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DISTRICT MUNICIPALITY | UMASIPALA WESITHILI | DISTRIKSMUNISIPALITEIT



2020/2021 CORPORATE PLAN for GRDM



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1. INTRODUCTION

1.1 DEFINITION OF A CORPORATE PLAN

The Corporate plan is the overall strategy that analyses, governs and steers the municipality. A corporate plan can be defined as a **"business improvement plan"** that examines internal capabilities to take advantage of external opportunities.

A Corporate Plan enables the municipality to respond quickly to challenges and changing conditions in the external environment and to position itself for future transformation.

1.2 PURPOSE OF A CORPORATE PLAN

A corporate plan sets objectives so management may make informed decisions, such as where to commit its resources. It also creates benchmark goals to help motivate management as well as employees and assess how the municipality is performing.

This plan also contains actions that are needed to accomplish objectives - supplying a map to benchmark progress at regular periods. Essentially, a corporate plan, is a road map that will allow management to guide the municipality to another level.

1.3 CORPORATE PLAN AND STRATEGY

Corporate planning defines the strategies that the employees will utilise to meet the municipality goals and missions. Corporate planning identifies the step-by-step process of the municipality, such as the actual steps that management will take to counteract challenges, train employees and achieve accomplishments. Corporate planning also provides specific, measurable goals with realistic time lines.

Corporate planning is creating a strategy for meeting the strategic objectives and it supports the overall functioning of the municipality. A

corporate plan is a roadmap that lays out your plans of action. It is imperative to write down goals and plan for how they will be achieved. Without planning, the operations of the municipality can be haphazard and employees are rarely on the same page. When you focus on corporate planning, you set achievable goals and bring your business one step closer to success.

Corporate Strategy takes a portfolio approach to strategic decision making by looking across all of the municipality's functions to determine how to create the most value. In order to develop a corporate strategy, a municipality must look at how the various functions fit together, how they impact each other, and how the municipality is structured in order to optimize human capital, processes- and governance. Corporate Strategy builds on top of the Integrated Development Plan, which is concerned with the strategic decision making for the municipality.

2 SOUTH AFRICAN CONTEXT

2.1 Political and economic environment

South Africa - emerging from an era of state capture, economic decline and corrupted governance - has suffered great damage.

South Africa is a paradox; on the one hand, it is one of the most unequal countries in the world. Half of all South Africans continue to live in poverty, economic growth has stagnated and inflation remains high, while the unemployment rate continues to climb towards thirty percent (30%). On the other hand, it has one of the most progressive constitutions in the world, with a bill of rights that foregrounds expanded socio-economic rights.

The South African economy recorded its third consecutive quarter of economic decline, falling by two percent (2,0%) 1 January 2020 to 31 March 2020.

International investors and South African dealmakers often feel discouraged by the current South African business and socio-economic environment. They are currently not experiencing South Africa as "open for business".

Further areas of concern include the labour market related issues - including costs, productivity and the legislative framework; currency volatility; bribery and corruption; and inadequacies in the justice system, which raises concerns about the rule of law. Investors are also worried about the support and performance of state owned entities, including Eskom, SAA Transnet and others.

For South Africa to improve the country's investment environment, there has to be an acknowledgement of the fact that we should and could do better and visible action needs to be taken to address the areas of concern. All stakeholders, including government, labour and business, must work together to address these issues and contribute to creating a sustainable and well-functioning and vibrant economy.

Furthermore, climate change poses a significant threat to South Africa's water resources, food security, health, infrastructure and ecosystem services and biodiversity. In a country where many people are poor and where levels of inequality are high, these effects of climate change are critical challenges to development.

Every objective marker points to a country unable to live up to its potential and political leadership unwilling – and increasingly unable - to take evidence-based, rational and constructive decisions.

This has had a degenerative impact on society at large, with inequality rising, unemployment spiking, trust in leaders waning, participation in the political process waning and tension on the rise.

President Cyril Ramaphosa himself has stated that unless action is taken, more difficult times are ahead. In his 2020 State of the Nation Address (SONA), the President emphasised that government alone cannot solve all

of the country's problems. While it seems that the challenges the country faces maybe somewhat insurmountable, the fact that the President is able and willing to listen to feedback from various role-players, can only prove the administration's resolve to get the economy moving.

It is clear that all South Africans, corporate business and ordinary citizens of this country must join forces to demonstrate resilience in the midst of the crisis facing us as a country.

As the Honourable President Cyril Ramaphosa rightfully stated: ***No action is too small when it comes to changing the world***". *The change begins with us.*

2.2 COVID-19 Pandemic

COVID-19 has become a global epidemic within a very short time.

The world is currently struggling to control a global public health pandemic—COVID-19—that is spreading very fast with diverse levels of fatalities in different regions and countries.

South Africa announced its first case of COVID-19 on March 5, 2020. President Cyril Ramaphosa then declared a national state of disaster and announced a number of measures to be undertaken to contain the spread of the virus. Several governance structures were quickly put in place to manage the spread of this disease, including an Inter-ministerial committee on COVID-19, an Emergency Operations Centre, and a National Command Council chaired by the president himself. The president, in collaboration with the National Command Council, declared a 21-day national lockdown commencing on March 26, 2020 to help curb the spread of the disease and minimize its impact on South African society. Measures have been introduced restricting the movement of people, practicing social distancing, and tracing all those who have been in contact with an infected person (all of which are being practiced globally to varying degrees) appear to be effective ways of controlling the spread of the disease. Several coronavirus helplines have also been established for immediate response from the

police, health service, rapid response to crime, fire service, and other service delivery needs of society.

The COVID-19 epidemic has had several diverse implications and impacts on South African society overall but specifically in the Garden Route District as well, including in the social, economic, health, environmental, and technological realms.

The Covid-19 crisis, however, has forced actors in society – the government, political and business leaders and public – to reassess what needs to be done, and how urgently.

The COVID-19 represents an opportunity for all stakeholders to consider what is required for the country to move ahead successfully and with conviction. This will require ruthless prioritisation and difficult decisions. A new social and economic compact must be forged in parallel, and a cohesive plan will need to be jointly developed and implemented by government, business and other social partners. Committed leadership is needed to drive decisions to conclusions with speed.

South Africans and the inhabitants of the Garden Route must insist on innovative solutions and new policies to ensure that when the country emerges from this governance and economic crises, it does so not only aware of the country's weaknesses, but also primed to effect the necessary changes.

2.3 Gender-based Violence

As the nation fights the invisible Covid-19 peril, a highly visible epidemic of gender-based violence continues to affect women and children each day. This surge continues to sweep through the country, despite President Cyril Ramaphosa declaring femicide a national crisis in September 2019.

Ramaphosa said that gender-based violence in South Africa should be considered as a second pandemic in the country – as serious as the coronavirus.

“As a country, we find ourselves in the midst of not one, but two, devastating epidemics. Although very different in their nature and cause, they can both be overcome – if we work together, if we each take personal responsibility for our actions and if we each take care of each other.

“It is with the heaviest of hearts that I stand before the women and girls of South Africa this evening to talk about another pandemic that is raging in our country – the killing of women and children by the men of our country.

“As a man, as a husband and as a father, I am appalled at what is no less than a war being waged against the women and children of our country”.

A Men's Summit was held in 2019 where the Mayors and Municipal Managers of the GRDM region united to find solutions to the violence against women and children. A follow-up virtual conference was held in June 2020 where the Mayor of GRDM took the lead to engage with relevant role players.

A Draft Gender-based violence policy and Declaration are currently in process focussing on GRDM employees. The Draft document will serve at Council workshop soon to become part of the policy documents of the municipality.

Training programmes and awareness campaigns will be rolled out as part of the implementation plan and response to gender-based violence within the municipality.

3 ALIGNMENT WITH INTEGRATED DEVELOPMENT PLAN 2020/2021

A corporate plan is very similar to an Integrated Development Plan/Strategic Plan but is more inwardly focused on operations. The Institutional Strategic Planning Session Report (May 2020) and the Strategic Planning document for programmes and projects of the Garden Route District Municipality as presented at the Min May dated July 2019 must also be regarded as source documents for the compilation of the corporate plan.

The two share many common traits, however, both are long-range plans and both start from a very high, big-picture level and increasingly focus on details.

4 STRATEGIC REVIEW OF THE ORGANISATION

Historical circumstances have led to strategies resulting in building a stable and financially sound district municipality focusing on maintaining support functions and compliance and neglecting the emphasis on building a resilient organisation responsive to a rapid changing environment. Turnaround strategies implemented over the years have led to factors of over-centralisation, lack of prioritisation, gaps in trust, complacency and a lack of focus that impeded negatively on the role of the Garden Route District Municipality to coordinate, capacitate and facilitate activities within the Region.

The Garden Route District Municipality has changed significantly in strategic direction and leadership since the new political dispensation came into place after the local government elections in 2016.

Council adopted a new vision, mission and strategic objectives clearly outlining the new direction of the Garden Route District Municipality. Under the leadership of the Executive Mayor, the first State of the District Address (SODA) was launched in 2019 where he announced various strategic and innovative programmes and projects for the Garden Route District. These announcements were revolutionary and focused on long-term planning with the effect of re-positioning the Garden Route District as a leading district in the Western Cape. The Executive Mayor demonstrated commitment to develop plans, strategies and programmes to ensure that the municipality takes up its role as "strategic enabler" in the district.

The Municipal Manager together with his Management Team embraced this new direction by showing commitment through establishment of steering committees and vigorous discussions and debates at Mancom engagements.

It is against this backdrop that the municipality embarked on a process of reviewing all its various components with the aim of developing strategies and plans that will lead to improvement of the overall functioning of the municipality given the current circumstances including COVID-19 to an optimum level and build an organisation that is aligned to the functions as stipulated in the Section 84 of the Municipal Structures Act and also be responsive to the needs of the B Municipalities and ultimately the communities within the district.

The first element of the journey will be the articulation of the **Vision** for organisational development;

Vision statement

Garden Route the leading, enabling, inclusive district, characterised by equitable and sustainable development, high quality of life and equal opportunities.

In pursuit of this vision the municipality's mission as follows:

Mission statement

The Garden Route District Municipality strives to deliver on our mandate through:

- Unlocking resources for equitable, prosperous and sustainable development;
- Providing the platform for coordination of bulk infrastructure planning across the District;
- Transformation to address social economic and spatial injustice;
- Redressing inequalities and access to ensure inclusive/radical/rigorous socio-economic change;
- Initiating funding mobilisation initiatives/programmes to ensure financial sustainability; and
- Coordinating and facilitating social development initiatives.

In view of the abovementioned **Vision** and **Mission** adopted by Council in 2016 it is clear that the municipality has to re-invent itself to be completely responsive to the needs of the communities we serve, be sustainable and provide resilient and adaptable services in a dynamic and competitive environment. We have to build on our advantages, strengths, and victories and reform the municipality to become more relevant and competitive in the Region and the Western Cape. Furthermore, we need to explore alternative models of service delivery to ensure innovation and sustainability of the organisation and ensure an efficient, effective and demonstrate the elements of caring government.

The following strategies can be considered to steer the municipality in the right direction:

- 1) Establish a culture of long-term planning across all Departments
- 2) Ensure an effective system of monitoring and evaluation
- 3) Using data and information effectively to inform all decision-making processes
- 4) Enhancing transversal collaboration between Departments/Sections
- 5) Prioritising the functions as indicated in the Structures Act (Section 84, 83(3))
- 6) Becoming solution orientated versus compliance driven
- 7) Entrenching the right function and personnel in the organisation
- 8) Clearly understanding our roles and responsibilities
- 9) Building trusting relationships amongst each other
- 10) Operating according to a clear strategic framework and priorities
- 11) Not compromising on creating value through delivery and implementation of programmes and projects.

5 STRATEGY AND POLICY

5.1 Strategy implementation

In view of a focused approach to consolidate all resources to deliver effectively on our programmes and projects we need to create a living

document that will guide our planning, alignment with the IDP and monitoring and evaluation of progress.

To enable the municipality to deliver on this we need to create a new strategy management system to ensure cooperation amongst all Departments and prioritising of resources. The key word for the success of this system is **centralisation** of all strategic programmes and projects. Priority should be given to key **transversal projects** and all resources should be directed towards implementation of such projects. The municipality must move away from the current Departmental strategic planning sessions to collective strategic sessions across the municipality in line with the IDP planning processes.

In practical terms this mean that the following processes needs to be considered collectively across all Departments for the same strategic programmes/projects.

- **Strategy setting**
- **Strategy alignment assessments**
- **Operational and business planning**
- **Implementation assessments**
- **Monitoring and evaluation assessments**

For the optimal use of this system, the process should start at the beginning of the five (5) year strategy cycle carefully mapping out priorities and co-dependencies.

From this an exercise of zero-based budgeting can be conducted that can be evaluated and reviewed annually. All departments will be encouraged to look for opportunities for income generation at every level.

A Strategy management system can become the key enabler of transversal management in the organisation. This requires a strong central enabler and

line directorates feeding in strategies that enable their own line processes while coordinating with the centre.

Organisational priorities as determined by the process above must ensure that all programmes and projects are prioritised collectively and that all efforts of the supporting departments be maximised to enable effective delivery.

5.2 Policy Management

A Policy Management system is key tool of transversal management. This can ensure collaborative working together of line functions to ensure that there are now conflicting policies within the municipality.

Policy Management within the Garden Route District Municipality needs to be more effectively managed to ensure that policies add value to the organisational effectiveness. Currently it is found that many policies are outdated and not annually reviewed. The Policy Register is situated in the Legal Section currently and perceived to be the responsibility of that section only resulting in a lack of ownership and limited impact in the municipality.

Built into the Policy process should be a clear description of the roles and responsibilities across the value chain, timelines for adherence, policy steps and policy communication efforts.

The Policy development system has to be changed to become more transversal across the municipality and ensure that it becomes an effective tool in management taking into consideration the political mandate and vision of Council.

Providing for a position responsible for Policy development, research and coordination on the organisational structure would allow for a more transversal and collaborative approach of policy management across all Departments of the municipality.

6 ORGANISATIONAL VALUES

Clearly defined organisational values are crucial to the journey towards organisational effectiveness. Values are the behaviours particularly valued in an organisation. They are defined as a set of core beliefs that influence the way people and groups behave and are demonstrated through the behaviours they encourage. They provide a consistent point of reference to steer direction, inform decisions and measure outcomes enabling the organisation to achieve its vision.

The core values of the Garden Route District Municipality is as follows:

- Integrity
- Excellence
- Inspired
- Caring (Ubuntu)
- Respect
- Resourceful

Apart from the core values set by the Garden Route District Municipality, the behaviours associated with the values should be determined and widely communicated. The values should be unpacked in practical terms to encourage all employees of Council to adhere to it at all times. This understanding will ensure a consistent point of reference to steer direction, inform decisions and measure outcomes enabling the organisation to achieve its vision.

Organisational development and effectiveness begins with the personal transformation of the leadership. It is therefore planned that a comprehensive process will be embarked on to develop and position leadership as the advocates of values, role modelling the desired behaviours.

It is therefore proposed that management be engaged in formal and informal sessions to confirm and internalise the values of the municipality

and ensure that all line managers and supervisors embrace the same values. Discussions on the values of the municipality should form part of the Agendas of Departmental meetings where employees can have discussions and provide inputs on how the values of the municipality can be internalised. Each of the values should be unpacked and translated into behaviour patterns that can be widely shared on various platforms.

7 ORGANISATIONAL CULTURE

Organisational development and effectiveness can only be achieved by changing the organisational culture as it determines how the organisation grows and transform.

Organisational culture is the set of beliefs, values virtues and accepted behaviour patterns characterise an organisation.

Some of the following culture patterns displayed and can be associated with employees of the municipality as follows:

- Lack of embracement of collective vision, mission and strategic objectives of the municipality
- Expressing a “silo” mentality in the execution of functions and actions
- Process and task orientated instead of purpose driven
- Compliance driven instead of service delivery
- Culture of passive recipients of change instead of collective buy-in
- Culture of malicious compliance
- Line managers/supervisors not taking responsibility for execution of core functions
- Performance Management the responsibility of Head of Departments
- Lack of innovation and motivation to improve processes
- Non adherence to Legislation and policies of Council
- Employees driven and focused on personal ratification (Requests for higher Task gradings and remuneration continuously)
- Culture of entitlement versus gratitude for employment, gaining experience and knowledge, training opportunities and advancement of careers

- Culture of “us” and “them” (Management versus rest of employees of the municipality)

In view of the abovementioned culture patterns exhibited by employees, it is therefore prudent to put a strategy/measures in place to address any negative and destructive behaviour patterns currently existing in the municipality.

Management and employees need to have a clear understanding of the kind of cultural characteristics that should be in place to ensure a harmonious work environment.

These cultural characteristics refer to practices, traits and behaviours that should be manifested effectively to enable desired results.

The proposed process below outlines the phases for further development of a new culture:

- Management should take leadership and ensure that they practically demonstrate the desired culture of the organisation via actions and expressions
- Clear articulation to all levels of employees regarding the desired culture expected and envisaged for the municipality
- Motivating employees to express desired cultures all the times (internal and public)
- Design behaviours in line with the values
- Acknowledge and recognise good behaviours and actions by employees in line with desired culture
- Determine benchmarks to set behaviours
- Build capabilities required to manifest the desired behaviours
- Ongoing embedding, coaching and support
- Address undesired behaviour of employees conflicting with the values of the municipality in a fair and structured manner
- Organisational culture discussions should feature on management and Departmental Agendas

- Encourage employees to come up with ideas how to improve the culture of the organisation and become part of the solution

Garden Route District Municipality should invest in the building of a desired culture by structured engagements/interventions with management and employees to improve the culture of the municipality to ultimately impact positively on service delivery.

It is further proposed to undertake a survey/study by a recognised institution to determine the current culture expressed within the municipality and ways and means to align behaviour expressed with the desired outcome of a “leading” and “enabling” municipality in the region.

8 BUSINESS STANDARDS

8.1 Development of competencies

The municipality needs to determine what critical skills are needed and need to be developed to deliver on the desired and planned outcomes envisaged.

A comprehensive skills needs analysis needs to be undertaken by the Human Resource section to determine the skills needed to develop the employees but also the skills needed to guarantee the effective delivery of programmes and projects.

On an annual basis the Work skills program are initiated by the Training and Development section to determine the training needs of the municipality.

They submit a process plan to various platforms indicating the various steps to be instituted to enable the final approval of the WSP by the end of April every year.

The process is found not to be as effective in addressing both the needs of the individual employee and the training needs of the organisation in

alignment with the IDP, and needs some further inputs from various platforms and stakeholders.

There are also a specific set of skills required by "Senior Managers" and needs some special attention when engaging with them on their Personal Development Plans.

There are also proposals for the introduction of an electronic Personal Development Plan system to manage training needs more effectively and provide regular feedback to both employees and management regarding the progress on training programmes.

Training programmes should focus on both the organisational needs and the individual needs taking cognisance of the particular position of an employee in the municipality.

The following standard training programmes should form part of the Work Skills Training programmes considered for employees depending on their position within the municipality:

- Project and programme management
- Financial management
- Supply chain management
- Good governance
- Contract management
- Transversal thinking skills (innovation, creativity)
- Value creation and benefit realization (time and resources)
- Ethical behaviour
- Change management
- Training sessions on Integrated Development planning, annual report and Performance Management
- Improvement of culture of municipality/ Exploration of values

The Garden Route District Municipality hosted a first Skill Summit in 2018 in George where public and private sector participated with the purpose of aligning training programmes and activities in the Region to ensure

economic growth and development. A second Skills Summit was held in 2019 in Still Bay Hessequa. Various resolutions were taken to provide momentum to the “Skills Mecca” concept. Alternatives need to be explored for funding options for the appointment of the Project Manager to coordinate all training initiatives across the District and maximise the impact thereof.

The Garden Route District Municipality also approved in concept the idea of a Training Academy for the District that would provide a variety of training programmes focusing on the needs of municipalities in the Region. The training of Fire Fighters and Law Enforcement officials are regarded as a high priority for the District.

The George Municipality on the other hand is currently busy exploring the construction of a tertiary institution/university/academy including residential units, open spaces/recreational spaces and a hotel near the George Dam on the Remainder of Portion Erf 464 George. This development covers an area of 118.5 ha and a Service Provider has been appointed to prepare a Scoping report in line with all relevant applicable Legislation. The concern is that Garden Route District Municipality is not involved in this process as a stakeholder yet and need to be included to ensure integrated planning of all training initiatives and programmes in the District.

8.2 Development of leadership capabilities

Effective leadership is about corporate capacity and needs to be developed. Building leadership abilities and technical expertise can be improved by the following:

- Leadership conversations
- Leadership conferences/summits
- Classroom based training programmes
- Leadership Seminars
- Mentoring and Coaching
- 360 degree leadership assessments

The Personal Development Plans of the Senior Managers should be addressed on an annual basis and signed off by the Municipal Manager. The training programmes should be based on the required minimum core and leading competencies specified in the Regulations on the appointment of Senior Managers and also the outcome of the annual and mid-year evaluations.

The municipality should also invest more resources in the development of new and upcoming managers through succession planning, coaching and mentoring of employees. This is particularly important for the Garden Route District Municipality to invest in advancing women in management positions in the organisation to improve our management profile in alignment with Employment Equity.

The Garden Route District Municipality is furthermore committed to promote women in leadership through Gender Mainstreaming initiatives in the municipality and the District. Several initiatives is currently under way to address this important issue through the compilation of a policy, establishment of a Task Team/Committee and the organising of a District Gender Mainstreaming and Women Emancipation workshop.

8.3 Employee engagement

The success of any organisation is determined by the degree to which all employees are engaged in the broader organisation and its objectives. Effectiveness can further be described when employees take up the responsibility and constructively participate in the success of achievement of objectives.

Disengaged employee on the other hand is not motivated to make a meaningful contribution to the success of the organisation as a whole.

It is a fact that an engaged employee will pro-actively become involved in matters beyond his/her immediate role and responsibilities and put energy

into staying connected to the broader environment and demonstrate a direct alignment to the organisational culture through exhibiting the correct behaviours.

Deliberate strategies and approaches need to be undertaken and developed to ensure full and effective engagement of employees at all levels of the organisation.

All employees within the municipality should be more engaged to ensure understanding of the culture, values and objectives and accept joint responsibility for executing programmes and projects. The extended management platform can serve to involve middle management to provide input and get feedback from management on a regular basis.

Engagements with the rest of the employees on a regular basis regarding important announcements, new and amended policies, IDP, values, culture, progress on programmes and projects needs to be addressed via different platforms, like roadshows and other innovative means.

To ensure effective and efficient employee engagement proper **communication** is important to encourage employees to accept responsibility for actions and outcomes. Communication can be utilised in different forms and formats to stimulate employee participation. Open communication channels should be established throughout the municipality to allow employees to provide input and feedback. Regular meetings in sections, departments and on senior management level should encourage meaningful discussions on solutions, creative ideas and robust debates and should limit complaint sessions that seems to dominate some of the meetings currently. Employees should be steered away from being passive recipients of change and innovation to leading such processes within their respective sections and Departments.

9 STRATEGIC PROGRAMMES/PROJECTS AND RESOURCES

9.1 Technology

Technology should support and enable the municipality to achieve its strategic objectives. The ICT strategy will need to address current and future requirements which need to be reviewed and compared against the municipality's programmes and projects annually. Although ICT strategies/framework and policies are in place, alignment with the Integrated Development Plan of the municipality should be a priority. The determination of ICT plans and needs should become part of the long-term planning during the IDP process to ensure that ICT informs, support and enable the objectives of the municipality.

The ICT Steering committee convenes more or less every two months where management and the ICT officials engage on various matters pertaining to ICT related items and relevant information and feedback are shared with all members.

Although this is a platform shared by management and senior officials of the ICT section, the bulk of the items on the Agenda remain operational and strategic planning for achieving long-term strategic objectives needs to be revisited.

ICT planning and budget processes should become part of the Integrated Development Plans and processes of the municipality from the start of the IDP planning process to ensure strategic alignment with the strategic objectives of the municipality.

ICT services can also be utilised as a strategic enabler in the Region and taking the lead on technological advancements in the industry and sharing the knowledge and expertise with the other B Municipalities.

The implementation of videoconferencing facilities proved successful to enable different stakeholders to communicate effectively. Since the COVID-19 lockdown was announced in March 2020 by the President, ICT services were instrumental in ensuring that the committees of Council could continue and function effectively.

To minimise exposure and support the continuity of processes in the event of self-isolation or quarantine remote working arrangements were developed using all available technologies.

Solutions included:

- Microsoft Teams / Zoom installed on Council laptops and cell phones
 - Where necessary Zoom and Skype were also installed on laptops as external parties may prefer to use those applications instead
 - Free Open Source products also investigated
 - Security updates relating to Zoom implemented as a mitigation of security vulnerabilities identified.

The following Business Applications were made assessable remotely as follows

- Outlook web access (Corporate Mail)
 - URL
- Collaborator web access
 - URL
- Payday
 - Thin Client
- Employee Self Service
 - URL
- Phoenix remote access via VPN
 - This will need to be limited to certain staff due to VPN performance issues
- BarnOwl remote access via VPN
 - This will need to be limited to certain staff due to VPN performance issues
- Ignite remote access via VPN
 - URL
- GIS Applications access via Internet

Many other innovate projects are planned for the new financial year and will contribute towards taking the lead in the district and add immense value to the B municipalities in the District overall.

Furthermore, the possibility of ICT services contributing towards revenue enhancement of the municipality should be further investigated to identify possible areas for assisting and sharing services with B municipalities in the

Region at an agreed financial contribution. This can be regarded as "Shared Services" projects and numerous opportunities currently exist to be further explored.

Align To the above vision and Garden Route District Strategic Objectives the following Projects and Programs were identified:

Revisit current ICT Structures/Strategy , to bring in line with new Business Processes and Council Strategy. This will be done annually as part of the IDP process.
Disaster Recovery as a Service to be investigated as a "Shared Service"
ICT Shared Services for the Garden Route Region; Establishment of high speed, secure access links to the GRDM Disaster Recovery Room.
Upgrading outdated Disaster Recovery Hardware Infrastructure.
Hosting Regional GIS Forum to assist and coordinate GIS requirements of B Municipalities in the Garden Route Region.
Hosting regional ICT Forums to assist and coordinate ICT requirements of B Municipalities in the Garden Route Region.
Geo-coding of data stored on collaborator used by the OHP section.
Continue to assist with the Paperless Agenda's processes.
Promote Video Conferencing and Teleconferencing.
Build Business Intelligent and Management Information systems by integrating independent Systems.
All Municipalities to be connected "Interconnect Project " Smart Region
Implementation General Data Protection Regulations.
Investigate Data Centre Services for B Municipalities.
Combination of Cellular phone and the Landline infrastructure, working smarter.

9.2 Regional Approach to Integrated Development and Planning

Section 84(1) of the Local Government Structures Act, 1998 (Act 117 of 1998), as amended, stipulates that District Municipalities has the following relevant powers and functions:

- a) Integrated development planning
- b) Potable water supply systems

- c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity
- d) Domestic waste-water and sewage disposal systems
- e) Solid waste disposal sites
- f) Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole
- g) Regulation of passenger transport services
- h) Municipal airports serving area of district municipality as a whole
- j) Municipal Health Services
- k) Firefighting Services
- l) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district

Several programmes and projects were identified to ensure that GRDM take up its legal mandate to provide the services as indicated in the Section (84) (1) of the Local Government Structures Act. GRDM Project Manager made a comprehensive presentation to the Development Bank of South Africa on 6 July 2020 highlighting all the strategic projects and initiatives envisaged for the District and to obtain potential funding and support for the projects as follows:

9.2.1 Sustainable Energy Security Programme/Projects

- In 2018 GRDM hosted the Green Energy Summit
- This resulted in the establishment of the Garden Route Green Energy Forum
- The Forum spearheaded the adoption of renewable energy in the region and SSEG processes
- Garden Route developed a Renewable Energy Concept Note
- Garden Route in partnership with CSIR, GIZ & SALGA is developing an Energy Master Plan for the region
- GRDM signed an Memorandum of understanding with HACE a French Company that specialises in WAVE Energy

- GRDM is concluding an Memorandum of understanding with Innovation Norway ready for signing (International Partnerships)
- Possible sites (owned by GRDM) suitable for different forms of renewable energy have been identified.
- This include different types of energy projects that can include solar, wind, wave and mini-hydro.

9.2.2 Sustainable Water and Sanitation Infrastructure Programme/Projects

- In 2017 GRDM Council took a resolution to become a Water Services Authority
- Letter was sent to the Minister of COGTA seeking that declaration in line with the powers and functions of section 84 of MSA.
- GRDM partnered with MISA and they assigned a team to assist GRDM in its quest to become a WSA
- GRDM have been engaging stakeholders on different platforms like the DCF/MMF and B Municipalities
- GRDM is in the process of establishing the first of its kind a Regional Sludge to Energy Facility in partnership with a Norwegian Company - CAMBI
- The overarching objective of this, is to have a Water Secure Region that attracts investment and promote economic activities hence creating employment

9.2.3 Economic Development/Housing Programmes/Projects

- Proposed Industrial zones (Mossdustria & George`s Gwaiing Industrial Development)
- Regular engagements with TNPA to work on the expansion of the Mossel Bay Port
- Student accommodation options explored
- Shopping malls and Housing Developments
- Engagements with Department of Human Settlements in advanced stage regarding Housing Developments in the District

9.2.4 Regional Roads and Transport Planning Services

The Garden Route District Municipality is currently rendering the Roads and Transport Planning Function on an Agency basis on behalf of the Provincial Department of Transport and Public Works.

The Roads and Transport Planning Department has the biggest budget of all the Roads Agency functions in the Province. Council has raised on various platforms their concerns regarding the role of GRDM in terms of planning, budget allocation and the determination of programmes/projects in the Region. The discussions between the Garden Route District Municipality and the Department of Transport and Public Works are ongoing to resolve the abovementioned issues.

GRDM is also exploring an initiative called the Garden Route on the move Bus system. A feasibility study needs to be performed to determine the viability of the project.

Other projects include Airport Precincts Developments (George and Plettenberg Bay) and the establishment of Regional Road and Rail network projects.

Garden Route Airlift Initiative in partnership with ACSA are being investigated.

Regular engagements take place with Transnet Freight and Rail to revive the Rail network in the region.

9.2.5 Agro-processing and Food security

Garden Route has concluded a feasibility study with the aim to establish a Regional Fresh Produce Market in the region.

The strategy is to grow the Agriculture sector through value adding activities and to Increase the exports of high value fruits especially berries

GRDM aims to ensure food security in the region for his citizens through various plans to leverage some of its properties for agriculture purposes

9.3. Regional Landfill site: Mossel Bay

The Regional Landfill site in Mossel Bay has taken many years of planning through a Public Private Partnership process to get to the final stage of agreement between all the participating municipalities. The income for the

financial year 2019/2020 was budgeted at two million rand (R2 000 000.00) which could not be realised due to legal processes and final inputs from some of the participating B Municipalities.

Due to the COVID-19 pandemic, the construction of the Landfill waste site could not commence in April 2020 as envisaged due to the impact of COVID-19 resulting in the Service Provider experiencing financial difficulties. Loss of income for 2020/2021 was projected at R3.5 million and for R2021/2022 R6.4 million.

Discussions between the DBSA, GRDM and the Service Provider took place recently to try to resolve the funding and construction of the site. Positive feedback was received recently that the Service Provider will continue with the PPP agreement and more discussions will take place to finalise the matter.

9.4 Property Portfolio

GRDM has a substantial property portfolio which is under-utilised in terms of revenue raising potential.

GRDM has appointed a valuer to determine market-related rentals for GRDM properties. The first phase of the project was completed in 2019, with the second phase to be completed by the end of the current calendar year. Current expiring lease contracts are extended on a month-to-month basis, with the understanding that once the market-related rentals have been established, such contracts will again be put to the market so that new lease contracts can be entered into at the revised rental prices – which are expected to be higher than current ones.

Council is also exploring options to lease the Calitzdorp Spa and De Hoek resorts on long-term leases in order to decrease the current loss that GRDM is making from running these two resorts – current loss estimated at R4,5 million per year. Currently the municipality aims to explore various options on current properties to increase the revenue of the municipality.

A tender for Kleinkrantz resort was advertised in 2019 to invite potential investors to submit proposals for development of the property. A preferred bidder was identified through the SCM processes of Council and the

municipality need to follow the Asset Transfer Regulations processes and get inputs from all stakeholders. This process is envisaged to be finalised before the end of the year 2020.

9.5 Growing the economy of the District

The Spatial Development Framework for the Garden Route District was approved in 2017 spatially mapping the growth and development opportunities in the Garden Route District.

A presentation was done by the Department of Environmental Affairs and Planning at a Council workshop dated 15 August 2019 already to highlight the catalytic projects of the Region and to obtain Council's agreement in terms of the economic trajectory to inform the development of the GDS. (20 year plan)

The Growth and Development Strategy needs to provide a roadmap for the District to unlock economic potential and opportunities and to address unemployment, poverty and job opportunities.

A steering committee was established to drive the process and partnerships with the EDP section of the Provincial Department, Department of Environmental Affairs and Planning and SCEP will provide additional support and expertise.

A third Draft of the Growth and Development strategy has recently been published for public comment and will soon be submitted to Council workshop for discussion and inputs.

10. OPERATIONAL EFFECTIVENESS

10.1 Budget and Financial Plan

The budget for the Garden Route District Municipality for the 2019/2020 until 2021/2022 period has been approved by Council at a Council meeting held end of May 2019.

The table below is a high level summary of the budget:

High Level Summary: MTREF Budget 2019/20 until 2021/2022

High-level Summary	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	- 407 212 984	- 435 522 616	- 460 733 165
Operational expenditure	408 595 592	435 514 570	460 732 693
(Surplus)/Deficit	1 382 608	- 8 046	- 472
Capital expenditure	6 922 668	5 300 000	4 660 000
Less funded from CRR	- 5 860 000	- 5 300 000	- 4 660 000
(Surplus)/Deficit after Capital	2 445 276	- 8 046	- 472

The District Municipality is more or less 77% dependant on annual grant allocations from National Treasury.

There are several challenges regarding the financial sustainability of the municipality due to the following reasons:

- (i) District municipalities have no other major source of income, and are completely reliant on the transfers that they receive from government.
- (ii) Their major cost is staff, due to the fact that the services that they do provide are not infrastructure intensive, but require human resources. The increase of staff costs is further influenced by:
 - (iii) Inflation;
 - (iv) Local Government Bargaining Council determinations; and
 - (v) Gazetted norms for councillors and senior management.
- (vi) Both increases outpaced the increase in transfer revenue, which was capped at approximately three point five (3.5%) per annum.
- (vii) Employee related costs and Council remuneration

The table below depicts the percentage of total revenue budgeted for spending on employee and council remuneration (Roads income and employee costs excluded):

	2019/20	2020/21	2021/22
	(R)	(R)	(R)
Total Revenue	257 319 945	276 294 101	290 358 654
Employee and Council remuneration	144 963 803	157 655 021	168 273 416
% of total revenue	56%	57%	58%

Based on past increases agreed and decreed in collective agreements, year-on-year increases are budgeted between 6.5 and 8% on average. The above figures include overtime and allowances which can be managed down – this is however not the bulk of the reported expenditure.

The following section deals with deliberate actions by GRDM to increase revenue in order to match the growth in expenditure which is calculated to be 6-8% year-on-year.

Cost containment regulations

The Municipal Cost Containment Regulations were published on 7 June 2019 and become effective on 1 July 2019. These regulations had a decreasing impact on expenditure such as catering, cell phone and data costs, accommodation, conferences, etc. The quantum will be determined in conjunction with the development/review of policies flowing from these regulations. Unfortunately the cost containment regulations also impacted on the municipality for the 2019/2020 and the 2020/2021 financial year and several projects identified can no longer continue, namely the Garden Route District Golf challenge, Music and Cultural festival and the Mayoral and District games to name a few.

Development of Long-Term Financial Plan

In January 2019, management applied for a grant to Provincial Treasury for the development of a long-term financial plan. Provincial Treasury granted the municipality R500, 000 and a Service Provider was appointed to compile the Long- Term Financial Plan. This plan contains detailed/technical revenue and expenditure projections, taking into account the matters discussed above.

The Long Term Financial Plan served at Council on 27 May 2020 and Council noted the recommendations proposed.

A progress report will be submitted by Finance Department to Council on a quarterly basis to report on the financial situation of the municipality taking cognisance of the recommendations of the Long-Term Financial Plan.

Debtors Recovery Plan

The District municipality embarked on an intensive Debtors Recovery Plan in 2019 with specific focus on the Fire Debtors. In the past, the management of Fire Section Debtors was poorly managed and coordinated. With the implementation of the IMS (Incident Management System) for the Fire Services, the municipality hopes to increase their income from Fire accounts significantly. The new system can identify the precise coordinates where the fire originated and accounts can be generated based on scientific information. Monthly accounts are issued to all outstanding debtors and closely monitored.

Income from Regional Landfill Site in Mossel Bay

The PPP agreement on the Landfill site situated at Mossel Bay and managed by the Garden Route District Municipality allows for an administrative fee payable to the municipality by the participating B Municipalities for refuse services. In view of the current situation with COVID-19 the expected income will not materialise as envisaged and impact negatively on the budget of GRDM.

Administration fee for Roads Agency Function

The Roads and Transport Planning Department contributes a twelve percent (12%) administration fee annually to the Garden Route District Municipality for support services rendered and an additional allocation of six (6%) percent for additional funding allocations during the financial year 2020.

Auditor General Assessment

The last assessment by the Auditor-General of South Africa of the financial viability of GRDM, based on the audited annual financial statements for the year ending 30 June 2019, remained the same as the previous year reflecting "Green/Good".

10.2 Organisational structure

The Accounting Officer has to review the organisational structure of the municipality annually and submit to Council for approval. The organisational structure was approved by end of May 2020. A total of 587 permanent positions, 31 contract positions and 57 EPWP positions were recorded at 30 June 2019.

Workforce planning sessions were undertaken by the Human Resource Department and started in February 2020. All Departments were consulted and final submissions were made to Management for consideration. A management decision concluded that no new positions be added to the existing structure. The organisational structure was then consulted with organised labour at the Workplace and Restructuring Committee and the Local Labour Forum in May and submitted to Council for approval. Council requested a workshop to discuss outstanding matters and concerns raised at the Council meeting which was subsequently finalised.

It is important that the Organisational structure must be responsive to the strategic objectives of the municipality as indicated in the Integrated Development Plan and the Corporate Plan.

It must be noted that the organisational structure can constantly be amended to accommodate the needs and strategic objectives of the organisation. The Municipal Manager is responsible for the management of the administration including the responsibility for the organisational structure and ultimately for the appointment of employees to achieve the outcomes of the municipality.

The establishment of a fully-fledged Project Management Unit needs to be considered to be able to grow the footprint of the municipality in the District to ensure that the impact of regional projects are maximised. Currently the PMU has one official responsible for the execution of regional projects without any administrative support.

Lastly, Strategic Talent Management in the municipality is currently lacking as part of the Human Resource Strategy to attract and retain suitable candidates. Succession planning within the municipality also needs urgent attention.

10.3 Risk Management Plan

A Risk Management Plan must form part of the Corporate Plan of the municipality. A Risk Policy is in place and approved by Council. In July 2019 the municipality acquired an electronic Risk Management System to manage risk. Risk Champions have been nominated within the various Departments to assist.

Training of Managers/Supervisors and officials took place in October 2019. Training in Risk Management was cascaded down to all levels within the municipality. Currently Risk Management meetings are chaired by the APAC Chairperson and submitted to the APAC Committee that play an oversight role in this regard. Risk meetings are convened on a quarterly basis but due to the COVID-19 pandemic, a special Risk meeting was convened in this quarter to discuss and highlight the impact of COVID-19 on the municipality and its operations.

10.4 Fraud Prevention Plan

A Fraud Prevention Policy approved by Council is in place. A Tender for an Anti-Fraud Hotline was awarded and implemented. Awareness campaigns and information sessions should be conducted to highlight issues of fraud prevention to promote good governance within the municipality.

11. BUSINESS EXCELLENCE MODELS

11.1 Operating Business Models

Delivery of strategy depends on a winning operational blueprint that converts strategy to results. Operational processes needs to be reviewed for alignment and effectiveness as an enabler to the realisation of the new strategy and transformation.

Business excellence models are frameworks that when applied within an organisation can help to focus thought and action in a more systematic

and structured way that should lead to increased performance and output. Business models are holistic in that they focus upon all areas and dimensions of an organisation, and in particular, factors that drive performance. The well known Baldrige Model has been chosen as the model of choice for the Garden Route District Municipality.

11.2 Values of the Baldrige Business Model include the following:

- Visionary Leadership
- Customer-Driven Excellence
- Organisational and Personal Learning
- Valuing Employees and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by Fact
- Social Responsibility
- Focus on Results and Creating Value
- Systems Perspective

11.3 Elements of the Baldrige Model Operating Business Model

The Baldrige Model consists of practices that are incorporated into six elements of **Leadership, Strategic Planning/Policies, Customer focus, Performance Management, Process Management and Workforce focus.**

See the Table below applicable to the Garden Route District Municipality as follows:

ELEMENTS OF THE BALDRIDGE BUSINESS MODEL FOR GARDEN ROUTE DISTRICT MUNICIPALITY

Leadership	<ul style="list-style-type: none"> • Council to embrace the vision, mission and strategic objectives and projects of the municipality as agreed at the Strategic Planning session March 2019
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	<ul style="list-style-type: none"> • Councillors to demonstrate leadership in Council, Section 80 and other Committees of Council • Management committee to focus on strategic programmes and projects and lead the process • Leadership conversations to take place between Councillors and Management regarding the implementation of programmes and projects.
Strategic Planning/Policies	<ul style="list-style-type: none"> • Strategic Planning sessions between Council/administration annually • Strategic planning sessions at Management level to focus resources and objectives • Communicating the vision/mission to all employees and ensure ownership of programmes and projects • Roadshows to all satellite offices to unite the employees and focus them on strategic objectives/programmes. • Provide opportunities to all employees to participate and provide inputs to achieve objectives via interactive focus groups and sessions • Introduction of Transversal Policy Management across the municipality
Customer focus External focus: B Municipalities/Public) Internal focus: Employees of the municipality	<ul style="list-style-type: none"> • Strengthening the functioning of the IGR Forums (MMF and DCF) • Ensure that the District take the lead/strengthen the Technical Forums within the District in different disciplines

	<ul style="list-style-type: none"> • Taking up the full mandate as stipulated in the Section 84 of Structures Act (coordination, capacitation and facilitation) • Strengthening of Shared Services in the District • Website/Social media for exchange of information • The inputs of employees and their contributions should be valued and acknowledged • Opportunities must be created for employees to actively participate in decision making and influencing new direction • Development, investment and advancement of existing workforce must be regarded as a priority
Performance Management	<ul style="list-style-type: none"> • Ensure that a culture of Performance Management is installed throughout the municipality • The responsibility of Performance Management must be shared amongst all the employees at all levels • Individual Performance Management to be strengthened and actively management by Performance Manager • Regular training sessions in Performance Management to take place to all employees • Achievements of Performance to be well communicated and shared with internal and external stakeholders. (Media)

	<ul style="list-style-type: none"> • Incentives for outstanding and excellent achievements to be considered • Annual event for achievements/outstanding performance to be introduced
Knowledge Management	<ul style="list-style-type: none"> • Knowledge Management Framework to be developed for the municipality • Standard Operating procedures to be developed to ensure effective knowledge management • Effective management processes to be put in place across the municipality to ensure effective use, maintenance and storage of information. • All systems used for knowledge management to be revisited and integrated.
Workforce focus	<ul style="list-style-type: none"> • Training programmes of employees to be well planned and managed (PDP's and Departmental needs) • Internal bursaries programmes for employees should b • Mentorship and Coaching programmes for employees to be introduced as part of strategic talent management • Employee assistance programmes to become more focused on pro-active programmes than reactive interventions • Effective communication between management and all employees to be strengthened
Process Management	<ul style="list-style-type: none"> • Assignment of the function for Process Management in the municipality to the duties of Senior official/manager to

	<p>ensure that all processes within the municipality is aligned with strategic goals.</p> <ul style="list-style-type: none"> • Effective Process Management should be implemented across Departments to increase alignment with strategic objectives of the municipality
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12 CONCLUSION

The elements contained in the Corporate Plan for the Garden Route District Municipality is unique to the needs of the District Municipality based on the contents of the Integrated Development Plan 2020/2021 , the Institutional Strategic Planning Session Report dated May 2020, and also the GRDM Planning document presented at the Min May meeting in July 2019.

The Organisational Development and Transformation Plan of the City of Cape Town (2016) was used as a guideline to prepare the first Corporate Plan for the Garden Route District Municipality and should be acknowledged as a valuable and main source of information.

Lastly, the Corporate Plan must be reviewed by Management depending on when and as changes take place in the strategic direction and programmes of the municipality and when additional funding sources are identified. The Corporate Plan must be shared and communicated to all internal stakeholders within the municipality as a living document to serve as a roadmap to achieve the strategic objectives of the municipality.

Reference Documents

- A: 2020/2021 Final Reviewed Integrated Development Plan
- B: Institutional Strategic Planning Session Report 2020.
- C: Presentation: MinMay – July 2019
- D: Presentation by GRDM Project Manager: DBSA 6 July 2020
- E: BUSINESS 4 SA STRATEGY Papers 10 July 2020