

GARIEP LOCAL MUNICIPALITY



INTERGRATED DEVELOPMENT PLAN (IDP) 2012/2013 - 2016/17

The Municipal Manager: Mr Thembinkosi Mawonga

Gariep Local Municipality

P.O. Box 13

BURGERSDORP

9744

Tel: (051) 653 0639

Fax: (051) 653 0742

ACRONYMS

A/A:	Administrative Area
ABET:	Adult Basic Education and Training
AG:	Auditor General
AsgiSA:	Accelerated and Shared Growth Initiative
BBBEE:	Broad-based Black economic empowerment
CASP:	Comprehensive Agricultural Support Programme
CBO:	Community-based organization
CIDB:	Construction Industries Development Board
CLARA:	Community Land Rights Act
CLO:	Community liaison officer
CTO:	Community Tourism Organization
DEAET:	Department of Economic Affairs Environment and Tourism
DEAT:	Department of Environmental Affairs and Tourism
DLA:	Department of Land Affairs
DHLGTA:	Department of Housing, Local Government & Traditional Affairs
DM:	District Municipality
DoA:	Department of Agriculture
DoE:	Department of Education
DORA:	Division of Revenue Act
DoRT:	Department of Roads and Transport
DPLG:	Department of Provincial and Local Government
DME:	Department of Minerals and Energy
DPW:	Department of Public Works
DoSD:	Department of Social Development
DSRAC:	Department of Sports, Recreation, Arts & Culture
DTI:	Department of Trade and Industry
DTO:	District Tourism Organization
DWAF:	Department of Water Affairs and Forestry
ECDC:	Eastern Cape Development Corporation
ECDoH:	Eastern Cape Department of Health
ECSECC:	Eastern Cape Socio Economic Consultative Council
ECTB:	Eastern Cape Tourism Board
ECPB:	Eastern Cape Parks Board
EIA:	Environmental Impact Assessment
EPWP:	Expanded Public Works Programme
ESTA:	Extension of Security of Tenure Act
EU:	European Union
GGP:	Gross Geographic Product
GDP:	Gross Domestic Product
GRAP:	General Regulations on Accounting Practice
HCW:	Health care worker
HDI:	Human Development Index
HR:	Human Resources
ICASA:	Information & Communications
ICT:	Information and Communication Technologies
IDP:	Integrated Development Plan
IDT:	Independent Development Trust
IGR:	Intergovernmental Relations
IMATU:	Trade Union
ISETT:	Information Systems, Electronics and Telecommunications Technologies
ISRDP:	Integrated and Sustainable Rural Development Programme
IWMP:	Integrated Waste Management Plan
JIPSA:	Joint Initiative on Skills Acquisition
JGDM:	Joe Gqabi District Municipality
JoGEDA:	Joe Gqabi Economic Development Agency
KPI:	Key Performance Indicator
LED:	Local Economic Development
LM:	Local Municipality

LRAD:	Land Redistribution and Agricultural Development
LTO:	Local Tourism Organization
MDB:	Municipal Demarcation Board
MFMA:	Municipal Finance & Management Act
MHS:	Municipal Health Services
MIG:	Municipal Infrastructure Grant
MoU:	Memorandum of Understanding
MTEF:	Medium Term Expenditure Framework
NAFCOC:	National African Federation of Chambers of Commerce
NEMA:	National Environmental Management Act
NHBRC:	National Home Builders Registration Council
NSDP:	National Spatial Development Perspective
OTP:	Office of the Premier
PDI:	Previously Disadvantaged Individual
PGDP:	Provincial Growth and Development Plan
PHC:	Primary Healthcare
PMS:	Performance Management System
PPP:	Public-Private Partnership
RDP:	Reconstruction and Development Plan
RSS:	Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
SALGA:	South African Local Government Association
SANRA:	South African National Roads Agency
SAPS:	South African Police Services
SCM:	Supply Chain Management
SDBIP:	Service Delivery and Budget Implementation Plan
SDF:	Spatial Development Framework
SLA:	Service Level Agreement
SMME:	Small, Medium & Micro Enterprises
SPU:	Special Programmes Unit
THETA:	Tourism & Hospitality Education & Training Authority
WSDP:	Water Sector Development Plan
3Rs	Reduction Reuse Recycles

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EXECUTIVE SUMMARY

Background on a Simplified IDP

'The State of Local Government in South Africa' noted that a number of municipalities were in serious distress; They need assistance to prepare IDP's that focus on an implementable plan to deliver on priority services as defined in the Municipal Demarcation Board definition. In addition clear revenue plans and critical capacity needs to be addressed as first steps to improved quality of local services. Gariiep municipality amongst others in the Eastern Cape has been identified as municipality that meets the above mentioned criteria.

Legislated Framework and Policy Framework

The development of the simplified IDP framework is based on various legislative and policy mandates for developmental local government. The Constitution of the Republic of South Africa mandates local government to:

Provide democratic and accountable government for local government; ensure the provision of services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy environment and encourage the involvement of communities and community organizations in the matters of local government.

Informed by the broad principles of the Constitution, the White Paper on Local Government introduced the notion of developmental local government. Developmental local government is defined as local government that is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

Considering the Constitutional mandate as well as the provisions of the White Paper, it can be summarized that the main function of local government is to provide **goods and services** that meets the **social, economic and material needs of the people**. Principles that underpin the manner in which these goods and services are provided should be **democratic, accountable, sustainable and public participative**.

In order to play this critical role, the municipalities are mandated to undertake a process of integrated development planning. The main objective of integrated development planning is to forge greater and better coordination and integration of development initiatives by the various development agencies within each local space.

The principal legislation in so far as the development of IDPs is concerned is the Municipal Systems Act 32 of 2000; section 25 of the act supra mandates each municipal council to adopt a single, inclusive and strategic plan for the development of the municipality. As a strategic plan of the municipality, the IDP should therefore provide a clear road map for the municipality that would take it from the current situation to its desired state in five years.

To this effect, the IDP must: Link, integrate and coordinate plans and take into account proposals for the development of the municipality; align the resources and capacity of the municipality with the implementation of the plan; form the policy framework and general basis on which annual budgets must be based and be compatible with national and provincial development plans and planning requirements that are binding on the municipality in terms of legislation.

BATHO PELE PRINCIPLES (1998)

1. **CONSULTATION:** Citizens should be consulted about the level and quality of public service they receive, and where possible, should be given a choice about the services which are provided.
2. **SERVICE STANDARDS:** Citizens should know what standards of service to expect.
3. **ACCESS:** All citizens should have equal access to the services to which they are entitled.
4. **COURTESY:** Citizens should be treated with courtesy and consideration.

5. **INFORMATION:** Citizens should be given full and accurate information about the public services they are entitled to.
6. **OPENNESS AND TRANSPARENCY:** Citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
7. **REDRESS:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy, and when complaints are made, citizens should receive a sympathetic, positive response

MAYOR'S FOREWORD

It is my honor and privilege to present the 2012 /2013 -2016/17 IDP to all stakeholders. On the 18 May 2011 local government elections were held and the third democratic local government was ushered in. I have had a rare privilege of serving as a member of Council during 2000-2006 and as Mayor from 2006 to date, without fear of contradiction, say that we have come a very long way and have made significant achievements.

To this effect, I have directed the administration under the leadership of the Municipal Manager to provide all the support to ensure progress to deliver value. I continue to be very concerned with the cash flow challenges that confront the municipality; these have proven more acute in the last two years and had adverse consequences on our ability to continue delivering services in an uninterrupted manner as our Constitution enjoins us. It is clear to me that the final answer to these challenges lies in the payment of services by those who consume them and can afford.

As a political office bearer, I would like to take this opportunity to express my sincere gratitude to all stakeholders for their unwavering support during the IDP processes. These include amongst others; the constituent communities, private sector, none governmental organizations, government entities and sector departments including LGTA and the Office of the Auditor General. The cooperation from my colleagues and fellow councilors has been very encouraging. The support and counsel from mayors of our sister municipality beginning with the district and including all local municipalities, has been a formidable rock. The ordinary people who always walk up to us and offer advises of all kinds are hereby acknowledged as are the women groups, and many more others for their unyielding commitment to support the municipality in IDP.

I would like to urge all sector departments who are not actively participating in Gariep IDP should begin to do so in full so that people's lives can be changed from dreadful poverty levels, low educational levels, outrageous diseases, deteriorating economic powers etc.

It is with great pleasure to present to you this IDP.

Councilor Ncedo Ngoqo
MAYOR

OVERVIEW OF THE MUNICIPAL MANAGER

It has been noted in the state of Local Government that a number of municipalities were in serious distress and need assistance to prepare IDP's that focus on an implementable plan to deliver on priority services as defined in the Municipal Demarcation Board definition. In addition clear revenue plans and critical capacity needs to be addressed as first steps to improved quality of local services. Gariiep municipality amongst others in the Eastern Cape has been identified as municipality that meets the above mentioned criteria.

It is my honor to present the 2012 /2013 to 2016/17 IDP; it is definitely the first occurrence of the third democratic local government which began on May 18, 2011 where local government elections were conducted. With an extraordinary opportunity of serving as a Municipal Manager an administration arm of Council I am conceited to say that we have come a very long way and have made significant achievements in service delivery and the financial administration stabilization.

The fact that the Auditor General has, for the second time in the running, expressed a qualified on the Annual Financial Statements of the municipality bares testimony to that. These opinions, while by our own admission remain a source for concern, are a marked improvement and departure from the seven disclaimers of opinion and one adverse opinion expressed by the AG since the inception of the municipality.

The final Integrated Development Plan for 2012/2013 forms the basis of our planning within the municipality for the next 5 years and will be reviewed on an annual basis taking into consideration new issues and challenges.

The Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation and mandate. It should be framed in such a way that it integrates all available possessions such as human, financial, political, performance, plans, goals and objectives.

To the extent possible, the inclusive, consultative approach that attended the development of the IDP means that it accommodates very diverse viewpoints that came forward to present during the IDP community participation processes. With minimal support from majority of sector departments It is noteworthy that the assessment of Gariiep IDP has been and is being rated amongst the highly performing municipalities in the Eastern Cape and in the JGDM area.

As management, we appreciate the continuity in accelerating concrete action to give effect to some of the projects and programmes herein spelt out. It is significant that document does not merely exist to fulfill a legal requirement, it represents the aspirations of the community, on whose behest, we occupy the positions that we occupy. With resources permitting, we will not rest until all the objectives herein spelt out are fulfilled.

THEMBINKOSI MAWONGA

MUNICIPAL MANAGER

IDP REVIEW PROCESS

The IDP process is aimed at achieving faster and more effective service delivery and to provide a framework for economic and social development in Gariep Municipality. The integrated context strives to create a planning environment that allows for the integration and alignment of government's strategic objectives and delivery priorities and is geared towards eliminating the development legacy of the past.

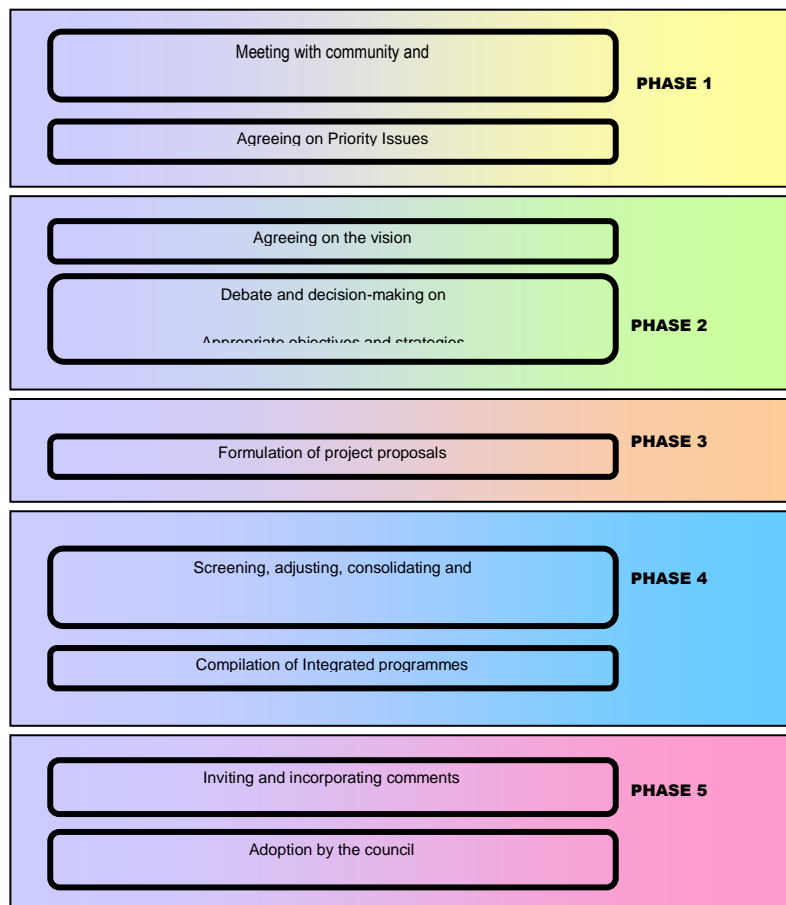
The Department of Provincial and Local Government IDP Guidelines summarized the purpose of the Integrated Development Planning Process as follows:

- Eradicating the development legacy of the past
- Making the notion of developmental Local Government work
- Laying the foundation for community building
- Fostering co-operative governance

The methodology followed in the IDP process is based on the Department of Provincial Local Government (DPLG) model or approach which is staged over 5 phases: Analysis, Strategies, Project Formulation, Integration and Approval as illustrated in Figure 1.1 overleaf.

Figure 1.1: The Generic IDP Process

While the guide packs propose a systematic process of IDP preparation based on typical systems theories, the



reality of planning in the Gariep area is more similar to incremental planning and constant shaping of a concept, until consensus is reached. As such, the final approved IDP document is likely to change over subsequent years as external and internal factors impact and reshape strategic focus.

The Constitution provides the primary overarching framework within which Local Government planning must be understood. As has been mentioned earlier the Constitution gives Local Government a mandate to provide democratic and accountable Government for all communities; ensure the provision of services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy environment and encourage the involvement of communities and community organizations in the matters of Local Government.

The under-mentioned Acts regulate the legal context within which all municipalities are expected to function:-

- Municipal Demarcation Act;
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) as amended;
- Local Government: Municipal System Act, 2000 (Act No 32 of 2000) as amended;
- Municipal Planning and Performance Management Regulations, (Regulation No. R796, 24 August 2001); and
- Local Government: Municipal Finance Management Act, 2003 (No. 56 of 2003) as amended

Annual Review and Amendment of the Integrated Development Plan

The Gariep IDP for 2012/2013 is based on the following prescripts:-

A Municipal Council:

- Must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements, and to the extent that changing circumstances so demand a review;
- May amend its Integrated Development Plan in accordance with a prescribed process (Local Government Municipal Systems Act, 2000, Section 34).

The Mayor of a municipality must co-ordinate the annual revision of the Integrated Development Plan in terms of Section 34 of the Municipal Systems Act, and determines how the Integrated Development Plan is to be taken into account or is to be revised for the purposes of preparing the annual budget. (Section 53(1) (b) of the Municipal Finance Management Act, 2003 (Act 56 of 2003) as amended.

The Gariep local municipality's Integrated Development Plan under review for 2012/2013 is structured as follows:

Chapter 1	Executive Summary	
Chapter 2	Situational Analysis	
Chapter 3	Status Quo Assessment	
	✓	Service Delivery and Infrastructure Development
	✓	Public Participation and Good Governance
	✓	Institutional Development and Transformation
	✓	Financial Viability
	✓	Local Economic Development
Chapter 4	Strategic Alignment with Key National, Provincial & District Government	
Chapter 5	Municipal Objectives	
Chapter 6	Development Strategies, Programmes & Projects	
Chapter 7	Unfunded Projects	
Chapter 8	High Level Sector Plans	
Chapter 9	Planning	

VISION

The purpose is to craft a comprehensive strategy that promotes development in the Gariep municipal area, in support of the vision and mission statement below. The vision and mission for the town and its people remain relevant to the period under review (2012/13) as it is both informed by the situational analysis and realities on the ground.

Gariep Vision

The long term vision for Gariep Local Municipality is as stated below:

"...Creation of a conducive environment for an improved quality of life for all"

Gariep Mission

Fighting poverty by creating opportunities for employment; stimulating entrepreneurial spirit, thus encouraging self-employment and reliance.

Core Values:

Quality of Service and Performance Excellence
 Commitment and Teamwork
 Integrity, Honesty and Respect
 Accountability and Transparency
 Participation and Empowerment
 Learning and Development

Goals:

- Promoting sustainable, economic and social development
- Quality and affordable basic services
- Improve service delivery capacity of the municipality

2 SITUATIONAL ANALYSIS

This section provides a strategic analysis of external and internal dimensions, which will have a direct impact on development in Gariep local municipality.

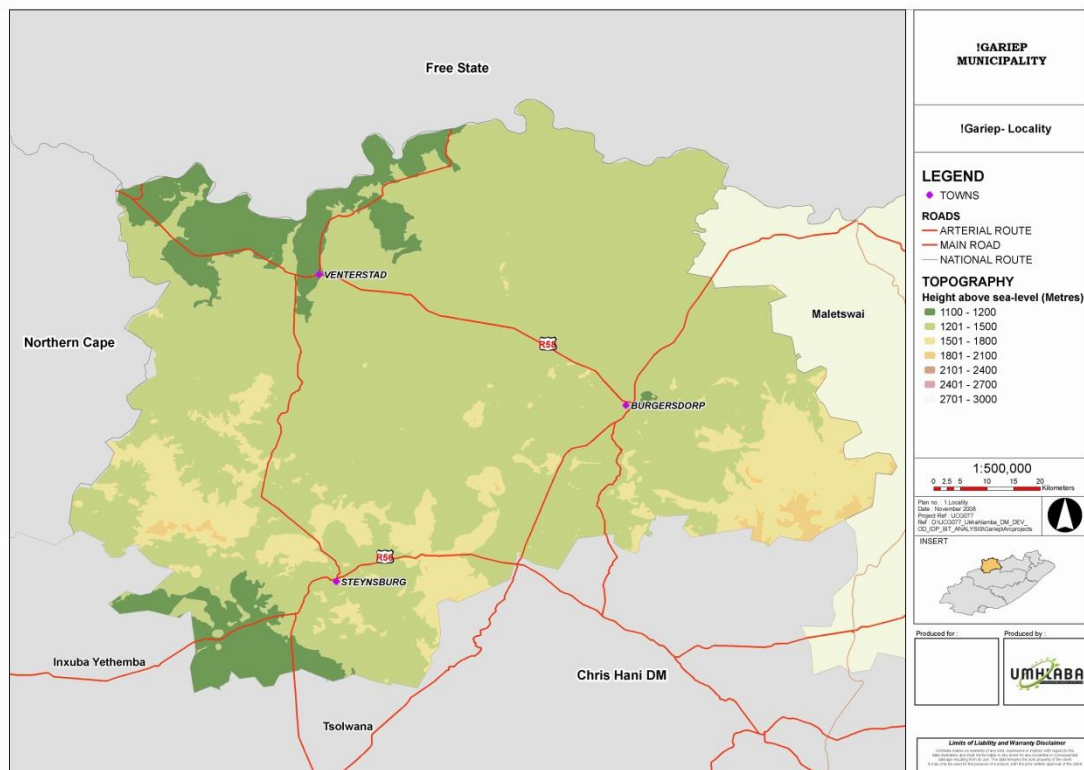
The Study Area

Gariep Local Municipality (EC144)

Geographic Description

The Gariep municipal area is located in the west of the Joe Gqabi District Municipality. Gariep Local Municipality is located south of the Orange River and Gariep Dam and shares boundaries with the following local municipalities: Inkwanca to the southeast, Tsolwana to the south, Inxuba Yethemba to the Southwest and Maletswai to East. The Orange River separates Gariep from both the Northern Cape and the Free State Provinces. Gariep Local Municipality covers an area of 8,922.2km² and has three main towns namely Burgersdorp, Steynsburg and Venterstad.

The Gariep Local Municipality has a fairly diverse vegetation and is home to three distinct vegetation types, one of which – Eastern Mixed Nama Karoo – is recognised as a nationally significant biome.



2.1 DEMOGRAPHIC ANALYSIS

POPULATION DENSITY

Between 1996 and 2001, 4,480 people emigrated to Gariep, primarily from the Northern Cape. This can probably be attributed to the better quality of services in Gariep.

According to the 2010 Global Insight information demonstrated in the table below indicates that Gariep local municipality has a population of approximately 36,243 (compared to the Statistics SA 2001 Census estimate of 31,313) This population accounts for 9.79% of the total population residing in the Joe Gqabi district, and 5.33% of the total population residing in the Eastern Cape at large. (Refer to table below)

IHS Global Insight		Demographic		
Regional eXplorer 593 (2.4e)		Total population		
Code		2001	2006	2010
		MPOP01	MPOP06	MPOP10
Provinces (2005-12 boundaries)				
DP02	Eastern Cape	6,416,115	6,610,622	6,817,676
DC14	EC - DC14 Ukhahlamba Distri	348,272	363,368	376,633
D144	EC144: Gariep Local Municipa	32,062	34,344	36,243

Despite the Global Insight information above the 2007 Community Survey remains the primary source of data however it is recognised that due to the smaller sample size used in the survey figures may be under/over stated. The table below reflects the major towns in the Gariep Local Municipality as well as their Populations.

Table: Household Population and Population Densities in the Gariep Local Municipality

Town	Pop 2007	Area Km ²	Pop Density
Burgersdorp	5418	27.2	199.2
Venterstad	563	81.4	6.9
Steynsburg	787	1.4	573.0

Source: Urban-Econ Database, 2009

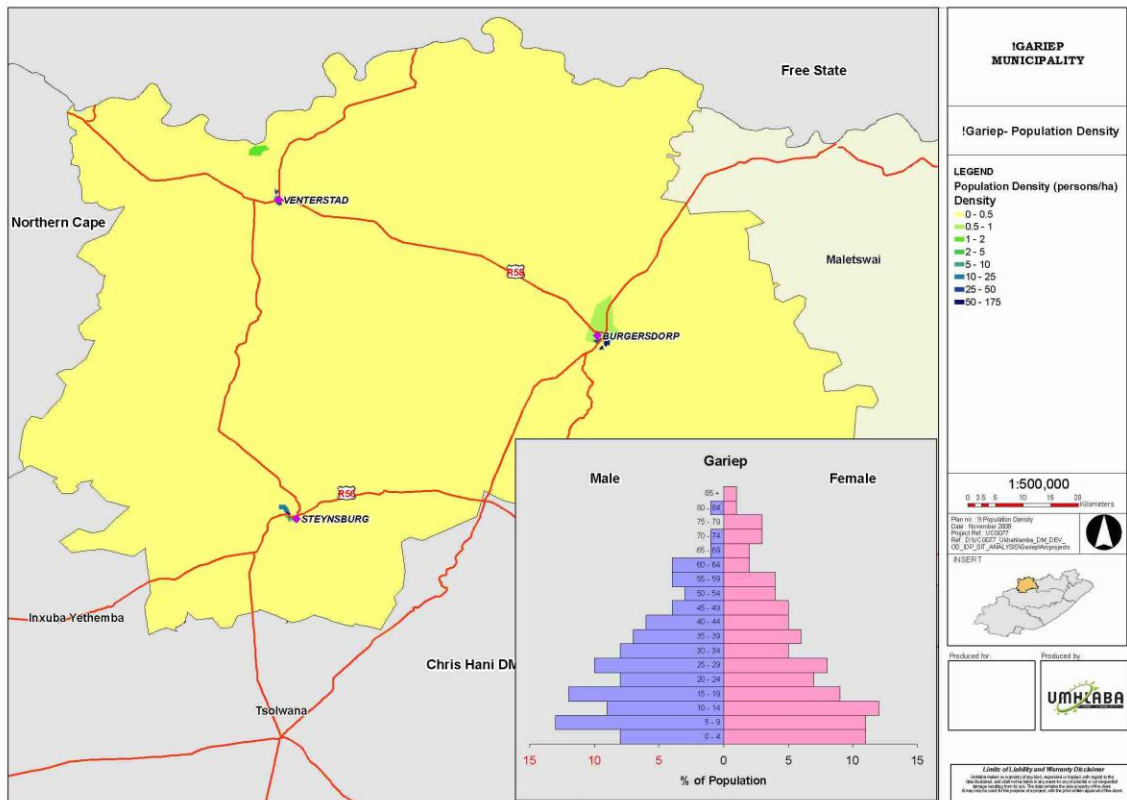
Rural vs. Urban Population

According to the 2001 Census 75.5% of households are urban in nature.

Table indicating urban and rural household information (2001 Census)

Name	No. of Rural household	% of total households	Rural hh as % of province	No. of Urban households	% of total household	Urban hh as % of province	Total No. of Households
Gariep Municipality	2017	24.5%	0.24%	6212	75.5%	0.94%	8229

The plan overleaf indicates the spatial representation of the population density and the chart indicates age and gender for the Gariep Municipality.



Gender Distribution

The overall male – female ratio is 47.1% male to 52.9% female. There are slightly more female than male headed households. This could be attributed to **outward migration** by males in search of work.

Table: Household head

Municipality	Male	Female
Gariep	4096	4106

Source: Statistics South Africa: Community Survey 2007

The Global Insight explorer of 2010 population pyramid below further reveals that there are more females than males at birth, at fifty and seventy five years of age; whilst the males are more at ages twenty and twenty five.

IHS Global Insight		Development				
Regional Explorer 593 (2.4e)		Human Development Index (HDI)				
		2010				
		African	White	Coloured	Asian	Total
Provinces (2005-12 boundaries)						
DP02	Eastern Cape	0.46	0.87	0.62	0.77	0.52
DC14	EC - DC14 Ukhahlamba Distri	0.41	0.84	0.48		0.44
D144	EC144: Gariiep Local Municipa	0.38	0.84	0.44		0.47

Age Distribution

Approximately 51.11% of the municipal population falls in the 20-65 age categories which can be seen as the economically active sector of the population, with 42.27% of the population below the age of 20. This suggests continuing population growth in the area with a need for educational facilities and a focus on education and skills training.

The age structure of the Gariiep Municipality establishes the potential **size** of the economically active **labour force**. The large number of young people in Gariiep is mirrored by the high dependency on **child support grants**.

Disability

The status of disability has been obtained from 2001 data from the Municipal Demarcation Board's website and is indicated in the table below:

Description	2001
No disability	28,424
Sight	664
Hearing	380
Communication	134
Physical	915
Intellectual	214
Emotional	240
Multiple	329

2.2 SOCIO-ECONOMIC ANALYSIS

UNEMPLOYMENT LEVELS

Data from the 2007 Community Survey indicates that the average unemployment rate of the Gariiep Municipal area is 20%. (See Table below) this only includes people that are actively searching for work. The percentage of people who are unemployed but not looking for work is 47%, compared to 54% for the district and 48% for the province.

There are 3 874 people employed in Gariiep (26.64% of the population), compared to 25% in the district and 29% in the province.

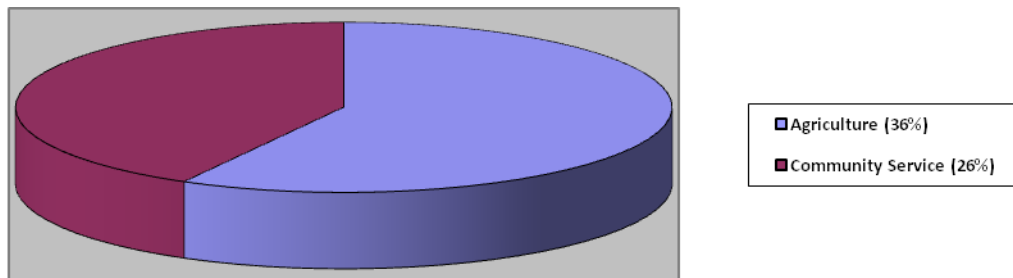
Employment – Gariep Municipality

	Number of People	% of Gariep
Employed	3,874	26.64%
Unemployed	2,930	20.15%
Not economically active	6,812	46.85%
Unspecified	481	3.31%
Institutions	444	3.05%
Total	14541	100%

The urban areas and commercial farming district are the highest employers, where people have found employment in the agriculture, commercial and service sectors.

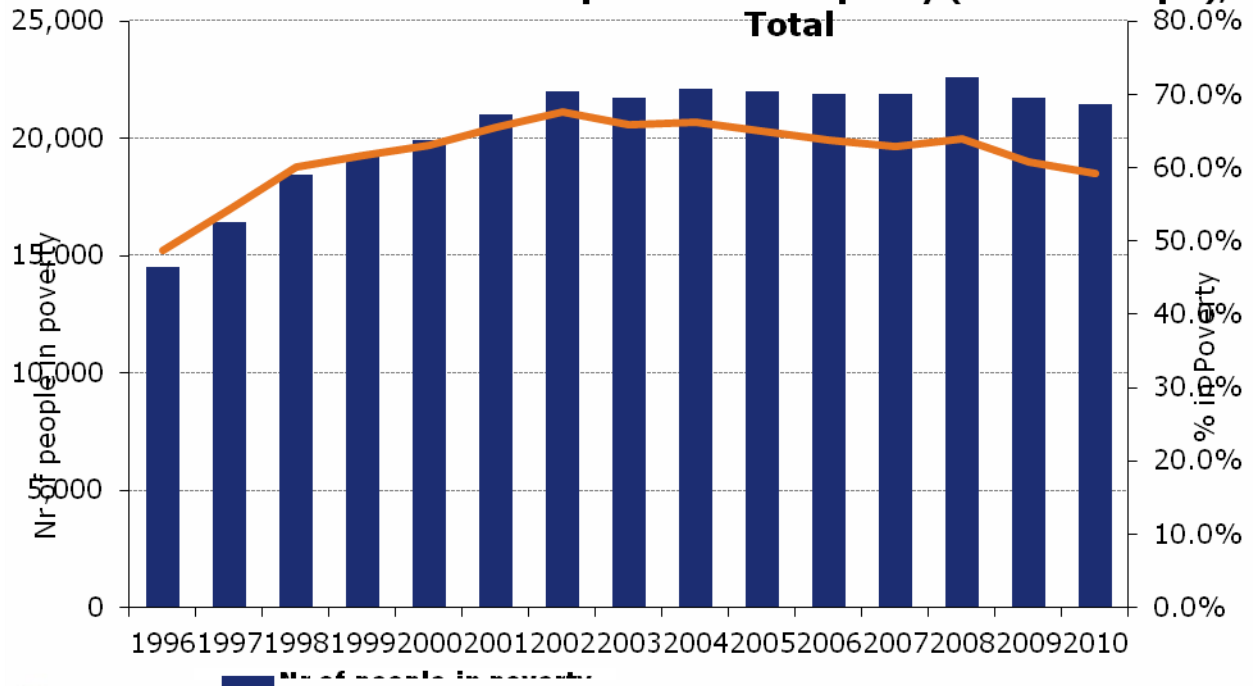
The plan overleaf is based on data from the 2001 Census, and indicates the percentage of the potential workforce (i.e. those aged 15 to 65) who is employed across the district. It is clear that in 2001 Gariep had the highest percentage of employment, but this picture has changed with the updated data from the Community Survey 2007.

The pie chart overleaf indicates the economic sectors for employment in Gariep Municipality, with agriculture accounting for 32% of the employment, followed by community services with 26%.



Poverty Overview

EC144: Gariep Local Municipality (Eastern Cape), Total



Source: IHS Global Insight Regional eXplorer version 593

Household Income & Poverty Levels

The data from the Community Survey 2007 indicates that 28.64% of the population of Gariep earns no income and that a further 32.12% earn between R1 and R1600 per month. This is compared to 50.58% of the district population with no income and 59.34% of the provincial population with no income.

Income categories – Gariep Municipality

	Number of People	% of Gariep
No income	4,164	28.64%
R 1 - R 400	363	2.50%
R 401 - R 800	733	5.04%
R 801 - R 1 600	3,574	24.58%
R 1 601 - R 3 200	573	3.94%
R 3 201 - R 6 400	363	2.50%
R 6 401 - R 12 800	354	2.43%
R 12 801 - R 25 600	68	0.47%
R 25 601 - R 51 200	0	0.00%
R 51 201 - R 102 400	21	0.14%
R 102 401 - R 204 800	0	0.00%
R 204 801 or more	9	0.06%
Response not given	3,874	26.64%
Institutions	444	3.05%
Total	14,540	100.00%

This has implications with regard to affordability of services and the sustainability of these services. Many people are dependent on social grants.

The Community Survey 2007 indicates that 60.76% of the Gariep population earn no income or between R1 and R1600 per month, compared to 74.51% of the population of the district and 81.46% of the province.

Number of people earning less than R1600 per month – Gariep Municipality

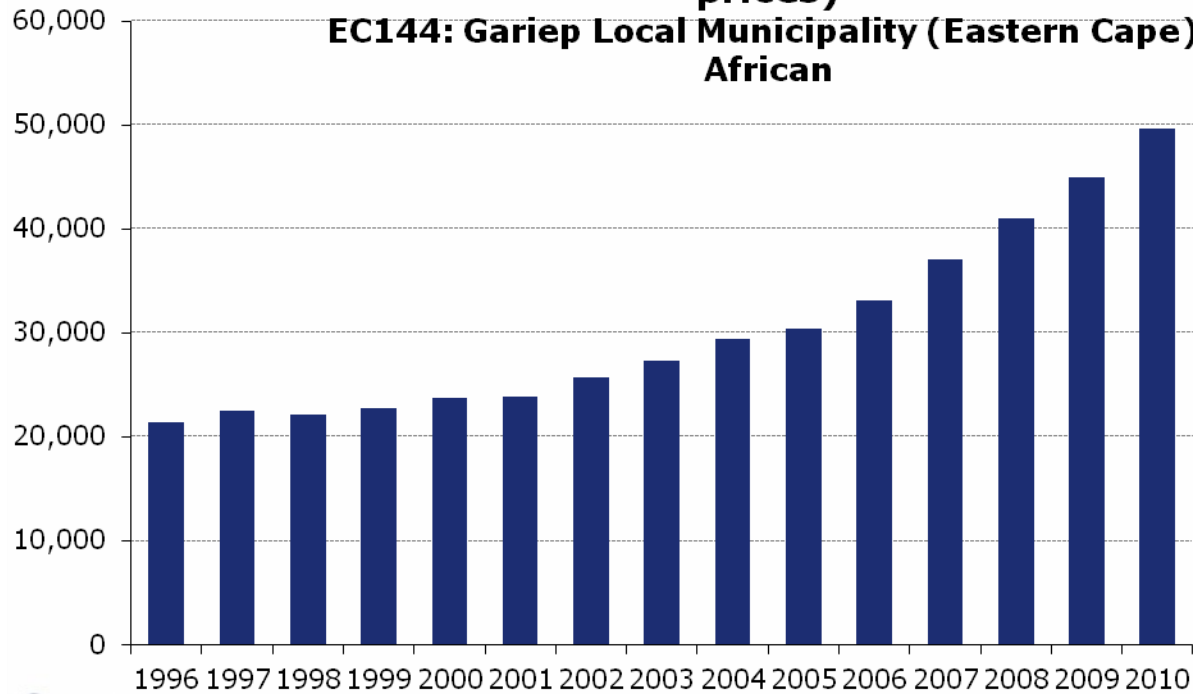
	Gariep Population	% of Gariep
No income	4,164	28.64%
R 1 - R 400	363	2.50%
R 401 - R 800	733	5.04%
R 801 - R 1 600	3,574	24.58%
TOTAL	8.834	60.76%

The dependency ratio indicates the ratio between those who are not economically active by virtue of their age (i.e. either younger than 19 or older than 65 and thus economically dependent) to those who are within the economically active age of 20 to 65.

In Gariep the dependency ratio is 96:100, which means that for every 100 economically active people, there are 96 people who are dependent.

Annual per household income (Rand, current prices)

EC144: Gariiep Local Municipality (Eastern Cape), African

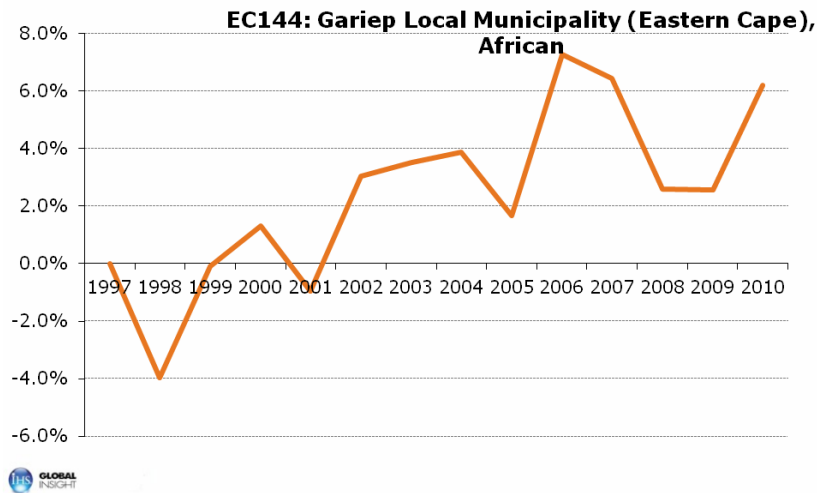


Source: IHS Global Insight Regional eXplorer version 593

The above graph makes reference to the detail that an annual income per household in 1996 was approximately R20, 000.00 and began to increase steadily in 2002 to 2010.

The annual growth within the municipality was at the lowest peak between 1996 and 1998 and was at the highest peak in 2006; this is shown in the graph below.

Growth in Annual total disposable income



Source: IHS Global Insight Regional eXplorer version 593

Dependency on Social Grants

There is a high level of dependency on social grants. 34.2% of the population is dependent on social grants which include but not limited to the following;

- Old age pension
- Disability grant
- Child support grant
- Care dependency grant

Child support grants, disability grants and old age pensions respectively constitute 44.9%, 31.5% and 20.1% of the allocated grants. Given the high poverty levels, the Gariep Municipality needs to facilitate a process to ensure that all potential beneficiaries of grants receive what they are entitled to.

Gariep Local Municipality	Male	Female	Total
Not Applicable	7389	7588	14977
Old age pension	298	1330	1628
Disability grant	1223	1330	2553
Child support grant	1673	1971	3644

Care dependency grant	81	109	190
Foster care grant	34	38	72
Grant in aid			0
Social relief		16	16
Multiple social grants		11	11
Institutions	469	146	615

Education

The table below is obtained from the Community Survey 2007 and indicates that 36% of the Gariep population has received education up to Grade 6. 15.78% have received no schooling and a small percentage has some form of tertiary education.

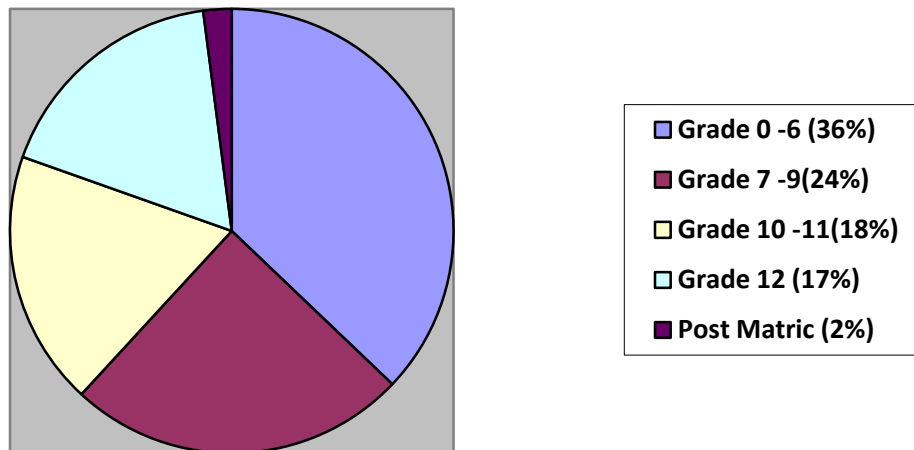
Level of education – Gariep Municipality

	Number of People	% of Gariep
Grade 0	51	0.37%
Grade 1/sub A (completed or in process)	147	1.07%
Grade 2/sub B	273	1.99%
Grade 3/standard 1	237	1.73%
Grade 4/standard 2	553	4.03%
Grade 5/standard 3	625	4.55%
Grade 6/standard 4	761	5.55%
Grade 7/standard 5	974	7.10%
Grade 8/standard 6/form 1	1,343	9.79%
Grade 9/standard 7/form 2	900	6.56%
Grade 10/standard 8/form 3/NTC I	1,446	10.54%
Grade 11/standard 9/form 4/NTC II	534	3.89%
Attained grade 12; out of class but not completed grade 12	982	7.16%
Grade 12/Std 10/NTC III (without university exemption)	661	4.82%
Grade 12/Std 10 (with university exemption)	83	0.60%
Certificate with less than grade 12	168	1.22%
Diploma with less than grade 12	273	1.99%
Certificate with grade 12	212	1.54%
Diploma with grade 12	359	2.62%
Bachelor's degree	162	1.18%
BTech	0	0.00%
Post graduate diploma	0	0.00%
Honour's degree	65	0.47%
Higher degree (masters/PhD)	37	0.27%
No schooling	2,166	15.78%
Unspecified	273	1.99%
Institutions	438	3.19%
Total	13,723	100%

IHS Global Insight		Development					
Regional Explorer 593 (2.4e)		Highest level of education: age 15+					
		Total					
		2010					
		No schooling	Grade 10-11	Matric only	Matric & certificate /	Matric & Bachelors d	Matric & Postgrad degree
Provinces (2005-12 boundaries)							
DP02	Eastern Cape	505,087	998,851	813,255	255,769	69,764	23,708
DC14	EC - DC14 Ukhahlamba Distri	33,989	47,636	29,355	11,802	2,608	545
D144	EC144: Gariiep Local Municipi	3,791	4,501	3,369	1,128	243	56

The 2010 Global Insight information above is fairly compared to the 2007 Community Survey in the exceeding table where in all the levels namely the province and the district and Gariiep LM a large number of the population has no schooling, followed by the least number of population with Bachelor and Post-graduation degree.

Figure indicating Highest Level of Education Achieved in Gariiep LM



There are 23 primary, 4 secondary and 4 combined schools in Gariiep local municipality. There are no tertiary facilities in the municipality area.

In a collaborative partnership the Department of Education and Department of Public Works are planning to refurbish the Paul Kruger School in Steynsburg and to re-establish it as a Skills Development Centre.

3 STATUS QUO ASSESSMENT

The administration of Gariep Local Municipality is headed by the Municipal Manager; the top management consisting of four Section 57 Managers that report directly to the Municipal Manager and their appointment is formalised by an Employment Contract. The senior management team's strength lies in their versatility both in terms of skills and experience, in addition, the political and administration governance are driven by the same goals which has resulted in a close relationship between the two structures.

Based on a proposed benchmark of 1 municipal official for every 100 residents, Gariep Municipality has a staff per capita ratio of 1:102. This is a very sound staff to resident ratio in, which should result in better service provision. Staff turnover in the Gariep Municipality is low and between 2002 and 2007 the average staff turnover ratio was 11.9%.

A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. These functions and powers are divided between the district municipality and the local municipalities established within its area of jurisdiction. Section 84(a) to (p) of the Structures Act defines the functions and the powers that are assigned to District Municipalities. The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

The MEC for Local Government adjusted the functions and powers between Joe Gqabi district municipality and Gariep local municipality, as published in the Provincial Gazette No. 1890 on 9 May 2008, to the extent reflected hereunder;

Function	Joe Gqabi Municipality	District	Gariep Local Municipality
Air pollution	X		
Building regulations			X
Child Care facilities			X
Electricity reticulation	X (unknown until finalized)	REDZ	X
Fire Fighting	X		X
Local Tourism	X		X
Municipal airports			X
Municipal Planning	X		X
Municipal Health Services	X		
Municipal Public Transport			X
Pontoons and Ferries			X
Storm water			X
Trading regulations			X
Water (potable)	X Water Service Auth.		Water Services Provider.
Sanitation	X Water Service Auth.		Water Services Provider
Schedule 5 part b			
Beaches and amusement facilities			X
Billboards and the display of adverts in public places			X
Cemeteries, Crematoria and funeral parlours			X
Cleansing			X
Control of public nuisances			X
Control of undertakings that sell liquor to the public			X
Facilities for the accommodation, care and burial of			X

animals		
Fencing and fences		X
Licensing of dogs		X
Licensing and control of undertakings that sell food to the public		X
Local amenities		X
Local sport facilities		X
Markets		X
Municipal abattoirs		X
Municipal parks and recreation		X
Municipal roads		X
Noise pollution		X
Pounds		X
Public places		X
Refuse removal, refuse dumps and solid waste disposal		X
Street trading		
Street lighting		
Traffic and parking		
Additional agency functions performed		
Licensing of vehicles		X
Primary Health Care	X	X (excluding Elundini)
Road maintenance	X	

The status quo assessment is indicated in relation to the following Key Performance Areas (KPA's);

- Service Delivery and Infrastructure (KPA 1)
- Local Economic Development (KPA 2)
- Financial Viability (KPA3)
- Institutional Development and Organizational Development (KPA 4)
- Good Governance and Public Participation (KPA 5)

3.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Objectives: Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance

Intended outcome: Sustainable delivery of improved services to all households

Provide an assessment of all the critical services identified for the municipality. The information will be limited to the level of development in the community, clearly indicating the names of settlements and the level of service in respect of the services such as water, roads, electricity and energy, roads and storm-water, sanitation, etc.

3.1.1 COMPREHENSIVE INFRASTRUCTURE PLAN

Gariiep Municipality has a Comprehensive Infrastructure Plan and it is used as a reference for capital investment including sector departments. The Plan was finalised in December 2008 and the Technical Service Department updates the information as and when projects are completed and as new development occurs. The CIP is integrated and covers sector and municipal function and quantifies the funding requirements.

The majority of the population reside in the urban centres and live in formal houses with adequate access to basic services. However it is not known what the full extent of the need is in the surrounding farming areas. Service delivery is divided into two groups; namely infrastructure services, and community services and facilities. Service delivery falls within the functional area of a number of different institutions, but all impact on the lives of the community and are therefore mentioned within this Key Performance Area. The Joe Gqabi District Municipality is the Water Service Authority and there is a strong possibility that the Water Service Provider function will be reclaimed by the District in 2011/12. Gariep Municipality renders electrical reticulation in the Towns or suburb area which is under the licensed area of the municipality and is not the RED. Eskom services the township areas.

Gariep will continue to canvas for more funding through the MIG programme, the district municipality and donor organisations to address the areas like roads infrastructure and solid waste services that have been prioritized. When infrastructure investment is made, labour intensive employment methods will be used to maximize job creation and skills development as stipulated in the EPWP guidelines. The Expanded Public Works Programme intends to address service delivery backlogs, support the tourism sector and create job opportunities.

Infrastructural Delivery Plan

The municipality is utilising its capital three year service delivery plan to implement all its infrastructure projects. The plan is updated on a yearly basis to accommodate future developments of the municipality and also used to indicate priority projects that have been identified by the communities. The Municipality is small with limited resources therefore is heavily reliant on MIG funding for expensive infrastructure investment. This allows the municipality to ring fence own funding for operational and maintenance. To increase capital investment strong partnerships have been formed with JGDM and Sector Department's like Mineral, Energy and Roads and Public Works. The Infrastructure Delivery Plan is indicated below:

Project Name (Project description)	Project Budget Total value	MIG Expenditure Forecast			
		2011/2012	2012/2013	2013/2014	2014/2015
LIST OF PROJECTS FUNDED BY MIG					
Mzamomhle Ring Road phase 1	4,500,000	4,500,000	0	0	0
Mzamomhle Ring Road phase 2	5,500,000	0	5,500,000	0	0
Nozizwe Access Road	7,410,300	0	1,023,000	3,500,000	2,887,300
Greenfield Access Road	8,629,800	0	700,000	4,000,000	3,929,800
Thembisa Bus Route	8,500,000	0	0	755,000	1,600,000
Venterstad Solid Waste Site	2,230,500	0	0	0	700,000
Burgersdorp Solid Waste Site	2,230,500	0	0	0	700,000
Eureka Bus Route	7,700,000	0	0	0	0
Lyciumville Access Road	8,500,000	0	0	0	0
Burgersdorp Community Hall	8,500,000				
LIST OF PROJECTS THAT NEEDS FUNDING					
Venterstad: Oviston Clinic	2,000,000				

- People sourcing water from springs, rainwater tanks, streams, rivers, dams or water vendors are deemed to be un-served
- People with piped and borehole water within 200m are deemed to be served.

Subsequently all households in this Local Municipality have access to full RDP level service provision in terms of water supply.

Status of the Water Services Development Plan

Joe Gqabi district municipality is the Water Services Authority (WSA), responsible for water and sanitation services and Water Services Development Plan (WSDP) has been adopted. A WSDP was developed in 2008 and subsequently updated and includes a comprehensive strategy to deal with water and sanitation backlogs together with bulk infrastructure development in the district as a whole.

A Water Service Provision Agreement for 2010/2011 has been signed. A JGDM Council resolution was taken in 2010 to the effect that water and sanitation bulk services would be taken over by 1 July 2010 from the Local Municipalities. However the contract has been signed for the next three years starting from 1 July 2010 to June 2013.

The municipality as the water service provider depends on the district municipality for the sector plan. The water master plan for the area of Gariep especially Burgersdorp has been developed. Currently the plan is at the draft stage. Once the plan has been finalized it will be submitted to the municipal council for final approval.

National Target

The national target water provision its 2014, however the municipality of Gariep with the assistance of the district has managed to meet the target even before 2014. All the households in Gariep are enjoying the benefits of having purified water and house connections which are above the RDP standard.

Areas without Access to Basic Service Standards

The municipality of Gariep is one of the municipalities in the country that has managed to provide the basic service to all its communities. The main challenge is that in some areas the infrastructure is old and dilapidated. This cause a huge constrain on the municipal operational budget. Burgersdorp town has the highest rate of old and dilapidated infrastructure is. In most cases the municipality is struggling to provide adequate services to its communities due to the old network.

Approved service level for the municipality informed by the Spatial Development Framework (SDF)

- Suitable area for housing development identified
- Conducive area for solid waste sites
- Assisting in the determination of municipal boundaries
- Development of new cemeteries

Arrangements for the delivery of water

The district municipality is the WSA and the Local municipality it's a WSP through the SLA the municipality provides the services of behalf of the district. The SLA is signed on the yearly basis.

General Challenges

- One of the bigger challenges is the issue of having staff personnel which is not technically sound especially with water related issues.
- The issue old and dilapidated infrastructure remains a core challenge for the municipality; new housing development is placing an excessive demand on old and over utilized infrastructure.
- Insufficient budget for repairs and maintenance, especially emergency repairs.
- Legal compliance with borehole installations by individuals.
- Catchment management, including the illegal damming of local rivers and streams.
- Periodic droughts and the management thereof.

Water Service Standards

WARD 1: VENTERSTAD

Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Nozizwe	1400		1400	0	100%	Improve water treatment plant (JGDM has begun the processes with the contractor on site)
Lyciumville	500		500	0	100%	%More funding required for maintenance of existing infrastructure
Venterstad Town	180		180	0	100%	More funding required for maintenance of existing infrastructure
Oviston	250		250	0	100%	More funding required for maintenance of existing infrastructure

WARD 2: STYNSBURG

Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Khayamnandi	1500		1500	0	100%	None
Westdene	250		0	250	100%	

Greenfield	600	600	0	100%	None
WARD 3: BURGERSDORP AND STYNSBURG					
Name of settlement	Number of households	Service Level Above RDP	Service Level Below RDP	% Service Level	Intervention required
Burgersdorp Town	500	500	0	100%	Upgrading of an aged infrastructure. The construction of a new dam or a bulk line from Oviston to Burgersdorp to address water shortage.
Steynsburg Town	300	300	0	100%	Upgrading of an aged infrastructure.
WARD 4: MZAMOMHLE & EUREKA					
Name of settlement	Number of households	Service Level Above RDP	Service Level Below RDP	% Service Level	Intervention required
Mzamomhle	1300	1300	0	100%	Improvement of water meters
Eureka	480	480	0	100%	Improvement of water meters
WARD 5: TEMBISA					
Name of settlement	Number of households	Service Level Above RDP	Service Level Below RDP	% Service Level	Intervention required
Tembisa	1650	1650	0	100%	Improvement of water pre-paid meters

3.1.3 SANITATION

There are currently no sanitation backlogs in the Gariep Im; however there are areas that are serviced by VIP toilets which represent an acceptable basic level of service. In time the aim is to get the VIP's replaced by water borne sanitation systems. In accordance with the national targets the Gariep Municipality has successfully met the 2007 bucket eradication national target with the assistance of the district.

Joe Gqabi District Municipality has three permitted waste water treatment works in Gariep; this is a district function therefore the staff is employed by the District.

The Status of Sanitation Plan

The municipality has a draft master plan for sanitation. The plan seeks to address challenges of old dilapidated infrastructure within the jurisdiction of Gariep and for the future development of the area; it will be finalized and submitted to the Council for final approval by June 2012.

In most areas of Gariep, the full water borne system is used. It is only the area of Steynsburg town where the VIP's are still being used due to water shortage in the area and the construction of the waste water plant. All the areas in Gariep are having access to basic services; in fact some of the areas are having more than the basic standard, only the area of Steynsburg that is having VIP's.

The services are reliable, in all towns, but there is an urgent need to upgrade the existing infrastructure. Burgersdorp, Venterstad are the two areas that obtain good level of services. The municipality is working hard to improve the services in Steynsburg in eradicating existing buckets and VIPs; they will be replaced by full water borne sanitation system as soon as the third phase (construction of sewer treatment plant) of the project is completed. There are no intermediate levels of service required in Gariep area.

General Challenges

- The shortage of technical personnel in the section remains a big challenge for the municipality,
- The old infrastructure is also the problem,
- Shortage of qualified process controllers,
- Capacity of existing sewer treatment plant.

Sanitation Service Standards

WARD 1: VENTERSTAD

Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Nozizwe	1400		1400	0	100%	Training of process controllers
Lyciumville	500		500	0	100%	More funding required for maintenance of existing infrastructure
Venterstad Town	180		180	0	100%	More funding required for maintenance of existing infrastructure
Oviston	250		250	0	100%	More funding required for maintenance of existing infrastructure

WARD 2: STYNSBURG

Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	%Service Level	Intervention required
Khayamnandi	1500		0	1500	100%	The JGDM is in the process of constructing the waste water treatment plant to

Westdene	250	0	250	100%	address the usage of VIPs in the area The JGDM is in the process of constructing the waste water treatment plant to address the usage of VIPs in the area	
Greenfield	600	600	0	100%	None	
WARD 3: BURGERSDORP & STYNSBURG						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	%Service Level	Intervention required
Burgersdorp Town	500		500	0	100%	Upgrading of an existing waste water treatment plant.
Steynsburg Town	300		300	0	100%	Connection of septic tanks to the existing network
WARD 4: MZAMOMHLE & EUREKA						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Mzamomhle	1300		1300	0	100%	Upgrading of an existing waste water treatment plant.
Eureka	480		480	0	100%	Upgrading of an existing waste water treatment plant.
WARD 5: TEMBISA						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Tembisa	1650		1650	0	100%	Upgrading of an existing waste water treatment plant.

Joe Gqabi District Municipality is the WSA, responsible for water and sanitation services. A WSDP was developed in 2008 and subsequently updated and includes a comprehensive strategy to deal with water and sanitation backlogs including bulk infrastructure development in the district as a whole. Gariep LM has also been appointed as the WSP for sanitation services. The table below indicates Gariep's sanitation served in comparison to other municipalities District wide:

LM's	Total Population	SANITATION Population		Percentage	
		Served	Un-served	Served	Un-served
Elundini	123,634	45,001	78,633	36.4%	63.6%
Senqu	118,174	65,034	53,140	55.0%	45.0%
Maletswai	42,846	29,908	12,938	69.8%	30.2%
Gariiep	23,709	22,025	1,684	92.9%	7.1%
TOTAL	308,363	161,717	146,646	52.4%	47.6%

Notes:

1. Source: Stats SA Community Survey 2007
2. Source: JGDM GIS Department

3.1.4 HUMAN SETTLEMENTS AND HOUSING

Housing function is vested with the Provincial Department of Housing. The Gariiep Housing Sector Plan was adopted by Council in 2008 and identified objectives, strategies and areas of intervention. The Department of Housing is presently reviewing the plan for assistance during the 2012/13 financial year; Consultations with the District, Gariiep and Stakeholders have been conducted and the municipality is awaiting final draft for Management and Council approval.

There is a Housing Officer at Burgersdorp and a Housing Clerk at Venterstad and Steynsburg respectively. The Housing Clerk post at Burgersdorp has recently become vacant. This is a funded post and critical to fill.

SETTLEMENT PATTERNS

Gariiep consists of the following towns:

- Burgersdorp, including Mzamomhle, Thembisa, Eureka and rural Hinterlands
- Venterstad, including Luychmville and Oviston
- Steynsburg, including Khayamnandi, Westdene and Greenfield

The physical area is characterized by a distinctive settlement and land use pattern, encompassing three urban settlements, with areas outside of the urban area consisting of commercial farms.

The prevalence of extensive farming in the district historically resulted in the formation of service centers, i.e. Venterstad, Steynsburg and Burgersdorp along the main transport routes. These urban centers offer services and retail facilities to the surrounding rural hinterland.

Urban settlement growth has resulted in the provision of low cost housing thereby creating a significant shortage of available middle income houses, especially in the towns. Likewise, there is also a need to improve the central business districts of these areas to stimulate economic growth in the retail and manufacturing sectors.

In all three of the town there are large portions of vacant land that is suitable for residential development. Ownership is vested in the municipality which will expedite land release for housing development. Land for future housing

development has been identified near Greenfields in Steynsburg, Takalani in Venterstad and Eureka, Thembisa, Oviston and Burgersdorp Town.

The municipality has approved planning maps as well as an asset register for land. The valuation roll was updated in 2009 and the Land Asset Register is updated on a monthly basis. Both have been placed under the custodianship of Budget and Treasury. The SDF has proposed identified low, medium and high density development in all three towns. The population density is very low in the Gariep area and although limited in-migration from Karoo has occurred there is no large scale land invasion experienced in the area hence plan for land invasion was never developed.

In terms of land claims the municipality has no record of any claims that are likely to hinder progress on housing development; the entire area earmarked for housing delivery belongs to the municipality. The Comprehensive Infrastructure Plan (CIP) indicates the level of service that the municipality will provide for land parcels for current and future use.

The municipality has a zero percentage of informal settlement; most of the areas are formal in nature with proper structures such as bricks and new technology.

Tenure

All land within Gariep is owned by way of full title. No quitrent, leasehold or PTO's exist.

Description	2007
Owned, fully paid	3,411
Owned, not paid	525
Rented	2,338
Occupied rent free	1,907
Other	
	8,182

Housing Types

The Community Survey 2007 provides data on the types of main dwelling for the Gariep Municipality. There are 6,819 households, or 83.02% of the population who live in a house or brick structure on a separate stand or yard

Type of main dwelling – Gariep Municipality

	Households	% of Gariep
House or brick structure on a separate stand or yard	6819	83.08%
Traditional dwelling/hut/structure made of traditional materials	36	0.44%
Flat in block of flats	100	1.22%
Town/cluster/semi-detached house (simplex: duplex: triplex)	0	0.00%
House/flat/room in back yard	932	11.35%
Informal dwelling/shack in back yard	104	1.27%
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	206	2.51%
Room/flat let not in back yard but on a shared property	0	0.00%
Caravan or tent	0	0.00%

Private ship/boat	0	0.00%
Workers' hostel (bed/room)	0	0.00%
Other	11	0.13%
Total Households	8208	100.00%

Housing Programme and Rectification

Gariiep has not submitted any new housing applications mainly due to the fact that a housing rectification programme is underway in respect of the 1 000 units at Burgersdorp, 600 in Steynsburg and 500 in Venterstad. These housing development projects had in the past been characterized by weak project management which has resulted in poor workmanship, inferior structural quality, incomplete and unoccupied houses. The rectification projects will receive preference as the beneficiaries have been waiting since 2002.

Application has been made to address an additional 198 houses at Venterstad as a rectification project and 500 old structures in Burgersdorp. The municipality is currently busy with the process of developing housing for middle income groups for purposes of revenue enhancement and to accommodate the previously disadvantaged communities which were earning between R3, 500 and R15, 000. The process is at the tender stage and is estimated that the construction will begin at June 2012.

The budgetary provision has been made for middle income projects only through the development process whereby the municipality will sell the land to qualifying beneficiaries and that will be used to pay the service provider. Via the Community Survey conducted in 2010 the municipality established a huge concern on beneficiaries not qualifying for RDP houses such as Nurses, Police, Teachers hence the social viable settlement project of middle income was identified as a key project to address the challenge.

Housing Backlogs

Approximately 4570 beneficiaries appear on the housing waiting list in 2011/12 as listed in the table below. However the backlog will be reduced slightly upon completion of the construction of 360 low cost houses at Venterstad, 140 in Burgersdorp and, an addition 530 in Steynsburg, which is part of an ongoing project that will be rolled-over to 2012/13. This estimate includes middle income housing, people living in old dilapidated houses, train houses and other informal dwellings. It does, however, not take into consideration the estimated 10% increase every year. **R26 million** was allocated by the Department of Housing for rectification purposes and it was stated no new projects would be considered until the blocked projects have been completed.

Before any new low or middle cost houses can be considered the existing and bulk infrastructure will have to be expanded / upgraded as currently the provision of water is prone to disruptions and the sanitation treatment plants are operating at full capacity.

The demand for middle income housing has increased steadily over the years. The SDF identified suitable land for the development of middle class housing in all three of the towns. In Burgersdorp an Environmental Impact Assessment and rezoning was completed but the project was shelved due to the water and sanitation constraints mentioned above.

GEOGRAPHICAL AREA	HOUSING NEED 2011/12	UNDER CONSTRUCTION TO ADDRESS THE NEED	HOUSING NEED 2012/13
Burgersdorp	1500 Subsidized	140 (roll-over 2012/13)	1 360
	600 Dilapidated Houses	-	600
	255 Middle Income	-	255
	20 train houses (Mzamomhle)	-	20
Steynsburg	1 100 Subsidized	530 (roll-over 2012/13)	570
	400 Dilapidated Houses	-	400
	110 Middle Income	-	110
Venterstad	500 Subsidized	360 (completed 2011/12)	140
	65 Middle Income	-	65
	20 train houses (Nozizwe)	-	20

Housing Challenges

Backlog of approximately 4570

Rectification process of the low cost houses in the areas of Greenfields, Thembisa, Nozizwe and Oviston is underway. The National Home Builders Regulation Council in collaboration with the Department of Housing is monitoring the project. Progress needs to be expedited.

- Full title is not registered and handed to the beneficiaries and this is a huge problem to raise collateral to extend or sell their properties. R300.00 conveyance should get appointed by DoH
- Quality of houses that were constructed in 1996 until 2002 were compromised
- Budget for basic services such as storm water and roads were not made available although the municipality will continue to lobby for funding from DoH and MIG where possible.
- Lack of a breakdown of the houses to be rectified in 2012/13 in the SDBIP
- Retention of **AS BUILT Drawing** by the Consulting Engineers

Housing Intervention

- Expedite and finalise the housing rectification programme.
- Negotiate with JGDM to address the water and sanitation challenges in order to investigate options of forging a partnership with the private sector for the construction of middle income houses.
- The department of housing is doing very well to assist the municipality in terms of cession so that the progress on site is not hampered by cash flow constraints.
- The DoH not releasing between 5 -10% of the project cost to the municipality for administration costs; to be raised at MuniMEC for mitigation.
- Apart from the normal retention amount that is retained, consideration should be given to withhold an additional amount by DoH for release only when the Contractor has handed the **AS BUILT Drawings** to the municipality.
- Municipality must consider including a clause in the Appointment Agreement specifying that the Consulting Engineers must submit the **AS Built Drawings** to the municipality as soon as the last house has been built.

3.1.5 LAND REFORM

Currently there are three parallel land reform policies being implemented by the South African National Government;

- Land restitution
- Land redistribution
- Land tenure reform

Land restitution is a legal process whereby people who can prove that they were dispossessed of their land after 1913 can regain their land or receive appropriate financial compensation for it, the process goes as follows;

- Land redistribution aims to address the racial imbalances in the ownership of commercial agricultural land through the transfer of land between individuals.
- Land tenure reform aims to address insecure tenure in the former homeland areas.
- The current structure of land in the Gariiep LM is as follows:
 - Farms: 8786 km²
 - Urban commonages: 61 km²
 - Conservation: 71 km²
- Average land price for farmland in Gariiep is estimated **R 1270 per hectare**.

Redistribution

- The national **PLAS target** for land reform is **30%** of commercial farmland transferred to previously disadvantaged individuals.
- This target translates into the transferring of **2,635 km²** of commercial farming land in Gariiep to previously disadvantaged individuals.
- Currently only **327 km²** have been transferred which leaves a remaining target of **2,308 km²**.
- This means that only **12.4%** of commercial farming land has been redistributed.
- To achieve the 2014 PLAS target, the Gariiep Local Municipality will have to transfer and average **527 km² a year** over the next 5 years.
- The cost of this land transfer is estimated at **R 131.750 million** (R 2500 per hectare)
- This figure however is **R 1,230** above the current average price of farmland in the area, so actual costs could be as low as **R 66.929 million**.
- **Restitution**
- There have only been **4 claims settled** by the Regional Land Claims Commission in Gariiep.

Land Reform Characteristics

- Redistributed land in the municipality is approximately 3.7% (about 32772 hectares).
- The Regional Land Claims Commission has only settled about 4 restitution claims in the Gariiep LM.

Gariep Land Issues

- The 30% PLAS target is 263500 hectares. In terms of financial costs, using R2500 as a cost per hectare, this translates into: 263500 hectares x R2500 = R6'587 500'00 in 5 years. Per annum, about 52700 hectares of land must be transferred at a cost of R131'750 000'00.
- Land is needed to accommodate about 5000 urban housing units.
- Additional land is needed for the extension of commonage.
- Land for off-farm land tenure for farm workers.
- Little land reform has taken place in the municipality.
- Restitution claims not yet completed.
- No database of farm workers who need on-farm land tenure.

Land Reform Situation

Land Situation	Gariep
Communal	0
Farms	8786
Redistributed	327
Percentage	3.7
Restitution Claims	4
State land	0
Urban Commonage	61
Forestry, conservation	77
TOTAL AREA	8929
30% PLAS Target	2635
30% Target per annum	527
Est. cost per annum (at R2500 per hectare)	52700ha x R2500 =R131'750'000

Land Reform Targets

The Area Based Land Reform Planning in Gariep Local Municipality should take the following land needs into consideration:

(a) Housing

- The provision of residential sites for 5000 urban households. This translates to 195 hectares of land.
- The provision of land tenure security for farm workers' households, mostly off farm.

(b) Agriculture

- Speeding up the finalization of outstanding rural restitution claims.
- The proactive acquisition of 30% redistribution land target is approximately 263 500 hectares.

3.1.6 MUNICIPAL PUBLIC TRANSPORT AND FACILITIES

The Burgersdorp and Steynsburg taxi ranks are underutilized. In Burgersdorp the taxi operators have opted to utilize an area next to the Jubilee Hotel which is not currently rezoned for the purpose it is being used for. The Council is exploring options to strategically locate the Burgersdorp Taxi rank. There have been discussions around the issue of the current designated area for the purpose of passenger transportation which mainly revolves around the long distance between the shopping area and the taxi rank. Discussions are to be held with the Taxi Association operatives in the Gariep area to try and resolve this predicament / impasse or to find an alternative use for these structures.

Venterstad has over the past 12 months started to depend on taxi services and the feasibility of a taxi rank there, needs to be investigated. The community has not raised this as a need at this point in time but it is anticipated that it will become a priority in due course. There is no public transport linking the three towns. The same situation applies to linkages to major transport routes.

Airstrips

The Lake Gariep Development initiative is underwritten through a partnership between the Province of the Eastern Cape, Free State and Northern Cape. The Venterstad Landing Strip will contribute positively to this initiative especially with the transportation of tourists; the feasibility of upgrading the landing strip should be investigated and is included in the District Integrated Transport Plan. Gariep municipality maintains the Burgersdorp landing strip which is fully functional, fully licensed and has been renewed (Aerodrome) and has been effective from March 1st 2012 until February 28th 2013. Apart from value chain benefits it should be investigate how this service can generate revenue.

Railway Services

In terms of rail, a section of one of the premier rail lines in the country (East London to Bloemfontein) crosses through the District. Two former branch lines have now been closed in totality, namely: The Molteno–Jamestown and Rosemead–Stormberg, through Steynsburg, branch lines have been closed. The remaining two branch lines Burgersdorp–Aliwal North–Barkley East (211 km) line and the Sterkstroom–Ugie–Maclear (278 km) line namely Burgersdorp–Aliwal North–Barkley East (211 km) line and the Sterkstroom–Ugie–Maclear (278 km) line, still enjoy limited freight movement.

Only one out railway line in the district caters for public passenger services and it operates on a weekly basis between Johannesburg and the Western Cape. This service is accessible at Burgersdorp but has limited impact on public transport and the conveyance of goods to and from the area.

Traffic and Law Enforcement Services

The primary function of the Traffic section within Gariep Local Municipality is the enforcement of traffic laws and soon to involve Municipal by-laws after adoption by Council and promulgation. The functions extend to Road Worthy and Licensing function performed on agency role on behalf of the Department of Transport.

Road Worthy and Licensing Services

Gariiep has a grade B vehicle testing station which is designed for testing of light motor vehicles (not exceeding 3500 kg) which makes it a necessity for the upgrading of the station to a grade "A" that will allow all modes of motor vehicles to be tested. This will increase revenue generated for the municipality and it is convenient and cost effective for the Gariiep community.

A business plan for the construction and upgrading of the existing testing center has been submitted to the department of Transport Eastern Cape and this will be followed-up in 2012/13. Currently efforts are under way to engage MEC for the Department of Transport to upgrade the development of a compliant driving license testing center. A site has been identified for this purpose.

Gariiep municipality has one DLTC (drivers license and testing center) situated in each town. Steynsburg and Venterstad can only render services for learners license while Burgersdorp can test for drivers license for light vehicles only. Currently efforts are under way to engage MEC for the Department of Transport to upgrade the development of a compliant driving license testing center. A site has been identified for this purpose.

Other services rendered by the two towns (Steynsburg and Venterstad) are driving license renewal, application of PrDP (Professional Driving Permit) while Burgersdorp center is authorized to examine and test for both learners and driving licenses. The three traffic officers employed by Gariiep municipality are responsible for law enforcement (speed measuring, road blocks, road side checks and other related duties (point duty escort) in all three towns.

3.1.7 WASTE MANAGEMENT

- The institution currently doesn't have its own IWMP. The district IWMP is used, though it has not been reviewed in a long while.
- Initiatives have been made to source funding for the development of the institution IWMP, through J and G, Department of Economic Development and Environmental Affairs together with Development Bank of South Africa
- Initiatives have been made to source funding for the development of the institution IWMP, through J and G. There has not been any positive response at the moment in terms of the funding.
- There are 8977 house hold in Gariiep and all of these households are accessing waste management service. I.e. house to house collection of waste.
- Advocacy has been the main tool used to sensitize the community about the 3 Rs (Reduction, Reuse and Recycle). There is no formal recycling project at the moment, but there are residents that are reclaiming in the Burgersdorp dump site. They are dealing mainly with steel and tin. There have been initiatives taken to attract the market (buyback center) to the Gariiep area (Master Recyclers). Partnerships are yet to be developed with Free State recyclers in pursuance of an economic development initiative and this has shown remarkable progress.
- Clearing of illegal dump was outsourced for the greater part of this financial year to one man contractors in collaboration with the community works programme of the Department of Local Government and Traditional Affairs and expanded public works programme implemented by Department of Roads and Public Works.
- There have been initiatives taken to attract the market (buyback center) to the Gariiep area (Master Recyclers).
- The service is rendered internally with certain activities e.g. clearing of illegal dump outsourced.

The Municipality has the responsibility to ensure that all waste generated within the municipal area is collected, disposed of or recycled in accordance with the Municipal systems Act and that such collection disposal or recycling takes account of the Waste Management hierarchy in the following:

- Avoidance waste minimization and waste reduction through our conscious educational programs and awareness campaigns emphasis is put on waste avoidance, through this seem impractical we also put emphasis on waste minimization i.e. Teach our communities how to create less waste e.g. use tap water, instead of bottled water and ending with a useless bottle afterwards
- Re-use: Also through awareness campaigns emphasis is put on ways of re-using our waste e.g. utilize an empty ice-cream container as a tool box etc.
- Recycle: Initiatives are made to promote recycling, in Gariiep municipality. Plans are in e living, the pipeline to mediate between recyclers and the market.
- Disposal: Land-fill management and operation
- Waste is being classified e.g. green waste and rubble used as capping material and is temporarily stored for this purpose
- Green waste is stored for composting purposes. Our main objective to enhance sustainable development and the regulation of the provision of municipal service by a service provider.

The municipality is trying to encourage waste separation to facilitate re-use and recycling

- Initiatives are made to establish and maintain waste management information system with records how waste is managed within the municipal area
- This information system entails:
 - Info to waste generators community in order to facilitate monitoring of performance by municipality assist municipality to achieve main objectives

Landfills

- Monitoring of the landfills has been intensified
- Landfills are demarcated and spotters have been assigned by the municipality to control access and to record waste volumes at all three landfill sites. Initiative or in the pipeline for recording of volumes of waste going into our landfills on a daily basis. Monitoring of class of waste going to the landfills
- Signage (No dump signs)
- Landfill/Dump site
- Signage at the landfills
- Ef – Composting areas
- Recycling area
- Name and portfolio of the operator
- Training of all the operators of our landfills

The Status of the Integrated Waste Management Plan

The municipality relies on the District integrated Waste Management Plan to guide integrated waste management at the local level. During 2011/12 concerted efforts were considered to dispose of waste in a manner that does not

adversely affect the environment. The Waste Management Policy shifted the focus away from a purely disposal function to the pursuit of waste avoidance, reduction, re-use and recycling are being pursued.

The Joe Gqabi District Integrated Waste Management Plan also identifies the potential of a small scale composting project in Burgersdorp. This potential will be explored further when the Gariiep Waste Management Plan is developed.

Percentage of people accessing the service

Solid waste disposal services are rendered on a weekly basis to all 79% of the urban households in Gariiep. The municipality does not render services to 13.4% households in the farming community where most of the backlogs. The municipality does not render services to 13.4% households in the rural areas where most of the backlogs exist. This is mostly commercial farms and the occupants dispose of their own waste. According to the Statistics South Africa Community Survey 2007, 5.5% of households in Gariiep make use of a communal refuse dump.

Strategies employed to reduce, re-use and recycle

Gariiep municipality together with DEDEA has implemented a plan to create awareness around the dangers of dumping and have identified options (see below) for possible recycling projects. Continuous cleaning campaigns are being implemented in all schools within the Gariiep area. Draft waste by laws has been developed and is due for public consultation and promulgation. Gariiep municipality will negotiate for funding in the 2012/13 financial year to fund the development of a Integrated Local Waste Management Plan.

A bottle recycling project is being implemented. Recycling of boxes can be profitable but requires sufficient storage space and an accessible market. The closest market outlet is in Bloemfontein therefore high mass or bulk will have to be accumulated to yield a sizable profit. One of the propositions being looked at is to merge Steynsburg and Burgersdorp recyclable paper groups with the view of collectively collecting sufficient waste to cut costs and attract markets.

Service rendered internally or externally

Gariiep Local Municipality in an effort to efficiently carry out one of the objects of Local Government of providing a safe and healthy environment exclusively renders waste management services internally however on a minimal scale clearing of illegal dump was outsourced for the greater part of this financial year to one man contractors (SMME's) in collaboration with the community works programme of the Department of Local Government and Traditional Affairs and expanded public works programme implemented by Department of Roads and Public Works.

Waste Removal

According to the National Waste Management Strategy the National target is that all households including in rural areas must receive the basic service i.e. collection of household waste. This target has been reached since 100% of households in Gariiep have access to the waste services.

The level of service is absolute basic i.e. collection, transportation and disposal. There is no separation at source and recycling initiatives are still at conceptualization to give effect to the objectives of the "Waste Act" although.

All areas within Gariiep Local Municipality are receiving the minimum level of waste management services as presented below;

Town	Area	Once a week
Burgersdorp:	Buitendag	Once a week
	Mzamomhle	Once a week
	Eureka	Once a week
	harmony	Once a week
Steynsburg	Westdene	Once a week
	Town	Once a week
	Greenfields	Once a week
	Khayamnandi	Once a week
Venterstad	Nozizwe	Once a week
	Lycumvile	Once a week
	Town	Once a week
	Oviston	Once a week

Frequency of Collection

Households collection is conducted once a week and the business one is twice a week. The service is quite reliable guided by the rooster which is strictly adhered to. When and where there's a down time, employees resume as a soon as possible after the repairing of the collection tractors.

- There is pervasive under-pricing for the waste services provided to the community as well as to the local businesses i.e. according to the institutions rooster collection is twice a week but businesses waste is collected more than two times a week and is not quantified.
- There is not sufficient budgeting for waste management activities within the institution undermining the objectives of the waste Act.

National target

The information below serves as the national targets influencing municipal targets;

- Securing ecologically sustainable development while promoting justifiable economic and social development.
- Avoiding and minimizing the generation of waste.
- Reducing, re-using, recycling and recovering waste.
- Promoting and ensuring the effective delivery of waste services.

- Treating and safely disposing of waste as a last resort.
- Remediation of land where contamination presents a significant risk of harm to health or the environment.
- Achieving integrated waste management planning.
- Sound budgeting and financial management for waste services.
- Adequate staffing and capacity for waste management.
- Effective monitoring and reporting on performance with waste functions.
- Effective compliance with and enforcement of waste regulations.
- Ensure that people are aware of the impact of waste on their health, well-being and the environment.

The municipality has set its own targets in line with the National Waste Management strategy;

- The number of households receiving a waste management service (% over time).
- Budget allocations to ensure financial support (% increase in budget over time).
- Equipment and infrastructure provision.
- Number of staff trained or capacitated to improve service.
- Percentage of community being aware of the waste management services.
- Reduction of waste to landfill.
- Improvement of cost recovery measures.

Adopted service levels in relation to the SDF

The Municipality, in the decision-making has given protection and improvement of the municipal environment of Steynsburg, Venterstad and Burgersdorp, the quality of life it allows, and the conservation of its biophysical and socio-economic resources. The spatial Development further poses restrictions on development that should not be permitted if it will:

- Damage or degrade valuable natural resources and / or sensitive ecosystems such as wetlands, rivers, streams and estuaries, sensitive dune areas, sensitive coastal areas, special plant communities and habitats of threatened species of fauna and flora.
- Cause unacceptable visual damage.
- Cause unacceptable pollution of air, water or land, or nuisance by way of smell, noise or light.
- Cause or increase danger, from flooding, erosion (of soil and / or coastline) or road traffic.
- Destroy, sterilise or prejudice the use or enjoyment of an important resource, such as the best agricultural land, water, landscape, townscape, wildlife, cultural or historic sites and objects, recreational assets or potential, or tranquillity or be inefficient in the use of water or other natural resources, or impose an unacceptable load on existing or potential water supplies and other natural resources.

Areas without solid waste removal

Solid waste disposal services are rendered on a weekly basis to all 79% of the urban households in Gariiep. The municipality does not render services to 13.4% households in the farming community where most of the backlogs exist. This is mostly commercial farms and the occupants dispose of their own waste. According to the Statistics South Africa Community Survey 2007, 5.5% of households in Gariiep make use of a communal refuse dump.

There are no transfer stations currently and only one landfill site is permitted. Refuse is collected with tractors and trailers. Two other functional sites are not permitted nor licensed according to Department of Environmental Affairs.

Available Resources

Waste Management section has 29 general workers responsible for collection, disposal and cleaning illegal dump areas together with spotting in the landfill sites. There are supervisors staggered in three administration units. Overall coordination is performed by the Waste Management Officer. An Assistant Manager and Director Community Service provide a strategic direction for the entire department including waste Management Section. There is huge skills gap and some of the personnel is not trainable due to low literacy level.

This section does not receive maximum performance due to insufficient availability of equipment for collection of waste both domestic and garden waste. The available equipment is shared between Technical Services and Community Services.

Waste management plants and equipment comprise various device machines used for treating, converting, disposing and processing wastes from various sources. These can be classified on the basis of the type of waste to be disposed like organic, inorganic, biodegradable, and so forth or on the basis of source of waste like electronic waste, medical waste. Further, the management of wastes can include processing solid, liquid, gaseous or radioactive substances, with different methods and equipment needed for each.

Areas with solid waste removal

Gariiep municipality is responsible for waste management which includes street sweeping collection, transportation and the disposal of solid waste. The landfill sites in Burgersdorp, Venterstad and Steynsburg are currently operating. There are forty four officials working in the Refuse Removal Section. Two tractors with trailers are in use in Burgersdorp (1 needs to be repaired) and three edge cutters and one kudu mower. In Steynsburg there are three tractors with trailers and one kudu mower (currently not working). Venterstad has one small mower and one tractor in working order but not road worthy.

General Challenges

- Disposal of waste is a significant challenge and this is leading to lack of compliance with legislation, water, air and aesthetic pollution which is not good for both economic and social development
- Enforcement of by laws is still our greatest challenges as they are not yet effected therefore severe punishments cannot be imposed to offenders.
- Cost effectiveness of current services is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning.
- Lack of sanitary landfill sites.

Waste Disposal

There are no transfer stations currently and only one landfill site is permitted. Refuse is collected with tractors and trailers. Two other functional sites are not permitted nor licensed according to Dwarf. The Department of Environmental Affairs appointed Jeffares and Green Consulting Engineers to assess Gariiep's waste facilities in 2010 and to make recommendations which are contained in the Gariiep Readiness Report. The Report indicates that

Gariiep has five landfill sites and all of these were assessed and the findings are reflected in the under listed recommendations tabulated per each landfill site.

Available Resources

The Department of Environmental Affairs appointed Jeffares and Green Consulting Engineers to assess Gariiep's waste facilities in 2010 and to make recommendations which are contained in the Gariiep Readiness Report. The Report indicates that Gariiep has five landfill sites and all of these were assessed and the findings are reflected under recommendations.

General Challenges

- There are insufficient personnel.
- Personnel are not actually trained in waste management; they lack skill to perform their duties optimally.
- Disposal of waste is a significant challenge and this is leading to lack of compliance with legislation, water, air and aesthetic pollution which is not good for both economic and social development.
- Enforcement of by laws is still our greatest challenges as they are not yet effected therefore severe punishments cannot be imposed to offenders.
- Cost effectiveness of current services is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning.
- There is insufficient personnel and lack of skills.
- Personnel are not actually trained in waste management; they lack skill to perform their duties optimally.
- Lack of funding to purchase refuses collection equipment.
- Unavailability of Integrated Waste Management Plan impedes implementation of waste management initiatives.
- Informal recycling initiatives.

Waste Service Standards

WARD 1: VENTERSTAD

Name of settlement	Number of households	Service Level Above RDP	Service Level Below RDP	% Service Level	Intervention required
Nozizwe	1272	1272	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Lyciumville	502	502	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation

Venterstad Town	316	316	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation	
Oviston	301	301	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation	
WARD 2: STYNSBURG						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Khayamnandi	1295		0	1500	86%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Westdene	227		0	250	91%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Greenfield	625		625	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
WARD 3: BURGERSDORP & STYNSBURG						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Burgersdorp Town	550		550	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Steynsburg Town	1079		1079	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for

WARD 4: MZAMOMHLE & EUREKA						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Mzamomhle	1330		1330	0	100%	each to introduce separation Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Eureka	515		515	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
WARD 5: TEMBISA						
Name of settlement	Number of households	of	Service Level Above RDP	Below RDP	% Service Level	Intervention required
Tembisa	999		999	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation

The service standards rated above only applies to waste collection; avoidance, reduction and separation recycling are not yet implemented as according to waste hierarchy. Collection is done to all households at least once a week.

The opportunities around waste accrue from the management, collection, control and disposal of waste can be an economic activity with spin-offs for poverty alleviation and income generation, waste minimization and recycling, skill development, job creation and improved environmental management.

Management of Landfill Sites

Old Burgersdorp and Old Oviston Landfill Sites

The Old Burgersdorp landfill site and Old Oviston disposal site have both ceased to operate but still require rehabilitation works; Building rubble is disposed at Burgersdorp old disposal site therefore it must be fenced to prevent illegal dumping. The Oviston site is not fenced or gated. The closed waste disposal sites at Burgersdorp and Oviston must be rehabilitated in terms of a Closure Plan and it will have to be established whether these sites have a secondary end use. According to the minimum requirements as reflected in the National Environmental Management Act, 1998 (Act No.107 of 1998) all landfill sites must be fenced, access controlled, all volumes going to the landfill should be measured and closure permits obtained for the old landfill sites.

MANAGEMENT OF LANDFILL SITES

Operational Burgersdorp, Venterstad and Steynsburg Landfill Sites

The municipality has three operational landfill sites in all three units with only one fully licensed (Steynsburg Landfill site) and operating in compliance with the minimum conditions prescribed by the NEMA.

Venterstad is operating without any permit although registered in the Municipal Infrastructure Grant (MIS) for development in 2014/2015. Gariiep municipality applied and received approval for MIG funding to develop a new landfill site at Venterstad to cater for Venterstad and Oviston. The project cost is estimated at approximately R 2.4 million. The site is currently not fenced and this poses a challenge to animals since access is not controllable. The Gariiep SDF has identified land for the establishment of new landfill sites which is inclusive of Venterstad.

Burgersdorp landfill site although fenced is not permitted and operates in an old quarry. Environmental Impact Assessment and risk assessment study is in progress for the determination of a new landfill site. Three candidate sites have been identified in line with the Municipal Spatial Development Framework through Iliso Consulting. Due processes are yet to be concluded in preparation for development in 2014/2015. Requests for technical expertise and additional funding were extended to DBSA; DEAT; DEA.

To regularize the sites, preliminary costing pertaining to the permitting, construction, operation and closure of these waste existing disposal sites in accordance with the DWAF Minimum Requirements, 1998 are reflected below :-

Landfill Location	Regularize need	Amount	Recommendation
Old Burgersdorp	Closure Licence	R9,298,541.00	Rehabilitate
Old Oviston	Operating Licence	R2,128,636.00	Rehabilitate
Burgersdorp (In use)	Operating Licence	R2,486,536.00	Identify new site
Venterstad (In use)	Operating Licence	R1,424,656.00	Identify new site
Steynsburg (In use)	Operating Licence	R2,969,152.00	Also to serve Oviston

Areas for prioritised intervention

- Development of Waste management Plan
- Fencing of waste management site at Venterstad.
- Rehabilitation and closure of old disposal sites in Burgersdorp and Oviston.
- Intensification of educational programs.
- Signage to be erected in all three towns.
- Employees need to be skilled and trained in waste management.

3.1.4 ELECTRICITY / ENERGY

In 2009/10 Gariiep received an allocated of R10 million to upgrade the sub- station and networks in Burgersdorp. A further R8 million was received in 2010/11 from the Department of Energy to upgrade the internal network. Based on the DORA 2011 allocations, Gariiep municipality will receive a further R1 million in 2011/12 to upgrade the electrification network and R3 million in 2012/13. Due to challenges experienced during the implementation stage of the project the anticipated allocation for 2011/12 was re-Gazetted.

This funding has contributed to the upgrading of the existing network and for the maintenance of electrical infrastructure. Gariep Municipality appointed Consulting Firm, Ballenden and Robb to develop an Electricity Master Plan at a cost of R2.7 million. Street lighting was also provided in Khayamandi at Donkerpoort during February 2011.

The municipality is responsible for electricity reticulation in all 3 of the Towns namely Burgersdorp and Thembisa; Steynsburg town, and Venterstad town and Oviston town. ESKOM renders this service to Eureka, Mzamomhle, Greenfields, Khayamandi, Nozizwe, Lycuimville and the rural commercial farmlands. The commercial farming community as well as the urban areas enjoy a high level of access to electricity.

Electricity to the Gariep area is mainly supplied from Eskom. The primary 132 kV power line passes through Burgersdorp. This power line is equipped for heavy industrial use, while smaller industries only require a 22 kV line. There is a smaller 60 kV line stretching from Burgersdorp towards Venterstad which is used by farmers. The specialized substation in Burgersdorp draws electricity from the distribution stations to electrify the railway line.

The Government's target is universal access to energy has by and large been met. In order to meet the target **alternative energy** supplies such as solar systems will have to be considered. The municipality is also seriously investigating options to invest in sustainable energy sources such as solar systems. All new low cost housing projects will be fitted with a solar water heating low-pressure geyser that uses natural sunlight to stimulate the Thermal siphon effect. This method makes no demand on the Grid and the electrical saving is calculated at 6.4 Kwh per day or approximately R102.00 per month.

As indicated earlier, the municipality in the infrastructure investment plan depends solely on Government Grants for infrastructure services; ring fenced budget for operations, maintenance and for new capital projects becomes a huge challenge.

The following table represents the energy source for lighting at Gariep municipality:

Energy sources for lighting in Gariep Municipality for 2001 – 2006										
	Electricity		Gas		Paraffin		Candles		Solar and other	
	Cen sus 200 1	RSS 200 6	Cen sus 200 1	RSS 200 6	Cen sus 200 1	RSS 200 6	Cen sus 200 1	RSS 200 6	Cen sus 200 1	RSS 2006
	%	%	%	%	%	%	%	%	%	%
Gariep	74.8	89.2	0.3	1.4	11.0	9.4	13.7	-	0.3	0.0

Status of the Electricity Master Plan

The electricity master plan has been developed with the upgrading of the existing network project in Burgersdorp. However there is a serious need to develop a comprehensive plan that will include other areas like Venterstad and Steynsburg. All households in Gariep are being serviced by both ESKOM and the municipality.

The reliability of the service remains a challenge, because the municipality is being provided by ESKOM for bulk services. The public lights are available in all areas; the only challenge is the issue of staff personnel; the municipality does not have qualified personnel to maintain the network.

General Challenges

- One dedicated warm body for technical department,
- Cash flow problem,
- Old infrastructure;
- ESKOM has allocated a six hour turn-around time to attend to a problem on the network and 24 hours to attend to the bulk line.

3.1.8 ROADS AND STORM WATER

Status of the Sector Plan

The District Integrated Transport Plan (ITP) was developed and adopted in 2008 and reviewed in 2011; it forms the basis for planning and resource allocation. The municipality has since developed their roads Master Plan derived from the District ITP; it was adopted by Council in November 2011. The road Master Plan includes the total number of surface roads, gravel and also paved roads and further provides the routine maintenance of such roads on a yearly basis.

Council approval on service levels in relation to the SDF

The Municipality has increased its wards from four to five and as such there has been a desire to review the SDF that was adopted in 2008. Business plans have been submitted to the Department of Rural Development and Land Reform together with Department of Local Government and Traditional Affairs for consideration into 2012/13. Issues of road service levels and others shall be taken into cognizance.

Status with Road Classification

The needs for access roads have been determined through the roads Master Plan which provides details of roads that needs urgent attention and roads that require an upgrade. For the next three years MIG has allocated its funding for the roads infrastructure for the entire area. The roads classification process has been finalized in the area of Gariiep.

Gariiep has divided roads into the following 4 categories and likewise will link these as core functions to the various responsible institutions:-

- national roads;
- provincial roads including tarred and gravel surfaces;
- access roads; and
- Municipal streets.

These categories are discussed briefly below;

National Roads

While not in Gariiep Municipality, the N6 has an impact on the municipal area. The other important national road is the N1. Even though the N6 does not transverse the Gariiep area it remains an important transport route. The N1 is also an essential connector route.

Provincial Roads

A partnership has been formed with the Provincial Department of Roads and Public Works to maintain the provincial road that cuts through the three towns. The Department provides the machinery and the Gariiep Municipality contributes the material (crusher dust and tar) for patching.

The provincial truck road that links Aliwal North to Burgersdorp is in a good to fair condition. The roads to Venterstad from both Steynsburg and Burgersdorp need urgent attention as a lot of potholes have developed since it was last surfaced more than twenty years ago. Patching of potholes has not kept pace with the state of deterioration of these roads. The R391 from Burgersdorp to the R56 is potentially dangerous especially in rainy conditions. In addition road markings need to be renewed and road signs replaced. Speculation is afoot that the upgrading of the R390 is imminent and the Department of Roads and Public Works has set aside an amount of **R5 million** for the use of Route Routine Maintenance (RRM) during the MTEF period starting 2012/13.

Some routine maintenance is undertaken between Venterstad and Steynsburg by the Provincial Department of Roads and Transport and the grass on the sides of these roads have been cut from time to time during 2010/11. This road is also often used by transport from the N1 going to Port Elizabeth.

There is a possibility that R56 and R 58 will be transferred to SANDRAL for RRM. The implication of that possibility is that the two roads identified will be maintained by the National Agent instead of having local contractors for maintenance.

Two Road Rangers (with horses) have been appointed per town (6 in total) to deal with stray animals; monitor the condition of the fences along provincial roads and to identify areas that need bush clearing and grass trimming. The road rangers are selected from the community and work in terms of an annual contract which is renewable on the recommendation of the designated Councilor.

The Department of Roads and Public Works implements “a driver of the year competition” annually focusing on heavy duty transportation. This formed part of their 2011/12 programme to improve the quality and safety in this sector. It is anticipated that this programme will be continued in 2012/13.

The Transport Forum is functional and meets on quarterly basis; most of the roads are provincially maintained and they have been fully graded. However, a further 156km require grading at a cost of **R73 million**.

Municipal Roads

The Roads Unit consists of 9 General Workers, one driver and a supervisor. There is a dedicated work force dealing with storm water management and their activities are time line.

Gariiep Municipality was involved with the development of the ITP and it is used to guide the municipality when dealing with its local road programme via the Master Plan. The municipality has progressed well with the development of a Local Roads Maintenance Plan which being fully implemented starting from 2011/12.

There is minimal demand for non-motorized transport in Gariep and the present demand does not warrant designated cycle lanes. Pedestrian walkways are provided and roll-up kerb-ways have been constructed.

EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

Compared with 2011/12 a magnificent increase has been realised in the creation of jobs from Fifty-one job opportunities to 300 job opportunities created through the EPWP. This has been exacerbated by the additions of their sidewalks function that now include maintenance of schools gardens and municipal roads maintenance.

Gariep Municipality is responsible for the construction and maintenance of internal municipal tar roads, gravel and access roads within the urban edge of the three towns. Streets within townships in all the urban settlements are in a very poor condition, which leads to flooding in bad weather, impassable roads and poor access. Streets in the main part of towns have not been maintained for a number of years as the municipality has tried to address the disparity prevalent in previously disadvantaged areas. This has led to some streets deteriorating beyond reasonable repair and this issue is being addressed by Gariep through their Comprehensive Infrastructure Plan.

The municipality places a high priority on the state of streets in the urban settlements as it is viewed as a drawing card for outside investment into the area. For purposes of this IDP, access roads are referred to as those transport mobility routes between towns and the outlying township areas. One of the reasons that roads are considered a priority is the need to create **social cohesion** and enable equitable access to services centers and the services it offers. The Roads Plan accordingly makes provision for ring-roads to provide access by creating mobility corridors.

In the 2011/12 financial year Gariep municipality's total MIG allocation was R9.9 million, in 2012/13 the allocation has increased to **R12.0 million** and the indicative figure for 2013/14 is R12.5 million.

In 2011/12 an amount of R4.9 million was allocated for operation and maintenance of roads infrastructure; whilst in 2012/13 is R5.4 million. The Greenfield storm water and roads project is underway and 3.2 km of the existing gravel road has been upgraded to a paved surface. This project also includes the construction of storm water channels to address the problem of storm water management.

The main focus was directed at the roads in Khayamnandi, which have almost deteriorated beyond repair. Some of these roads were not built with sabunga material and turns into a slippery mud mass when it rains. Forty two (42) kilometers have been graded and resurfaced with gravel and sabunga material. Ten (10) km of gravel roads were graded at Nozizwe. In the Burgersdorp area about 7km of gravel roads were graded and patching carried out to the tar roads in town.

Gariep Municipality has opted to upgrade roads by mean of paving. This method is more expensive in the short-term but much more cost effective in terms of maintenance over the long-term.

In addition the following road surfaces have been paved:-

Area	Road surface or paved.	Planned Road surface/paving 2012/13
Mzamomhle (Burgersdorp)	03.7 km	0
Burgersdorp	10.4 km	0
Greenfields (Steynsburg)	03.5 km	0
Thembisa (Burgersdorp)	0	4.0 km
Lyciumville (Venterstad)	0	3 km
Nozizwe (Venterstad)	0	2 km

In total 142 KM of internal and access roads have to be maintained and upgraded. Despite the municipalities efforts to implement its maintenance programme the backlog remains a challenge. It is estimated that at the end of June

2012 a total of 119 km will still have to be upgraded at a cost of **R179 617 million**.

The road between Burgersdorp and Mzamomhle is in a poor state of repair and the bridge requires extensive upgrading planned for 2014/15 financial year. It is estimated that an amount of R15 million will be required to rehabilitate this road and a further R25 million to upgrade the steel bridge.

Environmental and Social Perspective

To address investment in social infrastructure, the municipality has decided that it should implement an expanded public works program. This will ensure that it draws significant numbers of the unemployed into productive work, and that these workers gain skills while they work, and thus take an important step to get out of the pool of those who are marginalized. The EPWP is one of government's initiatives to bridge the gap between the growing economy and the large numbers of unskilled and unemployed people who have yet to fully enjoy the benefits of economic development. In response to this call has in its responsibility to provide social amenities to communities have targeted utilizing this program to maintain its buildings. A 30 employment opportunities has been set aside for this program.

The municipality's **environmental sector's** contribution to the EPWP involves employing people to work on projects to improve their local environments, cleaning up the municipality, river banks and management of illegal dumping and working on fire program. A target of 60 employment opportunities over the next financial year has been set for this sector.

Areas of prioritisation

- Availability of Plant and Machinery for waste management.
- Lack of coordination of environmental sector related to EPWP

General Challenges on Road Infrastructure

- Technical personnel,
- limited grants,
- Roads machinery not in place;
- Old infrastructure.

Areas for prioritized intervention

- Significantly improved system of road maintenance of gravel roads
- Improved maintenance of key mobility corridors
- Source funding for improved road maintenance
- Road maintenance should address job creation
- Upgrading of causeway/bridges

3.1.9 STORM WATER:

Approved service level

The service level agreement has been signed in March 2012 between the municipality and the district in terms of roads maintenance. In Gariiep Local Municipality all areas have access to storm water that only requires upgrading.

All municipal roads are maintained on daily basis in the fashion below;

- Availability of a storm water management plan or system.
- The municipality is working on the development of the storm water management plan.
- Indicate general challenges that are not highlighted above.
- Technical personnel, Availability of Machinery.

SERVICE DELIVERY BACKLOGS AND FUNDING INFORMATION

Sector	Backlogs and Funding Information						
	Backlogs Census 2001	Backlogs Eradicated to date 2011/12	Up 2011/12	Current Backlogs	Backlogs Planned to be Eradicated	Backlogs end of 2011/12	
Water	0	0		0	0	0	
Sanitation	0	0		0	0	0	
Road & Storm Water	142	19		119	9	110	
Solid Waste Disposal	3	1		2	1	1	
Electrification	8977	8977		0	0	0	
Housing Development Other	4570	500		4070	670	3400	
Source Funding	of 2011/12	2012/13		2013/14	Total Available	Funding Required	Shortfall/Surplus
MIG DWAF Municipal Province	R 9, 928	R12, 200		R12, 500	R34, 628	R210, 000	-R 179, 617
Total		10		12	R34, 628	R210, 000	-R 179, 617

3.1.10 DISASTER MANAGEMENT

The District Municipality has a Disaster Management Policy Framework that encapsulates the status and priority areas of all the Local Municipality in its area as their form of support.

The Disaster Satellite Office is functional, but with limited staff of one Disaster Management Officer. The district has seconded two fire fighters who are trained in Basic Fire Fighting Level 1 and 2 together with First Aid Levels 1 & 2 by the District Disaster Management Unit. They were also afforded an opportunity to be capacitated on Hazmad awareness and containment in cases of spillages. Data base of trained volunteers is available although there is greater need for a refresher course

Joe Gqabi District Municipality provides firefighting equipment and there is one fire fighting vehicle assigned to the responsibility of the municipality to service all three units. Venterstad has one fire tanker (1000 liters) and Steynsburg also has a 300 litter tanker. The District Municipality has purchased three mega fire fighting vehicle at a cost of R9.3m and have agreed that one will be placed in Burgersdorp to service the Gariep area. This is awaiting the availability of a fully licensed officer to manage it. The Municipality's local disaster management advisory forum and interdepartmental committee are both not functional and require revival.

Major incidents reported in the past year were related to drowning due to heavy rains and floods structural fires, and veld fires and few were related to storm at normally leads to collapse of buildings. Turnaround around time has been slow due to unavailability of equipment. Awareness campaigns are also implemented although on a small scale and had a minimum impact due to unavailability of promotional material.

Shortage of ambulances remains a critical challenge in the area; there is only one ambulance per town responsible for both referrals and emergencies. An intervention for provision of additional ambulances has been sort from the office of the MEC and a response is awaited.

Areas for prioritized intervention

- Revival of structures as mandated by the Disaster Management Act,
- Provision of equipment,
- Capacity Building,
- Clarification of roles and responsibilities regarding firefighting through signing of memorandum of understanding,
- Provision of support for farm firefighting committees,
- Lobby for the provision of three additional ambulances,
- Review of a Service Level Agreement 2011/12 between Gariep Local Municipality and Joe Gqabi District.

Pounds

The Municipal pound in Burgersdorp does not meet the required standards as per the SPCA Regulations and the by-law, dealing with the impounding of stray animals, should be enforced. The municipality will train staff to carry out this function by capitalising on existing internal human capacity. A shelter will be used in Venterstad and Steynsburg to impound stray animals as a interim measure until they can be transported to the Burgersdorp pound.

Areas of prioritized intervention

- Training to be done through LGSITA or DoA – Skills training
- Upgrade the pound and implement by-law dealing with stray animals.
- Identification of a suitable site to impound animals in Steynsburg and Venterstad.
- Partnership with SPCA

Community Halls

Council has passed a Policy to deal with Booking Conditions for Halls and Sport Facilities. The purpose of the Policy is to make the social facilities accessible to the community and at the same time to bring in revenue that can

contribute to the maintenance these assets. Maintenance plan for all amenities has been developed with funds set aside for this purpose.

Respective communities have access to a Community Hall within its Ward, however, some need to be upgraded to the extent reflected below:-

LOCATION	WARD	NEED IDENTIFIED	COST ESTIMATE
Burgersdorp Rugby Hall	Ward 3	Installation of air conditioning facility	R850,000
Burgersdorp Town Hall	Ward 3	Fitting of ceiling Fitting of curtains To upgrade currently in the implementation phase 2011 to 2012 (MIG)	R3,5m
Thembisa Community Hall	Ward 3	Implementation of phase two which includes expansion and fitting of curtains and air conditioning	-
Eureka Community Hall	Ward 3	The hall is severely vandalized and needs repairs Replace curtains. Renovations underway	R420, 000
Mzamomhle Community Hall	Ward 4	Currently being Upgraded 2010/11	R300,000
Venterstad Town Hall	Ward 1	Replacement of a ceiling	-
Nozizwe Hall	Ward 1	Repairs and maintenance being carried out	R350,000 (Excluding maintenance)
Oviston Hall	Ward 1	Repairs and maintenance being carried out	R400,000 (Excluding maintenance)
Khayamnandi Community Hall	Ward 2	Repairs and maintenance being carried out	R350,000 (Excluding maintenance)
Steynsburg Town Hall	Ward 2	Repairs and maintenance being carried out	R400,000 (Excluding maintenance)

Sports and Recreation Facilities

The Municipality has fairly well maintained sports facilities in all areas, a significant investment has been made, and however the following sports facilities need upgrading:

Ward	Sports facilities	In need of upgrading	Action
Ward 3	Thembisa sports field	Yes	Lobby funding from DSRAC and other potential sources
Ward 1	Venterstad sport field, ph 2	Phase 2 completed	Utilization and maintenance plan.
Ward 1 to 3	Swimming pool	Yes	Lobby funding from DSRAC and other potential sources
Ward 2	Steynsburg sport field	Yes	Lobby funding from DSRAC and other potential sources
Ward 1	Oviston tennis court and swimming pool.	Business plan submitted to DSRAC	Follow up on submitted business plan with DSRAC
Ward 1	Sport field facility in Nozizwe	Planning	Business Plan submitted to National Lottery
Ward 2	Steynsburg indoor sport center	New	Develop a utilization plan
Ward 3	Danie Craven (Burgersdorp)	Yes	Lobbied funding from Nat. lottery to upgrade the Stadium.

Library

Library services are a provincial competency that is performed on an agency basis by Gariep local municipality. There are six libraries in Gariep; one is located in Venterstad, two in Steynsburg and 3 in Burgersdorp. The two libraries in Steynsburg and two in Burgersdorp have both been equipped with ramps to allow for easy access to people with special needs. These libraries are managed by the Gariep Local Municipality in terms of a Service Level Agreement entered into with the DSRAC.

There is currently one librarian placed in Burgersdorp and all other libraries have assistant librarians which handicaps the expected outcome. DSRAC has also seconded one librarian to Venterstad and one to Burgersdorp through their Grant Funding.

The Mzamomhle Library was renovated in 2009/2010 and Eureka Library done in 2010/2011. Renovations for Steynsburg Public Library are currently underway with its completion date being March 2011. Four libraries (Burgersdorp Town Library, Mzamomhle, Eureka and Martin Luther King Library have internet access service for the community at no cost and installation to the two (Venterstad and Steynsburg Public Library are complete, whilst Burgersdorp Library is underway).

Ward	Libraries	In need of upgrading	Action
Ward 3	3 x Burgersdorp	Yes	Commitment to upgrade the town library 2011/2012 DSRAC and DPW. Mzamomhle and Eureka libraries have been completed
Ward 2	2 x Steynsburg	Yes	Both have been upgraded by DSRAC and DPW
Ward 1	1 x Venterstad	Yes	Commitment to upgrade in 2011/2012 DSRAC and DPW.

Areas for prioritized intervention: Community facilities

- Facilitate connectivity for the implementation of an electronic system
- Lobby for 100% funding of library services by DSRAC including personnel
- Training and development of staff.
- Renovations for Venterstad and Steynsburg Public Libraries
- Formalize the SLAs for 2011/12 financial year.

Telecommunications

Pivotal to the mandate of the Government is the universal access to reliable, cost effective and accessible ICT broad band infrastructure (TV reception and telecommunications)

According to the Statistics South Africa Community Survey 2007, 16.1% of the population has a private telephone. The proportion of land lines to cellular phone services has changed dramatically with the latter now being used by (47.3%) a large section of the population by household.

The mountainous nature of the area hampers the telecommunication network coverage in Venterstad and to a lesser degree in Steynsburg, and television reception is generally poor. In Venterstad the community can only access

SABC2. Gariiep has engaged SENTECH to reinforce the reception of SABC signals and in the 2011/12 financial year, R150 000.00 has been dedicated for this purpose. The community of Venterstad has raised the need for an improved network service as a priority need.

An amount of R207 000.00 has been ring fenced to purchase Two Way Radios to enhance the response of the technical staff to address emergencies.

Health

The Primary Health Care function was performed by Gariiep municipality, on an agency basis, through the formalization of a Service Level Agreement during the 2010/11 financial year of the Department of Health.

The Primary Health Care function included immunization, communicable and endemic disease prevention, maternity care, screening of children, Integrated Management of Childhood Illness (IMCI) and child healthcare, health promotion, family planning and oral health care services.

Primary Health Care services have since been transferred as a function performed by Gariiep Local Municipality to the Department of Health with effect from July 2011. All personnel and movable assets were transferred with a formal transfer agreement. This excluded the fixed assets like buildings which are now rented by the Department with an option to maintain. The municipality is remaining with a responsibility to facilitate reasonable access of the service to the community.

There is a hospital in Burgersdorp and one in Steynsburg. The process for accreditation of the Burgersdorp hospital as an ARV Centre has been completed and there is a fully functional wellness clinic. To counter the lack of a Hospital in Venterstad, the Venterstad Clinic was declared a Centre of Excellence with the understanding that it would remain operative to render 24 Hour care services. The attributed functionality of a Centre of Excellence is not fully realized therefore a maternity obstetric Unit has been operationalized since December 2010 as a on-call service.

In addition six clinics and two mobile clinics (stationed in Steynsburg and the other in Burgersdorp) service the Gariiep area.

The community have also raised the need for the satellite clinic at Thembisa (presently housed in and operating from a hall), to be upgraded to a fully-fledged clinic. Broad Reach made a commitment to erect a fully-fledged clinic, that complies with the standards prescribed by the National Department of Health and this needs to be pursued.

The Department of Health have appointed service providers to dispose of medical waste and the programme is being managed will.

Municipal Health Services

In accordance with the Powers and Functions Municipal health services is a district function. Joe Gqabi District Municipality is therefore responsible for water quality monitoring; food control; waste management monitoring; health surveillance of premises; surveillance and prevention of communicable diseases, excluding immunizations; vector control; environmental pollution control; disposal of the dead; chemical safety but excludes port health, malaria control and the control of substances. The Management Forum between Gariiep LM and JGDMD should be revived in order for all these to be closely monitored.

Health challenges

- High number of staff vacancies – retention and scarce skills (Systemic problem)
- Poor emergency services

HIV/AIDS

Statistics show that the HIV and AIDS lead to increased deaths among the 0 to 4 and 25 to 34 years age categories. The majority of HIV/AIDS infections occur between the ages of 18 and 25. HIV/AIDS therefore has the strongest impact on the young and economically active population. The HIV/AIDS prevalence rate in the District is estimated at 29.9%. There are currently 277 people on ARV treatment at the Burgersdorp hospital.

The mandate for municipalities to play a pro-active a role in HIV& AIDS mitigation is contained within the developmental agenda for local government. Gariep Local Municipality has assigned an official to coordinate HIV& AIDS related programs within its jurisdiction.

NGO's are currently implementing HIV related programmes, however their focus is centered around treatment, care and support, with prevention and awareness receiving less attention. Gariep Local Aids Council has been established and is functioning well. There are three Hospices operating in the Gariep area and are mainly supported by the Department of Social Development:-

- Nazareth Haven Hospice (Steynsburg)
- Caring Hands HCBC (Venterstad)
- Ilitha Iethemba HCBC (Burgersdorp)

Since September 2008, Burgersdorp Hospital has been accredited as an ART site and is rendering a comprehensive service to people infected and affected by HIV in the Gariep area. The hospital has been working in partnership with Broad Reach in ensuring that the site is running smoothly. The local clinics are serving as down-referral sites so that patients can take delivery of their medication closer to home. Broad Reach has played a significant part in ensuring that the clinics were geared for the down referral undertaking.

It will be important to intensify seeking accreditation of the Steynsburg hospital.

3.2 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Strategic Objective: Promote a culture of participatory and good governance.

Intended outcome: Entrenched culture of accountability and clean governance.

The municipality has undergone some serious planning challenges straddling two financial years, the filling in of critical vacancies such as of IDP Manager is leading to a seamless handover of the functions. Gariep Municipality has considered the MEC comments based on the 2011/12 Assessment and have filled these gaps. Some of the corrective measures contained in the MECs comments recommended that sector Departments would assist and strengthen IDP processes and it is anticipated that it will receive attention during the 2012/13 financial year.

The Gariep Municipality is a Category B Municipality (local municipality) and has ten Councilors, four of which directly represent a specific ward and the remainder to represent parties proportionally in the council. In the current term of

office (post-2011 election), two councilors were proportionally elected to represent Gariep municipality on the Joe Gqabi District Municipal Council. The mayor is a full time public office bearer. The Municipality has a Plenary Executive System combined with a ward participatory system.

The following three portfolio committees were established in terms of Section 79 of the Local Government Municipal Structures Act, (Act 117 of 1998):-

Post -2011 Elections

- Gariep local municipality is a plenary executive systems combined with a ward participatory system. The Political and Administrative seat is situated in Burgersdorp.
- The incoming Gariep council consists of an additional two seats.
- Two councilors are proportionally elected to represent Gariep municipality, at the Joe Gqabi District Council.
- The Council has resolved to form two Section 79 Standing Committees namely IDP & Budget, PMS, Projects Committee, Finance and Human Resources Committee and the other is the Community and Technical Services Committee.
- The new Council consists of a full-time mayor and nine ordinary councilors.
- Council as part of their political mandate ensures that the needs of the community are reflected in the IDP and that they translate into projects.
- Political and executive authority is vested in the council, where developmental decisions are made to meet the needs and improve the quality of life for the citizens living in Gariep.
- Council meetings are open to the public with the exception of special meetings.
- Ordinary Council meetings take place at least once in three months.
- Special Council meetings are convened only when important issues arise that requires urgent and immediate attention, subject to the Council's Standing Rules of Order.

Simplified IDP Qualification

National Government recognizes that municipalities in the country have different capacities and are faced with different social and economic challenges therefore it will be necessary for municipalities to focus on those responsibilities that they are able to deliver on. This would mean that certain municipalities ought to focus on a smaller set of functions. Implementing a differentiated approach would entail taking the unique circumstances of each municipality into account when providing support to that municipality in terms of financing and development planning to provide access to water, sanitation, electricity, waste management, roads and disaster management.

The following sub-outputs are identified as levers towards achieving the above:-

To achieve the above it will be necessary to design a very focused intervention for clearly defined smaller municipalities that is limited to producing IDP's that are:

- Simplified to focus on planning for the delivery of a set of 10 critical municipal services that are still to be identified (services allocated exclusively to municipalities in terms of Part B of Schedules 4 B of the Constitution) for the smaller municipalities as defined per the above;
- Supported by a simple revenue plan (i.e. a plan that will have less than 20% variance between projected revenue and actual revenue) that will better manage costs and enhance the management of revenue.

The review of the intergovernmental fiscal system and the Division of Revenue Act will also allow for new approaches to fiscal grant support for municipalities depending on their classification.

IDP planning process will accordingly need to place greater emphasis on difference according to spatial classification. The spatial classification for Gariep municipality equates to a B4.

3.2.1 IDP Assessment Findings 2011/12

The Municipality's IDP was assessed during June 2011 and the KPA ratings are reflected in the table hereunder

Municipality	Spatial Planning	Service Delivery	Financial Viability	LED	Good Governance	Institutional Arrangements	Overall Ratings
Gariep LM	Medium	Medium	High	High	High	High	High
Overall Assessment Rating 2008/9 to 2011/12							
Gariep LM	2008 Assessment Rating Low	2009 High	2010 Medium	2011 High			

MEC Comments

Gariep Municipality has considered the MEC comments (2011/12) and recommended remedial action contained in last year's Assessment findings have been undertaken by the municipality, within the present capacity and financial constraints. Some of the corrective measures are indicated below;

Key Performance Area	MEC Comments	Remedial Action
Service Delivery & Infrastructure	Development and review of Strategies & Plans	Reviewed Housing Plan Developed Water Master Plan Developed Roads Master Plan Developed Storm Water Management Plan
Institutional & Organizational Development	Funding of vacant positions A development of an Employment Equity Plan	With the assistance of LGTA the municipality developed an Employment Equity Plan in December 2011 From 6 old renewed by laws an addition of 26 more by laws were developed
Local Economic Development	Implementation of LED Projects for 2011/12 Business Attraction Strategy development	The municipality has done a project identification and concept development including business plans. The municipality is currently undergoing financial challenges but with the assistance of JoGEDA (district wide development agency) the business attraction issues will be elevated.
Financial Viability	Revenue Investment Strategy	Draft Revenue Investment Strategy in place, massive revenue door to door campaigns are

Good Governance & Public Participations	Communication Strategy	ongoing Draft Communication Strategy in place awaiting Council Resolution
	Gender Mainstreaming in key plans	A service provider was appointed to develop Special Programmes Plan but the contract was eventually cancelled due to capacity challenges that came to municipality's realization.
	Strengthening of Sector Department relations	

3.2.2 IDP PROCESS PLAN

IDP is a process through which municipalities prepare a strategic development plan, for five year period, of which it is reviewed annually. According the DPLG IDP Format guide the IDP is:

- a) The principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality
- b) Binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails.
- c) Should be a product of intergovernmental and inter-sphere planning.

The municipality developed a process plan that meets legislated requirements in consultation with the District's Framework plan, Gariep Management and Council; it was tabled before Council and adopted on August 24, 2011.

The Draft Gariep IDP for 2012/13 was adopted by Council on 10 April 2012 (resolution no:19 /2012) and the final IDP would be passed by Council on or before 30 June 2012.

The Draft Gariep IDP for 2012/13 was tabled at a special council meeting on the 10 April 2012. A notice (notice no: 15/2012) was placed in the local media and municipal website calling for comments and representation on the draft IDP. These comments together with the MEC ones will be considered and addressed by the Mayor before the final IDP is tabled to Council for adoption. Further, the municipality developed and approved a policy on functioning and remuneration of ward committees.

Each municipality must, within a prescribed period, develop and adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan. This is consistent with provisions of section 29 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000). The Process Plan is herewith presented below. The Process Plan outlines the following key issues, amongst others:-

- The structure that will manage the IDP and Budget planning process.
- How the public can participate and which structures are created to ensure this participation.
- Who is responsible for what
- How the process will be monitored.
- Media and recording management.
- Time schedule for key planning processes (See below)

The Mayor must table a schedule of **key deadlines** for various planning and budget activities as spelled out in section 21 of the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003).

STAKEHOLDER CONSULTATION/ IDP ACTION PLAN

Action Plan	Purpose	Responsible Person	Timeliness
Strategic Planning Session	Progress review, backlogs and craft strategies for the next financial year	Municipal Manager	July 2012
Setting up of IDP, Budget & PMS Steering Committees	To oversee and co-ordinate the IDP & Budget Process Plan & Performance	MM	July 2012
Develop and table process plan to Council	To secure Council approval	Mayor	August 2012
Advertise start of the IDP & Budget Process	For Public participation in accordance with section 19 of the MSA	Municipal Manager	August 2012
Submission of Annual report to the Auditor General	For auditing purposes	Municipal Manager	August 2012
Attend District Planning Session	IDP Alignment	Municipal Manager	August – March 2012
Review Sector plans in accordance with the Provincial Assessment Report	Respond to gaps identified in the Provincial IDP Assessment Report	Heads of Departments	02 September 2012
Engagements with Sector Departments	Agree on specific projects and programmes to be included in the next financial year	Heads of Departments	06 September 2012
Gariiep 1 st IDP Rep Forum	Review strategic objectives for service delivery and development for the next three year budgets, collate ideas of priority issues and project teams to discuss projects in more detail	Mayor	15 September 2012
District Rep Forum	Review strategic objectives for service delivery and development for the next three year budgets, collate ideas of priority issues and project teams to discuss projects in more detail	Mayor and MM	27 September 2012
SDBIP Reporting	Quarterly report	Heads of Departments Middle Managers	30 September 2012
PMS Steering Committee Meeting	Performance Monitoring	Mayor	03 October 2012
Public Participation Outreaches	Community Engagement & IDP Review	Mayor	12-14 October 2012
Engagements with designated groups	Consultation with youth, women, ex-combatants, Disable Association and Children	Special Programmes Coordinator	25 October 2012
Review Community Based Planning	Development of the Ward Based Plans	Municipal Manager	15 -17 November 2012
IDP & Budget Steering Committee	Review of IDP	Municipal Manager	18 November 2012
Gariiep 2 nd IDP Rep Forum	Discuss projects and Budget projections. Consolidate and prepare proposed budget and plans for three years taking into account previous years performance	Mayor	24 November 2012
Review of the SDF and other old plans	To incorporate new information, trends and infrastructure plans	Director Technical Services	28 November 2012

District IDP Rep Forum	Discuss projects and Budget projections. Consolidate and prepare proposed budget and plans for three years taking into account previous years performance	Mayor and MM	06 December 2012
Review Financial Policies SDBIP Reporting	IDP & Budget alignment Quarterly report	Chief Financial Officer Heads of Departments Middle Managers	08 December 2012 31 December 2012
Mid-year Report Budget review Annual Report Submission PMS Steering Committee Draft IDP 2012/13	Second quarter performance Budget performance Annual performance Performance Discussion For inputs and comments	Mayor BTO Mayor Mayor Municipal Manager	25 January 2013 January 2013 31 January 2012 12 January 2012 January 2013
Draft Budget Public Participation Outreaches IDP & Budget Steering Committee Gariiep 3 rd IDP Rep Forum	Budget/IDP discussions Draft IDP & Budget Draft IDP & Budget discussion Engage provincial and national sector departments on finalization of their inputs into the municipality budget and IDP	Chief Financial Officer Mayor Mayor Mayor	January 2013 January 2013 February 2013 March 2013
District IDP Rep Forum	Engage provincial and national sector departments on finalization of their inputs into the municipality budget and IDP	Mayor and MM	March 2013
Council meeting for the Mayor to table Draft IDP & Budget for debate	Approval of draft IDP & Budget plus draft SDBIP	Council	March 2013
Development of Tariffs policy IDP & Budget Steering Committee Preparation of Draft SDBIP (consolidation workshop) SDBIP Reporting	Tariff control & changes Approved draft IDP Performance check & alignment Quarterly report	Chief Financial Officer Mayor Municipal Manager Heads of Departments Middle Managers	March 2013 March 2013 March 2013 March 2013
PMS & Steering Committee Advertise Draft IDP & Budget Send draft IDP & Budget to MEC Public Participation Outreaches Gariiep 4 th IDP Rep Forum	Performance Discussion For public comments For comments Draft IDP for comments Presentation of final IDP to Sector departments (National and Provincial) and inclusion of departments final inputs	Mayor Municipal Manager Municipal Manager Mayor Mayor	April 2013 April 2013 April 2013 May 2013 May 2013
District IDP Rep Forum	Presentation of final IDP to Sector departments (National and Provincial) and inclusion of departments final inputs	Mayor and MM	May 2013
Attend Provincial IDP Assessment	For MEC Comments	Municipal Manager CFO IDP/PMS Manager Acting HR Manager Director Technical Services	May 2013
IDP & Budget Steering Committee Meeting	To consider final draft	Municipal Manager	May 2013
Final IDP & Budget Adopted Adopted IDP Published Adopted IDP submitted to MEC SDBIP & Draft Performance Agreements submitted	Council Resolution Public notice Compliance Tabled before Council for adoption	Mayor Municipal Manager Municipal Manager Municipal Manager	May 2013 June 2013 June 2013 June 2013

SDBIP Reporting	Quarterly report	Heads of Departments Middle Managers	June 2013
PMS Steering Committee Adopted SDBIP published	Performance reporting Tabled before Council	Mayor & MM Municipal Manager	June 2013 June 2013
Adopted SDBIP submitted to Council & MEC	Compliance	Municipal Manager	June 2013

3.2.3 GOVERNANCE STRUCTURES

Internal Audit Function

Each municipality has an internal audit unit, which must advise the accounting officer and report to the audit committee on matters relating to a range of financial issues and performance management. The internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity and the council has determined that this is feasible or cost effective. Gariep municipality has outsourced a functional internal audit from the Makomota Investment holdings (Pty Ltd); the contract is renewed on annual basis.

Internal Audit Challenges

- Communities want more assurance around stewardship and accountability in their respective municipalities. To effectively do this is still a challenge.
- Section 165 and 166 of the Municipal Finance Management Act, 2003, put an obligation on all municipalities to establish audit committees and internal audit units.
- The costs of establishing internal audit units and audit committees can be high especially if well qualified staff is needed.
- The risk of not establishing internal audit functions is that there is diminished accountability around funds being received and spent.
- There is increased risk of problems (with high financial and human resource costs) occurring that could have been prevented.
- High tendency not to comply with MFMA and DORA reporting compliance which might result in that funds be withheld.

Internal Audit legislation

Finance Management Act, 2003 (Act 56 of 2003)

Reports on good governance

Audit Committee

Gariep has a functioning external audit committee. Gariep municipality has appointed the service provider to undertake the internal audit function. The committee seats on quarterly basis and the last meeting was held on March 09, 2012.

Each municipality must have an independent advisory body which must advise the municipality on matters relating to a range of financial issues, performance management and performance evaluation. The Audit Committee must consist of at least 3 persons with appropriate experience, of who the majority may not be in the employ of the

municipality. An audit committee may be established for a district municipality and the local municipalities within that district municipality.

Gariep municipality has appointed an Audit Committee consisting of three members and these are;

Name & Surname	Contacts
Mr Sandile Swana	083 390 3066
Mr Zolile Majiya	072 469 7613
Dr Sitembele Vatala	083 270 5821

Audit Opinion over last three years

Municipality	2008/09	2009/10	2010/11
Gariep	Disclaimer	Qualified	Qualified

Municipal Public Accounts Committee (MPAC)

Council Oversight Committee in accordance with section 129 of the MFMA was established by Council on the 04th February 2011; the last meeting was on March 15, 2012 and is composed of the following members.

Portfolio	Member
Cllr B Koyeya	Chairperson
Cllr NTT Kula	Member
Cllr B Kolasi	Member
Cllr P Kayster	Member

Ward Committees

Following the National Municipal Elections held in May 18, 2011 the municipality has gained one more ward making it a total of five wards and all have established fully fledged - functional Ward Committees in place. Training workshops are continuously held with all the members of the ward committee for deepened familiarization on Local Government. The following are concern areas that are often included in the training manuals;

- Leadership Skills
- Problem Solving
- Role of Ward Committees
- Rules and Procedures
- How the Municipality Functions
- Relationship of Ward Committees and Council, and
- Basics on Batho Pele.

Meetings of Ward Committees are held on monthly basis and reports are produced and submitted to Councilors (Chairpersons of Ward Committees); however the municipality is faced with the challenges of office accommodation, stationery and all logistical arrangements to assist with performance.

The Community Development Workers are appointed as government agents to assist Councilors and Ward Committees for change. There are currently four Community Development Workers within Gariiep and we are short of one more since LGTA dismissed the Venterstad CDW and recruitment has not yet been done. A challenge remains with the co-ordination and control as well as accountability of Community Development Workers to the Municipality; however they are visible in all municipal operations and IDP processes. The municipality and the province have developed and signed a Memorandum of Understanding (MoU) for effectiveness and efficiency of CDWs.

Council Committees

Executive Council	
Function	Achievements
Provision of a democratic and accountable government for all local communities	Continuous improvement on the provision of basic service delivery to all the communities. Working towards unqualified audit opinion
Provision of services to communities in a sustainable manner is ensured	Accelerating service delivery
Promotes social and economic development	Improved Credible Integrated Development Planning and Performance Management System
Promotes a safe and healthy environment	Healthy environment
Encourages the involvement of communities and community organisations in the matters of local government	Increased community participation in IDP processes
Standing Committee Council	
Function	Achievements
The effective and efficient performance monitoring	Established Committees for; <ul style="list-style-type: none"> • IDP & budget Steering Committee • IDP Committee • Performance Management system Steering Committee • IDP, Finance and Human Resources Committee • Community and Technical Service Committee • MPAC Committee The committees successfully seat on monthly and quarterly basis for technical and administrative matters and reports.

3.2.4 AUDIT ACTION PLAN

The municipality following the receipt of Audit Report in November 2011 began with the process of addressing the queries raised in an Audit Action Plan. The following is in advancement;

- A special meeting was conducted immediately and proposed solutions were elevated
- A draft Action Plan was produced
- Progress and evidence is checked on monthly basis

The document will be attached as attachment A

Existing Service Level Agreements

Department / Service Provider	Purpose	Duration
Department of Transport	Registration and Licensing Services of Motor vehicles Vehicle Testing Stations Driving License Testing Centers	Renewed yearly
Department of Sports , Arts & Culture	Provision of Library Service	Renewed Yearly
Department of Economic Development and Environmental Affairs	Feasibility study for Teebus Recreational Facility	One year
Joe Gqabi District Municipality	Implementation of Town Beautification and greening J. I de Bruin	One Year
JGDM	IDP Funding	Annually
JGDM Department of Health	Disaster Management Provision of Primary Health Care Services.	Annually One year
Makomota Investment Holdings	Internal Audit Services	Annually
Kagiso Trust Consulting	Revenue Management Services	Annually
Bonani Poultry Farming	Lease Agreement	Annually Annually
Price Waterhouse Coopers	Professional Services	
Sonskyn Educare Centre	Lease Agreement Greening & Town Beautification	Annually
Red Landscaping Architects Acete was appointed for the Development of an Special Programme Unit Strategy but the appointment was withdrawn because of the lack of cooperation and non-consistence shown by the Service Provider	SPU Strategy	Cancelled

3.2.5 MANAGEMENT AND OPERATIONAL SYSTEMS

Complaints Management Systems

The municipality has appointed a Customer Care Officer responsible for Community complaints on service delivery. On the other level each municipality has dedicated personnel chosen to assist with an update and response to issues emanating from the Presidential Hotline reporting system; the complaints are monitored on daily basis and a report is produced on weekly basis. The status quo as of April 10, 2012 is demonstrated below:

MUNICIPALITY/DEPT	OPEN CALLS	RESOLVED	TOTAL	% OF RESOLVED CASES
EASTERN CAPE Supervisor: Sinethemba Mashalaba	3014	1412	4426	31.9%
DLGTA	8	10	18	55.56%
94.74%				
Elundini	0	155	155	100%
Gariep	1	11	12	91.67%
Maletswai	3	20	23	86.96%
Senqu	5	62	67	92.54%

Fraud Prevention Plan

Gariep is committed to fighting fraudulent behavior at all levels within the organization for the promotion of ethical conduct and early warnings of fraud and corruption. All fraud and corruption will be investigated and followed up by the application of all remedies available within the full extent of the law and the implementation of appropriate prevention and detection controls.

Communication Strategy

In the past the municipality did not have a dedicated office or personnel responsible for Communications. The Office of the Municipal Manager has taken full responsibility in establishing communication unit and identifying dedicated personnel that found expression in approved organogram. The purpose of the Communications Strategy is to ensure that all communications initiatives in the Gariep Local Municipality are well coordinated, integrated and focused.

The strategy is being designed at the end of the Financial Year. It is going through all the Council processes to be adopted. The intention is to budget for a Communications Unit as one of the mere existences of Council is based on the mandate by the communities. They must at all times be informed about the activities of the municipality.

The draft strategy has been designed together with all stakeholders through consultative workshops and meetings; the draft has been distributed to Management for analysis and is awaiting Council Resolution.

The Gariep Municipality has established a communication and Community Liaison section in the Office of the Municipal Manager. The district has developed a Communication Strategy which was subsequently presented to Municipal Managers and Mayors of all the local municipalities. Gariep has since customized the strategy and the draft will be presented to the next ordinary council meeting for approval.

Local Communicators' Forum

The Communicators' Forum is a structure meant to practice integration of activities that are planned by various departments specifically for a local municipality, in this case Gariiep. It normally assists in the mobilization of the community and relevant stakeholders where the latter are involved in the planning stages of the activities and programmes to be undertaken. The forum meets quarterly to discuss progress, new developments or plans for a specific area.

The following initiatives have been undertaken by Gariiep Municipality to enhance communication and are currently being implemented:-

- The municipality has attempted to publish a newsletter, called Inkqubela on a quarterly basis although rising costs and funding constraints influence the frequency of its release.
- Gariiep Municipality's Public Participation Plan was adopted by Council on 31 May 2009.
- The reconfiguration and development of the municipal website as prescribed by Section 21B (1) of the Municipal Systems Act has been operationalised.
- An IT technician was appointed in March 2011 to contribute to the maintenance and expansion of the communication network; an IT policy was adopted in November 2011.

The purpose of Thusong Service Centre is to integrate government services into a one-stop centre so that the community can access information of received government services effectively.

The **Burgersdorp Thusong Service Centre** was launched by Honourable Premier (Acting), Mr M Sogoni on 20 March 2009. Unfortunately funding for staff and operating costs have not been forthcoming. To date (March 2012) only the Office of the Premier, National Youth Development Agency and Department of Housing and CDW attached to the DLGTA have taken up occupancy and these institutions are using the offices at no cost. The Gariiep municipality invested a significant amount of funding to upgrade the building and in turn it has become a non-profitable enterprise. An equitable plan must be sought and an SLA formalized. The municipality has engaged USAASSA for further development of the TELECENTRE for easy access of internet services for the community of Burgersdorp.

Stakeholder Mobilization Strategy

Being a small municipality stakeholders are identified with little effort and the interaction becomes smooth. The stakeholders have been clustered into socio economic and political structures namely;

- Agricultural Structure
- Tourism Structure
- Sport Structure
- Women Structure
- Youth Structure
- Disability Structure
- Political Structure

3.2.6 INTERGOVERNMENTAL RELATIONS (IGR)

The following forums are functional at **Provincial level**;

Provincial Co-coordinating Forum (chaired by Premier)

Supported by the Technical Support Group

MuniMec – (chaired by the MEC for Local Government)

Supported by the Technical MuniMec – (chaired by SG for Local Government)

Provincial Cluster System;

Social Cluster;

Economic Cluster;

Investment and Employment Cluster;

Peace and Security, Justice and Crime Prevention Cluster;

Governance and administration Cluster.

The Mayor and the Municipal Manager represent Gariep Municipality in the **District forums**. In addition Gariep municipality is represented in various committees such as the Area Based Planning Forum, Spatial & Land Planning Forum, and District Health Forum, District Task Team, etc.

The following forums function at the district level;

District's Mayors Forum

District IDP and Budget Steering Committee

Joe Gqabi IDP Representative Forum

District Tourism

District Agricultural Forum

Guided by the Intergovernmental Relations Framework Act of 2005 and in-line with the Provincial IGR system, each cluster has a convener and reports to the technical task group. The municipality established the following local Clusters;

- Governance Administration
- Social Cluster
- Economic and Infrastructure Cluster

All the 3 spheres of government work together to achieve the implementation of outcomes such as Local Government Turnaround Strategy (LGTAS), Integrated Development Plan (IDP), Operation Clean Audit (OPCA), performance issues, contracts and agreements on service delivery. At municipal level there are IDP representative forums held on quarterly basis, political outreaches on quarterly basis, and Community Based Planning (CBP) held annually, last but not least sector departments' engagements.

With the assistance of LGTA and the District municipality all IGR meetings indicated above are continuously and successfully organized.

IDP Representative Forum

The Municipality is committed to promoting community participation and to this extent, convenes regular meetings in order to give the community the opportunity to express their views. To further institutionalize and strengthen this legislative imperative, the municipality developed draft community participation strategy and a communication strategy, both of which will be presented to the next ordinary council meeting for review and approval.

The coordination of activities relating to the above has been enhanced by the presence of Manager: IDP and Performance Management vacancy which has since been filled.

Following the above two **IDP Representative Forums** were held in Burgersdorp on 15 September 2011 and 22 February 2012; the remaining meetings will be conducted before 2011/12 financial year. The first meeting was not successful with few sector departments that attended and no presentations made; the meeting therefore concluded that the Mayor write a letter to MEC DLGTA and to the Office of the Premier.

The decision bared positive results whereby initially 35 participants were expected as opposed to 60 that actually attended the February Forum. The meeting was chaired by the Mayor and most of the political leadership was also present. This forum discussed programs, projects; plans and indicative budget to address the priority needs in 2012/13 for MTEF three financial years starting from 2012/13. Most of the provincial departments attended and were able to present on the 2012/13 budget allocation and the implementation of current projects.

Social Cohesion

The Mayoral Tournament is an annual event and in 2011/12 an amount of R98, 400.00 was allocated. The tournament focuses on the development of youth through various sport activities. This project has culminated from the areas where the youth of this locality have been seen participating in wrong activities causing detrimental effects in their lives.

It further regenerates positive moral values of young people both in school and out of school; promotes healthy and positive lifestyle; elevates the profile of sports, recreation, arts & culture in the area; Gariep municipality; focuses on mass participation in sporting activities at provincial level; enables youth expose exclusive talents and gifts and last but not least minimizes crime rate, teenage pregnancy, substance abuse and HIV/AIDS pandemic. Various sector departments play an important role such as funding and technical support in this socially driven activity.

Support Social investment program

Social Investment Programme	Total Number	Activities and Progress
Cooperatives	6	This figure is not indicative of cooperatives such as OVC,

		and applications that are still in process.
Small Business Associations	1/sector/town	Small business association, tourism organization, agricultural association, contractors association and cooperatives association.
Women Associations	Per town	Women Economic Empowerment Association, church associations, political leagues and sports clubs.
Youth Associations	Per town	Youth organizations, church, political and sports.
Unemployment Database	Employed = 27% Unemployed = 14,8% Not economically active = 57,9%	Research data is desktop info from Quantec (2009) as reflected in the IDP, LED Plan and Comparative and Competitive Advantage Plan

Community Development Workers (CDWs)

Before the Local Government Elections in May 18, 2011 Gariiep consisted of 4 wards; the fifth ward was created and this means that all **five Ward Committees** are functional with new ward committee members in place.

The Provincial Generic Guidelines on public participation which amongst other things guides the functioning of ward committees was adopted at a Special Council Meeting on 28 May 2009. Ward Committees have been established in the five wards. Each ward has been assigned a **Community Development Worker** and these officials have offices to operate from. A Draft Ward Committee Policy dated August 2010 has been tabled to Council for consideration; a Memorandum of Understanding relating to CDWs functioning has been signed between DLGTA and the municipality in May 2011. The Community Development Workers are appointed as government agents for change. There were four Community Development Workers within Gariiep Local Municipality. The one from Venterstad has since been dismissed and the Municipality is still to be allocated the Community Development Worker for Venterstad and for the newly created ward. Municipality has allocated an office for the operations of the Community Development Workers. A challenge is around the co-ordination and control as well as accountability of Community Development Workers to the Municipality; however they are visible in all municipal operations and IDP processes. To date the municipality and the province (DLGTA) has signed and developed the Memorandum of Understanding (MoU) so as to effectively implement a framework on the utilization of community development workers by the three spheres of government. The Office of the Municipal Manager took full responsibility in undertaking communication and a draft Communication Strategy is in place.

Financial application for 2012/13 has been submitted to LG SETA for the support of ward committees and general public relations at the value of R 250 000.

INTER - MUNICIPAL RELATIONS

Lake Gariep Initiative

The Lake !Gariep Development Initiative (LGDI) concept was created out of a need from communities, municipalities and provincial government structures to integrate conservation and development initiatives around the Gariep Dam Complex into a single initiative for the development of the area and poverty alleviation. To achieve this a Tri-District Alliance, comprising the Joe Gqabi, Pixley ka Seme and Xhariep District Municipalities was established in 2002 to a) explore the potential cross boarder opportunities, b) influence national and provincial policies affecting the area, and c) enter into joint ventures for mutual development. While this project was initiated in 2002 no progress has been made with regard to its implementation.

While not part of the LGDI, the private sector tourism product owners surrounding the Gariep Dam have developed a marketing plan around the products centred around the Gariep Dam called the Gariep Route. This route incorporates and consolidates a number of different tourist activities and accommodation establishments in the towns of Bethulie, Burgersdorp, Colesburg, Donkerpoort, Edenburg, Gariep Town, Novalspont, Oviston, Philippolis, Smithfield, Springfontein, Steynsburg, Trompsburg and Venterstad. This route is now being marketed by the private sector by means of a website and brochures.

The following project seeks to facilitate cooperation between the various role-players in the LGDI as well as improve relationships with the private sector, thereby promoting the Gariep Lake as a tourist destination. Part of this project includes the establishment of key infrastructure to promote the Gariep Route.

PROJECT GOALS	
<ul style="list-style-type: none"> Promote the marketing of the area so as attract a greater number of tourists to the area Ensure the success of small scale job creation/poverty alleviation projects Upgrade and maintain infrastructure around the Eastern Cape portion of Lake Gariep, using labour intensive employment practises 	
PROJECT OBJECTIVES	
<ol style="list-style-type: none"> Ensuring the signing of the MOU between the Gariep LM and LGI Improving relationships with the private sector tourism bodies Establish a central tourism office around the Gariep Dam Coordinate marketing interventions with other municipalities Improve gateway entrances and signage Support to LTO to promote Gariep Route Implement institutions around the coordination of the Gariep Dam Lobby JGDM and Eastern Cape government to strengthen cross border cooperation Implementation of the consolidation of provincial game reserves around the Gariep Dam 	
PROJECT CRITERIA	KEY STAKEHOLDERS:
Competitiveness Principle: Partnership Creation Strategic Alignment to LED Plan: Strategic Partnerships Pillar Location of Project Oviston / Venterstad	<ul style="list-style-type: none"> ECTB Office of the Premier ECSECC Neighboring DM's DEDEA JGDM

- DWA
- Private Sector
- Neighboring LM's
- ECPB

BUDGET FOR PROJECT

The budget for the project will vary based on the extent of the development. The project budget will be primarily funded through partnerships with national and provincial government departments.

Funding model is as follows:

- Grant Funding: Office of the Premier, DEDEA, National Department of Tourism, DWA, DLGTA
- Budget Funded
- Private sector co-funding

3.2.7 SUMMARY OF WARD PLANS

On the 1 to 5th November 2011 Gariep conducted a Political Outreach and sector participation was satisfactory.

The ward based planning methodology provides municipalities with the means to strengthen the participatory aspects of their IDP, thereby assisting them to give greater effect to the requirements of the White Paper and Municipal Systems Act.

Gariep Community Based Planning was conducted during the 15th to the 16th of November 2011 in ward 1, 2 and part of 3; it was attended by various local stakeholders and Government Departments. Due to conflicting dates with the outreach part of ward 3, ward 4 and ward 5 were conducted in March 2012. In these sessions, Ward Based Plans were developed and have been incorporated into the 2012/13 IDP.

The table below contains the priority needs of ward 1 to 5, which were identified during the CBP ward sessions in November 2011 and March 2012 with the assistance of Independent Development Trust (IDT). The priority needs were ranked according to the demand expressed overall in the wards and listed sequentially in column one.

Ward1:Priority needs	Ward2:Priority needs	Ward3:Priority needs	Ward 4: Priority needs	Ward 5: Priority needs
Access Roads	Access Roads and bridges	Provincial Roads with potholes	Paved Roads	Water
	FET College Education		FET College	Skills development
Job Opportunities	Construction skills	Unskilled Municipal Management	Job Opportunities	
Refuse Site	Public toilets	Utilities; Streets and Water	Small Business Centre	
	Speed humps		Development of Emerging Farmers Indoor Sport Centre	Creation of sport facilities
Lake Gariep Resort	LED	Polluted Chippini's Klip Dam by Molteno river; signage		
Street Naming	Banks in town Crime Police patrol at nights			Crime

By laws		Societal Moral Values; Alcohol Abuse
24 hour Clinic/day hospital	Sanitation	Clinic
	Street lights	Food & Nutrition
TV Channels		
Waste Management	Greening and Town Beautification; graveyards, dumping sites	

3.3 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives: Improve organisational cohesion and effectiveness

Intended Outcome: Improved organisational stability and sustainability

The administration of Gariep Local Municipality is headed by the Municipal Manager and his appointment is formalized by an Employment Contract. An Annual Performance Agreement was developed and aligned to the 2011/12 IDP for submission to the Mayor with annual SDBIP.

The top management consists of four Section 56 Managers that report directly to the Municipal Manager. The senior management team's strength lies in their versatility both in terms of skills and experience, in addition, the political and administration governance are driven by the same goals which has resulted in a close relationship between the two structures.

Based on a proposed benchmark of 1 municipal official for every 100 residents, Gariep Municipality has a staff per capita ratio of 1:100. This is a very sound staff to resident ratio in, which should result in better service provision.

Staff turnover in the Gariep Municipality is low and between 2002 and 2007 the average staff turnover ratio was 11.9%.

3.3.1 HUMAN RESOURCE MANAGEMENT STRATEGY/PLAN

The Municipality has been identified as one of the municipalities that fall under Municipal Infrastructure Support, in the process of assisting with the plan together with the District municipality.

Gariep municipality has a comprehensive Human Resources Policy for Gariep which deals with the following matters:

- Staff establishment and structure
- Recruitment, selection, appointment and probation
- Promotion, demotion, transfer and relocation
- Retrenchment, resignation and retirement
- Labor relations
- Remuneration
- Allowances and benefits
- Subsistence and traveling
- Legal matters

- Working hours and attendance
- Leave
- Occupational Health and Workplace safety
- The use of municipal vehicles, machinery and equipment
- Private work
- Human Resource Development Strategy
- Training and Development (Needs to be reviewed specifically to deal with the retention of trained staff in the next quarter)
- Employee wellness and work place safety (new)
- Career opportunities, **succession planning** and rapid progression (new).

The lack of a Retention and Succession Plan especially with regard to key personnel; Scarce Skills Plan; HIV/AIDS Workplace Policy and Employee Wellness Policy remains a challenge. A draft, based on the SALGA proposal, has been drafted but not adopted for implementation and in the 2012/13 financial year this will be a prioritized action. In addition the DLGTA will be approached to assist to consolidate and strengthen the HRD Plan.

With regard to Scarce Skills Plan it should be noted that the Municipality deals with this issue in terms of the guidelines issued by LGSETA that prescribes scarce and critical posts. Annually Gariiep specifies reasons why these are vacant in the WSP.

3.3.2 INFORMATION TECHNOLOGY (IT)

Previously the Municipality had no Information Technology Unit, and solely relied on the remote support from Joe Gqabi District Municipality and currently the management understands that information is one of the most important assets in the municipality. Timely and accurate information is imperative towards the success of the organization. For this reason, management has determined a need for, and is committed to; ensuring proper information security in this organization and IT Officer has since been appointed to run the unit. An intern will soon be appointed to co assist in the unit. The policy was adopted by Council on September 28, 2011

However, owing to the concerns raised by the Auditor General on Information Technology Security, the municipality is in the process of setting up its own Information Technology Unit. The immediate tasks of the new unit will include inter – alia:

- Running of municipal own server with an adequate secure access
- Upgrading of Information Technology infrastructure (UPS to be installed for power back up, Anti-virus to be installed on the network)
- Intra - net/web ownership
- Review of current status of IT infrastructure by LG SETA
- PC to be able to print on one central printer Network administrator
- IT officer (Intern) to be appointed.

3.3.3 AVAILABILITY OF SKILLED STAFF

Due to the transfer of Primary Health Care to the Province the municipality's total number of 250 staff members has changed to 236; of which the numbers of those without Grade 12 certificate, those in possession of senior certificate and those have tertiary/accredited professionals training are being reviewed under WSP with results available by end of May 2012. However the table below demonstrates the previous status in the last three columns;

Total number of staff	Number of staff without Grade 12	Number of staff with Senior Certificate only	Number of staff with Tertiary/accredited professionals training
238	152	48	53

3.3.4 ORGANIZATIONAL STRUCTURE

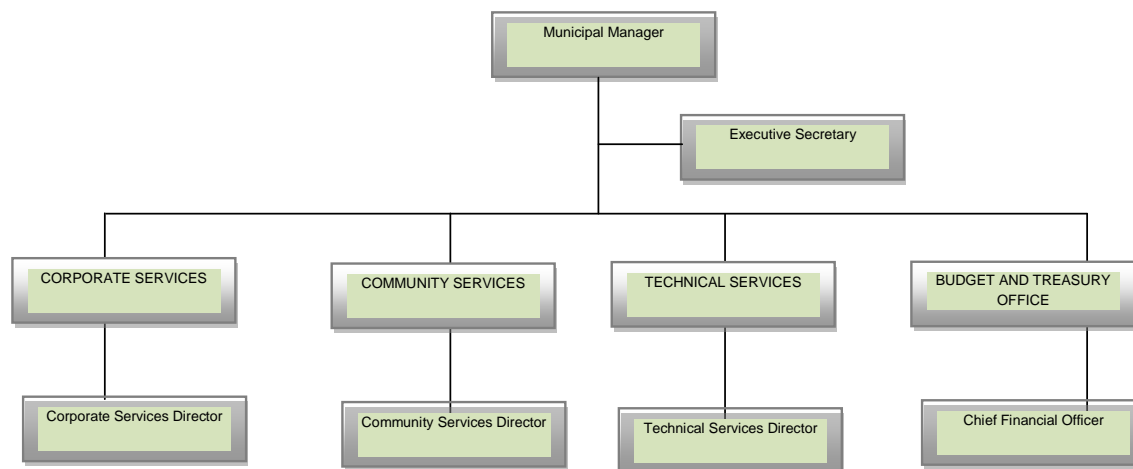
The Municipal Organizational Structure was approved by Council on 10 November 2011. The Department of Local Government and Traditional Affairs commissioned Spontaneous Management Consulting to verify whether the organizational structure of Gariep Municipality is aligned with the IDP and the powers and functions. The findings and recommendations were submitted to Gariep Municipality in a Report adopted on September 28, 2011. A new organizational structure has been designed based on the findings of the Report. The preliminary recommendations of the Service Provider indicate that the structure is not financially viable and needs to be streamlined.

The health care practitioners have been transferred to the Department of Health and have therefore have been excluded from this overview.

The Council approved draft proposed budget for 2012/13 on April 10, 2012; the proposal included total salaries and employee related costs to the total of **R34, 478 387**

The current Municipal organizational structure comprises of 283 filled and unfilled positions which are divided into the following Departments

- Office of the Municipal Manager
- Corporate Support Services
- Community Services
- Technical Services
- Budget and Treasury Office



The above highlighted structure presents the sampled line functionaries available. Refer to the attachment for lower levels

Municipal Manager's Office

The Office of the Municipal Manager has 18 posts, of which 15 (83.33%) are filled.

Corporate Services

The Corporate Services Department has 12 posts of which 8 (67%) are filled.

The Director for Corporate Services is responsible for

- Human Resources and Development,
- Administrations and Records,
- Committee Management.

Technical Services

The Technical Services Department has 112 posts, 100 (89.3%) are filled.

The Director for Technical Services is responsible for

- Electricity, Water, Sanitation,
- Public Works,
- Housing Administration,
- Project Management.

Community Services

The Community Services Department has 105 posts, of which 95 (90.5%) are filled.

The Director for Community Services is responsible for

- Traffic Management,
- Libraries,
- Parks,
- Gardens,
- Resorts,
- Refuse and Cleansing.

Financial Services

The Budget and Treasury Offices has 38 posts, of which 26 (68.4 %) are filled.

The Director for Community Services is responsible for

- Budget Office,
- Revenue and Income Management,
- Expenditure Division,
- Supply Chain Management.

3.3.5 VACANCY RATE

The total filled staff complement is 238 employees (excluding councilors) as at 30 March 2012. The occupational level ranges from TASK Grade 1 to 14; with TASK Grade 1 being the lowest level (General Workers and Cleaners) and TASK Grade 14 the highest level (Section Heads/Middle Management).

The staff complement in Gariep as at 31 December 2011

Department	Total no of Posts	Filled	% Filled	Vacant	Number budgeted for
Office of the Municipal Manager	16	12	75%	4	1
Corporate Services	12	8	66.7.0%	4	
Technical Services	112	100	58.8%	12	7
Community Services	105	95	74.3%	10	7
Financial Services	38	23	60.53%	15	2
Total	283	238	48.6%	45	17

The total number of posts is, 283 of which 238 (84.09%) are filled and 45 (15.1%) are vacant. The breakdown given below reflects the positions as at 31 December 2011. From 1 January to 31 March 2011 one vacancy has been filled. The budget and cash flow dictates that the posts should be filled over a six month period starting from July to December 2011.

a) Full time staff complement per functional area - Municipal Manager/Section 56 and Line Managers

Approved positions	Number of approved and budgeted posts per position	Filled posts	Vacant posts
--------------------	--	--------------	--------------

1	MUNICIPAL MANAGERS OFFICE	16	12	4
2	BUDGET AND TREASURY	38	23	15
3	CORPORATE SUPPORT	12	8	4
4	TECHNICAL SERVICE	112	100	12
5	COMMUNITY SERVICE	105	78	10
	Total	283	238	45

Staff complement in the technical services

1. Technical staff registered with professional bodies

Technical Service	Total number of technical service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
	1	1		

3.3.6 Employment Equity

The table below depicts the Equity profile in Gariep municipality as at 31 December 2011.

	Africans	Coloreds	Whites	Total filled posts	Unfilled posts	Percentage
MM Office				12	04	
Female	6	1	0	7		
Male	5	0	0	5		
Treasury				23	15	
Female	11	1	2	14		
Male	7	1	1	9		
Corporate				8	04	
Female	5	1		6		
Male	1	0	1	2		
Community				95	10	
Female	22	10	2	34		
Male	55	5	1	61		
Technical				113	12	
Female	4	0	1	100		
Male	83	11	1	5		
Total Female	48	13	6	95		28.2%
Total Male	151	17	3	67		71.8%
Total	199	30	9	171	45	84.09%
Total %	83%	12.61%	3.78%	84.09%	15.01%	100%

The table indicates that African constitute 199 staff (83.6%), the second largest percentage group is Coloreds at 30 (12.6%), with Whites at 09 (3.8%).

With the assistance of the Department of Local Government, the Municipality has a draft Employment Equity Plan and a further **R50, 000.00** was budgeted in the Adjustment Budget on January 2011/12 to update the Plan.

3.3.7 SUPPLY CHAIN COMMITTEES

The following committees exist for the execution of supply chain;

Bid Committees

Bid Specification Committee

Bid Evaluation Committee

Bid Adjudication Committee

Asset Management Policies

The following are some of the more significant programmes that have been identified:

- The implementation of a fixed asset register and asset control system as well as the maintenance thereof
- This programme involves the formulation of policies regarding fixed assets, the capture of all assets onto this system and the maintenance of this system in terms of GRAP requirements.

The development of a comprehensive asset and risk insurance policy

This policy ensures that a comprehensive insurance strategy is developed and implemented. This project is contingent on the restructuring of all insurance activities performed within Gariep Municipality and the transfer and centralization of these activities to and within the Budget and Treasury Department. Council has approved a comprehensive risk register within Gariep.

3.3.8 WORKPLACE SKILLS PLAN

A Workplace Skills Plan was approved on 04 June 2010 and was designed to address the skills challenges in the Budget and Treasury Office, Corporate, emerging contractors and the unemployed communities. The Workplace Skills Plan for 2012/13 is in the process of being developed for submission by 30 June 2012.

All skills development activities are governed by the annual Workplace Skills Plan, as required by the Local Government SETA (LGSETA). A skills audit has been conducted among all staff members, responding to requests for training received from staff, and aimed at addressing the needs of employees. The response formed the basis for the training plan for the 2012/13 financial year.

The same process will be followed in the 2012/2013 financial year, except that skill development will include fields that have been identified to support service delivery issues and sectors that have been identified with economic growth potential.

2012/13	Department	No. of Participants	NQF Level
ABET	All	30	
SAICA Learnership	Finance	3	3
Finance and Administration Skills Programme	Corporate	2	5
SAICA/Deloitte Skills Programme	Finance	7	6
LED Learnership	Community	1	5
Environmental Practices Skills Programme	Technical	20	1
Diploma and Advance LG Law and Admin	Council	3	6
Ward Committee Training	Council	50	2
RPL Electrical and Mechanical Assessments (DBSA)	Technical	2	5
Municipal Financial Management Programme	Finance & Managers	6	6
Training of training committees	Corporate	14	
Road Maintenance Skills Programme	Technical	10	1
Project Management	All departments	10	4
Supply Chain Man for Merging Contractors	Emerging Contractors	5	4
Occupational Health & Safety	Technical	20	2
Traffic Management	Community	4	5
Business Writing Skills	All	10	5
Risk Management	All	5	5
Computer Training	All	20	4

Below are some of the trainings undertaken by Councilors and Staff members in the past:-

- Budget and treasury office staff – implementation of the financial management system (with the assistance of the Local Government SETA)
- Technical Services staff – electrical trade evaluation programme (with assistance from the Development Bank of Southern Africa - DBSA)
- 4 unemployed and 5 employed people trained on brick laying with support from LGSETA
- 3 Councillors trained on certificate and advance Local Government Law and administration programme implemented at the University of Fort Hare
- OD-ETDP Learner ship Programme supported by the LGSETA
- The 1st intake of the SAICA learnership completed with the support of LGSETA and Treasury
- Storm water drainage training by the LGTA
- Project management training for people with disability funded by LGSETA
- Leases and inventory training for 2 people implemented by the Institute of Municipal Finance Offices (IMFO)
- Records management workshop for 4 staff members funded by DSRAC
- Life capturing unit training funded by the Department of Roads & Transport
- Basic computer skills programme for 2 people with disability
- Ward Committee training by COGTA
- On-going LED learnership
- Provincial focus group workshop funded by Energy SETA
- Section 28 electrical pre-trade evaluation training for 2 staff members funded by DBSA

3.3.9 PERFORMANCE MANAGEMENT SYSTEMS

Performance management in local government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standards of performance through the realization of IDP and the continued improvement in the standards of performance through the following;

- Increased accountability and transparency,
- Provision of a platform for learning and development,
- Facilitation of decision making through the clarification of goals and priorities,
- Provision of early warning signals highlighting under performance,
- Continual assessment of the performance of the municipality so as to assess areas requiring improvement,
- Creation of a culture of performance of the municipality amongst all officials.

The function of performance management and its use by officials thereof is regulated by the following legislation;

- The Municipal Systems Act (32/2000)
- The Municipal Planning and Performance Management Regulations (2001)
- The Municipal Finance Management Act (56/2003)
- The Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006)

Legislation states that key performance indicators and targets must be formulated and delegated to municipal positions. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Basically they are derived both from the projects indicated in Chapter six.

The IDP is therefore reflected in the Service Delivery Budget Implementation Plan that provides a workable management tool from which to operate under and monitor progress. The SDBIP in line with performance contracts gets transformed into individual performance management system for officials.

Performance management is placed in the Office of the Municipal Manager; Gariep municipality has attempted to manage the performance of the organization parallel to that of its staff, as the success of the institution will ultimately be measured against the output by employees. The Performance Management Framework was approved by Council in 2009 and is being implemented.

The DLGTA appointed Akhani Consulting during March 2011, to assist in the review & revamping of a Performance Management System. The PMS has therefore considered the following;

Performance indicators to measure performance outcomes and impact, against the priorities and objectives,
Quarterly targets,
Approved SDBIP and Approved annual performance agreements for the Municipal Manager and all S57,

Managers for submission to the mayor 14 days after the approval of the annual budget,
Ensured cohesion between projects identified in IDP annual operational plan and the annual SDBIP,
Enable half yearly municipal performance assessment,
Quarterly measurements and review of performance,
Established PMS Steering Committee chaired by the Honorable Mayor and,
Annually measure, review and report on performance (Annual Performance Report)

3.3.10 MONITORING, EVALUATION AND REPORTING PROCESSES AND SYSTEMS

Local Labor Forum (LLF)

The Local Labor Forum is functional and the last meeting was held on the 29 February 2012. It is composed of SAMWU, IMATU, Management and Councilors.

PMS Steering Committee

In August 2011 a PMS Steering Committee was established to constantly monitor the performance of S57 and Middle Managers on quarterly basis. The Committee seats on the second week of the incoming quarter; the Mayor Chairs the meetings and the IDP & PMS Manager as a Co-Chair.

IDP & Budget Steering Committee

In August 2011 an IDP and Budget Steering Committee was established to constantly monitor the implementation of IDP objectives and priorities. The Committee seats on the second week of the incoming quarter; the Mayor Chairs the meetings and the IDP & PMS Manager Co-Chairing. It is at this committee where municipal vision, mission, objectives, priorities and targets are reviewed in line with available resources and sector department's support.

Human Resource and Development Committee

In the past the municipality had a training committee established in five years ago; the name of the committee and the terms of reference of the committee changed to include all human resource matters. The committee therefore re-named Human Resource and Development Committee starting from February 29, 2012. This followed a training received from the District Municipality and SALGA on January 17, 2012.

Members of this committee amongst others include Councillors, Corporate Services Director, Community Services Director and labour. The meetings are held on monthly basis prior to local labour forum.

KPA Challenges

Need to address the capacity of existing human resources to effectively provide service delivery
High dependency of the municipality on external funding and cash flow restrictions

Summary of Audit General Reports

Basis for qualified opinion is indicated below;

- Value-added Tax (VAT)
- Expenditure
- Trade and other payables from exchange transactions
- Bank overdraft
- Irregular expenditure

- Fruitless and wasteful expenditure
- Accumulated surplus

Summary of Audit Action Plan

The municipality following the receipt of Audit Report in November 2011 began with the process of addressing the queries raised in an Audit Action Plan. The following is in advancement;

- A special meeting was conducted immediately and proposed solutions were elevated
- A draft Action Plan was produced
- Progress and evidence is checked on monthly basis

SPECIAL PROGRAMMES AND INITIATIVES

The identification, design and implementation of IDP programmes in Gariep should design interventions aimed at mainstreaming youth, women and people-living-with disabilities (PLWD). In this regard, resources must be identified and allocated to give effect to the full constitutional rights of youth, women and people living with disabilities in Gariep.

The Expanded Public Works Programme, guided by the job creation principles, is extensively used to draw marginalized people into the job market. The Greenfield Access Roads Project created 51 jobs in 2011/12 specifically for youth, women and people with disability and smooth progress is being achieved.

An amount of R150, 000 was allocated for the development of a SPU Mainstreaming Plan 2011. Gariep Municipality did advertise and appointed a service provider for the development of the Strategy and the closing date was on 18 March 2011. Unfortunately it came to municipality's realization that the service provider was not credible for the job and as a result a letter terminating the contract was forwarded to them and the agreement was reached. The process of re advertising will soon be initiated. For 2012/13 the SPU mainstreaming plan allocation is R200, 000

SPU Institutional Arrangement

The SPU is located in the office of the Municipal Manager and has a dedicated official assigned to manage this function. The structures below have been established and are in the process of being launched, either at the municipal, or a ward level. These structures meet on a quarterly basis;

Focus Groups	Status: Gariep Municipal level	Status Ward level
Women Economic Empowerment	No	Yes
Gariep Youth Council	Yes	Yes
Gariep Disabled Association	Yes	Yes
ECDC Forums	No	Yes

Youth

R75, 000.00 was received from DSRAC in 2010/11 for the implementation of the Garden of Eden Project which is progressing well. This is a sustainable pottery craft making initiative, which is expected to generate sustainable

income. The Umlawu Youth Printing Project is an existing initiative that designs and copies motives onto T- Shirts, creates calendars which are laminated for re-sale to the public.

The Department of Social Development also supported this project with top-up funding amounting to R250, 000.00 in the 2011/12 financial year. The project constitutes 5 project members which are all active and the project is progressing well.

The youth also benefited from the Greening and Beautification Project. In total 60 people were appointed during February/March 2011 through the Extended Public Works Programme people. The municipality has budgeted for 50 000 on the support of Youth matters.

HIV AND AIDS

The multi-dimensional nature of HIV calls for an integrated and partnership response, hence the establishment of Gariep Local Aids Council. The Gariep Local Aids Council is fully functional.

An HIV and AIDS awareness programme was conducted in April 2011 through Sport Activities, Voluntary Testing and speeches. This was hosted in Dannie Craven Stadium.

A strategic Plan has been drafted and adopted by the Local Aids Council during September 2010.

Women

The structure of women exist in Gariep with minimal financial support of women projects, however the following will be given a priority for 2012/13;

- Increase of the SPU Budget allocation to accommodate the women economic empowerment programs.
- Involvement of women in tender processes should be obtained by 50% in all public sectors.
- Increase of Women Coops in all wards to eradicate poverty in all poverty alleviation programs.
- Revival of women structures in order to be functionally in all wards.
- Operational Budget of R50, 000.00 has been set aside for women group.

People with Disability

The structure for people with disability exists and is functional with various projects that at times do not receive maximum financial support. In 201/13 the following are prioritized to assist the group;

- Customer Care Disability Desk within the office of the SPU (Disability Rep).
- Capacity Building for the disability structures.
- Increasing of skills development and learnerships for PLWD's in various scarcity skills.
- Involvement of PLWD's in CBP's and IDP processes.
- 20% on the SPU budget specifically budget allocation for disability programs.
- All public and private buildings should be user friendly to accommodate PLWD.

- Operational Budget of R50, 000.00 has been set aside for people with disability.

Special Programmes Intervention for 2012/13

- Review all municipal strategies / plans to ensure mainstreaming
- Mainstreaming of youth, woman and people with disability into EPWP
- Lobby for additional funding for projects such as bakery, Sophakama plastic manufacturing, piggery, etc
- Monitor and evaluate existing income generating projects
- Financial support to of existing SPU structures amounting to R100, 000

3.4 FINANCIAL VIABILITY

Strategic Objective: To improve overall financial management in the municipalities by developing and implementing appropriate financial management policies, procedures and systems

Intended Outcome: Improved financial management and accountability

3.4.1 FINANCIAL PLAN WITH 3 YEARS BUDGET PROJECTION

Cost savings and revenue enhancement measures

It is recommended that cost savings and revenue enhancement measures should be introduced immediately to reduce the deficit as council cannot continue on this trend.

In addition the municipality will apply the following cost reduction measures:

Cost Reduction Strategies

SECTION	STRATEGIES
Salaries and Allowances	Monitor and regulate overtime Manage cell phones & travelling allowance in accordance with S and T Policy
General Expenditure	Reduce telephone cost through of telephone management system Place moratorium on catering for all local meetings Traveling together to the same destination with the exception of the Mayor and the Municipal Manager Reduction on stationery and printing through intensification of electronic communication system usage 100% reduction on interest paid to creditors (insist on payment of invoices within the prescribed period (30 days) Proper control of stock on hand
Entertainment	Introduction of early warning system (for all votes) Limited only to the Municipal Manager and the Mayor, and can only entertain the VIP guest
Repairs and Maintenance	Service municipal fleet on time Any new fleet should include maintenance plan
Furniture	Regular refurbishment of all municipal buildings Standardisation of office furniture and equipment in accordance with categories of personnel

Cost Reduction Strategies

As part of its revenue strategy, the council will implement the following measure

SECTION	STRATEGIES
Grants Services	<p>Donors (lobby and influence equitable share formulae)</p> <p>Disconnection of electricity due to non-payment should be done on an acceptable rate</p> <p>Updating and review of indigent register</p> <p>Intensify credit control & debt improve customer care</p> <p>Filling of critical posts in BTO</p> <p>Finalise and implement new FMS (training and development)</p> <p>Upgrading of water and sanitation infrastructure (Water Meters)</p> <p>Identify buildings for leasing option</p> <p>Auditing of all prepaid electricity meters should be performed as to identify tampering</p>
Other	<p>Roll-out of a campaign aiming at consumer awareness</p> <p>The right to claim license for electricity distribution through all municipal areas</p> <p>Put more focus on the powers and function of municipality, i.e energies will be applied to electricity, refuse removal and rates and taxes.</p> <p>Review and implementation of By-laws (i.e. advert, reveal of existing ease agreements increase visibility of law enforcement management & utilization plan of resorts)</p>
Grants Services	<p>Donors (lobby and influence equitable share formulae)</p> <p>Disconnection of electricity due to non-payment should be done on an acceptable rate</p> <p>Updating and review of indigent register</p> <p>Intensify credit control and debt improve customer care</p> <p>Filling of critical posts in BTO</p> <p>Finalize and implement new FMS (training and development)</p> <p>Upgrading of water and sanitation infrastructure (Water Meters)</p> <p>Identify buildings for leasing option</p> <p>Auditing of all prepaid electricity meters should be performed as to identify tampering</p>
Other	<p>Roll-out of a campaign aiming at consumer awareness</p> <p>The right to claim license for electricity distribution through all municipal areas</p> <p>Put more focus on the powers and function of municipality, i.e energies will be applied to electricity, refuse removal and rates and taxes.</p> <p>Review and implementation of By-laws (i.e. advert, reveal of existing ease agreements increase visibility of law enforcement management and utilization plan of resorts)</p>

The selected key assumptions relating to this budget are as follows:

- Increase on rates and taxes
- Government grants for the years 2012 – 2013 are as per the Division of Revenue Act.
- Equitable share from the National Government has been estimated to increase by 15.7%
- The headline CPI inflation forecast for the 2012/2013 is 5.9%
- Growth in the salary and wage bill has been provided for in the budget at 6%

- 6% increase on refuse and sundry tariffs
- 13.5% increase on bulk electricity and 11.03% on electricity tariffs

Following are some of the more significant programmes that have been identified:

The review and implementation of an indigent policy

This policy defines the qualification criteria for an indigent, the level of free basic services enjoyed by indigent households, penalties for abuse etc.

The review and implementation of financial and budget related policies

Together with all relevant procedures, they detail all areas of credit control, collection of amounts billed to customers, procedures for non-payment etc.

Managing Global Financial Crisis

Alternative mechanisms being sought by the municipality to finance investment in infrastructure and acquiring of new infrastructure;

MFMA circular 48 notes that the global economy is experiencing a sharp downturn, spreading from developed to developing countries. Its origins lie in macroeconomic imbalances of an unprecedented scale and therefore, the consequences are felt everywhere.

Given the current economic crisis, municipalities will need to take some very tough decisions in the course of preparing their 2012/13 budget and MTREF. We have given priority to the following critical issues;

Focus Area	Detail
Managing and enhancing all revenue streams, especially debtors;	Develop a revenue enhancement strategy and Recovery plan.
Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation	Implement LED strategy which seeks to address job creation through support to SMME's
Expediting spending on capital projects that are funded by conditional grants.	Develop a strategy through which all conditional grants are re-in fenced, and reported monthly to council.
Customer Centre	In a process of enhancing and expanding the customer and the Presidential Hotline System to include all the municipal sections.

External Allocations

Allocations as per Division of Revenue Bill No 33959

Description	Amount
Equitable Share	R 24 997 000
MIG	R 12 044 00
FMG	R 1 500 000
Incentive EPWP	R 1 000 000
MSIG	R 840 000
INEP	R 3 000 000
Total Allocation 2012/2013	R 43 381 000

Income and Income Sources

Income and income sources are indicated in the table below:

No.	Revenue	Source
1.	Conditional and Unconditional Grants	National & Provincial Departments
2.	Municipal Services:	Municipal consumers
	Electricity	
	Refuse	
3.	Rates and Taxes	Municipal Consumers
4.	Parks and Recreation	Municipality
5.	Traffic Services:	Municipality
	Fines	
	Registration	
	Roadworthy certificates	
	Learners and Drivers Licences	
	Motor registration, etc	
6.	Municipal Leases	Municipality
7.	Sundry Income	Municipality

EXPENDITURE

Breakdown of Expenditure Allocations/Patterns

VOTE	2011/2012	2012/2013	2013/2014	2014/15
Council	5,977,073	6,335,697	6,679,018	7,041,096
Executive	7,103,610	7,529,826	7,906,318	8,301,634

Budget and Treasury Services	11,277,826	13,565,104	14,238,359	14,890,277
Technical Services	39,965,060	41,534,859	44,520,321	46,577,101
Community and Social Services	13,120,883	13,133,876	13,788,070	14,422,474
Corporate Services	3,294,498	3,443,768	3,660,956	3,836,504
Total	76,588,554	84,919,798	88,787,572	92,563,959

Description	2012/2013	2013/2014	2014/2015
Employee costs	34 478 388	36 198 806	38 005 244
Remuneration of councillors	2 653 500	2 812 519	2 981 069
Depreciation & asset	288 320	302 736	317 873
Finance charges			
Materials and bulk purchases	17 368 288	18 236 702	19 148 538
Transfers and grants	40 381 000	45 095 000	53 328 000
Other expenditure	30 131 302	31 236 809	31 793 363

CAPITAL BUDGET

GARIEP MUNICIPALITY						
CAPITAL BUDGET FOR THE 2012/2013 FINANCIAL YEAR						
GARIEP MUNICIPALITY						
CAPITAL BUDGET			Current Budget	Adjustment Budget	Draft Budget	SOURCE
IDP REF	WARD	DEPARTMENT\ DESCRIPTION	MTREF 2011/2012		2012/2013	
LAND AND BUILDINGS						
70	1-4	UPGRADING OF MUNICIPAL BUILDINGS				
70	1-4	UPGRADING OF BURGERSDORP TOWN HALL	1,128,000.00	1,128,000.00		MIG
70	3	CONSTRUCTION OF STRONG ROOM	-			
	1	BURGERSDORP SOLID WASTE SITE GREENFIELDS ACCESS ROAD	300,000.00	300,000.00		MIG
					12,044,000.00	MIG
	1	LYCIUMVILLE ACCESS ROAD	4,250,000.00	4,250,000.00		MIG
		THEMBISA ACCESS ROAD	4,250,000.00	4,250,000.00		MIG
	2	ELECTRIFICATION OF 80 LOW COST HOUSES	1,039,000.00			INEP in kind
	4	UPGRADING OF ELECTRICITY NETWORK BURGERSDORP	1,000,000.00	1,000,000.00		INEP
46	1-4	UPGRADE STREETLIGHTS GARIEP AREA/	-			
		Sub Total	R 11,967,000.00	R 10,928,000.00	R 12,044,000.00	

The total expenditure on capital for the previous year was over eighty one percent, R8.2m from the MIG grant and R8m from other conditional grants. The own revenue of the municipality could only fund eighteen percent (18%) of the capital/infrastructure projects and that leaves eighty two percent (82%) to infrastructure investment.

Infrastructure register is available and is Grap compliant; it was last updated 2010/11 and preparations for the next review are under- going. Looking at the above information the IDP is able to be implemented due to the strengthened

intergovernmental relations, the establishment of IDP and Budget Steering Committee and a mention of priority focus areas indicated earlier.

Operating and Capital Expenditure Analysis for 2012/13

For capital budget the municipality is still not able to generate enough funds to support the capital projects, there is high dependency on conditional grant funding; in terms of operational budget Gariep municipality is still in the process of filling in all critical positions and the OPEX general expenditure budget is based on the entirely on historic budgeting method with exception to some line items such as repairs and maintenance relying on the aging of asserts.

3.4.2 FINANCIAL MANAGEMENT SYSTEMS

Billing

Gariep Municipality has effective billing system however the new Financial Management System has been procured (SEBATA) to deal with MFMA reforms.

The challenge experienced:

- Morbidity of consumers
- Death
- Child headed households
- Destitute families
- Farm billing

Valuation Rolls

Gariep is implementing the municipal property rates act. The Municipal Valuation roll was adopted and implemented by Council since 1 July 2009. Consultation processes with relevant stakeholders were held.

Payments Rates

The payment level remains critical challenge due to the following socio-economic situation

- High level of unemployment
- HIV and Aids prevalence

Sector	Percentage
Electricity	90.47%
Rates and Taxes	62.51%
Refuse removal	64.07%
Average	72.%

The financial policy of Gariep Municipality is to provide a sound financial base and resources necessary to sustain a satisfactory level of municipal services for its citizens.

It is the goal of the Municipality to achieve a strong financial position with the ability to:

Withstand local and regional economic impacts;
Adjust efficiently to the community's changing service requirements;
Effectively maintain, improve and expand the Municipality's infrastructure;
Manage the Municipality's budget and cash flow to the maximum benefit of the community;
Provide a high level of fire and other protective services to assure public health and safety;
Prudently plan, coordinate and implement responsible and sustainable community development and growth.

Gariiep Municipality's financial policies shall address the following fiscal goals:

Keep the Municipality in a fiscal sound position in both the long and short term;
Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
Apply credit control policies that maximize collection while providing relief for the indigent;
Direct the Municipality's financial resources towards meeting the goals of the Municipality's IDP;
Maintain existing infrastructure and capital assets;
Operate utilities in a responsive and fiscally sound manner;
Credit control policies that recognize the basic policy of customer care and convenience;
Provide a framework for the prudent use of debt financing.

3.4.3 FINANCIAL POLICIES

The following policies were reviewed and approved by Council for 2012/2013 financial year

Accounting policy
Asset management policy
Cash receipts and banking
Cash management and payment of creditors
Borrowing and raising of debt
Budget
Cost estimation
Credit control and debt collection
Customer care
Donations, sponsorships and grants
Financial reporting
Liability of the Municipality for damages sustained or incurred by Councilors and officials
Internal audit
Investment
Financial support for disposing of the dead
Rates
Reimbursement of mobile phone costs
Risk management
Subsistence and travelling
Tariffs.

The long-term financial plan should be reviewed each year to update assumption, projections and related policies. Key issues to be included are:-

- Revising the long term financial plan for events that may have impacted during the recent past;
- Refer to the outcomes and achievements of the past few years' financial performance as per the audited financial statements;
- Reviewing and discussing the financial objectives, indicators and assumptions;
- Reviewing the past and summarize long term financial outlook;
- Highlighting the current overall financial position and liquidity situation;
- Highlighting financial challenges and constraints;
- Discuss strategies to deal with the challenges, and to maintain financial viability and capacity to sustain services;
- Highlight overall finding mix and implications for own revenue and external funding
- Highlight compliance with MFMA and other relevant legislation.

Tariff Policies

The annual review is conducted in consideration with adoption of the budget and the following also applies:

- Determine the charges and tariffs for municipal services rendered by or on behalf of the Municipality
- Review and consider changes to this policy.
- Monitor implementation of this policy.
- Submit recommendations to the Council regarding the review and amendment of this policy; and
- Regularly report to the Council regarding the implementation of this policy.

Rates Policies

The Municipality imposes the property rate on the market value of all rate-able property as recorded in the valuation roll and supplementary valuation roll. The Council pledges to limit each annual increase in property rates as far as practicable to the increase in the consumer price index during the year proceeding the financial year to which the increase relates, except when the approved IDP provides for a bigger increase.

When determining the rate for each financial year Council take into account;

- The aggregate burden of rates and service charges on property owners in the various categories of property ownership.
- The extent to which this burden is or remains competitive with the comparable burden in other municipalities within the economic region.
- The Council shall further, when determining the rate for each financial year, strive to ensure that the aggregate budgeted revenues from property rates, less revenues forgone and any contributions to the provision for bad debts, equal at least 25% of the Municipality's aggregate budgeted net revenues for the

financial year concerned. By doing so, the Municipality will ensure that its revenue base and the collectability of its revenues remain sound.

Supply Chain Management Policy

The policy is reviewed on an annual basis and where deemed fit by the Municipal Manager proposed amendments are submitted to Council. The small unit has been established for the implementation of the policy; it operates under the direct supervision of the Chief Financial Officer.

The Policy provides systems for the following

- Demand management,
- Acquisition management,
- Logistics management,
- Disposal management,
- Risk management,
- Performance management.

3.4.4 CREDIT CONTROL AND DEBT COLLECTION

Gariiep Municipal Council approved a Credit control and Debt Collection Policy and procedures in 2010.

The principles supported by the policy are, amongst others:

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected Councilors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- All customers must complete an application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager.
- A copy of the application form, conditions of services and extracts of relevant council's credit control and debt collection policy and by-laws must be handed to every customer on request at such fees as may be prescribed by the Council.
- Enforcement of payment must be prompt, consistent and effective.
- Billing is to be accurate, timeously and understandable.
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecution.
- The collection process must be cost-effective.
- Results must be regularly and efficiently reported by the Municipal Manager and the Mayor.

The Policy document covers:

- Duties and Functions of the Council, the Mayor, Municipal Manager, Ward Councilors, and of Communities, ratepayers and residents.
- Area of Application
- Application of Services
- Customer Service Agreements
- Deposits and Guarantees
- Accounts and Billing
- Metering of Consumable Services
- Valuation of Properties
- Customer Assistance Programmes
- Communication
- Payment Facilities and Methods
- Enquiries and Appeals
- Municipal Service Account Certificate: Tenders for Business
- Restraint on Transfer of Property
- Debt Collection
- Handing Over
- Cheques Marked As “Refer To Drawer”
- Persons Placed Under Administration/Liquidated
- Training
- Disconnections and Restriction Procedure
- Estate Accounts
- Meter Readings
- Theft and Fraud
- Reporting and Performance Management
- Income Collection Target
- Application of the Policy.

3.4.5 LONG TERM FINANCIAL PLAN

Cash Management

An annual estimate of the Municipality’s cash flows is divided into calendar months, based on the service-delivery and budget implementation plan(s) of the Municipality and its departments and at least an update is done on a monthly basis. The cash flow estimate indicates the following;

- The amount of surplus revenues that may be invested.
- The amount investments will have to be liquidated.
- If applicable, either long-term or short-term debt must be incurred.

Investment Management

The municipality makes investments for period longer than 12 months only in consultation with the Mayor and gain the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The aim is to;

- Preserve and safeguard its investments.
- Invest in diversity of instruments and at a diversity of institutions in order to spread and minimize risk.
- Take into account the Municipality's liquidity needs.

Borrowing Policy

Reference is made to short term and long term debt. The short term debt must be paid off within the financial year and may not be renewed or refinanced, whether its own debt or that of any other entity, where such renewal or refinancing will have the effect of extending the short-term debt into a new financial year.

In accordance with the MFMA long-term debt may be incurred; the purposes for which long term debt may be incurred are capital expenditure on property, plant or equipment that will be used for the purpose of achieving the objects of local government contained in section 152 of the Constitution or to re-finance existing long-term debt. Before long-term debt may be incurred, Council must take a resolution approving the debt agreement.

3.4.6 ASSET MANAGEMENT

Following are some of the more significant programmes that have been identified:

- The implementation of a fixed asset register and asset control system as well as the maintenance thereof
- This programme involves the formulation of policies regarding fixed assets, the capture of all assets onto this system and the maintenance of this system in terms of GRAP requirements.

The development of a comprehensive asset and risk insurance policy

This policy ensures that a comprehensive insurance strategy is developed and implemented. This project is contingent on the restructuring of all insurance activities performed within Gariep Municipality and the transfer and centralization of these activities to and within the Budget and Treasury Department. Council has approved a comprehensive risk register within Gariep.

Payment of Creditors

The municipality is currently not able to pay its creditors within 30 days as stipulated by the MFMA. Sometimes this is due to disputes between the municipality and the creditor, but mostly it is because of the current cash flow challenges. The age creditor's analysis is reflected in Annexure Creditors Payments schedule.

3.4.7 PROVISION OF FREE BASIC SERVICES

The Constitution highlights the rights of all citizens to access a basic level of services. This principle is underpinned by the National Indigent Policy Guidelines which states that municipalities must provide free basic services to the indigent people in a sustainable manner. The following basic services to indigent households are classified as free:

- Access to a minimum safe water and sanitation supply
- Solid waste removal
- Access to household energy

The total number of households in Gariiep Local Municipal area is 8977. Households receiving free basic services during the 2011/2012 financial year are reflected below;

Free Basic Electricity	Free Basic Water	Free Basic Refuse
3430	5766	5766
50Kw per month	6 Kl per month	R69.34 per month

The above information reflects that still over 60% of the households of Gariiep Municipality are indigent

The Equitable Share allocated to Gariiep is as follows:

Equitable Share allocation	2011/2012	2012/2013	2012/2013	2013/2014
Gariiep local municipality	R22 167 000	R24,997 000	R27 021 000	R29 190 000

Indigent Policy and Register

The Indigent Support Policy was reviewed and approved by the Council in May 2011 and is being reviewed annually. The Policy identifies the conditions that must be satisfied to be regarded as an indigent and the processes to follow to apply for indigent status. The Municipality in collaboration with the Department of Local Government and Traditional Affairs has updated and reviewed Indigent Register, and the process has been completed.

The following Table reflects the current Indigent household per town:

Town	Total Consumers	Indigent Consumers	Non-Indigent	% Indigent
Burgersdorp	4423	2919	1504	65%
Venterstad	2072	1229	843	59%
Steynsburg	2482	1608	874	64%
Total	8977	5756	3221	64.1%

Budget and IDP Alignment

There is evident linkage between IDP and Budget; the municipality does not have lots of capital budget and capital projects nevertheless in terms priorities in the IDP are reflected in OPEX for budget implementation and support.

3.4.8 AUDIT

Gariiep has a functioning external audit committee. Gariiep municipality has appointed the service provider to undertake the internal audit function.

Audit Committee

Each municipality must have an independent advisory body which must advise the municipality on matters relating to a range of financial issues, performance management and performance evaluation. The Audit Committee must consist of at least 3 persons with appropriate experience, of whom the majority may not be in the employ of the municipality. An audit committee may be established for a district municipality and the local municipalities within that district municipality.

Gariiep municipality has appointed an Audit Committee consisting of three members and these are;

- Mr Sandile Swana – Chair Person
- Mr Zolile Manjiya – Member
- Dr Wiseman Vatala – Member/ Chair Performance Audit

Internal Audit Unit

Each municipality has an internal audit unit, which must advise the accounting officer and report to the audit committee on matters relating to a range of financial issues and performance management. The internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity and the council has determined that this is feasible or cost effective. Gariiep municipality has established a functional internal audit unit.

Internal Audit Challenges

- Communities want more assurance around stewardship and accountability in their respective municipalities. To effectively do this is still a challenge.
- Section 165 and 166 of the Municipal Finance Management Act, 2003, put an obligation on all municipalities to establish audit committees and internal audit units.
- The costs of establishing internal audit units and audit committees can be high especially if well qualified staff is needed.
- The risk of not establishing internal audit functions is that there is diminished accountability around funds being received and spent.
- There is increased risk of problems (with high financial and human resource costs) occurring that could have been prevented.
- High tendency not to comply with MFMA and DORA reporting compliance which might result in that funds be withheld.

Internal Audit legislation

Municipal Finance Management Act, 2003 (Act 56 of 2003).

King Reports on good governance

Summary of Auditor General Findings

Basis for qualified opinion is indicated below;

- Value-added Tax (VAT)

- Expenditure
- Trade and other payables from exchange transactions
- Bank overdraft
- Irregular expenditure
- Fruitless and wasteful expenditure
- Accumulated surplus

Audit Action Plan

The municipality following the receipt of Audit Report in November 2011 began with the process of addressing the queries raised in an Audit Action Plan. The following is in advancement;

- A special meeting was conducted immediately and proposed solutions were elevated
- A draft Action Plan was produced
- Progress and evidence is checked on monthly basis

Attachment A

Service Delivery Budget Implementation Plan (SDBIP)

Together with the Performance Management System the SDBIP is a combination of operating budget, capital budget and IDP; the requirement is stated in the Municipal Finance Management Act (Act No 56 of 2003). The National Treasury Circular 13 describes in detail the approach to SDBIP.

SDBIP done in consultation with line functionaries (directorates) and is aligned to the available structure. Effectively there is a high level SDBIP for the purpose of high level monitoring supported by full details. All staff operates under Key Performance Indicators (KPIs) within the identified Key Performance Areas (KPA's).

On March 23, 2012 Gariep engaged Office of the Auditor General, LGTA and JGDM to assist with the workshop on the revision of SMART key performance indicators.

The Municipality has developed a draft copy of SDBIP for service delivery implementation for 2012/13 financial year; the draft was tabled before Council together with the draft 2012/13 IDP on April 10, 2012

Attachment B

3.5 LOCAL ECONOMIC DEVELOPMENT

Strategic Objective: Create an environment that promotes the development of the local economy and facilitate job creation

Intended Outcome: Improved municipal economic viability

Indicate the availability and status with regard to the following:

3.5.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY

In compliance with the National LED Framework, the Gariep LED Plan seeks to:

- Provide direction to the LED unit
- Emphasize the role of the entire municipality in terms of LED
- Set LED targets that are aligned to national and provincial priorities
- Coordinate efforts of private and public sector stakeholders in LED
- Inform the municipalities IDP (as the LED Plan is a sector plan of the IDP)

The Gariep Local Municipality, in conjunction with Joe Gqabi District Municipality, appointed a project team to develop a Local Economic Development (LED) Plan for the Gariep Municipality. The local LED Plan was adopted by Council in November 2009 and incorporates the strategic focus contained in the District LED Strategy, GDS Agreement and Gariep IDP.

The following presents an overview of the current trends in the local economy and uses econometric techniques to analyse trends within the various economic sectors within the Gariep Municipality.

The outcomes of this assessment will be used to conduct an economic potential assessment which will provide the foundation for the identification of local economic development programmes and projects.

Unemployment Rate

There are 3 874 people employed in Gariep (26.64% of the population), compared to 25% in the district and 29% in the province. The plan overleaf is based on data from the 2001 Census, and indicates the percentage of the potential workforce (i.e. those aged 15 to 65) who is employed across the district. It is clear that in 2001 Gariep had the highest percentage of employment, but this picture has changed with the updated data from the Community Survey 2007.

Employment – Gariep Municipality

	Number of People	% of Gariep
Employed	3,874	26.64%
Unemployed	2,930	20.15%
Not economically active	6,812	46.85%
Unspecified	481	3.31%
Institutions	444	3.05%
Total	14541	100%

Gariep's total GGP output increased from approximately R 272.7 million in 1996 to approximately R342.6 million in 2008. This equates to a just more than a 25% increase to the total GGP over a 13 year period. While this is a positive sign the Karoo economy over the same period grew by just over 32% finishing statement.

Level of current economic activity – dominant sectors and potential sectors

Sector	Gariep	Karoo
Agriculture	0.2	2.0
Mining	5.6	1.0
Manufacturing	3.9	2.4
Utilities	3.1	-3.1
Construction	7.3	9.7
Trade	-1.5	3.1
Transport	5.2	5.1
Communication	-0.6	3.4
Finance and Business Services	0.2	2.4
Government & Community Services	1.0	3.1

Level of current economic activity – dominant sectors and potential sectors

Strategic Objectives

The Sector Assessment and Comparative Analysis clearly show that the development potential in the Gariep area lies in the agriculture, tourism sectors and government programmes.

Tourism should focus on key areas such as the Gariep Dam and historical sites like Burgersdorp. Agricultural potential lies in expanding the hunting industry as well as using water accessed from the Orange River for irrigation.

The development focus is on SMME support, infrastructure maintenance along priority routes, the development of a tourist route and agricultural sector development and the expansion of government led poverty alleviation projects into viable businesses.

To deal with gaps identified in the economic analysis and to maximise the potential raised in the comparative advantage through the location quotient the following six strategic LED objectives were identified:

1. Grow the economy by increasing the average economic growth rate to 1.5% between 2010 and 2014, and by 3% year-on-year from 2014 onwards.

2. Increase the Gariiep Municipality's capital expenditure budget for key LED infrastructure; particularly roads, electricity and water; by 5% annually. This capital expenditure should be targeted specifically at road infrastructure along key mobility routes.
3. Reduce the unemployment rate by 10% by 2014, through the creation of new and expanded job opportunities. (A reduction of 10% translates into the creation of approximately 293 permanent jobs by 2014, i.e. the creation of roughly 75 permanent jobs per annum.)
4. By 2010 provide funding for the establishment of an SMME help desk within the Gariiep Municipality, to be operational by 2011.
5. Increase the number of positions filled in the Community and Technical Services Department at the Gariiep LM by 6% annually between 2009 and 2014.
6. Ensure that by 2014 at least 10% of total procurement expenditure is spent on local suppliers.

Given the economic potential of the Gariiep Local Municipality, in addition to the objectives described above, 6 key pillars have been identified, which if implemented in an integrated fashion, should stimulate economic growth development in the region.

In order for the objectives to be realised, it is essential that an environment conducive to growth be created. This involves activities that both tackle present constraints to development and initiatives to boost economic activity. The Gariiep LED Plan recommends that these actions be undertaken through the following strategic pillars:

- SMME Development and Support
- Infrastructure Prioritisation
- Institutional Development
- Agriculture and Agro-processing Sector Development
- Tourism Sector Development
- Strategic Partnerships

These strategic pillars and programmes are based on the opportunities identified in the in the economic potential profile above. Through these strategic pillars the Gariiep LED Plan aims to concentrate municipal resources so as to exploit local economic development opportunities and to mitigate potential threats.

Stakeholders agreed that the feasibility study into agro-processing in Gariiep as well as the finalisation of the Lake! Gariiep initiative where the highest priority projects. It was felt that through these projects the Gariiep Local Municipality could best capitalise on the opportunities identified by the Gariiep LED Plan, while at the same time promoting economic growth and job creation. Stakeholders also felt that the Lake! Gariiep Initiative could have positive synergies with other identified projects particularly the **development of a tourism route and attractions, partnership with existing tourism routes and road and street maintenance and upgrading.**

Positive synergies include:

- Linking the Lake !Gariiep Initiative to the development of an integrated tourism strategy around the Gariiep Dam that focuses on supporting small and emerging tourist providers

- Using local procurement in the road maintenance and upgrading process to assist in the development of SMME's

In order to successfully implement the projects presented in this section, implementation guidelines and plans must be provided. The focus of the next Section of the strategy presents the projects that have been prioritised by stakeholders in Gariep. It is important to note that the projects are listed in order of preference and not in order of priority.

Economic Profile

The economic profile provides a detailed analysis of the Gariep Local Municipalities economy in its current state. As part of this profile a detailed assessment of each of the economic sectors is conducted. 2007 Community Survey is used as the primary source of data however it is recognised that due to the smaller sample size used in the survey figures may be under/over stated.

The GGP of Gariep was R 309.468 million in 2007 and the municipality's GGP contribution to the Joe Gqabi District Municipality and to the Eastern Cape as a whole was 14.9% and 0.3 % respectively. The Gariep Municipality GGP contribution to the District economy has in fact been declining since 1996 when Gariep's contribution was 18.6% of the Districts GGP. (A declined of 3.7%).

The average annual economic growth rate between 1996 and 2007 was 1.1% per annum. The average growth rate for the JGDM and the Eastern Cape over this period was 3.1%. Although Gariep LM had a lower economic growth rate than any of its neighbouring local municipalities it must be remembered that this economic growth was occurring off a very low base, which resulted in several significant fluctuations in its performance.

Consequences for LED:

The economic growth rate and the Gariep LM GGP contribution to the District economy, provide baseline information from which to assess the success of economic initiatives in the Gariep LM.

Past economic data is also a key information requirement for businesses wishing to invest in an area.

Clearly investment remains the cornerstone of development and Gariep municipality intends to create an environment that will attract economic growth. However, it must be acknowledged that the municipality cannot overcome poverty or attract new investment on its own and it will take concerted efforts of all spheres and business to exploit areas with economic growth potential. The overarching strategy has been structured to map the development path that will enable other important role-players greater access to invest and support development in the Gariep municipal area as a whole.

Internal capacity should be strengthened to enable the municipality to support and coordinate investment initiatives and lobby for funding. The LED Forum is operational and functioning well. In addition there are two other LED related forums operating namely the Tourism and the Agricultural Forum. The Tourism Forums functioning very well but the Agricultural Forum needs to be revitalised in the 2012/13.

The transport sector has a fairly large contribution to GGP and has grown by an average 7.1% since 1996.

The mining and utilities sectors are both low share, low growth sectors and have not contributed significantly to the local economy. These sectors are by far the smallest employer in Gariep.

The main contributors to Gariep GGP are the government and community services sector and the manufacturing sector. It is evident that the government services (31.2%) and the agriculture (27.5%) sectors are the largest employers but have the slowest growth. The largest contributor to the GGP was government services (27.9%) therefore it is a very important sector in the economy even though it has exhibited a declining contribution to GGP although this is not uncommon with the JGDM economy exhibiting the same trend. This reflects that the economy is skewed towards the government services sector despite a steady decline in the contribution of this sector, with the 2007 contribution down 4.4% from 1996.

The transport and communications sector is clearly a growth sector with the third highest growth rate (7.1 %) and third largest contribution (21.6 %). The transport & communication and finance & business sectors are relatively the same size in terms of the number of people that they employ.

The construction sector has the highest growth rate.

What this means for LED:

Priority sectors are Transport and communication; government services and agriculture therefore Gariep LM should direct its economic development initiatives towards these sectors.

The following sectors have all grown since 1996 and also viewed as major GGP contributors:

- Manufacturing (14.7%)
- Construction (5.5%)

Although the Agricultural sector only contributes 13.8% to the total GGP of Gariep, it remains the single largest private sector employer in the area, employing 27.6% of the workforce. The low contribution to GGP can also be attributed to the fact that this sector offers low paying jobs. Also agriculture is a primary industry and hence characterised by low commodity prices and low value addition. It is further highly susceptible to unanticipated commodity price fluctuations, which means that this sector can vary considerably from year to year.

Agriculture is an important economic sector in the region given that it is labour intensive and provides low skilled employment. *Despite this the sector has shown the sharpest decline in employment of all the sectors since 1996 (4.5%).* In effect this means that the Agricultural sector has shed 782 jobs over the last 11 years.

Possible reasons for this decline could be:

- Increased mechanisation of farming meaning that fewer permanent workers are required
- Farmers being unable to compete with the higher, non-seasonal wages offered by employers in towns.

The latter point is supported by the fact that two sectors, namely manufacturing and construction, which are primarily centred in towns, have shown employment growth since 1996. The manufacturing sector has in fact shown a 4.4% increase in employment since 1996, suggesting that a large number of unemployed agricultural workers have been absorbed into the manufacturing sector.

In the Gariep Local Municipality, the GGP growth rate has increased from 2004 till 2007; this growth is calculated off a low base. The area has a small economic base so any changes in the economic activity of the area have a large

impact on GGP growth figures. The economy is skewed towards non-productive sectors of the economy, mainly government and community services. Many people in Gariep rely on subsistence farming and informal trading for their livelihood.

The secondary and tertiary industries in the region are under developed. These findings suggest the need to encourage the establishment of manufacturing enterprises and stimulate private sector investment. It is evident that agriculture and government services are the largest employers in the economy.

The agricultural sector is the largest private sector employer in Gariep, employing 28% of the labour force. The agricultural sectors' GGP in 2007 was R 42,651,559. This contribution amounted to 13.8% of Gariep's total GPP in 2007. The agricultural sectors GGP growth rate has fluctuated erratically. This is due to the fact that agricultural output varies based on external conditions.

Agricultural trends

There are an estimated 250 commercial farmers and +/- 100 emerging farmers in the Gariep LM. Emerging farmer's plots are usually less than 20 hectares, with many emerging farmers using municipal commonages to graze their cattle. The main types of farming in Gariep are sheep (for wool and meat), cattle (both dairy and stock, but mainly stock) and maize. There is also limited ostrich farming (primarily for meat) in the south-eastern part of Gariep, near Jamestown. Game farming in Gariep is still undeveloped, with only a few farmers exclusively rearing game for meat and hunting purposes.

The primary source of income for farmers is animal husbandry (61.3%) which includes all forms of livestock farming, including poultry and game farming. The other major contributor, which accounts for 27.5% of income, is animal products which include milk, wool, mohair and hides/skins.

Benefits for LED:

The Gariep IDP recognised agriculture as a key growth sector, particularly in the area of agro-processing. Other key growth areas are game farming, agro-logistics, and speciality products.

Small, Medium and Micro enterprises (SMME)

Small, Medium and Micro enterprises (SMME) are business that in almost all cases is owner managed and controlled. SMMEs are internationally recognised as a key driver of economic development due to their labour intensive nature, low capital requirements and use of local resources.

Problems facing SMMEs in Gariep

Access to finance is identified as one of the biggest problems facing SMME in Gariep. In addition several businesses have been unsuccessful in obtaining funding from the LM.

Skills training and expertise is also a major constraint to SMME development particularly marketing and business plan development.

Accessing information around tenders, meetings and site visits are also conducted far from SMME suppliers and due to a lack of funds or transport, frequently cannot get to these locations. There is also a widely held perception that the Gariep LM uses suppliers from outside of Gariep for government contracts even when there are local suppliers.

Although National legislation prevents the Gariep LM from providing credit or investing in SMMEs, the Municipality can still facilitate access to finance by:

- Improve access to information about existing financial support, institutions and initiatives in the Gariep area.
- Lobby with financial institutions to improve lending conditions to SMMEs Facilitate the establishment of a SPV for SMME finance.
- Educate local SMMEs about what the Municipalities role in SMME is. Another means of assisting SMMEs is through a local public procurement.
- Monitor the implementation of this procurement policy to ensure that the stated objectives in terms of procurement from SMMEs are met.
- Provide basic infrastructure such as electricity, sewerage, street-lights, water, market facilities, land and premises for SMME development.
- These facilities could be provided directly to SMMEs or support institutions at affordable subsidized rates.
- Facilitate access to training through:
 - Enhancing awareness of available training programmes offered in Gariep
 - Encourage entrepreneurship training at schools
 - Fund various training programmes and initiatives

Concerted efforts are being made to operationalize the Business Resource Centre which is part of the Thusong Services Centre to provide support to Small Businesses.

Transport and Communications

The transport and communication sector employs just over 5% of the labour force in the Gariep area, which amounts to 224 people. GGP in 2007 for the transport sector was R 66,935,921 which makes it the largest private sector contributor to the Gariep economy, accounted for 21.6% of total municipal GGP in 2007. Although the Transport and Communication sector is important in terms of GGP contribution, employment growth in the sector has been very poor with a negative employment growth of -3.2% recorded between 1996 and 2007.

Economic linkages

The Transport and Communications sector is an important 'connecting' sector between the primary sectors and the tertiary sectors.

A good Information and Communication Technology (ICT) network also enables businesses to access markets and information.

Transport Trends

The large geographic size of Gariep makes it necessary for residents to regularly utilise the transport industry, particularly minibus taxis. Most individuals however still walk to work or school. There are two taxi associations that cater for the population of Gariep; one in Burgersdorp and another in Steynsburg. Between these two associations there are 57 members and 25 vehicles operators. The majority (54%) of the various taxi associations' members are affiliated to the Burgersdorp Taxi Association. Based on the number of permits issued, only 40% of taxis in the Gariep LM are operating legally. This can be attributed to the slow rate of processing by the Operating License Board. There are a further two long distance taxis that travel to Cape Town via Venterstad and Steynsburg. There

are between 6 and 7 commercial truck companies that transport livestock and other agricultural produce from farms to major markets in Port Elizabeth and Bloemfontein.

Communication Trends

There are no privately run postal services in Gariep and the South African Post Office has offices in all three towns. There is no wireless network in Gariep, the residents do however have access to the Internet although connection speeds are slow.

LED Challenges:

The expansion of the transport sector is hindered by the poor quality of roads in Gariep. The taxi industry also lacks adequate shelters and amenities in major towns particularly Burgersdorp and Steynsburg.

Construction

GDP for the Construction sector was R 17,161,457 which amounted to 5.5% of Gariep's total GDP in 2007. The construction sector has the highest average annual growth rate (8.9%) between 1996 and 2007 of all the economic sectors. This growth occurs off a very low base. The sharp rise in 2006/07 can be attributed to the construction of the indoor sports centre in Steynsburg. In 2007 260 people were directly employed in construction, only 6% of total employment. Employment in the construction sector has fluctuated erratically. This is due to the fact that construction projects in the Gariep Local Municipality do not occur on a regular basis.

Availability of resources

The main natural resources required in Construction are cement, sand, bricks, crushed stone and aggregate. These resources are available in very limited quantities in Burgersdorp and normally stocked mainly for home maintenance purposes. For larger construction projects (i.e. RDP house construction) materials have to be sourced from outside Gariep.

Construction Trends

The Gariep LM has a comparative advantage in the Construction sector. The Construction sector has a derived productivity which means that it depends on the amount of development taking place. For example, the proposed Lake Gariep residential estate will require the necessary infrastructure, stimulating the Construction sector. The Construction sector in Gariep focuses primarily on the construction and rectification of RDP houses and other projects linked to installing services in RDP settlements (i.e. the construction of storm water drains, roads etc.).

There is very limited private sector construction in Gariep, with most private construction contracts dealing with the building of single residential units. Road construction and maintenance is another important component of the construction sector.

LED challenges

These challenges are primarily linked to emerging contractors lacking the skills necessary to benefit from government projects such as road upgrades.

A number of emerging contractors also lack the necessary capital to manage their own contracts.

Manufacturing

Manufacturing is the second largest private sector employer in Gariiep, employing 557 people or 13% of the labour force. Employment in the manufacturing sector has shown moderate but consistent growth, with employment growth between 1996 and 2007 averaging in excess of 2%. GGP in 2007 for the Manufacturing sector was R 45,423,614. This contribution amounted to 14.6% of Gariiep total GGP in 2007. This has grown since 1996 when manufacturing only accounted for 11.7% of Gariiep' GGP. The sectors GGP growth has averaged 3.0% over the last 12 years.

Manufacturing trends

Although manufacturing is the second largest sector in terms of employment, most manufacturing operations are small in nature, employing no more than 10 people. Most manufacturing enterprises are located in the town of Burgersdorp as it is the primary economic centre of the Municipality. There are a number of small SMME's in the manufacturing sector, producing a limited number of products to sell to local consumers. Specific enterprises in this sector include, furniture manufacturing and cheese production

Options for LED:

As one of the larger sectors in terms of employment, the Gariiep LM should focus on providing emerging manufactures with support, particularly through local procurement.

Trade

The trade sector is the fourth largest employer in the Gariiep local municipality, employing 390 people or 9% of the labour force in Gariiep. Employment growth since 1996 however has been poor, with average growth only being 1.6%. GGP in 2007 for the trade sector was R 24,470,085. This figure has dropped by 22% since 1996 when GGP contribution by the Trade sector was R 35,348,066. The trade sectors contribution to the total GGP of Gariiep only amounts to 8.8%. This figure is significantly less than the 1996 figure when trade accounted for 12.7% of GGP. In addition between 1996 and 2007 the average GGP growth rate of the trade sector was -2%.

Trade trends

The trade sector is a derived demand because it is dependent on the amount of income the consumer has at his/her disposal to engage in a trading transaction. There are no major shopping centres in Gariiep with most daily retail purchases being done at small local shops. These local shops are primarily owner managed and dominated by general dealers, liquor stores and mini markets. Although Burgersdorp has a number of chain stores (i.e. Fashion Express, Food zone, Lewis and Pep) they mostly cater for the lower income market. There are no major chain stores in either Steynsburg or Venterstad, and residents are forced to travel to Burgersdorp to purchase other nonessential goods. Residents requiring specialised products or doing their monthly shopping have to travel to major centres primarily Bloemfontein, Queenstown and Aliwal North. This results in income leakage out of the Gariiep to the above towns on a monthly basis. The majority of trade in Gariiep is thus dominated by the informal sector which accounts for 47.5% of total trade sector employment.

Consequences for LED:

The establishment of additional national chain stores is unlikely to occur due to Gariep's small population. Increased buying power as a result of job creation will lead to an expansion in the trade sector.

Governance

The government and community services sector is the single largest employer in Gariep, employing 31% of the labour force in 2007. The government services sub-sector however is the larger employer, employing 840 people. The community services sub-sector therefore only accounts for 32.9% of the total employment of the sector. Although the government and community services sector is the largest employer, employment growth over the 1996 to 2007 period was 0%. This has resulted in 115 jobs in this sector being lost since 1996

Government and Community Services Trends

The government sector in Gariep contributes directly to the economy through job opportunities in municipal government as well as indirectly through specific government programmes (EPWP). Various government departments are permanently stationed in the Gariep area. DEDEA and DSD are conducting a number of LED related projects in Gariep including furniture and upholstery, a fishery, a sewing initiative and a bakery in Steynsburg

LED Potential:

The government services sector, as the single largest consumer, should focus on broadening its supplier base through increased local procurement. Government initiatives should focus on low skilled, labour intensive projects such as road maintenance.

Comparative Analysis

Table 6.1: Location Quotient

Sector	2001	2007
Agriculture	3.94	3.87
Transport & communication	1.68	1.83
Construction	1.05	1.31
Manufacturing	0.72	0.94

Source: Urban-Econ EC Calculations Based on Quantec (2009)

A product that has a more competitive function in a specific regional economy than in the aggregate economy (provincial or national), constitutes a comparative advantage. This is thus an indicator of whether or not a specific economy produces a product or renders a service more efficiently than elsewhere in the aggregate economy. The comparative advantage that a specific sector has in the economy may be measured through the calculation of a location quotient (LQ).

The location quotient compares the relative contribution of a sector in the local economy, with the contribution of the sector to the regional economy. A location quotient, as a tool, does not take into consideration external factors, such

as government policies, investment incentives and proximity to markets etc., which can influence the comparative advantages of an area.

The location quotient can be interpreted as follows:

A LQ greater than 5 is very high and suggests a high level of local dependence on this sector. If the location quotient is greater than 1.25, than that sector is serving the needs that extend beyond the boundaries of the local area. This sector is therefore likely to be 'exporting' goods and services. If the location quotient is between 0.75 and 1.25, the community is self-sufficient in this sector. If the location quotient is less than 0.75, local needs are not being met by the sector and the municipality is importing goods and services in that sector.

What this means for LED:

Gariep possesses a strong comparative advantage in terms of agriculture (3.87). Agriculture has a high LQ as this sector is a significant employer in Gariep; it also exports agricultural goods to other towns outside the Municipality. Gariep also enjoys a relative comparative advantage in the transport and communication sector; (1.83) and construction sector (1.31).

The LQ for both the construction and transport and communication sectors has increased significantly since 2001.

The transport sector is a high priority sector that the Municipality should focus upon.

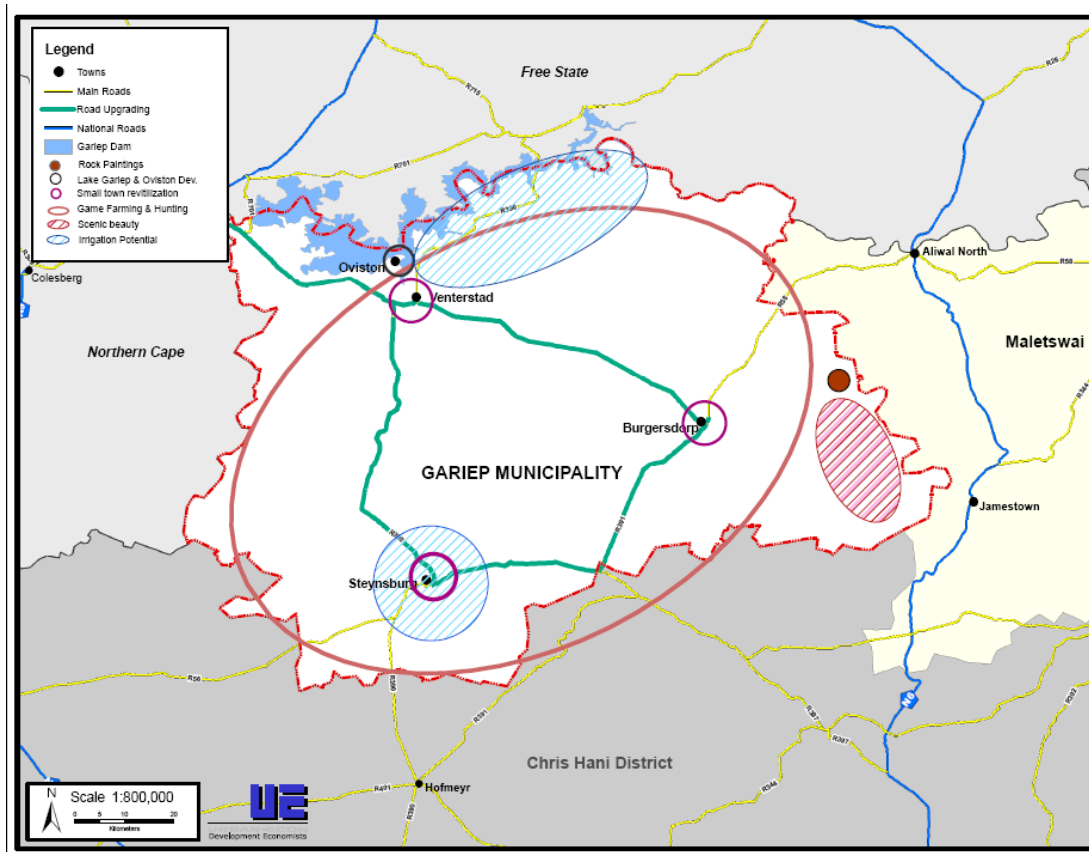
VARIABLE	FINDINGS
GGP in 2007	GGP was R 309.468 million <ul style="list-style-type: none"> • GGP per capita was R 9,042 • Contribution to Joe Gqabi Districts GGP was 14.9%
GGP Growth Rate	Average economic growth rate between 1996 and 2007 was 1.1% per annum. <ul style="list-style-type: none"> • This is lower than the Eastern Cape and District growth rate of 3.1% over the same period.
Sector Contribution to GGP	Largest contributor to GGP (27.9%) is Government sector. This is a negative characteristic as it is non-productive sector. <ul style="list-style-type: none"> • Transport and communication sector is the second highest, contributing 21.6%. • Agriculture contributes only 13.8%.
Sector Contribution to Employment Relative Importance of Sectors	Government services sector largest contributor in terms of employment (31.2%) <ul style="list-style-type: none"> • Largest private sector employer is the agricultural sector. <p>In terms of Employment: Government and Community Services.</p> <ul style="list-style-type: none"> • In terms of Growth: Construction • The transport and communication sector has a large contribution to GGP and a high growth rate. However it does not employ a large number of people.
Leading and Lagging analysis Trade sector	The construction sector is a current strength for the Gariep economy <ul style="list-style-type: none"> • The transport and communication sector is a high priority retention target for the Gariep economy <p>The average growth rate between 1996 and 2007 for the trade sector was -2%.</p> <ul style="list-style-type: none"> • The GGP contribution of the trade sector to the total economy has declined by 3.8% since 1996. • This sector however contributes R 24.4 million to the economy
Agricultural Sector	Gariep is well suited for stock farming, with limited opportunity for crop farming in areas under irrigation from the Gariep Dam. <ul style="list-style-type: none"> • Average farm size is between 2000 and 2600 hectares Emerging farmers face a number of challenges i.e. lack of skills, financial limitations • There is potential for an expansion of the hunting industry in Gariep
Government Services Sector	Largest employer and contributor to the local economy. <ul style="list-style-type: none"> • Plays a key role in job creation and poverty alleviation through its various projects. • Only one national department located in the Gariep LM (i.e. Labour)

Development Potential and Retention Strategies

The following retention strategies are built into the Gariep LED Plan for attraction and expansion:

- The need for interventionist policies that are targeted at sectors such as tourism, agriculture and agro-processing.
- How local economic development should focus on identifying and exploiting the areas competitive advantage
- The focus on Small, Medium and Microenterprises (SMMEs) as vehicles for growth and job creation.
- Infrastructure development

Figure 1: Identified Opportunities



Spatial Rational

The framework for the SDF is that of the principal settlement strategy, which supports the view that potential development in the rural and urban areas should be managed on the basis of nodes and areas of development, namely:

- A focus on *developing nodes* and areas where economic opportunities and resources exist, or where such opportunities can be stimulated
- *Investment* should target areas where the economic opportunities and returns are greatest
- Inter-departmental *investment linkages should be identified* in order to maximize benefits and achieve a coordinated effort
- *Social expenditure on basic infrastructure* for basic needs should be specified as spin-offs from economic development investments, wherever possible.

The Gariep SDF establishes four key issues namely:

- Land Availability
- Sustainable Socio-Economic Development
- Sustainable Infrastructure Development
- To co-ordinate an Integrated Planning System and Capacity Building

The analysis shows that the economic development potential is as follows:-

Infrastructure

The roads in Gariep can be upgraded and maintained by community initiatives or by SMMEs.

Small town revitalisation can be conducted in the towns of Burgersdorp, Steynsburg and Venterstad.

Tourism

- Potential exists to develop a marina in the Oviston linked to the proposed residential country estate
- Historical heritage such as Anglo-Boer War History, Afrikaans Culture and Language historic Burgersdorp and rock art can be developed and enhanced.
- Additional tourism development can occur around the J.L. De Bruin Dam.
- Organising and supporting LTOs and CTOs with funding
- Strengthening the marketing and branding of Gariep Tourism.
- Website bringing all products together
- Visitor centre at Lake Gariep

Agriculture

Agriculture should concentrate on stock, pig, chicken and game farming. Stock farming's expansion however is limited by the carrying capacity of land. There is also potential to expand ostrich farming in Gariep. Game farming activities can be expanded throughout Gariep, particularly outside Steynsburg and around the eastern part of the Gariep Dam. Niche crops such as nuts, pomegranates and olives can be grown using irrigation. Lastly there is also potential for the marketing and branding of Karoo Lamb produced in Gariep.

SMME and Tourism

- There is potential to develop a SMME resource centre in Burgersdorp to provide resources to SMMEs and other emerging business
- Alternatively an extension service from the Aliwal North SEDA Office could be established.
- As part of this SMME support, business sites could be established in Tembisa.
- There is potential to use vacant land in Burgersdorp for the development of
- Office space for local SMMEs.
- Formal hawker stands
- Training and skills development through the establishment of a FET College in
- Steynsburg
- Make existing government projects sustainable
- Expand existing garden projects in Eureka and
- Cleaning programmes in Mzamomhle and later Burgersdorp as a whole.

3.5.2 JOB CREATION INITIATIVES

Project Name	2011/2012 Employment Creation						Wages per person
	July	August	September	October	November	December	
Electrification	27	27					2392.20
JL de Brain Phase 2							
Municipal buildings							
Greenfields Access road	57	57	57	57			R100 per day
CWP	1000	1000	1000	1000	1000	1000	

3.5.3 FIVE YEAR PRIORITY PROJECTS

Priority Projects for a Five Year Implementation by different Parties

1.	Feasibility study for agro-processing (i.e. abattoir, tannery, wool washing and spinning)	Funding proposal extended to Department of Economic Development and Environmental Affairs
2.	Lake !Gariiep Initiative	In progress implemented by National Department of Tourism.
3.	Grading of accommodation establishments	Implemented by Eastern Cape Tourism Board
4.	Tourism training and awareness	District drives training and tourism awareness.
5.	Develop tourism route and attractions	No progress
6.	Fish farming in Venterstad	Venterstad Community Fishery was funded by Department of

		Social Development and needs huge injection to improve the scale of farming.
7.	Establish and Support LED forum	Functional with LRED funding accessed through the forum and other parastatals utilising it as a platform to present incentives
8.	Satellite FET College in Steynsburg	Conception stage and mainly driven by local residents and Department of Public Works and Department of Education.

For the purposes of the IDP the proposed implementation arrangements for the Gariep LED Plan has been limited to the following short-term actions:

1. LED projects will, where possible, be implemented by the Gariep LED Unit
2. A dedicated LED budget should be established to fund either projects or to appoint service providers to implement exiting projects
3. Sustainable LED Forum for monitoring of both LED progress and to serve as a means of information sharing between LED stakeholders
4. Assist the Joe Gqabi Development Agency with the implementation of catalytic projects located in the Gariep Local Municipality

The main recommendations of the implementation plan that include the budget are as follows;

FOCUS AREA	RECOMMENDATIONS OF THE IMPLEMENTATION PLAN	
Roles and responsibilities	<p>Local Municipality</p> <ol style="list-style-type: none"> 1. Carry projects through to the local municipalities Integrated Development Plan 2. Create an enabling environment conducive to investment 3. Allocate resources to Local Economic Development 4. Coordinate, manage and facilitate LED planning 5. Monitor and evaluate the LED Plan <p>• District Municipality</p> <ol style="list-style-type: none"> 5. Develop LED capacity within local municipalities 6. Build partnerships and relationships with stakeholders 7. Establish LED institutions 8. Identify available resources 	
BUDGET	PROJECT	BUDGET 2012/13
	1JL De Bruin	R1, 125 368.40
	2 LED Support	R100, 000
	3 Feasibility Study (Abattoir)	R1, 030 000.00
	4 LED Manager Recruited	R 412 783.16
Recommended internal implementation mechanism	<p>Two recommended internal implementation mechanisms for the LED Unit:</p> <ol style="list-style-type: none"> 1. Strengthening of internal LED Unit for implementation 2. Outsourcing projects for implementation <p>• Strengthening of the LED Unit entails hiring 3 additional staff members (LED Manager, SMME Facilitator, LED Administrative Assistant) at a cost of between R 368 915.36 and R 250 000</p> <p>• LED Unit should be strengthened to assist in monitoring the progress of LED</p>	

Recommended external implementation mechanism	Primary external implementation mechanism will be the JG District Development Agency • Development Agency's role will be to conduct catalytic projects with the assistance of the Gariep Local Municipality
Relationship challenges and Solutions	<ul style="list-style-type: none"> • Challenges 1. Lack of coordination 2. Lack of capacity 3. Administrative interference 4. No communication policy • Solutions 1. Coordination and integration 2. Training and development 3. Roles and responsibilities of councillors 4. Communication plan
Support agencies	The following support agencies were identified to assist the Gariep LED Unit: <ul style="list-style-type: none"> 1. IDC 2. ECDC 3. DBSA 4. SEDA 5. IDT 6. Khula Enterprise Finance

Follow-up on the outcome of the funding application to the IDC for the **Gariep Residential Eco and Country anchor project** submitted by the JGDM Development Agency.

3.5.4 LED ORGANISATIONAL STRUCTURE

The following diagram illustrates the organizational structure for the LED Unit:

The Municipality enjoys the availability of District Development agency which will be responsible for coordination LED anchor project

No	Position	Filled/ Vacant
1	LED Manager	Vacant
2	SMME Facilitator	Filled with the establishment of the SMME Helpdesk.
3	LED Assistant	Filled with the assistance from DLGTA (three year contract)

Joe Gqabi District Municipality possessed LED expertise through the sector coordinators and the appointment of the Economic Planner with the assistance from Department of Local Government and Traditional Affairs and Department of Trade and Industry. Other support is available from SALGA, DEDEAT and parastatals like SEDA, Eastern Cape Tourism Board and ECDC.

3.5.5 LED STAKEHOLDERS

The diagram below is an illustration of the different stakeholder fora in existence and the frequency of sessions convened throughout the year.

Name of Forum	Purpose	Frequency of meetings
LED Forum	This is a stakeholder committee consisting of representation of the different economic sector operating within the locality to harness all opportunities that may exist in the sector. Secondary membership consists of government departments & agencies. The forum is fully functional.	Quarterly
Local Tourism association. (LTO) &	The LTO primarily focus on the tourism sector and it is fully functional with satellites in the three units.	Monthly
Emerging Farmers Association	The structure consists of the association in all three units and is currently not functioning well.	N/A
District Support Team (DST)	This serves as an Intergovernmental Relations structure operating in the spectrum of economic development. This was implemented through Thina Sinako and is currently driven by DLGTA.	Bi-monthly in two structures (Ordinary DST & Extended DST)
LAT (Local Action Team)	Is supposed to serve the purpose which is currently performed by the LED Forum.	Not yet established within the JGDM.

Many funding opportunities are available but the funding currently accessed come from DEDEAT (Municipal Support Grant Fund) and the focus for now is on the LRED Fund from DEDEAT as administrated by ECDC, The National Unemployment Fund and the Jobs Fund. Commitments from government departments for the first half of this fiscal year are: Department of Social Development (Poverty Alleviation Projects), Department of Agrarian Reform in the form of livestock and infrastructure improvement on specifically identified land, the livestock improvement programme and the establishment of piggeries in the three towns of Gariep Local Municipality. DSRAC and DOPW are also busy with infrastructure improvements in the local libraries and the Kruger College in Steynsburg.

3.5.6 CHALLENGES REGARDING LED STRATEGY IMPLEMENTATION

LED Challenges	Remedial Actions
Lack of capacity and resources	Advertising the position of LED Manager. Enrolling the SMME Facilitator for an LED NQF5 Learnership.
Lack of sector plans in the following sectors: Tourism, Agriculture, Commonage Management, SMME & Cooperatives	Currently using the JGDM' Strategies in the aforementioned areas. Other remedial actions include engaging Government Departments for assistance, elevating these constraints to DST level. The fact that the municipality has been identified as a MISA Municipality will contribute positively in addressing these challenges.
Low level streams to allow LED departmental budget to implement LED initiatives	Continuously source funding from outside funders and employ all available capacity exploit funding opportunities as presented.

4 STRATEGIC ALIGNMENT WITH KEY NATIONAL, PROVINCIAL AND DISTRICT GOVERNMENT

Moving from the premise that Gariep municipality is an integral part of the South African developmental State, this chapter strives for synergy with the programmes of other organs of state, particularly at a strategic level.

This section lists the numerous Plans and Strategic initiatives that have informed and influenced the macro strategic direction followed by Gariep municipality over the last few years. The democratization of Local Government demanded the crafting of new legislation, policies and strategies which have been tried and tested over the past ten to fourteen years. In retrospect some have worked very well and other held unintended consequences which necessitates continues redesign of policies and new approached to be tested. In this way some objectives and strategies at all levels of government have been modified over time to improve developmental effectiveness. Instilled in all these initiatives and objectives, old and emerging, is the welfare of South Africans citizens and for this reason Gariep municipality will show the connectivity through to the Outcome 12 drive, in as far as it relates to local government.

4.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The NSDP principles below suggest that a planning approach must take into account the economic development potential of areas where the public sector is to invest:-

Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of poverty alleviation;

Government has a constitutional obligation to provide basic services to all citizens, wherever they reside;

Government spending on fixed investment, should be focused on localities of economic growth and/or economic potential;

Efforts to address past and current social inequalities should focus on people not places;

Localities with high levels of poverty and low development potential, public spending should focus on human resource development.

4.2 AsgiSA/JIPSA

The main objectives of the Accelerated and Shared Growth Initiative (AsgiSA) and the Joint Initiative on Skills Acquisition (JIPSA) are:-

- Skills development
- Mainstreaming the second economy
- Infrastructure development

4.3 RURAL DEVELOPMENT STRATEGY (RDS)

The rural development strategy vision is “sustainable growth and development for improved quality of life. Strategy is based on two goals and six objectives which give rise to six pillars namely;

Goal 1: Socio-economic and ecological development and transformation of rural areas.

Objective 1: Implement agrarian reform programmes

Objective 2: Enabling institutional environment for rural development and increasing the rate of implementation of the land reform programme

Objective 3: Create decent jobs through farm and non farm employment outside urban areas. The strategic priorities of this pillar are agro – processing, forestry, marine and aqua-culture tourism and LED and small scale industry

Objective 4: Fast track development of social and economic infrastructure

Objective 5: Growing the agricultural sector, ensure household food security for all and contribute significantly to national food security.

Implementation of the Rural Development Strategy

Gariiep Municipality consists of two dimensions, the one is urban in nature and the other is large tracks of commercial farm lands. In Elundini Local Municipality, three villages in Ward 6, have been identified as the Rural Development Pilot Project within the Joe Gqabi District Municipality.

4.4 EASTERN CAPE PROVINCIAL GROWTH AND DEVELOPMENT

PGDP aims over a ten-year period for:

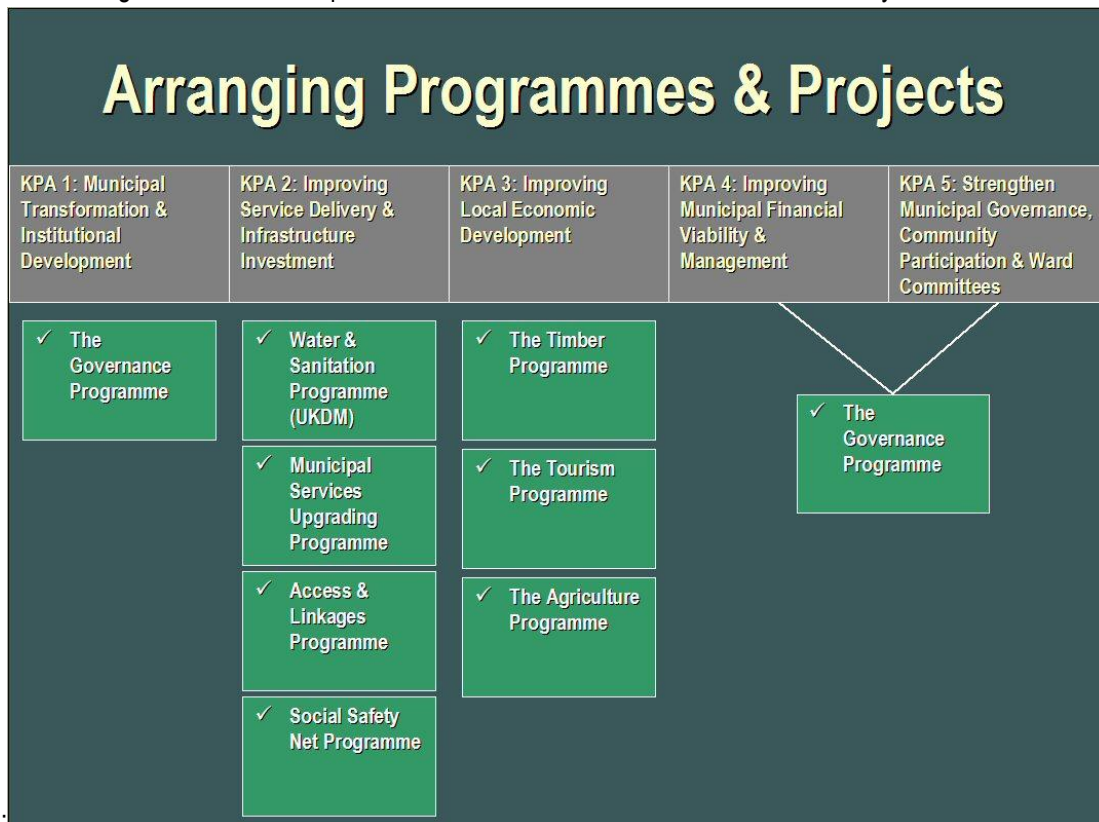
- Systematic poverty eradication
- Agrarian transformation and household food security
- Development and diversification of the manufacturing base and tourism potential
- Human resource development
- Infrastructure development
- Public sector and institutional transformation

4.5 JOE GQABI DISTRICT MUNICIPALITY STRATEGIC GOALS

The strategy for development in Joe Gqabi District Municipality is based on seven priority goals. The primary three are strongly connected to the economy and the remaining three are viewed as support pillars for the growth of the economy. The last but probably the most important goal is that all six must be achieved within a harmonized balance that ensures a sustainable coexistence with the environment. The alignment is illustrated below.

District Wide Priority Programme

In addition, the Joe Gqabi District Growth and Development Summit identified eight priority programmes and projects to drive economic growth and development in the district over the next five to ten years. The table below



illustrates:

Commitments that must be undertaken by the various stakeholders have been formalized in an Agreement. Gariep local municipality is a primary partner and is committed to the outcomes agreed upon. These programmes are also aligned to Gariep's strategic objectives and will find expression in the operational strategies and projects to be undertaken by the municipality in the 2012/13 financial year.

Timber Programme

(Does not directly impact on Gariep, except to create employment opportunities at Ugie, as a result of the expansion of business initiatives and spin-offs relating to the timber industry)

Tourism Programme

Aims to grow the tourism industry through unlocking tourism potential and attracting private and public investment. In addition to increase jobs and livelihoods related to this sector.

Agriculture Programme

Aims to improve livelihoods of emerging and commercial farmers.

Water and Sanitation Programme

Aims to deal with the huge backlogs and to meet national targets that have been set both in terms of bucket eradication and as a basic need.

Municipal Services Upgrading Programme

Aims to improve municipal services to create sustainable human settlements

Access and Linkages Programme

Aims to improve road network, telecommunication to support economic development.

Social Safety Net Programme

The aim of the programme is to strengthen support for the most marginalized members of the District population and to create a social programme that is able to provide a safe and secure environment for communities.

Governance and Administration Programme

Aims to improve government

DPLG's 5 year Strategic Plan for Local Government

DPLG's Five-year Local Government Strategic Agenda is aimed at improving the performance of municipalities. The Plan contains three strategic priorities, the first of which is most relevant to municipalities and requires a collaborative effort of all three spheres of government to ensure success.

- Mainstreaming hands-on support to local government to improve municipal governance, performance and accountability

JOE GQABI DEVELOPMENT AGENCY JoGEDA

The case for the JoGEDA Development Agency was in a document, entitled *Concept Document for the establishment of a District Development Agency for Ukhahlamba District*, which was presented to Council and the IDC, and formed the basis of the IDC's decision to approve grant funding for Development Agency pre-establishment work. Since then the District has changed its name from Ukhahlamba to that of Joe Gqabi and the name of the Agency reflects this progression in name changes.

In late 2007, Joe Gqabi District began a structured process of addressing its own economic development and investment challenges through investigating the feasibility of establishing its own special purpose vehicle. In accordance with the proposed business focus areas of the Development Agency, this document also lays out information on 8 (eight) initial high-impact and catalytic projects proposed to be driven, facilitated and executed within the framework of the District Development Agency. The projects are as follows:

1. Aliwal Private Hospital / Joe Gqabi Memorial Hospital
2. Aliwal Spa and springs
3. Senqu Plastics Manufacturing
4. Elundini Integrated Middle Income Housing Development
5. Senqu Commercial Property Development
6. **Lake Gariep Development**
7. Maize Meat Hub
8. Business Incubation Hubs

The above are only initial projects proposed for inclusion in the Business Plan of the development. On establishment of the Agency, further projects already identified would be scoped and included in the Development Agency's project portfolio. The overall guiding principle for project selection is that the projects be not only catalytic and high impact, but should also have scope for meaningful direct or indirect economic participation by the Development Agency.

A further principle is that project selection be holistic, looking at Joe Gqabi District as a whole, and maximizing District potential and competitive advantages. It is anticipated that chosen projects should facilitate driving the Development Agency towards financial self-sustainability in the near term.

Given its investment promotion and facilitation role, the Development Agency is likely to deliver unprecedented economic benefits to its shareholders and the stakeholders of the district area.

4.6 LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS)

The Department of Local Government and Traditional Affairs in the Eastern Cape, in collaboration with the Department of Cooperative Governance and Traditional Affairs (COGTA), introduced a new approach to assist municipalities towards improving service delivery, through the development of a Local Government Turn Around

Strategy (LGTAS) which embraces, inter alia, the Municipal Capacity Assessment Tool (MUCAT). Both approaches are based on the principle that “One size fits all does not work”

The main objectives of the LGTAS are:

- to ensure that municipalities meet the basic needs of communities
- to build clean, effective, efficient, effective responsive and accountable local government
- to improve performance and professionalism in municipalities
- to improve national and provincial policy, oversight and support
- to strengthen partnerships between communities, civil society and local government

LGTA Implementation Framework

The LGTAS is ‘everybody’s business.’ This refers to each sphere of government, working both vertically and horizontally, and with key stakeholders, to realize the objectives of the LGTAS. This means that detailed intergovernmental reporting will be required for the immediate pre-2012 and post 2012 implementation.

The implementation will comprise of the following:

- A Short term focus up to March 2012
- A Medium term focus from March 2012 to 2014

Immediate: post-2012

- a) Policies developed and implemented
- b) Positions advertised and filled (including critical ones such as of Section 56)
- c) Comprehensive Performance Management System developed and implemented
- d) Training of employees and Councilors through WSP
- e) Development and implementation of all required strategies
- f) Conduct LLF meetings on monthly basis
- g) Timely submission of AFS, IDP, SDBIP, Budget & Annual report
- h) Ring fencing of conditional grant
- i) Conforming to Financial Management Systems
- j) Accreditation of dumping sites
- k) Upscale community works programme ward based communities
- l) Implementation of the Revenue Enhancement Campaign
- m) Governance values communicated and “good citizenship” campaign initiated

It is clear looking at the sequencing of the strategies above that the approach is evolving. Phase 1 of the LGTAS was a basic high impact plan that has been absorbed into a more comprehensive and complex development strategy.

Specific functions have been outlined for each of the three spheres with predetermined expected outputs and provides for interaction between departments and municipalities.

Gariep Municipality has strived to align the LGTAS into the IDP taking into account the MDG and Outcome 12 priorities. Therefore, in going forward the remaining LGTAS actions and new outcome 12 outputs will be reported upon during the mid-year and Annual Report for 2012/13

4.7 MILLENIUM DEVELOPMENT GOALS

As a member state of the United Nations, South Africa is a signatory to the MDG agreement. South Africa has committed to eight global development priorities termed the Millennium Development Goals (MDGs). The eight MDGs are listed in their numerical order below:

1. To eradicate extreme poverty and hunger
2. To achieve universal primary education
3. To promote gender equality and empower women
4. To reduce child mortality
5. To improve maternal health
6. To combat HIV and AIDS, malaria and other diseases
7. To ensure environmental sustainability
8. To develop a global partnership for development

South Africa considers this global agenda as the single most important agenda for resolving its development challenges and has incorporated these eight MDGs into a national set of ten priorities.

4.8 MEDIUM TERM STRATEGIC FRAMEWORK

Through a policy commitment to 'continuity of change', each successive administration built on the development successes achieved, as well as to take stock of on-going challenges and develop strategic responses to address these limitations to growth and development.

Toward this goal the Medium Term Strategic Framework (MTSF, 2009–2014) is the most important Policy instrument as it contains a statement of governments' development intent. It identifies the development challenges facing South Africa and outlines the medium-term strategy for improving living conditions of South Africans. It is meant to guide planning and resource allocation across all spheres of government. National and provincial departments in particular need to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their integrated development plans in line with the national medium-term priorities.

The MTSF contain the following five development objectives:

- Halve poverty and unemployment by 2014;

- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality;
- Improve the Nation's health profile and skills base and ensure universal access to basic services;
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia; and
- Improve the safety of citizens by reducing incidents of crime and corruption.

4.9 OUTCOME 12

From the development focus of the MTSF the government has derived twelve outcome areas that set the guidelines for more results-driven performance. Cabinet has accordingly agreed on the following twelve key outcomes listed in their numerical order below:-

1. Improved quality of basic education;
2. A long and healthy life for all South Africans;
3. All people in South Africa are and feel safe;
4. Decent employment through inclusive economic growth;
5. A skilled and capable workforce to support and inclusive growth path;
6. An efficient, competitive and responsive economic infrastructure network;
7. Vibrant, equitable and sustainable rural communities with food security for all;
8. Sustainable human settlements and improved quality of household life;
9. A responsive, accountable, effective and efficient local government system;
10. Environmental assets and natural resources that is well protected and continually enhanced;
11. Create a better South Africa and contribute to a better and safer Africa and world;
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

5 HIGH LEVEL OBJECTIVES AND DEVELOPMENT STRATEGIES

Gariep local municipality resolved to align its objectives with the National Outcome 12 objectives (inclusive of ANC manifesto, national, provincial and district priorities) the Eastern Cape Provincial Strategic Framework & the priority programmes of the District. However the municipality will maintain a local focus with an emphasis on municipal priorities and strategies within the resource constraints that exist in the municipality.

Gariep Objectives	Strategic	Outcome 12 objectives	Performance Indicator	Targets/Plans/Projects 2012/13 2016/17
To encourage reduction by	systematically poverty relevant	Create decent through growth;	employment inclusive economic	At least Fifty jobs created by 2013.
				Implementation of Expanded Public Works Program in technical, environmental and

stakeholders To support agrarian transformation and household food security within Gariep	Grow vibrant, equitable and sustainable rural communities and food security	Ten community gardens and twenty school gardens established by 2013	social sectors Promote community gardens and food security projects.
To develop and diversify manufacturing base and tourism potential of the municipality	Build an efficient, competitive and responsive economic infrastructure network	Five micro-economic projects identified by 2013 and implemented by 2015	Request funding for feasibility study for projects such as agro-processing (i.e. abattoir, tannery, wool washing and spinning)
To develop Human resource for staff and community members	Build an efficient, effective, accountable and responsive local government system;	40 staff members skilled in Adult Basic Education and Training by 2014	Training of 40 staff in Adult Basic Education and Training in different levels.
To upgrade existing Infrastructure and facilitate development of the new one.	Build an efficient, competitive and responsive economic infrastructure network	570 housing units constructed by 2013/14	Lobby for maintenance & operational budget on electricity network, street lights, access roads, water and sanitation, housing rectification in all the 3 towns.
To transform the municipality into an efficient, effective and safe local government entity	Build an efficient, effective, accountable and responsive local government system;	Revenue Strategy Enhancement Plan developed by 2013	Approval and implementation of Revenue Strategy Enhancement Plan; identification of revenue agencies for maximum collection.
To manage environment in a sustainable manner	Protected and enhanced environmental assets and natural resources;	Spatial Development Framework reviewed by 2013	Business Plan submission to Local Government and Traditional Affairs and Rural Development & Land Affairs.

The Municipality's has identified 7 high level objectives for 2012/13 -2016/17:

1. Systematically encourage poverty reduction by relevant Stakeholders
2. Support agrarian transformation and household food security within Gariep
3. Develop and diversify manufacturing base and tourism potential of the municipality
4. Develop Human resource for staff and community members
5. Upgrade existing Infrastructure and facilitate development of the new one
6. Transform the municipality into an efficient, effective and safe local government entity
7. Manage environment in a sustainable manner

The following high level strategies have been developed to address the municipality's objectives above:

Alignment	High Level Strategies
Strategy 1	Build an efficient, competitive and responsive economic infrastructure network;
Outcome 6	Macro-economic projects identified and implemented.
Strategy 2	Create decent employment through inclusive economic growth
Outcome 4	Job creation.
Strategy 3	Build an efficient, effective, accountable and responsive local government
Outcome 9	system;

Strategy 4	Improve Communication and Customer Care Service.
Outcome 8	Ensure sustainable human settlements and improved quality of household life; Develop a Land Register of municipal land zoned for housing development and investigate ownership of land pockets identified in SDF for infill and new housing development.
Strategy 5	Protected and enhanced environmental assets and natural resources;
Outcome 10	Implement the recommendation of the LWM Report SDF Review 2012/13 to identify environmental sensitive areas including wetlands.
Strategy 6	Grow vibrant, equitable and sustainable rural communities and food security;
Outcome 7	Facilitate partnership with Farmers Unions and Agriculture forum resuscitated.
Strategy 7	A skilled and capable workforce to support inclusive growth;
Outcome 8	Facilitate the expansion of the skills development learnership funded through sector training authorities.
Strategy 9	An efficient, effective, accountable and responsive local government system;
Outcome 12	Development of a Revenue Strategy Plan (develop collection strategy and identifying collection agencies)

MUNICIPAL PRIORITIES

- Strengthening of Intergovernmental relations.
- Revenue Enhancement Strategy development and implementation.
- Water shortage (Especially in Burgersdorp)
- Implementation of the land use management function in the municipality must also receive priority attention.
- Infrastructure service improvement – access roads, bridges, electricity, housing and waste management.
- Education, training; development of Human Resources Strategy, Employment Equity Plan, Skills Retention and Succession Strategy.
- Filling in of all funded and critical vacancies.
- Social amenities - community facilities, sports, library and clinic services.
- LED Strategy implementation - tourism and projects implementation, Land, Agrarian, food Security and development of Business Attraction Strategy.
- Safety & security - municipal representation in existing safety structures, pound management and revamping of the traffic unit.
- Human settlements and housing

6 DEVELOPMENT STRATEGIES, PROGRAMMES AND PROJECTS

Internal capacity should be strengthened to enable the municipality to drive and coordinate development initiatives and lobby for additional funding. Concrete interventions that will be implemented to attain the objectives in the chapter above will be demonstrated below:

6.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

6.1.1 STRATEGIES

- Implement CIP
- Spatial Development Framework Review 2012/13 to identify environmental sensitive areas including wetlands.
- Continuous lobbying of financial support for the establishment of Environmental Plan, Waste Management Plan and Land Use Management Plan.
- Develop a Land Register of municipal land zoned for housing development and investigate ownership of land pockets identified in SDF for infill and new housing development.
- Continuous Implementation of Greening and Beautification Projects.

The above strategies address the following objective;

1. Systematically encourage poverty reduction by relevant Stakeholders
2. Support agrarian transformation and household food security within Gariiep
3. Upgrade existing Infrastructure and facilitate development of the new one
4. Transform the municipality into an efficient, effective and safe local government entity
5. Manage environment in a sustainable manner

6.1.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2011/12	12/13	14/15	15/16	16/17		
Upgrading of Burgersdorp Town Hall	1 128 000	1 128 000				MIG	3,4,5
Construction of Strong Room	-	-				MIG	All
Greenfield Access Road	-	-				MIG	2
Thembisa Bus Route	4 250 000	4 250 000				MIG	5
Burgersdorp Solid Waste Site	300 000	300 000				MIG	1
Thembisa Access Road	4 250 000	4 250 000				MIG	3,4,5

Greenfields Access Road	-	-		MIG	3
Lyciumville Access Road	4 500 000	4 500 000		MIG	1
Electrification of 80 Low Cost Houses	1,039 000	-		MIG	All
Upgrading of the existing water infrastructure: Burgersdorp		5 000 000		JGDM	4
Upgrade Streetlights	-	-		MIG	All
Upgrading of Electricity Network; Burgersdorp	1 000 000	1 000 000		Department of Energy	All
Planting of 2000 indigenous, fruit trees and flowers.		80 000	80 000	DWAF Department of Agriculture	1,2,3
Upgrading and Maintenance of municipal parks and apparatus, open spaces and sidewalks		250 000	250 000	Gariep DEDEA	All
Upgrading of Early Childhood Development Facilities	100 000	120 000		Gariep Department of Social Development	All
EPWP (Social and Environmental Sectors)		1 000 000		EPWP	All
Integrated Spatial Information Management System Review		500 000		Land Affairs	All
3 Emergency Vehicles				Department of Health	2,3
Satellite FET College				Department of Education	2
Devolution of Property Rates		1 666 000		Department of Public Works	All
Workshops (Sign language and self defense) and book campaigns		60 000		DSRAC	2
Volley ball Tournament		35 000		DSRAC	2
Library material for 6 libraries		330 000		DSRAC	All
Sports Facilities		1 147 000		DSRAC	All
Routine Roads Maintenance on Provincial Gravel Roads Network		32 000 000		Department of Roads	All
Maintenance of Roads and Cemeteries		936 000		Department of Roads	All
Surfacing of a Tar Road		4 554 000		Department of Roads	All
Town Beautification & Greening		600 000	1 200 000	Gariep	All
Upgrading of Burgersdorp Library	971 000	-		Gariep	3

Waste Management	50 000	Gariep	All
Street Naming	50 000	Gariep	All
Integrated Waste Management Plan	150 000	Gariep	All
Revival of a pound in Burgersdorp	100 000	Gariep	3,4,5
Agricultural/Commonage Plan	150 000	Gariep	All
Disaster Management	30 000	Gariep	All
Revamping of Vehicle Testing Centre	300 000	Gariep	All
Review and Implementation of By-laws	150 000	Gariep	All

6.2 LOCAL ECONOMIC DEVELOPMENT

6.2.1 STRATEGIES

- Implement the Priority and tourism projects in the LED Plan
- Lobby funding from sector departments for projects with job creation and skills development emphasis;
- Support and interface municipal activities to promote economic regeneration and job creation opportunities.
- Develop a commonage management plan
- Facilitate partnership with Farmers Unions
- Agriculture forum resuscitated
- Implement CIP

The above strategies address the following objective;

1. Systematically encourage poverty reduction by relevant Stakeholders
2. Support agrarian transformation and household food security within Gariep

6.2.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2011/12	12/13	14/15	15/16	16/17		
Development and implementation of management plan for indoor sports center in Steynsburg		100 000	100 000			DSRAC	2
Upgrading of Oviston Swimming Pool and Tennis Court	100 000	100 000	50 000			Gariep	1
Improving traffic signage in all							

towns	100 000	150 000	100 000		Gariep	All
LED support & Attraction Strategy		250 000			Gariep	All
Women Development Projects	1 330 000	1 500 000			Department of Social Development	All
Sustainable Livelihood Projects		1 500 000			Department of Social Development	2,3,4,5
Community Fisheries		496 000			Department of Social Development	1
Masizame Bakery		535 108			Department of Social Development	2
Sakhisizwe Bakery		595 625			Department of Social Development	1
LED Capacity Support		88 000000	88 000000	93 000000	LGTA	All
Community and School Gardens		450 000			Rural Development & Agrarian Reform	All
Fencing and Stock-water for Farms & Commonages		1 850 000			Rural Development & Agrarian Reform	All

6.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

6.3.1 STRATEGIES

- Development of a Revenue Strategy Plan (develop collection strategy and identifying collection agencies)
- Moderate cash flow restrictions
- Development of a Performance Appraisal System

The above strategies address the following objective;

1. Systematically encourage poverty reduction by relevant Stakeholders
2. Support agrarian transformation and household food security within Gariep
3. Upgrade existing Infrastructure and facilitate development of the new one
4. Transform the municipality into an efficient, effective and safe local government entity

6.3.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2011/12	12/13	14/15	15/16	16/17		
Revenue Enhancement Strategy						Gariep	All
Installation of water meters as well as restrictors in townships where most consumers who can afford are not metered and therefore enjoy the basic charge						Lobby JGDM	All
Finalize the long outstanding re-transfer of the electricity						Gariep	All

reticulation from Eskom to the municipality			
An update of Indigent Register		Gariep	All
Revenue and Debt Management	650 000	Gariep and Treasury	All
BTO Training and Workshops		Treasury	All

6.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

6.4.1 STRATEGIES

- 50% filling in of vacant and critical positions
- Continuous implementation of the skills plan for the institution
- Facilitate the expansion of the skills development learnership funded through sector training authorities.

The above strategies are addressed by the following objectives;

5. Develop Human resource for staff and community members
6. Transform the municipality into an efficient, effective and safe local government entity

6.4.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2011/12	12/13	14/15	15/16	16/17		
Filling in of all funded vacancies such as LED Manager, Human Resource Manager						Gariep	All
Training of 5 Councilors on Management and Leadership Programme.						Gariep	All
Training of 24 staff members in BTO' Administration and Technical skills.						Gariep	All
Training of 40 staff in Adult Basic Electronic Records Management System			850 000			Gariep	All
Extension of Strong room		150 000				Gariep	All
Review of Organizational Structure, Human Resource Policy and Development of a Skill Plan						Gariep	All
Development of Human Resource		420 000				Gariep	All

Strategy, Succession Plan and Employment Equity Plan

National Youth Services	1 865 000	Department of Roads	All
APTCOD (Youth Training for Artisanship)	2 448 000	Department of Roads	All
Capacity Building (BTO)	57 000	Treasury	All

6.5 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

6.5.1 STRATEGIES

- Improve Communication and Customer Care Service;
- Entrench Public Participation as a development mandate;
- Strengthen oversight role of council;
- Establish stakeholder forums;
- Ensure skill training
- Create and Support Ward Committees
- Strengthen effectiveness of health services by specifically enhancing TB treatment and expanding HIV and AIDS prevents and treatments
- Strengthening of Health Committees
- Safe and protected communities

The strategies above are addressed by the following objective;

6. Transform the municipality into an efficient, effective and safe local government entity

5.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2011/12	12/13	14/15	15/16	16/17		
Implementation of HIV and AIDS Strategy	50 000	140 000				Gariep Department of Health	All
HIV and AIDS	300 000	807 894				Department of Social Development	1,3,4,5
Implementation of poverty alleviation program	200 000	1 000 000	1 000 000			Department of Social Development	All
Mainstreaming and advocacy plan developed	200 000	100 000	120 000			Gariep	All
Substance Abuse (TADA Groups)	110 000	110 000				Department of Social Development	All
Care and Support services to Older Persons – Non Residential	1 207 000	4 027 000				Department of Social Development	All
Care & Support services to Older	317 345	391 176				Department of Social	2,3,4,5

Persons – Residential			Development	
Care & Support services to People with Disability	121 176	390 000	Department of Social Development	3,4,5
Child Care Protection Services	563 640	3 422 961	Department of Social Development	All
Victim Support Centre for Abused Women		205 000	Department of Social Development	1, 3,4, 5
Victim Empowerment Programme	220 000	323 100	Department of Social Development	1,3,4,5
Early Childhood Development Programme		603 900	Department of Social Development	All
Care and Support to Families	175 000	175 000	Department of Social Development	2
Protected and Safe Society		70 000	Safety & Liaison	All
Support to Special Programmes Structures		150 000	Gariep	All
Special Programmes Strategy		100 000	Gariep	All
Ward Committees support		140 000	Gariep	All
Purchase of Camera and Loud Hailer		65 000	Gariep	All
Pauper support		10 000	Gariep	All

7 UNFUNDED PROJECTS

Project Name (Project description)	Status	Project Budget MIG	Counter Funding	Total value
LIST OF PROJECTS THAT NEEDS FUNDING				
Venterstad: Oviston Clinic	Planning	2,000,000	0.00	2,000,000
Steynsburg: Greenfield Clinic	Planning	2,000,000	0.00	2,000,000
Thembisa Clinic	Planning	2,000,000	0.00	2,000,000
Lyciumville Community hall	Planning	3,200,000	0.00	3,200,000
Steynsburg: Greenfield hall	Planning	3,200,000	0.00	3,200,000
Lyciumville Bridge	Planning	32,000,000	0.00	32,000,000
Mzamomhle Bridge	Planning	45,000,000	0.00	45,000,000
Burgersdorp: Mountain View road	Planning	8,700,000	0.00	8,700,000
Venterstad: link road	Planning	10,000,000	0.00	10,000,000
Steynsburg: link road	Planning	10,900,000	0.00	10,900,000
Burgersdorp: Community Hall	Planning	7,800,000	0.00	7,800,000

Steynsburg : Pederstrain Cross Bridge	Planning	25,000,000	0.00	25,000,000
Steynsburg : Khayamnandi Access Bridge	Planning	30,000,000	0.00	30,000,000
	TOTAL	237,001,100	0.00	237,001,100
		R 1,200,000.00	R 950,176.86	
		R 1,000,000.00	R 970,225.27	
		R 1,100,000.00	R 990,359.46	
		R 1,200,000.00	R 960,771.94	
		R 900,000.00	R 513,648.04	
		R 700,000.00	R 361,166.89	
		R 500,000.00	R 521,200.00	
		R 290,000.00		
		R 243,000.00		
		R 90,000.00		

8 HIGH LEVEL SECTOR PLANS

The legislated Plans and service – oriented plans are indicated in the table below;

Sector Plan/Strategy	Status Quo	Strategic Intervention
Public Participation	Available	Review
Overview -The Strategy encourages and create conditions for the local community to participate in the affairs of the Municipality amongst others the preparation, implementation and review of the Municipality's Integrated Development Plan (IDP), the establishment, implementation, and review of the Municipality's Performance Management System, the monitoring and review of the Municipality's performance, including the outcome and impact of such performance, consideration of draft by – laws, the preparation of the Municipality's budget and consideration of the Municipality's Tariffs and Debt Collection policies.		
HIV and AIDS Mainstreaming	Available	Being mainstreamed
Overview – The municipal goal is the creation of a community that is well educated and aware of HIV and AIDS that strives for reduction of the infection rate by 50; have access to educational, prevention programmes and is mobilised against the stigma and discrimination of the infected and affected.		
Special Programmes (Youth, Women, People with disability)	Unavailable	TOR for the consultant prepared prior to finding a suitable consultant.
Integrated Transport Plan (ITP) 2010	Shared with JGDM	
Area Based Plan 2010	Shared with JGDM	Funds and technical support for implementation
Water & Sanitation Development Plan 2011	Shared with JGDM	None
Environmental Management Plan	Shared with JGDM	
Integrated Waste Management Plan	Shared with JGDM	
Disaster Management Plan	Shared with JGDM	Funds and JGDM support
Climate Change Strategy (new)	Unavailable	Funds for development and implementation
Storm Water Management Plan	Available	
Spatial Development Framework 2008	Available	To be reviewed in 2012/13, awaiting funds & technical support from DLGTA (Business

Overview -The Gariep SDF was adopted by Council during August 2008 and a business plan with Council resolution soliciting funding for the review of SDF have been submitted to DLGTA for the financial year 2012/13. SDF is crucial in unlocking the land development potential to achieve the following key issues; basic needs & Spatial Fragmentation; linkages & Access; land Use & environmental Management; coordination of Integrated capacity & Planning System; and sustainable socio-economic & infrastructure development. It identifies nodal points to guide future planning, these are Central Business Districts (CBDs) – Burgersdorp; Stynsburg & Venterstad; Entertainment Node - Lake Gariep Dam/Resort, JL de Bruin Dam (Resort) & Teebus; Minor Mixed Land Use Nodes - Taxi rank Burgersdorp & a proposed One Stop Centre; and Mobility Routes - N6 East London to Bloemfontein, R58 Burgersdorp – Aliwal North & N1 Gauteng to Cape Town.

Integrated Human Settlement Strategy	Available	Funds & technical support from JGDM & Department of Housing
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Overview -The human settlement strategy of 2008 has just been reviewed taking into cognizance the housing demand; access to housing quality; relevant socio economic opportunities, racial and integrated mixed land use. The municipality has managed to construct 2298 low cost houses. Housing demand is estimated to be 6840 units of which 3100 are subsidized units, 1000 dilapidated houses, and 410 middle income houses.

Electricity Master Plan 2010 Overview	Available	Funds for implementations and maintenance
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Infrastructure Investment Plan Overview	Available	
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Land Use Management Plan	Unavailable	Continuous lobby for technical and financial support from relevant sector departments
Local Economic Development (LED)	Available	Funds & technical support from JGDM & Department of Land Affairs & Department of Agriculture, DEDEA, etc for implementation of LED Strategy

Overview - The Gariep LED Plan was developed and approved by council in November 2009. In terms of the National LED Framework, it seeks to achieve the following; provide direction to the LED unit; emphasize the role of the entire municipality and other stakeholders in terms of LED; set LED targets that are aligned to national and provincial priorities; coordinate efforts of private and public sector stakeholders in LED; inform the municipalities IDP (as the LED Plan is a sector plan of the IDP) The objective of the LED Plan is therefore to identify economic potential in the Gariep Local Municipality and develop a plan of action to exploit these opportunities.

Information Technology Policy	Available	Currently being implemented
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Overview-Information Technology policy was adopted by Council in November 2011; it serves to outline management's expectations of IT systems and employees as far as securing information is concerned. All information security, any related activities and personnel are required to abide by the policy, any deviations will be authorized by senior management or the information security officer.

The objective of this Policy is to define and propagate an environment that will ensure that the municipality's information assets are properly protected, these include data stored electronically, data transmitted across networks, data transmitted by fax, printed or written on paper, or unwritten data and through meetings and telephonically.

Workplace Development Plan 2010	Unavailable	Funds, JGDM & Department of Social Development support
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Performance Management System (PMS) Framework	Available	Human resource
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Overview -The PMS framework was reviewed in September 2011 for performance alignment on IDP, SDBIP and balanced scorecards. The implementation and institutionalization of an Integrated PMS within Gariep requires that performance management and assessment occurs at two levels. It requires that performance is managed both at an institutional level and at an individual level. The Municipal Manager, Directors and Line Managers have all signed performance agreements.

PMS Steering Committee has been established and seats on quarterly basis for assessment of, performance information; quarterly reports mid-year and annual reports.

Succession Plan	Unavailable	Technical and financial support
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Municipal By – laws	Available	Out of six reviewed by laws, the municipality has developed 26 new by laws.
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Overview - Out of six reviewed by laws, the municipality has developed 26 new by laws

Comprehensive Infrastructure Plan (CIP)	Available	Funds for implementation
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Overview - In collaboration with DLGTA the municipality appointed a service provider to assist in preparing a comprehensive infrastructure plan, it was adopted March 2011. Request a copy as well.

Risk Management Plan Available In a draft form awaiting Council Resolution
Overview - A draft plan has been developed awaiting Council resolution. Council has approved a comprehensive risk register within Gariiep.

Communication Strategy Available In a draft form
Overview - The purpose of the Communications Strategy is to ensure that all communications initiatives in the Gariiep Local Municipality are well coordinated, integrated and focused. The strategy is being designed at the end of the Financial Year. It is going through all the Council processes to be adopted. The intention is to budget for a Communications Unit as one of the mere existences of Council is based on the mandate by the communities. They must at all times be informed about the activities of the municipality.

Anti-Corruption Strategy Available
Overview - Policy has been developed and approved by Council in 2010. Awareness workshops are still to be conducted & the procedure manual for the policy is yet to be finalized.

Financial Management Policies Available Funds for implementations

Employment Equity Plan Available as a draft Awaiting Council Resolution
Overview - The Employment Equity Plan has been developed for a 5 year period, namely from 2011 to 2016. It reflects the collective vision of the staff of the Municipality and the EE Consultative Forum comprises representatives from across the Municipality as well as employee organizations and will be the structure to assist the Municipal Manager and the Council in monitoring progress on the implementation of the Plan.

Financial Policies Available Funds for implementation
Overview - The policies aim at enhancing smooth service delivery through policy guidelines on the understanding, use and control of resources and the extent of their availability. The policies include the following; budget policy; asset management; credit control; indigent policy; rates policy, cash receipts and banking policy.

Human Resources & Institutional Development Policies Available Funds for implementation

Overview - The comprehensive Human Resources policy contains the human resources policies and procedures of the Municipality. The purpose of this Human Resources Policy is to ensure that service delivery is enhanced within an environment characterized by employment justice, cultural diversity and transparency. It further provides a set of processes, procedures, rules and regulations for the consistent interpretation and application of collective agreements and legislation governing human resources management.

Scarce Skill & Retention Plan 2010 Unavailable Funds for development and implementation

GARIEP LOCAL MUNICIPALITY: DRAFT BY- LAWS

NO:	BY-LAW
1.	Advertising signs and the disfigurement of the front or frontages of streets
2.	Air pollution control
3.	Building control
4.	Businesses and street trading
5.	Cemeteries
6.	Child care facilities
7.	Commonage
8.	Community fire safety
9.	Dumping and littering
10.	Electricity supply
11.	Fencing and fences

12.	Keeping of dogs
13.	Local amenities
14.	Municipal abattoirs
15.	Municipal property rates
16.	Municipal airports
17.	Prevention of nuisances
18.	Refuse removal, refuse dumps and solid waste disposal
19.	Waste management
20.	Roads and traffic
21.	Storm water management in built-up areas
22.	Impoundment of animals
23.	Animals birds and domestic pets
24.	Advertising signs and displacement of the frontages of streets
25.	Prevention of nuisances
26.	Street trading
27.	Keeping of animals
28.	Keeping of dogs

9 PLANNING

This section seeks to assist in the linkage between challenges identified in the status quo analysis with strategic objectives, indicators, implementation process and monitoring and reporting.

PRIORITY	OBJECTIVES	INDICATOR	BASELINE	BUDGET	5 YEAR TARGETS				
					2012/13	2013/14	2014/15	2015/16	2016/17
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
Housing	To upgrade existing infrastructure and the development of new ones	570 housing units constructed by 2014/15	570 housing units	Unknown	25%	25%	50%		
Electricity	To upgrade existing infrastructure and the development of new ones	230 households with reticulation by 2013/14	230 households with reticulation	460 000	100	230			
Roads and Storm Water	To upgrade existing infrastructure and the development of new ones	Lyciumville and Tembisa access roads constructed	0km	7 073000	1.05Km	0.5km			
Municipal Hall and amenities	To upgrade existing infrastructure and the development of new ones	Main Municipal town hall and workshop refurbished	Infrastructure setting up	500 000	100%				
Water and Sanitation	To upgrade existing infrastructure and the development	% of expenditure appropriated budget on operation	New indicator	Operational	100%				

	of new ones	and maintenance of sewer network and water reticulation							
Refuse removal	To protect and enhance environmental assets and natural resources	% of households with access to basic level of refuse removal	8910 households once a week	Opex	100%				
Landfill Sites	To protect and enhance environmental assets and natural resources	% of suitable sites for waste.	Only Steynsburg landfill site is licensed	2 230000	100%				
Waste Equipment	To protect and enhance environmental assets and natural resources	Purchasing of yellow fleet for proper waste management by 2013	Three (3) towns	2 400000	100%				
Traffic and Licensing Services	Transform the municipality into an efficient, effective and safe local government entity	Number of tickets, warrants and licensing services	50 quarterly 8000registratio n and licensing transactions per quarter	Opex	100%				
Education	To develop human resource for staff and community members by 2013	% of increased readership, usage and books	SLA signed and implementation process begins	500 000	100%				
PRIORITY	OBJECTIVE	INDICATOR	BASELINE	BUDGET	5 YEAR TARGETS				
	INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL DEVELOPMENT				2012/13	2013/14	2014/15	2015/16	2016/17
Skills development and capacity building	Develop human resource for staff and community members	40 staff members skilled in Adult Basic Education; 52	Over 50% of staff do not have tertiary education	120 000	50%	50%			

			Education and Training programmes introduced by 2014						
Ward Committees	Develop human resource for staff and community members	50 ward committees trained by 2014	Functional Quarterly reports		150 000	50%	50%		
Staff Recruitment	Develop human resource for staff and community members	% of budgeted vacant positions filled	50% vacant positions filled. 5 Interns		500 000	100%	100%		
Policy Development and Review	Develop human resource for staff and community members	Development of Human Resource, Succession; Employment Equity Plan and Retention Policies and Strategies. Annual review of out-dated policies	Approved HR Policy		240 000	100%	100%		
PRIORITY	OBJECTIVE	INDICATOR	BASELINE	BUDGET	5 YEAR TARGETS				
					2012/13	2013/14	2014/15	2015/16	2016/17
Revenue Management	To transform the municipality into an efficient and effective local government entity	Revenue Strategy Enhancement Plan developed and approved by 2013	Revenue campaigns in progress	650 000	100%	100%	100%		
Cost and Debt Coverage	To transform the municipality into an efficient and effective local government entity	Debt coverage ratio; cost coverage ratio	Decrease debt by 10%	Operational	100%	100%	100%		
Grants and Free Service	To transform the	% of households	Dedicated personnel	Equitable Share	100%	100%	100%		

Delivery	municipality into an efficient and effective local government entity	earning 1,140 per month with access to Free Basic Services							
Budget	To transform the municipality into an efficient and effective local government entity	Annual budget conforming to standards compiled	Small revenue base	Operational	100%	100%	100%		
Compliance Reporting	To transform the municipality into an efficient and effective local government entity	% resolution of audit issues identified by AG	Qualified Audit	1 400000	100%	100%	100%		
MFMA Reports	To transform the municipality into an efficient and effective local government entity	Submission of MFMA, S52, S66, S71 report to Council	Dedicated personnel	Operational	100%	100%	100%		
Supply Chain Management	To transform the municipality into an efficient and effective local government entity	% of all suppliers registered and utilized	Dedicated personnel	Operational	100%	100%	100%		
PRIORITY	OBJECTIVE	INDICATOR	BASELINE	BUDGET	5 YEAR TARGETS				
	LOCAL ECONOMIC DEVELOPMENT				2012/13	2013/14	2014/15	2015/16	2016/17
Professional Resource Steam	To systematically encourage poverty reduction by relevant stakeholders	Number of jobs created by 2013/14	50 commitments secured for 50 jobs	Nil	25%	75%			
EPWP	To systematically encourage poverty reduction by relevant stakeholders	At least fifty jobs created by 2013 through EPWP	High unemployment rate and low GDP per capita	1 000000	50%	50%			
Emerging	To develop	Number of	No data base	Opex	100%	100%	100%		

Business and Farmers	and diversify manufacturing base and tourism potential of the municipality	businesses aimed at attracting and retaining businesses							
SMMEs	To develop and diversify manufacturing base and tourism potential of the municipality	Ten (10) SMMEs and Cooperatives supported	Small number of SMMEs supported	Jogeda LGTA	100%	100%	100%		
PRIORITY	OBJECTIVE	INDICATOR	BASELINE	BUDGET	5 YEAR TARGETS				
	GOOD GOVERNANCE AND PUBLIC PARTICIPATION				2012/13	2013/14	2014/15	2015/16	2016/17
Sustainable Land	To manage environment in a sustainable manner	Number of title deeds identified and reviewed	10 title deeds identified or reviewed	500 000	100%	100%	100%		
Legal Management	To transform the municipality into an efficient and effective local government entity	Number of legal issues reported	One (1) legal intern recruited	Operational	100%	100%	100%		
IGR	To transform the municipality into an efficient and effective local government entity	Number of IDP representative forum meetings	Four (4) meetings	Operational	100%	100%	100%		
Public Participation	To transform the municipality into an efficient and effective local government entity	Number of stakeholder consultation meetings	Four (4) meetings	Operational	100%	100%	100%		
Information Technology, Communication and Customer Care Services	To transform the municipality into an efficient and effective local government	Number of new computers purchased and old ones refurbished	Five (5) computers	MIG	100%	100%	100%		

Special Programmes	entity To transform the municipality into an efficient and effective local government entity	Priority programmes mainstreamed in all KPAs	Copy of an approved strategy	Operational	100%	100%	100%
Youth	To transform the municipality into an efficient and effective local government entity	100% Social cohesion magnified	One (1) Mayoral tournament conducted	100 000	100%	100%	100%
