



uscda

Ugu South Coast Development Agency

Develop | Grow | Empower



UGU GROWTH AND DEVELOPMENT PLAN - 2018 REVIEW

DGDP ALIGNMENT TO PGDS & IDP

DEROSCHES HOTEL – 14 JUNE 2018

MANDLA MABECE

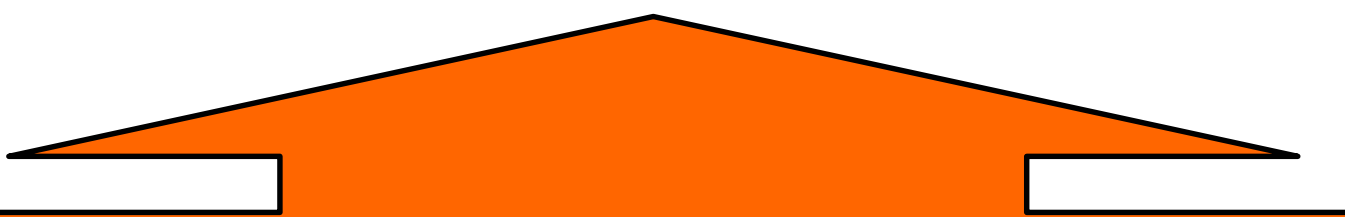
Outline

- Background
- Rationale of the Review
- Provincial Context
- Existing vs Proposed Strategic Framework
- Suggested Monitoring and Evaluation Framework

BUT WHY???

- UGU DESPTITE BEING THE MOST BEAUTIFUL AREA IN THE COUNTRY STILL EXPERIENCES BELOW-PAR ECONOMIC GROWTH
- HOW MANY MUNICIPALITIES IN RSA WITH SO MANY BLUE FLAG BEACHES – ONLY RNM IN UGU
- IF WE DO NOT TAKE OURSELVES SERIOUSLY NOBODY WILL

Provincial Vision

A stylized orange silhouette of a house with a gabled roof and two rectangular windows, positioned above a solid orange horizontal band.

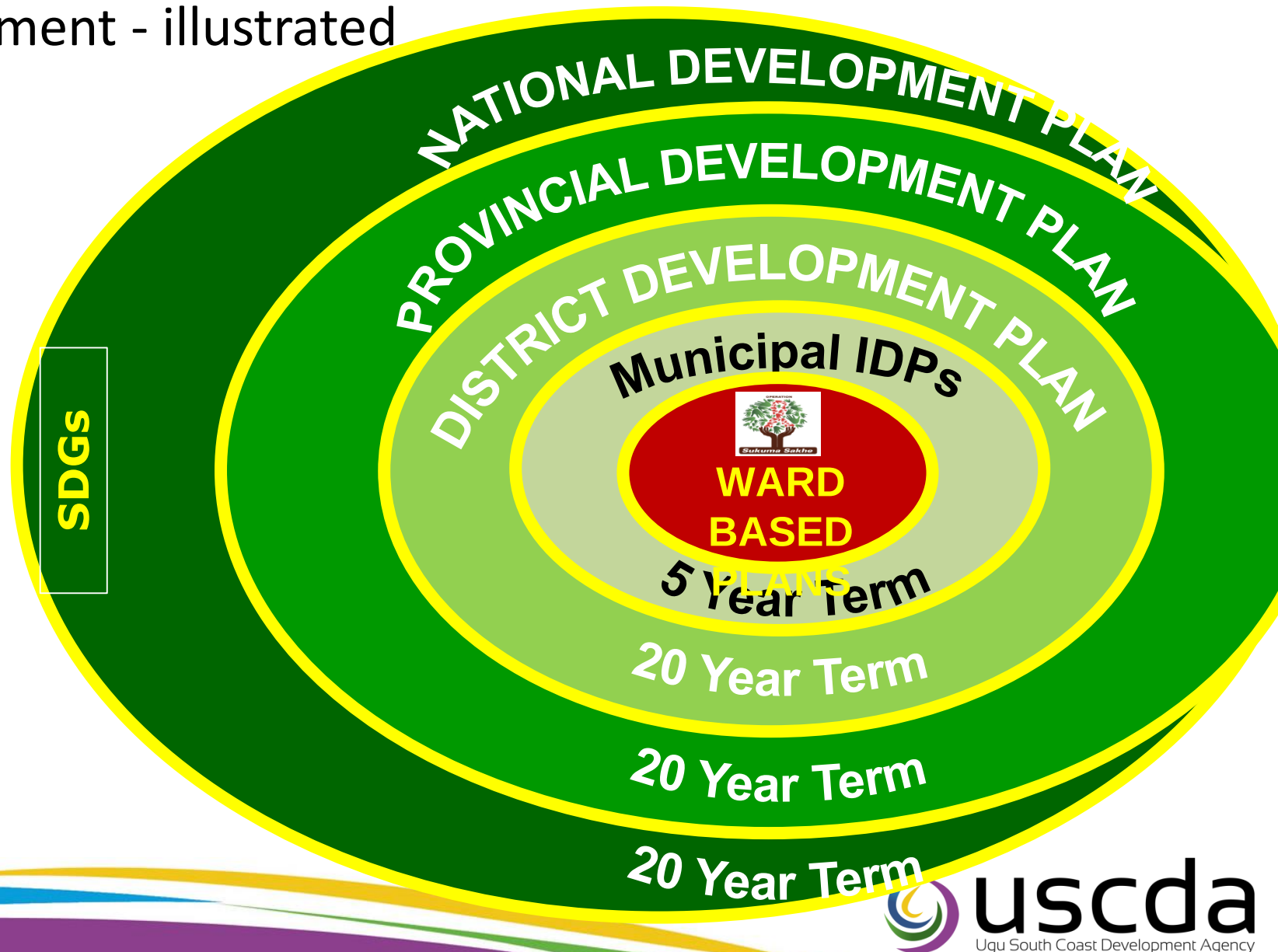
By 2035 Kwa Zulu Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world

Why a need for a review:

Alignment with updated information as well as changing circumstances:

- Progress with implementation of 2012 PGDP as well as sentiments from Cluster reports in Cabinet Makgotla
- Input from DRAFT IDP after 2016 elections
- Updated information from STATSSA
- Feedback from stakeholder engagements

Alignment - illustrated



Objectives of the DGDG vs 5yr IDP

- **Setting a long term vision (20 year trajectory)**
- **Blueprint and all encompassing framework for development in the entire district**
- **Provide a spatial reference for locating key interventions**
- **Basis for stakeholder engagements in ensuring buy-in**
- **Facilitate integration among government departments and the private sector**
- **Basis for resource mobilization and budget alignment**

Status of Ugu DGDP

- **Current review aimed at aligning District strategies and objectives with the Provincial ones**
- **Alignment of Ugu DGDP targets and indicators with the 2018 version of the DGDP indicators and targets**
- **Alignment of the SDF with the SPLUMA guidelines for efficient land management**
- **Seamless alignment of the Ugu Catalytic projects with those already registered on KZN Catalytic projects database**
- **Basis for Monitoring and Evaluation providing a single window of assessment KZN / Ugu**
- **Basis for effective decision making**

Proposed Vision – towards 2035

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*By 2035 Ugu will be a thriving and sustainable well managed
TOURISM AND INVESTMENT FRIENDLY DESTINATION with
resilient communities benefitting from all sectors of the
community, particularly the youth and the women*

Current Strategic Framework vs Proposed

2012 Objectives	2018 Objectives
Spatial Restructuring and Security Tenure	Spatial Equity and Land Use Management
Sectoral development support	Inclusive Economic Growth
Environmental sustainability	Environmental sustainability
Safety & empowerment of communities	Human Resource Development and Community Empowerment
Strategic infrastructure	Infrastructure development for economic development Good Governance and Policy

Proposed Strategic Framework

1 Inclusive Economic Growth

1.1 Ensure increased output of the commercial sector while facilitating entry and meaningful participation by the previously disadvantaged

1.2 To develop a diversified, evenly spread, growing tourism sector that benefits all sectors of society

1.3 Unlocking property development opportunities for increased economic activity

Proposed Strategic Framework

1 Inclusive Economic Growth

1.4 Business friendly governance system that enables huge investment inflows into Ugu

1.5 Enhance Spatial Economic Development

1.6 Focussed and meaningful support to the SMME sector yielding tangible results

Proposed Strategic Framework (SEG)

1 Inclusive Economic Growth

1.1 Ensure increased output of the commercial sector while facilitating entry and meaningful participation by the previously disadvantaged

Strategic interventions	District Context	Spatial targeting	Indicator
Qualitative increase in agricultural output embedded on value-addition	Agriculture is experiencing a decline from the current 8% of GVA although the potential to reverse the situation exists	District wide especially in Amakhosi areas	Number of hectares in Amakhosi areas converted into productive cultivated lands with cash crops – macadamia, Tee Tres, Moringa
Increase in agricultural processing within Ugu as rand value of GVA	Identify agro-processing zones in the district focussing on perishable goods	Amakhosi areas – Amandawe, Mthwalume, KwaXolo and KwaMachi	Number of zones created in the next 10 years
Finalize resolution of pending land	Delayed finalization of pending land claims an opportunity cost for agriculture	District wide	% of pending claims finalized and put to good use
Protect high value agricultural land against other invasive land uses	High value agricultural land in under threat due to non-agricultural use	District wide	Number of hectares retained for agricultural use
Capacitate commercial farmers to expand productive capacity	Maintain the existing commercial sector while simultaneously developing a critical mass of new commercial farmers from previously disadvantaged communities	District wide	Number of new commercial farmers developed
Rolling out aqua-culture development zone within amakhosi areas	Engagements with National DAFF have not borne any fruits yet the potential is tremendous	Umzumbe and Ray Nkonyeni	
Initiate processes to promote urban agriculture in informal settlements and townships	None at the moment	Former town planning scheme areas	Townships and informal settlements implementing urban agriculture, including 1 fruit tree 1 household throughout Ugu
Composting industry as a means for poverty alleviation	None	District wide	Establishment of compost manufacturing plants in all municipalities as part of grow organic initiative

Proposed Strategic Framework (SEG)

1 Shared Economic Growth

1.2 Ensure increased output of the commercial sector while facilitating entry and meaningful participation by the previously disadvantaged

Strategic interventions	District Context	Spatial targeting	Indicator
Aggressive marketing of tourist offerings aligning it with the film office	USCT is doing commendable work in marketing tourism products with a special focus on rural tourism opportunities in amakhosi areas	District wide	Number of effective marketing campaigns implemented resulting in an increase in tourism spend in Amakhosi areas
Focussed approach into diversifying the product offering by developing inland tourism products	Various initiatives implemented by USCT need to be enhanced	Hinterland	Number of new attractive products developed
Massive beachfront upgrades	No progress as yet	Coastline	Number of beachfronts developed
New beach development in Turton	Turton not officially proclaimed as a beach	Umzumbe	Completion of Turton beach development
Promotion of entry by the previously disadvantaged by facilitating increased share ownership or management buy outs			
Creating a customer orientated front line service	There is no coordinated approach to train front line staff on the impact of customer service on tourists	Ugu wide	Number of restaurants, filling stations, shops undergoing front-line service training emphasizing the importance of friendly customer service to tourists
To facilitate the entry of new players into the tourism sector, particularly women, youth and the previously disadvantaged	No coordinated approach	District wide	Number of new opportunities, researched and packaged for uptake by women, youth and the previously disadvantaged
Packaging Ugu as an events and film destination of choice within KZN and RSA	Work has commenced but more can be done to complement Ugu Jazz, Afrika Bike Week, Sardine Run, Uvukile and the film initiative by RNM and USCDA	District wide	Number of high impact events hosted Establishment of a fully functional film office

Proposed Strategic Framework (SEG)

1 Shared Economic Growth

1.3 Unlocking property development opportunities for increased economic activity

Strategic interventions	District Context	Spatial targeting	Indicator
Facilitating mega property development initiatives as a means to implement Radical Economic Transformation	No coordinated approach or strategy aimed at	District wide	Number of mega projects implemented – Port Shepstone Urban Renewal, Scottburgh, Murchisson, Amandawe and Turton
Releasing superfluous municipal owned land to private developers	Land audit still not concluded	District wide	% of identified properties for development released to individuals or companies that are majority African owned
To undertake a review of all leases on municipal properties with an intention of renewal to enterprises with PDI ownership	No district wide database of leases and expiry date of each for all municipalities	District wide	% of leases on municipal owned properties released to PDI enterprises or individuals
Initiate urban renewal initiatives encouraging mixed use as a means to solve crime and shortage of rental stock	No concerted urban renewal approach	Harding, Port Edward, Margate, Port Shepstone, Hibberdene, Scottburgh and Umzinto	Number of urban nodes successfully implementing urban renewal
Parastatals	There is no updated database of land owned by parastatals	District wide	Land parcels owned by parastatals released for development
To reinforce the position of Port Shepstone as a regional hub of government service	Possibility of a mega-office block targeting government departments not yet taken further	Port Shepstone	Completed feasibility confirming viability of Port Shepstone as a hub for government offices
Increase contribution of mining to local economy	There is no accurate data on mining activity in the area that incorporates informal activities	District wide	Increase in mining contribution to local economy
To position Ugu as a manufacturing hub inclusive of Black Industrialist initiatives			Increase in the manufacturing sector
Development of Special Economic Zone and Industrial Hubs	Ugu not an SEZ at the moment and missing out on incentives associated with SEZs	District wide	Declaration of Ugu as a SEZ with all the associated benefits in terms of incentives for inward investment



Proposed Strategic Framework (SEG)

1 Shared Economic Growth

1.4 Business friendly governance system that enables huge investment inflows into Ugu

Strategic interventions	District Context	Spatial targeting	Indicator
To understand, properly respond and monitor implementation of solutions aimed at addressing push factors driving businesses out of Ugu	TIKZN working with USCDA on Business Retention and Expansion	District wide but pilot is Marburg	Date recommendations from Marburg survey implemented
To develop a district-wide investment attraction incentive scheme	None at the moment	District wide	Date the investment attraction scheme for Ugu family adopted and implemented
To attract huge investment inflows into Ugu	Currently no target set for investment attraction	District wide	Amount of inward investment generated into Ugu, R5bn in 2022, R15bn in 2010 and R20 bn in 2035
To implement 1-stop-shop business processes as a means to eradicate Red Tape	Pilot in RNM	District wide	Reduction in time delays related to approvals
To develop a stepped-up support mechanism aimed at supporting informal traders	At the moment there is no coordinated and focussed approach aimed at supporting informal traders		Number of municipalities implementing the agreed upon stepped-up approach to assist informal traders
To develop, adopt informal sector-friendly by-laws and monitor implementation thereof	No coordinated approach at the moment	District wide	Informal friendly by-laws approved and implemented
To promote creative industry as a viable sector contributing to sustainable income			Lobby for a Provincial proto-type of Grahamstown Arts Festival and other similar initiatives
To align government programmes to RASET initiative	USCDA has commenced discussions at conceptual stages	District wide	Number of government departments implementing at least 30% procurement on local PDI enterprises
To increase contribution of the mining sector to the local economy	The contribution of the mining sector currently understated when considering informal sand mining and quarrying	District wide	Number of new mines developed
Ensure an increase in mining activity while also facilitating benefits to adjacent communities	No coordinated approach	District wide	Ward based database of mineral deposits including quarrying and sand mining

Proposed Strategic Framework (SEG)

1 Shared Economic Growth

1.4 Business friendly governance system that enables huge investment inflows into Ugu

Strategic interventions	District Context	Spatial targeting	Indicator
Positioning Ugu as a major events destination complementing current initiatives	Events implemented on an adhoc basis	District wide	Developing at least 3 more major events featuring on KZNs Annual Events Calendar

Proposed Strategic Framework (SEG)

1 Inclusive Economic Growth

1.5 Enhance Spatial Economic Development

Strategic interventions	District Context	Spatial targeting	Indicator
To facilitate even geographic spread of economic activity	USCDA facilitating Amandawe and Murchisson Nodal development	District wide	Number of rural nodes developed / enhanced
Number of new products developed in the hinterland	USCT has initiated innovative inland products aimed at attracting tourists into the hinterland	District wide	Number of new products developed in the hinterland
To revive and rehabilitate declining towns	Small Town Revitalization has not commenced		Number of small towns revitalized – Park Rynie, Dududu, Ezinqoleni and Amandawe



Proposed Strategic Framework (SEG)

1 Shared Economic Growth

1.6 Support to the SMME sector

Strategic interventions	District Context	Spatial targeting	Indicator
Creating market opportunities for SMMEs	Various initiatives are being implemented by the municipalities	District wide	N2, events, tourism, renewable energy, IT, hospitality, procurement
Partnerships with the private sector for JV / match-making	USCDA has initiated a match-making programme	District wide	Number of partnerships formed



Proposed Strategic Framework

2 Strategic infrastructure enabling economic growth

2.1 Development of airports and harbours

2.2 Develop an Integrated Road and Rail
Networks supporting passenger and cargo

2.3 Development ICT infrastructure supporting
the knowledge economy

2.4 Ensure effective utilization of water resource

2.5 Strengthening of the energy infrastructure
capacity and efficiency

Proposed Strategic Framework

2. Strategic infrastructure enabling economic growth

Proposed Strategic Framework

3. Human and Community Development and Human Resource Development

3.1 To ensure improvement in ECD, primary and secondary education

3.2 Ensure skills development aligned to the economy

3.3 Enhance youth and adult Skills Development and Life-Long Learning

3.4 Poverty eradication and social welfare

Proposed Strategic Framework (HRD)

2 Human resource development

2.1 Improve ECD, primary and secondary education

Strategic interventions	District Context	Spatial targeting	Indicator
a. Ensure the delivery of professional management and relevant teacher development programmes in the district		Applicable to the District as a whole	
a. Efficient data collection to track learner progress and enhance retention	TBD	Applicable to the District as a whole	1. Retention rates Grade 10-12 2. Percentage National Senior Certificate (NSC) pass rate 3. Number of learners qualifying in NSC for Bachelors programme 4. Matric pass rate for mathematics 5. Matric pass rate for science 6. Teacher pupil-ratio in public ordinary schools 7. Percentage of schools with classes above 40 learners
a. Promoting the use of new technologies and improving infrastructure in the district	TBD	Applicable to the District as a whole	1. Percentage of households with access to the internet at home or from cell phone (%) 2. Minimum broadband speed available within the District (mbs) 3. Percentage households with a computer
a. Enhance technical and vocational education in the district	TBD	Applicable to the District as a whole	1. Participation in FET college sector 2. FET NC graduation rate
a. Improve access to education facilities and infrastructure and facilities available at schools	A total of 36,2% of district population resides further than 1.5 km from nearest primary school, and 32,6% outside the threshold distance of the nearest secondary school	Applicable to the District as a whole	1. Percentage of schools with water, sanitation and electricity infrastructure 2. Percentage of schools with library and computer facilities 3. % Population residing within threshold distance (1.5km) from primary school 4. % Population residing within threshold distance (2.25km) from secondary school

Proposed Strategic Framework (HRD)

2 Human resource development

2.1 Improve ECD, primary and secondary education....continued

Strategic interventions	District Context	Spatial targeting	Indicator
a. Improve public transport facilities and services to all education facilities	The District has extensive road network which varies in condition. Taxi's utilise these roads to provide much needed transport to the communities within the District. There are also bus service operating within the district	Specifically focussed on areas further than the recommended distance as per the Guideline for Human Settlement and Planning "red book"	Number of education facilities being serviced through public transport.
Other general indicators relevant to Strategic Objective 2.1			Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)



Proposed Strategic Framework (HRD)

2 Human and community development

2.2 Support skills alignment to economic growth

Strategic interventions	District Context	Spatial targeting	Indicator
a. Develop a skills plan for the district focussing on the lead economic sectors	Sectors (excl government sector) with highest number of employees and with increased employment numbers from 2000 onwards include the retail and accommodation sector, manufacturing, and financial and business services sectors.	Applicable to the District as a whole	Number of municipalities with skills plans
a. Expand the enrolment of youth from the district in FET College programmes and in other post-school training institutions	As much as 36.1% of the unemployed population is younger than 25 years of age. Only a fraction (1.4%) of the unemployed population has completed any form of tertiary education	Applicable to the District as a whole	1. Full and part time students in public FET colleges (all courses) 2. Percentage of district population ≥20 years with diploma/degree (%)
a. Participate in provincial initiative and provide inputs on district priority skills requirements	TBD	Applicable to the District as a whole	
Strategic interventions	District Context	Spatial targeting	Indicator
a. Expand the application of ICT technology to support more distance learning in	TBD	Applicable to the District as a whole	Number of people assisted via ICT based distance learning



Proposed Strategic Framework (HRD)

2 Human and community development including human resources

2.3 Enhance youth and adult Skills Development and Life-Long Learning

Strategic interventions	District Context	Spatial targeting	Indicator
a. Participate in provincial initiative and provide inputs on district priority requirements for inclusion in vocational and career guidance programmes		Applicable to the District as a whole	
a. Expand and intensify adult education and training facilities and programmes in the district	High adult illiteracy rate of 16.1% in the district that is significantly higher than the provincial figure (10%). As much as 29.2% of the adult population in Nkandla LM and 23.4% in Mthonjaneni LM classified as illiterate by 2011	The five settlements in the district with the highest number of adult population with no education are: • Mkobasa (1022) • Sikhalsenkosi (846) • Silambo (664) • Ezizaqweni (656) • Kwashodlisa (638) The five settlements in the district with the highest percentage of adult population with no education are: • Hologo (92.6) • Enyawoshana (91.8) • Shobalenyathi (90.4) • Yemeni (82.4) • Mhloshane (78.5)	Adult literacy rate (% population older than 20 years of age who have completed at least Grade 7 or higher)



Proposed Strategic Framework (HCD)

3 Human and community development

3.1 Poverty eradication and social welfare

Strategic interventions	District Context	Spatial targeting	Indicator
a. Promote and accelerate rollout of Sukuma Sakhe in district	The district has an active Sukuma Sakhe programme which forms part of the Special Programmes Unit. The following projects are ongoing: • Operation Mbo (Twice or Trice per Financial Year) • Interventions in the form of relief packs • Commemoration of Special Dates, e.g. Mandela Day etc • Equipment for War Room • Awareness Campaigns like Reed Dance Maiden as an annual event that take place at Kwabulawayo • Establishment of Forums, Like Moral regeneration movements	Applicable to the District as a whole	Number of community members benefiting as a result of Sukuma Sakhe Programme
a. Eliminate corruption and fraud in the Social Grant System in the District	TBD	Applicable to the District as a whole	
a. Expansion of social welfare services to under-served areas	According to the district SDF the community facility priority development areas are located in three clusters	Identified community facility priority development areas.	



Proposed Strategic Framework

4. Environmental Sustainability

4.1 To ensure reduction in carbon emissions by implementing alternative energy generation initiatives

4.2 Promote high impact and viable alternative energy sources

4.3 Ensure resilient communities embracing sound land use principles

4.4 Manage pressures on biodiversity

4.5 Ensure effective environmental monitoring, and mitigation of impacts

Proposed Strategic Framework

5. Spatial Equity and Effective Land Use Management

5.1 To ensure compliance with sound planning principles

5.2 identification and pursuit of rural nodes with high growth potential

5.3 Ensure participatory governance in land management

Proposed Strategic Framework

6. Governance and Policy

6.1 To strengthen functionality of IGR/ ward committees

6.2 Eradicating fraud and corruption in all its manifestations

6.3 To capacitate public employees on sound governance and Batho Pele

6.4 to devise and implement effective stakeholder engagement mechanism

Proposed Role Players

Entity	Institutional support	Goals/objectives	Project implementation	Monitoring and evaluation
District Growth and Development Plan Committee (assisted by DGDP technical committee and consultative forum)	1. Oversee approval of DGDP and integration and alignment with the PGDP. 2. Ensure inclusion and integration of key elements of DGDP in national and provincial departmental five-year strategic plans and annual performance plans 3. Ensure inclusion and integration of key elements of DGDP in district and local municipality IDP and sector plans 4. Provide inputs to annual municipal IDP division processes	1. Assist district and local municipalities with integration of DGDP goals and objectives in municipal IDP's and sector plans. 2. Monitor achievement of objectives through the identified indicators	1. Determine status and relevance of existing projects implementation and management structures for catalytic projects 2. Initiate project implementation and management structures for catalytic projects where required 3. Obtain annual progress information from relevant project management structures for all catalytic projects	1. Provide a DGDP monitoring template to be used by all representatives of DGDP technical committee 2. Consolidate annual contributions of various role players in a composite DGDP monitoring report 3. Prepare an annual DGDP progress report 4. Identify areas of potential underperformance and identify corrective measures
District and local municipalities	1. Ensure inclusion and integration of key elements of DGDP in district and local municipality IDP and sector plans	1. Ensure consideration of DGDP goals and objectives in municipal IDP preparation and revision processes	1. Integrate and align DGDP catalytic projects with municipal budgeting processes 2. Participate in project management structures of catalytic projects relevant to individual municipalities	1. Include relevant DGDP indicators and targets in municipal Performance Management Systems 2. Provide district planning commission with completed annual monitoring template to quantify the contribution of each municipality to DGDP targets

Proposed Role Players

Development Agency (being considered for establishment)	1. Participate in and provide technical support in DGDP Technical committee	1. Monitor achievement of DGDP objectives through projects implemented by the agency	1. Assist district planning commission to determine status and relevance of existing projects implementation and management structures for catalytic projects 2. Initiate project implementation and management structures for catalytic projects where required 2. Assume project management responsibility for catalytic projects where required	1. Provide district planning commission with regular feedback on progress with catalytic projects.
Provincial and national sector departments	1. Ensure inclusion and integration of key elements of DGDP in departmental five-year strategic plans and annual performance plans	1. Ensure consideration of DGDP goals and objectives in departmental strategic plans	1. Integrate and align DGDP catalytic projects with departmental budgeting processes 2. Participate in project management structures of catalytic projects relevant to individual departments	1. Include relevant DGDP indicators and targets in departmental Performance Management Systems 2. Provide district planning commission with completed annual monitoring template to quantify the contribution of each department to DGDP targets
Provincial Planning Commission	1. Ensure inclusion and integration of key elements of DGDP in provincial strategic planning and policy processes	1. Assist with alignment of provincial departmental goals and DGDP goals and objectives		1. Provide annual feedback to provincial cabinet on progress with DGDP implementation

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THANK YOU

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