

CHAPTER 2

GOVERNANCE

CHAPTER 2: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Introduction to Governance

Good governance has eight major characteristics that includes:

- Participatory;
- Consensus oriented;
- Accountable and transparent;
- Responsive;
- Effective and efficient;
- Equitable;
- Inclusive; and
- Follows the rule of law.

Good governance assures that corruption is minimised, that the views of all people are taken into account and that voices of the vulnerable members in society, are heard. Good governance gears a municipality for a responsive approach to present and future needs, inside and outside an organisation.

Introduction to Political and Administrative Governance

Eden DM's Corporate-/Strategic Services ensure that Council, the Executive MAYCO, Portfolio Committees and other standing committees meet regularly, as approved by Council's meeting schedules. In addition, the Section bares the responsibility of arranging special meetings, when instructed to do so. Agendas of all Council and Committee meetings are compiled, produced and distributed to all Eden DM's thirty five (3) Councillors. Minutes of all meeting proceedings are recorded and safeguarded for record purposes and future reference.

POLITICAL STRUCTURE



EXECUTIVE MAYOR
Cllr Wessie van der Westhuizen



SPEAKER
Cllr Doris Nayler



DEPUTY MAYOR
Cllr Lionel Esau



CHIEF WHIPS



CHIEF WHIP
Cllr Johan Gerber (DA)



CHIEF WHIP
Cllr Pieter van der Hoven (ANC)



CHIEF WHIP
Cllr John Maxim (COPE)



CHIEF WHIP
Cllr Werner Meshoa (ICOSA)



CHIEF WHIP
Cllr Johan du Toit (ACDP)

SECTION 80 PORTFOLIO CHAIRPERSONS



Social Development
Cllr Sharon May



Financial Services
Cllr Johann Koegelenberg



Community Services
Cllr Henry McCombi



Corporate Services
Cllr Tertuis Simmers



District Economic Development
Cllr John Maxim



Strategic Services
Cllr Johan du Toit



Roads & Transport Planning
Cllr Lionel Esau

SECTION 79 COMMITTEE CHAIRPERSONS



Budget Steering Committee
Cllr Johann Koegelenberg



Governance
Cllr Doris Naylor



Municipal Public Accounts Courts (MPAC)
Cllr Doris Xego



Training, Development, Central Health & Safety, LLF
Cllr Tertuis Simmers

2011/2016 TERM - COUNCIL



Cllr D Abrahams
African National Congress



Cllr NC Booisen
Democratic Alliance



Cllr N Bityi
African National Congress



Cllr S de Vries
African National Congress



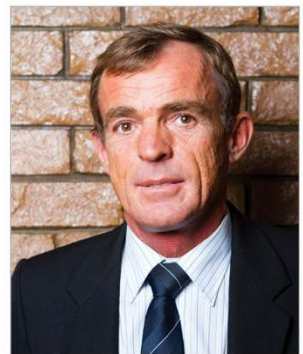
Cllr M Fielies
African National Congress



Cllr HJ Floors
Democratic Alliance



Cllr JJ Gerber
Democratic Alliance



Cllr JG Janse van Rensburg
Democratic Alliance



Cllr R Johannes
Democratic Alliance
(Cllr Joubert replaced Cllr Johannes on 20/04/2016)



Cllr D Kamfer
ICOSA (since 16/08/2013)



Cllr SS Mbandezi
African National Congress



Cllr WWP Meshoa
ICOSA



Cllr MM Mbali
African National Congress



Cllr NS Ndayi
Democratic Alliance



Cllr CN Ngalo
African National Congress



Cllr NP Mkalipi
Democratic Alliance
(Cllr Johnson replaced Cllr Mkalipi on 20/01/2016)

2011/2016 TERM - COUNCIL



Cllr GC Niehaus
Democratic Alliance



Cllr LN Qupe
Democratic Alliance



Cllr CMA Skietekat
Democratic Alliance



Cllr MN Tanda
African National Congress



Cllr T Teyisi
African National Congress



Cllr PJ Van der Hoven
African National Congress



Cllr DJ Van Rensburg
ACDP
(Cllr Gouws replaced Cllr Van Rensburg on 20/04/2016)



Cllr VWaxa
African National Congress



Cllr D Xego
African National Congress



Cllr MWagenaar
African National Congress

2.1 COMPOSITION OF COUNCIL

2.1.1 The Eden DM Council consists of 35 Councillors

Democratic Alliance (DA)	African National Congress (ANC)	African Christian Democratic Party (ACDP)	Congress of the People (COPE)	Independent Civic Organisation of South Africa (ICOSA)
17	13	2	1	2

2.1.2 Council compilation (Refer to Appendix A & B)

Proportional Councillors	George Municipality	Kannaland Municipality	Knysna Municipality	Hessequa Municipality	Mossel Bay Municipality	Oudtshoorn Municipality	Bitou Municipality
15	6	1	2	2	4	3	2

2.1.3 Composition of Council

Below is a table that categorised the Councillors within their specific political parties and municipalities

Political Party	Councillor	Type of Councillor
Democratic Alliance (DA)	ClIr Henry J McCombi	Proportional Councillor
	ClIr Hendrik J Floors	Proportional Councillor
	ClIr Sharon F May	Proportional Councillor
	ClIr Caroline M Skietekat	Proportional Councillor
	ClIr Johannes JA Koegelenberg	Proportional Councillor
	ClIr Tertuis Simmers	Proportional Councillor
	ClIr Ncomeka P Mkalipi	Proportional Councillor
	ClIr Johannes G Janse van Rensburg	Proportional Councillor
African National Congress (ANC)	ClIr Velile Waxa	Proportional Councillor
	ClIr Nompumelelo M Tanda	Proportional Councillor
	ClIr Carmicheal N Ngalo	Proportional Councillor
	ClIr Maria Fielies	Proportional Councillor
	ClIr Doris Xego	Proportional Councillor
	ClIr Nomajuda A Bityi	Proportional Councillor
ICOSA	ClIr Davie Camfer	Proportional Councillor
ANC	ClIr Pieter van der Hoven	George Municipality
ANC	ClIr Tobeka Teyisi	George Municipality
ACDP	ClIr Johan du Toit	George Municipality
DA	ClIr Ludwe N Qupe	George Municipality
DA	ClIr Lionel Esau	George Municipality
DA	ClIr Gert Niehaus	George Municipality
ICOSA	ClIr Werner P Meshoa	Kannaland Municipality
ANC	ClIr Stephen de Vries	Knysna Municipality
DA	ClIr Doris Nayler	Knysna Municipality
DA	ClIr Richard Johannes	Hessequa Municipality

Political Party	Councillor	Type of Councillor
ANC	Cllr David Abrahams	Hessequa Municipality
DA	Cllr Jurgens Gerber	Mossel Bay Municipality
DA	Cllr Niklaas Booisen	Mossel Bay Municipality
ACDP	Cllr Dorothea van Rensburg	Mossel Bay Municipality
ANC	Cllr Sebenzile S Mbandezi	Mossel Bay Municipality
ANC	Cllr Micheal Wagenaar	Oudtshoorn Municipality
DA	Cllr Wessie van der Westhuizen	Oudtshoorn Municipality
COPE	Cllr John Maxim	Oudtshoorn Municipality
ANC	Cllr Mpakamisi M Mbali	Bitou Municipality
DA	Cllr Nompumelelo S Ndayi	Bitou Municipality

During the year under review (1 july 2015 to 30 june 2016), the following numbers of meetings took place:

Type of meeting	No.	Agendas Distributed (Cllrs and officials)
Council	5	275
Special Council	3	165
Executive Mayoral Committee	10	250
Finance Service Committee	8	200
Corporate Services Committee	5	150
Management/Community Services Committee	9	225
Infrastructure Services Committee	8	160
Strategic Planning Committee	5	125
Economic Development and Planning	3	75
Governance Committee	2	30
Occupational Health & Safety Committee	3	90
Training & Development Forum	4	168
Local Labour Forum	9	250
Oversight Committee (MPAC)	4	120
Total of meetings held and agendas distributed	78	2283

2.1.2 EXECUTIVE MAYORAL COMMITTEE

The Executive Mayor of Eden DM, Cllr Vernatt Van der Westhuizen, assisted by the Mayoral Committee and heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance; therefore executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. (Refer to Section 60 of the Structures Act).

Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in consultation with the Mayoral Committee. The Mayoral Committee is chaired by the Executive Mayor.

The name and portfolio of each Member of the Mayoral Committee, is listed in the table below for the period 1 July 2015 to 30 June 2016:

Name of Member	Capacity
Cllr VI van der Westhuizen	Executive Mayor
Cllr LBC Esau	Executive Deputy Mayor
Cllr JJA Koegelenberg	Portfolio Chairperson for Financial Services
Cllr TA Simmers	Portfolio Chairperson for Corporate Services
Cllr J Maxim	Portfolio Chairperson for District Economic Development & Planning
Cllr JJA Koegelenberg	Portfolio Chairperson for Financial Services
Cllr TA Simmers	Portfolio Chairperson for Corporate Services
Cllr J Maxim	Portfolio Chairperson for District Economic Development & Planning
Cllr JJA Koegelenberg	Portfolio Chairperson for Financial Services
Cllr TA Simmers	Portfolio Chairperson for Corporate Services
Cllr J Maxim	Portfolio Chairperson for District Economic Development & Planning
Cllr JJA Koegelenberg	Portfolio Chairperson for Financial Services
Cllr SF May	Portfolio Chairperson for Roads and Transport Planning
Cllr J Du Toit	Portfolio Chairperson for Strategic Services
Cllr HJ McCombi	Portfolio Chairperson for Community Services

2.1.3 COMMITTEES

The Municipal Structures Act allows a municipal council to establish two types of committees - Section 79 and Section 80 Portfolio Committees.

- Section 79 Committee, also known as council committees, meet every second month and report their oversight outcomes to Council, via the MAYCO. Eden DM has the following Section 79 Committees: Budget Steering, Appeals, Governance, MPAC, Training & Development, Health & Safety, Local Labour Forum and the Disciplinary Committee.

- Section 80 Portfolio Committees meet on a monthly basis to discuss matters referred to them and to make suitable recommendations to the MAYCO. Members are appointed to assist the Executive Mayor with his/her duties. Eden DM has the following Section 80 Committees: Roads & Transport Planning Services, Financial Services, Community Services, Property Management & Development, District Economic Development & Tourism, Corporate Services and Strategic Services.



Municipalities in the Eden District pledge to support Oudtshoorn on 09 February 2016. (FLTR): Cllr Daniël Maritz (Executive Deputy Mayor of George Municipality), Mr Allen Paulse (Acting Municipal Manager, Oudtshoorn Municipality), Cllr Memory Booysen (Executive Mayor: Bitou Municipality), Mr Kam Chetty (Oudtshoorn Administrator), Cllr Georlene Wolmarans (Executive Mayor: Knysna Municipality), Cllr Wessie van der Westhuizen (Executive Mayor: Eden District Municipality) and Alderlady Marie Ferreira (Executive Mayor: Mossel Bay Municipality).

2.1.4 SECTION 79 COMMITTEES

2.1.4.1 Eden DM Section 80 Committees as at 29 February 2016 (Special Council)

COMMITTEE NAME, DAY & TIME OF MEETING	ROADS & TRANSPORT PLANNING SERVICES: MON @ 10:00	FINANCIAL SERVICES: MON @ 12:00	COMMUNITY SERVICES: WED @ 11:00	PROPERTY MANAGEMENT & DEVELOPMENT: WED @ 12:00 (yellow)	DISTRICT ECONOMIC DEV & TOURISM: WED @ 13:00	CORPORATE SERVICES: THUR @ 11:00	STRATEGIC SERVICES: THUR @ 13:00
Functions	Roads Transport Planning	Income and Expenditure Supply Chain BTO Revenue Management Asset Management Stores Financial Statements / GRAP Statements	Fire and Rescue / Disaster Management / Municipal Health / Environmental Management / EPWP / Property Planning	Maintenance Resorts Strategic Properties Regional Bulk Infrastructure and Planning	Regional Economic Development Tourism / Arts and Culture HIV Youth, Gender and Disability	Human Resource Development Auxilliary Services Committee Services Legal Services Auxiliary Services Committee Services Legal Services	IGR Communications IDP Information Communication & Technology Shared Services Funding Mobilization Strategic Properties (for noting only)
Chairperson	SF MAY	JJA KOEGELENBERG	HJ McCOMBI	LBC ESAU	J MAXIM	TA SIMMERS	J DU TOIT
Deputy Chair	JJA Koegelenberg	J du Toit	J Maxim	HJ McCombi	SF May	LBC Esau	TA Simmers

COMMITTEE NAME, DAY & TIME OF MEETING	ROADS & TRANSPORT PLANNING SERVICES: MON @ 10:00	FINANCIAL SERVICES: MON @ 12:00	COMMUNITY SERVICES: WED @ 11:00	PROPERTY MANAGEMENT & DEVELOPMENT: WED @ 12:00 (yellow)	DISTRICT ECONOMIC DEV & TOURISM: WED @ 13:00	CORPORATE SERVICES: THUR @ 11:00	STRATEGIC SERVICES: THUR @ 13:00
Exec Manager	H Ottervanger	L Hoek	C Africa	C Africa	T Holtzhausen	T Holtzhausen	T Holtzhausen
DA	H Floors JG Janse van Rensburg	JG Janse van Rensburg JJ Gerber SF May	JP Johnson CM Skietekat LN Qupe	JJA Koegelenberg GC Niehaus AM Joubert	CMA Skietekat NS Ndayi LN Qupe	JP Johnson JJ Gerber NC Booisen	LBC Esau GC Niehaus NC Booisen
ANC	D Abrahams V Waxa	D Xego P van der Hoven	NM Tanda CN Ngalo	M Fielies MM Mbali	N Bityi M Wagenaar	T Teyisi SS Mbandezi	P Van der Hoven MM Mbali
COPE	J Maxim						
ICOSA			D Kamfer	WP Meshoa		D Kamfer	
ACDP		Vacant		J du Toit	J du Toit		
TOTAL	7	8	8	9	8	8	7

2.1.4.2 Section 79 Committees as at 29 February 2016 (Special Council)

Committee	Budget Steering	Appeals Committee	Governance	MPAC	Training & Development	Health & Safety	Local Labour Forum	Disciplinary Committee
Chair	JJA Koegelenberg	JJ Janse van Rensburg	D Nayler	D Xego	TA Simmers	TA Simmers	TA Simmers as at 27/01/2015	LBC Esau
DA	JJ Gerber	JJ Gerber	JJ Gerber	JJ Gerber GC Niehaus (4/12/14) JG Janse van Rensburg	LBC Esau	AM Joubert GC Niehaus	SF May	NC Booisen
ANC			P van der Hoven	P van der Hoven	M Wagenaar	MM Mbali	P van der Hoven T Teyisi	P van der Hoven
COPE			J Maxim		J Maxim			
ICOSA			WP Meshoa	WP Meshoa	D Kamfer		D Kamfer	WP Meshoa
ACDP		J du Toit	J du Toit		J du Toit		J du Toit	Vacant
MANAGEMENT							Municipal Manager B Holtzhausen	
UNIONS					2 Imatu 2 Samwu	2 Imatu 2 Samwu	6 Samwu 3 Imatu	

2.1.4.3 Other Committees in terms of legislation as at 29 February 2016 (Special Council)

Affiliation / Role	Workplace Restructuring	Basic Conditions of Service	Human Resource Development Committee	Audit Committee
Chairperson				J Stoffels, JRN Metelerkamp, A Potgieter, Adv D Block
DA	TA Simmers	TA Simmers	TA Simmers	
ANC				
COPE				
ICOSA				
ACDP	J du Toit		J du Toit	
SAMWU	M April, N Nkasayi	NW Nkasayi, N Sthunda	P Xalisa M April	
Total	H Herwels, SG van der Merwe	P Koopman	P Koopman	

2.1.4.4 Other Committees

Affiliation / Role	Public Transport Council representatives	Road agency	District Assessment Committee (DAC)
Chairperson			
DA	NC Booisen as <i>secundus</i>	NC Booisen as <i>secundus</i>	JJA Koegelenberg, JG Janse van Rensburg <i>secundus</i>
ANC			
COPE			
ICOSA			
ACDP			

2.1.5 Political decision-making

Recommendations are formulated by officials in their reports. These reports are submitted to Portfolio Committees, Mayoral Committee and Council. Most of the recommendations are normally approved at these Committee Meetings. From time to time recommendations are amended by Council before approval.

In terms of the percentage, $\pm 90\%$ of the proposed recommendations were implemented. All decisions taken by Committees or Council are forwarded to the relevant Head of Department for execution.

2.2 ADMINISTRATIVE GOVERNANCE

2.2.1 Introduction to Administrative Governance

The Municipal Manager is regarded, in terms of legislation, as the head of administration and is responsible and accountable for the management of the municipality's administration. The Accounting Officer must at all times act with fidelity, honesty, integrity and in the best interests of the municipality in managing its financial affairs.

The Management team comprises of the following officials:

Mr GW Louw	-	Municipal Manager
Mr C Africa	-	Executive Manager: Community Services
Ms B Holtzhausen	-	Executive Manager: Corporate/Strategic Services
Ms L Hoek	-	Chief Financial Officer
Mr H Ottervanger	-	Executive Manager: Roads and Transport Planning

In order to ensure that administrative governance is enforced and elevated, a number of departmental structures have been put in place viz;

- Senior Management meetings (ManCom);
- Middle Management meetings (Reflection group);
- Operation Clean Audit (GRAP / OPCAR);
- Excellence Enhancement Initiative Task Team; and
- Departmental Management meetings.

The administration ascribes to the Batho Pele Principles and the values are contained in the vision and mission of the Municipality. The administration has also implemented an Anti-Fraud & Anti-Corruption Hotline during February 2014, which is aimed at fostering a clean administration and enhancing a code of ethics and good governance.

Senior Management is continuously striving at elevating the corporate culture of the administration, by inculcating corporate values, high levels of integrity and professionalism.

2.2.2 Top Administrative Structure

2.2.2.1 Tier 1

OFFICE OF THE MUNICIPAL MANAGER | Mr Godfrey W Louw

- Chief Audit Executive – Jan-Willem de Jager
- Risk Officer: Lauren James
- Performance Management Officer – Ilse Saaiman

2.2.2.2 Tiers 2 and 3

OFFICE OF THE EXECUTIVE MANAGER, CORPORATE-/STRATEGIC SERVICES: Ms Trix Holtzhausen

- Manager: Support Services – Mr Francois Goosen
- Manager: Strategic Support Services – Ms Melanie Wilson
- Manager: ICT – Mr Koos Nieuwoudt
- District IDP Co-ordinator – Ms Celeste Domingo
- Manager: Legal Services – Vacant
- Manager: Human Resources – Mr Gerhard le Roux (Voluntary Retrenchment Package: 30 November 2015)

OFFICE OF THE EXECUTIVE MANAGER, COMMUNITY SERVICES: Mr Clive Africa

- Manager: Municipal Health & Environmental Services - Mr Johan Compion
- Manager: Emergency Services - Mr Gerhard Otto
- Manager: Property Development/Spatial Planning & Resorts
- Coordinator: Bulk Infrastructure
- EPWP Coordinator

OFFICE OF THE MANAGER: FINANCIAL SERVICES: Ms Louise Hoek

- Deputy Manager: Budget, Treasury, Income & Expenditure - Mr Jeff Adams (Retrenchment Package: 30 November 2015)
- Deputy Manager: Assets, Stores, Data & SCM – Mr Tebello Mpuru
- Deputy Manager: Financial Statements – Mr Johan Stander (Contract appointment)

SENIOR MANAGER: ROADS SERVICES: Mr Hans Ottervanger

- Chief: Engineering Technician - Mr Ezron du Plessis
- Manager: Technical Maintenance & Mechanical Services - Mr Japie Strydom
- Cost & Management Accountant - Ms Verna Hofsta
- Administrative Officer - Ms Bernadene Prinsloo

TOP ADMINISTRATIVE STRUCTURE



MUNICIPAL MANAGER
Mr Godfrey W Louw



EXECUTIVE MANAGER
CORPORATE/STRATEGIC
SERVICES
Ms Trix Holtzhausen



EXECUTIVE MANAGER
COMMUNITY SERVICES
Mr Clive Africa



MANAGER
FINANCIAL SERVICES
Ms Louise Hoek



EXECUTIVE MANAGER
ROADS AND TRANSPORT
PLANNING
Mr Hans Ottervanger

2.2.2.3 Performance Agreement Status

Name of official	Department	Performance Agreement Signed? Y/N
Godfrey Louw	Municipal Manager	Yes
Beatrix Holtzhausen	Executive Manager: Corporate-/Strategic Services	Yes
Clive Africa	Executive Manager: Community Services	Yes
Louise Hoek	Chief Financial Officer	Yes
Hans Ottervanger	Senior Manager: Roads and Transport Planning	Yes

COMPONENT B: INTERGOVERNMENTAL RELATIONS

B. Introduction to Co-operative governance and Intergovernmental Relations

Eden DM, via the utilisation of its Intergovernmental Relations function and established functions, seeks to achieve the following:

- To promote horizontal and vertical partnership building towards coherent governance for the effective provision of municipal services and the realization of national priorities;
- Co – ordinate and partake in district, provincial and national intergovernmental structures;
- The implementation, reporting and monitoring of the Back – to Basics – Programme;
- To co-ordinate and facilitate good relationships with municipalities and Provincial and National spheres of government;
- To ensure that internal departments and sections build strategic developmental partnerships with their technical counterparts;
- To co-ordinate the sharing of best practices, knowledge and information amongst municipalities; and
- To enhance both municipal human and financial resources capacity, leading to improved municipal service delivery.

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 National Intergovernmental Structures

In collaboration with COGTA, Eden DM has participated in “Taking Parliament to the People”

in Oudtshoorn, in conjunction with NCOP. Minister Pravin Gordhan further congratulated Eden DM for its active involvement in the Back- to Basics Programme. Eden DM also submitted all monthly reports to the National Department of Co-operative Governance.

Name of meeting	Responsible person	Sphere of Government
Taking Parliament to the People	C Domingo	Local Government

2.3.2 Provincial Intergovernmental Structure

The Eden DM also serve on various provincial government platforms and structures mainly to report and share local experiences and identify practical solutions on how to improve its planning processes.

These meetings and forums are usually scheduled on a quarterly basis by the directorates responsible for the specific function at the Provincial Department of Local Government. For the 2014/2015 financial year, the Eden DM attended the following Forums and meetings:

- Provincial Public Participation Conference;
 - The Provincial IDP Managers Forum meeting;
 - Local Government Medium Term Expenditure Committee (LGMTEC) 3;
- 2015-2016 Annual Report: Eden District Municipality**

- IDP Indaba 1 and 2;
- A meeting with Provincial IDP Assessment Panel; and
- The Provincial Public Participation and Communication Forum.

The main reason for attendance include inter alia:

- To report on district planning processes;
- To attain technical and financial support to the Municipal IDP, public participation and ward committee operations;
- To attain general guidance to municipal strategic planning processes;
- To ensure the compliance to national and provincial legislation with respect to Integrated Development Planning and Public Participation;
- To ensure alignment with provincial and national sector department policies and programmes;
- To identify capacity shortages and training and development opportunities; and
- To promote credible Integrated Development and Public Participation processes on a municipal level.

2.3.3 Relationship with Municipal Entities

Various internal municipal platforms are utilised by the Eden DM to enhance departmental accountability. These include:

- Mayoral Committee
- Council's Portfolio Committees
- Management Committee
- Municipal Public Accounts Committee (MPAC)
- Audit Committee
- Budget Steering Committee
- Eden Risk Committee

2.3.4 District Intergovernmental Structures

The following table provides an overview of Intergovernmental Relations Structures that are currently operational and co-ordinated by Eden DM. Eden DM serves 18 IGR Forums. The MEC of Local Government, during the 2014/2015 IDP review, has commented on and requested the Eden DM to strengthen the IGR Forums. This realized in the 2015/2016 financial year with all district forums being established, functional and operational.

Of the 18 IGR Forums, it is reported that all Forums have been strengthened with the exception of the Youth, Legal and Speakers Forum. The District IDP Co-ordinator currently co-ordinates the IGR function in collaboration with the Office of the Municipal Manager. The IGR structures assist in aligning municipal planning and development initiatives, promotes an approach which fosters shared service agreements and collaborates on matters of mutual concern to the district. Joint long term planning, Indaba Agreements and cross border development initiatives through a district support register have proved successful in improving relations and

collaboration on municipal challenges. The Joint Planning Initiative is a good example of Inter-governmental Relations at work in ensuring a cooperative and integrated approach to long term planning. The initiative has been spearheaded under the leadership of the Western Cape Provincial Government and involves constant dialogue, consensus and investigation of lucrative developmental opportunities for future implementation.

It is envisaged that these long term planning instruments be supported with short term operational action planning mechanisms through indaba agreements leading to the successful implementation and realization of what have commonly become known as “game changers” for the Eden District. The Eden DM has hosted a number of successful community engagements (Anti-Fraud Hotline Campaign; Western Cape Supply Chain Database Campaign; Water Campaign in Kannaland; Eden LED Genesis Workshop; NCOP;

Eden district forums						
Forum name	Does it have TOR?	Is forum active?	Frequency of meetings	Purpose	Composition	Chairperson
IDP Managers Forum	Yes	Yes	Quarterly	Platform to engage on the IDP process of the district & local B - Municipalities in the district; share best practices on IDP Aim for alignment between the IDP of District & B – Municipalities	IDP Managers Assistant IDP Offices Relevant Stakeholders	Eden DM, IDP Co-ordinator- Ms C Domingo
LED Managers Forum	No	Yes	Quarterly	Platform for Economic Development Practitioners to discuss best practices for the implementation of LED project and programs to stimulate the local economy	LED Managers SEDA, REDDOOR, and Relevant Stakeholders	Eden DM, LED Coordinator Ms N Raubenheimer
District Public Participation & Communicators Forum	No	Yes	Quarterly	Platform for local communications in the district to discuss plans, strategies and best practices for public participation and communications	Public Participation Official Communications Officers GCIS DPLG – Public Participation Directorate	Eden DM, IDP Co-ordinator Ms C Domingo
District Co-ordinating Forum	Yes	Yes	Quarterly	To identify and implement programs aimed at realizing one of the key objectives of local government, i.e to deepen local	Mayors, Municipal Managers and Provincials Departments (when requested)	Eden District, Executive Mayor, Wessie van der Westhuizen

Eden district forums						
Forum name	Does it have TOR?	Is forum active?	Frequency of meetings	Purpose	Composition	Chairperson
				democracy		
Eden Municipal Managers Forum	Yes	Yes	Quarterly	To discuss matters of Municipal Interests	Municipal Managers, and Provincial Departments	Eden DM, Municipal Manager, Mr Godfrey Louw
Integrated Communications and Technology	No	Yes	Quarterly	To discuss and strategize issues with regard to IT	Local Municipalities IT Specialists and administrators	
Public Transport Technical Steering Committee	No	Yes	Quarterly	To discuss Integrated Public Transport related issues regionally	District and Local Municipalities and Relevant Provincial Department	Eden DM, Roads Department Mr H Ottervanger
Eden Waste Management	No	On Request	Bi Monthly	To discuss matters related to waste management	Provincial Waste Managers District Waste Managers Environmental Officers	Eden DM, Waste Manager - Mr Morton Hubbe
Eden Disaster Management Forum	Yes	Yes	Quarterly	To discuss the district's disaster management related issues	District and local municipalities Head of Departments Provincial and local Head of Departments in Government	Eden DM, Disaster Management Manager – Mr Gerhard Otto
Tourism Forum	Yes	Yes	Quarterly	To plan for the impact upon, improve and monitor tourism development	Tourism portfolio Councilors Tourism Officials Technical Committee Members (LTO Members)	Eden DM, Tourism Manager – Ms Fathima Hassain
Town Engineers Bulk Infrastructure Forum	Yes	Yes	Quarterly	To discuss any matters related to bulk infrastructure in the district	Department of Public Works Town Engineers Municipal managers Cape Nature Department of Environmental Affairs	Rotational
Legal Advisors Forum	No	No	Bi- Monthly	To discuss legal matters in the district	District and Local Municipalities Legal Advisors	Eden DM, Legal Advisor
Eden HIV/Aids Council	No	Yes	Quarterly	To discuss issues related	District and Local Municipalities	Eden DM, Senior

Eden district forums						
Forum name	Does it have TOR?	Is forum active?	Frequency of meetings	Purpose	Composition	Chairperson
				HIV/ AIDS pandemic and creating awareness on issues that affect Youth in the district	Officials and Relevant stake holders	Buyer Mr Gift Mkuzo
Eden/ Central Karoo HR Forum	Yes	Yes	Bi - Monthly	To discuss Corporate issues	District and local Municipalities HR Managers and Labour Relations Officers	Eden DM, HR Managers – Mr Gerhard le Roux
District Speakers Forum	Yes	No	Quarterly	To identify and implement programs.	District Speaker Local Municipalities Speakers	District Speaker
District GIS Forum	No	Yes	Quarterly	GIS related matters	District and B - Municipalities	Eden GIS Co-ordinator
Regional Skills Development Facilitators Forum	Yes	Yes	Quarterly	Skills development in the region (Central Karoo and Eden)	Eden, B Municipalities and Central Karoo	Chief Skills Development Facilitator Mr R Salmons
Labour Relations Forum	Yes	Yes	Quarterly	Labour relations good practice	Eden and B municipalities	Vacant

COMPONENT C: PUBLIC ACCOUNTABILITY

Overview of Public Accountability and Participation

MSA section 15 (b) requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (i) states that a municipality must develop a system of municipal governance that complements formal representative governance with a system of participatory governance. Section 18 (i) (d) requires a municipality to supply its community with information concerning municipal governance, management and development.

The participation outlined above is required in terms of:

- the preparation, implementation and review of the IDP;
- strict adherence to section 27 of the Municipal Systems Act;
- the promotion of section 152 of the Constitution of the Republic of South Africa pertaining to the involvement of communities in the affairs of local government;
- MPAC and APAC oversight;
- the establishment, implementation and review of the performance management system;
- the alignment of the IDP, budget and PMS template;

- the development, implementation and mitigation of municipal risks through a risk register;
- implementation of iComply Eunomia to ensure legislative compliance;
- the monitoring of the Eden Anti – Fraud Hotline;
- the municipal Annual Report; and
- the preparation of the municipal budget.

2.4 IDP PARTICIPATION & PERFORMANCE 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 quarter aligned reports submitted within stipulated time frames?	Yes
* Section 26, Municipal Systems Act 2000	

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships amongst the many stakeholders involved and the goals for which the institution is governed.

2.5 RISK MANAGEMENT

2.5.1 GOOD GOVERNANCE: RISK MANAGEMENT

To maintain an overall positive perception of the municipality and confidence in the municipality from the public and other stakeholders, well planned goals and objectives should be coordinated and achieved within the district. Eden DM has instituted Risk Management as a systematic and formalised process in order to identify,

assess, manage and monitor risks which effectively ensures achievement of those planned goals and objectives. Thus, Risk management is essentially a good governance measure instituted to ensure the municipality accomplishes its vision, mission and strategic plans.

Risk refers to a beneficial or unwanted outcome, actual or potential, to the organisation's service delivery and other performance objectives, caused by the presence of risk factors. A risk factor is seen as any threat or event which creates, or has the potential to create risk, i.e. it is the root cause of the risk. The occurrence of these risks would be an example of a factor that could hamper service delivery. Some risk factors also present upside potential, which management must be aware of and be prepared to exploit. Such opportunities are encompassed in this definition of risk.

2.5.2 BENEFITS OF RISK MANAGEMENT

Risk management is a valuable management tool which increases an institution's prospects of success through minimising negative outcomes and optimising opportunities.

Instituting a system of risk management may have the following beneficial outcomes for Eden DM:

- More sustainable and reliable delivery of services;
- Informed decisions underpinned by appropriate rigour and analysis;
- Achievement of strategic goals as set out in the Integrated Development Plan;
- Reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and
- Better outputs and outcomes through improved project and program management.

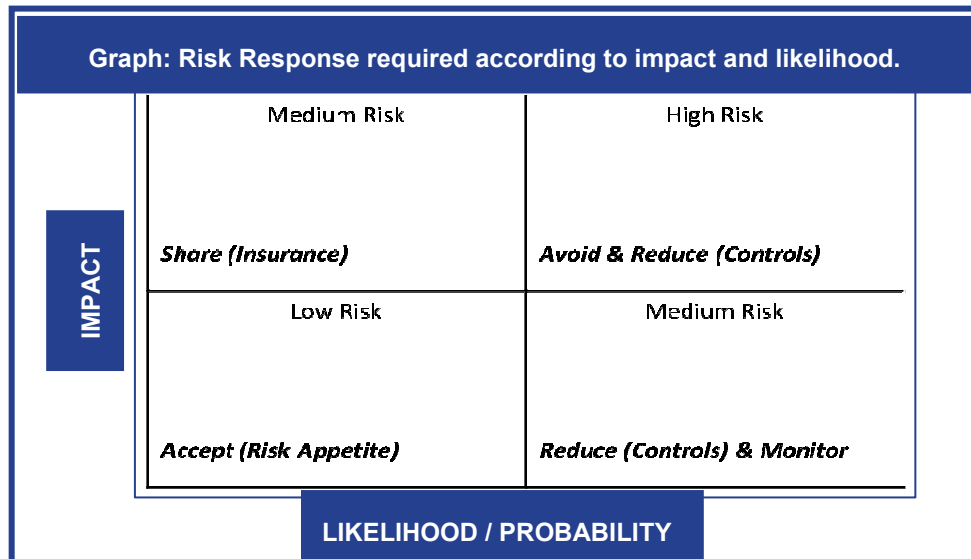
2.5.3 LEGISLATIVE REQUIREMENTS

Sections 62(1)(c)(i) and 95(c)(i) of the MFMA specifically require Accounting Officers to ensure that their municipalities and municipal entities have and maintain effective, efficient and transparent systems of risk management.

2.5.4 THE RISK MANAGEMENT PROCESS

The risk management process is the basic skeleton structure that guides the entire risk management unit and consists of 8 vital steps:

- Step 1: Internal Environment** – the municipality's internal environment is the foundation of all other components of risk management and needs to be thoroughly assessed.
- Step 2: Objective Setting** – this is a precondition to event identification, risk assessment and risk response. There must first be objectives before management can identify risks to their achievement and take necessary actions to manage the risks.
- Step 3: Event identification** – as part of event identification management recognises that uncertainties exist, but does not know when an event may occur, or when its outcome should occur.
- Step 4: Risk Assessment** – management considers the mix of potential future events relevant to the municipality and its activities. This entails examining factors including the municipality's size, complexity of operations and degree of regulation over its activities that shape the municipality's risk profile and influence the methodology it uses to assess risks. Individual risks are assessed on inherent and residual levels, and on impact and likelihood of occurrence.
- Step 5: Risk Response** – this involves identifying and evaluating possible responses to the risks identified. Evaluation of likelihood and impact of risks is done then plotted on the following graph (which is used to categorise risks as low, medium or high) in order to gauge the type of response needed.



Step 6: Control Activities – three types of control activities are recognised in risk management. These are preventative controls (striving to eliminate the occurrence of certain risks), detective controls (striving to identify and bring attention to risks that have already occurred or materialised), and corrective controls (striving to counteract the effects of risks that have already occurred or materialised).

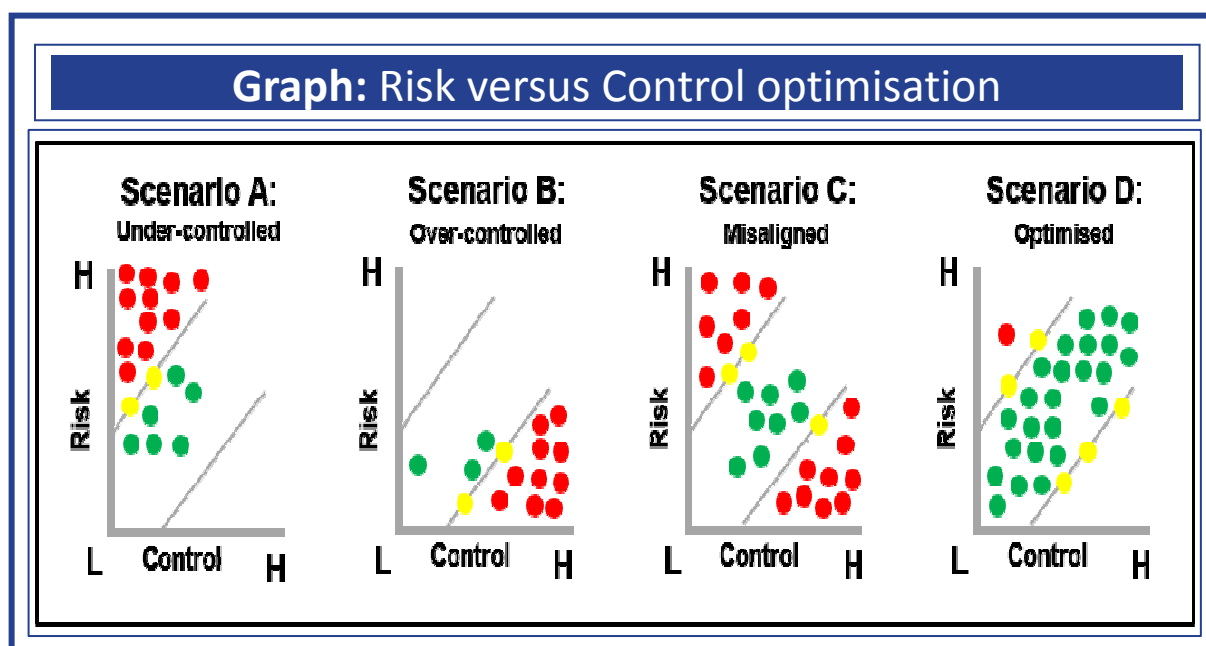
In order for activities and operations to run effectively and efficiently Eden DM must optimally distribute its resources according to significance of those activities and operations. The following graphs are examples of four scenarios comparing the relationship between levels of risks (or importance/significance of activities) versus levels of control (or amount of resources/effort dedicated) over those risks.

Scenario A depicts a situation where the organisation's high level risks receive low levels of control, i.e. very significant activities receive little attention and resources. The situation is thus under-controlled.

Scenario B is the opposite of Scenario A where low level risks are covered by high level controls. The situation is over-controlled.

Scenario C depicts a situation where the organisation has no clear or unified direction with regard to operations and allocation of resources. Risk and control levels are totally misaligned with high level risks receiving low level controls and vice versa. This scenario is the most common among organisations in the beginning stages of institutionalising risk management practices. Eden DM currently finds itself in this scenario.

Scenario D is the ideal situation to operate in. This is where risk and control levels are aligned and optimised correctly. This scenario is characteristic of an organisation which has a strongly interlinked and effective organisational climate and culture with personnel who have stable emotional maturity. This is what Eden DM Risk management is striving toward.



Source: The graphs above are sourced from a presentation pack used by Ernst & Young presented during a Risk Management workshop on 24 June 2014.

Step 7: Information and Communication – information should be delivered to personnel in a form and timeframe that enables them to carry out their risk management and other responsibilities.

Step 8: Monitoring – risk management operates in an ever-changing and dynamic environment. Management needs to regularly determine whether the functioning of each risk management component continues to be effective.

At present, the top five strategic risks to the municipality, in no particular order, are:

Risk Group	Risk	Cause of risk (root cause)
Financial Viability / Sustainability	No long term sustainability of Eden DM	Not managing demands of infrastructure, staff, public and financial constraints. Silo management. Uncertainty about the ownership of land and buildings. Inconsistency between categorisation for councilors, senior managers and staff.
Inadequate standards of service delivery	Non-alignment of IDP, budget and SDBIP	Process plans of IDP, Risk Management, budget and SDBIP done in silo. Outdated SDF. Lack of operational strategic plan. Lack of capacity to implement SDF. National plans not aligned to municipality's IDP
Financial Viability / Sustainability	Lack of Funding for research relating to potential health impacts of Climate Change.	Inability to prevent or mitigate potential health concerns. Exposure to changing health impacts not early diagnosed.
Weaknesses in Governance and Accountability	Ineffective and inefficient performance throughout the organisation	Absence of individual performance. Continuous involvement and support from labor relations and unions. Non-alignment of IDP, Budget and SDBIP
Inadequate standards of service delivery	Termination of the Waste PPP(Landfill Site)	By in from B Municipalities, Decision making taking too long

The top five operational risks to the municipality, in no particular order, are:

Risk Group	Risk	Cause of risk (root cause)
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Risk Group	Risk	Cause of risk (root cause)
Inadequate Standards of Service Delivery	Service Disruption	Failing infrastructure
Reputational Damage / Litigation	Reputational damage distrust in credibility of EdenDM	Public commenting offensive remarks about EdenDM or individuals working at EdenDM. Monitoring cannot take place as this happens after working hours. Delayed response to media enquiries. Delayed responses from internal departments to formulate official responses. Uploading of unapproved responses.
Inadequate Standards of Service Delivery	Do not have the resources (borrow pits) to effectively implement projects	Delay in the process of approving and implementation of borrow pits due to legislative requirements (mineral and petroleum act, NEMA regulation, Heritage foundation, LUPO)
Financial Viability / Sustainability	Budget is not credible and cash funded	Lack of multi-year planning by departments. Unrealistic projections for departmental budgets. Limited own revenue sources. Growth in income lower than growth in expenditure. 85% reliant on grant funding.
Financial Viability / Sustainability	Loss of possible income (asset management)	Unrealistic expectations of revenue generation. No documented process in place for the lease of rental properties. Lack of communication between legal department and finance. Property rental charges not paid in due time. Outdated lease agreement claims not processed immediately.

2.5.5 RISK MANAGEMENT: THE WAY FORWARD

Risk management remains an ongoing process and an important factor in change management in Eden DM. Also, best practices are being formulated and evaluated within the field of risk management on a provincial level on a continuous basis. Within Eden DM it has been made a priority to include all officials in the whole process and broaden the relevance of risk management within the each department of the municipality. Risk champions has been appointed to create awareness amongst staff and filter through the importance of each task within the municipality. The way forward for Risk Management is to ensure communication and integration of risk management procedures and practices at all levels of Eden DM. Each official should accept their role and include risk management in their day-to-day activities in order for full integration to take place.

2.6 ANTI-CORRUPTION AND FRAUD

Section 83(c) of the Municipal Systems Act (MSA) refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), Section 112(1) (m) (i) identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) (b) of the MFMA further states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system, to minimize the likelihood of corruption and fraud.

2.6.1 EDEN ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

A tender for the implementation of the Anti Fraud / Anti Corruption Hotline was awarded to KPMG for a period of three years. This initiative was approved by Eden District Municipality and was extended to include the B-Municipalities. The Anti Fraud Hotline was positively received by the Eden District Municipality and the

progress made with the hotline is satisfactory. The Anti Fraud Hotline continues to operate effectively and matters are being reported separately to the Audit and Risk Committee on a continuous basis.

Statistics for the period 1 July 2015 till 30 June 2016 are as follows:

Date	Medium	Incident
03/07/2015	Phone	Fraud
19/11/2015	Phone	Misconduct
04/09/2015	Phone	Fraud
03/05/2016	Phone	Misconduct
30/05/2016	Phone	Feedback Request

2.7 SUPPLY CHAIN MANAGEMENT

The 2015/16 financial year has been a year of introspection not only for Eden District Municipality but for the entire country with regards to supply chain management reforms. As the South African democracy matures we have seen an increase in active citizenry on how the government runs its affairs in all three sphere. The public interest in seeking transparency, accountability and access to public information has increased exponentially. We have seen much public and media interest in cases of alleged corruption and fraud in government, with civil society vocal and looking to hold those in public office to account. Supply chain matters have therefore transcended to the forefront of such discussion as public perception generally deems it to be at the core of corruption. With this hindsight, council has continued to review its business processes to ensure that they remain in line with statutory requirements and remain abreast of identified risks. Supply Chain Management Policy and Supply Chain Management process continue to be a major focus of council interest to ensure that the public resources entrusted to council are utilized to the benefit of the public in a manner which is fair, equitable, transparent, competitive, cost effective and comply with the prescribed regulatory framework for municipal supply chain management as per the Local Government Municipal Finance Management Act of 2003.

In 2013, National Government established the Office of the Chief Procurement Officer, with the sole mandate to oversee Supply Chain Management in all three spheres of government and government entities. From inception to 2015, the Office of the chief procurement officer was establishing itself and in 2015/16 we began to see multiple reforms being introduced that prompted government to revisit its process and ensure alignment to the vision of the state. Following the announcement by the Minister of Finance, The Office of the Chief Procurement Officer (OCPO) launched the Central Supplier Database (CSD) and E-Tender Publication Portal to go live on the 1st of April 2016 for National and Provincial Government, and to go live on the 1st of July 2016 for local government.

“The e-Tender Publication portal is a single platform for the publication of tenders to eliminate duplication and fragmentation of notices of government tenders. It can be accessed at www.etenders.gov.za. The central supplier database (CSD) is consolidated, verified and vetted list of registered suppliers approved to do business with the state in any of the three spheres.” The Central Supplier Database (CSD) is a single entry point for suppliers to do business with the state by taking away previously onerous, costly and time consuming process of having to register the exact same information with every state entity. The process is electronic and paperless with the turnaround time to register being much quicker and easier for service provider. All potential

service provider can access the website to register at www.csd.gov.za. Or alternatively they may approach any state entity within their access and ask for assistance to be registered. Eden District Municipality has welcomed these initiatives as it had previously shared this vision with the Western Cape Provincial government and before the introduction of the Central Supplier Database (CSD), it had been part of the Western Cape Supplier Database. These are some of the reforms that have been introduced through technological innovation to allow government to reduce administrative burden for business and improve the way that the state conducts its business.

Below is some of the statistics relating to the procurement activities of Eden District Council:

2.7.1 SUMMARY OF BEE COMPANIES DIFFERENTIATING BETWEEN CAPITAL AND NON-CAPITAL ITEMS FOR FORMAL TENDERS

2.7.1.1 Capital projects exceeding R 1 000 000

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Formal: Eden	0	0	0	0%
Formal: Roads	0	0	0	0%

2.7.1.2 Non-Capital projects exceeding R 1 000 000

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Formal: Eden	0	0	0	0%
Formal: Roads	20	16	4	80%

2.7.1.3 Capital projects less than R 1 000 000

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Formal Eden	2	1	1	50%
Formal Roads	2	2	0	100%
Informal Tender Eden	6	5	1	83%

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Informal Tender Roads	1	1	0	100%
Quotations	17	BBEE status not verified at this level of transaction.	n/a	n/a

2.7.1.4 Non-Capital Projects (Regardless of value):

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Formal Eden	11	7	4	64%
Formal Roads	12	10	2	83%
Informal Tender Eden	13	13	0	100%
Informal Tender Roads	5	4	1	80%
Quotations	1513	BBEE status not verified at this level of transaction.	n/a	n/a

Note:

a) Capital projects consist of all capital related items:

b) Non-capital refers to all service providers and small quotations for all goods and services procured other than non capital.

2.7.1.5 Detailed summary of HDI and BEE companies

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Formal Eden	13	8	5	61.54%

Type	Total number of tenders awarded for the year	Total No. of companies with BEE Certificates to whom tenders were awarded	Total No. of companies without BBE Certificates to whom tenders were awarded	Percentage of BEE Certified Companies
Formal Roads	34	28	6	82%
Informal Tender Eden	19	18	1	95%
Informal Tender Roads	6	5	1	83%
Quotations	1530	n/a	n/a	n/a

2.7.2 THE WAY FORWARD

SCM envisages much more reforms in the near future, whether through new legislation, amendment to current legislation or council policy. The economic climate continues to have a direct effect on spending and therefore government and its R500 billion odd spending, holds a major socio-economic contribution for the public and private sector. With a combined spending of all 7 B-Municipalities, including the Eden district, it can be estimated to be a few billions, therefore this is significant to ensure that the Eden district retains a good portion of that within the region. Business entities from Small Medium Enterprises to Major Corporations, have increased their business ventures and partnerships with government. The private sector therefore, acknowledges the impact that government business has in the economy.

Through procurement of services and goods for government, in its various operations, whether from ordinary service delivery to infrastructure projects, government continues to be the backbone of the economic activities in most of the communities. Therefore it goes without saying that SCM will go beyond just being the procurement of goods and services but a major driver of local economic development in the country. The district will therefore start to see more reforms that will be geared towards driving the Local Economic Development initiatives and seeking to keep rand within the district and improving the standard of living with Eden District Communities. Procurement is the heart of Local Economic Development for communities outside the Metros and therefore, it is comprehensible that there has been a visible interest from Local Business fraternity on the activities of Council with regards to procurement.

Eden DM will continue to use SCM as a strategic tool to bring about economic growth and sustainability to the region. We truly understand the impact of having a government that is sensitive to the needs of its citizens and through accountability and ethical governance structures brings about immeasurable sustainable positive change to the region.

2.8 WEBSITE

Section 75 of the Municipal Finance Management Act requires municipalities to place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Sections 21 (a) & 21 (b) of the Municipal Systems Act also obliged municipalities to convey specific documents and information to the public, displaying these documents on the municipality's official website.

Based on the abovementioned, the Communication Unit strive to place all relevant and update information on the website. The Municipality views its website as an integral part of communication infrastructure and strategy. The website serves as a tool for community participation, information sharing and disclosure information about decisions taken, council's finances and activities.

Documents published on the Municipality's / Entity's Website	Yes/No	Publishing Date
Current annual and adjustments budgets and all budget-related documents (2015/16)	Yes	27/05/2016
All current budget-related policies for the 2015/16 budget	Yes	22/04/2015
The annual report for 2014/15	Yes	30/03/2016
The annual report for 2015/16 to be published		End of March 2017
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2015/16) and resulting scorecards		
All supply chain management contracts above a prescribed value (give value) for Year 1	Yes	
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 Year 1		
Contracts agreed in Year 1 to which subsection (1) of section 33 apply, subject to subsection (3) of that section		
Public-private partnership agreements referred to in section 120 made in Year 1	No	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 1	Yes	
T2.10.1		

2.9 COMMUNICATION

2.9.1 OVERVIEW OF COMMUNICATION

The Eden DM Communications Unit is committed to transparent and effective communication with all internal and external stakeholders. This effective communication maintains and nurtures relationships with the media and underpins much of what the unit does on a daily basis.

With Council's adoption of the 2016/17 Eden DM Communication Policy on 26 June 2016, the unit implemented a set of guidelines ensuring that all members of staff follow protocol and understand existing practices vital to the success and credibility of the organisation.

Legislation and policies guiding the Communications Unit to perform its tasks includes:

- Eden DM 2016/17 Communication Policy,
- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996),
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000),

- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- Promotion of Access to Information Act, 2000 (Act 2 of 2000),
- Intergovernmental Relations Act, 2005 (Act 13 of 2005).

Responsibilities of the Communication Unit:

Service	Approximate Outputs	Method
Print Advertising	228	Notices, tenders and vacancies.
Media contact lists	31	Media houses who have an interest in receiving information about the municipality is updated on a regular basis by the Unit. Compiled list contains 31 media contacts.
Copywriting (Content Creation)	110	Press releases, radio jingles, video scripts, speeches, news articles and advertorials etc.
Graphic Designs	178	Quarterly Internal and External Newsletters, invitations, flyers, banners, folders, posters, flags, car signage, certificates, advertorials etc.
Media Relations	72	Media enquiries, media monitoring, media alerts, media invitations.
Photography	100	Photography of all municipal events and portraits of staff members.
Policy Register	18	The Unit updates Council's Policy Register.
Internal Newsletter	4	The unit produces and distributes the Internal Newsletter.
External Newsletter	4	The unit produces and distributes the External Newsletter. Communicators from all b-municipalities and Government Communication and Information Services supply additional content that is included in the Quarterly External Newsletter.
Proofreading	584	The Unit is responsible for the proofreading of various documents, including the following but not limited to: Tender documents, vacancies, notices, Annual Report inputs from units, Annual Performance Report, all external communication etc.
Social Media	174	Social Media is used as a channel to disseminate information to the public.
Vacancy list	329	Public who have an interest in receiving notifications of vacant positions at the municipality is updated on a regular basis by the Unit.
Website Administration	197	The Unit is responsible for the updating of the corporate website and offers support to the Tourism Unit to update their website.
Communication Policy	1	A Communication Policy was produced by Communicators during the 2015/16 financial year. The Unit held consultation sessions with all employees about the content of the 2016/17 Draft Communication Policy. Council adopted the Policy on 23 June 2016.
Weekly events calendar	25	A weekly events calendar is produced by the Unit.
Other functions include: Ensuring that a unified brand is used, ensuring that the Tourism website is technically up to standard.		

2.9.2 ADVERTISING

Some of the most popular document downloads, according to statistics of the corporate website's content management system and Facebook, included advertisements such as notices, tenders and vacancies. These documents continued to remain popular under the public eye.

Other channels of communication used by the Unit, included print media (newspapers) and broadcasting media (television and radio). Eden DM also made use of the Department of Communications to place advertisements on notice boards of the Thusong Centres within the Eden district.

Top three most popular website downloads:

Nr	Type	Date posted	Total Downloads
1.	Vacancy: Various vacancies at the Eden Roads Department	05/05/2016	3578
2.	Tender: E/01/15-16 Supply and delivery of toilet paper for the Eden DM	16/07/2015	1654
3.	Vacancy: Environmental Health Practitioner	05/11/2015	986

2.9.3 COMMUNICATION MEDIA CONTACT LIST

The Unit compiled and regularly updated a media contact list of journalists and important role players during the 2015/16 financial year. These contacts serve as the foundation of gaining media coverage.

2.9.4 COPYWRITING (CONTENT CREATION)

Eden DM's communications officials created relevant written content in line with the prerogative of management. Texts produced by the unit were composed appropriately, ensuring that all audiences fully understood the messages, be they to inform, educate, develop, motivate or change the behaviour of public.

The unit is committed to producing a variety of newsletter articles in at least two of the three official languages of the Western Cape. This forms part of the communicators' efforts to positively influence the public's perceptions of the municipality.

2.9.5 GRAPHIC DESIGN

Graphic design forms part of the visual communication and communication design that the Unit renders.

Various printed end-products were produced during the 2015/16 financial year, including: newsletters, brochures, banners, logos, programmes, headers, invitations, certificates, evacuation plans/maps etc. Web-related designs included: e-mailers, stationery and design tweaks to the current tourism- and corporate website.

2.9.6 MEDIA RELATIONS

Media Relations makes use of some of the most powerful and effective approaches to engage with different media houses. Eden DM's Communicators engage with the media in a consistent, professional and timeous manner. This occurs because of the importance of constantly nurturing and maintaining a credible relationship with journalists working at newspapers, radio stations or television channels.

The Unit also monitors the media on a continuous basis, alerting management of any negative or positive coverage that occur in written or spoken discourse.

2.9.7 PHOTOGRAPHY

It is the responsibility of communicators to photograph all Eden DM events and employees appointed by Council.

The unit has, to date, been responsible for:

- The accurate representation of Provincial- and National members of Parliament displayed in the Council Chambers;
- the accurate representation of Councillors and management on the municipal website;
- the management of a database of photographs used by the Tourism Unit; and
- editing of all photographs that are used to promote the municipality.

2.9.8 NEWSLETTERS

The Unit produced and distributed an Internal and External Newsletter on a quarterly basis during the year in review.

The External Newsletter served to inform the public and municipal workforce about municipal events that happened throughout the Eden district, and if need be, Provincial-and National Government. A maximum number of 15 000 copies were printed per quarter and copies were hand delivered by the Eden DM's Communicators and Fire Services officials to local municipalities and various strategic points within the district. Strategic points included libraries, Police stations, hospitals, clinics, etc. The copies that were produced and distributed in December 2015, were mainly placed at garages. This was done to inform visitors to the Eden district about events, achievements and highlights of the year. Through this activity, the Unit also strived towards attracting more tourists and investors to the Eden district.

The Internal Newsletter aims to inspire, entertain and inform employees. The publication showcased departmental or individual staff achievements and also served its purpose by communicating legislative/compliance processes and educational material to Eden DM.

2.9.9 POLICY REGISTER

The Communication Unit is responsible for maintaining a centralised policy register and a web-based access point containing all Eden DM approved policies. The Unit works closely with Committee Services in order to identify approved policies, strategies and plans, and to update the existing documentation.

2.9.10 PROOFREADING

The Unit is responsible for proofreading of various documents, including the following articles and documents:

- Annual Report department and section inputs;
- Annual Performance Report;
- Advertisements (Notices, tender documents and vacancies) ;
- News articles and press releases; and
- Plans etc.

2.9.11 SOCIAL MEDIA

Communicators make use of Facebook to specifically promote Eden DM, as well as all spheres of government. News articles, vacancies, notices and the majority of documentation loaded to the municipal website are all shared on Facebook to inform a broader audience.

The top 10 Facebook posts that reached the most community members were:

Nr	Topic	Date posted	People reached
1.	Vacancy: Personal Assistant: Executive Mayor	20 November 2015	4142
2.	RPL: Carpentry, Plumbing, Bricklaying, Electrical or Welding field(s)	20 October 2015	3334
3.	Call for applications for the Tourism Blue Flag Project	30 June 2016	3726
4.	Would you like to be added to our vacancy distribution list?	01 October 2015	2908
5.	#JobAlert Western Cape Government opportunity: An Agricultural Advisor to promote sustainable development in Riversdale, #Knysna.	15 August 2015	2514
6.	Vacancy: Fire Chief	17 November 2015	1910
7.	Environmental Health Practitioner	13 November 2015	1646
8.	Eden District Municipality has been awarded once again with the Greenest District Municipality Awards	2 November 2015	1647
9.	Die Oudtshoorn Jeugkafee word môre amptelik geopen	23 May 2016	1593
10.	Jeugkafees bied dienste aan om jou studies te voltooi	22 May 2016	1456

2.9.12 VACANCY LIST

The unit compiled a vacancy list to inform the public of vacant positions within Eden DM. This was done in response to frequent queries posted to social media regarding “where” and “when” vacancies would be advertised.

2.9.13 WEBSITE ADMINISTRATION

Eden DM communicators are responsible for updating the corporate website with news and documents. Legislation requires a municipality to publish various documents produced by the municipality, these include: policies, plans, agreements, notices, vacancies, tender documentation etc.

2.9.14 WEEKLY EVENTS CALENDAR

The Unit published a weekly events calendar informing employees, the public and media houses about municipal activities and compliance related meetings. Calendars were uploaded to Eden DM’s corporate website, Facebook fanpage and the intranet, and were displayed on all of Eden DM’s notice boards.