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; Budget and Treasury Office; 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	• 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
	General Mamager: Water Services Lungile Cele	Female	• Provision and management of Water and Sanitation • Water and Sanitation Infrastructure development and Maintenance • Provision of Free Basic Services
	General Manager: Treasury and Budget Sibongile Mbili	Female	• Municipal budget management • Municipal Revenue Collection and Expenditure Management • Municipal Assets Management • Municipal Supply Chain management
	General Manager: Infrastructure and Economic Development Zakithi Mbonane	Female	• Local Economic Development • Environmental Management and Services
	General Manager: Corporate Services Vuyiwe Tsako	Female	• Human Resources Development and Management • Secretariat and Auxiliary services • Information Communication Technology (ICT) • Fleet Management • Occupational Health and Safety • Disaster Management Services

Annual Report 2016/2017

PAGE 21

An exclusive and insightful view on organizational and labour matters.

2.2.2 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 and the Intergovernmental Relations Act, the District Municipality has managed to establish the intergovernmental relations structures ranging from those which involve municipalities only to the general ones which include all sectors of the society.

Each individual structure has an important role to play towards service delivery. The structures address mainly the issues of alignment and coherent planning to eliminate duplication of the service delivery programmes and projects.

The main objectives of the IGR Act are as follows:
- Coherent government
- Effective service delivery
- Monitoring of the policies and legislation implementation and realization of national priorities.

These objectives will be achieved through the intergovernmental systems. IGR 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 IGR is facilitating integrated service delivery and development and therefore the capacity of local municipalities to manage IGR is of vital importance. For this reason, the UGU IGR Framework has been developed as a specific strategy to strengthen the functionality of the IGR SYSTEM in respect of Local Government. This framework has advocated for the creation of IGR structures and sub structures to deal with specific matters of service delivery.

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 National Intergovernmental Structures

  • The NCOP (National Council of Provinces) section 42(4) of the Constitution
  • Cabinet Committees -FOSAD
  • President s Co-ordinating Council (PCC)
  • President s Infrastructure Coordinating Council (PICC)
  • Ministers and Members of Provincial Executive Committees (MINMEC)
  • Heads of Department Committee (HEADCOMM)

The participation and benefits derived from these structures to our municipality; are through the Provincial Government.

2.3.2 Provincial Intergovernmental Structure

  • Executive Council, its Clusters and Committee for Heads of Departments (COHOD)
  • Premier s Coordinating Forum (PCF)
  • Technical Premier s Coordinating Forum (TPCF)
  • Municipalities and MEC for COGTA (MUNIMEC)

2.3.3 Relationships with Municipal Entities

The municipal entities are accountable to the municipality and reports are submitted to the Municipal Managers forum which is the Technical Support forum to the Mayors forum. Recommendations are made at the technical level for the Political input and buy in.

2.3.4 District Intergovernmental Structures
  • District Coordinating Council (Mayors forum)
  • Technical Support Forum (Municipal Managers forum)
  • And sub-forums to the Municipal Managers forum:

     • Governance and Human Resources
     • Local Economic Development
     • Technical Services
     • Communicators
     • Finance

The forums are constituted by the members of the district and local municipalities thereby discussing issues which have commonalities to the development of the district.

The Speakers Forum which is convened by the District Speaker meets on a monthly basis to facilitate and perform a Political oversight role on matters of public participation.

The Intergovernmental Relations (IGR), District Mayors and Municipal Managers Forums further deliberate on decisions of the Speakers Forum and ensures that resolutions taken are put into practice.

Ugu District Municipality

2.3.5 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.

Ward Committees

The District includes four local municipalities with 84 wards and all ward committees have been established. However, the key challenges that hinder effectiveness of ward committees include administration / logistics support and the vastness and inaccessibility of rural wards. Some of the areas are serviced by the Community Development Workers who have a dual responsibility to report to Department of Local Government and Traditional Affairs and Local Municipalities.

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

2.4 PUBLIC MEETINGS

The Operation Sukuma Sakhe Programme, formerly known as the Flagship, Social Cluster Programme (War on Poverty), was introduced to the Ugu District in 2009. In introducing the programme, the Kwa-Zulu Natal, Office of the Premier gave a mandate to all districts, to ensure that the following is in place, to ensure successful implementation of the OSSP:

The structure constitutes the District Task-Team (DTT), Local Task-Teams (LTTs), Ward Task-Teams (WTTs), Political Champion (MEC), Administrative Champion (HOD) District Convener

Focus programmes include: Poverty Alleviation, HIV & AIDS, TB & STIs as well as all health matters, Employment Creation, Youth Development, Drug & Substance Abuse and other social ills, Orphaned & Vulnerable Children and other vulnerable groups (e.g. Senior Citizens, Women, Farm Workers & People Living with disabilities), Illiteracy & other educational programmes, Food Security & social relief, Economic Development and Provision of critical registration documents (e.g. birth certificates and IDs)

Areas of infrastructure focus include: Community halls, Schools, Clinics, Crèches, MPCCs, Churches or any other suitable infrastructure, depending on the area

The implementing process involves: Household Profiling (HHP), reporting of findings to WTT, Referral of cases to relevant department/entity, Provision of interventions, Capturing of HHPs in NISIS at the Office of the Premier (OTP), Operation MBO (To cover the general community and fast track service delivery)

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 social media. 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 policy 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 committee have dealt with were the issues of shortage of water and social ills; ensuring that all 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	09/10/2016	10	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	12/10/2016	10	7	300	Yes	IDP Roadshows
Mayoral Izimbizo	14/10/2016	15	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	15/10/2016	15	8	300	Yes	IDP Roadshows
Mayoral Izimbizo	15/10/2016	10	7	350	Yes	IDP Roadshows
Mayoral Izimbizo	16/10/2016	12	8	350	Yes	IDP Roadshows
Mayoral Izimbizo	20/10/2016	12	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	21/10/2016	18	7	180	Yes	IDP Roadshows
Mayoral Izimbizo	22/10/2016	15	7	210	Yes	IDP Roadshows
Mayoral Izimbizo	22/10/2016	16	7	250	Yes	IDP Roadshows
Mayoral Izimbizo	02/11/2016	16	7	300	Yes	IDP Roadshows
Mayoral Izimbizo	03/11/2016	18	7	300	Yes	IDP Roadshows
Mayoral Izimbizo	06/11/2016	15	7	150	Yes	IDP Roadshows
Mayoral Izimbizo	09/11/2016	18	7	190	Yes	IDP Roadshows
Mayoral Izimbizo	10/11/2016	15	7	200	Yes	IDP Roadshows
Mayoral Izimbizo	11/11/2016	15	7	200	Yes	IDP Roadshows

Table 2.4.1

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

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 quarter aligned reports submitted within stipulated time frames?	Yes

* Section 26 Municipal Systems Act 2000   *Table 2.5.1*

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is a system of rules, practices and processes by which the municipality is run. Administratively the Accounting Officer is the head and accounts to the Council and the Executive Committee To maintain oversight, Council has established Council Committees in terms of Section 79 and 80 of the

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

- The Risk Management Charter and Strategy are reviewed on an annual basis to ensure that there are no gaps and non-compliance,
- Every year risk assessments are done for all the departments and a new risk register is developed and submitted to the Risk Management Committee and other Governance structures,
- Monitoring of action plans is done on a quarterly basis by the Risk Management Officer to ensure implementation and improvement in strengthening controls in place therefore ensuring the reduction of like-hood of the risks occurring.
- Progress reports on risk mitigation plans are submitted to the Risk Management Committee and other governance structures on a quarterly basis.
- Management s buy-in on issues of risk management and understanding has improved.
- Risk management is now being filtered down to other employees besides management in that they get invited when risk assessments are conducted.
- On a quarterly basis submission on the progress of risk monitoring is done to provincial treasury.

Challenges

- There is no risk management software which will make it easy to track due dates as the system will have pop up alerts as and when due dates have been reached for action plans however this process is done manually on a quarterly basis.

The following are the high-risk areas that the municipality is facing:
- Ageing Infrastructure
- Revenue collection and overdue debt
- Billing administration

2.7 ANTI-CORRUPTION AND FRAUD

2.7.1 Fraud and Anti-Corruption Strategy

An approved Anti-Fraud and Corruption Strategy by the Council is in place. This Strategy includes the following:-
- Regulatory Framework Relevant to Prevent Fraud and Corruption
- Fraud Exposures
- Governance structures to Mitigate Fraud and Corruption
- Anti- fraud and Anti-Corruption Prevention Initiatives
- Anti- fraud and Anti-Corruption Detection
- Anti- fraud and Anti-Corruption Response Strategy
- Compliance with the strategy

The Fraud Risk Assessment is conducted every year and follow ups on the implementation of mitigation plans is done on a monthly basis and reported on a quarterly basis to the Risk Management Committee and other governance structures as per the policy.

High Risk Areas

- Failure to follow SCM processes
- Falsified qualifications
- Abuse of overtime and leave
- Misuse of fuel cards
- Exposure of critical data and systems to acts of irregularity such as hacking and system attacks, internet and e-mail misuse, manipulation of critical data, unauthorised access, virus and spam

Annual Report 2016/2017　　　　　　PAGE 28　　　　An exclusive and insightful view on organizational and labour matters.

Ugu District Municipality

2.8 SUPPLY CHAIN MANAGEMENT

2.8.1 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 committee meetings. The Supply Chain Management Unit is responsible for the procurement of goods and services, the management of supplier database and contracts management.
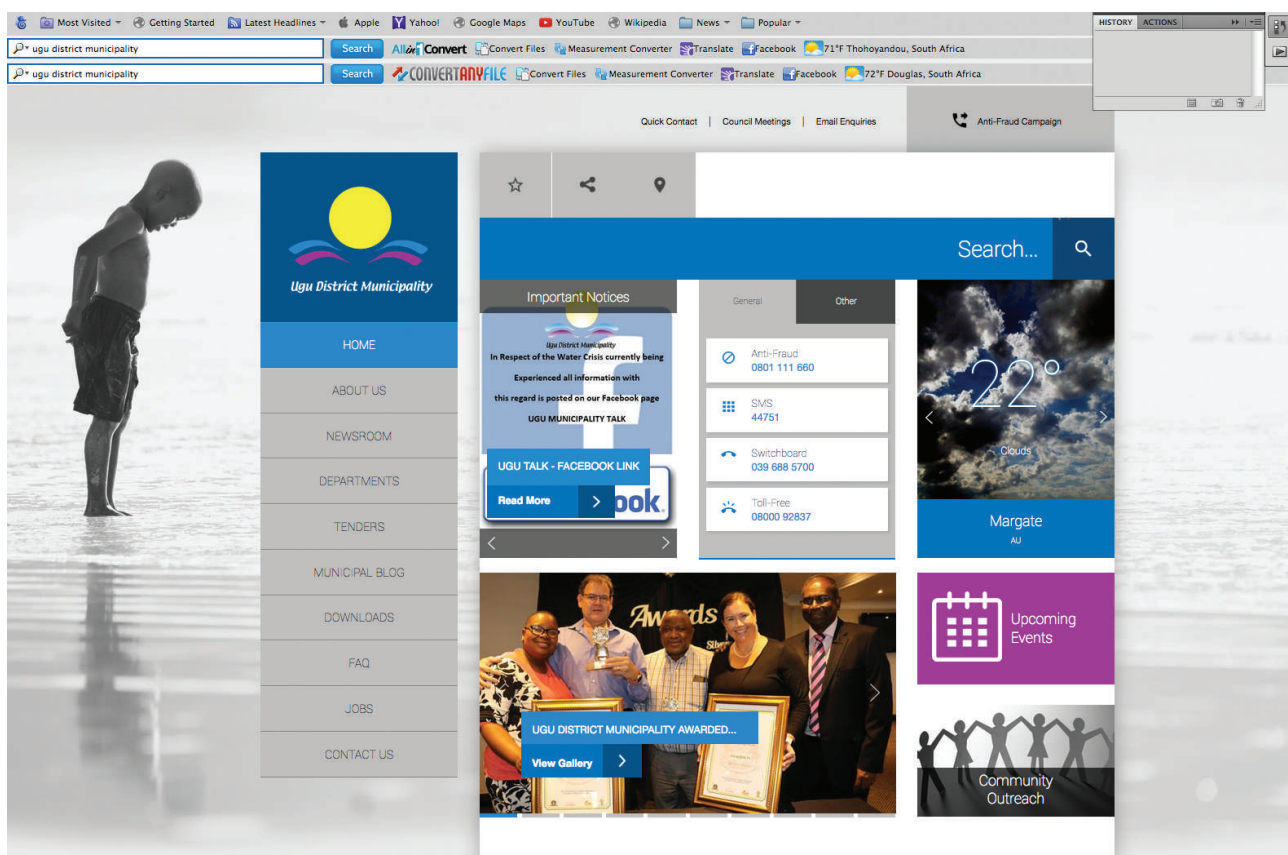
2.9 BY-LAWS

Environmental Health Services unit has successfully developed the Draft Public Health Bylaws which have been adopted by Council. Public Participation drew a welcomed expectancy on the much-needed relevancy and application of the By-laws with the result that many welcomed the scope and enforceability of the By-laws application against the backdrop of public health offences that never had a platform of monitoring before.

The bylaws will be gazetted as the officially promulgated Environmental Health By-laws for the Ugu District Municipality, and it is a milestone for the Environmental Health services unit as it will mean that with the promulgation and enforcement of the Public Health By-laws, public health compliance will be placed on alert and offenders will no more be allowed to flaunt public health legislation.

2.10 WEBSITES

2.10.1 Municipal Website Content and Access

The Municipality also has a Facebook page namely Ugu talk where daily communication is published to residents regarding various services the Municipality is responsible for.

An exclusive and insightful view on organizational and labour matters.

UGU DISTRICT MUNICIPALITY, MUNICIPAL COMPLIANCE CHECKLIST 2016/17			
No	Documents published on the Municipality's website	Yes/No	Date of Publication
1	The annual report (2015/16)	Yes	29 March 2017
2	All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act 2016/17 and resulting scorecards	Yes	8 Sept 2016, 19 Sept 2016, 12 Oct 2016
3	All service delivery agreements 2016/17	N/A	N/A
4	All long-term borrowing contracts 2016/17	N/A	N/A
5	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 2016/17	N/A	N/A
6	Contracts were agreed upon in 2016/2017 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/A	N/A
7	Public-private partnership agreements referred to in section 120 were made in 2016/17	N/A	N/A
8	All quarterly reports were tabled in the Council in terms of section 52 (d) during 2016/17	Yes	Q1 4 Nov 2016 Q2 31 January 2017 Q3 24 April 2017 Q4 1 Aug 2017
9	Copies of the draft and final Medium-Term Revenue and Expenditure Framework / (i.e. Municipal Budgets) in the prescribed format as per Section 17 of the Local Government: Municipal Finance Management Act, 2003 with the following supporting documents:	Yes	10 June 2016
11	any proposed amendments to the municipality's integrated development plan following the annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act;	Yes	4 April 2017
12	any proposed amendments to the budget-related policies of the municipality:	Yes	2016/17 Policies 15 June 2016

Table 2.10.1

All Municipal websites, in respect of the MFMA, Section 75 require specific information to be published on the website. Ugu District Municipality compiled a website compliance checklist which was reviewed for compliance on a quarterly basis and submitted to the ICT Steering committee for Oversight. Information is published to the website on an ad hoc basis and vetted by content owners prior to being published.

Monthly website usage trends by visitors to the **www.ugu.gov.za** is monitored through Google analytics and allows the Communications Section of the Municipality to interrogate data such as number of users visiting the site, number of sessions, number of page views, cities where the site is being accessed from and other useful statistical data.

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

2.11.1 Public Satisfaction Levels

The municipality did not run any public satisfaction survey during the 2016/2017 financial year