



Notice is hereby given in terms of Section 29 of the Local Government: Municipal Structures Act, Act 117 of 1998, that the **SEVENTEENTH (17th) COUNCIL MEETING** of the 2016/2021 term of the Garden Route District Municipality will be held in the **CA Robertson Council Chambers, 54 York Street, George**, on **TUESDAY, 27 August 2019** at **12:00** to consider the items as set out in the agenda.

*Kennis geskied hiermee ingevolge Artikel 29 van die Wet op Plaaslike Regering: Munisipale Strukture, 1998, Wet 117 van 1998, dat die **SEWENTIENDE (17^{de}) RAADSVERGADERING** van die 2016/2021 termyn van die Garden Route Distriksmunisipaliteit gehou sal word in die **CA Robertson Raadsaal, Yorkstraat 54, George**, op **DINSdag, 27 Augustus 2019** om **12:00** ten einde oorweging aan die items soos in die agenda uiteengesit, te skenk.*

KuKhutshwe isaziso ngokwemiqathango yoMhlathi 29 woRhulumente Basekhaya: Umthetho Wezolawulo loMasipala, 1998, uMthetho 117 wango 1998, sokuba **INTLANGANISO yeSHUMI eLINESIXHENXE (17) YEBHUNGA** yexesha lika 2016/2021 loMasipala Wesithili se Garden Route izakubanjelwa **kwiGumbi leBhunga iCA Robertson, 54 York Street, e George NGOLWESIBINI, 27 KWEYETHUPA 2019** ngentsimbi ye **12:00** ukuqwalasela imiba ebekwe kwi agenda.

CLLR BHJ GROENEWALD

Speaker

Speaker

IBambela Somlomo

MG STRATU

Municipal Manager

Munisipale Bestuurder

Mphathi Masipala

Date: 22 AUGUST 2019

ADDENDUM

SECTION F ITEMS FROM THE COMMUNITY SERVICES DEPARTMENT/ITEMS VANAF DIE GEMEENSKAPSDIENSTE DEPARTEMENT/IMIBA ESUKA KWISEBE LENKONZO ZOLUNTU		
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H.2	UNAUDITED ANNUAL REPORT FOR 2018/19 FINANCIAL YEAR /ONGEAUDITEERDE JAARVERSLAG VIR 2018/19 FINANSIËLE JAAR /INGXELO ENGAPHICOTHWANGA YONYAKA KUNYAKA MALI KA 2018/19 (788834) Refer: Report (16/8/2) dated 13 August 2019 from the Executive Manager Planning & Economic Development (L Menze)	42 - 308

**ALLOCATION OF A TWO HECTARE PORTION OF FARM 419 FOR A WASTE TYRE
RECYCLING FACILITY FOR A PERIOD OF TEN YEARS / TOEKENNING VAN TWEE
HEKTAAR VAN GEDEELTE VAN DIE PLAAS 419 VIR 'N AFVAL BANDE HERWINNINGS
FASILITEIT VIR 'N TYDPERK VAN TIEN JAAR / UKUBEKELWA BUCALA KWEHEKTARE
EZIMBINI ZESABELO SE FARM 419 KWENZELWA UBUXHAKAXHAKA BOKUSETYENZISWA
KWAKHONA KWAMATAYALA IXESHA LEMINYAKA ELISHUMI**

(17/5/1/1)

05 August 2019

**REPORT FROM EXECUTIVE MANAGER: COMMUNITY SERVICES (C AFRICA) MANAGER:
DISTRICT WASTE MANAGEMENT (ME HUBBE)**

PURPOSE OF THE REPORT

Is to request Council to approve the allocation of a two (2) hectare portion of Farm 419 for a Waste Tyre Recycling Facility for a period of ten (10) years.

BACKGROUND / DISCUSSION

It is envisaged that the proposed Garden Route Waste Management Facility is not just recognized as a landfill site but rather an integrated waste management facility including recycling facilities, alternative waste management technologies, general waste cells, a hazardous waste cell etc. The tender for the establishment of the Regional Waste Management Facility included alternative waste management technologies and Baleng Redira Mogo Tyre Recyclers (BRMTR) therefore submitted a proposal to the preferred bidder, Interwaste, on 01 June 2018 to be included on the project site as an alternative waste management technology (waste tyre recycling).

During the negotiations phase with the preferred bidder, their legal advisors had advised that the risk would be transferred to the private party in the event of e.g. a fire, transgression of license conditions or liquidation of the waste tyre recycling facility if it is within the project site. The private party is responsible for all operations and compliance within the project site.

The waste tyre recycling facility could therefore not be included in the Public Private Partnership (PPP) Agreement, and needed to be located on the perimeter

of the project site i.e. within the remaining available portion of Farm 419 allocated for lease, as per Council resolution.

It was then decided by management that BRMTR apply to Council to lease a portion of Farm 419 for a waste tyre recycling facility. BRMTR submitted an application to lease a two (2) hectare portion of Farm 419 for the establishment and operation of a waste tyre recycling facility and for a period of ten (10) years on 11 April 2019. (Please find attached as Annexure 1). It must be noted that BRMTR initially applied to lease a three (3) hectare portion of Farm 419, however indicated that two (2) hectares would be sufficient and would therefore also not affect the portions of Farm 419 allocated for the lease to the proposed industries that are to be established.

During this period, an application was received to lease a six (6) hectare portion of Farm 419 for a facility for temporary storage and pre-processing of waste tyres for a period of five (5) years from Scheepers Consulting, on behalf of their client Magogudi Construction, dated 07 April 2019. (Please find attached the application letter as Annexure 2).

The District Waste Management Section is of the understanding that all waste tyre depots, collectors, processors etc. must be registered with the Waste Bureau. Furthermore, there is currently a National Waste Tyre Depot operating in Mossdustria, Mossel Bay and is registered with- and is contracted by the Waste Bureau to collect, store and bale waste tyres from all tyre dealerships and municipalities in the Garden Route District and parts of the Central Karoo District for three years.

Due to the abovementioned, GRDM requested clarifications from Scheepers Consulting in a letter dated 08 April 2019. (Please find attached the clarification letter as Annexure 3). A response letter dated 16 May 2019 was received from Scheepers Consulting. (Please find attached as Annexure 4). The response letter however did not respond to the clarification questions posed to Scheepers Consulting. Furthermore, the appointment letter from the Department of Environmental Affairs stipulates that Mr. S Lamola is appointed for the leasing of facilities at stipulated sites, which does not include a portion of Farm 419. (Please find attached appointment letter as Annexure 5). Further clarification was requested from Scheepers Consulting and the Waste Bureau by means of telephonic discussions and via e-mails, to no avail.

Baleng Redira Mogo Tyre Recyclers (BRMTR) has been operating in the Mossel Bay municipal area for the past six years and is a National Waste Tyre Depot appointed

by the Waste Management Bureau (WMB) of the National Department of Environment Affairs (previously appointed by REDISA) and services the Garden Route District and parts of the Central Karoo District.

BRMTR is currently contracted by the Waste Bureau, which was established under the National Environmental Management: Waste Act, and has replicated the REDISA model. The operating and storage space of the property currently leased by BRMTR has become insufficient in order to operate in compliance with the legislative requirements.

BRMTR is a registered recycling facility on the Garden Route Waste Management Information System. BRMTR has assisted the Garden Route District Municipality during the past six years, which includes the removal of waste tyres from landfill projects, removal of illegally dumped waste tyres in the district and the attendance of all meetings relating to recycling and waste tyres. BRMTR is also registered with the Waste Bureau (DEA) and with the Provincial Department of Environmental Affairs and Development Planning.

In terms of Broad-Based Black Economic Empowerment and Local Economic Development, BRMTR is solely owned and managed by Director Ms. Johanna Nyadi Baleng, a local African female residing in Mossel Bay and currently employs ten (10) permanent employees, excluding five (5) security officers and coordinator. Furthermore, BRMTR have appointed two (2) primary transporters (sub-contractors) for the transport of waste tyres to the depot, which provides a further six (6) local jobs. The approval of the lease of two (2) hectare portion of Farm 419 would subsequently create a number of jobs during the construction phase and the extension of the Depot could potentially create an additional twenty-eight (28) permanent, local jobs.

It must be noted that the infrastructure, water and electricity connections, subdivision and rezoning and any other legislative requirements will be the responsibility of BRMTR.

Due to the abovementioned, it was decided at a Planning and Economic Development Management meeting that the application from BRMTR to lease a two (2) hectare portion of Farm 419 for the establishment and operation of a waste tyre recycling facility and for a period of ten (10) years must be submitted for Council approval.

The Local Government: Municipal Finance Management 56 of 2003 prescribes that the a municipality may not transfer ownership as a result of sale or other transaction or otherwise permanently dispose of capital assets needed to provide the minimum basic level of services. Furthermore, section 14 (2) of the above Act stipulates that a municipality may transfer ownership or otherwise dispose of a capital assets , but only after the municipal council, in a meeting open to the public:

- a) Has decide on reasonable grounds that the asset is not needed to provide the minimum level of basic municipal services; and
- b) Has considered the fair market value of the asset and the economic and community value to be received in exchange for the asset.

Management is of the view that the portions contemplated to be leased to Baleng Redira Mogo Tyre Recyclers are not going to be used to provide the minimum level of basic services. The greater portion of the property (Farm 419) is reserved for the Regional Landfill Site and will not be affected.

FINANCIAL IMPLICATIONS

All costs in terms of the advertisements, sub division, rezoning as well as applicable studies and approvals will be borne by the developers.

Council will benefit on the market related rental that will be payable by the lessee.

RELEVANT LEGISLATION

The National Environmental Management Waste Act, No. 59 of 2008

Waste Tyre Regulations, No. 1064 of 2017

Local Government: Municipal Structures Act, No. 117 of 1998

Local Government: Municipal Systems Act, No. 32 of 2000

Local Government: Municipal Finance Management Act, No. 56 of 2003

COMMENTS: EXECUTIVE MANAGER FINANCIAL SERVICES

Supported, subject to compliance to applicable public participation and other legislation.

COMMENTS: EXECUTIVE MANAGER CORPORATE/STRATEGIC SERVICES

Take note of content of report.

COMMENTS: EXECUTIVE MANAGER PLANNING & ECONOMIC DEVELOPMENT SERVICES

Noted.

COMMENTS: EXECUTIVE MANAGER ROADS & TRANSPORT PLANNING SERVICES

As per legal and environmental legislation.

COMMENTS: MANAGER LEGAL SERVICES

Subject to the public participation process as set out in the Asset Transfer Regulations being complied with and if the property is not required by Council for the minimum basic services. Rental should also be market-related as per the Asset Transfer Regulations and section 14 of the MFMA.

UITVOERENDE OPSOMMING

Baleng Redira Mogo Tyre Recyclers (BRMTR) het 'n versoek gerig aan die voorkeur tenderaar, bou en bestuur van die Steek Afvalbestuur Fasiliteit, vir die insluiting van die BRMTR aanleg as alternatiewe afval tegnologie by hulle tender. Dit was egter nie moontlik nie aangesien die regsadviseurs van die voorkeur tenderaar dit as 'n risiko beskou het. Indien die Afval Bande Herwinning Fasiliteit nie volgens wetlike vereiste bestuur word nie en ingesluit is in die betrokke gedeelte van die Steek Afval Bestuur Fasiliteit, word dit die verantwoordelikheid van die Private Vennoot en mag dit die hele fasiliteit se oudit uitkoms beïnvloed.

BRMTR het hierna 'n versoek gerig aan die GRDM om 'n twee (2) hektaar gedeelte van Plaas 419 aan hulle te verhuur, vir tien (10) jaar, met die doel om die bestaande BRMTR aanleg te verskuif na hierdie perseel.

Intussen is 'n verdere aansoek aan die GRDM gestuur waarin versoek word om ses (6) hektaar te huur van die Plaas 419 vir die tydelike stoor en vooraf verwerking van afval bande deur Scheepers Consulting namens sy kliënt Magogudi Construction.

Volgens die opdrag van die Afvalbestuur Buro aan Magogudi Construction kom dit voor dat hy slegs verantwoordelik is vir die verkryging van eiendom volgens 'n voorgeskrewe lys waar afval bande herwinning en vooraf verwerking kan plaasvind.

Verskeie telefoniese versoeke en e-posse is gerig aan die Buro vir uitsluitel sonder enige terugvoering.

BRMTR het reeds 'n kontrak met die Afvalbestuur Buro, Departement van Omgewingsake, en bedryf reeds vir die afgelope ses (6) jaar die Herwinning Fasiliteit in Mosselbaai. Sy skep ook alreeds werk vir 15 permanente persone en sal moontlik met die verskuiwing en uitbreiding van die herwinning fasiliteit 'n verder agt-en-twintig (28) permanente werkgeleenthede bied.

Hierdie aangeleentheid is bespreek deur die Bestuur van die Department van Beplanning en Ekonomiese Ontwikkeling Dienste en na aanleiding van die feite tot hulle beskikking was die aanbeveling dat 'n verslag aan die Raad voorgelê word wat aanbeveel dat 'n gedeelte van twee (2) hektaar aan BRMTR verhuur word.

Alle kostes met betrekking tot die vestiging en bedryf van die herwinning fasiliteit sal vir die rekening van BRMTR wees met geen kostes vir die GRDM.

Al die betrokke aansoeke en korrespondensie is aangeheg tot hierdie verslag, nl;

Aanhangsel 1 – Aansoek ontvang van Baleng Redira Mogo Tyre Recyclers.

Aanhangsel 2 – Aansoek ontvang van Scheepers Consulting.

Aanhangsel 3 - Uitklaring skrywe aan Scheepers Consulting

Aanhangsel 4 - Opvolg skrywe van Scheepers Consulting

Aanhangsel 5 - Aanstelling skrywe van Magogudi Construction met die verwysing na die betrokke persele.

RECOMMENDATIONS

1. That Council resolves that the property is not required for the provision of basic municipal services as provided for in Section 14 of The Local Government: Municipal Finance Management Act 56 of 2003.
2. That Council grants the Municipal Manager permission to negotiate a long term lease agreement with Baleng Redira Mogo Tyre Recyclers, after the conclusion of the Public Participation Process.
3. That Baleng Redira Mogo Tyre Recyclers project does not impede with the construction and operations of the Regional Waste Management Facility.

4. That the costs of sub-dividing the erven will be borne by the application, or any additional cost in relation to the subdivision of the side.
5. That Baleng Redira Mogo Tyre Recyclers will be responsible for the advertisement costs to source the comments from the public as outlined in the Asset Transfer Regulations.
6. That this item be referred back to Council after the Public Participation Process and negotiations with Baleng Redira Mogo Tyre Recyclers has been concluded.

AANBEVELINGS

1. *Dat die Raad besluit dat die eiendom nie vereis word vir die voorsiening van basiese munisipale dienste soos uit een gesit in die Plaaslike Regering: Munisipale Finansiële Bestuur Wet 56 van 2003.*
2. *Dat die Raad goedkeuring verleen aan die Munisipale Bestuurder om 'n langtermyn huurooreenkoms met Baleng Redira Mogo Tyre Recyclers aan te gaan.*
3. *Dat Baleng Redira Mogo Tyre Recyclers projek nie sal impakteer op die konstruksie en bedryf van die Streek Afvalbestuur Fasiliteit nie.*
4. *Dat die kostes vir die onderverdeling van die erwe vir die applikant sal wees, of enige addisionele kostes in verband met die onderverdeling van die erf.*
5. *Dat Baleng Redira Mogo Tyre Recyclers verantwoordelik gehou sal word vir die advertensie-kostes om die kommentaar van die publieke te verkry soos neergelê in die Bate-Oordragregulasies.*
6. *Dat hierdie item na die Raad terugverwys word nadat die Publieke Deelname Proses en onderhandelinge met Baleng Redira Mogo Tyre Recyclers afgehandel is.*

IZINDULULO

1. Sesokuba iBhunga ligqibe ukuba lomhlaba awubekelwanga izibonelelo zenkonzo ezingundoqo, njengoko kuchaziwe kumhlathi 14 worhulumentw wasekhaya wolawulo lwemali zomasipala umthetho 56 wango 2003.
2. Sesokuba iBhunga linike uMphathi Masipala ilungelo lokugqugula isivumelwano sokuqeshisa sexesha elide nabakwa Baleng Redira Mogo Tyre Recyclers, emveni kokuqukunjelwa kweNkqubo Yokubandakanywa Koluntu.
3. Sesokuba inkqubo yabakwa Baleng Redira Mogo Tyre Recyclers ingachaphazeli ukwakhiwa kwaye nenkqubo Zouxhakaxhaka Bebala Lenkunkuma leNgingqi.
4. Sesokuba indleko zokwabela umhlaba zizakubaluxanduva lomfaki sicelo, okanye naziphi na indleko ezongezelelweyo ngokuphathelene necala lokwahlulwa.
5. Sesokuba abakwa Baleng Redira Mogo Tyre Recyclers bazakuba noxanduva lendleko zentengiso zokufuna uluvo loluntu njengoko kuchaziwe Yimithetho Gqaliselo Yonikezelo Lwempahla.
6. Sesokuba lombu ubuyiselwe kwiBhunga emveni kweNkqubo Yokubandakanywa Koluntu kunye nengxoxo nabakwa Baleng Redira Mogo Tyre Recyclers ziye zaqukunjelwa.

ANNEXURES

- Annexure 1 - Baleng Redira Mogo Tyre Recyclers Application for the Lease of a Portion of Farm 419 for a Waste Tyre Recycling Facility
- Annexure 2 - Scheepers Consulting Application to Lease a Portion of Farm 419 Mossel Bay for a Period of Five Years
- Annexure 3 - Clarification Letter to Scheepers Consulting
- Annexure 4 - Response to Clarification Letter from Scheepers Consulting
- Annexure 5 - Appointment Letter from DEA to lease stipulated sites

Annexure 1

Ms. Johanna Baleng
 Baleng Redira Mogo Tyre Recyclers
 8 Mkuzi Street
 Mossdustria
 MOSSEL BAY
 6506

11 April 2019

The Municipal Manager
 Garden Route District Municipality
 PO Box 12
 GEORGE
 6530

RE: APPLICATION FOR THE LEASE OF A PORTION OF FARM 419 FOR A WASTE TYRE RECYCLING FACILITY

Dear Mr. Monde Stratu

1. Background

Baleng Redira Mogo Tyre Recyclers (BRMTR) has been operating in the Mossel Bay municipal area for the past six years and is a National Waste Tyre Depot appointed by the Waste Management Bureau (WMB) of the National Department of Environmental Affairs (previously appointed by REDISA) and services the Garden Route District and parts of the Central Karoo District.

BRMTR is currently contracted (contract can be provided on request) by the Waste Management Bureau which was established under the National Environmental Management: Waste Act and has replicated the REDISA model. The operating and storage space of the property that is currently being leased by BRMTR has become insufficient in order to operate in compliance with the legislative requirements. BRMTR prides itself in operating compliantly with all legislative requirements which is evident in the compliance audit report conducted by REDISA on 05 December 2016 (Please find attached as Annexure 2).

Due to the abovementioned, BRMTR is in the process of acquiring a new premises to lease which will be funded by the Waste Bureau subject to the premises complying with certain conditions e.g. must be black owned, minimum area of 10 000m² etc. However, there are no premises with the specified requirements available in the Mossel Bay municipal area. BRMTR is of the understanding that there is a portion of land available for lease on Farm 419 which is the property of Garden Route District Municipality for the proposed Regional Waste Management Facility.



2. Operations

The current operations of the Baleng Redira Mogo Tyre Recyclers waste tyre depot are as follows:

2.1. Sub-contractors i.e. primary transporters (bakkies to 3 ton trucks) collect waste tyres from all the tyre dealerships and municipalities (illegal dumping & landfills) in the Garden Route District and parts of the Central Karoo District as well as reject tyres from tyre manufacturers e.g. Continental, and is transported to the waste tyre depot situated in Mossdustria, Mossel Bay.

2.2. The waste tyres are unloaded, categorised, baled and stored according to category and the data is recorded on a database which is accessible by waste tyre processors nationally.

2.3. The waste tyre processors order the required amount of categorised bales which is then collected by the secondary transporters (interlink trucks), loaded by forklift, and transported to processors for further processing / use e.g. PPC Cement in Port Elizabeth.

2.4. In the event of successfully implementing the waste tyre facility at the Regional Waste Management Facility, the implementation of crumbing equipment will be explored in order to process the waste tyres into a product that will reduce transport costs and develop further opportunities to manufacture recycled products derived from waste tyres.

3. Application to lease portion of land on Farm 419, Mossel Bay

3.1. Requirements

3.1.1. A portion of land on the proposed Regional Waste Management Facility with an area of 30 000m² (3 hectares) is required to accommodate a Waste Tyre Recycling Facility that will operate as is currently operating and that will make provision for future proposed processes e.g. crumbing.

3.1.2. The proposed layout of the waste tyre facility is attached as Annexure 1.

3.1.3. That the portion of land on the proposed Regional Waste Management Facility be leased for a period of at least ten (10) years.

3.2. Assurances

3.2.1. Facilities

3.2.1.1. The erection of the facilities will be at the cost of Baleng Redira Mogo Tyre Recyclers (BRMTR) i.e. funded by the Waste Bureau. This will include the electrical and water connection points.



3.2.1.2. The facilities will include the levelling and compaction of the land made available, a warehouse (including offices), ablution facilities and adequate fencing.

3.2.1.3. The required storm water management systems and dust control measures will be implemented by BRMTR for the proposed facility.

3.2.1.4. It is proposed to make use of the waste management facility's road as an access road to the Depot and the cost to extend or alter the road in order to accommodate the waste tyre facility will be for BRMTR i.e. the Waste Bureau.

3.2.2. Compliance

3.2.2.1. The facilities and fencing will be compliant to all relevant legislative requirements and will be inspected and approved by the Department of Environmental Affairs prior to operation.

3.2.2.2. The Mossel Bay Waste Tyre Depot is registered with the Department of Environmental Affairs and Development Planning and adheres to the requirements of, and operates the facility, per conditions contained in GN No. 926 and GN No. 1093. No EIA or Basic Assessment will be required to establish the Mossel Bay Depot.

3.2.2.3. If required, all rezoning processes and approvals will be obtained from Mossel Bay Municipality by BRMTR.

3.2.2.4. All the relevant norms and standards will be complied to and will be audited internally and externally at the required time intervals.

3.2.2.5. The Occupational Health and Safety standards will be adhered to at all times and audits will be conducted at required intervals.

3.2.2.6. The legislatively required signage will be erected at all the required locations.

3.2.3. Fire Risk

3.2.3.1. All the required fire breaks, extinguishers and protocols will be implemented as legislatively required.

3.2.3.2. The commencement of operations will be subject to the inspection and approval by the Mossel Bay Fire Department.

3.2.4. Security

3.2.4.1. 24 hour security will be implemented at the facility at all times.



3.2.4.2. Strict access control and registration of all parties entering and exiting the facility will be implemented at all times.

3.2.4.3. The security officers on duty will be adequately trained in fire fighting and first aid.

3.2.5. Regional Landfill Operations

3.2.5.1. Please note that the waste tyre facility will be managed in such a manner as to not obstruct the operations of the regional landfill facility in any way whatsoever.

3.2.6. Broad-Based Black Economic Empowerment

3.2.6.1. Please note that Baleng Redira Mogo Tyre Recyclers is solely owned and managed by Director Ms. Johanna Nyadi Baleng, an African female, should it be a requirement for BBBEE codes.

3.2.7. Jobs

3.2.7.1. Currently the Mossel Bay Waste Tyre Depot employs ten (10) permanent employees, excluding five (5) security officers and coordinator.

3.2.7.2. The approval to lease a portion of land on Farm 419 would subsequently create a number of jobs during the construction phase and the extension of the Depot could potentially create an additional twenty-eight (28) permanent jobs.

3.2.7.3. The number of indirect jobs created including primary and secondary transporters, waste tyre processing and recycling plants, informal tyre dealers and entrepreneurs has not been determined yet.

I would like to thank you for considering the application to lease a portion of Farm 419 for the Mossel Bay Waste Tyre Depot and I am looking forward to your favourable response in order to ensure that a regional waste facility is established which is aligned with the Waste Management Hierarchy, as envisaged by Garden Route District Municipality.

Please do not hesitate to contact me on cell phone number 081 599 6706 or e-mail: baleng.redira@outlook.com for any further enquiries.

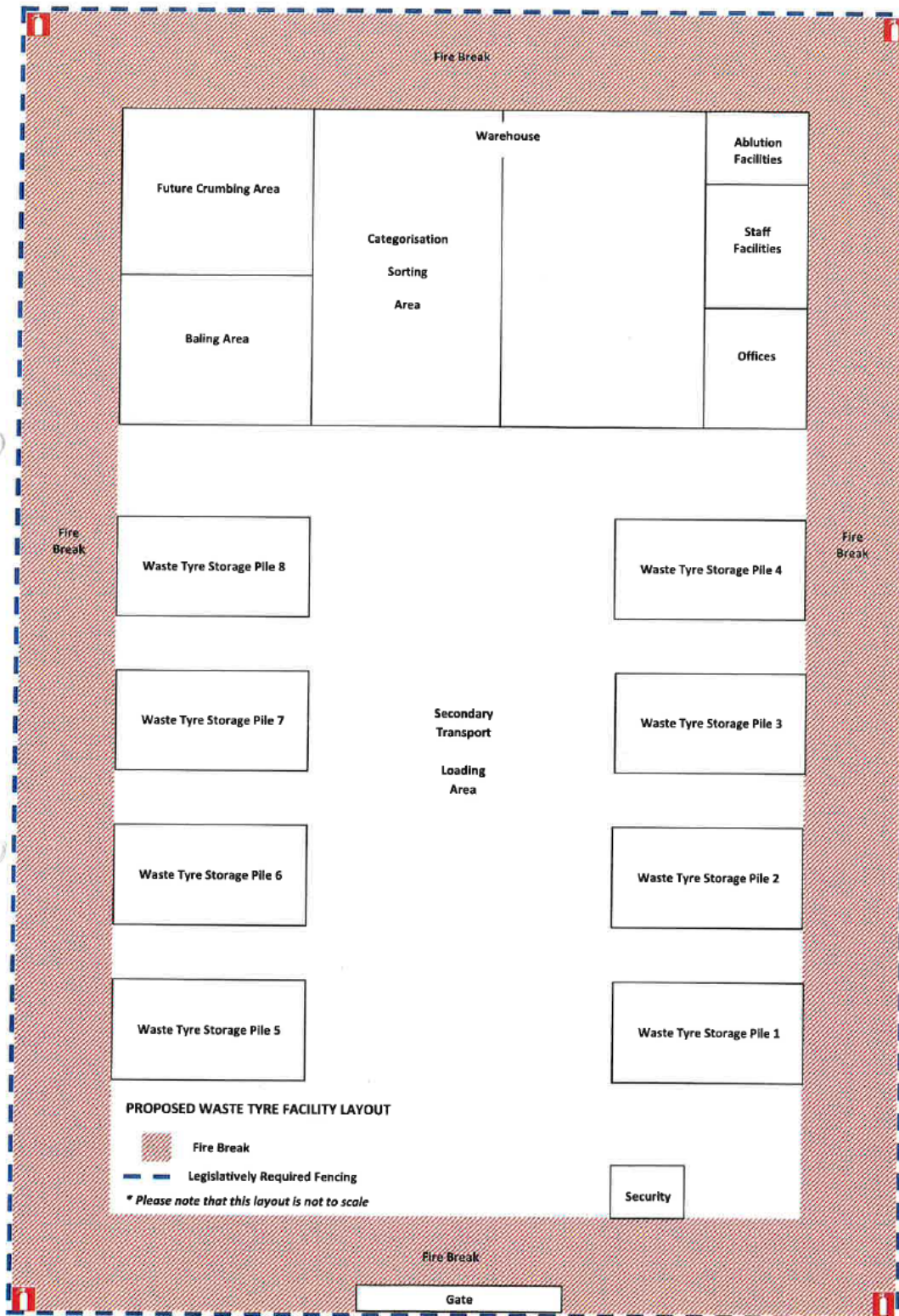
Yours faithfully,

Ms. Johanna Nyadi Baleng



ANNEXURE 1

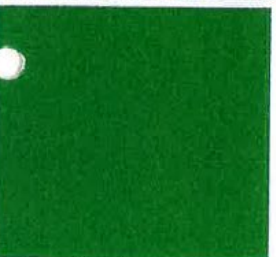
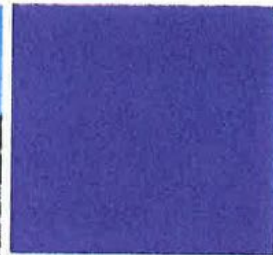
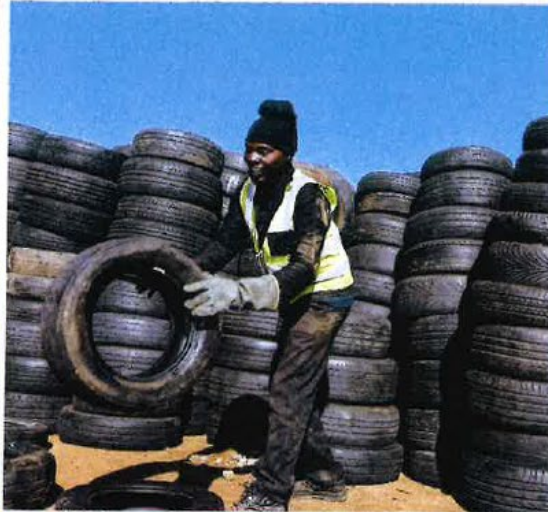
PROPOSED LAYOUT OF THE WASTE TYRE RECYCLING FACILITY





ANNEXURE 2

COMPLIANCE AUDIT REPORT



Compliance Audit Report Mossel Bay Depot

Muzi Street, Mossdustria, Western Cape

Audit Report No. 1
05 December 2016



REDISA
RECYCLING AND ECONOMIC DEVELOPMENT
INITIATIVE OF SOUTH AFRICA

Compliance Audit Report – Mossel Bay Depot**Audit Report No. 1****Date: 05 December 2016****Document Control****Prepared by:**

Name	Designation	Date
Sandhisha Jay Narain	REDISA: Compliance and Risk Officer	23/12/2016

Report issued to:

Name	Organisation & Designation	Date
Johanna Baleng	Depot manager	23/12/2016
Faiza Africa	Regional manager	23/12/2016
Daniel Jonkers	Regional depot co-ordinator	23/12/2016
Tanya Mahabeer	Head of Compliance	23/12/2016
Janine O'Brien	Compliance co-coordinator	23/12/2016
Sharon Bender	Project Management	23/12/2016
Imraan Elias	Project Management	23/12/2016
Louise Lackenby	CEO: Operations	23/12/2016
Brian Morris	Head of Supply Chain and IT	23/12/2016



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1. INTRODUCTION

The Mossel Bay Waste Tyre Depot is located at 8 Muzi Street, Mossdustria, Mossel Bay Western Cape. The depot measures approximately 1 400 m² and undertakes storage and pre-processing activities (viz. baling). The depot is operated by Johanna Baleng of Baleng Redira Mogo Tyres (Pty) Ltd.

2. AUDIT APPROACH

A Compliance Audit took place on 05 December 2016 at the Mossel Bay Waste Tyre Depot. The Audit was conducted by Compliance Officers Dilona Somai and Sandhisha Jay Narain from REDISA. The Audit procedure was explained in the opening meeting attended by the Depot Manager.

A checklist, based on relevant documents, as highlighted in Section 3, was explained and used to audit compliance at the Depot. Conformance scores, based on the level of compliance for the overall Depot were allocated to each condition on the checklist. The audit consisted of document review and verification. Photographic evidence for record keeping and reporting was undertaken by the auditors.

3. AUDIT CHECKLIST

The Atlantis Waste Tyre Pre-processing Depot was audited against the REDISA Compliance Audit Framework which encompasses 12 pieces of legislation and/or policies of which the depot must adhere to. These include:

- National Norms and Standards
- Waste Tyre Regulations
- Occupational Health and Safety Act
- Facilities Regulations
- General Safety Regulations
- General Administration Regulations
- Noise Induced Hearing Loss Regulations
- Asbestos Regulations
- Municipal By-laws
- NEMA
- Environmental Regulations for the Workplace
- OHS Department of Labour (DoL) Requirements



4. COMPLIANCE NOTICE ISSUED BY THE DEA

The DEA issued a Compliance Notice to Ms. Johanna Baleng (Depot Manager) and Mr. Hermann Erdmann (CEO: REDISA), dated 7 November 2016 and received on 10 November 2016. The main areas of concern include:

- Contract between the Depot Manager and REDISA
- Waste Storage Registration
- Stormwater Management
- Servicing of fire extinguishers
- Occupational Health and Safety
- Auditing
- Exemption from WML
- Approved Waste Tyre Storage Area Plan
- Stormwater Management

These compliance issues have been highlighted below with an asterisks (*) to track progress

5. AUDIT FINDINGS OF NON-COMPLIANCE

Kindly note that this monitoring report will focus on the areas of non-compliance as highlighted in the Compliance Audit Checklist. This will be tracked during each audit until such time the item identified as a non-compliance has been rectified and closed-out.

5.1. National Norms and Standards for the Storage of Waste

No.	Non-Compliance Identified	Action Required	Action Owner	Due Date
1	Approved Engineering designs/plans could not be verified.	Obtain approved civil engineering designs from landlord.	Depot Manager with support from REDISA / Landlord	January 2017
2	Weatherproof, durable and legible signs in English only, are displayed at each entrance to the facility.	Signs are required two more languages	REDISA Faiza Africa and Daniel Jonkers	January/February 2017
3	*No external audits have been undertaken to date.	REDISA to appoint external auditor to undertake external audit which must be submitted to the relevant authority within 2 weeks of the audit.	REDISA: Tanya Mahabeer	January 2017



5.2. Waste Tyre Regulations

No.	Non-Compliance Identified	Action Required	Action Owner	Due Date
1	*A security attendant trained in fire prevention must be on site at all times.	A Security attendant needs undertake firefighting training.	Depot Manager with support from REDISA: Faiza Africa and Daniel Jonkers	January 2017
2	Stacking according to the WTRs was evident, however there were waste tyres observed at the depot that were not stacked accordingly. (fire breaks not maintained)	Ensure all waste tyres are stacked according to the WTRs.	Depot Manager	January 2017

5.3. Occupational Health and Safety

No.	Non-Compliance Identified	Action Required	Action Owner	Due Date
1	Depot is required to display its Health and Safety Policy, signed off by the owner of the company.	Prepare draft H&S Policy, have employees review and agree on it, finalise, sign and place at depot.	Depot Manager	January 2017

4.4 General Safety

No.	Non-Compliance Identified	Action Required	Action Owner	Due Date
1	Appropriate safety signs were observed at the depot (e.g. no smoking, use of correct PPE, directional arrows, firefighting equipment, first aid). However not all firefighting signage was present within the warehouse.	All relevant safety signage must be erected within the warehouse	Depot Manager with support from REDISA: Faiza Africa and Daniel Jonkers	January 2017



4.5 General Administrative Regulations

No.	Non-Compliance Identified	Action Required	Action Owner	Due Date
1	*It must be noted that the H&S Act and Regulations are dated 2013, and new charts dated 2015 should be displayed.	Depot Manager to request updated H&S Act and Regulations for the depot from REDISA.	Depot Manager	January 2017

4.6 OHS DoL Requirements

No.	Non-Compliance Identified	Action Required	Action Owner	Due Date
1	*The H&S Act and Regulations are dated 2013, and new charts dated 2015 should be displayed.	Depot Manager to request updated H&S Act and Regulations for the depot from REDISA.	Depot Manager	January 2017
3	*Waste tyres are flammable and not all are being stored according to the WTRs.	Stack tyres according to the waste tyre storage area plan and WTRs.	Depot Manager	January 2017



5 PHOTOGRAPHIC EVIDENCE OBTAINED DURING SITE VISIT



Figure 1: Firebreaks are maintained in some areas



Figure 2: Firebreaks are not maintained along the fence line





Figure 3: Bailing Area



Figure 4: Safety and Firefighting Signage



6 AUDIT COMPLIANCE SUMMARY

The table provides a synopsis of the compliance score achieved for this audit in December 2016. Compliance scores for the following categories are presented in detail in Annexure A.

Overall Compliance:	Total Score	Count	As %	Comments
National Norms and Standards	14	18	78	Requires Actions
Waste Tyre Regulations	9	13	69	Requires Actions
OHS	3	4	75	Requires Actions
Facilities Regs	3	3	100	Compliant
General Safety Regs	4	5	80	Requires Actions
General Admin Regs	4	5	80	Requires Actions
Noise Induced Hearing Loss Regs	N/A	N/A	N/A	Compliant
Asbestos Regs	1	N/A	100	Compliant
Municipal By-laws	4	4	100	Compliant
NEMA	3	3	100	Compliant
Environmental Regulations	5	5	100	Compliant
OHS DoL Requirements	15	17	88	Requires Actions
AVERAGE			88	

RED (< 50%)
AMBER (51% TO 80%)
GREEN > 81%

An overall compliance score of **88%** is achieved for this Compliance Audit as of December 2016, this is attributed to the findings as detailed in Section 4 and Annexure A. The Depot Team is commended for their efforts. All actions will be monitored and updated in the next Audit.



END





ANNEXURE 3

REGISTRATION WITH THE WASTE BUREAU

**environmental affairs**

Department:
Environmental Affairs
REPUBLIC OF SOUTH AFRICA

Private Bag X 447, PRETORIA - 0001, Environment House, 473 Steve Biko Road, Pretoria, Tel + 27 12 309 9000
<http://www.environment.gov.za> [Waste Bureau: www.wastebureau.environment.gov.za](http://www.wastebureau.environment.gov.za)

Waste Bureau
SOUTH AFRICA

Reference: Registration WBD061
 Enquiries: Ms Mkhazi Tetyana Mamasa Afrika
 Tel: (012) 399 8860 Email: WasteBureau@environment.gov.za

MOSELBAY DEPOT

Ms Johanna Baleng
BALENG REDIRA MOGO TYRES (PTY) LTD
 8 Muzi Street
 Mosselbaai
MOSELBAY
 6506

E-mail: baleng.redira@outlook.co.za Tel: 081 599 6708

Dear Depot Operator

REGISTRATION WITH THE WASTE BUREAU: BALENG REDIRA MOGO TYRES (PTY) LTD

You are hereby advised that you have been issued with the following Waste Bureau Registration Number: **WBD061**.

Please quote this registration number together with your company name on all correspondence with the Waste Bureau. You are also required to use this number for purposes of collection and delivery notes.

Yours sincerely


PP *[Signature]*

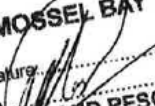
Ms Nosipho Ngcaba
 Director-General
 DEPARTMENT OF ENVIRONMENTAL AFFAIRS
 On Behalf of the Waste Bureau
 Date: 28 September 2017



ANNEXURE 4

CURRENT FIRE CLEARANCE CERTIFICATE

For official use only Application No : Certificate No : 05/16		MOSSEL BAY MUNICIPALITY	
Fire Clearance Certificate In compliance with the National Building Regulations, SANS 10400: Part T and the Mossel Bay Municipality Community Fire Safety By Law			
Name of applicant	Miss N.J Baleng		
Trading as:	Redisa Mossel Bay Depot		
Type of business:	Waste Tyre		
ERF No.	63		
Street address:	Mkuzistreet, Mosdustria		
Suburb:	Mossel Bay	Code	6500
Having completed a final completion inspection of the abovementioned premise in terms of the National Building Regulations, SANS 10400: Part T and the Mossel Bay Municipality Community Fire Safety By Law, please be advised of the following. This department has no objections to a Fire Clearance Certificate been issued, as the building complies with the required legislation.			
This certificate is issued by MOSSEL BAY MUNICIPALITY and is valid until the occupancy of the building changes.			
For controlling authority: 		Date of issue: 04 / 05 / 2016	
Name of issuing official: <u>Mr. K. v/d Mescht</u>			


MOSSEL BAY MUNICIPALITY
 Signature: 
 Date: 29/10/16
FIRE AND RESCUE SERVICES



ANNEXURE 5

REGISTRATION WITH THE DEPARTMENT OF ENVIRONMENTAL AFFAIRS & DEVELOPMENT PLANNING



BETTER TOGETHER.

DIRECTORATE: WASTE MANAGEMENT
Melinda.Groenewald@westerncape.gov.za

REGISTRATION NUMBER: 19/2/1/2/3/2 (00011/19)

Mossel Bay Depot
Erf 63 Mossdustria
2nd Barnard Ave
Civic Park
Asla Park
Mossdustria

For attention: Johanna Nyadi Baleng

Email: balenrediramogo@gmail.com

REGISTRATION OF MOSSEL BAY DEPOT, ERF 63 MOSSDUSTRIA, IN TERMS OF THE NATIONAL ENVIRONMENTAL MANAGEMENT: WASTE ACT, 2008 (ACT NO. 59 OF 2008), AS AMENDED, "NATIONAL NORMS AND STANDARDS FOR THE STORAGE OF WASTE", GOVERNMENT NOTICE NO. 926 OF 29 NOVEMBER 2013 AND "NATIONAL NORMS AND STANDARDS FOR THE SORTING, SHREDDING, GRINDING, CRUSHING, SCREENING OR BAILING OF GENERAL WASTE", GOVERNMENT NOTICE NO. 1093 OF 11 OCTOBER 2017

1. This correspondence serves as an acknowledgement of receipt of the afore-mentioned registration form received by the Department of Environmental Affairs and Development Planning, Sub-Directorate: Waste Management Licensing (referred to as "the Department") on 7 February 2019.
2. This Department was satisfied that the registration form was completed and submitted timeously. Your facility is now registered.
3. Mossel Bay Depot, Erf 63 Mossdustria, must adhere to the requirements of, and operate the Facility, per the conditions contained in GN No. 926 and GN No. 1093.
4. This Department will monitor compliance in terms of these Norms and Standards for this Facility.
5. Kindly use the abovementioned reference number for any future correspondence.
6. The Department reserves the right to revise initial comments and request further information based on the information received.

Yours faithfully,

LANCE MCBAIN-CHARLES
DEPUTY DIRECTOR: WASTE MANAGEMENT LICENSING

DATE: 2019/2/14

Annexure 2



SCHEEPERS CONSULTING

PO Box 541 SALDANHA 7395
mobile: +27 61 491 1221 email louis@louisscheepers.co.za website: www.louisscheepers.co.za

7 April 2019

The Municipal Manager
Garden Route District Municipality
54 York Street
GEORGE
6530

Dear Mr Stratu

APPLICATION TO LEASE A PORTION OF FARM 419 MOSSEL BAY FOR A PERIOD OF FIVE YEARS

I write this letter on behalf of my client, Magogudi Construction. My client has received an appointment by the national department of Environmental Affairs to manage facilities in selected areas across the country for the temporary storage and pre-processing of waste tyres for the Waste Bureau for a period of five (5) years.

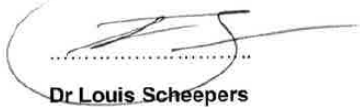
My client has, for these purposes, acquired land (Portion 2, Farm 296, Mossel Bay Road, Mossel Bay) and is in the process of applying to the Mossel Bay Municipality to have this land rezoned for the purposes as described above. We are however aware of the land owned by the Garden Route District Municipality next to the regional waste disposal site (Farm 419, Mossel Bay), and herewith apply to lease a portion (approximately 6 hectares) to use as a facility for the temporary storage and pre-processing of waste tyres for the Waste Bureau for a period of five (5) years.

Director
Dr Louis Scheepers
Registration No 2018/575779/07

Even though this application is for the leasing of such land only, my client wants me to inform you that they would be interested in buying such land from the Garden Route District Municipality, should you be so inclined to sell same to them.

I trust that this application will receive your favourable consideration. Should you deem it necessary for us to meet about this request, I would be eager to do so on either 15 or 16 April 2019.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'LS' with a long horizontal stroke extending to the right.

Dr Louis Scheepers

Director

Annexure 3



54 York Street,
George
Western Cape
6529

PO Box 12,
George,
Western Cape
6530

Tel: 044 803 1300
Fax: 086 555 6303
E-mail: info@gardenroute.gov.za
www.gardenroute.gov.za

OFFICE OF THE MUNICIPAL MANAGER

Enquiries: M E Hubbe
Reference: 17/5/1/1
Date: 08 April 2019

Dr. Louis Scheepers
Director
Scheepers Consulting
PO Box 541
SALDANHA
7395

By e-mail: louis@louisscheepers.co.za

Sir

RE: APPLICATION TO LEASE A PORTION OF FARM 419 MOSSEL BAY FOR A PERIOD OF FIVE YEARS

The correspondence regarding the application to lease a portion of Farm 419 Mossel Bay for a period of five years refers.

The District Waste Management Section of the Garden Route District Municipality is aware of a National Waste Tyre Depot that is situated in Mossdustria, Mossel Bay. The Mossel Bay Waste Tyre Depot has a contract with the Waste Bureau for the next three years.

The Mossel Bay Waste Tyre Depot is contracted by the Waste Bureau to collect, store and bale waste tyres from all tyre dealerships and municipalities in the Garden Route District and parts of the Central Karoo District. We are of the understanding that all waste tyre depots, collectors, processors etc. must be registered with the Waste Bureau.

Furthermore, we are of the understanding that the Mossel Bay Depot was awarded the tender and is contracted with the Waste Bureau as a National Depot for the next three years and that no other waste tyre depots would be permitted to operate within the contracted area of jurisdiction. The Mossel Bay Waste Tyre Depot has applied to Garden Route District Municipality's Waste Management Section to lease a portion of Farm 419 for the similar purposes as your client.

Taking the abovementioned into consideration, we would hereby like to request the following clarifications:

1. Is your client acquiring / leasing land on behalf of the Waste Bureau in order to accommodate the contracted Mossel Bay Waste Tyre Depot, or is your client intending to commence with the establishment of a new waste tyre depot?
2. If your client intends to commence with the establishment of a new waste tyre depot, is your client aware of the contract between the Mossel Bay Waste Tyre Depot and the Waste Bureau and has the establishment of a new waste tyre depot within this area of jurisdiction been approved / permitted by the Waste Bureau?

Your response to the request for clarification will be highly appreciated.

Yours faithfully



MONDE STRATU
MUNICIPAL MANAGER

Annexure 4



SCHEEPERS CONSULTING

PO Box 541 SALDANHA 7395
mobile: +27 61 491 1221 email louis@louisscheepers.co.za website: www.louisscheepers.co.za

16 May 2019

The Municipal Manager
Garden Route District Municipality
54 York Street
GEORGE
6530

Att: Mr Morton Hubbe

Dear Mr Hubbe

APPLICATION TO LEASE A PORTION OF FARM 419 MOSSEL BAY FOR A PERIOD OF FIVE YEARS

Your letter dated 7 May 2019 under reference 17/5/1/1 has reference.

Attached hereto please find a letter from the Department of Environmental Affairs to my client for your information. As is evident from this letter, my client has an appointment from the Department of Environmental Affairs to provide facilities in 20 selected areas across the country for the **temporary storage** and **pre-processing** of waste tyres for the Waste Bureau for a period of five (5) years. One of these areas is Mossel Bay.

Pursuant to this appointment, my client acquired the property known as Portion 2, Farm 296, Mossel Bay Road, Mossel Bay for these purposes. An application for the rezoning of this property is in the process of being submitted to the Mossel Bay Municipality. However, having considered all relevant factors, we are of the opinion that the land belonging to the Garden Route District

Director
Dr Louis Scheepers
Registration No 2018/575779/07

Municipality next to the regional waste disposal site (Farm 419, Mossel Bay) might be better located for this project. We therefore applied to you to lease a portion of land approximately 6 hectares in extent for this purpose.

As part of this project approximately 9 jobs will be created at the facility, and upstream of the project business opportunities will also be created.

I can confirm that my client will be responsible for providing the infrastructure needed to establish the facility and will also lodge any application needed to ensure that the land is appropriately zoned and that all legal requirements are met.

We will appreciate it if you could provide us with a response to this request as soon as possible.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Dr. Louis Scheepers', is written over a horizontal dotted line.

Dr Louis Scheepers

Director

Annexure 5

**environmental affairs**

Department:
Environmental Affairs
REPUBLIC OF SOUTH AFRICA

Enquiries: kmashabela@environment.gov.za
Telephone: 012 399 8817

Magogudi Construction Projects
P.O. Box 9810
Wetlevreden Park
Roodepoort
1721

E-mail: soliy@manyeleticonsulting.co.za

RE: E1452 THE LEASING OF FACILITIES IN SELECTED AREAS ACROSS THE COUNTRY FOR THE TEMPORARY STORAGE AND PRE-PROCESSING OF WASTE TYRES FOR THE WASTE BUREAU FOR A PERIOD OF FIVE (5) YEARS.

Dear Solomon Manyeleti Lamola

1. Your response/offer dated 6 July 2018 has been accepted subject to all the terms and conditions embodied therein, for the supply of the services as indicated above.
2. This letter of acceptance is conditional upon the following:
 - a. Submission of proof (letters from the relevant authorities) within a period of eight (8) months from the date of this letter, that the site is compliant to all relevant legislation such as, but not limited to, Zoning and EIA requirements.
 - b. Signing of a service level agreement between yourself and the Department, which details the terms and conditions of the service to be rendered to the Department.
3. Kindly take note that the required services should only be rendered after the issue of an official order and the conclusion of a service level agreement.
4. The contact person for this project is : Ms. Mamosa Afrika Tel (012) 399 8860, E-mail MAfrika@environment.gov.za.
5. Take note that no payments will be made by the Department if paragraph 3 above, has not been adhered to.
6. Acceptance of this letter is subject to the condition that the contracting company and or sub-contracting company's directors who shall provide the service, be subjected to vetting in the form of record checks by State Security Agency (SSA).

BACK TO AGENDA

DISTRICT COUNCIL

27 AUGUST 2019

<p>UNAUDITED ANNUAL REPORT FOR 2018/19 FINANCIAL YEAR /ONGEOUDITEERDE JAARVERSLAG VIR 2018/19 FINANSIËLE JAAR /INGXELO ENGAPHICOTHWANGA YONYAKA KUNYAKA MALI KA 2018/19 (788834)</p>

(16/8/2)

13 August 2019

REPORT FROM THE EXECUTIVE MAYOR (M BOOYSEN)

PURPOSE OF THE REPORT

The purpose of this report is to table the unaudited 2018/19 Annual Report to Council for noting.

BACKGROUND / DISCUSSION

The tabling of the unaudited 2018/2019 Annual Report is informed by Circular 63 of the Local Government: Municipal Finance Management Act 56 of 2003, which requires the Executive Mayor to table the unaudited Annual Report to Council in August of every year.

It should be noted that the Annual Financial Statements as contained in Volume II of Annexure A will be inserted at a later stage. The full audit will only be completed towards the end of November 2019, where after the Auditor General will issue an Audit Report. The 2018/2019 Annual Report will then be adjusted to reflect the findings of the Auditor – General and the final financial statements will be attached to the Final 2018/2019 Annual Report.

The outline of the Annual Report as per Circular 63 of the MFMA is as stated below:

- Chapter 1: Mayor's Foreword and Executive Summary;
- Chapter 2: Governance;
- Chapter 3: Service Delivery Performance;
- Chapter 4: Organizational Development Performance;
- Chapter 5: Financial Performance;
- Chapter 6: Auditor General's Findings;

- Appendices; and
- Volume II: AFS

FINANCIAL IMPLICATIONS

R60 000 for advertisements on newspapers and media.

RELEVANT LEGISLATION

Local Government: Municipal Finance Management Act 56 of 2003.

Circular 63 of the Local Government: Municipal Finance Management Act 56 of 2003.

Local Government: Municipal Systems Act 32 of 2000

UITVOERENDE OPSOMMING

Die tertafellegging van die 2018/2019 Jaarverslag soos saamgevat in die Omsendskrywe 63 van die MFMA Wet 56 van 2003 vereis dat die Uitvoerende Burgemeester die ongeouditeerde Jaarverslag teen Augustus elke jaar in die Raad ter tafel lê om geouditeer te word teen 31 Augustus van elke jaar.

Die raamwerk van die Jaarverslag soos saamgevat in die Omsendskrywe 63 van die MFMA is as volg:

*Hoofstuk 1 : Burgemeester se Voorwoord en Uitvoerende Opsomming
Hoofstuk 2 : Bestuur
Hoofstuk 3 : Dienslewering Prestasie
Hoofstuk 4 : Organisasie Ontwikkelingsprestasie
Hoofstuk 5 : Finansiële Prestasie
Hoofstuk 6 : Ouditeursgeneraal Bevindinge
Aanghangsels
Volume II : Jaarlikse Finansiële State*

RECOMMENDATIONS

1. That Council notes the tabling of the unaudited 2018/2019 Annual Report.
2. That Council refers this unaudited 2018/2019 Annual Report to MPAC for vetting and verification of Council's direction on service delivery.

AANBEVELINGS

1. *Dat die Raad kennins neem van die ongeouditeerde 2018/2019 Jaarverslag.*
2. *Dat die Raad die ongeouditeerde 2018/2019 Jaarverslag na MPRK verwys vir inspeksie en kontrole van die Raad se rigting rakende dienslewering.*

IZINDULULO

1. Sesokuba Ibhunga liyithabathele inqalelo ingxelo engaphicothwanga kanyaka mali 2018/2019 nethiwe thaca.
2. Sesokuba Ibhunga liyidlulisele kwikomiti MPAC ingxelo engaphicothwanga yonyaka mali 2018/2019, ukuqinisekisa ukuba yonke into yenziwe ngokomyalelo weBhunga ekunikezeni iinkonzo eluntwini.

ANNEXURES

Annexure A: 2018/2019 Unaudited Annual Report.



2018/19 Annual Report



www.gardenroute.gov.za

www.facebook.com/gardenroutedm

@GardenRoute_DM #GardenRoute #KleinKaroo

Head Office: 54 York Street, George, Western Cape, South Africa

2017 – 2022 (Adopted by Council on 29 May 2017)
Garden Route District Municipality's

VISION & MISSION

Vision

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

Mission

The Garden Route District Municipality, as a category C local authority,

strives to deliver on its mandate through:

- Unlocking resources for equitable, prosperous and sustainable development.
- Provide the platform for coordination of bulk infrastructure planning across the district.
- Provide strategic leadership towards inclusive / radical / rigorous socio-economic transformation, to address social, economic and spatial injustice.
- Redress inequalities, access to ensure inclusive services, information and opportunities for all citizens of the district.
- Initiate funding mobilisation initiatives / programmes, to ensure financial sustainability.
- Coordinate and facilitate social development initiatives.

2017 – 2022 (Adopted by Council on 29 May 2017)

Garden Route District Municipality's

STRATEGIC OBJECTIVES

Strategic Objective 1 *Healthy and socially stable communities.*

Strategic Objective 2 *A Skilled Workforce and Communities.*

Strategic Objective 3 *Bulk Infrastructure Co-ordination.*

Strategic Objective 4 *Sustainable Environmental Management and Public
Safety.*

Strategic Objective 5 *Good Governance.*

Strategic Objective 6 *Financial Viability.*

Strategic Objective 7 *Growing an inclusive district economy.*

VALUES



ABOUT THIS ANNUAL REPORT

Garden Route District Municipality is determined as a Category C-municipality with a mayoral executive system. Section 84 of the Municipal Structures Act distinguishes between roles and responsibilities of district municipalities and those of B-municipalities. According to the Act, the Garden Route District Municipality must perform the following functions:

- (a) Integrated development planning for the district municipality as a whole.
- (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, in so far as it relates to -
 - (i) the determination of a waste disposal strategy;
 - (ii) the regulation of waste disposal;
 - (iii) the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
- (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 the area of the district municipality as a whole.
- (i) Municipal health services.
- (j) Firefighting services serving the area of the district municipality as a whole, which includes-
 - (i) planning, co-ordination and regulation of fire services;
 - (ii) specialised firefighting services such as mountain, veld and chemical fire services;
 - (iii) co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;
 - (iv) training of fire officers.
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.
- (l) The establishment conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
- (m) Promotion of local tourism for the area of the district municipality.
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

2018-2019 Annual Report: Garden Route District Municipality

Garden Route District Municipality acknowledges its enabling role as facilitator, co-ordinator and capaciator and seeks to achieve integrated, sustainable and equitable social and economic development of its area as a whole by ensuring integrated development planning and promoting bulk infrastructural development and services for the district as a whole, building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking and promoting equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

The Garden Route District encompasses a total area of 23 332km² and is constituent of seven Category B-Municipalities within its geographic area, namely: Bitou, Knysna, George, Mossel Bay, Hessequa, Oudtshoorn and Kannaland.

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2018-2019 Annual Report: Garden Route District Municipality

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CHAPTER 1

EXECUTIVE SUMMARY: FOREWORD BY THE EXECUTIVE MAYOR AND OVERVIEW BY THE MUNICIPAL MANAGER





Executive Mayor
Clir Memory Booysen

EXECUTIVE MAYOR'S FOREWORD

On 12 April 2019, I delivered the first inaugural state of the district address from the inauguration of this Council. On 8 May 2019, our country has held its sixth National and Provincial democratic elections to usher in, the sixth administration and legislatures at National and Provincial level.

SITUATIONAL ANALYSIS

Our district has undergone major changes regarding access to basic services, given the fact that we are the second largest population non-metro district municipality in the Western Cape, our population has grown and is estimated to 679 213 (2024). The built environment of our district has changed profoundly, as the result of access to basic services as from 2016.

Our district is confronted by a dependency ratio which has grown to 56.1% with a proportion of poor people below poverty lines within the district standing at 40.5%.

SOCIO ECONOMIC RISKS

We are also confronted by three (3) socio economic risks;

Risk1: Slow Economic growth.

Risk2: Increase population and demand for services.

Risk3: Rising unemployment.

COMMUNITY SAFETY

On safety we are confronted by three (3) most serious crimes, such as Theft, Assault and Drug abuse. We hosted a district anti-crime summit in partnership with SAPS to start engaging on the aforementioned crimes.

INSTITUTIONAL ARRANGEMENT

We had an institutional strategic planning session from the 12 – 13 March 2018, one of the fundamental purpose was to do an institutional diagnosis, asking ourselves three fundamental questions and answer those questions quite frank and honest.

1. "What do we do"
2. "For whom do we do it"
3. "How do we excel"

In responding to those three questions, we have taken a clear decision to perform all powers and functions as mandated by the Local Government: Municipal Structures Act, Section 84. We are going to develop a long term vision of our district "VISION 2040", it will outline our strategy in enhancing the relevancy of our district, and how the gains of this district are going to be sustained and advanced.

MUNICIPAL SUPPORT

We have committed R500 000 during 2018, to assist Kannaland Municipality for drought disaster. This intervention included the donation of 850x2 litres of potable water containers to the community of Kannaland, the tankering of water to both the Zoar community as well as rural communities in water distress as well as provision of 5000 litre water tanks to be used during water shedding

Council availed the amount of R130 000 to develop a Tourism Strategy for Kannaland to aid the Kannaland Municipality and various stakeholders to prioritise and implement various tourism projects in order to market and develop Kannaland as a tourism destination.

The aim of the proposed tourism strategy is to ensure positive economic benefits and opportunities for all stakeholders. The development of the tourism strategy was informed by stakeholders' inputs through various mechanisms including workshops that were held.

JOB CREATION AND PEOPLES DEVELOPMENT

The financial year 2018/19, marked the beginning of a prosperous year for approximately 120 young people from the Knysna and Plettenberg Bay municipal areas, as they benefited from the Garden Route Municipal Training Programmes, which includes: First Aid Level 3 Training; Driver's License Training and Law Enforcement Training.

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These training programmes originated from the Garden Route Rebuild Initiative (GRRI), which was established after devastating fires hit the district (Knysna/Plettenberg Bay) in June 2017.

The Training Programmes is funded by the Garden Route District Municipality (GRDM) and is managed through the Office of the Executive Mayor, under the Expanded Public Works Programme (EPWP). The project's primary focus is youth development in the Garden Route, building capacity among young people; breaking the chain of unemployment and ensuring a marketable labour force in the region.

During 2017/18 we have offered 499 and 2018/19 we have offered 411. We have transitioned young men and women to the driving school program which is underway currently, we have enrolled 23 young women, with the total of 26 young people.

We are also offering the opportunity for interns to gain experience through a Municipal Graduate Internship Programme.

We are also giving study bursaries to the youth of our district, through my office.

Investing in people is the most decisive act of national development. It is through education that we can unleash creativity and cultivate the spirit of resilience among citizens.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

At the centre of the council vision, it is the will of the people of this district. We are trying by all means to **MAXIMIZE CITIZEN IMPACT**, through stakeholder engagement programs and forums.

In conclusion let me take this opportunity to thank all the Councillor of GRDM and the entire administration as led by the Municipal Manager (Mr Monde Stratu)

Thank you

MEMORY BOOYSEN
EXECUTIVE MAYOR



MUNICIPAL MANAGER
Mr Monde Stratu

MUNICIPAL MANAGER'S OVERVIEW

I'm pleased to indicate that Garden Route District Municipality is compiling its Annual Report for the second time as informed by Circular 63 of the Local government: Municipal Finance management Act.

In providing the overview for 2018/2019 financial year, it's proper that I begin by saying, the Council in its institutional strategic planning session held on the 12 – 13 March 2019, has agreed to perform all functions of the district municipality as entailed in Section 84 of the Local Government: Municipal Structures Act.

NAME CHANGE

On 05 December 2017 Council resolved to change its name and on 24 August 2018 the name was changed from Eden District Municipality to Garden Route District Municipality, after a lengthy process of public participation.

This decision was not taken lightly as there were various names and brands that were used to refer to our region. Names such as Southern Cape, Southern Coast, Eden, and Garden Route were used and this created a state of brand delusion.

Our district was declared as an international biosphere by UNESCO and was known as the Garden Route Biosphere Reserve. We had to leverage this very prestigious recognition to ensure economic growth for our region. Further to that the Europeans, Chinese, Southern Americans and African markets are already aware of the name Garden Route, which makes it easier to continue with a brand that is already known by our markets.

INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL PERFORMANCE

The organisational structure was approved by council together with relevant policies to ensure smooth and proper running of the organisation. We are trying by all means to balance the employment equity, also to attend to labour matters.

The local labour forum serves as a proper forum to channel labour related issues, to ensure cordial working relations between the administration and labour component.

Skills development is at the centre of the agenda of council. The employment assistance program is also doing very well together with occupational health and safety. We are in the process to implement individual performance.

FINANCIAL VIABILITY AND MANAGEMENT

Garden Route District Municipality is grant dependent and funds are being managed under very tight controls however we ensure that, we rise to our legislative mandate. The supply chain process are open to everyone and local content is encouraged on procurement. The realistic and funded budget is what we advocate for. We strive for clean governance and that is evidence by improvement on our audit outcomes. The Municipality received an Unqualified Audit report with one finding. During 2017/2018 financial audit one finding has costed us a clean audit. For the financial year under review we are gunning for a clean audit.

INFRASTRUCTURE AND SERVICE DELIVERY

We have constructed roads and infrastructure throughout the district, the access to basic service delivery has improved and is improving.

ACCESS TO WATER: households with access to piped water inside the dwelling or yard or within 200 meters from yard is **96.9%**

ACCESS TO ELECTRICITY: households with access to electricity as primary source of energy for lighting purposes is **96.1%**

ACCESS TO SANITATION: households with access to flush toilet connected to sewerage system is **94.3%**

ACCESS TO REFUSE REMOVAL: is **88.8%**

ACCESS TO FORMAL DWELLING: is **85.7%**

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These qualitative changes in the lives of the people of Garden Route represent a towering monument of progress during the twenty-five years of our democracy.

COMMUNITY SERVICES AND SAFETY

Disaster management is being managed properly and the level of water in our dams is not bad, although we acknowledge that we are not a water rich district.

Regional landfill site will be constructed, which will be a waste management resource for the entire region. A firefighting academy is also part of our priorities as discussed in our institutional strategic planning session. On safety we are in the process to develop a safety plan of the district and have also in partnership with SAPS conducted an anti – crime summit, during the financial year under review.

LOCAL ECONOMIC DEVELOPMENT

The Council took another decision to be a Skills Mecca and to ensure that the skills needed by the industry are addressed through this process. In February 2018, the district held a Skills conference where all stakeholders were invited. The industry, SETAs, relevant department including the whole Western Cape Cabinet was invited. This was also a successful conference and the implementation of the resolutions of that conference is in progress. The Municipality is also a top achiever when it comes to creating employment opportunities through the Expanded Public Works Programme (EPWP). We always create more opportunities than what was planned and this was the case with the year under reviewed. The programme created 499 job opportunities in the year under review. Tourism strategy is in place, we have also assisted Kannaland Local Municipality in developing its Tourism strategy.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

During the financial year under review, we have hosted a good governance summit, to augment public confidence in local government. During the financial year under review we have hosted a good governance summit, to augment public confidence in local government. We have also revitalised and capacitated our governance structures to ensure effective oversight, i.e. Municipal Public Accounts Committee (MPAC), Audit and Public Audit Committee (APAC), Risk Management Committee (RMC) and section 80 Committees (Municipal Structures Act).

In conclusion, let me thank the Council for guidance, as the administration we can't do anything without Council's guidance. I also thank the administration.

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The council has taken a bold decision to perform all its legislative functions, as outline in section 84 of the Municipal Structures Act. To achieve that there are various approved projects, which include the following:

- Establishment of a Fresh Produce Market
- Becoming a Water Service Authority
- Establishment of Regional Landfill site
- Fire Services Function (Discussion with local municipalities in progress, to determine the best model for this function)

The Executive Management team is fully empowered and capacitated to deliver on the mandate of this council. We have appointed two new Executives in our Finance and Roads departments to further strengthen the current executive management team. I am confident that the Executive team will deliver on the ambitious strategy of this council.

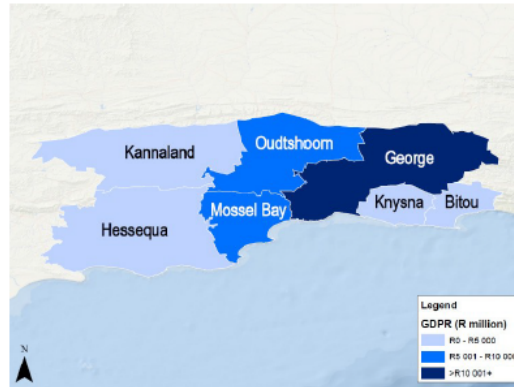
In conclusion, I would like to thank the administration as well as the Council for its guidance.

MONDE STRATU

MUNICIPAL MANAGER

1.1 MUNICIPAL FUNCTIONS, POPULATION AND THE ENVIRONMENT

The Garden Route District is the third largest district in the Western Cape and is well-known for its coastal holiday towns and vast farmlands. The N2 is a valuable transport route for goods and tourists alike and connects the District to the Overberg District and the Cape Metro area in the west and the Eastern Cape Province to the east, while the N12 and the R62 links the District with inland areas to the north.



The seven local municipalities that make up this District include Kannaland, Hessequa, Oudtshoorn, Mossel Bay, George, Knysna and Bitou (Eden District, 2017).

1.1.1 POPULATION DYNAMICS

According to the Department of Social Development's 2018 projections, the Garden Route District Municipality currently has a population of 623 800, rendering it the second largest district population outside of the metro. This total is estimated to increase to 697 213 by 2024 which equates to 1.9 per cent average annual growth over this period. The growth of Garden Route District for the 2018 to 2024 period is just below that of the Province's 2.0 per cent.

1.1.2 EDUCATION

The extent of improvement in educational circumstances of households in the Garden Route District discussed here using data on learner enrolments, Grade 12 dropout rates and Matric pass rates. Between 2016 and 2017 the Garden Route District recorded increases in learner enrolment, an overall decrease in Grade 12 dropout rates and a decrease in the average Matric pass rate as indicated in Table 1

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TABLE 1

ENROLMENT, DROPOUT AND MATRIC PASS RATES IN GARDEN ROUTE DISTRICT, 2016-2017

Municipality	Learner enrolment (2016)	Learner enrolment	%	Grade 12 dropout	Grade 12 dropout	%	Matric pass rates	Matric pass rate	%
Bitou	8 041	8 041	0	44.5	44.5	0.0	78	78.0	0.0
George	34 782	35 441	1	26.4	31.2	18.2	83.4	83.7	0.4
Hessequa	8 566	8 706	1	30.2	35.6	17.9	93.6	87.4	-6.6
Kannaland	4 651	4 679	0	39.3	40.2	2.3	88.9	89.2	0.3
Knysna	12 103	12 326	1	32.2	35.3	9.6	77.9	72.4	-7.1
Mossel Bay	16 401	16 650	1	32.5	36.5	12.3	87.4	83.5	-4.5
Oudtshoorn	18 588	18 657	0	35.6	33.6	-5.6	93.1	80.1	-14.0

Source: Western Cape Education Department, 2018

Most of the municipalities within the Garden Route area have high learner enrolment numbers which is, however, accompanied by high dropout rates exceeding 30 per cent amongst Grade 12 learners in 2016 and 2017. The highest dropout rates are reflected in Bitou (44.5 per cent) and Kannaland (40.2 per cent). The highest matric pass rates in excess of 85 per cent were recorded in Hessequa and Kannaland in 2017, indicating positive education outcomes in these areas.

Education levels of population in the Garden Route District, 2017

	George		Oudtshoorn		Bitou		Knysna	
Education Levels	Number	% of total adult population	Number	% of total adult population	Number	% of total adult population	Number	% of total adult population
No Schooling	13 476	7.4	7 046	7.7	2 576	6.1	4 117	6.1
Some primary	38 931	21.3	23 273	25.3	8 283	19.6	13 931	20.6
Complete Primary	11 622	6.4	8 129	8.9	2 708	6.4	3 973	5.9
Some Secondary	61 343	33.6	31 729	34.5	14 769	34.9	23 272	34.5
Grade 12	41 692	22.8	17 464	19.0	9 633	22.8	16 001	23.7
Higher	15 681	8.6	4 196	4.6	4 334	10.2	6 231	9.2

	Garden Route		Kannaland		Hessequa		Mosselbay	
Education Levels	Number	% of total adult population	Number	% of total adult population	Number	% of total adult population	Number	% of total adult population
No Schooling	38 501	7.1	2 004	8.5	3 874	7.4	5 430	6.4
Some primary	119 854	22.0	6 879	29.3	12 561	24.1	16 037	18.8
Complete Primary	37 956	7.0	2 183	9.3	4 341	8.3	5 012	5.9
Some Secondary	183 599	33.7	8 312	35.4	17 419	33.5	26 840	31.5

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Grade 12	120 642	22.1	3 414	14.5	9 714	18.7	22 753	26.7
Higher	44 287	8.1	687	2.9	4 105	7.9	9 129	10.7

Table A Source:Quantec/Urban-Econ calculation, 2017

Mossel Bay and Bitou have the largest proportion (10.7 per cent and 10.2 per cent respectively), of the total adult population with an educational achievement higher than Grade 12 as well as the lowest proportion of people without schooling (6.4 per cent and 6.1 per cent respectively). The largest proportion of people without schooling are found at Kannaland (8.5 per cent) and Oudtshoorn (7.7 per cent). Primary school education is important as it is a foundation for human development and therefore the existence of individuals without any form of schooling is a concern to decision-makers at local, provincial and national government.

Mossel Bay has the largest proportion of people with a Grade 12 qualification (26.7 per cent) followed by Knysna (23.7 per cent). High educational achievements indicate the availability of a skilled and qualified workforce which augurs well for economic growth.

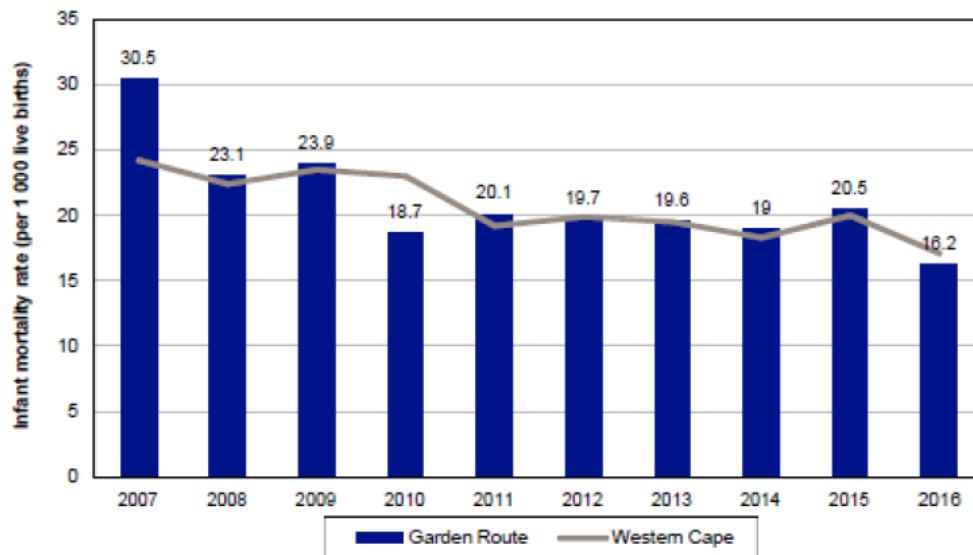
1.1.3 ROADS

The total coverage of roads within the Garden Route district amounts to 6040 kilometres. Gravelled divisional roads account for 46.63 per cent of all gravelled roads in the District, making it the largest proportion of all gravelled roads. Trunk roads comprise the largest proportion (41.58%) of surfaced roads across the Garden Route district.

1.1.4 HEALTH DEVELOPMENT WITHIN GARDEN ROUTE DISTRICT

The health conditions of persons living within the Garden Route region are analysed in this section by looking at infant mortality rates, the top 10 causes of death as well as the top 10 injuries that cause death. Between 2011 and 2016 life expectancy in the Western Cape averaged 64.8 years for males and 70.6 years for females according to the mid-year population estimates by Statistics South Africa in 2017. For the period between 2016 and 2021 the average life expectancy is expected to be higher at 66.2 years for males and 72.1 years for females.

Figure 1. shows a decrease in infant mortality rates in Garden Route District between 2007 and 2016, indicating an improvement in child health care in the period under review.

Figure 1 Infant mortality rates, Garden Route District, 2007 - 2016

Source: Western Cape Health Department, 2018

1.1.5 HUMAN SETTLEMENTS

Access to decent formal housing is regarded as a basic human right and an important indicator of the level of human development within an economy. Table 5.10 shows the different types of dwellings for households living within the Garden Route region in 2017, of which 27 874 or 15.2 per cent are informal and 154 934 or 84.8 per cent are formal dwellings.

TABLE 2 HUMAN DWELLINGS WITHIN GARDEN ROUTE DISTRICT, 2017

	Garden Route		Kannaland		Hessequa		Mosel Bay		George		Oudtshoorn		Bitou		Knysna	
Dwelling Type	Total Number	% of	Total Number	% of	Total Number	% of	Total number	% of	Total Number	% of	Total Number	% of	Total Number	% of	Total Number	% of
House or brick structure on a separate stand or yard	137 361	75.1	6 897	94.8	16 255	89.7	22 912	72.8	44 929	75.2	18 283	78.3	12 645	67.8	15 440	64.0
Traditional dwelling/structure made of traditional materials	1 358	0.7	30	0.4	152	0.8	197	0.6	392	0.7	191	0.8	201	1.1	195	0.8
Flat in a block of flats	4 013	2.2	47	0.6	293	1.6	861	2.7	1 445	2.4	463	2.0	255	1.4	650	2.7
Town/village/semi-detached house (simplex, duplex or triplex)	6 168	3.4	34	0.5	131	0.7	2 128	6.8	1 468	2.5	1 356	5.8	197	1.1	853	3.5
House/flat/room, in backyard	2 672	1.5	27	0.4	177	1.0	385	1.2	1 184	2.0	405	1.7	138	0.7	357	1.5
Informal dwelling/shack, in backyard	11 066	6.1	82	1.1	467	2.6	1 691	5.4	4 522	7.6	1 071	4.6	1 781	9.5	1 453	6.0

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Informal dwellings/shack, NOT in backyard, e.g. in an informal/squatter settlement	16 808	9.2	94	1.3	418	2.3	2 534	8.0	4 839	8.1	1 285	5.5	2 927	15.7	4 712	19.5
Informal dwellings	27 874	15.2	176	2.4	885	4.9	4 224	13.4	9 361	15.7	2 356	10.1	4 708	25.2	6 165	25.6
Room/statet not in backyard but on a shared property	1 161	0.6	10	0.1	71	0.4	392	1.2	367	0.6	109	0.5	95	0.5	117	0.5
Other/unspecified/NA	2 200	1.2	52	0.7	152	0.8	388	1.2	640	1.1	198	0.8	418	2.2	351	1.5
Total	182 808	100	7 273	100	18 117	100	31 487	100	59 785	100	23 360	100	18 657	100.0	24 128	100

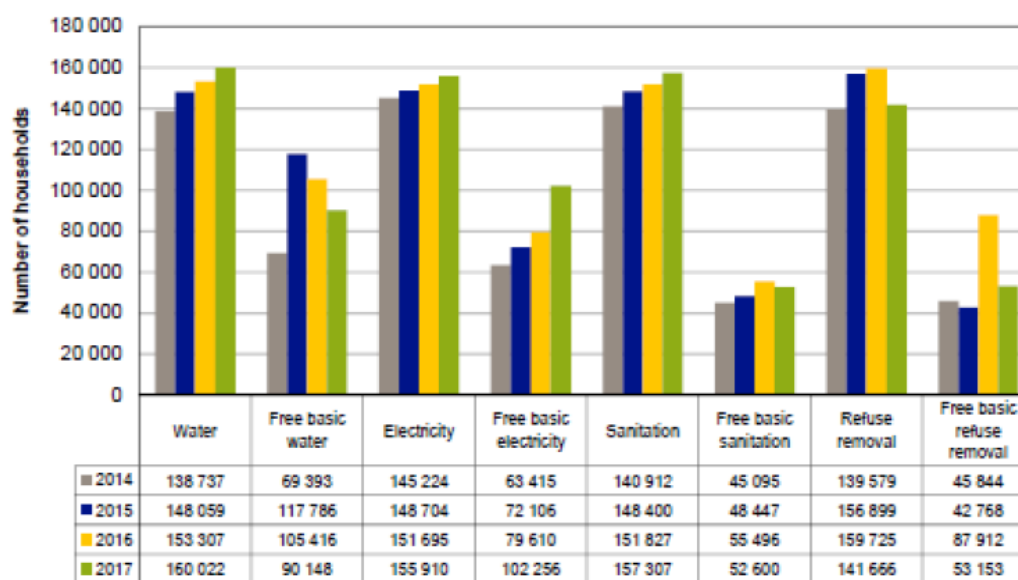
Source: Quantec Research, 2018

George has the largest number of informal dwellings (9 361 households or 15.7 per cent) followed by Knysna (6 165 households or 25.6 per cent) and Bitou (4 708 or 25.2 per cent). Although the Kannaland and Hessequa municipal areas have lower numbers of informal dwellings compared to the bigger municipal areas in the region, these remain a risk and a concern. The average number of people per household within municipal areas in the Garden Route region has remained stable at approximately four persons per household over the last decade.

The number of people having access to basic services including water, electricity, sanitation and refuse removal is an indication of the level of human development within a municipal area. Figure 5.11 below shows the number of households receiving water, electricity, sanitation and waste removal services in the Garden Route District between 2014 and 2017. It can be seen from Figure 5.11 that there has been an increase in the number of households receiving water, electricity, sanitation and refuse removal, with significant increases noted for electricity and refuse removal services between 2016 and 2017. In terms of free basic services, it can be seen that a higher number of households receive free basic water between 2014 and 2016 but free electricity exceeded free basic water in 2017. Furthermore, there have been significant increases in the number of households receiving free basic services between 2014 and 2015 which declined between 2016 and 2017.

1.1.5 PROVISION OF BASIC SERVICES TO INDIGENT HOUSEHOLDS

FIGURE 2 ACCESS TO BASIC SERVICES IN GARDEN ROUTE DISTRICT, 2014 - 2017



Source: Non-financial Census of Municipalities, Stats SA; Quantec Research, 2018

1.2 EMPLOYMENT AND THE ECONOMY

1.2.1 EMPLOYMENT

This section highlights key trends in the labour market within the Garden Route District municipal area. The wholesale and retail trade, catering and accommodation sector contributed the most jobs in the Garden Route municipal area in 2016 (52 954 or 23.9 per cent), followed by the finance, insurance, real estate and business services sector (38 357 or 17.3 per cent); community, social and personal services (33 584 or 15.1 per cent); agriculture, forestry and fishing (29 192 or 13.1 per cent) and general government (22 767 or 10.3 per cent). Combined, these top five sectors contributed 176 854 or 79.7 per cent of the 222 010 jobs in 2016.

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Garden Route District employment growth per sector 2006 – 2017e									
Sector	Contribution to employment (%)	Number of jobs	Trend		Employment (net change)				
	2016	2016	2006 - 2016	2013 – 2017e	2013	2014	2015	2016	2017e
Primary Sector	13.2	29 381	-13 853	3 656	1 633	-1 203	5 166	-1 189	-751
Agriculture, forestry and fishing	13.1	29 192	-13 860	3 639	1 633	-1 207	5 155	-1 188	-754
Mining and quarrying	0.1	189	7	17	0	4	11	-1	3
Secondary Sector	16.2	35 905	-569	2 568	788	816	222	353	389
Manufacturing	8.9	19 715	-553	1 558	645	190	341	-192	574
Electricity, gas and water	0.4	875	279	105	7	20	25	35	18
Construction	6.9	15 315	-295	905	136	606	-144	510	-203
Tertiary Sector	70.6	156 724	34 929	18 568	4 196	3 857	5 020	154	5 341
Wholesale and retail trade, catering and accommodation	23.9	52 954	9 520	6 835	977	615	2 214	80	2 949
Transport, storage and communication	4.1	9 062	2 972	1 121	574	270	607	-753	423
Finance, insurance, real estate and business services	17.3	38 357	12 948	7 069	1 503	1 436	1 941	950	1 239
General government	10.3	22 767	4 262	-415	-306	1 019	-550	279	-857
Community, social and personal services	15.1	33 584	5 227	3 958	1 448	517	808	-402	1 587
Total Garden Route District	13.2	222 010	20 507	24 792	6 617	3 470	10 408	-682	4 979

2018 Socio-economic Profile: Garden Route District Municipality

Only the agriculture, forestry and fishing, manufacturing and construction sectors in the Garden Route District municipal area reported average decreases in jobs (-13 860, -553, and -295 respectively) between 2006 and 2016. There were also some job losses reported in the agriculture, forestry and fishing sector in 2016 and 2017 due to the severe drought. This is concerning considering that it provides a significant contribution to Garden Route District's employment. The sector which reported the largest increase in jobs between 2006 and 2016 was the finance, insurance, real estate and business services (12 948) and wholesale, retail and trade (2 658) and community, social and personal services (5 227).

The majority of workers in the Garden Route labour force in 2016 was dominated by semi-skilled workers (41.0 per cent) and 27.5 per cent were skilled.

Garden Route District trends in labour force skills, 2006 - 2017					
Formal employment by skill	Skill level contribution (%)	Average growth (%)	Average growth (%)	Number of jobs 2016	
	2016	2006 - 2016	2013 – 2017e	2016	2017e
Skilled	27.5	3.4	3.7	44 472	45 114
Semi-skilled	41.0	0.7	2.0	66 293	66 149
Low skilled	31.5	-0.6	1.9	50 907	50 587
Total Garden Route District	100.0	0.9	2.4	161 672	161 850

Source: Quantec Research, 2018 (e denotes estimate)

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The number of skilled workers increased relatively fast over the 2006 – 2016 period, while growth was slower for semi-skilled workers; low skilled employment declined over this period. An improvement in education and economic performance can contribute to further increases in the number of higher skilled workers.

1.2.2 UNEMPLOYMENT

Unemployment Rates for the Western Cape (%)											
Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017e
City of Cape Town	16.2	15.2	16.5	17.8	17.9	18.1	18.1	18.5	19.1	20.3	21.1
West Coast	4.7	6.5	7.9	9.3	9.7	9.6	9.2	10.0	9.0	10.1	11.1
Cape Winelands	6.5	7.2	8.3	9.6	9.8	9.7	9.4	9.9	9.1	10.1	10.7
Overberg	6.2	6.9	8.3	9.7	10.0	10.0	9.8	10.5	9.8	11.1	11.8
Garden Route	13.2	12.7	13.8	15.0	14.9	15.0	14.8	15.1	15.0	16.3	17.0
Central Karoo	20.5	21.0	22.0	22.9	22.6	22.4	22.1	22.6	21.7	23.0	24.0
Western Cape	13.3	12.9	14.2	15.5	15.7	15.8	15.7	16.1	16.2	17.4	18.2

Source: Quantec Research, 2018 (e denotes estimate)

Over the last decade, the Garden Route District's unemployment rate has been rising steadily; it has increased from 15.0 per cent in 2015 to 16.3 per cent in 2016 and an estimated 17.0 per cent in 2017. The Garden Route District's unemployment rate in 2017 is slightly lower than that of the Province's 18.2 per cent

1.2.3 ECONOMIC OUTLOOK

The local economy of the Garden Route municipal area is dominated by the finance, insurance, real estate and business services sector (R10 014.3 million or 24.9 per cent), followed by the wholesale and retail trade, catering and accommodation sector (R7 223.4 million or 17.9 per cent), manufacturing sector (R5 853.9 million or 14.5 per cent in 2016), general government (R4 106.2 million or 10.2 per cent) and transport, storage and communication (R4 019.8 million or 10.0 per cent). Combined, these five sectors contributed R31.2 billion (or 77.5 per cent) to the Garden Route District municipal economy, which was estimated be worth R40.3 billion in 2016.

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Garden Route District GDP performance per sector, 2006 – 2017e									
Sector	Contribution to GDP (%) 2016	R million value 2016	Trend		Real GDP growth (%)				
			2006 - 2016	2013 – 2017e	2013	2014	2015	2016	2017e
Primary Sector	6.1	2 443.0	1.4	0.5	1.8	6.4	-2.7	-7.3	4.4
Agriculture, forestry and fishing	5.7	2 295.1	1.5	0.4	1.7	6.4	-2.9	-7.7	4.2
Mining and quarrying	0.4	148.0	0.2	3.5	2.7	6.8	-0.1	0.5	7.7
Secondary Sector	24.2	9 750.3	1.8	0.8	2.0	1.0	0.2	0.9	-0.2
Manufacturing	14.5	5 853.9	1.9	0.9	1.7	0.6	0.3	1.6	0.4
Electricity, gas and water	3.1	1 244.6	-1.1	-1.4	-0.7	-1.2	-2.2	-2.7	-0.1
Construction	6.6	2 651.8	3.2	1.2	3.9	2.9	0.6	0.4	-1.8
Tertiary Sector	69.7	28 077.6	3.3	2.4	3.2	2.8	2.4	2.1	1.3
Wholesale and retail trade, catering and accommodation	17.9	7 223.4	2.5	1.4	2.4	1.5	1.9	1.9	-0.7
Transport, storage and communication	10.0	4 019.8	3.4	2.5	3.2	4.0	1.5	1.5	2.4
Finance, insurance, real estate and business services	24.9	10 014.3	4.2	3.4	3.8	3.5	3.9	3.2	2.7
General government	10.2	4 106.2	2.7	1.2	3.5	2.6	0.3	0.4	-0.6
Community, social and personal services	6.7	2 714.0	2.1	1.6	2.5	1.8	1.1	1.5	1.2
Total Garden Route District	100.0	40 270.9	2.8	1.9	2.9	2.6	1.5	1.2	1.2

Source: Quantec Research, 2017 (e denotes estimate)

The 10-year trend, between 2006 and 2016, shows that the finance, insurance, real estate and business services sector registered the highest average growth rate (4.2 per cent) in the Garden Route District during this period, followed by the transport, storage and communication (3.4 per cent) and construction (3.2 per cent) sectors. Growth of the agriculture sector shrunk into negative territory in 2015 and 2016 due to the severe drought but the estimated growth rate for 2017 is 4.2 per cent.

1.3 SERVICE DELIVERY OVERVIEW

1.3.1 SERVICE DELIVERY

The following key service delivery initiatives were rolled out by various departments of Garden Route DM during the 2018/19 financial year:

1.3.1.1 OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager consists of the units as set out on the table below. The main functions of these units are to give support to the entire organisation.

Support Services	Objective
Performance Management	Develop, Implement and maintain an effective performance management system throughout the institution.
Risk Management	Facilitate Risk Management activities throughout the organisations to ensure that performance objectives are met.
Internal Audit	Provide the accounting officer, management and council with reasonable assurance regarding the effectiveness of controls environment.
Political Office	Providing support to councillors and to manage community based projects
Communication	Develop, Implement and maintain an efficient and effective system of communication to internal and external stakeholders.
Legal Services	Providing support, legal mechanisms and processes that are necessary to enable Garden Route District Municipality to fulfil its strategic objective of Good Governance as a regional leader in local government.

We seek to continuously improve and to mature our good governance practices. We have undertaken a number of key activities relating to our application of the good governance practices. We have revitalised and capacitated our governance structures to ensure effective oversight, i.e. Municipal Public Accounts Committee (MPAC), Audit and Public Audit Committee (APAC), Risk Management Committee (RMC) and section 80 Committees (Municipal Structures Act).

We have organised and hosted a very successful Good Governance Summit that was attended by delegates from the Public Sector, Private Sector, the local municipalities within our District and the Office of the Auditor-General.

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The main objectives of the summit were to:

- Empower all relevant stakeholders to effectively perform their oversight and enhance accountability through the implementation of effective governance structures;
- Enhance public participation process through effective good governance structures and new innovations to eliminate or minimize protests relating to service delivery;
- Insulate municipalities against interference from external stakeholders;
- Encourage and improve ethics and ethical conduct within the municipal leadership; and
- Address the cost of corruption and poor governance.

Media Coverage and Highlights



We have successfully procured an Integrated and Automated Governance System for the District. The system will be rolled out to five local municipalities (George, Mossel Bay, Kannaland, Hessequa and Knysna) to enhance governance, the other 2 municipalities within the district have already procured the system.

At year-end the Internal Audit Unit conducted stock counts at selected Council stores and fuel depots across the District on behalf of the AG.

The Communication and Graphic Design Unit, in-house, developed a municipal website, brand standards guide and the new municipal logo. Our Facebook page is the second most "liked" out of the 44 district municipalities in South Africa.

1.3.1.2 COMMUNITY SERVICES

MUNICIPAL HEALTH & ENVIRONMENTAL SERVICES INFO CHAPTER 3

1.3.1.2.1 INTRODUCTION TO MUNICIPAL HEALTH

According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act, 1998 (No.117 of 1998) and the National Health Act, 2003 (No. 61 of 2003) it is the statutory responsibility of the District Municipality to render Municipal Health Services.

Section 24 of the Constitution of the Republic of South Africa entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being. Section 1 of the National Health Act (Act 61 of 2003) defines Municipal Health Services and clearly stipulates the responsibilities of municipalities in the performance of such services.

Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psycho-social factors in the environment. It refers to the theory and practice of assessing, correcting, controlling and preventing factors in the environment that can adversely affect the health of present and future generations.

Environmental health services are services that implement environmental health policies through monitoring and controlling, which improves environmental parameters and encourage the use of environmentally friendly and healthy technologies and behaviours. Controlling and monitoring plays a leading role in suggesting and developing new policy areas. (These definitions are in line with the definitions of the World Health Organization).

1.3.1.2.2 SERVICES RENDERED

Residential, business and public premises are regularly monitored to ensure that there are no health nuisances. This is done to ensure compliance with the applicable legislation, the principles of Agenda 21 and the "Healthy Cities" approach, and the minimisation of any detrimental environmental health risk.

Key Performance Areas:

- Chemical safety
- Disposal of the dead
- Environmental pollution control
- Food control
- Health surveillance of premises
- Surveillance and prevention of communicable diseases

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- Vector control/monitoring
- Waste management
- Water quality monitoring
- Administration – general

3.10.3 HEALTH INSPECTION, FOOD AND ABATTOIR LICENSING AND INSPECTION

To fulfil its constitutional and legal obligations, the District's Municipal Health Services unit fulfils its mandate through the knowledge and expertise of our highly qualified and skilled Environmental Health Practitioners (EHPs). They provide and facilitate comprehensive, pro-active and needs-related services to ensure a safe, healthy and clean environment by preventing and eliminating sources of diseases.

There are functional Municipal Health offices located in all the local municipalities in the District. The Municipal Health inspectorate is divided into 4 regions, namely:

- Klein-Karoo Region (Oudtshoorn and Kannaland)
- George
- Lakes Region (Bitou and Knysna)
- Langeberg (Mossel Bay and Hessequa)

Municipal Health services is a personnel driven function because of inspections and monitoring, according to the scope of practice of Environmental Health, which forms the basis of performing this function. Performing these functions will add value to "healthier people in healthier places" as in support of Section 24 of the Constitution which states that: "Everyone has a right to a safe environment".

Main functions:

- Monitoring of water quality
- Protection of water sources by enforcement of laws and regulations
- Implementation of health and hygiene awareness
- Control of food premises by issuing compliance certificates to food premises
- Ensure that food is safe and healthy for human consumption by the enforcement of laws and regulations
- The monitoring of the storage, treatment, collection, handling and disposal of the various categories of waste
- The identification, monitoring and evaluation of health risks, nuisances and hazards

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- The promotion of health and hygiene aimed at preventing the incidence of environmental conditions that will result in contagious diseases
- Monitoring, identification, evaluation to ensure the prevention of vectors
- The identification, evaluation, monitoring and prevention of the pollution of soil, water and air
- Monitoring of cemeteries, crematoriums and other facilities for the disposal of corpses
- The monitoring, identification, evaluation and prevention of risks relating to chemicals hazardous to humans

In terms of Section 15(2) of the National Environmental Management: Air Quality Act, 2004, as amended (Act 39 of 2004) each municipality must include in its Integrated Development Plan (IDP) contemplated in chapter five of the Municipal Systems Act, an air quality management plan (AQMP).

GRDM's Air Quality Management Plan was compiled in 2007 and revised in 2013. The project entailed providing assistance to the seven (7) B-authorities within GRDM's borders to ensure that each B-authority have AQMP and is compliant with the requirements of the Air Quality Act. Both the 2007 and 2013 AQMP's versions were included in GRDM Integrated Development Plan (IDP).

The following objectives were defined in the AQMP:

- Set Air Quality Goals
- Set Up Air Quality Management System
- Develop / compile emissions database
- Develop air quality monitoring network
- Dispersion modelling
- Reporting
- Carry Out Risk Assessments
- Assess and Select Control Measures
- Implementation of Interventions and Monitoring Effectiveness
- Revise Air Quality Goals
- Integrate the AQMP into the IDP
- Compliance Monitoring, Enforcement and Control
- Most of these objectives were totally met during the reporting year. Where a goal has been partially met it was due to budgetary constraints

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a) Highlights: Health inspection, food and abattoir licensing and inspections

The following highlights were achieved during the financial year:

HIGHLIGHTS	DESCRIPTION
<u>MUNICIPAL HEALTH & ENVIRONMENTAL SERVICES</u>	
<u>GARDEN ROUTE: ENTIRE REGION</u>	
Nat Dept of Health – Listeria Investigation: Meat Processing Plants 20 June 2018	The National Department of Health introduced control measures for the food industry regarding the Listeriosis outbreak. Municipal Health was directly involved in the sampling and inspection of this programme.
Informal food trader's project.	Provide education and awareness sessions to informal food traders
Listeriosis Awareness and Recall	Awareness, education material on Listeriosis was handed out to various outlets, formal, informal, and monitoring of recalls of food products. During Garden Route employee wellness day, employees were educated through the method of an exhibition
World Tobacco Day	To educate the owners / managers of restaurants to locate designated smoking areas for public.
<u>RIVERSDALE - OFFICE</u>	
World Environmental Health Day: 25 September 2018	Theme: Global Food Safety and Sustainability Target group: Food Caterers
Department of Social Development Training	Communicable Disease training – Training was provided to all Sectional Heads of the region.
George Agriculture "Landbou Vereniging"	Raw Milk and Listeriosis: Training session provided to Dairy Farmers
Department of Education	Environmental Health Training and Inspections of Schools: Training with regard to 9 Key Performance Areas of Municipal Health was provided to School Governing Bodies
Heidelberg and Riversdale Agricultural shows	Successful monitoring of Informal Food traders during the event
<u>MOSSELBAY - OFFICE</u>	
Formal health and hygiene training: Informal Food Traders in Asla Park and Kwa-Nongqaba.	All educators received health training in waste management.
Formal health and hygiene training at 4 x crèches.	51 participants (personnel) received certificates of attendance.
Door-to-door Barber shop hygiene project and education, Kwa-Nongqaba.	6 educators were trained regarding communicable diseases.

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HIGHLIGHTS	DESCRIPTION
Health and Hygiene training at Admirals Casino	12 food handlers received training, on health related matters regarding the management of food premises.
Event Planning meetings eg. Buffalo Rally, Whale Rally, Tarka festival, Mossel Bay Sport School week, Dias festival, Friemersheim Fragrance festival and various other events. World Food Day event at Brandwag with national Department of Agriculture and other role players.	Meetings were held with Mossel Bay Municipality and all role players before any event, to pro-actively prevent health hazards during events.
Daily Holiday season monitoring meetings with Mossel Bay Municipality, SAPS, Tourism, Neighbourhood Watch, ATKV and other role players.	To coordinate activities, and find solutions and give feedback on any matter that may cause a health hazard.
Formal health and hygiene training at De Heus Feeds	51 participants (personnel) received certificates of attendance.
Formal Hepatitis A training at Protea crèche.	6 educators were trained regarding communicable diseases.
Health and Hygiene training at Admirals Casino	12 food handlers received training, on health related matters regarding the management of food premises.
Event Planning meetings.	Meetings were held with Mossel Bay Municipality and all role players before any event, to pro-actively prevent health hazards during events.
Daily Holiday season monitoring meetings.	To coordinate activities, and find solutions and give feedback on any matter that may cause a health hazard.
<u>GEORGE - REGION</u>	
Outreach Project at crèches in collaboration with Department of Health	Presentation and demonstrations on health and hygiene practices.
Health and hygiene awareness (Clinics, schools, crèches and food premises)	Public outreach around currently experienced diseases (Listeriosis, Hepatitis B, Scabies and Enteroviral meningitis)
Syferfontein Basic Subsistence evaluation	Door to door sessions to complete the basic Subsistence and Evaluation questionnaires.
George Agricultural show	Health and Hygiene education and awareness presentations and demonstrations in collaboration with other stakeholders.

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HIGHLIGHTS	DESCRIPTION
Operation fielda in collaboration with SAPS (Thembaletu, Conville , Uniondale and Lions Den)	Monitoring food premises and give health education
Barbershop and Hairdresser Awareness (Thembaletu)	Health and hygiene Awareness
Listeriosis Awareness and education (George Farmers Association)	Awareness on prevention of Listeriosis as well as Health and hygiene education.
Clean up Campaign in collaboration with George Municipality (Molen River and Borchersds)	Health and hygiene awareness on illegal dumping
Exhibition at George Civic Centre	Public Awareness and health education
Health and hygiene inspection at the George Old Car Show and CANSA RELAY, Strawberry festival	Health surveillance of premises and food monitoring
<u>KLEIN KAROO REGION</u>	
Klein Karoo National Arts Festival (KKNK)	The Klein Karoo Municipal Health Office received a certificate for the rendering of outstanding environmental health services during the 2019 KKNK.
Health and Hygiene Awareness program at Clinics.	Environmental Health Practitioners of Klein Karoo region co-ordinated Environmental Health awareness sessions that was held at clinics in Zoar, Amalienstein, Calitzdorp, Bridgton and De Rust.
Food safety training in Oudtshoorn	EHP's provided informal food safety training to formal and informal food handlers in Oudtshoorn.
Global handwashing day celebrations in Oudtshoorn	EHP's held an awareness session on the importance of handwashing to school children.
Health and Hygiene Awareness Drama performed in Hoeko and Dysseidorp.	EHP's develop a health and hygiene awareness drama presented by peer educators and it was presented in commemoration of World Environmental Health Day.
Environmental Health Norms and Standards	Environmental Health Norms and Standards

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HIGHLIGHTS	DESCRIPTION
Information for schools.	information sessions were presented to School Circuit Managers, School Governing Body members and School Principals.
Communicable diseases and diarrhoea education and awareness sessions to crèche principals in Dysselsdorp	EHP's held an awareness session on communicable diseases, diarrhoea and importance of hand hygiene to crèche principals and caregivers.
<u>BITOU - OFFICE</u>	
Health and Hygiene Awareness	Presentation and demonstrations on health and hygiene practices to food managers and handlers in terms of R638
World Food Day Celebrations	Presentation on safe food handling at informal food traders – taxi rank, Bossiesgif Soup Kitchen, Kranshoek Kleuterskool, Kurland Crèche
Health and Hygiene Awareness program at Clinics.	Environmental Health Practitioners hand out Environmental Awareness booklets to various Clinics
Global hand washing day	To promote hygiene practices at Schools and Crèches Kranshoek Kleuterskool
World Environmental Day	Environmental Health Practitioners held awareness sessions on Health & Hygiene Awareness, Waste Management, Recycling, and Water Quality to learners.
Matric Rage Plettenberg Bay	Registration and monitoring of food outlets were successfully held.
<u>KNYSNA - OFFICE</u>	
Barbers and hairdressers	Education awareness sessions were held with 5 barbers and hairdressers in Nekkie and Damsebos area
Formal food traders	Education session was held at Knysna correctional services Health and hygiene session held with foreign nationals from the informal spaza shop trading and the distribution of pamphlets and posters
Successful held and monitor oyster festival	Monitoring food outlets
Removal of asbestos material	Successful completion of asbestos removal project
Clean up project	Partake in Community clean up at Kanonkop
Blitz operation	Joint blitz operation between Garden Route and Knysna SAPS on SPAZA shops.

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HIGHLIGHTS	DESCRIPTION
Surveillance of premises Karatara fire	Health surveillance of premises during the Karatara fire.
World Environment day	Partake in door to door awareness regarding waste disposal in Knysna

ENVIRONMENTAL SERVICES WASTE MANAGEMENT

Negotiations have been concluded with the preferred bidder for the establishment of a Regional Waste Management Facility.	The negotiation process with Interwaste / Eden Waste Management was concluded and the PPP Agreement will be finalised at the end of November 2019.
Waste Characterisation Studies conducted at George and Kannaland Municipalities and the South African Breweries.	Waste Characterisation Studies were conducted and final reports were compiled by GRDM and submitted.
Home Composting Pilot Project implemented in Hessequa, Mossel Bay, George and Knysna Municipalities.	The home composting pilot project was concluded in the Hessequa and Mossel Bay Municipalities and the data captured and analysed. George and Knysna Municipalities are still ongoing and data recorded on a monthly basis.
Compilation of a Waste Minimisation Plan for South African Breweries	Following the Waste Characterisation Study conducted at SAB, a waste minimisation plan was compiled by GRDM for SAB for implementation.
Implementation of a Schools Recycling Programme Pilot Project at Percy Mdala High School.	Waste education sessions conducted by GRDM to teachers and learners, recycling boxes and bags provided by GRDM.
Schools Education and Awareness	Education & awareness sessions were held at Plettenberg Bay Secondary School, Little Lighthouse Preschool, Kings Kingdom Preschool, St. Pauls Primary School, Zenzele Day care
Upgrade of Garden Route Waste Management Information System	The WIS was upgraded so that the required facilities can register and report directly onto the system / collaborator. This is more user friendly, time efficient and reduces the administrative burdens.
Recycling Mascot	Rocky the Recycling Rooster (Mascot) was utilised at the George Strawberry Festival, Plett Secondary School, Little Lighthouse & Kings Kingdom Preschools, St. Pauls Primary, World Tobacco Day, Zenzele Day care. The Mossel Bay and Knysna Municipality have branded their fleet and educational material with the mascot, respectively.
Enforcement of District Waste Management By-laws	Notices served in terms of Section 10 of the District Waste Management By-laws PG 7818 of

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HIGHLIGHTS	DESCRIPTION
	01 September 2017.

AIR QUALITY MANAGEMENT

Atmospheric Emission Licencing (AEL)	All new and renewal AEL application are processed via SAAELIP within the legislative timeframe
100% NAEIS completion and auditing	All 30 industries submitted their NAEIS reports within the required time-frames. This is due to the assistance given to industry in this regard.
Routine inspections	Compliance and Enforcement inspections and administrative enforcement at Listed Activities and Controlled emitters within the district.
Complaints dealing	Supporting B-municipalities with air quality complaints and resolving complaints concerning Listed Activities and Controlled emitters.
GRDM Air Quality working group meeting	Held 4 Industrial forums/ Working group meetings and thereby capacitated the Industry.
Sampling	The procurement of a mobile air quality monitoring station and the addition of a methane cell to monitor landfill sites. Particulate Matter sampling, Vehicle emission testing, passive sampling and weather station operation.
Air Quality improvements	Mitigation of air pollution at industrial level
GRDM Clean Fires Campaign	GRDM appointed a service provided to compile lesson plans aligned to the national curriculum (CAPS), as well as resources to complement teaching on Pollution (Air Pollution) as part of Life Skills for grade 3 learners. These resources included A3 posters, games and content for use on the interactive whiteboard.
Ambient Air Quality Monitoring	Ambient air quality monitoring were conducted by means of making use of Radiello passive sampling, MiniVol Particulate Matter Sampler, portable Scentinal SL50 and the three stationary monitoring stations of the Provincial Directorate: Air Quality Management that is located in Oudtshoorn, George and in Mossel Bay. The purpose of the sampling was to obtain baseline information and when dealing with air quality relating complaints.
Vehicle emission testing:	The Garden Route Air Quality unit embarked on a project in collaboration with the B-municipalities Air Quality and Traffic Department

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HIGHLIGHTS	DESCRIPTION
	during 2018 whereby several diesel vehicles were tested for excessive smoke emissions. The vehicles first went through a visual test. If the visual test indicated excessive smoke, that vehicle was further tested by means of the vehicle smoke test instrument.

Table F: Health inspection, food and abattoir licensing and inspections

World Tobacco Day

Councillors, management and staff of the Garden Route District Municipality (GRDM), in collaboration with other stakeholders, on Friday 31 May 2019, launched a World No Tobacco Day campaign in front of the GRDM head-office in George.

**GRDM Schools guided to a greener future**

A pilot Primary School Recycling Programme has been launched at St. Paul's Primary School in George on 10 June 2019, by the Executive Mayor of Garden Route District Municipality (GRDM),

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Councillor Memory Booysen, in collaboration with the Waste Management Unit of GRDM and their recycling mascot known as 'Rocky the Recycling Rooster'. Through this Programme, learners will be more likely to carry recycling habits into their adult years, while sharing it with family and friends. They will also be able to become more aware of how their personal actions can affect the future of the environment.



**GRDM Clean
Campaign**

Fires

Since 2011 the Garden Route District Municipality's District Air Quality Unit embarked on air quality awareness relating to clean fires, called the Garden Route Clean Fire Campaign. Ongoing projects were identified due to life-threatening air quality incidents in especially informal settlements, caused by fires used for household purposes, such as cooking and heating. Awareness sessions advanced to a level whereby the Department of Education allowed the Air Quality Project to be incorporated into the curriculum of Grade 3 learners in the Garden Route. During the week of 13 to 17 May 2019, the roll-out of the Clean Fires Programme commenced in the Klein Karoo (Oudtshoorn and Kannaland) region, as this is a significant target group, since most of these communities use wood for heating purposes during the cold winter months.



FIRE

AND
RESCUE
SERVICES

The Garden Route District Municipality provides a fire service serving the district as a whole as described in the Local Government: Municipal Structures, Act 117 of 1998 which states under section 84.1(j):

84. Division of functions and powers between district and local municipalities

(1) A district municipality has the following functions and powers:

(j) Fire fighting services serving the area of the district municipality as a whole, which includes-

(i) planning, co-ordination and regulation of fire services;

(ii) specialised fire fighting services such as mountain, veld and chemical fire services;

(iii) co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;

(iv) training of fire officers

- This year the GRDM was given a capital budget allocation to procure two fire trucks, an incident command vehicle, equipment and uniform.
- The Incident Command vehicle was delivered and procured via a formal tender process.
- Two(2) firefighting trucks have been ordered and will be delivered before the end of the calendar year and was procured via a formal tender process
- New grass fire fighting apparel which meets the required standards for its application was delivered and procured via a formal tender.
- Station wear was delivered and procured via a formal tender
- Fifteen(15) Self-contained breathing apparatus were delivered and procured via an informal tender process
- Six(6) Level A and 16 level B hazmat suits were delivered and procured via an informal tender process.
- Four(4) Water nozzles were delivered.

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- One(1) Member is being trained in the Firefighter 2 and Hazmat Operations courses being presented by the WCPG in Mossel Bay
- Two(2) Members completed the Advanced Rope Rescue training programme being presented by the WCPG in Bredasdorp.
- Two(2) Members are currently on the OETDP training programme being presented by the GRDM.
- Six(6) Members completed the Radio Telephonic Base Operator training.
- Two(2) Members attended the Incident Management training facilitated by the WCPG in Bredasdorp.
- One(1) Member completed ICS Division Supervisor training
- Two(2) Members completed their SAESI Diploma in Fire Technology
- Four(4) Members wrote subjects in the SAESI Higher Certificate in Fire Technology
- One(1) Member is busy with the Diploma in Public Management through Damelin.
- Public Awareness programmes are conducted with communities to make them aware of the dangers of fire and the actions to be taken in the event of fire.
- Fire safety compliance, inspections and awareness programmes are conducted in Kannaland where all functions of the fire service are provided.
- The October/November fires in George and Hessequa initiated a response from the provincial department responsible for fire services with operational assistance and a grant funding of R10 million.
- The October/November fires saw the following departments, municipalities and state entities involved in combating the disaster fires: GRDM, George Municipality, Mossel Bay Municipality, Hessequa Municipality, Knysna Municipality, Bitou Municipality, Overstrand Municipality, Overberg Municipality, City of Cape Town, Cape Winelands, West Coast Municipality, Cape Nature, SANS Parks, MTO, PG Bison and Working on Fire.
- The GRDM assisted with firefighting crews that were dispatched to Overstrand Municipality during its disastrous fires of December.
- On 5 May 2018, Garden DM Firefighters participated in a Potjiekos competition and a Firefighter Team Challenge at Garden Route Mall. Two teams from Eden DM excelled during the Team Challenge where 11 teams competed.

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Firefighter team challenge at Garden Route Mall

FIREFIGHTING SYMPOSIUM

On the 3rd of October 2018 the GRDM in collaboration with the George Campus of the Nelson Mandela University (NMU) hosted the 2018 Fire Management Symposium.

The event was well-attended by representatives from forestry companies, government departments, including the National Disaster Management Centre, municipal authorities, media houses, private and public conservation bodies, academic and research institutions, as well as private and public landowners and land-managers.

The first day's event followed by two more days of active participation and a gala evening which the Executive Mayor of GRDM, Cllr Memory Booysen, and former Principal of the Nelson Mandela University in George, Prof. Quinton Johnson, also attended. At the gala evening, these dignitaries addressed the audience about the issue of the expropriation of land which left many delegates with something important to think about.

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Speakers who addressed the delegates on the first day of the event, are from left: Dr Christo Marais, Chief Director at the Department of Environmental Affairs, Mr Roger Godsmark, Operations Director of Forestry South Africa, Mr Paul Buchholz, Project Manager of the Garden Route Rebuild Initiative, Dr Jaap Steenkamp, Director of Forestry and Allied Manufacturing, Ms Pumeza Nodada, Acting Deputy Director-General: Forestry and Natural Resources Management, Mr Malcolm Procter, Deputy Director of Regulation and Oversight at DAFF, Mr Leo Long, Senior Practitioner for Training and Skills Development at SAFCOL, Mr Axel Jooste, Projects Manager at SAPPI Forestry, Mr John-John Emary from Volunteer Wildfire Services, as well as Dr Mmaphaka Tau, Deputy Director-General (Head) of the National Disaster Management Centre.



Panel discussions throughout the events, allowed delegates to pose questions to the speakers. The first panel consisted of Mr Gerhard Otto, Manager of Disaster Management at Garden Route District Municipality, Ms Pumeza Nodada, Acting Deputy Director-General: Forestry and Natural Resources Management, Ms Pumeza Nodada, and Deputy Director-General (Head) of the National Disaster Management Centre, Dr Mmaphaka Tau.



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Officials from the Garden Route District Municipality who were present at the symposium, were: Executive Manager of Community Services, Mr Clive Africa, Acting Speaker, Cllr Barend Groenewald, Manager of Disaster Management, Mr Gerhard Otto and the Garden Route DM George Fire Station Officer, Mr Deon Stoffels.

As part of the presentations at the symposium Mr Paul Buchholz, Project Manager of the Environmental work stream of the former Garden Route Rebuild Initiative (GRI), elaborated on the activities performed soon after the outbreak of the June 2017 fires in the Garden Route and how these activities were maintained. Efforts ensured successful outcomes to prevent further damage to affected areas, e.g. one such activity was the installation of 34 kilometres of fire sausages (soil erosion prevention booms) at the most damaged and affected areas to ensure that sediment does not flow down from higher geographical areas. Mr Buchholz acknowledged that this could not have been successfully implemented without the assistance of geographic information systems (GIS) to analyse the high-risk areas. A drone was also used to spot the most affected areas in order to prioritise and guide intervention initiatives.



Executive Mayor of GRDM, Cllr Memory Booysen (right), and former Principal of the Nelson Mandela University in George, Prof. Quinton Johnson (left), addressed the delegates at the gala evening on 4 October 2018

*Fire Symposium*

DISASTER MANAGEMENT

In terms of the legislative requirements, the Garden Route District has a fully functional Disaster Management Centre (DMC). The centre is staffed with the following staff:

- Head of Centre (HOC), Mr. Gerhard Otto,
- One Disaster Management Official, Mr. Wouter Jacobs,
- One Disaster Risk Reduction & Climate Change Adaptation Practitioner, Dr. Nina Viljoen,
- One Call Centre Supervisor, and Me. Stella Bouwer with 4 permanent and two contract call centre staff as well as;
- Two Disaster Management Interns manning the DMC research unit,

For the 2019/2020 book year the intention would be the appointment and placement of at least two disaster management officials to be placed at disaster management capacity constrained local municipalities.

At this point in time local municipalities do not provide any staff or funding towards the district DMC, but the following local municipalities have appointed dedicated disaster management officials who closely work with the Garden Route Head of Centre:

- Oudtshoorn LM;
- George LM;

The GRDM disaster management centre (DMC) has been equipped with a joint operational command and tactical decision areas. In order to stay abreast with regional emergency

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related activities a 24/7 call centre has been established adjacent to the DMC. The 24/7 call centre is operated in conjunction with provincial Emergency and Medical Services (EMS) and renders an emergency call taking and dispatch platform servicing the district as a whole.

In addition to the EMS call taking staff the Garden Route DM call centre is staffed with four permanently employed Operators as well as two call centre reservists. For the 2019/2020 book year the intention would be to roll out the newly procured disaster management information management as well as fire dispatch platform to all local municipalities in the region. This platform will ensure standard operational procedures, tracking of all resources as well as better coordination during major incidents as well as disasters.

Main activities of the Garden Route Disaster Management center

- Due to the ongoing drought in the Western- as well as the Eastern Cape a National drought disaster was declared this year. Although the declaration lapsed after three months, the national drought disaster classification remained and especially for the Northern, areas of the district special drought interventions had to be implemented to prevent towns from running dry.
- During the year, the Garden Route Call Centre continued with the upgrading of the old analogue based two-way radio communications platform to a digital system complete with GPS tracking capability. This system is similar to what Provincial EMS, provincial traffic and the South African Police Service uses. Sharing a common two-way radio platform enables the District's DMS to develop an emergency communications platform over the next couple of years.
- The Garden Route DMC assisted the Oudtshoorn- and Kannaland local authorities during the below normal rainfall periods in the first and second quarter of this year. These authorities were allocated disaster grant funding to build water security capacity. This included the drilling as well as equipping of borehole, the first phase in the connection of the deep-water aquifer boreholes at Blossoms to Oudtshoorn as well as the Klein Karoo Rural Water Supply Scheme and the refurbishment of existing infrastructure to ensure that these town's meet their minimum water demand.
- In order to assist the Zoar community with rainwater harvesting, the tankering of water to water stressed communities as well as during water shedding periods council approved that R550 000 from the disaster centre's budget could be re-prioritised to be used to assist this authority.
- As a pro-active response to the Western Cape Drought disaster all the Water Management Plans of local municipalities were updated with a special focus on preparedness planning for avoiding "day zero".

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- During October and November 2018 the GRDM district experienced a fire extending over more than 4 times the area that burnt in last year's Knysna / Bitou fire. 10 Lives were lost as a direct consequence to the fires and although very few formal structures burnt the fire had a crippling effect on especially the forestry industry. For the 2019/2020 book year the focus would be to quantify the current knock-on effects of this fire disaster as well as to predict the affect this fire would have over the next three to five years. The intention of the DMC would be to provide a heads-up to all stakeholders in order to collectively develop a "safety net" for those affected as well as to be affected by this disaster.
- The Garden Route DMC, in collaboration with the PDMC, managed to update the Bitou disaster risk assessment the update of the Mossel Bay and Hessequa disaster risk assessments is currently work in progress.
- In order to ensure the inclusion of Disaster risk reduction and preparedness plans as part of local municipal IDP's a special meeting with all the local municipal IDP Managers were hosted. Guidelines to assist in the main streaming of Disaster risk reduction and preparedness planning were developed and provided to local municipalities at this engagement.
- Fire, flood and drought awareness campaigns were held in collaboration with the PDMC.
- The Garden Route DMC, in collaboration with the South African National Roads Agency executed two accident simulations on the N2.
- The Garden Route DMC continued to build capacity at local authority levels, facilitating formal and informal training sessions, as well as the development of concept plans and guidelines to be used by local authorities.
- The Garden Route DMC continued to support the initiatives started by the Garden Route Rebuild Initiative with the restoration of not only the dignity of communities in the Knysna and Bitou areas who were affected by the June 2017 inferno, but also to ensure interventions focussing on the environment and to build resilience .

Analysis of the Centre's outlook on future events, risks and disasters occurring

Economic perspective

- The Garden Route DM is an important economic growth area for the Western Cape. It has an expanding population on account of immigration from other parts of the country, bringing a dynamic mix of skills and cultures to the district. The relatively high percentages of households with no income in areas with higher population density, creates several social challenges. The October and November 2018 disaster fires as

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well as the prevailing drought conditions will continue to cripple the local economy of the district.

Basic services and infrastructure

- Challenges in terms of the provision of basic services infrastructure are experienced at the local municipalities that have seen rapid population growth. The natural environment and its resources of the GRDM are sensitive and susceptible to overexploitation or inappropriate use.

Condition of natural "disaster barriers"

- The Garden Route has largely intact wetlands which attenuate water; prevent erosion and flooding and which naturally purify the water. However, many wetlands are being slowly degraded through illegal channelling, the removal of reeds, peat and other water flora by transgressors who abstract water, mostly for agricultural purpose.

The Garden Route Annual Fire Commemoration Event :7 June 2019

On the 7th of June 2019 the Garden Route Annual Fire Commemoration and Climate Change & Adaptation Indaba was hosted by the Garden Route District Municipality (GRDM) in collaboration with the South Cape Environmental Forum. The aim of this Indaba was to once again remind role-players about the fire disaster fires that occurred in June 2017 and October 2018 in the Garden Route District as well as to reflect on the aftermaths and tragic losses because of these fires. The Indaba took place at the Wilderness Hotel in Wilderness of which approximately 150 delegates attended.

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Garden Route District Municipality was well represented at the event. FLTR are: Dr Nina Viljoen, Cllrs Rowen Spies, Erica Meyer, Thersia van Rensburg, Joslyn Johnson, Mayor Memory Booysen, Daniel Saayman, Mr Gerhard Otto and Deputy Mayor Rosina Ruiters.



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Various role-players from Government Organisations, Training Institutions, Municipalities and members of the media attended the event. Front (lfr) GRDM Manager: Disaster Management, Mr Gerhard Otto, Executive Mayor, Cllr Memory Booysen and Municipal Manager, Mr Monde Stratu.

Delegates represented organisations and institutions, such as the National Department of Environmental Affairs, the Western Cape Department of Environmental Affairs and Development Planning, Stellenbosch University and Nelson Mandela University, as well as GRDM and Knysna Municipality were in attendance.

The main purpose of the Indaba was not to only host the Annual Fire Commemoration event, but also to build on the momentum and team effort the region has created in their efforts to recover from the fire, but also to host a Climate Change Indaba. The main objective being to shape a better prepared, climate- ready and resilient Garden Route environment for the communities we serve.

Dr Nina Viljoen, Manager: Disaster Risk Reduction and Climate Change Adaptation at GRDM described the event as crucial in the way the region is planning ahead with a challenging environment at play. Most of the presentations made at the Indaba, placed emphasis on water security, high quality water resources, the living conditions of the communities, sanitation facilities as well as the regrowth of alien vegetation. These factors place a high risk on the state of health of the residents of the area and the economic growth of the Garden Route.



Dr Nina Viljoen, Manager: Disaster Risk Reduction and Climate Change Adaptation at GRDM during, her presentation at the event.

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Dr Jo Barnes, Epidemiologist and Senior Lecturer Emeritus in Community Health at the Stellenbosch University's Faculty of Medicine and Health Science, provided insight in terms of the harsh realities of the impact of climate change on public health systems.



Dr Jo Barnes, Epidemiologist and Senior Lecturer Emeritus in Community Health at the Stellenbosch University, spoke about the harsh realities of the impact of climate change on public health systems in the Garden Route.

Kannaland Drought – Assistance provided

The residents of Zoar in Kannaland will now be able to store their potable water in proper containers, after the Executive Mayor of Garden Route District Municipality (GRDM), Cllr Memory Booysen, handed over 850 x 20 litre water containers to Kannaland on Friday, 15 March 2019 at the Library Hall in Ladismith.



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Executive Mayor of Garden Route District Municipality, Cllr Memory Booysen, addressing the delegation and officials during the handover ceremony.

The potable containers were handed over to the Executive Mayor of Kannaland, Cllr Magdalene Barry, in the presence of the Western Cape Minister of Environmental Affairs and Development Planning, Mr Anton Bredell, Western Cape Minister of Agriculture, Ms Beverly Shafer, officials from GRDM and Kannaland Municipality, as well as farm owners and community members of the area.



The delegation and officials during the discussions prior to the handover ceremony.

Before the handover Mr Gerhard Otto, Manager of Disaster Management of Garden Route DMC, sketched the dire situation of the dams in Kannaland as well as the crippling effect that the drought conditions had in terms of job losses and the adverse affect on food security. Mr Willem Burger from the Western Cape Department of Agriculture, delivered a summary of how the Department assisted Kannaland through support programmes and projects rolled out in the area during the past years.



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GRDM Manager of Disaster Management, Mr Gerhard Otto, Portfolio Chairperson of Properties and Asset Management at GRDM, Cllr Joslyn Johnson, Western Cape Minister of Environmental Affairs and Development Planning, Mr Anton Bredell, Western Cape MEC for Agriculture, Minister Beverly Shafers, Speaker of Kannaland Municipality, Ms Aletta Theron, Executive Mayor of GRDM, Cllr Memory Booysen, Executive Mayor of Kannaland, Cllr Magdalene Barry and GRDM Councillor, Cllr Albertus Rossouw, in front of the truck, with three tanks, that delivers water to the Zoar Community.

During the event, Minister Bredell, also announced his plans and what his Department had in store for the community of Kannaland. He indicated that the only solution to address poverty is job creation. In terms of this he committed to the roll-out of the following projects n1: the resealing of the road between Calitzdorp and Oudtshoorn, as well as the building of a new clinic– these projects amount to R 38 million. To address the drought in the area, two new boreholes to the value of R3.4 million will be commissioned and the waste water treatment plant would be rehabilitated with a project to the value of R195 000. The Zoar waste water treatment works (R745 000) and also the Calitzdorp waste water treatment works (R1.5 million) were added to his Department's priority list.

1.3.1.3 ROADS SERVICES

Phase two of the Friemersheim multi-year project has been completed, phase three are on schedule for completion in September 2019. The department has managed to spend 103% of its R178 million budget for the upgrade and maintenance of roads in the district.





1.3.1.4 CORPORATE SERVICES

HUMAN RESOURCES

The Human Resources Section consists of the following disciplines:

- Human Resource Management
- Employment Equity
- Recruitment and Selection
- Human Resources Administration & Conditions of Service
- Regional Task Administration
- Training and Development
- Labour Relations
- Occupational Health and Safety
- Wellness and Employee Assistance

Human Resource role is vital in ensuring optimally, adequate, qualified and skilled staff in the organization for meeting the diverse needs of planning, in line with the organization's strategic goals. HR provides guidance and direction in shaping the size and skill-levels of the personnel so that the organization is staffed with efficient and compact strength of manpower. The training needs of the staff in the organization is also addressed, the growth plan for the employees, objective performance evaluation, staff retention / incentives and other associated issues, without compromising and in coherence with the above objectives.

The demand for HR services continues to grow. Organizational challenges must be addressed that have management, workforce and development, technological, and especially financial

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sustainability for the Garden Route District Municipality. How we respond to these challenges will impact our ability to position the Garden Route as an employer of choice that maximizes organizational and individual potential. These trends and challenges include:

- **Reduced Financial Resources - Identifying efficiencies and innovations to address the structural budget deficit.** As GRDM takes steps to reduce costs, there will be increased stress on departments and their employees. Although the GRDM's workforce may decrease, customer needs for HR support services are expected to grow, requiring increased productivity gains through technology, as well as the adoption of other innovative solutions to meet demand.
- **Changing Workforce/Strategic Talent Management – Designing and implementing succession and performance management programs to increase organizational capacity and respond to a changing workforce.** Preparing for this change will require the delivery of targeted training programs, including the use of e-learning solutions where possible. Demographic shifts within our geographic area, as well as within our existing workforce, will require appropriate marketing and communication strategies to attract qualified and diverse candidate pools. We plan to continue the implementation of our current succession planning activities.
- **Stabilizing Labour and Benefits Costs - Identifying efficiencies / budget reduction strategies to maintain/reduce labour costs.** The HR Section, in partnership with our stakeholders, will continue to negotiate with labour organizations to implement structural budget changes that are aligned with our current and anticipated economic conditions and operational needs. We will also continue to promote wellness programs and employee incentive options as a cost-effective health and productivity management strategy for the Garden Route that will also yield important benefits to our individual workers and their families.
- **Expanding Strategic Partnerships - Identifying and enhancing opportunities to collaborate with customers to increase organizational effectiveness.** The HR Section will continue to broaden its service focus to include a consultative approach to human resource management, and not just an administrative approach. There is a notable increase in management and supervisory skills across many departments as a result of Garden Route's ongoing investment in training and development. This additional capacity, along with the increased use of self-service information technology, has allowed our staff to more personally add

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value and help departments carry out their strategic plans using their human capital.

- **Managing Complex Employment Laws and Issues— identifying and addressing legal trends and employer-employee changes to determine impact to the organization.** We expect that anticipated changes to laws that expand employee rights will require the Section to respond to an increase in employee relations cases. We will continue to be proactive in addressing employment issues by offering regular training and consultations with employees, supervisors, and managers. Changes in labour organization leadership will require the Section to expand outreach efforts to ensure that the communication between all stakeholders remains open and constructive.
- **HR Technology – Maximizing technology to streamline HR transactional activities.** The HR Section is committed to streamlining our business processes in order to decrease costs and improve service. We plan to fully leverage our information technology resources to offer flexible, user-friendly and integrated systems, including the expanded use of employee self-service. This will allow our Section to move beyond just transaction processors to become more consultative partners with our customers.

AUXILIARY SERVICES

In terms of the approved organizational structure of Council, the Section Auxiliary Services comprises of:

- Records Management
- Fleet Services
- Reproduction services
- Access Control
- Switchboard Services
- Office cleaning and Messenger services.

Garden Route District Municipality has, as all other organizations, essential administrative and other support functions that are not necessarily statutory prescribed but that are necessary in order for organizations to function.

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These functions are referred to as Auxiliary Services. A new position for the Supervisor Records was created and was filled on 2 May 2019.

A new sub-section namely Fleet Management was added to the section's structure in January 2019.

In terms of section 9(2) (c) of the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005), the Manager Records must ensure that the legislative requirements with regards to records management practices in the Municipality are adhered to. The following compliance activities took place and was approved in the last financial year namely:

- The Records Control Schedule is a statutory guideline which indicates when official records/ documentation may be destructed and or transferred to the repository in Cape Town, and was approved by the Western Cape Archives and Records Service on 4 October 2018.
- Each municipality must in terms of the Provincial Archives Act (Act 3 of 2005) do regular disposal procedures, destroy and transfer of records that includes financial as well as other records.
- Annual Disposal program- 2 unemployed young people were appointed for 3 months from 17 September 2018 – 14 December 2018.

According to archival legislation all records of the municipality must be filed and stored on steel shelving. The steel shelving was part of the Capital Projects for the section for 2018/2019 and it was successfully completed on 30 October 2018.

A Strategic Plan for the centralisation of records was developed and tabled at the Management Committee on 31 January 2019. The objective is to create sustainable records management awareness in the municipality.

Attendance of quarterly Records Management Forum meetings took place on 7 September 2018, 16 November 2018, 3 February 2019 and 2 June 2019. The objective of the said forum meetings is:

- To create a platform for records managers in the Western Cape Province to discuss strategic matters experienced in the records management environment
- To unify Records Managers of the province to ensure a cohesive forum, where consistent records management practices are addressed

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- To encourage that records management matters experienced by governmental bodies are brought to the attention of the Forum to enable them to address it
- To ensure that management of records is part of the strategies and strategic development plans of governmental bodies.

ICT

The Garden Route ICT function is currently serving 350 (ICT-related) users with computer and network services within the Garden Route District Municipality.

Our coverage area consists of Garden Route DM Head Office, Roads, Health Environment, Fire stations in George, Disaster Management, Remote Offices, Callitzdorp Spa, De Hoek Resort, Swartvlei, Kraaibosch, and we are also directly involved with the B Municipalities in our region with regards to strengthening Intergovernmental relations (Shared Services).

The ICT component are active members of the following forums:

- Western Cape ICT Managers forum
- Garden Route regional ICT Forum
- Garden Route ICT Steering Committee
- GISSA, SAGI, SAGC
- Western Cape GIS forum and
- Garden Route regional GIS discussion groups

Governance

With reference to, the implementation of the approved ICT Governance Policy Framework, the ICT Strategic Plan is in its final phase and the following policies were revised and approved by Council.

- Municipal Corporate Governance of ICT Policy;
- ICT Governance Charter;
- Risk Management Policy that included the management of Municipal-related ICT risks;
- Internal Audit Plan that includes ICT audits;
- ICT Management Framework;
- ICT Disaster Recovery Plan informed by Municipal Continuity Plan and Strategy.
- Data Backup and Recovery policy.
- ICT Service Level Agreement Management policy.
- ICT User Access Management policy.
- ICT Security Controls policy.

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- ICT Operating System Security Controls policy.

GIS**Spatial data services:**

With regards to Council Properties the following was done with great success;

- Provision of electronic and hardcopy maps for property section of Garden Route DM
- Calculation of property sizes and provision of Surveyor General - diagrams
- Provide onsite assistance with the alien vegetation projects of council
- Prepare maps and reports as per requirement of property section.

Locality Maps

- Provision of route maps for Garden Route DM employees travelling to meetings outside of the Garden Route DM region.
- Provision of locality maps for meetings scheduled for provincial and national departments attending meetings within the Garden Route DM boundaries.
- Provide spatial data assistance to B-Municipalities within the Garden Route DM region.

GISc Web-Service development

- Development of spatial data/intelligence web-services for user departments based on user requirements.
- The GISc section of Garden Route DM with the assistance of Esri South Africa initiated a project to development web-services for the spatial data management within Garden Route DM.
- Mapping of spatially related projects in the Garden Route DM region was a core component of the project.

1.3.1.5 FINANCIAL SERVICES

- Clean Audit opinion 2013/14 - 2015/16.
- Unqualified Audit opinion 2016/2017 and 2017/18
- Improvement of cash and financial position.
- Improvement in cash reserve ratio balances.
- Implementation of mSCOA 1 July 2017
- Implementation of new financial system 1 July 2017 due to mSCOA implementation and previous financial system ceased system developments April 2017 for mSCOA
- Cash funded budget approved by council

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- Restructuring of finance departments, from two sections to three sections.

SUPPLY CHAIN MANAGEMENT

Overhaul of the Supply Chain Management Committees with co-opting of specific specialised skills specifically in addition to a competent SCM staff;

- Appointment of an advocate for ensuring adherence to compliance logical legal flow leading proper contract management,
- appointment of a Risk Manager for ensuring life cycle risk assessment of contracts from the initial phase of procurement
- appointment of an Engineer specialising in project management to ensure methodical structured specifications

Over and above SCM Staff meeting the Minimum Municipal Competency requirements, there has been various additional training initiatives through Western Cape Provincial Government.

- Treasury facilitated University of Stellenbosch specifically dealing with Contract Management, Demand Management, Asset Management and so forth in ensuring continuous growth and development of staff. Council approved the Preferential Procurement Policy that seeks to address use of procurement as an economic empowerment tool in the region
- Closer alignment between Supply Chain Management Unit with Local Economic Development Unit
- Partnership with PGWC(PT) in staging two Supplier Open Day activities in Hessequa and Kannaland Municipality
- Increased maturity levels in the institutionalisation of Supply Change Management within the organisation, first formal adoption of Procurement Plans resulting from alignment of Demand management with Budgeting process took place.
- Compliance to use of National Treasury's Central Supplier Database and Electronic tender

1.3.1.6 PLANNING AND ECONOMIC DEVELOPMENT SERVICES**EPWP**

Garden Route District Municipality signed Protocol Agreement with National Department of Public Work in 2014 – 2019 and the Council committed to institutionalise EPWP within the Municipality. EPWP Section under the Department of Planning and Economic Development Services manage to achieve the below targets for 2018/19 Financial year;

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- Garden Route District Municipality managed to chair the EPWP District Municipal Forum as per the requirement of the EPWP National Protocol Agreement.
- Garden Route District Municipality EPWP Section have engage with the local Municipality and agreed that GRDM EPWP to attend their Internal Steering Committee
- GRDM strive to achieve the objectives of the 3rd phase EPWP and institutionalising EPWP within the organisation by enforcing the approved GRDM EPWP Policy. Therefore, the EPWP Section play a vital role by supporting other Departments in particular to implement EPWP and promote the National EPWP recruitment and Selection guide.
- GRDM submitted EPWP Business Plan to National Department of Public Works for grant funding and signed the Incentive Grant Agreement as per Division of Revenue Act . This funding was spend 100% on the Work Opportunities that were created through various funding.
- GRDM implemented 17 EPWP projects with a total of 411 Work Opportunities that were created through the EPWP Integrated Grant, GRDM own funding, GRDM Roads Department and other stakeholders
- All EPWP participants received formal and informal training. The core focus on training was to minimised the risk towards the Council and this training was funded by Human Resources Training Section. GRDM applied for training (Financial Sector Conduct Authority) on 14 May 2019 at National Department of Public Works and it was approved to capacitate 27 participants.
- The objectives of the training will forms part of the EPWP long term strategy which will assist the beneficiaries with access to the labour market and to pave plans for exit strategy from EPWP programme
- GRDM EPWP Section apply for funding at the Provincial Department of Public Works for Labour Intensive training, 46 was capacitated in this regards and the GRDM EPWP Section coordinated this training whereby, it was hosted in this towns; Knysna, Mossel Bay and Oudtshoorn.
- GRDM EPWP achieved high targets with regards to the designated group (People with Disability) in the Garden Route Region
- EPWP of the Garden Route District Municipality managed to be the highest remunerating (Paying) municipality for the beneficiaries in the region for 2018/19 financial year

IDP, IGR & PP

- The IDP, IGR & PP section hosted a District Alignment working session on 25 & 26 July 2019 with all the IDP Mangers in the district and performance managers
- On 14 March 2019 an IDP/Budget and PMS Representative Forum Meeting was held in preparation of the 2019/2020 IDP reviews. At this meeting Mayors presented the

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status of their respective municipalities in relation to IDP/Budget and PMS and Sector Departments presented on their various projects and programmes for the 2019/2020 financial year.

- An IDP Indaba was held on 22 May 2019, in the George Banquet Hall. The objective of the IDP Indaba was to share the Province's final 2019/20 planned programmes and projects to be implemented in the municipal space for inclusion in the IDPs
- Furthermore, the district hosted IDP Budget Processes as per the relevant IDP legislative framework Managers Forums in order to assess the readiness of the Municipalities in terms of the various IDP and
- A strong working relationships between IDP/Budget and Performance is important hence regular Steering committee meetings is held to ensure that proper planning and implementation takes place for alignment of IDP/Budget and PMS purposes.

PROPERTY, MAINTENANCE AND RESORTS

- **Calitzdorp Spa**
 - Only emergency repairs done as and when needed
 - New electric security gates installed
 - New security cameras installed
 - Preventative maintenance did not take place
 - Life Savers were appointed for the 2018/2019 festive season
 - Additional security services procured for the 2018/2019 festive season
- **De Hoek Mountain Resort**
 - Only emergency repairs done as and when needed
 - New electric security gates installed
 - New security cameras installed
 - Preventative maintenance did not take place
 - Life Savers were appointed for the 2018/2019 festive season
 - Additional security services procured for the 2018/2019 festive season
- **Swartvlei Caravan Park**
 - Emergency as well as preventative maintenance carried out
 - Additional security services procured for the 2018/2019 festive season
- **Victoria Bay Caravan Park**
 - Emergency as well as preventative maintenance carried out
 - Additional security services procured for the 2018/2019 festive season
 - Additional sewer removal services procured for the 2018/2019 festive season as Knysna Municipality could not service the increased demand

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- **General projects applicable to all resorts**
 - Applicable leases managed as required
 - Accommodation rates increased in line with similar Resort rates

PROPERTIES

- Existing leases increased by 10 %
- New leases annual increase set at 10 %
- Two long term lease agreements entered into on Regional Landfill Site:
 - Moemakoe (Pty) Ltd: Construction of a petroleum storage facility
 - Ikusasa Processing Engineering Consultants (Pty) Ltd: Construction of a chemical manufacturing plant, storage and distribution hub
- The following leases will be levied monthly from 1 June 2019 to 31 May 2020.

Table G

Debtor Number	Lessee	Lease Renewals 1 June 2019		Monthly Levy 1 June 2018 to 31 May 2019 Incl. VAT	Monthly Levy 1 June 2019 to 31 May 2020 Incl. VAT	Expiry Date
		Property	Extent			
38000501	Pumpcor	Erf 2027 Riversdale	1 700 m²	R 5 778.00	R 6 365.80	31-May-20
38100176	JH Stander	Portion 1/64 Farm 233 Moerasrivier	11.4 ha	R 2 658.97	R 2 924.87	31-May-20
38200067	Sunny Herbs	Portions 4/64 + 5/64 Farm 233 Moerasrivier	9.5 ha	R 3 246.00	R 3 570.60	31-May-20
38200066	JAJ Coleman	Portions 2/64 + 3/64 Farm 233 Moerasrivier	12.5 ha	R 6 412.22	R 7 053.44	31-May-20
84000139	J Pistorius	Erf 884 Heidelberg	1.03 ha	R 3 638.26	R 4 002.09	31-May-20
		Total		R 21 733.45	R 23 906.80	

DISTRICT ECONOMIC DEVELOPMENT

Garden Route Smart Cities Summit

The concept of Smart Cities is gaining momentum in the South Cape. The forward-thinking municipalities of this region are working on defining what this means for them, and on how best to maximise the benefits of smart thinking.

To that end, the Garden Route District Municipality, together with the South Cape Economic Partnership (SCEP) and the Western Cape Economic Development Partnership (EDP), convened a workshop on 3 October 2018 in Plettenberg Bay, focused on:

- Clarifying the meaning of Smart Cities in the context of the South Cape

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- Sharing best practice in smart thinking from local and international experts
- Exploring how District collaboration can multiply Smart City initiatives.

Attendees at this workshop included representatives of all municipalities in our region, with the emphasis on Local Economic Development, Infrastructure, Strategic Services, Planning and ICT. Private sector attendees included Town Planning experts and local tourism representatives.

Summary of prioritised action points***Smart living action points***

- Pilot project in one community in the region to demonstrate all the 7 principles of "Smart Living"
- Increase housing density and accessible public transport and make the region cycle friendly
- Develop a network of small-scale organic agriculture to supply local restaurants and retailers
- Facilitate integrated efforts for safety and security by the police, neighbourhood watches and private security companies
- Invite business to provide innovative solutions through existing forums to current smart living challenges
- Encourage spatial development for poor communities which will allow activities like gardening, etc.

Smart Waste action points:

- Regional programme for sensitizing residents and incentives for recycling
- Continue with the integrated approach between municipalities for alternative technologies
- Waste-to-energy initiatives

Smart Technology action points:

- An audit needs to be done on what exists that could be expanded or developed further;
- Way leave and trenching policies to be put in place;
- Coordination in terms of free Wi-Fi to be coordinated by die District and local municipalities;

Smart Green action points

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- Lack of Skills within municipalities to interrogate green solutions. Will be addressed through Green Cape municipal capacity building initiatives
- Interrogate current policy to create more conducive/enabling environment
- Inter-governmental approach to green solutions

Smart Tourism action points

- Wi-fi hotspots
- Regional public transport e.g. Uber
- Data collection and analytics for smart tourism
- Smart training for hospitality and tourism industry

Smart Design action points

- Ensuring values, visions and policies that underpin smart city design are in place
- Increase the focus on GIS skills and resources for smart cities
- Integration of data collection and maintenance processes and systems
- Data access protocols that enables access across municipalities

Next steps

The output of this workshop will be used to feed into specific working groups, each focused on one of the Smart areas identified above. While the prioritised action points will be the initial objectives of these groups, the more detailed opportunities and proposals listed in this report will form the basis of the longer-term Smart Cities initiatives in the Garden Route.



Garden Route Film Office

The film office has been established and registered as a Non-profit company and the official Board of Directors have been elected and have been doing intense work for the promotion of the Garden Route film industry.

In the 2018/19 financial year council contributed R190 000 towards the establishment of the Garden Route Film Office for the promotion of the Garden Route district as a preferred film destination with which they have already implemented various initiatives as entailed in the enclosed report. The Mossel Bay Municipality has also contributed towards this initiative and has made office space and an intern available for this purpose.

The role of the Film Office is to:

- Regulate standards in the local industry
- Create a comprehensive database
- Create a professional administrative and regulatory support structure, i.e. permits, by-laws & auxiliary services
- Uplift and develop skills to underpin a sustainable industry

Strategic Interventions:

- Formation of a GR&KK Film Office
- Locations catalogue
- Location support and permitting
- Skills database
- Training, skills development and talent management
- Enterprise development and support
- Coordinated marketing efforts

Business Model:

- To make money by hosting film events/festivals and award ceremonies and sponsorships
- Their go-to-market strategy is to attend film festivals and form strategic partnerships with investors, government, other media players
- Will reach customers by upgrading website, comprehensive database, social media and a planned media blitz
- Channels to market are Wesgro, Tourism offices, International and Regional film festivals, internet and social media
- Current traction is from Cape Town overflow alternative, over 100km radius a variety of diverse locations and limited traffic, saving time and money
- Will build momentum by offering a professional service, being efficient and informative, offering slick auxiliary services, offering filming potential, as yet untapped

Benefits of co-funding the Garden Route Film Office

- Exposure to a new, untapped audience
- Placing the Garden Route and Klein Karoo on the map as a pristine tourist and film destination
- Film credit/endorsement
- Past film successes and growth in the region
- Skills creation and community upliftment

IKASI MEDIA ACCREDITED FILM AND MEDIA ORIENTATION PROGRAMME CERTIFICATE CEREMONY

22 Students from the Garden Route and Klein Karoo completed the iKasi Media Accredited Orientation to Film and Television programme presented by iKasi Media. The National Youth Development Agency also provided entrepreneurship training to the group. Short films were produced by these learners of which 4 were selected to be entered into the 48 Hour Film Festival. The Garden Route District Municipality has supported the iKasi Media programme up until when they were accredited.



embarked on an informal tender process for the appointment of a service provider to conduct an Export Advancement: Gap Analysis and Mentorship programme for a total of 20 participants (SMME's), in order to build the competitive capacity, improve the trade potential and expand the export markets of the business. The project entailed assessment of the business identifying gaps and challenges for each of the participating businesses. Tradewize International was the successful bidder and appointed as service provider to conduct one-on-one, on-site assessments of small businesses across the district.

PROGRAMME BENEFITS

The general benefits from the 'Export Advancement' programme include the following:

- Knowledge and skills transfer
- New market penetration and expansion
- Higher exports
- Improved productivity

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- Opportunities to innovate, upgrade and increase competitiveness
- Growth in employment creation

The programme covered the following:

ONE – ON – ONE MENTORSHIP - OUTCOMES

- Business Export Gap Analysis
- Export specific mentorship per business implemented based on findings of the export gap analysis.
- Specific goals to be set linked to a timeframe.
- Exporters to be provided with practical guidance in order to implement the set goals.
- Addressing specific business needs as per exporter's business requirements
- Mentor to work with the exporters, advising on developing certain business areas
- Skills transferred should be tailored to the exporter's requirements
- A "Ready to export checklist";
- Market information/research and match making resources to enable the compilation of a marketing plan;
- Advise on technical material requirement for exporting;
- A list of funding sources for product development and export marketing e.g. export marketing platform attendance

CRITERIA FOR EXPORT PROGRAMME PARTICIPANTS

- Product/Service should have a niche or competitive edge;
- Company should be registered with registrar of companies CIPC;
- Be in possession of a valid Tax Clearance Certificate;
- Enterprise should have conquered the local market to an extent;
- Enterprise must be committed to developing an export market;
- Enterprise should have or have access to finance;
- Enterprise should have operational capacity to service additional markets;

The Small Enterprise Development Agency (SEDA) has agreed to become a partner and assist in addressing the gaps and challenges identified during these assessments and will compile a detailed intervention plan with actions for each of the participating businesses that will be directly linked to their export development programme.

GARDEN ROUTE AIRLIFT STEERING COMMITTEE

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The Garden Route District Municipality in collaboration with the Airports Company of South Africa (ACSA) and the George Municipality has initiated a Regional Airlift project for which a steering committee was established. Project committees are also in the process of being established in order to more effectively coordinate the system of transporting cargo and passengers by aircraft.

REGIONAL SPECIAL ECONOMIC ZONE

The District Municipality is driving a process in collaboration with the Mossel Bay Municipality by which an application will be submitted to the Department of Trade and Industry for the establishment of a Regional Special Economic Zone to further enhance the district's appeal for investment and increase the export potential of products and access to markets.

TOURISM**KANNALAND TOURISM STRATEGY DEVELOPMENT**

The Garden Route District Municipality allocated funds through the 2018/2019 budget for the development of a Tourism strategy for Kannaland Municipal area.

In 2017, Garden Route District Municipality conducted an Investment readiness roadshow throughout the District and one concern specifically from the Mayor of Kannaland was that there was no strategy for Tourism in Kannaland. The area has enormous potential for Tourism as well as investment opportunities, but required a document that could streamline all the opportunities and activities.

A service provider was appointed through the Supply Chain Management tender process to review, evaluate and conceptualise a tourism strategy document that will aid the Kannaland Municipality and various stakeholders to prioritise and implement various tourism projects in order to market and develop Kannaland as a tourism destination.

The aim of the proposed tourism strategy is to ensure positive economic benefits and opportunities for all stakeholders. The development of the tourism strategy was informed by stakeholders' inputs through various mechanisms including workshops that were held.



GARDEN ROUTE CATER CARE PROJECT

The Garden Route District Municipality made the amount of R300 000 available to train 15 previously disadvantaged individuals in the tourism and hospitality sector. Interviews with applicants for Cater Care course 2018/19 were held on 21 and 22 February 2019 at the Francois Ferreira Academy in George.

A total of 37 candidates were listed to be interviewed over the two days, 20 candidates on the 21st of February and 17 on the 22nd of February 2019.

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21 st February 2019			22 nd February 2019		
Did not pitch	Unsuccessful	Successful	Did not pitch	Unsuccessful	Successful
3	8	9	6	5	6

The course started on 4 March 2019 and the School phase finished on 31 May 2019

Classes were presented from Monday to Thursday from 08:30 – 15:00. The course was presented at the Francois Ferreira Skills Academy at Oubaai.

Cater Care Certificate Ceremony 2019

A certificate ceremony was held on 12 July 2019 for the learners who completed the course.





REGIONAL TOURISM STRATEGY

The Garden Route District Municipality's Integrated Development Plan (IDP) final review 2018/2019 – 2021/2022 states that the tourism industry generally spans across the economic sectors, ranging from accommodation and- catering, retail and wholesale, transport, manufacturing, business services and social services. The most visited towns in Garden Route and Klein Karoo include Knysna, Plettenberg Bay, Wilderness, Mossel Bay, George, and Oudtshoorn. Stilbaai is also a popular town for holiday homes. The most visited attractions by tourists in South Africa include the Garden Route (284 000 visitors in 2015), Karoo Ostrich Farms (144 000 visitors in 2015) and the Cango Caves (132 000 visitors in 2015).

The tourism unit of the Garden Route District Municipality was tasked to develop a new 5-year Regional Tourism Strategy for Garden Route and Klein Karoo Tourism in order to stay up to date with the ever changing tourism environment and the economy. The document was developed in collaboration with Local Tourism organisations as well as private sector stakeholders in the region. The strategy is presented as a 5-year strategy to align with the reviewed IDP of the Garden Route District Municipality and is intended to clearly define the strategic priorities for regional tourism and to streamline all tourism activities in the region.

Garden Route District Municipality's Tourism Unit's strategic objectives underpinned in the approved Tourism strategy developed in line with this vision and mission, and informed by the national and provincial objectives and local opinions, are:

Effective Marketing

- Increase visitor numbers to the region;
- Enhance the effectiveness of international marketing to establish the Garden Route and Klein Karoo as a destination of choice;
- Expand and improve domestic marketing activities
- Attraction and hosting of events (business, sporting and lifestyle) to improve the seasonal and regional spread of tourism benefits.

Visitor Experience

- Diversify and enhance tourism product offerings
- Enhance local destination sites through cleanliness, safety and security, aesthetics, and information improvements
- Enhance tourist safety;
- Improve tourism skills and service excellence.

Destination Management

- Improve the focus and delivery of tourism marketing and development support provided by local government (Lobby and ensure policy sustainability support from B's for tourism)
- Effective streamlining and strengthening of collaborative efforts in the region to make more impact.
- To provide knowledge to inform policy, planning and decision-making.

Transformation

- Promote Broad-Based Black Economic Empowerment (B-BBEE)
- Support sustainable Enterprise development (LED strategies includes tourism development).

Facilitate Ease of access

- Enhance ease of access to the region.
- Facilitate ease of doing business to ensure the growth of the tourism economy.

The strategic objectives is based on the following five pillars:

- Effective marketing;
- Visitor experience;

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- Destination management;
- Transformation;
- Facilitate ease of access

MARKETING PLATFORMS

- **World Travel Market Africa 2019**

Garden Route & Klein Karoo Tourism exhibited on a regional Garden Route and Klein Karoo stand for the first time this year. This platform provided the region the opportunity to engage with tour operators, travel agents and travel writers to direct more tours and travels to the Garden Route & Klein Karoo, this regional initiative in turn sent a strong message of unity to our competitors.

Garden Route & Klein Karoo booked 36m² providing space for the Local Tourism Offices and their products/services in the region to form part of the exhibition. The following Local Tourism Offices exhibited with Garden Route & Klein Karoo on the GR&KK stand:

- Oudtshoorn Tourism
- George Tourism
- Hessequa Tourism
- Calitzdorp Tourism
- Plettenberg Bay Tourism

The following Local Tourism products/services exhibited with Garden Route & Klein Karoo on the GR&KK stand:

- Redberry farm
- Oubaai hotel and Spa
- De Rustica olive estate
- Destination Garden Route
- Knysna River Club
- Gourikwa nature reserve
- Hog Hollow
- Dine with a Local

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- **Annual Tourism Indaba 2019**

Garden Route & Klein Karoo Tourism attended this year's Indaba on the Cape Town and Western Cape Stand with Wesgro, for the 8th year.

Indaba 2019 was attended by Ms. Amagene Koeberg, Mr. Denver Johnson (both from GRKK tourism office) and Ms. Joan Shaw (George Tourism), representing the Garden Route and Klein Karoo on the Cape Town and Western Cape stand.



COORDINATION OF EVENTS FUNDING THROUGH WESGRO

The Garden Route & Klein Karoo Tourism Office coordinated tourism funding for events through Wesgro. A call for event applications were sent from the regional tourism office, requesting all Local Tourism Offices to submit event proposals and applications for events in their respective towns that required funding for the period starting from 1 April 2019 to 31 March 2020.

Wesgro has supported six (6) events in our area and contributed approximately R250 000.00 towards these events for the Garden Route and Klein Karoo.

GARDEN ROUTE AND KLEIN KAROO EVENTS AND FESTIVALS SPONSORSHIP

The Garden Route & Klein Karoo Regional Tourism Office sent out a call for applications from Local Tourism Organisations for their submission of tourism festivals and events for funding from Garden Route District Municipality. Consideration is given for smaller events that take place from December 2018 until June 2019, which were not funded by Wesgro. The applications process closed on the 28th of September 2018, and no late applications were considered. The following events were sponsored with an amount of R25 000.00 each:

- Proe Bietjie Arts festival
- Ostrich Crawl Experience
- Saxophone Festival
- Calitzdorp Winter Festival

GARDEN ROUTE ACSA EASTER CAMPAIGN

The Airports Company of South Africa (ACSA) George, in collaboration with Garden Route & Klein Karoo Tourism (GR&KK) section of Garden Route District Municipality (GRDM) hosted an Easter Welcoming Campaign at the George Airport on 17 & 18 April 2019.

The campaign aim was to create awareness about the Garden Route and Klein Karoo and its tourism offerings, which are mostly accessed by tourists whose first point of entry is the George Airport.

Visitors to the region were welcomed and given goodie bags filled with promotional marketing material. ACSA concurrently had an Easter Egg Give-Away to kids and they are also had the opportunity to partake in a colouring competition. The following organisations for sponsored tourism products:

Cango Caves Estate: Coffee Roastery, Cango Caves Zipline, Kobus se Gat and the Cango Wildlife Ranch.

The GRDM Tourism Unit had a pop-up welcome desk in the foyer of the airport; guests took selfies with employees as they were handed goodie bags.

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1.4 FINANCIAL HEALTH OVERVIEW

Refer to Section 3 of the annual report for the highlights and challenges of the finance department as contained in the annual performance report.

Financial Overview: 2018/19 R'000			
Details	Original budget	Adjustment budget	Actual
Income:			
Grants:	158 885	172 435	171 356
Other:	231 230	230 210	216 000
Sub Total:	390 115	402 645	387 356
Less: Expenditure	387 838	398 403	382 809
Net Total*	2 278	4 242	4 547
*Note: surplus/(deficit) T 1.4.2			

Operating Ratios	
Detail	%
Employee Cost	56
Repairs & Maintenance	0.82
Finance Charges & Impairment	0
T 1.4.3	

COMMENT ON OPERATING RATIOS:

Employee Costs: 56%

The employee related costs are higher than the norm, as the majority of the core functions must have a minimum of employees as stated in legislation to perform the functions. This ratio is calculated on the consolidated financial statements, including the Roads agency function.

Repairs and maintenance: 0.82%

There are limited funding available to allocate to repairs and maintenance. The main source of income increases 3.5% which is not aligned to the average CPIX.

This ratio is calculated on the consolidated financial statements, including the Roads agency function.

Finance Charges and Impairment: 0%

No new loans have been taken up for a number of years. The majority of the finance charges are for finance leases.

COMMENT ON CAPITAL EXPENDITURE:

The majority of the budget includes:

- Purchase of an office building for the Environmental Health section in Plettenberg Bay
- Purchase of fire fighting vehicles and equipment
- Purchase of IT equipment
- Purchase of risk management and internal audit software

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

The Human Resources Section, located within the Department Corporate Services, delivers a support service to the other departments in Human Resource Management. Its primary function is to co-ordinate all Human Resource activities in order to achieve Garden Route District Municipality's objectives of service delivery of which enhancement of staff performance plays a fundamental role.

In line with the constitutional mandate of Local Government, the legislative requirements for Human Resources, the Human Resources Section at Garden Route District Municipality regards its mission to serve and support the interest of all personnel. In this regard, the HR strives to:

- Empower employees towards maximizing their personal potential, deliver on, and exceed organizational requirements.
- Continuously align the HR Strategy and the Organisational Strategy (IDP), legislative Requirements and best practices in the HR fields
- Promote and practice "Putting people first" Equity, fairness, objectivity and consistency.
- Committed to professional conduct, and
- Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.

1.5.1 BACKGROUND AND OBJECTIVE

The efficient and effective management of the human capital in the public sector is widely recognised as one of the key pillars of service delivery in South Africa. Globally, there are currently no comprehensive statements of what constitutes good HR management, which will realize the potential of human capital.

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The South African Board for People Practices has taken the lead globally and has compiled, through a carefully crafted membership consultation/participation process, the South African HR Management Standard. This Management Standard sets out what needs to be in place in order to ensure compliance and good management of people in the workplace.

This HR Management Standard has been acclaimed internationally and locally and although it was officially launched only in August 2013, South African organisations are adopting it and tertiary institutions are in the process of incorporating these HR Competency and Standards into their curricula.

1.5.2 BENEFITS OF HR STANDARDS

The vision of the project is to set national HR standards in order to improve the quality of HR work, irrespective of the location of a HR professional, or industry and organisational differences. Ultimately, HR professionalism will be enhanced by reducing inconsistencies in the profession.

The goals of the project are as follows:

- To improve standardised approaches to professional HR practices and thus promoting HR professionalism;
- To develop a national HR scorecard with specific HR measurements and metrics, supported by a National HR Research and Benchmarking Centre;
- To create a National HR Academy with a standardised HR Curriculum;
- To ensure that HR features in integrated reporting;
- To develop a foundation for integrating HR in the King IV Code of Governance.

1.6 AUDITOR GENERAL REPORT

1.6.1. AUDITED OUTCOMES

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/2018
Status	Unqualified with matters	Clean Audit	Clean Audit	Clean Audit	Unqualified with matters	Unqualified with matters

1.7 STATUTORY ANNUAL REPORT PROCESS

Annual Process Plan as per Circular 63 of the MFMA

Activity	Process Owner/Role Player	Timeframes
Consideration of next financial year's Budget and IDP Process plan.	MM assisted by other Section 56 Managers & the CFO	July
Implementation and monitoring of approved Budget and IDP through the approved SDBIP commences	MM assisted by other Section 56 Managers & the CFO	July
Finalise 4 th quarter report of previous financial year	MM assisted by other Section 56 Managers & the CFO	July
Submit draft previous financial year Annual Report and evidence to Internal and the Auditor General including annual financial statements and financial and non-financial information	MM & CFO	July
Submit Annual Report including annual financial statements and Annual Performance Report to the Combined Audit/Performance Committee	MM & CFO	July/August
Combined Audit/Performance Committee considers unaudited annual Report of municipality and entities	Audit and Performance Audit Committee	August
Mayor tables the unaudited Annual Report in Council	Mayor	August

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Council to submit unaudited tabled annual report to MPAC for vetting and verification of council's directive on service delivery & the committee to evaluate senior managers' performance against agreement entered into	HODs/CFO	
Municipality submits Annual Report including final annual financial statements and annual performance report to Auditor General for auditing purposes by 31 August 2018	CFO	August
Commencement of IDP analysis of institutional services and infrastructure provision, backlogs and priorities. Unaudited Annual Report as submitted to Auditor-General to be used as input into the IDP strategic phase process and community verification & input by MPAC on reported performance. Such information includes that of various entities incorporated into the information of the parent entity	Council	September
Annual Report and oversight report process for adoption to be used as input into public participating meetings for the IDP review process	Council	

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Auditor-General audits the unaudited Annual Report and submit an audit report to the accounting officer for the municipality/municipal entity	Auditor General	November
Auditor General's reports are issued during the period of Oct/Nov. Once the AG audit reports have been issued no further changes are allowed as the audit process is completed.	MM	
Oversight committee finalises assessment on Annual Report within 7 working days of receipt of AGs report.	Oversight Committee	November
Auditor General review the audited report	Auditor General	November/December
Mayor tables audited Annual Report and financial to Council	Mayor	December
Audited Annual Report is made public, e.g. posted on municipality's website.	MM	
Council adopts oversight report	Council	
Oversight report is made public	MM	
Oversight report is submitted to Legislators, Treasuries and DCoG	Mayor	

CHAPTER 2

GOVERNANCE



CHAPTER 2: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Introduction to Governance

Garden Route District Municipality has, as all other municipalities, essential administrative and other support functions that are not necessarily statutory prescribed, but that are necessary in order for the organization to function. These functions are referred to as support services functions.

Good governance ensures Excellent, Accurate, Effective and Efficient administrative and secretarial/support service to Council, Mayoral Committee, Section 79 and 80 Committees and other standing Committees.

Introduction to Political and Administrative Governance

Garden Route DM's Corporate/Strategic Services ensures that Council, Executive Mayoral Committee, Portfolio Committees and other standing Committees meets regularly as by approved Council's meeting schedule.

The directorate also arranges special meetings, as and when required to do so.

Agendas of all Council and Committee meetings are compiled, produced and distributed to thirty four (34) Councillors, Management and officials. Minutes of all meeting proceedings are recorded and safeguarded for record purposes and future reference.

TOP POLITICAL STRUCTURE



Cllr Memory Booysen
EXECUTIVE MAYOR (DA)



Cllr Rosina Ruiters
DEPUTY EXECUTIVE
MAYOR (DA)



Cllr Barend Groenewald
SPEAKER (DA)
27 June 2019
Acting Speaker
28 May 2018 - 26 June 2019
Acting Speaker
1 November 2018 -
12 December 2018



Cllr Eleanore Bouw-Spies
SPEAKER (DA)
13 December 2019
- 8 May 2019



Cllr Mark Willemsse
SPEAKER (DA)
31 August 2016 -
30 October 2018

CHIEF WHIPS



CHIEF WHIP
Cllr Rowan Spies
DA



CHIEF WHIP
Cllr Piet van der Hoven
ANC



CHIEF WHIP
Cllr Virgil Gericke
PBI



CHIEF WHIP
Cllr Theresa Fortuin
ICOSA



PORTFOLIO CHAIRPERSONS



Cllr Rosina Ruiters
Portfolio Chairperson:
District Economic
Development and Tourism



Cllr Isaya Stemela
Portfolio Chairperson:
Corporate Services



Cllr Jerome Lambaatjeen
Portfolio Chairperson:
Financial Services



Cllr Joslyn Johnson
Portfolio Chairperson:
Property Management &
Development



Cllr Khayaletu Lose
Portfolio Chairperson:
Community Services



Cllr Rowan Spies
Portfolio Chairperson:
Roads & Transport Planning
Services



Cllr Erica Meyer
Portfolio Chairperson:
Strategic Services

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2016/17 - 2021/22 Council



DA Cllr Barend Groenewald
DA



Cllr Memory Booysen
Executive Mayor
DA



Cllr Rosina Ruiters
Deputy Executive Mayor
DA



Cllr Erica Meyer
DA



Cllr Isaya Stemela
DA



Cllr Joslyn Johnson
DA



Cllr Rowan Spies
DA



Cllr Khayaletu Lose
DA



Cllr Liza Stroebe
DA



Cllr Doris Xego
ANC



Cllr Albertus Rossouw
DA



Cllr Jennifer Hartnick
DA
(Starts 2 October 2018)



Cllr Ivan Mangaliso
ANC



Cllr Jerome Lambaateen
DA



Cllr Bernardus van Wyk
DA



Cllr Daniel Saayman
DA



Cllr Klaas Windvogel
ANC



Cllr Luzuko Tyokolo
DA



Cllr Mputumi Mapitza
ANC



Cllr Ndoda Tsengwa
ANC
(Starts 10 September 2018)

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2016/17 - 2021/22 Council



Cllr Piet van der Hoven
ANC



Cllr Raybin-Gibb Figland
DA



Cllr Clodia Lichaba
ANC



Cllr Ryk Wildschut
DA



Cllr Sebenzile Mbandezi
ANC



Cllr Tobeka Teyisi
ANC



Cllr Steven de Vries
ANC



Cllr Sharon May
DA



Cllr Theresa Fortuin
ICOSA



Cllr Thersia Van Rensburg
DA
(Starts 10 January 2019)



Cllr Virgil Gericke
PBI



Cllr Anne Windvogel
DA



Cllr Nomhiki Jacob
ANC



Cllr Nontsilelo Kamte
ANC



Cllr Mark Willemsse
Speaker
DA
(Resigns 30 October 2018)



Cllr Eleanore Bouw-Spies
Speaker
DA
(13 December 2019 - 8 May 2019)



Cllr Victor Molosi
ANC
(Deceased 23 July 2018)



Cllr Simon Odendaal
ANC
(Resigns 5 December 2018)

2.1 COMPOSITION OF COUNCIL

2.1.1 GARDEN ROUTE DISTRICT MUNICIPAL COUNCIL CONSISTS OF 35 COUNCILLORS

Democratic Alliance (DA)	African National Congress (ANC)	Plaaslike Besorgde Inwoners Democratic Party (PBI)	Independent Civic Organisation of South Africa (ICOSA)
21	12	1	1

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
14	6	1	3	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 Name & Surname	Type of Councillor
Democratic Alliance (DA)	Memory Booysen	Proportional Representation
	Daniel Saayman	
	Bernardus Nicholson Van Wyk	
	Rowan Emerson Spies	
	Thersia Van Rensburg	
	Anne Windwogel	
	Albertus Johannes Rossouw	
	Khayaletu Sabelo Lose	
African National Congress (ANC)	Clodia Ntabiseng Lichaba	
	Doris Xego	
	Stephen De Vries	
	Nontsikelo Frieda Kamte	
	Mputumi Patco Mapitiza	
ICOSA	Theresa Fortuin	Proportional Representation

Direct representation from the seven (7) local municipalities

Local Municipality		Name(s)	Party	Number of Councillors
Kannaland	1	Joslyn Patricia Johnson	DA	1
Hessequa	1	Ivan Trevor Mangaliso	ANC	2
	2	Jennifer Lorraine Hartnick	DA	
Mossel Bay	1	Sebenzile Stanford Mbandezi	ANC	1

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	2	Barend Hendrik Jacobus Groenewald	DA	4
	3	Erica Meyer	DA	
	4	Rosina Henrietta Ruiters	DA	
George	1	Isaya Stemela	DA	6
	2	Elizabeth Hendrika Stroebe	DA	
	3	Pieter Jacobus van der Hoven	ANC	
	4	Raybin-Gibb Sylvester Figland	DA	
	5	Tobeka Teyisi	ANC	
	6	Virgill Gericke	PBI	
Oudtshoorn	1	Klaas Windvogel	ANC	3
	2	Jerome Ceaser Lambaatjeen	DA	
	3	Ryk Raymond Wildschut	DA	
Bitou	1	Nomhiki Cynthia Jacob	ANC	2
	2	Memory Booysen	DA	
Knysna	1	Ndoda Aubrey Tsengwa	ANC	3
	2	DMC Pofadder(10 July 2019)	DA	
	3	Luzuko Tyokolo	DA	

2.1.4 RACE AND GENDER REPRESENTATION IN COUNCIL

During the year under view, political parties were represented as follows:

Note: A = Africans, C = Coloured, I = Indians and W = Whites

Political Party	Male				Female				TOTAL
	A	C	I	W	A	C	I	W	
Democratic Alliance (DA)	4	7	0	2	0	6	0	2	21
African National Congress (ANC)	4	2	0	1	5	0	0	0	12
Plaaslike Besorgde Inwoners (PBI)	0	1	0	0	0	0	0	0	1
Independent Civic Organisation of South Africa (ICOSA)	0	0	0	0	0	1	0	0	1
TOTAL	8	10	0	3	5	7	0	2	35

During the year under review (1 July 2018 to 30 June 2019), the following numbers of meetings and total agendas distributed, took place:

Type of meeting	No.	Agendas Distributed (Cllrs and officials)
Council	6	330
Special Council	6	330
Executive Mayoral Committee	8	200
Finance Service Committee	5	125
Corporate Services Committee	5	125
Community Services Committee	4	80
Roads Services Committee	4	60

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Type of meeting	No.	Agendas Distributed (Cllrs and officials)
Strategic Services Committee	5	105
District Economic Development & Tourism Committee	5	100
Property Management & Development Committee	3	66
Governance Committee	3	36
Occupational Health & Safety Committee	4	120
Training & Development Forum	7	105
Local Labour Forum	6	180
Special Local Labour Forum	3	45
Municipal Public Accounts Committee (MPAC)	5	100
Audit and Performance Audit Committee (APAC)	8	200
Budget Steering Committee	2	24
Total of meetings held and agendas distributed	89	2331

2.1.5 EXECUTIVE MAYORAL COMMITTEE

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 2018 to 30 June 2019:

Name of Member	Capacity
RE Spies	Roads and Transport Planning Services
JC Lambaatjeen	Financial Services
KS Lose	Community Services
RH Ruiters	District Economic Development and Tourism
JP Johnson	Property Management and Development
I Stemela	Corporate Services
E Meyer	Strategic Services

2.1.6 COMMITTEES

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

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Section 79 Committee, also known as council committees, meet every second month and report their oversight outcomes to Council, via the MAYCO. Garden Route DM has the following Section 79 Committees:

- Governance
- MPAC
- Training & Development
- Occupational Health & Safety
- Local Labour Forum; and
- 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. Garden Route 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.

2.1.7 SECTION 79 AND 80 COMMITTEES

Section 80 Committees					
Committee	Functions	Chairperson	Deputy Chair	Executive Manager	Other political representation
Roads and Transport Planning	Roads, Maintenance Planning, RRAMS, Regional Integrated Public Transport Planning, EPWP related to roads projects	RE Spies	JP Johnson	J Daniels	T Van Rensburg(DA) D Saayman (DA) BN Van Wyk (DA) NF Kamte (ANC) PJ Van der Hoven (ANC)
Financial Services	Income and Expenditure, Supply Chain, BTO, Revenue Management, Asset Management, Stores, Financial Statements, GRAP Statements	JC Lambaattjeen	RE Spies	JW De Jager	BN van Wyk (DA) RR Wildschut (DA) L Tyokolo (DA) MP Mapiitiza (ANC) D Xego (ANC) V Gericke (PBI)
Community Services	Fire and Rescue, Disaster Management, Municipal Health, Environmental Management (Waste Management/Air Quality), EPWP, Fleet Management, Call Centre	KS Lose	E Meyer	C Africa	RR Wildschut (DA) L Tyokolo (DA) JL Hartnick (DA) CN Lichaba (ANC) K Windvogel (ANC) T Fortuin (ICOSA)
Property Management and Development	Property Planning and Maintenance, Resorts, Strategic, Investment Properties, Regional Bulk Infrastructure Planning, Rural	JP Johnson	I Stemela	L Menze	SF May (DA) EH Stroebel (DA) BHJ Groenewald (DA) NF Kamte (ANC) MP Mapiitiza (ANC) V Gericke (PBI)
District Economic Development and Tourism	Regional Economic Development, Tourism, Arts and Culture, Youth	RH Ruiters	KS Lose	L Menze	SF May (DA) BHJ Groenewald (DA) EH Stroebel (DA) S De Vries (ANC) NA Tsengwa (ANC) V Gericke (PBI)
Corporate Services	Human Resource Development, Support services (Records / Tele-phone Management / Access Control), Committee Services, Legal Services, Gender / Disability related	I Stemela	RH Ruiters	B Holtzhausen	RGS Figland (DA) BHJ Groenewald (DA) AJ Rossouw (DA) SS Mbandezi (ANC) T Teyisi (ANC) T Fortuin (ICOSA)

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	matters, HIV (Garden Route staff).				
Strategic Services	IGR, Communications, IDP, Information Communication & Technology, Shared Services, Funding Mobilisation, Strategic Properties	E Meyer	JC Lambaatjeen	L Menze	RGS Figland (DA) JL Hartnick (DA) D Saayman (DA) NC Jacob (ANC) MP Mapitiza (ANC) T Fortuin (ICOSA)

Section 79 Committees			
Committee	Chairperson	Other political representation	Unions
Budget Steering	JC Lambaatjeen (DA)	RE Spies (DA) T Fortuin (ICOSA), D Xego (ANC),	-
Appeals Committee		E Meyer (DA), RH Ruiters (DA), JL Hartnick (DA), PJ Van der Hoven (ANC), T Fortuin (ICOSA); V Gericke (PBI)	-
Governance		RE Spies (DA), PJ Van der Hoven (ANC), T Fortuin (ICOSA), V Gericke (PBI)	-
MPAC	CN Lichaba (ANC)	Eh Stroebel (DA), AJ Rossouw (DA), BHJ Groenewald (DA), BN van Wyk (DA), IT Mangaliso (ANC), T Fortuin (ICOSA)	-
Training & Development	S De Vries (ANC)	RE Spies (DA), RGS Figland (DA),	2 Imatu 2 Samwu
Occupational Health & Safety	V Gericke (PBI)	D Saayman (DA), NF Kamte (ANC)	2 Imatu 2 Samwu
Local Labour Forum	-	BHJ Groenewald (DA), D Saayman (DA), T Teyisi (ANC), PJ Van Hoven (ANC), V Gericke (PBI), R Spies(DA), S Mbandezi(ANC)	5 Samwu 3 Imatu
Disciplinary Committee	-	L Stroebel (DA), B Groenewald (DA) T Van Rensburg (DA) MP Mapitiza (ANC) CN Lichaba (ANC) T Fortuin (ICOSA)	

Other Committees in terms of legislation				
Affiliation / Role	Workplace Restructuring	Basic Conditions of Service	Human Resource Development Committee	Audit and Performance Audit Committee
Chairperson				Dr A Potgieter
Members	-	-	-	Adv D Block Ms. N Bulabula Mr G Stenekamp
DA	D Saayman BHJ Groenewald RH Ruiters	BHJ Groenewald E Meyer RH Ruiters	I Stemela JP Johnson RGS Figland	-
ANC	MP Mapitiza	S De Vries	IT Mangaliso	-

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ICOSA	-	-	-	-
BPI		-	V Gericke	
SAMWU	M April N Nkasayi	NW Nkasayi N Sthunda	M April	-
IMATU	H Herwels	P Koopman	P Koopman	-
Total	6	8	6	4

Other Committees			
Affiliation / Role	Public Transport Council representatives	Road agency	District Assessment Committee (DAC)
Chairperson	Public Transport Council representatives	Road Agency	District Assessment Committee (DAC)
DA	RE Spies	RE Spies	RH Ruiters
ANC	NF Kamte	PJ Van der Hoven	S De Vries
ICOSA	T Fortuin		
BPI			

2.1.8 POLITICAL DECISION-MAKING PROCESS

Step 1	Executive Managers	Submit Reports to Portfolio Committee
Step 2	Council Committees	For notice and/or Recommendations
Step 3	MAYCO Prelim	Technical Review / Interrogate Reports
Step 4	Mayoral Committee	Recommendation
Step 5	Council	Approve / Consider
Step 6	Executive Manager	Execution

All decisions taken by Committees or Council are forwarded to the relevant Executive Manager 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:

Municipal Manager	Mr MG Stratu
Executive Manager: Community Services	Mr C Africa
Executive Manager: Corporate Services	Ms B Holtzhausen
Executive Manager: Financial Services	Ms JW De Jager
Executive Manager: Roads and Transport Planning	Mr JG Daniels
Executive Manager: Planning & Economic Development	Mr L Menze

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.

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



Mr Monde Stratu
Municipal Manager



Mr Clive Africa
Executive Manager:
Community Services



Ms Trix Holtzhausen
Executive Manager:
Corporate Services



Mr Jan-Willem de Jager
Executive Manager:
Financial Services (CFO)



Mr Lusanda Menze
Executive Manager:
Planning and Economic
Development



Mr John G Daniels
Executive Manager:
Roads Services

Performance Agreement Status		
Name of official	Department	Performance Agreement Signed? Y/N
M Stratu	Municipal Manager (From 1 March 2017)	Yes
B Holtzhausen	Executive Manager: Corporate-/Strategic Services	Yes
C Africa	Executive Manager: Community Services	Yes
JW De Jager	Executive Manager: Financial Services	Yes
JG Daniels	Executive Manager: Roads and Transport Planning	Yes
L Menze	Executive Manager: Planning & Economic Development	Yes

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Garden Route 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.

2.3.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The Garden Route DM also serve on various provincial government platforms and structures mainly to report and share local experiences, best practices and identify practical solutions to enhance its developmental local government responsibility.

2.3.3 Relationship with Municipal Structures

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

- Mayoral Committee
- Council's Section 79 and Section 80 Committees
- Management Committee
- Municipal Public Accounts Committee (MPAC)
- Audit and Performance Management Committee
- Budget Steering Committee
- Garden Route IDP Task Team
- Garden Route Risk Committee
- Occupational Health and Safety Committee
- Training and Development 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 Garden Route DM. Garden Route DM serves 22 IGR Forums. The MEC of Local Government, during the 2014/2015 IDP review, has commented on and requested the Garden Route DM to strengthen the IGR Forums.

Of the 22 IGR Forums, it is reported that all Forums have been strengthened with the exception of the Youth, Legal and Speakers Forum. The District IGR, IDP and Public Participation office 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 Intergovernmental 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,

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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 Garden Route district. The Garden Route DM has hosted a number of successful community engagements (Anti-Fraud Hotline Campaign; Western Cape Supply Chain Database Campaign; Water Campaign in Kannaland; Garden Route LED Genesis Workshop and NCOP).

Garden Route District Forums				
Forum name	Frequency of meetings	Purpose	Composition	Chairperson
IDP Managers Forum	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 IDP Officers/Coordinators DPLG – Integrated Development Plan Directorate	Garden Route DM, IDP Manager: Mr M Cekiso
IDP, Budget and PMS Representative Forum	Quarterly	All Mayors of Local Municipalities will present the status of their Municipalities relating to IDP, Budget and Performance Management. Sector Departments will also present all their proposed projects and programmes for the Garden Route District jurisdiction	District Mayors, Sector Departments, Ward Committees, Relevant Stakeholders	All Mayors from Local Municipalities, HOD of sector departments
South Cape Economic Partnership/LED Managers Forum	Quarterly	Platform for Economic Development Practitioners, government departments and private sector stakeholders to discuss best practices for the implementation of LED project and programs to stimulate the local economy.	LED Managers SEDA, REDDOOR, and Relevant Stakeholders	Garden Route DM, LED Manager: Ms M. Wilson

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Garden Route District Forums				
Forum name	Frequency of meetings	Purpose	Composition	Chairperson
District Green Energy Forum	Quarterly	Platform through which developers could engage regulators on issues affecting the Renewable Energy	PMU Managers, Department of Energy and Provincial Sector Departments and relevant stakeholders.	Garden Route DM, PMU Manager: Ms P.Dongi
District Local Tourism Forum	Quarterly	To plan for the impact upon, improve and monitor tourism development.	Tourism Portfolio Councillors Tourism Officials Technical Committee Members (LTO Members)	Garden Route DM, LED & Tourism Manager: Ms M. Wilson
District Public Participation Forum	Quarterly	Platform for district to discuss plans, strategies and best practices for public participation related matters.	Public Participation Official GCIS DPLG – Public Participation Directorate	Garden Route DM, IDP Manager: Mr M Cekiso
District Communicators Forum	Quarterly	To discuss and Review the Communication Strategy and Policy related matters.	District and Local Communication Managers/officials, GCIS, and Provincial Sector Department.	Garden Route DM, Senior Communication Officer : Mr H. Pieters
District Co-ordinating Forum	Quarterly	To identify and implement programs aimed at realising one of the key objectives of local government, i.e. to deepen local democracy.	Mayors, Municipal Managers and Provincials Departments (when requested)	Garden Route District, Executive Mayor: Mr M Booysen
Garden Route Municipal Managers Forum	Quarterly	To discuss matters of Municipal interests.	Municipal Managers, and Provincial Departments	Garden Route DM, Municipal Manager: Mr M Stratu
Integrated Communications and Technology (ICT) Forum	Quarterly	To discuss and strategize issues with regard to IT.	Local Municipalities IT Specialists and Administrators	Garden Route DM, ICT Manager: K. Nieuwoudt
District GIS Forum	Quarterly	To discuss Geographical Information System (GIS) related matters.	District and Local GIS Managers and officers, Provincial Department	Garden Route DM, GIS Coordinator: Mr S. Damons
District Roads and Infrastructure Forum	Quarterly	To discuss the Integrated Roads, Bulk Infrastructure and Engineering related matters.	District and local municipalities Engineers and Relevant Provincial Department	Garden Route DM, Roads Manager: Mr J. Daniels
Garden Route Waste Management Officers forum	Quarterly	To discuss matters related to Waste management and Landfill site	District and Local Waste Managers, Provincial Sector Departments	Garden Route DM, Waste Manager: Mr Morton Hubbe

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Garden Route District Forums				
Forum name	Frequency of meetings	Purpose	Composition	Chairperson
District GRRI Waste Beneficiation Flagship	Quarterly	To discuss Waste Minimisation strategy and action plan	District and Local Waste Managers, Provincial Sector Departments	Garden Route DM, Waste Manager: Mr Morton Hubbe
District Air Quality Forum	Quarterly	To discuss educational and Awareness Air Quality Management Plan related issues.	District and Local Air Quality Managers/ Officers, Provincial Sector Department, Relevant Stakeholders and Industries	Garden Route DM, Waste Manager: Dr J. Schoeman
Garden Route Air Quality Working Group with Garden Route Industries	Quarterly	To discuss, communicate Air Quality issues with Industries and coordinate training related matters.	District and Local Air Quality Managers/ Officers, Provincial Sector Department, Relevant Stakeholders and Industries	Garden Route DM, Waste Manager: Dr J. Schoeman
Garden Route Fire Chief Officers Forum	Quarterly	To discuss the district's Fire Services related issues.	District and local municipalities Chief Fire Officers, Department of Local Government	Garden Route DM, Fire Chief: Mr F. Thaver
District Chief Risk Officers Forum	Quarterly	To discuss Transversal Risk Management related issues.	District and Local Chief Risk Managers and officers	Garden Route DM, Risk Officer: Ms L James
District Chief Audit Executive Forum	Quarterly	To discuss challenges related to Internal Audit and implement resolutions from provincial structures	District and Local Chief Audit Executive, Provincial Treasury, and AG	Garden Route DM, CAE: Mr J-W de Jager/P Lufele
Garden Route/ Central Karoo HR Forum	Bi - Monthly	To discuss Corporate issues.	District and local municipalities HR Managers and Labour Relations Officers	Garden Route DM, HR Managers: Ms N.Klaas
Regional Skills Development Facilitators Forum	Quarterly	Skills development in the region (Central Karoo and Garden Route).	Garden Route, B-Municipalities and Central Karoo, LGSETA and other relevant SETA's, Educational Institutions	Skills Development Facilitator: Mr R Salmons
District EPWP Forum	Quarterly	To discuss EPWP related matters	District and Local EPDP Managers/Coordinators, Provincial and National Department of Public Works	Garden Route DM, EPWP Managers: Mr R. Dyantyi
District/Regional Task Committee	Quarterly	To discuss Job Description and evaluation related matters	District and Local TASK/Job Evaluators Officials	Garden Route DM, HR Managers: Ms N.Klaas

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;
- the preparation, implementation and review of the municipal SDF;
- the drafting of the municipal budget;
- strict adherence to Section 27 of the Municipal Systems Act;
- MPAC and APAC oversight committee;
- notifying the public on council meetings;
- publication of Performance Agreements on the municipal website;
- Supply Chain Management procedures and processes;
- the development, implementation and mitigation of municipal risks through a risk register;
- implementation of iComply Eumonia to ensure legislative compliance;
- the monitoring of the Garden Route Anti-Fraud Hotline; and
- the municipal annual report

2.4 IDP PARTICIPATION & PERFORMANCE ALIGNMENT

IDP Participation and Alignment Criteria	Yes/No
Does the municipality have 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
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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. Garden Route 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.

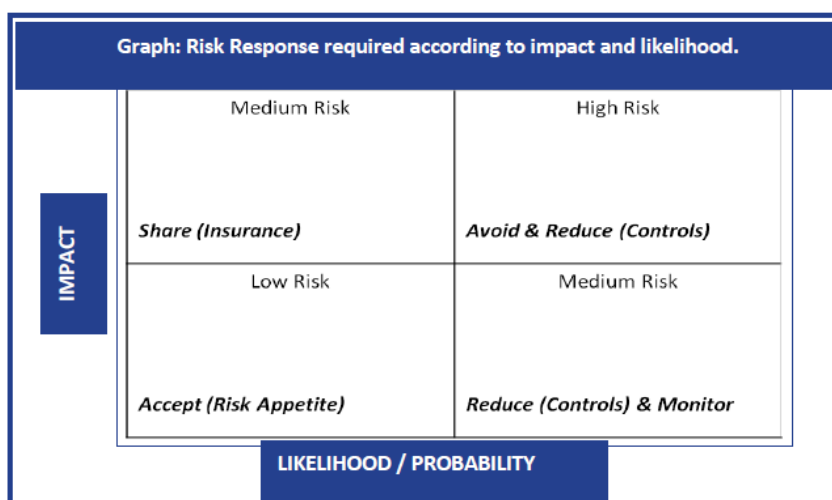
Instituting a system of risk management may have the following beneficial outcomes for Garden Route DM:

- 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.

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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.



It should be noted that the below risks were identified during the annual risk assessment and has been presented at the Strategic Session held in March 2019.

As at 30 June 2018, the top ten risks to the municipality			
No.	Risk Group	Risk	Cause of risk (root cause)
1.	Sustainable Environmental Management and Public Safety	Excessive alien vegetation in the District	<ul style="list-style-type: none"> • Alien infestation not being eradicated due to no Alien invasive species, monitoring, control and eradication plan • Droughts, • Unharvestable fields/crops • Non maintenance of fire breaks • Excessive alien invasive plant growth in the entire district.
2.	Sustainable Environmental Management and Public Safety	Climate change	<ul style="list-style-type: none"> • Greenhouse gases • Changes in temperature • Changes in weather patterns • Human fingerprint
3.	Financial Viability	Financial Sustainability	<ul style="list-style-type: none"> • Limited own revenue sources • Grant dependency • Lost opportunity of income due to minimal or

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As at 30 June 2018, the top ten risks to the municipality			
No.	Risk Group	Risk	Cause of risk (root cause)
			no payments of Council properties •District municipality providing minimal leviable services Non recoverability of fire service accounts
4.	Good Governance	Negative Audit Opinion	•Irregular expenditure •Failure to provide credible AFS •Failure to properly administrate payments •Ineffective systems control procedures with regards to capturing of data •Lack of / no service delivery with regard to key areas within the finance department •Incorrect treatment of VAT resulting in over-or under payment to SARS •Vendor still developing basic functionality on the system e.g. Bank reconciliation module •Capacity of the vendor to support their client •SCM related processes
5.	Growing and inclusive district economy	Lack in economic growth in the district	•Ineffective facilitation and coordination of district economic activities, projects and programmes across the region. • Lack of funding; • Lack of investor confidence in GRDM – insufficient or ineffective investment promotion; Absence of investment incentive policies • Capacity constraints at B or C municipal level; • Lack of buy in from stakeholders; • Misalignment of programs; • Lack of coordinated strategic plan to grow the district; • Failure of b municipalities to regularly attend LED / IGR Forums; •Outdated Growth and Development Strategy for the district.
6.	Financial Viability	Loss of Roads Agency Function	There are discussion of taking the function back to province Receiving R150m
7.	Good Governance	Litigation	•Incorrect legal advice •Possible litigation as a result of district fire (R500m) •Non Compliance with legislation an policies •Lack of knowledge/understanding •Poor Contract Management •Lack of life savers at resorts •Poor service
8.	Good Governance	Non Compliance with legislation and policies	•Lack of knowledge and understanding •Lack of resources •Inaccurate reporting •Red tape

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As at 30 June 2018, the top ten risks to the municipality			
No.	Risk Group	Risk	Cause of risk (root cause)
			<ul style="list-style-type: none"> •Lack of training •System failures +•Incorrect decisions
9.	Healthy and Social stable communities	Failure to properly dispose of waste	Long process before the establishment of the land fill site

2.5.5 RISK MANAGEMENT: ACCOMPLISHMENTS AND THE WAY FORWARD

Risk management remains an ongoing process and an important factor in change management in Garden Route DM. Also, best practices are being formulated and evaluated within the field of risk management on a provincial level on a continuous basis. The Garden Route District Internal Audit and Risk Management Forum is going strong and quarterly engagements are taking place with all local municipalities in the District involved. This allows all members to give constructive inputs into risk discussions that affect the whole district.

The newly revised Auditor General Act will ensure that Risk Management takes on a bigger role in the municipality, especially with regards to consequence management and the overall performance of the municipality.

All staff members are involved in the identification of risk and the input of controls within their respective departments. Risk champions are constantly rotating to give all officials the platform to provide inputs and learn from the leadership of Garden Route DM.

The procurement of an electronic Risk and Audit system has been successful. The system will go live on 1 August 2019. Training is being rolled out and the Risk Management unit, Internal Audit unit, Risk Management Committee and Risk Champions have been trained. An awareness campaign to promote the system will be facilitated by the Risk Management unit to all officials. The system will enhance the streamline of integration between Risk Management, Internal Audit and Performance Management. This will allow the municipality to have a hands on approach to all risk identified, the monitor and evaluation thereof and the audit processes.

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

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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 GARDEN ROUTE ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

A tender was awarded to Advanced Call for the Anti-Fraud Hotline after a competitive bidding process

2.7 SUPPLY CHAIN MANAGEMENT

Section 217 of the Constitution of the Republic of South Africa, 1996, states the following with reference to Procurement by the state:

“(1) When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods and services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost effective.

(2) Subsection 1 does not prevent the organs of state or institutions referred to in that subsection from implementing a procurement policy providing for, categories of preference in all allocation of contracts and the protection of advancement of persons, or categories of persons, disadvantaged by unfair discrimination.”

Section 111 of the Municipal Finance Management Act 56 of 2003 gives effect to section 217 of the Constitution of the Republic and requires each Municipality (Local Government) to have and implement a supply chain management policy which is fair, equitable, transparent, competitive and cost effective; complies with all regulatory frameworks prescribed in Chapter of the Municipal Supply Chain Management Regulations. A supply chain management policy to also comply with any minimum norms and standards that may be prescribed in terms of section 168 of the Municipal Finance Management Act (MFMA).

MFMA, section 63, 77 and 78 effectively allocate joint responsibility for integrity and maintenance of good corporate governance to all public servants with regards to Supply Chain Management.

In terms of section 217(2) of the constitution as cited earlier, Preferential Procurement Policy Framework Act of 2007 gives effect to ensuring that provision in Policy is made in addressing and providing of preference in allocation of contracts to and the protection or advancement of persons, disadvantaged by unfair discrimination. The Act however may only be implemented within a framework as prescribed by national legislation as contemplated in

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section 217(3) of the Constitution. Preferential Procurement Regulations, 2017, then gives effect and guidelines on how to realise the objectives as enshrined in the constitution for the protection and advancement of persons, disadvantaged by unfair discrimination.

There are more than 58 different pieces of legislation that have a direct impact and affect Supply Chain Management in Local Government, as we see more being enacted in addition to the various National Treasury Guidelines which Supply Chain Management is meant to comply with. Some of these to mention is; Competition Act (1998), Broad-Based Black Economic Empowerment Act (2003), Construction Industry Development Board Act 38 of 2000, Prevention and Combating of Corrupt Activities Act of 2003, National Small Business Act 102 of 1996, NEMA Act 107 of 1998 and many more to mention.

As at July 2019 the Municipal Cost Containment Regulations, 2019, (MFMA) came into effect and in addition to the more than 58 different pieces of legislation. The object of the Cost Containment Regulations, in line with sections 61(1)(a), 78(1)(b), 95(a) and 105(1)(b) of the Municipal Finance Management Act, is to ensure that resources of a municipality or municipal entity are used effectively, efficiently and economically by implementing cost containment measures. The regulations broadly covers the following within the sphere of Supply Chain Management:

Procurement of: Consultants, Vehicles used for political office bearers, Travel and subsistence, domestic accommodation, credit cards, sponsor ships, events and catering, communication, conferences, meetings and study tours and other related expenditure. Regulation 13(1) of the Cost Containment Regulations, states the following: All commodities, services and products covered by a transversal contract, concluded by the National Treasury must be considered before approaching the market, to benefit from savings where lower prices or rates have been negotiated.

The constitution provides the 5 pillars of Supply Chain Management Act which is to be fair, equitable, transparent, competitive and cost effective. Out of these 5 pillars we more than 58 active pieces of legislations that have a direct impact on how procurement is within Municipal (local government) sphere is conducted.

The burden cost of compliance on Local Government from a quantitative and qualitative aspect is clearly captured in the Auditor General Media Report of 26 June 2019, where The Auditor General findings on local government are astounding. Of the 257 Municipalities and 21 Municipal entities in the country, only 18 Municipalities managed to comply with all key legislation thereby receiving a clean audit. This is a regression from 33 Municipalities in the

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previous financial year that had clean audits. Municipalities with material compliance findings on supply chain management increased from 72% to 81%. Irregular expenditure decreased from R29.7 Billion to R25.2 Billion. Irregular expenditure is mainly about one or other compliance matter not being complied with irrespective of prevailing circumstances or context at the time.

In conclusion, the Supply Chain Management realm is a complex and heavily regulated space where various considerations must be taken into account before any procurement can be undertaken. It is not simply about an economic decision at arms-length between willing buyer and willing seller at market determined pricing. There is various multi regulatory compliance matters that ought to be ticked before we can proceed in procuring any goods or services. The promulgation of the Cost Containment Regulation which now requires us to first look at national contracts before we proceed on our own procurement process fails to see Local Government spending with its own borders as a major local economic stimulant. Therefore some of the regulations will have far reaching impact than merely just cost saving, the regional economy aspect has yet to be considered. As 2019/20 regularity Audit unfolds, we trust that the remedial audit implementation strategy put in place will yield better audit outcomes.

2.8 MUNICIPAL 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.

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Documents published on the Municipality's / Entity's Website	Yes/No
Current annual and adjustments budgets and all budget-related documents (2018/19)	Yes
All current budget-related policies for the 2017/18 budget	Yes
The annual report for 2017/18	Yes
The annual report for 2017/18 published	December 2018
All performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2018/19) and resulting scorecards	Yes
All supply chain management contracts above a prescribed value	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	Nothing disposed
Contracts agreed in Year 1 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes
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

CHAPTER 3

SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART 1)



CHAPTER 3: OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

3.1 OVERVIEW

Performance management is a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the Municipality.

At local government level performance management is institutionalised through the legislative requirements on the performance management process for local government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The Constitution of South Africa (1996), Section 152, dealing with the objectives of local government, paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195(1) are also linked with the concept of performance management, regarding the principles of inter alia:

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget via the Service Delivery and the Budget Implementation Plan (SDBIP)

Legislative Requirements:

In terms of Section 46(1)(a) of the MSA a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance

3.1.1 ORGANISATIONAL PERFORMANCE

Strategic performance indicates how well the municipality meet its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlights the strategic performance in terms of the Municipality's Top Layer SDBIP per strategic objective and the National KPI's prescribed in terms of Section 43 of the MSA, 2000

3.1.2 THE PERFORMANCE SYSTEM FOLLOWED FOR 2017/18

Adoption of a Performance Management Framework

Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation but also to the individuals employed in the organization as well as the external service providers and municipal entities. This framework, *inter alia*, reflects the linkage between the IDP, budget, SDBIP and individual and service provider performance.

Council approved and adopted a Performance Management Framework and Policy in April 2007. The Municipality reviewed the policy during April 2015 which was approved by Council on 23 November 2015 (Council resolution: DC 943/11/15). The policy was adjusted during the 2016/17 financial year in line with the implementation of Individual Performance Management. The Policy was workshopped with Council on 18 September 2017. The Policy/Framework was approved on 5 December 2017.

3.1.3 THE IDP AND THE BUDGET

The reviewed IDP and budget for 2018/19 was approved by Council on 28 May 2018.

The IDP process and the performance management process are integrated. The strategic objectives that were identified in the reviewed 2018/19 IDP is aligned with the National KPA's. The strategic objectives are linked to the outcomes for 2018/19.

The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

3.1.4 THE SDBIP

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and at directorate levels.

The Top Layer SDBIP was approved by the Executive Mayor on 19 June 2018

The Top Layer SDBIP was revised with the adjustments budget in terms of Regulation 26(2)(c) of the Municipal Budget and Reporting Regulations. These adjustments were approved by Council in February 2019.

The following were considered in the development of the amended Top Layer SDBIP:

- Areas to be addressed and root causes of the Auditor-General Management Letter, as well as the risks identified during the 2017/18 audit
- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives
- Alignment with the adjustments budget
- Oversight Committee Report on the Annual Report of 2017/18
- The risks identified by the Internal Auditor / Risk Manager during the municipal risk analysis
- The recommended changes by the Internal Auditor
- The requested changes by departmental Heads of Departments
- The noted system descriptions

3.1.5 ACTUAL PERFORMANCE

The Municipality utilises an electronic web-based system on which KPI owners update actual performance monthly. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- The actual result in terms of the target set

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- A performance comment
- Actions to improve the performance against the target set, if the target was not achieved

It is the responsibility of every KPI owner to maintain a POE to support actual performance results updated.

3.2 PERFORMANCE MANAGEMENT

3.2.1 ORGANISATIONAL PERFORMANCE

The organisational performance is monitored and evaluated via the SDBIP and the performance process can be summarised as follows:

- The approved Top Layer SDBIP was approved on 19 June 2018 and loaded on an electronic web-based system
- The web-based system sends automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against KPI targets by the pre-determined day of every month for the previous month's performance
- The performance system administrator reminded all departments monthly to update their actual performance on the web-based system
- The actual results against monthly targets set, are discussed in one-on-one session with the Municipal Manager and Executive Managers to determine early warning indicators and take corrective measures if needed
- Performance reports are submitted on a quarterly basis to the Municipal Manager and Council. The Section 72 report, as prescribed by the MFMA, was submitted to the Mayor and Council for approval

3.2.2 INDIVIDUAL PERFORMANCE MANAGEMENT

a) Municipal Manager and Managers Directly Accountable to the Municipal Manager

The MSA, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with all the S57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2018/19 financial year were signed before or on 31 July 2018.

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The appraisal of the actual performance in terms of the signed agreements takes place twice per annum as regulated. The final evaluation of the 2018/19 financial year (1 January 2019 to 30 June 2019) will take place during October 2019 and the mid-year performance of 2018/19 (1 July 2018 to 31 December 2018) was completed on 10 May 2019.

The appraisals were done by an evaluation panel as indicated in the signed performance agreements and in terms of Regulation 805 and consisted of the following people:

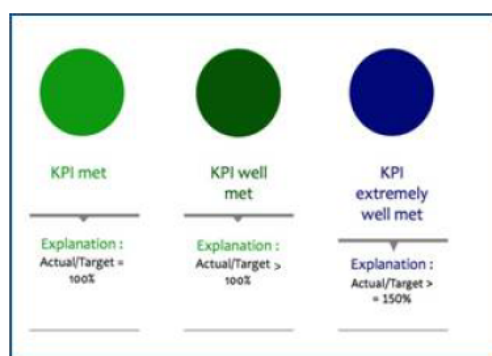
- Executive Mayor
- Portfolio Chairperson
- Municipal Manager
- Chairperson of the Audit Committee
- Municipal Manager from another municipality

b) Other Municipal Personnel

The Municipality is in process of implementing individual performance management to lower level staff in annual phases.

3.3 SERVICE DELIVERY PERFORMANCE

This section provides an overview of the key service achievements of the Municipality that came to fruition during 2018/19 in terms of the deliverables achieved compared to the KPI's and objectives in the IDP. It furthermore includes an overview on achievement in 2018/19 compared to actual performance in 2017/18



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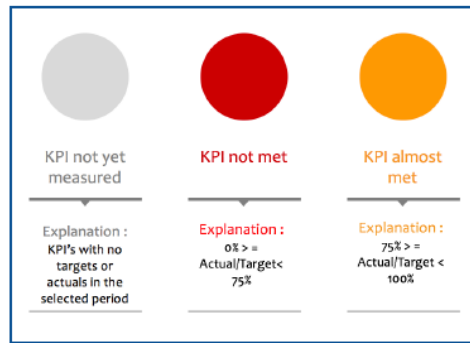


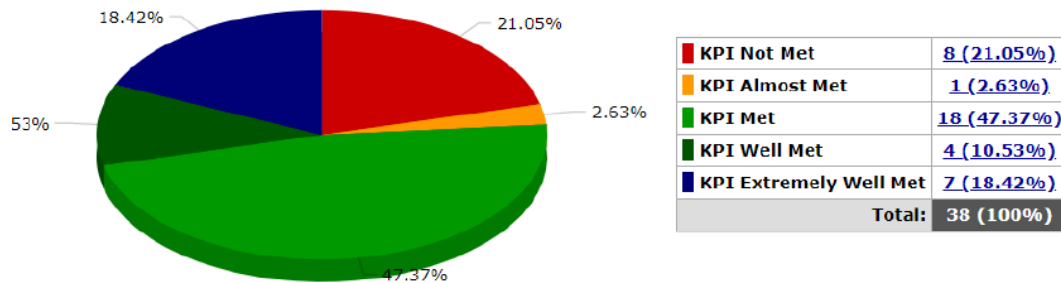
Figure 1 SDBIP Measurement Categories

The above indicates the method by which the overall assessment of actual performance against targets set for the KPI's of the SDBIP is measured.

3.3.1 STRATEGIC SDBIP (TOP LAYER)

The graphs below give an indication of how the Municipality performed in terms of their Top Layer SDBIP:

a) Overall Performance per Strategic Objective for the 2018/19 Financial Year



Graph 1: Overall Performance per Strategic Objective for the 2018/19 Financial Year

b) Performance per Strategic Objective

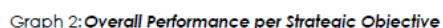


Table 1: Top layer SDBIP performance as per Strategic Objective

a) **A Skilled Workforce and Communities**

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						Actual	Rating
					Targets							
					Q1	Q2	Q3	Q4	Annual			
TL11	Spend 0.5% of the personnel budget on training by 30 June 2019 (Actual total training expenditure divided by total personnel budget)	% of the personnel budget spent on training	All	1.17%	0%	0%	0%	0.50%	0.50%	1.23%	B	
TL38	Compile an Annual Training Framework and submit to Corporate Services by 31 March 2019	Number of frameworks submitted	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	1	1	0	R	
Corrective Measure			this kpi's date will be changed in line with the end of the financial year of the municipality which is the end of June each year									

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A Skilled Workforce and Communities

b) Bulk Infrastructure Coordination

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						Actual	Rating
					Targets							
					Q1	Q2	Q3	Q4	Annual			
TL7	Submit the Annual Financial Statements of 2017/18 to the Auditor-General by 31 August 2018	Annual financial statements of 2017/18 submitted by 31 August 2018	All	1	1	0	0	0	1	1	G	
TL33	Spent 95% of the roads maintenance budget allocation by 30 June 2019 (Actual expenditure divided by approved allocation received)	% of the roads maintenance budget spent by 30 June 2019	All	108%	0%	0%	0%	95%	95%	103%	G2	
TL34	Reseal 23.6km of roads by 30 June 2019	Number of km's of roads resealed	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	23.6	23.6	23.6	G	
TL35	Regravel 42.68km of roads by 30 June 2019	Number of km's of roads regavelled	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	42.68	42.68	26.83	R	
Corrective Measure			Not reached due to insufficient approved borrow pits and major mechanical breakdowns. Material will be sourced from commercial sources and more plant will be made available									
TL36	Repair 5000m ² of black top patching by 30 June 2019	Number of m ² repaired	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	5 000	5 000	2 886	R	
Corrective Measure			Three main problematic area roads in terms of black topping was put on the contract of Provincial Government and hence the black topping required target was reduced									
TL37	Blade 10000km of roads by 30 June 2019	Number of km's of roads bladed	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	10 000	10 000	9 855.54	O	
Corrective measure			Due to dry weather conditions the target was not reached. Additional water trucks will be rented to help with the drv conditions									

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Bulk Infrastructure Coordination

c) Financial Viability

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						Actual	Rating
					Targets							
					Q1	Q2	Q3	Q4	Annual			
TL4	Report on the percentage of the municipal capital budget spent on capital projects by 30 June 2019 (Actual amount spent on capital projects /Total amount budgeted for capital projects)	% of capital budget spent by 30 June 2019	All	70%	0%	0%	0%	90%	90%	93%	G2	
TL5	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June 2019 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% of debt coverage	All	0%	0%	0%	0%	30%	30%	1%	B	
TL6	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2019 ((Cash and Cash Equivalents - Unspent Conditional Grants -	Number of months that available cash is sufficient to cover the monthly operating expenditure	All	0	0	0	0	1.5	1.5	7.7	B	

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Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						
					Targets					Actual	Rating
Q1	Q2	Q3	Q4	Annual							
	Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))										
TL8	Achieve a current ratio of 1 (Current assets : Current liabilities) by 30 June 2019	Number of times the municipality can pay back its short term-liabilities with its short-term assets	All	0	0	0	0	1	1	5	B
TL9	Submit a bi-annual report to Council on the sustainability of Garden Route District Municipality	Number of reports submitted to Council	All	New performance indicator for 2018/19. No comparative audit results available	0	1	0	1	2	1	R
Corrective Measure			There was a change in incumbent of the CFO position in Dec 2018. The CFO up until Nov 2018 had not yet submitted the report, as the target was set for Dec 2018 only. The person acting as CFO from Dec 2018 onwards, interpreted the section 52 report, as submitted, to meet the requirements								

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d) Good Governance

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						
					Targets					Actual	Rating
					Q1	Q2	Q3	Q4	Annual		
TL1	Submit the Final Annual Report 2017/18 to Council by 31 March 2019	Final Annual Report for 2017/18 submitted to Council	All	1	0	0	1	0	1	1	G
TL2	Submit the District Municipal Communication Strategy to Council by 31 March 2019	District Municipal Communication Strategy submitted to Council by 31 March 2019	All	New performance indicator for 2018/19. No comparative audit results available	0	0	1	0	1	1	G
TL3	Submit the Top layer SDBIP for the 2019/20 financial year for approval by the Mayor within 14 days after the budget has been approved	Top Layer SDBIP for the 2019/20 budget submitted to the Mayor within 14 days after the budget has been approved	All	1	0	0	0	1	1	1	G
TL10	The number of people from employment equity target groups appointed in the three highest levels of management during the 2018/19 financial year in compliance with the municipality's approved Employment Equity Plan	Number of people appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	All	7	0	0	0	1	1	2	B
TL12	Limit the vacancy rate to 15% of budgeted posts by 30 June 2019 (Number of funded posts vacant divided by number of budgeted funded posts)	% vacancy rate	All	8.07%	0%	0%	0%	15%	15%	9.43%	B

Ref	KPI	Unit of measurement	Area	performance of 2017/18	Targets					Actual	Rating
					Q1	Q2	Q3	Q4	Annual		
TL13	Review the Organisational Structure and submit to Council by 30 June 2019	Organisational structure reviewed and submitted to Council by 30 June 2019	All	1	0	0	0	1	1	1	G
TL14	Award 2 external bursaries to qualifying candidates by 31 March 2019	Number of external bursaries awarded	All	8	0	0	2	0	2	16	B
TL15	Develop a Corporate Plan for the Garden Route District Municipality and submit to Council by 30 June 2019	Number of plans submitted to Council	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	1	1	0	R
Corrective Measure			Plan will be submitted in the 2019/20 financial year								
TL16	Develop an ICT Strategic Plan for the Garden Route District Municipality and submit to the Management Committee (MANCOM) by 30 June 2019	Number of plans submitted to MANCOM	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	1	1	1	G
TL17	Submit a report to Council on the development of a Council Resolution System by 31 January 2019	Number of reports submitted to Council	All	New performance indicator for 2018/19. No comparative audit results available	0	0	1	0	1	1	G
TL18	Develop a Strategic Plan for the Centralisation of all records for the Municipality and submit to the Management Committee MANCOM by 31 January 2019	Number of plans submitted to MANCOM	All	New performance indicator for 2018/19. No comparative audit results available	0	0	1	0	1	1	G

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Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						
					Targets					Actual	Rating
					Q1	Q2	Q3	Q4	Annual		
TL26	Develop a 5 year District Tourism Strategy and submit to Council by 31 March 2019	District Tourism Strategy submitted to Council	All	0	0	0	1	0	1	1	G
TL31	Appoint a service provider for the development of a Tourism Strategy for Kannaland Municipality by 31 March 2019	Number of service providers appointed	All	New performance indicator for 2018/19. No comparative audit results available	0	0	1	0	1	1	G

Good Governance

e) Growing an Inclusive District Economy

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						
					Targets					Actual	Rating
					Q1	Q2	Q3	Q4	Annual		
TL22	Submit bi-annual reports to Council on the progress of Garden Route District Municipality becoming a Water Service Authority	Number of progress reports submitted	All	New performance indicator for 2018/19. No comparative audit results available	0	1	0	1	2	2	G
TL27	Submit the Expanded Public Works Programme (EPWP) business plan to the National Minister of Public Works for all internal projects by 30 June 2019	EPWP business plan submitted to the National Minister of Public Works	All	1	0	0	0	1	1	1	G
TL28	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2019	Number of job opportunities created through the EPWP programme	All	499	0	0	0	409	409	411	G2
TL29	Conduct work sessions with Small, Medium and Micro-Enterprises	Number of work sessions conducted	All	New performance indicator for 2018/19. No comparative	0	1	0	1	2	1	R

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Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						Actual	Rating
					Targets							
					Q1	Q2	Q3	Q4	Annual			
	(SMME's) on development with special focus on export development			audit results available								
Corrective Measure			Target was not reached in December because of the delay in the supply chain process. Physical assessment programme (one-on-one assessment sessions with SME's) only started in March 2019									
TL30	Sign an agreement with the Western Cape Economic Development Partnership by 31 December 2018	Number of agreements signed	All	New performance indicator for 2018/19. No comparative audit results available	0	1	0	0	1	1	G	
TL32	Submit the reviewed District Integrated Development Plan (IDP) to Council by 31 May 2019	Number of IDP's submitted	All	New performance indicator for 2018/19. No comparative audit results available	0	0	0	1	1	1	G	

*Growing an Inclusive District Economy***f) Healthy and Socially Stable Communities**

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						
					Targets					Actual	Rating
					Q1	Q2	Q3	Q4	Annual		
TL23	Conduct training sessions on Public Health Awareness and Responsibilities to 50 school governing bodies in the Garden Route District Municipal area	Number of training sessions conducted	All	New performance indicator for 2018/19. No comparative audit results available	0	25	0	25	50	61	G2

*Healthy and Socially Stable Communities***g) Sustainable Environmental Management and Public Safety**

Ref	KPI	Unit of measurement	Area	Actual performance of 2017/18	Overall performance 2018/19						
					Targets					Actual	Rating
					Q1	Q2	Q3	Q4	Annual		
TL19	Develop and submit a Climate Change Strategy to Council	Number of Climate Change	All	1	0	0	0	1	1	1	G

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During the year under review the Municipality did not appoint any service providers who provided municipal services to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details. All other contract appointments are regularly monitored in terms of the required legislation which stipulates that vendor performance must be monitored on a regular basis.

3.5 MUNICIPAL FUNCTIONS

The municipal functional areas are indicated below:

Municipal function	
Municipal function	
Yes / No	
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	No
Child care facilities	Yes, none core
Electricity and gas reticulation	No
Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	Yes
Municipal public transport	Yes
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Bulk infrastructure
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	No
Municipal function	
Municipal function	
Yes / No	
Constitution Schedule 4, Part B functions:	
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes, only regarding provincial roads

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Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	No
Local sport facilities	No
Markets	No
Municipal abattoirs	Yes
Municipal parks and recreation	No
Municipal roads	No. Agent for PGWC on provincial roads
Noise pollution	Yes
Pounds	No
Public places	No
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	No
Traffic and parking	No

Functional Areas**3.6 COMPONENT A: BULK INFRASTRUCTURE PLANNING****3.6.1 BULK INFRASTRUCTURE PLANNING**

On the 22nd of March 2018 Council supported the establishment of the Garden Route Water Management Forum as well as the start of the process to establish the Garden Route Water Services Authority (WSA). Subsequent this meeting engagements with the local municipal Water Services Authorities started in order to unpack the process in terms of the establishment of the Garden Route WSA as well as the areas to be transferred to the DM, should the DM be successful to become the WSA. In addition to this, the CEO of the Municipal Infrastructure Support Agent (MISA) committed to assist the Garden Route District Municipality with the processes required to be registered as the WSA for the district. He also committed to assist and provide funding for the compilation of a district Water Resources and Bulk Water Supply Master Plan.

- In order to unpack the support to be provided by MISA the Municipal Manager and the Disaster Manager met with the CEO of the Municipal Infrastructure Support Agent (MISA) on Wednesday 5 September 2018. During this meeting the draft guidelines for the proposed Regional Bulk Water Planning Study as well as the draft action plan on acquiring accreditation as a Water Services Authority were discussed. During this meeting the Deputy Director General, Local Government Support and Intervention Management at the Department of Cooperative Governance and Traditional Affairs advised that the Garden Route DM should start the process to be registered as the WSA for the Garden Route District by,

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- officially requesting the MEC to consider the re-allocation of this function, as well as to;
- request local municipalities in the district to formally resolve in terms of their support in terms of the registration of the Garden Route Water Services Authority

The region is clearly at the crossroads with regard to the choices it is making for addressing water crises. It is therefore opportune for the Garden Route District Municipality to take stock of the water operations within the region, in order to identify the current and emerging water issues, as well as to determine the best ways in which it can support the local B-Municipalities to address issues to 2040 and beyond. On the 1st of October 2018 the Garden Route District Municipal re-affirmed that they support the establishment of the Garden Route Water Services Authority (WSA). The establishment of the Garden Route Water Services Authority (WSA) would be to provide leadership, coordination, guidance and support to local B-Municipalities in defining their respective local areas' water operations.

The Municipal Infrastructure Support Agent (MISA) committed to assist the GRDM with the processes required to be registered as the WSA for the district. They also committed to assist and provide funding for the compilation of a district Water Resources and Bulk Water Supply Master Plan.

ENERGY SECURITY/RENEWABLE ENERGY

Electricity in South Africa is a commodity that is not abundant, intermittent and because of frequent "spillovers". This is problematic for the industrial production sectors, tourism, the economy in general and for the daily life of the South African citizen. In addition, electric power was a quasi-monopoly owned by ESKOM which sold its very expensive kWh to municipalities. GRDM has different types of renewable energy that it seeks to pursue in its endeavor to create a green economy. GRDM will pursue all these forms of renewable energy but will start with Wave Energy is going to be the first, since in terms of progress a lot of work has been done already.

The law has recently evolved, and municipalities have obtained the right to buy from the producer of their choice through an Independent Power Producer (IPP) contract. Wave energy is part of the renewable energy mix and GRDM was approached by a French Company HACE. The company has a patented technology of generating electricity using sea waves. A meeting took place on 2nd of May 2019 between HACE and a delegation from the Garden Route District Municipality regarding the generation of electricity from waves. This project forms part of the Energy Master Plan of the Garden Route District Municipality. Garden Route District Municipality and HACE entered into a Memorandum of Understanding – this MOU, enabled HACE to submit an application to the French government to obtain funding for the first phase of the project. Given the current challenges with ESKOM's supply of electricity and pricing, the strategic significance of this project is to

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enable GRDM to meet its legislative mandate (section 84(1)(c) in terms of providing bulk electrical services. This project is also aligned to Council's climate change and adaptation and mitigation strategy.

FOOD SECURITY/FRESH PRODUCE MARKET

Emerging vegetable and fruit producers in South Africa face a litany of constraints, with lack of post-harvest handling facilities being one of those constraints that emerging farmers can hardly resolve without external intervention. The Garden Route District Municipality here in referred to as GRDM, view the establishment of key marketing infrastructure as being imperative in giving emerging vegetable and fruit producers a competitive edge. Section 84 of MSA mandates the district municipality to establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district. The District municipality is mandated to lead and facilitate inclusive economic growth and development in the region. The agro-industry is one of the prioritised sectors to contribute towards the realisation of this mandate. This emanates from the fact that the region is well endowed with natural resources for agricultural development and industrialisation through the sector. This is also coupled by the spatial reach of the sector into poorer areas of the region, thus providing opportunity for inclusive participation, its labour absorbing nature as well as the abundance of large domestic and international markets.

It is against this background that GRDM want to conduct a feasibility to enable the district to perform this function as mandated by the ACT. In instances where the agriculture sectors are well-organised, sharing of market infrastructure and transport could significantly reduce their expenditure and improve gross farm income. The market infrastructure would allow the producers to centrally bring in their produce, subject them to cleaning, managing post-harvest pests, grading, packaging, loading and transporting to markets in the region, region, nationally and exports if the prices are good. The proposed fresh produce market facilities could also act as points of leverage, where market information, production information and extension services are discharged to the producers hence working towards transformation of the agro-based value chain. Establishment of post-harvest handling technologies in the form of fresh produce depots would reduce post-harvest losses incurred by previously marginalised fresh produce farmers in South Africa.

The facilities would confer a competitive advantage for this group of farmers to produce for established fresh produce markets all over the country. The GRDM view the establishment of key marketing infrastructure as being imperative for the survival of the emerging producers and for the inclusive economic growth of the region. If producers were well-organised, the sharing of market infrastructure and transport could significantly reduce their costs of doing business.

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a) Highlights: Bulk Services

The following highlight was achieved during the financial year:

Highlight	Description
Communication with the Minister to assist GRDM to be WSA and MISA	Council took a resolution to have GRDM as WSA. The Municipal Manager sent a letter the Minister requesting that assistance and also to MISA requesting funding and technical support
Stakeholder Engagement	B – Municipalities were engaged on this council resolution and a team Headed by the Municipal Manager has been visiting them to unpack the process and what it seeks to achieve for the greater good of the whole region. This process is still on – going and further engagements are still continuing at different fora like the DCF, MMF, IDP, IGR etc.
Project Task Team	Project Task Team has been established that consists of GRDM officials, MISA officials, and at a later stage it will bring the technical officials from all the B- Municipalities, BGCMA, CoGTA and DWS
Guiding Documents	An MoU was signed between MISA and GRDM for the financial and technical support that was requested. A Technical Support Plan for the period 2019 to 2021 was also signed between MISA and GRDM
Appointments of service providers	A tender document and the process of appointing a PSP for the development of a Water Resource Plan and Master Plan has started already and anticipated to be concluded by September 2019
Study Tours	The task team has visited two Municipalities in the Western Cape that are having the function of WSA and viz: West Coast DM and Overstrand Municipality. The team is also going to visit two other municipalities in the Eastern cape to learn on how the District Municipalities took over that function from Local Municipalities and these will be Joe Gqabi DM and Amathole DM
Funding Applications	GRDM has submitted an application for funding of R1.5 billion to the National Treasury under the Bulk Infrastructure Funding Programme
Progress on Energy	PSP was appointed for the development of Energy Master Plan for the region and is currently working with the expectation for conclusion on the GRDM and HACE (a French Company) signed an MoU for the development of the Wave Energy on the coast of Garden Route
Progress on Fresh	Call for proposals to carry out a feasibility study and development of a business plan in progress expected completion date is December 2019

Bulk Services Highlights

b) Challenges: Bulk Services

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Resistance from some of the Stakeholders not keen to engage on the process	The Municipality through the office of the MM has started the process of engaging the management of B-Municipalities to allay all the fears and put clarification as to what the process seeks to achieve. The process seeks to have a water secure

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Description	Actions to address
	region, it also seeks not to affect the revenue base of all the B-Municipalities, the balance sheets. GRDM also wants all the B-Municipalities to remain WSP and GRDM do the bulk side of the function
Funding	The funding is limiting the pace at which this process could be implemented. GRDM task team had requested R4.5 million for the development of the Master Plan for 2019/20 financial but MISA only allocated R1.2 million. Applications for funding are being submitted to NT. The GRDM engaged other partners like Industrial Development Corporation and New Development Bank to assist with funding of some of the projects like the Fresh Produce Market

Bulk Services Challenges**c) Employees: Bulk Services**

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of total)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	0	0	0	0	0

Employees: Bulk Services**3.6.2 WASTE DISPOSAL SITES**

In accordance with Section 84(1)(e) of the Local Government: Municipal Structures Act, No. 117 of 1998, solid waste disposal sites, in so far it relates to the determination of a waste disposal strategy; the regulation of waste disposal and the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district, is a function of the district municipality.

GRDM is therefore in the process to establish a Regional Waste Management Facility for the municipalities of Bitou, George, Hessequa (Gouritsmond and Albertinia) and Mossel Bay as well as other local municipalities in the district when and if required

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a) Highlights: Waste Disposal

The following highlights were achieved during the financial year:

Highlights	Description
Negotiations have been concluded with the preferred bidder for the establishment of a Regional Waste Management Facility	The negotiations process with Interwaste / Eden Waste Management was concluded and the PPP Agreement will be finalised at the end of October 2019
Waste Characterisation Studies conducted at George and Kannaland Municipalities and the South	Waste Characterisation Studies were conducted, and final reports were compiled by GRDM and submitted
Home Composting Pilot Project implemented in Hessequa, Mossel Bay, George and Knysna Municipalities	The home composting pilot project was concluded in the Hessequa and Mossel Bay Municipalities and the data captured and analysed. George and Knysna Municipalities are still ongoing and data recorded on a monthly basis
Compilation of a Waste Minimisation Plan for South African Breweries	Following the Waste Characterisation Study conducted at SAB, a waste minimisation plan was compiled by GRDM for
Implementation of a Schools Recycling Programme Pilot Project at Percy Mdala High School	Waste education sessions conducted by GRDM to teachers and learners, recycling boxes and bags provided by GRDM
Schools Education and Awareness	Education & awareness sessions were held at Plettenberg Bay Secondary School, Little Lighthouse Preschool, Kings Kingdom Preschool, St. Pauls Primary School, Zenzele Day care
Recycling Mascot	Rocky the Recycling Rooster (Mascot) was utilised at the George Strawberry Festival, Plett Secondary School, Little Lighthouse & Kings Kingdom Preschools, St. Pauls Primary, World Tobacco Day, Zenzele Day care. The Mossel Bay and Knysna Municipality have branded their fleet and educational material
Enforcement of District Waste Management By-laws	Notices served in terms of Section 10 of the District Waste Management By-laws PG 7818 of 01 September 2017

Waste Disposal Highlights

b) Challenges: Waste Disposal

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Constant delays in the finalisation of the PPP Agreement and subsequently delaying the construction of the Regional Waste Management Facility	The agreements between the DBSA, GRDM and Eden Waste Management (Private Party) and the Treasury Views and Recommendations III and Section 33 processes need to be concluded urgently
Dispute by George and Mossel Bay Municipalities regarding the District Waste Management By-laws PG 7818 of 01 September 2017	Decisions made at the meeting held with the MEC Anton Bredell, GRDM and George and Mossel Bay Municipalities are being implemented

Waste Disposal Challenges

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c) **Employees: Waste Disposal**

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	1	1	1	0	0
10 - 12	0	0	0	0	0
13 - 15	2	2	2	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	3	0	0	0	0

Employees: Waste Disposal

3.7 COMPONENT B: ROADS AND TRANSPORT

3.7.1 ROADS

a) **Introduction to Roads**

The main objective is to provide an excellent service to the principle, which is the Provincial Department of Transport and Public Works. This is done through consistent planning and monitoring and regular feedback to the Provincial Government of the Western Cape (PGWC) with regards to expenditure, production and quality.

The major success is to meet the requirements of the principle but simultaneously meet the requirements of the public that use the roads. This comes down to effective spending, high quality maintenance and quick response to public complaints.

The major challenge for this department as maintenance authority is the lack of funding and skilled personnel to adequately maintain the road network. Funding is on a downward spiral as the increase of funding on a year to year basis is less than previous years due to the effects of inflation. This constraint is also applicable to PGWC. The effective "shrinkage" of funds has the effect that the quality of our roads is going down and it could reach a stage where it will not be reversible.

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b) Highlights: Roads

The following highlight was achieved during the financial year:

Highlights	Description
Phase 2 Complete Friemersheim	Upgrading of 7.5km road to permanent surface

Roads highlight**c) Challenges: Roads**

The table below indicate the challenge faced during the financial year:

Description	Actions to address
Lack of funding	Work more effective, efficient and economical
Lack of skilled personnel	In-house training and mentoring

Roads challenge**d) Roads Service Delivery Statistics**

The following table indicates the amount of gravel road infrastructure improved and developed:

Gravel road infrastructure: Kilometres				
Financial year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
2017/18	4 551.53	0	1	4 551.53
2018/19	4 552.53	0	1.9	4 554.43

Gravel Road Infrastructure

The following table indicates the amount of tarred road infrastructure improved and developed:

Tarred road infrastructure: Kilometres					
Financial year	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
2017/18	687.58	1	37.43	0	687.58
2018/19	687.58	1.9	23.6	0	689.48

Tarred Road Infrastructure

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	New and replacements	Resealed	Maintained
	R'000		
2017/18	68 425	15 160	91 940
2018/19	58 923	19 898	105 647
The cost for maintenance includes stormwater			

Construction and maintenance cost

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e) Employees: Roads

The table below indicates the number of staff employed by the unit:

(T-grade)	2016/17	2017/18			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	176	172	172	15	8.72
4 - 6	43	43	43	9	20.93
7 - 9	45	46	46	9	19.56
10 - 12	24	26	26	3	11.53
13 - 15	6	9	9	1	11.11
16 - 18	1	1	1	0	0
19 - 20	1	0	0	0	0
Total	296	297	297	37	12.45

Employees: Roads

3.7.2 TRANSPORT

In terms of the National Land Transport Act, the provision of public transport is a B-Municipal competency. In the Garden Route District, it was decided to establish a forum (Eden Public Transport and Technical Steering Committee) where all the municipalities in the area will be represented. The function of the Committee is to assist in the co-ordination of the local integrated transport plans for local municipalities and District Integrated Transport Plan for the Garden Route District.

Since the provincial strategic objectives require monitoring, the Integrated Transport Steering Community has been established which incorporates Garden Route Public Transport Forum

3.8 COMPONENT C: PLANNING AND LOCAL ECONOMIC DEVELOPMENT

3.8.1 REGIONAL SPATIAL IMPLEMENTATION FRAMEWORK (RSIF)

a) Purpose and scope of RSIF

3.8.1 Southern Cape Regional Implementation Framework (SCRIF)

a) Purpose and scope of SCRIF

The purpose of the SCRIF:

- Provide a coherent spatial vision for the Southern Cape functional region considering the environmental, social and economic opportunities and constraints
- Provide guidance on the promotion of a rational and predictable infrastructure, economic and land use planning within the region

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- Coordinate, integrate and align provincial and municipal land use planning, infrastructure and economic development policy, taking a regional approach to address regional environmental management, regional human settlement provision, economic development, regional infrastructure, regional transport, landscape character, a sense of place preservation and heritage
- Specifically, the Regional Implementation Framework will give expression to the Provincial Spatial Development Framework at a regional level

b) Highlights: Regional Development and Planning

The following highlights were achieved during the financial year:

Highlights	Description
Two long term lease agreements Regional Landfill Site	<p>Long term lease Regional Landfill site: Ikusasa: Construction of a chemical manufacturing plant, storage and distribution hub</p> <p>Long term lease Regional Landfill site: Moumakoe (Pty) Ltd: Construction of a petroleum product storage facility</p>

Regional Development and Planning highlights**c) Challenges: Regional Development and Planning**

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Rolling out development opportunities on identified Council properties	Continue efforts to develop under utilized properties
Vacant Town Planner position	Fill vacancy as soon as funding becomes available

Regional Development and Planning challenges**d) Employees: Regional Development and Planning**

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	1	0	0	0	0
4 - 6	33	0	0	0	0
7 - 9	8	0	0	0	0
10 - 12	0	2	2	0	0

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(T-grade)	2017/18	2018/19			
13 - 15	0	1	1	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	42	3	3	0	0

Employees: Regional Planning and Development

3.8.2 LED

a) Introduction to LED

i) Vision of the District Economic Development

The Municipality's vision for economic growth and development continues to develop a diverse, sustainable and shared regional economy through innovation and partnerships. This has stimulated employment and business development opportunities which in turn increases the quality of life for all.

ii) Current Context

The focus for district economic development during the financial year under review has been and continues to be gearing the district economy for investment readiness and investment recruitment. This mission sees the Garden Route District Municipality continuously building on the progress and awareness created during 2017/2018 processes in collaboration with the South Cape Economic Partnership (SCEP), Green Cape, Wesgro, Department of Economic Development and Tourism (DEDAT) and B-municipalities, to ensure that tangible outcomes and successes are reached in terms of investment promotion, facilitation and recruitment.

The above roll out includes a Regional Airlift project initiated in collaboration with the Airports Company of South Africa (ACSA) and the George Municipality, in order to more effectively coordinate the system of transporting cargo and passengers by aircraft.

The District Municipality is also driving a process in collaboration with the Mossel Bay Municipality by which an application will be submitted to the Department of Trade and Industry for the establishment of a Regional Special Economic Zone to further enhance the district's appeal for investment and increase the export potential of products and access to markets. Although this process was undertaken by a regional approach has been propounded, and thus the District will take the lead and also include all the B-Municipalities.

The District Municipality was integrally involved in the establishment of the Regional (Garden Route) Film Office to grow and develop the film and media industry by co-funding the operations of the film office for the first year, together with the Mossel Bay Municipality.

Municipalities are still applying the investment readiness checklist developed by SCEP as a self-assessment tool to prepare themselves for investment and to address gaps and shortcomings

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to make our district more investment friendly to draw more investors (national and international) to do business in our district.

The Municipality is unambiguous that the Garden Route is open for business through active engagement with the private sector, small, medium and micro-enterprises (SMME's) and emerging entrepreneurs, and previously disadvantaged individuals and enterprises.

At the centre of the Garden Route Investment drive is the message that the Garden Route District Municipality wants to grow the region's economy in collaboration with the private sector (domestic and foreign) and all municipalities in the district, as well as national and provincial government and state-owned companies (SOC's), in the pursuit of:

- job creation and training;
- business and skills retention;
- increasing quality of life;
- industry diversification;
- empowerment;
- food security;
- adequate and diverse housing solutions;
- integrated and modern transportation;
- sustainable infrastructure and natural resource management; and
- protecting and enhancing our environmental and cultural heritage.

Some of the key strategic issues remaining and currently in process of being addressed include:

- access to land, finance and funding
- the need for more streamlined and efficient decision-making
- managing red tape
- the need for institutionalised dialogue between government and the private sector and where relevant, labour developing clarity or better understanding for Public Private Partnerships, especially in the delivery of human settlements and bigger real estate developments
- modernising and optimizing Infrastructure
- the need to develop coherent regional coordination would be valuable in identifying new markets and grow export strategies and opportunities
- critical game changing opportunities in the agriculture sector - honey bush tea, essential oils, aloe and berries

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Currently, most of the economic development projects and processes are still geared towards implementing and rolling out initiatives to address the outcomes of the investment conference which provided the direction for district economic development.

LED Strategic Objectives:

- Coordinate and facilitate key applications and procedures associated with the identification, implementation, monitoring and reporting of the effectiveness of Local Economic Development (LED) initiatives, programmes and projects in creating a conducive environment for entrepreneurship and business development and job creation
- Commitment to supporting B-municipal LED units in terms of carrying out and achieving the objectives of the above mandate, creating and sharing linkages and networks in order to leverage opportunities for economic growth and development.
- Capacitating citizens, community-based organizations, business and other interest groups towards achieving sustainable ways to meet social, economic and material needs and improve quality of life.

Strategic Interventions

- Drive process of Regional Special Economic Zone
- Regional Film Process
- Smart City Concept and ICT Hub
- Timber Economy
- Regional Skills Development
- Regional Airlift
- Export Development
- SMME Development

Current formal partnerships in terms of growing the economy inclusively:

- MOU with Western Cape Department of Agriculture
- MOU with Airports Company of South Africa
- MOU with Garden Route Film Office
- MOU with Western Cape Economic Development Partnership.

c) Highlights: LED

Highlights	Description
SMME Export Development Programme	The District Economic Development unit embarked on an informal tender process for the appointment of a service provider to

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Highlights	Description
	<p>conduct an Export Advancement: Gap Analysis and Mentorship programme for a total of 20 participants (SMME's), in order to build the competitive capacity, improve the trade potential and expand the export markets of the business. The project entailed assessment of the business identifying gaps and challenges for each of the participating businesses. Tradewize International was the successful bidder and appointed as service provider to conduct one-on-one, on-site assessments of small businesses across the district.</p> <p>PROGRAMME BENEFITS</p> <p>The general benefits from the 'Export Advancement' programme include the following:</p> <ul style="list-style-type: none"> ▪ Knowledge and skills transfer ▪ New market penetration and expansion ▪ Higher exports ▪ Improved productivity ▪ Opportunities to innovate, upgrade and increase competitiveness ▪ Growth in employment creation ▪ The programme covered the following: <p>ONE – ON – ONE MENTORSHIP - OUTCOMES</p> <ul style="list-style-type: none"> ▪ Business Export Gap Analysis ▪ Export specific mentorship per business implemented based on findings of the export gap analysis. ▪ Specific goals to be set linked to a timeframe. ▪ Exporters to be provided with practical guidance in order to implement the set goals. ▪ Addressing specific business needs as per exporter's business requirements ▪ Mentor to work with the exporters, advising on developing certain business areas

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Highlights	Description
	<p>Skills transferred should be tailored to the exporter's requirements</p> <p>A "Ready to export checklist";</p> <p>Market information/research and match making resources to enable the compilation of a marketing plan;</p> <p>Advise on technical material requirement for exporting;</p> <p>A list of funding sources for product development and export marketing e.g. export marketing platform attendance</p> <p>CRITERIA FOR EXPORT PROGRAMME PARTICIPANTS</p> <p>Product/Service should have a niche or competitive edge;</p> <p>Company should be registered with registrar of companies CIPC;</p> <p>Be in possession of a valid Tax Clearance Certificate;</p> <p>Enterprise should have conquered the local market to an extent;</p> <p>Enterprise must be committed to developing an export market;</p> <p>Enterprise should have or have access to finance;</p> <p>Enterprise should have operational capacity to service additional markets;</p> <p>The Small Enterprise Development Agency (SEDA) has agreed to become a partner and assist in addressing the gaps and challenges identified during these assessments and will compile a detailed intervention plan with actions for each of the participating businesses that will be directly linked to their export development programme. A comprehensive close-out and feedback report was provided by the Service Provider</p>
Garden Route Film Office	<p>This region has become increasingly popular as a film destination and the industry has the potential to create various business and employment opportunities.</p> <p>The Garden Route Film Office concept and strategy was approved by Council in 2017 to support the formation of the regional film office.</p> <p>The film office has been established and registered as a Non-profit company and the official Board of Directors was elected and has</p>

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Highlights	Description
	<p>been doing intense work for the promotion of the Garden Route film industry.</p> <p>In the 2018/19 financial year council contributed R190 000 towards the establishment of the Garden Route Film Office for the promotion of the Garden Route district as a preferred film destination. Mossel Bay Municipality has also contributed towards this initiative and has made office space and an intern available for this purpose</p>
South Cape Economic Partnership	<p>A partnering and partnership approach is essential to all economic development work, and one of the most debilitating aspects of many current city government development initiatives is a failure to recognise this. The growth and functioning of the regional economic system is dependent on a wide range of stakeholders beyond municipalities. Locational choices by investors, property developers, businesses, households, the urban poor and migrants contribute to the form and functioning of the region and the way that people and goods move within the region. Patterns of mobility, the cost of services, rental values, and the overall efficiency of the regional economy is influenced by a complex set of interactions and aspirations. Local government is not able to influence or improve the economy without partnering with business, academia, civil society, and labor, as well as other spheres of government.</p> <p>The South Cape Economic Development Partnership is a partnership between local Business Chambers (Business Organizations), Economic Development Practitioners from municipalities, tertiary institutions, and economic sector specialists.</p> <p>Purpose:</p> <p>More integrated and synchronized economic development strategy and implementation with a project approach that cuts across municipal geographic boundaries.</p> <p>Mobilised resources from various other players, including meeting spaces and administrative support.</p> <p>Heightened momentum on projects that have potential to drive</p>

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Highlights	Description
	<p>the growth and inclusion of the regional economy.</p> <p>Strategic Objectives</p> <p>Within this context the partners have agreed on a set of objectives for the SCEP through a revised Partnership Charter in 2015. The medium-term partnership objectives are to:</p> <p>Facilitate constructive interaction between Business Chambers from neighboring towns, local authorities and other key stakeholders influencing the business environment; towards the implementation of specific regional economic development projects and programmes across municipal boundaries</p> <p>Promote and support collaborative leadership and shared growth within the economic delivery system of the South Cape economic region;</p> <p>Be a channel for communication and managing conflict within the regional business environment;</p> <p>Serve as a vehicle towards developing strategic collaboration and partnerships with key stakeholders across the region, province and country; and</p> <p>Provide a platform for the formulation of solutions to pressing business related issues, problems and challenges</p>
DED Forum	<ul style="list-style-type: none"> A platform where all LED Managers in the district meet for information and best practice sharing, and to discuss progress on regional projects and programmes

c) Challenges: LED

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Funding	Strategic Partnerships with private sector and other government departments to address economic challenges.

LED challenges

d) Strategic Areas

The LED strategy identifies various issues and strategic areas for intervention:

Strategic areas	Description
Strategic collaboration and partnerships	SCEP to serve as a vehicle towards developing strategic collaboration and partnerships with key stakeholders across the region, province and country and provide a platform for the formulation of solutions to pressing business related issues, problems and challenges
Collaborative leadership and shared growth	A culture of collaborative leadership and shared growth needs to be cultivated and sustained amongst partners i.e. local, provincial and national government, private sector, and academic institutions
Constructive communication and interaction toward problem solving	Facilitate constructive interaction between business chambers from neighbouring towns, local authorities and other key stakeholders influencing the business environment. A channel for communication amongst the regional business/economic environment. Platforms for the formulation of solutions to pressing business/ economic related issues, problems and challenges
Catalytic economic project conceptualisation, scoping and implementation	A collaborative and holistic approach amongst partners towards the conceptualisation, scoping and implementation of cross-border/inter-municipal boundary catalytic economic projects
Financing of projects	Co-financing of resources and projects amongst partners

LED strategic areas

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e) **Employees: LED**

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0
10 - 12	2	2	2	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	2	2	2	0	0

Employees: LED

3.8.3 TOURISM

a) **Introduction to Tourism**

The Garden Route and Klein Karoo (GR&KK) are adjacent and overlapping tourism regions within the administrative boundaries of the Garden Route District in the Western Cape. The regions have complementary attractions with the Garden Route stretching along the South Cape coastline and characterised by several scenic places which includes beaches, mountains, forests, conservation areas and heritage sites. The semi-arid Klein Karoo region is home to attractions such as the Cango Caves, ostrich and wine farms, nature-reserves and arts and cultural events. Both regions offer high quality tourism experiences for road-trippers, adventurers, sportsmen, foodies and nature, art, culture and heritage enthusiasts.

The two regions have been marketed together by national, provincial and local authorities responsible for tourism marketing and development for several years as Garden Route & Klein Karoo. There are seven local municipalities within the District and they all provide funding for Local Tourism Offices (LTOs) which are either independent, non-profit organisations or departments within each municipality. Those with external LTOs use a range of organisational and funding models with some LTOs funded exclusively with public funds and others that supplement their grant funding with membership fees and corporate sponsorships.

b) Highlights: Tourism

Highlight	Description
DEVELOPMENT OF A TOURISM STRATEGY FOR KANNALAND LOCAL MUNICIPALITY	<p>The Garden Route District Municipality allocated funds within the 2018/2019 budget for the development of a Tourism strategy for Kannaland Municipal area. A service provider was appointed through the Supply Chain Management tender process to review, evaluate and conceptualise a tourism strategy document that will aid the Kannaland Municipality and stakeholders to prioritise and implement various tourism projects in order to market and develop Kannaland as a tourism destination.</p> <p>The aim of the tourism strategy is to ensure positive economic benefits and opportunities for all stakeholders. The development of the tourism strategy was informed by stakeholders' inputs through various mechanisms including workshops that were held</p>
GARDEN ROUTE CATER CARE PROGRAMME	<p>The Garden Route District Municipality made the amount of R300 000 available to train 15 previously disadvantaged individuals in the tourism and hospitality sector. Interviews with applicants for Cater Care course 2018/19 were held on 21 and 22 February 2019 at the Francois Ferreira Academy in George. The course started on 4 March 2019 and the School phase finished on 31 May 2019.</p> <p>Classes were presented from Monday to Thursday from 08:30 – 15:00. The course was presented at the Francois Ferreira Skills Academy at Oubaai</p>
THE DEVELOPMENT OF A REGIONAL TOURISM STRATEGY FOR GARDEN ROUTE	<p>The tourism unit of the Garden Route District Municipality was tasked to develop a new 5 year Regional Tourism Strategy for Garden Route and Klein Karoo Tourism in order to stay up to date with the ever changing tourism environment and the economy. The document was developed in collaboration with Local Tourism organisations as well as private sector stakeholders in the region. The strategy is presented as a 5-year strategy to align with the reviewed IDP of the Garden Route</p>

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Highlight	Description
	<p>District Municipality and is intended to clearly define the strategic priorities for regional tourism and to streamline all tourism activities in the region. The Regional Tourism Strategy was approved by GRDM Council on 26 March 2019</p>
<p>THE COORDINATION, FACILITATION AND ATTENDANCE OF MARKETING PLATFORMS</p>	<p>Garden Route District Municipality is responsible for tourism marketing and development and runs a regional tourism office Garden Route and Klein Karoo tourism from where tourism is coordinated at a district Level. The office works closely with the local tourism bureaus, provincial, national and international tourism organizations in promoting the Garden Route and Klein Karoo. The main domestic marketing platforms the region attended is the annual Tourism Indaba hosted in Durban and the World Travel Market Africa show hosted in Cape Town. It is the District Municipality's mandated responsibility to coordinate and facilitate regional tourism marketing in the most effective manner possible.</p> <p>Garden Route and Klein Karoo Tourism decided to exhibit on a regional Garden Route and Klein Karoo stand for the first time this year. This platform provided the region the opportunity to engage with tour operators, travel agents and travel writers to direct more tours and travels to the Garden Route & Klein Karoo, this regional initiative in turn sent a strong message of unity to our competitors.</p> <p>Garden Route and Klein Karoo booked 36m² providing space for the Local Tourism Offices and their products/services in the region to form part of the exhibition. The following Local Tourism Offices exhibited with Garden Route & Klein Karoo on the GRDM and KK stand:</p> <ul style="list-style-type: none"> ▪ Oudtshoorn Tourism ▪ George Tourism ▪ Hessequa Tourism ▪ Calitzdorp Tourism ▪ Plettenberg Bay Tourism

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Highlight	Description
	<p>The following Local Tourism products/services exhibited with Garden Route and Klein Karoo on the GRDM and KK stand:</p> <ul style="list-style-type: none"> ▪ Redberry farm ▪ Oubaai hotel and Spa ▪ De Rustica olive estate ▪ Destination Garden Route ▪ Knysna River Club ▪ Gourikwa nature reserve ▪ Hog Hollow ▪ Dine with a Local
COORDINATION OF EVENTS FUNDING THROUGH WESGRO	<p>The Garden Route and Klein Karoo Tourism Office coordinated tourism funding for events through Wesgro. A call for event applications were sent from the regional tourism office, requesting all Local Tourism Offices to submit event proposals and applications for events in their respective towns that required funding for the period starting from 1 April 2019 to 31 March 2020.</p> <p>Wesgro has supported six (6) events in our area and contributed approximately R250 000.00 towards these events for the Garden Route and Klein Karoo</p>
GARDEN ROUTE AND KLEIN KAROO EVENTS AND FESTIVALS SPONSORSHIP	<p>The Garden Route and Klein Karoo Regional Tourism Office sent out a call for applications from Local Tourism Organisations for their submission of tourism festivals and events for funding from Garden Route District Municipality. Consideration is given for smaller events that take place from December 2018 until June 2019, which were not funded by Wesgro. The application process closed on the 28th of September 2018, and no late applications were considered. The following events were sponsored with an amount of R25 000.00 each:</p> <p>Proe Bietjie Arts festival</p> <p>Ostrich Crawl Experience</p>

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Highlight	Description
	Saxophone Festival Calitzdorp Winter Festival

d) Challenges: Tourism

Description	Actions to address
Deviations (particularly exhibition/trade shows and sole suppliers of a specific product/service)	Signing of Agreements with possible partners, but it is not possible with all shows, as some of them are arranged by International companies.

Challenges: Tourism**Strategic Objectives**

Garden Route District Municipality's Tourism Unit's strategic objectives underpinned in the approved Tourism strategy developed in line with this vision and mission, and informed by the national and provincial objectives and local opinions, are:

Effective Marketing

- Increase visitor numbers to the region;
- Enhance the effectiveness of international marketing to establish the Garden Route and Klein Karoo as a destination of choice;
- Expand and improve domestic marketing activities
- Attraction and hosting of events (business, sporting and lifestyle) to improve the seasonal and regional spread of tourism benefits.

Visitor Experience

- Diversify and enhance tourism product offerings
- Enhance local destination sites through cleanliness, safety and security, aesthetics, and information improvements
- Enhance tourist safety;
- Improve tourism skills and service excellence.

Destination Management

- Improve the focus and delivery of tourism marketing and development support provided by local government (Lobby and ensure policy sustainability support from B's for tourism)
- Effective streamlining and strengthening of collaborative efforts in the region to make more impact.

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- To provide knowledge to inform policy, planning and decision-making.

Transformation

- Promote Broad-Based Black Economic Empowerment (B-BBEE)
- Support sustainable Enterprise development (LED strategies includes tourism development).

Facilitate Ease of access

- Enhance ease of access to the region.
- Facilitate ease of doing business to ensure the growth of the tourism economy.

e) Employees: Tourism

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	1	1	0	0
10 - 12	3	3	3	0	0
13 - 15	0	0	0	0	0
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
Total	3	5	5	0	0

Employees: Tourism

3.8.4 EXPANDED PUBLIC WORKS PROGRAM (EPWP)

a) Introduction to EPWP

EPWP phase three will be implemented over the next five years as from April 2014 to June 2019. A Presidential Public Employment Inter-Ministerial Committee has been established to monitor the implementation of phase three. In terms of the national employment target standards of EPWP, of the 6 million work opportunities to be created during phase three, 55% will be women, 55% youth and 2% for people with disabilities.

EPWP is governed by four principles of which the adherence to minimum and employment conditions under the Ministerial Determination and Code of Good Practice define worker selection criteria and minimum labour intensity to all four-appropriate sector programmes.

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Project based training aimed at capacitating EPWP participants remains an important part. All municipalities are encouraged to dedicate a portion of their budgets for training opportunities. In response to the high levels of poverty and unemployment within the District, Garden Route Council recognised the implementation of the EPWP phase three, which aim to draw a significant number of the unemployed into productive work. This will ensure workers gain skills while they work and increase their capacity to earn an income.

The National Development Plan Vision 2030 through the diagnostic report identified nine main challenges facing South Africa. Amongst others are "too few people work and the quality of education available to the majority is poor". The persistently high rate of unemployment in South Africa (27,6%) is one of the most pressing socio-economic challenges facing government. High youth unemployment means that young people are not acquiring the skills or experience needed to drive the economy forward. This inhibits the country's economic development and imposes a larger burden on the state to provide social assistance

b) Highlights: EPWP

The following highlights were achieved during the financial year:

Highlights	Description
411 Work Opportunities created	Target of 409 have been achieved and exceeded
Training of 222 EPWP participants within 2018/19 financial year	The objective of providing training for participants was achieved when 222 EPWP participants were trained in various skills: <ul style="list-style-type: none"> ▪ Driver's license, ▪ First Aid, ▪ Herbicide, ▪ Financial Conduct Training; ▪ Law Enforcement
Adherence to the protocol agreement for chairing District Municipal Forum	EPWP Manager is the DMF chairperson
Work opportunities for all target groups achieved	Women
Permanent appointments made	2 Freemeirsheim participants exited program and was appointed permanently at Mosselbay Municipality 1 Leaner Fire Fighter exited program and was appointed permanently at George Municipality

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Highlights	Description
One-on-one engagements were held with local municipalities and agreed to participate at their Municipal Internal Steering Committees	District Municipality is required to Coordinate EPWP in the Region by chairing the District Municipal Forum and mitigate challenges that Municipalities encounter for implementation of EPWP

EPWP Highlights

c) Work Opportunities Breakdown in Each EPWP Sector

The following table gives detail of the EPWP projects that were implemented throughout the financial year:

Focus area	Project name	Project number	Work opportunities created	Funding Source:	Start date	End date	Status
Environmental	Heroldsbay	73918	54	Alien Clearing funding	2 July 2018	31 July 2018	Contract Ended
Environmental	Kleinkrantz	66963	39	Alien Clearing funding	2 July 2018	31 July 2018	Contract Ended
Environmental	Swartvlei	66949	26	Alien Clearing funding	2 July 2018	31 July 2018	Contract Ended
Environmental	Fire Breaks Eden Properties	77472	96	Alien Clearing funding	2 July 2018	27 July 2018	Contract Ended
					08 October 2018	28 June 2019	
					21 January 2019	30 April 2019	
					09 January 2019	28 June 2019	
					01 March 2019	28 June 2019	
					4 March 2019	31 May 2019	
					5 March 2019	31 May 2019	
Social	ECD Assistants	76756	19	Grant Funding	17 July 2018	28 June 2019	Contract Ended
Social	Fire Fighters	87121	16	Own Funding	17 December 2018	18 April 2019	Contract Ended
Social	Events Assistants	85389	6	Alien Clearing funding	23 October 2018	25 October 2018	Contract Ended
Social	Youth Safety and Security	76754	15	Grant Funding Own Funding	18 December 2018	28 June 2019	Contract Ended
Infrastructure	Freimersheim	89645	67	Own Funding	2 July 2018 08 October 2018	28 June 2019	Contract Ended

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Focus area	Project name	Project number	Work opportunities created	Funding Source:	Start date	End date	Status
Infrastructure	Road Construction	85326	11	Own Funding	01 September 2018	31 August 2019	Contract Ended
Infrastructure	Stillbay Project	91636	10	Own Funding	08 April 2019	24 May 2019	Contract Ended
Infrastructure	Maintenance Project	83018	2	Own Funding	2 July 2018	31 December 2018	Contract Ended
					1 January 2019	28 June 2019	
Social	School Safety Programmed	87259	4	Alien Clearing funding	17 August 2018	28 June 2019	Contract Ended
Environmental	Knysna Cleaner	88666	1	Own Funding	13 November 2018	12 November 2019	Contract Ended
Environmental	Resort Assistants	86873	10	Own Funding	7&12 December 2018	28 September 2018	Contract Ended
					20 September 2018	10 January 2019	
					10 September 2018	12 January 2019	
Social	Drivers' Licences	89949	20	SLA (Own Funding)	1 August 2018	31 July 2019	Contract Ended
Environmental	Cater Care	89914	15	SLA (Own Funding)	4 February 2018	31 May 2019	Contract Ended

EPWP projects

The table below indicates the challenges faced during the financial year:

Description	Actions to address
EPWP Human Resource and funding for this initiative	Sourced alternative funding
Projects commencement date delays, due to other stakeholders to sign Agreements SLA's and contracts of appointment	Ongoing consultation with relevant parties responsible for delays were held to address and advise on consequences of delays

EPWP challenges**e) Job Creation through the National EPWP**

GRDM has created 411 work opportunities in the 2018/19 financial year via the National EPWP. The table below indicates the number of FTE's created for 2017/18 and 2018/19:

Financial year	Number of EPWP Projects	Number of work Opportunities	Number of training opportunities	Number of training person days	Number of FTE [Full Time Equivalent]
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Financial year	Number of EPWP Projects	Number of work Opportunities	Number of training opportunities	Number of training person days	Number of FTE [Full Time Equivalent]
2017/18	19	499	15	N/A	241.03
2018/19	17	411	222	579	105

GRDM has created 499 work opportunities in the 2017/18 financial year via the National EPWP. The table below indicates the number of FTE's created for 2016/17 and 2017/18:

Financial year	Number of EPWP Projects	Number of work Opportunities	Number of training opportunities	Number of training person days	Number of FTE [Full Time Equivalent]
2016/17	10	171	21	N/A	112.22
2017/18	20	499	15	N/A	241.03

EPWP Job Creation

f) EPWP Performance against National EPWP Standards

With regards to the national targets of vulnerable groups, the code of good practice articulates that the specific targets for the share of EPWP participants should be 55% for women, 55% for youth and 2% for people with disabilities. Targets are calculated within targets of work opportunities that were created. The Municipality's focus was on the lesser fortunate rural communities and areas where unemployment figures are high. These target groups were identified through a combination of geographical and community-based targeting, as well as the utilisation of the EPWP Policy that was approved by Garden Route District Council for the region.

The following tables explain the Municipality's projected EPWP performance for the Financial Year 2018/19:

Description of sector programmes	Number						% Achieved					
	EPWP Target Annual	Job opportunities per Sector	FTE's		Person days		Youth		Women		Disabled	
			Target t#	Actual*	Target t#	Actual*	Target t#	Actual*	Target t#	Actual*	Target t#	Actual*
Environmental	409	241	113	55.0	N/A	12653	55%	115	55%	126	2%	2
Social		60		19.0		4359		46		51		0
Infrastructure		90		31.2		7526		60		39		0
# National EPWP standard												
* EDM's actual achievement: The percentage calculated for youth includes males and females aged 16 to 35. Percentage women includes youth and adults aged 36 and above												

2017/18 EPWP Performance against National EPWP Standards

3.8.5 MUNICIPAL RESORTS

a) Introduction to Municipal Resorts

The District ran four resorts during the financial year:

- Calitzdorp Spa
- De Hoek Mountain Resort
- Swartvlei Caravan Park
- Victoria Bay Caravan Park

Kleinkrantz, the fifth resort was not operational during the 2018/19 financial year.

b) Description of Resorts

i) Calitzdorp Spa

This resort, situated 45 km from Oudtshoorn and 22 km from Calitzdorp on the old cement road linking the two towns is slightly off the beaten track, comprises of 42 self-catering chalets, 30 caravan sites as well as a day visitor area. The resort has cold and natural warm water pools, hiking trails, tennis courts and mountain bikes trails. There are 13 staff members at Calitzdorp Spa.

ii) De Hoek Mountain Resort

Situated 33 km north of Oudtshoorn en route to Prince Albert via the historic Swartberg pass, this resort offers visitors 27 self-catering chalets, numerous camping sites and two dormitories which can accommodate 144 persons. There is 12 staff members employed at De Hoek.

iii) Swartvlei Caravan Park

Swartvlei is situated just off the N2 and borders on the Swartvlei Lake approximately 25 km from George. The caravan park consists of 156 grassed sites of which 49 are electrified with 4 ablution blocks. Four staff members are employed at Swartvlei.

iv) Victoria Bay Caravan Park

Victoria Bay Caravan Park has 38 caravan sites and is approximately 10 km from George. Four staff members are employed at Victoria Bay.

v) Kleinkrantz Holiday Resort

Kleinkrantz Holiday Resorts is situated between Wilderness and Sedgefield on the southern side of the N2. The resort has not been in use for many years and has been vandalised substantially. The infrastructure is also vandalized substantially.

A Process to develop and or lease out Kleinkrantz Holiday Resort was started.

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c) Highlights: Municipal Resorts

Highlights	Description
Increased Income De Hoek	Increased by 51 %
Increased Income Victoria Bay Caravan Park	Increased by 7 %
Increase Income Swartvlei Caravan Park	Increased by 4 %
Future Revenue Enhancement	Long term lease agreements: Developments Regional Landfill site: Ikusasa Engineering (Pty) Ltd and Mouimakoe (Pty) Ltd
Upgraded security at Resorts and Council buildings	Security cameras installed

Highlights: Municipal Resorts

d) Challenges: Municipal Resorts

Challenges	Actions to address
Old water and electricity infrastructure	Source additional funding
Addressing maintenance backlogs at Resorts	Source additional funding and project manage maintenance at Resorts
Income decrease Calitzdorp Spa 9 %	Focused marketing

Challenges: Municipal Resorts

e) Resorts Income for 2018/19 (Draft Information)

The table below gives a layout of this years' income generated at the resorts:

Month	Calitzdorp Spa	De Hoek	Swartvlei	Victoria Bay
(R)				
July 2018	81 412.69	92 094.52	78 745.28	2 356.52
August 2018	67 481.36	21 387.88	412.66	225.22
September 2018	132 263.38	51 604.85	0	0
October 2018	124 777.73	170 141.67	200.00	15 209.57
November 2018	189 422.93	192 312.28	41 213.93	536 588.33
December 2018	194 587.55	93 580.09	67 053.93	57 191.77
January 2019	475 371.69	584 932.86	1 147 897.40	631 575.82
February 2019	133 333.29	194 429.46	128 284.42	190 076.79
March 2019	112 016.60	252 383.30	61 923.03	187 388.83
April 2019	203 632.46	323 850.55	49 294.78	310 424.92
May 2019	108 107.50	18 162.14	11 327.81	43 248.49
June 2019	418 445.39	196 887.86	64 800.01	48 197.40
Total	2 240 852.57	2 191 767.46	1 650 327.93	1 647 706.00

Resorts Income for 2017/18

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f) **Employees: Municipal Resorts**

The table below indicates the number of staff employed by the Unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	1	0	0	0	0
4 - 6	32	30	30	2	6.67
7 - 9	3	0	0	0	0
10 - 12	2	3	3	0	0
13 - 15	0	0	0	0	0
16 - 18	0	1	1	0	0
19 - 20	0	0	0	0	0
Total	38	33	33	2	6.06

Employees: Municipal Resorts

g) **Capital Expenditure: Municipal Resorts (Draft Information)**

Capital projects	2018/19			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
Upgrading of Council Buildings	2 000 000	804 000	505 509	298 491
Total	2 000 000	804 000	505 509	298 491

Capital Expenditure: Municipal Resorts

3.9 COMPONENT D: ENVIRONMENTAL PROTECTION

3.9.1 AIR QUALITY CONTROL

a) **Introduction to Air Quality Control**

The natural beauty and unique diversity of the Garden Route must be protected from abuse and exploitation if the region is to remain a tourist attraction and preferred residential region in years to come. A key step in this protection is management of the ambient air quality as it is a basic requirement for all living species.

Part B of Schedule 4 to the Constitution lists air quality services as a local government matter to the extent set out in Section 155(6)(a) and (7). Garden Route is the licensing authority for listed activities in the region in terms of the National Environmental Management Air Quality Act N0.

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39 of 2004 (NEMAQA). Notwithstanding limitations, the District has succeeded in substantially meeting the diverse tasks and duties associated with air quality management as defined in the Air Quality Management Plan (AQMP), compiled during 2014.

b) Highlights: Air Quality Control

The following highlights were achieved during the financial year:

Highlights	Description
Atmospheric Emission Licensing (AEL)	All new and renewal AEL application are processed via SAAELIP within the legislator timeframe
100% NAEIS completion and auditing	All 30 industries submitted their NAEIS reports within the required timeframes. This is due to the assistance given to industry in this regard
Routine inspections	Compliance, enforcement inspections and administrative enforcement at listed activities and controlled emitters within the district
Complaints dealing	Supporting B-municipalities with air quality complaints and resolving complaints concerning listed activities and controlled emitters
GRDM Air Quality working group meeting	Held 4 industrial forums/ working group meetings and thereby capacitated the industry
Sampling	The procurement of a mobile air quality monitoring station and the addition of a methane cell to monitor landfill sites. Particulate matter sampling, vehicle emission testing, passive sampling and weather station operation
Air quality improvements	Mitigation of air pollution at industrial level
GRDM: "Clean Fires Campaign"	GRDM appointed a service provided to compile lesson plans aligned to the national curriculum (CAPS), as well as resources to complement teaching on Pollution (Air Pollution) as part of Life Skills for grade 3 learners. These resources included A3 posters, games and content for use on the

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Highlights	Description
	interactive whiteboard
Ambient air quality monitoring	Ambient air quality monitoring was conducted by means Radiello passive sampling, MiniVol Particulate Matter Sampler, portable Sentinel SL50 and the three stationary monitoring stations of the Provincial Directorate: Air Quality Management that is located in Oudtshoorn, George and in Mossel Bay. The purpose of the sampling was to obtain baseline information and when dealing with air quality relating complaints

*Air Quality Control Highlights***c) Challenges: Air Quality Control**

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Lack of capacity at local authority level	Air Quality management plans to address
Lack of coordination from Town Planning departments	Establishing communications forums between air quality and town planning
Budgetary constraints: No capital funding	AQMP and IDP to address
Poor support from National DEA	Attendance of working group 2 meetings at national level

*Air Quality Control Challenges***d) Employees – Air Quality Control**

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	2	0	0	0	0
7 - 9	1	1	1	0	0
10 - 12	0	0	0	0	0
13 - 15	2	2	2	0	0
16 - 18	0	0	0	0	0

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(T-grade)	2017/18	2018/19			
19 - 20	0	0	0	0	0
Total	5	3	3	0	0

Employees: Air quality Control

3.10 COMPONENT E: MUNICIPAL HEALTH

3.10.1 INTRODUCTION TO MUNICIPAL HEALTH

According to the constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act (No.117 of 1998) and the National Health Act (No. 61 of 2003) it is the statutory responsibility of the District Municipality to render municipal health services.

Section 24 of the Constitution of the Republic of South Africa entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being. Section 1 of the National Health Act (Act 61 of 2003) defines municipal health services and clearly stipulates the responsibilities of municipalities in the performance of such services.

Environmental Health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psycho-social factors in the environment. It refers to the theory and practice of assessing, correcting, controlling and preventing factors in the environment that can adversely affect the health of present and future generations.

Environmental Health Services are services that implement environmental health policies through monitoring and controlling, which improves environmental parameters and encourage the use of environmentally friendly and healthy technologies and behaviours. Controlling and monitoring plays a leading role in suggesting and developing new policy areas. (These definitions are in line with the definitions of the World Health Organization).

3.10.2 SERVICES RENDERED

Residential, business and public premises are regularly monitored to ensure that there are no health nuisances. This is done to ensure compliance with the applicable legislation, the principles of Agenda 21 and the "Healthy Cities" approach, and the minimisation of any detrimental environmental health risk.

Key Performance Areas:

- Chemical safety
- Disposal of the dead
- Environmental pollution control
- Food control

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- Health surveillance of premises
- Surveillance and prevention of communicable diseases
- Vector control/monitoring
- Waste management
- Water quality monitoring
- Administration – general

Health Inspection, Food and Abattoir Licensing and Inspection

To fulfil its constitutional and legal obligations, the Municipal Health Services Unit fulfils its mandate through knowledge and expertise of our highly qualified and skilled environmental health practitioners (EHPs). They provide and facilitate comprehensive, pro-active and needs-related services to ensure a safe, healthy and clean environment by preventing and eliminating sources of diseases.

There are functional municipal health offices located in all the local municipalities in the district. The municipal health inspectorate is divided into 4 regions, namely:

- Klein-Karoo Region (Oudtshoorn and Kannaland)
- George
- Lakes Region (Bitou and Knysna)
- Langeberg (Mossel Bay and Hessequa)

Municipal health Services is personnel driven function because monitoring, according to the scope of practice of environmental health, forms the basis of performing this function. Performing these functions will add value to “healthier people in healthier places.”

Main functions:

- Monitoring of water reticulation
- Protection of water sources by enforcement of laws and regulations
- Implementation of health and hygiene awareness
- Control of food premises by issuing compliance certificates to food premises
- Ensure that food is safe and healthy for human consumption by the enforcement of laws and regulations
- The monitoring of the storage, treatment, collection, handling and disposal of the various categories of waste
- The identification, monitoring and evaluation of health risks, nuisances and hazards
- The promotion of health and hygiene aimed at preventing the incidence of environmental conditions that will result in contagious diseases
- Monitoring, identification, evaluation to ensure the prevention of vectors
- The identification, evaluation, monitoring and prevention of the pollution of soil, water and air

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- Monitoring of cemeteries, crematoriums and other facilities for the disposal of corpses
- The monitoring, identification, evaluation and prevention of risks relating to chemicals hazardous to humans

a) Highlights: Health Inspection, Food and Abattoir Licensing and Inspections

The following highlights were achieved during the financial year:

Highlights	Description
Garden Route	
National Department of Health – Listeria Investigation: Meat Processing Plants 20 June 2018	The National Department of Health introduced control measures for the food industry regarding the Listeriosis outbreak. Municipal Health was directly involved in the sampling and inspection of this programme
Informal food trader's project.	Provide education and awareness sessions to informal food traders
Listeriosis awareness and recall	Awareness, education material on Listeriosis was handed out to various outlets, formal, informal, and monitoring of recalls of food products During Garden Route employee wellness day, employees were educated through the method of an exhibition
World Tobacco Day	To educate the owners / managers of restaurants to locate designated smoking areas for public.
Operation Fiel in collaboration with SAPS	Monitoring food premises and give health education
Riversdale	
World Environmental Health Day: 25 September 2018	Theme: Global Food Safety and Sustainability Target group: food caterers.
Department of Social Development Training	Communicable Disease training – Training was provided to all sectional heads of the region.
George Agriculture "Landbou Vereniging"	Raw milk and listeriosis: training session provided to dairy farmers

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Highlights	Description
Department of Education	Environmental health training and inspections of schools: Training with regard to 9 key performance areas of Municipal Health was provided to school governing bodies
Heidelberg and Riversdale Agricultural shows	Successful monitoring of informal food traders during the event
Mossel Bay	
Formal health and hygiene training: informal food traders in Asla Park and Kwa Nonqaba	All educators received health training in waste management
Formal health and hygiene training at 4 x crèches	51 participants (personnel) received certificates of attendance
Door-to-door barber shop hygiene project and education, Kwa Nonqaba	6 educators were trained regarding communicable diseases
Health and Hygiene training at Admirals Casino	12 food handlers received training, on health-related matters regarding the management of food premises
Event Planning meetings eg. Buffalo Rally, Whale Rally, Tarka festival, Mossel Bay Sport School week, Dias festival, Friemersheim Fragrance festival and various other events World Food Day event at Brandwag with national Department of Agriculture and other role players	Meetings were held with Mossel Bay Municipality and all role players before any event, to pro-actively prevent health hazards during events
Daily Holiday season monitoring meetings with Mossel Bay Municipality, SAPS, Tourism, Neighbourhood Watch, ATKV and other role players	To coordinate activities and find solutions and give feedback on any matter that may cause a health hazard
Formal health and hygiene training at De Heus Feeds	51 participants (personnel) received certificates of attendance
Event Planning meetings	Meetings were held with Mossel Bay Municipality and all role players before any event, to pro-actively prevent health hazards during events
Daily Holiday season monitoring meetings	To coordinate activities, and find solutions and give feedback on any matter that may cause

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Highlights	Description
	a health hazard
George	
Outreach project at crèches in collaboration with the Department of Health	Presentation and demonstrations on health and hygiene practices
Health and hygiene awareness (Clinics, schools, crèches and food premises)	Public outreach around currently experienced diseases (Listeriosis, Hepatitis B, Scabies and Enteroviral meningitis)
Syferfontein basic subsistence evaluation	Door to door sessions to complete the basic subsistence and evaluation questionnaires
George Agricultural show	Health and Hygiene education and awareness presentations and demonstrations in collaboration with other stakeholders
Barbershop and hairdresser awareness (Thembalethu)	Health and hygiene awareness
Listeriosis awareness and education (George Farmers Association)	Awareness on prevention of Listeriosis as well as Health and hygiene education
Clean up campaign in collaboration with George Municipality (Molen River and Borchards)	Health and hygiene awareness on illegal dumping.
Exhibition at George Civic Centre	Public awareness and health education
Health and hygiene inspection at the George Old Car Show and CANSA RELAY, Strawberry festival)	Health surveillance of premises and food monitoring
Klein Karoo	
Klein Karoo National Arts Festival (KKNK)	The Klein Karoo Municipal Health Office received a certificate for the rendering of outstanding environmental health services during the 2019 KKNK
Food safety training in Oudtshoorn	EHP's provided informal food safety training to formal and informal food handlers in Oudtshoorn
Global handwashing day celebrations in Oudtshoorn	EHP's held an awareness session on the importance of handwashing to school children
Communicable diseases and diarrhoea education and awareness sessions to crèche	EHP's held an awareness session on communicable diseases, diarrhoea and

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Highlights	Description
principals in Dysselsdorp	importance of hand hygiene to crèche principals and caregivers
Knysna	
Barbers and hairdressers	5 barbers and hairdressers in Nekkies and Damsebos area
Formal food traders	Education session was held at Knysna correctional services Health and hygiene session held with foreign nationals from the informal spaza shop trading and the distribution of pamphlets and posters
Successful held and monitor oyster festival	Monitoring food outlets
Removal of asbestos material	Successful completion of asbestos removal project
Clean up project	Partake in Community clean up at Kanonkop
Blitz operation	Joint blitz operation between Garden Route and Knysna SAPS on SPAZA shops
Surveillance of premises Karatara fire	Health surveillance of premises during the Karatara fire
World Environment day	Partake in door to door awareness regarding waste disposal in Knysna
Bitou	
Health and Hygiene Awareness	Presentation and demonstrations on health and hygiene practices to food managers and handlers in terms of R638
World Food Day Celebrations	Presentation on safe food handling at informal food traders – taxi rank, Bossiesgif Soup Kitchen Kranshoek Kleuterskool Kurland Crèche
Health and Hygiene Awareness program at Clinics	Environmental Health Practitioners hand out Environmental Awareness booklets to various Clinics
Global hand washing day	To promote hygiene practices at Schools and Crèches Kranshoek Kleuterskool
World Environmental Day	Environmental Health Practitioners held awareness sessions on Health & Hygiene Awareness, Waste Management, Recycling,

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Highlights	Description
	and Water Quality to learners
Matric Rage Plettenberg Bay	Registration and monitoring of food outlets were successfully held

Health Inspection, Food and Abattoir Licensing and Inspections

b) Challenges: Health Inspection, Food and Abattoir Licensing and Inspections

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Lack of resources: Manpower and funding	To be addressed during budget process
Safety and security of personnel	Awareness training, pepper spray training, develop panic button on cell phone
Implementation of the Norms and Standards	Re-address the Norms and Standards (ring fencing MHS)
Language barriers	Investigate language app, better communication skills
Interpretations and enforcement of legislation	Training on Interpretations and enforcement of legislation
Forensic food chemical sampling services	Improve turn-around time and investigate other options
Lack of Inter-governmental relations support	Better communication and cooperation

Health Inspection, Food and Abattoir Licensing and Inspections

c) Service Statistics – Health Inspection, Food and Abattoir Licensing and Inspections

The following table indicates the services rendered by the Municipality:

Type of service	2017/18	2018/19
Inspections at food production and/or handling sites formal and informal	8 030	8 630
Inspections at dairies to ensure legislative compliance	231	180
Inspection to informal settlements	427	945
Inspection of sewerage treatment /waste water sites	554	269
Inspection of farms	368	292
Inspection of non-food premises e.g. garages, crèches, caravan parks	22 769	33 500
Inspection environmental Pollution	7 552	8 676
Inspection conditions promoting breeding and habits of vectors	7 693	9109

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Type of service	2017/18	2018/19
Samples	3106	3590

Service statistics – Health Inspection, Food and Abattoir Licensing and Inspections

d) Employees – Health inspection, food and abattoir licensing and inspections

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	1	1	0	0
4 - 6	8	8	8	0	0
7 - 9	0	4	4	0	0
10 - 12	30	29	29	2	6.89
13 - 15	8	8	8	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
Total	46	51	51	2	3.92

Employees - Health inspection, food and abattoir licensing and inspections

e) Capital Expenditure – Health Inspection, Food and Abattoir Licensing and Inspections (Draft Information)

The table below indicates the capital expenditure incurred by the section:

Capital projects	2018/19			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
3x Notice Boards	4 500	4 500	0	4 500
3 High back office desk chairs	4 104	4 104	3 717	387
Semi Industrial Wet & Dry Vacuum Cleaner	0	3 850	2 900	950
Security Fence Mossel Bay Office	0	30 000	26 043	3 957
3 Drawer Desk	4 300	4 300	3 445	855
Desk shell lockable top drawer	3 871	3 871	1 322	2 549
Highback swivel chair	944	944	913	31
2 x Saver Arm chair	1 183	1 183	0	1 183
1 x Conference Table & 10 x Saver arm chair	24 176	16 027	13 595	2 432
Refrigerator - 250 litre	0	4 299	4 299	0
Plett Office Building	0	2 300 000	2 255 480	44 519
Total	43 078	2 373 078	2 311 714	61 364

3.11 COMPONENT F: FIRE SERVICES AND DISASTER MANAGEMENT

3.11.1 FIRE

a) Introduction to Fire Services

The Fire and Rescue Service is provided by the Municipality as a requirement of Section 84 (j) of the Local Government: Municipal Structures Act 117 of 1998 which confers the following powers and functions:

Fire fighting services serving the area of the district municipality as a whole, which includes-

- (i) planning, co-ordination and regulation of fire services;
- (ii) specialised fire fighting services such as mountain, veld and chemical fire services;
- (iii) co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;
- (iv) training of fire officers.

The Municipality has established and is maintaining the Fire and Rescue Services as required in terms of the Fire Brigade Services Act 99 of 1987. The area covered in providing the service includes the following local municipalities:

- George Local Municipality
- Mossel bay Local Municipality
- Hessequa Local Municipality
- Kannaland Local Municipality
- Knysna Local Municipality
- Bitou Local Municipality
- Oudtshoorn Local Municipality

The Municipality has 3 stations, with the headquarters based in George and 2 satellite stations based in Riversdale and Ladismith. The organogram of the service includes a Chief Fire Officer, a Deputy Chief Fire Officer, 2 Station commanders, 4 Platoon Commanders at George, 1 Platoon Commander per station at Riversdale and Ladismith, 24 Firefighters at George and 6 Firefighters at Riversdale and Ladismith respectively.

The 3 stations are manned as listed below:

Fire Stations			
Name	George Fire Station	Ladismith Fire Station:	Riversdale Fire Station
Members	1 Platoon Officer 5 members comprising either of Junior Firefighters, Firefighters or Senior Firefighters per shift.	1 Platoon Officer working office hours serving the station of Ladismith and Riversdale. 3 members, either Junior	3 members either Junior Firefighters, Firefighters or Senior Firefighters

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Fire Stations			
	Total operational shift personnel is 24.	Firefighters, Firefighters or Senior Firefighters	
Station hours	The shifts are arranged from 06:00 to 18:00 with 4 rest days after 2 consecutive days and nights	Normal working hours apply to the Ladismith Fire Station and provision is made for stand-by duties (4 days on, 4 days off)	Normal working hours apply to the Riversdale Fire Station and provision is made for stand-by duties (4 days on, 4 days off)

Fire Stations in the Region

The Municipality has a memorandum of agreement in place with 3 of the local municipalities whereby assistance to occurring emergencies are rendered without any cost implications to the municipalities. Services are rendered to other municipalities outside the district for an agreed upon fee.

In terms of the establishment notice of Kannaland, a full function service is provided to the Kannaland Municipality and in addition to the legal mandate of the Garden Route District Municipality, also provides a service for strengthening infrastructure, firefighting, rescues and performing the fire safety function.

The Provincial Disaster Management Centre (PDMC), via the Fire Services Unit, makes aerial firefighting resources available during the fire season which runs from December to March and extends that support into April for the District Municipality. This is due to the extended fire season within this area. The support provided by the PDMC allows the District Municipality, and subsequently the local municipalities, to have the aerial support sponsored for the first hour. The support comprises of a chopper (helicopter), a bomber (airplane) and a spotter plane (airplane).

b) Highlights: Fire Services

The following table provides the highlights achieved during the financial year:

Highlights	Description
Budget Allocation	This year the GRDM was given a capital budget allocation to procure two fire trucks, an incident command vehicle, equipment and uniform
Procurement	The Incident Command vehicle was delivered and procured via a formal tender process.
Procurement	Two firefighting trucks have been ordered and will be delivered before the end of the

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Highlights	Description
	calendar year and was procured via a formal tender process
Procurement and Standards	New grass fire fighting apparel which meets the required standards for its application was delivered and procured via a formal tender
Procurement and Delivery	Station wear was delivered and procured via a formal tender
Procurement and Delivery	15 Self-contained breathing apparatus was delivered and procured via an informal tender process
Procurement and Delivery	6 Level A and 16 level B hazmat suits was delivered and procured via an informal tender process.
Procurement and Delivery	4 Water nozzles were delivered
Education and Training	1 Member is being trained in the Firefighter 2 and Hazmat Operations courses being presented by the WCPG in Mossel Bay
Education and Training	2 Members completed the Advanced Rope Rescue training programme being presented by the WCPG in Bredasdorp.
Education and Training	2 Members are currently on the OETDP training programme being presented by the GRDM.
Education and Training	6 Members completed the Radio Telephonic Base Operator training.
Education and Training	2 Members attended the Incident Management training facilitated by the WCPG in Bredasdorp.
Education and Training	1 Member completed ISC Division Supervisor training
Education and Training	2 Members completed their SAESI Diploma in Fire Technology
Education and Training	4 Members wrote subjects in the SAESI Higher Certificate in Fire Technology
Education and Training	1 Member is busy with the Diploma in Public

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Highlights	Description
	Management through Damelin
Awareness Campaign	Public Awareness programmes are conducted with communities to make them aware of the dangers of fire and the actions to be taken in the event of fire.
Awareness and Compliance	Fire safety compliance, inspections and awareness programmes are conducted in Kannaland where all functions of the fire service are provided.
Grant Funding	The October/November fires in George and Hessequa initiated a response from the provincial department responsible for fire services with operational assistance and a grant funding of R10 million.
Emergency Response	The October/November fires saw the following departments, municipalities and state entities involved in combating the disaster fires: GRDM, George Municipality, Mossel Bay Municipality, Hessequa Municipality, Knysna Municipality, Bitou Municipality, Overstrand Municipality, Overberg Municipality, City of Cape Town, Cape Winelands, West Coast Municipality, Cape Nature, SANS Parks, MTO, PG Bison and Working on Fire.
Assistance to Overstrand Municipality	The GRDM assisted with firefighting crews that were dispatched to Overstrand Municipality during its disastrous fires of December.

*Fire Services highlights***c) Fires and Incidents**

The table below gives an indication of the fire and incidents that occurred during the financial year:

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Area	Type of Fire
07/12/2018	
Ladismith- Church street	Vehicle fire
Pacaltsdorp ,Dellville Park	Veldt fire
Seweweeks Poort gravel road	MVA
Zoar Sports grounds	MVA
Thembaletu/zone 9	Shack fire
N2 / Heidelberg	MVA
Laingsburg road	MVA
Corner R62 & Albert str. In Ladismith	Oil Spill
Opposite Sakkies Baai in Ladismith	Veldt fire
R62, between Shell Garage & Olive Garden, Ladismith	Diesel Spill
Bo plaas	Grass and Bush
Oudtshoorn	Diesel Spill
Meiringspoort	Diesel Spill
Calitzdorp	Grass and Bush
Vleesbaai	Grass and Bush
Ladismith	Grass and Bush
Zoar	House fire
Blanco	Diesel spill
Ladismith	House fire
Denneoord	Control Burn
N9 Crossing Oudtshoorn	Grass and Bush
Calitzdorp- Paul Theron	Structural fire
Geelhoutboom Arabella	Grass and Bush
Geelhoutboom	House & veld
Ladismith	Vehicle fire
Waterkloof road L/smith	MVA
Echo Estate / C/dorp	Structural fire
Van Wyksdorp	Veldt fire
Klipfontein	Veldt fire
Soutpan	Veldt fire
Albertina- Soutpan area	Veld fire
Waterkloof road L/smith	MVA
Echo Estate / C/dorp	Structural fire
Van Wyksdorp	Veldt fire
Klipfontein	Veldt fire
Soutpan	Veldt fire
Albertina- Soutpan area	Veld fire
Zoar Mountains / Veldt	Missing person
Waterkloof road L/smith	MVA
Echo Estate / C/dorp	Structural fire
Van Wyksdorp	Veldt fire
Klipfontein	Veldt fire
Ladismith- January str.	Vehicle fire
Ylandsvele	Tree fire
Esejag Farms	Bush fire
Schoonberg	Bush fire
Ezeljacht Fire	Bush fire
Langkloof	Veldt fire
Still Bay	Veldt fire
Outeniqua pass Fire	Bush fire
Zoar	Veldt fire
De Vlught Fire	Bush fire
Klein kruis rivier	Veld fire

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Area	Type of Fire
Garcia Pass , Riversdale	Veldt Fire
Ladismith	Structural Fire
Ladismith	Veldt Fire
Ladismith- Town	Veld fire
N1 R62 Huisrivierpas	MVA
Ladismith	Vehicle Fire
Calitzdorp- 9 th Ave	Structural fire
Mosselbay - Alwyndal	Veldt fire
01/06/2019	
Zoar- Farm Opsoek	Snake catch
Calitzdorp- Wesoewer	Veld fire
Calitzdorp- Wesoewer	Veld fire
Maian street C/dorp	Structural fire
Calitzdorp- R62	Veld fire
Calitzdorp- R62	Veld fire
U Save / L/smith	Snake catch
Albertinia N2	Hazmat
L/smith	MVA
Ladismith- R62	MVA
George	Scrap yard fire
Ladismith	Veld fire
Zoar- Amaliensteyn	Bush fire
Lainsburg gravel road	MVA
Langhoogte / L/smith	Snake catch
Touwsrante	Bush fire
Hartenbos heuwels	Bush fire
Geelhoutboom	Bush Fire
Calitzdorp	Snake search
Hansmoeskraal	Bush Fire
Calitzdorp- Wesoewer	Veld fire
Calitzdorp- Wesoewer	Veld fire
Blanco Fire	Bush Fire
George	Water delivery
Hoekwill	Bush Fire
Wilderness	Bush Fire
Syferfontein (George Assist)	Veld
Outeniqua pass	Hazmat
7 Passes	Veld fire
Ladismith- R62 Barrydale road	Veld fire
Ladismith- R62 Barrydale road	MVA
Syferfontein (George Assist)	Veld
N2 Riversdale	MVA (Hazmat)
Nissanville Ladismith	Veld fire
Van Wyksdorp Gravel rd	MVA
Groenfontein, Calitzdorp	Veld fire
Groenfontein, Calitzdorp	Veld fire
George In town	Diesel spill
Besemkop Calitzdorp	Veld fire
Varkieskloof	MVA
Nissenville	Veldfire
Ladismith Municipality	Snake catch
Huisrivier pass	MVA
Riversdal, Vermaaklikheid	Hazmat
Van Wyksdorp Gravel road	MVA
Algereins Kraal	MVA
Vermaaklikheid	Veld fire

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Area	Type of Fire
York str, George	Milk spill
Outeniqua Pass	Hazmat Diesel Spill (Vehicle Tank)
Hoekoe	Mountain fire
Knysna	Boat capsized (Hazmat)
George Bo dorp	Snake catch
Wilderness, George	veld fire
Hartmansleegte	MVA
Bruintjies hoogte	Structure fire
Ladismith dorp	Refuse fire
Amalienstein boerdery	Veld fire
R62 to Zoar	MVA
Ladismith dorp	Refuse fire
Outeniqua Pass	MVA
Outeniqua Pass, George	Diesel Spillage
Mossie str 31 Ladismith	Attempted suicide
R62 to Barrydale	MVA
Medical call	Unresponsive patient
Ruitersbos	Veld fire
Voorbaat, Ladismith	Veld fire
Swavel2 crecent, Ladismith	Snake catch
Sakkiesbaai, Ladismith	False call (House fire)
George	MVA oil spill
Syferfontien	Veld fire
George fire station	Spill
Haroldsbaai road	Veld fire
Amalienstein, Zoar, Ladismith	MVA
MTO offices in George	Structure fire
Waterkloof road, Ladismith	MVA
Geelhoutboom road	Spill
Robertson Pass	Hazmat Spill
Jonkersberg	Veld and Bush Fire
Knysna	Veld and Bush Fire
Voorbaad, Ladismith	Veld fire
Gwaing sanitation farm	Veld fire
Golden Valley	Veld fire
Riverdale road between R62 Ladismth/ Riversdale	MVA
Nissanville, Ladismith	House fire
Sakkiesbaai Ladismith	Shack fire
N2 outside Heidelberg	Hazmat
Thembaletu Zone 9	Shack Fire
Groenkloof gravel road	Bio Hazard call

Fires and Incidents**d) Challenges: Fire Services**

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Fragmented Services	DCF resolution to restructure the Fire Services
Aging Fleet	Capital budget allocated to replace old vehicles

Fire Services Challenges

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e) Service Statistics for Fire Services

The following table gives information on the statistical information for services delivered during the financial year:

Service	Description
Average turnout time - urban areas	10 minutes
Average turnout time - rural areas	10 to 60 minutes & 60 to 30 minutes
Fire fighters in post at financial year-end	41
Total fire appliances	11
Reservists and volunteers	21
Veld, mountain and vegetation fires	70
Motor vehicle accidents	26
Vehicle fires	4
Chemical incidents	18
Structural fires	12
Informal dwelling fires	3
Rescue incidents	1
Snake incidents	7
Refuse fires	3
Medical incidents	2
Water Delivery	1
False Calls	1

Service Statistics for Fire Services**d) Employees: Fire Services**

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	7	7	7	0	0
7 - 9	4	4	4	0	0
10 - 12	28	29	29	1	3.45
13 - 15	1	1	1	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
Total	41	39	39	1	2.56

Employees: Fire Services

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e) Capital Expenditure: Fire Services (Draft Information)

The table below indicates the capital expenditure incurred by the unit:

Capital projects	2018/19			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
Water Tankers (CRR)	1 550 000	1 523 000	1 372 159	150 840
LDV - 1 x Skid Unit & 1 x Command Unit (CRR)	550 000	515 000	505 333	9 667
Hazmat Rescue & Fire Equipment Equipment	300 000	250 000	129 710	120 290
Two Way Radio Repeater	50 000	50 000	0	50 000
Hazmat suits - Level A	160 000	160 000	0	160 000
Thermal Imaging Camera	80 000	80 000	68 215	11 785
New Fire Station/ Training Academy (CRR Funding)	3 000 000	0	0	0
Computer Equipment Relay Stations	0	522 000	521 987	13
Laptops (Fire Fighting)	0	35 000	30 697	4 303
Total	5 690 000	4 613 000	4 003 989	609 011

Capital Expenditure: Fire Services

3.11.2 DISASTER MANAGEMENT SERVICES

a) Introduction to Disaster Management Services

The Municipality has a fully functional Disaster Management Centre (DMC). The centre is equipped with a joint operational command and tactical decision area. To stay abreast with regional emergency related activities, a 24/7 call centre has been established adjacent to the DMC. The 24/7 call centre is operated in conjunction with the Provincial Emergency and Medical Services (EMS) and renders an emergency call taking and dispatch platform servicing the district.

During the year, the GRDM Call Centre updated the old analog based two-way radio communications platform to a digital system complete with GPS tracking capability. This system is similar to what Provincial EMS, provincial traffic and the South African Police Services (SAPS) uses. Sharing a common two-way radio platform enables the District's DMS to develop an emergency communications platform over the next couple of years.

During October and November 2018, the GRDM district experienced a fire extending over more than 4 times the area that burnt in last year's Knysna / Bitou fire. 10 Lives were lost as a direct consequence to these fires and although very few formal structures burnt, the fire had a crippling effect on especially the forestry industry. For the 2019/2020 book year, the focus would be to quantify the current knock-on effects of this fire disaster as well as to predict the affect this fire would have over the next three to five years. The intention of the DMC would be

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to provide a heads-up to all stakeholders in order to collectively develop a “safety net” for those affected as well as to be affected by this disaster. In addition to this council has approved that a new approach namely: integrated veldt fire management should be rolled-out in the district. The Chief Fire Officer will be developing an integrated veldt fire management plan for immediate implementation by all stakeholders.

The inability of local government to effectively deal with this type of incidents were a major area of concern highlighting the importance for the building of structures and capacity at local municipal level seen as the governance structure closest to the affected communities. Although district coordination and lines of communication to provincial as well as national spheres of government exist, there is still a substantial amount of work that needs to be done in terms of the current capacity constraints at local municipal level. In this regard the GRDMC developed the following guiding documentation namely:

- A Local Disaster Manager Handbook, to be used by local municipal officials responsible for acting as first responders in the disaster management capacity;
- A Disaster Relief Protocol for the District Municipality - This plan sets out the protocol for short-term relief assistance aimed at guiding the activities of both the Local Municipalities as well as the District Municipality and the Department of Social Development;
- All Departments of the District Municipality updated the Garden Route Corporate Disaster Management Plan with emphasis on the inclusion of disaster risk reduction.

The Garden Route DMC strives to deliver cost effective and efficient services to ensure that the District remains a safe and secure destination, not only to its inhabitants, but all those visiting the area. Due to financial constraints, the DMC’s management has been forced to “plan out of the box”, partnering with existing programs and organisations to achieve economies of scale. In this regard funding to the value of more than R2,5 mil has been secured from the Fund for the Reconstruction of Knysna and the Eden District (FRKED). To date most of this funding was used to implement soil erosion protection works, the cutting of firebreaks next to high fire risk settlements as well as the control of invasive alien plants in the 2017 Knysna/Bitou burn scar area.

The Western Cape Provincial Disaster Management Centre (PDMC) contributed in terms of assistance to update existing local disaster risk assessments and the roll-out of disaster awareness campaigns, focusing on fire and flood awareness. The PDMC funded the appointment of external service providers to work with Garden Route DMC assisting Municipalities with the completion of their community based local disaster risk assessments.

b) Organisational Structure

The table below gives the departments structure in terms of the service rendered:

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Department:	Community Services
Division:	Disaster Management
Municipal official	Designation
Monde Stratu	Municipal Manager
Clive Africa	Executive Manager: Community Services
Gerhard Otto	Manager Disaster Management
Nina Viljoen	Disaster Risk Reduction and Climate Change Adaptation Practitioner
Wouter Jacobs	Disaster Management Coordinator
Post vacant	Disaster Management Officer
Post vacant	Disaster Management Officer
Stella Bouwer	Call Centre Supervisor
Call Centre Operators	4 Permanent and 4 ad-hoc
Gail Bekeer	Administrative Assistant
Stenden University final year students	Disaster Management interns focusing on disaster related research
The following people will be activated to render assistance to the DMC when the Eden Joint Operational Centre is activated in terms of the District Disaster Response Plan	
Systems support	
IT Section	Koos Nieuwoudt
Spatial information	
GIS Section	Salman Damons
Finance	
CFO	Louise Hoek (until 5 December 2018) Johan Stander (5 December 2018 until 28 February 2019) Jan- Willem de Jager (1 March 2019 to date)
Corporate Services	
Executive Manager Corporate Services	Trix Holtzhausen
Roads	
Executive Manager Roads	Hans Ottervanger (until 30 September 2018) Lusanda Menze (October 2018) John Daniels (November 2018 to date)
Risk and logistics	
DMC Building	Mario Appels
Call Centre	Tippie Bouwer
JOC	Wouter Jacobs

Disaster Management Structure

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For the 2019/20 financial year the intention would be the appointment and placement of at least two disaster management officials at the disaster management capacity constrained local municipalities.

At this point in time local municipalities do not provide any staff or funding towards the district DMC, but the following local municipalities have appointed dedicated disaster management officials who closely work with the Garden Route Head of Centre:

- Oudtshoorn LM;
- George LM;

Furthermore the intention would be to roll out the newly procured disaster management information management as well as fire dispatch platform to all local municipalities in the region. This platform will ensure standard operational procedures, tracking of all resources as well as better coordination during major incidents as well as disasters.

c) DMC's Annual Performance Plan (APP) and Operational Strategies

The table below reflects the Municipalities annual plan and operational strategies:

Garden Route vision	Garden Route" the leading, enabling and inclusive district, characterised by equitable and sustainable development, high quality of life and equal opportunities for all
DMC departmental vision	Building towards a district of resilient communities where vulnerable people are able to prepare for, mitigate against, recover from and adapt to hazards and a changing climate
Strategic objectives	The Garden Route DMC believes in the 'added value' and complementarity of working together to achieve shared objectives and goals by undertaking joint actions and mutual support. The interaction between district role-players is guided by shared values of trust, mutual accountability; gender equity; a respect for diverse identities, perspectives and beliefs; a commitment to inclusion and participation; and openness to sharing and learning to build consensus and mutual understanding
Inputs (what we use to do the work)	Disaster risk assessments, research, GIS mapping, provincial decision support tool, the Unity disaster information management software, weather data, RADAR data, AFIS data and early warnings.
Activities/mission (what we do)	Building resilience against disaster risk
Output (what we produce or deliver)	Disaster risk assessments, disaster response and mitigation plans, disaster risk reduction plans. Rehabilitation and reconstruction after disasters to "build back better" as well as to develop a climate smart district

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Predetermined outcomes (what we wish to achieve)	Developing a disaster resilient district
Impact (what we aim to change)	To build the capacity at local authority level to pro-actively plan and implement mitigation as well as adaptation strategies and disaster risk reduction actions to limit the exposure to as well as the possible impact of future disastrous events

APP and Operational Strategy

The legislative mandate of the Municipality in terms of disaster management services are:

- The 1996 Constitution RSA
- Disaster Management Amendment Act, 16 of 2015 as amended
- Disaster Management Amendment Act, 57 of 2002
- National Disaster Management Framework, GN 654 OF 2005
- The Municipal Systems Act 32 of 2000
- The Municipal Structures Act 117 of 1998

d) DMC Projects and programmes

Project/Program	Objective	Date from – date to
First aid training and building disaster management awareness	To train disaster management volunteers to first aid level 3 and build up a disaster management volunteer data base	Continuous, at least 8 courses per year
Update Oudtshoorn Municipal risk assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	01/01/2019 – 30/10/2019
Update Kannaland Municipal disaster risk assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	01/01/2019 – 30/10/2019
Build local municipality disaster management capacity	To appoint seven disaster management interns to be coached by the District HOC for placement at each LM	Two DMO's to be appointed and placed by the end of June 2019
To develop a disaster risk reduction dashboard	To spatially indicate all DRR initiatives currently being implemented/ to be implemented by Local Authorities in the district	01/10/2018 – 31/12/2019
Invasive alien plant clearing	The alignment of current programmes aimed at the reduction of alien invasive plants	Continuous over the next 3 to 6 years
Updating of water	To ensure uniformity in terms	01/06/2018 – 30/06/2020

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Project/Program	Objective	Date from – date to
management plans	of water restrictions at all local water service providers (WSP)	
Regional drought public awareness campaign	To raise public awareness as well as to drive down water consumption	Continuous
Climate change	Adaptation measures Mitigation measures Awareness and education Alternative food sources Water security measures Smarter building Increasing resilience Research Investment in renewable energy forms Biomass to energy Reforestation	Continuous
Biodiversity	Critical biodiversity mapping incorporated into district SDF Declaration of more Protected areas Protection of core and buffer areas for connectivity Education and awareness Research Robust coastal and estuary management Sustainable building practices	Continuous
Disaster rehabilitation and reconstruction	To ensure that the funds allocated in terms of post disaster rehabilitation and reconstruction are being spent as per the project plans	Continuous

Table 59: Break down of GRDM DMC's projects 2019/20

Project Description	Funding Source
Update of local municipal disaster management plans	Own staff
Update of local municipal disaster risk assessments	Own staff/Interns
Research on the re-growth of invasive alien plants in the district after the 2017 and 2018 fire	Interns
Research on civil unrest/protest action at the Bitou and Mossel Bay Local Municipal areas	Interns
Disaster/drought funding and prioritisation assistance	Own staff
GREF spatial data management and archive development	Fund for the reconstruction of Knysna and the Garden Route District (FRKED)/GRDM environmental section
Status of Forestry Industry Research, in collaboration with GRDM (LED),	Fund for the reconstruction of

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including reflection on indigenous forestry industry	Knysna and the Garden Route District (FRKED)
Riversdale/Still Bay burn scar herbicide assistance	Fund for the reconstruction of Knysna and the Garden Route District (FRKED)
Herbicide assistance in the Knysna burn scar	Fund for the reconstruction of Knysna and the Garden Route District (FRKED)
WWF herbicide assistance, project completed February 2019	WWF
TMF/GREF/SCLI/SANParks/CNC Floristic Corridor Revival	Table Mountain Fund
Establishment of Garden Route Environmental Forum	Fund for the reconstruction of Knysna and the Garden Route District (FRKED)/GRDM environmental section
Regional fire risk assessment	Fund for the reconstruction of Knysna and the Garden Route District (FRKED)
Regional Invasive Alien Plant assessment and formulation of a strategy to address this emerging risk	Fund for the reconstruction of Knysna and the Garden Route District (FRKED)

*Table 60: Project description***Disasters and Major Incidents that Occurred During the Year**

- During October and November 2018, the GRDM district experienced a fire extending over more than 4 times the area that burnt in last year's Knysna / Bitou fire. 10 Lives were lost as a direct consequence to the fires and although very few formal structures burnt the fire had a crippling effect on especially the forestry industry. For the 2019/2020 book year the focus would be to quantify the current knock-on effects of this fire disaster as well as to predict the affect this fire would have over the next three to five years. The intention of the DMC would be to provide a heads-up to all stakeholders in order to collectively develop a "safety net" for those affected as well as to be affected by this disaster.
- Continuation of the drought conditions affecting mostly the Northern parts of the District;

f) Strategic Overview**Economic Perspective**

The Garden Route DM is an important economic growth area for the Western Cape. It has an expanding population on account of immigration from other parts of the country, bringing a dynamic mix of skills and cultures to the district. The relatively high percentages of households with no income in areas with higher population density, creates several social challenges. The October and November 2018 disaster fires as well as the prevailing drought conditions will continue to cripple the local economy of the district.

ii) Basic Services and Infrastructure

Challenges in terms of the provision of basic services infrastructure are experienced at the local municipalities that have seen rapid population growth. The natural environment and its resources of the GRDM are sensitive and susceptible to overexploitation or inappropriate use.

iii) Condition of Natural "Disaster Barriers"

The Garden Route has largely intact wetlands which attenuate water; prevent erosion and flooding and which naturally purify the water. However, many wetlands are being slowly degraded through illegal channelling, the removal of reeds, peat and other water flora by transgressors who abstract water, mostly for agricultural purposes

iv) Seasonal Climate Outlook

In its Seasonal Climate Watch Report the South African Weather Service (SAWS), along with other international forecasting systems, predicted a very neutral El-Niño episode towards the summer season with the expectation to continue throughout the autumn season. This indicated that South Africa and especially the Northern parts of the Garden Route District could continue to experience extremely warm and dry conditions for the 2018/19 period. The SAWS also predicted high probabilities of below-normal rainfall from mid-summer, which was expected to continue into autumn with small chances of localized above-normal rainfall, they warned that "the condition could promote a regional or localized drought."

v) District Council Commitment

The Garden Route District Municipality Council recognises that if the objective of achieving sustainable development in Garden Route is to be realised, a concerted effort is required to reduce recurrent disaster risks in its area.

This can only be achieved by:

- creating resilience amongst its people and its infrastructure;
- strengthening capacity to anticipate significant events and disasters; and
- improving the management of such events in order to limit the effects wherever possible.

It also requires the development and implementation of appropriate disaster risk reduction (DRR) methodologies and the integration of such methodologies into development plans, programs and initiatives as well as the management of high risk developments. These DRR plans should be included into the IDP and SDF of each local authority with sustainable implementable projects and plans aligned to the budget.

Extremely High Risks:

Should the relative risk priority of a particular hazard event impacting on a community be rated as extremely high, that community faces a potentially destructive risk with a high probability of occurrence, for which they are unprepared. This combination equates to an

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extremely high risk and is a disaster in the making. For these extremely high risks you must prepare urgent risk reduction interventions.

High Risks:

If the relative risk priority of a particular hazard event impacting on a community is rated as high, the risks to which these communities are exposed are potentially destructive, but the community is modestly prepared for the hazard event occurrence. This combination equates to a high risk and you must prepare a combination of risk reduction interventions and preparedness plans for these risks.

Tolerable Risks:

If the relative risk priorities of a particular hazard event impacting on a community is rated as tolerable, it translates into an acceptable risk for a largely prepared community. This combination equates to a tolerable risk and you must prepare preparedness plans for these risks.

Low Risks:

Relative risk priorities of a particular hazard event impacting on a community is rated as low risk, it translates into a very small risk for a largely prepared community. This combination equates to a low risk and any hazard preparedness plans are sufficient for these risks.

Challenges identified at local municipal level

- Municipalities do have contingency plans, but these plans are not tested during annual table to exercises;
- Mass care facilities have been identified for some areas, but not for inhabitants in rural areas. The management of these facilities does not form part of current contingency plans;
- Municipalities lack a proper plan to oversee the receipt and storage of humanitarian relief donations;
- There is need for integrated planning with all spheres of government in terms of humanitarian aid management;
- A plan and monitoring tool needs to be developed to be used for registration of aid recipients and use this tool to prioritise aid as well as to manage distribution;
- Management of volunteers needs to be beefed-up;
- There is a total lack of SLA's with identified aid organisations;
- The willingness of local authorities in the district to establish a multi-disciplinary one stop emergency call centre;
- The lack of disaster risk reduction projects listed as part of the local authority level IDP and included into multi-year budgets;

ii) General challenges

- The absence at National, Provincial and Local level of a fund aimed specifically at reducing disaster risk;
- The Garden Route DMC do not have the capacity to deploy command staff to local municipalities during major incidents due to the lack of a motorised suitably equipped operational command vehicle;

iii) Strategic Risk

- Insufficient funds to implement disaster risk reduction initiatives;
- Lack of disaster management information management system;
- Lack of an integrated real time all Hazards as well as severe weather early warning system;
- Lack of engineering capacity to provide oversight in terms of regional water security, surface as well as ground water;

iv) Coordination structure

The Section consults regularly at various platforms with other government departments. The Municipality has a fully functional District Disaster Management Advisory Forum (DMAF) as well as a Safety and Security Cluster Joint Structure that meets on a quarterly basis, with B-Municipalities and other stakeholders. These meetings are followed up with quarterly attendance of both the Heads of Disaster Centre as well as the Provincial Advisory Forum meetings. At these meetings regional matters that could not be addressed at district level is escalated to provincial- as well as national governmental level.

Frequent meetings are held with senior officials from the DSD, Water Affairs, DEA, Education and Training, Health, Agriculture and Transport as well as NGO's including the Red Cross, Garden Route Initiative, SCLU etc. In addition to this local engagement with major role players i.e.:Airports Company South Africa (ACSA), PetroSA, Cape Nature, San Parks, SCFPA, the local industry i.e.Cape Pine, PG Bison etc. is held.

The following table shows the various coordination structures:

Forum name	Terms of reference?	Is forum active?	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
DMAF	Yes	Yes	Bi -annually	Discuss regional disaster management issues	Regional	Garden Route Portfolio Chairperson
Provincial Disaster	Yes	Yes	Quarterly	Discuss provincial	Provincial	Head of

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Forum name	Terms of reference?	Is forum active?	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
Management Advisory Forum (PDMAF)				disaster management issues		Centre
SAPS Cluster Joints	Yes	Yes	Bi-monthly	Discuss district safety and security concerns	Regional	Maj. Gen. Reddy
Climate Change Adaptation	Yes	Yes	Bi-annually	Discuss district climate change adaptation matters	Regional	Head of Garden Route DMC
SCLI	Yes	Yes	Bi-annually	Discuss invasive alien plant eradication	Regional	Kobus Meiring
SCFPA	Yes	Yes	Quarterly	Discuss the roll out of fire protection associations, integrated fire management and proactive fire response	Regional	Paul Gerber

Table 61: Disaster Management Coordination Structures

General challenges

- The Garden Route DMC do not have the capacity to deploy command staff to local municipalities during major incidents due to the lack of a motorised suitably equipped operational command vehicle;
- Lack of staff

iii) Strategic Risk

- Insufficient funds to implement disaster risk reduction initiatives;
- Lack of disaster management information management system;
- Lack of an integrated real time all Hazards as well as severe weather early warning system;

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- Lack of engineering capacity to provide oversight in terms of regional water security, surface as well as ground water;

iv) Coordination structure

The Section consults regularly at various platforms with other government departments. The Municipality has a fully functional District Disaster Management Advisory Forum (DMAF) as well as a Safety and Security Cluster Joint Structure that meets on a quarterly basis, with B-Municipalities and other stakeholders. These meetings are followed up with quarterly attendance of both the Heads of Disaster Centre as well as the Provincial Advisory Forum meetings. At these meetings regional matters that could not be addressed at district level is escalated to provincial- as well as national governmental level.

Frequent meetings are held with senior officials from the DSD, Water Affairs, DEA, Education and Training, Health, Agriculture and Transport as well as NGO's including the Red Cross, Garden Route Initiative, SCLI etc. In addition to this local engagement with major role players i.e.: Airports Company South Africa (ACSA), PetroSA, Cape Nature, San Parks, SCFPA, the local industry i.e. Cape Pine, PG Bison etc. is held.

h) Coordination structures:

The Section consults regularly at various platforms with other government departments. The Municipality has a fully functional District Disaster Management Advisory Forum (DMAF) as well as a Safety and Security Cluster Joint Structure that meets on a quarterly basis, with B-Municipalities and other stakeholders. These meetings are followed up with quarterly attendance of both the Heads of Disaster Centre as well as the Provincial Advisory Forum meetings. At these meetings regional matters that could not be addressed at district level is escalated to provincial- as well as national governmental level.

Frequent meetings are held with senior officials from the DSD, Water Affairs, DEA, Education and Training, Health, Agriculture and Transport as well as NGO's including the Red Cross, Garden Route Initiative, SCLI etc. In addition to this local engagement with major role players i.e. Airports Company South Africa (ACSA), PetroSA, Cape Nature, San Parks, SCFPA, the local industry i.e. Cape Pine, PG Bison etc. is held.

The following table shows the various coordination structures:

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Forum name	Terms of reference?	Is forum active?	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
DMAF	Yes	Yes	Bi -annually	Discuss regional disaster management issues	Regional	Garden Route Portfolio Chairperson
Provincial Disaster Management Advisory Forum (PDMAF)	Yes	Yes	Quarterly	Discuss provincial disaster management issues	Provincial	Head of Centre
SAPS Cluster Joints	Yes	Yes	Bi-monthly	Discuss district safety and security concerns	Regional	Maj. Gen. Reddy
Climate Change Adaptation	Yes	Yes	Bi -annually	Discuss district climate change adaptation matters	Regional	Head of Garden Route DMC
SCLI	Yes	Yes	Bi -annually	Discuss invasive alien plant eradication	Regional	Kobus Meiring
SCFPA	Yes	Yes	Quarterly	Discuss the roll out of fire protection associations, integrated fire management and proactive fire response	Regional	Paul Gerber

Disaster Management Coordination Structures

- i) Preparation and Regular Updating of Disaster Management Plans and Strategies by Municipal Organs of State Involved in Disaster Management

The following table depicts the status quo of current plans for Garden Route District Municipality:

Municipal Area	Plan	Last Updated
GRDM	Corporate Disaster Management Plan	May 2018
	Winter Preparedness Plan	March 2019
	State Funeral Plan	June 2013
	Disaster Management Relief Protocol	June 2018
	Master Evacuation Plan	Dec 2018
	Load Shedding Contingency Plan	March 2019
	Infectious Disease Contingency Plan	March 2013 (Update in Process)
Bitou	Disaster Management Plan	Jan 2018 (Update in Process)
Knysna	Disaster Management Plan	May 2019 (Update in Process)
George	Disaster Management Plan	May 2019 (Update in Process)

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Mossel Bay	Disaster Management Plan (Annexure as part of DM Plan) Contact Particulars Social Management Plan Little Brak River Flood Contingency Plan Little Brak River Estuary Management Plan Great Brak River Flood Contingency Plan Great Brak River Estuary Management Plan Hartenbos River Estuary Management Plan Social Relief Policy Load Shedding Contingency Plan Communications Plan Water and Sanitation Contingency Plan Electrical Network Services Emergency and Operational Plan Streets and Storm Water Contingency Plan IT Data and Telecommunications Plan Event Management Plan Landslide Contingency Plan Voorbaai Joint Emergency Response Plan Climate Change Sector plan Public Unrest Contingency Plan	Nov 2018 (Update in Process)
Hessequa	Disaster Management Plan	Oct 2017 (Update in process)
Kannaland	Disaster Management Plan	Jul 2018 (Update in process)
Oudtshoorn	Disaster Management Plan	Feb 2019
	KKNK Contingency Plan	March 2019
	Meiringspoort Flood Contingency Plan	March 2018

Table 62: Status quo of Disaster Management plans in the District

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During this year each sector department at the Municipality started with the compilation of their departmental response/contingency plans. Once completed these plans will be added to the current district corporate Disaster Management Plan to be used as the District's comprehensive pro- as well as re-active disaster management plan.

l) Service Statistics for Disaster Management Services

The tables below indicate the services rendered by the Municipality:

Call Answering Statistics – Garden Route District and Metro Emergency Medical Services			
Month	Average Answering Speed	Incoming Calls	% Answered
July 2018	.9 sec	24826	89.70
August 2018	.8 sec	21631	91.94
September 2018	.7 sec	23659	94.82
October 2018	.8 sec	22777	85.23
November 2018	.8 sec	24526	90.79
December 2018	1.0 Sec	28862	87.51
January 2019	.9 sec	22970	88.52
February 2019	1.2 sec	23484	82.54
March 2019	1.0 sec	24940	88.06
April 2019	.9 sec	21322	89.58
May 2019	1.1 sec	23116	83.02
June 2019	.9 sec	23448	83.90
Total			

Table 63: Disaster Management Call Answering Statistics

Emergency calls received						
Month	Structure / Hazmat	Fires	Vehicle Accidents	Special services	Rescue	Medical 10177
July 2018	0	10	2	0	0	24 826
August 2018	4	10	4	0	1	21 631
September 2018	2	10	5	0	1	23 659
October 2018	2	58	6	0	0	22 777
November 2018	2	108	5	0	0	24 526
December 2018	1	9	3	0	0	28 862
January 2019	2	24	4	3	0	22 970
February 2019	1	10	4	2	0	23 484
March 2019	6	4	4	1	0	24 940
April 2019	2	4	2	1	0	21 322
May 2019	3	8	9	0	0	23 116
June 2019	2	12	4	0	0	23 448
Total	27	267	52	7	2	285 1

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Table 64: Emergency Calls Received

Details of calls received	2017/18	2018/19
Flooding	None	None
Structure / Hazmat calls	20	27
Fires calls	155	267
Motor Vehicle Accidents calls	42	52
Special services calls	16	7
Rescue calls	3	2
Medical calls	266 046	2858

Table 65: Disaster Management Services Data

m) Employees – Disaster Management Services

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	2	0	0	0	0
4 - 6	1	2	2	0	0
7 - 9	1	4	4	0	0
10 - 12	0	3	1	2	66.67
13 - 15	9	1	1	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
Total	8	11	9	2	18.18

Table 66: Employees – Disaster Management Services

n) Capital Expenditure – Disaster Management Services (Draft Information)

The table below indicates the capital expenditure incurred by the unit

Capital projects	2018/19			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
Conference Speaker / recording system with 12 mics	80 000	80 000	0	80 000
Water Cooler/Dispensers	5 000	5 000	4 087	913
Chairs	12 000	12 000	11 406	594
Small fridge	3 000	3 000	1 735	1 265
Kettle	200	200	0	200
Total	100 200	100 200	17 228	82 972

Capital Expenditure: Disaster Management

3.12 COMPONENT G: CORPORATE POLICY OFFICES AND OTHER SERVICES**3.12.1. EXECUTIVE AND COUNCIL****a) Employees: Executive and Council**

The table below indicates the number of staff employed by the unit:

Political employees	2017/18	2018/19
Councillors	35	35
Administrative staff (contract employees employed in the Office of the Executive Mayor)	5	6

Employees: Executive and Council

b) Capital Expenditure – Executive and Council (Draft Information)

The table below indicates the capital expenditure incurred by the unit

Capital projects	2017/18			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
Office Chair	0	6 000	3 301	2 699
Office Chair	10 000	9 000	2 892	6 108
Aluminium Tables	0	10 000	9 600	400
Two Visitors chairs - PA of the Deputy Mayor	10 000	10 000	3 458	6 542
Total	20 000	35 000	19 251	15 749

Capital Expenditure: Executive and Council

3.12.2 FINANCIAL SERVICES**a) Introduction to Financial Services**

- Financial Services 2018/19 priorities:
- Cash backed credible budget presented to council for approval by end of May.
- Timeously submission of all required reports by prescribed due date.
- Timeously submission of GRAP compliant annual financial statements by 31 August.
- Submission of draft financial statements to the internal audit unit and the audit committee for review by 26 August.
- Implementation of the credit control and debt management policy to ensure debt is recovered.

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- Review of all debtors to ensure correct billings are raised and receipts are correctly allocated to ensure correct balances.
- Revision of the SCM policy and implementation thereof.
- Review of all current finance policies.
- Compilation of new policies not yet in place and presented to council for approval.
- Review of electronic SCM and contract management system to eliminate irregular expenditure as identified by the Auditor-General and ensure all relevant SCM procedures are followed. This is the responsibility of all personnel involved in the procurement of goods and services, starting with the user department.
- Workshops by SCM to familiarize all involved of the correct processes and procedures to follow to ensure adherence to the SCM Policy and SCM Regulations.
- Creditors paid within 30 days after receipt of invoice/statements as required by the MFMA.
- Optimal interest generated on investments.
- Salary payments by the 25th of each month.
- Adequate asset management.
- Safeguarding of assets by all personnel.
- Ensure GRAP compliant Fixed Asset Register are maintained.
- Ensure compliance to GRAP requirements/standards with regards to assets.
- Annual asset count to ensure all assets is physically verified annually.
- Ensuring the safeguarding of inventory/stock items.
- Ensure minimum stock levels are maintained for service delivery.
- Revision of cash management processes and procedures.
- Ensure cash received are correctly captured onto the system.
- Safeguarding of cash
- Timeously deposit of cash receipts.
- Reconciliations of cash received.
- Support services rendered to the other departments.
- Workshops/training provided to other departments as requests are received.
- Implementation of mSCOA

b) Highlights: Financial Services

The following highlights were achieved during the financial year:

Highlights
Unqualified audit outcome from AGSA for 2017/18 statutory audit
Overall assessment on financial viability improved from "concerning" to "good" as per AGSA Management Report issued on 30 November 2018
Continued progress in implementation and operation of new financial system that was implemented to comply to mSCOA regulations

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Highlights
Successful restructuring of Finance Department for increased capacity and working towards decrease in dependency on the use of consultants
Actuals vs Budget for revenue, operational and capital expenditure exceeded 90%
Deviations reported in 2018/19 is half of deviations reported in previous two financial years.

*Financial Services highlights***c) Challenges: Financial Services**

The table below indicates the challenges faced during the financial year:

Challenge	Actions to address
Long term financial sustainability	Revenue enhancement strategy and implementation plan Additional funding sources Review investment strategy
Fully capacitated and motivated workforce	Skills assessment in department Update of PDP (assistance from HR) Training Regular strategic engagements / consultations Show appreciation towards staff Utilisation of WC FMG funding
Efficient/effective SCM turnaround time for procurement	Departmental planning and ownership of procurement plans by HODs
Continued mSCOA system implementation challenges	Engagement with service provider re system improvements/ developments and training to all staff on functionalities of new system

*Financial Services challenges***d) Employees: Financial Services**

The table below indicates the number of staff employed by the Unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	4	1	1	0	0
7 - 9	15	11	11	1	9.09
10 - 12	13	11	11	5	45.45

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(T-grade)	2017/18	2018/19			
13 - 15	3	2	2	0	0
16 - 18	0	1	1	0	0
19 - 20	1	1	1	0	0
Total	36	27	27	6	22.22

Employees: Financial Services

Capital Expenditure: Financial Services (Draft Information)

Capital projects	2018/19			
	Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)				
Chairs	37 000	37 000	26 006	10 994
Desks	5 000	5 000	3 865	1 135
Total	42 000	42 000	29 871	12 129

*Capital Expenditure: Financial Services***3.12.3 HUMAN RESOURCES****a) Introduction to Human Resources (HR)****Introduction to Human Resources (HR)**

The HR section delivers a support service to the other departments in the organisation. Its primary function is to co-ordinate all HR activities to achieve the Municipality's objectives of service delivery and to adhere to legislative requirements which will enhance staff performance and play a fundamental role within the District Municipality.

The HR Unit strives to:

- Empower employees towards maximizing their personal potential and deliver on and exceed organisational requirements;
- Continuously align the HR Strategy and the IDP, legislative requirements and best practices in HR fields;
- Promote and practice "Putting people first" equity, fairness, objectivity and consistency;
- Committed to professional conduct; and
- Develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration.
- The HR Unit consists of the following disciplines:
- Learning and Development, Employment Equity and Employee Wellness

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- Employee Relations (Labour Relations)
- Recruitment and Selection and Contract Administration
- Occupational Health and Safety (OHS)
- Reward and Recognition, Leave, Claims and Conditions of Service
- Task District Unit

b) Highlights: HR

The following highlights were achieved during the financial year:

Highlight	Description
Skills Summit	Skills Summit was held on 7 February 2019 in Still Bay. The event was a great success.
Expenditure on Training Votes	The prescribed percentage on the expenditure on the training votes was achieved.
Annual Training Plan	Successful implementing of Annual Training Plan
Work Place Skills Plan	Successful Submission of on 30 April 2019
Employment Equity Plan	Success submission and implementation of the Employment Equity Plan
Driver's license project	Successful implementation of the Driver's license project for unemployed youth
Youth Summit	Implementation of Youth Summit
CANSA Relay	Raising money for the George CANSA office and creating cancer awareness
No Tobacco Day	Awareness on Smoking
Employee Wellness Day	focus on healthy living by getting more information regarding your physical & financial condition
Policies and Standard Operating Procedures	Amendment of policies and development of SOP's
Appointments	That all the appointment made in the last financial year has been within the EE Targets
Recruitment and Selection Policy	The review and approval of the Recruitment and Selection Policy

HR Highlights

c) Challenges: HR

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Contract Management pertaining to SCM procedures	Arrange meeting with the section to discuss challenges.
Appointment process for Garden Route Skills	Meeting was held with the Business fund. The

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Description	Actions to address
Mecca Project Manager	Recruitment process will be conducted by the Business Fund.
Implementation of bursaries	Issue was raised at training committee for the Municipal Manager to intervene.
Signature of Memorandums	Memorandums to be followed up on, on a regular basis and must be signed within at least 72hrs depending on the content.
Employees who do not submit leave days correctly on ESS from Monday – Thursday as 1.07 per day and Fridays 0.75. They still submit only 1.00 day Monday – Thursday, but Fridays 0.75	More awareness on the completion of ESS transactions by Supervisors and this sub-section will provide refresher training on ESS for all employees and supervisors in the new financial year.
The signing of appointment letters is a challenge as employees have started to work and only receive their signed appointment letter almost a week later and adherence needs to be given to deadlines for submission to the Remuneration Section by the 10th of the month	To regularly follow up on appointment memorandums (employee that need to sign file should not be with an employee for longer than one day).
Supervisors are responsible for the reconciliation of attendance registers and leave transactions. Manual attendance registers are kept for the Roads Department due to a lack of portable scanning devices. These attendance registers are completed by the respective Supervisors/ Superintendents, but remains a challenge with regard to the leave reconciliation	Supervisors to monitor annual leave more closely and reconcile leave transactions and attendance registers.
Difficulty filling of certain positions due to high minimum requirements on outdated Job descriptions	User departments to review job description and need to be re- evaluated.
Practical test that makes it difficult to appoint	User department to review their practical test especially roads and transport planning department
The non – confidentiality in the appointment process because documents must go through a lot of person in order to be approved.	The organisation must educate/sensitize all employees regarding confidentiality.

HR Challenges

d) Labour Relations Statistics

The table below indicates the labour relations activities throughout the financial year:

Description	Number	
	2017/18	2018/19
Cases	57	46

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Terminations	4	3
Counselling sessions	15	4
Disputes	6	5
Incapacities	6	6
Grievances	26	22
Suspensions	1	6

Labour Relations Statistics

e) Employees: HR

The table below indicates the number of staff employed by the Unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	2	0
7 - 9	5	5	5	1	20
10 - 12	9	6	6	2	33.33
13 - 15	0	3	3	0	0
16 - 18	1	1	1	0	0
19 - 20	0	0	0	0	0
Total	15	15	15	5	33.33

Employees: HR

f) Capital Expenditure: HR (Draft Information)

The table below indicates the capital expenditure incurred by the unit:

Capital projects		2018/19			
		Budget	Adjustment budget	Actual expenditure	Variance from adjustment budget
(R)					
Office (Recruitment Selection)	Chairs and	10 000	10 000	6 846	3 154
Evacuation (OHS)	Chair	30 000	30 000	26 565	3 435
Total		40 000	40 000	33 411	6 589

Capital Expenditure: HR

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Highlights	Description
Organigram , Delegation Register on Collaborator	Organogram, Delegations Register modules successfully implemented on the Collaborator system
Time and Attendance with Access Control	In the process of implementation of time and attendance system linked to HR modules

ICT Service Highlights

b) Challenges: ICT Services

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Late submission of reports, still a challenge	Training of staff and Councillors will be on an ongoing basis
Resolution register will only work if resolutions and actions are kept updated	Investigate the possibility of populating the Resolution in real time
Data cleansing needs to be done	Data cleansing to be done by 31 August 2019 ICT Section to liaise and assist Implementation continuous with current data
Integration between Systems	Data cleansing to be done. Human Recourses section tasked with the process, but the lack of resources is hampering the process

ICT Service Challenges

c) Service Statistics – ICT Services

The table below indicates the services rendered by the Unit:

Details	2017/18	2018/19
% of software licensed	100	100
% of back-ups done	100	100
% of viruses attended to	100	100
% of network downtime	0.08	0.12
% of queries resolved with guidelines of the policy	87	92

Service Data for ICT Services

d) Employees: ICT Services

The table below indicates the number of staff employed by the Unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime)	Vacancies (as a % of

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(T-grade)	2017/18	2018/19			
				equivalents)	total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	1	1	0	0
10 - 12	6	4	4	0	0
13 - 15	3	3	3	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	9	8	8	0	0

Employees: ICT Services

3.12.5 LEGAL SERVICES

a) Introduction to Legal Services

The Legal Services Unit consists of four (4) employees.

Legal Services assist Council and the administration with legal opinions, commenting on policies, review and/or comments on new and amended legislation, proclamations, compliance issues, vetting and drafting of contracts and ensure litigation matters are instituted and/or defended to prevent costs being incurred for or against the Municipality. We also provide training on the drafting of policies and contract management.

b) Highlights: Legal Services

The following highlights were achieved during the financial year:

Highlights	Description
SODA	Involved with hosting in the first successful State of the District Address (SODA)
Good Governance Summit	Assisted with the first Good Governance Summit, in consultation with SALGA for the Garden Route District
Contract with French Government	Assisted in drafting the contract with the French Government for funding
SOP's	Assisted with the review and/or drafting of SOP's for the administration
Anti-Fraud Hotline	Establishment of an Anti-Fraud Hotline
Facilitated investment into the region	Negotiated and drafted contracts with investors stemming from the Investment Conference (Ikusasa and Mamoukwe)

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Legal Services Highlights

c) Challenges: Legal Services

The Municipality faces the following challenge to address in the new financial year:

Description	Actions to address
Rules of Order	New Rules of Order to be workshopped – current Rules are dated 2008

Legal Services Challenge

d) Employees: Legal Services

The table below indicates the number of staff employed by the Unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	1	1	1	0	0
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	1	2	2	0	0
19 - 20	0	0	0	0	0
Total	0	0	0	0	0

Employees: Legal Services

3.12.6 PROPERTY SERVICES

a) Introduction to Property Services

Garden Route District Municipality was established on the 22nd of September 2000 in terms of the Municipal Structures Act, 1998 (Act 117 of 1998) as per Public Notice P.N. 497 / 2000 and simultaneously became the legal successor in title of the following municipalities which were simultaneously disestablished, namely: Bo-Langkloof Transitional Representative Council, Haarlem Transitional Local Council, Klein Karoo District Council, South Cape District Council, Uniondale Transitional Council and Uniondale Transitional Representative Council

The Council Property Portfolio has been brought about after the realisation of the necessity of a structured database, implementation plans and policy to deal with the immovable assets of Council. Most of the properties in the portfolio were mainly carried over from the former historical local government structures. The existing property database includes properties of the following nature, namely: agriculture, residential, road reserves, conservation, resorts, mountain areas, estuaries, institutions, offices, waste and sewage works, depots and open

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spaces. The MFMA provides guidelines to all spheres of government to effectively manage their financial affairs. Section 122(1) of the MFMA refers specifically to financial statements and stipulates that every municipality must for each financial year prepare annual financial statements. These statements reflect the revenue and expenditure status of Council. The principle of reporting on the financial position of a municipality should underlie the preparation and presentation of financial statements that are required to give a true and fair reflection of the financial position and performance of a municipality. The political change that came about with the amendment of the local government system was due to the local municipal elections of May 2011. The amendment of local government structures resulted in the loss of rates and taxes as a source of revenue for the District Municipality. The Municipality is, since May 2011, fully dependent on funding from National and Provincial Treasury (grants and equitable share).

The District Municipality, as property owner of a comprehensive immovable asset portfolio, can generate additional revenue, through the selective disposal, development and/or short, medium and long term leasing of Council properties. Various options are available to Council to manage the immovable asset portfolio which include the following:

- Retain the present situation (maintain the status quo)
- Enter into short-term lease agreements
- Enter into medium lease agreements
- Enter into long-term lease agreements
- Disposal of certain non-strategic land
- Enter into a private-public partnership agreements

b) Highlights: Property Services

The following highlights were achieved during the financial year:

Highlights	Description
Long term lease Regional Landfill site: Ikusasa	Construction of a chemical manufacturing plant, storage and distribution hub
Long term lease Regional Landfill site: Moumakoe (Pty) Ltd	Construction of a petroleum product storage facility
Valuation of Council owned erven	Market related valuations and determination of market related leases
Registration of water rights on applicable Council properties	Registered water rights will increase the value of the applicable Council properties
Memorandum of agreement with Department of Agriculture	Agricultural opportunities to historically disadvantaged individuals on applicable Council properties

*Property Services Highlights***d) Challenges: Property Services**

The table below indicates the challenges faced during the financial year:

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Description	Action to address
Legal eviction processes on applicable Council properties	Legal processes managed by Legal Section
Obtaining National approval to enter into long term lease agreements	Following due processes on any developmental projects and long term lease processes

*Property Services Challenges***3.12.7 PROCUREMENT SERVICES****a) Introduction to Procurement Services**

Supply Chain Management in the Public Sector continues to draw much interest and attention from all stake holders in the country. Current media attention of high-profile matters relating to procurement within public sector space has also cast much dark cloud within the Supply Chain Management space. There are lessons to learn on all fronts but more so for those directly involved in Supply Chain Management process as such we continue to watch closely as the events unfold.

As the amended Public Audit Act came into effect, we are keen to see the impact on general attitude to procurement as the focus becomes on consequence management. The amended act will have various implications to all those involved in decision making and execution, and from a positive outlook we trust that it will mean greater awareness and increased maturity to the organisation in supply chain management and better planning will take effect.

Promulgation of new regulations specifically, Cost Containment Regulations, could possibly have a significant impact on the Supply Chain Management processes. As we see the tightening of regulatory and compliance environment, we could only hope for a positive change within organisation on attitude towards Supply Chain Management.

Council and the Accounting Officer have been consistent in maintaining keen interest in good governance especially with particular focus on supply chain management. Some of the key outcomes to this concerted effort is seen in a near 50% reduction in Deviations as a result of conscious Executive oversight on proper implementation of procurement

b) Central Supplier Database (CSD)

Council fully adopted the use of CSD as at the 1 July 2017, in line with the Circular as published by the National Treasury. CSD is a national supplier database managed by National Treasury,

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where all potential suppliers are registered and vetted and given the green card to do business with any of the government spheres or government entities. CSD is a one stop shop for prospective suppliers of goods and services where they register once and are not required to register anywhere else in comparison to the past where they had to register with each government institution with which they wished to render their services to.

Garden Route District Municipality advertises our tenders both formal quotes and informal on the e-tender thus widening our reach to as wide and as far as possible. E-tender is the electronic version of government bulletin that is linked to CSD. The expansion with CSD has been in leaps and bounds and reducing the red tape and cost drastically for those entities looking to render services or sell goods to government. Therefore, the Municipality will continue to encourage prospective suppliers of goods and services to register on CSD if they are to enjoy the potential of transacting with government.

c) Summary of BB-EEE companies differentiating between capital, non-capital items for formal tenders

i) Capital projects with value exceeding one million rand:

The following table indicates the number of tenders awarded exceeding R 1 million:

Type	Total number of tenderers awarded for the year	Total number of companies with BB-EEE certificates to whom tenders was awarded	Total number of companies without bee certificates to whom tenders were awarded to	Percentage of bee certified companies
Formal: Garden Route	3	2	1	67%
Formal: Roads	0	0	0	0
Section 32 applications	0	0	0	0
<i>Capital projects consist of all capital related items</i>				

Capital Projects with Value Exceeding One Million Rand

ii) Non-capital projects with value exceeding one million rand

The table below indicates non-capital projects awarded:

Type	Total number of tenderers awarded for the year	Total number of companies with BB-EEE certificates to whom tenders was awarded	Total number of companies without bee certificates to whom tenders were awarded to	Percentage of BEE certified companies
Formal: Garden	13	12	1	92%

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Route				
Formal: Roads	2	2	0	100%
S32 applications	0	0	0	0%
Non-capital refers to all service providers and small quotations for all goods and services procured other than non-capital				

Non-Capital Projects with Value Exceeding One Million Rand

iii) Capital projects with value less than one million rand:

The table below indicates capital projects awarded for less than R 1 million.

Type	Total number of tenderers awarded for the year	Total number of companies with BB-EEE certificates to whom tenders was awarded	Total number of companies without bee certificates to whom tenders were awarded to	Percentage of BEE certified companies
Formal: Garden Route	4	3	1	0
Formal: Roads	0	0	0	0%
Informal: Garden Route	3	2	1	67%
Informal: Roads	0	0	0	0%
Quotations	0	0	0	0%
Section 32 applications	0	0	0	0%
Capital projects consist of all capital related items				

Capital Projects with Value less than One Million Rand

iv) Non-capital projects (regardless of value):

The table below indicates the awarding of all tenders for non-capital projects:

Type	Total number of tenderers awarded for the year	Total number of companies with BB-EEE certificates to whom tenders was awarded	Total number of companies without bee certificates to whom tenders were awarded to	Percentage of BEE certified companies
Formal: Garden Route	20	19	1	95%
Formal: Roads	6	6	0	100%
Informal: Garden Route	21	20	1	95%
Informal: Roads	9	8	1	89%
Quotations	9 343	n/a	n/a	n/a
Section 32 applications	7	7	0	100%
Non-capital refers to all service providers and small quotations for all goods and services procured other than non-capital				

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Non-Capital Projects (Regardless of Value)

d) Annual Deviations (Draft Information)

The table below shows the summary of deviations for the 2018/19 and 2017/18 financial years:

Annual deviation			
Department	Annual deviations 2018/19	Annual deviations 2017/18	Change in percentages
Community Services	8 217 019	8 060 687	2
Corporate Services	348 908	4 865 659	-92
Financial Services	169 682	281 961	-40
Planning and Economic Development	614 067	120 433	410
Roads and Transport Services	3 332 821	8 188 182	-59
Office of the Municipal Manager	290 837	1 324 751	-78
Total	12 973 335	22 841 673	-43

Annual Deviations

e) Highlights: Procurement Services

The following highlights were achieved during the financial year:

Highlights	Description
Significant reduction in Overall organisational deviations from Supply Chain Management Policy of the organisation due to a drive by the Office of the Municipal Manager to put stricter internal controls in place with regards procurement processes	Deviations were reduced by an overall 43% in total from prior financial year, from R 22 841 673 to R 12 818 294. A good percentage of the current year's deviations was mainly due to unfortunate catastrophic fire event that took place in the region
Organisational Maturity level with regards to Supply Chain Management has increased, far much greater awareness of regulatory requirement in the environment	Office of the Municipal Manager has placed far much emphasis on Demand Management as such use of procurement plans to execute the budget
Greater capacitation for Supply Chain Management through various appointments to the unit to ensure greater internal control process	2 additional buyers were appointed at stores, a procurement administration officer

Procurement Services Highlights

f) Challenges: Procurement Services

The table below indicates the challenges faced during the financial year:

Description	Actions to address
Supply Chain Management is a complex and highly regulated environment that's continuously evolving. It is an exceptional area of interest to a number of stake holders and that is due to the nature of the risk profile associated with it	Continuous learning and capacitation of the unit, organisation and various committees and the organisation especially on new or amended regulations. Greater organisational awareness and compliance to procurement processes and guard the organisation against risk of irregular expenditure due to no compliance

Procurement Services Challenges

g) The Way Forward

Section 217 of the Constitution of the Republic of South Africa, 1996, When an organ of state in the national, provincial or local sphere of government, or any other institution identified in national legislation, contracts for goods and services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost effective. Subsection 1 does not prevent the organs of state or institutions referred to in that subsection from implementing a procurement policy providing for, categories of preference in all allocation of contracts and the protection of advancement of persons, or categories of persons, disadvantaged by unfair discrimination.

The adoption of the Preferential Procurement Policy by Council will give new meaning to implementation of Section 217(2) of the Constitution of the Republic of South Africa, Subsection (1) does not prevent the organs of state or institutions referred to in that subsection from implementing a procurement policy providing for –

Categories of preference in allocation of contracts and the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination

Adoption of the Preferential Procurement Policy by council is intended to assist council in realising its mission of:

unlocking resources for equitable, prosperous and sustainable development; and
provide strategic leadership towards inclusive / radical / rigorous socio-economic transformation to address social, economic and spatial injustice.

Implementation process will require a close working relationship between SMC Unit, Local Economic Development Unit and Extended Public Works Programme Unit (EPWP). The focus into 2018/19 financial year will require active participation by the units involved to ensure council realises its objectives.

3.12.8 SHARED SERVICES

a) Introduction to Shared Services

The promotion of shared services falls under the Support Services Department, although initiatives may reside within other departments as well. The Shared Services Unit constitutes the provision or sharing of services to local municipalities in the region. The Garden Route District Municipality Shared Services Forums is operating effectively and there are several services currently being shared in the district namely; GIS, Call Centre, TASK job evaluations and the Anti-Fraud Hotline.

3.12.9 INTERNAL AUDIT

a) Introduction to Internal Audit

Section 165 of the MFMA prescribes that each municipality must have an internal audit unit. The District's Internal Audit Charter defines the service and function as follows:

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve Garden Route District Municipality's operations. It helps Garden Route District Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Internal Audit unit is responsible for the following:

Develop a Risk-Based Audit Plan (RBAP), incorporating any risks or control concerns identified by management and submit the plan to the Audit and Performance Audit Committee (APAC) for review and approval.

Implement the annual internal audit plan, as approved covering Section 165(2) of the Municipal Finance Management Act (MFMA) and, as appropriate, any special tasks or projects requested by management and the APAC.

Advising the Municipal Manager and report to the APAC on the implementation of the internal audit plan and matters relating to:

- Internal audit
- Internal controls
- Accounting procedures and practices
- Risk and risk management
- Performance management
- Loss control
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation

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Performing any other such duties as may be assigned to the unit by the Municipal Manager.

b) Role of Internal Audit

Assist the Municipal Manager and Council to meet their objectives and to discharge their responsibilities by providing an independent evaluation of the adequacy and effectiveness of the Municipality's network of risk management, control and governance processes;

Establish policies and procedures to guide the Internal Audit Unit and direct its administrative functions;

Implement the approved risk-based audit plan, covering section 165(2) of the MFMA and, as appropriate, any special tasks or projects requested by management and the Audit and Performance Audit Committee;

Establish policies and procedures to guide the Internal Audit Unit and direct its administrative functions;

Maintain a professional audit staff with sufficient knowledge, skills, experience and professional certifications to meet the requirements of this charter (refer standard 1200 of the International Standards for the Professional Practice of Internal Auditing);

Develop and implement a Quality Assurance Improvement Program (QAIP) designed by the Chief Audit Executive to provide reasonable assurance to the various stakeholders regarding the operations of the Internal Audit Unit (refer standard 1300 of the International Standards for the Professional Practice of Internal Auditing);

Perform consulting services, beyond internal auditing assurance services, to assist management in meeting its objectives. Examples include advisory services on the implementation of mSCOA, as well as training as and when required. Informal consulting engagements include routine activities such as participating in Council and Management meetings, ad-hoc meetings and routine information exchange (refer standard 1100 of the International Standards for the Professional Practice of Internal Auditing);

Monitor the implementation of action plans to address Auditor-General findings and report progress to management and the Audit and Performance Audit Committee (APAC); and

Issue at least quarterly reports to the APAC and management, summarising results of audit activities and reporting on progress on the annual risk-based audit plan.

c) Service statistics: Internal Audit

Internal audit procedures were performed based on the 2018/19 RBAP on the following areas and the following number of findings listed for each audit performed:

Area of review	Findings			
	Critical	Significant	Housekeeping	Total
Performance Management (Q1)	0	0	0	0
Performance Management (Q2)	0	3	0	3

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Area of review	Findings			
	Critical	Significant	Housekeeping	Total
Performance Management (Q3)	0	3	0	3
Performance Management (Q4)	In progress			
Information and Communication Technology (ICT)	0	11	0	11
Overtime, Standby and Acting Allowance	0	13	0	13
Grants	In progress			
Risk Management	0	10	0	10
Occupational Health and Safety	0	12	0	12
Inventory and Store Management	In progress			

Service statistics: Internal Audit

- The IA unit also completed a number of investigations and consulting assignments – the more significant ones are listed below:
- OPCAR 2017/18
- Internal and External Bursaries
- 2016/17 and 2017/18 Irregular Expenditure review
- 2016/17 and 2017/18 Unauthorised Expenditure review
- 2016/17 and 2017/18 Fruitless and Wasteful Expenditure review

d) Assistance to local municipalities

Garden Route DM's Internal Audit Unit is chairing the Regional Chief Audit Executive Forum. The purpose of the forum is to engage on challenges and other matters relating to internal audit, this platform also serves to discuss issues raised in the Provincial Chief Audit Executive for further deliberations.

The forum is also serving to identify areas where support might be required, GRDM provided training through a service provider to Bitou and Oudtshoorn Municipality on the automated Audit Software.

Garden Route DM's Internal Audit Unit has also been involved in the project of implementing a turnaround strategy to assist Kannaland Municipality that is under Provincial administration.

e) Highlights: Internal Audit

Key projects that were achieved during the financial year:

Project name	Description	Duration / When
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Project name	Description	Duration / When
Development and execution of the RBAP	APAC approved the risk-based audit plan for the financial year for execution by the internal audit department	2018/19
Development of the Internal Audit Methodology	APAC approved the new Internal Audit Methodology that provides guidance on the key phases and activities applied in an internal audit engagement to ensure consistency in the delivery of internal audit services	June 2019
BarnOwl Internal Audit Software	We successfully procured an internal audit software through a Tender Process; the successful bidder was BarnOwl. The intention is to go live on 1 August 2019	May/June 2019
Annual stock-take on behalf of the AGSA	At year-end, the Internal Audit Unit conducted stock counts at selected Council stores and fuel depots across the District on behalf of the Auditor General South Africa	2018/19
Continuous training of IA Officials	In order to ensure best quality of internal audit services, officials in the unit attend appropriate training programs 2 officials completed the Professional Internal Auditor (PIA) course presented by IIASA – final exams due in August 2019 1 official completed 7 out of 8 modules for the Internal Audit Technician (IAT) course by IIASA – final assessment due in October 2019	2018/19
Celebrating Internal Audit Month	The month of May is the International Internal Auditors Month; the GRDM's Internal Audit unit wrote an article in celebrating of this event, which received a lot of positive response from a number of people	May 2019

Internal Audit Highlights

Challenges: Internal Audit

The table below indicates the challenges faced during the financial year:

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Description	Actions to address
Funding for External Quality Assessment	Provincial Treasury is in process of negotiating an affordable price with suppliers to assist the municipalities in the Western Cape to perform the requested external quality assessment (once every five years)
Capacity constraints after CAE was appointed as CFO	Recruitment is in process to appoint a new CAE and to appoint an intern in the Internal Audit Unit for a duration of 3 years

Internal Audit Challenges

The Internal Audit Unit is striving to cover the full mandate of the Internal Audit Charter within the Municipality by ensuring that the unit is providing an independent, objective assurance and consulting service beyond internal auditing assurance service, to assist Management in meeting its objectives that is designed to add value and improve the Municipality's operations.

The annual risk-based audit plan (RBAP) as approved by the APAC is an extensive plan that covers all areas of the Municipality, focusing on areas with higher risks as identified by management and recorded in the Municipality's risk register. Over and above the approved plan, the IA unit is regularly approached by management to assist in other areas (investigations, reviews, consulting assignments) but cannot always assist due to capacity constraints.

To address the above, Council approved a R200,000 budget to buy in external services to assist in cases where resources in the unit itself are unable to cover additional work/assignments.

The Internal Audit Unit currently utilised Microsoft Office to perform all functions when executing the RBAP, including audit planning, execution of fieldwork (including sampling and analysis), through to the draft and final reporting phase. There are systems available in the market to assist in completing and reporting on audit reviews in a more time-efficient manner whilst increasing sample sizes and coverage when compared to manually performing such tasks.

Composition of the Audit and Performance Audit Committee (APAC)

The APAC is an independent advisory body to Council and this committee was established to assist Council with the execution of its mandate. Currently the APAC comprises of four members, namely:

- Dr A Potgieter (Chairperson)

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- Adv D Block
- Ms N Bulabula
- Mr G Stenekamp

Both the internal and external auditors had unrestricted access to the Audit and Performance Audit Committee. The roles of the Audit & Performance Audit Committee are set out in the Municipality's APAC Charter and covers the requirements of section 166 of the MFMA.

h) Main Responsibilities of the APAC

Advising Council, the Political Office-bearers, the Accounting Officer and the management staff of the municipality;

- Overseeing internal controls, financial reporting and compliance with regulatory matters;
- Review the effectiveness of the Council's system of internal control and risk management;
- Review the financial reporting and financial statements;
- Review the internal audit function;
- Review the performance management system and reports;
- Review compliance to policies, regulations and procedures in terms of prescribed guidelines and applicable laws;
- Internal audit reports are submitted to the Audit and Performance Audit Committee on a quarterly basis for review, through formal meetings; and
- The Audit and Performance Audit Committee is functional and their purpose is in line with the Municipal Finance Management Act and clearly outlined in the APAC Charter which was approved by Council.

For the period under review, the APAC had seven formal meetings. APAC recommendations and minutes of meetings are presented to Council. Additionally, the APAC Chairperson prepares a report on performance management to Council on a bi-annual basis.

i) Employees: Internal Audit

The table below indicates the number of staff employed by the unit:

(T-grade)	2017/18	2018/19			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	Number				%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	0	0	0	0	0

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(T-grade)	2017/18	2018/19			
10 - 12	3	3	3	0	0
13 - 15	0	0	0	0	0
16 - 18	1	0	0	1	0
19 - 20	0	0	0	0	0
Total	4	3	3	1	33.33

Employees: Internal Audit

3.13 COMPONENT H: ORGANISATIONAL PERFORMANCE SCORECARD**3.13.1 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2018/19**

The main development and service delivery priorities forms part of the Municipality's Top Layer SDBIP for 2019/20 and are indicated in the table below:

a) A Skilled Workforce and Communities

Ref	KPI	Unit of measurement	Areas	Annual target
TL10	Number of people from employment equity target groups that will be appointed in the three highest levels of management during the 2019/20 financial year in compliance with the municipality's approved employment equity plan	Number of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	All	1
TL11	Spent 0.5% of personnel budget on training by 30 June 2020 (Actual total training expenditure divided by total personnel budget)	% of the personnel budget spent on training by June 2020	All	0.5%
TL12	Limit vacancy rate to 10% of budgeted post by 30 June 2020 (Number of funded posts vacant divided by number of budgeted funded posts)	% vacancy rate	All	10%
TL13	Develop an Work Study Strategy and submit to MANCOM for approval by March 2020	Work Study Strategy developed and submitted to MANCOM by March 2020	All	1
TL14	Review the organisational structure and submit to Council by 30 June 2020	Organisational structure reviewed and submitted to Council by 30 June 2020	All	1
TL15	Compile a Fleet Management Policy for the Organisation and submit to Council for approval by March 2020	Fleet Management Policy developed and submitted to Council by March 2020	All	1
TL16	Develop an Implementation Plan for the Skills Mecca	Implementation Plan developed and submitted to	All	1

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Ref	KPI	Unit of measurement	Areas	Annual target
	concept and submit to MANCOM by January 2020	MANCOM by January 2020		
TL17	Award 2 external bursaries to qualifying candidates by 31 March 2020	Number of external bursaries awarded by March 2020	All	2
TL28	Job creation through the construction and operation of the Regional Landfill facility	Number of Jobs created by 30 June 2020	All	100
TL35	Develop an Implementation Strategy to obtain EPWP funding for Calitzdorp and submit to the Municipal Manager by December 2019	Implementation Strategy submitted to the Municipal Manager by December 2019	All	1

Service Delivery Priorities for 2018/19 – A Skilled Workforce and Communities

b) Bulk Infrastructure Coordination

Ref	KPI	Unit of measurement	Areas	Annual target
TL37	Compile a Development Strategy on the upgrading of the Radio Communication System and submit to the Municipal Manager by December 2019	Development Strategy compiled and submitted to the Municipal Manager by December 2019	All	1

Services Delivery Priorities for 2018/19 – Bulk Infrastructure Coordination

c) Financial Viability

Ref	KPI	Unit of measurement	Areas	Annual target
TL23	Appointment of an Independent Valuer to evaluate the District Properties by June 2020	Valuer appointed by June 2020	All	1
TL36	Spent 95% of the roads maintenance budget allocation by 30 June 2020 (Actual expenditure divided by approved allocation received)	% of the roads maintenance spent by 30 June 2020	All	95
TL38	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2020 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation,	Number of months that available cash is sufficient to cover the monthly operating expenditure	All	5.2

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Ref	KPI	Unit of measurement	Areas	Annual target
	Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))			
TL39	Submit a Strategic Plan to Council to address the financial sustainability of Garden Route District Municipality by December 2019	Strategic Plan submitted to Council by December 2019	All	1
TL40	Achieve a current ratio of 1 (Current assets: Current liabilities)	Number of times the municipality can pay back its short term-liabilities with its short-term assets	All	1
TL43	The percentage of the municipal capital budget spent on capital projects by 30 June 2020 (Actual amount spent on capital projects /Total amount budgeted for capital projects)(Report submitted by CFO)	% of capital budget spent by 30 June 2020	All	90
TL44	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations by 30 June 2017 ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% of debt coverage	All	30
TL45	Compilation of the Annual Financial Statements (AFS) for the 2018/2019 financial year and submit to the Auditor General (AG) by 31 August 2019	Compilation and submission of the AFS to the AG by 31 August 2019	All	1

Services Delivery Priorities for 2018/19 - Financial Viability

d) Good Governance

Ref	KPI	Unit of measurement	Areas	Annual target
TL1	Submit an OPCAR progress report to the MANCOM on a quarterly basis	Number of progress reports submitted quarterly	All	4
TL2	Develop Standard Operating Procedures for the Municipality and submit to MANCOM for approval(Inclusive Report)	Number of SOP's developed and submitted to MANCOM	All	10
TL3	Submit the Top layer SDBIP for 2020/21 for approval by the Mayor within 14 days after the budget has been approved	Top Layer SDBIP for 2020/21 submitted to the Mayor within 14 days after the budget has been approved	All	1

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Ref	KPI	Unit of measurement	Areas	Annual target
TL4	Draft the annual performance report for 2018/19 and submit to the Auditor General by 31 August 2019	Annual performance report for 2018/19 drafted and submitted to the Auditor General by 31 August 2019	All	1
TL5	Develop an Individual Performance Management System for the first five levels of reporting within the Organisation by June 2020	Individual Performance Management System developed by June 2020	All	1
TL6	Review the risk management policy submit to Council by 31 May 2020	Reviewed risk management policy submitted to Council by 31 May 2020	All	1
TL7	Compile the Risk based audit plan (RBAP) for 2020/21 and submit to the Audit Committee for consideration by 30 June 2020	RBAP for 2020/21 compiled and submitted to the Audit Committee by 30 June 2020	All	1
TL8	Report to MANCOM on the revision of the Human Resource Policies of the Organisation	Number of reports submitted to MANCOM	All	4
TL9	Compile and submit an implementation plan to MANCOM addressing the Improved Corporate Image of the Organisation by March 2020	Number of implementation plans compiled and submitted to MANCOM by March 2020	All	1
TL33	Signing an MOU with Stellenbosch University to improve qualifications by December 2019	MOU signed by December 2019	All	1
TL41	Develop Standard Operating Procedures for the Finance department on the ten most critical processes and submit to MANCOM for approval by December 2019	Number of SOP's developed and submitted to MANCOM by December 2019	All	10
TL42	Develop a Strategic Plan to address the minimization of the use of Consultants within the Department and submit to MANCOM by December 2019	Strategic Plan submitted to MACNOM by December 2019	All	1

Service Delivery Priorities for 2018/19 - Good Governance

e) Growing an Inclusive District Economy

Ref	KPI	Unit of measurement	Areas	Annual target
TL18	Development of a Growth and Development Strategy and submit to Council by June 2020	Growth and Development Strategy developed and submitted to Council by June 2020	All	1
TL19	Development of a Garden Route Tourism Strategy and submit to Council by June 2020	Tourism Strategy develop and submitted to Council by June 2020	All	1
TL20	Develop a Strategy on SME's development and submit to Council	SME's development strategy developed and submitted to Council	All	1

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Ref	KPI	Unit of measurement	Areas	Annual target
	by March 2020	by March 2020		
TL21	Compile a Township Economic Development Strategy and submit to MANCOM by March 2020	Implementation Plan on Township Economic Development compiled and submitted to MANCOM by March 2020	All	1
TL22	Develop an Implementation Plan addressing the Investment Conference, Smart City Summit and Green Energy Summit resolutions and submit to MANCOM by January 2020	Implementation Plan developed and submitted to MANCOM by January 2020	All	1
TL24	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2020	Number of Job opportunities created through the Expanded Public Works Programme (EPWP) by 30 June 2020	All	150
TL25	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2020	Number of Job opportunities created through the (EPWP) (Extensions of contracts) by 30 June 2020	All	80
TL26	Compile a Development Strategy on Organisational Implementation of EPWP and submit to Council by March 2020	Development Strategy compiled and submitted to Council by March 2020	All	1
TL27	Compile and submit the final annual report and oversight report for 2018/19 to Council by 31 December 2019	Final annual report and oversight report for 2018/19 submitted to Council by 31 December 2019	All	1

Service Delivery Priorities for 2018/19 - Growing an Inclusive District Economy

f) Healthy and Socially Stable Communities

Ref	KPI	Unit of measurement	Areas	Annual target
TL32	Conduct Public Health Awareness through 8 sessions with the community by 30 June 2020	Number of sessions conducted by 30 June 2020	All	8
TL34	Develop a Strategic Plan for the establishment of a Regional Waste Management Facility and submit to Council by March 2020	Strategic Plan submitted to Council by March 2020	All	1

Service Delivery Priorities for 2018/19 - Healthy and Socially Stable Communities

g) Sustainable Environmental Management and Public Safety

Ref	KPI	Unit of measurement	Areas	Annual target
TL29	Compile a development plan to establish a fire training division and submit to Council by March 2020	Development plan submitted to Council by March 2020	All	1
TL30	Compile a strategy to address the management of emergency incidents due to inadequate equipment and submit to MANCOM by March 2020	Strategy submitted to MANCOM by March 2020	All	1
TL31	Development of climate change adaptation interventions in terms of Municipal Health and Environmental Services Strategy and submit to Council by March 2020	Municipal Health and Environmental Services Strategy submitted to Council by March 2020	All	1

Service delivery priorities for 2018/19: - Sustainable Environmental Management and Public Safety

CHAPTER 4

ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART 2)



CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

4.1 NATIONAL KPI'S – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the Municipality's performance in terms of the national KPI's required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and Section 43 of the MSA. These KPI's are linked to the national key performance area – municipal transformation and organisational development.

KPA and indicators	Municipal achievement	
	2017/18	2018/19
The number of people from employment equity target groups appointed in the three highest levels of management during the 2018/19 financial year in compliance with the municipality's approved Employment Equity Plan	7	2
Spend 0.5% of the personnel budget on training by 30 June 2019 (Actual total training expenditure divided by total personnel budget)	1.17%	1.23%

National KPIs– Municipal Transformation and Organisational Development

4.2 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The District Municipality currently employs 557 permanent officials as at 30 June 2019, who individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of HR is to render an innovative service that addresses both skills development and an administrative function.

4.2.1 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15(1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The

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national performance indicator also refers to: "Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan"

a) Occupational Levels - Race

The table below categorises the number of employees by race within the occupational levels:

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	4	2	0	7	1	1	0	2	17
Senior management	3	4	1	2	0	6	0	2	18
Professionally qualified and experienced specialists and mid- management	5	19	0	15	8	16	0	6	69
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	22	102	0	29	11	51	1	8	224
Semi-skilled and discretionary decision making	4	23	0	0	2	9	0	0	38
Unskilled and defined decision making	41	66	1	2	32	53	0	2	197
Total permanent	79	216	2	55	54	136	1	20	563
Non permanent employees	31	178	1	5	59	191	1	3	469
Grand total	110	394	3	60	113	327	2	23	1032

Table 1: Occupational Levels

b) Departments - Race

The following table categorises the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	3	0	0	2	2	5	0	1	13
Community Services	7	40	1	20	9	29	0	5	111
Corporate Services	5	12	0	4	7	17	1	3	49
Financial Services	2	15	0	1	5	8	0	5	36
Planning & Eco Management Services	6	21	0	1	1	25	0	2	56
Roads Services	56	128	1	27	30	52	0	4	298
Total permanent	79	216	2	55	54	136	1	20	563
Non - permanent	31	178	1	5	59	191	1	3	469

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Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Grand total	110	394	3	60	113	327	2	23	1032

Table 2: Department – Race Classification

c) Vacancy Rate

The approved organogram for the Municipality had 615 posts for the 2018/19 financial year.

The actual positions filled are indicated in the tables below by post level and by functional level. 90 Posts were vacant at the end of 2018/19, resulting in a vacancy rate of 9.43%

Below is a table that indicates the vacancies within the Municipality:

Per post level		
Post level	Filled	Vacant
MM & MSA section 57 & 56 Employees	6	0
Middle management	167	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	164	0
Unskilled and defined decision making	226	0
Total	563	0
Per functional level		
Functional area	Filled	Vacant
	1	0
	1	0
	1	0
	1	0
	1	0
Total	5	0

Table 3: Vacancy Rate Per Post and Functional Level

d) Employee Turnover Rate

A high employee turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. Below is a table that shows the employee turnover rate within the Municipality for the past two financial years:

Financial year	Total no appointments at the end of each financial year	New appointments	Terminations during the year	Turn-over rate
2017/18	556	54	12	2.23%
2018/19	557	21	26	4.49%

Table 4: Employee Turnover Rate

4.3 MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

4.3.1 INJURIES

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The table below indicates the total number of injuries within the different departments:

Department	2017/18	2018/19
Office of the Municipal Manager	0	0
Corporate Services	1	0
Financial Services	1	0
Community Services	0	0
Planning and Economic Development Services	0	0
Roads and Transport Planning	38	32
Total	40	32

Table 5: Injuries

Injuries in the Roads and Transport Planning Unit are normally higher due to the nature of work and the constant handling of equipment and machinery.

4.3.2 SICK LEAVE

The number of days' sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken. The total number of employees that have taken sick leave during the 2018/19 financial year shows a decrease when comparing it with the 2017/18 financial year.

The table below indicates the total number sick leave days taken within the different directorates:

Department	2017/18	2018/19
Office of the Municipal Manager	72.29	125.66
Corporate Services	275.90	640.14
Financial Services	165.94	254.72
Community Services	377.79	744.04
Planning and Economic Development Services	151.04	451.84
Roads and Transport Planning	2 166.21	4 290.33
Total	3 209.17	6 506.73

Table 6: Sick Leave Days

4.3.3 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved:

Approved policies	
Name of policy	Council resolution
Travel & Subsistence Policy	DC 744/12/14 / DC 520/03/14 / DC C15/12/2017
Funeral Memorial Services Policy	DC 1091/06/16
Leave Policy	DC 1091/06/16 / DC C16/12/2017
Gender Empowerment Policy	DC 1091/06/16
Overtime Policy	DC 520/03/14
Recruitment & Selection Policy	DC 444/04/11 / DC 744/12/14 / DC 1091/06/16
Smoking Policy	DC 514/08/13 / DC03/15
Experiential Training Policy	DC 515/08/13
Private Work Policy	DC 58/08/05
Bouquets Policy	DC 517/08/13
Telephone Use Policy	DC 1091/06/16
Key Use Policy	DC 1091/06/16
Security & Risk Policy	DC 1091/06/16
Parking Policy	DC 12/14

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Approved policies	
Records Management Policy	DC 12/14
Placement Policy	DC 520/08/13 / DC 192/07/17
Contract Appointments Policy	DC 516/08/13
Experiential Training Policy	DC 515/08/13
Skills Development Policy	DC 744/12/14
Succession Planning & Career Pathing	DC 12/14
SHE Rep Policy	DC 520/03/14
SHE Committee Policy	DC 520/03/14
Policy on incentives for exceptional performance	Draft to be developed during 2019/20
Succession Planning and Career Pathing Policy	DC 744/12/14
Employee Assistance Policy	C.5
Draft Disability Policy	C.5
Revised Employment Equity Policy	C.5
Abscondment Policy	C.5
Grievance Procedure	C.5
Task	20 July 201
Appointment of Consultants Policy	C.5

HR Policies and Plans

The HR Department submits policies to the Local Labour Forum on a regular basis for review purposes.

4.3.4 INDIVIDUAL PERFORMANCE AND REWARDS

In accordance with Regulation 32, a performance bonus, based on affordability, may be paid to an employee, after -

- The annual report for the financial year under review has been tabled and adopted by the municipal council;
- an evaluation of performance in accordance with the provisions of Regulation 23; and
- approval of such evaluation by the municipal council as a reward for outstanding performance.

The performance management system was not rolled out to employees from post level 1 – 6. No performance rewards (bonuses), were paid during 2018/19.

4.4 CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA states that a municipality must develop its HR capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the HR capacity of a municipality must

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comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

4.4.1 SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

Management level	Gender	Number of employees identified for training at start of the year	Number of employees that received training
MM and S57	Female	0	0
	Male	1	0
Legislators, senior officials and managers	Female	27	8
	Male	53	13
Associate professionals and Technicians	Female	23	10
	Male	35	0
Professionals	Female	43	0
	Male	29	2
Clerks	Female	33	8
	Male	16	4
Service and sales workers	Female	13	2
	Male	25	5
Craft and related trade workers	Female	0	0
	Male	50	7
Plant and machine operators and assemblers	Female	0	0
	Male	50	7
Elementary occupations	Female	92	38
	Male	131	72
Sub total	Female	231	66
	Male	370	110
Total		620	377

Skills Matrix

The following training was provided for employees trained:

Type of learning intervention	Name of training intervention	Number trained at	
		NQF 1 - 2	NQF 3 - 8
Learnership	Fire Fighting	3	6
Learnership	National Certificate: Road	64	46

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Type of learning intervention	Name of training intervention	Number trained at	
		NQF 1 - 2	NQF 3 - 8
	Construction		
Skills Programme	Identify responsibilities of a team leader in ensuring that organisational standards are met	0	32
Skills Programme	Labour Law	0	4
Skills Programme	Operate a truck mounted loader crane	15	0
Skills Programme	Law Enforcement Training	0	16
Total		82	104

Training Provided

4.4.2. SKILLS DEVELOPMENT TRAINING

The Skills Development Act (1998) and the MSA, (2000), require employers to supply employees with the necessary training to develop its HR capacity. Section 55(1)(f) states that as head of administration, the Municipal Manager is responsible for the management, utilization and training of staff.

The table below indicates the training that was provided to various levels of staff:

Occupational categories	Gender	Training provided within the reporting period (2018/19)					
		Learnership		Skills programmes and other short courses		Total	
		Actual	Target	Actual	Target	Actual	Target
MM and S57	Female	0	0	0	0	0	0
	Male	0	1	0	1	0	1
Legislators, senior officials and managers	Female	0	27	7	27	7	27
	Male	0	52	21	52	21	52
Professionals	Female	0	43	23	43	23	43
	Male	0	29	10	29	10	29
Technicians and associate professionals	Female	0	23	3	23	3	23
	Male	0	35	14	35	14	35
Clerks	Female	0	33	21	33	21	33
	Male	0	16	11	16	11	16
Service and sales workers	Female	0	13	3	13	3	13
	Male	0	25	12	25	12	25

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Occupational categories	Gender	Training provided within the reporting period (2018/19)					
		Learnership		Skills programmes and other short courses		Total	
		Actual	Target	Actual	Target	Actual	Target
Craft and related trade workers	Female	0	0	0	0	0	0
	Male	0	50	0	50	0	50
Plant and machine operators and assemblers	Female	0	0	0	0	0	0
	Male	0	31	5	31	5	31
Elementary occupations	Female	47	92	0	92	47	92
	Male	75	131	0	131	75	131
Sub total	Female	75	370	73	370	148	370
	Male	47	231	57	231	104	231
Total		122	601	130	601	252	601

Skills Development Training

4.4.3 SKILLS DEVELOPMENT BUDGET ALLOCATION (DRAFT INFORMATION)

The table below indicates the budget allocated and total spent on skills development:

Total personnel budget (R)	Total allocated (R)	Total spent (R)	% Spent
R152 467 000.00	R4 186 935.00	R3 325 455.86	1.9%

Budget Allocated and Spent on Skills Development

4.4.4 MFMA COMPETENCIES

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the MFMA. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 as per Government Notice No. 179 of 14 March 2014), employ a person as

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a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

The table below provides details of the financial competency development progress as required by the regulation:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial officials				
Accounting Officer	1	1	1	1
Chief Financial Officer	1	1	1	1
Senior managers	5	5	5	5
Any other financial officials	591	0	0	0
SCM officials				
Heads of SCM units	1	0	0	0
SCM senior managers	2	0	0	0
TOTAL	601	7	7	7

Financial Competency Development Progress of Officials

4.5 THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the Accounting Officer of a municipality must report to Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.5.1 PERSONNEL EXPENDITURE (DRAFT INFORMATION)

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past two financial years. The Municipality is well over the national norm of between 35 to 40%:

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R'000	R'000	Total operating expenditure	Percentage
2017/18	128 451	201 170	63.85
2018/19	136 426	222 809	61

Operating Expenditure (excluding Roads)

Below is a summary of Councillors and staff benefits for the year under review: (Draft Information)

Financial year	2017/18	2018/19		
Description	Actual	Original budget	Adjusted budget	Actual
	R'000			
Councillors (Political office bearers plus other)				
Salary	7 370	8 947	7 481	7 792
Pension contributions	261	247	463	428
Medical-aid contributions	142	52	122	144
Motor vehicle allowance	2 312	1 020	1 696	1 088
Cell phone allowance	325	664	1 125	1 023
Housing allowance	405	642	1 046	631
Other benefits or allowances	0	0	0	0
In-kind benefits	0	0	0	0
Sub Total	10 815	11 572	11 933	11 105
% increase/ (decrease)	N/A	7.0%	10.3%	2.7%
Senior managers of the Municipality				
Salary	4 022	5 277	4 501	5 267
Pension contributions	481	359	165	790
Medical-aid contributions	117	161	125	186
Performance bonus	484	777	838	703
Motor vehicle allowance	670	772	724	788
Cell phone allowance	61	83	114	114

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Financial year	2017/18	2018/19		
Description	Actual	Original budget	Adjusted budget	Actual
	R'000			
Housing allowance	84	285	0	321
Other benefits or allowances	132	100	-5	153
Payments in lieu of leave	70	77	0	0
Long service awards	0	0	0	0
In-kind benefits	0	0	0	0
Sub total	6 120	7 890	6 462	8 323
% increase/ (decrease)	NA	28.9%	5.9%	36%
Other municipal staff				
Basic salaries and wages	71 403	79 891	82 376	76 435
Pension contributions	15 225	10 474	16 907	11 897
Medical aid contributions	10 067	9 132	10 351	6 505
Overtime	2 623	2 985	3 328	2 866
Motor vehicle allowance	4 921	6 539	6 363	6 344
Cell phone allowance	119	174	160	82
Housing allowance	888	1 397	1 484	978
Other benefits or allowances	3 475	3 424	4 121	4 859
Payments in lieu of leave	5 334	6 064	6 116	5 631
Long service awards	533	0	0	247
Post-retirement benefits obligations	8 043	5 698	2 866	1 153
Sub total	122 630	125 779	134 072	116 997
% increase/ (decrease)	NA	2.6%	9.3%	-
Total Municipality	139 565	145 242	152 467	136 426

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Financial year	2017/18	2018/19		
Description	Actual	Original budget	Adjusted budget	Actual
	R'000			
% increase/ (decrease)	NA	4.1%	9.2%	-

Personnel Expenditure (excluding Roads)

*Note: Figures in the previous year may be amended and will therefore not necessarily match the figures in the previous year annual report. Figures for 2018/19 financial year are unaudited figures as at 30 June 2019.

CHAPTER 5

FINANCIAL PERFORMANCE



CHAPTER 5: FINANCIAL PERFORMANCE

5.1 FINANCIAL MATTERS

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

COMMENT ON FINANCIAL PERFORMANCE:

Based on the consolidated 2018/19 financial performance, the municipality made a surplus of R4.5m in comparison to R4.7m surplus in 2017/18. Overall, the municipality is in good financial health.

Note should be taken of the increase of salaries which indicate an average increase by 7-8%, compared to the Equitable Share (municipality's main income source), which only increased by 3.5%.

5.2 GRANTS

COMMENT ON OPERATING TRANSFERS AND GRANTS:

The municipality is more than 75% dependant on grants and subsidies and are aiming to be less dependant on grants and to generate more own revenue. A Revenue Enhancement Strategy is in process.

5.3 ASSET MANAGEMENT

INTRODUCTION TO ASSET MANAGEMENT

An asset management unit is established at Garden Route District Municipality consisting of the asset manager and an official. Annual asset verification is conducting to ensure all assets are accounted for. Missing assets must be explained by the responsible person the asset is allocated to on the reasons why the assets are missing.

When assets are transferred, an asset transfer form must be completed and submitted to the asset section to update their records.

Every personnel member assets are allocated to, are responsible for the safeguarding of their assets. Aurecon have previously been appointed to compile an asset maintenance plans for the properties.

There is a new approved asset management policy approved by council in 2019 in place, this policy will be reviewed annually to ensure it is aligned with GRAP requirements.

The key objectives of the asset management policy are:

- The accurate recording of essential asset information;
- The accurate recording of asset movements;
- Exercising strict physical controls over all assets;
- Treating the assets correctly in the Municipality's Financial Statements;
- Providing accurate and meaningful management information;

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- Compliance with the Council's accounting policies and GRAP;
- Adequate insuring of assets;
- Maintenance of Council's assets;
- Ensuring that managers are aware of their responsibilities with regard to the assets; and
- Setting out the standards of management, recording and internal controls so as to safeguard the assets against inappropriate utilization or loss.

T5.3.1

Details of capital expenditure		
Asset 1	New Water Tankers for Fire Fighting	R3 523 000
Asset 2	Purchase of office building in Plettenberg Bay	R2 300 000
Asset 3	New LDV Skid Unit for Fire Fighting	R515 000
Asset 4	Risk Management and Internal Audit software	R500 000
Asset 5	Hazmat Rescue & Fire Equipment Equipment	R250 000

The other capital items purchased are mainly IT equipment and building upgrades at Resorts.

COMMENT ON ASSET MANAGEMENT

Refer to previous table and comments with regards to the additions for the year.

Repair and Maintenance Expenditure 2018/19				
(R'000)				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and maintenance expenditure	4 598	3 501	3 221	7.99%

COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

There are limited funding available to allocate to repairs and maintenance. In prior years, Aurecon was appointed to compile a maintenance plan for the properties, and the fleet manager compiled a fleet maintenance plan. This will be used in the future as basis for planning and budgeting purposes.

The challenge still remains of funding to source the increased maintenance. The main source of income increases 3.5% which is not aligned to the average CPIX.

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Liquidity ratios measure the municipality's ability to pay its bills and are calculated by dividing the current assets, due within one year by the municipality's current liabilities, payable within one year. The higher the ratio, the better it is for the organisation.

Ratio Calculations: 30 June 2019					
Name of Municipality:	Garden Route District Municipality				
Financial year-end:	30 June 2019				
Current Ratio:	(Current Assets / Current Liabilities)				
	Norm: 1.5 - 2.1				
		30 June 2019	30 June 2018		
Current Assets		164 950 823	185 595 878		
Current Liabilities		33 630 668	58 567 586		
Current ratio		4,90	3,17	<i>times</i>	
Comment					
The purpose of the current ratio is to determine whether GRDM has the ability to pay its short term liabilities					
The norm is 1.5 - 2.1 times. As at 30 June 2019 GRDM's current ratio is almost 5 times, which is far better than the norm.					
It has improved from 3.17 times as measured on 30 June 2018.					

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Ratio Calculations: 30 June 2019					
Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants):					
((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)					
Norm: 1-3 months					
			30 June 2019	30 June 2018	
Cash and cash equivalents		145 919 273		162 383 670	
Unspent conditional grants	-	5 706 997		8 419 797	
		<u>140 212 277</u>		<u>170 803 467</u>	
Total expenditure		222 809 000		192 374 766	
Depreciation and Amortisation	-	4 234 000	-	3 958 922	
Provision for bad debts		-		-	
Loss on disposal of assets		-	-	573 997	
		<u>218 575 000</u>		<u>187 841 848</u>	
Monthly average		18 214 583		15 653 487	
Cost cover		7,7		10,9	<i>times</i>
Comment					
The purpose of this ratio is to determine the amount of cash available to pay monthly operating expenses.					
On a norm of 3 months, GRDM has a strong result showing that it is able to pay almost 8 months' operating expenses from the current cash and cash equivalent balance.					

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Ratio Calculations: 30 June 2019						
Net debtor days:		(((Gross Debtors - Bad debt Provision)/ Actual Billed Revenue)) × 365				
		Norm: 30 days				
		30 June 2019		30 June 2018		
Gross debtors closing balance		18 317 892		16 200 108		
Billed revenue		28 959 966		15 704 713		
Bad debt provision		-		-		
		231		377		days
Comment						
This ratio indicates how quick (in days) the municipality is able to receive payment from bills sent out to the public on a monthly basis.						
There has been an improvement in the results since June 2018 (from 377 days to 231 days), but the result is still substantially worse than the norm of 30 days.						
The main reason for this relates to the complexities and legal challenges associated with billing and payment of fire fighting services in the district.						
GRDM sends out letters of demand and, as applicable, hands over non-paying debtors to the legal department. Proving however where a fire originated from remains a challenge and a protracted legal process.						
GRDM installed a new incident management system in the Disaster Management section, which will greatly strengthen GRDM's ability to prove fire origination, which is expected to result in an improvement regarding receiving payment from fire fighting services debtors.						
Grant dependency:		(Government grants and subsidies / Total revenue) x 100				
		30 June 2019		30 June 2018		
Total revenue		227 356 000		206 229 090		
Government grants and subsidies		171 356 000		154 142 467		
		75%		75%		
Comment						
The purpose of this ratio is to indicate the dependency of GRDM on government grants and subsidies.						
As mentioned elsewhere in the report, the result of 75% is considered to be substantially too high.						
GRDM is therefore actively pursuing alternative sources of own revenue in order to address this in future.						

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE

Introduction to spending against capital budgets

Total Capital Expenditure: 2016/17 to 2018/19 (R'000)			
Detail	2016/17	2017/18	2018/19
Original Budget	5 415	2 459	9 303
Adjustment Budget	6 713	4 677	10 623
Actual	6 181	5 324	9 800

COMMENT ON CAPITAL EXPENDITURE:

The majority of the budget includes the purchase of an office building in Plettenberg Bay, Fire fighting vehicles and equipment, IT equipment and new risk management and internal audit software.

FUNDING OF CAPITAL BUDGET: 2018/2019

Provincial Treasury funded the purchase of new fire fighting vehicles to the value of R2 million. The rest of the funding is from own sources.

5.6 SOURCES OF FINANCE

With the current financial constraints, limited funding is available to fund capital expenditure.

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

The capital expenditure was spent on:

- Purchase of an office building for the Environmental Health section in Plettenberg Bay
- Purchase of fire fighting vehicles and equipment
- Purchase of IT equipment
- Purchase of risk management and internal audit software

The majority of the budget includes the purchase of an office building in Plettenberg Bay, Fire fighting vehicles and equipment, IT equipment and new risk management and internal audit software.

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.8 CASH FLOW**INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS**

Refer to cash flow statement included in this report.

After the abolishment of the RSC levies, district municipalities are cash strained as they are about 75% dependent on grant funding to sustain operations. The Equitable Share Grant only increases 3.5% annually which is not aligned to the continuous increase in expenditure. District Municipalities have very limited own revenue sources e.g. tariffs that can be raised. Revenue from own resources are limited, the majority own income is the administration fee received for the Roads agency function performed on behalf of Department of Transport. Various engagements are in process with Provincial Treasury, National Treasury to address this issue. A district municipality task team for the Western Cape has been established.

5.9 BORROWING AND INVESTMENTS

5.9.1 INVESTMENTS

Money is invested in short term investments (32 day deposits). Excess cash not needed for the daily operations for the next month are invested. Maximum of 25% may be invested with one institution as per the cash and investment policy.

Investments are made in accordance with the cash and investment policy. Excess funds not needed within the next 32 days are invested to generate maximum interest. Investments are limited to 25% per financial institution to diversify risk to council.

5.9.2 BORROWINGS

No new loans have been taken up in the 2018/2019 financial year. It is not envisioned that new loans will be taken up in 2019/2020.

COMMENT ON BORROWINGS:

Borrowings: No new loans have been taken up in the 2018/2019 financial year. It is not envisioned that new loans will be taken up in 2019/2020. Long term loans were fully repaid during the 2015/2016 financial year.

5.10 PUBLIC PRIVATE PARTNERSHIPS

Garden Route District Municipality is in the process to enter into a Public Private Partnership (PPP) with Eden Waste Management, the Preferred Bidder, for a period of ten (10) years to build and operated a Regional Waste Management Facility. The PPP Agreement will include the build and operation of a domestic and hazardous disposal facility as well as the availability of a rotating mobile chipper and crusher to the participating local municipalities. The participating local municipalities that will make use of the facility will be Bitou, Knysna, George, Mossel Bay and Hessequa (Gouritzmond and Albertinia).

The due diligens process initiated by the Development Bank of South Africa that is the financier of the Private Partner was completed and can the final PPP process be concluded. The preparation of the Treasury Views and Recommendation III documentations as well as the Section 33 in terms of the MFMA (contract longer than three years) process documentation are nearly finalised to be submitted to Nasional and provincial Treasury for their comments as well as to the Nasional and Provincial Sector Department for their comments. The comments timeline for their comments are thirty (30) days.

As soon as the comments are received the PPP Agreement will be finalised and submitted to Council for approval and signature of the Municipal Manager.

It is anticipated that the above mentioned processes will be finalised at the end of November 2019 and construction can proceed from 20 January 2020. The private Partner, Eden Waste Management, will set up camp during the first two (2) weeks of December 2019.

All participating local municipalities have made provision in their existing multi year budgets for thier individual operating cost contribution from date of in operation of the regional Waste Management Facility.

5.11 GRAP COMPLIANCE

With the lack of capacity in the GRAP unit, consultants are assisting with the implementation of GRAP standards.

There are two GRAP steering committees:

- One committee consists of the finance personnel, chaired by the CFO. This is where the progress by the different sections are discussed, the action plans to address previous audit findings, etc. The meeting is attended by:
 - The Managers of the finance department;

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- o Their first line of supervisors;
 - o The risk officer and
 - o Internal audit.
- The second committee serves as a bigger meeting for discussion of financial issues pertaining to the whole municipality and all departments. The meeting is attended by:
 - o CFO
 - o Municipal Manager;
 - o Head of Department's;
 - o Finance Deputy Managers;
 - o Internal Audit;
 - o Other Role-Players

5.12 PERFORMANCE OF SERVICE PROVIDERS

In terms of section 116(2)(d) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), the Accounting Officer of a municipality must report on the management of the contract or agreement and the performance of the contractor. Please see below the performance of service providers who delivered material services.

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Description	Department	Responsible person	Tender no allocated	Awarded to	Amount (VAT included)	Performance Review of the Supplier - Give a brief description of the supplier performance
Supply of PABX and Telephone Management Solution system (voice) for a period of three period-renting option	Corp Dept: IT Dept	Rhyn Alberts	E/02/16-17	Telkom	R4 000 000,00	Satisfactory
Supply and delivery of spares and accessories	Roads Department	Marisa/Melvin	R/02/16-17	Autozone and Wurth SA (Pty) Ltd	R2 000 000,00	Satisfactory
Supply and delivery of concrete block pavers	Roads Department	Bernadende Prinsloo	R/05/16-17	Mobicast Pty Ltd	R 4 000 000,00	Satisfactory
Review and development of integrated waste management plans for the municipalities of Hessequa, Mosel Bay, George, Knysna, Bitou, Kannaland and Garden Route District Municipality	Community services	Morton Hubbe	E/16/18-19	Gibb Pty Ltd	R 1 541 000,00	Satisfactory
Fencing of Roads Dept in George	Roads department	Mr. JP Du Plessis/E Du Plessis	R/04/18-19	Jonty Engineering and Trading SA CC	R 616 044,65	Satisfactory

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Description	Department	Responsible person	Tender no allocated	Awarded to	Amount (VAT included)	Performance Review of the Supplier - Give a brief description of the supplier performance
Purchasing of a building for office use near the central business park of Bitou (Plettenberg Bay)	Planning & Development Dept	Mario Appels	E/43/18-19	Me AJ Pretorius/ Helen Melon Properties	R 2450 000.00	Satisfactory

**VOLUME II:
ANNUAL FINANCIAL STATEMENTS**

To be inserted at a later stage

[illegible]

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Party	P R	Part	Councillor	28 August 2018	01 October 2018	30 October 2019	05 December 2018	13 December 2018	09 January 2019	21 January 2019	11 February 2019	27 February 2019	26 March 2019	23 April 2019	28 May 2019	27 June 2019
Mossel Bay		x	RH Ruiters	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	A	Y	Y
Oudtshoorn		x	K Windvogel	Y	Y	Y	Y	Y	A	Y	Y	Y	Y	Y	Y	Y
Oudtshoorn		x	JC Lambaateen	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	y
Oudtshoorn		x	RR Wildschut	Y	Y	Y	Y	Y	Y	A	Y	A	Y	A	Y	
Bitou		x	NC Jacob	Y	Y	Y	Y		A	Y	A	Y	Y	Y	Y	Y
Bitou		x	ASM Windvogel	Y	y	y	Y	Y	Y	Y	A	Y	Y	Y	y	y

MAYORAL COMMITTEE MEETINGS: 31 AUGUST 2018 UNTIL 30 JUNE 2019

Councillors	28 May 2019	17 May 2019	17 April 2019	26 March 2019	29 October 2018	30 July 2018		
Cllr Memory Booysen	Y	Y	Y	Y	Y	Y		
Cllr Rosina Ruiters	Y	A	Y	Y	Y	Y		
Cllr Khayalethu Lose	Y	A	Y	Y	Y	Y		
Cllr Isaya Stemela	Y	A		Y	Y	Y		
Cllr Joslyn Johnson	Y	a	A	Y	Y	Y		
Cllr Bria Meyer	Y	A	Y	Y	Y	Y		
Cllr Jerome Lambaateen	Y	A	Y	Y	A	Y		
Cllr RE Spies	y	A	Y	Y	Y	Y		

APPENDIX B: THIRD TIER ADMINISTRATIVE STRUCTURE



APPENDIX C: FUNCTIONS OF GARDEN ROUTE DM

2018/19 Functions of Garden Route DM		
Municipal Functions	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
According to the Constitution, Schedule 4, Part B.		
Air Pollution	Yes	Department: Community Services
Child Care Facilities	Yes	Department: Community Services
Electricity and Gas Reticulation	No	N/A
Firefighting Services	Yes	Department: Community Services
Local Tourism	Yes	Department: Corporate-/Strategic Services
Municipal Planning	Yes	Department: Corporate-/Strategic Services
Municipal Health Services	Yes	Department: Community Services
Municipal Public Transport	Yes	Department: Roads Services
Municipal Public Works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes	Department: Roads Services

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2018/19 Functions of Garden Route DM		
Municipal Functions	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Storm water Management Systems in built-up areas	No	N/A
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	N/A
Municipal Airports	No	N/A
Trading Regulations	No	N/A
Building Regulations	No	N/A
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No	N/A
Constitution Schedule 5, part B functions		
Licensing and control of undertakings that sell food to the public	Yes	Department: Community Services
Municipal roads	Yes	Garden Route DM, however, only upgrade and maintain provincial roads
Beaches and amusement facilities	No	N/A
Billboards and the display of advertisements in public places	No	N/A
Cemeteries, funeral parlours and crematoria	No	N/A
Cleansing	No	N/A
Control of public nuisances	No	N/A
Control of undertakings that sell liquor to the public	No	N/A
Facilities for the accommodation, care and burial of animals	No	N/A
Fencing and fences	No	N/A
Licensing of dogs	No	N/A
Local amenities	No	N/A
Local sport facilities	No	N/A
Markets	No	N/A
Municipal abattoirs	No	N/A
Municipal parks and recreation	No	N/A
Noise pollution	No	N/A
Pounds	No	N/A

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2018/19 Functions of Garden Route DM		
Municipal Functions	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Public places	No	N/A
Refuse removal, refuse dumps and solid waste disposal	No	N/A
Street trading	No	N/A
Street lighting	No	N/A
Traffic and parking	No	N/A

APPENDIX D: MUNICIPAL AUDIT AND PERFORMANCE AUDIT COMMITTEE RECOMMENDATIONS

Date of Meeting	Committee recommendations during year 2017/18	Recommendations adopted (enter Yes) If not adopted (provide explanation)
APAC: 30 August 2018	That Mr Stenekamp will give detailed feedback of review at APAC meeting of 31 August 2018 and obtain input from MM on certain aspects, as applicable. (ITEM: REVIEW OF THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2018)	Yes
APAC: 31 August 2018	That the following reports be submitted to the next APAC meeting: <ul style="list-style-type: none"> - The MM submit a report to APAC regarding the agreement with the Department of Transport regarding post-retirement benefits payable to Roads officials; - The Communications Policy; - Ms Holtzhausen submit an updated report regarding the Skills Summit that took place; - The Economic Growth Strategy; - Ms N Davids prepare a progress report on the land disclosed as "under dispute" in the 2016/17 annual financial statements; and - An updated Tourism Strategy. 	Yes
	That the MM ensures that the Section 32 process regarding irregular expenditure be expedited in order to reduce the outstanding balance of this expenditure (either through recovery or write-off) that is included in the notes to the AF5. That the MM will forward any agreement/letters to APAC regarding property discussions with 8 municipalities as applicable following the joint meeting between CFO's and MM's regarding properties on Monday 03 September 2018. That material/significant findings raised by AGSA during their audit be communicated to APAC immediately. (ITEM: REVIEW OF THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDING 30 JUNE 2018)	Yes
	That the deadlines for implementation of the action plans be	Yes

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	<p>included in the OPCAR report tabled to APAC in future That OPCAR be a standing item on the APAC agenda (ITEM: REPORT ON MONITORING OF IMPLEMENTATION OF THE AG MANAGEMENT REPORT FINDINGS OF THE 2014/15, 2015/16 AND 2016/17 FINANCIAL YEARS)</p> <p>That Mr Loliwe submit an action plan at the next meeting to address the repeat findings raised by Internal Audit. That a bi-annual report be submitted to Council for notification or action if deemed necessary. (ITEM: REPORT ON PERFORMANCE MANAGEMENT FOR QUARTER 4 (APRIL – JUNE 2018))</p>	Yes
	<p>That the Executive Manager: Financial Services submit a report to APAC by the end of October indicating the plan of action to address problems experienced with the financial system to ensure accurate, complete and timely financial reporting. (ITEM: GENERAL DISCUSSION)</p>	Yes
APAC: 05 October 2018	<p>That it is noted that Dr A Potgieter has been appointed as Chairperson of the Risk Committee (ITEM: REPORT ON THE MINUTES OF THE RISK MANAGEMENT COMMITTEE MEETING)</p> <p>That the APAC approved the submission of the draft report to AGSA by 15 October 2018. That the draft APAC report be submitted to AGSA and thereafter to Council. (ITEM: DRAFT APAC REPORT FOR THE 2017/18 ANNUAL REPORT)</p> <p>That Mr G Stenekamp be invited to Financial Services Portfolio Committee meeting. (ITEM: SECTION 71 REPORT – AUGUST 2018)</p> <p>That a comprehensive progress report be submitted to the Committee. (ITEM: PWC REVENUE ENHANCEMENT REPORT)</p>	Yes Yes Yes
APAC: 29 November 2018	<p>That the outcome of COMAF 15 be distributed to APAC members after the AG have received their technical opinion and concluded on the specific COMAF. That the APAC report for the 2017/18 Annual Report will be finalised and approved via e-mail in time for the MPAC meeting scheduled for 6 December 2018. (ITEM: AGSA MANAGEMENT REPORT ON THE 2017/18 AUDIT)</p>	Yes
Council: 05 December 2019	<p>That Council approves the commencement of the recruitment process in order to fill the one APAC member position that will become vacant on 1 April 2019. (ITEM: RECRUITMENT OF MEMBER FOR THE APAC)</p>	Yes
Council: 11 December 2018	<p>That Council be advised to exhaust all internal avenues with National and Provincial Treasury before approaching the courts with regards to challenging COMAF 15 (declaration of interest on deviations) (ITEM: AGSA AUDIT REPORT AND MANAGEMENT REPORT 2017/18)</p> <p>That progress on Action Plan report be a standing item at the Management meeting. That Head of Departments and officials be workshopped on procurement process. (ITEM: REPORT ON THE MONITORING OF IMPLEMENTATION OF THE AG MANAGEMENT REPORT FINDINGS OF THE 2014/15, 2015/16 AND 2016/17 FINANCIAL YEARS)</p> <p>That a professional property valuer be appointed to determine the market value of Council property. That a report of all Council properties with the end lease date</p>	Yes Yes Yes

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	<p>be submitted to this Committee.</p> <p>That a report on outstanding debt of Erf 195 from Vodacom and MTN be submitted at the next meeting.</p> <p>(ITEM: REVENUE ENHANCEMENT PROPERTY PROPOSALS AND PROGRESS PER LOCAL MUNICIPALITY BASED ON THE PWC REVENUE ENCHANCEMENT FINDINGS)</p> <p>That a possibility of a fire levy account paid on a monthly basis for fire disaster be considered.</p> <p>That a report on the collection of the R19 million debt incurred from the fire disaster be submitted to this meeting.</p> <p>That Mr G Otto be invited to this Committee to give feedback on the OPCAR report.</p> <p>(ITEM: DEBTOR IMPAIRMENT: FIRE ACCOUNTS)</p>	Yes
Council: 26 March 2019	<p>That Council approves the appointment of Dr A Potgieter as an APAC member, effective 1 April 2019 to 31 March 2022.</p> <p>(ITEM: RECRUITMENT FOR THE AUDIT AND PERFORMANCE AUDIT COMMITTEE MEMBER)</p>	Yes
APAC: 29 March 2019	<p>Ms Holtzhausen perform skills gap analysis for the entire organisation.</p> <p>Internal Audit schedule more time on SCM findings, if not possible due to capacity constraints, a proposal be tabled to the MM to appoint personnel to assist in that regard.</p> <p>(ITEM: MATTERS ARISING FROM MINUTES)</p> <p>That this report be referred back to Management Committee (MANCOM) for deliberation and thereafter an updated report be submitted to this Committee.</p> <p>(ITEM: REPORT ON OVERTIME, STANDBY AND ACTING ALLOWANCE)</p>	<p>Not yet</p> <p>Yes</p> <p>Yes</p>
APAC: 19 June 2019	<p>That APAC approved the revised APAC Charter and Internal Audit Charter.</p> <p>That APAC recommends the revised APAC Charter for approval by Council.</p> <p>(ITEM: APAC CHARTER AND INTERNAL AUDIT CHARTER)</p>	Yes
	<p>That the APAC approves the Internal Audit Methodology for implementation.</p> <p>(ITEM: INTERNAL AUDIT METHODOLOGY)</p>	Yes
	<p>That the APAC reviews the content of the Strategic Internal Audit Plan and approves the plan for implementation.</p> <p>(ITEM: STRATEGIC INTERNAL AUDIT PLAN FOR THE PERIOD 01 JULY 2019 – 30 JUNE 2022)</p>	Yes
Council: 27 June 2019	<p>That Council approves the revised APAC Charter</p> <p>(ITEM: AUDIT AND PERFORMANCE AUDIT COMMITTEE CHARTER)</p>	Yes

APPENDIX E: LONG TERM CONTRACTS AND PUBLIC/PRIVATE PARTNERSHIPS

Council has not entered into any long term contracts or Public Private Partnerships in the financial year 2018/19. The procurement process for the appointment of a PPP entity for the establishment and running of the Regional Landfill Site for the region is at an advanced stage.

APPENDIX F: DISCLOSURES OF FINANCIAL INTERESTS

Declaration of interest is undertaken by all personnel in the employ of Council including Political staff and the council. There are various control measures put in place to allow employees to disclose any financial interest before any matters are discussed that may be of relevance to them, this would be in any of the Supply Chain Management Committee meetings or any of the council meetings. Any matters where there is conflict of interest identified is addressed through the office of the Municipal Manager and disclosed accordingly in the Annual Financial Statements.

APPENDIX G(I): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote (R'000)					
Description	2017/18 Actual	Original Budget	2018/19 Adjustment Budget	Actual	2018/19 Adjustment Budget (%)
Executive and council	229 035	210 080	232 074	217 664	6.2%
Corporate Services	880	933	198	195	-1.5%
Sport and Recreation	6 713	7 821	7 820	7 732	-1.1%
Health	208	221	221	445	101.0%
Road Transport	145 000	145 000	162 000	162 000	-
Waste Management	1 950	25 728	-	835	100.0%
Environmental Protection	314	333	333	484	45.7%
Total Revenue by Vote (including revenue from Roads Agency function)	384 100	390 115	402 645	389 356	-3.3%

APPENDIX G (II): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source (R'000)					
Description	2017/18 Actual	Original Budget	2018/19 Adjustment Budget	Actual	2018/19 Adjustment Budget (%)
Rentals of facilities and equipment	3 507	2 718	3 846	-	
Interest earned - external investments	12 084	15 715	15 715	7 444	
Interest earned – outstanding debtors	846	897	897	-	
Dividends received					
Licenses and permits	314	333	333	-	
Agency services	15 300	19 022	21 062	12 736	-40%
Transfers recognised	160 545	158 885	172 435	171 356	-1%
Other revenue	191 504	189 390	184 358	197 821	7.3%
Gains on disposal of PPE	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions and income from roads agency)	384 100	390 115	402 645	389 356	-3.2%

APPENDIX H: CONDITIONAL GRANTS RECEIVED EXCLUDING MIG

Conditional Grants: Excluding MIG (R'000)					
Description	2017/18	2018/19			2018/19 Variance
	Actual	Budget	Adjustment Budget	Actual	Adjustments Budget (%)
FMG	1 250	1 000	1 000	1 000	-
WC FMG	620	2 090	2 090	2 090	-
LGSETA	145	-	-	-	-

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Conditional Grants: Excluding MIG (R'000)					
Description	2017/18	2018/19			2018/19 Variance
	Actual	Budget	Adjustment Budget	Actual	Adjustments Budget (%)
EPWP	1 280	1 021	1 021	1 021	-
Integrated transport	900	900	900	900	-
Rural Road Asset Management Systems	2 420	2 425	2 425	2 425	-
Fire Services Capacity Building	800	1 483	1 483	1 483	-
Municipal Disaster Recovery	2 000	-	-	-	-
Safety Plan Implementation	-	1 200	1 200	1 200	-
Greenest Municipality	130	-	-	-	-
Disaster Management	-	10 000	10 000	10 000	-
Knysna Relief Fund	56	-	-	-	-
Energy Efficiency and Demand Side Management Grant	5 000	-	-	-	-
Total Operating Transfers and Grants	14 601	20 119	20 119	20 119	-

APPENDIX I: CAPITAL EXPENDITURE - NEW AND UPGRADE / RENEWAL PROGRAMMES

N/a

APPENDIX J (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

APPENDIX J (I): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

The capital expenditure was spent on:

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- Purchase of an office building for the Environmental Health section in Plettenberg Bay
- Purchase of fire fighting vehicles and equipment
- Purchase of IT equipment
- Purchase of risk management and internal audit software

Major capital projects for the year included the following:

Project	Amount
New Water Tankers for Fire Fighting	R3 523 000
Purchase of office building in Plettenberg Bay	R2 300 000
New LDV Skid Unit for Fire Fighting	R515 000
Risk Management and Internal Audit software	R500 000
Hazmat Rescue & Fire Equipment Equipment	R250 000

APPENDIX J (II) CAPITAL EXPENDITURE - UPGRADE / RENEWAL PROGRAMME

Not applicable, no expenditure incurred for the renewal or upgrade. The capital expenditure was spent on:

- Purchase of an office building for the Environmental Health section in Plettenberg Bay
- Purchase of fire fighting vehicles and equipment
- Purchase of IT equipment
- Purchase of risk management and internal audit software

APPENDIX K: DECLARATION AND GRANTS MADE BY GARDEN ROUTE DM

No loans or grants have been made by District Municipality for the year under review. Due to the financial constraints, there is no available funding to make available as loans or grants to other institutions.

APPENDIX L : DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

No loans or grants have been made by District Municipality for the year under review. Due to the financial constraints, there is no available funding to make available as loans or grants to other institutions.

APPENDIX M: DECLARATION OF RETURNS NOT MADE IN DUE TIME UNDER THE MFMA S71

MFMA Section 71 Returns not made during year 1 according to reporting requirements	
Return	N/a

APPENDIX N: CAPITAL PROGRAM BY PROJECT YEAR 1

Limited funding is available for capital projects. The major project that is currently in progress is the establishment of a regional landfill site in Mossel Bay. A PPP process will be followed to obtain the necessary funding for this project.

CAPITAL: BULK SERVICES

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL: WASTE DISPOSAL

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE: ROADS

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL: REGIONAL DEVELOPMENT AND PLANNING

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from budget	Total Project Value
Regional Development and Planning	12	12	10	2	12
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

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CAPITAL: LED

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE – COMMUNITY SERVICES

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE - TOURISM

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE - EPWP

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
EPWP	37	37	36	1	37
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE - MUNICIPAL RESORTS

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from budget	Total Project Value
Municipal Resorts	804	804	506	298	804
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE - SOCIAL DEVELOPMENT

No capital expenditures incurred for the 2018/19 financial year.

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CAPITAL EXPENDITURE – AIR QUALITY CONTROL

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE – ENVIRONMENTAL MANAGEMENT

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from budget	Total Project Value
Environmental Management	2 367	2 367	2 312	55	2 367
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE – NATURAL RESOURCE MANAGEMENT SERVICES

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE - FIRE SERVICES

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Fire Services	4 563	4 563	4 363	200	4 563
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE - DISASTER MANAGEMENT

Capital Projects	2018/19 (R'000)
------------------	-----------------

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	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Disaster Management	20	20	17	3	20
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE – EXECUTIVE AND COUNCIL

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Equipment	10	10	10	0	10
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE – FINANCIAL PERFORMANCE

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Budget and Treasury Office and Corporate Services	169	169	140	28	169
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE – HUMAN RESOURCES

No capital expenditures incurred for the 2018/19 financial year.

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CAPITAL EXPENDITURE – CORPORATE SERVICES

See financial performance expenditure

CAPITAL EXPENDITURE – LEGAL SERVICES

Capital Projects	2018/19 (R'000)				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Legal Services	5	5	3	2	5
Total project value represents the estimated cost of the project on approval by Council (including past and future expenditure as appropriate)					

CAPITAL EXPENDITURE – PROPERTY SERVICES

No capital expenditures incurred for the 2018/19 financial year.

CAPITAL EXPENDITURE – SPORT AND RECREATION

Refer to capital expenditure of municipal resorts

CAPITAL EXPENDITURE – SHARED SERVICES

No capital expenditures incurred for the 2018/19 financial year.

APPENDIX O: AUDIT REPORT 2018/2019

To be inserted later

**APPENDIX P: APAC REPORT FOR ANNUAL REPORT
2018/2019**

To be inserted later

ACRONYMS

AG:	Auditor-General	IGR:	Intergovernmental Relations
ARMS:	Audit & Risk Management Solutions	IMFO:	Institute for Municipal Finance Officers
BEE:	Black Economic Empowerment	IPWT:	Infrastructure, Public Works and Transport
BIMP:	Bulk Infrastructure Master Plan	ITP:	Integrated Transport Plan
BSD:	Basic Service Delivery	JOC:	Joint Operational Centre
BVM:	Garden Route District Municipality	KPA:	Key Performance Area
CAPEX:	Capital Expenditure	KPI:	Key Performance Indicator
CBD:	Central Business District	LED:	Local Economic Development
CBP:	Community Based Planning	LGSETA:	Local Government Sector Education and Training Authority
CFO:	Chief Financial Officer	LTO:	Local Tourism Office
CRDP:	Comprehensive Rural Development Programme	LTA:	Local Tourism Association
CRR:	Cash Reserve Ratio	LM:	Local Municipality
CSD:	Central Supplier Database	MAYCO:	Executive Mayoral Committee
CTRU:	Cape Town Routes Unlimited	MDMC:	Municipal Disaster Management Centre
DBSA:	Development Bank of South Africa	MFMA:	Municipal Finance Management Act
DCF:	District Coordinating Forum	MFVM:	Municipal Financial Viability and Management
DMA:	District Management Area	MIG:	Municipal Infrastructure Grant
DMC:	Disaster Management Centre	MM:	Municipal Manager
DWAE:	Department of Water Affairs and Environment	MMC:	Member of the Mayoral Committee
DWAF:	Department of Water Affairs and Forestry	MMMTTs:	Municipal Mitigation Monitoring Task Teams
DPLG:	Department of Local Government	MSA:	Municipal Systems Act No. 32 of 2000
DRR:	Disaster Risk Reduction	MPRA:	Municipal Property Rates Act
ECC:	Emergency Control Centre	MTECH:	Medium Term Expenditure Committee
ECDC:	Early Childhood Development Centre	NGO:	Non-governmental organisation
GARDEN ROUTE DM:	Garden Route District Municipality	NQF:	National Qualifications Framework
EDAC:	Garden Route District AIDS Council	NSDP:	National Spatial Development Perspective
EDYC:	Garden Route District Youth Council	NT:	National Treasury
GRDMAF:	Garden Route Disaster Management Advisory Forum	NTOD:	National Department of Transport
GRDMMF:	Garden Route District Municipal Managers Forum	OPEX:	Operating expenditure
EE:	Employment Equity	PAYE:	Pay As you Earn
EHP:	Environmental Health Practitioner	PEC:	Provincial Executive Committee
EIA:	Environmental Impact Assessment	PCF:	Premier's Coordinating Forum
EMF:	Environmental Management Framework	PDMC:	Provincial Disaster Management Centre
EMP:	Environmental Management Policy	PGWC:	Provincial Government of the Western Cape
EMS:	Emergency Medical Services	PMS:	Performance Management System
EMSDP:	Environmental Management and Spatial Development and Planning	PP:	Public Participation
EOC:	Emergency Operations Centre	PPP:	Public Private Partnership
EPWP:	Extended Public Works Programme	PT:	Provincial Treasury
EQM:	Environmental Quality Management	RSDF:	Regional Spatial Development Framework
ESS:	Early Warning System	SALGA:	South African Local Government Organisation
ETD:	Economic and Tourism Development	SAMDI:	South African Management Development Institute
EWD:	Early Warning Display	SAPS:	South African Police Services
FRM:	Finance and Resource Mobilization	SCFPA:	Southern Cape Fire Protection Association
FPA:	Fire Protection Associations	SCM:	Supply Chain Management
GAMAP:	Generally Accepted Municipal Accounting Practice	SDBIP:	Service Delivery and Budget Implementation Plan
GDP:	Gross Domestic Product	SDF:	Spatial Development Framework
GIS:	Geographic Information System	SITA:	State Information Technology Agency
GIZ:	German International Corporation	SLA:	Service Level Agreement
GGID:	Good Governance and Institutional Development	TAS:	Turn Around Strategy
GGPP:	Good Governance and Public Participation	WED:	World Environmental Day
GR:	Garden Route	WESSA:	Wildlife and Environmental Society of South Africa
GRAP:	General Recognised Accounting Practices	WIT:	Wage Incentive Teams
GSC:	Council for Geosciences		
HR:	Human Resources		

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ICT: Information Communication Technology

ICS: Incident Command System

IDASA: Institute for Democracy in South Africa

IDP: Integrated Development Plan

IFRS: International Financial Reporting Standards

WOF: Working On Fire

WWF: World Wildlife Fund

UIF: Unemployment Insurance Fund

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