

GARIEP LOCAL MUNICIPALITY



INTERGRATED DEVELOPMENT PLAN (IDP) 2013/2014 - 2016/17

The Municipal Manager: Mr Thembinkosi Mawonga

Gariep Local Municipality

P.O. Box 13

BURGERSDORP

9744

Tel: (051) 653 0639

Fax: (051) 653 0743

ACRONYMS

ABET:	Adult Basic Education and Training
AG:	Auditor General
AsgiSA:	Accelerated and Shared Growth Initiative
BBEE:	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 Gcabi 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 and Hospitality Education and 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.

MAYOR'S FOREWORD

It is my honor and privilege to present the 2013 /2014 -2016/17 IDP to all stakeholders. Local government elections were held and the third democratic local government was ushered in on the 18 May 2011. 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 denial to 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 acceptably encouraging. The support and counsel from mayors of our sister municipality beginning with the district and including all local municipalities, has been excessive. 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 and so forth.

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. Gariep 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 2013 /2014 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 2013/2014 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 Gariep 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.

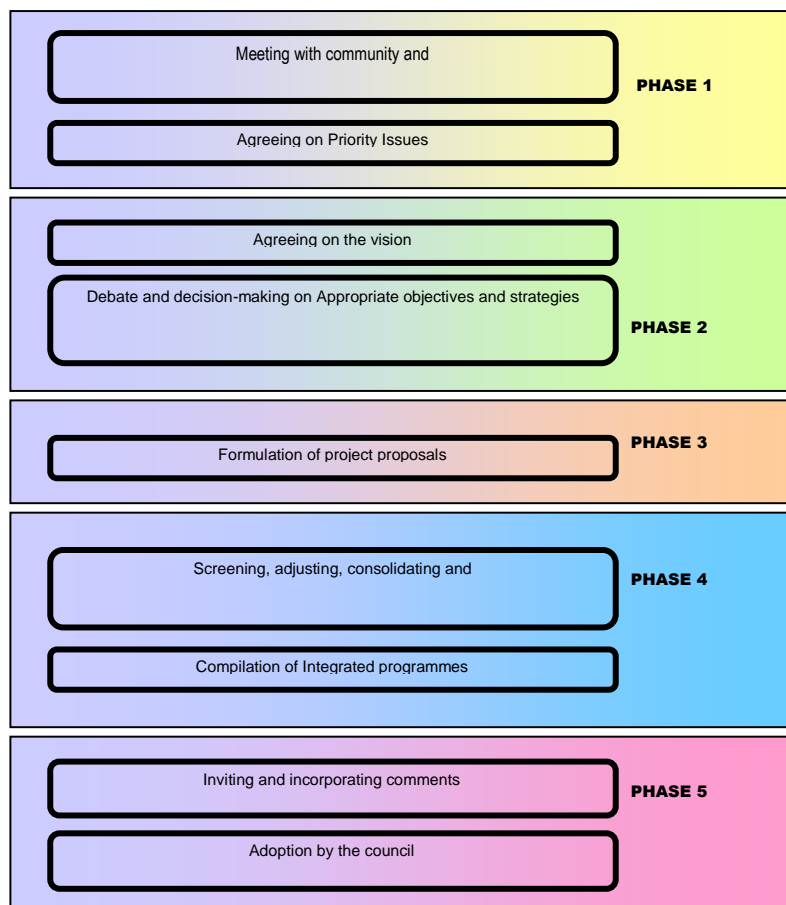
The Department of Provincial and Local Government IDP Guidelines summarized the purpose of the Integrated Development Planning Process as follows:

- 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 Systems 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 2013/2014 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 2013/2014 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 and District Government
Chapter 5	Municipal Objectives
Chapter 6	Development Strategies, Programmes and Projects
Chapter 7	Planning
Chapter 8	High Level Sector Plans
Chapter 9	Unfunded Projects

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 (2013/14) 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.

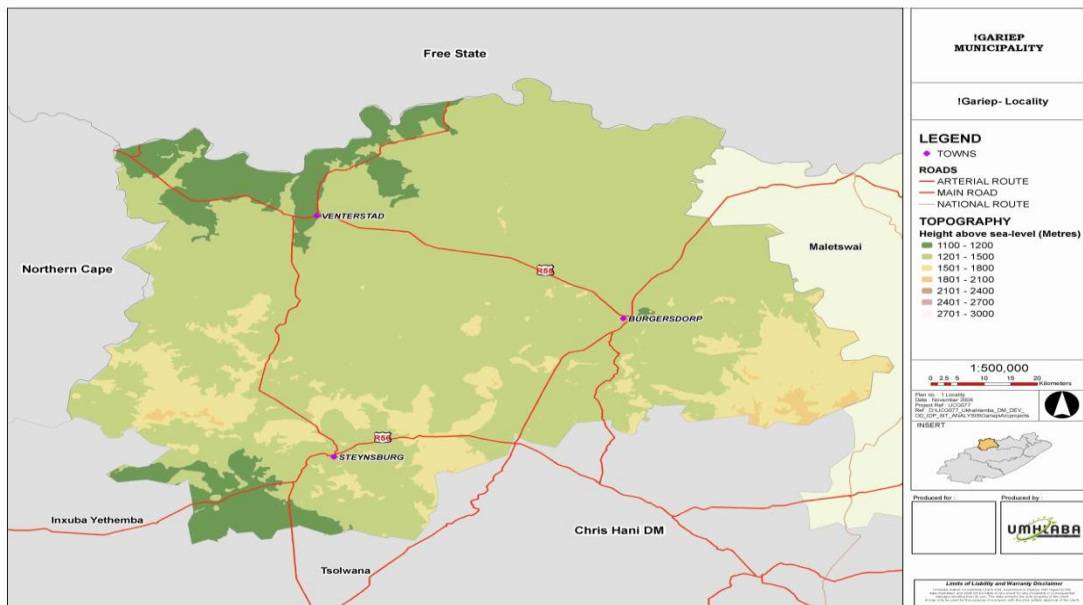
THE STUDY AREA

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

POPULATION DENSITY IN JOE GQABI DISTRICT WIDE AREA

According to the revised population estimates based on the 2011 (Statistics South Africa, 2011), the Gariiep local municipality has a population of approximately 33 677 (compared to the 2001 Census estimate of 31,314). This population accounts for 9.6% of the total population residing in the Joe Gqabi district, making it the least populous local municipality in the district. (Refer to table below)

Municipality	Census 2001		Census 2011	
	N	%	N	%
EC141: Elundi	137394	40.2	138141	39.5
EC142: Senqu	135734	39.7	134150	38.4
EC143: Maletswai	37307	10.9	43800	12.5
EC144: Gariiep	31314	9.2	33677	9.6
Joe Gqabi	341750	100.0	349768	100.0

GARIEP POPULATION GROUP PER RACE

The table below indicates the total population of Gariiep currently at thirty three thousand, six hundred and seventy seven (33, 677). The biggest portion of the population is found amongst the black African communities at twenty four thousand, five hundred and forty three (24,543) followed by coloreds and whites as shown below.

Race	Population
Black African	24,543
Colored	6,000
Indian or Asian	92
White	2,920

Other	121
Total	33,677

TOTAL POPULATION AND HOUSEHOLDS PER WARD (2011 CENSUS)

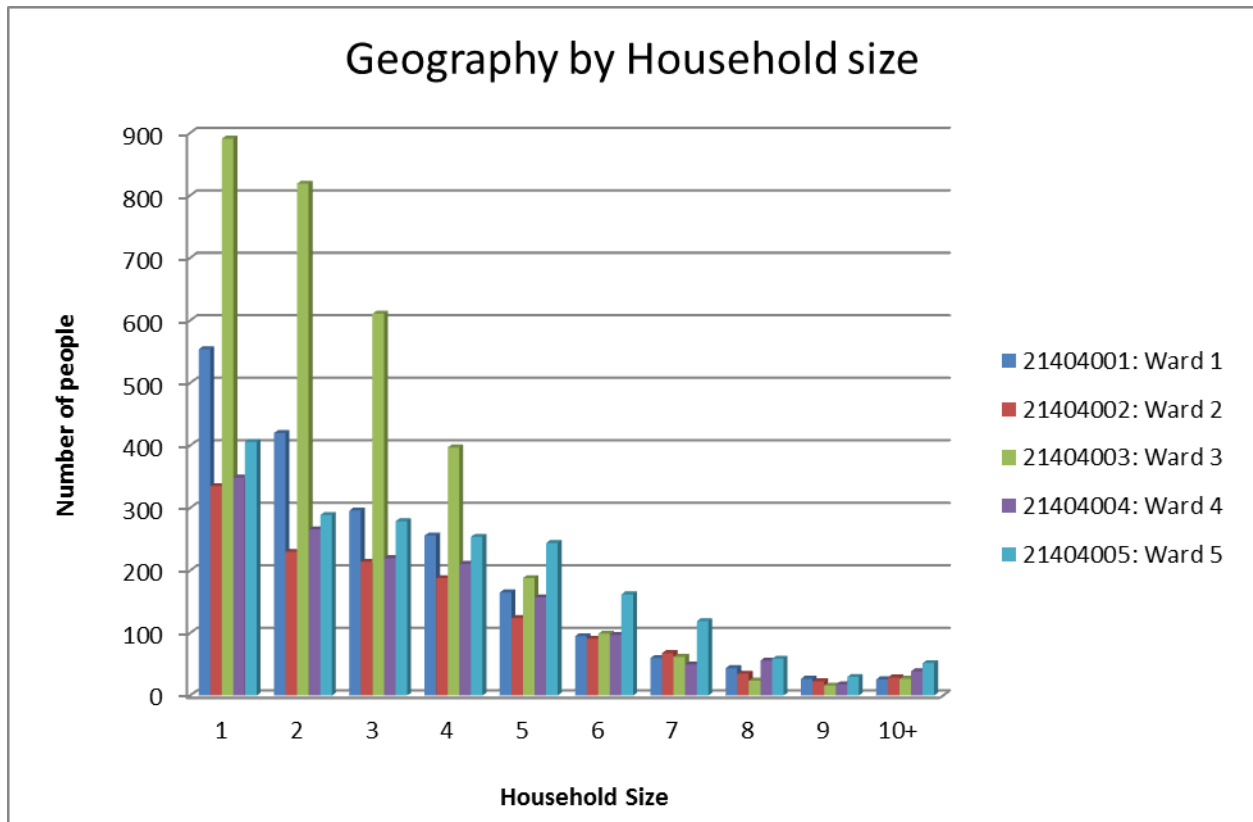
The municipality has five (5) wards; the biggest ward with high number of households being ward three (3) in Burgersdorp town followed by ward five (5) in Burgersdorp Thembisa and ward one (1) in Venterstad.

Ward	Household
21404001 - Ward 1	6,184
21404002 – Ward 2	4,727
21404003 – Ward 3	10,149
21404004 – Ward 4	5,250
21404005 – Ward 5	7,368
Total	33, 677

HOUSEHOLD SIZE PER WARD

Ward 3 in Burgersdorp town and Stynsburg town has the highest number of households followed by ward 1 in Venterstad and ward 5 in Thembisa. The wards with the least number are ward 4 Mzamomhle and Eureka and ward 2 in Stynsburg location.

Household size	1	2	3	4	5	6	7	8	9	10+	Total
Geography											
21404001: Ward 1	554	420	296	256	165	95	60	44	27	26	1,943
21404002: Ward 2	335	230	214	188	124	91	68	35	23	29	1,338
21404003: Ward 3	891	819	611	397	188	99	62	24	16	27	3,132
21404004: Ward 4	349	266	220	211	157	97	50	56	18	39	1,463
21404005: Ward 5	406	289	279	254	244	162	119	59	30	52	1,895
Total	2,535	2,024	1,620	1,305	878	544	358	219	114	173	9,770



RACIAL GROUPS

The Human Development Index from Global Insight 2010 indicates that amongst racial groups in Gariiep the percentage is high amongst white group, followed by coloured group and is lowest with African group. The same scenario is seen in the province and the district wide (refer to table below).

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	

DISABILITY BY GENDER

Disability on average is very high amongst females in all age groups at seventeen thousand two hundred and fifty six (17, 256); it is also very high within ages 00 – 04, 05 – 09, 10 -14 and 15 - 14 whilst few in ages 85+ and 80 – 84 respectively.

Age Group	Male	Female	Grand Total
00 - 04	1,904	1,939	3,843
05 - 09	1,823	1,835	3,658
10 - 14	1,571	1,596	3,168
15 - 19	1,577	1,508	3,084
20 - 24	1,581	1,373	2,954
25 - 29	1,370	1,321	2,691
30 - 34	1,159	1,130	2,289
35 - 39	1,058	1,101	2,159
40 - 44	835	946	1,781
45 - 49	831	994	1,826
50 - 54	736	805	1,541
55 - 59	673	766	1,439
60 - 64	439	610	1,049
65 - 69	345	361	706
70 - 74	244	397	641
75 - 79	132	223	355
80 - 84	69	192	261
85+	73	160	233
Grand Total	16,420	17,256	33,677

2.2 SOCIO-ECONOMIC ANALYSIS

EMPLOYMENT LEVELS DISTRICT WIDE

The graph below (stassa;2011 survey) shows that amongst all the four local municipalities Gariep has the highest number of people within the youth population namely those with ages less than 15 years and the economically active group of the society; there are more unemployed job seekers who are discouraged and are no longer hunting for jobs.



EMPLOYMENT STATUS OF HOUSEHOLD HEAD BY GENDER OF HEAD OF HOUSEHOLD

Out of the grand total of nine hundred and seventy (9, 770) household head only four thousand six hundred and fifty five (4, 655) household head are employed whilst the biggest number of household head are unemployed, discouraged work seeker and not economically active, the number sits at five thousand one hundred and fifteen (5, 115)

Status	Male	Female	Unspecified	Grand Total
Employed	3,320	1,335	-	4,655
Unemployed	601	393	-	994

Discouraged work-seeker	210	175	-	384
Other not economically active	1,697	2,026	-	3,723
Age less than 15 years	3	11	-	14
Grand Total	5,831	3,940	-	9,770

The Global Insight Regional Explorer further indicates that there are generally more females unemployed compared to unemployed male counterparts. This is seen amongst African females and Coloured females shown in the table below.

IHS Global Insight Regional eXplorer 593 (2.4e)		Labour Unemployment Number of unemployed people, official definition								
		2010 African			White			Coloured		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Provinces (2005-12 boundaries)										
DP02	Eastern Cape	232,359	186,866	419,225	2,856	2,666	5,523	22,323	20,498	42,822
DC14	EC - DC14 Ukhahlamba District Municipality	8,770	5,281	14,051	64	68	132	446	424	870
D144	EC144: Gariep Local Municipality (Eastern Cape)	1,009	1,036	2,046	28	24	53	173	189	363

HOUSEHOLD INCOME AND 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

Income	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 3201 - 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.

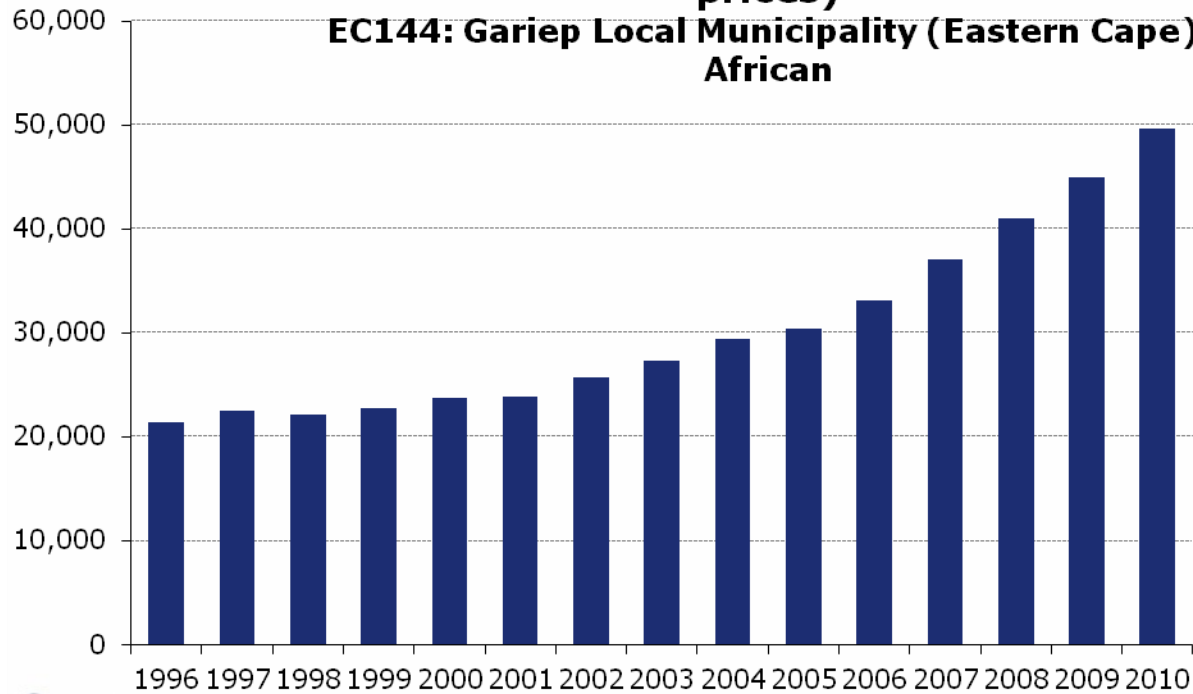
The Community Survey 2007 indicates that 60.76% of the Gariep population earn no income or between R1 and R1600 per month, compared to 74.51% of the population of the district and 81.46% of the province.

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

Income	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%

Annual per household income (Rand, current prices)

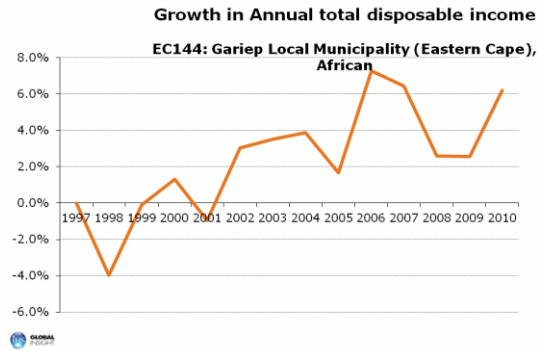
EC144: Gariiep Local Municipality (Eastern Cape), African



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.



Source: IHS Global Insight Regional eXplorer version 593

EDUCATION

HIGHEST EDUCATIONAL LEVEL BY GENDER

The table below indicates that the huge number of female population has received no schooling at one thousand eight hundred and ninety two (1, 892) followed by males in standard 10 and females in standard 6.

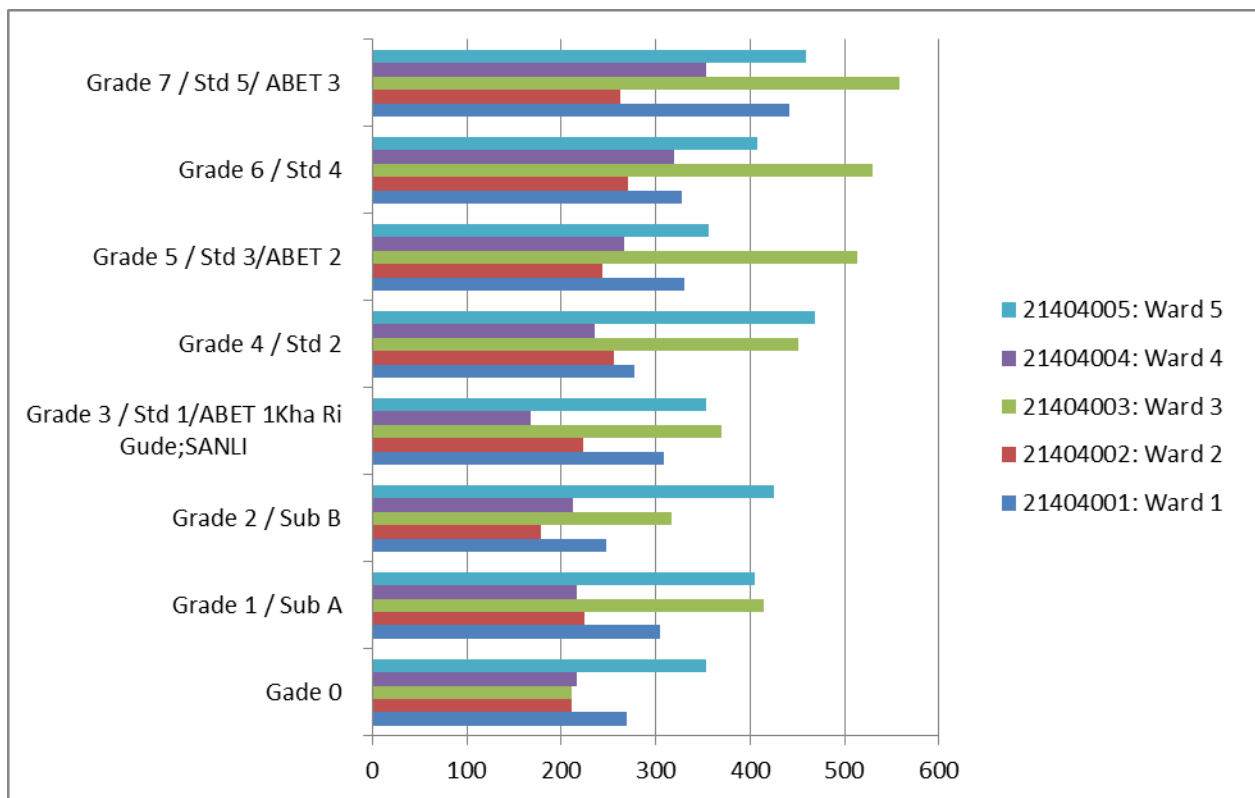
Level	Male	Female
Grade 0	622	639
Grade 1 / Sub A	812	754
Grade 2 / Sub B	678	699
Grade 3 / Std 1/ABET 1Kha Ri Gude; SANL	703	719
Grade 4 / Std 2	856	833
Grade 5 / Std 3/ABET 2	814	896
Grade 6 / Std 4	938	918
Grade 7 / Std 5/ ABET 3	1,007	1,067
Grade 8 / Std 6 / Form	1,271	1,111
Grade 9 / Std 7 / Form 2/ ABET 4	855	871

Grade 10 / Std 8 / Form 3	1,122	1,181
Grade 11 / Std 9 / Form 4	802	927
Grade 12 / Std 10 / Form 5	1,720	1,601
NTC I / N1/ NIC/ V Level 2	8	10
NTC II / N2/ NIC/ V Level 3	11	5
NTC III /N3/ NIC/ V Level 4	22	3
N4 / NTC 4	9	7
N5 /NTC 5	9	4
N6 / NTC 6	14	8
Certificate with less than Grade 12 / Std 10	12	16
Diploma with less than Grade 12 / Std 10	18	21
Certificate with Grade 12 / Std 10	72	105
Diploma with Grade 12 / Std 10	199	317
Higher Diploma	93	132
Post Higher Diploma Masters; Doctoral Diploma	16	23
Bachelor's Degree	93	97
Bachelor's Degree and Post graduate Diploma	49	58
Honours degree	43	49
Higher Degree Masters / PhD	19	13
Other	15	9
No schooling	1,398	1,892

Unspecified	-	-
Not applicable	2,273	2,111

HIGHEST EDUCATIONAL LEVEL PER WARD

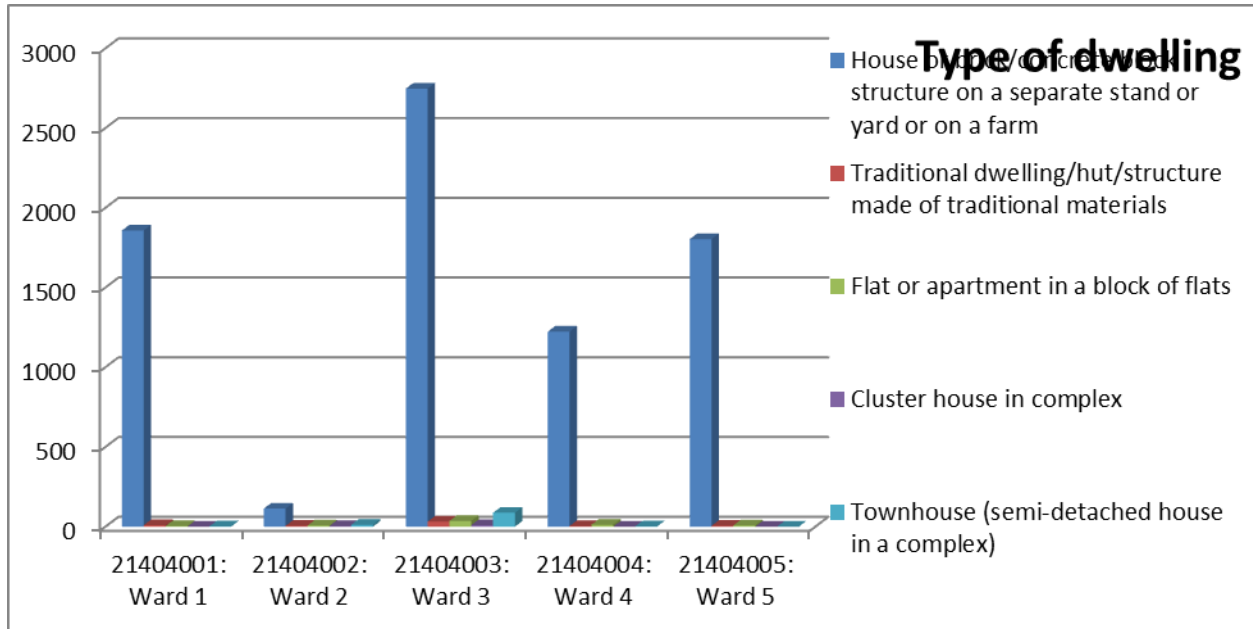
The graph below (stassa;2011 survey) has demonstrated educational levels per ward and Ward 3 (Burgersdorp) has the highest number of population with higher education including tertiary education; Ward 5 (Burgersdorp); Ward 1 (Venterstad) and Ward 2 (Steynsburg) with more people in smaller grades and no schooling.



2.3 SERVICE DELIVERY ANALYSIS PER WARD

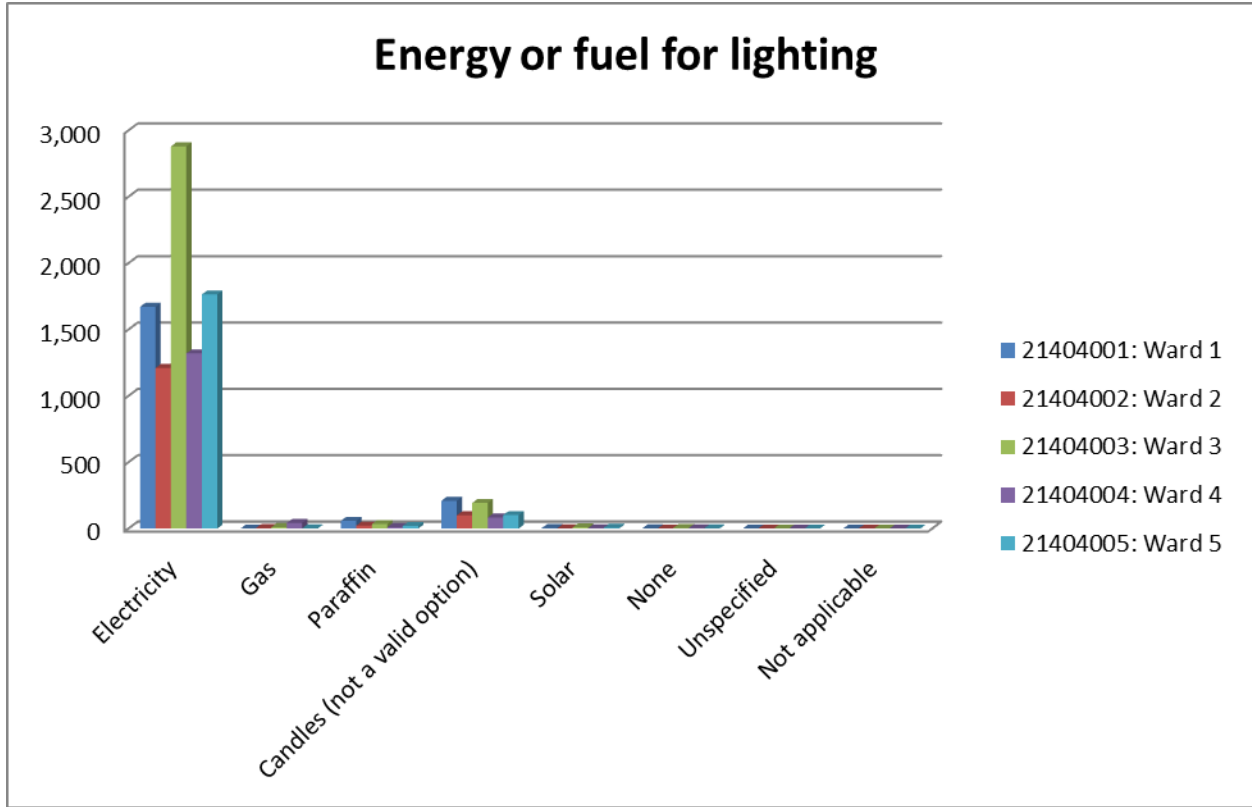
TYPE OF DWELLING

The majority of households in the area dwell in their own houses, in a yard or in a farm compared to those dwelling in traditional dwellings, in flats, in cluster or town houses. This can be seen below in ward 3, ward 5 and ward 1 in particular.



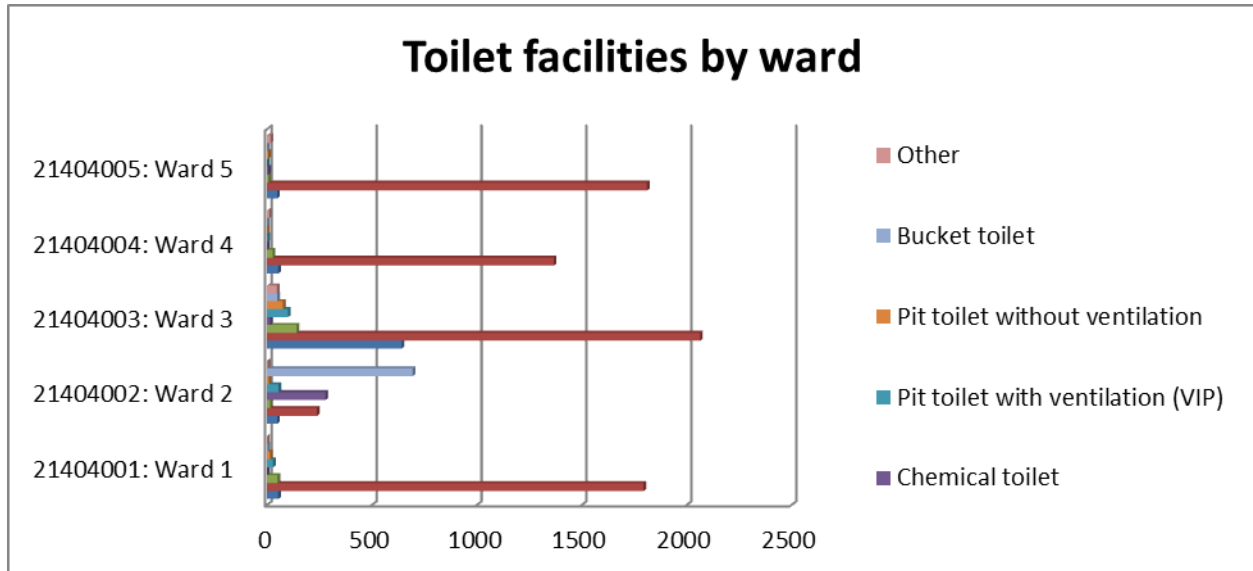
TYPE OF ENERGY FOR LIGHTING

Majority of households in Gariep, in particular ward 3, ward 5, ward 1 and followed by ward 4 and ward 5 have access to electricity service.



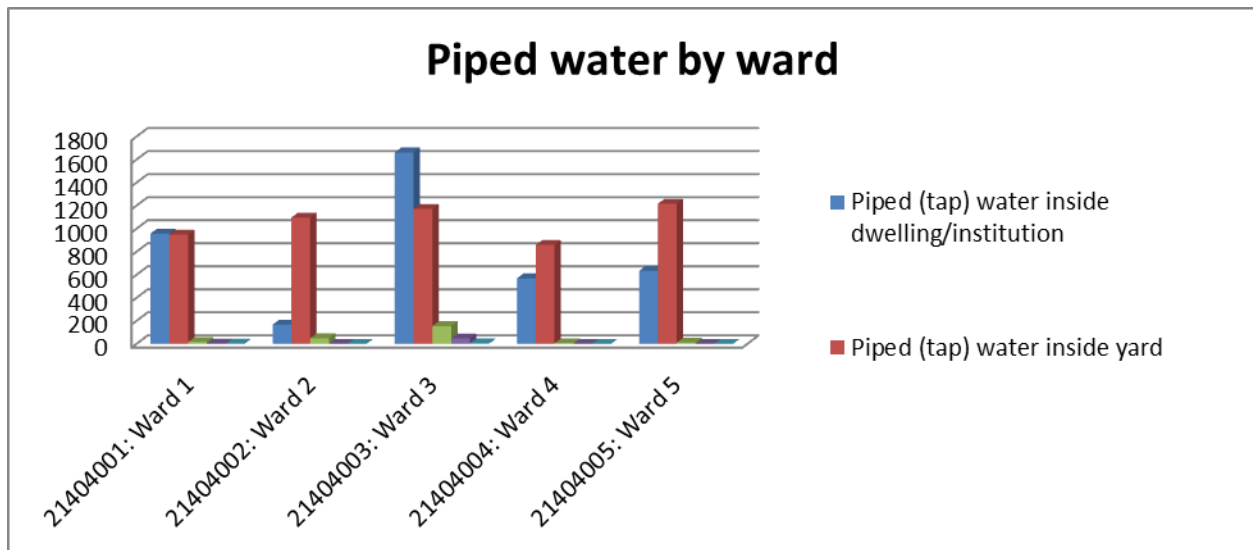
WATER AND SANITATION

TOILET FACILITIES – A very small number of pit toilets and bucket toilets have not been eradicated in ward 3 and ward 2 as indicated below



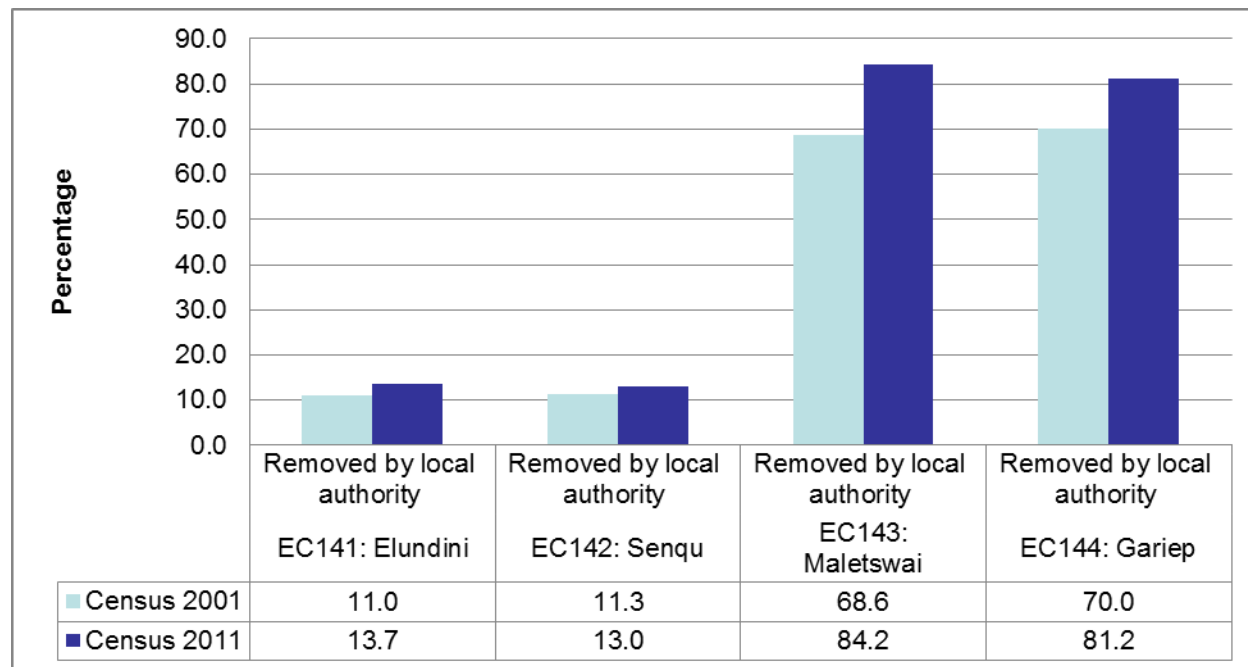
PIPED WATER

Almost all households in Gariiep have piped water taps in their yards as well as in their houses.



DISTRICT WIDE REFUSE REMOVAL

Gariep and Maletswai municipalities do not have do not have rural population hence the high percentage of refuse removal reflection in both 2001 and 2011 census. In Gariep all households are serviced every week.



2.4 ENVIRONMENTAL ANALYSIS

Gariep Municipality's objective with regards to environmental management is to ensure conservation of natural resources that exist within its area of jurisdiction. Its function is derived and governed by a range of legislations including, but not limited to the Environmental Management Act of 1998, Environmental Conservation Act of 1989, Development Facilitation Act of 1995 and Air Quality Act of 2004.

Topography and Drainage

The area is characterized by low lands with gentle slopes towards the south and south-west. Drainage patterns are towards the Orange River and Gariep Dam in the north. Burgersdorp, Venterstad and Steynsburg are prominent drainage features. Soils are dominated by clay and soils with shallow effective depths and characterized by high erodibility. The Orange River and Gariep Dam are major drainage features with a catchment area of approximately 37000km². Venterstad and Oviston are situated in close proximity to the dam's flood level. The irrigation, farming and recreational possibilities of the dam and the river should be prioritized.

Climate

Moderate to fairly harsh climatic conditions prevail in the area with rainfall varying between 400 to 500mm per annum, falling mostly between October and March. Summer temperatures vary from an average maximum of 30°C to an average minimum of 15°C. Winter maximums and minimums are 15°C and -1°C, respectively. Prevailing wind direction is generally westerly to north-westerly, with equally dominant south-easterly winds during summer months.

Climate Change Strategy

The municipality is in the process of developing a Climate Change Strategy; the strategy will be used as a planning document and is to be incorporated into all sector plans. The strategy will look at climatic trends of the area and add new climatic data to try and determine future climatic trends; thus will assist with planning purposes.

Currently to manage climate change issues the municipality uses the district Environmental Plan and the Provincial Climate Change Strategy.

Projects that will emanate from the strategy will include developing educational posters to raise awareness about climate change both with staff and scholars throughout the area. The educational posters for schools will be developed for grades 10-12 as a supplementary education tool for teachers teaching subjects like natural sciences. Awareness campaigns will assist both with mitigation and adaptation to a phenomenon which will affect us and generation to come.

Biodiversity

Vegetation in the area is typical of Grassland Biome, which is a characteristic on the high central plateau of South Africa. A single layer of grasses dominates grasslands; however the amount of cover depends on rainfall and the degree of grazing. The area is dominated by the Eastern Mixed Nama Karoo vegetation with strong pockets of South-Eastern Mountain Grassland north of Steynsburg and in the eastern portion of the municipality. Pressure on biodiversity due to alien and indigenous invasive plant species replaces sensitive ecosystems.

South Eastern Mountain grasslands

- Key environmental parameter: this sweet grassland type is important land owing to suitable winter grazing. However, injudicious, selective grazing can convert it to sourveld or result in the invasion of karroid fynbos elements
- Economic uses: mainly grazing for sheep and cattle

Dry Sandy Highveld Grasslands

- Key environmental parameters: this grassland merges with the bordering Kalahari Thornveld to the west. Ackocks mapped the area west of Wesselsborn as Kalahari Thornveld due to the sandy soils of Kalahari origin, but floristically and structurally the vegetation today is grassland.

- Economic uses; the erratic summer rainfall makes this a high risk area for agronomy. Crops, such as maize have replaced the grazing for which this area is better suited.

Eastern Mixed Nama Karoo

- Key Environmental parameters: the north east region of eastern mixed nama Karoo is the only Karoo type in which fire is important in shaping the communities. This type has the highest rainfall of all the Karoo types and thus ecotonal to grassland. As a result it is very sensitive to grazing pressure and depending on stocking density and rainfall conditions, may resemble either grassland or Karoo.
- Economic uses are too dry for crop production; however, this is the prime sheep and goat grazing area, producing much wool and meat. Irrigation along the Orange River is important; some of the dams on the Orange River occur in this vegetation type.

Geology and Mining

The geological units occurring in the area are mainly alluvium, dolerite, mudstone and sandstone. The area is generally characterized by deep, solonchic soils with clay content. This gives way to shallow soils on red clay with poor drainage capabilities. Soils are generally characterized by high erodibility and low carrying capacities.

Mining (stone quarries and sand mining) is done illegally; needs permitting in terms of the Minerals and Petroleum Resources Development Act (stone, gravel, clay). Heavy mining (quarries and borrow pits); mining sites are left un-rehabilitated and this causes erosion and sedimentation of rivers. Mining sites are not licensed and therefore no one is obligated to rehabilitate the site. They pose a safety risk for local communities.

Water Resources (Rivers, streams, wetlands)

Water resources need to be adequately monitored in order to safeguard both human and animal health.

Issues:

- Contaminated rivers and streams
- Potential loss of aquatic biodiversity
- Human health and environmental risks associated with poor water quality
- Eutrophication of water bodies/ water courses/ catchment
- Potential loss of recreational use of fresh water resources due to poor water quality
- Lack of monitoring programme for, pesticides and other hazardous pathogens content of rivers and streams

Main Causes:

- Inadequate, overloaded or defective sewage treatment infrastructure
- Lack of adequate storm water management
- Inadequate sanitation and leaching of human waste from informal settlements into water
- Leaching of pollutants from landfills

Air Quality

Air quality management in South Africa has recently undergone a major revision, with a shift from the source based air quality management approach under the Atmospheric Pollution Prevention Act (No. 45 of 1965) (APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004)(AQA). This change in air quality management approach has also seen a change in the responsibility for air quality management being devolved down from the national level to the local authority level (district and metropolitan municipalities).

Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). The terms of reference for the AQMP (JGDM) have already been developed.

Causes:

- The public transport sector (taxis, trucking, buses) are responsible for emitting pollutants in the form of exhaust fumes.
- Burning of waste in landfill sites.
- Uncontrolled, extensive and unnecessary burning of grasslands.
- Lack of public awareness of air quality issues and legislated pollution prevention.
- Lack of appropriately skilled monitoring and enforcement

Solid Waste Management

- Waste by laws
- Environmental by laws

SUMMARY OF POPULATION CONCERNS

Demographic Analysis	Socio-Economic Analysis
Population increase	Highest number of people is the youth and the economically active group of the society.
High unemployment levels	High indigence rates
High levels of disability	Dependence on grants
High numbers of people with no schooling	Low levels of knowledge, high indigence rates, dependence on grants and low levels of economic growth in the area

3 STATUS QUO ASSESSMENT

The administration of Gariep Local Municipality is headed by the Municipal Manager; the top management consisting of four Section 56 Managers that report directly to the Municipal Manager and their appointment is formalized 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	JGDM	Gariep	Allocated Budget	Number of Employees
Air pollution	X			
Building regulations		X		
Child Care facilities		X		
Electricity reticulation	X (unknown until REDZ finalized)	X	R1 349 083.00	6
Fire Fighting	X	X		
Local Tourism	X	X		3
Municipal airports		X		
Municipal Planning	X	X		1
Municipal Health Services	X			
Municipal Public Transport		X		
Pontoons and Ferries		X		
Storm water		X		
Trading regulations		X		
Water (potable)	X Water Service Auth.			
Sanitation	X Water Service Auth.			
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 animals		X		
Fencing and fences		X		
Licensing of dogs		X		
Licensing and control of undertakings that		X		

sell food to the public				
Local amenities		X		
Local sport facilities		X		
Markets		X		
Municipal abattoirs		X		
Municipal parks and recreation		X	R1 236 772.00	17
Municipal roads		X		
Noise pollution		X		
Pounds		X		
Public places		X		
Refuse removal, refuse dumps and solid waste disposal		X	R3 346 915.00	46
Street trading				
Street lighting				
Traffic and parking				
Additional agency functions performed				
Licensing of vehicles		X	R1 642 112.00	8
Primary Health Care	X	X (excluding Elundini)		
Road maintenance	X		R2 232 512.00	30

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

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

Gariep Municipality has a Comprehensive Infrastructure Plan and it is used as a reference for capital investment including sector departments. The Plan was finalized in December 2008 and the Technical Service Department updates the information as and when projects are completed and as new development occur. 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 2013/14. 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 organizations to address the areas like roads infrastructure and solid waste services that have been prioritized. When infrastructure investment is made, labor 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 utilizing 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	MIG Expenditure Forecast			
	Total value	2012/2013	2013/2014	2014/2015	2015/2016
LIST OF PROJECTS FUNDED BY MIG					
Mzamomhle Interconnections	5,410,300	0	4,100 000	0	0
Thembisa Bus Route	7,100,000	3 397 000	5,600 000	755,000	1,600,000
Re-capitalization of Electricity	2,112,000	0	3, 000 000	0	0
Computer Software (OWN REVENUE)	1,000,000	0	0	0	0
Renovation of Traffic Testing Centre	2,000,000	0	1, 083 000	0	0
Lyciumville Access Road	6,835 ,048	4,500 000	0	0	0
Burgersdorp Community Hall	8,341,500		5,600 000		

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
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
Steynsburg : Pedestrian Cross Bridge	Planning	25,000,000	0.00	25,000,000
Steynsburg : Khayamnandi Access Bridge	Planning	30,000,000	0.00	30,000,000
President Swart Weg Road	Planning	2, 500,000	0.00	2, 500,000
Hospital Road	Planning	2, 800,000	0.00	2, 800,000
Eureka: Access road	Planning	5,500,000	0.00	5,500,000
Steynsburg Bridge: Old location	Planning	8,900,000	0.00	8,900,000

Project Name (Project description)	Status	Project Budget		
		MIG	Counter Funding	Total value
	TOTAL	231,000,000	0.00	231,000,000

INFRASTRUCTURE INVESTMENT PLANNING

Gariep local municipality depends solely on Government Grants in order to realize their capital projects; with a low revenue base the municipality is unable to plan or implement any capital project out of their own revenue streams. This poses a serious challenge for service delivery in the area as the existing backlog on infrastructure is huge. Other sources of revenue are very minimal and are sourced from electricity where the biggest supplier in the area is ESKOM; some from vehicle testing center and the rates.

In a situation where the municipality has ongoing projects it becomes difficult for the operation and maintenance of those projects; often unable to secure a ring fenced budget.

The municipality is currently having a long term loan with the Development Bank of Southern Africa (DBSA) for purchasing of service delivery fleet that includes the machinery for service delivery. The avenues of discovering the funders such as Neighborhood Grant and Lottery are being explored.

The municipality is implementing the Roads project which do not require any EIAs because it's existing road that requires upgrading; only the new solid waste site and cemeteries that requires EIAs. The service provider has been appointed to conduct the EIAs for such projects. Once the service provider is done the Department of Environmental Affairs will be engaged for the quality check and approval of those plans.

Due to the size of municipality, the function of Institutional Social Developer (ISD) has been incorporated under the functions to the functional projects Steering Committee whose function amongst others includes contribution to smooth running of the projects. The municipality is currently engaging in the restructuring and a Project Management Unit (PMU) will be established and an ISD function will find an expression in the unit. At present the municipal capacity on infrastructure delivery is compromised by the fact that the position of a Technical Services Director has been vacant since April 2012. The district further assigned someone to assist but to date there is limited capacity inclusive of the Electricity Superintendent.

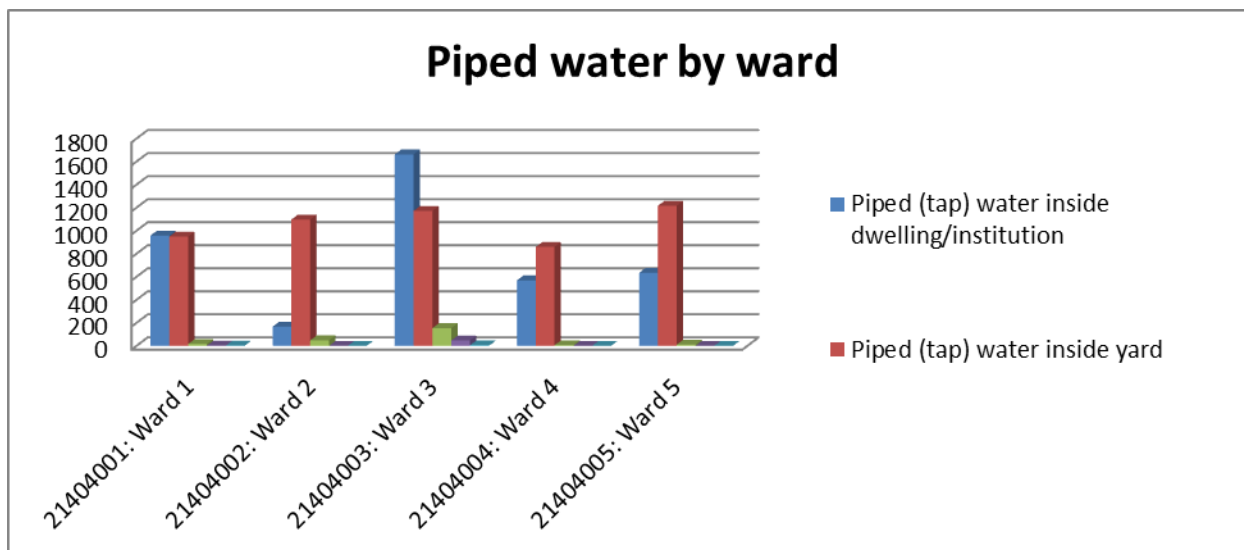
3.1.2 WATER

The 2011 Survey data below indicates that the huge number of population in Gariep has water provision above RDP standards. This is based on the following assumptions:

Few people source water from springs, rainwater tanks, streams, rivers, dams or water vendors

People with piped and borehole water within 200m are deemed to be served.

Subsequently all households in this 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. The WSDP serves as an integration plan between Gariep and the district municipality.

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 2014.

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.

The district will take over the water provision function of staff and the actual operations and maintenance of water and sanitation from July 01, 2013; the billing process will follow.

National Target

The national target water provision is 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	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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: STEYNSBURG					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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			Intervention required
		Above RDP	Below RDP	% Service Level	
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 AND EUREKA					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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			Intervention required
		Above RDP	Below RDP	% Service Level	
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 2013.

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	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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	Service Level			Intervention required
		Above RDP	Below RDP	%Service Level	
Khayamnandi	1500	0	1500	100%	The JGDM is in the process of constructing the waste water treatment plant to address the usage of VIPs in the area
Westdene	250	0	250	100%	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 AND STYNSBURG					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	%Service Level	
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 AND EUREKA					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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	SANITATION			
		Population		Percentage	
		Population	Served	Un-served	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%
Gariep	23,709	22,025	1,684	92.9%	7.1%
TOTAL	308,363	161,717	146,646	52.4%	47.6%

Notes:

Source: Stats SA Community Survey 2007
Source: JGDM GIS Department

3.1.4 HUMAN SETTLEMENTS AND HOUSING

Housing function is vested with the Provincial Department of Housing. The Gariep Housing Sector Plan was adopted by Council in 2008 and identified objectives, strategies and areas of intervention. The Department of Housing reviewed the Housing plan during the 2012/13 financial year; Consultations with the District, Gariep and Stakeholders have been conducted and the plan is awaiting 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

Gariep 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.

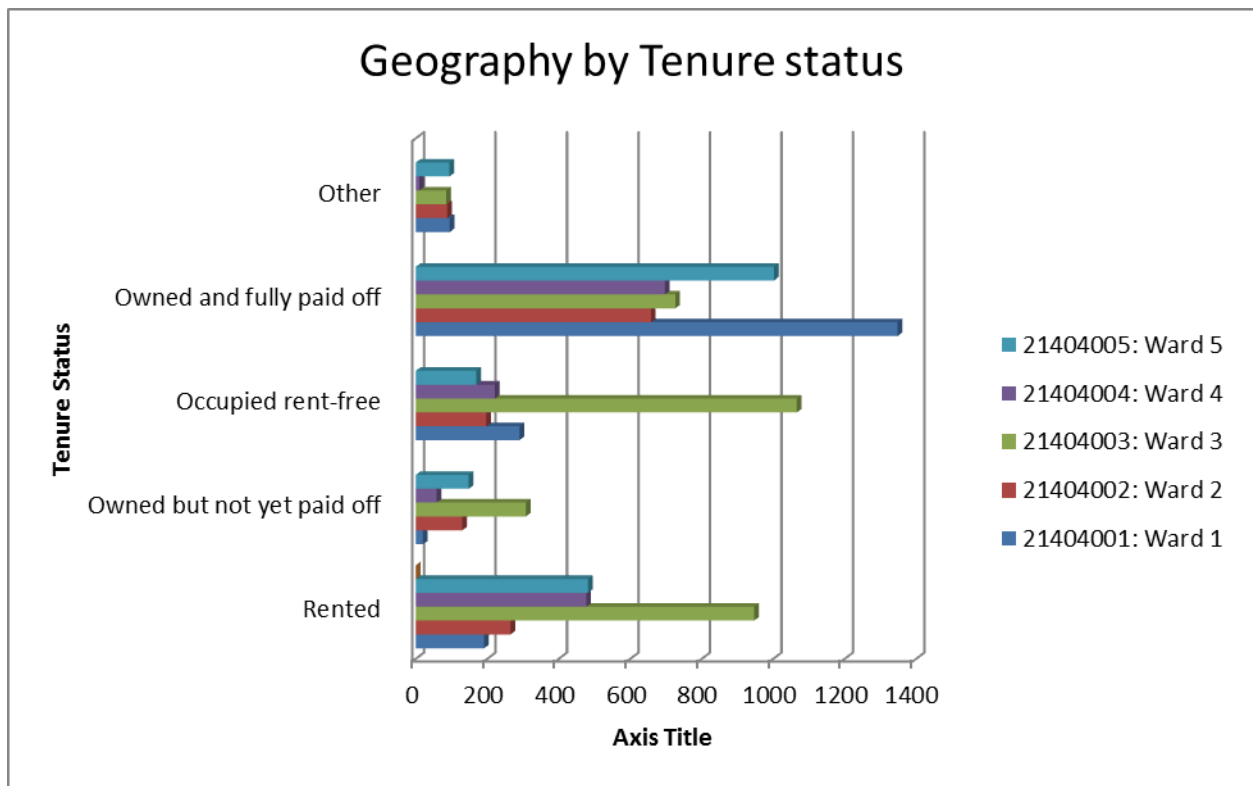
In terms of land claims the municipality has no record of any claims that are likely to hinder progress on housing development; the entire area earmarked for housing delivery belongs to the municipality. The Comprehensive Infrastructure Plan (CIP) indicates the level of service that the municipality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

Housing and Tenure Status

The 2011 Census provides data on the types of main dwelling for the Gariep Municipality. There are 9,770 households of the 2,361 live on rented houses; 4,431 stay in fully owned and paid up properties; the households occupying rent free houses are 1,942 whilst others with unspecified status are only 372.

Tenure status	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other	Total
Geography						
Ward 1	191	20	290	1,348	95	1,943
Ward 2	265	130	197	658	88	1,338
Ward 3	947	308	1,066	726	85	3,132
Ward 4	477	58	221	697	10	1,463
Ward 5	482	148	169	1,002	94	1,895
Total	2,361	664	1,942	4,431	372	9,770



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 stage of a feasibility study and is estimated that the construction will begin at June 2013.

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 identified 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 2013/14. 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.

GEOGRAPHIC AL AREA	HOUSING NEED 2011/12	UNDER CONSTRUCTION TO ADDRESS THE NEED	HOUSING NEED 2013/14
Burgersdorp	1500 Subsidized 600 Dilapidated Houses 255 Middle Income 20 train houses (Mzamomhle)	140 (roll-over 2013/14) - - -	1 360 600 255 20
Steynsburg	1 100 Subsidized 400 Dilapidated Houses 110 Middle Income	530 (roll-over 2013/14) - -	570 400 110
Venterstad	500 Subsidized 65 Middle Income 20 train houses (Nozizwe)	360 (completed 2011/12) - -	140 65 20
Total	4570	1030	4570

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 2013/14 in the SDBIP

Retention of **AS BUILT Drawing** by the Consulting Engineers

Housing Intervention

Expedite and finalize 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 Muni-MEC 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

Land Audit

The district developed an Area Based Plan in 2010 and issues of land audit, commonages, land ownership, land redistribution, land restitution and land tenure reform.

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

Source SDF

SDF and Land Use Management Systems

As required in Section 26 of the Municipal Systems Act, the Spatial Development Framework is to include guidelines that will inform the development of an appropriate Land Use Management System (LUMS), based on the different requirements (i.e. need for land use management or development control) of different areas within a Municipality. For the past three financial years Gariep did not have any land claims.

Land Use Management Programme

The Land Use Management Programme addresses the on-going need for the Gariep to engage in proactive land use management in urban areas, in order to ensure that land development occurs in orderly and sustainable manner.

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 Gariep LM is as follows:

Farms: 8786 km²

Urban commonages: 61 km²

Conservation: 71 km²

Average land price for farmland in Gariep 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 Gariep 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 Gariep 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 Gariep.

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 Gariep 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 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.

(c) Land Degradation

Access to more land for animal grazing in order to reduce land degradation

Geo Information System (GIS)

The municipality does not have a GIS unit but relies heavily on the district's GIS that capture number of households, basic services, land availability, road networks and water infrastructure.

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 May 1st 2013 until April 30 2014. However the airstrips are not properly maintained due to the fact that it is currently in a gravel form; the municipality would propose the airstrip road to be tarred. Apart from value chain benefits it should be investigated 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 includes Registration and Licensing and crime prevention programmes with are implemented together with other departments. There are three traffic officers employed by Gariep municipality which responsible for law enforcement (speed measuring, road blocks, road side checks and other related duties (point duty escort) in all three towns. With staff shortages prevailing the Municipality has partnered with the Provincial Department of Transport for intensification of traffic law enforcement. The Department of transport in its advocacy drives has built a junior traffic testing centre which is currently not implemented.

Driving License Testing Centres

The Municipality has been registered as a registering authority in accordance with section 2(1) of the Road Traffic Act, 1989 (Act No. 29 of 1989), subject to conditions imposed by the Provincial Minister for Transport. As such the Municipality performs the functions of a registering authority as contemplated by section 2 of the Road Traffic Act read it with National Road Traffic Regulations. Coupled with this the Powers and Functions as conferred by the constitution requires of each municipality to provide safety and security of its citizens, this being done through traffic law enforcement services.

There are three Driving License Testing Centres, Burgersdorp, Venterstad and Steynsburg

Services	Burgersdorp	Steynsburg	Venterstad
Leaners License Applications	Yes	Yes	Yes
Leaners License certificates	Yes	Yes	Yes
Leaners License Duplicates	Yes	Yes	Yes
Driver's License Application	Yes	No	Yes
Driver's License Conversions	Yes	No	Yes
Temporal Driver's License	Yes	No	Yes
Professional Driver's License	Yes	No	Yes
Special Permits	Yes	Yes	Yes

Transaction Fee	Yes	Yes	Yes
Duplicate Motor Registration	Yes	Yes	Yes
Motor Registration	Yes	Yes	Yes
Road Worthy Application	Yes	No	No
Road Worthy Application	Yes	No	No
Total Annual Transactions	23 499	2454	3130

Venterstad DLTC has tremendously improved with the secondment of a traffic officer. There are new functions that were previously not performed that have since been introduced.

Road Worthy and Licensing Services

Vehicle Testing Centre

Gariep 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 and potentially increase revenue. There is one permanent examiner which is assisted by the Chief Traffic officer. These services bring about convenience and accessibility to the community of Gariep and the neighbouring towns. The facility is currently in a state of disrepair with most of the equipment not calibrated to meet the required minimum standards. Capital Investment is explored by Council to bring the facility to a functional efficient state.

A business plan for the construction and upgrading of the existing driving license testing centre has been submitted to the department of Transport Eastern Cape for consideration.

Challenges

Burgersdorp Driver's License Testing Centers requires upgrading (Site available)

Burgersdorp Vehicle Testing Center requires major upgrade

Unavailability of enabling equipment for traffic law enforcement

Low revenue generated by the section.

Lack of integrated approach between the Municipality, Department of Justice and South African Police service

3.1.7 WASTE MANAGEMENT

The Status of the Integrated Waste Management Plan

The municipality relies on and shares the District integrated Waste Management Plan to guide integrated waste management at the local level; adopted by Council in 2011. During 2012/13 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 adopted in 2005 also identifies the potential of a small scale composting project in Burgersdorp. This potential will be explored further when the Gariep Waste Management Plan is developed.

Gariep Local Municipality in exercising its executive authority to deliver all elements of waste management activities according to section 9 (1) of National Environmental Management; Waste Management Act , 2008 focuses on waste removal, (collection and transportation), street cleansing and waste disposal services relatively in compliance with National and Provincial Norms and Standards. The by – laws and focus areas include inter alia management of landfill sites, combating illegal dumping, creation of awareness and education on waste management and lastly recycling although still on a small scale. The Municipality has not reached the stage of separating neither avoidance and compacting of waste as contemplated in subsection 1 of the said act , for now waste is disposed of in a Municipal landfill site.

The municipality relies on the District integrated Waste Management Plan to guide its waste management activities. During 2011/12 concerted efforts were considered to dispose of waste in a manner that does not adversely affect the environment. 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 Gariep Waste Management Plan is developed.

Realising the limited capacity internally, initiatives to source funding for the development of the institution IWMP, through Jeffers and Green in 2012 and continued lobbying is pursued to all other relevant Department, Department of Economic Development and Environmental Affairs , Development Bank of South Africa, National Department of Environment. All these have not yielded any positive results thus far. The District municipality had also prioritised the review of the Waste Management Plan for 2009/2010. Due to lack of funds and the necessary capacity and support from relevant departments the review of the plan has delayed.

Following the provisions of the Municipal Structures Act, 1998 (Act. 117 of 1998) requiring all Municipalities to carry out waste management services, a Waste Management Officer was designated in 2010/2011 financial year. The roles assigned to the officer encompass this monitoring compliance of waste management activities in the Municipality, waste management planning and reporting, monitoring of adherence to norms and standards in the delivery of waste activities and lastly enforcement of by – laws and prohibition of illegal dumping.

Department of Economic Development and Environmental Affairs are currently assisting in the monitoring and compliance with NEMWA and they assist in the implementation of educational programmes on waste management to schools and the community at large. The District Municipality runs a forum for all waste management officers and relevant directors from the four local municipalities.

The issues of illegal dumping are addressed by the waste management by-laws as there are fines attached for enforcement purposes. The following by-laws were adopted in November 2012 and are in line with NEMWA 2009;

- Dumping and littering
- Refuse removal, refuse dumps and solid waste disposal
- Waste management
- Air pollution control

The District waste management forum is coordinated at JGDM and all the local municipalities in the district form part; the forum seats on quarterly basis. The municipality established local waste management forum in June 2012 and the role players include waste management section, IDP unit, DEDEA, DEA, businesses and ward committees. Waste management awareness campaigns are held in schools on quarterly basis.

Percentage of people accessing the service

Refuse Collection services accessibility has grown by 10.4% since 2009 (See below)

REFUSE COLLECTION SERVICES	
2001 CENSUS	2011 CENSUS
69.3 %	80.3%

Solid waste disposal services are rendered on a weekly basis to all 80.3 of the urban households in Gariep. The municipality does not render services to 19.7 households in the farming community which constitutes its backlog. These are mostly commercial farms and the occupants dispose of their own waste some utilising indigenous mechanisms. According to the Statistics South Africa Community Survey 2007, 5.5% of households in Gariep make use of a communal refuse dump. There are **9770** house hold in Gariep and all of these households are accessing waste management service i.e. house to house collection of waste.

Frequency of Collection

Households collection is conducted once a week and the businesses at least 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 underpricing for the waste services provided to the community as well as to the local

There is not sufficient budgeting for waste management activities within the institution undermining the objectives of the waste Act

Clearing of illegal dump is performed in house sparingly due to non-availability of equipment and manpower.

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 and 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, though this seem impractical we also put emphasis on waste minimization i.e. Communities are taught 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 Gariep 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

The municipality is currently storing Green Waste for composting purposes in the Old Sewer pond in Burgersdorp with the main aim being to enhance sustainable development and the regulation of the provision of municipal service by a service provider

Through the use of EPWP incentive grant the municipality managed to intensify in raising awareness on the above, 30 youth with matric were appointed as casual workers to conduct house to house education including businesses.

Implementation of South Africa Waste Management System

Initiatives are made to establish and maintain waste management information system which records how waste is managed within the municipal area

This information system entails:

Information on waste generators, volumes that gets disposed, equipment utilised in order to facilitate monitoring of performance by municipality to enable future planning.

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

Strategies employed to reduce, re-use and recycle

Gariep municipality together with DEDEA have 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 Gariep area.

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.

There have been initiatives taken to attract the market (buyback center) to the Gariep area (Master Recyclers). 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. The municipality is in the process of formalising them through the Local Economic Development Unit. There have been initiatives taken to attract the market (buyback centre) to the Gariep 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.

Service rendered internally or externally

Gariep 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

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 80.3 % of the urban households in Gariep. The municipality does not render services 17.7 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 Gariep 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 headed by Community Service Director who provides 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.

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 Jeffers and Green Consulting Engineers to assess Gariep' s waste facilities in 2010 and to make recommendations which are contained in the Gariep Readiness Report. The Report indicates

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

The municipality has the annual responsibility of purchasing refuse plastic bags six times per cycle for all households and the distribution is conducted once in two months; the cost per cycle is R80 000 and the total budget comes to the tune of R480 000.

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.

Areas with solid waste removal

Gariep 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 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 Gariep 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 Gariep Local Municipality are receiving the minimum level of waste management services as presented below:

TOWN	AREA	FREQUENCY
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

TOWN	AREA	FREQUENCY
	Khayamnandi	Once a week
Venterstad	Nozizwe	Once a week
	Lycumville	Once a week
	Town	Once a week
	Oviston	Once a week

Waste Service Standards

WARD 1: VENTERSTAD					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	

WARD 1: VENTERSTAD					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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 AND STYNSBURG					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
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 each to introduce separation
WARD 4: MZAMOMHLE AND EUREKA					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Mzamomhle	1330	1330	0	100%	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	Service Level			Intervention required
		Above	Below	% Service	

WARD 1: VENTERSTAD					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
		RDP	RDP	Level	
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. Gariep 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 Gariep 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. The Municipality will be appointing a service provider to conducting all the preliminary studies and planning towards the development of Burgersdorp and Venterstad Landfill sites as envisaged.

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 prioritized intervention

- Development of Burgersdorp and Venterstad Landfill Site
- Closure permit for Burgersdorp Landfill site
- MSA Section 78 assessment to determine a suitable service delivery mechanism given the prevailing situation of lack of capacity
- Development of Waste management Plan
- Purchase of fleet
- 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
- Fencing of waste management site at Venterstad.

3.1.8 ENVIRONMENTAL ANALYSIS

The municipality is on a shared service with the District's Integrated Environmental Management Plan adopted by Council in 2011. The environmental plan further ensures that environmental resources utilized in a sustainable manner. The municipality has a dedicated Waste Officer appointed in 2010/11 financial year responsible for functionality on waste and environmental issues.

The environmental and waste forum is held at the district level and Gariep has established the local forum that addresses the issues related to environment awareness campaigns to communities and the staff at large; celebration of international environmental day at local level and management of natural resources.

The EMP also details the state of environmental report; the municipality is committed to ensuring environmental sustainability through development of environmental planning tools such as management framework, aquatic eco system, ecological infrastructure and wetlands bioregional plans.

Environmental Stakeholder Priorities

Priority issues as raised by stakeholders across the municipality and during community based planning include the following issues (only issues relevant to environmental management are included):

Environmental Protection

The natural environment must be taken into account in all stages of project cycles
Environmental sustainability must be taken into account.
Efforts be made to conserve and rehabilitate land, biodiversity and historic places
The protection of the environment is key to the economic growth of the area
Waste Management, food hygiene, cleanliness and health safety should receive attention

Environmental Challenges

Waste management

Due to the non-availability of accessible waste sites, there are numerous cases of illegal dumping; at times community members with full knowledge and access to such facilities still dump at illegal localities.

Challenges

Lack of coordination of environmental management activities
Lack of environmental by-laws
Lack of funding

No dedicated official designated for environmental issues.

Sewage spillages

Sewerage spillages (water and land pollution) are also not properly monitored. These are the most frequent type of environmental pollution. Unfortunately, their frequency is very high due to poor management and insufficient funding for maintenance.

Overall Challenges

Environmental awareness is limited
Environmental issues are not prioritized
No guidelines or monitoring of subcontractors
No environmental guidelines/awareness for contractors
No formal process for responding to non-compliances
Lack of communication on pollution event.

Areas for prioritized intervention

Environmental awareness training
Improved enforcement
Environmental guidelines
Job specific training (e.g. identification of hazardous waste)
Legal updates on environmental legislation
Have people dealing specifically with environmental management
Funding environmental related projects.

Environmental Awareness Projects

Wetlands month in February yearly
Water week in March yearly
Environmental week in June yearly
Arbor Week in September yearly
Weed buster week in December.

Environmental opportunities

Scenic beauty
Endemic species.

Environmental Management Planning Tools

Integrated Waste Management Plan
Climate Change Strategy.

3.1.9 ELECTRICITY / ENERGY

In 2009/10 Gariep 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, Gariep municipality received 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 2012/13 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 2012/13.

The municipality is Nersa licensed and 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	RS	Cen	RS	Cen	RS	Cen	RS	Cen	RS	RSS
sus	S	sus	S	sus	S	sus	S	sus	S	2006
200	200	200	200	200	200	200	200	200	200	
1	6	1	6	1	6	1	6	1		
%	%	%	%	%	%	%	%	%	%	%

Gariep	74.8	89.2	0.3	1.4	11.0	9.4	13.7	-	0.3	0.0
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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.

Indigent Policy and Register

The Indigent Support Policy was reviewed and approved by the Council in 2012/2013 financial year and the free basic service register is credible 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 municipality has recently appointed a dedicated Officer responsible for an update of free basic service register. Free basic indigent Steering Committee is functional?

The following Table reflects the current Indigent household per town:

Town	Total Consumers	Indigent Consumers	Non-Indigent	% Indigent	Cost
Burgersdorp	4423	2919	1504	65%	R 149 890.65 per month
Venterstad	2072	1229	843	59%	R 63 109.15 per month

Steynsburg	2482	1608	874	64%	R82 570.80 per month
Total	8977	5756	3221	64.1%	R295 570.60 per month

Free Basic Services

The total number of households in Gariiep Local Municipal area is 9770. Households receiving free basic services during the 2012/2013 financial year are reflected below:

Electricity	Water	Refuse	Sanitation
3430	5766	5766	5766
50Kw per month	6 Kl per month	R86.95 Basic Charge	R86.25 Basic Charge

The municipality has beautiful scenery of mountains and manmade dams in Oviston for tourism attraction, potential industrial growth and investment.

3.1.10 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.

In consultation processes with master plans communities are effectively involved through IDP representative forum meetings and all stakeholders including sector departments and ward committees.

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; the former has approved the business plan and the SDF review will begin in 2013/14 financial year. 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 Gariep.

Gariep 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 Gariep 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 Gariep 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 Gariep 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 2013/14.

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 2012/13. 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 (six 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 Councillor.

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 2012/13 programme to improve the quality and safety in this sector. It is anticipated that this programme will be continued in 2013/14.

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 2013/14.

There is minimal demand for non-motorized transport in Gariiep 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)

EPWP Policy Objectives

The policy was adopted in November 2012; the purpose of this Policy document is to provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP). This policy document is aimed to provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and channelling a substantial amount of its overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the municipality is aimed to achieve the following objectives:

To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development; by ensuring that EPWP guidelines and principles are adhered to in the implementation of any municipal project

To inform all Departments and Units within municipality on how their functions should contribute towards achieving the EPWP objectives; (clarify the support function roles further within municipalities e.g. finance, corporate service) (Acknowledge that the model varies)

To entrench the EPWP methodology within the IDP; (acknowledge EPWP in the IDPs)

To develop skills within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities

To capacitate SMME's and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through appropriate Learnership Programmes and SMMEs development initiatives

Re-engineer how the planning, design and implementation programmes/projects within the existing municipal operational and capital budgets in order, to maximize greater employment opportunities per unit of expenditure To maximise the percentage of the municipal's annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.

Compared with 2011/12 a magnificent increase has been realized 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.

Gariiep 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 2012/13 financial year Gariep municipality's total MIG allocation was R9.9 million, in 2013/14 the allocation has increased to **R12.0 million** and the indicative figure for 2014/15 is R12.5 million.

In 2012/13 an amount of R4.9 million was allocated for operation and maintenance of roads infrastructure; whilst in 2013/14 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 2013/14
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 2013 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 2013/14 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

3.1.11 STORM WATER

Approved service level

The service level agreement was signed in March 2012 between the municipality and the district in terms of roads maintenance. In Gariep 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

Backlogs and Funding Information						
Sector	Backlogs	Backlogs Eradicated Up to date	Current Backlogs	Backlogs Planned to be Eradicated	Backlogs end of 2013/14	
Water	0	0	0	0	0	
Sanitation	0	0	0	0	0	
Road and Storm Water	142	19	119	9	110	
Solid Waste Disposal	3	1	2	1	1	
Electrification	8977	8977	0	0	0	
Housing Development	4570	500	4070	670	3400	
Other						
Source of Funding	2012/13	2010/11-2011/12	2012/13	Total Available	Funding Required	Shortfall/Surpluses
MIG	R 9, 928	R12, 200	R12, 500	R34, 628	R210, 000	-R 179, 617
DWAF						
Municipal						
Province						
Total		10	12	R34, 628	R210, 000	-R 179, 617

3.1.12 DISASTER MANAGEMENT

The District Municipality has a Disaster Management Policy Framework adopted in 2009 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 and 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.

Management of high risk developments the JDGM's disaster management unit plays an advisory role through constant engagement with the effected parties; for instance the JGDM and some business sector have participated in the planning of Burgersdorp Airstrip. Risk areas include veld/forest fires in the mountains and the farm areas.

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 litters) 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.

FIRE FIGHTING SERVICE

The fire-fighting SLA with the district was signed in 2010 and is being reviewed on annual basis. The District has a fire fighting service center based in Aliwal North and all the four local municipalities receive a shared service; firefighting officers have been deployed on a full time basis to each town and they coordinate resources from the center when fires erupt. The officers report incidences to Gariep municipality for coordination purposes.

The Chief Fire Officer was appointed at the district and oversees fire eruptions at local municipalities. Fire services tariffs were developed, adopted in 2009 and implemented at the district level with the community fire safety by-laws. As per the cooperative agreement with the district the veld/forest fires, spillages and floods are the responsibility of the district disaster center. From July 2013 the District will reverse the function to the local municipality.

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 2013/14 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 capitalizing 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

Considering pound as a revenue component

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.

3.1.13 SOCIAL AMENITIES AND FACILITIES

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 Fitting of ceiling Fitting of curtains	R850,000
Burgersdorp Town Hall	Ward 3	To upgrade currently in the implementation phase 2013 to 2014 (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	Repairs and maintenance being carried out	-
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)
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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.

Libraries

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 were completed in 2011/2012. 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 currently being renovated).

Ward	Libraries	In need of upgrading	Action
Ward 3	3 x Burgersdorp	Yes	The town library has been completed by 2012/2013 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.

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 2012/13 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 Gariep 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 Gariep 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 Gariep 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.

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 Gariep 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 350 people on ARV treatment at the Burgersdorp hospital.

The mandate for municipalities to play a pro-active role in HIV and AIDS mitigation is contained within the developmental agenda for local government. Gariep Local Municipality has assigned an official to coordinate HIV and 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 in 2009/2010 to 2010/11 financial years, the filling in of critical vacancies is leading to a seamless handover of the functions. Gariep Municipality has considered the MEC comments based on the 2012/13 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 2013/14 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. The mayor is a full time public office bearer; the Municipality has a Plenary Executive System combined with a ward participatory system. The municipality has a stable political environment which has no impact as far as protest actions in the current and past financial years.

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

3.2.1 IDP Assessment Findings 2012/13

The Municipality's IDP was assessed during June 2012 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	Medium	High
Overall Assessment Rating 2008/9 to 2012/13							
Gariep LM	2008 Assessment Rating	2009	2010	2011	2012		
Overall Rating	Low	High	Medium	High	High		

MEC Comments

Gariep Municipality has considered the MEC comments (2012/13) and recommended remedial action contained in last financial 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 and Infrastructure	Development and review of Strategies and Plans	Reviewed Housing Plan Review of SDF will begin in July 2013 Developed Water Master Plan Developed Roads Master Plan Developed Electricity Plan Developed Storm Water Management Plan
Institutional and Organizational Development	Funding of vacant positions A development of an Employment Equity Plan; Human Resource Strategy and Succession and Retention Plan	With the assistance of LGTA the municipality developed an Employment Equity Plan in December 2012 From 6 old renewed by laws an addition of 26 more by laws were developed and adopted
Local Economic Development	Implementation of LED Projects for 2013/14 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 ongoing
Good Governance and Public Participations	Communication Strategy Gender Mainstreaming in key plans Strengthening of Sector Department relations	Draft Communication Strategy in place awaiting Council Resolution 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.

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:

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

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.

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, Gariiep Management and Council; it was tabled before Council and adopted on August 24, 2012 resolution no: 52/2012.

The Draft Gariiep IDP for 2013/14 was tabled before Council on 28 March 2013 (resolution no: 23 /2013) and the final IDP would be passed by Council on or before 27 June 2013. A notice (notice no: 15/2013) was placed in the local media and municipal website calling for comments and representation on the draft IDP on Thursday April 04, 2013. 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 2013
Setting up of IDP, Budget and PMS Steering Committees	To oversee and co-ordinate the IDP and Budget Process Plan and Performance	MM	July 2013
Develop and table process plan to Council	To secure Council approval	Mayor	August 2013
Advertise start of the IDP and Budget Process	For Public participation in accordance with section 19 of the MSA	Municipal Manager	August 2013
Submission of Annual report to the Auditor General	For auditing purposes	Municipal Manager	August 2013
Attend District Planning Session	IDP Alignment	Municipal Manager	August – March 2013
Review Sector plans in accordance with the Provincial Assessment Report	Respond to gaps identified in the Provincial IDP Assessment Report	Heads of Departments	September 2013
Engagements with Sector Departments	Agree on specific projects and programmes to be included in the next financial year	Heads of Departments	September 2013
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	September 2013
District Rep Forum	Review strategic objectives for service delivery and development for the next three year budgets, collate ideas of priority issues and	Mayor and MM	September 2013

Action Plan	Purpose	Responsible Person	Timeliness
	project teams to discuss projects in more detail		
SDBIP Reporting	Quarterly report	Heads of Departments Middle Managers	September 2013
PMS Steering Committee Meeting	Performance Monitoring	Mayor	October 2013
Public Participation Outreaches	Community Engagement and IDP Review	Mayor	October 2013
Engagements with designated groups	Consultation with youth, women, ex-combatants, Disable Association and Children	Special Programmes Coordinator	October 2013
Review Community Based Planning	Development of the Ward Based Plans	Municipal Manager	November 2013
IDP and Budget Steering Committee	Review of IDP	Municipal Manager	November 2013
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 year's performance	Mayor	November 2013
Review of the SDF and other old plans	To incorporate new information, trends and infrastructure plans	Director Technical Services	November 2013
District IDP Rep Forum	Discuss projects and Budget projections. Consolidate and prepare proposed budget and plans for three years taking into account previous year's performance	Mayor and MM	December 2013
Review Financial Policies	IDP and Budget alignment	Chief Financial Officer	December 2013
SDBIP Reporting	Quarterly report	Heads of Departments Middle Managers	December 2013
Mid-year Report	Second quarter performance	Mayor	25 January 2014
Budget review	Budget performance	BTO	January 2014
Annual Report	Annual performance	Mayor	31 January 2014

Action Plan	Purpose	Responsible Person	Timeliness
Submission			
PMS Steering Committee	Performance Discussion	Mayor	January 2014
Draft IDP 2012/13	For inputs and comments	Municipal Manager	January 2014
Draft Budget	Budget/IDP discussions	Chief Financial Officer	January 2014
Public Participation Outreaches	Draft IDP & Budget	Mayor	January 2014
IDP and Budget Steering Committee	Draft IDP & Budget discussion	Mayor	February 2014
Gariiep 3 rd IDP Rep Forum	Engage provincial and national sector departments on finalization of their inputs into the municipality budget and IDP	Mayor	March 2014
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 2014
Council meeting for the Mayor to table Draft IDP and Budget for debate	Approval of draft IDP and Budget plus draft SDBIP	Council	March 2014
Development of Tariffs policy	Tariff control & changes	Chief Financial Officer	March 2014
IDP and Budget Steering Committee	Approved draft IDP	Mayor	March 2014
Preparation of Draft SDBIP (consolidation workshop)	Performance check and alignment	Municipal Manager	March 2014
SDBIP Reporting	Quarterly report	Heads of Departments Middle Managers	March 2014
PMS and Steering Committee	Performance Discussion	Mayor	April 2014
Advertise Draft IDP and Budget	For public comments	Municipal Manager	April 2014
Send draft IDP and Budget to MEC	For comments	Municipal Manager	April 2014
Public Participation	Draft IDP for	Mayor	May 2014

Action Plan	Purpose	Responsible Person	Timeliness
Outreaches	comments		
Gariep 4 th IDP Rep Forum	Presentation of final IDP to Sector departments (National and Provincial) and inclusion of departments final inputs	Mayor	May 2014
District IDP Rep Forum	Presentation of final IDP to Sector departments (National and Provincial) and inclusion of departments final inputs	Mayor and MM	May 2014
Attend Provincial IDP Assessment	For MEC Comments	Municipal Manager CFO IDP/PMS Manager Acting HR Manager Director Technical Services	May 2014
IDP and Budget Steering Committee Meeting	To consider final draft	Municipal Manager	May 2014
Final IDP and Budget Adopted	Council Resolution	Mayor	May 2014
Adopted IDP Published	Public notice	Municipal Manager	June 2014
Adopted IDP submitted to MEC	Compliance	Municipal Manager	June 2014
SDBIP and Draft Performance Agreements submitted	Tabled before Council for adoption	Municipal Manager	June 2014
SDBIP Reporting	Quarterly report	Heads of Departments Middle Managers	June 2014
PMS Steering Committee	Performance reporting	Mayor and MM	June 2014
Adopted SDBIP published	Tabled before Council	Municipal Manager	June 2014
Adopted SDBIP submitted to Council and MEC	Compliance	Municipal Manager	June 2014

IDP ASSESSMENT ACTION PLAN

An action plan is drafted following assessment feedback from MEC LGTA. Regular sessions are held and all directorates participate in the drafting of the action plan with responsibilities and timeframes.

The plan is further discussed within the IDP representative forum where all relevant stakeholders are present for intervention and support; it is also taken up by management and IDP and budget steering committee chaired by the Mayor.

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 Price Water Coopers (PWC) 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 May 03, 2013. The audit committee functions are implemented per approved audit committee charter; the implementation of IDP is amongst the checklist of items reflected in the charter for assessment by the committee. The assessment is effectively undertaken on quarterly basis through internal audit reports.

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. The municipality develops and reviews an audit charter on annual basis the review was adopted on June 28, 2013.

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

Name and Surname
Mr Z Ngwenya – Chair person
Mr N Zulu – Member
Mr. J Sailie – Member
Mr. G Vanara – Member
Dr Sitembele Vatala – Chair person Performance

Audit Opinion over last three years

Municipality	2010/11	2011/12	2012/13
Gariep	Qualified	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; meets on quarterly basis and the last meeting was on March 15, 2013 and is composed of the following members. MPAC assist internal audit and audit committee on the improvement of financial controls and performance information in view of matters raised by AG. LGTA conducted a district wide training for MPAC members in Aliwal Spa in February 2013.

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 gained one more ward making it a total of five (5) wards and all have established fully fledged - functional with ten (10) Ward Committees per ward 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. Council has made a resolution and strategy to support ward committees in 2013/14 with stipends per seating per quarter to the tune of R100 000 and cellphone allowance of R60 000 on monthly basis; the grand total is R160 000.

Ward committees in past used to conduct meetings on monthly basis, in the next financial year the intention is to hold meetings on quarterly basis. The minutes of the ward committees are submitted to the office of the Mayor and he may delegate the tasks through the office of public participation for elevation and solution. Ward committees and ward community relations have always been cordial and issues elevated through Mayoral outreaches, CBPs and ward public

meetings. Communities and ward committees do have cordial relations and harmoniously work together and held meetings.

Ward committees are invited in all IDP representative forum meetings being conducted on quarterly basis where priorities, objectives and targets are discussed; ward committees interests are also elevated during community based planning processes held on annual basis through IDP situational analysis phase.

Ward committees are accountable to ward Councilors; the ward committee meetings conducted involve the Councilors who in turn report to the honorable Mayor on the issues that transpired in the meetings for action to be taken. The Mayor solely makes decisions based on the concerns and informs the relevant Councilor for further engagement and feedback to ward committee.

COMMUNITY DEVELOPMENT WORKERS (CDWS)

The municipality has five functional Ward Committees with extended 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 Gariep 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 2013/14 has been submitted to LG SETA for the support of ward committees and general public relations at the value of R 250 000.

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 Gariep 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; IDP and 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 2012 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	Disaster Management	Annually
Department of Health	Provision of Primary Health Care Services.	One year
Makomota Investment Holdings	Internal Audit Services	Annually
Kagiso Trust Consulting	Revenue Management	Annually

	Services	
Bonani Poultry Farming	Lease Agreement	Annually
Price Waterhouse Coopers	Professional Services	Annually
Sonskyn Educare Centre	Lease Agreement	Annually
Red Landscaping Architects	Greening and Town Beautification	
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 and suggestion box for written grievances. 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. In the next financial plan the municipality plans to establish a fully fleshed customer care unit. The status quo as of April, 2013 is demonstrated below:

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

Senqu	5	62	67	92.54%
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FRAUD PREVENTION PLAN

The plan was developed and adopted in November 2011 with resolution no: 24/2011. 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.

The anti - fraud and corruption committee charter has been established through anti - fraud and corruption committee that seats on quarterly basis. The purpose of this charter is to set out the effective nature, role, responsibility and authority of the anti - fraud and corruption committee and to outline the scope of their work.

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 draft communication Strategy is to ensure that all communications initiatives in the Gariep Local Municipality are well coordinated, integrated and focused.

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 hence the effectiveness of the draft.

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 Gariep. 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 explicit area.

The following initiatives have been undertaken by Gariep 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 influences the frequency of its release.

Gariep 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 operationalized.

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 Honorable Premier (Acting), Mr M Sogoni on 20 March 2009. Unfortunately funding for staff and operating costs have not been forthcoming. To date (March 2013) 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 institution are using the offices at no cost. The Gariep 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.

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 and 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.

PUBLIC PARTICIPATION STRATEGY

Gariep Municipality's Public Participation Plan was adopted by Council on 31 May 2009. 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.

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

PUBLIC PARTICIPATION CHALLENGES

Small revenue base for some public participation needs
Some ward committees not attending IDP representative forum meetings
Public participation forum meetings not established
Community based planning.

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 29 September 2012 and 14 March 2013; the remaining meetings will be conducted before 2013/14 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 2013/14 for MTEF three financial years starting from 2013/14. Most of the provincial departments attended and were able to present on the 2012/13 budget allocation and the implementation of current projects.

MUNICIPAL COMMUNITY SAFETY FORUM

Community Safety Forum was established in 2008 at Gariep. It had challenges of not functioning well due to poor attendance of the participants and absence of the chairperson and deputy chairperson. It has been revived since 2012. The Chairperson is councilor Mnyombolo.

Gariep Municipality is committed in ensuring that Gariep CSF is functional and Integrated Community Safety Plan is in place and implemented. The last meeting was on the 19 November 2012.

Safety and Security issues for Gariep

There are three police stations within Gariep Municipality.

Burgersdorp police station

It is reported that there is high rate of Assault GBH at Burgersdorp and the highly affected area IS Thembisa. This kind of crime is emanating from liquor.

Community Police Forum is functional and is of assistance in community policing and social crime prevention campaigns.

Steynsburg

It is reported that there is high rate of Assault GBH and stock theft at Steynsburg. The highly affected area is Greenfield and Zwide. Liquor abuse and presence of many taverns contribute in these assault crimes.

Community Police Forum is functional and is of assistance in community policing.

Numbering of houses, upgrading of roads and installation of high mast lights by Municipality at Green field can make it easy for police when they are attending complaints and patrols.

Venterstad

Venterstad is highly affected by Assaults common and assault GBH, rapes and murder. House breaking is also escalating. Stock theft on farms is also a problem. The areas that are highly affected are Oviston and Nozizwe

Community Police Forum is functional and is of assistance in community policing.

Insufficient street lights at Nozizwe township and businesses at un-zoned areas contribute in crime.

3.2.7 SOCIAL COHESION

The Mayoral Tournament is an annual event and in 2012/13 an amount of R111, 000.00 was allocated. The tournament focuses on the nation building and 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 and 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

3.2.8 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	
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	
Ensuring the signing of the MOU between the Gariep LM and LGI	Improve gateway entrances and signage
Improving relationships with the private sector tourism bodies	Support to LTO to promote Gariep Route
Establish a central tourism office around the Gariep Dam	Implement institutions around the coordination of the Gariep Dam
Coordinate marketing interventions with other municipalities	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	ECTB
	Neighboring DM's

Strategic Alignment to LED Plan:	Strategic Partnerships Pillar	Office of the Premier	DEDEA
Location of Project	Oviston / Venterstad	ECSECC DWA Private Sector Neighboring LM's	JGDM 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

3.2.9 SUMMARY OF WARD PLANS

On the 26th to 29th November 2012 Gariiep 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.

Gariiep Community Based Planning assisted by the JGDM was conducted during the 19th to the 21st of March 2013 in all the wards; it was attended by various local stakeholders and Government Departments. In these sessions, Ward Based Plans were developed to inform IDP and as a result have been incorporated into the 2013/14 IDP.

The table below contains the priority needs of ward 1 to 5, which were identified during the CBP ward sessions in March 2013 with the assistance of Joe Gqabi District Municipality (JGDM) and Department of Social Development. 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	WARD4: PRIORITY NEEDS	WARD5: PRIORITY NEEDS
INFRASTRUCTURE AND SERVICE DELIVERY				
Access Roads; 24 hour Clinic/day hospital	Access Roads and bridges; Sewer Treatment Plant; Sports field renovation; Renovation of bridges	Provincial Roads with potholes	Paved Roads; Road maintenance; Dumping sites	Water
Refuse Site; Waste Management	FET College/Skills Development Centre; School, Clinic and Housing construction at Greenfields; Upgrading of streets and street lights	Greening and Town Beautification; graveyards, dumping sites	FET College/Skills development programmes; Indoor Sport Centre; Street lights; Housing construction; High school construction; Sports facilities for the elderly and the youth;	Skills development; Clinic; Construction of sport facilities
LOCAL ECONOMIC DEVELOPMENT				
Job Opportunities	Construction skills	Unskilled Municipal Management	Job Opportunities	
	Public toilets	Utilities; Streets and Water	Small Business Centre	
	Speed humps		Development of Emerging Farmers	
Lake Gariep Resort	LED	Polluted Chippini's Klip Dam by Molteno river; signage		
	Banks in town			
PUBLIC PARTICIPATION AND GOOD GOVERNANCE				
Street Naming	Crime			Crime
By laws	Police patrol at nights		24 hour Police patrol; Care givers; Old age home	Societal Moral Values; Alcohol Abuse
TV Channels				Food and Nutrition

3.2.10 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 EPWP created 20 jobs in 2012/13 specifically for youth, women and people with disability and smooth progress is being achieved.

There is no budget allocated for the development of a SPU Mainstreaming Plan 2013/14 due to financial challenges due to municipality's small revenue base; but there is a sum of R50 000 for SPU support.

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

There is no budget allocation in 2013/14 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 project constitutes 5 project members which are all active and the project is progressing well.

The youth also benefited from the Cleanliness programme from the municipality; in total 30 people were appointed during 2012/13. The municipality has no budget on the support of Youth matters due to small revenue base.

HIV AND AIDS

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

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 November 2012 through Sport Activities, Voluntary Testing and speeches. This was hosted in Steynsburg sport field.

WOMEN

The structure of women exist in Gariep with minimal financial support of women projects, however the following will be given a priority for 2013/14;

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.

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 2012/13 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.

Special Programmes Intervention for 2013/14

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

INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives: Improve organizational cohesion and effectiveness

Intended Outcome: Improved organizational stability and sustainability

Gariep Municipality has satellite offices in Stynsburg and Venterstad and each office has a unit Manager responsible for day to day administration feeding into the main office in Burgersdorp. 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 that is being reviewed on annual basis; the recent adoption was in November 10, 2011 dealing 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)

Carrier opportunities, **succession and retention planning** and rapid progression (new).

The lack of 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.

As an attempt to implement succession and retention planning, the municipality has recently been going to different municipalities for benchmarking, training, mentoring and acting in critical posts; this has resulted in municipal restructuring, placement and rotation of staff in other more relevant and suitable sections; for instance public participation unit will be assigned with a new dedicated personnel to strengthen customer care profiling.

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 confidentiality and 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)

Installation of Cloud ware system

Installation of alfresco for purpose of document sharing

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.

INFORMATION ACCESS FOR AUDIT

A register is developed for distribution of audit information, confidentiality and security issues; the auditors sign the register on request and a copy of an original is given to them. Following the finalization of the audit, the information returned by the auditors is taken to the shredder for extinguishing purposes.

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 232; 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 2013. 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	Contract workers
232	131	47	54	6

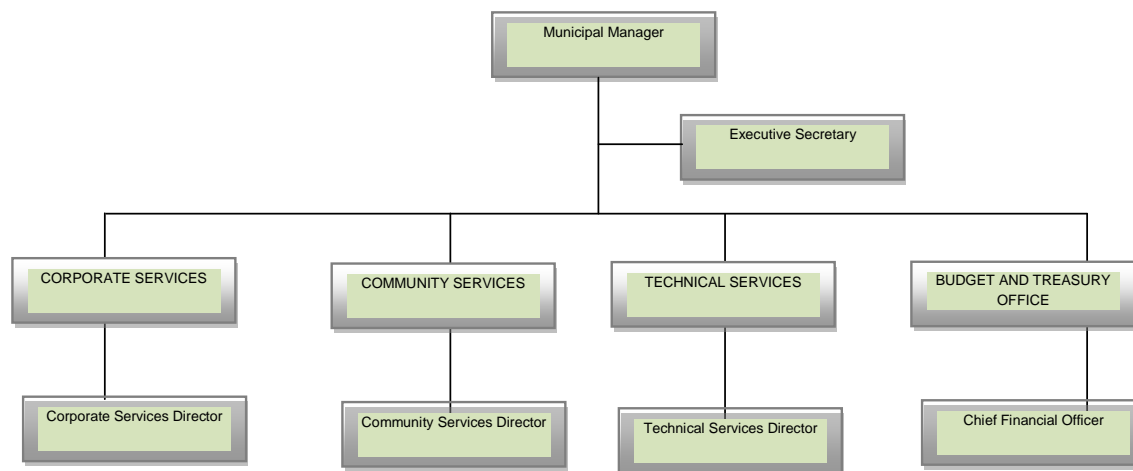
3.3.4 ORGANIZATIONAL STRUCTURE

The Municipal Organizational Structure was submitted for amendments twice on 11 July 2012 with resolution no: 34/2012 and approved on 07 March 2013 with resolution no:15/2013. 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 Council approved final budget for 2013/14 on June 30 , 2013; the proposal included total salaries and employee related costs to the total of **R36, 116 040.00**

The current Municipal organizational structure comprises of 232 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 17 posts, of which 7 (58.3%) are filled.

Corporate Services

The Corporate Services Department has 12 posts of which 7 (58.3%) are filled. Currently the position of Corporate Director has been advertised on April 2013, advert no: 07/2013.

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. Currently the post is vacant and there is someone acting on the position.

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.

CRITICAL AND SCARCE SKILLS

The municipality does not have financial and human resource capacity on the following scarce skills;

Town Planners
Building Controllers
Engineers
Internal Auditor

POSTS WITH ORGANOGRAM OF JOB DESCRIPTIONS

All 232 employees have job descriptions except for six (6) interns.

The following are on contract;

Six (6) interns from Budget and Treasury office – Expiry date April 2014

One (1) IDP Manager from Municipal Manager's office – Expiry June 2013

Municipal Manager – Renewed in August 2012 and expires in July 2017

Chief Financial Officer – Employed May 2010 and expires in April 2015

Director Community – Employed December 2009 and expires in November 2014

3.3.5 VACANCY RATE

The total filled staff complement is 232 employees (excluding councilors) as at 30 March 2013. 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 2012

Department	Total no of Posts	Filled	% Filled	Vacant	Number budgeted for
Office of the Municipal Manager	17	15	88.23%	2	1
	10	10	100%	0	
Corporate Services	12	7	58.33%	5	3
Technical Services	112	82	85.71%	12	11
Community Services	105	90	81.9%	10	16
Budget and Treasury Office	38	28	73.68%	7	2
Total	284	232	81.69%	55	33

The breakdown given below reflects the positions as at 31 December 2012.

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

#	Approved positions	Number of approved/budgeted/funded posts	Filled posts by 2012/13	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

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		

Staff Turnover

From 1 July 2012 to 31 March 2013 only nine (9) terminations inclusive of one (1) death, three (3) resignations, four (4) retirement and one (1) ill health. Twelve (12) vacancies were filled; three (3) officials were promoted the total number of posts is, 232 of which 238 (84.09%) are filled and 45 (15.1%) are vacant. The turnover rate in the past financial year is calculated at 6 %

Contracts and Performance Agreements

The alignment between the strategic objectives of employment contracts and performance agreement is realized through SDBIP, IDP, individual scorecards for Managers, key performance indicators and annual and quarterly targets. With regard to underperformance improvement measures are contained in the performance report, with key issues being the review of SDBIP and targets.

3.3.6 Employment Equity Plan

The table below depicts the Equity profile in Gariep municipality as at 31 December 2012.

Item	Africans	Coloreds	Whites	Filled posts	Unfilled posts	%	Challenge	Achievement	Target 2013/14
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 2012/13 to update the Plan. EEP submission to the department of labor has not been done.

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 is reviewed and submitted annually to training committee; for 2013/14 the process of approval was done on 27 June 2013. The municipality has a dedicated Skills Development Facilitator responsible for workplace skill programme and a committee exists and seat on quarterly basis. Currently the municipality's focus is on training staff on ABET since the majority of workers do not have formal tertiary education. The other priority is based on the legislated training for BTO and s56 Managers; the training committee decides on the criteria as and when required.

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 2013/14 financial year. The budget for 2013/14 is committed R 432 776.

The same process will be followed in the 2013/2014 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.

2011/12 - 2013/14	Status	Department	No. of Participants	NQF Level	2013/14 Target
ABET	Complete	All	30		ABET
SAICA Learnership	Complete	Finance	3	3	Municipal Leadership Development Training
Finance and Administration Skills Programme	Complete	Corporate	2	5	First Aid Training
SAICA/Deloitte Skills Programme	On-going	Finance	7	6	Plumbing
LED Learnership	Complete	Community	1	5	Paving
Environmental Practices Skills Programme	On-going	Technical	20	1	Electrical Apprenticeship
Diploma and Advance LG Law and Admin	On-going	Council	3	6	Ward Committee Training
RPL Electrical and Mechanical Assessments (DBSA)	On-going	Technical	2	5	OD-ETDP Learnership
Municipal Financial Management Programme	Complete	Finance and Managers	6	6	Waste Management Training
Supply Chain Man for Merging Contractors	Complete	Emerging Contractors	5	4	Client Services Training
Occupational Health and Safety	Complete	Technical	20	2	Secretarial Training
Traffic Management	Complete	Community	4	5	Project Management Training
Business Writing Skills	On-going	All	10	5	CPMD
Risk Management	Complete	All	2		Municipal Labour Relations Training

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 Local Government SETA and National Skills Fund)

1 SMME Facilitator trained on a LED Learnership NQF Level 5 with the support from LGSETA

3 Councilors trained on Certificate and Advance Local Government Law and Administration Programme implemented by the University of Fort Hare

The 2nd intake of the SAICA Learnership completed with the support of LGSETA and National Treasury

Records Management Workshop for all internal staff members funded by Department of Local Government and Traditional Affairs

Personal Financial Management training for Councilors and staff members which was a joint venture between DGOG and DBSA funded by Capitec.

Occupational Health and Safety training for 18 staff members with the support from LGSETA

4 Councilors trained on Municipal Public Accounts Committee Members (MPAC) with the support of Joe Gqabi District Municipality.

1 staff member trained on Effective Risk Management in Local Government by IMFO

5 staff members trained on Employment Equity with the support of Department Local Government and Traditional Affairs

1 Councilors and 1 staff member trained on the New Grant Regulations with the support of LGSETA

3.3.9 PERFORMANCE MANAGEMENT SYSTEMS (PMS)

Gariiep PMS framework was adopted in July 2011 and the scorecards from the s56 Managers cascading down to middle Managers. The 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 and 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 and reports submitted on the fifth day of the month,

Approved SDBIP and Approved annual performance agreements for the Municipal Manager and all S56,

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 on the tenth day of the month,

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; seats on quarterly basis and the last meeting was held on the June 10, 2013. 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 with the IDP and PMS Manager as a Co-Chair.

IDP and 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 and 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. The committee is re-elected based on Council decision within five years (5) of service.

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. The last meeting was held on the 14 March 2013

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 2012 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

INSTITUTIONAL COHESION

The section consists of departmental meetings that seat on monthly basis and further informs the management meetings being conducted per month and staff meetings conducted on quarterly basis.

The municipality has Council committees (6) inclusive of MPAC in place aimed at improving the performance of each key performance area; make recommendations for approval to Council and refining institutional administration.

A wellness programme was introduced and launched in May 08, 2013 as an institutional cohesion to be conducted by-annually.

CODE OF CONDUCT

The policy was developed and adopted in November 2010 as agreed by the Unions. There are various Codes of conduct and codes of good practice applicable to both employers and employees. For example, there is the code of good practice on the arrangement of working time, promulgated in terms of the basic conditions of Employment Act and which provides guidelines to employers and employees on arranging working time.

Furthermore, there is the code of good practice concerning dismissal which was promulgated in terms of the Labor Relations Act (Schedule 8). This Code deals with the key aspects of dismissal for reasons related to conduct and capacity of employees.

However, the code of conduct promulgated in terms of the Municipal Systems Act, deals with the manner in which a municipal employee must conduct him/herself in order to ensure that he/she performs his/her duties and functions in good faith, honesty, transparency and at all times acts in such a way that the credibility and integrity of the Municipality is not compromised.

Disciplinary Cases

Finalized	Outcome	Outstanding	Challenges
One (1) case of Alcoholism related	Deduction of one (1) day salary; serving a 6 months written warning	One (1) case of Electricity theft	Currently being under investigation
One (1) case of Theft	No enough evidence	One (1) case of Misuse of petrol	Currently being under investigation
		One (1) case loss of stock items	Currently being under investigation

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

ITEM	STRATEGIES
Salaries and Allowances	Monitor and regulate overtime
	Manage cell phones and 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

ITEM	STRATEGIES
	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
	Introduction of early warning system (for all votes)
Entertainment	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
	Regular refurbishment of all municipal buildings
Furniture	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

ITEM	STRATEGIES
Grants	Donors (lobby and influence equitable share formulae)
Services	Disconnection of electricity due to non-payment should be done on an acceptable rate
	Updating and review of indigent register
	Intensify credit control and debt improve customer care
	Filling of critical posts in BTO
	Finalise and implement new FMS (training

ITEM	STRATEGIES
	<p>and development)</p> <p>Identify buildings for leasing option</p> <p>Auditing of all prepaid electricity meters should be performed as to identify tampering</p> <p>Roll-out of a campaign aiming at consumer awareness</p>
Others	<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>Implementation and gazetted By- laws (i.e. distribution, 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:

<p>Increase on rates and taxes by 6%</p> <p>Government grants for the years 2013 – 2014 are as per the Division of Revenue Bill</p> <p>Equitable share from the National Government has been estimated to increase by 4 %</p> <p>The headline CPI inflation forecast for the 2013/2014 is 5.6%</p> <p>Growth in the salary and wage bill has been provided for in the budget at 6;85%</p> <p>28% increase on refuse and 6% sundry tariffs</p> <p>10% increase on bulk electricity and 10% on electricity tariffs</p>
--

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 2013/14 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/items.

External Allocations

Allocations as per Division of Revenue Bill

Description	2013/2014	2014/2015	2015/2016
Equitable Share	R 25 608 000	R 26 340 000	R 27 760 000
MIG	R 11 434 000	R 10 981 000	R 11 411 000
FMG	R 1 650 000	R 1 800 000	R 1 950 000
Incentive EPWP	R 1 000 000	R Nil	R Nil
MSIG	R 890 000	R 934 000	R 967 000
INEP(IN KIND)	R Nil	R Nil	R 15 000
EPWP (DEDEA)	R 2 000 000	R 1 000 000	R 1 000 000
LOCAL GOVERNMENT SUPPORT	R 2 500 000	R 2 653 000	R 2 809 000
LOCAL GOVERNMENT (LED) CAPACITY	R 117 000	R 112 000	R 110 000
DEPT OF SPORTS & RECREATION (LIBRARY SUBSIDIES)	R 1 147 000	R 1 147 000	R 1 147 000
Total Allocation 2012/2013	R 46 346 000	R 44 967 000	R 62 154 000

EXPENDITURE PERCENTAGE ON GRANTS USAGE 2010/11-2011/12

Income and Income Sources

Income and income sources are indicated in the table below:

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

EXPENDITURE

Breakdown of Expenditure Allocations/Patterns.

% of salary budget, remuneration and employee costs to operational budget

VOTE	2012/2013	2013/2014	2014/2015	2015/2016
Council	5 614 000	3 100 495	3 267 921	3 444 389
Executive	7 665 000	11 662 552	12 262 000	12 956 000
Budget and Treasury Services	28 392 000	27 010 000	28 468 000	30 005 000
Technical Services	65 150 000	80 088 000	84 413 000	88 971 000
Community and Social Services	21 331 000	27 395 000	28 874 000	30 433 000
Corporate Services	4 065 000	5 295 000	5 581 000	5 882 000
Total	132 216 000	154 551 000	162 896 000	171 693 000

Description	2012/2013	2013/2014	2014/2015	2015/2016
Employee costs	33 181 000	39 046 000	41 155 000	43 362 000
Remuneration of councillors	3 052 000	1 549 000	1 632 000	1 720 000
Depreciation and asset	7 665 000	8 094 000	8 532 000	8 992 000
Finance charges	1 015 000	240 000	253 000	267 000
Materials and bulk purchases	24 645 000	34 808 000	36 687 000	38 669 000
Transfers and grants	Nil	Nil	Nil	Nil
Other expenditure	81 298 000	68 307 000	71 995 000	75 899 000

Debtors turnover rate: Collection for the last 12 months/Total Revenue for the last 12 months=Collection Ratio

= 66.87%

Creditors turnover: 58,65 %

DETAILED CASH FLOW

Consolidated Budgeted Cash Flows											
Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue and Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2013/14	Budget Year +1 2014/15	Budget Year +2 2015/16
CASH FLOW FROM OPERATING ACTIVITIES											
Percentages (%)											
Receipts											
Ratepayers and other		7,534	32,257	40,696	61,085	68,756	68,756		69,745	75,518	81,196
Government operating	- 1	25,808	24,637	40,544	39,126	31,238	31,238		32,912	31,056	34,743
Government capital	- 1	-	1,789		12,044	12,044	12,044		11,434	10,981	11,411

Consolidated Budgeted Cash Flows											
Description	Ref	2009/10	2010/11	2011/12	Current Year 2012/13				2013/14 Medium Term Revenue and Expenditure Framework		
Interest		4,209	28	75							
Dividends											
Payments											
Suppliers and employees		(29,455)	(41,660)	(68,355)	(133,232)	(132,310)	(132,310)		(152,831)	(161,618)	(169,396)
Finance charges		(381)	(2,833)	(2,684)							
Transfers and Grants	1										
NET CASH FROM/(USED) OPERATING ACTIVITIES		7,714	14,216	10,276	(20,976)	(20,272)	(20,272)	-	(38,740)	(44,063)	(42,046)

CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE										
Decrease (Increase) in non-current debtors			629							
Decrease (increase) other non-current receivables										
Decrease (increase) in non-current investments										
Payments										
Capital assets	(7,683)	(15,401)	(6,305)	(14,156)	(18,337)	(18,337)		(11,434)	(10,981)	(11,411)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(7,683)	(15,401)	(5,676)	(14,156)	(18,337)	(18,337)	-	(11,434)	(10,981)	(11,411)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans										
Borrowing long term/refinancing										

Increase (decrease) in consumer deposits				(70)	(70)	(70)					
Payments											
Repayment of borrowing		(449)	(518)	(977)	(610)	(860)	(860)		(906)	(957)	(1,009)
NET CASH FROM (USED) FINANCING ACTIVITIES		(449)	(518)	(977)	(680)	(930)	(930)	-	(906)	(957)	(1,009)
NET INCREASE/ (DECREASE) IN CASH HELD		(418)	(1,703)	3,623	(35,813)	(39,539)	(39,539)	-	(51,080)	(56,001)	(54,466)
Cash/cash equivalents at the year begin:	2	792	375	(1,328)	8,971	8,971	8,971	8,971		(51,080)	(107,081)
Cash/cash equivalents at the year-end	2	375	(1,328)	2,295	(26,842)	(30,568)	(30,568)	8,971	(51,080)	(107,081)	(161,547)

CAPITAL BUDGET

W AR D	DESCRIPTION	2012/2013	2013/2014	2014/2015	2015/2016	SOUR CE
1-5	Burgersdorp Community Hall	4 442 000	5 600 000	4 000 000	4 800 000	MIG
5	Thembisa Bus Route	4 990 000	5 600 000			MIG
1	Lyciumville Access Road	5 422 000		6 981 000	6 611 000	MIG
3	Greenfields Access Road	3 483 000				
5	Mzamomhle Connections		4 100 000			MIG
5	Recapitalisation of Electricity		3 000 000			MIG
5	Renovation of Traffic Testing Station		1 083 000			MIG
TO TA L		R 18 337 000	R 19 383 000	R10 981 000	R11 411 000	

The total budgeted expenditure for the year 2012/2013 on capital was over eighty one per cent (81%), R8.2m from the MIG grant and R8m from other conditional grants. For 2010/11 and 2011/12 financial years percentages on capital projects. The own revenue of the municipality could only fund eighteen per cent (18%) of the capital/infrastructure projects and that leaves eighty two per cent (82%) to infrastructure investment.

Audited capital expenditure Results – in percentages for each year

The municipality has a Fixed Assets Register which is compliant to the accounting standards as prescribed. (i.e GRAP) The register was last updated in 2011/12 financial year and preparations for the next review are under- going. 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 2013/14

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 assets.

3.4.2 FINANCIAL MANAGEMENT SYSTEMS

Internal Control System

The municipality has developed an effective internal control system, and this is evident in the number of qualifications the municipality received in the past audit. However, this is a process and not an event therefore it will always be reviewed and improved continuously.

Risk Management

The municipality has shown a great improvement in the manner it manages its risk. The risk Manager was appointed in 2011/12 financial year and the risk plan and risk strategy developed and not yet adopted by Council. The risk committee was established in 2012 to conform and proactively manage possible risk in the municipality.

Maintaining of Audit File

The municipality received a qualified audit opinion for the past three years and continues to strive for better outcome. As mentioned earlier, there is a clear AFS process plan developed taking all latest standards in consideration. Furthermore; maintaining of all necessary records is crucial and making sure that a proper audit file exist and ready for audit.

Billing

Gariep Municipality has effective monthly billing system however there are still some teething challenges in terms of consistency and accuracy. As for the compliance with the MFMA reforms, the system is up to date and the municipality complies fully. The following are some of the challenges experienced:

Morbidity of consumers

Death

Child headed households

Destitute families

Farm billing

Old data

Valuation Rolls

Gariiep is implementing the municipal property rates act. The Municipal Valuation roll was adopted and implemented by Council since 1 July 2009. The review will be conducted in 2014/15 financial year. Consultation processes with relevant stakeholders were held. Consumers who were not satisfied with the outcome have been afforded an opportunity to object in terms of the MPRA. Furthermore an interim valuation was conducted for the previous years and the municipality is on track for the next General Valuation as prescribed by the Municipal Property Rates Act.

The supplementary valuation was conducted and results thereof were updated in the existing valuation as per MPRA. The municipality is in the process of finalizing the appointment of the service provider for the general valuation as required by the Act.

Payments of Municipal Services and Rates and Taxes

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

High level of unemployment

High level of indigent consumers

Billing Delays

In accurate Billing/ reading of meters

HIV and Aids prevalence

What percentage (%) of budgeted income was realised in the past 2 years per category

3.4.3 REVENUE MTEF PROJECTIONS

MTEF REVENUE PROJECTIONS			
Description	2013/2014	2014/2015	2015/2016
Electricity	R 43 349 000	R 45 690 000	R 48 157 000
Water	R	R	R
Sanitation	R	R	R
Refuse Collection	R 12 383 000	R 13 052 000	R 13 756 000
Rental Facilities and Equipment	R 357 000	R 377 000	R 397 000

MTEF REVENUE PROJECTIONS			
Description	2013/2014	2014/2015	2015/2016
Fines	R 104 424	R 110 168	R 116 117
Licenses and Permits	R 659 098	R 695 000	R 732 000
National Transfers	R 40 582 000	R 40 055 000	R 57 088 000
Provincial Transfers	R 5 764 000	R 4 912 000	R 5 066 000

3.4.4 GOING CONCERN AND FINANCIAL STABILITY

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:

Forge partnerships;

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;

Gariep 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.

3.4.5 FINANCIAL POLICIES

The following policies are reviewed annually and the last review was adopted by Council in March 2013 for 2013/2014 financial year, the policies are not yet promulgated into by-laws and will be completed in 2014/15 financial year.

Accounting policy

Comprehensive SCM Policy

Asset management policy

Cash receipts and banking

Cash management and payment of creditors

Borrowing and raising of debt

Budget

Cost estimation

Indigent Policy

FBS Policy

Credit control and debt collection

Customer care

Donations, sponsorships and grants

Financial reporting

Liability of the Municipality for damages sustained or incurred by Councillors and officials

Internal audit

Investment

Financial support for disposing of the dead

Rates

Reimbursement of mobile phone costs

Risk management

Subsistence and travelling

Comprehensive HR Policy

Tariff Policy

Long-Term financial plan Policy

Infrastructure investment and capital projects Policy

The long-term financial plan should be reviewed each year to update assumption, projections and related policies. It is imperative to mention that all policies mentioned above were promulgated to law and all amendments thereof will undergo the same process. 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

Consider the latest budget MFMA reforms

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

The municipality has a functional supply chain management unit. It consists of the head of the unit an accountant and two assistant accountants. All bid committees exist (Specification Committee; Evaluation Committee and Adjudication Committee) as required by law and meets all the national standards requirements. 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 municipality has the section in the supply chain that deals with contract management; however the municipality is still not sure where this unit should be reporting and extensive study is underway to see how other municipalities are dealing with contract management. **The procurement turnover rate is ?????**

The Policy provides systems for the following:

Demand management

Acquisition management

Logistics management

Disposal management

Risk management.

3.4.6 CREDIT CONTROL AND DEBT COLLECTION

Gariiep Municipal Council approved a Credit control and Debt Collection Policy and procedures in 2010 and it has been reviewed every year ever since.

The principles supported by the policy are, amongst others:

The administrative integrity of the municipality must be maintained at all costs. The democratically elected Councillors 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 Councillors, 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.

3.4.7 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.

Financial Recovery Plan/ Revenue Enhancement Plan

The municipality has employed and or partnered with Kagiso Trust to clear off the challenges pertaining to revenue. This includes but not limited to revenue enhancement strategy that is not yet adopted. This is one of the means the municipality is using for the financial recovery plan. Furthermore, the municipality has gone in the 2012/2013 financial year in depth in attending to its financial issues, national treasury was in December 2012 invited to do the in depth analysis of the municipalities financial issues and there is a consideration of voluntary financial recovery that Council is still to decide on.

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.

3.4.8 ASSET MANAGEMENT AND GRAP COMPLIANCE

The municipality has for the first time in 2011/2012 financial year produced a GRAP compliant asset register and it will be up dated annually in terms of the latest accounting standards. At the end of the 2011/2012 there were still some teething issues on the register but progress has been made since the first implementation. 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.

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.

3.4.9 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 Gariep Local Municipal area is 9770. Households receiving free basic services during the 2012/2013 financial year are reflected below;

Electricity	Water	Refuse	Sanitation
3430	5766	5766	5766
50Kw per month	6 Kl per month	R86.95 Basic Charge	R86.25 Basic Charge

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

The Equitable Share allocated to Gariep is as follows:

Equitable allocation	Share	2013/2014	2014/15	2015/2016
Gariep		R 25 608 000	R 26 340 000	R 27 760 000

Indigent Policy and Register

The Indigent Support Policy was reviewed and approved by the Council in 2012/2013 financial year 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	Cost
Burgersdorp	4423	2919	1504	65%	R 149 890.65 per month
Venterstad	2072	1229	843	59%	R 63 109.15 per month
Steynsburg	2482	1608	874	64%	R82 570.80 per month
Total	8977	5756	3221	64.1%	R295 570.60 per month

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. The municipality in 2011 established IDP and Budget Steering Committee chaired by the Honourable Mayor; amongst others the committee looks at the IDP objectives, priorities, projects and their alignment to the available budget.

3.4.10 AUDIT

Gariiep has a functioning external audit committee. Gariiep municipality has appointed the service provider to undertake the internal audit function. As required by the ASB, the municipality has developed a clear process plan for the Annual Financial Statement. This is was also a recommendation by the Audit Committee in the past financial year. The process plan is carefully drafted to comply with the latest standards taken into consideration.

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 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.

Gariiep municipality has appointed an Audit Committee consisting of three members and this are:

Mr Z Ngwenya – Chair Person

Mr N Zulu – Member

Mr. J Sailie – Member

Mr. G Vanara - Memnber

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

Audit Opinion2009/10	2010/11	2011/12
Qualified	Qualified	Qualified

Summary of Auditor General Findings

Basis for qualified opinion is indicated below:

Fixed Assets Register

Property Plant and Equipment

Investment Properties

Comparative Figures

Cash and Bank

Value-added Tax (VAT)

Audit Action Plan

No	Finding	Activity	Responsibility	Date	Progress
1	VAT: Difference between the VAT recalculation and disclosure in the AFS.	<p>Monthly VAT reconciliations will be performed, reviewed; any discrepancies followed up and cleared on time.</p> <p>High level review of AFS prior to submission.</p> <p>GL will be reviewed for accuracy and classification by senior official.</p> <p>Correcting journal will be passed to rectify the VAT difference identified.</p>	Chief financial officer	10 March 2013	<p>Monthly recons are performed.</p> <p>Recons with the AFS are correct.</p>
2	Cash and bank: Primary bank account misstated (Misstatement)	<p>Monthly Bank reconciliations will be performed, reviewed, any discrepancies followed up and cleared on time.</p> <p>Correcting journal will be passed to rectify the bank difference of R 6 485 221.00 and prior year error of R 10 313 242.00 identified.</p> <p>High level review of AFS prior to submission.</p>	Chief financial officer	10 March 2013	<p>Monthly Bank reconciliations will be performed, reviewed, any discrepancies followed up and cleared on time.</p> <p>Correcting journal will be passed to rectify the bank difference of R 6 485 221.00 and prior year error of R 10 313 242.00 identified.</p> <p>High level review of AFS prior to submission.</p>
<hr/>					

					Bank reconciliation are performed until end March 2013
3	Investment Property: Property Value as per Investment Register does not agree to Valuation Roll	Investment Property valuation will be performed annually. Monthly revaluation reconciliations between Valuation roll and Investment Property register will be performed, reviewed, any discrepancies followed up and cleared on time. All municipal investment properties will be identified, recorded on the Investment Register and followed through to the Valuation Roll to ensure accuracy and completeness.	Chief financial officer Director: Community Services	10 March 2013	An advert has been published and already close for valuation
4	Pre-determined objectives - Targets are not specific (Measurability)	Management will review all performance targets to ensure that they are "SMART".	IDP Manager Municipal Manager		A Service Provider to be sourced to work on SDBIP

5	Land and Buildings: Valuation could not be determined	Professional Valuer will be consulted for proper valuation of Land and Buildings. Safekeeping of records	Chief financial officer Director: Community Services		An advert has been published and already close for valuation
6	Other movable assets: Assets could not be physically verified	Stock take will be performed and all assets recorded in the Fixed Asset Register. Monthly assets reconciliations between Fixed Asset Register and stock count sheets/supplier invoices will be performed, reviewed, any discrepancies followed up and cleared on time. Correcting journal will be passed to rectify the difference of R 12 352.00 identified relating to movable assets.	Chief financial officer Accountant: Asset management		Physical Verification has been performed. Reconciliation has been performed
7	Pre-determined objectives: Actual performance not within the mandate of the municipality (Relevance	Management will review all performance targets to ensure that they are "SMART".	IDP Manager Municipal Manager		A Service Provider to be sourced to work on SDBIP

8	Predetermined objectives: Non Compliance - IDP does not contain key performance indicators and targets	KPIs and Performance targets will be included in the IDP for 2013/14 financial year	IDP Manager Municipal Manager		A Service Provider to be sourced to work on SDBIP
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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 process is on-going. 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

Internal Controls

In the midst of low revenue base the Municipality has taken an initiative to robustly put in place internal controls through the establishment of budget and treasury office, through expenditure and revenue management together with functional supply chain management. Skilled and professional staffs have been assigned clear roles and responsibilities to ensure proper financial management in line with the MFMA.

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 is prepared 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 2013/14 financial year; the draft was tabled before Council together with the draft 2013/14 IDP on April 28, 2013.

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:

queries raised in an Audit Action Plan; the process is on-going. 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

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)

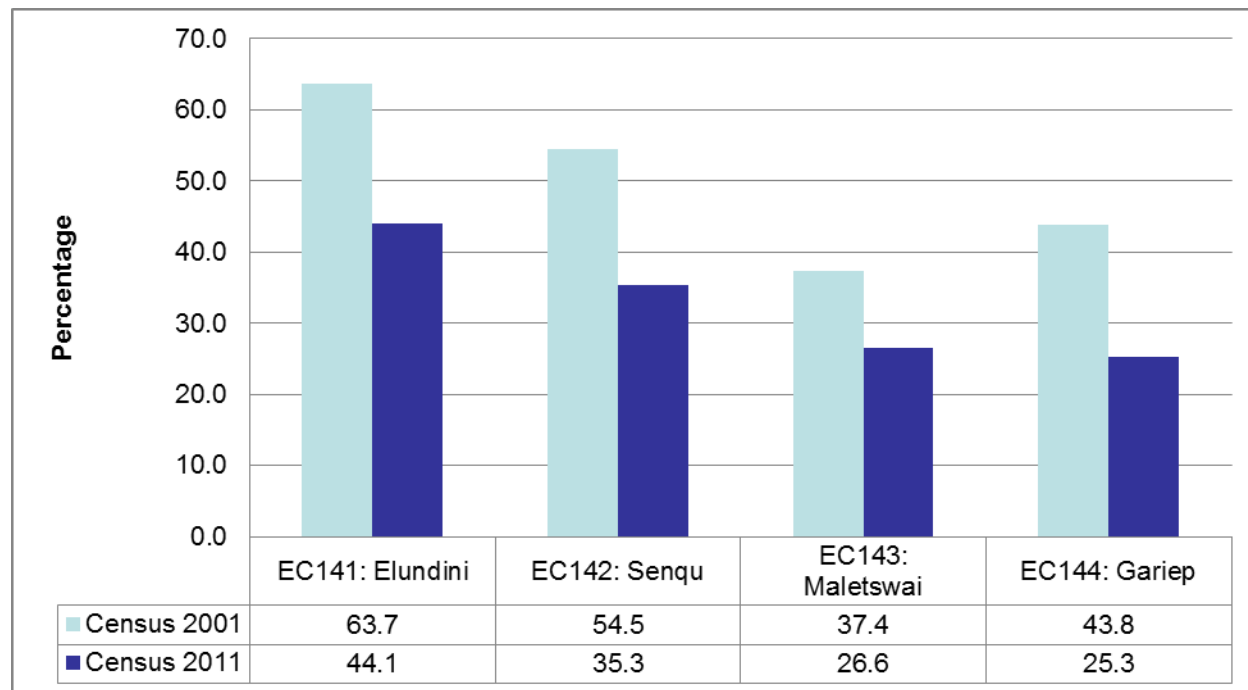
The Gariep Local Municipality, in conjunction with Joe Gqabi District Municipality, appointed a project team to develop a Local Economic Development (LED) Plan for the Gariep Municipality. The local LED Plan was adopted by Council in November 2009 and incorporates the strategic focus contained in the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

DISTRICT WIDE UNEMPLOYMENT RATE

The percentage of the unemployment rate in all the JGDM local municipalities has dropped down probably due to many factors such as outward migration of the youth to the bigger towns and cities and inward migration of elderly and not so economically active part of the society.



Unemployment Rate

Out of the grand total of nine hundred and seventy (9, 770) household head only four thousand six hundred and fifty five (4, 655) household heads are employed whilst the biggest number of household heads are unemployed, are discouraged work seekers and are not economically active group of the society.

Status	Male	Female	Unspecified	Grand Total
Employed	3,320	1,335	-	4,655
Unemployed	601	393	-	994
Discouraged work-seeker	210	175	-	384
Other not economically active	1,697	2,026	-	3,723

Age less than 15 years	3	11	-	14
Grand Total	5,831	3,940	-	9,770

The unemployment rate is at 25, 3% in Gariep compared to 35, 4% in the district and 34, 7% in the province as per census 2011.

Development Indicators (ECSECC)

DEVELOPMENT INDICATORS (ECSECC)			
% and Numbers	2009/10	2010/11	2011/12
Regional GDP (Rm,2005)	557	568	579
Number of people in poverty	7441	6094	5822
Poverty rate %	28,26	23,25	22,71
Total household disposable income (Rm,2004)	309	312	305
Economically active population (number)	9239	8757	8773
Number of unemployed	1732	1791	1726
Number of people formally employed	5847	5485	5632
Number of people informally employed	1661	1481	1415
Total number of employed	7508	6966	7047

ECONOMIC SECTORS (Rm)	2009/10	2010/11	2011/12
Agriculture, forestry and fishery	49	43	
Mining and Quarrying	0	0	0
Manufacturing	24	25	
Wholesale and Retail	42	50	
Finance, property, etc	99	108	
Community and social	24	30	
Infrastructure Services/Construction	16	15	
General Government	20	21	

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 Gariep 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 !Gariep Initiative to the development of an integrated tourism strategy around the Gariep 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 and communication and finance and 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 Gariiep 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 Gariiep 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 Gariiep, employing 28% of the labour force. The agricultural sectors' GGP in 2007 was R 42,651,559. This contribution amounted to 13.8% of Gariiep'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 Gariiep 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 Gariiep 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 Gariiep, near Jamestown. Game farming in Gariiep 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

GGP for the Construction sector was R 17,161,457 which amounted to 5.5% of Gariep's total GGP 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 Gariep, 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 Gariep total GGP in 2007. This has grown since 1996 when manufacturing only accounted for 11.7% of Gariep' 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 GPP 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 Gariiep'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.

LED OVERALL PERFORMANCE (Stats SA – 2011)

EDUCATION	2001	2011
Ages 20 years and above	10,8%	10,6%
LABOUR STATS		
Unemployment Rate	43,8%	25,3%
HOUSING DYNAMICS		
Households with piped water	96,8%	98,1%
Households with access to electricity	75,6%	90,7%
Households with access to flush toilets and connected to a sewer	49,2%	84,1%
Households with access to weekly refuse removal	70%	81,2%

PROJECTS IMPLEMENTED

Project	2009/10	2010/11	2011/12
Teebus Resort Feasibility Study	<p>Secured funding of R 500'000 from DEDEAT.</p> <p>Facilitate the transfer of the 1st tranche of R250'000 from DEDEAT to Gariep LM</p>	Appointed service provider and start engagements with DWA for the transfer of land ownership	<p>Feasibility Study completed and approved by Council. Continuous engagements with DWA regarding the transfer of ownership or a possible long term lease for the facility.</p> <p>Solicit funding for the upgrading of the facility. Submitting the study and business plan for the Jogeda Investor conference scheduled for June 2013 for upgrading and possible strategic partnerships.</p>
JL de Bruin Dam Resort	Upgrading and furnishing of 2 existing chalets, brick paving, and construction of a guard room.	Construction of one chalet, demolition of a boma; upgrading of the sewer and electrical networks	The construction of lapas for all the braai areas through an EPWP incentive.
Lake Gariep Initiative	-	-	-
Greening and Town Beautification	Conducted road shows to the 3 towns (consultation and buy-in). Established a PSC and developed a ToR. Advertised for a suitable service	Appointed a service provider, developed landscaping designs and Bill of Quantities. Implemented the first phase which includes the Burgersdorp Memorial site.	<p>Engage the LTO for a partnership agreement.</p> <p>Submit a proposal to DEDEAT Chris Hani under the Karoo Tourism Forum.</p>

Project	2009/10	2010/11	2011/12
	provider.	Submit a proposal to DEDEAT but was unsuccessful.	
Establishment of LED Forum	Convened an inception meeting, developed a ToR and identified key stakeholders	Convened quarterly and have all sectors represented.	LED Forum is functional and convened quarterly meetings.
SMME, Cooperative and Hawkers Support	Established the SMME Helpdesk and employed a SMME Facilitator	<p>Conducted various training sessions, workshops and liaise with funders. Register the office CIPC to facilitate the registration of businesses.</p> <p>Develop a database of hawkers, smme's and coops.</p> <p>Facilitate training for hawkers with assistance from EHP.</p> <p>Develop a draft procedure schematic for Business Licenses.</p> <p>Established relationships with Seda, SARS, ECDC, DEDEAT, ECPTA, etc – for the provision of technical and financial assistance.</p>	<p>Conduct a workshop on municipal by-laws.</p> <p>Cluster similar businesses, facilitate entity registrations, workshops and provide assistance through business plan development, etc.</p> <p>Successes:</p> <p>Secured funding for;</p> <p>Masizame Bakery Coop,</p> <p>Sakisizwe Bakery, Bonani Poultry and the Venterstad Community Fishing Project</p> <p>Successfully established the Gariep Taxi Association with the involvement of all relevant stakeholders (DoT, JGDM, GLM)</p>
Establishment of		Convened meetings with emerging	Successfully revived the Gariep

Project	2009/10	2010/11	2011/12
Agricultural Forum		farmers, presenting the JGDM's Agricultural Sector Plan	Agricultural Forum. Soliciting support from all relevant departments and stakeholders to assist in addressing the challenges faced by the agricultural community. The forum convenes quarterly.
Tourism development and support	<p>Revive the LTO with product owners driving the Forum.</p> <p>Held a business plan competition amongst the CTO's:</p> <p>Steynsburg CTO won R25 000 to revamp the park and heroes monument.</p>	<p>Burgersdorp CTO got R20' 000 towards the Greening and Town Beautification Project (Park benches, rubbish bins, painting of bridges.)</p> <p>Facilitate training, workshops, grading of establishments, marketing material for Indaba and other tourism events.</p>	<p>Facilitate the registration of the LTO as a non-profit organisation and forging of a partnership between the LTO and Gariep LM.</p> <p>Provide continuous technical support and a link with key role players (government and private sector) for the dissemination of information and to solicit support (financial and otherwise). Recently formed part of the stakeholder who reviewed the JGDM Tourism Sector plan.</p>
Feasibility Study for Agro-processing (Abattoir)	Conducting a comparative and competitive assessment study and developed the concept note.	Submit a proposal to DEDEAT's LRED Fund to conduct a feasibility study but was unsuccessful.	Engage ECDC to provide assistance in conducting a feasibility study for an abattoir, feedlot and other related industry, eg.

Project	2009/10	2010/11	2011/12
			Tannery, wool processing, etc.
Development of tourism/visitors information centre (VIC)	A JGDM initiative for tourism development: Branding, marketing and promotion. Website development. Route development. Est. of Tourism Info Centre	Furnish and resource the centre Support the function of the centre	Established partnerships with JGDM and Burgersdorp Museum in the form of SLA's. Tourism information signage have been erected, the centre is equipped with an official from the museum responsible for operations in the Visitors Information Centre. The Gariep LM's SCM unit is responsible for inventory verification as per legislative prescripts. Operations commenced in June 2012.
District Support Team (IGR Structure with JGDM as the coordinating entity)	Establishment of the structure and conducting of training through Tina Sinako Funding.	Solicit LED support from DLGTA in the form of the appointment of an LED Assistant (3yr contract)	The DST is a functioning IGR structure with the following projects as per the action plan; Review of the LED Plans for Elundini and Senqu LM. Feasibility study for Marketing Hub, Incubation Centre for SMME and Cooperative Support.
Sustainable Socio-	Continuous	Register Gariep LM	The municipality's

Project	2009/10	2010/11	2011/12
economic development	<p>engagements with relevant departments and private sector to facilitate employment creation:</p> <p>EPWP, Infrastructure development, etc.</p>	<p>for Incentive Programmes; Conduct labour intensive projects, eg. Upgrading of municipal amenities, municipal offices, etc.</p> <p>Assume the role of convener of the Reference Group and facilitator of the CWP which provides food security, home based care and cleaning and maintenance in the area.</p> <p>Established relationships with National Lottery Board and facilitated workshops, helpdesks for funding opportunities in the area for charities.</p> <p>Provide continuous support to charitable organizations.</p>	<p>role is still crucial until 2014, unless this programme continues.</p> <p>Facilitate workshops and helpdesks with NLB for funding in the categories of Sport and Recreation and charities.</p> <p>Facilitate and provide technical support to charitable organisations.</p> <p>Implement another phase of upgrading of municipal buildings and developments on JL de Bruin Dam through the EPWP Incentive Scheme of DRPW.</p> <p>Continuously getting projects in a state of readiness for all funding opportunities.</p>

COMPARATIVE AND COMPETITIVE ANALYSIS

The municipality specializes in Agriculture, Tourism and SMME development; in agricultural commodities the key focus is on meat production, wool production and crop production. Animals being reared in the area include amongst others cattle, sheep, goats, pigs, ostriches.

As guided by the SDF of the municipality the following are primary nodes that have potential of attracting more investors and developers;

Burgersdorp – Middle income housing proposal and ostriches

Venterstad – Gariiep dam for tourism and fishery

The commercial farmers have secured the market locally, nationally and internationally; agricultural sector is the biggest employer in the area and to quote a few namely SA Premix and Mega feeds.

Table 6.1: Location Quotient

Sector	2001	2007
Agriculture	3.94	3.87
Transport and communication	1.68	1.83
Construction	1.05	1.31
Manufacturing (Tourism)	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	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.
Relative Importance of Sectors	In terms of Employment: Government and Community Services. <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	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
Trade sector	The average growth rate between 1996 and 2007 for the trade sector was -2%. <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

VARIABLE	FINDINGS
	limitations • There is potential for an expansion of the hunting industry in Gariep
Government Services Sector	Largest employer and contributor to the local economy. • 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:

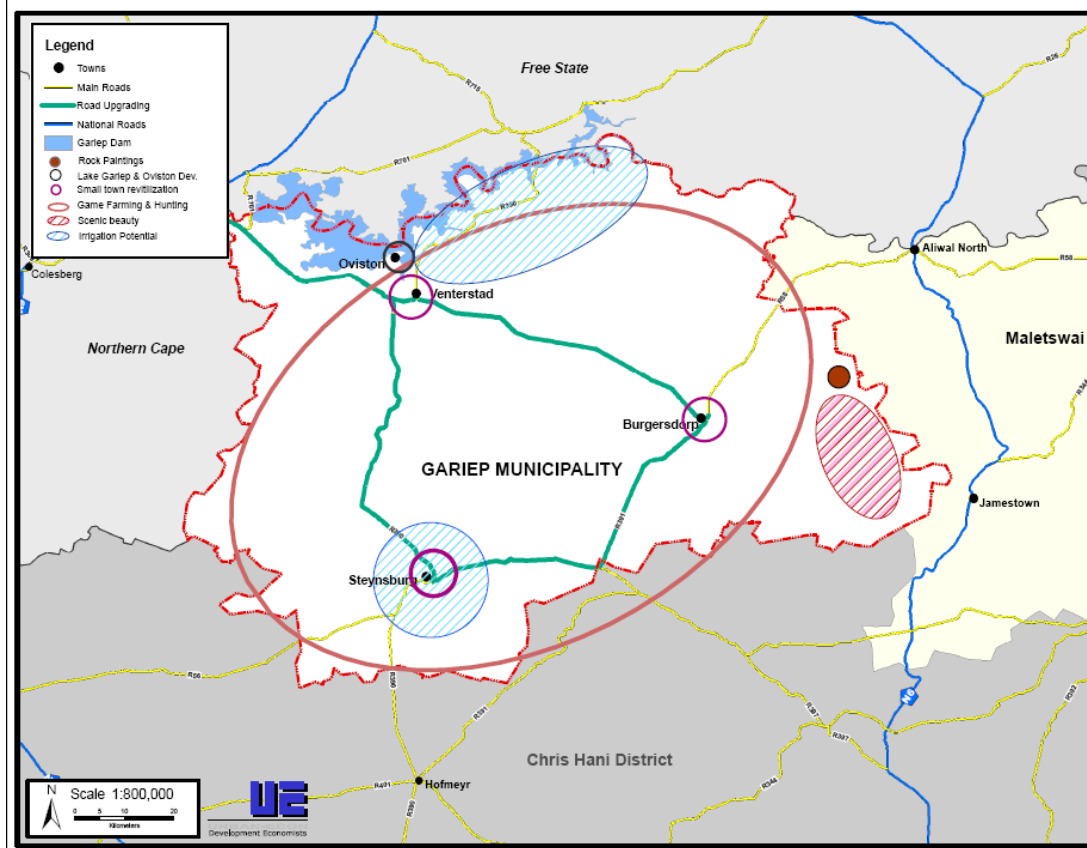
The need for interventionist policies that are targeted at sectors such as tourism, agriculture and agro-processing.

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 do exist and 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	2012/2013 Employment Creation												Wages per person
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Electrification	0	0	0	0	0	0	27	27	0	0	0	0	R2392.20
JL de Brain Phase 2	0	4	4	4	4	0	0	0	0	0	0	0	R200/day*1; R150/day*1; R80/day*2
Municipal buildings	0	7	6	6	7	0	0	0	0	0	0	7	R200/day*1; R150/day*4; R85/day*1
Greenfields Access road	0	0	0	0	0	0	57	57	57	57	57	57	R100 per day
CWP	976	976	976	976	976	976	976	976	976	976	976	976	R62/day
Lyciumville access road Venterstad	0	0	0	0	0	0	14	14	12	15	17	17	R85-100/day
Nozizwe access road Venterstad	0	0	0	0	0	0	29	29	29	29	29	29	R85/day
Burgersdorp Place of Safety	58	58	58	58	58	58	58	58	58	58	58	58	R85-100/day
EPWP	663	663	663	663	663	663	663	663	663	663	663	663	R85-100/day
EPWP by Gariep	0	0	0	0	0	0	30	30	30	30	30	30	R85-100/day
Waste Management												29	R1000-1600/month

3.5.3 FIVE YEAR PRIORITY PROJECTS

With the assistance of Jogeda the municipality will focus on the following projects for the next five years

Priority Projects	Responsible Sector
Gariep Tourism Development	Jogeda
Business Incubator Hubs	Jogeda
Lake !Gariep Initiative	In progress implemented by National Department of Tourism.
Grading of accommodation establishments	Implemented by Eastern Cape Tourism Board
Tourism training and awareness	District drives training and tourism awareness.
Develop tourism route and attractions	No progress
Fish farming in Venterstad	Venterstad Community Fishery was funded by Department of Social Development and needs huge injection to improve the scale of farming.
Establish and Support LED forum	Functional with LRED funding accessed through the forum and other parastals utilizing it as a platform to present incentives
Satellite FET College in Steynsburg	Conception stage and mainly driven by local residents and Department of Public Works and Department of Education.
Maize meat Hub	Jogeda
Investors Conference	Jogeda
Greening and Renewable Energy	Jogeda

Priority Projects for a Five Year Implementation by different Parties	
Feasibility study for agro-processing (i.e. abattoir, tannery, wool washing and spinning)	Funding proposal extended to Department of Economic Development and Environmental Affairs Engagements with ECDC, emerging farmers, the owner of the local abattoir to forge a possible partnership, develop a business plan for upgrading of the current facility. The idea is to duplicate the Lukanji model.
Lake !Gariep Initiative	In progress implemented by National Department of Tourism.

	National department of tourism is conducting an investigation into all projects implemented by AIMS due to challenges faced.
Grading of accommodation establishments	Implemented by Eastern Cape Tourism Board This is an on-going process. Workshops are scheduled with the focus on grading of all establishments within the locality. Municipal by-laws will be enforced after promulgation with specific emphasis on illegal signage on national roads, sidewalks and municipal open spaces. Efforts are made to encourage owners to rezone their establishments from residential to business properties.
Tourism training and awareness	District drives training and tourism awareness. The JGDM Tourism Sector Plan is currently under review but in most instances; the objectives will remain the same, meaning the focus will be on branding and marketing of the area, the provision of technical support, etc. LM's will enter into a partnership to accomplish the above by contributing at least R20 000 per LM to the district.
Develop tourism route and attractions	No progress As per the review, this activity has since been removed from the objectives because a route must have something to offer. The focus will be on getting the basics correct and improving on what localities have to offer (art & craft, heritage, adventure, etc)
Fish farming in Venterstad	Venterstad Community Fishery was funded by Department of Social Development and needs huge injection to improve the scale of farming. This initiative has again received funding from DoSD. The project was successfully registered as a cooperative and the focus is currently on the challenges, eg. Fishing rights, skippers license, fixing of the vehicles and boats, etc.
Establish and Support LED forum	Functional with LRED funding accessed through the forum and other parastals utilising it as a platform to present incentives Functional representative forum, however

	most of the individual structures are not functioning at optimum level because findings indicate that representatives do not report back to constituencies.
Satellite FET College in Steynsburg	Conception stage and mainly driven by local residents and Department of Public Works and Department of Education. Attempt were made to solicit funding to conduct a feasibility study but was unsuccessful due to the fact that the established committee does not meet the funding criteria. This is not a municipal mandate; however, Gariep plays a facilitation and coordination role.

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

FOCUS AREA	RECOMMENDATIONS OF THE IMPLEMENTATION PLAN
	7. Establish LED institutions 8. Identify available resources
Recommended external implementation mechanism	Primary external implementation mechanism will be the JG District Development Agency <ul style="list-style-type: none"> • Development Agency's role will be to conduct catalytic projects with the assistance of the Gariep Local Municipality (The LM submitted the Gariep Middle Income Housing Project for feasibility study and still need to submit one more project, preferably an Agro-processing project (abattoir))
Relationship challenges and Solutions	Challenges <ol style="list-style-type: none"> 1. Lack of coordination Limited resources (human and financial) 2. Lack of capacity (to implement catalytic projects) 3. Administrative interference Limited capacity to solicit funding for catalytic projects 4. No communication policy Solutions <ol style="list-style-type: none"> 1. Coordination and integration Fill vacant positions if the budget allows it 2. Training and development 3. Roles and responsibilities of councillors Allocate appropriate budget for the appointment of a service provider to solicit funding on behalf of the LM for the implementation of catalytic projects as identified through the LED Plan, Comparative and Competitive Advantage plan. 4. Communication plan
Support agencies	The following support agencies were identified to assist the Gariep LED Unit: <ol style="list-style-type: none"> 1. IDC 2. ECDC 3. DBSA 4. SEDA 5. IDT 6. Khula Enterprise Finance

IMPLEMENTATION PLAN

PROJECT	BUDGET	MILESTONES	RESPONSIBLE PERSON
JL De Bruin	R1, 125 368.40	In 2012/13 a construction of the 3 rd Chalet; the upgrading of day visit area and the sewer and electrical network began but due to the termination of the contract the project is currently on-hold.	Director Community Services
LED and SMME Support	R100, 000 (OPEX)	Data base been created and updated; small businesses registered through CIPC.	Director Community Services
Formulation of Partnership with emerging farmers, Burgersdorp abattoir and Gariep LM	0	Needs analysis undertaken at the Burgersdorp abattoir; consultation sessions with emerging farmers held.	Director Community Services; ECDC
Recruitment of LED Manager	R 412 783.16	An advert was publicised in November 2012 but due to limited budget recruitment could not take place	Municipal Manager
Development of Commonage Management Plan	0	Awaiting response from the Department of Rural Development and Land Reform for a concept note request for funding	Director Community Services
Tourism Branding and Marketing	R 20 000, 00	Partnership secured between Gariep and	Director Community Services JGDM

PROJECT	BUDGET	MILESTONES	RESPONSIBLE PERSON
		Burgersdorp museum for visitor's information centre; municipality attended tourism Indaba on May 09-16 2013	
Teebus Recreational Facility	R 19 818 812	Feasibility study completed in November 2012	Director Community Services; Jogeda

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

REVITALISATION INITIATIVES FOR SMALL TOWNS

The Greening and town beautification project been identified to address the revitalization of small towns focusing on the history and culture of the town with the specific scope on signage erection, town entrances with green and flowers, municipal open spaces, parks, historic sides, monuments and grave yards maintained.

ECONOMIC DEVELOPMENT POLICIES AND STRATEGIES

The municipality is currently utilizing the District's SMME and cooperative strategy adopted in 2011. The strategy has so far assisted in the registration of formal and informal businesses; identifying training needs for the businesses, identifying support programmes through government initiatives and funding streams and supply chain awareness campaign workshops conducted. Amongst others various stakeholders are invited to take part in the deliberations, those are SARS, NHBR, CIBP and funding institutions such as DEDEA, ECDC and DTI.

In terms of enforcement the following by-laws are at our disposal:

NO:	BY-LAW – ADOPTED NOVEMBER 2012
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

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
#	Position	Filled/Vacant
1	LED Manager (DO WE REALLY NEED IT)	Vacant (small budget)
2	LED Coordinator	Filled (Top up from DLGTA)
3	SMME Facilitator	Vacant (small budget)

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
Emerging Farmers Association Gariiep Agricultural Forum	The structure consists of the association in all three units and is currently not functioning well. Stakeholders include emerging and commercial farmers, JGDM, DRDAR, DRDLR, SAPS, Disaster Management, DUFF, etc. The purpose is to enhance agricultural activity, information sharing, implementation of best practices, advice on addressing of challenges, providing support and evaluate and monitor progress of actions to be performed.	N/A Quarterly (Inception meeting in November 2012 and 1 st Meeting in January 2013 with the AGM scheduled for the last quarter.)
District Support Team	This serves as an Intergovernmental Relations structure operating in the	Bi-monthly in two structures

Name of Forum	Purpose	Frequency of meetings
(DST)	<p>spectrum of economic development. This was implemented through Thina Sinako and is currently driven by DLGTA.</p> <p>The ToR was reviewed to do away with the core and extended DST, only one DST with all members welcome.</p>	<p>(Ordinary DST and Extended DST)</p> <p>Quarterly and rotating through the LM's in the district.</p>
District Support Team (DST)	<p>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.</p>	<p>Bi-monthly in two structures (Ordinary DST and Extended DST)</p>
LAT (Local Action Team)	<p>Is supposed to serve the purpose which is currently performed by the LED Forum.</p>	<p>Not yet established within the JGDM.</p>

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 and 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 BATHO PELE PRINCIPLES (1998)

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

SERVICE STANDARDS: Citizens should know what standards of service to expect

ACCESS: All citizens should have equal access to the services to which they are entitled

COURTESY: Citizens should be treated with courtesy and consideration

INFORMATION: Citizens should be given full and accurate information about the public services they are entitled to

OPENNESS AND TRANSPARENCY: Citizens should know how departments are run, how resources are spent, and who is in charge of particular services

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.

4.2 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.

4.3 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

4.4 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

Gariep 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.

4.5 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

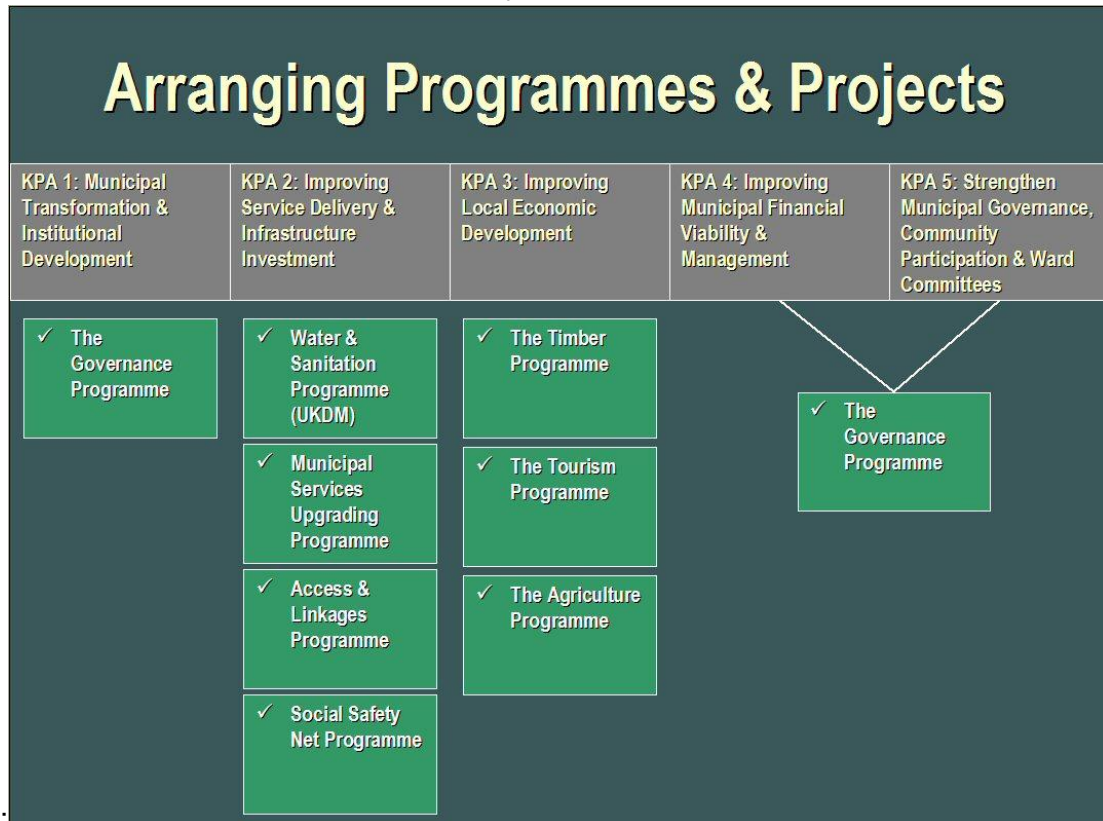
4.6 JOE GQABI DISTRICT MUNICIPALITY STRATEGIC GOALS

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 2013/14 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.

DISTRICT WIDE DISASTER MANAGEMENT POLICY

Integrated execution of disaster risk management policy across the area of the Joe Gqabi District Municipality and the local municipalities in the district

The municipal council must, in consultation with all the local municipalities in the district, establish decentralized arrangements for disaster risk management. These arrangements must include the establishment of satellite centers in accordance with the pre-defined criteria.⁹

9 SP 8: Minimum criteria for the establishment and functioning of satellite disaster risk management centres in the area of the Joe Gqabi District Municipality

10 SP 9: Mechanisms for the integrated execution of disaster risk management policy between the Joe Gqabi District Municipality and the local municipalities in the area of the Joe Gqabi District Municipality

11 SP 10: Parameters for the integrated execution of Disaster Risk Management policy in the four local municipalities in the area of the Joe Gqabi District Municipality

The head of the municipal disaster risk management center must establish mechanisms to ensure integration and joint standards of practice in the execution of disaster risk management policy across the local municipalities in the district.

Integrated execution of Disaster Management Policy in local municipalities in the district

The municipal councils of local municipalities in the area of the Joe Gqabi District Municipality must ensure that adequate institutional arrangements are in place for the execution of their responsibilities as required by the DM Act (in terms of sections 50, 52 and 53) and the NDMF (in terms of sections 1.3.1.3 and 1.3.2.2).

Each local municipality must establish and maintain a structure for the coordination of disaster risk management in its municipality. The purpose is to provide a *technical* forum which will ensure integrated, coordinated and uniform disaster risk management planning and operations within the municipality and make provision for stakeholder participation.

The head of the municipal disaster risk management Centre must, through a process of consultation with all local municipalities in the district, facilitate the development, adoption and implementation of uniform criteria for the following:

The establishment of institutional arrangements and organizational mechanisms for the integrated execution of disaster risk management policy in all local municipalities in the district, including arrangements for the engagement of stakeholder participation, the inclusion of indigenous knowledge, and technical advice. Such arrangements must include the establishment of disaster risk management structures and mechanisms in municipal wards.

The integration of disaster risk management planning and operations into municipal IDPs and other developmental programmes of all local municipalities in the district. The criteria must be clearly defined, documented and adopted as policy by the district and all local municipalities¹¹.

4.7 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-2013 and post 2013 implementation.

The implementation will comprise of the following:

A Short term focus up to March 2013

A Medium term focus from March 2013 to 2015

Immediate: post-2013

- 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, Councilors and ward committees
- e) Development and implementation of all required strategies
- f) Conduct LLF meetings on monthly basis
- g) Timely submission of AFS, IDP, SDBIP, Budget and 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 Plan

Governance values communicated and "good citizenship" campaign initiated

Fully functional risk committee

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.

Gariiep 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 2013/14

4.8 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.

4.9 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.

4.10 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.

4.11 NATIONAL DEVELOPMENT PLAN 2030

Summary of NDP 2030

High-level objectives to be achieved by 2030

Reduce the number of people who live in **households with a monthly income below R419 per person** (in 2009 prices) from 39 percent to zero.

Reduce **inequality**, as measured by the [Gini coefficient](#), from 0.69 to 0.6.

To make meaningful progress in eliminating poverty and reducing inequality, South Africa needs to write a new story. The National Planning Commission envisions a South Africa where **opportunity is determined not by birth, but by ability, education and hard work.**

Above all, we need ***to improve the quality of education and ensure that more people are working***. We need to make the most of all our people, their goodwill, skills and resources. This will spark a cycle of development that expand opportunities, builds capabilities and raises living standards. We cannot continue with business as usual. We need to change the way we do things; the sooner we do this, the better.

Enabling milestones

Increase employment from 13 million in 2010 to 24 million in 2030.

Raise per capita income from R50 000 in 2010 to R120 000 by 2030.

Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.

Establish a competitive base of infrastructure, human resources and regulatory frameworks.

Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.

Broaden ownership of assets to historically disadvantaged groups.

Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.

Provide affordable access to quality health care while promoting health and wellbeing.

Establish effective, safe and affordable public transport.

Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.

Ensure that all South Africans have access to clean running water in their homes.

Make high-speed broadband internet universally available at competitive prices.

Realize a food trade surplus, with one-third produced by small-scale farmers or households.

Ensure household food and nutrition security.

Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.

Realize a developmental, capable and ethical state that treats citizens with dignity.

Ensure that all people live safely, with an independent and fair criminal justice system.

Broaden social cohesion and unity while redressing the inequities of the past.

Play a leading role in continental development, economic integration and human rights.

Critical actions

A social compact to reduce poverty and inequality, and raise employment and investment.

A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.

Steps by the state to professionalize the public service, strengthen accountability, improve coordination and prosecute corruption.

Boost private investment in labor-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.

An education accountability chain, with lines of responsibility from state to classroom.

Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.

Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.

Interventions to ensure environmental sustainability and resilience to future shocks.

New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.

Reduce crime by strengthening criminal justice and improving community environments.

Building a future for South Africa's youth

South Africa has an urbanizing, youthful population. This presents an opportunity to boost economic growth, increase employment and reduce poverty. The Commission, recognizing that young people bear the brunt of unemployment, adopted a "youth lens" in preparing its proposals, which include:

A nutrition intervention for pregnant women and young children

Universal access to two years of early childhood development

Improve the school system, including increasing the number of students achieving above 50 percent in literacy and mathematics, increasing learner retention rates to 90 percent and bolstering teacher training

Strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes

Strengthen and expand the number of further education and training (FET) colleges to increase the participation rate to 25 percent

Increase the graduation rate of FET colleges to 75 percent

Provide full funding assistance covering tuition, books, accommodation and living allowance to students from poor families

Develop community safety centers to prevent crime and include youth in these initiatives

A tax incentive to employers to reduce the initial cost of hiring young labor-market entrants

A subsidy to the placement sector to identify, prepare and place matric graduates into work. The subsidy will be paid upon successful placement

Expand learnerships and make training vouchers directly available to job seekers

A formalized graduate recruitment scheme for the public service to attract highly skilled people

Expand the role of state-owned enterprises in training artisans and technical professionals.

Progress

As a country, progress has been substantial and our history provides many examples of South African coming together to achieve amazing things: our democratic transition, our constitution and regular and credible elections.

We still have a lot to do if we are to move towards the inclusive and just society envisaged in our constitution by 2030. Fortunately the challenges that confront us are not insurmountable.

The success of this plan will be judged by its ability to change relationships among people, within families, between people and the state and within the state itself. The plan is about bringing transformation - to achieve a virtuous cycle of confidence and trust a growing economy and expanding opportunities.

To achieve our vision, each South African must make a contribution. Active citizenry requires showing inspirational leadership at all levels of society, Leaders should mobilize communities to take charge of their future, raise grievances and assume responsibility for ensuring outcomes achieved.

Elements of a decent standard of living

Income, through employment or social security, is critical to defining living standards, but human beings need more than income. ***They need adequate nutrition, they need transport to get to work, and they desire safe communities and clean neighborhoods.*** These elements require action either from individuals, government, communities or the private sector.

The National Development Plan makes a firm commitment to achieving a minimum standard of living which can be progressively realized through a multi-pronged strategy. In the plan, we do not define that minimum standard of living but we do provide a framework for the adoption of a minimum standard of living by society. This approach is consistent with the Commission's view

that the achievement of such a floor would require support and participation from all social partners and hence its definition is left for ongoing work of the Commission.

Going forward

In the remainder of its five-year term, the Commission will raise awareness of the plan among stakeholders, drive a long-term research agenda and advise government and society on the implementation of the plan. We will also work with the Department of Performance Monitoring and Evaluation to monitor the implementation of the plan.

5 IDP STRATEGIC OBJECTIVES AND ALIGNMENT

Gariep local municipality resolved to align its objectives with the National Outcome 12 objectives and National Development Plan 2030 (inclusive of ANC manifesto, national, provincial and district priorities) the Eastern Cape Provincial Strategic Framework and 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.

KEY PERFORMANCE AREA	GARIEP IDP STRATEGIC OBJECTIVES	OUTCOME OBJECTIVES 12	NATIONAL DEVELOPMENT PLAN 2030
KPA 1 – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	To build Human resource capacity for institutional and community development by 2016	Build an efficient, effective, accountable and responsive local government system;	Boost private investment in labor-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers. An education accountability chain, with lines of responsibility from state to classroom
KPA 2 INFRASTRUCTURE AND BASIC SERVICE DELIBERY	To Provide access to adequate cost effective sustainable basic services by 2016	Build an efficient, competitive and responsive economic infrastructure network	Public infrastructure investment at 10 percent of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
KPA 3 LOCAL ECONOMIC	To create a conducive	Create decent employment through	A social compact to reduce poverty and

KEY PERFORMANCE AREA	GARIEP IDP STRATEGIC OBJECTIVES	OUTCOME OBJECTIVES	12	NATIONAL DEVELOPMENT PLAN 2030
PLAN	environment for economic growth the reduction of unemployment rate by 3% by 2016/17	inclusive economic growth;		inequality, and raise employment and investment. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
KPA 4 FINANCIAL VIABILITY AND MANAGEMENT	To build a financial viable municipality through an effective and complaint systems based on National Norms and Standards by 2016	Build an efficient, effective, accountable and responsive local government system		Steps by the state to professionalize the public service, strengthen accountability, improve coordination and prosecute corruption.
KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To build an efficient, effective, accountable and responsive local government system by 2016/17	Build an efficient, effective, accountable and responsive local government system		Steps by the state to professionalize the public service, strengthen accountability, improve coordination and prosecute corruption.

5.1 MUNICIPAL PRIORITIES

Gariep Priorities	2009 Government Priorities
LED Strategy implementation – SMME, tourism and project support	Creation of decent work and sustainable livelihood
Training and education; development of Human Resources Strategy, Employment Equity Plan, Skills Retention and Succession Strategy	Education
Safety and security – Revamping of municipal safety forum and revamping of the traffic unit	Crime Prevention
Implementation of the land use management function in the municipality must also receive	Rural development including land reform

Gariiep Priorities	2009 Government Priorities
priority attention	and food production and security
Revenue Enhancement Strategy development and implementation	
<p>Infrastructure service maintenance and improvement – access roads, bridges, electricity, housing and waste management</p> <p>Water shortage (Especially in Burgersdorp)</p> <p>Social amenities – Burgersdorp Town Hall</p>	
Filling in of all funded and critical vacancies	
Continuous strengthening of Intergovernmental relations	

5.2 OBJECTIVES AND INDICATORS PER KEY PERFORMANCE AREA

KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								Q1	Q2	Q3	Q4	
	To build Human Resource Capacity for institutional and community development by 2016/17	Skills development and capacity building	Number of staff developed with skills			20 staff members being trained on ABET and 181 on general training	393 500	20 staff trained in Abet and 45 members trained in general training by September 2014	20 staff trained in abet and 45 education and training programmes introduced by January 2014	20 staff trained in abet and 45 members on general training by March 2014	20 staff trained in ABET and 45 education and training programmes introduced by June 2014	Director Corporate Support
		Review of all corporate services' policies and promulgation of by-laws	Number of policies, procedures and by-laws adopted by 2014			All corporate services' policies approved and implemented and all by-laws gazetted and promulgated	OPEX	Number of policies reviewed through consultation processes by September 2013	Workshops on reviewed policies and by-laws by January 2014	Number of policies reviewed and implemented by March 2014	Approved and implementation of policies. Promulgated and gazetted by-laws by June 2014	Director Corporate Support
		Continuous Ward committee members training	Number of ward committee members trained		All members	50 Ward Committee members trained	50 000	A call for Service Provider for in house training by September 2013	25 Ward Committee members trained by November 2013	25 Ward Committee members trained by January 2014	Final training reports produced by June 2014	Director Corporate Support
		% of budgeted critical vacant positions filled and number of interns by 2014	Recruitment of critical vacant positions and Interns by 2014			All critical vacant positions be filled by June 2014	OPEX	50% critical vacant positions and Interns advertised	Appointment of staff in critical vacant position by	50% critical vacant positions and Interns	Appointment of staff in critical vacant position by	Director Corporate Support

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT
								by September 2013	November 2013	advertised by March 2014	June 2014	
		Development of a Human resource, Succession and retention and Employment Equity Plans	Number of Strategies and plans developed by 2014			Human resource, Succession; retention and Employment Equity Plans developed by June 2014	OPEX	Advertise for Service Provider for the three mentioned plans by September 2013	Human resource, Succession; and retention and Employment Equity Plans developed by November 2013	Number of Stakeholders consulted of the developed Plans by March 2014	Developed plans submitted to Council by June 2014	Director Corporate Support
	To build Human Resource Capacity for institutional and community development by 2016/17/ To build an efficient, effective, accountable and responsive LG system by 2016	Delegation system review	Copy of a delegation system reviewed by 2014			Delegation system reviewed and adopted by Council by June 2014	OPEX	Current delegation system dissemination workshop to staff members by September 2013	Delegation system reviewed by November 2013	Reviewed delegation system approved by council by January 2014	Implementation of Delegation system by June 2014	Director Corporate Support
	To build efficient, effective, accountable and responsive LG	Performance Management System	Number of Individual scorecards developed; number of performance			PMS in place for institution and sec.56 managers as well as	OPEX	Individual scorecards developed for s56 Managers and middle	Copies of Signed individual score cards; personal dev plans and a	One (1) Performance evaluation meeting by December	One (1) Performance evaluation meeting by June 2014	Director Corporate Support

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT
	system by 2016		agreement/contracts and personal dev plans developed for s56 Manager and Middle Managers reward system in place			middle management by June 2014		Managers; reward system developed by September 2013	reward system submitted to Council by November 2013	2013		
	To build efficient, effective, accountable and responsive LG system by 2016	Council support	Number of Council meetings sitting and Approved annual calendar of events of Council by January 2014			All applicable Council resolutions fully and timeously met by June 2014	OPEX	Ordinary Council Meeting (1) MPAC meetings, (3) and LLF meetings (3) by September 2013	Ordinary Council Meeting (1) MPAC meetings, (3) and LLF meetings (3) by December 2013	Ordinary Council Meeting (1) MPAC meetings, (3) and LLF meetings (3) by March 2014	Ordinary Council Meeting (1) MPAC meetings, (3) and LLF meetings (3) by June 2014	Director Corporate Support
	To build Human Resource Capacity for institutional and community development by 2016/17	Investigate Share Services Model	Framework for Shared Services Model developed			Shared Services Model Agreement with Business Plan signed between JGDM and Dept of LGTA by June 2014	OPEX	Consultation and research including needs analysis for GLM and inputs from Departments	Compilation of draft Shared Services Model Document for consultation and comment by December 2013	Consultation with stakeholders and workshop with staff and Council. Develop Business Plan March 2014	Council Approval for Shared Services Model Document and Business by GLM and JGDM and signed agreement with the Dept. LGTA by June 2014	Director Corporate Support

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT
		Instill adherence to Municipal Disciplinary Code	Effective Disciplinary Code with formal pledge and municipal charter			Effective and Decisive Disciplinary Code with formal pledge and municipal charter in place by June 2014		Distribute and share all relevant disciplinary codes and codes of conduct for both Council and staff to all. Consult Labour by September 2013	Arrange consultative meetings/workshops to create awareness on Disciplinary codes with Council and staff by October 2013	Formal agreement and Public Pledge and Municipal Charter by Council and staff by January 2014	Community communication drive to publicize and distribute pledge and municipal charter by June 2014	Director Corporate Support
		Records Management	Ensure the effective record keeping					Submit a Records Management Policy, Records Procedure Manual and File Plan for review by September 2013	Workshop the staff on Records Management, Records Procedure Manual and File Plan by October 2013	Approval of the Records Management, Records Procedure Manual and File Plan by January 2014	Implementation of the Records Management Plan, Records Procedure manual and File Plan by April 2014	Director Corporate Support

KPA 2: INFRASTRUCTURE AND BASIC SERVICE DELIVERY

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WA RD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								Q1	Q2	Q3	Q4	
	To provide access to adequate cost effective sustainable basic services by 2016	Preparations and facilitation Middle income housing construction	Number of beneficiaries identified; Number of Service connections by 2014			85 Units	JOGEDA	Screening and confirming of beneficiari es	Site survey for the middle income houses	Monitoring of the actual constructio n of the houses.	Market and sales of the houses to the identified beneficiari es	Technical Services
		Development of Electricity Master Plan	A master plan including reticulation of all 3 towns not in place				MISA	Appointme nt of a consultant for the developme nt of a business plan and submission of the plan with the recommen dation letter to the DE	Assessme nt of areas completed and identificatio n of the next phase.	A plan developed by April 2014	Approval of a plan by June 2014	Technical Services
		Capitalization of electricity metering	Number of meters installed				R2.5 m	Terms of reference developed and service provider appointed. Number of continued engageme nt with	Installation of smart meters in high consumpti on Businesse s	Installation of smart meter in all household s	Installation of smart meter in all household s	Technical Services

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								ESKOM by October 2013				
		Roads and access roads constructed, resurfaced	Number of access roads constructed and resurfaced by 2014					0.5 km roads and access road resurfaced; 0.5km bus routes constructed by September 2013	0.5 km roads and access road resurfaced; 0.5km bus routes constructed by December 2013	0.5 km roads and access road resurfaced; 0.5km bus routes constructed by March 2013	0.5 km roads and access road resurfaced; 0.5km bus routes constructed by June 2013	Technical services
	To provide access to adequate cost effective sustainable basic services by 2016	Maintenance and upgrading of existing infrastructure	Number of access roads and quality drainage acquired by 2014			Well maintained Quality drainage, cleanliness and access roads by July 2014		25 % of road and storm water maintained by September 2013	25 % of road and storm water maintained by December 2013	25 % of road and storm water maintained by March 2014	25 % of road and storm water maintained by June 2014	Technical Services
		SDF review and alignment to IDP	Copy of Spatial Development Framework developed and adopted by 2014			SDF developed and adopted by Council by July 2014		Bid evaluated by September 2013	Project Steering Committee established and meetings held by December 2013	Situational analysis in consultation with stakeholders for SDF review conducted by March 2014	SDF reviewed and approved by Council by June 2014	Technical Services
		Transfer of ownership of houses (pre 1994 housing stock)	Facilitate transfer of title deeds for pre-1994 housing stock (EEDBS)			All houses in Gariep by end June 2014	(DOHS)	Conduct verification with affected houses/beneficiaries	Completing deeds of sale	Completing deed of sale	Collecting and handover of title deeds to beneficiaries	Technical Services/DOHS
		Burgersdorp	Setting up of			Burgersdorp		Renovatio	Completio	Handover	N/A	Community

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
		main Municipal town hall and workshop refurbished	infrastructure material purchase and appointment of casual workers by January 2014			p town hall refurbished by December 2013		ns to Burgersdor p Town Hall and refurbishing of municipal offices within the town hall	n of renovations to Burgersdor p Town Hall	of Burgersdor p Town Hall and Retention		Services
		Fully Functional Driving and License Testing Centers	Vehicle Testing Centre revamped by 2014			Complaint Vehicle Testing Centre by July 2014 in all three towns. Steynsburg and Venterstad test for Learners Licenses	Capital	Developm ent of Terms of Reference for the revamping of the Vehicle Testing Station	Tender process for appointme nt of Service Provider	Marketing of VTS to increased vehicle population testing by March 2014	Monitoring of statistics of vehicle testing	Community Services
		Implementation of traffic law enforcement, registration and licensing services	Number of tickets and warrants issued; roadside checks performed by 2014			Traffic laws enforced by July 2014		8000 registration and licensing transactions conducted per quarter	8000 registration and licensing transactions conducted per quarter	8000 registration and licensing transactions conducted per quarter	6000 registration and licensing transactions conducted per quarter	Community Services
	To provide access to adequate cost effective sustainable basic services by 2016	Licensing of Burgersdor Landfill site	Facilitation of Closure Permit for the old Burgersdor Landfill site Facilitation of a			Obtain the Closure Permit	External Funding	Engagem ents with Departmen t of Environme ntal affairs and Misa	Engagem ents with Departmen t of Environme ntal affairs and Misa	Engagem ents with Departmen t of Environme ntal affairs and Misa	Engagem ents with Departmen t of Environme ntal affairs and Misa	Community Services

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
			new Burgersdorp Landfill site									
		Reduction of illegal dumping sites	Creation of an aesthetically acceptable environment			15 illegal dumping Sites Closed		Identify the existing illegal dumping sites	Public consultation and awareness creation for the affected areas	Clearing and closure of all the selected illegal sites	Continuous education and enforcing of Waste Management By-laws	Community Services
		Optimizing Street Cleansing	Creation of an aesthetically acceptable environment			At least two shifts per day	Opex	Development of work schedules and the presentation of the schedules to the Local businesses	Consultation with staff and organized labour and piloting of the schedules in all three Units	Implementation of Schedules and Monitoring and evaluations	Continuous Monitoring and Evaluation	Community Services
		Increase access and optimal usage of library services	Provision of quality library services through the facilitation of procurement for new, relevant reading and educational material			Increase readership with 10% Support all calendar events		4%	2%	2%	2%	Community Services and DSRAC

KPA 3: LOCAL ECONOMIC DEVELOPMENT

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								Q1	Q2	Q3	Q4	
	To create a conducive environment for economic growth and the reduction of unemployment rate by 3% by 2016	Provide support to Local Tourism and Tourism Information Center	Number of Tourism structures operational. Number of Tourism products supported and events coordinated.			6 Local Tourism Association meetings. 20 Tourism Products and 2 events	Opex	1 5 tourism products & 1 Event Database of Tourism Establishment	2 5 tourism products & 1 Event	1 5 tourism products	2 5 tourism products	Community Services
	To create a conducive environment for economic growth and the reduction of unemployment rate by 3% by 2016	Creation of Partnerships	Number of partnerships identified and created by 2014 Number of structures functional.			3 partnerships	Opex	Memorandum of understanding drawn.	MOU signed with LTO	MOU signed with business sector.	MOU signed with agriculture sector	Community Services
	To create a conducive environment for economic growth and the reduction of unemployment rate by 3% by 2016	Providing support to Emerging Agricultural businesses.	Conducive business environment created for emerging groups by 2014			4 Meetings and formalized lease agreements with individual farms per town	Opex	1	1	1	1	Community Services
	To create a conducive environment for economic growth and the reduction of	Growth and development of SMMEs	Number of Small, Medium and Micro Enterprise (SMMEs) and Cooperatives			20 SMME.s and Cooperatives	Opex	5 SMME,S and cooperatives	5 SMME,S and cooperatives	5 SMME,S and cooperatives	5 SMME,S and cooperatives	Community Services

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANC INDICATOR	KPI NO	WA RD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
	unemployment rate by 3% by 2016		supported by 2014									

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								Q1	Q2	Q3	Q4	
	To ensure effective and compliant management of financial affairs of the municipality	Financial Viability through revenue enhancement and budget management.	Revenue Strategy Enhancement Plan developed by 2014			Revenue management increased by 60% (electricity) by June 2014	MSIG	Identification of revenue agencies (paying customers) for maximum revenue collection by October 2013 Appointment of 6 meter readers. Training of meter readers. Maintain and follow up on the meter exception reports	Customer data purification project completed by January 2014 Maintain and follow up on the meter exception reports	Timely and accurate billing accounts issued to Customers; Full implementation of credit control policy (i.e. cut-off list) by April 2014 Maintain and follow up on the meter exception reports Refresher training for meter readers and reports on any developments with the meters	Debt collection strategy reviewed and approved by June 2014 Maintain and follow up on the meter exception reports Consistent monitoring of credit control	Chief Financial Officer
			Number of households earning 2,500 per month with access to Free Basic Services			100% subsidy received by indigent consume	OPEX	Campaign for new indigent consumes to be registered.	Over 50% of indigent household receives FBS subsidy	Over 30% of indigent household receives FBS subsidy	20 % of Indigent household receive FBS	Chief Financial Officer

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT	
			by 2014			rs in the indigent register		Update indigent register					
			Setting up and compilation of an approved annual budget that conforms to standards by 2014			Approved annual and adjustment budget by legislated period	OPEX	2013/14 Annual Budget approved by before 1 st July 2013; IDP and Budget process plan tabled to Council by 30 August 2013	Co-ordinate budget inputs from all sections for 2014/15 budget year.	Assessment of mid-term municipal financial position and advice the Accounting Officer for a need to adjust 2013/14 annual budget. Review budget related policies with relevant tariffs and compile draft budget for 2014/15.	Present final related budget policies and budget for 2014/15 for adoption by council.	Chief Financial Officer	
		Creditors management	Payment of creditors within the legislated period			Payment of creditors within 30 days	OPEX and CAPEX	Maintenance of monthly creditors' recon. Pay creditors within 30 days upon receipt of invoices.	Maintenance of monthly creditors' recon. Pay creditors within 30 days upon receipt of invoices.	Maintenance of monthly creditors' recon. Pay creditors within 30 days upon receipt of invoices.	Maintenance of monthly creditors' recon. Pay creditors within 30 days upon receipt of invoices.	Chief Financial Officer	

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBLE DEPARTMENT
		Operation Clean Audit	Improvement on audit opinion ensured by 2014			Unqualified Audit Opinion	OPEX	To review monthly progress of the issues raised by AG on the audit report.	Ensure availability of key personnel for the audit period	Attend to issues raised by AG included in the action plan	Attend to issues raised by AG included in the action plan	Chief Financial Officer
								Number of queries addressed from internal audit findings by 31 July 2013	Address all formal and informal queries raised by AG within the prescribed time	Preparation of the mid year full set of AFS, submit to internal audit, audit committee to review and submit to AG	Audit planning meetings undertaken by June 2014	
								AFS to be submitted to the audit committee by 15 August 2013				
								Submit AFS to AG by 31 August 2013				
		MFMA reporting compliance	MFMA S66, S71, reports submitted to NT, PT and Council by legislated period			Submit monthly, quarterly and mid yearly reports	N/A	Submit MFMA s71, s66 reports monthly by the 10 th	Submit MFMA s71, s66 reports monthly by the 10 th	Submit MFMA s71, s66 reports monthly by the 10 th working day	Submit MFMA s71, s66 reports monthly by the 10 th working day	Chief Financial Officer

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT
								working day of the following month	working day of the following month	of the following month	of the following month	
		Supply Chain Management	Number of invites for suppliers to come for registration and to update their details in the suppliers' data base.			4 invites	OPEX	One advert on website and notice boards. Update suppliers' database Number of reduced government employees in supplier database	One advert on website and notice boards. Update suppliers' database Number of reduced government employees in supplier database	One advert on website and notice boards. Update suppliers' database Number of reduced government employees in supplier database	One advert on website, notice boards and newspaper. Invite suppliers for the suppliers day Update suppliers' database Number of reduced government employees in supplier database	Chief Financial Officer
		Supply Chain Management	Number of SCM reports submitted and tabled for Council consideration			Number of monthly and quarterly reports	N/A	Submit bids awarded report to Provincial Treasury Submit quarterly unauthorised, fruitless and wasteful and	Submit bids awarded report to Provincial Treasury Submit quarterly unauthorised, fruitless and wasteful and	Submit bids awarded report to Provincial Treasury Submit quarterly unauthorised, fruitless and wasteful and irregular expenditure and deviation	Submit bids awarded report to Provincial Treasury Submit quarterly unauthorised, fruitless and wasteful and irregular expenditure and deviation	Chief Financial Officer

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANC E INDICATOR	KPI NO	WA RD	ANNUAL TARGET	BUDGET	QUALTERLY TARGETS				RESPONSIBL E DEPARTMENT
								irregular expenditure and deviation reports to the accounting officer for tabling to Council	irregular expenditure and deviation reports to the accounting officer for tabling to Council	reports to the accounting officer for tabling to Council	reports to the accounting officer for tabling to Council	

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR (KPI)	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								Q1	Q2	Q3	Q4	
	To build an efficient, effective, accountable and responsive local government system by 2016	Build enabling ICT infrastructure	Safe and secure IT infrastructure effected by 2016			Reliable and fully functional data Centre	OPEX	Preparation spec, Install system upgrades	Conduct awareness workshop for users			Manager ICT
		Purchase of Projectors and install in all boardrooms	Mounted projectors (4) in all boardrooms by 2014			Well-equipped boardrooms	OPEX	Monitor the effectiveness of the ICT system	Prepare specification, purchase and install projectors			Manager ICT
		Stabilize ICT processes	Well documented ICT processes by 2014			Policies, Procedures, DRP and guidelines in place	OPEX	Develop ICT Procedure Manual	Monitor effectiveness of the ICT processes	Disaster Recovery Plan experimental and functional	Disaster Recovery Plan reviewed and inducted	Manager ICT
		Network upgrade				Reliable network with broadband capacity	OPEX	Develop Network specifications Procure	Install		Train users	
		Install and implement Document Management System	Networked offices by 2014			Functional, effective and secure Document Management System	OPEX	Design the Document Management System	Implement DMS	Review the effectiveness of the system		

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/PERSON
			Reduced manual filing and printing by 2013/14				OPEX	Consult senior management and other officials	Conduct Surveys	Implement the Document Management System	Implement the Document Management System	Manager ICT
	To build an efficient, effective, accountable and responsive local government system by 2016	Approval of the draft communication, Customer Care and Public Participation strategies	Approved Communication, Customer Care and Public participation strategies in place by 2014			Approved strategies		Conduct Workshops for all relevant stakeholder	Facilitate Approval of strategies by council Implement all strategies Monitor effectiveness of the strategies	Implement all the strategies Monitor effectiveness of the strategies	Implement Evaluate the outcomes of the strategies	Manager Communication & Community Liaison
		Establishment of Public Participation stakeholders' Forum	Number of stakeholder consultation meetings/workshops held by 2013/14		All	4 stakeholder consultation meetings		Establish Public Participation stakeholder forum	Continuous engagements with all stakeholders	Continuous engagements with all stakeholders	Submit a report on the effectiveness of the forum	Manager Communication & Community Liaison
		Coordinate Political Outreaches	Number of Mayoral Outreach Conducted		All	4 mayoral political outreaches		1 st quarter outreaches held	2 nd quarter outreach held	3 rd quarter outreach held	4 th quarter outreach held	Manager Communication & Community Liaison
		Conducting Local Communicators Forum	Number of LCF meetings held			4 communicators' forum		One (1) LCF on held	One (1) LCF on held	One (1) LCF on held	One (1) LCF on held	Manager Communication & Community Liaison

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
		Develop Newsletter (internal & external)	Number of newsletters developed		All	4 external 4 internal newsletters established		Newsletters published	Newsletters published	Newsletters published	Newsletters published	Manager Communications & Community Liaison
		Establish customer care line	Established customer care line		All	Effective customer care line		Establish customer care line Submit reports	Monitor and respond to matters Submit reports	Evaluate the effectiveness Submit reports	Evaluate the effectiveness Submit reports	Manager Communications & Community Liaison
		Responsive Presidential Hotline	Number of complaints responded to by 2013/14		All	100% - response PH Complaints		Quarterly report on PH	Quarterly report on PH	Quarterly report on PH	Quarterly report on PH	Manager Communications & Community Liaison
		Conduct Community Survey	Number of forms filled and community areas visited		All	Conducted Community Survey		Conduct community survey	Submit report on issues per community survey	Ensure issues are attended and resolved	Ensure issues are attended and resolved	Manager Communications & Community Liaison
	To build an efficient, effective, accountable and responsive local government system by 2016	Support Ward Committees'	Number of Ward committee meetings held		All	Functional Ward Committee System	300000 50000	Training of ward committees Provide support	Continuous support to Ward Committees programme	Continuous support to Ward Committees programme		Manager Communications & Community Liaison
		Maintain effective media relations	Number of media space utilized		All	Media relations	25 000	Bi-Annually Conversation with the Mayor	Evaluate and respond to issues raised	Engagement continues Engagement	Conversation with the mayor Compile	Manager Communications & Community Liaison

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
								Monthly Councillors' talk shows	Compile a report and respond to issues raised	Engagement continues	report on the outcome of the shows	
								Establish social media lines e.g. Facebook, Twitter pages	Continuous engagement on the matters raised	Engagement continues	Compile report on the outcome of the social media engagement	
		Website Management	Effective and managed Website			Functional Website		Loading of necessary and relevant information	Monitor the effectiveness of the website	Evaluate the effectiveness	Evaluate the effectiveness	Manager Communications & Community Liaison
								Monitor Effectiveness of website				
		Develop Calendar of Events	Developed calendar of events			Approved Institutional Calendar		Develop the calendar of events	Submit reports	Submit Report	Submit Report	Manager Communications & Community Liaison
								Submit Report			Develop a draft institutional year plan	
		Risk reduction	Number of identified and reduced by 2013/14			Top 10 Risk reduced	OPEX	Develop Risk Register	Monitor the implementation of the Risk Implement	Monitor the implementation of the Risk Implement	Monitor the implementation of the Risk Implement	

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/PERSON
								Approval of risk management policy/framework Conduct risk awareness programme	ation Plan Report to the Risk Management Committee	ation Plan Report to the Risk Management Committee	ation Plan Report to the Risk Management Committee	
	To build an efficient, effective, accountable and responsive local government system by 2016		Number of fraud and corruption incidents prevented and detected by 2013/14				OPEX	Monitor the implementation of the Risk Implementation Plan Report to the Risk Management Committee Monitor Implementation of fraud prevention plan Develop and approve the Gifts Policy	Monitor Implementation of fraud prevention plan Implement the Gifts Policy	Monitor Implementation of fraud prevention plan	Facilitate Risk Assessment Workshops Monitor Implementation of fraud prevention plan	

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
		Provide assurance of Internal Controls	Number of Internal Audit Reports received as per the plan by 2013/14			Four Audit Committee Meetings Four (4) Internal Audit Reports	OPEX	Review of the Internal Audit charter and plan Receipts of the Internal Audit Report	Receipts of the Internal Audit Report	Receipts of the Internal Audit Report	Receipts of the Internal Audit Report	
		Manage Contracts	Managed Contracts by 2013/14			Effective Contract Management	OPEX	Review and approve contract management policy	Manage existing and terminate expired contract Monitor all contracts that are managed as per the policy	Manage existing and terminate expired contract Monitor all contracts that are managed as per the policy	Monitor all contracts that are managed as per the policy Manage existing and terminate expired contract	
	To build an efficient, effective, accountable and responsive local government system by 2016	Ensure Compliance	Number of statutory reports submitted by 2013/14				OPEX	Review of Key Control Audit Committee Meeting Held Review of Annual Financial Statement Prepare Report to	Review of Key Controls Audit Committee Meeting Held Ensure submission of statutory reports	Review of Key Controls Audit Committee Meeting Held Ensure submission of statutory reports	Review of Key Controls Audit Committee Meeting Held Ensure submission of statutory reports	

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/PERSON
								Council				
								Revise the reporting process plan				
		Combat HIV/AIDS	Revived HIV/AIDS Council by 2014			Functional HIV/AIDS Council	OPEX	Review terms of reference for HIV/Aids Council	Launching of HIV/AIDS Council	Conduct awareness workshop on HIV/AIDS Strategy	Co-ordinate the Submission of a progress report by the HIV/ADIS Council to the municipality	
								Consult all relevant stakeholders	Participate in world Aids day celebration			
								Develop Workplace Aids Plan	Submission of the draft to the municipal council for approval			
		Development of the SPU Strategy	Number of SPU programmes implemented by 2014			Approved SPU Strategy	OPEX	Develop an SPU Business Plan	Facilitate and monitor implementation of the SPU Strategy	Facilitate and monitor implementation of the SPU Strategy	Facilitate and monitor implementation of the SPU Strategy	
	To build an efficient, effective, accountable and responsive local government system by 2016	Promote and develop youth talents through sport activities	Number of social cohesion activities realized by 2013			One (1) Mayoral Tournament Held	OPEX	Mobilization and consultation of stakeholders		Evaluation of the tournament	Preparation for 2014/15 mayoral tournament	
								Submit the	Conduct the			

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/PERSON	
								Business Plan to all Government Departments	mayoral tournament				
								Development of a concept paper and preparatory meetings					
								Consultation with District Framework Plan and Gariep's Management					
		Celebration of National, Local and International Events	Number of celebrations held by 2013/14			four (4) celebration held per annum	OPEX	Co-ordinate Women's month celebration	Coordinate World Aids Day, Christmas for elderly and children & Disability Day	Support Human Rights Day	Support celebration of the freedom day		
								Support Heritage day celebration	Stakeholder consultation meetings held		Coordinate youth day celebration		
		IDP	Developed and approved IDP and Budget			Approved IDP and Budget	OPEX	IDP Process plan		IDP meetings conducted	Implement the SDBIP (4 th)		

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/PERSON
			Process Plan			Process Plan		adoption by August 31, 2013/14		in preparation for the compilation of a draft IDP	Quarterly Report)	
								Develop SDBIP in consultation with Managers and Senior Managers		Table Draft IDP with Budget and related policies to Council	Prepare Draft SDBIP for 2014/15	
								Approval of the SDBIP	SDBIP (2 nd Quarterly Report) prepare the mid-year report	Submit the Mid-Year report to Treasury	IDP adoption by Council and submitted to Treasury and LGTA	
								Implement the SDBIP (1 st Quarterly Report)		Implement the SDBIP (3 rd Quarterly Report)		
	To build an efficient, effective, accountable and responsive local government system by 2016	Compile Local Government Turnaround Strategy	Compiled and approved Mutas by 2013/14			Approved Mutas report by council	OPEX	Compile MUTAS report	Compile and submit progress report to Distr. Mun and DLGTA	Compile and submit progress report to Distr. Mun and DLGTA	Compile and submit progress report to Distr. Mun and DLGTA	
		Inter-Governmental Relations	Number of IGR forum meetings held by 2013/14			Four (4) IGR forum meetings held	OPEX	1 IGR forum meeting	1 IGR forum meeting	1 IGR forum meeting	1 IGR forum meeting	
		Community Based Planning	Number of Community Based Planning			Five (5) Community Based	OPEX	Community Based Planning	Community Based Planning	Community Based Planning	Community Based Planning	

IDP No	IDP OBJECTIVE	PROGRAMME	KEY PERFORMANCE INDICATOR	KPI NO	WARD	ANNUAL TARGET	BUDGET	QUARTERLY TARGETS				RESPONSIBLE DEPARTMENT/ PERSON
			Conducted by 2013/14			Planning conducted		Conducted	Conducted	Conducted	Conducted	
		Institutional Performance Management	Number of Performance Agreements Signed				OPEX	Report to the PMS Committee Sign Performance Agreements Review Terms of reference for the PMS Steering Committee Prepare Annual Performance Information as per sec 46 Report to the PMS Committee	Report to the PMS Committee	Report to the PMS Committee Prepare and Submit the Annual report Report to the PMS Committee	Report to the PMS Committee Reports compiled and distributed to stakeholders through Representative	

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

- Prepare and facilitate middle income housing construction
- All new houses connection to electricity supply; development of electricity Master Plan
- Lyciumville access road and Tembisa Bus Route resurfaced; maintenance and upgrading of existing infrastructure
- Burgersdorp town hall refurbishment; Burgersdorp landfill site licensing
- Clearing of littering and illegal dumping; purchasing of yellow fleet for waste management; education awareness campaigns on waste
- Spatial Development Framework Review 2013/14 to identify environmental sensitive areas including wetlands.
- Continuous lobbying of financial support for the establishment of Waste Management Plan, Commonage and Land Use Management Plan.
- Facilitation of the signing of SLA on disaster management between the JGDM and Gariep
- Street naming
- Continuous Implementation of Greening and Beautification Projects
- Better planning and enforcement of by-laws

The above strategies address the following objective;

1. To create a conducive environment for the reduction of unemployment rate by 10% by 2016/17
2. To develop Human resource for staff and community members by 2016/17
3. To provide adequate cost effective sustainable basic services by 2016/17
4. To build an efficient, effective, accountable and responsive local government system by 2016/17
5. To manage environment in a sustainable manner by 2016/17

6.1.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2012/13	13/14	14/15	15/16	16/17		
Upgrading of Burgersdorp Town Hall	2 741 500	5 600 000	0	0	0	MIG	3,4,5
Construction of Strong Room	0					MIG	All
Computer Software	1 000 000	0	0	0	0	Gariep	2
Thembisa Bus Route	4 990 000	5 600 000				MIG	5
Renovation of Traffic Testing Centre	0	1 083 000	0	0	0	MIG	1
Mzamomhle Interconnections	0	4 100 000	0	0	0	MIG	3,4,5
Upgrading of the existing water infrastructure: Burgersdorp	5 000 000	0	0	0	0	JGDM	4
Gariep WCDM Project	0	3 289 912	4 387 939	5 484 868	0	JGDM	All
Re-capitalization of Electricity	0	3 000 000	0	0	0	MIG	All
Burgersdorp 955	0	4 560 000	0	0	0	Human Settlement	3,4,5
Burgersdorp 130	0	7 701 460	0	0	0	Human Settlement	3,4,5
EIA - Burgersdorp Middle Income	0	0	0	0	0	Human Settlement Jogada	3,4,5
Stynsburg 530	0	24 555 000	0	0	0	Human Settlement	2
Stynsburg 600	0	4 560 000	0	0	0	Human Settlement	2

Venterstad 500	0	4 560 000	0	0	0	Human Settlement	1
Upgrading of Electricity Network; Burgersdorp	1 000 000	300 000	0	0	0	Department of Energy	All
Planting of 2000 indigenous, fruit trees and flowers.	80 000	80 000	0	0	0	DWAF Department of Agriculture	1,2,3
Land Care	0	110 000	0	0	0	Rural Development and Agriculture	All
CASP	0	1 190 000	0	0	0	Rural Development and Agriculture	All
Stock Water System	0	185 000	0	0	0	Rural Development and Agriculture	All
Upgrading and Maintenance of municipal parks and apparatus, open spaces and sidewalks	250 000	250 000	0	0	0	Gariiep DEDEA	All
Upgrading of Early Childhood Development Facilities	120 000	120 000	0	0	0	Gariiep Department of Social Development	All
EPWP (Social and Environmental Sectors)	1 000 000	1 000 000	0	0	0	EPWP	All
Paving of Nozizwe Township	0	5 000 000	0	0	0	EPWP	1
Household Contractor Programme	0	0	0	0	0	EPWP	All
National Youth Service	0	0	0	0	0	EPWP	All
APTCOD Program	0	0	0	0	0	EPWP	All

Integrated Spatial Information Management System Review	0	500 000	0	0	0	Land Affairs	All
Satellite FET College	0	0	0	0	0	Department of Education	2
Devolution of Property Rates	1 666 000	0	0	0	0	Department of Public Works	All
Service Level Agreement Gariep-Maletswai		32 300 000	0	0	0	Department of Public Works	All
Gariep-Inkwanca RMC		4 360 000	0	0	0	Department of Public Works	All
Paul Kruger Training Centre	17 000 000	0	0	0	0	Department of Public Works	All
Burgersdorp Construction of new place of Safety	49 609 754.66	0	0	0	0	Department of Public Works	All
Workshops (Sign language and self defense) and book campaigns	60 000	0	0	0	0	DSRAC	2
Volley ball Tournament	35 000		0	0	0	DSRAC	2
Library material for 6 libraries	330 000	0	0	0	0	DSRAC	All
Libraries	1 147 000	1 147 000	0	0	0	DSRAC	All
Routine Roads Maintenance on Provincial Gravel Roads Network	32 000000	0	0	0	0	Department of Roads	All
Maintenance of Roads and Cemeteries	936 000	0	0	0	0	Department of Roads	All
Surfacing of a Tar Road	4 554 000	0	0	0	0	Department of Roads	All
Refuse Bags	0	480 000	0	0	0	Gariep	All
Town Beautification and Greening	600 000	0	0	0	0	Gariep	All
Revival of a pound in Burgersdorp	100 000	0	0	0	0	Gariep	3,4,5

Disaster Management and Fire fighting	30 000	0	0	0	0	Gariep	All
Revamping of Vehicle Testing Centre	300 000	350 000	0	0	0	Gariep	All

6.2 LOCAL ECONOMIC DEVELOPMENT

6.2.1 STRATEGIES

- Investigate and engage the Professional resource team for the implementation of LED
- Support and interface municipal activities to promote economic regeneration and job creation opportunities through EPWP
- Support to LTO; support to emerging farmers; support to emerging farmers; support to growth and development of SMME
- Creation of partnership (PPP)

The above strategies address the following objective;

1. To create a conducive environment for the reduction of unemployment rate by 10% by 2016/17
2. To develop Human resource for staff and community members by 2016/17
3. To provide adequate cost effective sustainable basic services by 2016/17

6.2.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2012/13	13/14	14/15	15/16	16/17		
Development and implementation of management plan for indoor sports center in Steynsburg	100 000	100 000	0	0	0	DSRAC	2
Upgrading of Oviston Swimming Pool and Tennis Court	100 000	50 000	0	0	0	Gariep	1
Improving traffic signage in Steynsburg Town	50 000	100 000	0	0	0	Gariep	All
Women Development Projects	1 500 000	0	0	0	0	Department of Social Development	All

Sustainable Livelihood Projects	1 500 000	0	0	0	0	Department of Social Development	2,3,4,5
Community Fisheries	496 000	0	0	0	0	Department of Social Development	1
Masizame Bakery	535 108	0	0	0	0	Department of Social Development	2
Sakhisizwe Bakery	595 625	0	0	0	0	Department of Social Development	1
Social Relief	0	0	0	0	0	Department of Social Development	
Care and Support Services to Families	0	0	0	0	0	Department of Social Development	
LED Capacity Support	88 000000	2 617 000	2 765 000	2 919 000		LGTA	All
Community and School Gardens	450 000	0	0	0	0	Rural Development and Agrarian Reform	All
Fencing and Stock-water for Farms and Commonages	1 850 000	0	0	0	0	Rural Development and Agrarian Reform	All

6.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

6.3.1 STRATEGIES

- Increase project revenue management
- Decrease debt
- Service over 50% of indigent household
- Development of an annual budget that conforms to standards
- Reconciling of creditors' payment
- A move towards a qualified audit
- Improve financial management and reporting

- Maintain supply chain management processes

The above strategies address the following objective;

1. To create a conducive environment for the reduction of unemployment rate by 10% by 2016/17
2. To develop Human resource for staff and community members by 2016/17
3. To provide adequate cost effective sustainable basic services by 2016/17
4. To build an efficient, effective, accountable and responsive local government system by 2016/17

6.3.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2012/13	13/14	14/15	15/16	16/17		
Revenue Enhancement Strategy	300 000	300 000	150 000	0	0	Gariep	All
Finalize the long outstanding re-transfer of the electricity reticulation from ESKOM to the municipality	0	0	0	0	0	Gariep	All
An update of Indigent Register	0	20 000	0	0	0	Gariep	All
Revenue and Debt Management	650 000	650 000	0	0	0	Gariep and Treasury	All
Operation Clean Audit			0	0	0	LGTA	All

6.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

6.4.1 STRATEGIES

- Training and skilling of staff
- Filling in of vacant and funded positions
- Support and training of ward committees
- Development of Human Resource Plan, Employment/Equity Plan and Succession and Retention Plan
- Review delegation system

The above strategies are addressed by the following objectives;

1. To create a conducive environment for the reduction of unemployment rate by 10% by 2016/17
2. To develop human resource for staff and community members by 2016/17
3. To build an efficient, effective, accountable and responsive local government system by 2016/17

6.4.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2012/13	13/14	14/15	15/16	16/17		
Training of 6 Councilors on Management and Leadership Programme	48 000	50 000	60 000	75 000	85 000	LGSET A	All
Training of 24 staff members in BTO' Administration and Technical skills	350 000	450 000	450 000	450 000	450 000	FMG	All
Training of 40 staff in Adult Basic	110 000	120 000	125 000	174 000	180 000	LGSET A	All
Electronic Records Management System	0	850 000	0	0	0	Gariep	All
Development of Human Resource Strategy, Succession Plan and Employment Equity Plan	420 000	0	0	0	0	Gariep	All
National Youth Services	1 865 000	0	0	0	0	Department of Roads	All
APTCOD (Youth Training for Artisanhip)	2 448 00	0	0	0	0	Department of Roads	All
Capacity Building (BTO)	57 000	88 000	117 000	112 000	110 000	LGTA	All
Implementation of By-laws	150 000	100 000	0	0	0	Gariep MSIG	All

6.5 PUBLIC PARTICIPATION AND GOOD GOVERNANCE

6.5.1 STRATEGIES

- Investigation and development of ten (10) title deeds
- Seeking legal intervention
- Compliance with statutory reports, annual action plan, MTAS and contract management
- Improve Communication and Customer Care Service
- Strengthen oversight role of council inclusive of MPAC and internal audit
- Support Ward Committees
- Safe and protected communities through establishment of Municipal Safety Forum
- Initiate discussions between JGDM and Gariep for a possibility of a shared service on internal audit

The strategies above are addressed by the following objective;

1. To build an efficient, effective, accountable and responsive local government system by 2016/17

5.2 PROGRAMMES AND PROJECTS

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2012/13	13/14	14/15	15/16	16/17		
Implementation of HIV and AIDS Strategy	140 000	100 000	0	0	0	Gariep Department of Health	All
HIV and AIDS	807 894	0	0	0	0	Department of Social Development	1,3,4,5
Implementation of poverty alleviation program	1 000 000	1 000 000	0	0	0	Department of Social Development	All
Mainstreaming and advocacy plan developed	100 000	120 000	0	0	0	Gariep	All
Substance Abuse (TADA Groups)	110 000	0	0	0	0	Department of Social Development	All
Care and Support services to Older Persons – Non Residential	4 027 000	0	0	0	0	Department of Social Development	All
Care and Support services to Older Persons – Residential	391 176	0	0	0	0	Department of Social Development	2,3,4,5

Projects/ Programmes	Estimated Cost					Budget Source	Ward
	2012/13	13/14	14/15	15/16	16/17		
Care and Support services to People with Disability	390 000	0	0	0	0	Department of Social Development	3,4,5
Child Care Protection Services	3 422 961	0	0	0	0	Department of Social Development	All
Victim Support Centre for Abused Women	205 000	0	0	0	0	Department of Social Development	1, 3,4, 5
Victim Empowerment Programme	323 100	0	0	0	0	Department of Social Development	1,3,4,5
Early Childhood Development Programme	603 900	0	0	0	0	Department of Social Development	All
Care and Support to Families	175 000	0	0	0	0	Department of Social Development	2
Protected and Safe Society	70 000	0	0	0	0	Safety and Liaison	All
Support to Special Programmes Structures	150 000	0	0	0	0	Gariep	All
Special Programmes Strategy	100 000	0	0	0	0	Gariep	All
Ward Committees support	140 000	200 000	0	0	0	Gariep	All
Political Outreaches		100 000	0	0	0	Gariep	All
Purchase of Audio Visual Equipment	65 000	0	0	0	0	Gariep	All
Pauper support	10 000	0	0	0	0	Gariep	All

7 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
<p>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.</p>		
HIV and AIDS Mainstreaming	Available	Being mainstreamed
<p>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 mobilized against the stigma and discrimination of the infected and affected.</p>		
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 and 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 2013/14, awaiting funds and technical support from (Business Plan submitted) Land Affairs

<p>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 2013/14. SDF is crucial in unlocking the land development potential to achieve the following key issues; basic needs and Spatial Fragmentation; linkages and Access; land Use and environmental Management; coordination of Integrated capacity & Planning System; and sustainable socio-economic and infrastructure development. It identifies nodal points to guide future planning, these are Central Business Districts (CBDs) – Burgersdorp; Stynsburg and Venterstad; Entertainment Node - Lake Gariep Dam/Resort, JL de Bruin Dam (Resort) and Teebus; Minor Mixed Land Use Nodes - Taxi rank Burgersdorp and a proposed One Stop Centre; and Mobility Routes - N6 East London to Bloemfontein, R58 Burgersdorp – Aliwal North and N1 Gauteng to Cape Town.</p>		
Integrated Human Settlement Strategy	Available	Funds and technical support from JGDM and Department of Housing
<p>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.</p>		
Electricity Master Plan 2010	Available	Funds for implementations and maintenance
Overview		
Infrastructure Investment Plan	Available	
Overview		
Land Use Management Plan	Unavailable	Continuous lobby for technical and financial support from relevant sector departments
Local Economic Development (LED)	Available	Funds and technical support from JGDM and Department of Land Affairs and Department of Agriculture, DEDEA, etc for implementation of LED Strategy
<p>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.</p>		
Information Technology Policy	Available	Currently being implemented
<p>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</p>		

<p>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.</p>		
Workplace Development Plan 2010	Unavailable	Funds, JGDM and Department of Social Development support
Performance Management System (PMS) Framework	Available	Human resource
<p>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.</p>		
Succession Plan	Unavailable	Technical and financial support
Municipal By – laws	Available	Out of six reviewed by laws, the municipality has developed 26 new by laws.
<p>Overview - Out of six reviewed by laws, the municipality has developed 26 new by laws</p>		
Comprehensive Infrastructure Plan (CIP)	Available	Funds for implementation
<p>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.</p>		
Risk Management Plan	Available	In a draft form awaiting Council Resolution
<p>Overview - A draft plan has been developed awaiting Council resolution. Council has approved a comprehensive risk register within Gariep.</p>		
Communication Strategy	Available	In a draft form
<p>Overview - 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.</p>		
Anti-Corruption Strategy	Available	
<p>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.</p>		

Financial Management Policies	Available	Funds for implementations
Employment Equity Plan	Available as a draft	Awaiting Council Resolution
<p>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.</p>		
Financial Policies	Available	Funds for implementation
<p>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.</p>		
Human Resources & Institutional Development Policies	Available	Funds for implementation
<p>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.</p>		
Scarce Skill & Retention Plan 2010	Unavailable	Funds for development and implementation

GARIEP LOCAL MUNICIPALITY: ADOPTED BY- LAWS

NO:	BY-LAW – ADOPTED NOVEMBER 2012
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