



This is aimed at achieving the following requirements:

- Addresses the requirements for the implementation of education, training and research needs.
- The development of an integrated public awareness strategy
- Effective use of the media.
- The development of education and training for disaster risk management and associated professions.
- The inclusion of disaster risk management in school curricula.

In line with the above the District Disaster Management team together with Local Municipalities and PDMC support team conducted community based risk reduction measures in a form of community based awarenesses which included the following programs.:-

Table 3.3.3.1: Risk Reduction Measures Community Based Awarenesses

Source: Ugu District Disaster Management, 2016

No	Program	Municipality	Ward/Area	Target Audience
1.	Fire Safety Awareness	All LM's	Traditional Councils: KwaMachi, KwaJali, KwaFodo, Nzimakwe, Kwa Madlala, KwaLembe, Kwa Cele, KwaNyuswa. Informal Settlements: Mkholumbe, Masinenge, Loisiana	Traditional Leaders, Volunteers, Ward Committee Members, Senior Citizens CDWs
2.	Community based fire awareness	All LM's	Traditional Councils: KwaMachi, KwaJali, KwaFodo, Nzimakwe, Kwa Madlala, KwaLembe, Kwa Cele, KwaNyuswa. Community: Nyuswa, Jali and EPWP Volunteers(Umzumbe).	Traditional Leaders, Volunteers, Ward Committee Members, Senior Citizens CDWs
3.	Floods / heavy rains Awareness	All LM's	Traditional Councils: KwaMachi, KwaJali, KwaFodo, Nzimakwe, Kwa Madlala, KwaLembe, Kwa Cele, KwaNyuswa. Informal Settlements: Mkholumbe, Masinenge, Loisiana	Traditional Leaders, Volunteers, Ward Committee Members, Senior Citizens CDWs
4.	Thunderstorm and Lightning Awareness	All LM's	Traditional Councils: KwaMachi, KwaJali, KwaFodo, Nzimakwe, KwaLembe, Community : KwaMachi , Kwa Jali, KwaQwabe, KwaNhlalwane and Taxi Ranks	Traditional Leaders, Volunteers, Ward Committee Members, Senior Citizens CDWs
5.	Event	All LM's	Umzumbe EPWP	Trainee Fire Fighters



No	Program	Municipality	Ward/Area	Target Audience
	Safety awareness			Practitioners, Volunteers and Ward Committee Members.

Table 3.3.3.2: Number Of Awareness, Trainings And Workshops Conducted

Source: Ugu District Disaster Management, 2016

Event	Date	Venue	No. People Reached	Municipality
Community Awareness Campaign	09 April 2015	Vukuzakhe MPCC	116	Umuziwabantu
	13 April 2015	Harding Town Hall	94	Umuziwabantu
	15 April 2015	Scottsburg	50	Umdoni
	15 April 2015	Mistake Harmhall	173	Vulamehlo
	16 April 2015	Emadududu Crech	100	Ezingolweni
	17 April 2015	Mtheshu Community Hall	100	Umuziwabantu
	20 April 2015	Santombe Sports Ground	110	Umuziwabantu
	20 April 2015	KwaNyuswa Sports Centre	138	Ezingolweni
	21 April 2015	Maqahelini	95	Umuziwabantu
	28 April 2015	Amahlongwa Community Hall	115	Umdoni
	29 April 2015	Hlanganani School	131	HCM
	06 June 2015	Bremma	20	Vulamehlo
	11 June 2015	Rent Office	8	Umuziwabantu
	15 June 2015	Port Shepstone Taxi Rank	140	HCM
	17 June 2015	Masinenge Informal Settlement	97	HCM
	17 June 2015	Louisiana Informal Settlement	121	HCM
	02 July 2015	Umthwalume Taxi Rank	77	Umzumbe
	05 July 2015	Vusushaba	150	Hibiscus Coast
	08 July 2015	Ezingolweni Taxi Rank	35	Ezingolweni
	08 July 2015	Ramsgate Taxi Rank	51	Hibiscus Coast
	16 July 2015	Mahlabathini Hall	50	Ezingolweni
	21 July 2015	Louisiana	50	Hibiscus Coast
	5 August 2015	Ezingolweni taxi Rank	128	Ezingolweni
	7 August 2015	Thafeni Sport Field	41	Hibiscus Coast
	22 August 2015	KwaMachi Tribal Court	100	Umuziwabantu
	23 August 2015	KwaMachi Sport Field	125	Umuziwabantu
	25 September 2015	Mkholombe	32	Hibiscus Coast
	13 October 2015	Mashiwase Sports Field	113	Vulamehlo
	14 October 2015	Buhlebethu Sports Ground (cluster B)	100	Umzumbe
	15 October 2015	Nogoduka Sports Ground (cluster C)	157	Umzumbe
	23 October 2015	Ovumaneni Sports	200	Vulamehlo



Event	Date	Venue	No. People Reached	Municipality
		Field (ward 7)		
Awareness of Fire By – Laws	27 October 2015	Zembeni TC	20	Vulamehlo
	28 October 2015	Ukuthula TC	13	Vulamehlo
Community Awareness Campaign	3 November 2015	Vukuzakhe NPCC	87	Umuziwabantu
	6 November 2015	Mvuyo Sports Ground	135	Umuziwabantu
	10 November 2015	Mzimnhlanga	181	Umuziwabantu
	11 November 2015	Mahlabathini	112	Ezingoleni
	16 November 2015	Sewing Center	96	Umuziwabantu
	14 December 2015	Ezingoleni Taxi Rank	81	Ezingoleni
	17 December 2015	Mkholombe Informal Settlement	103	Hibiscus Coast
	17 December 2015	Masinenge Informal Settlement	45	Hibiscus Coast
	22 December 2015	Mthintanyoni TC		Umuziwabantu
	28 December 2015	Kenterton Taxi Rank	68	Vulamehlo
	29 December 2015	Gamalakhe Taxi Rank	56	Hibiscus Coast
	29 December 2015	Port Edward Taxi Rank	21	Hibiscus Coast
	30 December 2015	Hibberdene taxi Rank	48	Hibiscus Coast
	31 December 2015	Southbroom RTI roadblock	200	Hibiscus Coast
	28 January 2016	Mdumezulu (ward 1)	100	Vulamehlo
	05 February 2016	Port Shepstone Taxi Rank		Hibiscus Coast
	06 February 2016	KwaBhekani Sports Ground (ward 3)	100	Umzumbe
	17 February 2016	Sandanolwazi Sportsfield	36	Umzumbe
	28 February 2016	Ndumezule Sports Ground (ward 1)		Vulamehlo
	04 March 2016	Harding Mall	157	Umuziwabantu
	16 March 2016	Dunywa Primary School	20	Hibiscus Coast
	24 March 2016	Oribi Plaza	13	Ugu District
	30 March 2016	Zisukumele Primary School	87	Umzumbe

3.3.3.1. Capacity Building: Disaster Risk Management Trainings

The DDMC co-ordinated the Fire and Rescue accredited Training funded by COGTA. The co-ordinated training has assisted in increasing the level of capacity, response and daily rendering of services by municipalities. During the course of 2015/16 a total of 35 members were recruited through the respective Local Municipalities and trained on both Disaster Management and Fire and Rescue.

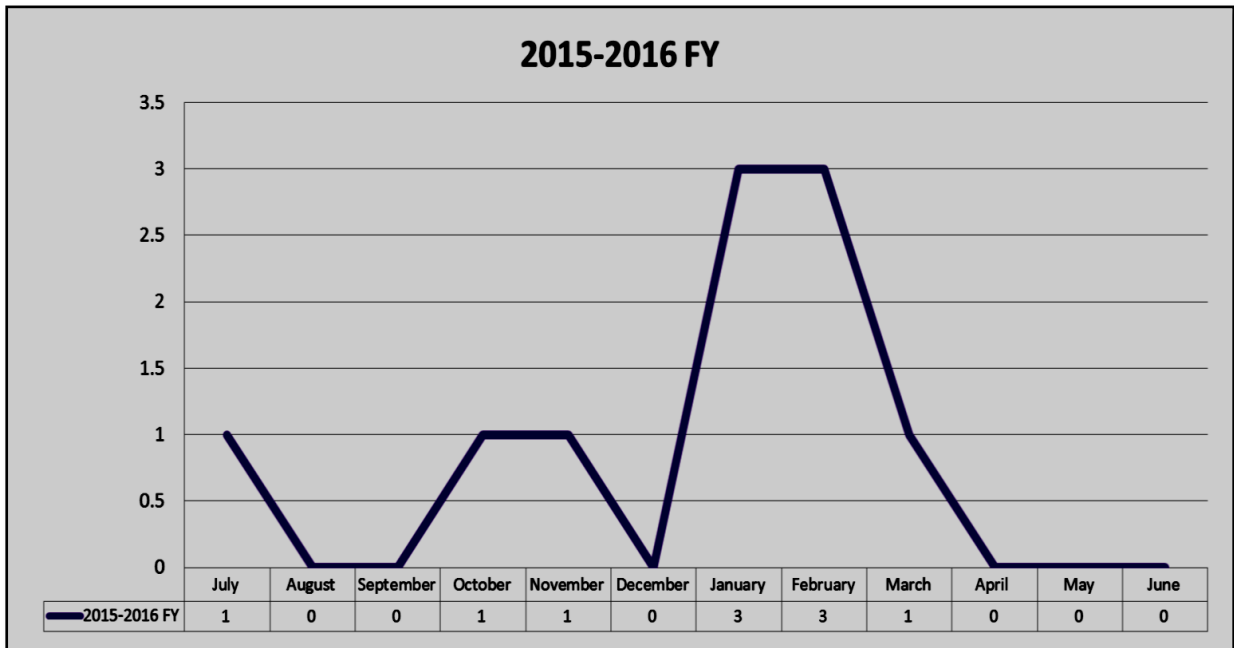


Figure 3.3.3.1.1: Disaster Risk Management Trainings

Source: Disaster Management, 2016

The above figure 3.3.3.1.1 shows the number of Disaster Risk Management trainings (monthly) which were conducted for the 2015 – 2016 Financial Year.

3.3.3.2. Community Awareness Campaigns

The District has targeted the vulnerable areas that are prone to disaster by conducting community based awareness campaigns. These awarenesses are in line with the District Risk profile and forms part of the risk reduction initiatives.

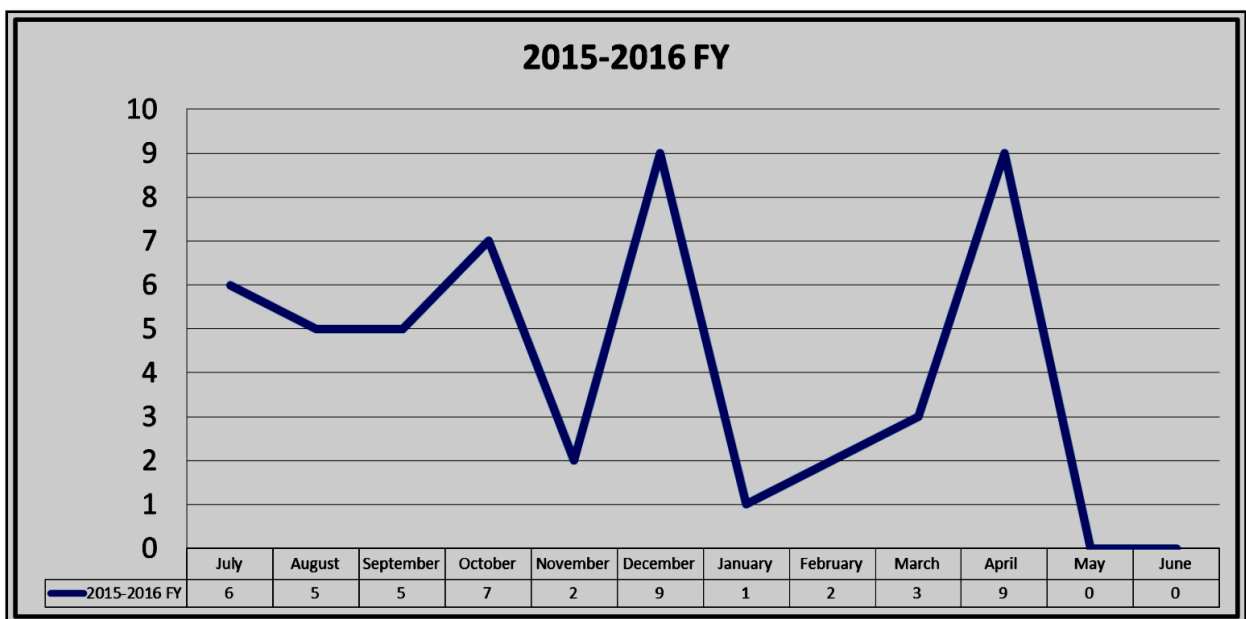


Figure 3.3.3.2.1: Disaster Risk Management Community Awareness Campaigns

Source: Disaster Management, 2016



Figure 3.3.3.2.1 depicts the number of Disaster Risk Management community awareness campaigns (monthly) which were conducted for the 2015 – 2016 Financial Year.

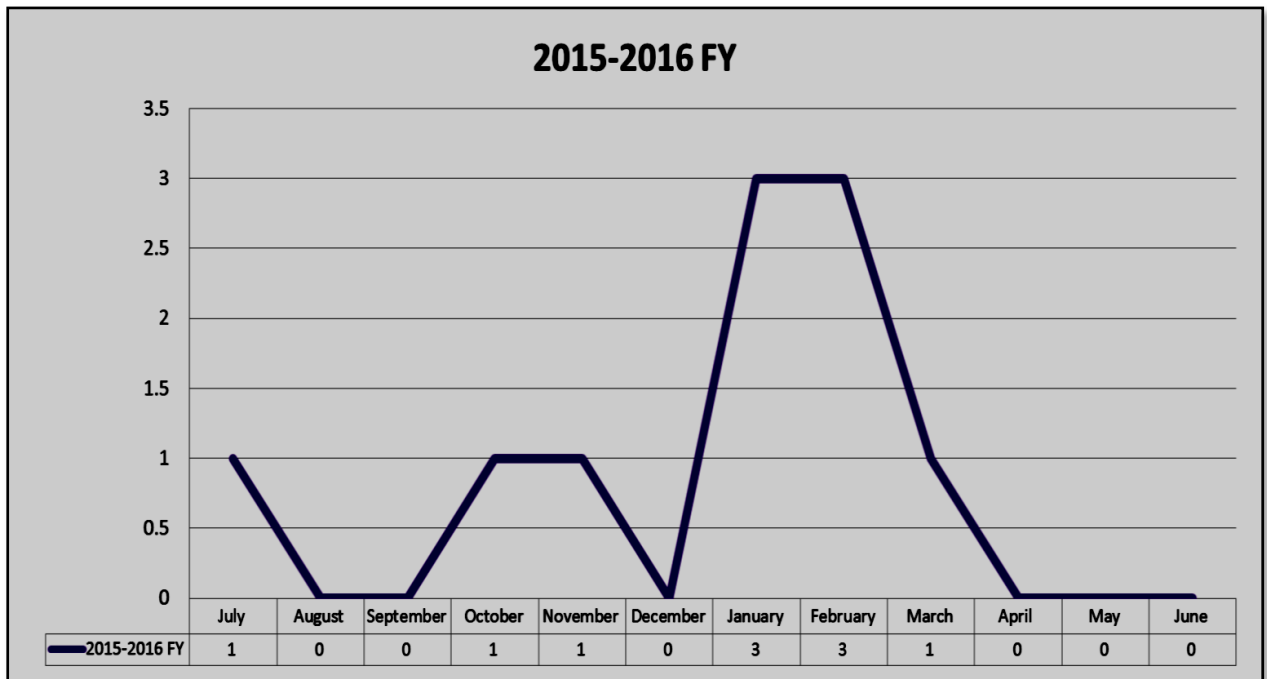


Figure 3.3.3.2.2: Disaster Risk Management Community Awareness Campaigns

Source: Disaster Management, 2016

The above figure 3.3.3.2.1 depicts the number of Disaster Risk Management workshops (monthly) conducted for the 2015 -2016 Financial Year.

3.3.4. Risk Reduction & Prevention

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

3.3.4.1. Road Blocks and Inspections

Amongst other Risk Reduction Initiatives , the district conducted successful roadblocks during the peak seasons. The main aim objective of these roadblocks was to increase the level of awareness also ensuring compliance, road safety and public safety. The road blocks were a joint effort between Fire Service, SAPS, Traffic/Transport, Water Services and Disaster Management. A total of 135 business selling fireworks were inspected within HCM.



Table 3.3.4.1.1: Risk Reduction and Prevention Programmes

Source: Ugu District Disaster Management, 2016

Programmes	Progress
a) Fire safety workshop ,	- Conducted Fire Safety workshop in all 6 LMs
b) Research on causes of lightning,	- A research study was conducted by the Provincial Disaster Management through Department of Agriculture on lightning causes in KZN
c) Early warning System ,	- Weather warnings from SA -Weather Services are disseminated to LM's as early warning via SMS's and Emails.
d) Event Safety inspections	- Disaster Management Unit participate in Events Planning Meeting, develop Event Safety Contingency Plans and further conduct inspection in all events across the District.
e) Disaster Risk Management Awareness and Campaigns	- Disaster Risk Management Awareness Campaigns were conducted in all LMs with a special focus on Taxi Ranks , Schools , Clinics, Izimbizo and Traditional councils

3.3.4.2. Status of the Disaster Management Plans

The following plans and policies were developed and adopted by Council:-

- Fire and Rescue Strategy and Fire Safety Plan:- the District Fire Fighters and Trainees are workshoped on the District Fire Strategy for effective implementation and improved response.
- Disaster Management Plan:- The district is in the process of reviewing its Disaster Management Plan with the assistance of PDMC and Local Municipalities.
- Disaster Relief, Reconstruction and Rehabilitation
- Disaster Management and Community based Fire bylaws :- currently the awarenesses are conducted on bylaws in the District's Traditional Councils and workshops.
- The District Disaster Management Sector Plan was reviewed for the 2015/2016 financial year. The programmes identified as per reviewed Disaster Management Sector Plan were aligned with the IDP and were further adopted by the District Forum.

3.3.4.3. Status of the District Disaster Management Human Capacity

The Disaster Management human capacity for Ugu District family is reflected on Figure 3.3.4.3.1 below. The figure reflects the current work bodies and does not include the vacancies in respective municipalities. The vacancy rates are shown in the respective municipal organograms.

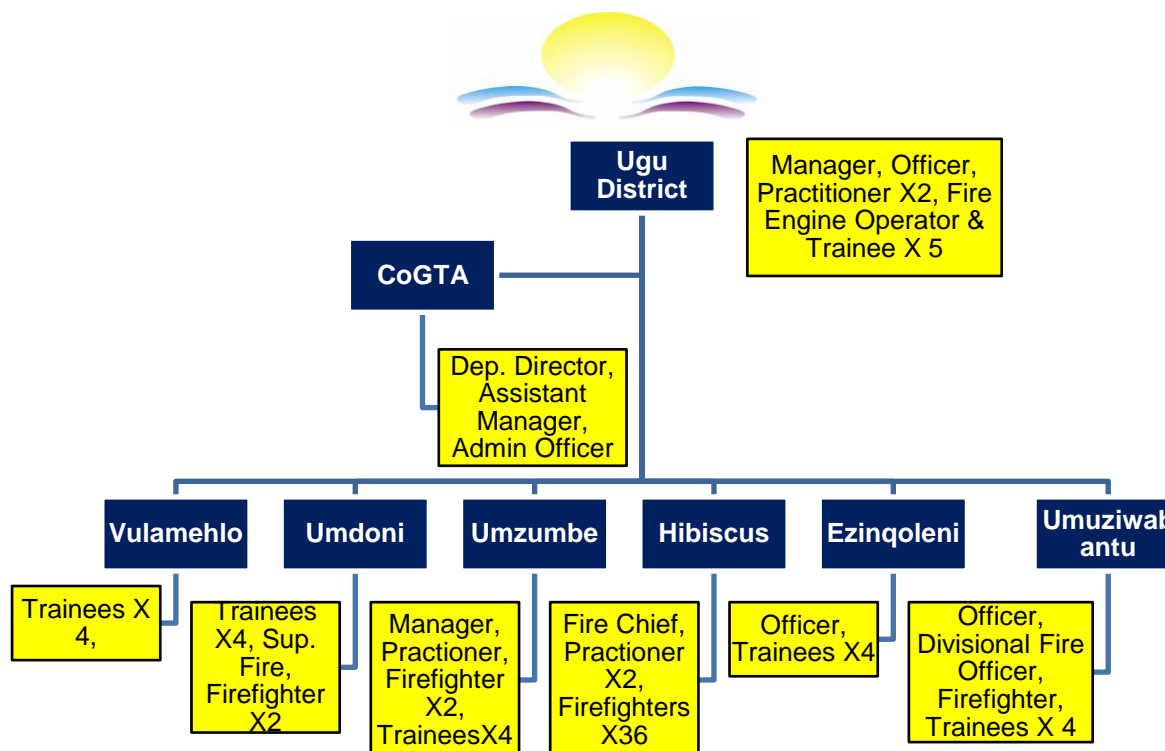


Figure 3.3.4.3.1: Ugu Disaster Management Human Capacity

Source: Disaster Management, 2016

3.3.4.4. Status of the District Disaster Management Financial Capacity

The Disaster Management financial capacity for the Ugu District family is reflected in the table below.

The table reflects the respective municipalities' 2016 / 2017 disaster management budgets.

Municipality	Program	Budget
Ugu	Education and Training	R1 300 000.00
	Risk Reduction and Preparedness	R 150 000.00
	Response and Recovery	R2 200 000.00
	Fire Fighting	R3 000 000.00
	Total	R 6 650 000.00
Vulamehlo	Disaster Management	R75 000.00
Umdoni	Disaster Management	R 60 000.00
Umzumbe	Disaster Management	R1 300 000.00
Hibiscus	Disaster Management	R 200.000.00
Izinqoleni	Disaster Management	R 80 000.00
Umuziwabantu	Disaster Management	R341 000.00

3.3.4.5. Status of District Disaster Management Advisory Forum

The District Disaster Management Advisory Forum is fully operational and was formed in terms of the Disaster Management Act No. 57 of 2002, Section 51 coupled to Section 42, which requires the municipality to establish a multi-disciplined structure consisting of representatives from the District Municipality, all Category B municipalities within the district, provincial departments who have a role to play in disaster management and have district offices within the area, senior representatives of national departments within the area and all role-players i.e. NGOs in the district.

The Forum is being utilised as "a body in which a municipality and relevant disaster management role players in the municipality consult one another and coordinate their actions on matters relating to disaster management."



The Forum meets at least four times per annum and special meetings are convened as and when required. The Forum dates are included in the council roster of Meetings is chaired by an EXCO member. The membership of the forum is made up of Municipalities, Sector Departments, NGO's Councillors and other community structures.

Table 3.3.4.4.1: The DMAF meetings convened at Ugu District Municipality

Source: Ugu District Disaster Management, 2016

No.	Municipality	Dates
1.	Hibiscus Coast Municipality	21 April 2015
2.	Umzumbe Local Municipality	4 June 2015
		5 February 2016
		25 April 2016
3.	Umdoni Local Municipality	12 June 2015
4.	Ugu District Municipality	26 May 2015
5.	Umzumbe Local Municipality	18 September 2015
6.	Ugu District Municipality	14 August 2015
7.	Ugu District Municipality	13 November 2015

The district has conducted bilateral meetings with the Local Municipalities who have launched the Local Disaster Management advisory Forum with the aim of reviving their forums.

Table 3.3.4.4.2: The DMAF Bilateral Meetings Convened

Source: Ugu District Disaster Management, 2016

Meeting	Frequency	Status	Achievements
Disaster Management Advisory Forum	1 Meeting per quarter	All 4 schedule meetings took place during	<ul style="list-style-type: none"> - Adoption of winter and summer seasonal plans - Adoption District wide Fire and Rescue Strategy - Formation and functioning of Post Disaster Committee - Approval of Fire Services Grants to assist 4 X LM's

3.3.5. District Post Disaster Committee

The district has established a Post Disaster Committee which looks into implementation of relief efforts and Rehabilitation Projects. The committee is made of District Disaster Management Practitioners and Sector Departments including other relevant role-players.

- The DPDC meeting are scheduled on convened bi-monthly together with District Disaster Management Practitioners Forum
- The DPDC allowed the District to monitor and fast track Rehabilitation and Reconstruction programme ensuring that affected families received the required relief on time.
- The DPDC report all its programmes to the District Disaster Management Advisory Forum quarterly.



3.3.6. Disaster Management Emerging Key Issues

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

- The Provincial Disaster Management Centre – CoGTA funded the Municipality with an additional R5m which will be used for building Phase 2 (Fire and Rescue Services Station) of the New Disaster Management Centre. There is still a need for the facility to be upgraded and further equipped for it to be utilized as a fully functional Disaster Management and, Fire and Rescue Services centre.
- The need to enhance the current Disaster Management Centre and cater for Fire Services in order to be fully equipped and functional.
- The need to conduct scientific studies in order to mitigate the risks associated with the instances of incidents and minimise the impact of occurrences, should they occur.
- Ensure ongoing support to the Local Municipalities through education, training and awareness programs and providing emergency relief.
- The need to incorporate Climate Change initiatives into the Disaster Management programs and ensuring the co-operation of stakeholders.
- Encourage and seek intervention of full participation by stakeholders.
- Encourage compliance with the Disaster Management Act, No 57 of 2002 as amended No. 16 of 2015.

3.4. Demographic Characteristics

The statistics used in the demographic characteristics analysis were sourced from the Statistics SA Census 2011 results.

3.4.1. Population

This section considers the demographic and socio-economic profile of the Ugu District area of jurisdiction making use of data sourced from the Statistics SA Census 2011 results, Department of Education, and Department of Health. Table 3.4.1.1 provide a summary of the demographic profile of the district.

Table 3. 4.1.1: Summary Demographic Profile in Ugu

Source: Stats SA Census 2011

Demographic indicators	1996	2001	2011
Population Size			
Total Population	641 491	704 030	722 484
Growth Rates	-	0.097	0.026
Population Distribution			
Population Density	127.09	139.48	143.13
Urban Formal	-	-	-
Urban Informal	-	-	-
Traditional	2 588	6 287	7 923
Population Composition			
Young (0-14)	252 576	261 698	240 503
Working age (15-64)	342 364	399 063	434 080
Elderly (65+)	38 919	43 270	47 901



Demographic indicators	1996	2001	2011
Sex Ratio (male/100 women)	83	83	89
Dependency Ratio	0.85	0.76	0.66
Disabled (%)			
Fertility Rates			
Total Fertility Rate	81.8	89.1	81.6
Adolescent Fertility Rate	31.5	32.8	40.8
Crude Birth Rate	19.0	21.6	57.4
Mortality Rates			
Total Mortality Rate	-	-	11,8
Under 5 Mortality rate	-	-	7.2
Infant Mortality Rate	-	-	24.6
Leading Cause of Death	-	-	TB
HIV prevalence Rate			
Life Expectancy			
Males	-	45.7	54.4
Females	-	58.2	59.4
Human Development Index	-	-	-
Population Groups			
Black African	572244	646012	654773
Coloured	5175	5221	6123
White	34204	28740	35723
Indian	26565	24057	24711

3.4.1.1. Population Distribution

The total population of the Ugu District Municipality area of jurisdiction as per the Census 2011 conducted by Statistics South Africa (Stats SA) is approximately **722 484** people. The working age (15 to 64) makes up 60% of the total population whilst the young aged between 0 to 14 years makes 33 % and the elderly aged 65 and above makes the remainder 7%. The district has been enjoying a positive growth rate which was 0.097 in the 2001 and 0.026 in 2011. Although the growth rate has been positive, the drop in the growth rate in 2011 is a cause for concern for the municipality.

There are many factors that may have attributed to the decline in 2011. The first factor can be the decline in total fertility rate which dropped from 89 births per 1000 women to 81. There has been widespread awareness regarding family planning, the practice of safe sex and abstaining which was aimed also at curbing the rate of HIV / AIDS infections and teenage pregnancy by the Department of Health in the District. However, the crude birth rate increased from 22 live births per 1000 people to 57. Another contributing factor that could have contributed to the decline in the population growth rate is the mortality rate which was sitting at 11 deaths per 1000 adults. The analysis of the mortality rate cannot be complete as the data could not be sourced for crude birth rate. What has been encouraging though has been the increase in life expectancy for the males and females, the males increasing from 45.7 to 54.4 years and the female's from 58.2 to 59.4 years.

Another major contributing factor to the decline in population growth can be attributed to migration. A study from CSIR, based on IEC statistics of the movement of registered voters between voting districts, suggest that migration has not significantly impacted on population distribution in the District. The following is concluded from tracking the movement of registered voters over a period of 10 years.



- The majority of areas in Ugu did not experience a net outmigration of voters.
- The areas that experienced a substantial loss are mostly commercial agricultural.
- Migration from Umzumbe to eThekweni and from Vulamehlo to Umdoni is evident.
- Interestingly, some out migration from Hibiscus Coast to uMuziwabantu is recorded.

The Stats SA data also reveals that there has not been massive migration taking place in the Ugu District Municipality area of jurisdiction as reflected in Table 3.4.1.1.1.

Table 3. 4.1.1.1: Migration in Ugu

Source: Stats SA Census 2011

Population Group	1996 - 2000	2001 - 2005	2006 - 2011
Youth (0-14)	11	58	214
Working Age (15-64)	278	514	1538
Elderly (65+)	75	113	88

The population pyramid of the Ugu District Municipality is typical of a developing country as it shows that growth rates are slow, the birth rate is high and short life expectancy. It is an expansive population pyramid as it reflects larger numbers or percentages of the population in the younger age groups. Furthermore, the sex ratio in the Ugu District area of jurisdiction is 89 males per 100 females which increased from the 83 in 1996 and 2001.

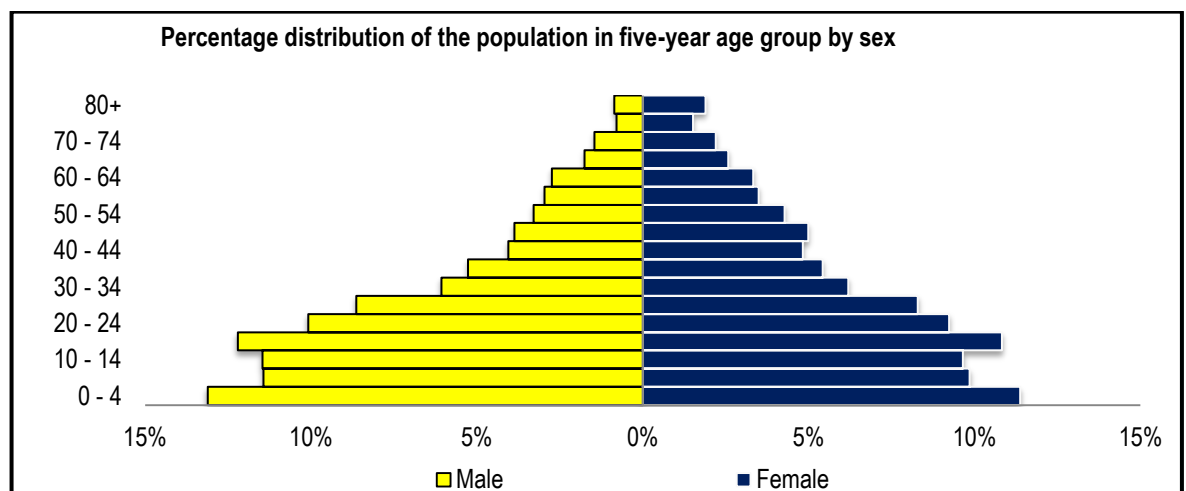


Figure 3.4.1.4.1: Ugu District Population Pyramid

Source: Statics SA, Census 2011

What is noticeable with the 2011 population pyramid as compared to the 1996 and 2001 population pyramids as reflected in Figures 3.4.1.4.1 and 3.4.1.4.2 is the expansion of the base of the pyramid which is the 0- 4 age group. This points to the fact that there has been much improvements in the programmes of combating under 5 and infants mortality through various programmes by the stakeholders involved.

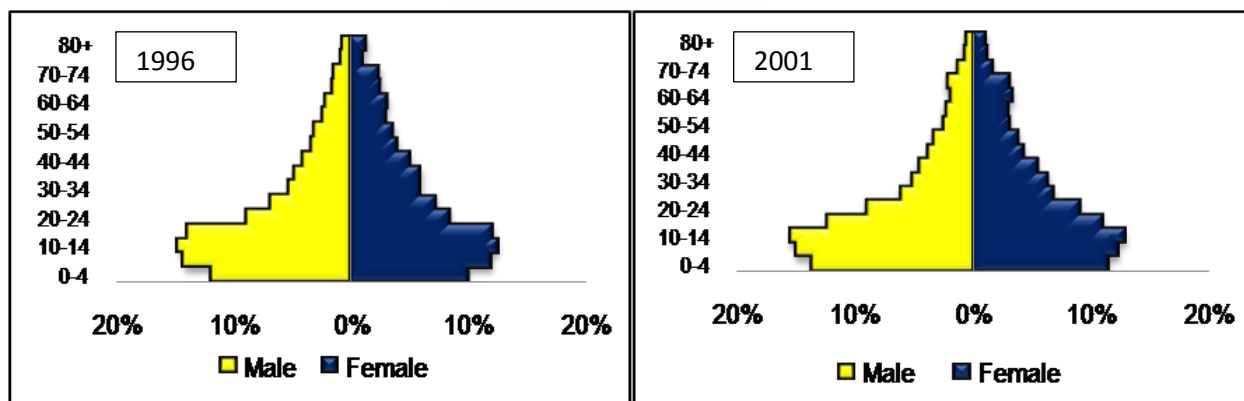


Figure 3.4.1.4.1: Ugu District Population Pyramid

Source: Statistics SA, Census 1996 and 2001

3.4.1.2 Population Density

The current population density of the Ugu District Municipality is **143 people/ km²**. The Umdoni and Hibiscus Coast Municipalities have the highest densities in the district which are 314 and 305 people/ km² respectively which is to be expected as they are the most urbanised in the district.

Vulamehlo (81 people/ km²), Umzumbe (128 people/ km²), Ezinqoleni (81 people/ km²) and Umuziwabantu (89 people/ km²) municipalities all had lower densities as they are all predominantly rural. The most dense areas in the Ugu District Municipality are along the coast and settlement becomes less dense towards the hinterland as illustrated in Figure 3.4.1.1.1.

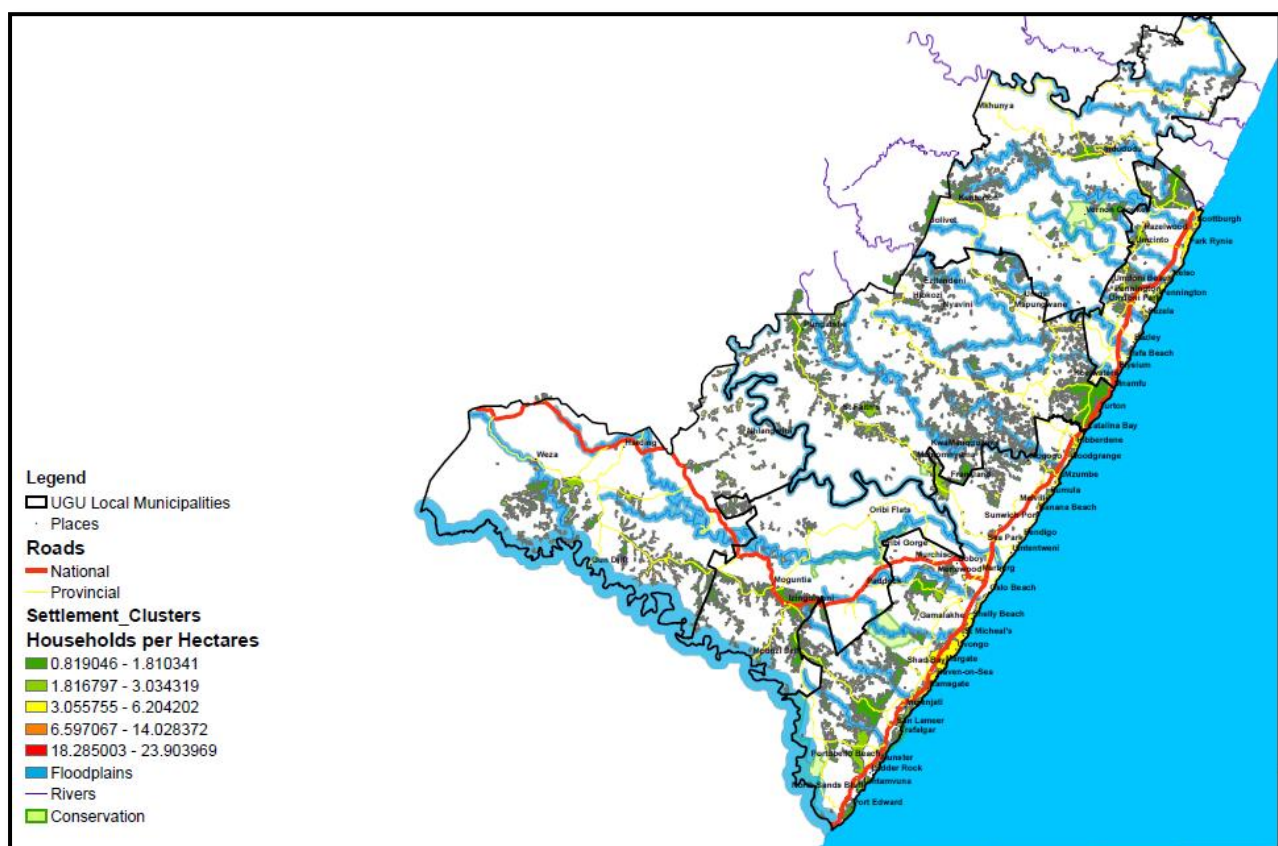


Figure 3.4.1.4.1: Ugu District Population Density

Source: Statistics SA, Census 2001



3.4.2. Households

The Ugu District municipal area of jurisdiction is comprised of **179 440** households, average household size of 5 persons per household. The household types range from a formal brick house to a caravan or tent as depicted in table 3.30. The census 2011 shows that 61% of the households are formal brick houses, traditional dwelling structures making 30% and block flats making Only 4%.

Table 3.4.2.1: Type of main dwelling per local municipality

Source: Statistics SA, Census 2011

Type Of Main Dwelling	Ugu	Umzumbe	Umuziwanabantu	Ezingolweni	Hibiscus Coast	Vulamehlo	Umdoni
Formal Brick House	109275	15291	9504	7227	56608	4564	16081
Traditional dwelling/structure made of traditional materials	53132	17747	10552	4024	7086	10964	2759
Flat or apartment in a block of flats	7175	1450	816	110	3529	358	912
Informal dwelling (shack; in backyard)	2107	254	225	54	1282	77	214
Informal dwelling (e.g. squatter settlement / farm)	5816	106	275	30	2689	49	2667
Caravan/tent	376	24	14	2	272	11	54
Other	1558	299	233	25	708	112	181
Total	179440	35171	21619	11472	72175	16135	22869

3.4.3. Demographic Analysis Emerging Key Issues

Although this section does not address all the demographics as some of the demographics are spread throughout the document, there are emerging key issues that can identified as follows.

- There is a strong perception that young people in Ugu aspire to moving into metro areas given the limited opportunities for both youth development and entertainment within the district. There is concern that land pressures in rural areas are pushing young people off the land as parcels being allocated are getting smaller and smaller and outsiders move into areas. This trend could have long term implications for the district as the young productive population leaves the area.
- The majority population of Ugu District municipality falls with the youth bracket. Furthermore, the predominant population group is the African and more than 50% of the population is females. This has far reaching implications for the district as would further be analysed under the LED and Social Development section in terms of service provision and the households' affordability of the services provided. This therefore speaks directly to the municipality's revenue enhancement strategies.
- The majority of the population resides in the traditional areas where the densities are low. In terms of service provision it more costly to provide services to scattered household settlements and so is the maintenance of infrastructure provided. Furthermore, the demographics advocate for a comprehensive rural development strategy.



- The population is agglomerating in the Hibiscus Coast Municipality as it is the economic hub of the district. There is thus a continuously increasing pressure on the infrastructure capacity of infrastructure in the Hibiscus Coast Municipality especially the coastal belt. There is an urgent need to deal with the ageing infrastructure and increasing its capacity.

3.5. Municipal Transformation & Institutional Development Analysis

3.5.1. Powers and Functions (IDP 2009)

The Municipal Structures Act of 1998 (as amended) makes provision for the division of powers and functions between the district and local municipalities. It assigns the district region wide functions to the district municipalities and most day to day service delivery functions to the local municipalities. The provincial MECs are empowered to adjust these powers and functions according to the capacity of the municipalities to deliver services.

With regard to the above statement for instance, the function of Water and Sanitation as well as the maintenance of water infrastructure is still the function of the district. Whilst the Local Municipality is responsible for Planning, it is also reliant on the District for advice and support. Amongst other things the powers and functions of the municipalities are as detailed in table 3.5.1.1:

Table 3.5.1.1: Ugu District Powers and Functions

Source: Municipal Structures Act, 1998

Local Functions		District Functions	Shared Functions
<ul style="list-style-type: none"> • Storm Water Management • Trading Regulations • Billboards and Public advertising • Cleansing and maintenance • Control of Public Nuisances • Street Lighting • Traffic and Parking • Beaches and amusement parks 	<ul style="list-style-type: none"> • Local Amenities • Noise Pollution • Pounds • Public Places • Street Trading • Harbors and Ferries • Local Sports • Street Lighting • Municipal Parks and Recreation • Municipal roads • Control of Liquor licenses 	<ul style="list-style-type: none"> • Municipal Health Services • Potable Water • Sanitation 	<ul style="list-style-type: none"> • Fire prevention and control • Local Tourism • Municipal Airports • Municipal Public Transport • Cemeteries, and Crematoria • Markets • Municipal Abattoirs • Municipal Roads • Refuse Removal and Solid Waste • Municipal Planning • Air pollution

3.5.2. Institutional Arrangement

The Municipal Structures Act provides for different types of Municipal Systems. The Ugu District Municipality is using a Collective Executive System.

The establishment of ward committees has been finalised in all Local Municipalities. The Municipality has customised the generic ward committee policy that was developed by CoGTA. There were a few



challenges that have been identified with regards to the functioning of ward committees such as the lack of capacity among ward committee members, administrative support, reimbursements for out-of-pocket expenses and the general dissatisfaction around the election of committees and the selection criteria thereof. These challenges are currently being addressed and the ward committees are now functioning and have the administrative support and the ward committee members are being reimbursed for the out of pocket expenses.

There are 42 Traditional Councils within Ugu Municipality. The new legislative developments encourage Traditional Councils and Municipal Councils to work in partnership on issues of development even though the former is not vested with legislative authority on Municipal Council matters. There are 7 elected traditional leaders who form part of the Ugu District Municipal Council and all 7 traditional leaders serve in the respective Portfolio Committees.

Clearly in all instances responsibility for decision making lies with the Council and the responsibility for implementation of Council Resolutions lies with the Municipal Manager and the officials.

3.5.2.1 Council

The executive and legislative authority of a municipality is vested in its Municipal Council. The pre-eminent roles of the Council, amongst others, are the approval of by-laws, budgets, policies, IDP, tariffs for rates and service charges. The Council consists of 34 members, seven of whom are full-time. Furthermore, seven Traditional Leaders are participants in the Ugu District Municipal Council.

3.5.2.2 Executive Committee Structure

The Executive Committee has delegated plenary powers to exercise the powers, duties and functions of Council, excluding those plenary powers expressly delegated to other standing committees and those powers which are wholly resolved to the Ugu District Council. Notwithstanding the above, the Executive Committee is authorised to exercise any of those plenary powers delegated to other Standing Committees in circumstances where any matters from these committees are referred to the Executive Committee.

In line with Section 80 of the Municipal Structures Act, the Municipality currently has five multi-party Portfolio Committees, namely:

- Finance Portfolio Committee
- Water Sanitation Portfolio Committee
- Local Economic Development Portfolio Committee
- Special Programmes Portfolio Committee
- Sound Governance and Human Resource Portfolio Committee

These Portfolio Committees continue to assist the Executive Committee in policy development and monitoring to accelerate service delivery, as well as the oversight of strategic programmes and projects.



3.5.2.3 Municipal Departments and their functions

The administration of the Municipality is headed by the Municipal Manager. The Municipality has four administrative departments, each being headed by a General Manager. The departments are:

Office of the Municipal Manager	The Office of the Municipal Manager is responsible for the following functions: Development Planning; Strategy and Shared Services; Internal Audit; Mayoralty and Communication; Legal Services; Youth Development; HIV/AIDS and Special Programmes and Customer Relations Management.
Corporate Services Department	The Corporate Services Department, headed by the General Manager Corporate Services includes: Human Resources, Registry, Auxiliary Services and Secretariat, Information and Communication Technology (ICT), Disaster Management and Fleet Management Services.
Treasury Department	The Treasury Department headed by the General Manager Treasury includes: Equity and Accounts, Grants and Expenditure, Budget Control and Supply Chain Management.
Infrastructure and Economic Development Department	The Infrastructure and Economic Development Department (IED), headed by the General Manager IED is made up of the following sections: Environmental Services, IED Finance, LED and Tourism
Water Services Department:	The following are the sections which make up the Water Services Department headed by the General Manager Water Services includes: Water Services Operations and Water Services Authority (WSA) and Administration.

3.5.2.4 Municipal Entities

The Ugu District Municipality has two entities which are namely, Ugu South Coast Tourism and South Coast Development Agency. The Ugu –South Coast Tourism (USCT) has been mandated to identify market gaps and needs, develop new tourist projects, attract new tourist (domestic and international) and strategically market the destination. Since its formal inception there's been in improving the distribution of tourism spend in the entire district, better improvement of the events that are hosted by the municipal areas outside our tourist hub. Challenges range from lack of skills, lack of well package tourism products, lack of well packaged black economic empowerment transactions in the industry and failure to unlock public sector owned land for the tourism industry. Key factors impacting on the development of tourism in underdeveloped areas of Ugu are poor road access, ownership of land, and environmental degradation across the district.

The South Coast Development Agency (SCDA) was established so as to promote and implement economic development within the parent municipality's area of jurisdiction based on the parent municipality's integrated development plan and policies pertaining to this objective thereby unlocking the economic potential of the Hibiscus Coast area. With focus being on the economic, social and environmental development.



3.5.3. Organisational Analysis

The municipality has finalised and adopted a new organogram in December 2014. This section therefore gives a thorough analysis of the new organogram and the vacancy rates within the institution. The current number of employees employed by the Ugu municipality is 864 as broken down in table 3.5.3.1. The total amount spent on the salaries averages to 17 – 18 million per month and R 2 million goes to overtime. The employee costs will be further analysed under the Financial Viability section.

Table 3.5.3.1: Ugu District Employees per Department

Source: Ugu District Municipality Corporate Services, 2016

Department	Number of Employees
Water Services	613
Infrastructure and Economic Development	43
Budget and Treasury	94
Corporate Services	72
Municipal Manager's Office	42

The organogram currently has 1134 positions approved with only 864 filled making the vacancy rate 31%. The budgeted positions are 986 and with the 864 that is filled the vacancy rate for filled positions are 12.37%. In terms of the age analysis of the Ugu District Municipality's employees, it is broken down as per table 3.5.3.2.

Table 3.5.3.2: Ugu District number of Employees per Age Group

Source: Ugu District Municipality Corporate Services, 2016

Age group	Number
22 - 35	175
36 – 45	334
46 – 55	256
56 – 60	59
61 – 65	40

What emerges from the age analysis of the employees of Ugu District Municipality is that a total number of 99 employees are within a retirement bracket. This amounts to 11.4% of the total positions filled in the municipality. In Table 3.5.3.3 Ugu District Municipality age analysis is taken further through further analysis of ages and positions held.

Table 3.5.3.3: Ugu District Employees per Age Group and Position held.

Source: Ugu District Municipality Corporate Services, 2016

Post Level	22-35	36-45	46-55	56-60	61-65	Total
0 – Municipal Manager	0	0	1	0	0	1
1 - General Managers	1	3	0	0	0	4
2- Senior Managers	0	5	0	1	0	6
3 - Managers	4	15	4	2	0	25
4 - Officers	1	15	3	1	1	21



Post Level	22-35	36-45	46-55	56-60	61-65	Total
5 - Practitioners	2	3	5	1	0	11
6 - Accountants/ other professionals	3	18	12	20	5	58
7 - Foremen / Personal Assistants	6	6	8	2	0	22
8 - Senior clerks, secretaries	7	4	2	0	0	13
9 - Clerks, operators Class 3, admin assistant	32	30	45	7	9	123
10 - Office Clerks	11	15	10	2	0	38
11 - Customer care clerks, VTS supervisors	10	15	5	1	1	32
12 - Operators Class 2, receptionist	8	13	12	5	0	38
13 - Drivers, machine operators	12	25	14	7	2	60
14 - Operators Class 1, Senior shift workers	15	11	6	3	0	35
15 - Handyman, shift workers	1	3	6	4	2	16
16 - Plant reproduction assistant	0	0	0	1	0	1
17 - General workers Grade 1	0	2	3	2	2	9
18 - General workers, Filing clerks, General assistants	42	118	135	40	16	351
Totals	154	299	274	99	38	864

3.5.4. Human Resources

The human resource policies and strategies that are implemented within the municipality are reflected and briefly discussed in Table 3. 5.3.4 below:

Table 3.5.3.4: Ugu District HR Policies & Strategies

Source: Ugu District Municipality Corporate Services, 2016

Strategies	Progress
Human Resources Strategy	<p>The Ugu HR Strategy is in place and is currently being implemented. The following are the pillars of the strategy:</p> <ul style="list-style-type: none"> ➤ Talent Management ➤ Employee Wellness ➤ Performance Management ➤ Capacity Building ➤ Strategic HR Planning ➤ Sourcing and Placement ➤ Employee Relations ➤ Exit Management ➤ Organisational Culture Management
Employment Equity Plan	<p>The plan is in place and the Municipality is in its fourth year of implementation. The numerical goals are summarised as follows:</p> <ul style="list-style-type: none"> ➤ Appointment of people with disabilities thereby increasing the percentage from 1 to 2 (first year), 3 (second year) and 4 (third year) – Disabled Black females (preference shall be given to this category across all levels – subject to suitability of a candidate and availability of a position) ➤ Fair representation of Black Women at Senior Management level (preference shall be given to Black Females within this category) ➤ Fair representation of Black Women (Africans, Coloureds and Indians) at skilled, semi-skilled and unskilled levels depending on availability of



	positions (preference shall be given to this category until a fair representation is achieved)
Skills Audit	Has been completed and the results have been used for workplace skills planning.
Workplace Skills Plan	The plan is currently being implemented and the 2015/16 WSP will take into account skills audit results.
Recruitment and Retention Strategy	During the skills audit scarce skill and critical skills were identified which informed the retention strategy. The Recruitment and Retention strategy was adopted by the Municipal Council and is currently under implementation.

3.5.5. Skills Analysis

The municipality reviews its Skills Development annually which identifies all the training and capacity building requirements for the municipality as informed by the IDP review. This analysis considers all the departments with special focus on the Water Services Department which is the core function of the municipality and accounts for about 70% of all employees. Table 3.5.5.1 gives the analysis of the critical and scarce skills within the Water Services Department.

Table 3.5.5.1: Ugu District Critical & Scarce Skills Analysis Water Services Department

Source: Ugu District Municipality Corporate Services, 2016

Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
Water & Wastewater Treatment	66 Process Controllers 2 Foremen and 2 Superintendents	Water & Wastewater Treatment Process Operations	60 Process Controllers successfully completed learnership on Water & Wastewater Treatment Process Operations NQF 3.	6 Process Controllers still need to be trained at NQF 3. The Superintendents and Foremen have completed a Skills Programme on Water & Wastewater Treatment NQF Level 5.
Water & Wastewater Reticulation (water distribution)	54 Plumbers and Special Workmen; 4 Superintendents; 7 Foremen and 2 Technicians 4 Superintendents; 7 Foremen; 2 Technicians	Water and wastewater reticulation e.g. Maintenance and repairs of pipes Pipe-laying Fitting and repairing of valves Reading maps.	42 Plumbers have been trained. 25 have successfully completed the trade test. 3 have to redo their trade tests and 5 are awaiting trade test dates	The training of Plumbers who are not qualified artisans would continue in the next financial year. Eighteen (18) artisans (Superintendents, Foremen and Plumbers successfully completed a Skills Program on Water Reticulation Services NQF 5.



Section	No. of Employees	Skills Required For The Job	No. of Employees Trained	Skills Gap
Fitting	6 Fitters and 1 Foreman who are assisted by Artisan Assistants and General Workers	Perform safe work practices, read engineering drawings, fit washers, tighten screws, maintain a pedestal drill, lift & move equipment, operate oxy-acetylene cutting equipment, use angle grinder, mount & remove bearings, use welding equipment etc	Fitters are qualified artisans. 2 Artisan Assistants have completed Phases 1 and 2.	1 Artisan Assistant completed the Artisan Assistant Programme on Fitting. 2 Artisan Assistants are currently studying N2 Fitting at Esayidi TVET College prior to registering for Phase 3 Fitting in preparation for their trade test.
Electrical	3 Electricians 1 Foreman 1 Electromechanical and 1 Electrical Engineer 7 Electrical and Artisan Assistants	Panel wiring card and fault finding, change and repair contactors, timers, voltage modules, solenoids, meter connection and testing, changing and commissioning of induction and submersible meters etc	Electricians and Foremen are qualified tradesmen. 7 Electrical Assistants and Artisan Assistants have been trained at the Enyenyenzi Campus of the Esayidi TVET College.	Four Electrical Assistants have passed the trade test; two require further training and 1 has to apply for the trade test.
Motor Mechanics	1 Foreman 1 Diesel Mechanic 1 Mechanic	Fault finding and repairs on motor vehicles Servicing of municipal vehicles	Foreman and Diesel Mechanic are qualified artisans.	To identify other Artisan Assistants/General Workers to be trained in the field.

In compliance with the Ministerial Regulations, the municipality has trained the following officials on the Minimum Competency Levels as designed by National Treasury as indicated in table 3.5.5.2.

Table 3.5.5.2: Minimum Employee Competency Levels Training

Source: Ugu District Municipality Corporate Services, 2016

Category	Department	No. Trained	No. Still to be Trained
Section 56	Treasury	1 (CFO)	0
Section 56	IED	1	0
Section 57	Municipal Manager's Office	1	0
Section 56	Corporate Services	1	0
Section 56	Water Services	1	0
Finance Managers	Treasury & PMU	6	1
Managers from other departments	Municipal Manager's Office	4	1
	Corporate Services	2	3 currently trained
	IED	1	1 currently being trained
	Water services	2	2 still to be trained
Other Finance Officials	Treasury & PMU	28	0
Other Officials from Other Departments	Corporate Services	2	1 currently being trained
	MM's Office	0	0
	IED	0	3 currently being trained



3.5.5.1. Skills Levels

The skills audit has been conducted and its results are what determine the priority training interventions required. The summary of training interventions targeted is:

- Multi-skilling of other general workers to improve morale is required.
- A Special type ABET programme will be rolled out to address illiteracy.
- Water and waste water treatment has 66 operators 60 are skilled with NQF level 3, 6 (9%) are unskilled.
- Maintenance of pipes and valves give rise to more over-time being worked, however there are 54 Plumbers and Special Workmen. 42 of these have been trained with 25 having successfully completed the relevant trade test.

Table 3.5.5.1.1: Ugu District Occupational Levels

Source: Ugu District Municipality Corporate Services, 2016

Level	No	Category	Level	No	Category	Level	No	Category
0	1	MM	-	-	-	-	-	-
1	4	GMs	7	21	Foreman/ PA,	13	80	Drivers, machine operators
2	6	SMs	8	8	Senior clerks, secretaries,	14	49	Operators Class 1, Snr shift workers
3	25	Managers	9	150	Clerks, operators Class 3, admin assistant	15	20	Handyman, shift workers
4	37	Officers	10	37	Office Clerks,	16	1	Plant reproduction assistant
5	10	Practitioners	11	34	Customer care clerks, VTS supervisors	17	9	General workers Gr 1
6	53	Accountants/ other professionals.	12	30	Operators Class 2, receptionist	18	273	General workers, Filing clerks, General assistants, junior admin clerks

3.5.6. Health and Safety in the Workplace

A Hazard Identification and Risk assessment was conducted at the Bhobhoyi Purification Plant on the 21 January 2016, and frequent hazards and risks were identified and are summed up as follows:



Table 3.5.6.1: Health and Safety in Workplace rating

Source: Ugu District Municipality Corporate Services, 2016

Identification	Rating
Chlorine facility – SANS 0298 (not all installations compliant)	High Risk
Chemical Waste Management Programme	High Risk
Electrical Issues – risk assessment identified numerous risks	Med – High Risk
Housekeeping – risk assessment identified numerous risks	Med Risk
Perimeter Fencing – Access Control	Med Risk
Wearing of Personal Protective Equipment – also issue of	Med – High Risk
Unsafe Vehicles	High Risk
Open manhole covers	Med – High Risk

Based on Risk Assessments conducted, the following graphical analysis is applicable;

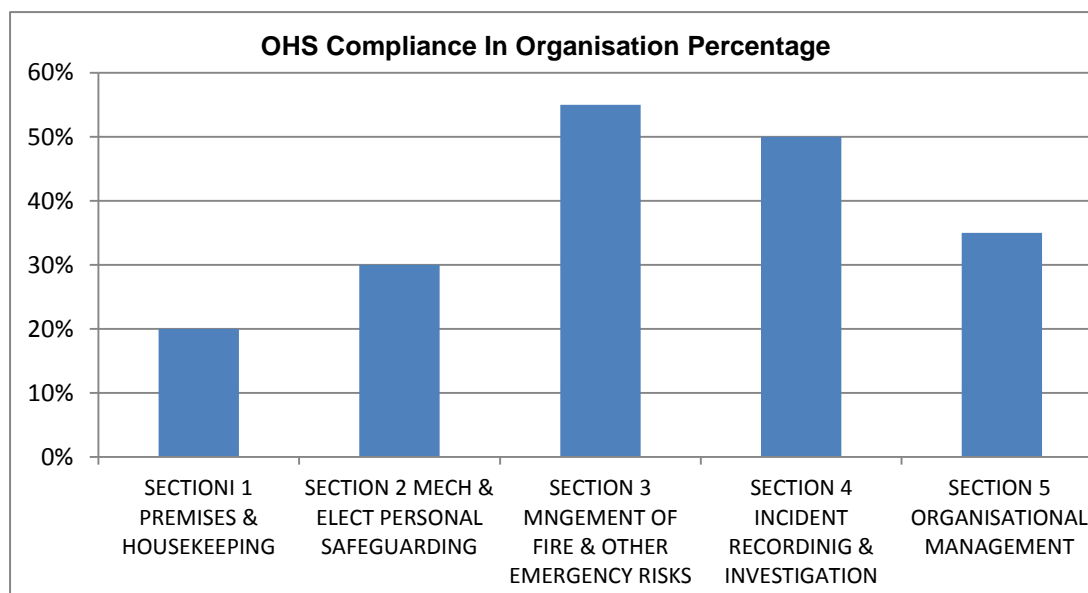


Figure 3.5.6.1: Occupational Health Strategy Compliance

Source: Corporate Services, 2016

3.5.6.1. Analysis of Employee Health and Wellness

Employee Health and Wellness is the promotion and maintenance of the highest degree of physical, mental, spiritual and social well-being in all occupations; prevention of illness caused by working conditions; protection of employees in their employment from risks resulting from factors adverse to health; placement and maintenance of employees in an occupational environments adapted to optimal physiological and psychological capabilities; and the adaptation of work to employees and of each employee to his/her job. The explicit aim of the EHWP is to improve the quality of life of all employees by providing support and helping to alleviate the impact of everyday work, personal and family problems. The focus the programme and role of human resource department is summarised in the table 3.5.6.1 below.



Table 3.5.6.1: Role of HR in Employee Health and Wellness

Source: Ugu District Municipality Corporate Services, 2015/2016

Focus Areas	Role of HR
<ul style="list-style-type: none"> HIV/AIDS Management Chronic Diseases Management Stress / Mental Health Incapacity due to ill health Medical Awareness and Check-ups Promotion of Health, Good Nutrition Impact of Alcohol Abuse Financial Wellness Spiritual Wellness Management 	<ul style="list-style-type: none"> Creating awareness Provision of counselling to employees Provision of organizational support services and education programmes Provision of critical Incident response Programs (i.e. assist all employees to deal with incidents overwhelming their ability to cope like robbery, natural disasters, accidents sudden deaths or violent incidents at work.") through referrals to professional bodies Referral for professional counselling, treatment

3.5.6.2. Analysis of EAP Provision

The total number of employees participating in EAP Programme is 308 out of the total of 863 employees which is 35.6% of the total workforce. This represents only referred cases where 251 were self referrals and 57 being formal referrals. The referrals per department are summarized in Table 3.5.6.2.1 below.

Table 3.5.6.2.1: EAP Referrals per Department

Source: Ugu District Municipality Corporate Services, 2015

Department	Number/ percentage
Office of the Municipal Manager	0 (0%)
Infrastructure & Economic Development	0(0%)
Corporate Services	4 (7%)
Water services	42 (74%)
Treasury Post level 8-18 most participants	11 (19%)

In terms of participating in the medical aid scheme only 523 participate as shown in the table below.

Municipal Manager's Office	Corporate Services	Treasury	Infrastructure & Economic Development	Water Services
33	52	75	35	328

During the 2015 calendar year recorded terminations due to ill health (Medical Boarding) was five (5) all from water services and twelve (deaths), water service accounting for eleven of those.

The role of supervisors needs to therefore be reinforced and ensure that they are aware of the programme and that it is clearly defined to them. The cooperation of supervisors in the EAP can potentially reduce the number of ill-health terminations including deaths associated with ill-health. With the majority of employees being with Water Service Provision function more resources should be channeled through to them.



3.5.6.3. Employer/employee relations

Disciplinary processes take time to finalize because of various reasons for example absence of an accused employee or the Presiding Officer or Prosecutor or non-attendance of the witnesses on the dates scheduled for the hearings.

Disciplinary Hearings March 2015 – March 2016:

- Suspensions 05 and two are back from suspensions and three are suspended
- 41 Cases reported and 35 were finalized and six are outstanding
- Grievances: ten grievances reported, nine resolved, and one referred to Conciliation and later to Arbitration.
- Conciliations: Five Conciliation hearings reported, All were referred to Arbitration
- Arbitrations, Five Arbitrations: Three have been resolved and two have not been resolved

Employee Grievances from March 2015 – March 2016:

- Unfair labour practice
- Unfair conduct
- Local Labour Forum is not yielding the desired effect that of resolving conflict before it escalates to dysfunctional stage of labour unrest.
- Labour Unions feel that management is not consulting in good faith.
- Labour Unions need to be educated on the difference between matters of consultation and matters of negotiation.

3.5.7. Employment Equity Plan

The employment equity strategic objectives emanate from Ugu District municipality's five year Integrated Development Plan. These objectives are:

- i. Achieve equal representation of people from designated groups through setting of numerical goals:
 - Appointment of people with disabilities thereby increasing the percentage from 1 to 2 (first year), 3 (second year) and 4 (third year) – Disabled Black females (preference shall be given to this category across all levels – subject to suitability of a candidate and availability of a position)
 - Fair representation of Black Women at Senior Management level (preference shall be given to Black Females within this category)
 - Fair representation of Black Women (Africans, Coloureds and Indians) at skilled, semi-skilled and unskilled levels depending on availability of positions (preference shall be given to this category until a fair representation is achieved)
- ii. The elimination of unfair discrimination in all HR Practices and Policies.
 - Auditing of HR Policies and practices to ensure integration with EE measures;
 - Removing barriers in work environment, ensuring reasonable accommodation by PWDs;
 - Implement HIV/AIDS Education and prevention programmes;



- Increase the pool of available candidates through community investment and implementation of bridging programmes to increase the number of potential candidates

iii. Taking Affirmative Action measures that are in line with the Act.

This is a policy or a program that seeks to redress past discrimination through active measures to ensure equal opportunity, as in education and employment. The measures includes:-

- Training to focus more on members from designated groups;
- Succession and experiential training;
- Retention strategy, address the retention of employees from designated groups;
- Employment Equity awareness programmes

iv. Ensuring legitimacy of the process through sustained communication and consultation.

The main responsibility of the municipality with regards to EEP is to observe its implementation in relation to numerical goals.

3.5.8. Secretariat, Registry and Auxiliary Services

The Secretariat Unit is an administrative wing of the Municipality through which the taking of resolutions for implementation is done. This is done by providing secretariat support to the Committees of the District Municipal Council such as Council, Exco, Portfolio Committees, Sub-Committees and Forums.

This supporting structure serves as both the catalyst and the hub of information or engine room that suitably co-ordinates and records all the proceedings of the decision making bodies for future references and implementation.

This is also regarded as a confluence of information from all Departments that the Municipality has. The kind of support this Unit provides is indispensable throughout the organisation. The Primary focus areas are:

- Scheduling of Meetings
- Collation of Items / Reports
- Compilation of Agendas
- Maintenance of a resolutions register for Council and the Executive Committee
- Dispatch of Agendas
- Attending Meetings and
- Taking Minutes / Compilation of Minutes
- All other Logistics Associated with Meetings Management

Records Management substantially improved during the 2014/15 financial year after it had been identified as a challenge area by the Auditor General in the 2013/14 audit.

A tender room was maintained to ensure that bid documents are well controlled. All bid processes from specification to adjudication are conducted in this room and original documents are not moved



for any reason. The filing is done according to approved standards. This has proven valuable in ensuring that bid documents and supporting bid information are available at all times.

A building maintenance plan was developed and focussed on ongoing and preventative maintenance to some of the Municipal facilities.

The project for the development and upgrade of fixed property is in Year 1, where the accommodation of the growing organisation in the long term (3 Year Master Plan) is being proactively focussed on and accordingly budgeted for. The following are projects that forms part of our Long Term Office Accommodation Plan:

- Standby Quarters are planned for development in Harding and Park Rynie which will ensure that staff are immediately available when required to work in emergencies;
- The development of an additional office building at Oslo Beach for the Treasury Department processes started during 2015/16 financial year and is a 3 year multi construction project; and
- The Disaster Management site is identified for the development of Phase 2 which includes office accommodation for the Corporate Services Department including a Council Chamber. This project started in 2015/16 and will reach completion during the 2017/18 financial year.

3.5.9. Fleet Management

Fleet Management plays a very integral part in the execution of daily activities in the Municipality and is one of the biggest spenders of the operational budget thus its proper management is of utmost importance. Fleet Management involves the following functions:

- Identification of vehicles for replacement;
- Identification of vehicles for disposal;
- Repair and maintenance of vehicles;
- Licensing of vehicles;
- Monitoring fuel usage and vehicle abuse as well as reporting on same.
- Ensuring clear policies and procedures are in place.
- Annual verification of vehicles and drivers licenses
- Accident management

Ugu District municipality has 270 vehicles within it's Fleet, used primarily for water services provision. Most vehicles have gone beyond their life span as indicated below:

- 36% of vehicles are in a poor condition and due for replacement.
- 64 % of vehicles are fair to good condition.

A vehicle maintenance schedule plan is in place and the vehicles under 100 000 kms are maintained by the Agents to secure warranties.

Some minor repairs are currently done by the in-house mechanics. The coordination of new vehicle licensing and renewals at relevant intervals is also of importance to ensure all vehicles at all times are road worthy. The municipality spends approximately R1.2m per month on fuel which includes



vehicles, generators, grass cutters and all the service plant operations. A challenge still exists on the monitoring of fuel usage and the municipality encounters about 25 accidents per annum many of which are due to negligence.

3.5.10. Municipal Transformation and Institutional Development Emerging Key Issues

The key emerging issues as per the Institutional Transformation and Organisational Development are summarised and through the use of the Organisational Maturity Index, a situational Analysis of the Corporate Services Department was completed. This allowed each Corporate Services Department unit to be individually analysed for the current level of maturity versus reaching a maturity level of excellence.

- The analysis shows the need for improvement of record keeping systems (File plan and electronic document management system) as per the Records authority, (National Archives Act 43 of 1996) and document management system.
- A plan to consider more important and urgent maintenance issues has been drafted to address challenges with the given budget and the need to embark on further assessment for the development of a long term maintenance plan.
- There is a need to phase out renting of office space and building own office space to realise savings. This will be achieved through the adopted Long Term Office Accommodation Plan.
- The need to improve on the quality of minutes produced and the delivery of Agendas to meeting stakeholders.
- The need to co-ordinate and ensure the implementation of resolutions of the Management Committee, the Executive Committee and Council.
- The need to improve on staff retention; overtime and leave management; employee health, safety and wellness; implementation of employment equity plan; scarce skills development and implementation of Individual Performance Management system (IPMS).
- The need to enforce and monitor compliance by Departments in relation to all HR practices and policies.
- The need to improve on the availability of service delivery vehicles as required by service delivery sections of the Municipality
- The need to improve on the licencing of vehicles and stakeholder co-operation is received.
- The need to ensure that competent drivers are utilising the Municipal fleet through the provision of continuous assessments and advanced training.
- The need to reduce the costs associated with fuel and oil usage as well as the repairs of vehicles through proper service provider management and Fleet management.

3.6. Basic Service Delivery

The Ugu District Municipality is authorized in terms of the Municipal Structures Act (Act No. 117 of 1998) and the Municipal Structures Amendment Act (Act No. 33 of 2000) as the Water Services Authority for its area of jurisdiction and therefore has a duty, as assigned to it in terms of the Water Services Act (Act No. 108 of 1997), to all consumers or potential consumers to progressively ensure efficient, affordable, economical and sustainable access to water services.



Ugu WSA has been elected to perform the water services provision function and is therefore also the Water Services Provider (WSP) including the functions of bulk water provision, water reticulation, sewerage services and bulk wastewater collection and treatment to the towns and villages in its area of jurisdiction.

3.6.1. Water Service Provision

It is important to state from the onset that the gaps in the levels of services include a rural/urban national design standard; which affects the rural area more and more because the level of service required in the rural area increases annually and the actual level of service cannot keep up with the demand. This trend will continue until service levels are equalised.

Furthermore, aged water and sanitation infrastructure, lack of capacity of key treatment plants continues to be a challenge and results in many interruptions and service delivery challenges. The key programmes around this still present challenges for the urban coastal strip

- Refurbishment of sanitation infrastructure
- Waterborne sanitation - only 18% reticulated
- Septic and Conservancy tanks - 16%
- Augmentation of water bulk supply schemes
- Development of water resources (Dams)
- Sustainable sanitation for low cost housing projects

The major infrastructure for water services therefore includes the following:

- Dams 7
- Pipelines 4 300 km (estimate)
- Reservoirs 153
- Pump Stations 125
- Water Treatment Works 18
- Waste Water Treatment Works 20

3.6.1.1. Existing Water Infrastructure

As indicated in the WSDP the existing water infrastructure suggests that the formal urban coastal areas have well developed bulk infrastructure and networks and historically was the main focus for infrastructure development in the District. The coastal areas remain the highest concentration of the population and are also the main economic centres for the District. Infrastructure development in the rural areas was historically done in a haphazard manner and this resulted in a number of stand-alone rural water schemes that many times are supplied from unsustainable water sources. The Regional master planning initiatives that were completed in 2006 corrected the lack of planning in the rural areas and shifted the focus towards the implementation of more sustainable Regional Water schemes. The existing and planned future infrastructure in Ugu is shown in figure 3.6.1.1.1 below.



Source: Ugu District WSDP, 2015

2016 / 2017 Ugu District Municipality IDP Review