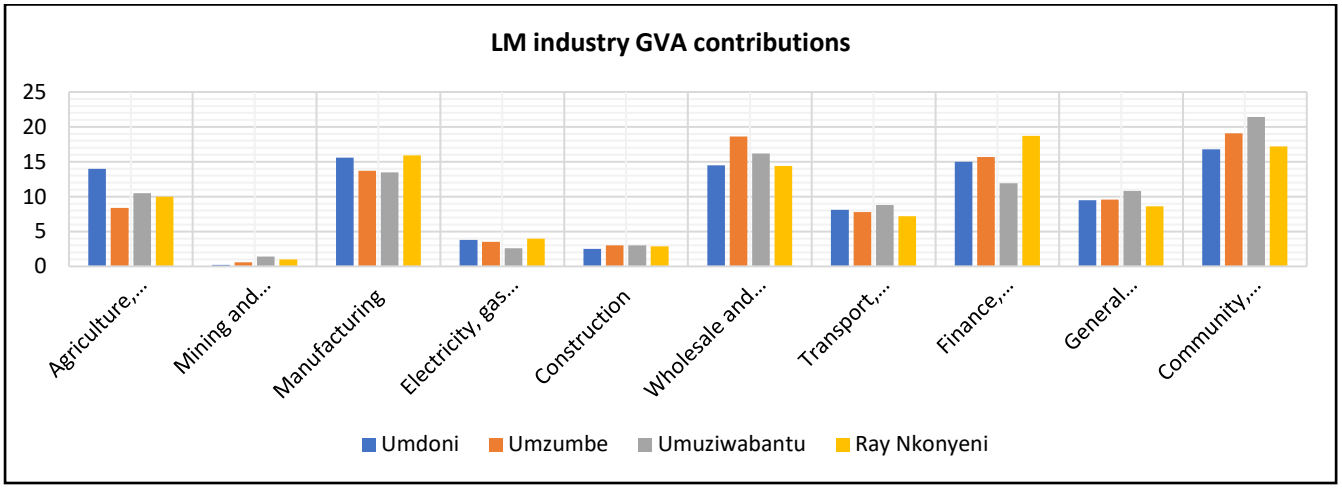
[4] 2021 Prices



[5]***StatsSA:2021 All sectoral GVA (KZNCogta Spreadsheet)***

In terms of local municipal sectoral GVA contributions the following is noted:

- ✓ Umdoni Municipality provides the greatest GVA contribution in the agricultural, forestry and fisheries sector and manufacturing sector.
- ✓ Umzumbe Municipality provides the greatest GVA contribution in the wholesale, retail, trade, accommodation and catering sector (tourism).
- ✓ Ray Nkonyeni Municipality provides the greatest GVA contribution in the utilities sector, manufacturing sector, and the finance, real estate, insurance and business services sector.
- ✓ Umuziwabantu Municipality provides the greatest GVA contribution in the community, social and personal services sector, the second greatest GVA contribution in the agricultural, forestry and fisheries sector, and second greatest in wholesale and retail trade, accommodation and catering sector.



[6]***StatsSA: All sectoral GVA (KZNCogta Spreadsheet)***

Table III: provides the comparative advantage of Ugu District (advantage at provincial level) as location quotient. The sector with the greatest comparative advantage is agriculture, forestry and fishing and within that sector fishing, followed by agriculture then forestry.

Industry	Location Quotient
Agriculture, Forestry and Fishing	**2.10**
Agriculture	2.16
Forestry	1.83
Fishing	3.81
Mining and Quarrying	**0.53**
Manufacturing	**0.88**
Food, beverages	1.31
Petroleum products, chemicals, rubber and plastic	0.67

[5] Prices of 2021
[6] 2021 prices

Industry	Location Quotient
Rubber Products	1.26
Other non-metal mineral products	1.22
Metals, metal products, machinery and equipment	0.79
Electricity, Gas and Water	**1.16**
Construction	**1.04**
Wholesale and Retail Trade, Catering and Accommodation	**1.09**
Transport, Storage and Communication	**0.83**
Finance, Insurance, Real Estate and Business Services	**0.83**
General Government	**0.99**
Community, Social and Personal Services	**1.2**

Source: South Africa Regional eXplorer v2423 November 2023

Table IV: provides the comparative advantage per LM (advantage at provincial level) as Location Quotient[7] :

Economic Sector	Umdoni	Umzumbe	Umuziwabantu	Ray Nkonyeni
Agriculture, forestry and fishing	6.72	2.98	3.55	5.02
Mining and quarrying	0.02	0.07	0.17	0.11
Manufacturing	0.94	1.04	0.99	1.01
Electricity, gas and water	0.87	1.1	0.83	1.26
Construction	0.97	1.15	1.17	1.13
Wholesale and retail trade, catering & accommodation	0.81	1.33	1.17	0.99

Eastern Seaboard RSF:2022

The district and every local municipality in the district have comparative advantage in agriculture, forestry and fishing. Considering the sectors other than agriculture, forestry and fisheries the best one comparative advantage sectors per municipality are as follows:

- ✓ Ray Nkonyeni Municipality: Electricity, Gas and Water (utilities);
- ✓ Umzumbe Municipality: Wholesale and retail trade, catering and accommodation;
- ✓ Umuziwabantu: construction and wholesale and retail trade, catering and accommodation;
- ✓ Umdoni: Has none over 1.point, however, construction and manufacturing would be their closest to 1.point.

Table V: provides the Trade Balance of KwaZulu-Natal Value of Exports (R'000) by District Municipalities 2012 and 2022:

	2012			2022		
District Municipalities	**Exports (R1000)**	**% Share of KZN Exports**	**Exports as a % of GDP**	**Exports (R1000)**	**% Share of KZN Exports**	**Exports as a % of GDP**
KwaZulu-Natal	**100 705 516**	**100**	**17,3**	**176 900 616**	**100**	**16,8**
Ugu	**266 226**	**0,3**	**1**	**678 291**	**0,4**	**1,5**
eThekwini	52 172 195	51,8	14,4	99 625 638	56,3	15,5
uMgungundlovu	9 974 633	9,9	17	16 438 237	9,3	14,7
uThukela	272 998	0,3	1,4	496 114	0,3	1,2
uMzinyathi	489 885	0,5	5,9	279 320	0,2	1,8
Amajuba	724 048	0,7	4,5	2 943 334	1,7	9,6
Zululand	85 297	0,1	0,5	1 362 321	0,8	4,3
uMkhanyakude	100 920	0,1	0,7	406 204	0,2	1,6
King Cetshwayo	30 602 687	30,4	82	52 967 790	29,9	84,1
iLembe	5 992 529	6	36,9	1 668 547	0,9	5,6
Harry Gwala	24 097	0	0,3	34 819	0	0,2

Source: S&P Global, 2023

Ugu's percentage share of the KZN exports in 2012 was the fourth lowest contributor (together with Uthukela) in the province, out of eleven districts, and to note that there is a slight increase in the percentage share of imports in 2022 to become the fifth lowest contributor out of eleven districts.

[7] 2021

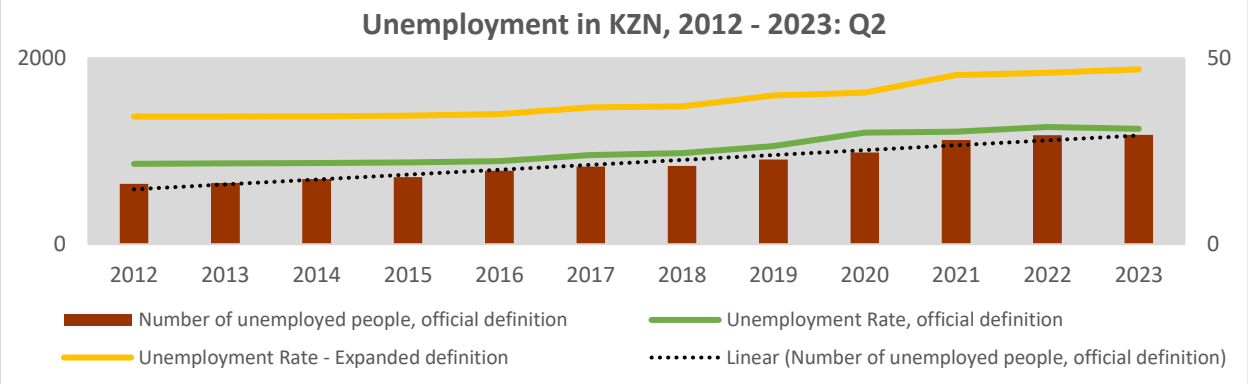
Table VI: indicates the KwaZulu-Natal Value of Imports by District Municipalities 2012 and 2022; Ugu's percentage share of imports from 2012 to 2022 has lessened.

	2012		2022	
District Municipalities	**Imports (R1000)**	**% Share of KZN Imports**	**Imports (R1000)**	**% Share of KZN Imports**
KwaZulu-Natal	**98 592 433**	**100**	**203 162 214**	**100**
eThekwini	75 978 359	77,1	160 776 176	79,1
Ugu	**821 611**	**0,8**	**1 264 191**	**0,6**
uMgungundlovu	9 862 562	10	13 821 598	6,8
uThukela	678 520	0,7	1 286 051	0,6
uMzinyathi	101 129	0,1	445 377	0,2
Amajuba	452 363	0,5	724 480	0,4
Zululand	42 482	0	334 731	0,2
uMkhanyakude	102 430	0,1	298 932	0,1
King Cetshwayo	8 954 393	9,1	20 651 619	10,2
iLembe	1 592 370	1,6	3 460 534	1,7
Harry Gwala	6 214	0	98 526	0

Source: S&P Global, 2023

3.7.2.5 Unemployment and Income Levels – General Unemployment Rate

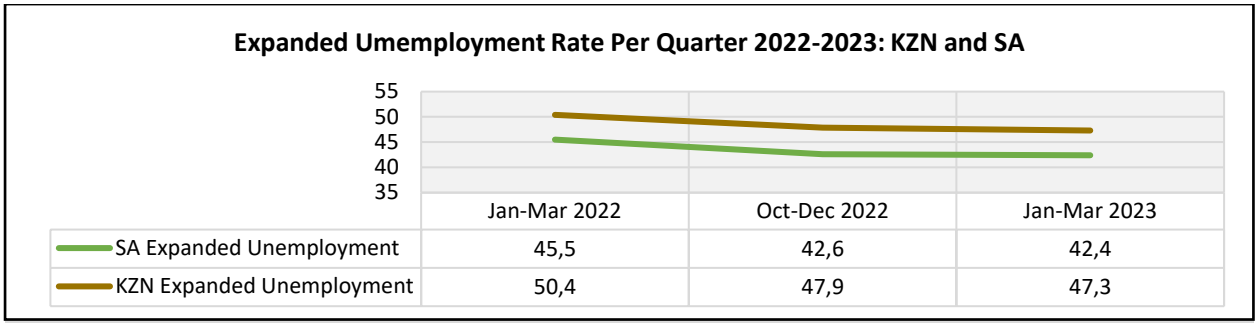
Similar to the national trend, unemployment has been persistently rising in KZN over the last ten years between 2012 and 2022. It is evident from the below graph that unemployment took a steep upward trend in the last five year periods between 2017 and 2022, a cumulative average annual growth of 8.8 per cent. 2023 has witnessed drops in unemployment compared to the corresponding period in 2022.



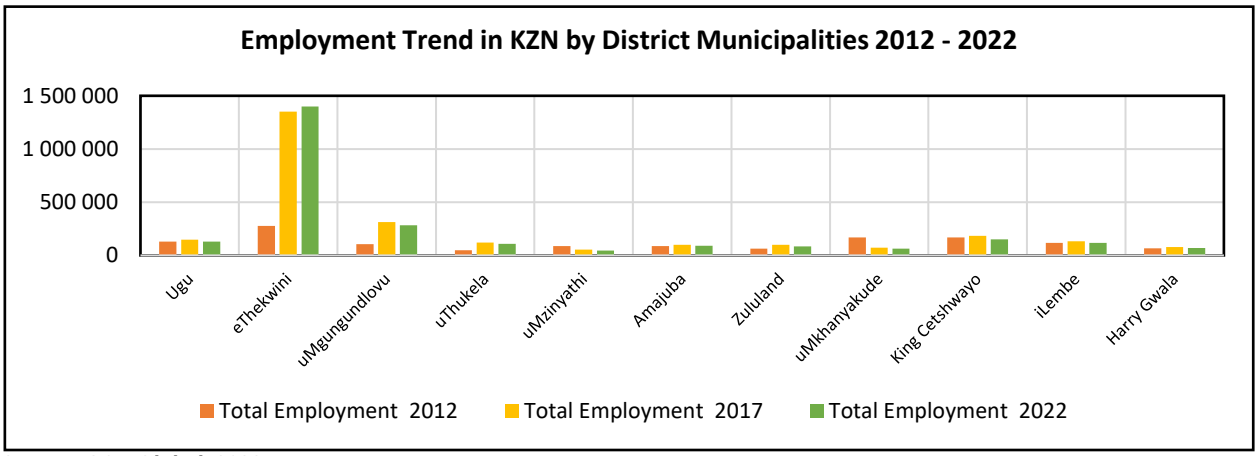
Source : S&P Global, 2023

The expanded unemployment rate[8] of KZN is however higher than SA, although there is a quarter-by quarter improvement in KZN.

[8] Expanded Definition is those aged 15-64 who fall under official unemployment (i.e., searched and available and were available to work but are/or discouraged work-seekers, have other reasons for not searching.

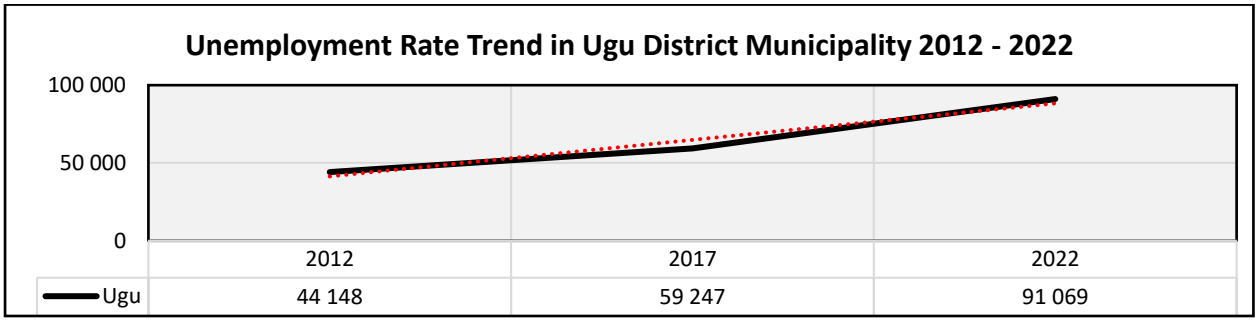


(StatsSA: Quarterly Labour Force Survey: Quarter I: 2023)

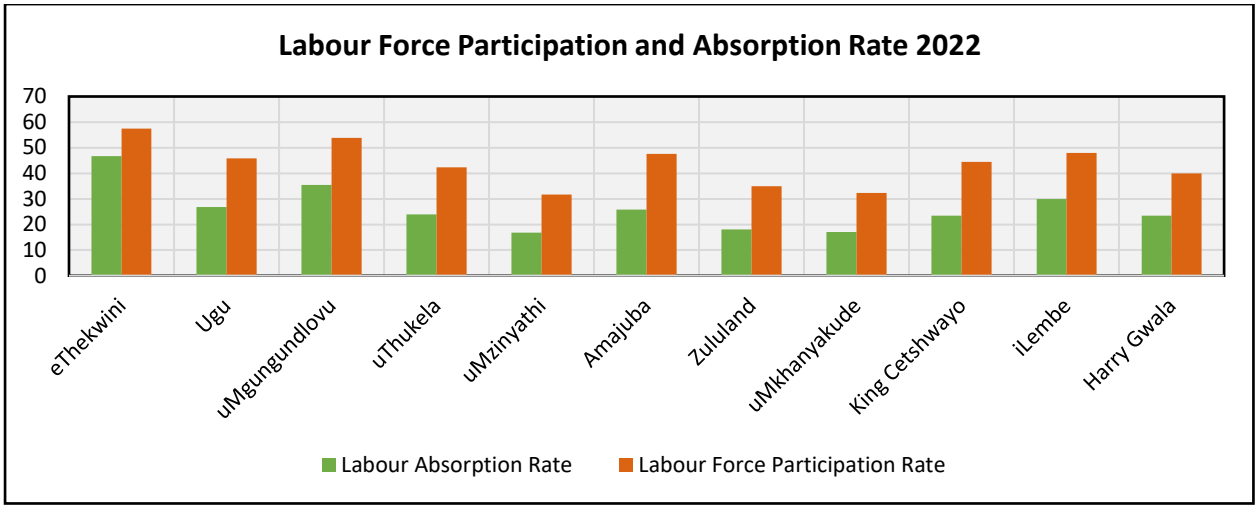


Source: S&P Global, 2023

In the Ugu District and every Local Municipality in the district there has been an increase in the unemployment rate from 2019 to 2022. The Ugu District unemployment rate is higher than the provincial rate. Amongst the local municipalities Umzumbe has the highest unemployment followed by Umdoni and then Umuziwabantu.

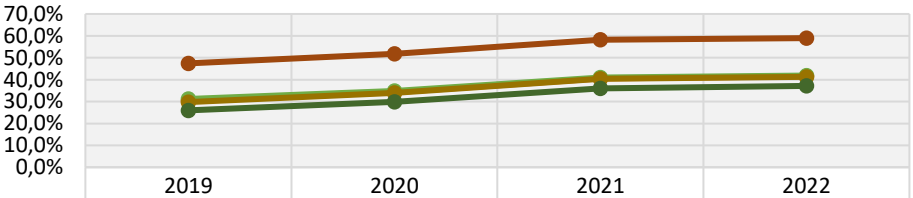


Source: S&P Global, 2023



Source: S&P Global, 2023

Unemployment Rate 2019 - 2022: Ugu, Umdoni, Umzumbe, Umuziwabantu, Ray Nkonyeni

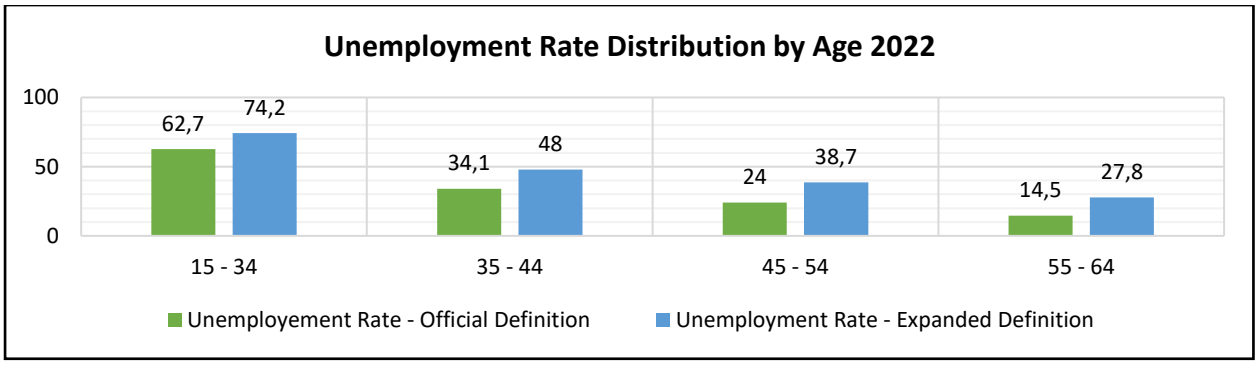


	2019	2020	2021	2022
JC21 DC21 Ugu	30,3%	34,2%	40,5%	41,5%
J212 KZN212 Umdoni	31,2%	34,8%	41,0%	41,9%
J213 KZN213 Umzumbe	47,4%	51,8%	58,2%	59,0%
J214 KZN214 Umuziwabantu	29,8%	34,0%	40,3%	41,3%
J216 KZN216 Ray Nkonyeni	26,0%	29,9%	36,0%	37,1%

Source: S&P Global

3.7.2.6 Youth Unemployment

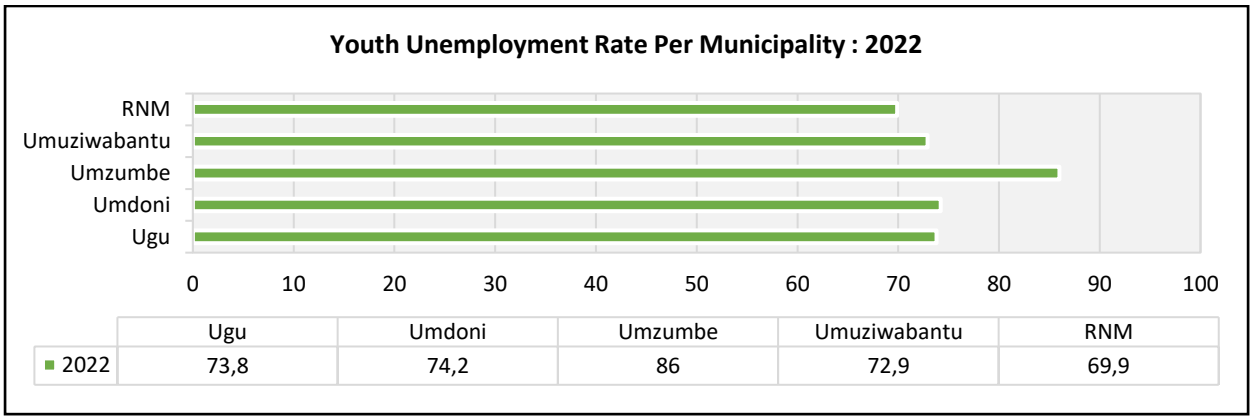
The tables below provides the Unemployment Rate Trend in Ugu District, 2012 – 2022 together with the Unemployment rate distribution by Age in 2022



Source: S&P Global, 2023

More than 60 percent of unemployed in KZN are young people between 15 and 34 years of age. In 2022, about 749 000 young people were unemployed. There is a rise in unemployment of youth over the ten year period of 2012-2022.

The Ugu District has a higher youth unemployment rate than the KZN 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.



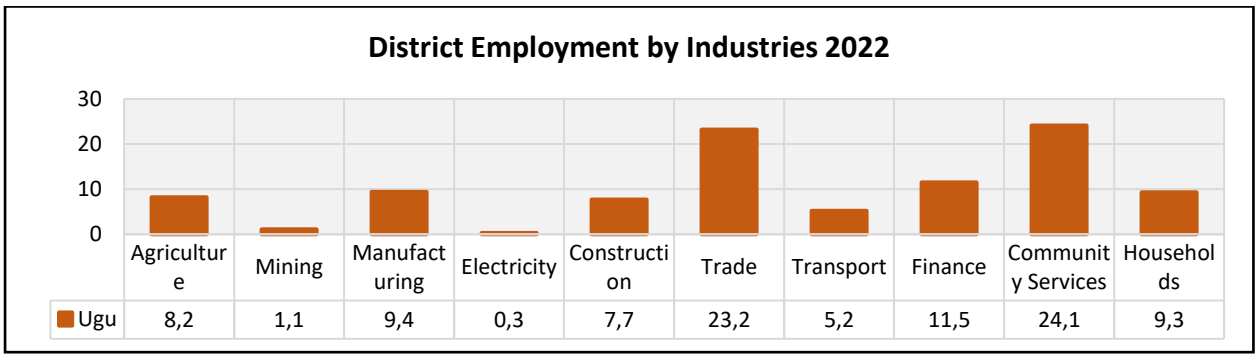
Source: Stats SA & Estimated

3.7.2.7 Sectoral Employment

Table VII: below provides information of District Employment by Industries in 2022:

	Ugu	eThekwini	uMgungundlovu	uThukela	uMzinyathi	Amajuba	Zululand	uMkhanyakude	King Cetshwayo	iLembe	Harry Gwala
Agriculture	8,2	2,3	8,6	9,6	9,3	4,4	6,6	6,4	8	9,8	12,4
Mining	1,1	0,2	0,3	0,4	0,4	0,2	1,3	1,2	2,3	0,5	0,2
Manufacturing	9,4	12,1	10	9,3	6,5	12,4	6,2	3,3	10,5	15,7	5,4
Electricity	0,3	0,3	0,4	0,4	0,3	0,2	0,3	0,3	0,3	0,3	0,2
Construction	7,7	7,7	7,2	8,7	9	7	8,1	10,6	9,5	12,6	10,9
Trade	23,2	23,3	19,8	22,5	19,7	25,6	20,3	20,9	19,9	20,4	20,3
Transport	5,2	6,9	4,8	4,4	4,2	6,8	5,2	4,4	6,5	4,4	4,4
Finance	11,5	16,7	13,2	10,9	12,7	14,5	14,5	9,5	13	11,4	8,7
Community Services	24,1	21,5	26,7	27,6	28,6	22,3	29,6	35,9	23,3	16,9	28
Households	9,3	8,9	9,1	6,1	9,3	6,6	7,7	7,6	6,7	8,1	9,4

Source : S&P Global, 2023



Source: S&P Global, 2023

The sectors contribution to employment in Ugu District as at 2022 are:

- ✓ Community, social and personal services: 24.1%;
- ✓ Wholesale and Retail Trade, accommodation and catering (tourism): 23.2%;
- ✓ Finance, insurance, real estate and business services:11.5%;
- ✓ Manufacturing: 9.4%
- ✓ Agriculture, forestry and fisheries: 8.2%, and
- ✓ Construction: 7.7%;
- ✓ Transport, storage and communication: 5.2% and
- ✓ Mining and Quarrying: 21.1%.

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:

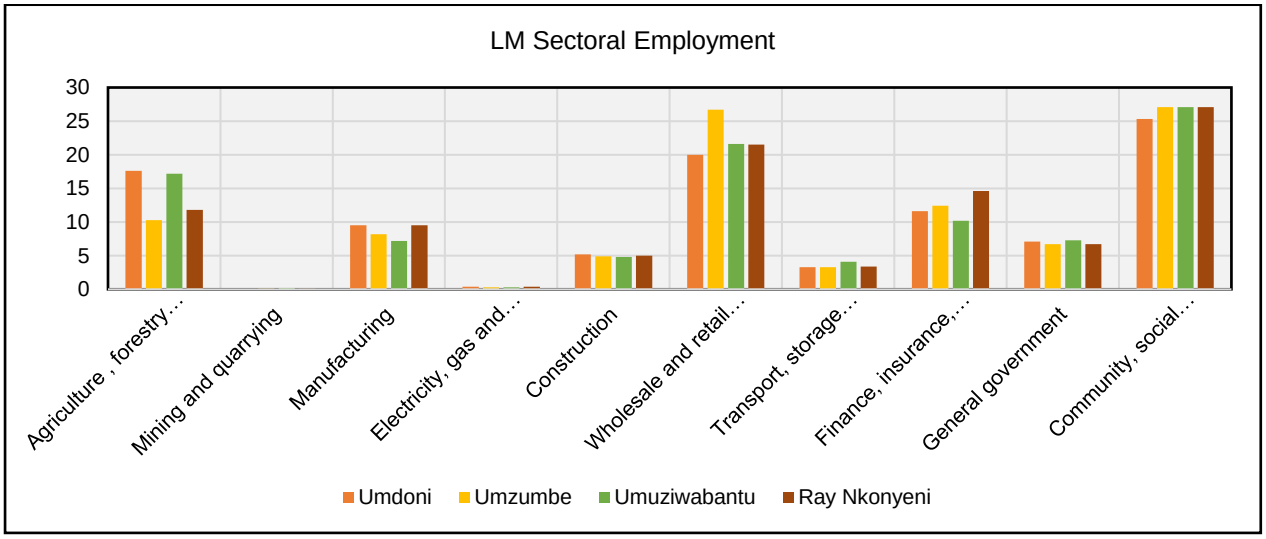
- ✓ Community, social and personal services;
- ✓ Wholesale and retail trade, catering and accommodation (tourism); and
- ✓ Finance, real estate, insurance and business services.

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.

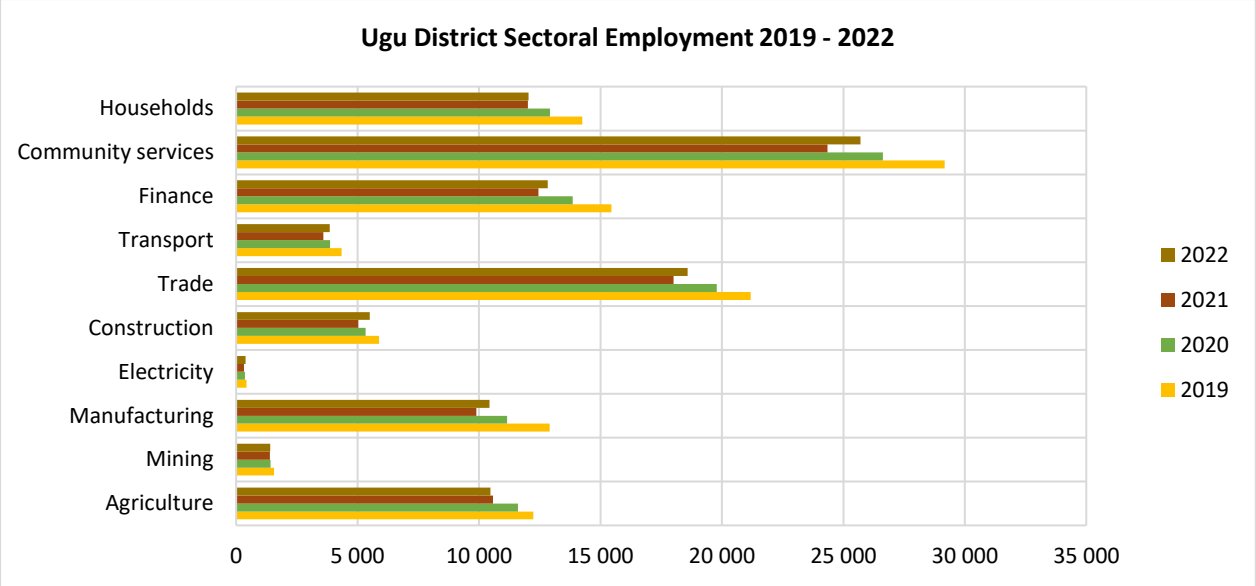
In Ray Nkonyeni the greatest sectoral employers are:

- ✓ Community, social and personal services;
- ✓ Wholesale and retail trade, catering and accommodation (tourism); and
- ✓ Finance, real estate, insurance and business services.

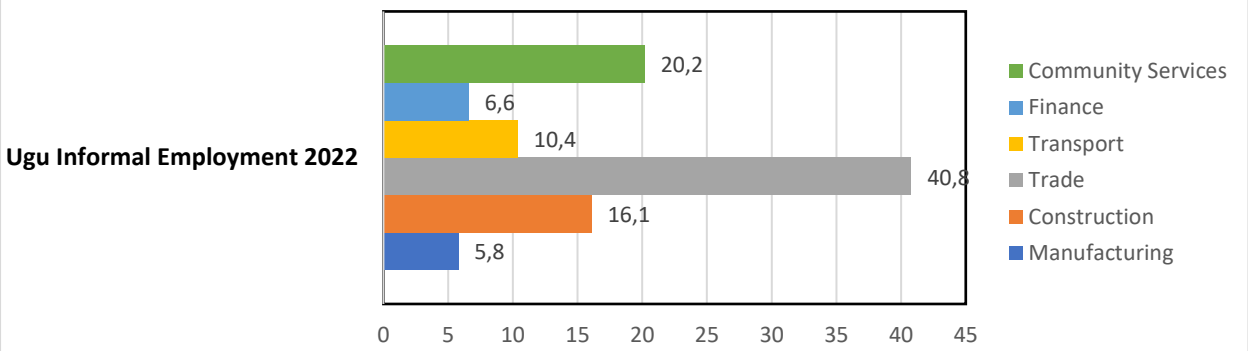


Source:Own calculations based on data from Quantec Research, EasyData (2022)

Between 2019 and 2022 community services, wholesale and retail trade, accommodation and catering (tourism), finance, property and business services and manufacturing have been the greatest sectoral employers. In 2022 all sectors increased employment numbers except agriculture, forestry and fisheries which has also shown continued declining employment from 2019 to 2022.



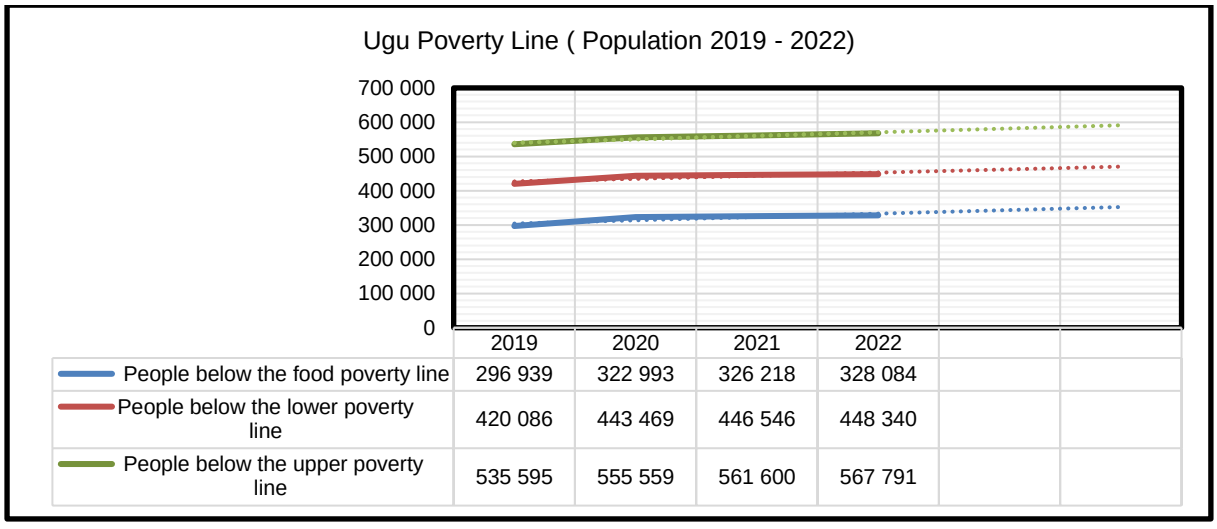
Source:Own calculations based on data from Quantec Research, EasyData (2022)



Source: S&P Global, 2023

3.7.2.8 Levels of Poverty

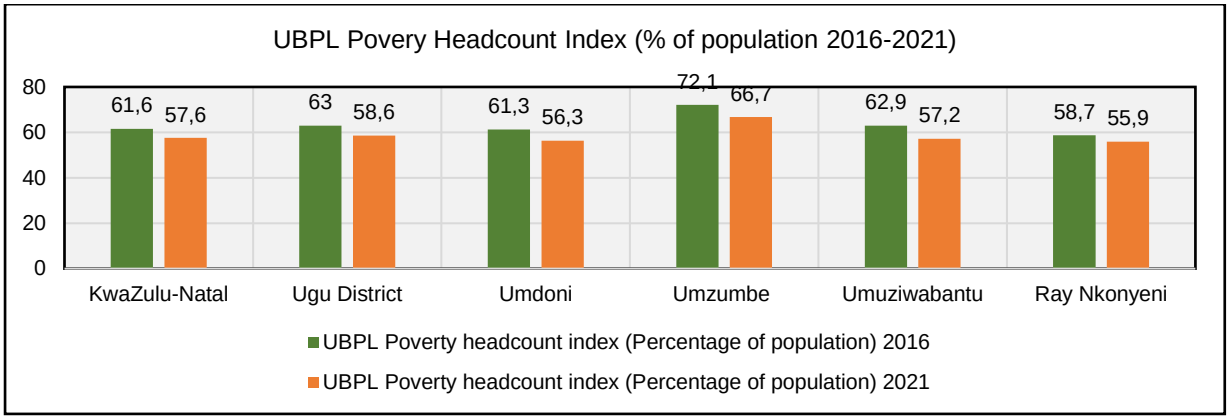
Between 2019 and 2022 there has been a steady increase in poverty in the district using the food, lower and upper poverty line indicators.



	2019	2020	2021	2022
People below the food poverty line	296 939	322 993	326 218	328 084
People below the lower poverty line	420 086	443 469	446 546	448 340
People below the upper poverty line	535 595	555 559	561 600	567 791

Source:Own calculations based on data from Quantec Research, EasyData (2022)

Between 2016 and 2021 there was a reduction in poverty (PHI) at provincial and district level, within all the municipalities according to the poverty headcount index. Despite this, however, it remains high with Umzumbe having the highest in the district followed by Umuziwabantu, Umdoni and then Ray Nkonyeni Municipality.

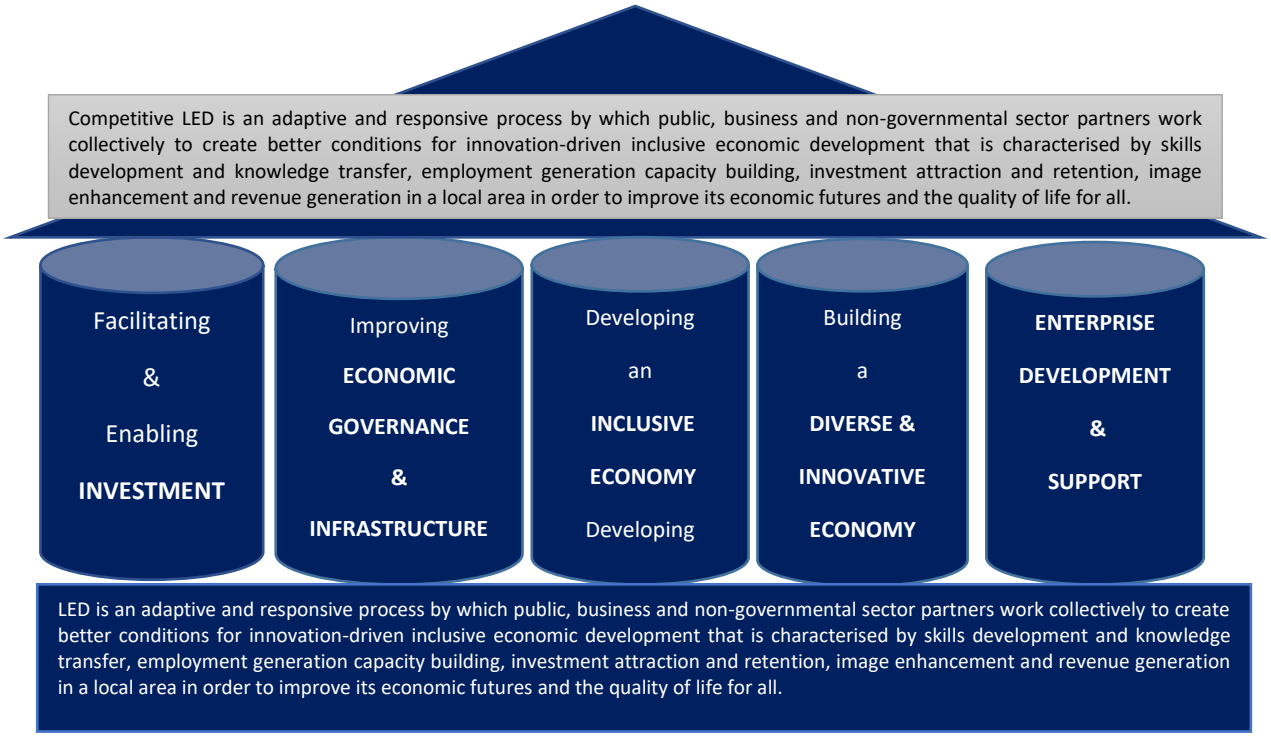


Source: Own calculations based on data from Quantec Research, Easy Data (2022)

3.7.3 Ugu District Economic Recovery Framework

3.7.3.1 Considerations: Strategic Drivers & Thrusts

The review of the Economic Recovery Plan (2022-2032) of Ugu District aligns to the hierarchy of plans and policy considerations which are aimed at reconstructing the economy of the province, districts and local municipalities in the long term. It draws significant input from the KwaZulu-Natal Reconstruction, Growth and Transformation Plan, Ugu Spatial Development Framework, Ugu Growth and Development Plan (Vision 2030 and the Eastern Seaboard Development and is aligned to the pillars of the National LED Framework (2018). The recovery plan is therefore underpin-by the following Vision and Definition of LED- which is shared by LED role-players and stakeholders in the district, and supported by the following pillars.



3.7.3.2 Key Policy and Strategic Drivers

- ✓ *Economic transformation*: including spatial restructuring, and inclusive economic growth.
- ✓ *Spatial Economic Transformation*; including strategic infrastructure development and rehabilitation
- ✓ *Economic Modernization:* including building resilient, smart and sustainable infrastructure.
- ✓ *Localization:* focusing on building local capacity in human capital, value chain through partnerships and local organisations and businesses for talent and infrastructure development and local production of goods and services.
- ✓ *Beneficiation and Value Addition*: including implementing opportunities for beneficiation of agricultural products for export outside the district, and waste beneficiation across sectors (mining, waste water, different waste types).
- ✓ *Export focused industrial development.*
- ✓ *Investment Promotion:* Business Attraction, Retention and Expansion including enabling competitiveness and ease of doing business.
- ✓ *Innovation, Research & Development:* including focusing on science, technology and innovation to build economic resilience.
- ✓ *Public Private Partnerships and*
- ✓ *Good Governance*

The following Key Elements Influencing Spatial Vision in the DGDP, are considered:

- ✓ *Maintaining Value-Adding Areas*: Scottburgh, Hibberdene, Port Shepstone – Margate, Umtamvuna, Port Edward incl. re-alignment of N2.
- ✓ *Key Activity Zones*: Understanding entire coastal strip as forming "Key Activity Zones" and Margate Airport Aerotropolis
- ✓ *Importance of Corridors and Nodes*: From Park Rynie to Kenterton; Hibberdene to Ixopo; Port Shepstone through St Faiths to Ixopo; Port Shepstone to Harding and Kokstad
- ✓ *Driving economic activities in rural communities and townships* across different sectors: Mandated Service Delivery, Social and Economic Investment.

Whilst some of the Strategic Thrusts of the Post-Covid Strategy 2020 remain; and additions have been made, they are, however, located within the National LED Pillars for ease of alignment of economic planning: these being:

16. Reducing poverty by balancing economic growth from above and below
17. Revitalisation of the tourism sector
18. Rethinking the informal, rural and township economies, and not leaving the poor behind
19. Support to Agriculture and Agro-Processing Industries
20. Reigniting the Property Investment and Development Market
21. Capitalise on opportunities in the green economy.
22. Capitalise on opportunities in the oceans economy.
23. Embrace 4IR and benefits of e-commerce.
24. Focus on Manufacturing and Re-industrialisation of the economy: including rural industrialization.
25. Facilitate public infrastructure delivery especially with regards to assurance of water and sanitation, public and freight transport and energy.
26. Implement a practical and tangible radical economic transformation programme
27. Harness entrepreneurial development and innovation culture.

28. Creative equity financing by development finance institutions
29. Knowledge Management
30. Capacity building and partnerships: including social compacts.

3.7.4 Institutional Arrangements

The District Development Model and its alignment with formal structures of Council provide the Institutional Arrangements for implementation of the Economic Recovery Plan 2022.

3.7.5 Economic Recovery Implementation Plan 2022-2032

The Framework provides the strategic thrust, objective, outcome/impact, situational analysis/baseline, target 2022-2027, target 2027-2032, intervention and programmes.

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/CURRENT BASELINE	TARGET OUTCOME INDICATORS 2022-2027	TARGET OUTCOME INDICATORS 2027-2030	INTERVENTION PILLARS
ENABLE & FACILITATE ECONOMIC GROWTH	To grow the economy by an average of 2% annually, as reflected in GDP-R targets of 2027: **R36 925 billion and a positive trade balance.** And 2030: **R40 769 billion** and a **positive trade balance.**	*Economic Growth in terms of **size and performance** of the economy measured by R-million generated & GDP-R growth:* **UGU GDP-R** (R Million Generated & GDPR Growth) **% GDP Increase/Growth Rate** *(Compares year-over-year change in economic output to measure how fast the economy is growing)*	**2021 Ugu GDP-R: R32 789 billion** GDP % Growth: 2016: 0.2% 2017: 3.3% 2018: 1.4% 2019: 0.2% 2020: -5.1% 2021: 3.8% 2022*:1.2% 2023*:0.7%	**2027: Ugu GDP-R: R36 925 billion** GDP % Average Growth: 2% for five-year period targets below: **2026: R36 201 billion** **2025: R35 491 billion** **2024: R34 795 billion** **2023: R34 1136 billion** **2022: R33 444 billion**	**2030: Ugu GDP-R: R40 769 billion** GDP % Average Increase/ Growth: 2% for five-year period.	1. Enable & Facilitate Investment 2. Improving Economic Governance & Infrastructure 3. Developing an inclusive Ugu Economy. 4. Building a diverse & innovative economy. 5. Strengthening Local Innovation Systems 6. Enterprise Development & Support 7. Developing learning and skillful economies
		Ratio: Imports: Exports	Negative Trade Balance	Positive Trade Balance	Positive Trade Balance	

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTION (How)	PROGRAMMES
ENABLE & FACILITATE INVESTMENT	To increase investment into the Ugu Economy through increased Gross Fixed Formation as a share of GDPR by at least 3% by 2030.	**Increased Gross Fixed Formation** (GFCF) **share of GDPR** *(indicator for investment in economy- reps acquisition of various assets incl building and construction, as well as investing in ICT)*	GFCF share of GDPR decreased from 14.1% to 13.9%. (Preceding 5-year period =-0.2%).	**GFCF share of GDPR increase by at least 1.%**	**GFCF share of GDPR increase by at least 2%**	Develop a framework: strategy & plan to attract domestic and international investors	**Investment Framework**: **Strategy & Plan** to include (but not limited to) the following: -Incentives: financial & non-financial -Red Tape Reduction -One Stop Shop -Marketing -focal investor targeted areas plans (aesthetics, services, etc)
						Investment Related Economic Intelligence: Monitoring, Reporting on Actual to Plan and Impact	**Investment Economic Intelligence**
						Identify and package (for ease	**Pro-active Nodal** (SDF considerations) **Investment**

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTION (How)	PROGRAMMES
						of investment) investment opportunities in the district	**Packaging:** service, package & release to investors
						Develop and Implement a framework for Business Retention & Expansion	**Business Retention & Expansion Framework**
						Lobby for stable and reliable service provision (water, energy, refuse, waste - water management)	**Stable and Reliable Service Provision**
						Re-ignite property investment and development market	**One Stop Shop** **Land Audit/Investment Register** **Special Committee to unlock challenges**
						Image Enhancement & Beautification	**Image Enhancement & Beautification**

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/ BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTION (How)	PROGRAMMES
DEVELOP AN INCLUSIVE ECONOMY	To facilitate & enable ***inclusive*** (fair and distributive in terms of participation & ownership of the economy) ***economic growth***, and ***transformation*** (change to economic structure including ownership of the means of production, as well as process participation).	**Reduced % Poverty Household Index** (percentage of population)	PHI: 58.6 (2021)	**PHI:55**	**PHI:51**	To rethink & develop the informal economy To promote & support an inclusive & integrated rural economy.	Mainstreaming spaza shops, rural & informal economies to formal businesses. Informal Trader Support Rural Economy & Rural Industrialisation
		Improved standard of living (GDPR per Capita growth)	GDPR Per Capita:	**GDPR Per Capita growth of more than 2%**	**GDPR Per Capita growth of more than 3%**		
		Reduced GC Rank (Gini-coefficient)	GC: 6	**GC:5**	**GC:4**	To promote & support township economic development	Township Economy
		Reduced percentage unemployment: Ugu	Ugu: 42.4% Youth: 59.1%	**Ugu: 33%** **Youth: 50%**	**Ugu: 30%** **Youth:40%**	To promote & support capitalizing on opportunities in green economy	Green Economy
		Reduced percentage unemployment: Ugu Youth (different stats to verify)	28.86%	33%	38%	To promote & support oceans economy development	Oceans Economy
		Increased youth labour absorption capacity	57.6	**60**	**64**	To promote, support small town economic development Implement a practical & tangible radical economic transformation programme	Small Town Development RET Roll-out: - Roadmap for RET, Skills for growth, Infrastructure delivery, property dev & land disposal opportunities, incubation programmes. Land reform.
		Increased youth labour participation rate	43.5	**47**	**50**		

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/ BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTIONS (How)	PROGRAMMES
BUILD A DIVERSE AND INNOVATIVE ECONOMY	To enable & support the building of a sustainable, competitive and productive economy which is characterized by increasing sectoral GVA contributions, and comparative advantage, increasing job creation and : which increasingly contributes to the Provincial GVA.	**Ugu % contribution to the Provincial GVA**	Ugu contributes 4.4% to Provincial GVA	Ugu contribution to Provincial GVA % increases	Ugu contribution to Provincial GVA % increases	Exploiting science, technology and innovation to enhance sustainability, competitiveness and productivity Linking LED to corridor and nodal developments.	As below
		Per Sector: **Increasing GVA R-Value** **Increasing LQ** **Increasing % GVA contribution** **Increasing Job Creation**	**Agriculture/Forestry/Fishing**. (High LQ) LQ:3.82 R-Value GVA: R4,648,961 billion % GVA contribution: 11% Number of Jobs: 18 291	Agriculture/ Forestry/Fishing. Increasing LQ Increasing R-Value GVA Increasing % GVA contribution Increased Number of jobs	Agriculture/Forestry/Fishing Increasing LQ Increasing R-Value GVA Increasing % GVA contribution Increased Number of jobs	Support to Agriculture and agri-processing	Expansion & Diversification of agriculture sector: - Incl niche crops Explore food processing (nuts, fruits,veges-canning) Rural irrigation scheme support Land Reform Projects Agriculture Revitalisation Fish Farming Small Farmer Development Programme (in all LMs)- inputs support, market access Tunnel Farming Digital Communication tools to farmers
			Mining & Quarrying* LQ:0.1 R104 354 million 1% GVA share Number of Jobs:	Mining & Quarrying Increasing LQ Increasing R-Value GVA Increasing %GVA share Increased Number of jobs	Mining & Quarrying Increasing LQ Increasing R-Value GVA Increasing %GVA share Increased Number of jobs	Support to Mining & Quarrying	Expansion & Diversification of mining and quarrying sector Value-Add/Manufacturing of mining waste Social & Labour Plans
			Manufacturing LQ:1.15 GVA-R R3,947,841 %GVA contribution:15% Number of Jobs: 12 845 (declining)	Manufacturing Increasing LQ Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Manufacturing Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Support to Manufacturing & re-industrialisation of the economy	Special Economic Zone Industrial Parks Black Industrialist Programme Maritime Cluster Medical Goods Production Forrestry Industrialisation Mining Waste Industrialisation
			Electricity (alternative energy) Gas, Water LQ:1.18 GVA-R: R GVA % contribution: 4% Jobs: **Public Infrastructure**	Energy, Gas, Water Increased LQ Increased GVA-R Increased GVA % contribution Increased Jobs	Energy, Gas, Water Increased LQ Increased GVA-R Increased GVA % contribution Increased Jobs	Facilitate Public infrastructure delivery with regards to assurance of water and sanitation, public transport, energy and broadband.	Masterplans for DFIs New Dams/Desalination Plants Port Shepstone Intermodal Facility Revitalise & Redevelop Railway Line: freight, passenger & tourist Amandawe Taxi Rank

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/ BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTIONS (How)	PROGRAMMES
			, transport, broadband Output Indicators to be set in SDBIPs.				Margate Airport Turton Inter-change Broadband roll out & free wi-fi in public facilities Encourage Self-Contained Developments District Infrastructure & Spatial Planning Committee Ugu Sports and Leisure Rehabilitation Ugu Fresh Produce Market Repurposing
			Construction LQ: 1.09 GVA-R: R1,315,074 %GVA contribution: 3% Jobs 7 520	Construction Increased LQ Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Construction Increased LQ Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Investment Programmes Enterprise Development & Support: construction sector	As per Interventions
			Wholesale & Retail Trade, Catering & Accommodation LQ:1.06 GVA-R: R4,796,982million %GVA contribution:15% Jobs 33 525	Wholesale & Retail Trade, Catering & Accommodation (including tourism) Increasing LQ Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Wholesale & Retail Trade, Catering & Accommodation (including tourism) Increasing LQ Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Revitalisation of the tourism sector Position KZN South Coast as a tourism destination with diverse experiences Support to wholesale & retail trade	New Tourism Product Offerings Promote different tourism experiences: leisure, business, MICE Tourism-Service Excellence Promote Agri Tourism Bulk buying Infrastructure
			Transport, Storage, Communication GVA-R: R2,287,338 GVA % contribution: 4% Jobs:5 649, (growth)	Transport, Storage, Communication Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Transport, Storage, Communication. Increasing GVA R-value Increasing % GVA contribution Increasing Jobs		
			Finance, Insurance, Real Estate & Business Services GVA-R: R5,218,286 GVA % contribution: 17% Jobs 17 70 (declining)	Finance, Insurance, Real Estate & Business Services Increasing GVA R-value Increasing % GVA contribution Increasing Jobs	Finance, Insurance, Real Estate & Business Services	Embrace smart district as part of 4IR and benefits of e-commerce	Smart District Wi-Fi hotspots in each LM Incl for informal traders. Youth Technopreneurs/Grassroots innovation programme Wireless networks income opportunities for rural youth. Remotely Piloted Aircraft systems – spatial monitoring of impact disasters etc.

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/IMPACT INDICATOR	SITUATIONAL ANALYSIS/ BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTIONS (How)	PROGRAMMES
							Innovation Incentive Schemes. TechnoHub
			Community, social & personal services R3 236milliion %GVA contribution:18% Jobs 23 720 (declining)	Community, social & personal services Increasing GVA-R value Increasing % GVA contribution Increasing Jobs	Community, social & personal services Increasing GVA-R value Increasing % GVA contribution Increasing Jobs		
ENTERPRISE DEVELOPMENT & SUPPORT	To Facilitate, Promote, Support and Enable local enterprise development so as to achieve inclusive economic growth, and transformation.	These outcome indicators would be as for inclusive growth, & building an innovative and diverse economy. Output indicators would be at SMME target levels in SDBIPs	Need to establish buy local baseline	To be set	To be set	"Buy Local" Programme developed and implemented to enable individuals to contribute towards strengthening the Ugu economy. Drive innovation in townships and rural areas to find new innovative ideas Widely market products produced by township and rural SMMEs Enterprise development programme and support in targeted growth sectors Support the development of rural tourism experiences (e.g., homestays)	Buy Local Entrepreneur Support Enterprise Development Township & Rural Innovation Marketing Support Science and Technology Innovation Hubs Incubation

STRATEGIC THRUST (What)	OBJECTIVE (Why)	OUTCOME/ IMPACT INDICATOR	SITUATIONAL ANALYSIS/ BASELINE	TARGET 2022 - 2027	TARGET 2027 - 2030	INTERVENTION (How)	PROGRAMME
IMPROVE ECONOMIC GOVERNANCE AND INFRASTRUCTURE	Improve LED planning, management and administrative capacity/skills so as to enable, facilitate and promote inclusive economic growth and transformation	Outcome indicators would be as for economic growth, inclusive economy, diverse and innovative economy, enterprise development. Output Indicators per SDBIP should be annually developed.	Output Indicators per SDBIP should be annually developed.	Output Indicators per SDBIP should be annually developed.	Output Indicators per SDBIP should be annually developed.	Improving LED Planning, Management & Administrative Capacity	LED Functionality Improvement LED Capacity Exposure Internships Economic Intelligence Universities/Research Institutions Linkages/partnerships
						Strengthening LED Agencies	LED SPV
						Improve access to development funding/finance.	Internships
						Improve the ease of doing business and red tape reduction	Ease of doing business improvement
						Improve BARE	BARE Improvement

3.7.6 Catalytic Projects

Flowing from the strategic thrusts and key enabling projects, the family of municipalities have identified catalytic projects. These are the projects deemed by the 5 municipalities as key to realizing the economic growth as well providing solutions to the triple challenge of poverty, unemployment, and inequality.

3.8 DISTRICT 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 Highest Level of Education by Age

Level of Education of Ugu District Municipality's Population 2022	Age Range																	
	0 - 4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85 +
Grade R/0	-	16141	87	59	54	206	221	166	144	115	115	100	104	58	46	19	14	17
Primary Education	-	46779	59568	6199	2843	4089	4610	5585	5316	6492	7044	8767	7985	6592	4744	2676	1555	1004
Secondary Education	-	-	17060	59258	48657	49055	44369	40060	28685	20731	14478	12741	10088	7877	5499	3889	2252	1457
FET/TVET Education	-	-	4	106	1138	1253	855	584	431	342	221	237	294	290	242	210	99	49
Certificate/Diploma (with Matric)	-	-	-	-	1495	2109	1855	1693	1269	975	908	772	792	679	611	451	232	111
Certificate/Diploma (with less than Matric)	-	-	-	26	239	316	339	246	251	175	113	104	137	134	142	106	65	32
Tertiary Education	-	-	-	-	1892	3226	2759	2401	1937	1849	1599	1458	1461	1279	985	614	428	255
Other	-	34	50	149	275	340	263	209	201	166	159	153	201	185	215	130	83	28
Do not know	-	320	378	405	681	1572	1726	1853	1781	1731	1451	1566	1235	973	607	419	247	326
Not applicable	74545	409	429	438	327	377	362	394	301	258	250	260	222	206	182	123	96	140
No schooling	-	9257	622	741	1094	2107	2297	2365	2210	2756	3210	4289	4592	4261	3761	2512	1933	1988
Unspecified	-	-	-	861	912	1472	1582	1383	1174	1103	1133	1125	1018	720	423	247	133	145

Source: Stats SA Census 2022

3.8.2 Highest Level of Education by Population Group

Level of Education of Ugu District Municipality's Population 2022	Population Group					
	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Grade R/0	16 600	130	555	377	4	-
Primary Education	171 641	1 105	6 425	2 553	124	-
Secondary Education	309 585	4 295	25 236	26 619	421	-
FET/TVET Education	3 842	102	398	2 006	7	-
Certificate/Diploma (with Matric)	9 140	225	1 107	3 450	28	-

Level of Education of Ugu District Municipality's Population 2022	Population Group					
	Black African	Coloured	Indian or Asian	White	Other	Unspecified
Certificate/Diploma (with less than Matric)	1 451	39	206	723	3	-
Tertiary Education	12 952	384	2552	6 171	83	-
Other	1 383	77	259	1 116	7	-
Do not know	14 210	227	1 329	1 398	108	-
Not applicable	74 869	677	1 717	1 841	116	100
No schooling	47 067	192	1 786	807	142	-
Unspecified	12 524	80	356	449	17	6

Source: Stats SA Census 2022

3.8.3 Highest Level of Education Amongst the Local Municipalities

Level of Education 2022	District and Local Municipalities				
	Ugu DM	Umdoni LM	Umzumbe LM	Umuziwabantu LM	Ray Nkonyeni LM
Grade R/0	17 667	3 055	3 412	3 448	7 751
Primary Education	181 848	33 626	37 001	34 618	76 603
Secondary Education	366 155	76 454	62 464	46 735	180 502
FET/TVET Education	6 355	949	500	309	4 596
Certificate/Diploma (with Matric)	13 951	2 420	1 519	1 105	8 907
Certificate/Diploma (with less than Matric)	2 423	414	174	188	1 648
Tertiary Education	22 142	3 898	1 921	2 288	14 035
Other	2 842	975	267	151	1 449
Do not know	17 272	3 391	2 529	2 150	9 201
Not applicable	79 320	15 359	14 984	14 254	34 722
No schooling	49 995	13 266	11 593	7 703	17 432
Unspecified	13 432	2 634	2 681	2 828	5 290

Source: Stats SA Census 2022

3.8.4 Field of Education for Population by Sex

Field of Education of Ugu District Municipality Population	Sex	
	Male	Female
Agriculture, Agricultural Operations & Related Sciences	627	445
Architecture and the Built Environment	349	166
Arts (Visual and Performing Arts)	340	389
Finance and Accounting	1 299	1 619
Business, Economics and Management Sciences	1 960	2 481
Communication, Journalism and Related Studies	239	388
Computer and Information Sciences	887	642
Education	2 901	7 905
Engineering	3 927	812
Health Professions and Related Clinical Sciences	993	3 341
Family Ecology and Consumer Sciences	49	72
Languages, Linguistics or Literature	46	121
Law	613	434
Life Sciences	81	110
Physical Sciences	142	86
Mathematics and Statistics	47	36
Military Sciences	36	16
Philosophy, Religion and Theology	209	126
Psychology	135	296
Public Management and Services	621	1 183
Social Sciences	180	574
Hospitality, Including Tourism	361	695
Security & Intelligence Services	341	152

Field of Education of Ugu District Municipality Population	Sex	
	Male	Female
Office Administration	338	1093
Electrical Infrastructure	640	126
Other	3037	3064
Do not know	394	471
Not applicable	345 569	380 125
Unspecified	38	32

Source: Stats SA Census 2022

3.8.5 Department of Education – 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 in payment 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

3.8.6 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.

3.8.6.1 Health Facilities

District and Local Municipalities	HTA Sites	Mobiles	Mobile Points	Health Posts	Clinics	CHCs	Reg Hos	Dis Hos
Ugu DM	33	16	284	4	52	2	1	3
Umdoni	13	4	57	1	8	0	0	1
Umzumbe	3	4	77	1	13	1	0	0
Umuziwabantu	4	3	56	0	11	0	0	1
Ray Nkonyeni	13	5	94	2	20	1	1	1

Source: KZN Health 2023

3.8.6.2 Infrastructure Projects: Hospitals

Municipality Name	Project Name	Milestone Reached	Total Project Cost	Estimated Construction Start Date	Estimated Construction End Date
Ray Nkonyeni LM	Port Shepstone Hospital – New 28 bedded Psychiatric Unit	Design	R317 196 000	01/07/2023	30/06/2026
Ray Nkonyeni LM	Murchison Hospital – Alterations and Renovations to Staff Accommodation	Construction Started	R34 649 213	14/09/2022	14/122023
Umuziwabantu LM	St Andrew's Hospital – New Staff Accommodation	Pre-feasibility	R20 000 000	01/12/2022	29/08/2025

Source: KZN Health 2023

3.8.6.3 Infrastructure Ten-Year Plan

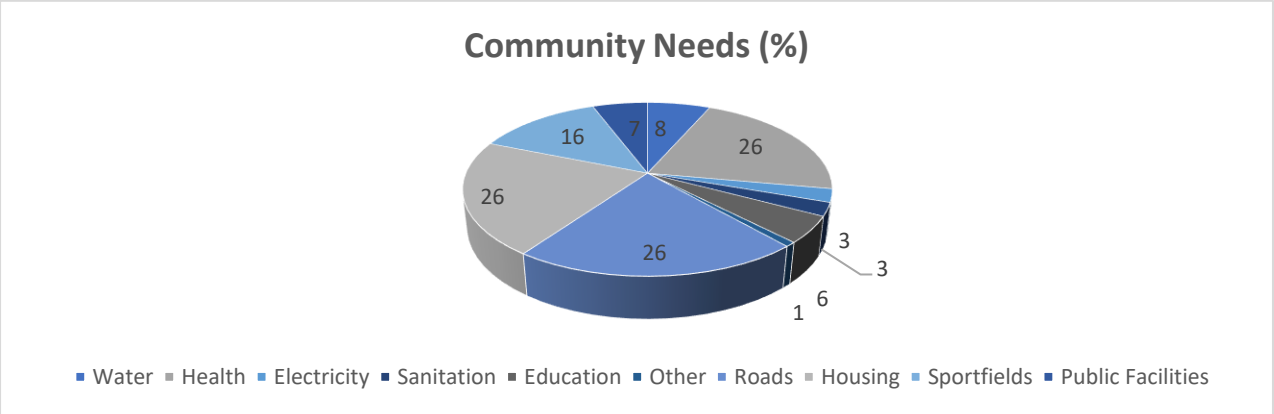
Local Municipality	Project	#
Umzumbe	Nyavini Clinic: New Clinic	1
Umdoni	Umzinto CHC: Construction of New Clinic	1
Umzumbe	Ndelu Clinic: Replacement Clinic	1
Umdoni	Emalangeni Clinic	1
Ray Nkonyeni	Marburg CHC: Construction of Large Clinic	1
Ray Nkonyeni	Gamalakhe: CHC Phase 3	2
Umdoni	Izipethuzendlovu Clinic: New Clinic	2
Umdoni	KwaDumisa-Joni Clinic: New Clinic	2
Ray Nkonyeni	Thembalesizwe: Staff Accommodation	2
Umuziwabantu	Elim Clinic: Replacement Clinic	3
	GJ Crookes Gateway Clinic	
	Umkhunya Clinic: New Clinic	
	Emahlongwa Clinic: New Clinic	
	Cabhane Clinic: New Clinic	
	KwaNikwe Clinic: New Clinic	
	Esihoyini Clinic: New Clinic	
Ray Nkonyeni	Thorndale-Mhlabathini Clinic: New Clinic	5
Umzumbe	KwaNguza Clinic: New Clinic	6
Umdoni	Qiko Clinic: New Clinic	6
Umuziwabantu	KwaBotha Clinic: New Clinic	7
Ray Nkonyeni	Hibberdene Clinic	7
Umzumbe	St. Faith Clinic: Replacement Clinic	8
Umzumbe	Ntimbankulu Clinic: Replacement Clinic	8

Local Municipality	Project	#
Ray Nkonyeni	Ntabeni Clinic: Replacement Clinic	8
Ray Nkonyeni	Izingolweni Clinic: Upgrade to CHC	9
Umzumbe	Turton CHC; expansion of Chronic unit, boardroom and bulk storage.	9
Ray Nkonyeni	Assisi Clinic; MOU unit	9
Umdoni	GJ Crookes Gateway Clinic	9
Ray Nkonyeni	South Port Clinic: Replacement Clinic	9
Ray Nkonyeni	uMtentweni Clinic: Replacement	9
Ray Nkonyeni	Shelly Clinic: Replacement	9
Ray Nkonyeni	Margate: Replacement	9
Umuziwabantu	Harding TLC: Upgrade Clinic	9
Umzumbe	Phungashe Clinic: Replacement Clinic	9

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 37: Community Needs



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:

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.

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 Instructure 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

- ✓ 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 Inkunzi 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 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.

Level of Difficulty by Sex for Ugu DM	Type of Disability					
	Seeing	Hearing	Communication	Walking	Remembering	Self-care
Male						
No difficulty	302 382	312 833	318 192	312 063	312 912	317 438
Some difficulty	18 474	9 620	5 216	8 667	9 339	4 999
A lot of difficulty	3 727	2 089	1 036	3 335	2 260	1 445
Cannot do at all	233	241	399	772	271	924
Do not know	399	429	367	372	428	401
Not applicable	38 948	38 948	38 948	38 948	38 948	38 948
Unspecified	2 239	2 242	2 243	2 243	2 243	2 247
Female						
No difficulty	321 455	349 869	359 013	343 326	346 118	356 115
Some difficulty	36 871	13 862	6 471	16 447	16 254	7 544
A lot of difficulty	8 217	2 913	1 070	6 089	4 189	2 156
Cannot do at all	345	265	381	1053	310	1 086
Do not know	532	509	482	503	545	515
Not applicable	37 332	37 332	37 332	37 332	37 332	37 332
Unspecified	2 249	2 251	2 252	2 252	2 252	2 252

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

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 8goals (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 if 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.

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. 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
	FET	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

3.8.16 Social Development – SWOT Analysis

Table 81: EPWP Phase 4 Targets

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 eThekwini (inward migration) put burden on social resources

3.9 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

3.9.1 Financial Ratios

Table 82 gives an indication of the Key financial ration that give an overall view of the minimality's financial position and performance. The measures to improve these ratios are discussed in the subsequent sections.

Table 82: 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 - Bad Debts Written Off) / Billed Revenue x 100	95%	67%	70%	64%	66%	66%
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 83: 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 84 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 84: 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 January 2024 has a total of 1 565 for water and 1 499 sanitation households and is reviewed after 36 months. The municipality conducts roadshows in the areas that are within the municipality's jurisdiction to ensure that all qualifying customers do benefit from this program.

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 85:Ugu Indigent Support

Indigent Households	2021/2022		2022/2023		2022/2024 Jan	
	No.	**Budget**	**No.**	**Budget**	**No.**	**Budget**
Water	1 421	15 000 000 000	1 605	15 000 000	1 565	15 000 000
Sanitation	1 353	15 000 000	1 533	15 000 000	1 499	15 000 000

Source: Ugu DM Treasury, 2024

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 form 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 86: 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

Table 87:Consumer Debt

Description	2020/2021	2021/2022	2022/2023	2023/2024 - Jan 2024
Households	R650 734 298	R796 604 664	R951 464 363.52	R1 082 792 712.88
Business	R115 865 592	R141 152 852	R165 349 298.07	R189 975 650.45
Government	R41 928 434	R23 270 464	R21 741 904.15	R26 521 293.21
Ugu DM accounts		-R140 710.25	-R443 177.07	-R900 436.94
Total Debt	**R808 528 324**	**R960 887 270**	**R1 138 112 388.67**	**R1 298 389 219.60**
% growth	**16.42%**	**15.86%**	**15.57%**	**12.34%**

Source: Ugu DM Treasury, Jan 2024

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 facilities in their properties which then adversely affect the collections process as customers do not respond when disconnections and restrictions are physically done on the customers properties. The audited AFS for 2022/2023 FY attached page where note 34 and 35 reflect the amounts for Debt written off and Debt impairment.

Table 88: Consumer Debt Age Analysis

Days	R. Value	%
0-30	53 280 733.31	4%
31-60	39 480 074.57	3%
61-90	40 487 010.27	3%
91-120	38 924 068.38	3%
121-180	66 446 414.49	5%
Over 180	1 059 770 918.59	82%

Source: Ugu Treasury, 2024

3.9.6 Grants and Borrowings

The municipality currently has 3 long-term debt commitments in the form of DBSA loans, as reflected in Table 70. The servicing of existing loan commitments from generated revenues, has delayed the process of cash backing of the depleted reserves which had supplemented capital investment when the municipality was in a cash crisis.

Table 89: Ugu District Long Term Debt

Start Date	End Date	Amount	Institution	Purpose
21/12/2006	**31/03/2022**	R 25,000,000	DBSA	Provision of Infrastructure
23/12/2008	**30/06/2023**	R 25,000,000	DBSA	Provision of Infrastructure
30/10/2009	**30/06/2029**	R 62,000,000	DBSA	Provision of Infrastructure
Total		R 112,000,000		

Customer Relations

Customer Relations Unit has a responsibility of Fostering healthy relations between the Organisation 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

3.9.7 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 90 gives a summary of the Auditor-General's Report on the Ugu District Municipality Financial Management of the past five years.

Table 90: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.

BID SPECIFICATION

NO.	NAME	CAPACITY	DESIGNATION
1	Msa Sakha	Chairperson	Manager: Financial Management Systems
2	Patrick Mzele	Member	Manager: Fleet
3	Malibongwe Luswazi	Member	Manager: South Central
4	Noncedo Gidimisani	Member	Acting Manager: WSA
5	Tarulethu Mafungwa	Member	Contracts Administrator

- ✓ Any representative from user department by invitation
- ✓ Committee of 5
- ✓ Chairperson + two (2)members
- ✓ Quorum – 3 members

BID EVALUATION

NO.	NAME	CAPACITY	DESIGNATION
1	Ntabiso Mabaso	Chairperson	Acting Manager: SCM
2	Rowan Mlambo	Deputy Chairperson	Manager: Water Resource Management
3	Sivuyile Mkwindana	Member	Manager: Area North
4	Sanele Tenza	Member	Manager: Area South
5	Zimbini Mpurwana	Member	Manager: Customer Relations
6	Norma Grobler	Member	Manager: ICT
7	Lungile Cele	Member	Manager: Cash Management
8	Mondli Ncane	Member	Manager: Youth

- ✓ Any representative from user department by invitation
- ✓ Committee of 8
- ✓ Quorum - 5 members

BID ADJUDICATION

NO.	NAME	CAPACITY	DESIGNATION
1	Kushi Audan	Chairperson	Chief Financial Officer
2	Deidre Rankin	Member	GM: EDES
3	Sizwe Malinga	Member	Acting GM: Water Services
4	Makhosi Gobhozi	Member	Acting GM: Corp Services
5	Faith Mbili	Member	Senior Manager: Strategy & Shared Services
6	Linda Zondi	Member	Manager: Budget
7	Busi Ntozakhe	Member	Tender Co-ordinator

- ✓ Committee of 7
- ✓ Quorum – 5 members
- ✓ Official (technical expert) in relevant field by invitation (not a member of Bid Evaluation Committee)
- ✓ Chief Financial Officer to delegate when not available (Manager reporting to Chief Financial Officer)

APPEAL AUTHORITY

Ms N Mbambo – Manager Legals (as delegated by Accounting Officer)

3.9.10 Cash Flow Management

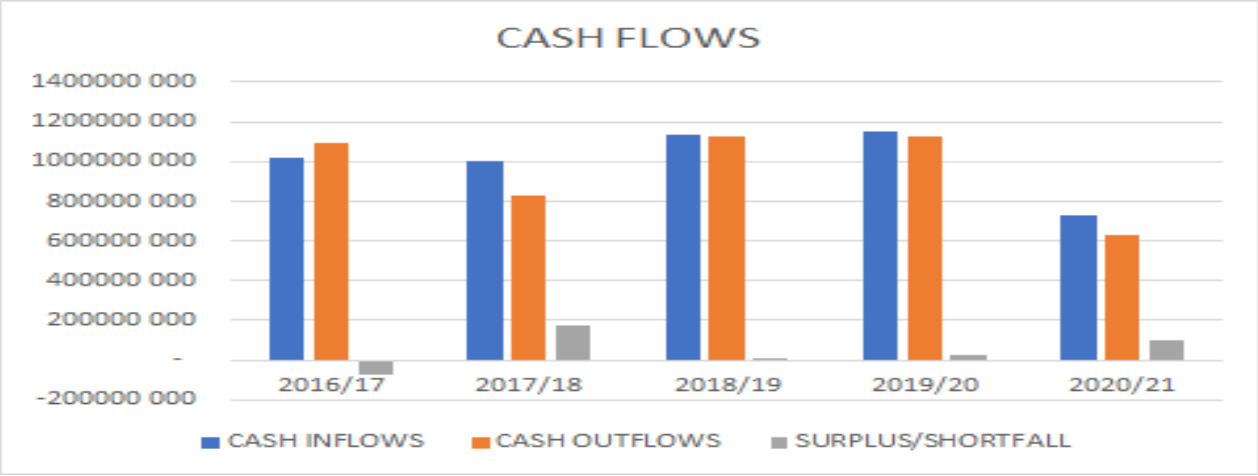
Figure 38 gives a summary of the cash flow management of the Ugu District Municipality over a period of 5 years from 2016 / 2017 to 2020/ 2021 financial years.

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.

Figure 38: Cash Flow Management

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



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 91: 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

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.

In line 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 IMPLEMNATION	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, National and Provincial Governments programs/activities	Water Services Cogta Revenue Sector Departments
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

PROGRAMME/ PROJECT	ACTIVITIES / SUB-PROGRAMMES	DATE OF IMPLEMNATION	VENUE OF THE PROGRAM	OBJECTIVE OF THE PROGRAM	DEPT/UNIT
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 Multii 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 Councill s	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 Councill 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
Customer Satisfaction Survey	Research on customer satisfaction about our services we provide		All LMS	To understand how communities are viewing us on service delivery	

3.10.2 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

3.10.2.2 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

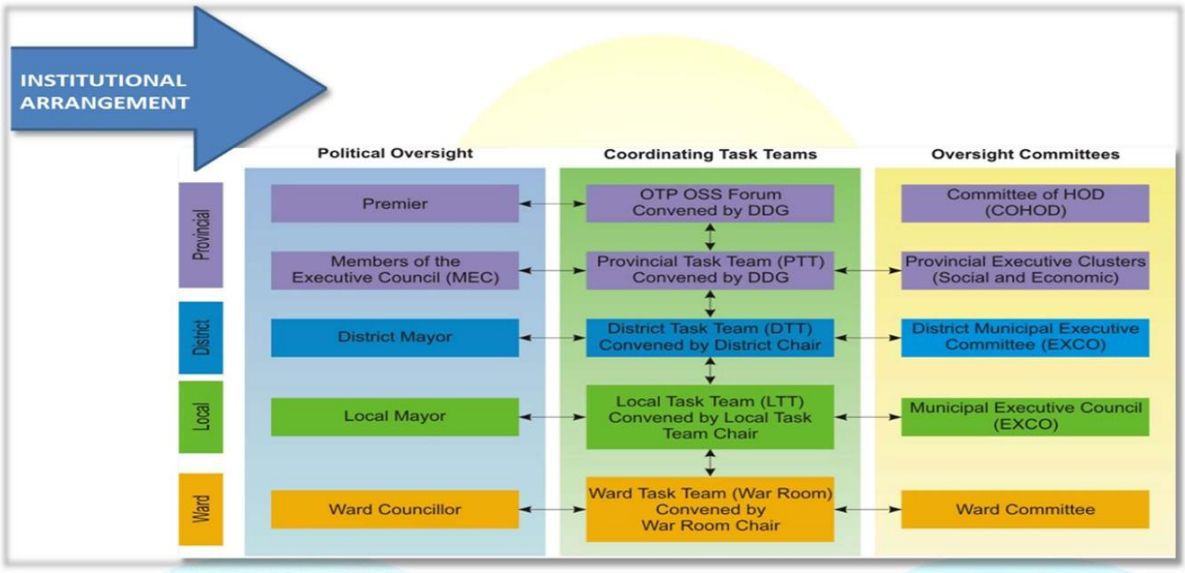
v. Unannounced site visits or mystery customer,
vi. Change Management

Services such as water and sanitation provision and budgeting can all be improved through increased alignment to the SDBIP.

3.10.2.3 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 40 below

Figure 40: Ugu OSS Structural Framework



Source: Ugu District Special Programmes Unit

3.10.3 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.

3.10.4 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.

3.10.5 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 92: 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	13	

3.10.6 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 93: 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

3.10.7 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

3.10.8 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 administrative 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.

3.10.8.1 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: 22 816 - P. O. Box 51006, Musgrave, 4001

3.10.8.2 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 Accountants, one member is a finance specialist, one member is in the field of law, and the member is a Performance Management specialist

3.10.9 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.

3.10.9.1 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.

3.10.10 Customer Relations

Customer Relations Unit has a responsibility of Fostering healthy relations between the organisation 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

3.10.11 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.

3.10.12 Risk Management

Risk Management is one of Management's core responsibilities in terms of section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on 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.

3.10.13 Annual Report

An annual report for the 2022/2023 financial year was compiled and issued in terms of the Municipal Finance Management Act. The report is made available to interested stakeholders. The 2022 / 2023 Annual Report has been adopted by Council and been distributed to all the relevant stakeholders. The 2022/2023 IDP Review has taken into consideration the performance of the 2021 / 2022 financial year as well as the 2022 /2023 financial mid-year performance.

3.10.14 Good Governance and Public Participation SWOT Analysis

The SWOT Analysis with regards to the Good Governance and Public Participation analysis is summarised below.

Table 94: 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)

GOOD GOVERNANCE KEY CHALLENGES

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.

3.11 OVERALL DISTRICT SWOT ANALYSIS

Table 95: 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. ✓ 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 ✓ 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)	✓ 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 ✓ 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 ✓ Unclear delegation of authority / power ✓ Succession planning ✓ Inadequate maintenance of infrastructure (reservoirs) ✓ Aged water and sanitation infrastructure ✓ Outdated Water and Sanitation Masterplan

Strengths	Weaknesses
✓ 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	✓ 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 ✓ 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	✓ 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. ✓ 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 eThekwini (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:

4.1.1 VISION

"By 2040 Ugu District Municipality will provide adequate access to basic services in an efficient and sustainable manner, enhancing the quality of its citizens in an inclusive progressive economy."

4.1.2 MISSION

"To ensure all our communities have access to quality drinking water, decent sanitation, sustainable economic opportunities underpinned by the active participation of our citizens in exemplary government."

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 96.

A document which details the strategic objective and measure their output is attached in the annexures

Table 96: Strategic Objectives

Basic Services: Strategic Outcome Oriented Goal 1	Universal access to Basic Services.
Goal Statement	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.
Good Governance: Strategic Outcome Oriented Goal 2	Effective Governance and Leadership.
Goal Statement	Ensuring municipality is well governed and demonstrate good governance and administration, cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
Sound Financial	100% compliance with all laws and regulations.

Management: Strategic Outcome Oriented Goal 3	
Goal Statement	Ensuring sound financial management and accounting, and prudently manage resources to sustainably deliver services and bring development to communities.
Capable Local Government Institution Strategic Outcome Oriented Goal 4	Highly Motivated, Skilled, Productive and Disciplined Workforce.
Goal Statement	Building and maintaining sound institutional and administrative capabilities, administered, and managed by dedicated and skilled personnel at all levels.
Local Economic Development: Strategic Outcome Oriented Goal 5	Develop an inclusive economy through a diverse and innovation driven economy.
Goal Statement	To rethink and develop informal economy. Further promote and support an inclusive and integrated rural economy; township economy; green economy; oceans economy; small towns economy.

In developing the strategic objectives and strategic outcome-oriented goals cognisance was taken from the municipal mandate expressed through National Key Performance Areas, and aligned to the Back-to-Basics Programme. The Ugu District Municipality strategic outcome-oriented goals were confirmed and agreed as follows:

PROGRAMME 1: WATER SERVICES

Purpose: The main purpose of this programme is to ensure availability and sustainable management of water and sanitation services for all citizens of Ugu District Municipality

This programme is made up of these sub-programmes:

- ✓ Sub-Programme 1.1 Water Services Authority
- ✓ Sub-Programme 1.2 Water Services Operations
- ✓ Sub-Programme 1.3 Project Management Unit

SUB-PROGRAMME 1.1 – WATER SERVICES AUTHORITY

Purpose:

- ✓ Realisation of the right to access to basic water & sanitation services: ensuring progressive realisation of the right to basic water & sanitation services, subject to available resources (i.e. extension of services), the provision of effective and efficient ongoing services (performance management, by-law enforcement) and sustainability (financial planning, cost reflective tariff modelling, service level choices, environmental monitoring etc.).
- ✓ Planning: preparing water services development plans (integrated financial, institutional, social, technical and environmental planning) to progressively ensure efficient, affordable, economical and sustainable access to water and sanitation services.
- ✓ Selection of water services providers: selection, procurement and contracting water services providers (including itself) through processes such as Sections 76, 77 & 78 of the Municipal Systems Act.
- ✓ Regulation: of water services provision and water services providers (by-laws, contract regulation, monitoring, performance management, monitoring & evaluation).
- ✓ Communication: consumer education, communication and awareness (health and hygiene promotion, water conservation and demand management, information sharing, communication, and consumer charters).
- ✓ Within this framework, the water services authority is essentially the regulator of the service and is responsible to ensure that services are provided effectively, efficiently, sustainably and affordably.

STRATEGIC OBJECTIVE	Increase access to adequate basic services
OBJECTIVE STATEMENT	Provision of adequate access of basic water and sanitation services in an efficient and sustainable manner by 2035
BASELINE	Access to Water – 84.9% (Backlog – 15.1%)
	Access to Sanitation – 87% (Backlog 13%)
JUSTIFICATION	National Water Act (Act No.36 of 1998)
LINKS	Water Services Development Programme
	District Development Model
	Water and Sanitation Master Plan
	Medium-term Strategic Framework: 2019 - 2024
OUTPUTS	100% access to basic water and sanitation services (Universal Access) by 2035
INDICATORS	Number of Households with Access to Basic Water & Sanitation Services Percentage (%) of Access to Basic Water and Sanitation Services
FIVE YEAR TARGET	92% Access to Basic Water Services in an Efficient and Sustainable Manner by 2027
	92% Access to Basic Sanitation Services in an efficient and sustainable manner by 2027

STRATEGIC OBJECTIVE	Compliance with Access to Quality Drinking Water Standards
	Compliance with Decent Sanitation Standards
	Reduce Water Loss
OBJECTIVE STATEMENT	To ensure all our communities have access to quality drinking water, decent sanitation, sustainable economic opportunities underpinned by the active participation of our citizens in exemplary government.
BASELINE	Compliance with access to quality drinking water standards – 95%
	Sanitation Effluent Quality Compliance to General Authorisation Standards – 75%
	Non-Revenue Water (NRW) by Volume – 36.77%
JUSTIFICATION	Water Services Act (Act 108 of 1997)
	Department of Water and Sanitation Blue Drop Requirements
	Department of Water and Sanitation Green Drop Requirements
LINKS	Water Services Development Programme
	District Development Model
	Water and Sanitation Master Plan
	Medium-Term Strategic Framework 2019-2024
OUTPUTS	100% Compliance with Access to Quality Drinking Water Standards by 2027
	95% Compliance of Sanitation Effluent Quality to General Authorisation Standards by 2027
	Non-revenue Water (NRW) by Volume of 30% by 2027
INDICATORS	Percentage of compliance with access to quality drinking water standards
	Percentage of Sanitation Effluent Quality Compliance with General Authorisation for Sanitation Services
	Percentage of non-revenue water (NRW) by volume
5 YEARS TARGET	100% compliance with access to quality drinking water standards increasing gradually by 1% for each financial year from current baseline of 95%
	95% compliance of sanitation effluent quality to General Authorization standards increasing gradually by 4% per financial year from current baseline of 75%
	30% Non-Revenue Water (NRW) by volume decreasing gradually by a minimum of 1.4% per financial year from the current baseline of 36.77%

RESOURCE CONSIDERATIONS		
Expenditure trends	**Numbers in key staff**	**Trends in supply of key inputs**
Staff and Operational related costs *(HR can advise)*	**3**	**See attached copy of proposed or ideal Macro Structure of an effective WSA Section / Unit**

SUB-PROGRAMME 1.2 – WATER SERVCES OPERATIONS

STRATEGIC OBJECTIVE	Provision of adequate quantity and quality water supply; decent sanitation and environmental protection; human, PPE, financial resource management
OBJECTIVE STATEMENT	Replace and maintain ageing infrastructure (Mechanical, Electrical and Civil)
	Ensure access to free basic water.
	Increase access to adequate basic services
	Ensure compliance with access to quality drinking water standards.
	Ensure compliance with decent sanitation standards
	Provide alternate water supply initiatives
BASELINE	Bulk Water: Abstraction, Purification and Distribution repairs and maintenance
	Sanitation: Sewage Reticulation, Treatment and Effluent discharge
	Mechanical and Electrical Infrastructure: Repairs and Maintenance
	Water and Sewage reticulation network: Repairs and Maintenance
	Water Tanker services and Community Liaison
	Non-revenue initiative programmes
	System Monitoring tools: SCADA/Telemetry, Control Centre, Scientific Services

JUSTIFICATION	Water Services Act (Act 108 of 1997)
	National Water Act (Act 36 of 1998)
	Municipal Finance Management Act (Act 56 of 2000)
	Department of Water & Sanitation Blue Drop requirements
	Department of Water & Sanitation Green Drop requirements
	Department of Water & Sanitation No Drop requirements
	Local Government: Municipal Systems Act No. 32 Of 2000
LINKS	National Environmental Management Act (Act No. 107 of 1989
	Integrated Development Plan
	Service Delivery Budget & Implementation Plan
	Water Services Development Programme
	District Development Model
	Water & Sanitation Master Plan
	Medium-Term Strategic Framework: 2019 - 2024
OUTPUTS	Budget Completion of Mechanical, Electrical, Civil aging infrastructure replacement programme– water and sanitation
	Water tankers delivery programme
	Meter replacement and new installation
	Cleaning of Reservoirs
	New installation & refurbishment of boreholes programme
	New installation & refurbishment of spring protection programme
	Repairing of water and sewer pipeline Minimum Green Drop Score of 90%
	Minimum Blue Drop Score of 90%
INDICATORS	Percentage of budget spent in completion of M&E aging infrastructure replacement - water and sanitation
	Number of loads delivered via water tankers
	Number of meters installed and replaced
	Number of reservoirs cleaned
	Turnaround time taken to repair Water pipeline
	Percentage effluent quality compliance to General Authorisation Standards
	Number of springs and borehole installed and maintained
	Number of Wastewater Risk Abatement plans reviewed
FIVE YEAR TARGET	100% compliance with access to quality drinking water standards increasing gradually by 1% for each financial year from current baseline of 95%
	95% compliance of sanitation effluent quality to General Authorisation standards increasing gradually by 4% per financial year from current baseline of 75%
	30% Non-Revenue Water (NRW) by volume decreasing gradually by a minimum of
	1.4% per financial year from the c4.3urrent baseline of 36.77%

SUB-PROGRAMME 1.3 – PROJECT MANAGEMENT UNIT

STRATEGIC OBJECTIVE	To implement all capital projects within the Municipality
OBJECTIVE STATEMENT	To improve infrastructure Capacity
	To reduce water and sanitation backlogs
	To improve quality of our infrastructure
BASELINE	Access to Water = 84.9% (Backlog = 15.1%)
	Access to Sanitation = 87% (Backlog = 13%)
JUSTIFICATION	National Water Act (Act No. 36 of 1998)
LINKS	Municipal Infrastructure Grant (MIG) Framework
	Integrated Development Plan
	Service Delivery Budget & Implementation Plan
	Water Services Development Programme
	District Development Model
	Water & Sanitation Master Plan
	Medium-Term Strategic Framework: 2019 - 2024
OUTPUTS	Obtaining Grant funding from various sector departments
	Adequate and sustainable infrastructure for the provision of water and sanitation
	Alignment and sequential project execution and/or implementation
	Number of Households with access to Basic Water & Sanitation Services Percentage (%) of Access to Basic Water & Sanitation Services Kilometers of Pipeline installed or upgraded Capacity of water storage constructed and/or upgraded/Augmented
FIVE YEAR TARGET	Construction of Msikaba Water Supply Scheme – phase 3
	Construction of Malangeni Low Cost housing Water and Sanitation
	Construction of Harding Weza Dam and Water Treatment Works
	Construction of Harding Weza Bulk Water Supply Scheme and reticulation Pipelines
	Upgrade of KwaLembe WTW and Bulk Water Supply Scheme and Reticulation Pipelines
	Construction of Vulamehlo Dam, Water Treatment Works and Bulk Water Supply Scheme and Reticulation Pipelines
	Umzimkhulu Bhobhoyi System - Refurbishment of Filters, Clarifiers at Bhobhoyi WTW and Upgrade of Storage and construction of Raw Water Link to Umzimkhulu Off-Channel Storage Dam
	Upgrade of Umtamvuna Abstraction, Water Treatment Works, Storage Dams and bulk water Supply
	Eradication of districtwide Rural Household VIP toilets

PROGRAMME 2: ECONOMIC DEVELOPMENT AND ENVIRONMENTAL SERVICES

SUB-PROGRAMME 2.1 – ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE	To Enable & Facilitate inclusive growth and development of the District Economy.
OBJECTIVE STATEMENT	To enable and facilitate inclusive economic growth by an average of 2% annually, as reflected in GDP-R targets of R36 925 billion by 2027 and a positive trade balance through the following programmes (which each have interventions/projects): Enabling and facilitating investment, Improving economic governance and infrastructure Developing an inclusive economy, Building a diverse and innovative economy, Strengthening local innovative systems, Enterprise development and support and developing learning and skillfull economy.
BASELINE	District Bi-Annual Economic Outlook State of the District Report
	Resolutions from economic development DDM cluster
JUSTIFICATION	Enabling, Coordinating, Facilitating & Partnering to implement LED related interventions as per Approved Ugu Economic Recovery Framework: Strategy and Plan 2022-2032
LINKS	District economic statistics
	District IDP and SDF
	District Development Model
	Legislated Revenue-Generating Mechanisms: MPRA, KZN Business Act, Bylaws, Tariffs.
	National LED Framework 2018 - 2028
	Provincial Growth Development Strategy & Provincial Spatial Economic Development Strategy
	Ugu Spatial Development Framework & Eastern Seaboard RSDF
	Ugu Economic Recovery Framework: Strategy and Plan 2022-2032
	The SA Economic Reconstruction & Recovery Plan (2020)
PROGRAMMES	Economic Governance and Infrastructure
	Inclusive Economy
	Diverse and Innovative Economy
	Enterprise Development and Support
	Strategic LED Assets
	Investment: Special Purpose Vehicle South Coast Tourism & Investment Enterprise.
OUTPUTS	Economic potential harnessed through economic opportunities that are in line with the unique comparative advantages of the district economy.
	Public and private resources are leveraged for the development of opportunities which offer economic and development benefits
	The strengths of the area's economic environment created by the LED initiatives of the municipalities are harnassed so that the region can compete effectively for investment.
	Innovation and entrepreneurial potential is developed and harnassed within a local area through the realization of key strategic investment projects and programs
	The economic potential is developed and harnassed through investment attraction focused interventions, prioritised catalytic project concept development and packaging ready for Investors or Funding Applications, Submission of funding applications.
	Policy & strategy that governs LED in the District including best practice sharing in LED policies, strategies and procedures is benchmarked and contributes towards economic targets achievements. (investment incentives (financial & non-financial), informal economy, policy on set asides (30%) & practice, contractor dev programme, income-generation, red tape reduction (district one stop shop) etc)
	I Prioritised & Mandated Large Catalytic projects that create economic growth and stimulate job creation are implemented.
	District Economic Intelligence and Knowledge Management including economic stats and district-level databases: (district consolidated - ward-level information, Spaza Shops dbase, informal traders dbase) and information (commodity organisations, sectoral stakeholder – dev programmes, farmers associations, land reform status & failed, superfluous land, green and ocean economy opportunities, wi fi status/broadband), buy-local (food, skills, businesses, and GIS economic information)
	And research (i.e., lead industry & informal sector needs assessment and targeted interventions)
	Development of SMME's, business retention programmes and capacity training
ECONOMIC INDICATORS	2% GDP annual average growth over five-year period
	Ugu % contribution to Provincial GVA increases from 4.4% contribution
	GDP-R value of R36 925 billion by 2027
	Positive Trade Balance by 2032
	Increased GFCF (Gross Fixed Capital Formation) as a share of GDP-R by at least 2% by 2030. (SCTIE R-Value of Investment Facilitated/enabled)
	Sectoral Growth: Targeted Sectors focus (transport, agriculture, manufacturing, mining, tourism, construction) increasing LQ (comparative advantage)
	Growth in township, green, oceans economy and small-town development

SUB-PROGRAMME 2.2 – ENVIRONMENTAL HEALTH SERVICES

STRATEGIC OBJECTIVE	To enhance measures to reduce community exposure to diseases and health risk
OBJECTIVE STATEMENT	Sustainable Healthy Environment
BASELINE	COVID Statistics
	Blitz Operation Reports
	Water Sampling Results Reports
	Impact of the Awareness Campaigns being carried out in the areas
JUSTIFICATION	Food Control
	Water Quality
	Communicable Diseases Control
	Vector Control
	Hazardous Chemical Substances
	Surveillance Premises
	Environmental Health Education
	Environmental Pollution
	Waste Management Control
LINKS	National Health Act 2003 (Act No. 61 of 2003)
	Health Professions Act 1974 (Act No 56 of 1974)
	Foodstuffs, Cosmetics & Disinfectants Act (Act No. 54 of 1972)
	Ugu District Municipality Public Health By-Laws
	National Norms and Standards
	Regulation No. R638 of 22 June 2018
	Mortal Remains Regulations
OUTPUTS	Imp of Health & Hygiene Education Strategy (HHEs, Covid Protocols)
	Inspections conducted on non-food Establishments
	Swabbing for microbial detection conducted
	Disposal of the Dead
	Imp of Health & Hygiene Education Strategy (HHE, Covid Protocols)
	Environmental Health Risks Investigations
	Water Quality Monitoring – river/lagoon/streams water samples
INDICATORS	Water Quality Monitoring – effluent water samples
	Water Quality Monitoring – standpipe water sampling.
	Water & Sanitation Awareness Impactful Sessions. Ie post session evaluation shows impact.
	Water Quality Monitoring: impact reports.
	Premises Surveillance
	Swabs analysed for microbial det.
	Non-Food Premises Inspections Conducted. Reduced non-compliance.
	Food Premises Inspections Conducted. Reduced non-compliance.
	100% Plans Received. Scrutinised within…timeframe.
	Water & Sanitation Awareness Sessions impact reported.
	Food Handlers awareness sessions quarterly per LM, and adhoc visits to premises. Improving compliance.
	Communicable disease awareness sessions
	chemical safety awareness sessions
	Past sessions held
	% of communicable Diseases Investigated
	WWTW inspected
	% of sanitation complaints investigated
	Water samples taken and analysed from rivers, lagoons/ streams
	WWTW final water samples taken ad analysed
	Standpipes water samples taken and analysed
	Borehole Samples analysed
	Water tankers/static tanks/taps water samples taken and analysed
	Premises Inspected for Vector Control. Improving compliance.
FIVE YEAR TARGETS	Improved and compliance district on environmental health issues.

SUB-PROGRAMME 2.3 – ENVIRONMENTAL MANAGEMENT

STRATEGIC OBJECTIVE	To develop and promote an integrated sustainable environment.
OBJECTIVE STATEMENT	To promote development that is socially, environmentally, and economically sustainable for our infrastructural projects (water and sanitation) and other developments.
BASELINE	Ugu DM Environmental Management Sector plans
JUSTIFICATION	Air Quality Management
	Protection of Natural Resources
	Biodiversity
	Protection of Marine Species
	Management of Coastal Erosion
	Wetland Management
	Water Quality Management
	Sustainable Energy usage
	Waste Management
	Sanitation Management
LINKS	Ugu Environmental Management Framework
	Ugu Air Quality Management By-laws
	Ugu Climate Change Strategy
	Ugu Invasive Species Monitoring, Control and Eradication Plan
	National Environmental Management: Biodiversity Act (Act No. 10 of 2004
	National Environmental Management Act (Act N. 107 of 1998)
	Integrated Coastal Management Act (Act No. 24 of 2008)
	National Environmental Management: Air Quality Act (Act No. 39 of 2004)
OUTPUTS	Coastal Management programmes
	Eco green Office Sessions/Workshops
	Environmental Management Projects
	Biodiversity Programmes
	Environmental Education and Awareness
	Air Quality Management
	Intergovernmental Relations Structures
	Climate Change adaptation and mitigation programmes
INDICATORS	Quarterly Multi-Stakeholder Workshops
	Environmental Management Projects Implemented in line with EMPr
	Atmospheric emissions licenses issued and monitored
	Ambient Air Quality Monitoring report
	Green energy projects implemented
FIVE YEAR TARGETS	To restore nature, improve environmental quality, and increase the prosperity of our district.
	To reduce the current atmospheric emissions, and to improve biodiversity, water quality and natural resource efficiency

PROGRAMME 3: CORPORATE SERVICES

Purpose: To create an enabling environment for our core business by providing the best tools and resources that will be tailor made to suit their service delivery model.

This programme is made up of these sub-programmes:

- ✓ Sub-Programme 3.1 Information Communication Technology
- ✓ Sub-Programme 3.2 Human Communication Technology
- ✓ Sub-Programme 3.3 Disaster Management and Fire Services

SUB-PROGRAMME 3.1 – INFORMATION COMMUNICATION TECHNOLOGY

Purpose: ICT is an enabler within the municipality. ICT provides technology solutions that enable the municipality to deliver on its objectives.

STRATEGIC OBJECTIVE	To plan and organise the Municipality's ICT requirements by providing direction to solution delivery and service delivery.
OBJECTIVE STATEMENT	Develop and communicate ICT strategic direction
BASELINE	ICT mechanisms assessment reports (Baseline Studies).
JUSTIFICATION	Digital Transformation
	Cloud Services
	Big Data
	E-Government services Consider: ✓ Smart metres ✓ E-Signatures ✓ DR Hotsite ✓ Drones
LINKS	SALGA ICT Maturity Assessment Outcomes Report
OUTPUTS	Enable a mobile and flexible workforce that rapidly responds to service delivery needs and services requests according to demand, made possible through new technologies.
	Improve and ensure real-time access to information for the municipality's employees, its customers, and the public.
	Restructure business applications by implementing a service-oriented architecture (SOA) for software integration and scalability that maximizes return on investment.
INDICATORS	Quarterly Reports on ICT.
FIVE YEAR PLAN	Improved ICT Infrastructure and Service Standardization, Integration, and Consolidation.

STRATEGIC OBJECTIVE	To acquire, and implement ICT solutions making them to be turned into services.
OBJECTIVE STATEMENT	ICT Continuity, ICT Service Delivery and Environmental programmes implemented.
BASELINE	ICT mechanisms assessment reports (Baseline Studies).
JUSTIFICATION	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)
LINKS	SALGA ICT Maturity Assessment Outcomes Report
OUTPUTS	Sustained, Efficient ICT Service
INDICATORS	Quarterly Reports
FIVE YEAR PLAN	60 (12 Per Annum, Monthly)
STRATEGIC OBJECTIVE	To improve data security and integrity
OBJECTIVE STATEMENT	Frequency of reporting on ICT Security and Data protection programmes
BASELINE	ICT mechanisms assessment reports (Baseline Studies).
JUSTIFICATION	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/defence technology approach (1)
LINKS	SALGA ICT Maturity Assessment Outcomes Report
	ICT security assessment 2021
OUTPUTS	Resilient cyber secure environment
INDICATORS	Quarterly Reports
FIVE YEAR PLAN	4 Per Annum, Quarterly

STRATEGIC OBJECTIVE	To improve ICT Facilities and Infrastructure Resource Projects
OBJECTIVE STATEMENT	ICT Facilities and Infrastructure Resource projects implemented
BASELINE	17
JUSTIFICATION	2022/23 - Tape Library x 2 Refresh (2018): ✓ Storage x 3 Refresh (2018) ✓ Servers Refresh x3 (2017 – 3 year warranty) ✓ R2.3mill
LINKS	SALGA ICT Maturity Assessment Outcomes Report
OUTPUT	Secure ICT Infrastructure with supported hardware warranties available, minimising downtime to the municipality
INDICATORS	Quarterly Reports
	Number of ICT Facilities and Infrastructure Resource projects implemented
FIVE YEAR TARGET	Improved ICT and Infrastructure

STRATEGIC OBJECTIVE	To ensure ICT Governance Compliance
OBJECTIVE STATEMENT	Compliance to ICT Governance: Phase 1, Phase 2 and Phase 3
BASELINE	100% per annum
JUSTIFICATION	ICT Infrastructure and Service Standardization, Integration, and Consolidation
	ICT Service Restructure.
	ICT Governance.
	ICT Technology Investment
LINKS	SALGA ICT
	Assessment Outcomes Report ✓ COBIT ✓ ITIL
OUTPUT	Measured standards ICT environment according to best practice and aligned with COBIT and ITIL
INDICATORS	Quarterly Reports
FIVE YEAR TARGET	ICT Strategy, Governance Framework and Charter reviewed
	ICT Governance Targets met: 0 ✓ Phase 1 = 100% - 0 ✓ Phase 2 = 100% - 0 ✓ Phase 3 = 100%

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 reflects 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 97: 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 in-vestment 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 (eThekwini).

The following service delivery projects are currently being implemented in the affected area:

Table 98: eThekwini and Umdoni Cross-Border Projects

Project name	Implementing Municipality	Stage	Budget
Lower Umkomaas bulk water supply scheme	eThekwini Municipality	Detailed planning	R2,8bn
Amahlongwa Rural Water and Sanitation Project	eThekwini 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

eThekwini 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 eThekwini 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 eThekwini 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 us 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, Nhlalwane, 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 99: Ubuhlebezwe and Umzumbe Cross-Border Projects

Project name	Implementing Municipality	Stage	Budget
Mnqumeni (Santombe) Water Supply Project Phase 3	Harry Gwala District	Completed 150Kl and 100Kl reservoirs, 16km water reticulation pipeline	662, 000,000.00
Hlokozi Water project phase 4	Harry Gwala District	520 households have access to water	R13 400 000.00
Gaybrook Water Supply	Harry Gwala District	Under construction	R20 076 520.00
Highflats Bulk Water Supply	Harry Gwala District		R10 000 000.00
Highflats Slums Clearance	Harry Gwala District	Land legal and bulk services issues	
Sangcwaba Operation Sukuma	Harry Gwala District	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 eThekwini 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 kaMpuco, the following are some of the service delivery projects identified in the affected areas:

Table 100: uMkhambathini and Umdoni Cross-Bored Projects

Project name	Implementing Municipality	Stage	Budget
Mdumezuku bulk water supply scheme	Umgungundlovu District	Detailed Planning	R2,8bn
KwaMpuco 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 eThekwini 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, Rennies Beach, and Wild Coast tourism development area.

Table 101: 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 boarders (water, human settlements, sanitation etc.), but there is little emphasis on cross boarder 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 boarder 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

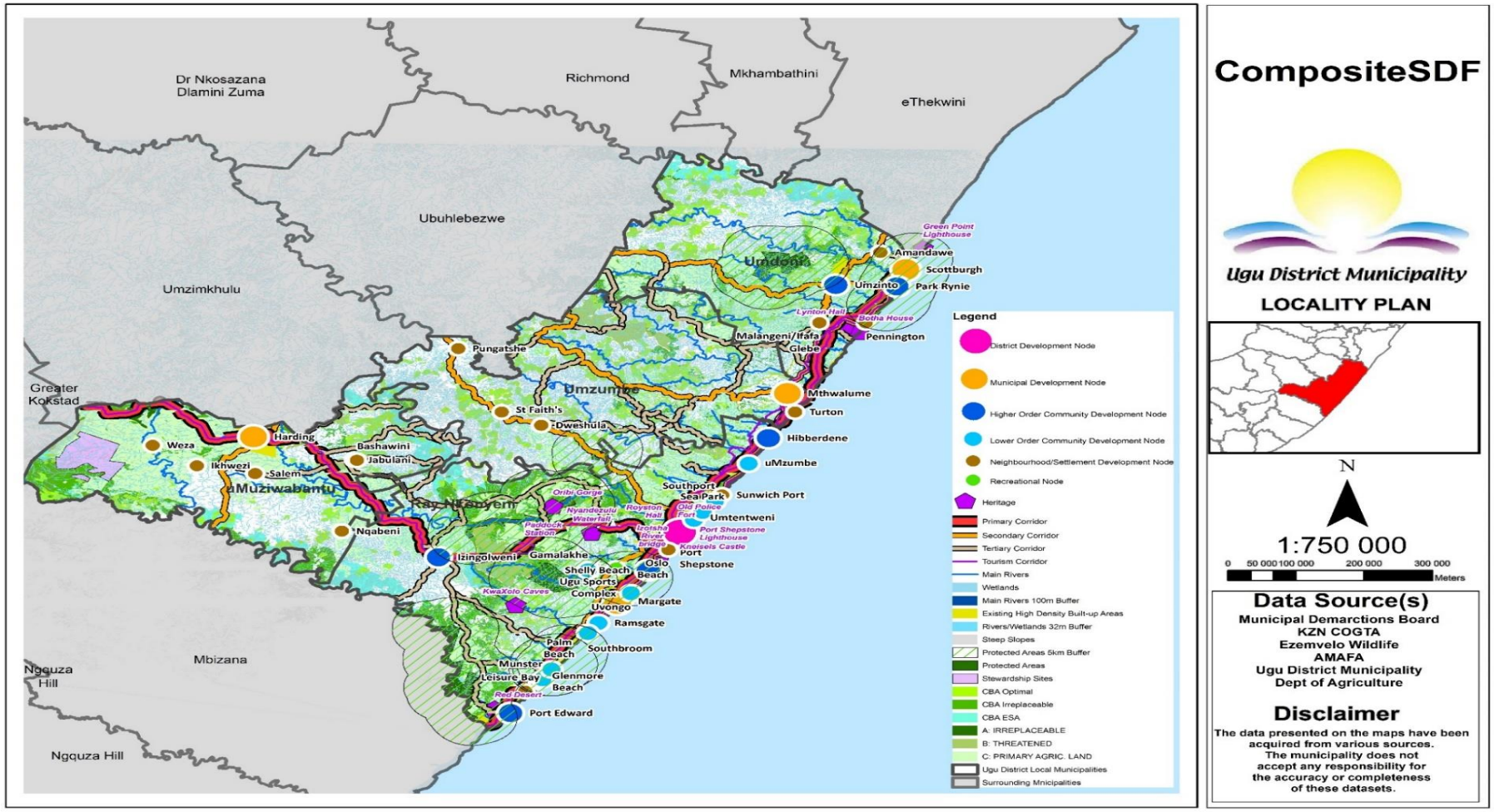
The following proposal is made in terms of direction for future growth:

- ✓ 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.



Map 30: Ugu District SF

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 102:Ugu District Catalytic Projects: Eastern Seaboard

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
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
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
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
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
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
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
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
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

UGU DISTRICT CATALYTIC PROJECTS: EASTERN SEABOARD

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**
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
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
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
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
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
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
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
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 , Roads provision and maintenance , Storm water management , Safety and security for hawkers and pedestrians , provision of SMME facilities for Goats / cattle	Umuziwabantu Local Municipality	5 years	09/01/2023	09/01/2028	Private – 2.2 billion and public 4.5 billion	Blended finance

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**
		, 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

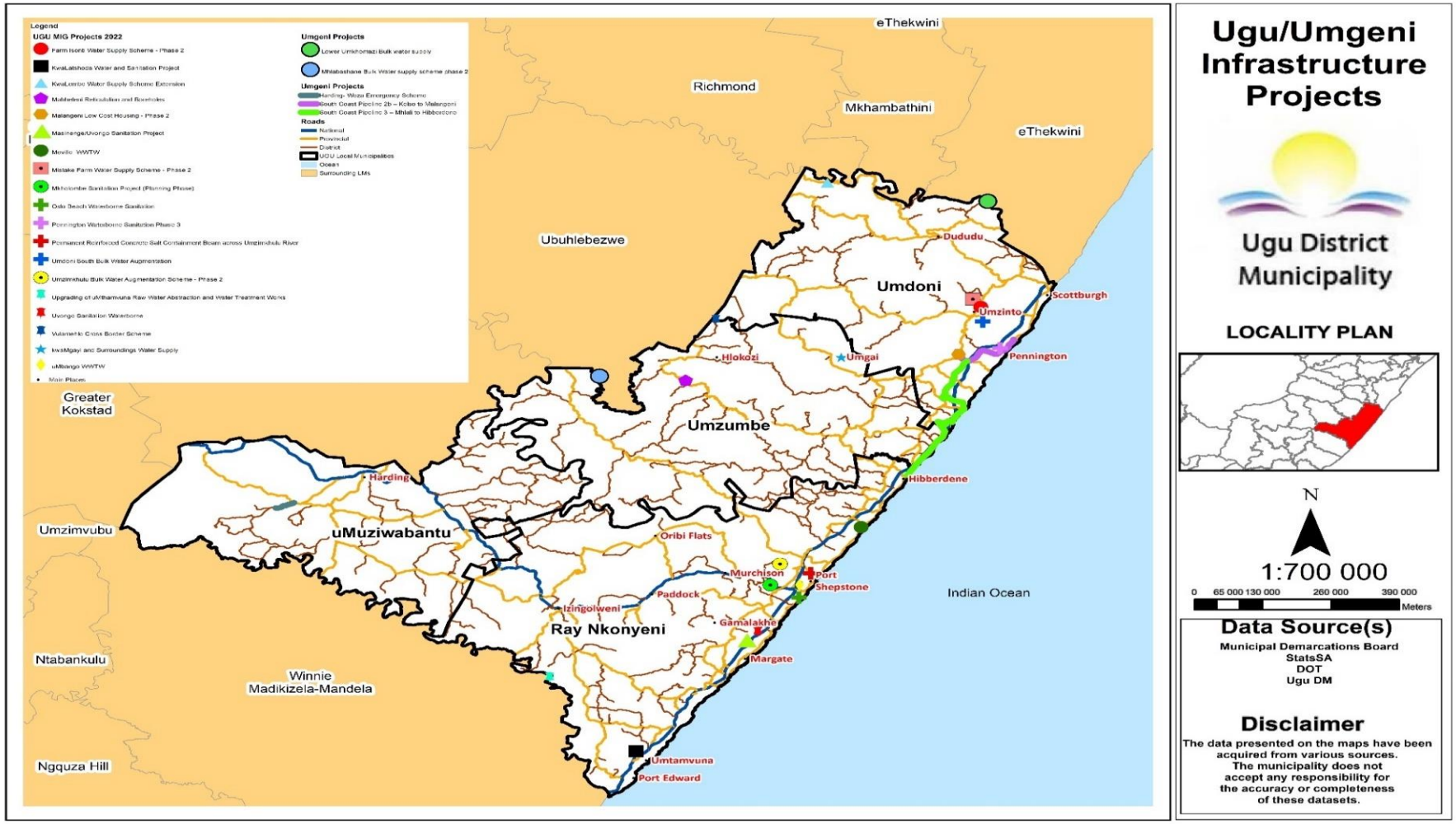

Legend
UGU MIG Projects 2022
Farm Isonti Water Supply Scheme - Phase 2
KwaLatshoda Water and Sanitation Project
KwaLembe Water Supply Scheme Extension
Makhedeni Reticulation and Boreholes
Malangeni Low Cost Housing - Phase 2
Masinenge/Uvongo Sanitation Project
Mevillo WWTW
Mistake Farm Water Supply Scheme - Phase 2
Mkholombe Sanitation Project (Planning Phase)
Oslo Beach Waterborne Sanitation
Pennington Waterborne Sanitation Phase 3
Permanent Reinforced Concrete Silt Containment Beam across Umzimkhulu River
Umdoni South Bulk Water Augmentation
Umzimkhulu Bulk Water Augmentation Scheme - Phase 2
Upgrading of uMthamvuna Raw Water Abstraction and Water Treatment Works
Uvongo Sanitation Waterborne
Vulamehlo Cross Border Scheme
KwaMgayi and Surroundings Water Supply
uMtwalo WWTW
Main Places
Umgeni Projects
Lower Umkhomazi Bulk water supply
Mhlabashane Bulk Water supply scheme phase 2
Umgeni Projects
Harding- Weza Emergency Scheme
South Coast Pipeline 2b – Kelso to Malangeni
South Coast Pipeline 3 – Mhlali to Hibberdene
Roads
National
Provincial
District
UGU Local Municipalities
Ocean
Surrounding LMs
eThekwini
Richmond
Mkhambathini
eThekwini
Ubuhlebezwe
Dududu
Umdoni
Scottburgh
Umzinto
Pennington
Hlokozi
Umgai
Greater Kokstad
Umzumbe
Harding
Hibberdene
Umzimvubu
uMuziwabantu
Oribi Flats
Murchison
Port Shepstone
Paddock
Izingolweni
Ray Nkonyeni
Gamalakhe
Margate
Indian Ocean
Ntabankulu
Winnie Madikizela-Mandela
Ngquza Hill
Umtamvuna
Port Edward
Ugu/Umgeni Infrastructure Projects
Ugu District Municipality
LOCALITY PLAN
N
1:700 000
0 65 000 130 000 260 000 390 000
Meters
Data Source(s)
Municipal Demarcations Board
StatsSA
DOT
Ugu DM
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 103: Ugu MIG Budget

Ugu District Municipality Municipal Infrastructure Grant (MIG) Draft Budget: 2023/2024								
MSC Code	**MSC Description**	**SDBIP Code**	**MIG Registration No**	**SDBIP Description**	**Status**	**Draft budget 2023/2024**	**Source of Funding**	**Comments**
W	Water Services	WS/PMU 4	2006MIGFDC21 111786	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/PMU 4	2006MIGFDC21 111786	Kwaxolo Water Supply - Bulk Supply (AFA) MIS 229750	Construction		MIG	
W	Water Services	WS/PMU 7	2012MIGFDC21 208701	Harding Sanitation Scheme: Phase 3 (AFA) MIS 266188	Completed		MIG	Release of Retention
W	Capex	WS/PMU 11	2011MIGFDC21 199135	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/PMU 12		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/PMU 19	2019MIGFDC21 360331	Malangeni Low Cost Housing Project Stage 2	Phase 2E, 2F & 2G on Tender & Phase 2D on at Construction Stage		MIG	
W	Capex	WS/PMU 22	2013MIGFDC21 214695	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/pmu16		VIP Sanitation (Sanitation Backlogs on All LMs)	Construction		MIG	36 Months Contract Awarded to 30 Contractors and contract commenced in May 2021 and ongoing

Ugu District Municipality Municipal Infrastructure Grant (MIG) Draft Budget: 2023/2024								
MSC Code	**MSC Description**	**SDBIP Code**	**MIG Registration No**	**SDBIP Description**	**Status**	**Draft budget 2023/2024**	**Source of Funding**	**Comments**
		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/PMU 13	2012MIGFDC21 207776	Water Pipeline Replacement - Phase 2	Business 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/PMU 14		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
W	Capex	WS/PMU 17	2015MIGFDC21 220463	KwaLembe Water Supply Scheme Extension	Detailed Design and Tender	R371 596 773.00	MIG	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 Upgrage has 4 Phases with a Total Cost Estimate of R371 596 773.00 planned to be completed by February 2026
W	Capex	WS/PMU 24	2012MIGFDC21 210633	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			

Ugu District Municipality								
Municipal Infrastructure Grant (MIG) Draft Budget: 2023/2024								
MSC Code	**MSC Description**	**SDBIP Code**	**MIG Registration No**	**SDBIP Description**	**Status**	**Draft budget 2023/2024**	**Source of Funding**	**Comments**
		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			
			2012MIGFDC21210633	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			

Ugu District Municipality Municipal Infrastructure Grant (MIG) Draft Budget: 2023/2024								
MSC Code	**MSC Description**	**SDBIP Code**	**MIG Registration No**	**SDBIP Description**	**Status**	**Draft budget 2023/2024**	**Source of Funding**	**Comments**
				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) Buk Water Supply Infrastructure and Storage Reservoirs	Planning			
				Upgrading of Hlokozi Water Treatmemt Works and Refurbishment of Existing Infrastructure	Planning			
				Upgrading of KwaHlongwa	Planning			
				Water Treatmemt 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			
						R423 096 773.00	R277 374 000.00	

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 104: Ugu District Proposed WSIG Projects

ITEM	ACTIVITY	UNIT	RATE	AMOUNT	LOCAL MUNICIPALITY	TARGET
A	Pressure Management	No.	R416 667	R7 500 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	8 3 3 4
B	Existing zone integrity verification and re-commissioning of existing PRVs/ pro-active maintenance	No.	R154 762	R6 500 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	17 9 7 9
C	Active Leakage Control through specialised leak detection and repairs	km	R11 200	R7 000 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	240 105 105 175
D	Cluster metering of standpipes	No.	R112 069	R6 500 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	23 19 7 9
E	Allowance for reservoir outlet and district meter installation	No.	R416 667	R5 000 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	2 6 4 0
F	Allowance for reservoir inlet and district meter installation	No.	R392 857	R5 500 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	2 6 4 2
G	Allowance for reservoir inlet& outlet control valves refurbishment	No.	R392 857	R5 500 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	6 4 2 2
H	None-Revenue-Water: Strategic Approach awareness	No.	R406 250	R6 500 000	Ray Nkonyeni Umuziwabantu Umzumbe Umdoni	4 7 2 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
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	

Refurbishment - BPs

ITEM	ACTIVITY	DESCRIPTION	UNIT	QTY	BUDGET COST	LOCAL MUNICIPALITY	
WATER SERVICES: MECHANICAL & ELECTRICAL WASTEWATER TREATEMENT 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	R12 400 000,00
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 & Electrical equipment)	Shelly Beach WWTW (arerator, motor , gearbox ,MCC, Clarifiers).	No.	1	R1 333 333,33	Ray Nkonyeni	
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	
10	Refurbishment of aged infrastructure (Mechanical & Electrical equipment)	Kwambonwa WWTW (sludge pump , motor , panel)	No.	1	R1 333 333,33	Umuziwabantu	R3 600 000,00
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	

ITEM	ACTIVITY	DESCRIPTION	UNIT	QTY	BUDGET COST	LOCAL MUNICIPALITY	
WATER SERVICES: MECHANICAL & ELECTRICAL WASTEWATER TREATEMENT WORKS & PUMP STATIONS							
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 & Electrical equipment)	MCC room and security gates/ doors	No.	1	R533 333,33	Umuziwabantu	
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 & Electrical equipment)	Ghandinagar WWPS: 48 kW	No.	1	R333 333,33	Umdoni	
SANITATION SUB TOTAL					R25 106 666,67		
WATER SERVICES: MECHANICAL & ELECTRICAL WATER TREATEMENT 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, mornitoring 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	

ITEM	ACTIVITY	DESCRIPTION	UNIT	QTY	BUDGET COST	LOCAL MUNICIPALITY	
	WATER SERVICES: MECHANICAL & ELECTRICAL WASTEWATER TREATEMENT WORKS & PUMP STATIONS						
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	
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	Umdoni/Umzumbe	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	Umdoni/Umzumbe	
36	Refurbishment of aged infrastructure	Vulamelo high lift: 110 kW	No.	1	R533 333,33	Umdoni/Umzumbe	
37	Refurbishment of aged infrastructure	Odeke PS: 30 kW	No.	1	R133 333,33	Umdoni/Umzumbe	
38	Refurbishment of aged infrastructure	Ixobho PS pump: 45 kW	No.	1	R320 000,00	Umdoni/Umzumbe	
39	Refurbishment of aged infrastructure	Ixobho PS motor: 45 kW	No.	1	R320 000,00	Umdoni/Umzumbe	
40	Refurbishment of aged infrastructure	Umzinto heights pump: 2.2 kW	No.	1	R93 333,33	Umdoni/Umzumbe	
41	Refurbishment of aged infrastructure	Hilltop PS pump: 2.2 kW	No.	1	R93 333,33	Umdoni/Umzumbe	
42	Refurbishment of aged infrastructure	Kelso high level pump: 2.2 kW	No.	1	R93 333,33	Umdoni/Umzumbe	
43	Refurbishment of aged infrastructure	Sezela PS: 55 kW	No.	1	R333 333,33	Umdoni/Umzumbe	
44	Refurbishment of aged infrastructure	Hazelwood PS: 75 kW	No.	1	R440 000,00	Umdoni/Umzumbe	
45	Refurbishment of aged infrastructure	Cedars PS: 110 kW	No.	1	R533 333,33	Umdoni/Umzumbe	
46	Refurbishment of aged infrastructure	Pilani PS: 75 kW	No.	1	R440 000,00	Umdoni/Umzumbe	
47	Refurbishment of aged infrastructure	Kwacele PS: 90 kW	No.	1	R466 666,67	Umdoni/Umzumbe	
48	Refurbishment of aged infrastructure	Pennington 1 pump: 7.5 kW	No.	1	R293 333,33	Umdoni/Umzumbe	

ITEM	ACTIVITY	DESCRIPTION	UNIT	QTY	BUDGET COST	LOCAL MUNICIPALITY	
WATER SERVICES: MECHANICAL & ELECTRICAL WASTEWATER TREATEMENT WORKS & PUMP STATIONS							
49	Refurbishment of aged infrastructure	Mtwalume PS pump: 7.5 kW	No.	1	R293 333,33	Umdoni/Umzumbe	
50	Refurbishment of aged infrastructure	Willowglen pump: 55 kW	No.	1	R333 333,33	Umdoni/Umzumbe	
51	Refurbishment of aged infrastructure	Nyavini ps pump: 75kW	No.	1	R480 000,00	Umdoni/Umzumbe	
52	Refurbishment of aged infrastructure	Magwaza PS pump: 45 kW	No.	1	R400 000,00	Umdoni/Umzumbe	
WATER SUB TOTAL					R24 893 333,33		
REFURBISHMENT BUDGET					50 000 000,00		

CHAPTER SIX – 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 2023 / 2024 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 2023/2024 Medium Term Revenue and Expenditure Framework (MTREF) municipal budgets are captured in Table

Table 105: Macroeconomics and Projections

Economic Indicator	2022/2023	2023/2024
Consumer Price Inflation (CPI)	5.84%	6.9%
Real Growth Domestic Product (GDP) Growth	1.8%	1.4%

Source: Ugu District Municipality Draft Budget, 2024

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 2023 / 2024 financial year. The justification for the increment of 6% is the fact that the projected Consumer Price Inflation for 2023 / 2024 is 6.9% 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 21.2%; and
- ✓ Water Boards is 9%.

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 2023/2024. According to 2023 Division of Revenue Bill recently approved by Parliament together with National Budget in February 2023, the allocations to uGu District Municipality have been made per schedule reflected in Table 6.1.3.1 for 2019/2020 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 2022/23 budget by considering an inflation of 6.09% in 2022/23 financial year.

Table 106: draft Income Budget 2019/2020 - 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, 2024

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 2023 Division of Revenue Bill which was approved in February 2023 together with the National Budget by Parliament provided the following allocation of Equitable Share:

Table 107: 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, 2024

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 subsidizes 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 2023 to 30 September 2023, the state old age pension will be R2090.00. It means that the poverty or affordability threshold from 01 April 2023 will be: R2090 X 2 = R4180 per month; meaning that from this period all households who's their total income per household of above R4180 per month must pay for municipal services. 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 R528.29 per month in 2023/2024 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 R528.29 is allocated to the poor households as follows in terms of recently approved Division of Revenue Bill together with National Budget in February 2024:

Table 108: Monthly allocations per Household Below Poverty Level

Monthly Costs Components	Operations	Maintenance	Total
Electricity costs	R111.1	R12.34	R123.40
Water costs	R162.7	R18.08	R180.79
Sanitation costs	R109.7	R12.19	R121.90
Other costs	R92.0	R10.22	R102.19
TOTAL	R475.5	R52.83	R528.29

Source: Ugu District Municipality Draft Budget, 2024

N.B. When budgeting for 2024/25 for Free Basic Water and Sanitation to poor households, the following formula must be applied: Free Basic Water and Sanitation = R528.29 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 2022/23 audited Annual Financial Statements (AFS) is R3,425,449,519.00; meaning in 2022/23 financial year at minimum we should budget for R274,035,961.52 which is impossible in the current situation;
- ✓ Replacement of Aging Infrastructure.

In terms of 2023 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 109: 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, 2024

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 2023/2024 financial year, the government will subsidise Ugu District with only R56 666 806.00 (i.e. 8.2%) towards its Administration Costs. Any additional costs must get from its internal revenue. However, an additional subsidy of R11.4 million which does not form part of the Equitable Share Formula will be made available in 2023/2024 financial year to subsidise Councilors 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 2023/2024 financial year, equitable share subsidy for Ugu District Municipality towards these services is only limited to R77,500,209.00 (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 R290 379 000. This means that the projects to be implemented during 2022/2023 financial year must be limited to an annual allocation of R290 379 000. The amount of R290 379 000 must equate to the service providers appointed as well. Therefore, no commitment exceeding R290 379 000 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 analyzed and checked to ensure that it covers 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 the actual cash allocation received per trench per quarter.

vii. If needs be blacklisting all non-performers.

viii. Making sure that retentions are invested and not utilized in other projects.

ix. Ensure that the consultant or engineer is held responsible and accountable for any deficiencies in the performance of the contractors.

x. Discourages cessionary agreements; etc.

The 2023 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 utilized or spent at minimum per Local Municipality as follows for 2023/2024 financial year:

Table 110; 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 2023/2024 financial year will be R150 000 000. This means that the projects to be implemented during 2023/2024 financial year must be limited to an annual allocation of R150 000 000. The amount of R150 000 000 must equate to the service providers appointed as well. Therefore, no commitment exceeding R150 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 2023 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 2023/2024 financial year:

Table 111: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 2023/ 2024 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 112 gives a brief overview of the 2019 / 2020 – 2025 / 2026 operating expenditure budget.

Table 112: 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	R416 893 000	R409 846 000
Remuneration of Councillors	R 12 118 602.84	R 12 760 888.79	R 10 663 937	R12 008 000	R11 409 000
Debt Impairment	R 3 326 427.00	R 3 502 727.63	R 12 458 000	R148 905 000	R74 453 000
Depreciation and Asset Impairment	R 89 992 003.02	R 94 761 579.18	R220 000 00	R317 000 000	R220 000 000
Finance Charges	R 16 483 997.32	R 17 357 649.18	R 12 458 000	R8 496 000	R7 222 000
Bulk Purchases	R 83 187 000.00	R 87 595 911.00	R 140 322 581	R 111 849 000	R 120 380 000
Inventory Consumed	R 18 351 635.15	R 19 324 271.81	R 4 732 146.86	R5 957 000	R8 021 000
Contracted Services	R 110 846 095.83	R 116 720 938.91	R 153 752 612	R136 089 000	R138 443 000
Transfers and Subsidies	R 20 302 292.79	R 21 378 314.30	R 20 069 649	R8 000 000	R8 000 000
Other Expenditure	R 113 426 990.01	R 119 438 620.48	R 252 480 273.58	R120 772 000	R111 976 000
Total Operating Expenditure	R 843 685 289.40	R 888 400 609.73	R1 020 252 904.44	R1 285 970 000	R1 109 757 000

Source: Ugu District Municipality Draft Budget, 2024

6.1.4.1 Employee Related Costs (Including Councillor Allowances)

The Salary and Wage Collective Agreement for the period 01 July 2023 to 31 June 2024 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 2023 / 2024 financial year.

N.B. Therefore, the salary and wages increment are proposed at 5.0% in 2023 / 2024 financial year. The increment of 5.0% is based on the following:

Table 113: Proposed Salary and Wage Increment

Basis	%
Forecasted CPI per Macroeconomic Performance	4.%
Assumed Adjusting Factor during negotiation processes	1.%
Proposed Increment	5.%

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 2023 / 2024 financial year is R 409 846 000 as reflected in Table 1.1.1.1 below. The employees' salary and wage budget take up about 76.75 % 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 organizational 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 114: 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 2023 / 2024 financial year amounts to R 11 508 644.67 as reflected in Table 88 below.

Table 115: 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 116 provides a summary of other operation expenditure of the municipality.

Table 116: 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	R1 444 480.89
Rights of a Child	R 200 000	R 10 000	R 10 700	R 10 000.00	R10 000.00
Gender Programmes	R 200 000	R 30 000	R32 100	R 10 000.00	R10 000.00
Elderly	R 0.00	R 20 000	R 21 400	R 20 000.00	R10 000.00
People Living with Disability	R150 000	R 30 000	R32 100	R 30 000.00	R30 000.00

Source: Ugu District Municipality Draft Budget, 2021

6.1.5 Capital Budget 2023/2024

The 2023 / 2024 Capital Budget amounts to R 454 996 250.00 as reflected in Table 117 below.

Table 117: Capital Budget 2023/2024

Municipality	Minimum MIG Funded Projects	Minimum WSIG Funded Projects	Total Capital Projects
Umdoni	R90 487 549.00	R 0.00	R90 487 549
Umzumbe	R0	R 0.00	R 0.00
Umuziwabantu	R3 000 000.00	R 0.00	R 3 000 000.00
Ray Nkonyeni	R109 407 810.79	R 0.00	R 109 407 810.79
Whole of the District	R102 098 890.21	R 150 000 000.00	R 252 098 890.21
Total 2021 / 2022 Allocation	R 304 994 250.00	R 150 000 000.00	R 454 994 250.00
Capital Expenditure Internally Funded	R0	R0	R0
Total Capital Budget	R304 994 250.00	R 150 000 000.00	R 454 996 250.00

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 41: 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:

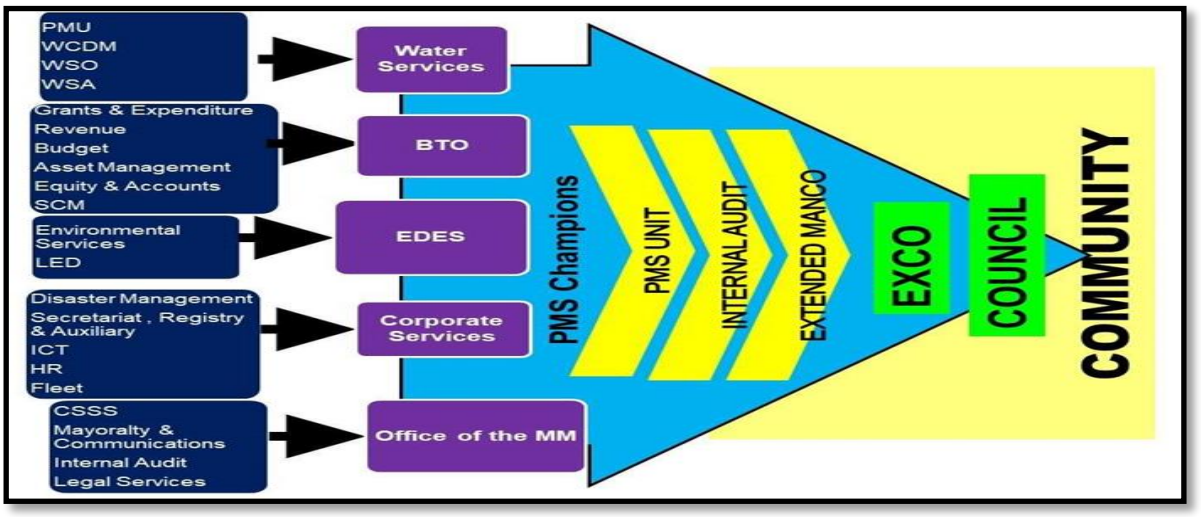
- ✓ A unique consecutive number for each Performance Measure/ Indicator.
- ✓ National Key Performance Areas (KPA).
- ✓ Strategic Objectives per KPA.
- ✓ Measurable Objective (s)/ Output (s) per Strategic Objective.
- ✓ Performance Measure (s)/ Indicator (s) per Measurable Objective/ Output.
- ✓ Demand 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.

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.

Figure 42: PMS Structure



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.

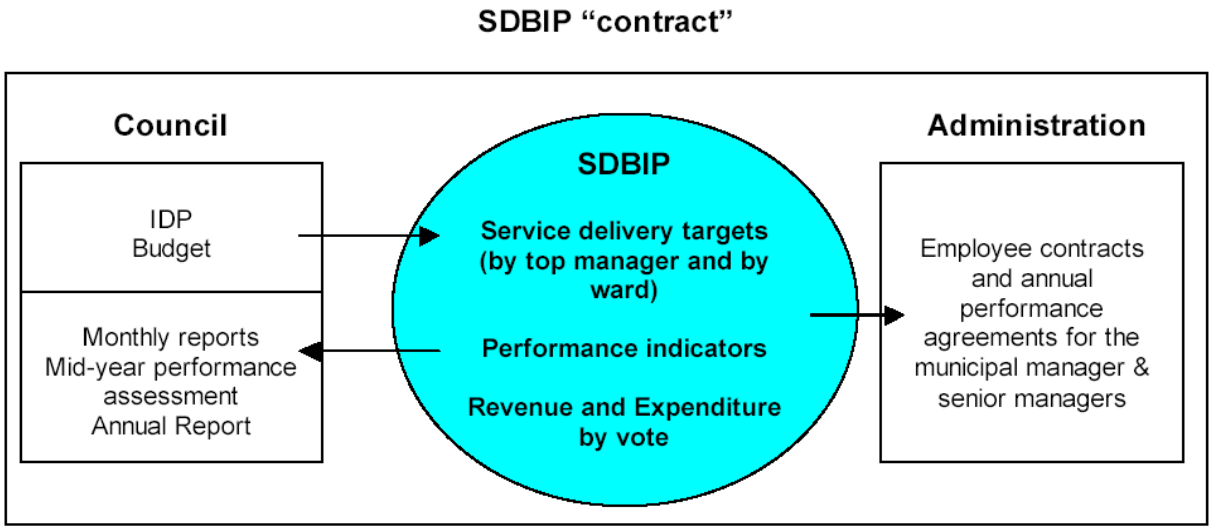
7.2.1 Legislative Mandates

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 43: 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

Ugu District Status Quo of Sector Plans

Table 118: 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	June 2024-2025
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 2024-2025
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 2023	June 2024-2025
11.	**Fire and Rescue Strategy**	Yes	Yes	June 2018	June 2021
12.	**Employment Equity Plan**	Yes	Yes	June 2018	February 2024
13.	**Energy Master Plan (Electricity Master Plan)**	No	No	N/A	N/A
14.	**Environmental Management Framework**	Yes	Yes	June 2018	June 2024-2025
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	February 2024
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	March 2018	March 2019
26.	**Local Economic Development Strategy**	Yes	Yes	September 2021	June 2024-2025
27.	**Organisational Performance Management Plan**	Yes	Yes	May 2023	May 2025
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 2024	May 2024
32.	**Water Services and Sanitation Master Plan**	Yes	Yes	June 2006	June 201
33.	**Water Services and Sanitation Master Plan**	Yes	Yes	June 2020	June 2019
34.	**Workplace Skills Plan**	Yes	Yes	February 2018	February 2019

Source: Ugu DM, 2021

Table 119: 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

No.	Policy	Completed?	Adopted?	Adoption Date	Next Review
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		
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	Sept 2023
18.	Private works Policy	Yes	Yes	Sept 2022	Sept 2024
19.	Homeowners and Rental Allowance Policy	Yes	Yes	Aug 2022	
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 2023
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	October 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.	Fruitless Expenditure Policy	Yes	Yes		
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 2023	Sept 2024
39.	PAIA Policy and Procedure Manual	Yes			
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 Victimization in the Workplace	Yes	Yes	April 2021	September 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	28 Sept 2023
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
59.	Training Development Policy	Yes	Yes	May 2022	May 2024
60.	Virement Policy	Yes	Yes	June 2022	June 2023
61.	Public Participation Policy	Yes	Yes	30 May 2023	May 2024

No.	Policy	Completed?	Adopted?	Adoption Date	Next Review
1.	Retention Policy	-	-	-	-
2.	ICT Strategy	Yes	Yes	March 2022	March 2023

Table 120: 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