



INTEGRATED DEVELOPMENT PLAN (IDP) REVIEW

2016/2017

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GLOSSARY

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 of Cooperative Governance and Traditional Affairs	LTT	Local Task Team
DEDTE A	Department of Economic Development Tourism & Environmental Affairs	LUMS	Land Use Management System
DEA	Department of Environmental Affairs	LUMF	Land Use Management Framework
DoT	Department of Transport	MMR	Martenal 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 Illnesses	WHO	World Health Organisation
IGR	Inter Governmental Relations	WIT	Ward Task Team
IPT	Ionized Preventive Therapy		



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CHAPTER 1: EXECUTIVE SUMMARY & INTRODUCTION

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

1.1. Who Are We?

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

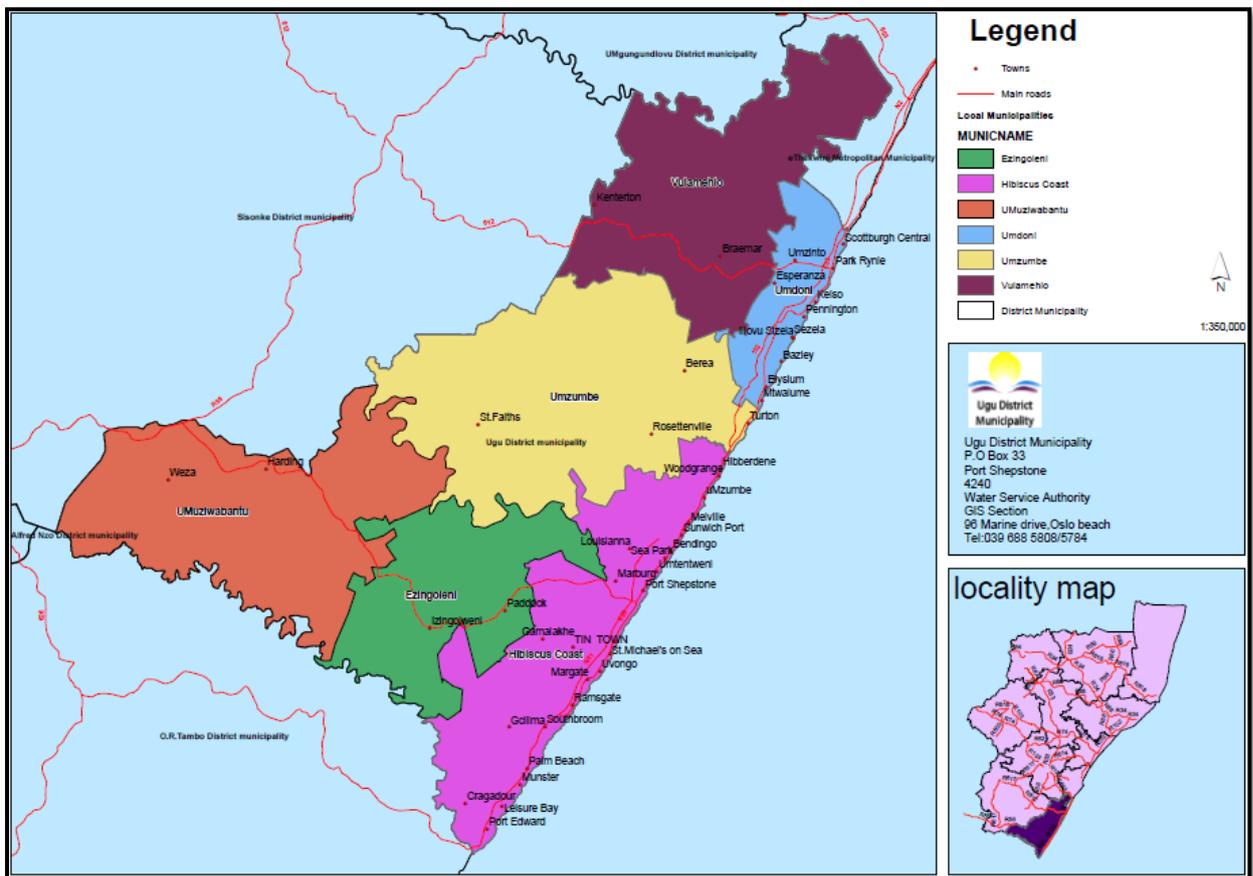


Figure 1.1.1: Ugu District Locality Map
Source: Ugu District Municipality GIS, 2013



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

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

Demographics

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

Table 1.1.1: Key Demographic Information and Service levels

Source: Stats SA Census, 2011

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



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

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

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

1.2 How was this IDP Developed?

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

Table 1.2.1: Ugu IDP Development Action Programme

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

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



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



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

1.3 Our Key Development Challenges

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



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

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

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

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

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

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

1.3.1 Comparative advantage

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

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



1.4 Our Long Term Vision

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

Vision

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

Mission

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

1.5 What are we doing to improve ourselves?

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

Table 1.5.1: Alignment of Ugu IDP and PGDS

Source: 2015 Strat Plan Report

9 Priorities	6 Strategic Objectives	Prioritised PGDS Goals (10.03.15)	Confirmed/ Emerging Priorities/
1. Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing)	To provide access to sustainable quality drinking water and sanitation services	2. Strategic Infrastructure	Identified areas of need for water and sanitation
2. Economic and Sectoral Development (Job Creation, Employment, LED Projects, Tourism, Agriculture, Rural development)	To create a conducive environment for economic growth and job opportunities	1. Job Creation	<ul style="list-style-type: none"> Catalytic projects Boosting of investor confidence
3. Financial Viability (Clean Audit, Corruption)	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation		Revenue Collection Water Losses Clean audit
4. Education and Skills Development (Skills Development, Education)		4. Community & Human Development	Skills Development (internal and external)
5. Institutional Integration and Co-ordination (Institutional development, review of Organogram, Workforce, Principles development)	To build and strengthen the administrative and institutional capability of the municipality	3. Governance & Policy	Maximize returns on personnel costs , Outcomes based planning and Monitoring & Evaluation



9 Priorities	6 Strategic Objectives	Prioritised PGDS Goals (10.03.15)	Confirmed/ Emerging Priorities/
6. Collaborative planning		5. Spatial Equity	IGR; Joint prioritization btm LMs and district, LAP- peri-urban areas
7. Reduce HIV & Aids		4. Community & Human Development	
8. Clean Environment	To develop and promote an integrated sustainable environment		
9. Peace and Stability	To create a conducive environment for participatory development	3. Governance & Policy	People centeredness- public participation

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

Table 1.5.2: Ugu DM Catalyst Project Summary

Source: 2015 Strat Plan Report

Projects	Project Details		
	Location	Estimated Budget	Timeframe
Music City	Hibiscus Coast & Vulamehlo, Ward 6	R 33 800 000 000.00	2014 - 2019
Regional Technology Hub	Hibiscus Coast	R 1 200 000 000.00	2015 / 2016
Justice Park	Hibiscus Coast	R 235 000 000.00	
Ugu Agri-Park	Eziqoleni	Planning Phase	2015 - 2017
Margate Airport	Hibiscus Coast	R 300 000 000.00	2015 / 2016
Urban Renewal HCM	Hibiscus Coast	R 60 000 000.00	
Perishables Goods Hub	Umdoni, Ward 10	R 750 000 000.00	2014 – 2016
Park Rynie Industrial Park	Umdoni, Ward 4	R 10 000.00	
Scottburgh Beach Front development	Umdoni, Ward 5	R 341 000 000.00	
Harding Mall	Umuziwabantu	R 60 000 000.00	2013 / 2014
Ntelezi Msani Heritage	Umzumbe, Ward 18	R 2 000 000.00	2014 – 2018
Turton Shopping Mall	Umzumbe, Ward 10	Planning Stage	2014 – 2018
UMthwalume Beach front development	Umzumbe, Ward	R 500 000.00	
Turton Township formalisation	Umzumbe, Ward 10	R 500 000.0	2014 – 2016
KwaXolo Caves	Hibiscus Coast	R 23 000 000.00	2015 / 2016
Port Shepstone Intermodal Facility	Hibiscus Coast	R 60 000 000.00	
Water and Sanitation projects			
Maphumulo "C" Water Scheme	Vulamehlo	R 37 000 095.00	2014 - 2017
Gamalakhe Bulk Water Supply Project: Security of Supply	Hibiscus Coast	R 31 000 000.00	2013 - 2017
Mhlabatshane Bulk Water Project	Umzumbe	R 8 834 000.00	2011 - 2017
KwaNyuswa Water Scheme - Phase 3 (AFA) MIS 194753	Eziqoleni	R 10 000 000.00	
Mhlabatshane Regional Water Supply Scheme	Umzumbe	R 2 000 000.00	2012 - 2017
Umtamvuna Water Works Raw Water Upgrade	Eziqoleni	R 2 000 000.00	2011 - 2019
Mabheleni East Water Project	Umzumbe	R 2 000 000.00	2013 - 2015
Harding Weza Regional Bulk Water Supply Planning (Dam)	Umuziwabantu	R 20 000 000.00	2010 - 2018
Thoyane Water Project Phases 4 & 7	Vulamehlo	R 800 000.00	2010 - 2015
Umzimkhulu Bulk Water Augmentation Scheme	Hibiscus Coast	R 30 000 000.00	2010 - 2017
Msikaba and Surrounds Water Supply Scheme		R 7 000 000.00	
Umzinto Slum Clearance: Farm Isonti Low Cost Housing Water and Sanitation Scheme	Umdoni	R 15 000 000.00	2009 - 2016



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

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

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

Table 1.6.1: Ugu DM Summary of Development Objectives and KPIs

Source: Ugu 2015 /16 IDP Review

Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
Basic Service Delivery			
5. To provide access to sustainable quality drinking water and sanitation services	Provision of Household with Access Basic Water Services	Implementation of 16 bulk water supply scheme projects	15 600 HH with access to water
	Water Pipeline Replacement	150 Kms of pipelines replaced	Uninterrupted water supply
	Pump Stations Refurbished	4 Pump Stations refurbished	Increased pump stations capacity
	Provision of Households with Waterborne Sanitation Services	Implementation of 7 waterborne sanitation scheme projects	4 800 Household with Access to sanitation
	Provision of Household VIP Sanitation	Implementation of VIP rural sanitation projects	7 700 Household with VIP Toilets
	100% Eradication of bucket system in households	Implementation of sanitation projects	All households with access to at least minimum sanitation standards
	Meter replacement	4 260 Meters Replaced	Increased billing accuracy
	Alternate water supply	Springs protection	200 Springs Protected



Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
		Boreholes refurbishment	262 Boreholes Refurbished
Municipal Transformation and Institutional Development			
2. To build and strengthen the administrative and institutional capability of the municipality	Performance Management Systems	Quarterly Performance Reviews	Timely interventions and corrective actions
		Performance Report	Ongoing focus and review on the achievement of results
		Signed performance agreements by Section 57 Managers	Greater accountability in the use of resources
	Human Resource Development and Wellbeing	Employee Wellness Programmes	Healthy and Motivated Employees
		Skills Development	Skilled and capacitated Labour
		Occupational Health and Safety	Compliance to OHS Act
		IPMS cascaded to levels 4, 5, and 6	Culture of Public Service and Accountability amongst staff
	Fleet Management	Timely replacement of fleet	Effective Fleet Management System in Place
		Reduced use of Fuel	
	Secretariat Services	Timely dispatchment of minutes and agendas	Municipal Committes Support
Records Management	Implementation of Electronic Document Management System	Electronic Record Management	
Long Term Office Accomodation	Increased office Space	Reduced Rental Expenditure	
Good Governance and Public Participation			
1. To create a conducive environment for participatory development	100% Functional IGR Structures	9 IGR Structure in Place	Increased co-ordination between District and Locals
	Batho Pele Programme implementation	2 Municipal Development Plans Developed	Increased Customer Satifaction
		Annual Departmental Batho Pele Awards	
	Enhancement of Public Participation	100% Functional Ward Committees	People Centred Service Delivery
		84 Community Development Plans developed	
		84 Ward Development Plans developed	
	Sport Development	5 Sport Codes participating in SALGA games	Active and Healthy Community
	Effective Communication	4 Internal Newsletters Developed	Informed Employees
		2 External Newsletters Developed	Informed Communities
	Customer Care	Call Centre Management	Efficient and Effective Customer Handling
Complaints Handling			
Information and Communication Technology	Financial Management System Replacement in place	Efficient and Effective Financial Management System	
Local Economic Development			
	Renewable Energy	Umkomaas Hydro Energy	Sustainable Energy Supply



Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
		Project Community Trust Established	
4. To create a conducive environment for economic growth and job opportunities	Maritime Sector Development	Turton Beach Development Framework Plan by June 2016	Vibrant Maritime Sector that leads to employment opportunities
		Music City Development by 2017	
	Creative Industry Development	Training of 10 film makers	Improved Creative Industry
		Promotion of indigenous music	
	SMME Sector Development by 2017	Training of 30 contractors	Active Second Economy
		Registration of 20 cooperatives	
		Training of 30 cooperatives	
	Agricultural Support and Development	Ingonyama Trust Land Potential Agriculture Study by December 2015	Improved Agricultural Sector and lincreased Job Opportunities
		Tea Tree Plantation	
Commercialisation of Horse Shoe Farm			
Manufacturing Sector Development	Support 2 rural areas emerging clothing manufacturers	Revived Manufacturing Sector	
	Support 2 emerging furniture manufacturers		
Mining and Energy Development	Development of mining and energy guidelines	Established Mining Sector	
	Training of emerging miners		
Job Creation	500 Employment Created through LED initiatives by 2016	Reduction of Unemployment Rate	
Tourism Development	6 new tourism products in the hinterland by 2017	Tourism Extended to Rural Areas	
Municipal Financial Viability and Management			
3. To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation.	Asset Management	Updated and GRAP compliant Asset Register	Co-ordinated activity of Ugu DM to realize value from assets
	Cash Management	Improved liquidity ratio	Ability of the municipality to meet immediate and short term obligations
		Improved Cash Coverage Ratio	
	Supply Chain Management	Increased turnaround time of award of contract	Maximized customer value and sustainable competitive advantage
		Reduced irregular expenditure	
	Budget Management and Reporting	Preparation of Financial Statements	Public Accountability
	Revenue Management & Enhancement	Increased Debt Collection	Increased Revenue
Completeness of Billing			
Expenditure Management (Accounts Payable; Project Accounting; & Salaries Management)	Payment of creditors within 30 days	SMME and Economic Development	
	Reduction of fruitless expenditure	keeping government spending within sustainable limits	
Cross Cutting Interventions			
	Environmental Management	Health and hygiene education strategy adopted	Environmental Awareness
6. To develop and promote an integrated sustainable environment		Final public health by-laws adopted	
	Environmental Management	Environmental Health Service devolution finalised	Increased capacity for Environmental Health Services
		Environmental Management Plan Adopted	Improved environmental decision making
		Air Quality Management Plan	



Strategic Objective	Key Performance Indicator	Deliverables	Outcomes
	Disaster Management	Adopted	Increased Disaster Response
		Disaster management centre Enhancement	
		Disaster management centre phase 2 and phase 3	Reduced disaster impact on communities
		4 Disaster Risk Reduction Plans developed	
District wide Fire and Rescue Services Strategy adopted			

1.7 How will our progress be measured?

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

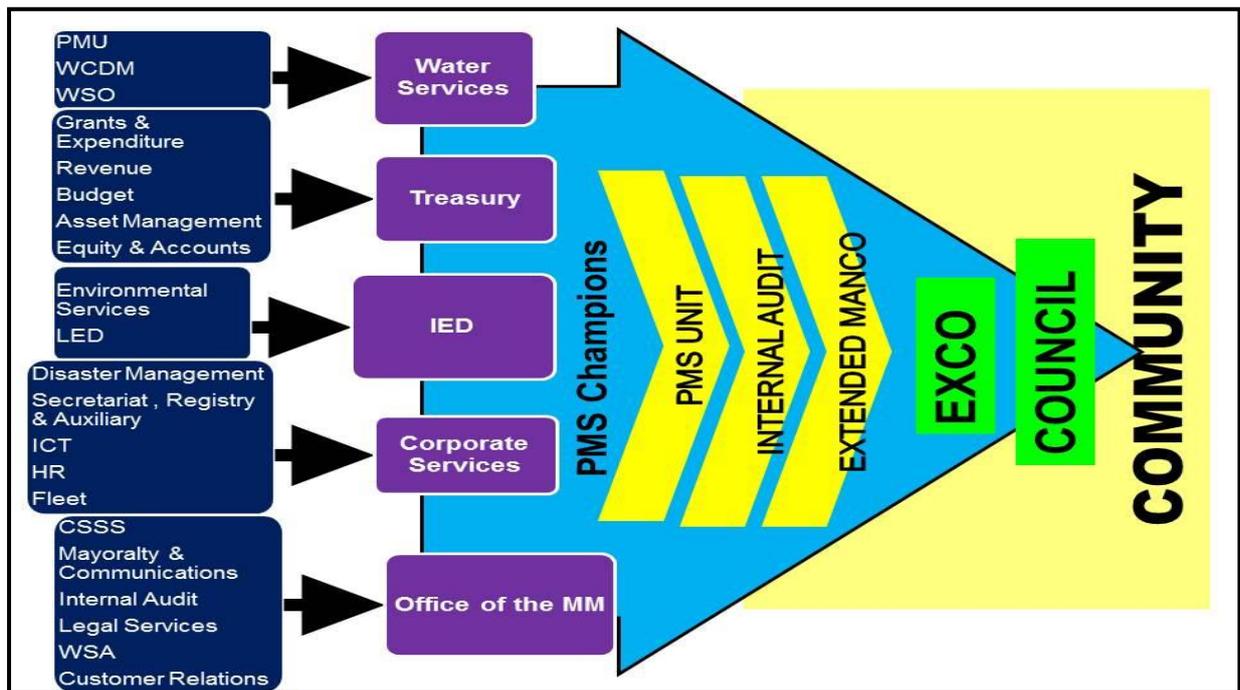


Figure 1.7.1: Ugu DM PMS Diagram

Source: Ugu PMS Unit

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

At a departmental level all the sections / units report progress on the monthly departmental meetings which are led by the respective HOD. The respective HOD then consolidates all the section / unit



reports and submits to the PMS unit a consolidated departmental report. All the departmental reports are then sent to internal audit with accompanying POE files for auditing. Once the auditing is concluded the departmental reports are then discussed at a MANCO.

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



CHAPTER 2: GOVERNMENT PRIORITIES

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

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

This section therefore reflects the applicable and relevant Government Priorities, such as the Millennium Development Goals, National Development Plan priorities, the 14 National Outcomes, the five (5) National Priorities, the State of the Nation Address, the State of the Province Address, the KZN PGDS (7 Goals) and Operation Clean Audit 2014 and Back to Basic. It indicates how these are addressed and applied in the Ugu District Municipal area.

2.1 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 anti-poverty 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 goals is an attempt at global co-ordinated efforts to ensure that the goals South Africa and the rest of Africa sets itself 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.

- 1) End poverty in all its forms everywhere
- 2) End hunger, achieve food security and 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 girls
- 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 MDGs drove progress in several important areas such as, income poverty, access to improved, sources of water, primary school enrolment, child mortality. The Ugu District is still committed to these areas. Furthermore, SDG goal 6 talks directly to the Ugu District's commitment 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 two decades. This requires a new approach – one that moves from a passive citizenry receiving services from the State to one that systematically includes the socially and economically excluded, where people are active champions of their own development, and where government works effectively to develop people's capabilities to lead the lives they desire. The achievement of this vision is based on the following nine elements:

- i. Creating jobs and livelihoods,
- ii. Expanding infrastructure,



- iii. Transitioning to a low-carbon economy,
- iv. Transforming urban and rural spaces,
- v. Improving education and training,
- vi. Providing quality health care,
- vii. Building a capable state,
- viii. Fighting corruption and enhancing accountability,
- ix. Transforming society and uniting the nation.

2.2.1 Medium Term Strategic Framework (MTSF)

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

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

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

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

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



2.2.2 State of the Nation Address

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

1. Resolving the energy challenge;
2. Revitalizing agriculture and the agro-processing value chain;
3. Advancing beneficiation or adding value to our mineral wealth;
4. More effective implementation of a higher impact Industrial Policy Action Plan;
5. Encouraging private sector investment;
6. Moderating workplace conflict;
7. Unlocking the potential of SMMEs, cooperatives, township and rural enterprises;
8. State reform and boosting the role of state owned companies, ICT infrastructure or broadband roll out, water, sanitation and transport infrastructure;
9. Operation Phakisa aimed growing the ocean economy and other sectors.

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

2.2.3 Applicability to Ugu District

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

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

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



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

2.3 KZN PGDS (7 Goals)

The 2012 Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of a ***“Prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the world”***. The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province.

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

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

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

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

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

1. To maximize **KZN's** position as a **gateway to South and Southern Africa**;
2. To ensure **human and utilization of natural resources** are in harmony;



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

2.3.1 State of the Province Address

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

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

2.3.2 Applicability to Ugu District

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

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



2.4 Local Government Back to Basics Programme

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

The CoGTA's differentiated approach in the department's transformational agenda, recognises that there are widely divergent levels of performance between different categories of municipalities – in terms of services, public engagement, good governance, financial management and technical capacity. The departments aim therefore to encourage all municipalities to become positively functional centres of good governance and need to set proper standards for municipal performance. The Back to Basics programme is founded on five pillars which are:

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

2.4.1 Applicability to Ugu

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



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

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

Source: Ugu District Office of the Municipal Manager

9 Priorities	6 Strategic Objectives	Back to Basics Pillars
1. Infrastructure Investment (Roads, Water, Sanitation, Electricity, Housing)	To provide access to sustainable quality drinking water and sanitation services	Basic Services
3. Financial Viability (Clean Audit, Corruption)	To develop and maintain a financially viable and sustainable organization that achieves full compliance with legislation	Financial Management
4. Education and Skills Development (Skills Development, Education)		Capacity Building
5. Inst. Integration & Coordination (Inst. Dev., Review of Organogram, Workforce, Principles Dev.)	To build and strengthen the administrative and institutional capability of the municipality	
9. Peace and Stability	To create a conducive environment for participatory development	People First
		Good Governance

2.5 Ugu District Growth and Development Plan

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

The DGDS has six drivers which are:

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