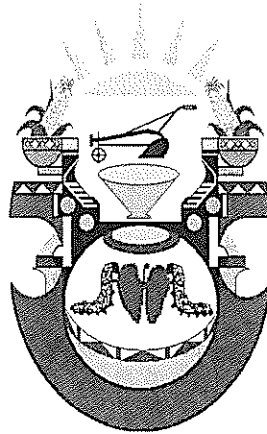


GREATER GIYANI MUNICIPALITY



FINAL ANNUAL REPORT

2011/12

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CHAPTER 1: MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENT

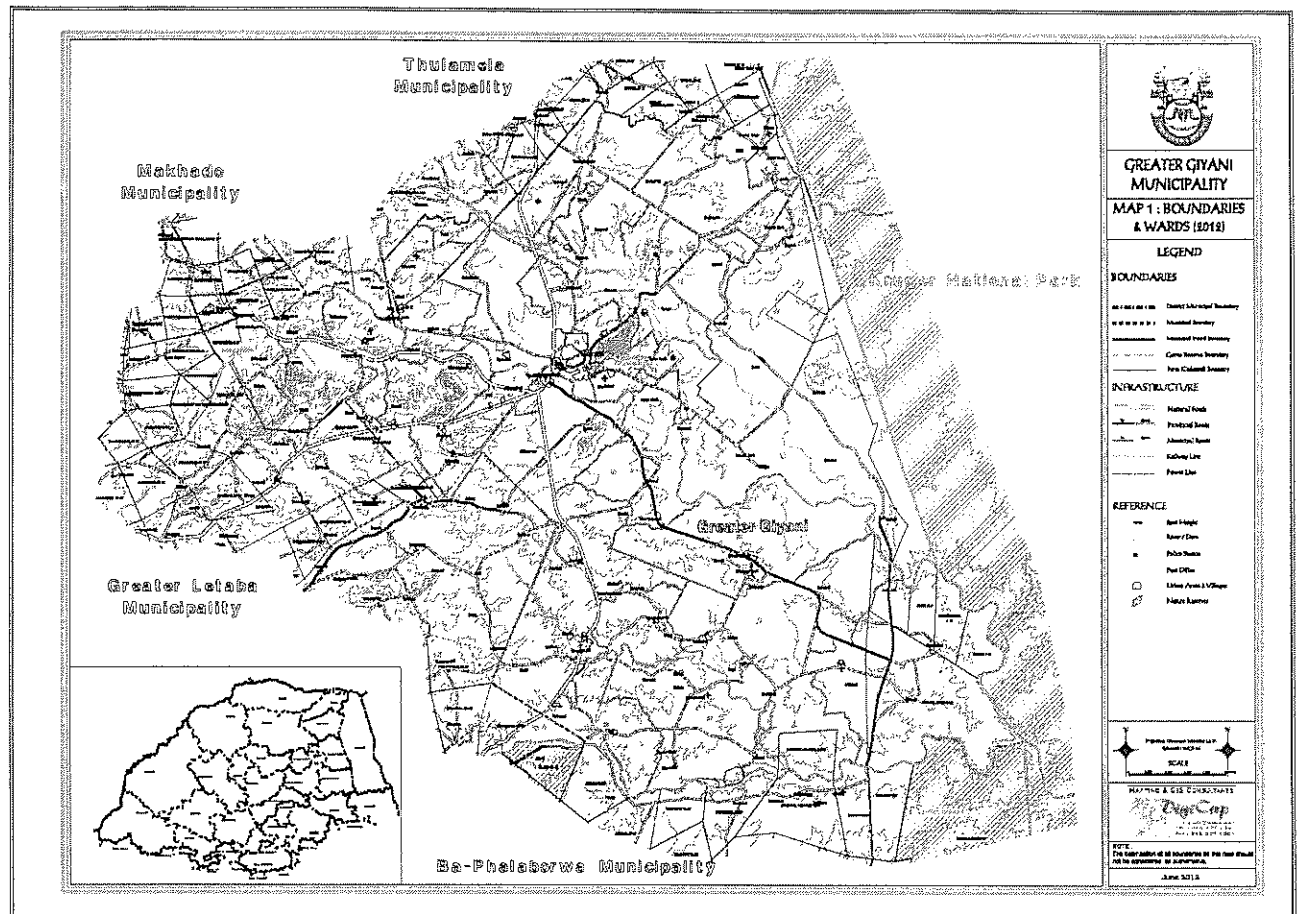
1.1. BACKGROUND

Greater Giyani Municipality is one of five (5) local municipalities falling within Mopani District Municipality in Limpopo Province. The other four local municipalities in Mopani are Greater Tzaneen (+/-120km), Greater Letaba (+/-90km), Ba-Phalaborwa (+/-160km) and Maruleng (+/- 195km). The town is located +/- 185km from Polokwane, +/-100km from Thohoyandou and +/- 550km from Tshwane. The municipality covers approximately 2967,27km² area with only one semi-urban area being Giyani. The municipality is demarcated into 30 wards and has 60 councillors. The municipality has 10 traditional authority areas comprising of 91 villages. Giyani town is the largest centre of population concentration, employment opportunities, shopping and recreational facilities.

The new demarcations has Shingwebzi camp with 41 voters into ward 19; that on it on has cost implication in relation to provision of services, but on a positive note it provides Giyani to become a strategic stakeholders in the International known Kruger National park, it is an economic potential that the municipality can take advantage of.

The spatial orientation Map 1 below depicts the spatial orientation of greater Giyani municipality and its boundaries with its neighbouring municipalities, Provincial routes that link Giyani to polokwane, Tzaneen, Makhado and the Kruger National Park.

MAP 1: SPATIAL ORIENTATION OF GREATER GIYANI MUNICIPALITY



1.2. FUNCTIONS OF THE MUNICIPALITY

Greater Giyani Municipality is a Grade 3, servicing a total population of 247, 657 (census, 2000). Its constitutional mandates are as per the following mandates

FUNCTION	RESPONSIBLE DEPARTMENT	DEFINITION
Municipal Planning	Strategic Planning & LED	Development of the integrated development plan in terms of the municipal Systems Act, 32 of 2000.
Local Tourism	Strategic Planning & LED	The promotion, marketing and, if applicable, the development of any tourism attraction within the area of the municipality with a view to attract Tourist; to ensure access, and municipal services to such attraction, and to regulate structure and control
Markets	Community Services and Strategic planning and LED	The establishment , operations, management , conduct, regulations and / or control of markets other than fresh produce markets including market permits, location, times, conduct, etc.
Trading Regulations	Strategic Planning &LED	To regulate of any facility and /or activity related to the trading of goods and services within the municipal

		area not already regulated by National and provincial legislation
Municipal Parks	Technical Services and Community Services	The provision, management, control and maintenance of any land, garden or facility set aside for recreation, sightseeing and / or tourism and including playground, but exclude sport facilities.
Open places	Community Services	The management, maintenance and control of any or facility owned by the municipality for public use.
Noise pollution	Community Services	The control and monitoring of any noise that adversely affects the well being of human health or the eco-system that is useful to maintain, now or in the future.
Control of public nuisance	Community Services	The regulation, control and monitoring of any facility or activity.
Municipal Airport	Technical Services	A demarcation area on land or water or a building which is used or intended to be used, either completely or in part, for the arrival or departure of air craft which includes the establishment and maintenance of such a facility, including all infrastructure and services
Municipal Public Transport	Technical Services	The regulation and control and where applicable, the provision of: services for the carriage of passengers, whether scheduled , operated on demand along a specific route or routes or, where applicable, within a particular area.
Storm Water drainage	Technical Services	The Management Systems to deal with storm water in building-up areas.
Portable Water	Technical Services	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution; bulk supply to local supply.
Sanitation	Technical Services	The establishment, operation, management and maintenance and regulation of a system, including infrastructure, for the collection of human excreta and domestic waste-water to ensure minimum standard of service.
Refuse Removals, refuse dumps, solid waste disposable	Community Services	Removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
Street Trading	Community Services	The control, regulation and monitoring of the selling of goods and services along a public pavement or road reserve.
Bill boards and the display of	LED	The display of written or descriptive material, any sign or symbol or light that is not intended solely for

advertisements in public places		illumination or as a warning against danger which promotes the sale and / or encourages the use of goods and services found on the streets.
Amusement facilities/ beaches	Community Services	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competency of the National and provincial government.
Cemeteries, Funeral parlour and crematoria	Community Services	The establishment, conduct, control facilities for the purpose of disposing of human and animal remains
Municipal Roads	Technical Services	The construction, maintenance and control of all public roads
Street Lighting	Technical Service	The provision and maintenance of lighting for the illumination of streets.
Local Amenities	Technical services	The provision, management, preservation and maintenance of any municipal place, land and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any of such amenities.
Traffic and parking	Community Services	The management and regulation of traffic and parking within the area of the municipality including but not limited to the control over the operating speed of vehicles on municipal roads.
Municipal Public works	Technical Services	Any supporting infrastructure or services to empower a municipality to perform its functions
Building regulations	Technical Services	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for approval of building plans, building inspections.
Electricity reticulation	Technical Services	Maintenance of the electricity reticulation network, bulk supply of electricity which includes for the purpose of such supply, the transmission, distribution and where applicable, the generation of electricity and regulation control.

1.3. ECONOMIC PROFILE

The economy of the municipality is underpinned by four economic sectors, namely:

- *Agriculture*
- *Tourism*
- *Retail*

Giyani comprises of four divergent sub-economies. The public sector which is the major contributor to the GDP, agriculture comprising of small scale commercial farming, retail and service sector, mainly in the Giyani CBD, and transport which is mainly concentrated in the taxi and bus industry, although its contribution is very small.

There are a number of factors impacting negatively on the economic growth such as geographical location (distance to markets), shortage of skills, poor infrastructure, climatic conditions and diseases (HIV & Malaria). The municipality has potential for tourism and conservation development due to the existing natural heritage sites throughout the area, mining, abandoned farming schemes and processing of natural products (Mopani Worm and Marula Fruit).

1.3.1. Agriculture

Currently agricultural is undergoing a serious decline as the area has been hard hit by drought and a shortage of water. However, agriculture can be a major contributor to the local economy if the climate can be favourable. Agriculture has been a backbone of the Giyani local economy. The municipality has vast tracks of arable land and irrigation schemes.

1.3.2. Tourism

With the striking natural landscape and close proximity to Kruger National Park Greater Giyani is in a good position to be a tourism destination of choice. Middle Letaba and Nsami dam offer opportunities for water sports and fishing. The statue of Nghunghunyani, which is situated on the banks of Letaba River and Maombe nature reserve offer some impetus to the tourism industry. Shangoni gate, situated 50 km from Giyani, can also attract more tourists.

There is an estimated 300 beds distributed amongst 20 bed and breakfast, lodges and hotels in the municipality. 70% of these facilities are found in town or very close to town. These facilities offer clients outstanding service at reasonable rates. Our tourism strategy offers opportunities for investors to invest in the tourism industry in Giyani because of its striking natural landscape and eco-cultural activities.

1.3.3. Retail

The retail sector is also a major contributor to the local economy and most of the related activities are concentrated in Giyani town and the CBD. There are a number of shopping centres and Masingita mall. A Spar centre and Pick 'n Pay are also major shops in the CBD. Banks and restaurants are also

well represented. We have five major banks, e.g. ABSA, Standard Bank, First National Bank, Nedbank and Capitec Bank.

The Informal sector also plays a key role in the local economy. Informal trading is more prevalent in the taxi ranks with hawkers lining their products on the pavements. Giyani has approximately 800 hawkers who have some formal agreement with the municipality.

1.3.4. Transport

The taxi and bus industries account for the transport sector.

1.4. SPATIAL AND LAND USES

The municipality shares borders with two local Municipalities within the Mopani District and other two in Vhembe District. It is characterized by the thirty (30) wards consisting of ninety one (91) villages, three (3) RDP towns, proclaimed township with seven sections which includes the Central Business District (CBD). There is visible network of streams and rivers, considerable percentage of land for grazing land, subsistence farming, dilapidated irrigation schemes and natural resources (Mopani Worms & Marula Fruits). Significant areas of land owned by the State are under the custodianship of Traditional Authorities, large tracts of high potential agricultural land are being utilized for intensive and/or extensive farming activities, influx of people to Giyani Town, which is perceived to offer employment opportunities and basic services and informal settlement of Mozambican immigrants and South African nationals in the eastern portion of Giyani (Hluphekani), which lacks basic services (roads, water, electricity).

The CBD is locked in by Tribal Authority land; as a result the town is growing inwards. There are visible unstructured developments that impact negatively on the image of the town. There is a need to revitalize the town and develop incentive policies to attract investment.

Approximately 18,633 hectares is under claim which in itself poses a very serious challenge when it comes to development. On the other hand land redistribution processes may result in many people obtaining access to land, resulting in improved quality of life, while on the other hand it could result in large scale sterilisation of economic productive land, e.g. agricultural land and mining, which will lead to job losses if not well managed.

According to the land claims commission 44 land claims were received from Greater Giyani. However, upon investigation it was discovered that only 11 land claims were found to be valid, the rest are still in the process of being validated.

Three land claims have already been fully settled and communities of those areas which include Hlomela, Siyandhani and Shimange will benefit in terms of their settlement agreement.

Challenges that the Land Claims Commission is faced with are as follows:-

- *Counter claims or overlapping of claims.*
- *Validity of Chieftainship.*
- *Land owners challenging the validity of the claim.*
- *New land owners not having the expertise to continue with the production and running of the farm commercially.*
- *Capacity of staff to deal with all claims at once.*
- *Negative media reporting.*

Giyani has 11 informal settlements which are spread across the municipal area, which are both on municipal and Traditional land. Informal settlements have a negative impact on planning, provision of services and attraction on investment. There is a need for the municipality to identify land and township establishment for relocation of the informal settlements. There is also a need for the enforcement of by-laws and application of land Use Management Scheme. The LUMS has been advertised and approved and is yet to be promulgated.

1.3 Spatial Economic Analysis

1.4.1. Population

Giyani population is concentrated in 91 rural villages and 7 townships. Giyani spatial economic development patterns are marked by apartheid legacy with majority of people confined to rural areas with limited economic activities and access to urban infrastructure. Rural communities are situated far apart which makes infrastructure development expensive. Villages are an average distance of 35kms away from the CBD and most roads are gravel. In rainy seasons the roads are not easily accessible, which affects service, most importantly, emergency services.

1.4.2. Population by Ward

The total population is 247, 657 with a total number of households of 57,537. The municipality has 30 wards grouped into 6 clusters. Most wards have a population exceeding 5000.

Ward	Male	Female	Total
------	------	--------	-------

Ward	Male	Female	Total
1	3636	4636	8272
2	4531	5798	10329
3	4607	6123	10730
4	4411	5537	9948
5	4482	5652	10134
6	4663	5922	10585
7	3487	4468	7955
8	4704	5882	10586
9	3113	3934	7047
10	6363	7027	13390
11	8829	11119	19948
12	2432	3029	5461
13	4122	5161	9283
14	4172	5359	9531
15	4057	5390	9447
16	4487	5572	10059
17	3512	4419	7931
18	2045	2755	4800
19	4362	5494	9856
20	4583	5799	10382
21	3682	4761	8443
22	4464	5698	10162
23	3313	4072	7385
24	3305	4114	7419

Ward	Male	Female	Total
25	3732	4605	8337
26	4326	6322	10648
27	5111	7384	12495
28	6214	8347	14561
29	10100	14200	24300
30	9432	13110	22542
TOTAL	107094	140473	247 657

1.4.3. Age Group Profile

There are various factors contributing to the age group population pattern, such as mortality rate, migration and death. The table below depicts that from the age group 0-4, 5-14 and 15-34 the population pattern does not differ much. Age group 35-64 and over 65, there is a clear decrease in population growth pattern; females still exceeding males.

Estimated Population for Greater Giyani 1996, 2001& 2006 by Gender and Age						
	Gender	1996	%	2001	%	2007
0-4	Male	15135	49.3	13559	49.7	16436
	Female	15566	50.7	13725	50.3	12151
5 to 14	Male	34728	49.3	35850	49.5	16424
	Female	35692	50.7	36509	50.5	1796
15 to 34	Male	32123	44.1	37640	44.4	18749
	Female	40659	55.9	47117	55.6	18749
35 to 64	Male	11976	35.2	14966	35.1	4436
	Female	22054	64.8	27633	64.9	7166
Over 65	Male	2732	32.4	3091	29.6	1845

Estimated Population for Greater Giyani 1996, 2001& 2006 by Gender and Age						
	Female	5712	67.6	7345	70.4	3473
Total	Male	96694	44.7	105106	44.3	107094
	Female	119683	55.3	132329	55.7	140473
Total	All	216377	100	237435	100	247657

1.4.4. Level of Education

Majority of people in the age group 5 to 24 years did attend school in 2001 (74.4%). It is indicated that 22.6 % of the population in this age bracket does not attend any educational institutions; possible factors contributing to this may be accessibility of schools and affordability of higher learning institutions.

Persons	2001	%
None	29217	22.6
Pre-school	2773	2.1
School	95970	74.4
College	635	0.5
Technikon	134	0.1
University	73	0.1
Adult Education Centre (ABET)	113	0.1
Other	106	0.1
Total	129021	100

Source: Demarcation Board, 2003

The above table presents statistics on the highest level of education attained by persons older than 20 years, for 1996 and 2001. It indicates that population with no schooling decreased from 47.6% to 42.1% in 2001, percentage of the population with an educational level higher than Secondary school

increased from only 4.7% in 1996 to 7.4% in 2001 with the actual number almost doubling during this period. Factors that may contribute to the lower percentages on higher learning institution is the capacity and the variety of qualification offered by our local institutions.

1.4.5. Employment Profile

The following table indicates that the number of unemployed people has increased from 20534 (50.7%) in 1996 to 31636 (60.4%) in 2001. Unemployment has a negative impact on society which might eventually result in an increase in crime, grant dependency, and non-payment of services.

Persons	1996	%	2001	%
Employed	19979	49.3	20759	39.6
Unemployed	20534	50.7	31636	60.4
Total Labour Force	40513	100	52395	100
Not economically active			75829	

Source: Demarcation Board, 2003

	Male	Female
Employed	16206	17360
Unemployed	10919	16178
Not economically active	31701	44720
Not applicable	2247	1833

Source: Community Survey 2007

The above table indicates that most females are employed than males; this may be a result of job opportunities within the municipality this might also be due to the effort done to address gender equity in labor intensive work such as construction and mining.

The average income for all members of community within Greater Giyani can be categorized as presented in the table below. The percentage of people earning no income decreased from 82.34% in

1996 to 78.04% in 2001, the percentage of people earning less than R400 per month did increase tremendously (number of persons doubled from 5764 in 1996 to 18631 in 2001) and there was a decline in those earning between R401 and R800 per month. The high statistic of low earning people may be in relation to the employment industry. Agriculture in general employs more people, but with the lower wages. People that are earning higher incomes are professionals which are usually fewer in number.

Population by Individual Monthly Income, Greater Giyani, 2001 & 2007

Persons	2001	2007
None	185284	130,547
R1 – 400	19631	62076
R401 – 800	18131	9968
R801 – 1600	4668	24584
R1601 – 3200	4867	5010
R3201 – 6400	3216	5586
R6401 – 12800	1257	4280
R12801 – 25600	143	773
R25601 – 51200	76	56
R51201 – 102400	70	59
R102401 – 204800	58	65
Over R204801	35	127
Total	237436	247657

1.5. The Environment

In terms of the National Environment Management Act (NEMA), people must be placed in healthy environment. There is a need to determine flood lines within the municipal area to minimize potential risks and disasters.

The following are environmental challenges identified in GGM:

Table I: Environmental challenges

<p><u>Air Pollution</u></p> <p>Air pollution is an environmental problem that affects mainly the Giyani Town due to the concentration of vehicles and small industries.</p>	<p><u>Water Pollution</u></p> <p>Water pollution in the Greater Giyani Municipality is a serious problem. Water is polluted by littering and the overflow of sewage, creating serious health problems for people who depend on water from rivers and streams. Informal businesses, conducted alongside the road to Moeketsi – Malamulele, worsen the problem by illegally dumping in the Klein Letaba River.</p>
<p><u>Deforestation.</u></p> <p>Deforestation affects most of the Greater Giyani Municipal area. People who are firewood collectors, farmers, villagers, traditional healers, and herbalists aggravate the problem. The problem of deforestation is worse around major route and villages.</p>	<p><u>Veld and Forest fires</u></p> <p>Veld and forest fires are experienced in the whole Greater Giyani Municipality. The magnitude of the problem is severe. The major causes of this problem is poaching, firewood collection, uncontrolled burning of forests. Veld fires are prevalent in winter or early summer and affected areas includes grazing land and Man'ombe Nature Reserve.</p>
<p><u>Soil Erosion</u></p> <p>Soil erosion is a problem in Greater Giyani Municipal area especially around rural villages. The major causes of soil erosion are veld and forest fires, deforestation, overgrazing and poor land use planning and management.</p>	<p><u>Informal settlements</u></p> <p>Informal settlements have major negative effect on the environment in that whenever it occurs natural vegetation is destroyed worsening problems such as deforestation, soil erosion, water and air pollution e.g. Hluphekani in the eastern part of Giyani Town. The major causes of informal settlements are influx of people from villages to the town due to poverty, unemployment, population growth and urbanization.</p>
<p><u>Overgrazing</u></p> <p>Overgrazing is another environmental problem that is rife in the Greater Giyani Municipality. The contributing factor is the unscientific stock farming which at the end exert pressure on the grazing land.</p>	

Table J: Environmental SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> -Environmental by Laws -Land-care projects 	<ul style="list-style-type: none"> -Non-rehabilitated excavated areas -Declining biodiversity -Lack of capacity in the Disaster unit -Lack of capacity to enforce by-laws 	<ul style="list-style-type: none"> -Proximity of environmental experts in the Kruger National Park -Proximity to Mopani District -Less Industrious area 	<ul style="list-style-type: none"> -Reduction of grazing land -Reduction of arable land -Increased occurrence of mosquitoes -Droughts and floods -Fire station not well resourced-Fire station

The financial Viability of the Municipality is being supported and challenged by various revenue sources, skills and systems within the municipality. Current municipal revenue sources are DORA, grants.

Income sources within the municipality are as follows

1.6. Table: Income (Types of grants)

	Planned budget 2011/12 '000	Actual Received budget 2011/12 '000	% Actual Received
Equitable Share	1 168 530	1 161 520	1 161 520
Financial Management Grant	1 250 000	1 250 000	952 355
Municipal Systems Improvement Grant	790 000	790 000	790 000
Municipal Infrastructure Grant	29 950 000	29 950 000	20 360 625
National Electrification Grant	4 000 000	4 000 000	4 000 000
Transfers from District	n/a	n/a	n/a

1.7. Capital Expenditure

Table GG , Capital Expenditure

2009/1 0 Planned '000	2009/1 0 Adjusted '000	2009/1 0 Actual '000	2010/1 1 Planned '000	2010/1 1 Adjusted '000	2010/11 Actual '000	2011/1 2 Planned '000	2011/1 2 Adjusted '000	2011/1 2 Actual '000
46,629		30,235	52 519 5000		33 841 92 5 31	54 932 314	78 028 721	34 611 921

1.8. Financial strategic Objective

TABLE: FINACIAL STRATEGIC OBJECTIVE

IDP objective	KPI	ACTUAL 2009/10	ACTUAL 2010/11	ACTUAL 2011/12
To improve financial	Operational	98%	92%	98%

management systems to enhance revenue base	expenditure			
	Capital expenditure	65%	74%	44%
	Revenue collection	90%	87%	89%

1.9. Revenue streams

TABLE: REVENUE STREAMS

Revenue stream	Actual 2009/2010	Actual 2010/11	Actual 2011/12
Property rates	13 254 631	1 2 230 879	25652 874
Service charges – water	0	0	0
Service charges – Sanitation	0	0	0
Service charges – Refuse removal	3 711 181	3 181 669	3 771 741
Rental of facilities and equipment	446 803	607 593	669 305
Interest earned	797 853	1 557 281	11 09847 094
Fines	184 740	155 992	1 33 830
Traffic income	2 836 130	3 772 131	4 136 372
Transfer receipts – operational	85 549 419	101 978 236	118 515 647
Transfer receipts – capital	26 460 248	22 328 837	36 493 033
General tariffs	8 979 092	2 286 141	1 371 247

CHAPTER 2: GOVERNANCE

2.1. POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Greater Giyani Municipality was established in terms of the Constitution Act, no 108 1996, the Demarcation act 27 of 1998 and Section 12 Notice issued in terms of the Local Government: Municipal Structures Act 117 of 1998. The municipality is organized into political and administrative structures.

2.1.1. Political Structures

Council has appointed six full time councillors as follows:

- Mayor
- Speaker
- Chief Whip
- Chairperson infrastructure development
- Chairperson finance committee
- Chairperson corporate governance and shared services

2.1.2. Council has established the following portfolio committees:

Table K: Portfolio committees

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
01	BUDGET AND TREASURY	BUDGET AND TEASURY	FINANCE
02	WATER, SANITATION AND ENERGY	TECHNICAL.	INFRASTRUCTURE
03	ROAD AND TRANSPORT	TECHNICAL	INFRASTRUCTURE
04	HEALTH AND SOCIAL DEVELOPMENT	COMMUNITY SERVICES	SOCIAL
06	CORPORATE GOVERNANCE AND SHARED SERVICES	CORPORATE SERVICES	CORPORATE GOVERNANCE & SHARED SEVICES
07	SPATIAL PLANNING AND LED	STRATEGIC PLANNING AND ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT
08	AGRICULTURE & ENVIRONMENTAL MANAGEMENT	SOCIAL	INFRASTRUCTURE
09	INFRASTRUCTURE DEVELOPMENT	TECHNICAL SEVICES	INFRASTRUCTURE

NO	NAME OF COMMITTEE	DEPT TO SUPPORT	CLUSTER
10	SPORTS, ARTS AND CULTURE	COMMUNITY SERVICES	SOCIAL

Council also has the following Units that are located in the Office of the Mayor:

- Gender
- Disability
- Traditional Affairs
- Youth

2.1.3. Administrative Structures

The Greater Giyani Municipality has been established in terms of Section 12 Notice.

Management Level	Key Functions	Supporting Divisions or Unit
Municipal Managers Office	Overall administrative management Risk Management and Correcting of AG queries as per AG. Financial management Disaster management	Internal Audit Risk Management Unit Performance Management Unit Disaster Management Unit
Corporate Service Department	Institutional Development and transformation; Good Governance and Public participation Provide auxiliary services Labour and legal services Support Council services (ward committee meetings and Imbizos)	Human Resource Management Community Services Council Services Legal Services
Management Level	Key Functions	Supporting Divisions or Unit
Budget and Treasury	Financial Management GAMAP compliance	Budgeting and Financial reporting Expenditure

	MFMA Compliance (that includes reporting with in legislative framework. Procurement Evaluation rolls and asset management	Revenue Supply chain
Technical Services	Infrastructure Development and Service Delivery Infrastructure maintenance (road, internal reticulation of water and sanitation)	Roads and Maintenance Electricity Water and Sanitation
Strategic Planning and LED	Planning and Development Town Planning Monitoring of land uses Development of IDP Local economic development	LED Spatial Planning and Land Use Management IDP
Community Services	Basic service delivery and Social and Community development Waste management Promoting safety and law enforcement Providing security Registration and licensing Environmental Management Library services	Safety and Security Licensing Waste Management and Cleaning Services Library Services Environmental Management

2.2. INTERGORNMENTAL RELATIONS

This table depicts the participation of GGM in IGR structures

IGR STRUCTURE	GOOD	FAIR	BAD
Audit /risk/performance committee meetings (quarterly)	X		
Technical committee meetings (quarterly)	X		
District Manager's Forum (quarterly)	X		
District IGR forum (quarterly)	X		
Provincial Municipal Managers' forum (quarterly)	X		
Provincial Executive Committee meeting (quarterly)	X		
Provincial Planning forum (quarterly)	X		
Finance Week(annually)	X		

2.3. PUBLIC ACCOUNTABILITY AND PUBLIC PARTICIPATION

The administrative structure, Council services Unit , provides administrative support to ward committee meeting. The y assists in coordination of meetings and recording of minutes.

Respective departments also provide administrative support in relation to public participation within their line functions.

Public participation meetings are coordinated from the speaker's office. During public participation meetings, the Speaker chairs the meetings and the Mayor addresses the public. Members of Executive committee members make presentations on item of the day. The Municipal Manager and his managers also attend to provide technical support and provide answer for clarity seeking questions.

In all public meetings the Chiefs are honoured and usually welcomes and given an opportunity to address the attendees.

Public Meetings	Dates	Number of participants
IDP/BUDGET/SDBIP Rep forum meetings	11 may 2012 20 March 2012	434
IDP/BUDGET/SDBIP ward public meetings	08 March to 16 April 2012	2 564
IMBIZOS	27 Feb 2012 and 11 April 2011	3212
Street trading Awareness campaigns	11 April 2012	722
Library road shows	26 April	134 learners

2.3.1. ALIGNEMENT AND INTEGRATION OF IDP, BUDGET AND SDBIP

IDP meetings are used as a platform to provide feedback on SDBIP and Budget performance. An IPD, BUDGET and SDBIP process plans were merged into one and approved as one process plan to ensure that the processes are aligned and integrated.

The Municipality takes into consideration that in cases where other legislations are silent on timeframes or conflict, the MFMA takes precedence.

2.4 CORPORATE GOVERNANCE

2.4.1. Risk

THE Municipality HAS Established a risk Unit . The unit is place in the officeof the Municipal Manager. A risk manager has been appointed and a risk plan was put in place. Since the audit Committee was appointed during the second time there was a delay in relation to the approval of the risk plan, hence only one risk report was submitted in the year 2011/12.

The following risk were identified as strategic risk

	Link to objective	Risk description	Background to the risk	Residual risk	Actions to improve management of the risk	Action owner	progress	Reason for no progress
1.	To develop an effective spatial framework that promotes integrated and sustainable development.	Illegal land occupation and informal settlements	Non implementation of the SDF and LUMS	Maximum	Effective implementation of the SDF and LUMS for planning purposes.	Director: Technical Services	A town planner has been appointed and the DLRD is to assist in reviewing the SDF in 2012/13	The review of the SDF was deferred back by CoGHSTA due to the review of scope
2	To develop an effective spatial framework that promotes integrated and sustainable development	Unstructured land Development	Non implementation and review of the SDF and LUMS,	Maximum	Implementation and review of the SDF and LUMS to cater to for municipal physical environmental	Director: Technical Services	A town planner has been to oversee land use matters	
3	To develop an effective spatial framework that promotes integrated and sustainable development	Land reforms	Control of land by Traditional Leaders, land claims	Maximum	Regional development committee to engage Traditional Leaders and transfer matter to the Office of the Traditional Leaders	Director: Technical Services	A town planner has been to oversee land use matters	
4.	To develop and retain the best human capital, effective and efficient administrative and operational support systems	-Skills thus impacting on the performance the municipality	Increased staff mortality rate due to ill health, organogram which is insufficient to address the mandate of the municipality	Maximum	To review the existing HR policies. Implement Employee Wellness programmes	Director Corporate Services	The wellness programme is being implemented, however there is a room for improvement.	
5.	To develop and retain the best human capital, effective and efficient administrative and operational	-Inability to retain and attract competent staff	Lack of Skills retention, succession and development plan.	Maximum	To review the existing HR policies.	Director Corporate Services		

	Link to objective	Risk description	Background to the risk	Residual risk	Actions to improve management of the risk	Action owner	progress	Reason for no progress
	support systems						.	
6	To develop and retain the best human capital, effective and efficient administrative and operational support systems	Inadequate training program	Poor planning	Maximum	Implement the Skills development Plan Strengthen training coordination with Sector Departments	Director Corporate Services	A skills development plan is in place A Training committee has been established. SALGA is also providing financial support for training	
7	To develop and retain the best human capital, effective and efficient administrative and operational support systems	Loss of information	Lack of Disaster Recovery Plan (DRP) and inadequate design of backup process	Maximum	Develop IT policies(Disaster recovery plan, Establishment of the back-up systems	CFO	Develop IT policies(Disaster recovery plan, 3 IT Policies are in place	The backup system was not established due to budget constraints
8	To develop and retain the best human capital, effective and efficient administrative and operational support systems	Inadequate design of security management process	Unapproved Information Technology (IT) security policy. Non installation of a firewall on the municipality's network Insufficient monitoring to view the access and logon violations on the network.	Maximum	Develop security policy Install Firewall on the municipality's network Regular monitoring of the access and violations on the network	CFO	3 IT Policies are in place An IT Manager has been appointed to monitor the access and violation of the system	
9	To develop and retain the best human capital, effective and efficient administrative and operational support systems	Inadequate design of change control process	Lack of change control policy. Lack of audit trail for the testing of change/upgrade.	Maximum	Develop Change control policy Keep records of testing the program change management.	CFO	Change control policy not developed	Inadequate capacity
10	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life	Ageing infrastructure	Inadequate implementation of infrastructure Maintenance plan	Maximum	Enforce effective implementation of the maintenance plan.	Director: Technical Services	Fair enforcement of implementation plan	Budget Constraints
11	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life	Third party performance	Substandard infrastructure construction	Medium	Appointment additional personnel with diverse technical skills	Director: Technical Services		Budget Constraints

	Link to objective	Risk description	Background to the risk	Residual risk	Actions to improve management of the risk	Action owner	progress	Reason for no progress
12	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life	Limited capacity of infrastructure	Lack of integrated planning with district and provincial government	Maximum	Strengthen the coordination of the infrastructure plans with the sector departments & other stakeholders	Director: Technical Services/ Dir Strategic & LED	Department attend the IGR (District IGR) Meetings and Technical Committee meeting, as a result the meeting are closing the gap.	However there is room for improvement
13	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life	Health Hazards	Poor waste management systems	Maximum	Director: Community Services	Director Community Services/Director: Technical Services	By-back centre completed, which will assist in waste management in villages	Budget constraints
14	To create an enabling environment for sustainable economic growth	Uncontrolled flea market	Implementation of Trading Bi-Laws	Maximum	Review and implementation of Street Trading Bi-Laws, involvement of Small Business Association and Build Street Trading Infrastructure, Council support in implementing Bi-Laws	Director: Strategic Planning & LED	Awareness of street trading campaign and review of hawkers data base for the purpose of proving trading licences so that the municipality is in a position to manage street trading	
16	To improve financial management systems to enhance revenue base.	Low revenue base	Culture of non-payment and poor implementation of Credit control policy, unproclaim areas under the control of the Tribal Authorities.	Maximum	Implementation and review of the revenue enhancement strategy and credit control policy.	Chief Financial Officer	Not done	Inadequate capacity
	To improve financial management systems to enhance revenue base.	Incorrect Billing	Corrupt data on the financial system.	High	Continuous billing reconciliations	Chief Financial Officer	Additional staff in BTO to assist with reconciliations	
17	To develop governance structures and systems that will ensure effective public consultation and organizational discipline.	Inability to review the existing Policies & By-laws	Lack of capacity for the policy reviews. Lack of zealous by the affected departments.	Maximum	Review the policies for the municipality Approval of draft policies and create awareness on the policies to all employees and political office bearers.	MM/Corporate Services	Policies not reviewed	Inadequate capacity
18	To develop governance structures and systems that will ensure effective public	Ineffective oversight committees	Insufficient monitoring over the municipal operations by the council	Maximum	To revive the establishment of the oversight committees	MM/Corporate Services	MPAC in place	

	Link to objective	Risk description	Background to the risk	Residual risk	Actions to improve management of the risk	Action owner	progress	Reason for no progress
	consultation and organizational discipline.							
19	To develop governance structures and systems that will ensure effective public consultation and organizational discipline.	Community perceptions/Apathy. Disruptions during public participation activities.	Insufficient coordination of municipal activities by ward committees/ward councilors. Lack of redress		Improve coordination of municipal activities by the ward committees.	MM/Corporate Services	Coordination of meetings improved. Additional staff appointed to Council services office to ensure public participation is done in an appropriate manner	

2.4.2. Anti Corruption Strategy

2.4.3. Supply Chain Management

2.4.4. Website Management

Municipal website: content and currency of material		
Documents published on the municipality's /entity's website	Yes/No	Publishing date
Current annual and adjustment budgets and all budget related documents	yes	
All current budget related policies	No	
The previous annual report (2010/11)	yes	
The annual report (2011/12) published / to be published	To be published	
All current performance agreements required in terms of section 57 (1) (b) of the MSA and resulting score cards	No	
All service delivery agreements (2011/12)	No	
All long term borrowing contracts (2011/12)	n/a	
All supply chain management contracts above a prescribed value (give value) for 2011/12	No	
An information statement containin a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2011/12	No	
Contracts agreed in 2011/12 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
PPP agreements referred to in section 120 made in 2011/12	n/a	
All quartely reports tabled in the council in terms of section 52 (d) during 2011/12	No	
Note: MFMA S75 sets out the information that a municipality must include in its website as detailed above. Municipalities are of course encouraged touse their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments		

T2.10.1

DBSA has assisted the municipality in establish a computer lab in the library. The computer lab is PCs to be made available to the public, so as to access municipal website.

CHAPTER 3: PERFORMANCE HIGHLIGHTS

3.1. PERFORMANCE MANAGEMENT SYSTEM OF GGM

The Performance Management System of the municipality is two legged. Two departments dealt with Performance management of the municipality, which are Corporate Services and Strategic Planning departments. Corporate services will attend to individual performance (levels below section 56 Managers) and Strategic planning will deal with institutional Performance and that over s57 managers.

The PMS for 2011/12 financial year is dealt with internally. The Council has approved a policy framework that defines what Performance management is, outlines how greater Giyani will deal with PMS, roles and responsibilities of stakeholders, activities and timeframes. The policy further provides definition of terms to create a common understanding within the municipality.

The System is directly linked to the approved IDP 2011/12. Chapter 2 of the IDP indicates National Key Performance Areas that provides a framework to municipalities on provision of services to its community in line with National priorities. During a strategic planning held in December 2011, the municipality developed strategies in line with the 6 KPAs and to ensure that all challenges identified by communities during the public participation and Imbizos are addressed.

All projects and programmes budget for were outlined within a template approved by council. The Template indicates programmes as per the IDP and budget, time frame per quarter, responsible departments and annual outcome expected.

The MSA 32 of 2000 requires that performance on Key performance indicators should reported on quarterly and annual bases. MFMA 56 of 2003 requires that budget performance reported in line with performance indicators and set targets.

3.2. LEGISLATION

SDBIP is developed within the following legislative framework