

TOP ADMINISTRATIVE STRUCTURE:

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Ugu District Municipality has five (5) departments which are led, administratively by the Municipal Manager and four (4) Heads of Departments. The departments are: The Office of the Municipal Manager; Water and Sanitation Services; Treasury and Budget; Corporate Services and Infrastructure and Economic Development. These departments are allocated per National Key Performance Area as well as Powers and Functions.

TOP ADMINISTRATIVE STRUCTURE			
PHOTO	POSITION AND NAME	GENDER	FUNCTION
	Municipal Manager D.D. Naidoo	Male	<ul style="list-style-type: none"> • Overall Municipal Administration Management • Performance Management System • Legal Services • Internal Audit and Risk Management • Community Participation • Mayoralty and Communication • Intergovernmental Relations • Special Programmes • Youth Development • HIV and AIDS • Development, Statutory and Strategic Planning
	GM: Water Services Lungile Cele	Female	<ul style="list-style-type: none"> • Provision and management of Water and Sanitation • Water and Sanitation Infrastructure development and Maintenance • Provision of Free Basic Services
	GM: Treasury and Budget Sibongile Mbili	Female	<ul style="list-style-type: none"> • Municipal budget management • Municipal Revenue Collection and Expenditure Management • Municipal Assets Management • Municipal Supply Chain management
	GM: Infrastructure and Economic Development Zakithi Mbonane	Female	<ul style="list-style-type: none"> • Local Economic Development • Environmental Management and Services
	GM: Corporate Services Vuyiwe Tsako	Female	<ul style="list-style-type: none"> • Human Resources Development and Management • Secretariat and Auxiliary services • Information Communication Technology (ICT) • Fleet Management • Occupational Health and Safety • Disaster Management Services

Table 2.2.1

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Guided by Section 41 of the Constitution of the Republic of South Africa, Section 3 of the Municipal Systems Act of 2000 and the Intergovernmental Relations Framework Act of 2005, the district municipality has managed to establish a number of intergovernmental structures. Each structure has a role to play in facilitating service delivery. The structures address mainly the issues of alignment and coordination and coherent planning in order to eliminate the duplication and development parachuting.

The main objectives of the Intergovernmental Relations Framework Act are:

- Coherent government
- Effective service delivery
- Monitoring policies and legislation implementation
- And realization of National Priorities

These objectives will be achieved through the intergovernmental system. The Intergovernmental Relations is an instrument for mobilizing the distinctive efforts, capacities, leadership and resources of each sphere of government towards service delivery and government defined development objectives.

The strategic role of the Intergovernmental Relations is to facilitate integrated service delivery and development therefore the capacity of the municipality in managing the IGR (Intergovernmental Relations) is of vital importance. The Ugu District Municipality developed its strategy to strengthen the functioning of the IGR system within the family of local municipalities. The framework advocated for the creation of IGR Clusters to manage the specific matters of service delivery.

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

At a national level, the following structures are in place:

Cabinet: Cabinet Committees and DG (FOSAD) Clusters

PCC: The President's Coordinating Council

PICC: President's Infrastructure Coordinating Council

Budget Council

MinMEC: Ministers and Members of Provincial Executive Committees

HEADCOMM: Heads of Department Committee

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

IGR Structures in the Province of KwaZulu Natal:

Executive Council, its Clusters and COHOD, Action Work Groups (linked to the PGDP), KZN Provincial IGR Forum

PCF: Premier's Coordinating Forum

TPCF: Technical Premier's Coordinating Forum

MUNIMEC: Municipalities and MEC for COGTA

Sector Based Structures (Provincial Council on AIDS, Economic Council)

Stakeholder related structures (e.g. Civil Society Forum)

RELATIONSHIPS WITH MUNICIPAL ENTITIES

a) Ugu South Coast Development Agency (USCDA)

The Ugu South Coast Development Agency is the municipal entity of the Ugu District Municipality which is mandated to transform the economy through integrated and sustainable job creation, investment promotion and vibrant stakeholders' engagement. In compliance with the requirements relating to municipal entities, business will be transferred as going concern to the Ugu South Coast Development Agency (RF) SOC LIMITED on 1 July 2016.

b) South Coast Tourism

The Ugu South Coast Tourism is the municipal entity with a clear mandate to promote the tourism within and beyond Ugu borders. Through the Service Level Agreements, quarterly and annual plans the entity has clear and target driven set of actions in terms of operations, marketing and development. These actions have been crafted through within the strategy to address the key tourism fundamentals:

- Sustainable GDP growth
- Sustainable job creation and
- Key objectives

The key objectives include the following;

- Generic marketing of the destination
- Events promotion, facilitation and support
- Tourism and intergovernmental stakeholders' liaison
- Branding and advertising
- Development and presentation of promotional materials
- E-business promotion
- Training and education
- Development of people, key products and places in each municipal area

DISTRICT INTERGOVERNMENTAL STRUCTURES

The District Inter-Governmental Relations Forums are in place and established as follows:

a) Mayors' forum

A forum constituted by the district and local municipalities' Mayor's and it is chaired by the district mayor

b) Municipal Managers' forum

The forum is constituted by the district and local municipalities' municipal managers and chaired by the district municipal manager. This forum is a Technical Support forum to Mayors' forum.

c) And sub-forums

- Chief Finance Officers' forum (it is constituted by Chief Finance Officers)
- District Communicators' forum (Officials responsible for communication in the district are members of the forum)
- Technical Services and Infrastructures forum (Directors/ General Managers of the district and local municipalities are members of the forum)
- Local Economic Development forum (Directors and General Managers responsible for local economic development in the entire district are members of the forum) and
- Governance and Administration forum (Corporate Services and administration senior officials in the district are members of the forum)

Sub-forums submit reports/items to the Municipal Managers' forum meetings for consideration.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

The District Municipality engages communities through Mayoral Izimbizo as well as IDP and Budget road shows. During this process communities are requested to voice their concerns and to have input on the budget. Government departments are also encouraged to be involved in these processes so that they will be able to address issues that concern them. Capacity building workshops are conducted, a performance management system is in place, and functionality of Ward Committees is monitored to empower Ward Committees for effective community participation.

The Sukuma Sakhe Programme is another one of the effective platforms for public participation.

2.4 PUBLIC MEETINGS

2.4.1 COMMUNICATION, PARTICIPATION AND FORUMS

The Municipality has a broader spectrum of consultative and participatory public programmes in place to ensure community participation in municipal planning and decision-making processes.

In addition, awareness campaigns are held throughout the year to provide vital information to local communities, for example, on how they may access municipal services and support programmes. Invitations to the public to public meetings are communicated via Councillors, media (print and electronic), loud hailing and other methods. These meetings provide communities with the opportunity to interact and share their concerns and complaints with the leadership and administration of the Municipality. Key in the Municipality's Public Participation Programme are the IDP/Budget and Annual Performance meetings. Public meetings are conducted by Ward Councillors and the District Municipality through Mayoral Izimbizo. The Municipal Political leadership is often deployed to communities if petitions are received through the Speaker's Office from the public.

The municipality has an established IDP Representative Forum which meets at least quarterly, an IGR forum, Speakers Forum, Municipal Managers Forum and CFOs Forum which ensure public and stakeholder participation in key decision making processes.

Important public documents (i.e. IDP, SDBIP, Annual Report, Municipal Policies and By-laws) are published on the municipal website.



WARD COMMITTEES

Ward Committees are a Municipal Systems Act statutory formation within a ward. They consist of ten members including the ward councillor who, per the Act, must be the chairperson of the committee. Ward committees are one of the structures through which participation by the local community in the affairs of the municipality must take place.

Roles and Responsibilities of Ward Committees:

1. They play as an advisory body to the Ward Councillor
2. They are a public representative structure,
3. They are an independent structure that deals with community issues within a ward,
4. They are an impartial body that must perform its functions without fear, favour or prejudice. Ward Committee guidelines offer some possible powers and duties that municipalities may delegate toward committees, namely:
 - To serve as an official specialised participatory structure in the municipality.
 - To create formal unbiased communication channels as well as cooperative partnerships between the community and the Council
 - Advising and making recommendations to the Ward Councillor on matters and policies affecting the ward;
 - Assisting the Ward Councillor in identifying challenges and needs of residents;
 - Section 74 of the Act states that a ward committee may make recommendations on any matter affecting its ward to the Ward Councillor or through the Councillor to the Council, Executive Committee or Mayor”
 - Ward Committees can also have any duties and powers delegated to them by the municipal Council.

Major issues that the ward committees have dealt with were the issues of shortage of water and social ills; ensuring that all people in wards have identity documents and general development requirements.

WARD COMMITTEES

Public Meetings						
Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number of Participating Municipal Administrators	Number of Community members attending	Issue addressed (Yes/No)	Manner of feedback given to community
Mayoral Izimbizo	09/10/2015	10	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	12/10/2015	10	7	300	Yes	IDP Roadshows
Mayoral Izimbizo	14/10/2015	15	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	15/10/2015	15	8	300	Yes	IDP Roadshows
Mayoral Izimbizo	15/10/2015	10	7	350	Yes	IDP Roadshows
Mayoral Izimbizo	16/10/2015	12	8	350	Yes	IDP Roadshows
Mayoral Izimbizo	20/10/2015	12	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	21/10/2015	18	7	180	Yes	IDP Roadshows
Mayoral Izimbizo	22/10/2015	15	7	210	Yes	IDP Roadshows
Mayoral Izimbizo	22/10/2015	16	7	250	Yes	IDP Roadshows
Mayoral Izimbizo	02/11/2015	16	7	300	Yes	IDP Roadshows
Mayoral Izimbizo	03/11/2015	18	7	300	Yes	IDP Roadshows
Mayoral Izimbizo	06/11/2015	15	7	150	Yes	IDP Roadshows
Mayoral Izimbizo	09/11/2015	18	7	190	Yes	IDP Roadshows
Mayoral Izimbizo	10/11/2015	15	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	11/11/2015	15	7	200	Yes	IDP Roadshows

Table 2.4.1

THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

The Ugu District Municipality has identified the following benefits from the public meetings

- Understanding of community development ideas and direction
- Close relationship with community members
- Effective implementation of participatory development
- Elimination of public protests
- Identification of community structures and their role in the community
- Enhancement of the municipal-community partnership
- Establishment of level of community satisfaction about the municipality's service delivery
- Establishment of the services standard expected by communities.

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarters aligned reports submitted within stipulated time frames?	Yes

Table 2.5.1



COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

In a commitment to implement the principles of Corporate Governance, the Municipality ensured the deployment of more personnel to its accountability maintenance units and political structures such as the Internal Audit and Risk Management Unit and developed policies to assist the functioning of the units i.e. Risk Management Policy; Anti-Fraud and Anti-Corruption Strategy.

2.6 RISK MANAGEMENT

Risk Management is one of Management's core responsibilities in terms of Section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a Municipality.

It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of a municipality. When properly executed, Risk Management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Highlights

- Every year a risk register is developed, implemented and monitored through the Risk Management Committee which sits on a quarterly basis.
- Risk Management Charter and Strategy are reviewed on an annual basis so as to ensure that there are no gaps.
- Monitoring of action plans is done on a quarterly basis by a Risk Management Officer in order to ensure that there is implementation and improvement in strengthening controls in place therefore ensuring the reduction of likelihood of the risks occurring.
- Management's buy-in on issues of risk and understanding has improved.

Challenges

- Risk Management has not been cascaded down to all employees within the municipality.



2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

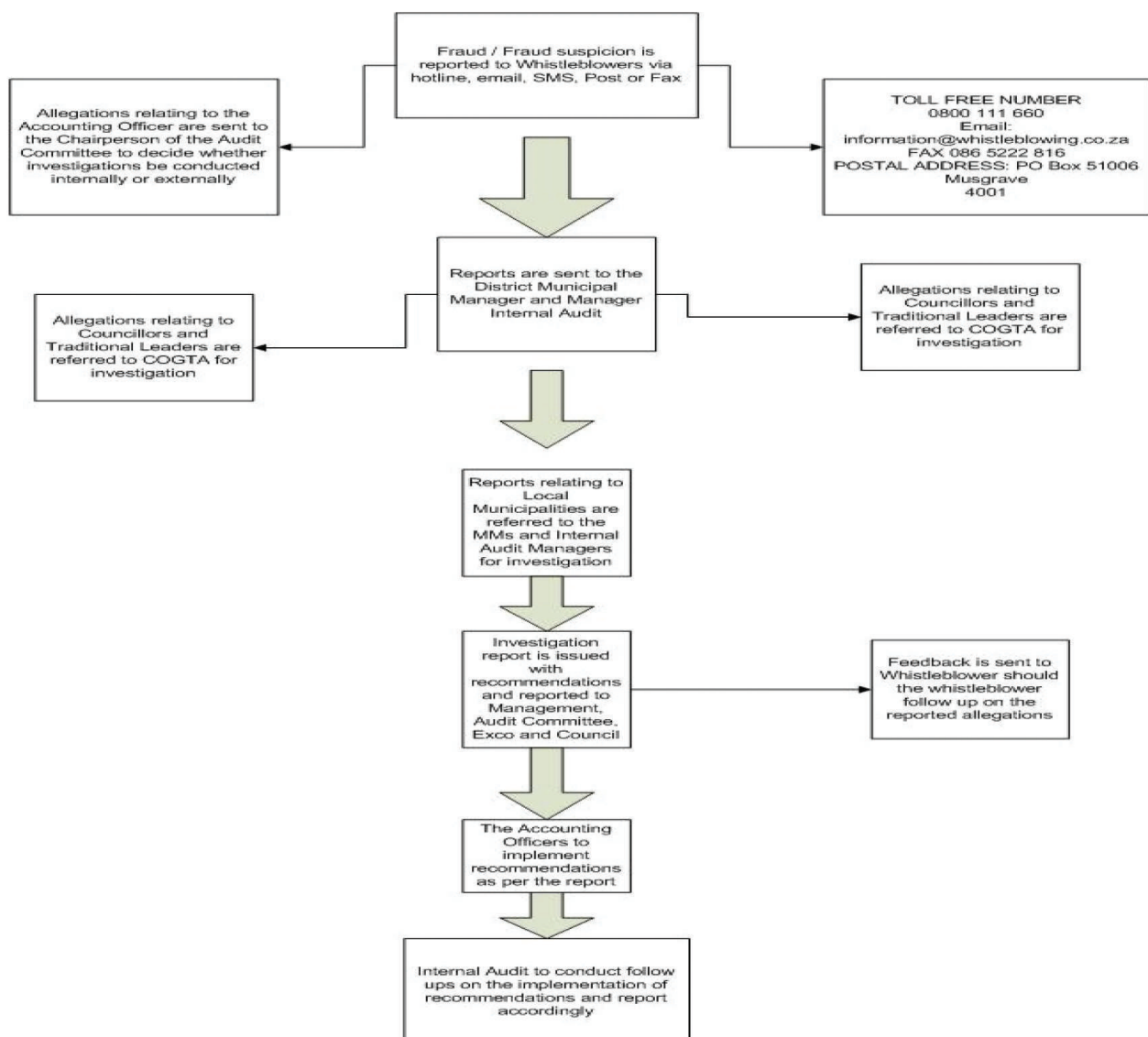
The Municipality is committed to preventing corruption, fraud and theft. The municipality has the following policies in place: -

- Ethics Policy,
- Fraud Prevention Policy,
- Fraud Prevention Strategy,
- Fraud Prevention and Fraud Response Plan.

Furthermore, an Anti-Fraud and Corruption Hotline is in place, which encourages the public to report fraud and corruption anonymously.

The Fraud Risk Assessments are conducted annually. Action plans are developed and monitored on a regular basis

Internal Audit review of processes is conducted. The Audit Committees exclude politicians and officials as voting members. The Mayor and the Municipal Manager condemn corrupt practices. All reported allegations are investigated.



2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

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, and they sit as per the adopted roster of bid committees.

The Supply Chain Management Unit is responsible for the procurement of goods and services, the management of supplier database and contracts management.

2.9 BY-LAWS

- Previously applicable by laws still prevail, viz:
- Water & sanitation By Law
- Air Quality By Law
- Disaster Management By Law
- Fire & Rescue Services By Law

NB: The Public Health By Law is currently under development, with promulgation expected in the 2016/2017 Financial Year

2.10 WEBSITE

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	10 March 2016 12 April 2016
All current budget-related policies	Yes	12 April 2016
The previous annual report (2014/15)	No	12 February 2016
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act 2013/14 and resulting scorecards	Yes	08 September 2015
All service delivery agreements 2015/16	Yes	12 August 2015
All long-term borrowing contracts 2015/16	Yes	5 August 2015
All supply chain management contracts above a prescribed value (give value) for 2015/16	Yes	4 July 2016
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2015/16	No	n/a
Contracts agreed in 2015/16 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	n/a
Public-private partnership agreements referred to in section 120 made in 2015/16	No Ugu did not enter into any public-private partnership agreements in 2015/16	n/a
All quarterly reports tabled in the Council in terms of section 52 (d) during 2015/16	Yes	17 November 2015 5 February 2016 5 April 2016 15 June 2016
		Table 2.10.1

MUNICIPAL WEBSITE CONTENT AND ACCESS:

During the 2015/16 financial year, the Municipal website was targeted as an area that required focus and improvement based on the situational analysis conducted by the Corporate Services Department during strategic planning sessions held. In respect of the website, the following shortcomings were identified;

- Infrequent updates to the website of content, layout and design
- Responsibility for updates not specific resulting in erratic updates
- Legislative compliance by Departments not measured

A complete Website re-design was commissioned and the www.ugu.gov.za website was migrated to a Microsoft SharePoint platform and enjoyed a complete overhaul. The website was refreshed using current technology, interactive functionality and content was scrutinised for validity, relevance and interest. Website champions were appointed from each Department and various business units formed part of the migration and redesign project team. After finalisation, the website was launched on the 9th of June 2016.

In its first month, the website received 6797 hits with 29% of the visitors accessing the site from Durban. This statistical analysis of the website use will enable the Municipality to ensure that content is specific to the audience requirements and enables the Communications unit to focus on specific areas of the website based on actual statistical analysis.

In respect of the www.ugu.gov.za compliance to the MFMA Website legislative requirements, the ICT Section of the Corporate Services Department, once a quarter, reports to the ICT Steering Committee in respect of the content published and analyses the percentage compliance. This oversight has ensured that the website, at a minimum, does publish the required content as legislated.

MUNICIPAL WEBSITE CONTENT AND ACCESS

The municipal website is updated through submission of content everyday or whenever it is available from respective municipal departments. Every month a reminder is sent to each department on the legislative compliance content that should be submitted to the municipal Website Administrator.

To ensure quality of information published on the municipal website, information is not accepted by the website administrator if it is not signed off by the relevant Head of Department. Further to that, the municipality has a website publications policy, which the website content has to adhere to before being published. The municipal website is accessible on www.ugu.gov.za

To ensure accessibility of the municipal website, the municipality creates an awareness of the availability of the website through every advert published in the print media. The municipality has also committed some funds towards the establishment of school cybers in 5 schools within the district. The municipality has also proposed to the beneficiary schools that the homepage of each computer that will be used should be that of Ugu District Municipality website to ensure promotion of the website visit by the public.

Content Shortfall: Regular meetings with Departmental Website Content Champions are being

convened, and will continue to be convened to address the shortfall in content as per the ICT Steering Committee resolution. The Web Administrator has been given more responsibility and power to actively request the various departments to provide information and documentation whose publication on the website is regulated by the legislation.

Providing Access to Public: The municipality has no immediate plans to place personal computers in locations accessible to the public to facilitate their access to the municipality's website. However, recommendations have been made at Management meetings and ICT instructed to research ways to improve public access to information published by the municipality with special emphasis on rural communities as they are the most affected by the digital divide.

Financial constraints and lack of capacity with regards to staffing in the ICT section are the biggest obstacles in achieving this mandate

Access Monitoring: The website has a counter to track the number of visitors and hits online.