

GARIEP LOCAL MUNICIPALITY 2007/8

2007/2008
ANNUAL REPORT
GARIEP LOCAL MUNICIPALITY

VISION: CREATION OF A CONDUCTIVE ENVIRONMENT FOR AN IMPROVED QUALITY OF LIFE



UNITED WE STAND DIVIDED WE FALL



GARIEP LOCAL MUNICIPALITY 2007/8

LEGISLATIVE REQUIREMENTS

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CHAPTER 1: INTRODUCTION AND OVERVIEW

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1.1 Message of the Mayor of Gariep

This is the second report of this current Council that is being presented to you, the respected citizens of the Gariep Local Municipality, in accordance with Section 46 of the Local Government Municipal Systems Act (Act 32 of 2000). The 2007 / 08 annual report of Gariep Local Municipality is due just before the country goes to the polls for the fourth democratic national and provincial elections.

Last year I reported on the sad demise of key officials of Gariep, being the former Municipal Manager and the Chief Financial Officer. I also reported on the appointment of a new Municipal Manager. Since then we have only been able to appoint an Acting Chief Financial Officer.

The 2006/7 report provided detailed reporting on the following areas that are close to the citizen's hearts:-

- Access to Free Basic Services
- Bucket Eradication
- Access to clean water
- Provision of houses
- Local Economic Development
- Small Business Report

We have celebrated many things during the period covered by the annual report. As 2007 / 08 marked the turning point in the history of Gariep Local Municipality, this report marks the turning point in the Governance of our municipality. The 2007 / 08 financial year can be regarded as a watershed year in which our municipality made the U-turn from the legacy of the past to become viable, sustainable and developmental local Government.

Much has been achieved at National Level. The National Government has met the challenge of transforming the economy into an economy that brings macroeconomic stability and sustainable growth and development. Not to be forgotten, our Municipality (Gariep Local Municipality) is living based on the mandate received in 2006 Local Government Elections to ensure that the macro strategies get translated into concrete results at Local level and translate the national direction into local practice.

The report we are presenting will reflect on Gariep Local Municipality's position and performance against the background of South Africa's transformation in the context of the municipality's current realities. i.e. Challenges and Performance highlights

The realities I am referring to, include overcoming the challenges we highlighted when we were presenting the annual report of 2006/07 and the budget speech for 2007 / 08.

We all know by now that we have appointed the Municipal Manager. We have also filled three of the four vacancies at the management level. We have since abolished the strategic and support department and moved the incumbent to the Corporate Services Department.

The report will try and fully comply with the requirements of section 46 of the Municipal Systems Act no 32 of 2000, read with 121 (3)(4) of the Municipal Finance Management Act no. 56 of 2003 (MFMA).

Our focus moving forward will once again be informed by the five key strategic agenda of Local Government which was announced by the Minister for Provincial and Local Government in 2006.

- o Municipal Institutional Transformation
- o Infrastructure and Service Delivery
- o Local Economic Development
- o Municipal Financial Viability and Management
- o Good Governance and Public Participation
- o Social Transformation

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As much as our focus will be informed by the above-mentioned strategic agenda going forward, we are going to try and simplify them into the following;

With the stability of the management structure of the organization, the political leadership will be able to give policy directions, which will be culminated by ensuring that the Integrated Development Plan is realized. However, the main focus will be roads in all three towns of our municipality, complete eradication of bucket system, new dam for Burgersdorp Unit, Power Station, strict measure so as to ensure that we meet targets in as far as revenue collection and try and maintain the gains we have achieved thus far. (what gains are these? Please highlight a few in relation to those promised i.e. Access to free basic services; Bucket eradication; Access to clean water; Provision of houses; Local Economic development- agriculture and tourism; Small Business Support.)

Some of the things we think should be the priority of the Council will be to focus on the following; [Has the community asked for these? In which forum? Did we put them in our IDP? For whose directorate?

- o Sound financial planning and control, free of any form of corruption;
- o Spending in a responsible and transparent manner;
- o A productive workforce that requires disciplined and honest employees with a high work ethic; and
- o A high standard of friendly, helpful and efficient customer care.

This last priority is included specifically because of the deep concern that is felt by our community members and were specifically raised throughout the Mayoral Imbizos in relation to the legacy of poor discipline, lack of commitment and mediocre customer care practices. I am happy to report that our Unit of Skill Development has during the financial year under review sent all personnel for training on customer care. Our managers together with our training and development officer are monitoring whether the behaviour is improving for better or not and shall suggest necessary interventions. Local Government is meant to be the government closer to the people and that's exactly what we want to achieve. Customer Unit is central because it is the entrance and the exit of the municipality, therefore; it should at all times reflect and practice the institutional disciplines and culture. Other tools or methods in discouraging any attitude that will lead to municipality not realizing the intended objective will shortly be put in place, here we are talking about putting in place a tracking system to monitor such behaviour. [Which Imbizos are we referring to? Have we put in place a tracking system to monitor such behavior? Have trained our staff in being friendly and helpful?

What is Gariep's definition of these virtues? How can they be measured? How have these been captured as performance targets? In whose radar do they fall?]

Lastly, I wish once again to thank our capable municipal manager and his team for the splendid work they are performing. As we all know, it is upon him and his team to ensure as the organization we are able to realize the objectives we have clearly outlined.

May I take this opportunity once again to invite you, our Gariep citizens, to boldly evaluate our work with the developmental spirit in which it was delivered by our dedicated team of staff? I also honour all my fellow politicians for the robust engagements during the reporting year.

KHUAKU NU TE] X'AE, DJAMA NU TE TE – United we stand divided we fall.

.....
MAYOR
CLLR: NCEDO WILLIAM NGOQO
GARIEP LOCAL MUNICIPALITY

1.2 ACRONYMS AND ABBREVIATIONS **for the year ended 30 June 2008**

AFS's [Annual Financial Statements](#)

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AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APNS	Anti Poverty National Strategy
ARV.s	Anti Retro vials
BBBEE	Broad Base Black Economic Empowerment
BEP	Bucket Eradication Programme
BTO	Budget and Treasury Office
CBCP	Community Based Care Programme
CDW's	Community Development Workers
CFO	Chief Financial Officer
DA	Democratic Alliance
DEDEA	Department of Economic Development and Environmental Affairs
DEAT	Department of Environmental Affairs
DoA	Department of Agriculture
DPLG	Department of Provincial and Local Government
DoRT	Department of Roads and Transport
DoSD	Department of Social Development
DRR	Disaster Risk Reduction
DSO	Disaster Satellite Office
DSRAC	Department of Sport, Recreation, Arts and Culture
ECDCE	Eastern Cape Development Corporation
ECSECC	Eastern Cape Socio Economic Consultative Council
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
GDS	Growth and Development Strategy
GLM	Gariiep Local Municipality
HIV	Human Immune Virus
HR	Human Resources
IDP	Integrated Development Plan
IMATU	Independent Municipal Allied Trade Union
KPI's	Key Performance Indicators
LDAC	Local Drug Action Committee
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
MDR	Multi Drug Resistance
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MTEF	Medium Term Expenditure Framework
NGO	Non Governmental Organization
OHS	Occupational Health and Safety
OSD	Occupational Specific Dispensation
PGDP	Provincial Growth Development Plan
PMU	Project Management Unit
PMS	Performance Management System
PR	Proportional Representative
PSC	Project Steering Committee
RDP	Reconstruction and Development Programme
REDs	Regional Electricity Distributors
SAMWU	South African Municipal Workers Union
SDBIP	Service Delivery Budget Implementation
SDF	Spatial Development Framework
SETA	Sector Education Training Authorities
SLA's	Service Level Agreements
STATSSA	Statistics South Africa
STR	Space Tune Research
TADA	Teenagers Against Drug Abuse
TB	Tuberculosis
VCT	Voluntary Council and Training
WSP	Workplace Skills Plan

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Section 121(1) of Local Government of 2003 requires municipalities like Gariep to prepare report annually with a purpose to:-

- Provide a record of activities of the financial year;
- Provide a report on performance against allocated budget;
- Provide accountability to the local community for decisions made through the year.
- The report should include:
 - Financial statements and consolidated financial accounts;
 - A report of the Auditor General on the conduct of the municipality on governance related matters;
 - Annual performance report of the Municipality in accordance with Section 45(b) of the Local Government Municipal Systems Act;
 - An assessment of arrears owing in taxes and services;
 - Performance objectives in relation to collection of revenue;
 - Corrective actions taken or planned in response to the previous year's report of the Auditor General;
 - Recommendations of the Auditor General.

Section 46 of the Local Government Systems Act requires that a municipality prepares a report for each financial year consisting of:-

- (a) A performance report reflecting:-
 - The municipality's and any service provider's performance during the financial year, also in comparison with targets of and with performance in the previous financial year;
 - The development and service delivery priorities and the performance targets set by the municipality for the following financial year; and
 - and measures that were or are to be taken to improve performance.
- (b) The financial statements for 2007/8 prepared in accordance with the generally accepted accounting standards.
- (c) An audit report on the financial statements and the report on the audit performed in terms of section 45(b) - audit of performance measurements.
- (d) Any other reporting requirements in terms of other applicable legislation.

For the 2006/7 reporting period, I reported on significant achievements by Gariep notwithstanding the absence of an incumbent Accounting Officer for the whole financial year. These were the successful development of the Gariep Workplace Skills Plan and the Housing Sector Plans.

I promised to give urgent attention to the Performance Management System; Financial Viability and Turn around Strategy; Addressing Skills shortage in critical technical areas and Coordination of the administration for better outputs.

The annual report 2007/8 includes progress reports on both the above commitments.

The Office of the Municipal Manager wishes to thank political leadership for unfailing support and all Gariep staff for all effort exerted in pursuit of Gariep performance towards excellence.

Thembinkosi Mawonga
Municipal Manager

.4 EXECUTIVE SUMMARY

1.4.1 Vision of Gariep

In order to address the complex challenges faced by the municipality, more effective cooperation must take place with the District, Provincial and National government. The extensive resources held by various communities, business sector, non- governmental organization (NGO) must collectively be mobilized in order to assist in addressing the glaring challenges faced by the community.

Few years back a strategic workshop aimed at initiating the determination of both a Vision and Mission for the municipality was held, following on which the following Vision and Mission statements were adopted:

VISION (what we want to be)

Creation of a Conducive Environment for an improved quality of life

1.4.2 REPORT ON ACHIEVEMENT OF GARIEP MISSION (Why we exist)

To stimulate the local economy through agriculture, tourism, infrastructure, job creation and improvement of service delivery as well as further maximization of mass participation through human resource development

[Please answer following questions: How far did we stimulate the local economy through agriculture, tourism, infrastructure, job creation, improvement of service delivery; mass participation and human resource development? Facts, geographical areas and quantities please]

1.4.3 Values of Gariep and how we lived them during 2007/8

Our values are underpinned mostly on the principles of Batho Pele (Putting People First)

a) Good Governance

Good Governance and Public Participation demands of us to always consult citizens about the level and quality of services they receive, wherever possible, should be given a choice about the service so that are offered.

b) Responsiveness

We are also tried very hard during the financial under – review be a local authority that is responsive to the needs and the wishes of the community we serve. We were able to this because the means and resources available to execute such a task. The recently purchased of the vehicle equipment for operational use and also for road construction is a testimony of our efforts in performing our functions according to the mandate of local government. We are happy about the progress done to date and hoping to outdone our performance in the coming financial year.

c) Transparency

Again we are very pleased with our interaction between ourselves and the citizens of Gariep. Our people were always told about how our municipality operate. The IDP representative of 2007/08, Budget Public Consultations meetings and the Mayoral

limbizo's of 2007/08 were used as platforms to truly engage our citizens on any direction our municipality is taking.

d) Accountability

Many tools are used to ensure accountability. Starting with the political office bearers, management to the lowest levels of our municipality. The community is holding our political office bearers accountable, political office bearers hold our management accountable and the management headed by the municipal manager are responsible for the day to day function of the institution. Ward Committee meetings and departmental meetings held during the financial year can be used as the measuring tool.

e) People Centred and Driven:

In all our actions and omissions we are here to serve the interest of our people and we are pleased with the achievements thus far in that they were achieved with the full participation of our Citizens from all three wards of the municipality. The road ahead is long but what satisfied us during the financial year under review is the fact that there's a start.

[Please insert and discuss]

1.4.5 Highlights of Achievements Made, Awards Received, Challenges Faced and Improvement Recommendations.

The major service delivery achievements are discussed in Chapter 2 of the annual Report, though it is necessary to highlight the following achievements:

- o The efficient manner in which Council revised the organizational structure and appointment of qualified and suitable senior management team.
- o The adoption by Council of the delegated framework.
- o The adoption by Council the strategic plan of 2007 leading to 2011
- o Housing rectification programme in partnership with provincial government
- o Paving of street and erection of storm water for Burgersdorp Administrative Unit.
- o Redistribution of land in the municipality is approximately 3.7% (about 32772 hectares)
- o Providing support to emerging farmers by ensuring an additional commonage was
- o purchased at R3.1million in Burgersdorp

(a) Municipal Institutional Transformation

1.4.4.1 The 2007/2008 financial year of Gariep Local

Municipality was characterized by a number of key organizational transformation initiatives focused on improving on organizational performance, human capacity and internal processes to deliver as per the mandate of by the political leadership and articulated by the Mayor, Clr NW Ngoqo, in his budget speech – 2008/09.

1.4.4.2 Emphasizing the importance of Municipal Transformation and Organizational development he had this to say -" ... *to this effect, we paid particular attention to all issues that had to do with institutional arrangements, and these are; organizational designs, filling of vacancies that exist at section 57 level. The management has been requested to speed up the filling of all other critical vacancies. This, it is our belief, is one critical step in positioning the municipality for service delivery.*"

1.4.4.3 A few months in the new financial year, this commitment resulted in the commencement of a series of strategic work session by the management, leading to organizational realignment with the review and approval of the macro- organizational structure, after an intensive initiative directed at recruiting a municipal manager to drive the strategy and organizational transformation appropriately, and an extensive recruitment process to attract and appoint a high – caliber senior management team to address the priorities of the present and future challenges.

1.4.4.4 Macro-organizational structure as adopted by Council to the section 66 (1) of
the Municipal Systems Act, Act 32 of 2000, commenced.

The process of establishing new structure was opened to any relevant stakeholder, as well as a workshop facilitated by the service provider assisting the municipality in as far as developing new organogram, inputs and comments solicited from Councilors, Management and organized labour on the proposed will go a long in taking the municipality forward.

The constructive comments and inputs received from the abovementioned role-players were integrated into the existing staff establishment.

The adoption of the Organizational Structure paved the way for the intensive recruitment and appointment of the directors to the senior management positions.

After a series of strategic engagements were with the political office bearers during the months of August - October 2007, the new staff establishment was adopted according.

1.5 Leadership

A key priority of the newly – appointed Municipal Manger and top management has been to establish a solid leadership core within the organization which permeates through to the middle and supervisory management levels. A fundamental mechanism aimed at furthering this objective was to have as many as possible meetings at management level and effectively communicate that to middle management and supervisors of our institution.

1.6 Gender Advancement

During the 2007 – 2008 financial years substantive steps were taken to promote the advancement of Women in the workplace. At the highest level, a woman has been appointed as director to the senior management level, while the appointment in key position at middle management level is reflected in the fact that representation of women has grown tremendously.

Surely, striving toward a truly representative workforce will bolstered by the development interventions, innovative HR policies and structured coaching and

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mentorship initiatives. Doing all this will help to attain the desired organizational performance.

1.7 HUMAN RESOURCES MANAGEMENT

1.7.1 The need for a review of Human Resource Policies and Practices

Both the political and Administration leadership acknowledge that, in meeting the service delivery challenges faced by the community of Gariep Area, the human resource of this institution is its primary tool in realizing the desired output. Managing the human resource in an effective, efficient and productive manner requires that HR Policies, Practices and Methodology are continuously reviewed and updated.

With the appointment of the top management during the last (fourth) quarter of the 2007/2008 financial year, a strategic review process was initiated for the entire HR function, starting with the HR Policies.

1.7.2 Recruitment, Selection and Employment Equity

Table 1.7.2.1 Illustrates the new appointments and positions filled during the period under review

Surname and Names	Position	Date of appointment
Khethwa Nzwai Vincent	01 May 2008	Assistant Librarian
Khethwa Nohleli Angelina	01 May 2008	Housing Officer
Mapaqa Thobeka Loretta	01 May 2008	Housing Officer
Maseti Thobela Annastacia	01 June 2008	Financial Intern
Mawonga Thembinkosi Athwell	01 August 2007	Municipal Manager
Meva Bulelwa	01 June 2008	Financial Intern
Mosala Moathlodi Lucky	01 March 2008	Senior Accountant
Sandt Fernando Karovoski	01 May 2008	Assistant Librarian
Visser Johan Willem	01 December 2007	Director Strategic Support
Zicina Mbulelo Lloyd	17 March 2008	Driver for the Mayor

Table 1.7.2.1 Illustrates the appointed personnel who are performing their function under contracts

Surname and Names	Position	Date of appointment
Maseti Thobela Anastacia	Financial Intern	01 June 2008
Mawonga Thembinkosi Athwell	Municipal Manager	01 August 2007

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Meva Bulelwa
Visser Johan Willem

Financial Intern
Director: Strategic Support

01 June 2008
01 December 2007

Table 1.7.2.2 Illustrates the appointed personnel who have since left the municipality through resignations, dismissal, contract expired, retired and absconded.

Surname and Names	Position	How was Termination effected?	Date of appointment	Date of Termination
		o		

[Kindly note that this section needs a lot of work- achievements that will directly benefit the community and were agreed with them; development of WSP- has been updated? What refund did we get? How many people were trained? How many posts were filled? By what designated groups? Discipline? Co-ordination of admin? Performance management? Local Labour Forum etc?]

(b) Infrastructure and Service Delivery

1.7.3.3 Performance on Integrated Development Plan Targets

Table 1.8: Achievements of Technical Service Department in terms of key performance indicators 2007\2008

Key Performance Indicator	2007\2008 Target	Actual achieved	Reasons for variance, if any
Roads and Storm-water Ukhahlamba: Upgrading of Roads and Storm Water in Gariep LM: Phase 1	100 %	100 %	
Upgrading of Mzamomhle Ring Road	At least 25 %	25 %	In progress
% of the approved capital budget spent on implementation of new infrastructure developments	100 %	100 % of the amount received has been spent on new roads projects	In progress, new projects will be multiyear projects
Sanitation Ukhahlamba: BEP Lyciuvmille and Nozizwe Bucket Eradication	100 %	100 %	
Gariep: Upgrading of water and sewerage infrastructure in Gariep LM	100 %	100 %	
Gariep: Mzamomhle Waterborne Sanitation	100 %	100 %	
Steynsburg Bucket Eradication	At least 75 %	75 %	In progress
% of the community with access to RDP level of sanitation	100 %	100 %	

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% of the approved budget for maintenance of existing sewer network	100 %	100 %	
Water			
Gariep: Steynsburg – proposed Orange Fish Tunnel pumping scheme	At least 85 %	85 %	In progress
% of the community with access to RDP level of water	100 %	100 %	-
% of the approved budget for maintenance of existing water reticulation	100 %	100 %	-
Electricity			
% of the community with access to electricity in Gariep	100%	100 %	
Waste Management			
Approval of an integrated waste management plan for Gariep Local Municipality	Waste management plant to be developed	-	-
Effective management of landfill sites	Waste management plant to be developed	-	-
% statutory compliance in respect of solid waste management	At 40 %	40 %	In progress
% improvement in waste management	At 60 %	60 %	In progress
Housing			
% of the community with standard RDP houses	At least 90 %	90 %	-
Venterstad 360 units	At least 40 %	40 %	In progress
Burgersdorp 1000 (45 units)	At least 70 %	70 %	In progress
Steynsburg 26 units	Tender and design stage	0 %	Planning
Venterstad 500 (rectification work)	At least 40 %	40 %	In progress
Steynsburg 600 (rectification work)	At least 30 %	30 %	In progress
Burgersdorp 1000 (rectification work)	At least 50 %	50 %	In progress
Sport Facilities			
Venterstad sport facility	At least 80 %	80 %	In progress
Steynsburg Indoor Centre	100 %	100 %	-
% of community with sport facilities	At least 90 %	90 %	-
Completion of a spatial Development Framework (SDF) for the municipal Area	SDP Completed	None	The preparation of the SDF for the municipality area is a complex process involving a number of role players. By the end of reporting period, the Technical Department had initiated about the issues affecting and important for the Spatial

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Development.

The following area were identified for development and approved by Council

None

- Approximately 800 meters of land adjacent to the Gariep Dam, Oviston Advertized for interested parties
- Development of 85 middle income house in Burgersdorp None
- Development of high income residential sites None
- Development of industrial sites in Venterstad None
- Development of industrial sites adjacent to subway Steynsburg, Middleburg rd None
- Installation of services to 12 surveyed residential sites in None

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Vacant private sites to be verified with the financial system	Burgersdorp 750 Sites were picked – up and information submitted to the finance department	On - going
Sale of Councils' property	12 sites were advertised for the submission of tender site for sale	
Encroachment of Municipal Land	Requests were received and after inspections done and advertisements for objections were published, 4 applicants were approved and agreements were compiled	
Rezoning of Municipal Land	Applications were received and after inspections done and advertisements for objections were completed. The rezoning requests were approved and finalized with the applicants	
Sub-divison	Applications were received private property were finali	o o

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Title Deeds and Property
Transfer enquiries

- o Title deeds enquiries were received, Investigated and finalized
- o
- o

Property Valuation of
the municipal area

Attended to property valuation requests received from Public and were finalized Continuous verification of lay-out plan with valuation rolls to identify properties to be valuated with the interim valuation.

1.8.1.1 Other Performance Indicators

Technical Services is a service delivery department, with all basic services falling within the directorate's ambit. The directorate strives, with the help of the public to make Gariep a better place in which to live for all residents.

The municipality provides quality services to the community starting with Water, Electricity, Houses, Roads and Storm water and Sanitation not just sanitation but waterborne system throughout the municipal area. Gariep Local Municipality it's one of the municipality which has met all the national targets.

1.8.1.2 Water Services

Water services provided in 2007\2008, in summary:

- o Number of households provided for the first time with a potable water supply within their erven with stand pipes and water meters. **(8 208)**
- o Number of households provided for the first time with new sanitation which is called "waterborne sanitation system"
(6 226)

The world health organization notes that the primary health of a community is significantly impacted upon by the quality of its drinking water and that interventions to improve the quality of drinking water provide significant benefits to community health. Such is especially provide safe drinking water has resulted in Gariep Local Municipality, post - 2004, monitoring and managing drinking water quality very effectively.

1.8.1.3 ROADS AND STORM-WATER

i Mzamomhle Roads and Stormwater

Was planned and implemented by Ukhahlamba District Municipality. The project provided better access to the road users of Gariep Municipality especially the community of Mzamomhle. 80 job opportunities were created on the project for the community of Mzamomhle.

ii Upgrading of Mzamomhle Ring Road

It was also added as the second phase of the project. The project was planned and implemented by Gariep Local Municipality. The project consists of two phases, which will be implemented over the two financial years. Tshepega Consulting Engineers were appointed for design, planning and monitoring of the project. The contractor "Lohan Civils" is currently on site busy with the phase one of the project, of which phase two is anticipated to start on the first week of May 2009.

1.8.1.4 Registered Project List

- o The upgrading of Mzamomhle Ring Road phase 2
- o Nozizwe Access Road
- o Steynsburg: Greenfields access road
- o Burgersdorp: Solid Waste Disposal
- o Venterstad: Solid Waste Disposal

1.8.1.5 Electricity

The upgrading of the current power stations it's something that needs urgent attention from the site of the Municipality. During heavy rain and strong winds the current system always fails.

The proposal for upgrading of the current power lines has already been submitted to RED.

1.8.1.6 Solid Waste Management

As mentioned above two projects are already registered with the municipal infrastructure grant. The project will be implemented in the two towns of Gariep Local Municipality. In Steynsburg the incinerator was constructed in 2006.

1.8.1.7 Housing Development

The municipality has no challenges with the informal settlement. All the residents of Gariep area are living in a formal area. The main challenge with housing development is the issue of what we called "train houses".

The most of the community members are living in these houses. The municipality has already submitted the application in order to address the issue of train houses, by providing them with quality houses.

By the end of 2009, all the residents of Venterstad will be living in quality houses; no one will be living in the shack (Informal settlement). This has been done with the assistance of the Department of Housing. The project is on 40 % in terms of progress on site.

The 45 units in Burgersdorp will be finished by the end of February 2009. The 45

The 26 units are the units which were left behind by the contractor which was constructing or in Steynsburg, the project is really behind schedule. The project is anticipated to start on the second week of March 2009.

The issue of poor workmanship which was done by Umlambo Development left the municipality with a very bad spot when it comes to housing development. Umlambo Development constructed 2100 units in Gariep area. All the houses that they have constructed are the ones that are undergoing rectification programme.

The landmark District Growth and Development Summit hosted in 2007 provided a road map towards achieving sustainable local economic development to fight poverty in the next five years, accordingly developmental strategies aligned to the Provincial Growth and Development Plan were identified with clear budget commitments made.

In accordance with the Growth and Development Summit agreement the municipality will focus on growing Tourism, Agriculture and addressing social infrastructure.

To give effect to the implementation of these programmes, in the next financial year the development of the Local Economic Development Strategy will be prioritized.

1.8.1.8 Tourism

The Lake Gariep Development and JL de Bruin Dam are key anchor projects for development of Gariep Tourism. The Department of Economic Development and Environmental Affairs and DEAT are the lead departments in developing infrastructure. R1.2m was allocated for phase one of JL de Bruin Dam, accordingly, to complete the project additional amount of 34m is required.

1.8.1.9 Institutional arrangements

The White Paper on the Development and Promotion of tourism recognizes that the "private sector will continue to play a critically important role in the further development and promotion of tourism. The delivery of quality tourism services and providing the customer with value for money are largely private sector responsibilities. Furthermore the White Paper identifies the role of communities in tourism development as follows;

- o Identify potential tourism resources and attractions within their communities
- o Exploit opportunities for tourism training and awareness, finance and incentives for tourism development
- o Support and promote responsible tourism and sustainable development
- o Oppose developments that are harmful to the local environment and culture of the community

The Gariep Tourism Association functions fairly well and has been part of the district tourism programme. However the challenges are the funding of its operations, in this regard it has been recommended that the municipality should make an annual budget provision for better functioning of local tourism organization.

1.8.9.102.2.11.3 Lake Gariep Development

- o The Department of Environmental Affairs and Tourism (DEAT) has committed approximately 3 million for the upgrading of Oviston Resort.(construction of swimming pools and two additional chalets
- o Activities include construction of a swimming pool and two additional chalets.
- o During 2006/2007 financial year a funding to prepare a Management Plan for Oviston Nature Reserve was secured, to this far, a draft document has been developed
- o Upgrading of tourism signage in the Lake Gariep has been implemented
- o Department of Social Development has provided additional funding **R500.000.00** (five hundred thousand rands) for a Fishery Project Based in Venterstad

1.8.9.11 Agricultural Development

The Gariep Agricultural vision is to enhance both extensive livestock production and intensive high value crop production along the Lake Gariep area and to stimulate the promotion and expansion of tourism industry along Lake Gariep.

1.8.9.12 Land Reform Issues in Gariep

- o Redistributed land in the municipality is approximately 3.7% (about 32772 hectares).
- o The Regional Land Claims Commission has only settled about 4 restitution claims in the Gariep LM.
- o 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**.
- o Land is needed to accommodate about 5000 urban housing units.
- o Additional land is needed for the extension of commonage.
- o Land for off-farm land tenure for farm-workers.
- o No land needs survey has ever been done, therefore there are unquantified land needs.
- o Little land reform has taken place in the municipality.

- o Restitution claims not yet completed.
- o No database of farm-workers who need on-farm land tenure.

In the year under review the following programmes have been implemented in collaboration with the Department of Agriculture

- o Siyazondla Food Security - Distribution of implements to schools, Clinics and Community gardens
- o LRAD – erection of infrastructure to 6 commonages and LRAD Farms combined
- o Commonage Management – provision of support to emerging farmers

Gariep Agricultural Association is fully functional and participates in the Integrated Development Planning Process.

1.8.9.13 Environment Management

The integration of environmental sustainability into integrated development planning is of great importance in maintaining economic growth and natural resources, equally in its IDP the municipality has encapsulated principle of sustainable environment into its strategy for development.

According to Brundtland Commission “Sustainable development is development that meets the needs of the present without compromising the ability of the future generations to meet their own needs”. The National Environmental Management Act 107 of 1998 dictates that the environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, development, cultural and social interest equitable building 1000 units of Burgersdorp. The project is on track in terms of progress on site.

(c) Local Economic Development

Municipal Financial Viability and Management

1.9 PRIMARY HEALTH CARE

The long awaited finalization of provincialization of primary health care has affected the performance of clinics; as such this unprecedented situation has affected the mid-term strategies of dealing decisively with the primary health care challenges. However the concerted efforts between the Municipality and the Department of Health are highly commendable.

In the year under review the municipality has recorded high rate of staff turn-over in the primary health care section, this can be attributed to the geographical location of the area and the introduction of the Occupational Specific Dispensation (OSD) in the public sector. It is therefore; given is that many nurses working for the municipality will the institution to join the Department of Health leaving a high vacancy rate in the Municipality.

In view that is always said, but not discussed is that; in this regard, retention strategy must be developed to introduce amongst other things rural allowance and incentives.

1.9.1 Refurbishment of Primary Health Care Infrastructure

- o The Burgersdorp Town Clinic is under-going refurbishment
- o Refurbishment of Venterstad Clinic is underway
- o It is worth noting that the community of Burgersdorp has a strong desire for the Thembisa Clinic currently operating as a satellite to be a fully fledged one since people have to travel a long distance to reach the other facilities and cross rivers and regional

roads.

Health promotion, reduction of non communicable diseases and unnatural causes of death are amongst the key responsibilities of the primary health

1.9.2 HIV & AIDS

- o Gariep Aids Council has been established to co-ordinate integrated programmes and has not been fully functioning. Despite this state of affairs various programmes have been implemented by various organs of state and NGO sector amongst those these can be highlighted: 500 clients already received medication in December 2008
- o 5000 information brochures distributed throughout the Gariep on HIV & AIDS and STI's
- o A budget provision of R150,000 has been made available to undertake the development of HIV & AIDS Plan
- o Department of Social Development has committed approximately R1, 7 million to support Non Governmental Organization doing work related to HIV & AIDS in 2008/2009 financial year. (Prevention programs, care and support to infected and affected families, material support for orphans and vulnerable children)

1.9.3 Emergency Medical Services

The shortage of emergency services vehicles remains incomprehensible to many communities, particularly the poor people who do not have access to medical aid schemes. Currently each town has only one ambulance responsible for both referrals and emergencies, furthermore, it's worth noting that Venterstad has no Hospital and practically means that patients must transferred to other hospital.

To this far in 2007 a district health meeting was convened with the Honourable MEC for health to find lasting solution to the problem

1.9.4 Cemeteries

Continuous operation and maintenance of cemeteries is done, however there is a need to identify new site for cemeteries in all three towns of Gariep particularly; Steynsburg and Venterstad. A proper management plan for our cemeteries sites will go a long in assisting our communities.

- o Substantial increase on VCT testing rate has been recorded

1.9.5 Disaster Management

The Disaster Satellite Office is functional but with limited staff. One volunteer has been trained in fire fighting level 1 and first aid level 1 & 2 by Ukhahlamba District Management Unit.

1.9.6 Training and Development

Personnel and Councilors trained on Disaster Risk Reduction

1.9.7 Reconstruction of disaster houses

Out of 22 houses affected by disaster only eleven were reconstructed due to insufficient funds.

1.9.8 Fire Fighting

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Currently, there are six fire fighting volunteers active in the entire Gariep area. One fire fighting vehicle services three towns with one fire tanker in each. It has been discovered that the additional vehicles.

Functional Fire Committees have been established in the following areas. A provision for funding has to be made because of seasonal fires. Public safety in our areas and public awareness programmes will be organized for our communities. Due to the dynamics of our communities such a programme will be extended to the schools and crèches.

- o Knapdaar
- o Vitkoop
- o Venterstad and;
- o Steynsburg

Overview by the Accounting Officer

1.1.1 THE POLITICAL STRUCTURE

The 2007/2008 annual report provides the community an opportunity to view the progress to date on the performance of the institution. It also provides the council to report back on the progress made since the last financial year.

The review period for the first time since the Council assumed office began with the Municipal Manager being in place as the head of administration. Although still challenged with several vacancies in key senior managerial positions the municipality has function far much better compared to the previous years.

Our municipality or Council is a plenary type and it consists of eight (8) councillors. For the period under review consisted of the Mayor, NW Ngoqo (Speaker), and the following seven councillors:

Councillor:	Portfolio:
Nomfundo Mabunu	- Budget & Treasury
Bulelwa Khweyiya	- Community Services
Themba Notyake	- Corporate Services
Max Thomas	- Technical Services
Annette Steyn	
Lucy Magqazolo	
L Paul	

1.1.2 THE ADMINISTRATION

After long and exhausting recruitment process the position of Municipal Manager was finally filled on the 01 August 2007 with the appointment of **Thembinkosi Mawonga**, a qualified and with vast experienced on municipal matters, his latest place of work and experience was shared with the Motheo District Municipality at management level from the Bloemfontein Area.

In October 2007, Council formally adopted a new organizational structure from which the positions seen redundant were eliminated. The new staff establishment (organogram) made provision of the five departmental heads, with the addition of the Strategic Support Services Department. As the recruitment intensified Council approved the appointment of Mr. ML Mosala to the vacant position of Chief Financial Officer on acting capacity. Only the Strategic Support Services Department was filled internal.

Manager:	Portfolio
Thembinkosi Mawonga	- Municipal Manager
Roeveda Goldschwidts	- Community Services
Johan Visser	- Strategic Support Services
Lucky Mosala	- Acting Chief Financial Officer

After these huge developments our institution was faced with the most challenging aspect; that of finding qualified people to come and fill the crucial department so as to meticulously render credible service delivery, bearing in mind how are in demand the people with qualification on Civil Engineering, therefore; it was going to be mammoth task for the institution to easily find these people thus the time it took to fill the vacant position of Director Technical Services.

1.1.3 SERVICE DELIVERY

With the stabilization of the top structure of the organization, the political leadership would be able to give clear strategic directions, which would culminate in the adoption of numerous strategic initiatives from period 2007 – 2011. In the foreword a strong commitment was made to good governance and many issues that will assist in realizing that goal. In the interest of good governance, decisions taken on matters that require full disclosure and communication the municipality has always comply.

The aforementioned concern is underscored by the Auditor General's report for the period under review. Council has unfortunately, received only a qualified audit, due to the various reasons. After studying the report the Accounting Officer instituted remedial measures outlined in Chapter 4 of this Annual Report.

The major service delivery achievements are discussed in Chapter 2 of the Annual Report, though it is necessary to highlight the following achievements:

- o The efficient manner in which Council revised the organizational structure and appointed qualified and suitable senior management team.
- o The rapid progress being made in cleaning Gariep Local Area.
- o The adoption by Council of the delegated framework.
- o The adoption by Council of the strategic plan from 2007 leading to 2011.
- o The scrapping by Council of debts dating years back for the community of Gariep in as far as service delivery.
- o Housing rectification programme
- o Paving of streets in Burgersdorp Administrative Unit
- o

1.2 OVERVIEW OF THE MUNICIPAL AREA AND ITS PEOPLE

1.2.1 INTRODUCTION

The Gariep Local Municipal area covers approximately 8821 square kilometers and is characterized by mountains, hills and valleys. The area is well known for its stock farming which our sheep production one of the dominating sector, for its streams and rivers; for its hospitable people and lastly for its beautiful art work done years ago by the founders of the area on the rock in the mountains; namely Khoisans.

The major urban settlements are:

- o Burgersdorp Town;
- o Steynsburg Town;
- o Venterstad Town;
- o Oviston Town;

1.2.2 POPULATION GROWTH AND SIZE

The official reference of our report is entrenched on the basis of the 2001 – 2011 report commissioned by the Statistics of South Africa.

On such a basis, the Municipality was able to project the increasing demand on local government services, infrastructure and other requirements. The current and future estimates of population size and growth are presented below:

Table 1.2.1: Total population: 2001 – 2011

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Population group	Male	Female	Unemployment Rate %	Percentage
African	10750	12024	African	54.9%
Coloured	2860	3018	Coloured	38.6%
Asian	-	3	Asian	-
White	1264	1386	White	6.1%
Total	14874	16431	Total	

Information Compiled by: ECSECC

Table 1.2.2: Geography and Social Grants by Population Group and Gender

EC144: Gariep Local Municipality

	African Male	Female	Coloured Male	Female	Indian or Asian Male	Female	White Male	Female
Old age pension	176	799	38	361	-	-	84	
Disability grant	863	755	303	549	-	-	58	
Child support grant	1210	1385	463	587	-	-	-	
Care dependency grant	58	83	23	26	-	-	-	
Foster care grant	-	34	38	-	-	-	-	
Grant in aid	-	-	-	-	-	-	-	
Social relief	-	-	16	-	-	-	-	
Multiple social grant	-	-	11	-	-	-	-	
Not applicable	-	4711	5184	2134	1868	-	545	
Institutions	316	39	84	6	-	-	74	
Total	7367	8311	3045	3398	-	-	762	

Statistics South Africa: Welfare, 17 November 2007

Table 1.2.3: Geography and Individual monthly household Income
ECC 144: Gariep Local Municipality

	African Male	Female	Coloured Male	Female	Indian or Asian Male	Female	White Male	Female
No Income	3643	4872	792	1088	-	-	112	369
R 401 – R 800	1313	977	392	287	-	-	21	33
R 801 – R 1 600	1027	1003	314	309	-	-	61	116
R 1601 – R 3200	244	63	48	60	-	-	101	118
R 3201 – R 6400	215	86	78	33	-	-	158	135
R 6401 – R 12800	15	42	15	9	-	-	165	87
R 12801 – R 25600	3	3	-	-	-	-	105	21
R 25601 – R 51200	3	-	-	-	-	-	36	6
R 51201 – R 102400	1	-	-	-	-	-	17	-
R 102401 – R204800	-	-	-	-	-	-	-	-

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R 204801 or more

By: Space Time Research
Created on 17 November 2007

1.2.3.1 EDUCATIONAL PROFILE

Table 1.4: Depict the educational category and level of the people of Gariep Local municipality:

Educational Level	Population	Percentage (%)
o No Schooling	2166	15.78%
o Primary	3621	26.39%
o Secondary	4223	30.77%
o Grade 12 (Matric)	1726	12.58%
o Certificate/ Diploma with less than grade 12	441	3.21%
o Higher Education	835	6.09%
o N/A	711	5.18%
Total	13 723	100%

Source: Statssa 2007 Community Survey

Table 1.5: Depict settlement Types

Types of Settlements	No. of Settlements	Percentage
Sparse (10 or fewer households)	6	0.07%
Tribal Settlement	-	-

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o Farm	1995	24.12%
o Small holding	-	-
o Urban Settlement	5319	64.30%
o Informal Settlement	952	11.51%
o Recreational	-	-
o Industrial	-	-
o Institution	-	-
o Hostel	-	-
o Total	8272	100%

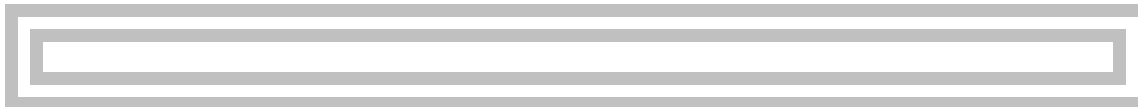
Source: Census 2001

Table 1.6: Types of Houses

Housing Categorization	No. of Units	Percentage (%)
House or brick structure on a separate stand or yard	o 6819	83%
Traditional dwelling /hut/ structure made of traditional material	o 36	0%
Flat in block of flats	100	1%
Town / cluster / semi-detached house (simplex: duplex: triplex)	o 0	0%
House/ Flat/ Room in back yard	932	12%
Informal dwelling / shack in back yard	104	1%
Informal dwelling /shack NOT in back yard e.g. in an informal /squatter settlement	206	
Room / Flat let not in back yard but on a shared property		3%
	o 0	0%

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o Caravan or tent	0	0%
o Private ship/ boat	0	0%
Total	8197	100%



In September 2007 strategic session was held by the newly appointed Municipal Manager and directors to revisit and refine the strategic priorities and objectives for the 2007 – 2011 IDP.

Some of the key strategic objectives for the Council going forward – 2011 are summarized below:-

Economic Development

- o To create an environment conducive to investment in the local environment
- o To promote the small, micro and medium –sized business sector

Housing

- o To ensure that there's shelter for the community of Gariep Area
- o To discourage the informal settlements

Social Development and Poverty Relief

- o To place a stronger focus on youth, disable people and gender issues
- o To adopt a more comprehensive approach to the development of the poorest neighbourhoods

Health

- o To increase access to primary health care
- o To increase TB and HIV / AIDS care facilities

Sustainable Municipal Services

- o To formulate long-term plans for all the major municipal services (electricity, water, sanitation, roads and solid waste management)

Safety

- o To work with enforcement agencies to create a safer environment
- o To increase road traffic safety

General

- o To practice sound financial management
- o To practice sustainable growth management
- o To practice sound human resource management

- o To promote learning and growth in performance
- o To maintain a positive and supportive work environment aimed at ensuring a more productive workforce
- o To use technology to achieve greater efficiency
- o To make better use of municipal assets and resources

As always the report will firmly highlight progress made on the following Five Key Strategic Agenda of Local Government listed below:

- o Sustainable Service Delivery and Infrastructure Development
- o Organizational Development and Institutional Transformation
- o Financial Management and Viability
- o Local Economic Development (LED)
- o Good Governance and Public Participation

CHAPTER 02

PERFORMANCE HIGHLIGHT

2. COMMUNITY AND SOCIAL SERVICES DEVELOPMENT

LEGISLATIVE CONTEXT

The Integrated Development Plan adopted by Council is the principal Strategic instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality and;

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.

The Five year Integrated Development Plan recognizes the persistent poverty and inequality that continue to inflict communities and vulnerable groups, high unemployed rate and low levels of education that deprive many individuals and groups to enter into the mainstream of the economy.

The community services directorate is therefore mandated to respond to the aforesaid through the following services : primary health care , traffic law enforcement, vehicle registration and drivers licenses, libraries, cemeteries , fire fighting and disaster management, sports administration, parks , resorts and recreation, security and safety services utilizing the under mentioned strategies

2.1 PERFORMANCE ON INTEGRATED DEVELOPMENT PLAN TARGETS

2.1.1 Achievements of Community and Social Services Development

In accordance with the Provincial Growth and Development Plan and the District Growth and Development Plan our social cluster programmes identified three main areas.

- o Meeting basic needs
- o Fighting Poverty
- o Local Economic Development

GARIEP LOCAL MUNICIPALITY 2007/8

Meeting Basic Needs

Achieving Universal access to basic services and meeting the increasing challenge of housing and human settlement.

Improving quality of health care and education

Fighting Poverty

Community Safety and Social Crime Prevention
Institutionalizing needs of the poor

Comprehensive social security net

Boost rural development, including small scale agricultural and co-operatives, in particular Women

Local Economic Development

Implementation of Special Programmes
Creation of economic opportunities

Human Capital Development

(Detailed progress report on the above strategies is unpacked thoroughly in this report)

Progress on Strategies:

Key Performance Indicator	2007/08 target	Actual achieved	Reasons for variance, if any
Universal access to basic services	Development of Recreational facilities and sports development	Business plans submitted to the	waiting approval
	o		
	o		
	o		
	o		
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		Venterstad Sports Phase one completed and 32 temporary jobs created	<ul style="list-style-type: none"> o funding for phase two received o
		Steynsburg Indoor Sports Centre completed and 2.7 m spent on the project	Facilitate Operationalization of the centre and conclude plans on security issues
		Mayoral tournament hosted in Burgersdorp	For growth and sustainability of the tournament Partnerships with corporate business should be considered
		Membership has increase with	Computerization of book system not yet implemented.
		Events held include library week to promote literacy and puppet shows in ECDCs	
o	Traffic and law enforcement	<p>Given the debilitated state of the testing and licensing centre a business plan for construction of a new testing centre was submitted to the Law enforcement implemented to all transgressors were prosecuted</p> <p>Implementation of eNatis is in operational</p>	<p>Awaiting approval.</p> <ul style="list-style-type: none"> o o <p>Law enforcement unit needs to strengthen revenue collection. strengthen Not fully utilized by all officials</p>
		Learners and Drivers licensing done	o
o	Community safety and crime prevention.	<p>Secured a site for the erection of a place of safety for children in trouble with the law.</p> <ul style="list-style-type: none"> o o o o o o o o o o <p>20 youth in trouble with the law trained on plumbing through the skills development program.</p> <ul style="list-style-type: none"> o <p>300 youth benefited from reception, assessment and referral program to prevent them from and getting deeper into the system (Youth in trouble with the law</p> <ul style="list-style-type: none"> o 	Solicit funding for implementation of income generation programme

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- Ke Moja Prevention Strategy –
- 200 Educational campaigns held targeting 30 000 people
- ○
- ○
- Three teenagers against drug abuse (TADA) Coordinators appointed receiving a stipend of R1 000 .00 per month to implement educational programs in schools
- Local Drug Action Committee composed of various stakeholders
- ○
- Two Old Age Homes given subsidy to take care of 86 frail old age people a year
- ○
- Safety and Protection of vulnerable groups
- Approximately 30 beneficiaries accommodated at the centre and 200 cared from home
- ○
- 576 Children placed in foster care as alternative placement at Gariep
- ○
- 501 children benefited from early childhood development program offered in 5 ECDC funded by the department
- ○
- 1 Community Based Care Program for victims of violence available in Burgersdorp and has reached 150 families
- ○
- 1 Safe home for victims of violence operational and has housed 21 people
- ○

GARIEP LOCAL MUNICIPALITY 2007/8

		<p>Clinic Committees are functional, however a capacity building have been identified</p> <ul style="list-style-type: none"> o o o 	
		<p>90% progress made on accreditation of the Burgersdorp Hospital to become ARV Centre</p>	
		<p>Gariep Aids is in existence but not functioning fully</p>	<ul style="list-style-type: none"> o
		<p>Clinic Committees are functional</p>	
<ul style="list-style-type: none"> o 	<ul style="list-style-type: none"> o 	<p>Health promotion and outreach programs implemented focusing on Growth monitoring sites</p> <ul style="list-style-type: none"> o Health posts o Sheshisa program o TB Management and MDR screening o Increasing access through extended hours of operation and availability of medication <p>o</p> <ul style="list-style-type: none"> o Child Immunization coverage increased. 	<p>In almost all these community based interventions the sector was within the expected indicators.</p> <ul style="list-style-type: none"> o <p>A challenge however of increase in MDR cases exists.</p>
<ul style="list-style-type: none"> o 	<p>Provision of effective and efficient service to increase readership, informational and cultural needs.</p>	<p>Membership has increase with.....</p> <ul style="list-style-type: none"> o <p>Events held include library week to promote literacy and puppet shows in ECDCs</p>	<p>Computerization of book system not yet implemented.</p>

2.2.5 Fighting Poverty

The Anti- Poverty National Strategy defines poverty as deficiency in an individual's socio-economic capabilities. Its manifestations include factors such as income, access to basic services, access to assets, information, social networks or social capital. The Municipal Indigent Policy Framework further affirms the definition.

According to Global Insight report of 2005 the unemployment rate is currently at 46.3% compared to the 58.6% of the Ukhahlamba District.

In this regard, in the year under review a remarkable progress has been made, particularly the implementation of programmes targeting youth, vulnerable woman and children.

2.2.5.1 Special Programmes:

GARIEP LOCAL MUNICIPALITY 2007/8

In the year under review the Special Programmes Unit has facilitated various poverty alleviation programmes aimed at empowering women and youth. One youth enterprise has been funded an amount of R500.000.00 and four women co-operatives funded an amount of R500.000.00 each. Concerted efforts should be made to market products produced by these co-operatives at national level.

2.2.6 Mayoral tournament

Consistent with the national and provincial commitment to promote sport at grassroots level in preparation for 2010, the Mayor hosted a successful Mayoral Tournament on 08 -09 December 2007, eight teams participated and four teams proceeded to finals, Young Ideas won the cup beating Eleven Secret.

In netball only four teams participated, and no elimination games were played. Happy Stars won the cup beating Sweet Berries.

2.2.7 Education

Responding to the education campaign to support students from disadvantage communities the District Mayor funded registration of two students at tertiary level, an amount of R8 500 was paid for both students.

2.2.8 International Day for disable people

The Provincial International Day for disable organized by the Office of the Premier in collaboration with various sector departments and municipalities in the province was held in the Ukhahlamba District at Burgersdorp Danie Graven Stadium. Once again challenges facing people with disabilities were raised and all stakeholders committed to revive partnerships for implementation decisions aiming at empowering disable people.

2.2.9 Provincial Freedom Day

The Provincial freedom Day was celebrated in the Ukhahlamba District in Gariep Municipality, of great significance is the economic spin-off that this event has generated for local small businesses, 100 unemployed people were appointed as part of the Expanded Public Works Programmes during the freedom day providing cleaning services. Credit and a special appreciation should be given to our Special Programmes Coordinator, Mr. S Sontashe who tirelessly initiated and advocated the idea.

2.2.10 Children Christmas Party

The Children Christmas Party was coordinated by the Office of the Premier. The event targeted children from Grade R to Grade 7 in all primary schools in Burgersdorp. School bags containing snacks and were distributed to the kids who graced the event, joy was written on their little faces.

Key Indicator	Performance	2007/08 target	Actual achieved	Reasons for variance, if any
Institutionalizing needs of the poor	Placement of CDW's in all Wards	Placement of CDW's in all Wards	A CDW for ward 2 appointed and trained	o

GARIEP LOCAL MUNICIPALITY 2007/8

	Establishment of the Social Cluster	Two coordinating meetings convened for the alignment of social needs cluster programmes	o
	o		o
	o	Various Local Welfare, Pay point and early childhood development forums established at all wards.	Budget provision for better functioning of these forums
	o	Ward Committees functional	Need to co-ordinate capacity building programme
	o		
Social Safety Net	Establish Income Generating Projects	4 women co-operatives established and fully functional	o Approximately 40 women are benefiting

GARIEP LOCAL MUNICIPALITY 2007/8

		1 youth enterprise established and fully functional	6 young people benefiting
			o
		Four food security gardens implemented targeting 45 beneficiaries	An amount of 2m allocated
			o
			o
		Distributed implements to schools, Clinics and Community gardens through Siyazondla food security programme	R250,000 has allocated to Gariep
			o
			o
		Two piggery structures constructed in Burgersdorp and Steynsburg	o
o	Provision of Social Security	According to Community Survey 2007, approximately 23 710 people accessed social grants in Gariep.	o
			o
			o Pay point committees operational in all three units.
o			o
			o Food parcels distributed to 520 needy families. Then an amount of R381 495 000 was spent on this programme
o	Implementation of EPWP Program	112 caregivers and volunteers received stipends and training.	Training from Health and Welfare SETA not properly coordinated
			o
			o 5 ECDC practitioners received stipends

2.2.11 Local Economic Development

In addressing environmental sustainability the following have been achieved

- o Development of Oviston Nature Reserve Management Plan
- o Preparation of the Spatial Development Plan
- o Development of Housing Sector Plan and implementation of Human Settlement Principles
- o Undertaking of the Area Based Planning for agricultural development

2.2.12.1 Environmental Health Service

GARIEP LOCAL MUNICIPALITY 2007/8

In terms of powers and functions the Environmental Health Services is the function of the District Municipality, necessarily, the District has placed 3 officials responsible. The focus is on issuing of business licenses, overgrown erven, enforcement of the national legislation regarding smoking in public places and any environmental health projects.

2.2.12.2 Waste Management

- o Business plans have been submitted to the Department of Economic Development & Environmental Affairs (DEDEA) to construct solid waste site in Burgersdorp and Venterstad
- o As indicated above , a Tipper Truck had been purchased to deal with refuse removal
- o A cleaning campaign has been launched targeting all towns
- o An Environmental Advisory Committee is to be established to advice Management on green revolution

2.2.12.3 Greening revolution

The purpose of the project is to raise awareness and promote the importance of biological diversity and its role in environmental sustainability. Through this project approximately 2000 trees have been planted targeting schools, households and municipal parks. A partnership with the Department of Agriculture, Department of Water Affairs is commendable.

The progress made through intergovernmental relations is indicative of the collective commitment to achieve the Provincial Growth and Development Plan and District Growth and Development Summit and Millennium Development Goals targets.

3 FINANCIAL SERVICES

3.3.1 Performance on Integrated Development Plan Targets

Table 3.1: Achievements of financial Services in terms of key performance indicators

Key Indicators	Performance	2007 / 08 target	Actual Achieved	Reason for variance, if any
Appointment of financial interns	of	Two interns were appointed, namely: Ms B Meva and Ms T Maseti on the 1 st June 2008	The two appointed have already started with their internship programme	-
Completion of financial statements, with their submission to the National Treasury and the Auditor-General	of	Submission of completed financial statements to the National Treasury and Auditor - General	On completion, annual financial statements were sent timeously, to the National Treasury and Auditor - General	-
Compilation of the annual budget in line with the IDP and the obtaining of necessary approvals		Submission to the Mayor and Council within the legal time frame	The budget was compiled in line with the IDP and approved by Council within the legal time frame allotted	-
Compilation of Service Delivery and Budget Implementation Plan		Submitted to Mayor and Council within the legal time frame	The SDBIP was compiled and approved by Council	-

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(SDBIP)		within the time frame allotted- Council resolution 11/2007	
Monitoring of and regular reporting on the SDBIP for the organization as a whole	Monthly, Quarterly, Midyear and Annual reports	Performed in accordance with legal requirements	-
Reporting as required by the MFMA and within the prescribed National Treasury frameworks	Quarterly reports on spending curves for the organization as whole	Quarterly financial reports were compiled and tabled to council	o
			o
			o
% debtors payment ratio achieved for the financial year	At least 63%	Fairly well done but we did not achieved the intended target	o
% creditors (annual figure for the financial year)	Our creditors are paid on time	Creditors are paid according to our Policy	o
Salaries (annual figure for the financial year)	100% of salaries are paid on time	Salaries were paid on time for 10 of the 12 months under review	Salaries were paid 1 day late in two due to the IT system errors and new connections
Third parties (annual figure for the financial year)	It is still our challenge	The situation is receiving a much needed attention	o
			o
Establishment of a centralized Supply-chain Office	Supply -chain Office was established	A fully functional Supply -chain Office was established	o
% of supply -chain management budget spent on BBBEE contracts	o	o	o

3.3.2 OTHER PERFORMANCE HIGHLIGHTS

A: Operating Budget

Table Spending and revenue collection

Description	Budget 2006/07 (R)	Actual 2006/07 (R)	% expenditure
			o
Expenditure	62 755 580	64 926 223	o
			o
Income	63 827 568	65 800 568	o
			o

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Income from grants, donation and subsidies

o

o

o

Table 2.6 indicates the amount of spending and revenue collection during the period under review. Although the overall operational performance was acceptable, the payment rate of debtors remains an area of concern.

2.3.2 B: Capital Budget

Table 2.7: Capital Budget

Description	Budget 2006/07 (R)	Actual 2006/07 (R)	% expenditure
Basic	2 035 000	o	o
o			

2.3.3 C: Free Basic Services

During the year under review almost households benefited from the provision of free basic services. The services consisted of the following monthly calculations:

- o Six kilolitres of free water
- o Fifty units of free electricity
- o Free sewerage
- o Free refuse removal

CHAPTER 03

Human Resources and Organizational Management

3. Governance

Gariep Local municipality has a plenary system of Local Authority. The Council consist of the Mayor plus seven councillors; (4) ward councillors and (4) proportional representatives the Mayor included.

Table 3.1 Lists of all the Councils' meetings held under the period review.

Table 3.1: Councils' Profile

Councillor	Party	Capacity	Ward/ PR	Constituency
o				
ME Thomas	ANC	Part - time	Ward	Nozizwe, Venterstad Town, Oviston, Lycium ville and Kynapdaar
T Notyeke	ANC	Part - time	Ward	Steynsburg Town, Westdene
N Mabunu	ANC	Part - time	Ward	Thembisa Location, Eureka, Burgersdorp Town and Witkop
B Khweyiya	ANC	Part - time	Ward	Mzamomhle Township
L Magqazolo	ANC	Part - time	PR	
L Paul	DA	Part - time	PR	
A Steyn	DA	Part - time	PR	
NW Ngoqo	ANC	Full - time	PR	Gariep Local Authority

The portfolio committee meetings operated frequently and effectively adopting a more policy-focused and oversight approach in their agendas and proceedings.

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Table 3.2 Table illustrating Gariep Local Municipality Council meetings held for the period under review 2007/2008

MONTHS	COUNCIL MEETINGS	SPECIAL COUNCIL MEETINGS	COMMITTEE MEETINGS
July 2007		31 July 2007	31 July 2007
August 2007			30 August 2007
September 2007	25 September 2007	7 September 2007	
October 2007			
November 2007		9 November 2007	
December 2007	14 December 2007		
January 2008	31 January 2008	11 January 2008 31 January 2008	
February 2008	25 February 2008		
March 2008		31 March 2008	
April 2008		01 April 2008	
May 2008	30 May 2008		

Adonisi Chris Makhaya	Meter	Resigned	02 /05/ 2005	31 /12/ 2007
Giyose Siyabulela	Outreach Officer	Resigned	01 /07/ 2006	09 /05/ 2008
Grondt Willem Elliot	Assistant Librarian	Dismissal	04 /05/ 2005	12 /12/ 2007
Ketelo Bandile	Human Resource Director	Resigned	01 /07/ 2006	31 /10/ 2007
Lumko Monica Zolisa	Volunteer Career Guidance	Contract Expired	01 /07/ 2006	27 /10/ 2007
Mbuwana Yandisa	Financial Intern	Resigned	02 /05/ 2005	11 /01/ 2008
Mgandela Mthetho	General Worker	Deceased	01 /04/ 2002	27 /08/ 2007
Mohale Phumla	Communications Officer	Resigned	12 /06/ 2006	29 /05/ 2008
Moleko NP	Casual Worker	Dismissal	01 /07/ 2004	28 /07/ 2007
Mqokrwana Zwelithini Goodwill	General Worker	Absconded	01 /08/ 2005	31 /10/ 2007
Nkohla Monwabisi Crawford	Municipal Manager	Contract expired	01 /08/ 2002	31 /07/ 2007
Ntsindelo Mditshwa Johannes	General Worker	Retired	13 /06/ 1966	28 /09/ 2008
Nongene Zolile	Director: PMU	Resigned	01 /07/ 2006	30 /11/ 2007
Olivier Anneke	Professional Nurse	Resigned	01 /01/ 2001	30 /06/ 2008
Olivier Elvin	General Worker	Absconded	01 /09/ 2004	02 /04/ 2008
Rasi Khohliwe	Housing Officer	Resigned	10 /10/ 2005	31 /12/ 2007
Siwa Buyiswa Sylvia	Assistant Librarian	Resigned	01 /02/ 2004	31 /12/ 2007
Tiyo Phumla	Cashier	Resigned	20 /07/ 2007	31 /03/ 2008
Xilolo Nqonqo Phumelelo	General Worker	Deceased	01 /09/1995	10 /10/ 2007

In terms of the recruitment of employees, the following can be noted for the period 01 July 2007 to 30 June 2008:

New appointments

10

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Disabled people appointed	None
Promotion and Advancement of staff	None
Contract employees appointed	4
Advancement of staff	(see appointment of staff to different and higher positions)

A critical challenge for the current Administration is to attract and retain scarce skills in the workplace. Currently, the salary packages offered by Gariep Local Municipality are not as competitive as those of our neighbouring municipalities or the private sector. With such a challenge you are therefore; bound to encounter hindrances in rendering efficient service delivery.

Although the municipality invests in the skills development of its staff, progress will only be made if scarce skills are attracted and retained. Initiative in this regard include the drafting of a Retention of Scarce Skills Policy, comprehensive staff development and mentoring strategy in order to make Gariep Local Municipality an attractive employment option for competent staff.

Notwithstanding the above challenges, a number of key appointments have been made during the 2007/ 2008 financial year, and Gariep Local Municipality has been able to attract high – level staff.

Municipal Statistics further indicates that Gariep Local Municipality had a staff complement of 176 employees on 30 June 2008.

The occupational level range from 0 to 14, with level 0 being the highest level (Heads of Departments) and level 14 the lowest level (Cleaners and General Workers). It should be noted that Gariep Local has no Indian in its composition at present.

According to the table 3.2 below, African constitute the largest of the staff at 134 (76%), the Coloured groups are the second largest percentage at 14% with a number of 25 and the Whites are represented by a number of 17 workers which translate to 10%.

Table 3.2: Staff profile and employment equity ratio for Gariep Local Municipality:

Gender	African	Coloureds	Whites	Total	Percentage
o					
Females	35	11	9	55	31%
o					
Males	99	14	8	121	69%
o					
o Total	134	25	17	176	100%
	76%	14%	10%	100%	

Gariep Municipal Council approved a new organizational Structure during November 2007, which provided for 381 posts, of which 103 relate to the water service authority. The table below provides us with the relevant departments of the municipality and its personnel.

Table 3.3: Staff profile as per Gariep Local Municipality's departments:

Department/ Function	Filled Vacancies	Unfilled Vacancies	Total Posts
----------------------	------------------	--------------------	-------------

			o
Office of the Municipal Manager	9	4	13
	25	2	27
o Budget and Treasury Office			
	7	6	13
o Corporate Services Department			
	46	66	112
o Community Services Department			
	89	127	216
o Technical Services			
	176	205	381
o Total			
o Percentage	o	o	o

3.6.3.1 Human Resources Development

Policies for internal and external bursaries are in place. Training committee, which follows a well organized procedure involving all relevant role – players, at scheduled time.

Transparent regulation of all courses involves the Unions SAMWU and IMATU in all decision – making. The focus has changed to one of securing SETA- accredited training providers to present and administer all courses, with all results captured in our archives.

All skills development activities are being governed by the annual Workplace Skills Plan, as required by the Local Government SETA (LGSETA). During the course under review a Skill Audit was conducted among all staff members, responding to requests for training received from staff, aimed at addressing needs of the employees. Such a response formed the basis of the training plan for the 2008/09 financial year.

3.6.4 Labour Relations

During the period under review a healthy working relationship has been established with organized labour, which is evident in the positive and valuable role played by the unions in a number of labour and human resource- related issues, including the adoption of the organizational structure, the recruitment and selection process for all the new appointments for the period under review. An active engagement in Local Labour Forum can not be over emphasized.

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After an initial slow start during 2007/2008 financial year the Local Labour Forum met formally on numerous occasions, leading to the establishment of various subcommittees:

- o the Basic Conditions Subcommittee (which deals with matters relating to working conditions, the scheduling of working hours, and healthy and safety proposals);
- o the Occupational Health and Safety Subcommittee (which deals with matters relating to OHS, including, though not limited to, OHS policies and practices; and
- o training subcommittee (which deals with the training needs of the institution)

For the period 01 August 2007 to 30 June 2008 a number of disciplinary charges, ranging from those of minor misconduct to more serious charges, were laid against the municipal employees. The disciplinary outcomes were as follows:

- o Dismissals **02**
- o Reinstatements **None**
- o Resignation **10**
- o Issuing of written warnings **None**
- o Penalties other than warnings, namely unpaid suspensions **None**
- o Charges withdrawn **01**
- o Finding of not guilty **05**
- o Suspensions before hearing **None**

The most frequently committed offences and misconduct included the following:

- o Misuse of Council vehicles
- o Unauthorized absences
- o Desertion / Abscondment
- o Failure to carry out instructions
- o Fraud
- o Corruption
- o Misuse of alcohol/ drugs
- o Use of derogatory language
- o Theft (Removal of Council property)
- o Insolence
- o Violation of municipal policy
- o Failure to act in the best interest of the organization
- o Failure to carry out job responsibilities
- o Gross negligence
- o Assault

3.6.5 Administration Services

The Section is responsible for the administration of personnel files and ensures compliance with all legislation that relates to records Management and Human Resources Registry.

In total 275 employees files were updated in the new format and all Human Resources Files will be implemented according to the National minimum information requirements, this project was completed on 03 July 2008.

LONG TERM DEVELOPMENT OBJECTIVES

Geographical Location

Population: 31 313 (statistics 2001)

Location: Gariep Municipal Area is located in the North -Eastern Cape in the Ukhahlamba District Municipality, approximately 480km from Port Elizabeth, 360km from East London, and 60km from Aliwal North and, 200 km from Bloemfontein.

Size: 8821 square kilometres

Council Seat: Burgersdorp

Number of Wards: 4

Number of Councillors: 8

Languages: Xhosa, Afrikaans and English

Towns: Burgersdorp, Venterstad and Steynsburg

District: DC-14 Ukhahlamba District Municipality

Economic Activities:

Agriculture represents by far the biggest sector and employer in the area, consisting 38% of the area's GDP. Farming activities in the area are limited to mostly sheep with some cattle and goats.

Tourism Sector has a potential to contribute in the local economic development, a Tourism Sector Plan is being developed to unlock opportunities and unleash tourism potential in the area. Various bankable projects are currently being implemented these include;

- o Lake Gariep Development (District Anchor Project)
- o JL de Bruin Dam Resort
- o Nature Conservation and Bio-diversity Programme
- o Built Infrastructure that support Tourism Development
- o Nature Reserve Management Plan

A Tri-District Alliance has been established to co-ordinate cross boarder relations; it comprises of Ukhahlamba DM in the Eastern Cape, Pixley Ka Seme DM in the Northern Cape and Xhariep DM in the Free State Province. A formal Memorandum of Understanding between three Provincial Governments is yet to be signed.

It is however our view that a comprehensive feasibility study should be undertaken in the Lake Gariep Development to determine and package are competitive advantage and further identify bankable projects.

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Built Infrastructure: Old and dilapidated infrastructure remains a critical challenge. Water and sanitation network being the most affected. Municipal and Provincial Roads are in a bad conditions making access to social amenities to be a challenge.

Lack of adequate budget provision for operations and maintenance another critical issue that has been highlighted in all public participation meetings.

There is generally inadequate telecommunication infrastructure (access to SABC Channels and mobiles phones network)

Social Issues: Access to social infrastructure such as Hospitals, Ambulance Services is still a critical challenge; the municipality is characterized by high rate of unemployment and poverty. Various income generating programmes have been implemented targeting young people and woman. Economic analysis indicates high levels of dependency on government grants.

Housing has been identified as a priority in addressing Sustainable Human Settlement, over the past 6 years the municipality has managed to construct 2 298 low cost houses, however the demand for housing is estimated 4500, this figure excludes old and dilapidated houses, train and other informal dwellings. The possibilities of developing middle income houses should investigated

Provision of Basic Services

Public Participation: All Ward Committees have been established, however, these structures need to be revitalized. Community Development Workers continue to enhance public participation in local government issues, accordingly necessary steps should be taken to improve the coordination of Community Development Workers and feed back to communities.

Women, Disable and Youth structures have been established, all forums are functional, however, capacity building programmes should be implemented to strengthen participation in developmental processes. Gariep Aids Council is also functional.

The following structures are functional and active in the area

- o Gariep Sport Council
- o Local Tourism Organization
- o Gariep Agricultural Association
- o Gariep AIDS Council
- o

PRIORITY ISSUES

The Following priorities were identified through a democratic and public participation process and further conceptualized in the Ukhahlamba District Growth and Development Summit held in 2007.

The identified priorities are aligned with the District Priorities

Economic Growth

- o Stimulation of the Local Economy

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- o Education and Skills Development
- o Environmental Management and conservation
- o Economic Infrastructure
- o Access to telecommunication infrastructure, (access to SABC channels and mobiles networks)

Social Growth

- o Meeting basic needs
- o Development of social infrastructure
- o Addressing social issues such as food security, poverty, crime, HIV, access to social grants, e.g.
- o Address 6 840 housing backlog
- o

Governance and Administration

- o Municipal Financial Viability and Management
- o Improve government capacity for service delivery (efficiency and effectiveness)
- o Good Governance and Public Participation
- o Democratic Governance
- o Municipal Development and Transformation

STRATEGY FOR DEVELOPMENT

In the next three years the municipality will focus more on its Powers and Functions, central to its development strategy, a particular attention will be made to ensure that the municipality is financially viable and is able to meet its constitutional obligation. Furthermore the municipality recognises the critical importance of cooperative governance. In this regard, concerted efforts will be made to revitalize three clusters established in 2007 and these are:

- o Economic and Infrastructure Cluster
- o Social Cluster, and
- o Governance and Administration Cluster

Vision: Creation of a conducive environment for an improved quality of life

Mission unpacked: Fighting poverty by creating opportunities for employment, stimulating entrepreneurial spirit, thus encourage self employment and reliance

Local Government Mission: Improved corporate governance and financial viability that supports the effective, efficient and economic delivery of core powers and functions and the creation on an enabling environment for economic development, and that include zero tolerance on fraud and corruption, and strengthened public participation in decision -making



The thrusts have identified

following been

- Thrust 1: Grow Agriculture, agro-businesses
- Thrust 2: Grow Tourism, trade and related business development programmes
- Thrust 3: Grow labour-intensive and pro-poor development programmes
- Thrust 4: Improve Service Delivery Quality
- Thrust 5: Capacity building programmes for government and communities
- Thrust 6: Meeting basic needs
- Thrust 7: Environmental Management and Nature Conservation

PRIORITY PROGRAMMES

The following priority programmes have been identified;

- o Agricultural Programme: Aims to improve livelihoods of emerging and commercial farmers
- o Tourism Programme: Aims to grow tourism industry through unlocking tourism potential and attracting private and public investment
- o Water and Sanitation Programme: Aims to eradicate backlogs in line with national targets
- o Municipal Services upgrading programme: Aims to improve municipal services to create sustainable human settlement
- o Access and linkages Programme: Aims to improve road network, telecommunication to support economic development
- o Governance Programme: aims to improve government
- o Environmental Management and Nature Conservation; Aims to ensure sustainable development and nature conservation

Key Performance areas for the identified;

The District Growth and Development Summit held in February 2007 identified and emerged with clear priority programmes to be implemented in the next three years. Furthermore all stakeholders made substantial commitment. The IDP Review process has emphasized and endorsed the critical importance of these programmes in socio-economic development.

Development Programme for maximising agricultural potentials

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- The Gariep Agricultural Association committed to expand co-ordinated support for emerging farmers
- The Department of Agriculture in 2008/2009 Committed R250,000 towards Siyazondla Food Security
- Preparation of the Area Based Planning (ABS) to inform the decision making process
- Expanding support for households food production and livestock improvement programmes
- Upgrading and Maintenance of Infrastructure in all LRAD farms
- Agri-EC and University of Fort Hare to committed to support the development of agriculture, mentorship programme supporting research and development programmes
- Promulgate municipal By-laws to control stray animals
- Gariep committed to under Commonage Management Plan

Maximising Tourism Potentials

- The Gariep Municipality in collaboration with the Department of Economic Development and Environmental Affairs committed to facilitate upgrading JL de Bruin Dam
- Tri- District Alliance committed to sign Memorandum of Understanding for Lake Gariep Development
- The UKDM and Stakeholders to develop a district tourism strategy by June 2008
- Gariep LM in collaboration with Gariep LTO to finalize Tourism Sector Plan by July 2008
- DSRAC to complete Steyburg Indoor Sports Center by end August 2008
- Finalise the Oviston Nature Reserve Management Plan

Eradication of backlogs in water and sanitation

- Lobby National Government for additional MIG funds from the national government in order to meet sanitation and water backlogs by the agreed time.
- Enhance capacity of the DM and local municipalities to plan, project manage, implement and spend funds effectively and efficiently for water and sanitation service delivery.
- Engage the Provincial Department of Health (DoH) and Provincial Department of Education (DoE) to speed up the provision and maintenance of water and sanitation facilities at all needy schools and health facilities.
- The DM will spend R246m (MIG Allocation) over the MTEF period for water and sanitation backlogs.
- *Review of the infrastructure status report*

Improvement of access and linkages to basic services to support the economy

- Improve telecommunication (access to SABC channels and mobile networks)
- Improve municipal communication systems, these include financial systems, GIS, etc

Creation of a secure safety net

- Develop and support cooperative
- DSD commit to support Early Childhood Development Centres
- Facilitate Community safety programmes
- Crime awareness campaign

Governance and Administration

- Strengthen the IDP and providing necessary information into the IDP
- Implementation of the community based planning
- Strengthen public participation
- Accelerate the implementation of the workplace skills plan
- Training of stakeholders in local development
- Finalization of the workplace skills plan
- Development of the Knowledge Management Strategy
- Development of relevant Sector plan to enhance IDP and Budget Process

1.2 Development Concept

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.

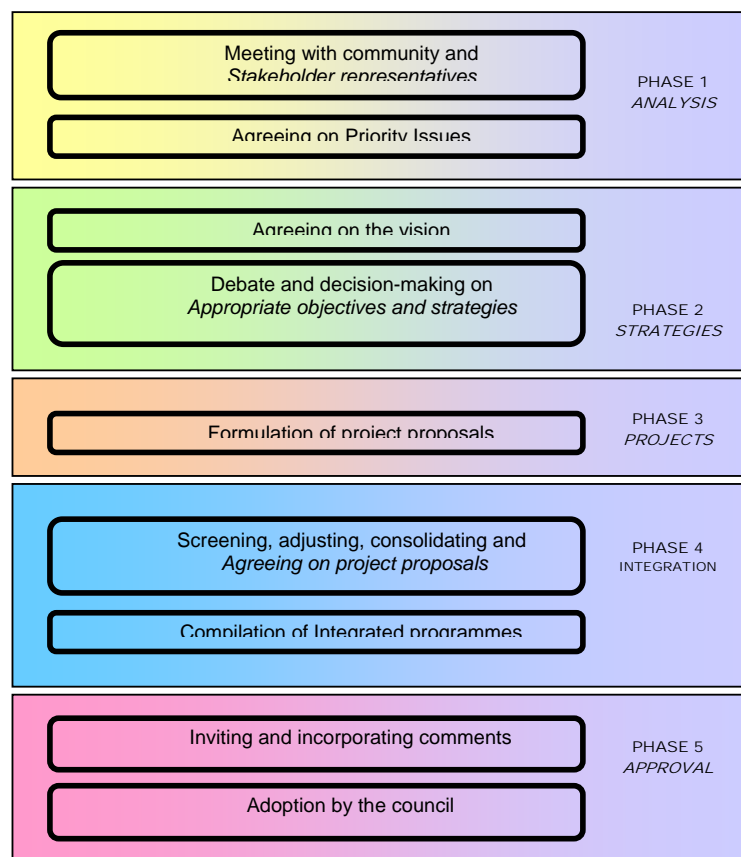


Figure 1.1: The Generic IDP Process

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, even the final approved IDP document is likely to change over the

subsequent years as external and internal factors impact and reshape strategic focus. Consequently, in the Gariep area, the IDP is seen as a strategic living document that can and must respond to changes in the developmental environment over time.

The theory 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 delivery priorities and objectives and is geared towards eliminating the development legacy of the past.

In summary the development concept main objective is as follows:

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

**Audited Statements
And Related Financial Information**

Audited Statements and Related Financial Information