

**JOE GQABI
DISTRICT
MUNICIPALITY**



IDP 2017/18 FY
2021/22 FY

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ACRONYMS

AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative
BBBEE	Broad-based Black Economic Empowerment
CASP	Comprehensive Agricultural Support Programme
CBO	Community-Based Organization
CIDB	Construction Industries Development Board
CTO	Community Tourism Organisation
DEAT	Department of Environmental Affairs and Tourism
DEDEA	Department of Economic Development Environment Affairs
DLA	Department of Land Affairs
DLGTA	Department of Housing, Local Government & Traditional Affairs
DM	District Municipality
DME	Department of Minerals and Energy
DoE	Department of Agriculture
DoE	Department of Education
DORA	Division of Revenue Act
DoRT	Department of Roads and Transport
DoSD	Department of Social Development
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DSRAC	Department of Sports, Recreation, Arts & Culture
DTI	Department of Trade and Industry
DTO	District Tourism Organisation
DWAF	Department of Water Affairs and Forestry
ECDC	Eastern Cape Development Corporation
ECDOH	Eastern Cape Department of Health
ECPB	Eastern Cape Parks Board
ECSECC	Eastern Cape Socio Economic Consultative Council
ECTB	Eastern Cape Tourism Board
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
ESTA	Extension of Security of Tenure Act
EU	European Union
GGP	Gross Geographic Product
GRAP	General Regulations on Accounting Practice
HDI	Human Development Index
HR	Human Resources
ICT	Information and Communication Technologies
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IMATU	Independent Municipal and Allied Trade Union
ISRDP	Integrated and Sustainable Rural Development Programme

IWMP	Integrated Waste Management Plan
JGDM	JGDM
JIPSA	Joint Initiative on Priority Skills Acquisition
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution and Agricultural Development
LTO	Local Tourism Organisation
LUPO	Land-Use Planning Ordinance
M&E	Monitoring & Evaluation
MAFISA	Agriculture Microcredit Fund
MFMA	Municipal Finance & Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAFCOC	National African Federation of Chambers of Commerce
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDI	Previously Disadvantaged Individual
PGDP	Provincial Growth and Development Plan
PHC	Primary Healthcare
PMS	Performance Management System
PPP	Public-Private Partnership
RDP	Reconstruction and Development Plan
RDS	Rural Development Strategy
RSS	Rapid Services Survey
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SANRA	South African National Roads Agency
SAPS	South African Police Services
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprises Development Agency
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMME	Small, Medium & Micro Enterprises
SPU	Special Programmes Unit
TAS	Turn Around Strategy
TB	Tuberculosis
WSDP	Water Sector Development Plan

Foreword by the Honourable Executive Mayor



The fifth South African Local Government elections of August 2016 brought an opportunity for South Africans to build on the progressive attempts by government in realising the vision for a better life for all. Critical socio-economic developmental issues that persist to confront the country include economic transformation, job creation, decent work, sustainable livelihoods, education, health, rural development and agrarian reform, fight against crime and corruption. Specific challenges pertinent to the powers and functions of local government include more access to better quality and reliable public services, reducing unemployment, redressing apartheid spatial planning, strengthening of community participation and building effective, accountable and clean local government. These are the ideals for which we committed ourselves to carry out as outlined in the five-year Integrated Development Plan that we adopted as the JGDM for the current term of Council.

This document represent the aspirations of our communities which we collated through various means of community engagement. Stakeholder engagement platforms such as the IDP and Budget representative forum, intergovernmental relations clusters, sector focused consultative platforms such as the Agricultural Forum, Waste Forum, Transport Forum, Disaster Management Forum, Water and Infrastructure Forum continued to function through the facilitation and support provided by the District.

The District Mayors forum is one of the key intergovernmental relations structures that enables and enhances cooperative government. These engagements are primarily attended by the Mayors of municipalities and other critical stakeholders. All the achievements that were realised during the last term of Council as shown in various published performance reports of the District were all possible due to a stable political and administrative environment. The positive and professional interface between the political and administrative arms of the District municipality also had an immense contribution on the achievement of the planned initiatives and actions.

As a result of the effectiveness and efficiencies of our oversight structures, our performance information and reporting have been declared by the Auditor general as correct. As much as we aim to fast track our responses to service gaps, we remain steadfast in attaining our goal of maintaining a clean audit opinion for the third time in a row. In keeping up with the performances of the District, political leadership and administration are steadfast and committed in continuing with the exemplary performances achieved over the last five-years. The Council's Integrated Development Plan, Budget and Service Delivery and Budget Implementation Plan will provide a

yardstick for the prioritisation of community needs, resource allocation, implementation and measurement of performances.



Cllr. Z.I. Dumzela
Executive Mayor

Date: 23rd May 2017

Executive Summary by the Municipal Manager



Municipal Manager - Z.A. Williams

This document represents the Integrated Development Plan (IDP) of the JGDM (JGDM) for the current term of Council as required by Section 25 of the Municipal Systems Act of 2000. The current term of Council covers the period of 2017/18 - 2021/22 financial years. This document represents a beacon of hope for the communities, business and all stakeholders within the JGDM. We have confidence in the ability of the institution to realise its set service delivery objectives and targets. The JGDM remains a shining model to its counterparts for having attained clean audit outcomes from the Auditor General in two consecutive years, which are the 2014/15 and 2015/16 financial years. This can be attributed to strong leadership and management who are determined to respect the rule of law, apply good governance principles and adhere to stringent fiscal discipline. In this regard, the veracity of the information contained herein is, relatively, beyond reproach and users thereof must derive comfort and confidence from this fact.

With regard to addressing water and sanitation service delivery backlogs within the District, there are various projects and programmes that started during the last term and Council which are continuing going forward. These are large scale projects such as bucket eradication, potable water and sanitation provision, bulk water and sanitation infrastructure maintenance and upgrades, and rural sanitation and rural water provision interventions. Our current water and sanitation programmes include the R230 million grant provided by the Provincial Treasury over a period of three years starting in the 2015/16 financial until the 2017/18 financial year. The ORIO project which is funded by the government of the Netherlands aims to serve 107 villages of the Elundini local municipality with potable water. The project is in the final stages of the tender process. This project is expected to reach its peak during this term of Council as per its business plans. Both short and long term service delivery interventions have been identified in this document. An amount of R100m was registered with Municipal Infrastructure Grant (MIG) for this purpose. The Umzimvubu dam project business plans also point to potential benefit to the District water resources.

Moving forward, key initiatives that must be undertaken include a focus on reducing water losses through various means that include more efficient use of water, addressing water losses occurring within the water and sanitation infrastructure, installation of water meters for both bulk infrastructure and consumers, eliminating illegal connections, improving the billing system, recruitment and appointment of peace officers to deal with water wastage and leaks as well as a hydro-survey of all water sources to determine sustainability and availability of potable water source. The aged bulk water and sanitation infrastructure all needs to be revived through targeted investments in operations and maintenance.

South Africa's blueprint for development, the National Development Plan (NDP), urges all

South Africans to unite behind a country's programme to tackle unemployment, poverty, inequality and other challenges facing our country. The NDP therefore is at the centre of our strategic socio-economic development objectives and programmes. Thus, this IDP will enable us to focus our attention on the following priorities:

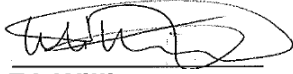
- Build on achievements made in delivering basic services to the people by broadening access, quality and reliability.
- Putting people first and engaging with communities more frequently and clearly
- Delivering basic services in a more efficient and effective manner.
- Strengthening and improving on good governance and
- Accountability and seek to maintain the clean audit results obtained during the 2014/15 and 2015/16 financial years
- Ensuring sound financial management, with a particular focus on improving revenue collection and reducing outsourcing and build internal capacity
- Building capabilities by attracting and retaining a highly skilled and professional local government administration.
- Develop and strengthen the local economy create jobs and promote job placements, especially for the Youth and unemployed graduates.
- Support and promotion of SMMEs and emerging businesses through facilitation and support
- Intensify the fight against fraud and corruption
- Promote education as the apex priority in our District through creation of an environment for finding solutions and implementation of educational free WIFI service at identified areas throughout the District

Moving forward, the key initiatives that must be undertaken include a focus on reducing water losses through various means that include more efficient use of water, addressing water losses occurring within the water and sanitation infrastructure, installation, of water meters for both bulk infrastructure and consumers, improving the billing system, recruitment and appointment of peace officers to deal with water wastage and leaks as well as a hydro-survey of all water sources to determine sustainability and availability of potable water source.

Initiatives such as the implementation of the working on water programme, Expanded Public Works Programme, maintenance of proclaimed Provincial roads, support to SMMEs, emerging business and cooperatives are some of the key contributors towards the reduction of the high poverty rates within the District. For this to happen successfully, the initiatives of a wide range of stakeholders which includes business, labour, civil society, communities, municipalities and government departments and agencies needs to be well coordinated.

The District has functional structures in place that can assist in this regard. The District will continue to implement youth development programmes such as internships, learnerships and workplace learning programmes, recruitment of unemployed graduates

and implementation of training programmes that include community member in order to contribute towards development of a sustainable and capacitated government. The role of the Joe Gqabi Development Agency and a development of a long-term economic development strategy for the District will enhance and accelerate the realisation of our socio-economic development ideals.



ZA Williams
Municipal Manager

Date: 23rd May 2017

1.1 Mission and vision

Vision:

The vision of the JGDM is:

An improved quality of life for all residents

Mission:

The mission of the District is:

Fight poverty through stimulating the economy and by meeting basic needs, improving service delivery quality and building the capacity of government and communities within a sustainable environment.

This mission is premised on the following key elements:

- Stimulate the economy and fight poverty
- Meet basic needs and improve service delivery quality
- Enabling the building of Capacity
- Grow tourism and related businesses
- Grow pro-poor and labour intensive programmes
- Grow agriculture and downstream industries
- Promote sustainable development

1.2 Values

The JGDM adheres to the following values that should apply to the District municipality, goods and service providers and the community:

- **Integrity:** Conduct the municipality's business in a fair, responsible, flexible, equitable and honest manner.
- **Teamwork:** Cooperative effort, on the part of individuals and a group of people, acting together and inputting their abilities, all for achieving of a common cause.
- **Communication:** Two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning.
- **Perseverance:** Commitment, hard work, patience, endurance in spite of challenges and difficulties in ensuring that a defined course of action is attained.
- **Competence:** A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or variety of

situations.

- **Quality:** A measure of excellence or a state of being free from defects, deficiencies and significant unjustifiable variations. Strict and consistent commitment to certain standards is required.

1.3 Development objectives and Strategies

KPA	STRATEGIC OBJECTIVE	STRATEGIES
1: Infrastructure Development and Service Delivery	<ul style="list-style-type: none"> ▪ Provide access to basic services 	<ul style="list-style-type: none"> ▪ Develop and maintain new water and sanitation infrastructure ▪ Provide responsive and efficient disaster management, emergency and rescue services ▪ Expand and fast-track the provision of universal access to basic services ▪ Render effective municipal health services
2: Local Economic Development	<ul style="list-style-type: none"> ▪ Facilitate and implement job creation and poverty alleviation initiatives 	<ul style="list-style-type: none"> ▪ Implement and expand implementation of EPWP and other job creation initiatives ▪ Support rehabilitation of all road networks throughout the District ▪ Implement working for water and working for wetlands ▪ Support and facilitate rural development and poverty alleviation programmes ▪ Facilitate and actively participate in youth and women development programmes
	<ul style="list-style-type: none"> ▪ Facilitate and support regional economic development initiatives 	<ul style="list-style-type: none"> ▪ Identify, support and implement economic development flagship and anchor projects ▪ Facilitate and support local economic development initiatives ▪ Support and participate in initiatives geared towards revitalization of towns and settlements ▪ Strengthen tourism development and related businesses.
3: Institutional Development and Transformation	<ul style="list-style-type: none"> ▪ Improve human resource capacity and potential 	<ul style="list-style-type: none"> ▪ Effectively empower and develop the Council's workforce and communities ▪ Attract, retain and develop a base of scarce skills ▪ Maintain good working conditions for staff
4: Financial Viability and Management	<ul style="list-style-type: none"> ▪ Ensure sound and effective financial management and reporting 	<ul style="list-style-type: none"> ▪ Comply with all statutory financial management and reporting requirements ▪ Implement anti-fraud and anti-corruption measures ▪ Implement revenue collection and enhancement initiatives

KPA	STRATEGIC OBJECTIVE	STRATEGIES
5: Good Governance and Public Participation	<ul style="list-style-type: none"> ▪ Facilitate intergovernmental cooperation and coordination 	<ul style="list-style-type: none"> ▪ Support and participate in intergovernmental cooperation initiatives ▪ Create and maintain stakeholder engagement initiatives ▪ Provide support to local municipalities ▪ Facilitate environmental management and conservation
	<ul style="list-style-type: none"> ▪ Communicate effectively with communities 	<ul style="list-style-type: none"> ▪ Ensure effective internal communications and communication with communities ▪ Work closely with traditional leaders in socio-economic development initiatives of communities
	<ul style="list-style-type: none"> ▪ Establish and support municipal oversight systems, mechanisms and processes 	<ul style="list-style-type: none"> ▪ Implement and enforce performance management ▪ Ensure and maintain clean governance
	<ul style="list-style-type: none"> ▪ Facilitate the development of a healthy and inclusive society 	<ul style="list-style-type: none"> ▪ Facilitate Implementation of HIV and AIDS programmes ▪ Facilitate Implementation of programmes supporting the special groups (SPU)

1.4 Process followed

Following the August 2016 Local Government elections, the District adopted its five-year Integrated Development Plan (IDP) covering the period of 2017/18 – 2021/22 financial years. Thus, this document represents the five-year IDP of the Council. In terms of Section 35 (1) (a) of the MSA, an integrated development plan adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. As provided for in Schedules 4 and 5 of the Constitution (1996) and the Municipal Structures Act of 1998 there are areas of competence that fall within Local, Provincial and National Spheres of government. The IDP is therefore the local expression of the entire government's plan of action. Therefore, all projects and programmes implemented by all government Departments should find expression in the IDP.

The District adopted a District IDP Framework and Process Plan in August 2016 that guided the compilation of this IDP. All three local municipalities within the District (Walter Sisulu, Senqu and Elundini) actively participated in the development of these plans. All matters required in terms of Section 27 and 28 of the Municipal Systems Act, Act 32 of 2000 (MSA) are dealt with in detail in the adopted Framework and Process Plan. The Framework Plan provides guidance to the local municipalities and most importantly, it serves as an alignment mechanisms between the District and local municipal planning and budget processes. The District and its local municipalities have in all material aspects adhered to the adopted Process Plans.

1.5 Matters considered during the development of the IDP

Section 34 of the Municipal Systems Act of 2000, requires that the IDP be reviewed annually in accordance with the assessment of performance measurements and to the extent that changing circumstances so demand. Congruent to this requirement, the District has considered the following plans, documents and issues:

- The current mandate of Local Government.
- National and Provincial Service Delivery indicators, targets, frameworks and plans, including the SDGs, B2B, 12 Outcomes of government, National Development Plan (NDP), Provincial Development Plan (PDP).
- Municipal Turn Around Strategies, Growth and Development Summit and the Back to Basics approach.
- Recommendations of the previous years IDP assessments.
- Comments and inputs emanating from IDP processes and stakeholder engagements.
- Comments emanating from IDP engagement sessions and community priorities.
- Service delivery improvement measures, sector plans and the Council's strategic planning sessions.

2.1 Geography and Population dynamics

a) Geography

The JGDM (JGDM) is one of the six District Municipalities in the Eastern Cape Province in the Republic of South Africa. It borders the Free State Province and country of Lesotho to the north as depicted in the figure below. The District is located to the west of Alfred Nzo, north of OR Tambo and Chris Hani District Municipalities and to the east of the Northern Cape Province. It lies approximately 34km north of Queenstown and its northern border is formed by the Orange River, which also forms the southern boundary of the Free State. It consisted of four local municipalities: Elundini, Former Gariep, Former Maletswai and Senqu. Resulting from the municipal amalgamation process, Former Gariep and Former Maletswai have been consolidated into a new entity called Walter Sisulu local municipality. The seat of the Walter Sisulu Municipality is in Burgersdorp.

The JGDM covers an area of 25 663 km² and displays a diverse set of landscapes, from deeply incised mountainous terrains to flat far-reaching plains. Cities and towns that form the District are Aliwal North, Barkly East, Burgersdorp, Jamestown, Lady Grey, Maclear, Mount Fletcher, Oviston, Rhodes, Rossouw, Sterkspruit, Steynsburg, Ugie and Venterstad. The majority of its population speaks *IsiXhosa* (2011 Census).

Before 01st February 2010, the District was known as the Ukhahlamba District Municipality. Its name was changed in recognition of Joe Nzingo Gqabi (1929–1981), an African National Congress (ANC) member who was a journalist for the *New Age*, a member of the *Umkhonto we Sizwe*, and one of the Pretoria Twelve.

The political and administrative seat of JGDM is Barkly East. The District Office is located in Barkly East. There are satellite offices that are spread throughout the local municipalities of the District. All seven Municipal Departments are located in Barkly East. Only specific sub-functions of Departments operate from the satellite centres and no challenges have been identified which eliminates any challenges with regard to the management of the satellite centres. All satellite centre Managers are part of the main office District Management team and participate in same processes.

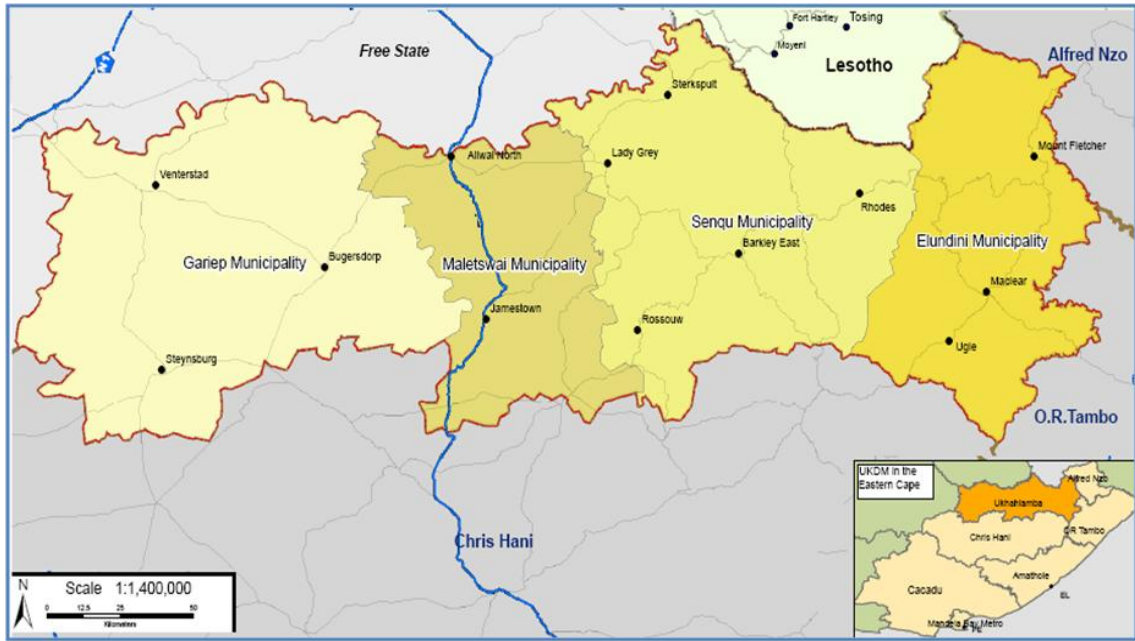


Figure 1: The local context

2.2 Demography

a) Population

The population of the District slightly increased from 341 750 in 2001 to 349 768 in 2011 representing a 2.3% growth. This has been a modest growth compared to the 8.2% growth observed between 1996 and 2001 as depicted in the table below. The locality that has seen higher population growth is the former Maletswai local municipality that stood at 16% between 2001 and 2011. This was followed by the Former Gariiep local municipality at 7.3%. The Senqu local municipality observed a decrease of 1.2 % and in Elundini an insignificant growth of 0.5%.

Table 1: Population and total households

Municipality	2001	2011	2016	Number of households		
				2001	2011	2016
JGDM	341 750	349 768	372 192	84 835	97 775	95 107
Elundini	137 394	138 141	144 929	33 209	37 854	35 804
Senqu	135 734	134 150	140 720	33 904	38 046	35 597
Walter Sisulu	68 621	77 477	87 263	17 722	21 875	23 706

Source: StatsSA 2001, 2011 and 2016

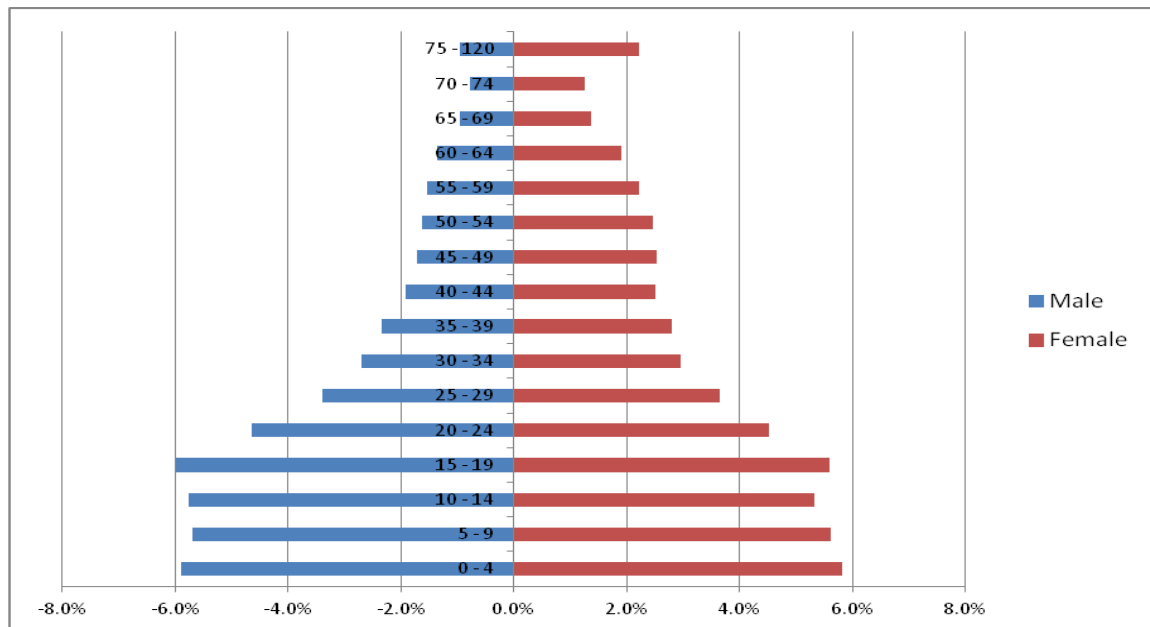
b) Migration Patterns

The levels of out-migration from Joe Gqabi are higher than the provincial average. At least 18% of District households against 15.2% of provincial households reports of at least one migrant household member. Approximately, 7% of the District population overall migrates from their households, while the provincial migration rate amounts to

5.6% of the provincial population.

c) Population Pyramid

A graphical illustration that shows the distribution of various age groups in the District is depicted in the figure below. This pyramid provides a clear depiction of age and sex distribution of the District population.



Source: StatsSA 2011

Figure 2: Population pyramid

The pyramid shows the distribution of various age groups in the District. This pyramid provides a clear depiction of age and sex distribution of the District population. In terms of the stages of demographic transition model, the District pyramid appears to be at the third stage, which shows stationary growth and mortality particularly in the 25 to 75+ years cohorts. It is clear how many people of each age range and sex are found within the District. Moreover, the pyramid shows that the population is generally older on average indicating a generally longer life expectancy, low death rates and low birth rates. Other demographic dynamics are depicted in the tables below.

Table 2: Gender and age distribution

Municipality	<15 yrs		15-64 yrs		65+ yrs		Males per 100 Females	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	38.7	34.1	54.0	58.4	7.3	7.5	87.2	89.8
Elundini	42.0	35.4	50.3	56.4	7.7	8.3	84.9	90.1
Senqu	38.0	34.0	54.5	58.3	7.5	7.7	88.5	88.0
Former Maletswai	33.0	32.4	60.9	62.1	6.0	5.5	88.4	89.9
Former Gariep	33.6	31.7	59.7	61.8	6.7	6.5	90.7	95.2

Source: StatsSA 2011

Table 3: Population by Gender and Dependency ratio

Municipality	Male		Female		Dependency ratio	
	2011	2016	2011	2016	2011	2016
	%				%	
Joe Gqabi	47.3	47.32	52.7	52.68	71.2	71.8
EC141: Elundini	47.4	48.26	52.6	51.74	77.3	75.7
EC142: Senqu	46.8	46.16	53.2	53.84	71.5	72.4
EC145: Walter Sisulu	48	47.6	52	52.4	61.5	64.5

Source: StatsSA 2016

Table 4: Population by population group

Municipality	Black African		Coloured		Indian/Asian		White	
	2011	2016	2011	2016	2011	2016	2011	2016
	%							
Joe Gqabi	93.8	94.4	3.5	3.3	0.2	0.2	2.4	2.1
EC141 : Elundini	98.1	98.3	1	1	0.1	0.1	0.7	0.7
EC142 : Senqu	97.3	97.7	1.2	0.8	0.2	0.1	1.1	1.5
EC145 : Walter Sisulu	79.9	82.7	11.9	11.1	0.3	0.5	7.5	5.6

Table 5: Population by Age

Municipality	0–14 (Children)		15–34 (Youth)		35–64 (Adults)		65+ (Elderly)	
	2011	2016	2011	2016	2011	2016	2011	2016

	%							
Joe Gqabi	34.1	36.79	33.4	40.32	25	15.36	7.5	7.53
EC141 : Elundini	35.3	37.45	32.4	39.82	24	14.56	8.3	8.16
EC142 : Senqu	34	36.87	34	40.35	24.3	14.98	7.7	7.8
EC145 : Walter Sisulu	32.1	35.54	34.2	41.11	27.7	17.3	6	6.05

Source: StatsSA 2016

Table 6: Population by language

Municipality	Afrikaans		English		IsiXhosa		IsiZulu		Sesotho	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Joe Gqabi	5.9	5.17	1.6	0.69	70.4	75.37	0.3	0.16	20.2	18.17
EC141: Elundini	1.7	1.34	1.6	0.47	69.9	73.61	0.3	0.18	25	24.04
EC142: Senqu	2.4	2.03	1.3	0.35	74.3	78.53	0.2	0.2	20.2	18.46
EC145: Walter Sisulu	19.4	16.52	2.3	1.58	64.5	73.21	0.2	0.08	11.8	7.99

Source: StatsSA 2016

d) Demographic implications

Issue	Status Quo	Proposed Sector intervention
Overall population	Stable population growth throughout the District with an exception of Former Maletswai where there was increment of 16%	Water Services Development Plan to prioritise long term investment into the growth areas. EMP to deal with increasing population matters
Gender and age	Youth constitute more than 51% of the total population 55% of population are females	Youth development to be strengthened. LED Strategies to have relevant youth development initiatives
HIV and AIDS	High levels of prevalence	District strategy to focus on awareness campaigns and access to treatment Strengthen HIV and AIDS Strategy
Migration	Higher out-migration rate which is above provincial rate	Local Economic Development strategy to deal with business retention and attraction. Introduce small town regeneration programmes

2.3 Economy

(a) Economic trends

The Eastern Cape Socio Economic Consultative Council (ECSECC, 2014) outlines the recent economic trends of the District. The economy of the JGDM is relatively small, contributing only 4.7% to the Eastern Cape economy. The economic performance of the JGDM has been satisfactory over the past decade or so. The average annual growth rate from 2000 to 2013 was 3.5%. The 2008-09 recession had a marginal effect on overall performance and growth rates increased by 1.9%, as opposed to a national average of -1.5% and a provincial average of -1%. In 2013 the growth rate was 2.7% in comparison with a South African and an Eastern Cape average annual growth rate of 1.9% and 1.6% respectively.

The economy of the JGDM is relatively small and there is evidence of above average economic growth in recent years. Its GDP per capita is higher than the provincial average. The tertiary sector is the largest contributor to the municipality's economy. The sectoral breakdown of the economy and the regional gross domestic product (GDP) are outlined in the figures below.



Figure 3: Sectoral breakdown of the economy

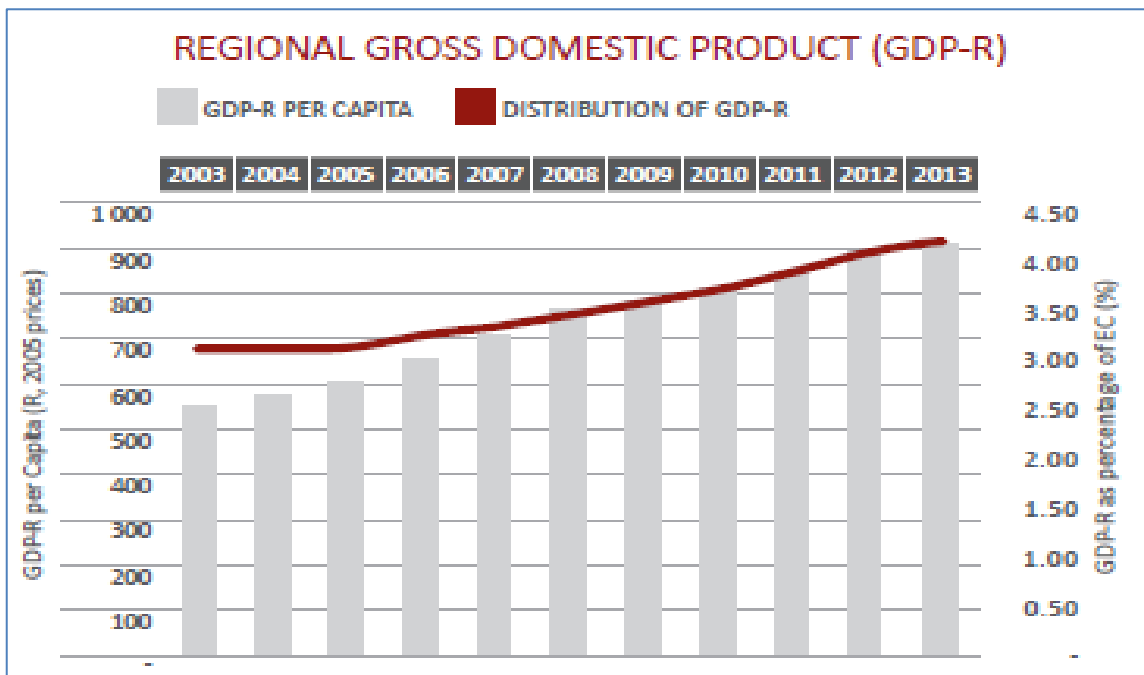


Figure 4: Regional Gross Domestic Product

(b) Gross Value Added

Gross Value Added (GVA) measures the contribution to the economy of each individual producer, industry or sector in a region. It is used in the estimation of gross domestic product (GDP). The tertiary sector is dominated by finance, insurance, real estate and business services (29.5%) and wholesale and retail trading, catering and accommodation (12.2%). The general government sector has grown an average of 3.4% since 2005. Government services contribute 8.3% to the sector in the Eastern Cape and almost 1% to the sector in South Africa. Business services have exhibited a strong growth since 1995 at 9.2% average annual growth, while community services contribute 3.9% to the JGDM's economy.

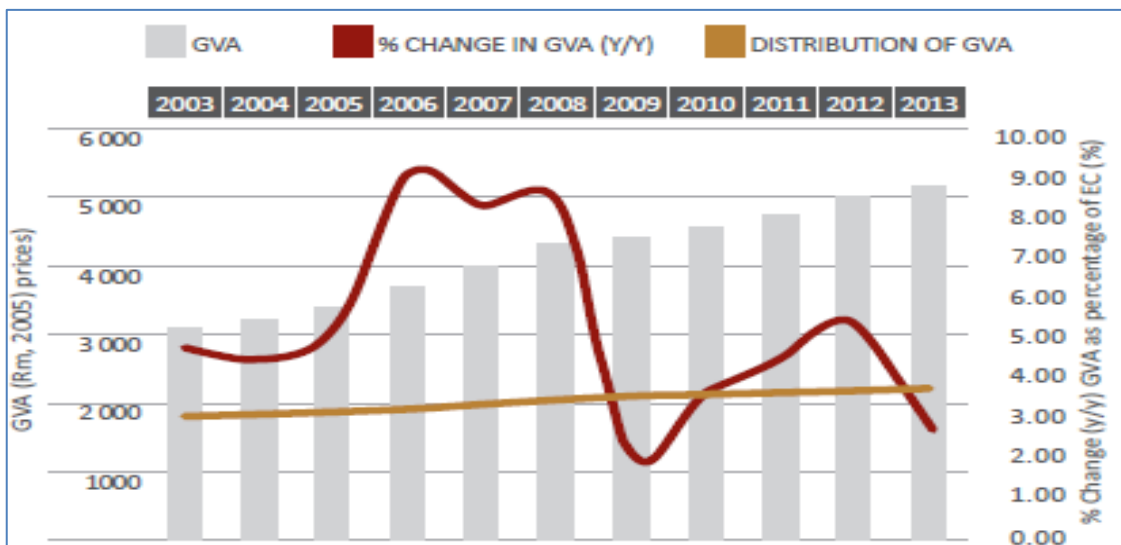


Figure 5: Gross Value added

(c) Regional Growth Domestic Product

The economy of the JGDM is relatively small, contributing only 0.3% to the South African economy and 3.7% to the Eastern Cape economy. The performance of the district has been satisfactory over the past decade or so, with an average annual growth rate from 2000 to 2013 of 5%. The 2008-09 recession had a marginal effect overall performance and growth rates grew by 2%, as opposed to a national average of -1.5% and a provincial average of -1%. In 2013 the growth rate was 2.7% compared with a South African and an Eastern Cape annual average growth rate of 1.9 and 1.6% respectively. The tertiary sector is the largest contributor to the municipality's economy, with a contribution of 80.7%. This is followed by the secondary sector (14.8%) and the primary sector (4.5%).

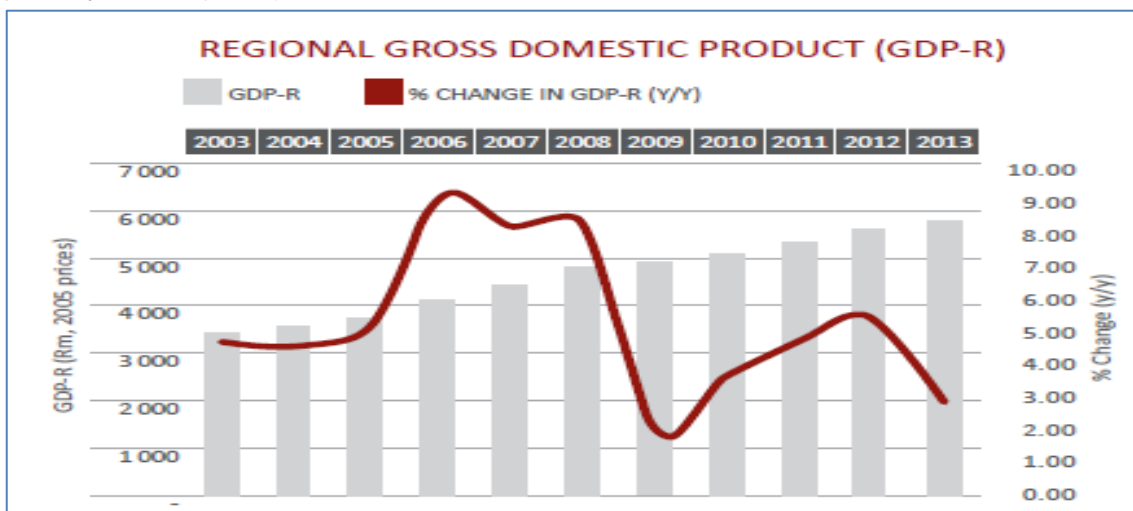


Figure 6: Regional Gross Domestic Product (GDP-R)

(d) Total Output

Total output consists of goods and services that is produced within the economy. It includes food and services produced for own final use. Output has been increasing steadily since 2000, even during 2009 when the global recession had an impact on the South African economy. The JGDM's share of the Eastern Cape's total output has remained stable at just over 3%. The sectors with the largest output are:

- Finance, insurance, real estate and business services: 23.4%
- Manufacturing: 18.2%
- Wholesale and retail trading, catering and accommodation: 10.7%
- Transport, storage and communication: 6.7%
- Construction: 5.8%

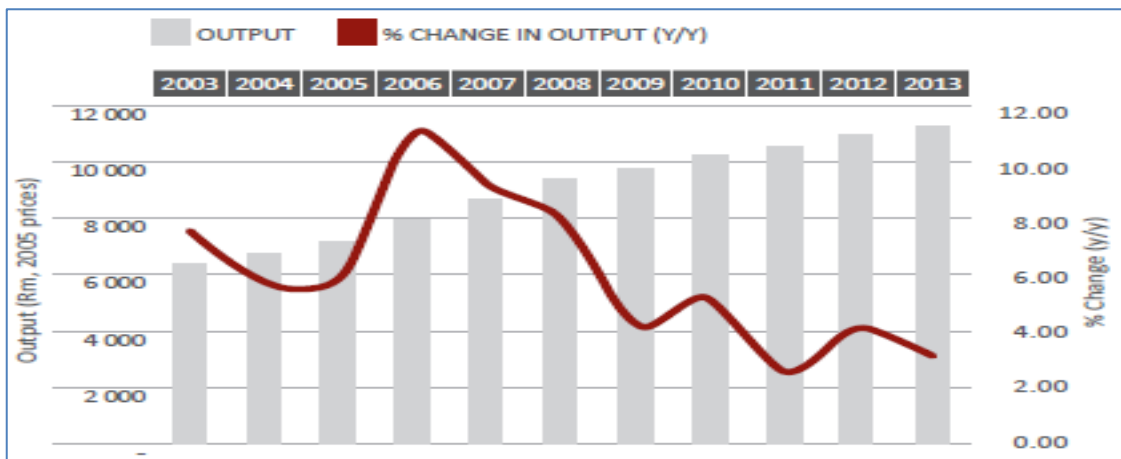


Figure 7: Total Output

Tress index

Tress index measures the level of diversification or concentration of a region's economy is measured by a tress index. A tress index of zero represents a totally diversified economy. On the other hand, the higher the index (closer to 100), the more concentrated or vulnerable the region's economy to exogenous variables, such as adverse climatic conditions, commodity price fluctuations, etc.

The sectoral composition of economic activity in a region is a good indication of the level of diversification or concentration of a region's economy and can be measured by the so-called tress index. A tress index of zero represents a totally diversified economy. On the other hand, the higher the index (closer to 100), the more concentrated or vulnerable the region's economy to exogenous variables, such as adverse climatic conditions, commodity price fluctuations, and so forth. The tress index for Joe Gqabi is 77.5 compared to 73.0 for the Eastern Cape and 66.9 for South Africa. Given that the structure of the economy changes very slowly, the tress index is fairly stable over time. However, the economy has not diversified since 1995 when the tress index remained around 79.2.

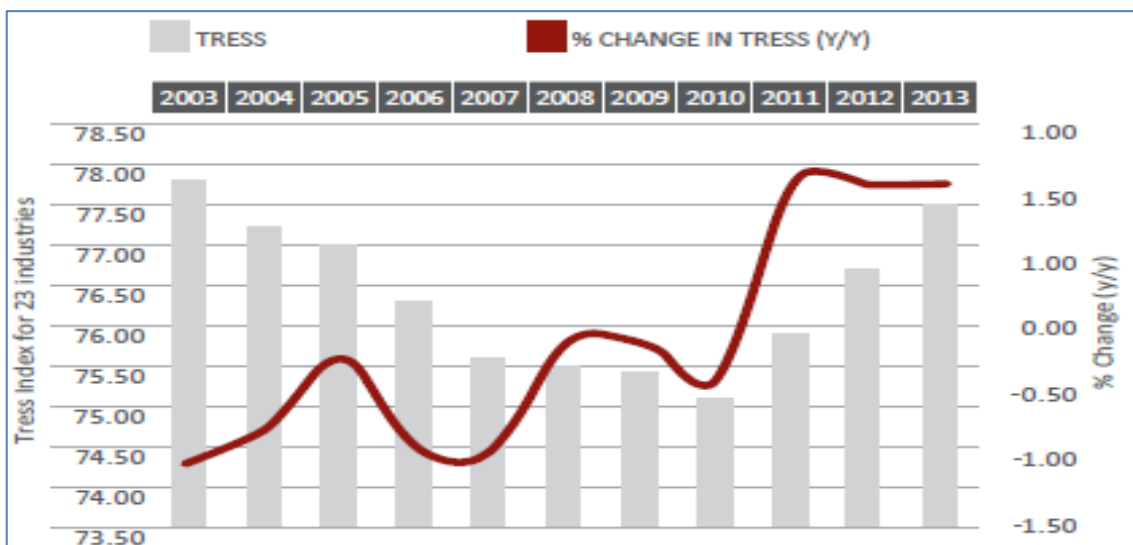


Figure 8: Tress index

Labour Force

The economically active population (EAP) includes all persons of either sex, and above a certain age, who supply labour for productive activities, during a specified time-reference period. Productive activities are either market production activities (work done for others and usually associated with pay or profit) or non-market production activities (work done for the benefit of the household, e.g. subsistence farming). The EAP therefore includes the proportion of the population from 15 to 64 years of age that is employed, self-employed or seeking employment. In essence, it is the number of people that are willing and able to work and generally can be viewed as the labour force.

The number of economically active people in Joe Gqabi in 2009 was 80 000, representing 24% of the region's population. The corresponding figures for the Eastern Cape and South Africa are 27% and 33% respectively. In 1995 30% of the population were economically active. The LFPR has been falling and is lower for the JGDM at 32% compared to South Africa at 52% and the Eastern Cape at 44%. The unemployment rate in 2013 was 25% (ECSECC, 2014) (see figures 11 – 13).

The number of economically active people in Joe Gqabi in 2009 was 80 000, representing 24% of the region's population. The corresponding figure for the Eastern Cape is 30% and 38% for South Africa. In 1995, 28% of the population was economically active.

The Eastern Cape government has developed a Jobs Strategy. The strategy also identifies and defines the priority interventions necessary to achieve these targets and identifies key issues, challenges and constraints that must be addressed to optimise job creation outcomes. The strategy has five pillars:

- Retain existing jobs.
- Stimulate new jobs in priority sectors.
- Build the social economy.
- Increase the pace of provincial economic infrastructure investments in critical areas.
- Radically improve skills development processes.

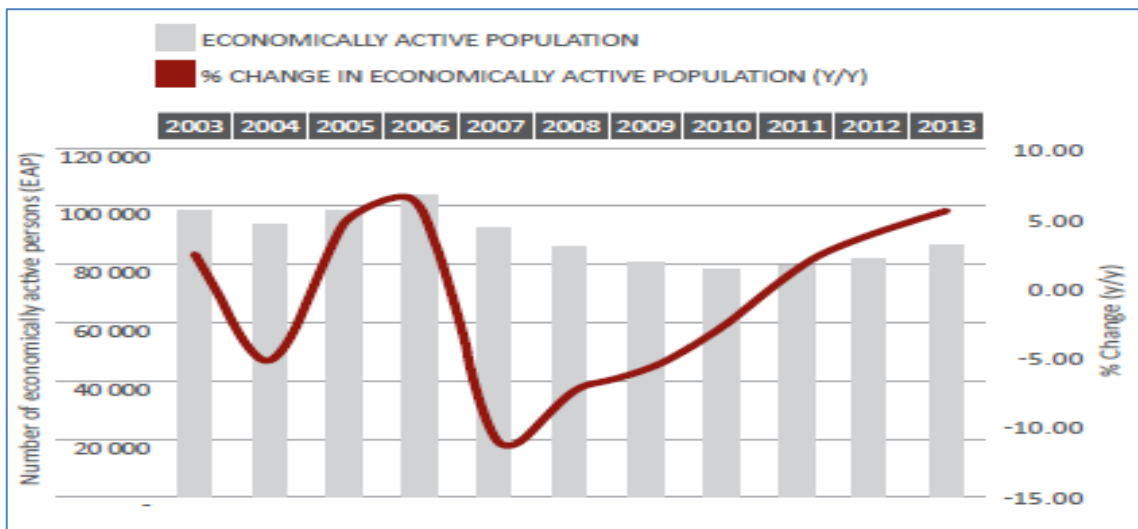


Figure 9: Economically Active Population (EAP)

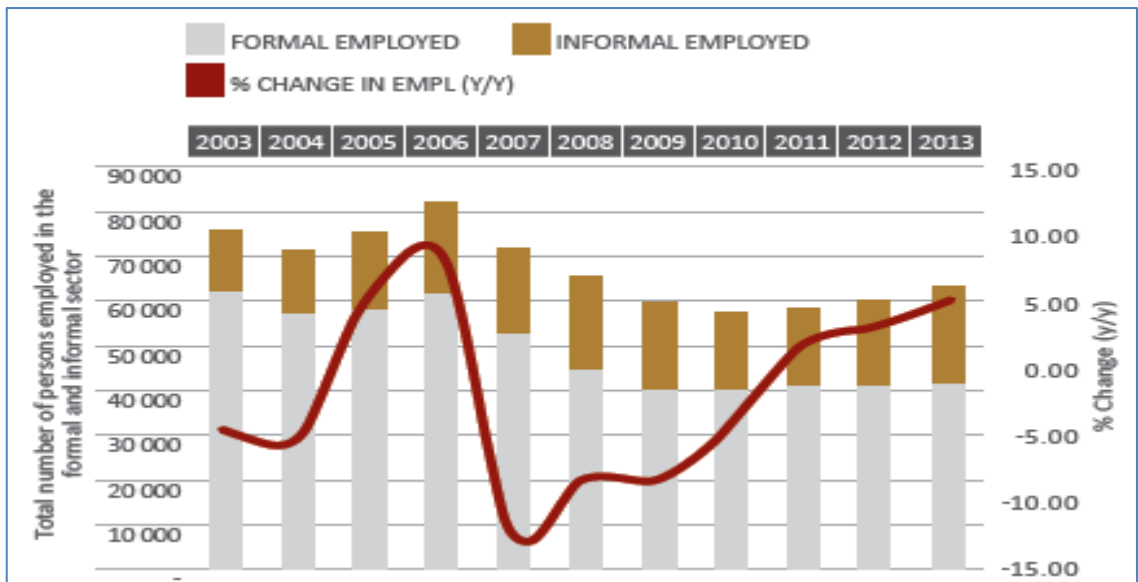


Figure 10: Formal and informal employment

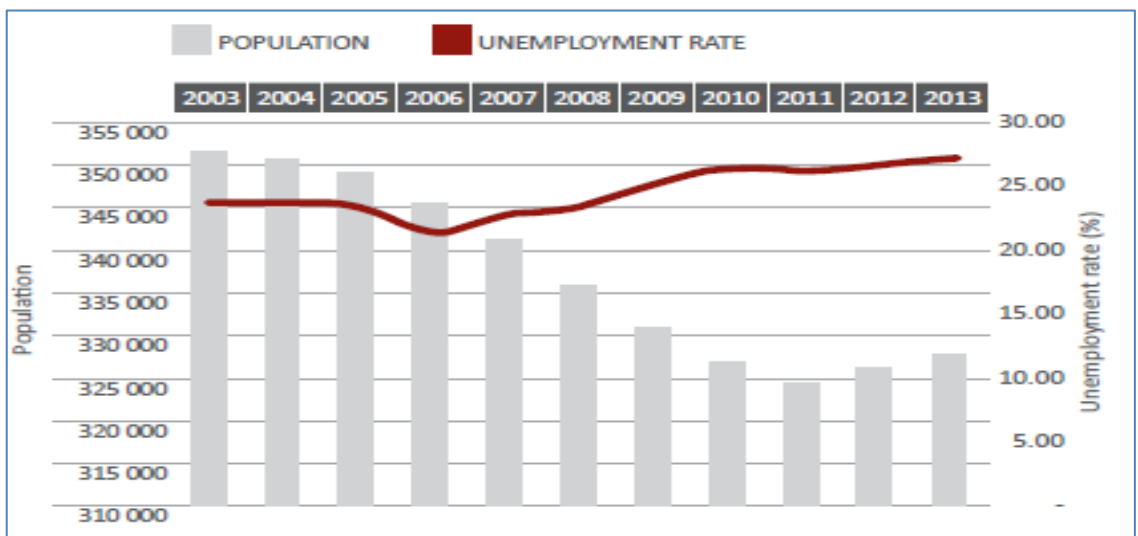


Figure 11: Unemployment rate

It is notable that there is very high unemployment rate in this District and the majority of the people are very poor. Consequently, there is a serious reliance on various categories of government grants by both adults and children within the District area. New investment opportunities that will improve the livelihoods of the people by creating opportunities are needed. The following business sectors have potential to offer future employment:

- Agriculture (Livestock farming, crop farming), Forestry, Tourism (Eco, Agri, Cultural, Adventure tourism)
- Construction and mining, Trade and business services, Catering, Accommodation

3.5.5 Poverty and inequality

Due to the high levels of unemployment within the District monthly income of individuals is also low as shown in the table below. The figure below shows the gini coefficient in the District. It is evident that the levels of inequality were lower in the 90s and in the 2000 to 2006 inequality levels were higher and dropped towards 2010. This means that government must continue to create an enabling environment for business to be established and flourish. Government social safety net programme should also be strengthened.

Table 7: Individual monthly income

Municipality	No income - R 1 601 - R 3 200	R 3 201 - R 6 400 - R 12 801 - R 25 600	R 51 201 - R 102 400	R 102 401 - R 204 800	R 204 801 or more
Joe Gqabi DM	303953	16619	191	189	155
Elundini local municipality	118213	4658	28	56	32
Senqu local municipality	120650	5317	56	67	47
Maletswai local municipality	35604	4315	66	38	41
Gariep local municipality	29486	2330	40	28	35

(Source: Census StatsSA 2011)

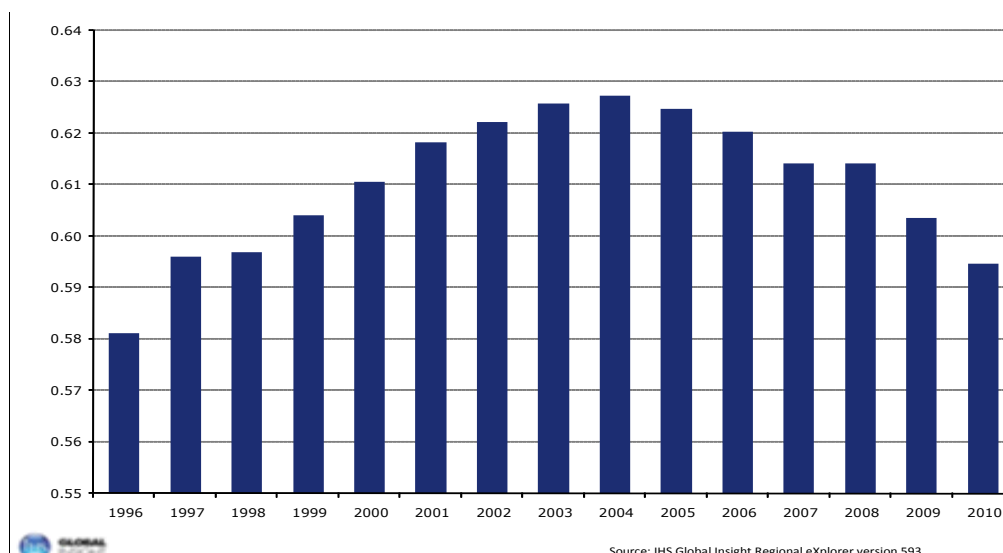


Figure 12: Gini coefficient

Human development index

ECSECC shows that in 1995 the District HDI was 0.40; 0.42 in 2000; 0.44 in 2005 and 0.40 in 2009. The low level of education within the District is one of the key challenges. In order to improve this situation the District needs to strengthen programmes dealing with education health and employment opportunities.

Economy Dynamics Implications

Issue	Status Quo	Sectoral Intervention required
GDP	Low economic activity	Invest in industrial development focusing on agricultural downstream industry
Sectoral Performance	Four main sectors in 2010 were community services, Finance, Trade, Manufacturing and Agriculture. Three main sectors are Community services sector has been the driver of growth	Promote agriculture sector performance.
Employment by Sector	Constant decline in employment in agriculture	Support agriculture and develop upstream and downstream industry
Income levels	Low income levels	Focus on skills development through education
Poverty and inequality	High rate of poverty	Promote creation of economic growth and sustainable job opportunities. Promote access to social safety nets.
Human development index	The level of development within the District does not reflect desirable living conditions.	Maintain high levels of access to health services and education

Employment and Income	There is high unemployment and more than two third of the population lives below poverty line	labour intensive infrastructure development initiatives and mass job creation initiatives must continue
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2.4 Access to services

Access to services is shown in the tables below.

Table 8: Toilet facilities

Municipality	Flush toilet		Chemical toilet		Pit latrine		Bucket		None	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Joe Gqabi	28.0	34.1	3.7	8.8	48.7	48.0	1.8	1.3	17.8	6.0
EC141: Elundini	12.0	14.9	2.9	17.3	60.6	58.5	0.7	0.0	23.8	7.1
EC142: Senqu	14.2	18.2	5.1	3.6	62.9	68.1	1.7	2.6	16.1	6.7
EC145: Walter Sisulu	78.4	86.8	2.6	3.6	4.7	1.7	3.7	1.1	10.5	3.1

Source: StatsSA 2016

Table 9: Households with access to water

Municipality	Access to piped water		No access to piped water	
	%			
Joe Gqabi	73.7	74.1	26.3	25.9
Elundini	52.2	61.7	47.8	38.3
Senqu	81.2	72.2	18.8	27.8
Walter Sisulu	98.1	95.4	1.9	4.6

Source: StatsSA 2016

Table 10: Refuse removal

Municipality	Removed by local authority at least once a week		Removed by local authority less often		Communal refuse dump		Own refuse dump		No rubbish disposal	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Joe Gqabi	28.2	34.1	0.9	1.4	1.3	2.2	54.7	56.1	13.7	5.0
Elundini	12.3	22.4	1.4	0.2	1.5	1.5	64.5	63.5	18.7	9.4

Senqu	12.6	13.0	0.5	1.0	1.3	4.0	69.5	79.5	15.0	2.4
Walter Sisulu	82.0	83.4	0.7	3.6	0.9	0.7	12.7	9.7	2.9	2.3

Source: StatsSA 2016

Table 11: Electricity

Municipality	Lighting %				Cooking %			
	Electricity		Other		Electricity		Other	
	2011	2016	2011	2016	2011	2016	2011	2016
Joe Gqabi	69.0	80.6	31.0	19.4	43.6	74.0	56.4	26.0
Elundini	46.3	62.8	53.7	37.2	65.1	50.5	34.9	49.5
Senqu	81.1	93.2	18.9	6.8	35.6	89.4	64.4	10.6
Walter Sisulu	87.4	88.0	12.6	12.0	20.2	85.8	79.8	14.2

Source: StatsSA 2011 and 2016

Community Survey 2016 Water Supply and Sources

Since Census 2011 and a concerted effort from the JGDM to improve services, the CS 2016 picture, consolidated for the DM is displayed in table below. The information does not have comparable descriptors, but does provide an indication and comparison between formalised and informal sources of water for the consumers in the DM.

Table 12: CS 2016 Water Sources and Supplies

Sources of Water	Elundini	Elundini Fraction	Senqu	Senqu Fraction	Walter Sisulu	WS Fraction	TOTAL	JGDM Fraction
Piped (tap) water inside the dwelling/house	3 965	11,02%	2 874	8,07%	11 392	48,06%	18 232	19,13%
Piped (tap) water inside yard	3 750	10,42%	13 085	36,76%	8 679	36,61%	25 515	26,77%
Piped water on community stand	11 208	31,14%	3 973	11,16%	2 181	9,20%	17 362	18,22%
Borehole in the yard	85	0,24%	542	1,52%	699	2,95%	1 327	1,39%
Rain-water tank in yard	1 042	2,90%	2 971	8,35%	94	0,40%	4 107	4,31%
Neighbours tap	122	0,34%	3 015	8,47%	170	0,72%	3 308	3,47%
Public/communal tap	3 176	8,83%	2 758	7,75%	202	0,85%	6 136	6,44%
Water-carrier/tanker	335	0,93%	338	0,95%	29	0,12%	702	0,74%

Borehole outside the yard	487	1,35%	803	2,26%	195	0,82%	1 485	1,56%
Flowing water/stream/river	8 151	22,65%	3 450	9,69%	3	0,01%	11 603	12,18%
Well	761	2,11%	1 613	4,53%	0	0,00%	2 374	2,49%
Spring	2 858	7,94%	133	0,37%	0	0,00%	2 992	3,14%
Other	51	0,14%	42	0,12%	60	0,25%	153	0,16%
TOTALS	35 992	100,00 %	35 597	100,00 %	23 706	100,00%	95 296	100,00%

Source: JGDM WSDP Review, 2017

In terms of formalisation, the bulk of water sources in the DM are now formalised and that trend will continue upwards, as depicted in the table below. JGDM continues to make great strides in service provision in a very constrained environment. The following decade will see a marked change in the picture with respect to water sources and the improvement of availability and reliability.

Table 13: Formal and Informal Water Supplies in JGDM

Nature of Source	Elundini	Senqu	Walter Sisulu	JGDM
Formal Sources	64.26%	76.94%	99.34%	77.72%
Informal Sources	35.74%	23.06%	0.66%	22.28%
Total	100%	100%	100%	100%

Water Service overview

The water supply service landscape in the JGDM is depicted in the series of tables below. Each table depicts the situation per local municipality and a consolidated table for the District is also included. The census data extrapolated suggests that 74.07% of households in the JGDM area had access to at least the basic level of service in 2011. Universal access to a safe and wholesome water supply at regulated quality and quantity is still a significant challenge still for the JGDM due to the constrained budget allocations and particularly the low growth rates of the South African economy. Short and medium term measures such as protecting springs and boreholes and disinfection initiatives for unregulated surface water collection assist in the interim while the roll-out of formalised basic services unfolds. This ensures “some water for all” in the meantime.

Table 14: Water Provision and Backlogs in JGDM

Consumer Category	None or inadequate	Communal water supply	Uncontrolled volume supply: yard tap or house connection	Grand Total	Backlog per Category
Non-Residential	181	222	775	1 178	0,71%
Farms	880	705	3 457	5 042	3,47%
Urban	3 300	6 650	26 795	36 745	13,02%
Rural	20 994	23 546	10 272	54 812	82,80%
Grand Total	25 355	31 123	41 299	97 777	100,00%
Percentages	25,93%	31,83%	42,24%	100,00%	

Source: StatsSA 2011

In 2011, JGDM had a water supply backlog of 25.93%, with 82.8% of that backlog in the rural areas. The picture recently is depicted below.

Table 15: Access to Water in JGDM

Joe Gqabi DM	None/Unspecified	Adequate Supply	Total	Backlog per Category
Urban	4 750	34 966	39 717	16,53%
Traditional	23 583	29 247	52 830	82,04%
Farms	412	2 336	2 748	1,43%
Total	28 746	66 549	95 294	100,00%
Fraction	30,17%	69,83%	100,00%	

Source: StatsSA 2016

According to CS2016, there are more backlogs in terms of water than there were in 2011, now at 30.17%. It must also be noted that this figure includes those who responded as “do not know”, at 2.9% of households and “Unspecified” at 1.9% of households, amounting to a total of 5.8% of households. Therefore, at best, the water backlog may have remained static over the period from 2011 to 2016. Service levels per LM are depicted in the tables below.

Table 16: Water Provision and Backlogs in Elundini LM

Consumer Category	None or inadequate	Communal water supply	Uncontrolled volume supply: yard tap or house connection	Grand Total	Backlog per Category
Non-Residential	132	167	256	555	0,74%
Farms	450	65	245	760	2,53%
Urban	2 979	3 434	5 139	11 552	16,77%
Rural	14 202	9 777	1 008	24 987	79,95%
Grand Total	17 763	13 443	6 648	37 854	100,00%
Percentage	46,9%	35,5%	17,6%	100,0%	

Source: StatsSA 2016

The information indicates that 46.9% of the population of Elundini are below the RDP level of supply. There was therefore a lot of focus and resources needed to turn the situation around in this area. The table below from CS2016 shows that this picture has remained static over the period from 2011 to 2016 in Elundini. Senqu is described in the table below.

Table 17: Water Provision in Elundini

Elundini LM	None/Unspecified	Adequate Supply	Total	Backlog per Category
Urban	3 126	8 675	11 800	18,60%
Traditional	13 402	10 361	23 763	79,77%
Farms	274	73	347	1,63%
Total	16 801	19 109	35 910	100,00%
Fraction	46,79%	53,21%	100,00%	

Source: StatsSA 2016

Table 18: Water Provision and Backlogs in Senqu LM

Consumer Category	None or inadequate	Communal water supply	Uncontrolled volume supply: yard tap or house connection	Grand Total	Backlog per Category
Non-Residential	48	55	283	386	0,67%
Farms	276	239	1 303	1 818	3,84%
Urban	63	1 149	4 805	6 017	0,88%
Rural	6 792	13 769	9 264	29 825	94,61%
Grand Total	7 179	15 212	15 655	38 046	100,00%
Percentage	18,9%	40,0%	41,1%	100,0%	

Source: StatsSA 2016

The situation in Senqu is that 18.9% of households receive below the RDP level of service. Significant effort was required to improve the coverage to the basic level of service in the 5 years since 2011. The backlog has been increased from 18.9% to 29.66%. with 96% of it in the rural traditional areas. The consolidated picture for WSLM in 2011 is depicted below.

Table 19: Water Provision and Backlogs in Walter Sisulu LM

Consumer Category	None or inadequate	Communal water supply	Uncontrolled volume supply: yard tap or house connection	Grand Total	Backlog per Category
Non-Residential	1	0	236	237	1,08%
Farms	154	401	1 909	2 464	11,26%
Urban	258	2 067	16 851	19 176	87,65%
Rural	0	0	0	0	0,00%
Grand Total	413	2 468	18 996	21 877	100,00%
Percentage	1,9%	11,3%	86,8%	100,0%	

Source: StatsSA 2011

The picture here too has deteriorated slightly since 2011. The backlog has increased from 1.9% to .5.72%.

Table 20: Water Provision and Backlogs in Walter Sisulu LM

Walter Sisulu LM	None/Unspecified	Adequate Supply	Total	Backlog per Category
Urban	1 322	20 985	22 307	97,60%
Traditional	0	0	0	0,00%
Farms	33	1 341	1 374	2,40%
Total	1 354	22 326	23 681	100,00%
Fraction	5,72%	94,28%	100,00%	

Source: StatsSA 2016

Again, this backlog includes an uncertain component that can only be verified by further communication between the municipality and its citizens with their representatives.

Sanitation Service overview

Sanitation services encompasses waterborne systems in the urban nodes and VIP's in the rural areas. The designation of 'other' in the census data has been taken as non-compliant with the basic level of supply. The situation in the District is summarised in the table below:

Table 21: Sanitation Provision and Backlogs in JGDM

Joe Gqabi DM	No Service	Below RDP	RDP	Above RDP	Total	Backlog per Category
Rural	12 875	22 533	16 262	4 195	55 865	74,7%
Urban	3 825	8 191	4 296	25 468	41 780	25,3%
Total	16 700	30 724	20 558	29 663	97 645	100,0%
Percentage	17,1%	31,5%	21,1%	30,4%	100,0%	
Cumulative	17,1%	48,6%	69,6%	100,0%		

Source: StatsSA 2011

The incidence of households without a basic level of service for sanitation was 48.6%, with the bulk of the backlog (74.4%) in the rural areas. There was therefore substantial effort and investment that was required to be made to improve the situation.

The CS2016 picture below shows that the JGDM's efforts to eradicate sanitation backlogs has progressed well in the five years since Census 2011. The backlog was indicated to stand at 25.12%. This translates to an additional 17 772 households receiving sanitation between 2011 and 2016, at an average rate of 3 554 households per annum.

Table 22: Sanitation Provision and Backlogs

Level of Service Parameter	Census 2011	Census 2011 %	CS 2016	CS 2016 %
Those with an Adequate Level of Service	53 585	54,80%	71 357	74,88%
Those without an Adequate Level of Service	44 191	45,20%	23 937	25,12%
Total	97 776	100,00%	95 294	100,00%

Source: StatsSA 2016

This delivery rate can improve with more funding and improved delivery mechanism and experience gained in the past. The backlog is still 23 937 units, implying an elimination of the currently defined backlog within 7 years, at about 2024. The table below shows the picture in Elundini in 2011.

Table 23: Sanitation Provision and Backlogs in Elundini LM

Elundini	No Service	Below RDP	RDP	Above RDP	Total	Backlog per Category
Rural	7 201	11 147	6 863	1 266	26 477	79,0%
Urban	1 428	3 462	2 381	4 034	11 305	21,0%
Total	8 629	14 609	9 244	5 300	37 782	100,0%
Percentage	22,8%	38,7%	24,5%	14,0%	100,0%	
Cumulative	22,8%	61,5%	86,0%	100,0%		

Source: StatsSA 2011

As in the case with water supply services, Elundini LM had substantial backlogs in sanitation. A total of 61.5% of households in the LM had less than an RDP level of service. This required substantial investment to reverse this status quo.

Table 24: Sanitation Provision and Backlogs in Elundini

Level of Service Parameter	Census 2011	Census 2011 %	CS 2016	CS 2016 %
Those with an Adequate Level of Service	14 544	38,49%	26 898	74,73%
Those without an Adequate Level of Service	23 238	61,51%	9 094	25,27%
Total	37 782	100.00%	35 992	100,00%

Source: StatsSA 2016

There has been a substantial reduction in the backlogs for sanitation in Elundini LM , with the backlog having reduced from 61.5% to 25.27% of households. Numerically, some 12 354 households in this LM have been provided with an adequate sanitation facility between 2011 and 2016. This is the bulk of sanitation facilities that have been provided in the DM over the five-year inter-census period. The situation in Senqu LM is described below:

Table 25: Sanitation Provision and Backlogs in Senqu LM

Senqu	No Service	Below RDP	RDP	Above RDP	Total	Backlog per Category
Rural	4 550	11 074	9 203	2 111	26 938	77,1%
Urban	1 352	3 286	1 475	4 941	11 054	22,9%
Total	5 902	14 360	10 678	7 052	37 992	100,0%
Percentage	15,5%	37,8%	28,1%	18,6%	100,0%	
Cumulative	15,5%	53,3%	81,4%	100,0%		

Source: StatsSA 2016

Service levels below the RDP standard also had a high incidence in the Senqu LM in 2011. An estimated 53.3% of households were below the RDP standard of supply. The recent situation, as per CS 2016, is described in the table below.

Table 26: Sanitation Provision and Backlogs in Senqu LM

Level of Service Parameter	Census 2011	Census 2011 %	CS 2016	CS 2016 %
Those with an Adequate Level of Service	17 730	46,67%	22 746	63,90%
Those without an Adequate Level of Service	20 262	53,33%	12 850	36,10%
Total	37 992	1	35 597	100,00%

Source: StatsSA 2016

Some 5 016 households have received a sanitation facility that complies with the RDP standard. The backlog has been reduced from 53.3% to 36.1%. The amalgamation of Former Gariep and Former Maletswai LMs has necessitated the consolidation of the Census 2011 status of the two erstwhile municipalities to produce a consolidated profile for the new Water Sisulu LM which is shown below.

Table 27: Sanitation Provision and Backlogs in Walter Sisulu LM

Gariep	No Service	Below RDP	RDP	Above RDP	Total	Backlog per Category
Rural	1 124	312	196	818	2 450	36,6%
Urban	1 045	1 443	440	16 493	19 421	63,4%
Total	2 169	1 755	636	17 311	21 871	100,0%
Percentage	9,9%	8,0%	2,9%	79,2%	100,0%	
Cumulative	9,9%	17,9%	20,8%	100,0%		

Source: StatsSA 2011

The consolidated CS 2016 picture for Walter Sisulu LM is depicted below:

Table 28: Sanitation Provision and Backlogs in Walter Sisulu LM

Level of Service Parameter	Census 2011	Census 2011 %	CS 2016	CS 2016 %
Those with an Adequate Level of Service	17 947	82,06%	21 712	91,59%
Those without an Adequate Level of Service	3 924	17,94%	1 993	8,41%
Total	21 871	100,00%	23 706	100,00%

Source: StatsSA 2016

The consolidated incidence of backlogs in Walter Sisulu LM stands at 8.41% of households without an adequate sanitation facility, representing some 1 993 households. The situation in sanitation was dire in the Elundini area in 2011, but some strides have been made between 2011 and 2016. This has and continues to receive the attention of the JGDM and will require substantial financing to improve and eradicate.

Sanitation service Levels and Standards

The bylaws of JGDM allow for the existence of three levels of service (LOS), namely:

- Basic Level of Service: water supply from a standpipe within 200 meter walking distance from any homestead and a ventilated improved pit (VIP) latrine toilet.
- Intermediate Level of Service: a yard tap (connection) with or without a flush toilet
- Full Level of Service: refers to a full pressure house connection with a flush toilet.

2.5 Housing

Provision of Housing is a function performed by the Department of Human Settlements. The role of the District is limited to influencing physical development within municipalities through the application of the District Spatial Development Framework.

The Commission for Restitution of Land Rights in the Eastern Cape continues to settle the 1998 claims with both land and monetary compensation. The remaining 789 claims are mostly complex rural claims which may hinder human settlements and socio-economic developments in the context rural Districts such as the JGDM as it is mainly rural in character.

The housing status quo with regard to housing backlogs in the District is reflected below in tables below. It is shown in the table that about 52% of dwellings within the District are owned and fully paid off. This is followed by 19% of dwellings that are occupied rent-free. The third largest category of tenure status is 12% of dwellings that are rented.

Table 29: Type of dwellings

Municipality	Traditional dwelling		Formal dwelling		Informal dwelling		Other	
	2011	2016	2011	2016	2011	2016	2011	2016
	%							
Joe Gqabi	34.6	25.6	60.4	69.6	4.3	4.3	0.7	0.4
EC141 : Elundini	65.3	50.8	33.2	47.8	0.9	0.7	0.6	0.7
EC142 : Senqu	23.8	17.3	70.2	78.5	5.0	4.1	0.9	0.1
EC145 : Walter Sisulu	0.6	0.0	90.2	89.3	8.6	10.1	0.6	0.6

Source: StatsSA 2011 and 2016

It is also shown that about 4% of households reside in informal settlements, including those in backyards and those that are in informal settlements, squatter or a farm. Further disaggregation of the figures shows that about 2.7% of the informal settlements are found in informal/squatter settlements in areas that are not provided with bulk services infrastructure. Tenure status is shown in the table below.

Table 30: Tenure status

Type of dwelling	Tenure status				
	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	7251	2758	10665	29866	3346
Traditional dwelling/hut/structure made of traditional materials	1940	1869	5730	20804	3644
Flat or apartment in a block of flats	729	87	356	1031	85
Cluster house in complex	30	8	34	46	21
Townhouse (semi-detached house in a complex)	99	29	32	92	10
Semi-detached house	198	18	202	284	18
House/flat/room in backyard	412	30	339	637	31
Informal dwelling (shack; in backyard)	298	105	339	691	67
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	254	58	820	1325	191
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	118	4	48	24	17
Caravan/tent	26	-	45	11	3
Other	178	14	140	177	90
TOTAL	11533	4980	18750	54988	7523
%	11.8	5.1	19.2	56.2	7.7

Source: StatsSA 2011

Key issues identified for intervention by the Human Settlements include:

- Lack of land available for housing development. Explore expropriation of land in order to give priority to public interest and municipal development plans
- Assistance should be provided to the JGDM to conduct the planned land audit and land summit
- Facilitate and provide assistance in ensuring strict implementation of SPLUMA by-laws to control land invasion at the local municipality level
- Lack of bulk services on identified land for housing development
- Rectify poor quality of RDP houses as a result of poor workmanship, complete unfinished projects and identify bottlenecks in blocked housing projects
- Building of sustainable human settlements. Integrate housing developments and prioritise indigents in areas close to work opportunities.
- Ensure that all built houses are occupied.
- Use local labour and resources and ensure that joint-ventures when external contractors are being used.

- District Municipalities to be accredited for housing development.
- Ensure maximum public participation in housing development to ensure ownership.
- Decentralise registration systems and the ability of the systems to link nationally.
- Explore development of low income rental housing middle income low cost housing options

The following summary tabulates human settlement projects that are mainly resulting from extensions of the existing townships that required to be unblocked.

Table 31: Blocked projects

Town/Local Municipality	AREA/WARD	Key activities
Walter Sisulu LM	Vula Vala (31 sites) Joe Gqabi (113 sites) Hilton Soul City (452) Dukathole Ward 6 (52 sites) Sites Dukathole Ward 3 (49 Sites) and Dukathole Ward 3b	Confirmation and provisioning of Bulk Capacity. Finalisation of EIA process Designs for internal sewer & water reticulation
	Vula - Vala	Upgrade the whole existing internal reticulation
	Joe Gqabi Extension new land	Confirmation and provisioning of Bulk
	Future Development	Fasttrack land availability initiatives from private owners and traditional leaders
Walter Sisulu LM	Burgersdorp	Confirmation and provisioning of Bulk
Senqu LM	Sterkspruit & Herschel towns	Fasttrack land availability initiatives from private owners and traditional leaders
Senqu LM	Sterkspruit Town	Unavailability of Waste Water Treatment Plant (WWTW)
Elundini LM	Mt Fletcher	Provisioning of Waste Water Treatment Plant (WWTW)

2.6 Education

The District has prioritised education as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment. The table below shows that about 76% of the District population has an education level of not more than grade 12. This is the largest proportion of the population. education is about 1% of the population.

Table 32: Education attainment

Municipality	Grade 0 – 7 and No schooling	Grade 8 – Grade 11	Grade 12	N1/ NTC III /N3/ NIC/ Level 4	N4 / NTC 4 - N6 / NTC 6	Certificate/ Diploma without Grade 12	Certificate/ Diploma with Grade 12	Higher Diploma - Doctoral Diploma	Bachelor's Degree and Post graduate Diploma	Bachelor Degree and Post graduate
Joe Gqabi	173270	90573	28535	849	716	499	4587	2655	1487	1858
Elundini	72318	35272	9183	282	228	173	1308	995	492	614
Senqu	66207	36271	10294	257	238	176	1656	798	454	642
Former Maletswai	18499	10884	5736	251	199	83	929	597	351	372
Former Gariep	16246	8146	3322	59	51	67	693	264	190	231

Source: StatsSA 2011

Table 33: Highest level of education for aged 20+

	No schooling		Completed primary		Some secondary		Matric		Higher	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Joe Gqabi	14.7	8.0	7.2	6.8	33.2	41.4	14.3	19.6	5.8	5.3
EC141: Elundini	16	5.8	7.6	7.4	32.8	44.0	11.9	16.5	4.9	4.5
EC142: Senqu	14.5	10.7	7.2	5.9	34.3	41.1	13.3	19.1	5.1	4.9
EC145: Walter Sisulu	12.7	7.4	6.5	7.1	32.2	37.9	19.6	25.0	8.4	7.1

Source: StatsSA 2011

The tables show a generally poor attainment of higher education in the District. This can be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape. Key issues that must be addressed include:

- Improving matric pass rates
- Eradication of mud schools in the region
- Conduct career Guidance in schools
- Improve scholar transport
- Upgrade public libraries
- Reopening of teacher training colleges
- Availability of preschools in all settlement
- More capacity building still needed in order to resource schools

- Capacity building of SGBs
- Improve the poor culture of Learning and Teaching in all schools
- Merging dysfunctional schools to be prioritise by MEC
- Scholar transport be provided in the event of distant schools but as a matter of policy primary schools to be built closer to communities
- Career guidance should be intensified to assist students with career choices
- Public libraries should be modified and respond to the current needs
- ABET schools should be established in all settlements

2.7 Health

The District has 52 clinics serving about 7 000 people to a clinic and this meets the World Health Organisation (WHO) guidelines that require a population of 10 000 per clinic. There is however a need for more health posts as the District has small villages which cannot access health services as they are geographical located in areas that are inaccessible by mobiles, and in terms of their population do not qualify for clinic. PHC Facilities per Sub-District as at 31 March of the Previous Financial Year are shown in the table below.

Table 34: PHC facilities

Sub-Districts	Health Posts	Mobiles	Satellites	Clinics	Standalone MOU	District Hospitals
	P	P	P	P	P	P
Elundini Sub District	10	4	0	21	Not Available	2
Former Maletswai Sub District	5	5	2	11	Not Available	5
Senqu Sub District	2	8	2	20	Not Available	4
District total	17	17	4	52	-	11

Source: DHIS Pivot tables

As shown in the tables, the District has eleven (11) Hospitals and two (2) of these have been gazetted, and the third one (Aliwal North Hospital) has 50 beds and is awaiting gazetting. One hospital (Umlamli Hospital) has 74 beds, 50 of which are TB beds. This hospital is preparing itself to be decentralised as MDR site. Small hospitals are shown in the table below.

Table 35: District Hospitals

District Hospital	Description	Catchment Population
Aliwal North Hospital	Is a District hospital receiving referrals from the following feeder clinics: Poly clinic, Former Maletswai clinic, Hilton clinic, Block H clinic and Jamestown Clinic	40 777
Burgersdorp Hospital	Is a small hospital and has 4 feeder clinics	
Jamestown Hospital	Is a small hospital receiving referrals from 1 clinic	33 754
St Francis Hospital	Is a small hospital receiving TB referrals from Former Maletswai clinics and Aliwal Hospital	40 777
Steynsburg Hospital	Is a small hospital and is receiving referrals from 2 clinics	7 025
Empilisweni Hospital	Is a District hospital serving 18 fixed clinics and all mobile clinics operating in Sterkspruit. The hospital provides 80% of District Hospital Package.	73 612
Cloete Joubert Hospital	Is a small hospital small hospital receiving referrals from two clinics	9 216
Umlamli Hospital	Is a referral for TB cases for the Senqu sub District clinics and hospitals in Senqu. It is now also a decentralised site for MDR reviews in the District.	31 824
Lady Grey Hospital	Is a small hospital with 4 feeder clinics, mobile clinic and cross-border self-referrals	6 544
Taylor Bequest Hospital	Is a District hospital, it receives referrals from 10 clinics and supports the small hospital that is 90 kilometres from it.	53 704
Maclear Hospital	Is a small hospital receiving referrals from 16 clinics	74 482

Source: Catchment population: DHER 2013/14

Table 36: Small hospitals in JGDM

District Hospital	Number of beds
Jamestown Hospital	10
St Francis Hospital (work with Aliwal North as a step-down facility)	32
Steynsburg Hospital	16
Cloete Joubert Hospital	25
Lady Grey Hospital	30
Burgersdorp	25
Maclear Hospital	

Source: DHIS

According to the Government Gazette No. 34523 of 12 August 2011 hospitals have been gazetted according to their size (number of beds). As these hospitals in the table above are not gazetted as District hospitals (less than 50 beds), the process is now that they will be gazetted as Community Health Centres offering services as:

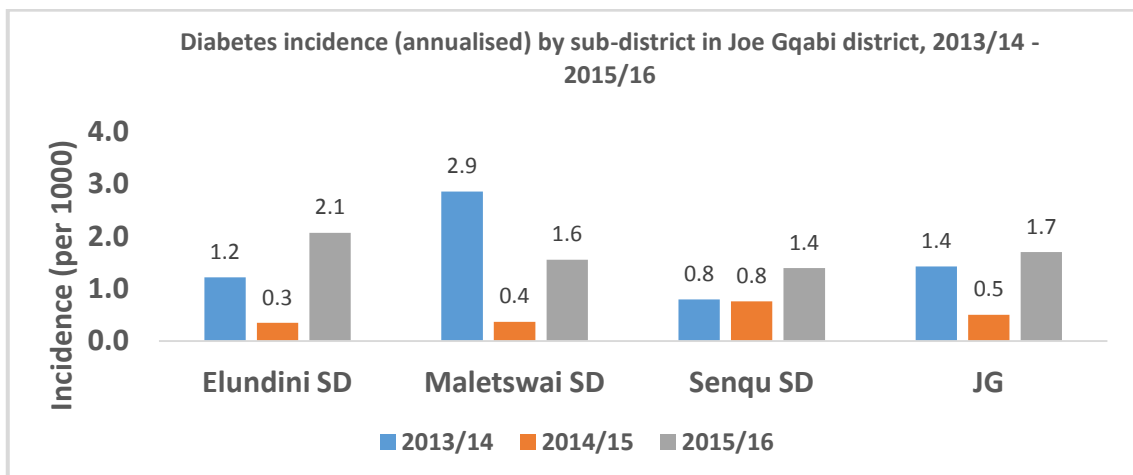
- Maternal & Obstetric Unit
- Acute conditions - observation
- OPD/Trauma
- Chronic Care
- Oral Health

- Reproductive Health

These facilities will be walk-in centres and no bypassing fees will be charged. They will provide PHC services. They however do not admit long term chronic inpatients and do not perform operations. Currently services and functionality of these facilities are being strengthened, benchmarking is advocated (how a CHC looks like and how it operates), and its effect on staffing numbers and on services.

Muclear Hospital serves the highest number of people compared to Empilisweni Hospital and Taylor Bequest Hospital which have been gazetted as District hospitals. St Francis Hospital is about 3 kilometres from Aliwal North Hospital which is mainly as step down and for chronic care.

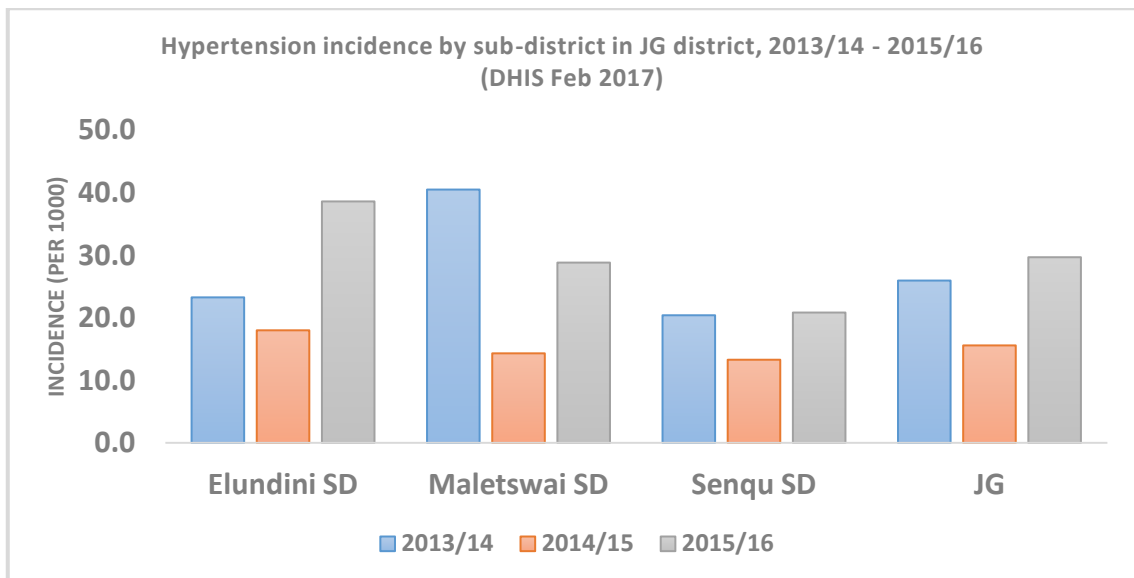
Data shows that in 2015/16 more clients were diagnosed with diabetes compared to 2014/15 in the District, the same picture is reflected in all the sub-Districts except Former Maletswai where 2013/14 had the highest number of clients with diabetes, while Senqu has always had a fewer clients diagnosed with the illness.



Source: DHIS

Figure 13: Epidemiological profile

Data shows that throughout the years, the Former Maletswai has always had the highest number of clients diagnosed with hypertension, while Senqu has the lowest. However, in Elundini and Senqu 2015/16 seems to be the year where there has been an increase in hypertension that Former Maletswai, which is showing lower numbers than the 2013/14 financial year.

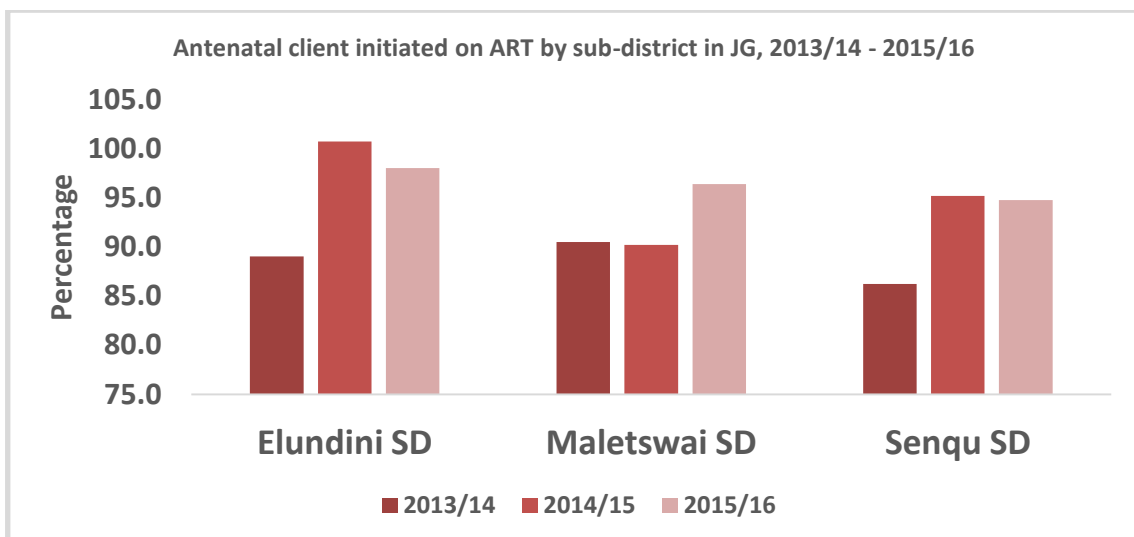


Source: DHIS

Figure 14: Hypertension incidence

Data shows that throughout the years, Former Maletswai has always had the highest number of clients diagnosed with hypertension, while Senqu has the lowest. However, in Elundini and Senqu 2015/16 seems to be the year where there has been an increase in hypertension that Former Maletswai, which is showing lower numbers than the 2013/14 financial year.

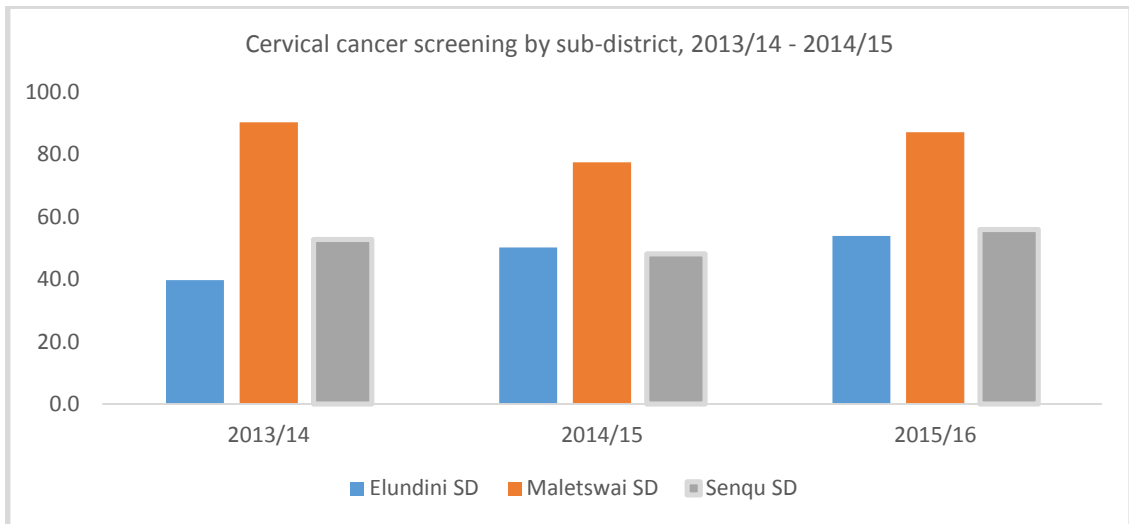
In 2015 the 1st batch of nurses were trained on PC 101 and it improved the screening and diagnosis of new clients in 2015/16. Screening tools were also made available as this was not the case previously.



Source: DHIS

Figure 15: Antenatal clients

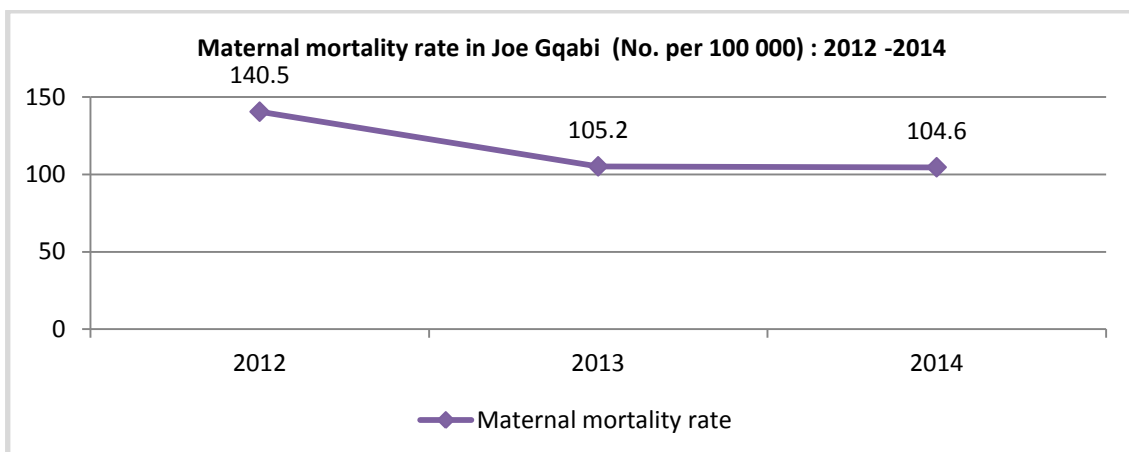
The District average performance is above 90%, even though more efforts need to be done to push the performance to 100% as it is expected for the District to put all pregnant HIV positive clients to be on treatment. There was a significant increase in the provision of ART programme in 2015/16 for antenatal clients compared to in particular 2013/14. Elundini shows a slight decline in 2015/16 compared to 2014/15, but it is still an improvement from the low figures in the 2013/14 financial years.



Source: DHIS

Figure 16: Cervical cancer

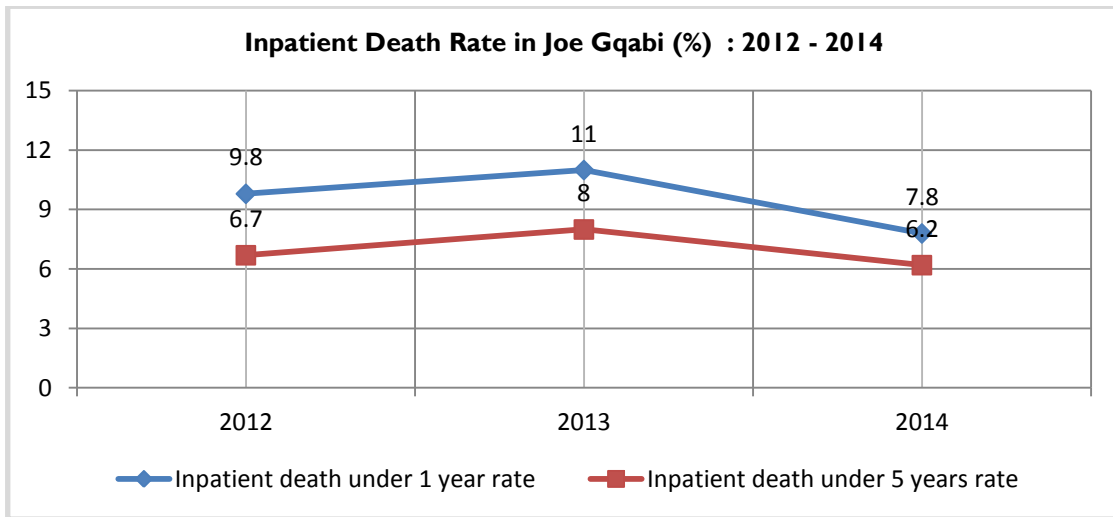
The District is generally struggling with this indicator but Former Maletswai has consistently performed above 75% over the last 3 years. The performance in the other 2 sub-Districts is steady but below expectation as this indicator is very critical in monitoring cervical cancer in women.



Source: DHIS pivots

Figure 17: Maternal Mortality

The graph shows that the indicator is below the national target which is a good sign. It has been observed that from 2012/13 up to 2014/15 the performance of this indicator is dropping. The District needs to ensure that strategies implemented to ensure the reduction of maternal deaths are intensified. Plans are focusing on improving maternal care (especially intrapartum care) and addressing the main causes of maternal deaths. The following graph represents infant and child mortality trends in the past three years



Source: DHIS pivots

Figure 18: Inpatient Death Rate

The graph above shows that the infant and child mortality rates went up in 2013/14 as compared to 2012/13. In 2014/15 it was observed that there was a decline as compared to 2013/14. Early identification of childhood illnesses and appropriate immediate response at community, clinic and hospital level results in improvements in these indicators. Attention needs to be paid to ensure that standardised case management guidelines for sick children in hospitals are available and that hospitals wards are adequately staffed and well equipped. DCSTs need to focus on ensuring that the quality of care provided to hospitalised children improves.

Prematurity is still a challenge in our District leading to neonatal deaths which are within the range of under one age group mortalities. This is made worse by the fact that the District doesn't have any facility to care for infants under 1500 grams. It depends on other Districts which have their own policies on admitting these neonates, thus making admission of these very difficult.

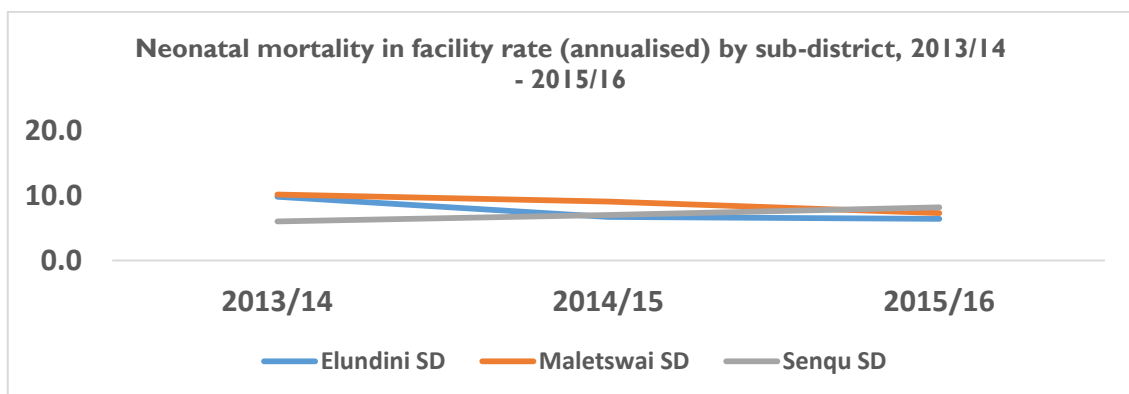


Figure 19: Neonatal mortality

Data shows that the District is within the national target for this indicator. Former Maletswai is showing a steady decrease in neonatal deaths while Senqu is showing an increase over the past three years. Elundini has improved between 2013/14 and 2015/16, showing a decline.

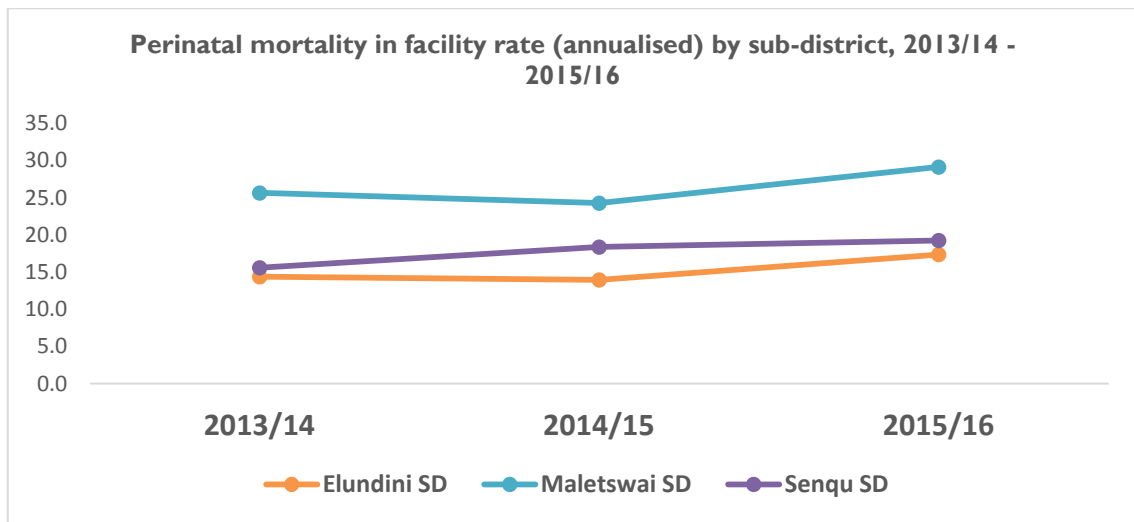


Figure 20: Prenatal mortality

Data shows that the District is showing an increase in prenatal deaths when we compare 2013/14 and 2015/16. Former Maletswai is showing the highest number of deaths whereas Elundini is the lowest but all three sub-Districts are not reaching the national target.

HIV prevalence in 2013/14 was 10.6% and it has dropped in 2014/15 to 8.3%. TB/HIV co-infected clients initiated ART has increased from 48.4 in 2013/14 to 50.2 in 2014/15. TB/HIV co-infected initiated on CPT also has improved from 71.8 to 74.1 in 2013/14 and 2014/15 respectively.

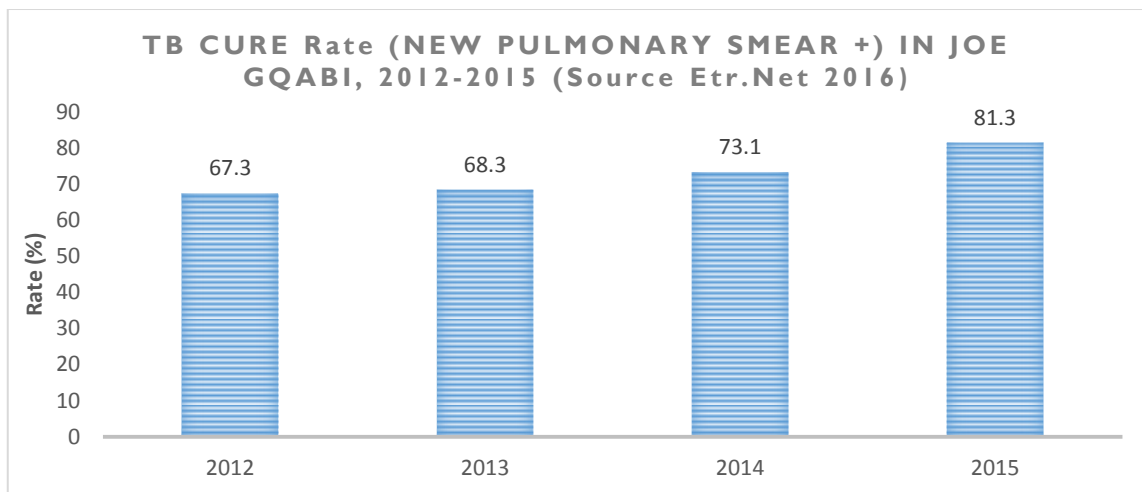


Figure 21: District HAST Profile

Data shows that TB cure rate is significantly improving in the District, from 67.3% in 2012 to 81.3% in 2015. The national target of 85% has not been reached yet but strategies are in place to make sure this is attained.

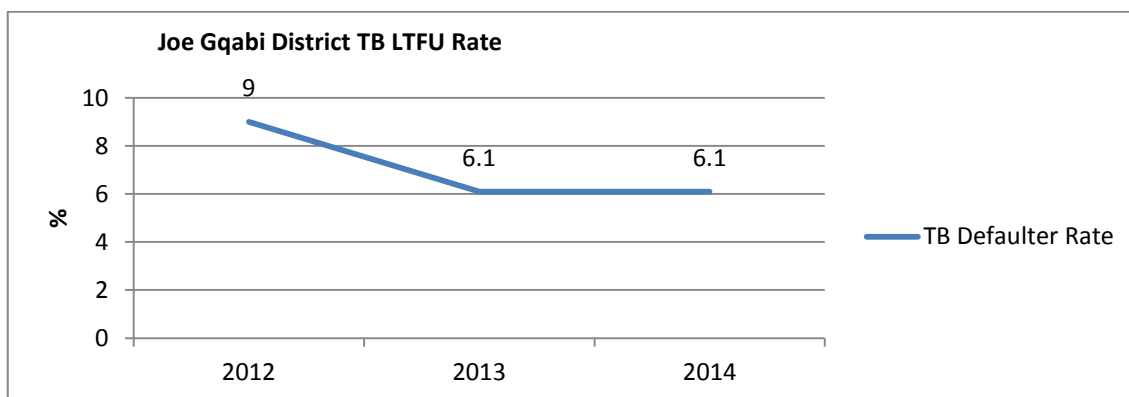


Figure 22: TB LTFU rate

Data shows that the District has improved on the LTFU, more work needs to be done to push the indicator to the national target of below 5%.

In order to the District to improve health profile of communities and further provide efficient and sustainable health services, it will be critical that the following matters are addressed:

- Improve quality of care provided in hospitals and clinics
- Promote Healthy lifestyles in the community
- Control and reduce incidence of communicable diseases including HIV/AIDS, TB and Sexually Transmitted Diseases
- Reduce incidence of non-communicable diseases
- Improve emergency and patient transport systems, particularly in rural areas
- Establish 24 hour clinic services for maternities and emergencies (Ugie, Polmietfontein) and improve access to mobile Clinic Services at Elundini
- Improve condition of buildings: Empilisweni Taylor Bequest and Lady Grey hospitals
- Improve infrastructure for accommodation of staff with scarce skills
- Improve functionality of health committees
- Improve access roads: Umlamli hospital, Ndofela , Pelandaba and Queen Noti Clinics
- Improve access to ARV sites
- Re-open nursing colleges

2.8 Safety and Security

The prevalence of reported incidents of different categories of crime in the District reflects the general crime patterns seen in the whole of the Eastern Cape. There are 22 police stations in the District area. Burglary and Assault are the most commonly reported crimes in all the municipalities. These crimes, combined, account for 71% of all crime in the Eastern Cape. Arson and Malicious damage to property is also quite

high in this province as shown in the table below. Stock theft is a major problem in poor rural communities and is highest in Elundini.

Table 37: Crime Statistics

No.	Category	% of Total Crime Reported
1	Residential / Business Burglary	36.84%
2	Assault	33.25%
3	Stock-theft	9.10%
4	Arson / Malicious damage to property	7.00%
5	Robbery	5.44%
6	Rape / Indecent Assault	4.00%
7	Murder	1.91%
8	Vehicle Theft	0.94%
9	Attempted murder	0.74%
10	Residential/Business Robbery	0.32%
11	Neglect / abuse of children	0.24%

As far as the broad safety issues are concerned within the District, Stakeholders have highlighted the following issues as matters that need intervention:

- Implement rural safety plans and resuscitate cross border committees and community policing fora
- Enhance the functionality of the District Safety Forum
- Facilitate the establishment of victim empowerment centres (VEC) in all police stations
- Launch an Extensive Public Education programme on the Charter for Victims of Crime (CVC)
- Facilitate the re-demarcation of SAPS, Justice, Correctional service to be aligned with municipal boundaries
- Establish street and village committees
- Mobilise communities against crime through:
 - Anti-domestic violence campaigns
 - Moral Regeneration campaigns
 - Safe school programme on identified schools
 - Sport against crime
 - Tourism safety
 - Human trafficking

The District Community Safety forum within the District is functional. The forum is chaired by the Executive Mayor of the District, who has then delegated this function to a specific Councillor. The forum involves all stakeholders and government departments that deal with community safety and relief measures related to community safety. Further, a multi-disciplinary team has been established to deal with a variety of social ills such as community safety, victim empowerment, community health, etc. The Community Safety Plan has been developed with a focus on areas with high levels of crime within the District.

2.9 Public Facilities

Public facilities such as libraries, halls, sports fields, swimming pools, and so forth, are constructed and maintained by municipalities. In all municipalities, there is recognition that municipal facilities are not at standards acceptable to communities. Maintenance of such facilities is one of the largest concerns. Over the past five years, the following facilities have been built:

- Former Maletswai ward 3 Community Hall
- Jamestown sports field
- Multi-sports complex/facilities in Mt Fletcher and Sterkspruit. Phase one of facilities in Burgersdorp, Steynsburg and Dukathole and Venterstad.
- Community Halls in Elundini (Maclear, Ugie, Wards 1, 7 & 16) and Senqu (Ward 3)
- Library in Mt Fletcher
- Clinics in Barkly East, Lady Grey, Mt Fletcher and Rhodes
- Municipalities are planning to upgrade/build new public facilities: the Library in Aliwal North and Phase 2 of Burgersdorp, Steynsburg and Venterstad Sport Facilities.
- Public Viewing area in Lady Grey for the 2010 world cup

The overall District area does not enjoy an even supply of proper sports and recreation facilities except, those located in the main towns. Even those in towns need upgrading. The sports fields in the townships have been vandalized. A detail of community facilities within the District is shown in the table below.

Table 38: Community Facilities in the District

LM	Police Stations	Sports facilities	Halls	Libraries
Elundini	9	2		
Senqu	8	3		
Former Maletswai	2	12 facilities, soccer, tennis, netball, athletics	5, 1 planned	2
Former Gariep	3	3 sports fields, Golf course Oviston swimming pool and tennis courts 3 multi sports complexes	10	6

This results in some sports teams such as for tennis, netball, cricket, volleyball and rugby, arranging with the schools and/or town facilities. Soccer has limited playing grounds. There is a demand to create more space in our libraries in order to enable students to study in a more conducive environment. In addition to creating more space for studying purposes, municipal clinics should also be upgraded including providing adequate facilities to conduct counselling services.

The Department of Sports, Arts and Recreation should focus on the following matters:

- Strengthen Ward Sport Forums and provide incentives for leagues run in wards
- Vandalism of facilities (Elundini and Senqu)

- Maintain and upgrade facilities that already exist
- Develop District wide Sporting Infrastructure Plans for young people
- Establish a sports academy within the District area

2.10 Electrification

In most urban settlements, the local municipalities are responsible for reticulation. However, in the rural areas and some of the townships Eskom is the supplier. The District does not supply electricity. There are significant challenges where the local municipalities are the service provider mainly over maintenance. The Former Gariep local municipality is exploring a process of taking over the electricity service provision from Eskom. Most urban households and commercial farming areas in Former Gariep have access to electricity as well as streetlights. Although there is no electricity backlog in Former Gariep, access among nonurban households is erratic.

Although most of the Senqu communities have access to electricity, some communities still need to be electrified either in the form of electricity installation or in upgrading of the existing lines as most of the lines, particularly in Sterkspruit and surrounding villages, are very weak. Briefly electrification challenges for the District generally are:

- Maintenance in areas managed by municipalities
- Revenue generation and payment of third parties
- Supply in the rural areas is not at a capacity to support economic growth
- The implementation of free basic electricity supply is still a challenge
- Some areas will need to be supplied with non- grid electricity particularly in Elundini and Senqu LM rural areas
- There are a number of schools, clinics and other social facilities that do not have a regular supply of electricity (if any supply at all) and this has an impact on the service they can offer
- Lack of an electrification plan for the District
- Additional infrastructure capacity is required to eradicate backlogs in the District, particularly areas in Elundini local municipality
- Service providers do provide free basic electricity but there is a challenge in extending the service to commercial farming and rural areas
- Electricity service providers would need to mobilise additional funding for electrification and maintenance requirements.

2.11 Roads and public transport

In terms of the Integrated Transport Plan (ITP), which was adopted by Council in 2004 and reviewed in 2011, the road network in JGDM can be divided into National, Trunk, Main Roads, and Access Roads. Moreover, the JGDM Council adopted a Rural Roads Asset Management (RRAMS) in 2011 together with the ITP. Only one National road, the N6 from Aliwal North to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries. The N6 national road passes through Aliwal North and Jamestown. The N6 is the main access road through the District and links the interior of the country

with the Eastern Cape coastal areas. The N6 road is under the jurisdiction of the South African National Road Agency Limited and is in a good condition.

There are 3,314 km of road under the jurisdiction of the Eastern Cape Provincial Department of Roads and Transport in the District municipal area. These roads are classified as Trunk Roads and Main Roads. The most important trunk road is the R58, linking Barkly East, Lady Grey, Aliwal North and Burgersdorp. It is in good condition, though certain sections of the road need urgent improvement as potholes are developing. This is because this area has the second highest rainfall figures in the region and at times the road has to be scraped in severe snow and this leads to the deterioration of the road. The most important main roads (surfaced) are:

- R58 - Norvalspont – Venterstad – Burgersdorp – Aliwal North - Lady Grey – Barkly East.
- R56 - Ugie – Maclear – Mount Fletcher
- R56 - Steynsburg – R391
- R393 - Lady Grey – Sterkspruit
- R391 and R390 Orange River – Venterstad – Steynsburg. The condition of this road is now seriously deteriorating due to the increase in heavy loads.

A roads and transport forum is in place and functional. Meetings are held quarterly and chaired by a political head of Technical services in the District and secretariat is provided by the DRPW. A schedule of meetings and terms of reference are in place.

With regard to non-motorized transport, the following pedestrian related problem areas have been identified within the District in the following area:

- Burgersdorp - Pedestrian bridge across the trunk road between Burgersdorp and Steynsburg, raising of low water bridge in Mzamomhle
- Trunk road crossing and raising of low water bridge in Khayamnandi Steynsburg
- Pedestrian route and extension of street lighting entering Aliwal North from Burgersdorp – Aliwal North

Key challenges with regard to roads maintenance and transportation can be summed up as follows:

- Road classification restricts the various role-players in the maintenance of roads and is therefore not responsive to community needs.
- Municipalities do not have the financial resources in the short to medium term to build up the required fleet to maintain roads, especially as roads are not an income generating service.
- Surfaced roads are deteriorating and insufficient funding is being allocated to ensure their constant and effective maintenance.
- Insufficient capacity to execute the District transport planning function
- Deteriorating quality of roads gravel roads, particularly those not covered by the DRPW SLA

3.1 Water and sanitation

The provision of Water Services is a function of Water Services Authorities in South Africa. JGDM (JGDM) is designated as a water services authority and has the executive authority to provide water services in its area of jurisdiction, either directly by itself or through arrangements with intermediaries as envisioned in legislation and water services national policies. Water Services Planning is therefore undertaken within the DM, but with the assistance of the PMU unit and specialist service providers. this function is located in the directorate of community services.

a) Operational Planning

The following key intervention and operational areas have been identified that impact strongly on the WSA and WSP functions of JGDM:

- Planning (Overarching/cross cutting)
- Resources and Infrastructure
 - Natural assets
 - Created assets
- Operations and Maintenance
 - Dams
 - WTW and WWTW
 - Bulk Pipelines and Reservoirs
 - Reticulation
 - Standpipes
- VIP's
- Financial (Operating Budget and Capital Budget)
 - Staffing
 - Compliance (Legal/regulatory)

A set of objectives, strategies and programmes and projects have been identified to cover all these areas from an overarching perspective, focussing on the WSA and WSP functions.

b) Water Services Development Plan and Sub-Plans

The Water Services Development Plan (WSDP) is a holistic and comprehensive infrastructure assessment and delivery plan to ensure that services are delivered as per the mandate of the local authority. A WSDP is a statutory plan covering a 5 year planning horizon for water services. The WSDP also addresses institutional and financial aspects of the local authority, including the assurance of service delivery viability. JGDM adopted a WSDP initially in 2008. Like the IDP, it is reviewed annually and as such the last review and approval was in 2017.

The JGDM has also started the development of water and sanitation implementation plans. These plans provide a comprehensive analysis of the status quo in each service area, including information on backlogs, provision of free basic services and service levels in the municipal area. The basic capital financing mechanism for water services is the Municipal Infrastructure Grant (MIG), allocated by the national government in terms of a medium-term financing framework that covers a three-year window. Allocations of MIG funding are inadequate to meet the needs to eradicate backlogs in the time desired by the municipality. The JGDM has however made great strides in coordinating the infrastructure needs, programming and funding within its area of jurisdiction.

c) Capacity of the District

The District has established an institutional structure to deliver water and sanitation services. Both the planning and regulatory (WSA) and the operations and maintenance (O&M) functions are mapped out in organisational structures, albeit in different departments. The WSA function resides in the Community Services Department and the O&M units is located in the Technical Services Department. This arrangement allows for separate operation and regulation. The roll-out of new assets and comprehensive refurbishments are catered for under the Project Management Unit (PMU), housed in the Technical Services Department. Operational finance management is catered for in the Technical Services organogram, supported by the Finance Department for any specialist financial services. The organogram has been identified as needing review.

The municipality also has an ISD unit that plays a critical role in the facilitation and monitoring of water and sanitation services between the WSA and the WSP. The unit requires additional support as incumbents are not always strong in water services specific competencies.

Operational monitoring is provided on a basis directed by the licensing conditions of each water treatment facility. Operational monitoring is undertaken by the Technical Services Department. This is supported by compliance monitoring under the auspices of the Environmental Health Department.

The Blue and Green Drop (BDS and GDS) Incentive-based Regulatory Framework directs and regulates monitoring activities for both water and sanitation services. Basic water quality equipment is stationed at all Water Treatment Works (WTW). The District also operates a mini laboratory. The DM is supported by the laboratory at the CSIR Consulting and Laboratory Services, located in the East London Industrial Development Zone (ELIDZ). Wastewater effluent samples are also assessed in accordance with the monitoring programmes registered under the BDS and GDS systems. The JGDM will undertake a cost benefit analysis for the establishment of a laboratory within the DM in due course.

d) Management and Operations

The JGDM operates and maintains all water and sanitation bulk services in its area of jurisdiction. Works that were previously operated by contracted WSP's are now competently operated by JGDM staff. Refurbishment and rehabilitation is undertaken as resources allows. The DM relies on funding programmes of the DWA and COGTA and utilises these whenever opportunities avail themselves. Water Conservation and Demand management (WCDM) is a flagship and continuous intervention that requires external funding support to realise sustainable gains from the programme. The JGDM has Incident Management Protocols to guide interventions in both water and sanitation services to deal with deviations in the running of services that may have adverse effects on the health of the population and the environment as required by the BDS and GDS.

Operations and maintenance is funded primarily by the Equitable Share Grant (ESG), supplemented by user charges in the form of tariffs based on consumption of the service. The Water Tariff is a classical rising block stepped tariff and the sanitation tariff is volume-based and linked to drinking water consumption. The Water Services Act requires that appropriate tariff systems be implemented by WSA's to fully recover the costs of providing services.

JGDM has a high incidence of poverty and this leads to low levels of tariff collections. Indigent households qualify for subsidies funded by the Equitable Share Grant to cover the cost of basic services as per approved indigent policy.

The District developed an indigent policy that guides the implementation of free basic services. Free basic services forum, which serves as a steering committee was established in 2012. However, the functionality of the forum has been identified as not consistent and in need of capacitation and support. The established ISD unit also serves as a free basic services unit. Support and oversight is also provided by the Water Services Authority within the District municipality.

Tariff levels and collections and the equitable share allocations are inadequate to cover the full cost of waterborne service provision to all. Tariffs have been reset to be cost reflective. This is to align income with the cost profile to operate and maintain services and to support a capital replacement fund.

The view is to improve operational sustainability in the long run, as an improvement in user charge collections will ensure adequate financing of the operations function and hence improved sustainability of water services. The earnings potential of tariffs must be assessed using fact-based approaches.

e) Licensing and Operation of Wastewater Treatment Works

The JGDM has 14 Wastewater Treatment Works (WWTW). The District has made substantial progress in the licensing of these WWTW. The DM has used all resources at its disposal including the Rapid Response Unit (RRU) facility of DWA to expedite this process. The RRU was disbanded by DWA in 2013 and has been re-established at the end of 2014 under the auspices of Amatola Water. The JGDM will use the facility to

complete any outstanding work and to undertake more improvements.

f) State of Bulk Infrastructure

The urban centres of JGDM are provided with waterborne services. The legacy components of these systems are old and have supported to a large extent the roll out of services to all the areas of the urban nodes. This, combined with advanced age, makes this asset base vulnerable as it has been stretched to capacity. A comprehensive GRAP compliant asset register has been prepared and this will provide the start of a documented evidence-based assessment of the state of the infrastructure from a physical and a financial perspective and for budget preparation guidelines. The age of the legacy systems is in excess of 50 years. The municipality has to balance the imperatives of new services roll-out with the maintenance of the existing asset base. The solution will require an asset investment policy and strategy to balance the needs of new infrastructure and the operation and maintenance of existing assets.

The eradication of backlogs is a key priority that is continuously being addressed and is a pivot project under the capital budget. A consequence of this imperative is that there is added pressure on existing infrastructure, to the point where demand and service levels approaches exceeds the capacity of existing infrastructure.

The level of services policy, the financing structure and timing of infrastructure will have to be addressed in a more detailed study that will demonstrate sustainability of the services. This is planned over the following two years.

Key to the eradication of water supply backlogs is the provision of and securing of water resources in the form of dams and groundwater resources. Recently, the DM has experienced severe drought conditions with a myriad of negative effects on service delivery. It is important to devise means to mitigate against drought and large dam initiatives in the area of the DM deserve keen attention. The following large dam and catchment initiatives driven by National Government can have an impact on JGDM:

g) The Umzimvubu Water Project

In 2007 ASGISA- Eastern Cape was formed to champion and drive the Umzimvubu River Water Resources Development (MRWRD) by the Eastern Cape Provincial Government. The rationale for this feasibility was to accelerate the social and economic upliftment of the people in the surrounding areas by harnessing the development potential of the Umzimvubu River system. This is the last major river system in South Africa that has no large scale impoundments or water supply schemes on it. The Feasibility Study for the Umzimvubu River Water Resources Development (October 2014) has been completed and awaits implementation. This scheme has special focus in the country and has been designated as a Strategic Integrated Project (SIP) in the national infrastructure plan under the National Development Plan. The dam is expected to deliver water in the next 10 years. There is also a network of bulk distribution pump stations, pipelines and reservoirs that will supply a network of villages. A comprehensive set of documents for this proposed scheme have been completed, inclusive of distribution proposals. The socio-economic upliftment is expected to be achieved through:

- Potable water supply for domestic and industrial water requirements
- Raw water supply for irrigation
- Hydropower generation
- Creation of temporal and permanent jobs

The focus of the study includes among other District municipalities, the JGDM. The larger beneficiary is the OR Tambo DM and also the Alfred Nzo DM. Images extracted from the feasibility study indicating the boundary of the supply, the primary bulk portable water pipelines, pumping stations and command reservoirs and the supply zones for infrastructure planning are attached. There is a list of the JDGM settlements that will benefit from this scheme. At present, no major towns in JGDM are included. The beneficiaries are rural villages in the Elundini LM. The main dam intended to supply JGDM villages is the Ntabelanga Dam on the Tsitsa River. Main infrastructure components include:

- A dam at the Ntabelanga site with a storage capacity of 490 million m³;
- A dam at the Lalini site with a storage capacity of 232 million m³;
- A tunnel and power house at Lalini dam site for generating hydropower;
- Centralised water treatment works at Ntabelanga dam site;
- Bulk water infrastructure to convey water to domestic and irrigated agriculture consumers; and
- Flow gauging stations to measure the inflow and outflow from the dams as well as to monitor the implementation of the Reserve.

JGDM will engage in all forums where this project is discussed to ensure that the needs of the municipality are captured in this project and to ensure that any negative impacts are minimised or eliminated. An illustration of the dam is depicted in the figure below.

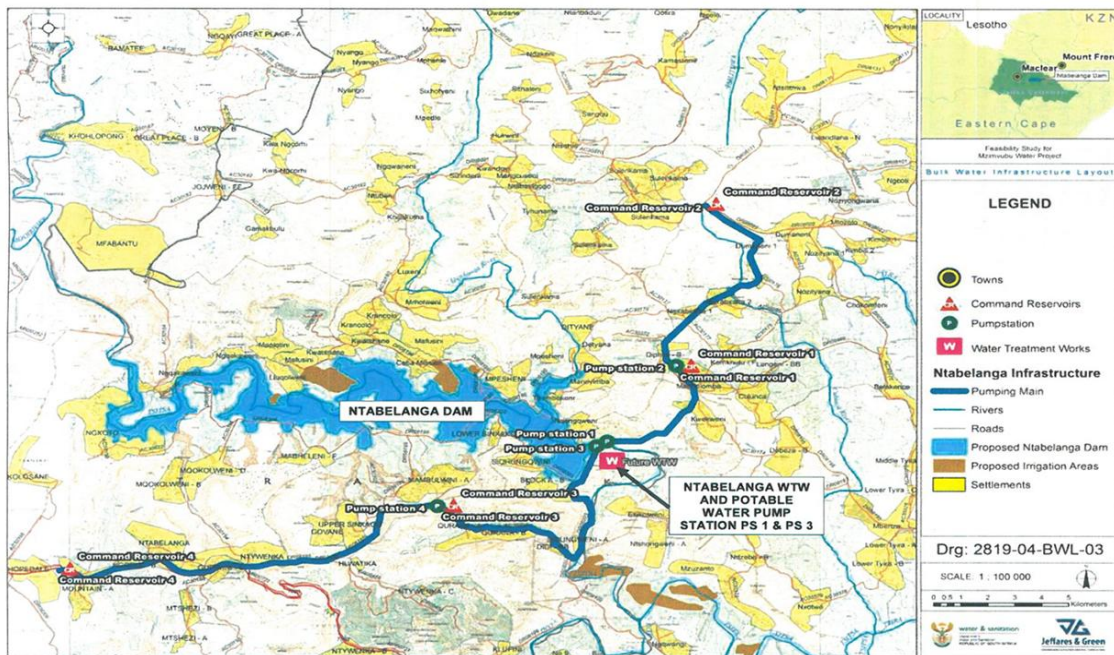


Figure 9-7: Primary Bulk Potable Water Pipelines, Pumping Stations and Command Reservoirs

Figure 23: Primary bulk water pipeline, pumping stations and command reservoirs

h) The Upper Orange – Proposed Verbeeldingskraal Dam

The Orange River System is a significant water resource in South Africa. The drainage of JGDM in the western portion (the bulk of the drainage) forms part of MWA 13 (Upper Orange). The DWS has recently completed a reconciliation strategy for the Upper and Lower Orange schemes. The existing Orange River Project supplies water into the JGDM area through the Orange Fish River Tunnel. This is a conduit to supply irrigation needs and domestic needs down to Port Elizabeth. The Orange Fish River Tunnel is currently supplying the Steynsburg WTW with raw water. Oviston and Venterstad draw water directly from the Former Gariep Dam. These are the only urban areas in JGDM that benefit from the Former Gariep Dam. Aliwal North draws water directly from the river.

Orange River makes reference to creating additional yield in the system by raising the Former Gariep Dam by 10m or by building the Verbeeldingskraal Dam. The implementation date of either of these options will be dependent on the implementation date of the Ecological Preferred EWR, by approximately 2026. The decision is also contingent on another decision, namely the Feasibility Study outcome of the Vioolsdrift Dam in the lower Orange River near the border with Namibia.

i) Backlog Eradication Approaches

General Challenges and Possibilities

The backlogs eradication programme is hampered by many factors, among which are:

- Lack of adequate water resources (dams and boreholes);
- Remoteness of rural villages from major centres;
- Scattered village settlement pattern;
- Challenging topography;
- Inadequate annual allocations from the Fiscus.

Water backlog eradication can be undertaken through bulk regional schemes or the development of local schemes that are even village specific. It is also conceivable to develop spring-based and borehole-based local schemes in deep rural areas and especially those with challenging topography as these tend to require lower capital investments (small thresholds) and operations and maintenance costs are relatively low. The scattering of villages characteristic of the eastern area settlement structure is a challenge however and achieving efficient and cost effective schemes is not easy.

Regional schemes (water and sanitation) on the other hand are typically big budget items. Theoretically they provide opportunities for economies of scale. However, the hurdle cost (cost to deliver first service package) requires large and lumpy investments. These are very difficult to manage when there is a large area to cover and service with a large number of towns and villages with substantial distances between them. The general remoteness of the JGDM from major centres exacerbates the challenges. This regionalisation approach works best in dense settlements.

The JGDM has applied the former approach, preceded by a hydro-census in Elundini and in Senqu LMs. The much lower hurdle costs to address small local schemes

means that backlog eradication can occur on a wide front as opposed to large projects which on their own require substantial chunks of a capital programme and can also hog/deplete the programme and funding for many years.

Master planning is a critical tool for the development of backlog eradication programmes and general refurbishment programmes. It also assists with locating opportunities for synergy and potential for cost saving. The District has developed a sanitation master plan. Sanitation backlogs will be eradicated mainly through the VIP installation route. Benefits of scale can be extracted through a regional implementation route.

The JGDM has succeeded in eradicating buckets in formal areas. Buckets have been replaced by a combination of waterborne units and VIP's. The DM has also benefitted from the bucket eradication programme that was funded by the National Department of Human Settlements and managed by the Provincial Human Settlements Department. The CS 2016 has however still noted an incidence of buckets in the DM. This must be investigated in detail and addressed.

j) Realistic Programming

The JGDM Water Services Management is undertaking long-term infrastructure planning as a means to gain a crystal clear picture with respect to the eradication of backlogs and the extent to which these backlogs can be tackled over the following five years and the years beyond this Council cycle.

Outstanding backlog costs are escalated at a rate of 8% per annum while the MIG budget is expected to grow at 3% per annum. WSIG is allocated perpetually at a growth rate of 6% per annum. RBIG is only allowed for the first three years to a total of R69 million while no other capital funds are included.

Table 39: Backlog eradication costs

Backlog Point	Starting	Description
R2 438 823 743		All water LOS for existing RDP and unserved are raised to Yard Taps. This amount is the estimated budget for water and sanitation, but with sanitation backlogs to be done as VIP in rural areas and waterborne in urban areas
R1 903 750 200		Only current outstanding water backlog LOS is raised to Yard Tap LOS, with all RDP standpipes remaining, based on 2011 backlog. This scenario also holds for the backlog as depicted in CS 2016, but all LOS raised to Yard taps for water
R1 028 395 711		This is the initial backlog as at 2011, escalated to 2015

These scenarios require more modelling effort and tidying up of assumptions and available resources, but serves as a rough indicator with respect to options available. It does not include other backlogs, namely:

- Deferred Maintenance
- Refurbishment and Upgrades
- Renewals

These will effectively reduce the capital available for access to services backlogs and will tend towards the 60% and 50% allocation scenarios of capital resources.

k) Infrastructure Investment

JGDM is a rural municipality with small urban nodes. Income levels are generally lower than the national average and unemployment levels are generally much higher than national levels. This situation is exacerbated in the rural areas in the eastern parts of the municipality where the bulk of the population resides. The municipality is therefore highly dependent on grant funding from the national fiscus and all other funding initiatives that are driven by sector departments at a national and provincial level. The municipality also engages all other external grant funding opportunities that become available from time-to-time. The following are current statutory Capital Grants that the JGDM receives on an annual basis going forward:

- Municipal Infrastructure Grant (MIG)
- Water Services Infrastructure Grant (WSIG)

There are also other funding sources that have been available to the JGDM over the years and especially recently, namely:

- COGTA
- ORIO

There is also the Regional Bulk Infrastructure Grant that is granted on a project by project basis, depending on whether the project achieves approval from the Eastern Cape Technical Appraisal Committee.

l) MIG Allocations

Capital investment is mainly driven by the MIG grant funding, which provided fairly predictable funding streams over the medium-term income and expenditure framework. The funding levels are however inadequate to ensure the rapid eradication of backlogs. It is for that reason that all other possible funding streams must constantly be assessed and approached. The tough competition for funds means that the level of certainty in attracting suitable and adequate capital funds is low. Additionally, the MIG grant must also cater for the 5% PMU top-slice, allocation to roads and also for Community Facilities that fall under the jurisdiction of JGDM.

A concern has been the slow growth in MIG allocations per annum and the discernibly unpredictable trend in allocations that is not following Division of Revenue Bill (Dora) projections as demonstrated by the graphic below. The MIG allocations have been

static for a few years and are slowly ticking up/increasing within the last year.

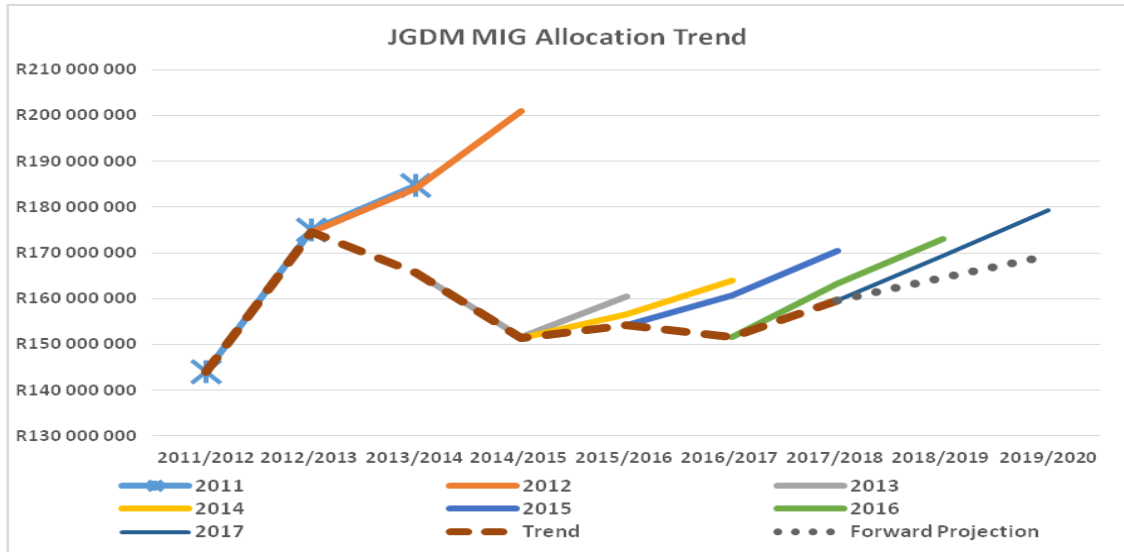


Figure 24: JGDM MIG Allocation

This trend makes future projections difficult and to err on the side of caution, long-term forward projections must be at a muted 3%, which coincides with Governments medium term realistic GDP target. The current economic situation is more likely to mute short-term capital increases to JGDM in general and be reflected in slow MIG growth. The current economic situation is more likely to mute short-term capital increases to JGDM in general and be reflected in slow MIG growth.

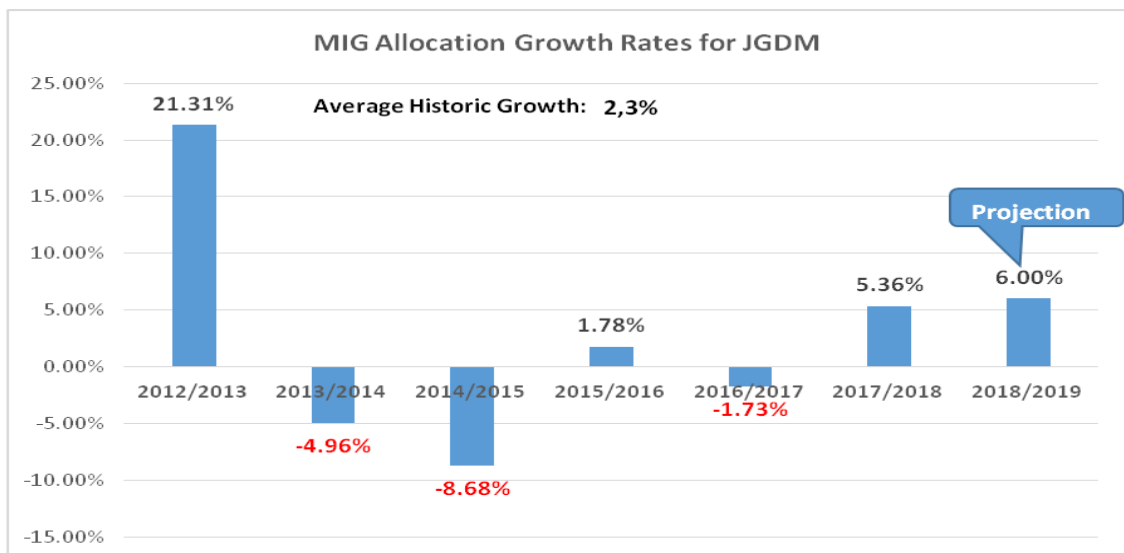


Figure 25: Historical MIG Growth Rates for JGDM

m) Infrastructure Direct Investment

The capital funding trend displayed above makes planning difficult and means that the backlogs may take longer to eradicate than what the JGDM is capable of doing.

The District has developed an Infrastructure Investment Plan (IIP) that was adopted by Council in 2009, covering a 5-year horizon. The plan defined affordable and sustainable projects, targets and set out capital and operating expenditure to meet the targets. The municipality has enlisted the assistance and participation of all relevant government departments and agencies in the development of the Plan. The Plan has been revised in the light of continuous changes in the funding landscape and changes in the economic fortunes of the country and the province. The capital programmes as per the original Comprehensive Infrastructure Plan is depicted hereunder.

Figure 26: Infrastructure Investment Plan

Intervention	2009 (R'mil)	2010 (R'mil)	2011 (R'mil)	2012 (R'mil)	2013 (R'mil)	2014 (R'mil)	2015 (R'mil)	Total (R'mil)
Sanitation Backlogs	R 120,70	R 124,00	R 71,50					R 316,20
Sanitation Bulk	R 2,50							R 2,50
Sanitation refurbishment	R 18,00	R 2,00	R 2,70					R 22,70
Sanitation Treatment Works	R 2,10							R 2,10
Water Backlogs	R 36,50	R 78,30	R 78,90					R 193,70
Water Bulk	R 49,20	R 117,50	R 49,70					R 216,40
Water refurbishment	R 13,30	R 16,40	R 6,90					R 36,60
Water Treatment Works	R 3,20	R 8,30	R 2,30					R 13,80
	R 245,50	R 220,50	R 137,80	R 0,00	R 0,00	R 0,00	R 0,00	R 603,80

This table is in the process of being revised and this revision will be informed by the current state of backlogs and the inputs that are being generated from planning processes currently underway in the DM. The table below reflects an update that also requires further updating and re-programming into the next 5-year period.

Figure 27: Recent Capital Programme

Service	2008/09 (R 000)	2009/10 (R 000)	2010/11 (R 000)	2011/12 (R 000)	2012/13 (R 000)	2013/14 (R 000)	2014/15 (R 000)	2015/16 (R 000)	Total (R 000)
Water	R 152 691,00	R 178 082,00	R 89 699,00	R 55 699,00	R 55 699,00	R 55 699,00	R 55 699,00	R 55 699,00	R 698 967,00
Sanitation	R 67 246,00	R 29 523,00	R 34 199,00	R 32 549,00	R 34 176,00	R 35 885,00	R 38 038,00	R 9 732,00	R 281 348,00
Total	R 219 937,00	R 207 605,00	R 123 898,00	R 88 248,00	R 89 875,00	R 91 584,00	R 93 737,00	R 65 431,00	R 980 315,00

Inflation in the civil construction industry has not been factored into the estimates above.

n) WSA Planning and Systems Improvement

The WSA and WSP management has responded to a set of issues, concerns and challenges facing the Water Services undertaking of JGDM and has generated a set of responses in the form of Objectives, Strategies, Programmes and Projects. The programmes and projects include mostly soft interventions that speak to the policies, plans, systems other initiatives that will enable to the Water Services to systematically tackle challenges facing the service and put it on a trajectory to long-term sustainability.

o) Cost Recovery for Water and Sanitation

The District is confronted with the challenges of service sustainability and efficiency.

Low cost/revenue recovery and a combination of water losses and possibly excessive storm water ingress lead to financial losses on multiple fronts, coupled with resource loss or depletion. The graph below shows that service charges make up a small component of total revenue, with grants dominating

Joe Gqabi DM Operational Income Sources and Contributions

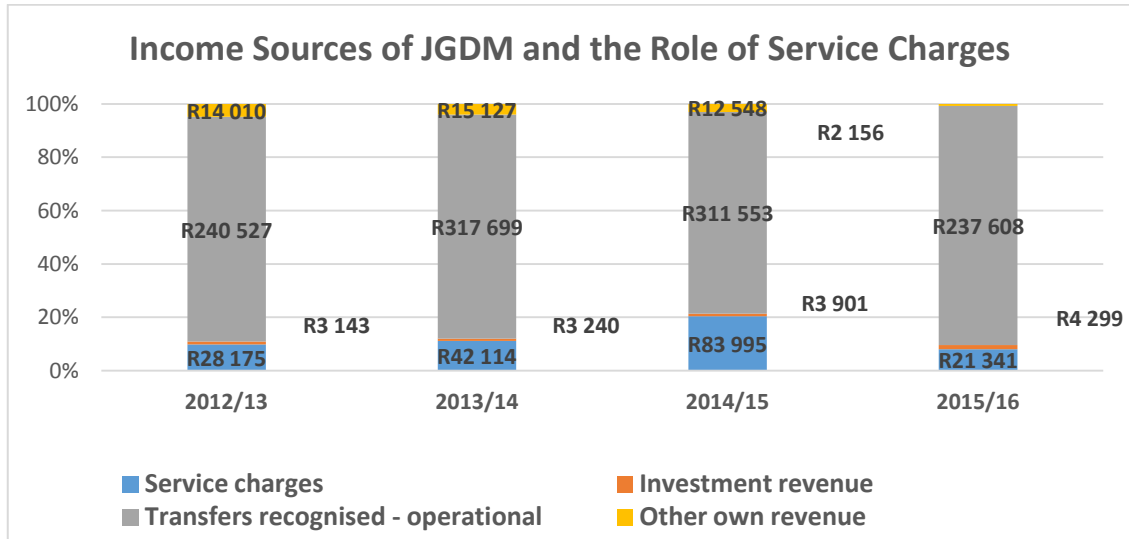


Figure 28: Income Sources and contributions

The municipality will continue to focus on means to improve the recovery of user charges and to capture the full extent of the economically able water consumption user base. The municipality will search for funding to explore means to improve collection rates and to extend the customer base.

Metering is at the heart of revenue collection and will receive more intensive efforts. Service charges make up the following fractions of Revenue and of expenses. This implies that operational grants must be augmented from capital grants.

p) Service Charges as Ratio of Revenue and Expenditure

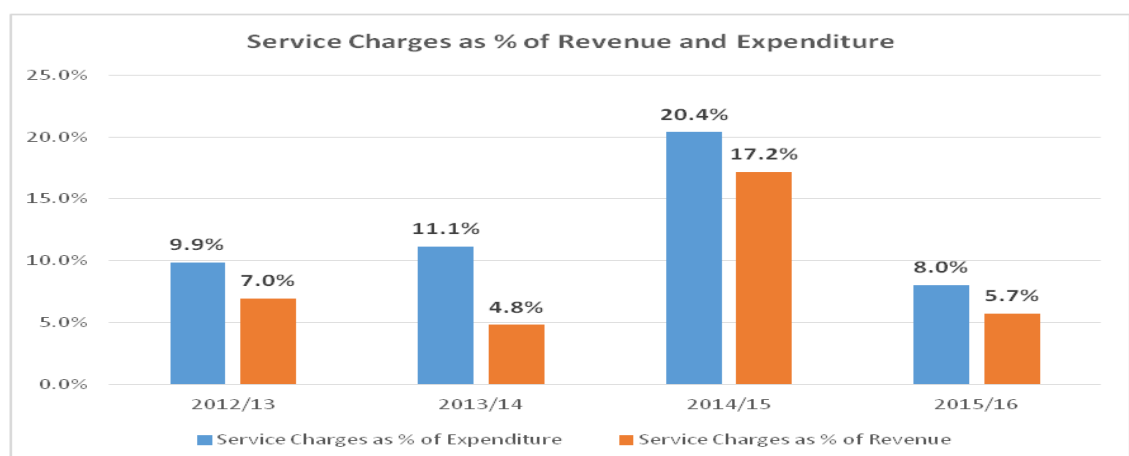


Figure 29: Service charges

q) Water Quality Monitoring

JGDM has been an active participant in the Blue and Green Drop Incentive-based Regulatory System of the Department of water and Sanitation. The municipality has performed well in the Sterkspruit and Ugie systems over two years (2011/12 FY and 2012/13 FY) where it achieved the coveted Blue Drop designation. The historical performance is reflected in the tables below

Table 40: Blue Drop Performance History

BLUE DROP SCORES									
Water Supply System	% Compliance	Blue Drop Score 2010	Blue Drop Score 2011	Blue Drop Score 2012	Blue Drop Score 2014	Microbiological Compliance (2014)	2014 Chemical Compliance	Improvement Yes/No	Progress
Maclear	95%	53,60%	78,81%	63,47%	63,70%	100,00%	97,87%	Yes	
Maclear Rural	95%	NA	NA	NA	24,92%	93,80%	0,00%		
Ugie	95%	60,98%	95,05%	97,10%	86,08%	98,37%	99,09%	No	
Ugie Rural	95%	NA	NA	NA	22,92%	62,07%	0,00%		
Burgersdorp	95%	47,10%	64,19%	85,25%	81,69%	99,00%	99,00%	No	
Oviston	95%	46,85%	82,03%	78,19%	79,54%	99,00%	99,00%	No	
Aliwal North	95%	53,08%	84,93%	83,00%	77,10%	99,00%	99,00%	No	
Jamestown	95%	NA	64,55%	76,92%	64,41%	90,00%	99,00%	No	
Barkly East	95%	53,60%	85,95%	84,95%	78,62%	90,80%	99,00%	No	
Lady Grey	95%	51,62%	66,71%	69,01%	59,64%	90,80%	99,00%	No	
Rhodes	95%	50,60%	77,66%	61,03%	76,26%	99,90%	99,90%	Yes	
Rossouw	95%	NA	47,68%	NA	NA	88,00%	0,00%	No	
Sterkspruit	95%	57,98%	95,02%	95,90%	83,85%	99,90%	99,90%	No	
Steynsberg	95%	NA	NA	NA	68,22%	87,90%	100%	-	-
Mt Fletcher	95%	NA	NA	NA	65,56%	93,70%	100%	-	-
Mt Fletcher Rural	95%	NA	NA	NA	25,97%	78,90%	0,00%	-	-

The table lists formal works that have been registered on the regulatory system. This does not include a range of smaller rural schemes that still require to be monitored and managed to ensure the same level of compliance as the registered works and systems.

Table 41: Green Drop Performance History

Water Supply System	% Compliance	Green Drop Score 2009	Green Drop Score 2011	Green Drop Score 2013	Risk Rating 2011	Risk Rating 2012	Risk Rating 2013	Risk Rating 2014
Prentjiesberg	95%	NA	30,60%	82,04%	33,30%	58,80%	35,30%	47,10%
Ugie	95%	NA	20,50%	39,69%	72,20%	47,10%	52,90%	70,60%
Maclear (AS)	95%	NA	26,50%	69,82%	72,20%	64,70%	35,30%	52,90%
Maclear (Ponds)	95%	NA	11,50%	61,42%	83,30%	47,10%	58,80%	52,90%
Mt Fletcher	95%	NA	10,00%	34,51%	83,30%	82,40%	64,70%	88,20%
Burgersdorp	95%	NA	32,00%	53,65%	100,00%	82,40%	58,80%	70,60%
Oviston	95%	NA	30,93%	41,69%	72,20%	94,10%	76,50%	88,20%
Venterstad	95%	NA	41,43%	47,13%	88,90%	70,60%	70,60%	52,90%
Steynsburg	95%	NA	28,68%	55,94%	83,30%	64,70%	64,70%	70,60%
Aliwal North	95%	NA	35,30%	46,98%	94,40%	68,20%	63,64%	72,70%
Jamestown	95%	NA	29,38%	48,91%	100,00%	88,20%	64,70%	82,40%
Lady Grey	95%	NA	13,30%	35,21%	50,00%	88,20%	70,60%	70,60%
Sterkspruit	95%	NA	17,00%	37,07%	50,00%	100,00%	58,80%	88,20%
Herschell	95%	NA	10,50%	43,89%	66,70%	94,10%	58,80%	76,50%
Barkly East (Old)	95%	NA	0,00%	59,31%	66,70%	64,70%	52,90%	64,70%
Barkly East (New)	95%	NA	20,40%	62,83%	66,70%	70,60%	58,82%	58,80%

Note: NA= Not Assessed

JGDM places a high premium on water quality management and more resources could be applied to ensure that this culture is maintained and strengthened. The Operational unit of the municipality has created Operational Monitoring Charts for use at all water treatment works and wastewater that sets limits to be maintained of all key quality

parameters.

r) Free Basic Services

The provision of free basic services (FBS) is an established national policy and this is strengthened through fiscal support for the provision of basic services. Free basic services are intended for households that are deemed indigent, either through a means test or through deeming provisions. Means testing is generally the preferred mode of identification. Indigent households are required to register and meet the criteria for indigence. The LM's in JGDM have indigent policies and registers in place and implement FBS. The JGDM has also developed an indigent policy to cover the services that all within its executive authority. Water and Sanitation is the key service provided by JGDM. This policy was adopted in May 2017 and it is reviewed annually. The indigent register is required to be renewed annually due to the mobility of persons and regular changes in the economic situation of households.

The FBS package for water and sanitation serves as an income support programme and also improves the human capabilities of households. The FBS level for water is 6 000ℓ/household/month. The District has also established a Free Basic Services forum with the purpose of coordinating and integrating the delivery of FBS in the District in an efficient and effective manner.

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s) Water Conservation and Demand Management Interventions

WCDM is a critical aspect of the sustainable and affordable provision of water services. Strategies for WCDM have been developed in past WSDP's. The main aim of these strategies is to reduce the unnecessary and unbillable loss of water from the water system. This waste can be accidental, known, unknown and also due to lack of appreciation of the resource. Some identified priority requirements include the installation of systems that measure and identify key parameters such as minimum night flows in the sewer network which serve as a good proxy and measure for water loss and its causes in a network. It also serves as a diagnostic and warning signal. Regular and detailed water balancing is key to the conservation of water.

The WCDM Strategy must address the following main water conservation issues:

- Water Loss Control programme
- Asset Operations and Maintenance programme
- Catchment erosion prevention and mitigation programme
- Management and rehabilitation of wetlands programme
- Alien vegetation removal programme
- Accounting and Cost Recovery systems improvement programme
- Capacity building programme

- Public Information and consumer education programme
- Development of bylaws that will support the sustainable management of all water and sewage related resources
- Institutional arrangement establishment

Water resource planning and the implementation of augmentation options for surface water resource options is a DWS competency, although JGDM is responsible to implement and manage water use and reuse initiatives and to justify the need for water resource augmentation. Therefore, the strategies of JGDM in this regard are the following:

- Verify the yields of all surface water sources and yields of all boreholes.
- Compile maintenance plans for all surface water and groundwater sources.
- Compile maintenance plans
- Conduct dam safety inspections where required.
- Compile dam operating rules for all surface water sources where required.
- Establish a comprehensive groundwater monitoring plan for the monitoring of water levels and groundwater quality – rural and urban
- Introduce pollution awareness, leak and meter repair programmes
- Improve water resources information to assist in the preparation of a water balance.

- Ensure licensing of all wastewater treatment works.

A pilot study was planned for Lady Grey that included the installation of a telemetry system that will allow for the monitoring of the boreholes around the town. A pilot study was conducted in the Sterkspruit area that focussed on groundwater monitoring in the rural context. This approach should be extended to all the rural groundwater schemes. A comprehensive groundwater-monitoring plan is currently being developed in partnership with DWS with the objective of addressing the weaknesses in groundwater monitoring in the Eastern Cape. The outcome of this project will be incorporated into the JGDM's water monitoring programme.

The focus of the District in the medium to long-term planning period is to address challenges that relate to the Blue and Green Drop Assessments. The goals in terms of water quality within the respective rivers within the JGDM are the following:

- All rural households to be provided with rural sanitation facilities and appropriate services on an ongoing basis.
- Improve levels of communication to residents during times of poor water quality.

Wastewater works are currently restricted to the urban centres. Isolated schemes are restricted to the rural areas and local “hospital” schemes. This is influenced by limited water supply and affordability constraints in the rural areas. If the trend of poor wastewater systems continues unabated, the environment will be compromised. The Green Drop Assessment does however represent an opportunity in that it specifies goals and criteria that could be used as the basis of an “action plan” to address gaps in

the sector. The “System” approach for the preparation of Risk Abatement Plans and Water Safety Plans engenders a culture of holistic system management and this must be made a mandatory undertaking on an annual basis in the municipality

t) Water Balance

The JGDM has appointed a service provider to undertake a Water Conservation Programme which was initiated in 2013 and produced its most recent report in 2015. The main focus here was on analysis and planning. This initiative also assisted with the establishment and recording of the status quo with respect to water conservation and use in the District. The table below provides the most recent categorisation of the various aspects of water conservation and water demand management.

Table 42: Water balance

Water Balance Component	Elundini	Senqu	Maletswai	Gariep
Consumption	73%	76%	Inconclusive Results	60%
Real Losses	27%	24%		40%
Apparent Losses	7%	6%		10%
Total Losses	34%	30%		50%
Indigent Rebate	11%	57%		9%
Billed Actual Consumption	55%	12%		42%
Actual Consumption	66%	70%		50%
Revenue	66%	70%		50%
Non-Revenue	34%	30%		50%

Total physical losses present a real opportunity as these can be reduced markedly. Billing has already been identified and will be pursued with vigour. Another appointment was recently made for a service provider to take the WCWDM initiatives forward through on the ground interventions. The status of services coverage is initially derived from the 2011 national census. The backlog status is not static and can improve or deteriorate based on population dynamics for specific areas. Settlement structure also plays a key role in the evolution of services backlogs.

The western parts of the JGDM are dominated by large tracts of commercial farms, with limited to no rural settlements. Human settlements are concentrated in urban and peri-urban nodes. The eastern parts of the DM have a settlement pattern characterised by the occurrence of large tracts of trust land and hence traditional rural settlements with some urban nodes. Migration patterns driven by socio-economic factors result in a regular movement of people from the rural settlements to the urban nodes and beyond to larger urban nodes outside of the District. There is often a seasonal pattern of people returning to the rural villages in the holiday periods (March/April and December/January). Rural villages do not display a complete or rapid decline in permanent population as anticipated in the first world, but this pattern of permanent out-migration may increase in the long run as socio-economic and cultural patterns change. The smaller urban nodes may display the same rate of very slow decline in population levels in the long run. This has significant implications for the development of water services.

The implications are that the DM runs the risk of creating services at certain levels while people may be migrating out in the long run, thus creating future “stranded

assets". It is thus important to understand the long-term trend or push/pull factors between the JGDM and the urban centres of the country, with long term socio-economic trends. The past history of human development seems to indicate that urbanisation appears to be almost inevitable and planning needs to reflect this possibility.

Issues and Challenges

- Lack of a reliable and assured supply of water and sanitation services. There are a lot of spillages from the private owners (public works)
- Intense negative pressure on affordability of services. There is a lot of storm water ingress in the sewers
- Multi-variate compliance /regulatory requirements from various sectors are not being complied with or enforced.
- Municipality regulatory framework not reviewed regularly. Currently JGDM WTW and WWTW do not comply with Health and Safety regulations. The internal OHS practitioner review has indicated that the WSPs are non-compliant.
- Lack of enforcement of compliance issues impacts negatively on municipal residents and citizens;
- Lack of good customer service.

Objectives

- Institutionalization of a robust, flexible and appropriate regulatory and compliance management system in the municipality;
- Adherence to all national and provincial regulatory provisions;
 - OHS
 - Blue and Green Drop
 - SANS 241/243
- Adoption and implementation of best practice in service delivery.

Strategies

- Review and rationalise regulatory framework aligned to the needs of the municipality
- Compliance to and implementation of appropriate quality management systems
- Implementation of an easy accessible knowledge and data system to manage the intellectual property of the municipality
- Undertake periodic internal and external audits to assess compliance to all the regulatory provisions
- Promote compliance performance through awareness and periodic feedback to municipal stakeholders, particularly the residents.

Programmes and Projects

- Investigate feasibility of establishing In-House Compliance Laboratory and

compare with Outsourcing (Cost Benefit Analysis)

- Rationalise Regulatory Compliance Load to make it cost effective and actionable for water and sanitation operations
- Improvement of Operations at water and sanitation so that compliance improves
- Establish a Data Repository to ease reporting needs (for general compliance)
- Develop and Maintain Electronic Incident Registers
- Investigate online monitoring systems where applicable
- Set cost effective Operational Standards for Water and Wastewater Treatment Works
- Devise internal Quality Management System (QMS) for Physical and General operations
- Devise Policy and Aspirational Total Quality Management Standards
- Set up a Sewer Patrol System in major centres
- Review EMP

4.1 Adoption of the Spatial Development Framework

The JGDM Council adopted a reviewed Spatial Development Framework (SDF) in December 2016 which is in line with the SDF guidelines of both the MSA Regulations and SPLUMA. The SDF should be reviewed to enhance alignment with SPLUMA requirements. The focus of the review will be on updating the spatial information and maps contained in the document. Provisions of the Spatial Planning and Land Use Management Act of 2013 and Disaster risk assessment will also be taken into account.

4.2 Natural Environment Analysis

a) Rainfall

The District is divided into four rainfall zones. Some of the higher mountain peaks receive between 800mm and 1200 mm of rainfall a year. The eastern part of the District receives between 600mm and 800mm a year; the central area has between 400mm and 500mm; and the western area (Venterstad, Steynsburg and most of Burgersdorp) has less than 500mm a year. The average annual rainfall (1000 to 1400 mm per annum) within Joe Gqabi District Municipality decreases from east to west of the Drakensberg Mountain Range. In 2004 the highest annual rainfall has been recorded along the southern side of the escarpment, which covers Elundini and Senqu Local Municipalities. Mount Fletcher which is found within the Elundini LM falls within the wettest rainfall region. Rhodes, Ugie and Maclear all appear to lie on or close to the border between this rainfall region. The lowest annual rainfall (301mm to 400mm) occurs in the extreme western reaches of the Gariiep Municipal area, where Oviston, Venterstad both lie within this low rainfall area. The low annual rainfall has impacted on agricultural potential within the district. The district has recently been affected by severe drought which has been a resultant of strong El-Nino weather condition. Such a condition has adversely affected the district and its impact has been felt severely on agriculture production, potable water, reduced vegetation, increased fire and more evaporation in certain areas, such as Lady Grey, Aliwal North, Rossouw and Burgersdorp. The district has experienced one of the top five driest years in 2015 for the past 93 years.

b) Temperature

The District is well known for its temperature fluctuations, ranging between +42⁰ C and -11⁰ C. On average, there are 150 days of frost during the year, usually between March and November and snow particularly in Senqu and Elundini. The snow has also been known to fall on the higher lying areas of Maletswai and Gariiep local municipalities. The District is affected by seasonal frost and cold days that have a negative impact on agriculture. The area is only suitable for less sensitive crops due to this harsh climate. Elundini is lower in altitude and experiences warmer winters and this enables this part of the District to be more suitable for cultivation. However, varying seasonal temperatures impact agricultural activities.

c) Topography

Approximately 12% of the District area has slopes steeper than 1:8. From Aliwal North large flat plains of land are interspersed with steep mountains and hills. Topography influences the type of agricultural activities that occur. The open flat areas in the west allow for extensive agriculture whereas in the east, agriculture is limited to specific land pockets. Although very little land is suitable for cultivation, grazing for farming stock is feasible.

The altitude of the District lies between 1000m and 1500m above sea level. Parts of Senqu and Elundini form part of the southern Drakensberg range. This area, due to its high altitude, is less suitable for farming. From Lady Grey the landscape flattens out towards the west. The mountainous terrain also limits accessibility and therefore hampers service and infrastructure delivery in the region. The southern Drakensberg creates a scenic environment conducive to adventure and nature tourism activities such as mountain biking, hiking, skiing etc.

d) Hydrology

The southern Drakensberg Mountains form a watershed that separates the eastern and western parts of the Joe Gqabi District. The district sources its water from two water management areas, namely: Umzimvubu and Upper Orange Catchment areas. The Orange River is the most important source of water in the District and it covers most of Gariep, Maletswai and Senqu Local Municipalities. This catchment area drains towards the Atlantic Ocean. Elundini falls within the Umzimvubu catchment area, draining towards the Indian Ocean. The Gariep Dam is the largest dam in South Africa and is a major source of water for irrigation in the District as well as for the Fish River scheme (to the south west of the District). Smaller dams also provide the District with water, both for agricultural purposes and human consumption.

Dams have a secondary usage and potential for recreational and other economic purposes. Boreholes are used by Barkly East, Burgersdorp and Steynsburg to augment supplies, and Jamestown and Mount Fletcher use boreholes for all their water requirements. Many commercial irrigation ventures are fed from groundwater. A study conducted for the DM concluded that many places in Senqu and Elundini have very high groundwater development potential.

e) Soils

Soils are generally shallow and weakly developed. Soils in the District are mainly sandy loam and clayey loam. As a broad generalization, there is an increase in soil depth and areas occupied by arable soils from west to east. Crop and horticultural production in Gariep LM and in most of Maletswai LM is severely limited (even with irrigation) due to the dominant soil types. Elundini local municipality is the only area with soils suitable for cultivation. The Senqu area is one of the most degraded areas in the country due to communal grazing lands not being well maintained or protected under the previous dispensation.

Degradation is also high in the communal land areas of Elundini, and in small pockets within the Maletswai and Gariep local municipalities, with the primary cause found to be the overstocking of livestock and inappropriate grazing methods. The Department of Agriculture estimates that between 300 and 400 tons per hectare of soil are lost annually in the District. In addition to the provision of infrastructure that enables the practice of controlled grazing, it is necessary to prioritize the rehabilitation of severely degraded areas, in particular in the Senqu area.

f) Vegetation

Vegetation types represent an integration of climate, soils and biological factors in the region and are a useful basis for land-use and conservation planning. There are nine vegetation types found in the District covering three biomes. Two of these biomes are of some national significance, namely the Alpine/Maluti mountain-type grasslands in the east and Eastern Mixed Nama Karoo in the west and all provide an interest for tourism development. The different biomes also have an impact on the type of agriculture practiced in the area.

g) Land Capability

There is only 233 hectares of high potential arable land (class 1) in Joe Gqabi District. Elundini has the highest percentage of arable land (with limitations) in its coverage (42.9%), and this is followed by Maletswai (32.9%). With the low levels of rain-fed arable land for crop production in the District, irrigation schemes and stock farming will play a significant role in agriculture. This is evident in Gariep where only 0.8% of the land is suitable for rain-fed crop production; however, agriculture contributed 38% to the GGP in 2001, in the form of sheep farming and irrigation-based agriculture along the Orange River and Fish River Tunnel. The District intends supporting the development of irrigation schemes in the areas of Senqu, Maletswai and Elundini local municipalities. The Elundini municipal area has the highest percentage of arable land, its agricultural sector has the lowest (4%) of GGP contribution. This is due to the subsistence nature of agriculture in the area and highlights the physical potential for commercial agriculture growth.

h) Biodiversity

The Joe Gqabi District Municipality is characterized by a diversity of vegetation types and land features. The eastern and northern areas (Senqu and Elundini) are featured by high lying mountainous terrain associated with high species diversity and unique wetlands. These areas are more specifically, covered by Southern Drakensberg and Lesotho Highland Basalt Grasslands (in the east) as well as Zaaron Moist Grassland and Senqu Montane shrubland (in the north). The western parts of JGDM are dominated by Karoo Escarpment Grassland, Aliwal North Dry Grassland, Besemkaree Koppies Shrubland and Eastern Upper Karoo vegetation. All of these vegetation covers are classified as "Least threatened" but are for the most part poorly conserved.

An opportunity exists to formally protect the remaining intact grasslands, especially

those classified as vulnerable and endangered, to ensure the important ecological functions they play in this area are preserved, and to build on the attractive and ecologically important landscape for tourism. One of the most important ecological ecosystem services provided by the study area is the provision of good quality water, and the large numbers of wetlands found in the upper elevations within a range of vegetation types are critically important in this regard. An opportunity to apply Payment for Ecosystem Principles for water resource protection therefore exists to ensure the protection of vegetation types dominated by wetlands.

h) Community Capacitation on Environmental Issues

The District acknowledges and observes environmental calendar days. For instance, Arbor Day was celebrated in Jamestown in September 2015 and World Wetlands Day in February 2016. The Department of Environmental Affairs (DEA), Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) as well as Joe Gqabi District Municipality have successfully planned an environmental management workshop for district-wide officials and for all relevant local municipality officials. The main focus of the workshop was on 2014 EIA Regulations and integration of environmental management issues during the service delivery. DEDEAT annually conducts environmental management competitions in schools in order to broaden the environmental awareness scope in learners (environmental awards). The District has effectively coordinated the Greenest Municipality Competition and has encouraged an effective participation of the local municipalities.

The National Department of Environmental Affairs has deployed personnel to support environmental management services within the district. Environmental Health Practitioners employed by the District monitor waste disposal sites, food premises, mortuaries and related premises. A budget for this function is ring fenced. All the elements of environmental analysis mentioned above, with regard to risks vulnerability and risk assessment were taken into account during the development of the SDF of the District.

Senqu Sustainable Development Plan

The Senqu Sustainable Development Plan (SSDP) for Sterkspruit and spatial development priority areas are shown in the figures below. The SSDP seeks to achieve the following spatial and socio-economic development objectives:

- Attract and grow business & industry
- Improved aesthetics (planned and orderly development)
- Improve accessibility of social services (water and sanitation, health, sport, education etc.)
- Improved linkages, transportation and storm water
- Improved access to land for housing
- Promote protection of natural resources
- Increase employment opportunities and reduce outmigration

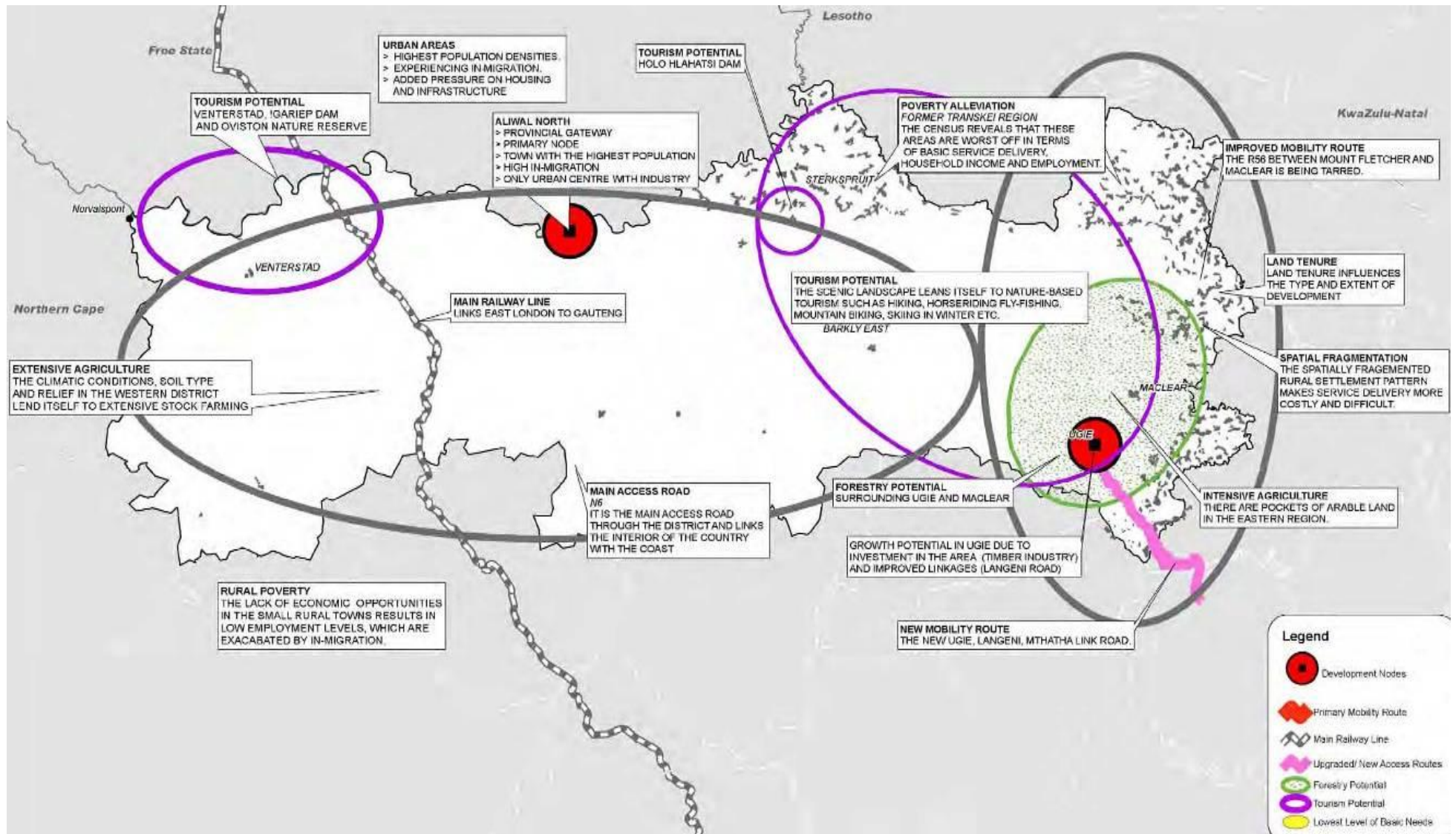


Figure 30: Spatial Priorities

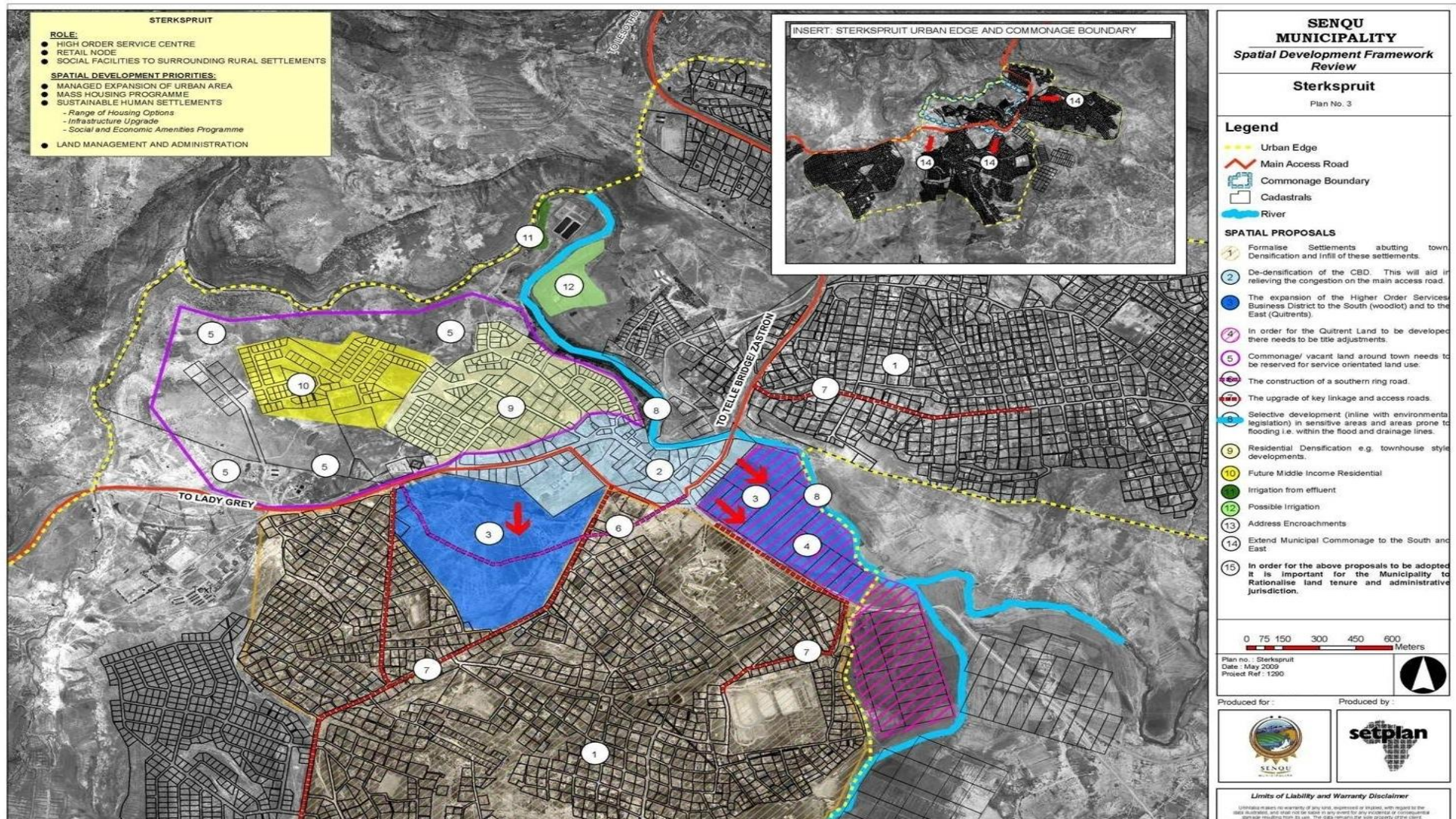


Figure 31: Senqu Sustainable Development Plan

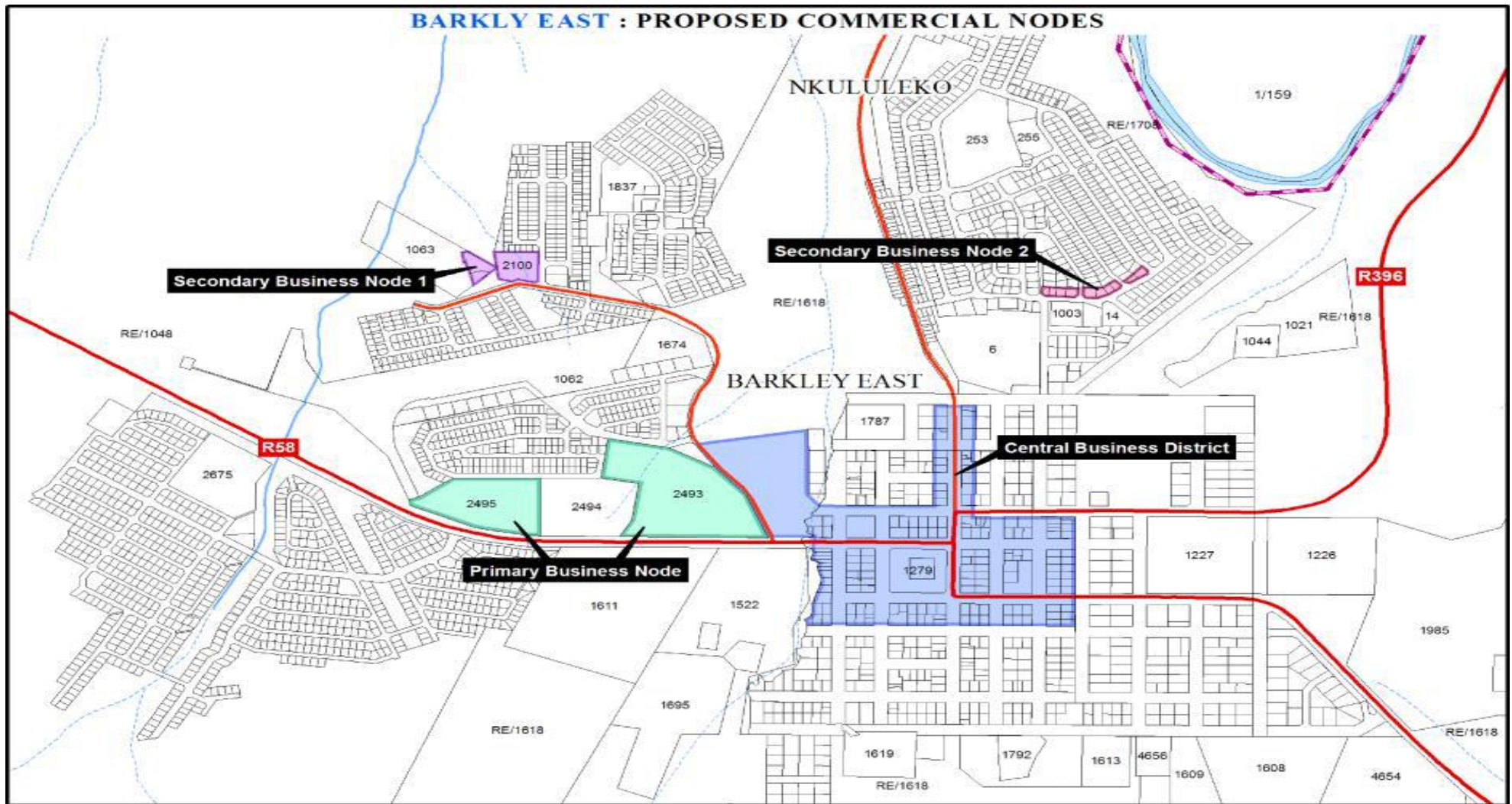


Figure 32: Barkly East town revitalisation: proposed commercial nodes

4.3 Land for future development

The land tenure system influences the type and extent of development in certain areas and therefore impacts spatially on the Municipality. Historical factors i.e. resettlements and forced removals, result in the issue of land rights being both complex and sensitive. Strategies to unlock land for future development are summed up in the table below.

Table 43: Unlocking land for future development

Key issue	Objective	Strategy
Basic Needs	<ul style="list-style-type: none"> ◆ Ensure availability of minimum acceptable level of infrastructure and services throughout the DM Improved capacity in service delivery 	<ul style="list-style-type: none"> ◆ Identify and prioritise areas of greatest need ◆ Systematically link services and services supply networks to optimise efficiency ◆ Focus on involvement of all relevant stakeholders
Spatial Fragmentation	<ul style="list-style-type: none"> ◆ To create an efficient and integrated settlement pattern 	<ul style="list-style-type: none"> ◆ Consolidate and densify settlements where appropriate. ◆ Promote the integration of sprawling settlements. ◆ Prioritise maintenance and upgrade of strategic link routes.
Linkages and Access	<ul style="list-style-type: none"> ◆ Well-structured network system allowing for ease of movement. Efficient and effective links between identified nodes and relevant products and services. 	<ul style="list-style-type: none"> ◆ Identify nodes and products (i.e. agri-produce) that require linkage. ◆ Identify and prioritise areas where the need for improved access is greatest. ◆ Prioritise maintenance and upgrade of strategic link routes.
Land Use Management	<ul style="list-style-type: none"> ◆ An appropriate Land Use Management System in operation across the DM Security of access to land for development 	<ul style="list-style-type: none"> ◆ Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation. ◆ Support land reform and settlement upgrade initiatives by identifying

4.4 Recycling and environmental principles

a) Recycling initiatives

As far as evaluation and Implementation of Environmentally Friendly Practices is concerned, the recycling programmes that exist within the District are in Elundini - Mt Fletcher, and Senqu - Sterkspruit. Maletswai has been active in attempting to improve services in Aliwal North and has received funding to plan and implement waste recycling initiatives. Recycling projects have started in Barkly East, Sterkspruit and Lady Grey. The Lady Grey recycling deals primarily with bottles. The District has been the winner of Provincial cleanest town awards for two consecutive years in Lady Grey and Aliwal North respectively.

b) Small towns revitalisation

The SSDP and Barkly East urban renewal proposals are some of the programmes that the District seeks to extend to the revitalisation and regeneration of nodal towns within the Districts, including Aliwal North, Barkly East, Maclear, Mt Fletcher, Burgersdorp, Venterstad and Steynsburg. Funding for the implementation of this plan is required.

Other small town regeneration initiatives include the Gariep municipality's development of town entrances, parks and memorial sites at a total cost of R 600 000 from DEDEAT Designs for this project have been developed and additional funding of R7m was secured from DEA in the previous financial years.

c) Environmental Management

Linked to the SDF, the District has developed an Environmental Management Plan (EMP), which was reviewed and adopted by Council in 2011. The EMP also details the State of the Environmental Report (SoER) in the Joe Gqabi area. In general, in dealing with the NSDP, PSDF, District SDF and Environmental Management Plan land development should consider the following environmental principles:

- **Landscape quality:** All development proposals must be evaluated in terms of their effects on the landscape quality of the surrounding area. This must consider the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.
- **Urban sprawl:** The development should not contribute to urban sprawl because of "leapfrogging" thereby promoting secondary development.
- **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgement may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centres, etc.) thus creating the need for new a development node.
- **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases, the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project EIA.
- **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- **Agriculture:** Developments should preferably not be permitted on land designated as "**prime and unique**" agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas.
- **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

An amount of more than R20 million has been allocated in the 2017/18 financial year budget for the implementation of the Municipal Health Services function including the Working for Water programme with a view of enhancing the environmental management programme of the District. Recycling initiatives are executed in partnership with DEDEA and local municipalities.

With regard to environmental by-laws, Elundini and Senqu municipalities have adopted Air and Noise pollution by-law though enforcement needs to be strengthened. The District has adopted fire safety by-laws. Capacity is being built for enforcement and creation of community awareness and peace officers have been recruited.

The District municipality has prioritized the review of the Integrated Waste Management Plan (IWMP). The plan was endorsed by DEDEAT. The existing plan was adopted by Council in 2005 and is now outdated. The District is in a process of applying for funding for its review from the Environmental protection and Infrastructure Programme (EPIP). Through implementation of the Plan, a PPP was initiated in Elundini municipality to outsource management of the Ugie landfill site and a possible extension to the other local municipalities in a period of four years. In the Former Maletswai local municipality, a recycling and buy-back centre as well as review of by-laws are underway. The MHS unit of the District is constantly monitoring all waste sites and illegal dumping activities weekly. In all three major towns, namely, Sterkspruit, Barkly East and Lady Grey, waste removal is rendered every day, except for the towns of Rhodes, where it is done twice per week. In Rossouw and for the villages of Sterkspruit no refuse is collected. Not all solid waste sites comply with the necessary required legislations.

At Lady Grey, health care waste is found on the site in direct contravention of the permit conditions. In addition to this, most of the sites are in contravention of the Occupational Health and Safety Act. This risk applies not only to the staff working on these sites but extends to the public, especially scavengers who frequent most of the sites.

In Walter Sisulu LM, garbage collection services are provided with convenient and affordable ways of collection like distribution of garbage bags to all households and actual refuse removal. Public awareness campaigns are regularly held with the assistance of DEDEA on health and safety hazards of illegal dumping and available options for garbage disposal. Clean-up of existing dumps and continuous erection of no dumping sign boards are carried out. The Former Gariep LM currently has three solid waste disposal sites to cater for this waste. These waste disposal sites are located in Burgersdorp, Steynsburg, and Venterstad. The Steynsburg waste disposal site is the only site in the District that is compliant with both the permit conditions and national legislation as set out by DWAF and DEAT. The remaining two sites in Burgersdorp and Venterstad do not have the required permits and are therefore operating illegally.

There are also three closed sites in Burgersdorp, Steynsburg and Oviston that are in need of rehabilitation in terms of the DWAF closure permit. Illegal dumping occurs on all three of these sites, and will continue until the sites are rehabilitated. In areas where waste management services are rendered, the collection and transportation aspects are done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Former Maletswai LM and certain areas of Former Gariep

local municipality. As far as the status of waste sites is concerned, the current situation among formal waste sites is shown in table 33 below.

Table 44: Status of waste sites within the District

LM	Number of municipal waste sites	Number of formal recognition by DEDEAT	with compliance with permit conditions	Key challenges
WSLM - Former Gariep	3	1	0	69 Illegal dumping sites were monitored during the report period of which 1 complied and 68 did not comply.
WSLM - Former Maletswai	2	2	0	248 Illegal dumping sites were visited during the reporting period of which 6 did comply and 242 did not comply. The LM does have a program in place for clearing and cleaning of these points.
Senqu	3	2	1	Illegal dumping is still a problem in all towns.
Elundini	3	3	0	7 illegal dumping areas were monitored and only 1 showed compliance.

All these landfill sites are operational. There is a process to open a new landfill site in Sterkspruit. Eight sites are permitted and licensed. With regard to compliance, poor management in general remains a key challenge with the exception of the Barkly East and Lady Grey sites.

The Former Maletswai local municipality has effective waste management by-laws that are implemented and enforced. A process to ensure existence and enforcement of the by-laws in the other municipalities will be facilitated through the District Waste Forum, which meets quarterly.

In terms of projects that deal with waste management challenges, a Materials Recovery Facility and renewable energy project (bio-digestion) is currently being implemented in the Former Maletswai area. A similar project is being implemented in Ugie in partnership with DEA. DEA update for licensing of waste sites within the District is outlined below.

Table 45: Status of waste sites

LM	No of sites	Activity
Senqu LM	Sterkspruit X 1	Issued Licence to Closure
Walter Sisulu LM	Burgersdorp X 2	Issued Licence to Closure
	Venterstad X 1	Issued Licence to Closure
	Steynsburg X 1	Issued Licence to Operate
	Jamestown X 1	Issued Licence to Operate

EIAs for these sites have been done by DEDEAT in order to assist the local municipalities in achieving the 2016 National Waste Management Strategy target that 80% of landfill sites must have been licensed for compliance to environmental legislation. DEDEA also assessed capital projects for EIA requirements covering the MTEF period.

Communities are empowered and capacitated on environmental management issues through various mechanisms that include awareness campaigns in Former Gariep municipality, which are implemented through EPWP. Clean-up campaigns are also held.

Due to the lack of funds and the necessary capacity, the review of this plan has delayed. Currently Waste Management Services (WMS) are rendered on a weekly basis to most of the residents in urban areas of the District by the three local municipalities, but there are substantial backlogs. Trade and effluent policy regarding treatment and disposal of wastewater is in place and being implemented. A budget for this purpose is allocated under the MHS function of the District as approved by Council.

Most backlogs occur in Elundini and Senqu. In Elundini, waste management services are rendered in the town of Mt Fletcher only to the commercial sector, and no residents enjoy WMS. In Ugie, areas such as Mandela Park, Soccer field, Dyoki and other former black areas similarly have no service. The same applies to certain residential areas in Maclear e.g. Vincent Park and Peter Mokaba.

In Senqu, the biggest backlogs are found in Sterkspruit where only 268 houses have a regular WMS and the residents of some 2 300 other houses in and around the town is left to their own devices. In areas where waste management services are rendered, the collection and transportation aspects are done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Former Maletswai and certain areas of Former Gariep.

Municipalities budget for waste management services through MIG and MHS in the District. The annual operational and maintenance budget funds day to day operations. Operations include solid waste collection and disposal as well as constant monitoring of waste management matters by the District through its regulatory function over local municipalities. The waste management function at the District is performed by the

appointed Manager Municipal Health Services and the Director Corporate Services within a regulatory context.

4.5 Climate change

The District is guided by the Eastern Cape Climate change strategy in order to proactively respond to climate change matters. As far as climate change matters are concerned, the District's Environmental Management Plan deals with the matters that may lead to climate change at a local level. Within the context of the District, the following are the common anthropogenic sources of greenhouse gases (GHG):

- Burning of fossil fuels
- Deforestation
- Agriculture (enteric fermentation and manure management, rice paddies, fertilisers)
- Changes to land use and wetlands
- Landfills and anaerobic sewage ponds
- Chlorofluorocarbons (CFCs) in refrigeration systems and fire suppression systems

The burning of veldt and fuel wood from sustainable sources is not considered as a source of GHG, as CO² is re-absorbed during the subsequent re-growth of vegetation in the area affected. In areas of deforestation, non-sustainable wood burning would be considered as a contributor towards GHG emissions. The following are some likely impacts that JGDM may experience because of climate change:

- Increased temperature
- Change in rainfall patterns

Some ways in which GHGs can be mitigated in the JGDM are:

- **Reduce GHG emissions** by decreasing or eliminating fossil fuels and other activities that produce GHGs, such as:
 - ✓ Increasing the use of public transport and more fuel-efficient cars will reduce the amount of petrol burned in transportation.
 - ✓ Increasing the efficiency of electricity use at home or in industries will decrease the amount of coal burned in electricity production.
 - ✓ Using solar panels or wind turbines to produce electricity without emitting GHGs or switching from fuels that produce a lot of GHGs, like coal, to those that produce less, like natural gas, will reduce GHG emissions from energy use.
 - ✓ Preventing deforestation and loss of other functioning ecosystems will prevent carbon stored in vegetation and soils from being released into the atmosphere.

4.6 SPLUMA implementation

The spatial planning and land use management legislative change and reform (as encapsulated by the SPLUMA) has brought significant changes. The most notable is the manner in which spatial planning and land use management decisions are to be made in the municipal sphere of government. The SPLUMA involves the consideration and determination of all land use and land development

applications to be categorized with certain identified categories of applications being decided upon by a Municipal Planning Tribunal and other categories of applications being decided upon by an Authorised Official (AO). In addition, the SPLUMA requires that all appeals of first instance decisions should be determined internally by the executive authority of the municipality as the Appeal Authority (AA). Thus, progress towards establishment and functionality of the District Tribunal can be summed up as follows:

Table 46: SPLUMA implementation progress

Tribunal establishment	Council Approval of Tribunal	Tribunal type	Functionality	By-law preparation	By-law adoption by Council	Qualified town planner	Impediments
JGDM	Yes	District	Establishment phase	N/A	N/A	Yes	<ul style="list-style-type: none"> ▪ Clarity on role of traditional leaders ▪ Sharing of forms/templates ▪ Provision of training to MPT and AO members ▪ Initiation of the whole process for Walter Sisulu municipality ▪ Senqu municipality has appointed the authorised official while Elundini municipality is finalising the process.
Walter Sisulu	Yes	District	N/A	No	No	Yes	
Senqu	Yes	District	N/A	Yes	Yes	Yes	
Elundini	Yes	District	N/A	Yes	Yes	Yes	

SECTION 5: LOCAL ECONOMIC DEVELOPMENT

5.1 Adoption of LED Strategy

The JGDM adopted its comprehensive LED Strategy in 2009 and reviewed by November 2015. The strategy identifies key economic development programmes that the District and its agency, JoGEDA, should focus on in the next five years covering both short, medium and long term programmes and projects. The LED strategy is appropriate to the existing local economy as the developed objectives and action plans are based on the status quo situation of the District economy, as well as its powers and functions.

5.2 Platforms for Stakeholder and Community Participation

A number of LED related stakeholder forums are functional which include the Agricultural Forum, District LED Forum, District Support Team, anti-poverty sites forum, community works programme forum, LED forums at local municipalities, Tourism Working Group and SMME forum. Established and functional business chambers within the District include Former Maletswai Chamber of Commerce and Sterkspruit Business Chamber. A Round Table Forum which deals with developments around the PG Bison area in the Elundini municipality is also in existence.

5.3 Joe Gqabi Economic Development Agency

JoGEDA's efforts, investment projects portfolio and resource allocation are based on the following four major strategic development priorities:

- Securing project funding and partnerships to leverage technical skills necessary to support projects throughout their lifecycle;
- Regeneration and rejuvenation of decaying and/or marginalised areas;
- Promotion and facilitation of effective and healthy business linkages and enterprise development throughout JGDM;
- Enhance land value maximisation through property and industrial

JoGEDA has been appointed by the District Council to facilitate and promote investment and facilitate business retention within the District. Business expansion and retention strategy was piloted in Former Maletswai local municipality in 2012. Due to the high success rates of the project, a process to replicate the programme in other municipalities is being considered.

For the long-term business attraction and retention plans, the review of the LED strategy of the District will provide specific actions that need to be implemented by the District and all stakeholders involved in the sector.

The JGDM has prioritised the following investment promotion and Economic Development Priority Programmes:

- Tourism Development

- Infrastructure and Properties
- Agri-business and Agri-park development
- Industrial Parks and Manufacturing
- Green Economy
- SMME Development
- Investment Promotion

a) Aliwal Spa

The Tourist resort was established around a series of mineral springs that produce water at temperatures of around 34 degrees Celsius which have extremely high concentrates of minerals and gases. The site of these hot mineral springs, 3km from the town of Aliwal North, includes complex of pools, buildings, playgrounds, caravan sites, playgrounds and dams that spread over an area of 90 ha. The resort has a potential to provide a wide range of products from wellness treatment centre to luxurious, spacious and elegantly furnished chalets and other outdoor activities. The main aim is to upgrade, expand and appropriately market the project for the benefit of Former Maletswai community and its municipality.

For the 2017/18 financial year, JoGEDA will focus mainly on resource mobilisation for the implementation of the business plan developed in 2015/16 financial year. The focus will also be on soliciting potential investors that would ensure the operationalisation of the Aliwal Spa. In 2017/18 an implementation plan for the Agency is to develop a tourist retreat. This focus contributes to the development of an emerging town and will create new economic centres to inspire value chain growth.

b) Elundini Gap and Middle Income Housing

This project includes the development of 90 hectares of land in Maclear. The piece of land has been made available by the Elundini Local Municipality. The land has been earmarked for the middle-income housing development. The focus for 2017/18 is the development is looking for alternative site that affords possible property development where land is available to be sold to prospective home owners.

c) Senqu Small Town Regeneration Project

Commercial property development opportunities have been identified and fully investigated in a feasibility study in various towns of the Senqu Local Municipality such as Barkly East, Lady Grey and Sterkspruit. The outcomes of the study show that various opportunities should be undertaken: Small to medium shopping centre, business support centres and office property development in these towns. Furthermore Senqu Local Municipality has developed small town regeneration strategy for all its towns. A project will be identified from the Senqu Small Town Regeneration strategy for implementation by the Agency. The Agency is in the process of acquiring alternative land in which the Agency has been granted rights to develop commercial property.

d) Water and sanitation programme

The development agency proposed that the JGDM pass a resolution to extend an appointment of JoGEDA. The extension of mandate is to include for the assistance of the Water Services Provision section in implementation of its water and sanitation programme in the District Municipality's area of jurisdiction. The Joe Gqabi Economic Development Agency is willing and able to provide the services required by the District Municipality and confirms that it is suitably organised, qualified and experienced in the provision of the required services. The development agency will bring in the required resources to the programme to assist in addressing the water and sanitation services backlogs, improving the service delivery to local communities and contributing to sustainable development. Activities include supporting strategic policy development, as well as water services provision to rural communities in all Local Municipalities as will be required by the section from time to time. The envisaged assistance will be of Project Management and/or Implementing Agency in nature.

e) Aliwal North Private Hospital

Aliwal North Private Hospital project has been reignited through Board resolution to form part of catalytic projects to be facilitated by JoGEDA. This project has been in the radar of economic development of the Former Maletswai Local Municipality (MLM) and that of the District in general. There has been a need for a private hospital within the region and local municipality initially identified land parcel to be used for this envisaged development. This opportunity has since emerged for JoGEDA to facilitate the development of Aliwal Private Hospital through a private investor and organised grouping of local doctors.

f) Maize Meat Hub Feedlot

The essential purpose of the maize-meat hub in Elundini Local Municipality is to increase income and employment for beneficiaries by developing the red meat value chain in a region which holds competitive advantage within livestock production. The proposed intervention was made in view of the existing market gaps and situational analysis that recommended a feedlot is setup in the JGDM. Through the project JoGEDA aims to stimulate the involvement of historically disadvantaged farmers in partnership with commercial farmers in the formal maize and livestock industry in the province. Significant role players and stakeholders in the agriculture sector have agreed that there would be considerable value in developing a business venture that can involve the different types of communal cattle herds as well as the maize farmers. In 2017/18 an implementation of infrastructural programme by the Department of Rural Development and Land Reform will take place.

g) Agri-Business Support

For 2017/18 financial year the development Agency aims to support agricultural business in generation and economic growth by developing a competitive and sustainable agribusiness sector in JGDM and specifically focuses on the linking the market access with Cooperatives and SMME's.

h) Senqu Industrial Park

The Agency is intending to revitalise the poly vinyl chloride (PVC) plastic pipe manufacturing project located in the small town of Lady Grey. PVC pipes are the most used pipes in the construction, civil engineering, plumbing and general building industries. The venture can develop the manufacturing capacity in a short space of time. The product is envisaged to supply PVC pipes for the housing developments in the region. JoGEDA to revive the project to ensure it is well positioned to become a competitive and self-sustainable manufacturing factory which creates employment in the region. JoGEDA seeks to attract both private and public investors to invest and participate in the development of the project and that the community attain maximum economic and investment returns. The focus for 2017/18 for the Agency will be on soliciting suitable operator that would ensure the operationalisation of the Senqu Industrial Park which will incorporate other industrial companies to work within the industrial park for purpose of elevating poverty.

i) Ugie Industrial Park

The essential purpose of the Ugie Industrial Park in Elundini Local Municipality is to increase income and employment by developing the industrial hub in a region which will hold competitive advantage within District. The proposed intervention was made in view of the existing market gap and the fact that the District does not have this kind of development oppose to other Districts. In 2016/17 financial year the Agency partnered with the Coega Development Corporation (CDC) and Elundini Local Municipality (ELM) to develop a feasibility study for the project which will detail if the project can be viable in Ugie

For 2017/18 the development Agency aims to have these industrial parks being launched as business cases with an intention to generate an economic growth by developing a competitive and sustainable Industrial business sector in JGDM and specifically focuses on the linking the market access with Cooperatives and SMME's.

j) Renewable Energy Strategy

The agency has been mandated to develop a renewable energy strategy and package business opportunities in the renewable energy sector.

k) Entrepreneurial Skills Development

For 2017/18 the Agency the focus will be on the completion of the skills development strategy and how that can assist in bridging the skills gap within the District. Potential partners have been earmarked for the purposes of resources together address the skills gap.

I) District Investment Strategy

The core mandate of the Agency is to attract direct and indirect investment into the region; key to this exercise is to further develop the existing investment policy into a more comprehensive document that speaks the unique characteristics that are prevalent in our local municipalities. The lack of bulk infrastructure remains a challenge in the JGDM and that requires innovative ways to find solution on how best the situation can be solved. The situation poses threat to the majority of projects especially the housing projects. Funding is a challenge. IDC funding still outstanding yet all the funds that have been allocated for the projects are based on the availability of these funds. Issues such as land invasions pose a threat to the some of the projects. Lack of human and financial capacity remains a challenge for the Agency especially for the projects.

5.4 District-wide tourism attractions and opportunities

The tourism market in **Elundini** is largely undeveloped. There are however a number of products that are clustered around the towns of Ugie and Maclear. The JGDM Tourism Sector Plan found that the municipality had more products than any of the other municipalities in the District. The key attractions in **Elundini** include its paleontological heritage, which includes dinosaur footprints, fossil remains and petrified forests. There are also sites of cultural significance. In terms of protected heritage, the region has not formally protected many of its historical buildings and churches through proclamation of historical landmarks. There are only two proclaimed national monuments in the municipality, that being the dinosaur footprints at Oakleigh Farm near Maclear and the Naude's Nek Pass.

Tourism events that are held in **Elundini** include The Fees ZonderNaam Ladies Fly Fishing Competition Rapture of the River Fly-Fishing Competition, Annual Rose Show and the Kapaailand Classic Golf Tournament. The Naude's Nek Pass, situated in **Elundini and Senqu Local Municipalities**, connects Maclear to Rhodes. With its summit at 2,587 m above sea level, the pass is the second highest dirt road in South Africa. This pass is based on the route taken by the courageous Naude brothers in the 1890s.

Today the road is more usually travelled in a comfortable 4x4 vehicle, but it still presents a challenge, particularly in winter when heavy snowfalls are common. Local advice regarding weather and road conditions should be heeded before attempting this spectacular pass. Key tourist activates in **Former Gariep** include:

- The Former Gariep Dam
- Oviston Nature Reserve
- Anglo Boer War history
- Fossils and San rock paintings

The most significant tourist attraction in the Municipality is the Former Gariep Dam and in addition there to is the Oviston Nature Reserve. Lake Former Gariep is very underdeveloped and there are opportunities to introduce a number of water based recreational activities,

nature walks and fishing. Game hunting for both meat and sport is also a significant draw card, as International game hunters can bring in much needed income for farmers. Another unique attraction in the Former Gariep LM is white water rafting in the existing irrigation canals.

Burgersdorp is the oldest town in the north Eastern Cape and a number of heritage sites. With adequate marketing the town can be packaged with either a hunting/game drive experience or a **Former Gariep** Dam visit. The expansion of the Red River Route in **Former Gariep** to include the Oviston Nature Reserve can be used as a catalyst to expand accommodation facilities along the Orange River. There is also the potential to include the Former Gariep House Boat as part of this experience. Adventure activities, including:

- Fishing
- Bird watching
- River Rafting
- Hiking
- Events
- Education
- Business; and
- Sport

The following tourism products have been identified as having potential for the development in **Aliwal North**:

- Historical experiences
- General nature experiences
- Adventure experiences
- Conferences

Senqu Local Municipality has a well-established tourism industry with a local municipal tourism association, as well as a private sector body. **Senqu** is presently the most developed tourism destination and where eco and adventure tourism offer the greatest potential for further development. Tourism, in **Senqu**, does emerge as a key potential economic sector, and economic driver, particularly with the inclusion of the country's only ski resort, Tiffendell. Opportunities exist to promote Tiffendell as a venue for international events such as the World Snow Boarding Championships. Mountain tourism is the most active tourism node, although seasonal in nature with strong winter adventure tourism and with Tiffendell ski resort being the "key pin" with linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas.

The Rhodes Wild Trout Festival is by far the most popular fly-fishing event in the municipality, attracting tourists from all around South Africa to Rhodes for the three day event. This annual festival has been successfully organized and managed by the Rhodes Wild Trout Association since 1996. In 2012, 44 farms participated from throughout the **Senqu Local Municipality**.

A number of accommodation establishments indicated that 4X4 routes were one of the principal reasons that tourists visited the **Senqu Local Municipality**. This is due to the topography and terrain of the municipality which provides visiting 4X4 enthusiasts with a wide variety of both challenging and scenic routes which to enjoy. Situated within **Senqu Local Municipality** is the Balloch Natural Heritage Site because of the Cape and Bearded vulture colonies that nest in the basalt cliffs. Balloch is the half way stop over for the increasingly popular annual “Skyrun” and “Wartrail Tri -Challenge” which are extreme adventure race events.

Opportunities exist in **Senqu** for developing a tourism route, linked to the revitalization and upgrade of Sterkspruit, to cater for shopping tourists and day-travels from Lesotho. Potential also exists around the Tiffendell and Rhodes area for it to be developed into a high altitude national park or conservation area. There are also a number of rivers with an abundance of trout, which can be further developed to focus on the fly-fishing tourist market.

There are two significant heritage sites located within **Elundini Local Municipality**, being the Rush Heritage Site and Prentjiesberg National Heritage Site. There is potential for a stopover point at Maclear to explore rock art (nature based tourism).

5.5 Competitive and Comparative Advantage

The District’s stark topography and undisturbed landscapes in conjunction with low reported crime levels, creates the potential for tourism. The District is one of the few mountainous areas within the country and it is the only area in the country with a ski resort. This has a high potential to boost tourism.

There is an important distinction between commercial agriculture (practiced in 80% of the District) and subsistence agriculture (practiced in 20% of the District). In the Former Gariiep, Former Maletswai and part of Senqu municipal areas, commercial farmers are mainly small stock farmers (sheep and limited numbers of goats) but there is also some cattle farming. There is also some game farming especially to the west and this has positive synergies with the conservation areas of the Nama Karoo (Oviston Nature Reserve). In the wetter Elundini area more cultivation is practised, mainly maize and potatoes mixed with livestock farming.

The District economy is highly dependent on agriculture. Comparative advantage and associated opportunities do exist in the agricultural sector because of labour surpluses, pockets of fertile land under-utilised irrigation potential. The deterioration of road networks is impacting very negatively on farming in the whole region. Farmers are struggling to get their produce to the markets and farm workers have to pay higher taxi fees due to the bad condition of the roads. The closing down of the railway system also increases transport costs because all inputs and products now have to be transported by road. This places an ever-

increasing burden on the road infrastructure.

The other main farming activities in communal areas are livestock farming and vegetable production. Poverty, a fundamental lack of skills and difficulties in accessing loan funding pose enormous challenges in these areas.

The continued incidence of stock theft (and deaths due to small predators) has resulted in many farmers changing their focus from small stock to large stock (cattle) and game which require fewer input costs and are relatively easier to manage. The District is one of the major wool producing areas in the country. Wool is transported to Port Elizabeth for sale. Wool is sold into a global market and it has been difficult in the past to make an impact in this area. Wool processing (in Former Maletswai - which is advantaged by the N6 link to East London, and Former Gariep), livestock husbandry (Elundini and Former Gariep), maize (Elundini, and Senqu) and dry land Lucerne (Senqu) have all shown signs of being suitable. However, commercialising these activities and enhancing productivity remains a major challenge. There are currently initiatives geared towards establishing wool washing facility in the Elundini municipal area.

Support for emerging farmers and land reform beneficiaries in particular needs is required. A lack of farm infrastructure, large debts, insufficient stock and often lack skills and experience. With regard to communal farming there is shortage of agricultural facilities such as dipping tanks, loading ramps, sheds, water points and fences. Commonages are poorly managed, extensively overgrazed and poorly maintained. Plans have been developed for the development and management of some commonage areas.

5.6 Land Reform

It is important that the other redistribution programmes (LRAD, State Land Disposal, and Commonage Extension) be also accelerated. Similarly, restitution settlements also need to be urgently completed. A records of outstanding land claims at the District level that is reflected in the table below.

Table 47: Land Claims record

District municipality	Lodged claims	Settled claims	Outstanding claims
Alfred Nzo	84	57	27
Amathole	8 053	7 743	310
Sarah Baartman	7 137	5 891	246
Chris Hani	2 114	2 014	100
Joe Gqabi	117	89	28
OR Tambo	133	55	78
Total	17 638	16 849	789

5.7 SMME and Cooperatives

The institution has developed an SMME and Cooperatives Strategy which was adopted by Council in 2010. The strategy contains a clear action plan and targets. A process to review the strategy is underway. As part of promoting local economic development, the District is in a process to review the supply chain management policy in order to promote contractor development. With a view of encouraging more participation by SMMEs and emerging businesses in procurement services, various supplier day initiatives are conducted. The Council has committed itself to attaining the target of a minimum 30% local procurement.

Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC and the District Municipality. The programme is currently being implemented. With a view of promoting and regulating economic development, focusing on the entertainment sector, the District has developed and gazetted generic liquor by-laws that are applicable throughout the District.

5.8 Institutional Arrangements

The JGDM has a responsibility for promoting and facilitating socio-economic development within the area of the District. An LED Section is located within the Office of the Municipal Manager as contained in the organogram. Currently the Section is composed of the LED Manager (socio-economic development manager), three coordinators (agriculture, tourism, and socio-economic development), Economic planner and an administrator. All the posts are filled. LED is mainstreamed within the institution and all Departments and organizations have a role to play in the creation of an enabling environment.

5.9 Expanded Public Works and Community Works Programme

Road Maintenance within Joe Gqabi is done through EPWP principles focusing on labour intensive strategies. In the District area, most government Departments implement EPWP and some of the programmes include community health workers. An EPWP policy is in place.

The Community Works Programme (CWP) has a profound impact on the micro-economy of the District. The District is involved in facilitating implementation of the CWP programme as the actual implementation rests with other stakeholders. The District has previously implemented the programme in a number of wards in Senqu LM, Elundini LM and Former Gariiep local municipality. Two thousand people in Senqu and one thousand people from each of the other two municipalities will benefit from the programme. An extract of the LED Implementation plan is contained below and the detailed plan is contained in the LED Strategy.

Project Name	JGDM Strategic Focus Area	Implementing Agent	Source of Funding	Estimated Budget Amounts				
				2015/16	Time Frame 2015/16	2016/17	2017/18	2018/19
Local Procurement And Supply Chain Policies	Build economic and Social Infrastructure	JGDM	JGDM, DBSA, DEDEAT, National Development Agency, other government depts.	R213 000				
Value Chain Analysis Around Tourism And Other Sectors	Job Creation And Poverty Alleviation	JGDM	ECTB, DBSA, National Development Agency, DEDEAT, other government depts.			R250 000		
Develop And Implement A District Marketing And Branding Strategy	Job Creation And Poverty Alleviation	JGDM	JoGEDA, DBSA, other government depts.			R300 000		
Review Smme And Microenterprise Strategy	Job Creation And Poverty Alleviation	JGDM	DBSA, JGDM, DEDEAT, other government depts.			R250 000		
Led Support Structures	Build economic and Social Infrastructure Intergovernmental Coordination	JGDM	JGDM	R100 000		R110 000	R121 000	R133 100
Tourism Routes	Job Creation And Poverty Alleviation	JGDM	JGDM, ECTB, DEDEAT, DEAT, MIG, other government depts.	R100 000		R150 000	R165 000	R181 500
Implement Tourism Marketing And Development Plan	Job Creation And Poverty Alleviation	JGDM	JGDM, ECTB, DEDEAT, DEAT,, other government depts.	R1 425 000		R2 703 000	R 1 751 000	R1 341000
Expansion Of EPWP And Community Works Projects Around Environmental Issues	Job Creation And Poverty Alleviation	JGDM	JGDM, DEDEAT, DEAT, DWAF, other government depts, donor organisations	R200 000		R250 000	R300 000	R350 000

SECTION 6: DISASTER MANAGEMENT

6.1 Disaster management

The District adopted and reviewed its Disaster Management Policy and Framework in 2009 to deal disaster management and planning within the District. A process to develop a District Disaster Management Scientific Assessment Plan has been initiated. Vulnerability and risk assessment form part of the terms of reference of the plan. A Disaster management Plan was adopted in 2005. In response to the frequent snow incidents within the District, an incidence protocol was developed in consultation with all stakeholders and adopted by Council in June 2013. This project is implemented by the District in partnership with SANRAL, with an interest on the N6 and R58 routes.

The District Disaster Management Unit has been established to develop the District's capacity to deal with disasters. The roles and responsibilities of the centre is to coordinate, plan, capacity building, prevention and mitigation of potential disasters that the area is prone to such as tornados, floods, thunder storms, snow, swine fever, cholera and diarrhoea. In addition, local offices have been established by the District to perform the function at local municipality level.

The Disaster Management Centre (DMC) has been established with a District Disaster Management, Fire and Rescue Services Unit and four satellite offices in Mount Fletcher, Burgersdorp, Aliwal North and Lady Grey. A fully equipped DMC is in the process of being established in Barkly East and Aliwal North, subject to availability of funding. Funding for these establishments has been sourced from MIG and Department of Corporative Governance and Traditional Affairs. This funding will not be sufficient for making these centres function optimally hence further investment in this regard would be required. More funding is required for other centres as well.

To deal with provision of uninterrupted power supply, a generator was been procured though not yet connected to the current power supply due to the plans of extending the District Disaster Management centre. Plans for the extension of the Disaster Management Centre and one satellite office in each local municipality are at an advanced stage for implementation.

The JGDM has an infrastructure and Incident Command System (ICS), which is utilised as the incident command system. The next phase development of the ICS will add connection capabilities to the early warning system. The District was a pilot for the GEM³ System installed by the Province but the system is not linked to other municipalities, as it is the first of its kind and does not match with existing systems.

The Disaster Centre is in a process of developing the Cross Border Mutual Aid Agreements with neighbouring municipalities offering disaster and fire services in an attempt to cater for risks and community vulnerabilities which were taken into account during the review of the SDF, are as follows:

Table 48: Community vulnerabilities

ORIGIN	PHENOMENA
Geological hazards	Earth tremors
Hydro-meteorological hazards	Floods Tornadoes Drought Veld fires Severe snowfalls Gale force winds
Biological hazards	Outbreaks of epidemic diseases: Cholera HIV/AIDS Foot and mouth disease
Industrial or technological accidents	Fires: structural, domestic and industrial Dam failures Forest fires
Transportation Accidents	Road Pedestrian Train Aircraft Hazardous material spills
Pollution	Air Water Toxic Waste
Crowd related	Major events Civil unrest Faction fighting

The District further started a process of cooperative agreement with the neighbouring municipalities in relation to fire services. The plan includes the Christ Hani, O R Tambo, Alfred Nzo, Pixley Ka Seme, Xhariep DM. The response however has been poor in response to the proposed agreements.

6.2 Fire fighting

Fire fighting is a shared service between the District and the local municipalities but currently only the District is budgeting for this service. The District is operating a full-time fire services.

The District is prone to runaway veldt fires as well as man-made fires that affect properties and buildings. In performing its function with regard to fire fighting, the District acquired customised fire fighting equipment in 2009 and a cost of R9 million. Further, fire fighting equipment which includes skid unit fire-engines for each local municipal area and two

medium fire fighting engines as well as three major fire fighting engines were purchased for the areas with the highest fire risk namely; Aliwal North and Ugie as defined in the Spatial Development Framework of the District. This investment will help build and strengthen the capacity of the District capacity to deal with veldt and forest fires within the region. A partnership agreement between the District and the Working on Fire programme is in place.

In order to deal with veldt and forest fires, the District has entered into agreements with local farmers and local municipalities. Moreover, twenty nine fire fighters have been employed to deal with this function. The District also entered into a formal agreement with the working on fire programme with a focus of increasing the available human resources. The Provincial Disaster Management centre also provides support as and when needed. Good relations with the farming community also enable the District to respond to fire incidents with high levels of success. This process allows for shared resources usage.

6.3 Disaster risk assessment

With regard to managing high-risk development, the District Disaster Management unit plays an advisory role through Disaster Risk Management Advisory Forum meetings that seat quarterly to sector departments and communities. To manage and mitigate impact of high risk developments measures that are implemented include special building designs that withstand the forces of nature, planting of trees to create windbreaks, community awareness and capacity building programmes to inculcate risk avoidance behaviour are mitigation options which could be implemented. Mitigation strategies include emergency preparedness such as community awareness, preparedness training, drills and rehearsals for those disasters, which cannot be prevented or mitigated, as well as for those that cannot reasonably be predicted. The Disaster Management centre is also participating in the monitoring of the Airstrips for safety landing. Safety inspections are also conducted throughout the District on an ongoing basis to identify and respond to potential Disaster risk areas.

The unit has been assessing risks and developing protocols, however there is still a need to develop a Disaster Risk Management Plan (DRMP). The disaster risk assessment will identify and quantify the various risks the area is exposed to, and develop strategies on how prevention, mitigation and responses should be arranged and managed by all stakeholders. Funding for DRMP is required. Strategies for community vulnerabilities and risks identified include:

- Events management safety and security plan
- Fire fighting services master plan
- Forest and veldt fire management plan process
- Flood incident management response plan

6.4 Disaster and fire services institutional arrangements

The Disaster, Fire and Rescue Services Manager has been appointed and manage a team of five employees. The organogram provides for eight disaster management posts. Filling of

posts in this area of operations has been prioritised in the current IDP process. The staff complement is increasing in the unit as thirty one (31) fire fighters have been appointed. The staff complement now stands at thirty seven (37). A Chief Fire Officer was appointed. Fire fighting units are deployed in all the identified strategic areas within the District.

6.5 Disaster bylaws

The District Council adopted community fire safety by-laws in 2009 and they have been promulgated. These bylaws include fire related incidents namely tariffs, events management, occupancy certificates and community safety. These by-laws also assist in promoting economic development within the District as they serve to protect the agricultural sector of the District. Various fire services policies have also been developed and adopted by Council. The adopted policies and by-laws are applied to deal with mitigation, prevention and post disaster situations. Processes are in place to strengthen implementation and monitoring. The implementation of these by-laws awaits the approval of fire system by Department of Justice.

SECTION 7: OTHER OPERATIONAL PLANS AND STRATEGIES

This section outlines Sectoral Plans developed by the District recently and reviewed in the past few years. These have informed the various sectoral strategies contained in this document.

7.1 Area Based Plan for Land Reform

The Department of Rural Development and Land Reform funded development of strategy for land reform, which conceptualizes land reform as a multi-faceted process aimed at creating sustainable economic development and improving the quality of life of the previously disadvantaged. This strategy is a result of deliberations from the Land Summit held in 2005 which provided for an inclusive review of land and agrarian reform with a view to accelerate the pace of delivery. The land summit was subsequently incorporated by the Department of Land Affairs into GDS agreements. They have also provided funding and procured service providers to prepare these plans for the District Area.

Area Based Plans are land plans for municipal areas that deal with the needs of land for economic development and transformation. The framework makes planning for land and agrarian reform central to the formulation of Integrated Development Plans by local government.

7.2 Pavement Management Plan

The Pavement Management System was developed in 2006 for all the streets in towns in the District. Conditions assessments were done on some of the existing streets and the software was subsequently loaded onto computers of the three local municipalities. The pavement management system was primarily provided to the local municipalities for planning purposes with regard to streets in town. There is a need that the PMS software be extended to capture condition of rural roads as well.

7.3 Tourism Plan

JGDM has adopted its District tourism plan in October 2009. The tourism sector within the District is comparatively underdeveloped in relation to other Districts within the Eastern Cape. They fall in three distinct categories, self-catering, bed and breakfasts and lodges/hotels. There are few formalized tourism products (apart from accommodation) in the area. There are few skilled people participating within the tourism sector due to lacking training facilities providing tourism related skills.

Most visitors (52%) come from the Eastern Cape and Gauteng (23%). Joe Gqabi is sometimes used as an overnight stay between Gating and the Eastern Cape coast. This kind of accommodation tends to be easily accessible. The towns benefiting from this include Aliwal North, Venterstad and Steynsburg.

The market for ecotourism and adventure tourism tends to be fairly affluent. People tend to stay several nights. The Elundini and Senqu areas tend to benefit from this. In Aliwal North (but also in some limited other venues) there is a government sector market for people attending meetings and conferences. This tends to be during the week. There are two main route developments in the District namely: the Maluti and the Friendly N6 Tourism Routes. There is a smaller Lake Former Gariep Dam Route around the Former Gariep Dam. It is done in conjunction with the Free State and Northern Cape. The Friendly N6 stretches from Bloemfontein in the Free State through the JGDM to East London. The Maluti Route is a cross border effort in conjunction with Free State and Lesotho.

The most active tourism node is that of mountain tourism. Tiffendell ski resort forms a key node within this sector though the resort has had its own challenges recently. There are linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas. This node tends to be seasonably active. There is strong winter adventure tourism as well as Christmas and Easter activities. The Aliwal North tourism node tends to focus on a different market: government officials and travellers. The Former Gariep Dam area is a developing tourism area and is strongly linked to conservation initiatives and establishment in the area as well as the Former Gariep Dam.

There are limited tourism opportunities within the Sterkspruit and Mount Fletcher areas. However the Sterkspruit CTO is operational and accommodation is provided for government officials and short stay visitors. There is no tourism accommodation in Mount Fletcher. It is expected that the Holo Hlahatsi dam in the Sterkspruit part of Senqu may provide some limited tourism attraction. Joe Gqabi has developed a tourism plan, which focuses on product development, marketing, infrastructure development, human resource development, enabling environment, the tourism marketing and development. The tourism strategy identifies the tourism products and the financial and human resources for the each financial year. The District tourism programmes budget is R38, 877,500 covering the next five financial years. R34 233, 000 out of R38 877,500 is the capital budget and the rest is the operational budget.

Tourism has been identified as growth sector in the LED and thus has the potential to increase economic opportunities, be a source of employment to many and lower poverty levels within the District. Thus, tourism is of vital importance to the District and has enormous potential for job creation with direct benefits to local communities, as well as economic benefits for the region as a whole. The tourism objectives are amongst others the following:

- The establishment of tourism routes and tours, with a clustering of tourism products that explore the diverse natural and cultural heritage within the District
- Development of Meetings, Incentives, Conventions, Exhibitions and events tourism in the District
- Development of iconic products in the District to attract more tourists
- Develop the arts and crafts sector in the District

- Further develop and market cultural/heritage/historical attractions in the District
- Development of tourism service providers.
- Encouragement of budget tourism in the District
- Promote and assist the development of the Freedom Trail and the Freedom Challenge
- Promote adventure, nature based and sports tourism in the District.
- Development and promotion of rail tourism

7.4 Environmental Management Plan

The District municipality developed an environmental plan in 2005 and it was reviewed and adopted in 2011. The Environmental management Plan covers the physical and biophysical environments (physiography, geology, soils, climate, hydrology and soil erosion, fauna and flora, the land use, land cover, land capability and conservation and the built environment). The terms of reference for the development of the District Air Quality Management Plan (AQMP) have been developed. The District is an authority in terms of air quality licensing. The necessarily financial resources and capacity to implement the function are still lacking. Consequently, the licensing function is currently administered by the Provincial DEDEAT.

In the JGDM the most significant industrial contributors to air pollution in general have been identified as processing factories and the transport sector (exhaust fumes), which release toxic waste gases as a result of the combustion of fuels. Industrial activities are not a serious concern as these remain low, but include industrial processing by the following: Bokomo, PG Bison and DairyBell. Generally, domestic contributors to air pollution are associated with wood, coal, waste and tyre burning. In addition, agricultural practices, involving indiscriminate veldt or forest burning of extensive areas, results in poor air quality and associated health issues. Burning of waste at local municipalities is also problematic. JGDM may not be subjected to the same pollution load as other Districts, which are more intensely industrialised. The EMP sets clear indicators and targets that relate to air quality management that should be monitored by the District.

The District is currently increasing its capacity to deal with air quality issues. Air quality issues are dealt with by the Air Quality Official located in the MHS section. This officials has been exposed to various capacity buildings initiatives

More baseline information for the JGDM is needed to make inventories and have records of the emissions data, so that predictions of future levels of emissions as well as measurements of changes in the emissions can be undertaken. At present, no such baseline information can be sourced. The most relevant mitigation measures and areas that JGDM should focus on the use of biofuels, renewable energy, improved waste management and agricultural resource management. Key environmental management issues per municipality can be summed up as follows:

Table 49: Key environmental management issues

JGDM	Elundini	Former Maletswai	Former Gariep	Senqu
Sanitation issues	Biodiversity	waste management	waste management	Land degradation/dongas
Waste management	waste management	sand mining	erosion	Waste management
Water resources	air quality	veldt fires	veldt fires	sand mining
	sand mining	Water resources	Water resources	veldt fires
				Water resources

7.6 Freshwater Resources

Freshwater is a vital natural resource in the JGDM and is essential to life, the environment, food production, hygiene, sanitation and industrial activity. It should be noted that DWA is currently in the process of establishing Catchment Management Agencies to take responsibility for water resource management in the various Water Management Areas. The JGDM traverses three Water Management Areas (WMAs):

- The Umzimvubu to Keiskamma WMA
- The Upper Orange WMA and
- A very small part of the Fish to Tsitsikamma WMA

This complexity indicates the importance of cooperative governance when considering freshwater resources that must be shared among various users separated by political boundaries. The Joe Gqabi DM is drained by three main river catchments:

- The Senqu (Lesotho) / Orange (South Africa) River catchment with a natural Mean Annual Runoff (MAR) of 4 012 Mm³/a,
- The Umzimvubu River Catchment (the Tsitsa, Tina and Kinira tertiary catchments feed the Umzimvubu River), with a natural MAR of 2 897 Mm³/a, and
- The Kraai River Catchment with a natural MAR of 956 Mm³/a.

The Orange River system, South Africa's largest river basin, rises in the Drakensberg in Lesotho, where it is known as the Senqu River. The Senqu River drains the Highlands of Lesotho and is fed by the Seapala, Tele and Quthing Rivers, as well as many other smaller tributaries, and contributes close to 60% of the surface water associated with the Upper Orange water management area, at the point where it enters South Africa to become the Orange River. The Orange River system is South Africa's largest river basin, and is the source of much of South Africa and Lesotho's water.

The Kraai River has its origins at the southernmost end of the Drakensberg, south of the Lesotho, in the magisterial District of Barkly East. The Kraai is a tributary of the Orange River and flows westwards from the junction of the Bell River and the Sterkspruit at Moshesh's Ford to join the Orange near Aliwal North. The Kraai catchment starts at altitudes of up to 3000 m on the basaltic rocks of the watershed that forms the boundary between South Africa,

Lesotho and the Herschel District of the former Republic of Transkei.

The Southern Drakensberg Mountains on the boundary of the Elundini LM form a watershed that separates the eastern and western parts of the JGDM. The watershed along the easterly boundary of the Kraai catchment, along the escarpment above the towns of Maclear, Ugie and Elliot, separates flow to the Atlantic Ocean via the Orange from flow to the Indian Ocean via the Umzimvubu River. The Umzimvubu River enters the sea at Port St John's, and is the largest undeveloped river in South Africa. The natural habitats of the catchment are critical for the regulation of water supplies. Rainfall is intercepted by natural grasslands and wetlands, so that it infiltrates into the ground and gradually is released through the rest of the year, thereby maintaining base flows during the dry months.

The largest suppliers of water to the JGDM of these are the Former Gariep Dam, the Orange/Fish Tunnel and Holo Hlahatsi Dam.

7.7 Water Quality

There is little to no information available regarding the current water quality of the rivers in the DM. Monitoring of freshwater resources is only undertaken periodically to ensure the quality of water at abstraction points for drinking water. This is insufficient to provide a good indication of the quality of the water in the rivers, wetlands, dams, etc. that comprise the freshwater resources of the municipal area. Water quality data are available from the Department of Water Affairs – Water Management System (DWA-WMS)

Water pollution can be experienced as a point or non-point source in both surface and underground water sources. Examples of point pollution sources are activities that discharge directly into the water sources, such as industrial effluent or malfunctioning wastewater sewage works. Point source pollutants are easily identified. Point sources of oil and other hydrocarbon pollution are areas used to clean taxi buses and vehicles in the river or stream.

Non-point pollution sources are more diffuse and difficult to trace as they occur indirectly and enter watercourses through rain and storm water run-off. Examples of non-point sources are fertilisers and pesticides used on agricultural land and oil spills on hardened surfaces. In JGDM, agricultural non-point sources may increase in association with the intensification of crop and stock farming, but is currently relatively insignificant compared with the point sources of pollution. Oils and hydrocarbon compounds, which enter the river systems through non-point sources, are a direct result of inadequate storm water management, where the absence of oil traps results in diffuse discharge into river systems. In addition, non-point sources of ground water pollution may be occurring because of scattered pit latrine sanitation, which is common in the JGDM.

7.8 Wetland systems in JGDM

There are numerous wetlands scattered around the local municipalities of JGDM. In the JGDM, wetlands are threatened by agricultural and development activities. In particular,

wetlands are heavily grazed by stock during the dry season. Wetlands are also often ploughed for crops as the higher water table and soil moisture content in the flatter areas is ideal for crops. Wetlands are also the receiving polluting materials from upstream litter and activities.

Working for Wetlands is a programme initiative aimed at delineating and qualifying wetlands in South Africa. A project currently being conducted in JGDM is the Gatberg wetlands project. These wetlands, located near Ugie, are considered to be of high significance for biodiversity conservation at a regional and national level. They provide habitat for a rich variety of birdlife, including the vulnerable Grey crowned crane and the critically endangered Wattled crane and are important for water supply for towns, farms and wildlife. Other ecosystem services that they provide include stream flow regulation, flood attenuation, sediment trapping, phosphate assimilation, tourism and recreation, research, and education.

Commercial tree plantations in the 57,544 ha catchment have a significant impact on water flow into the wetlands. Other impacts include furrows that concentrate water flow and drain the wetlands, and road crossings and railway lines that affect its hydrology. Some wetlands in the area have been cultivated in the past, which has resulted in loss of vegetation cover, and invasive alien plants such as pines encroach from commercial plantations.

Rehabilitation intervention began in this system in 2004. All labour is sourced locally, and the project is implemented in line with Expanded Public Works Programme principles. Concrete and earth structures are used to deactivate erosion and raise the water table in wetlands. Invasive alien plants are being removed from some areas of the catchment, and where necessary the wetlands are being re-vegetated with indigenous wetland plants.

7.9 Erosion

Erosion is a significant problem in the JGDM. The degradation within JGDM is concentrated in the northern parts of Senqu LM and the very eastern areas of Elundini LM. Erodibility is the highest in the central and western parts of JGDM. The erodibility of soils can be described as their sensitivity to the effects of wind and water on the soil structure. This property is expressed as an erodibility index, where low values indicate high susceptibility to erosion, and high values correspondingly indicate a low susceptibility to erosion. The erodibility index is determined by combining the biophysical effects of slope and soil type, rainfall intensity and land use. These aspects are represented by terrain morphology (soil and slope), mean annual rainfall and broad land use patterns. Since soil formation is a geological process requiring centuries to complete, stable soils can be viewed as important natural resources.

Soils in Elundini and Senqu LM consist mostly of arenites and mudstones that have a medium erodibility index. Thus, the probability of erosion due to natural processes in these LMs is low and the degradation observed is probably due to human interference. It is important to note that most degradation occur within 5km of urban build-up. Although natural erosion does occur, the influence of human activity might play a larger role in this process. Understandably, human activity does increase around urban and rural developed areas. Care

should be taken on the impact of these activities on land degradation, as with time, these areas will become unsuitable for certain development purposes like agriculture or grazing.

7.10 Mining

The District is underlain by a variety of rock types representing a considerable time span. The area is mainly underlain by sedimentary rocks, through which magmas have intruded to form dolerite dykes and sills over time. Mining sites not rehabilitated cause erosion and subsequent sedimentation of rivers. Mining sites may not be licensed to operate and therefore are not obligated to rehabilitate the site. Abandoned stone borrow pits and quarries are common and are often not properly rehabilitated. Mined areas cause invasion by alien plant species, safety risks for local communities and can cause erosion and siltation of streams and rivers.

The District is exploring various ways of mining and quarrying within various areas. In the area of Senqu local municipality the District and Provincial Department are support various community our mining activities. There is potential for future growth of the sector.

7.11 Faunal diversity

Historical settlement in the JGDM has transformed the faunal landscape. Large mammals have largely been hunted out, although bird populations have possibly been less affected. In recent years, however, with the growth in the popularity of game farming, larger game species are being re-stocked. The impact of land use activities on large birds, such as cranes is an area of concern. Crane populations in the area have provided a focus for conservation efforts by Eskom and the Endangered Wildlife Trust in the form of the South African Crane Working Group at Joelshoek near Maclear. Wetlands provide an important habitat for these birds and should be regarded as a high conservation priority where they are known to feed and/or nest in significant numbers. Blue Cranes are also being threatened by farmers who try to control the Guinea fowl population by laying out poison.

7.12 Vegetation type

According to the South African National Biodiversity Institute (SANBI) and the vegetation classification by Mucina and Rutherford (2006), JGDM holds within its boundaries, 21 different vegetation types which fall within five different biomes including; Azonal Vegetation, Forest, Grassland Biome, Nama-Karoo Biome and Savanna Biome. This diversity is remarkable and is influenced by the range of climatic conditions, altitude and geology of the whole District. Of the twenty vegetation types, six are classified as Vulnerable and only one considered Endangered.

The biodiversity has been degraded through a number of processes, including poor grazing management of stock animals, crop ploughing on slopes and indirectly through the invasion of alien invasive plant species. Land degradation through unsustainable utilisation may directly impact on agricultural potential and therefore impact on food production and food

security. Land and soil restoration and rehabilitation therefore presents an opportunity to add value for future benefits. The District implements the working for water and working for wetlands programme which addresses land degradation and rehabilitation through protection of the natural environment and eradication of alien species. This programme also serves as a job creation programme under the EPWP concept.

Other protected areas are privately owned nature reserves and game farms. Often, these protected areas do little to conserve the areas of high conservation importance. The only reserve currently managed by Eastern Cape Parks Board is the Oviston Reserve, which surrounds the Former Gariep dam.

The Maloti-Drakensberg Transfrontier Park (MDTP) is a collaborative initiative between South Africa and the Kingdom of Lesotho to protect the exceptional biodiversity of the Drakensberg and Maloti mountains through conservation, sustainable resource use, and land-use and development planning. This area encompasses distinct landscape and biological diversity. It is quite rich in species and high in endemism. The area contains the largest and most important high-altitude protected area on the subcontinent, the high altitude streams, oxbow lakes and wetlands are tremendously important in terms of their indigenous flora and fauna and the area is an important watershed.

7.13 Agricultural Plan

The main farming activities on commonages and traditional land are sheep, goat and cattle farming. The contribution of these sectors is seldom reflected in official data, but thousands of families depend on income from this sector. In the communal farming areas of the Elundini and Senqu local municipalities, maize production is very important out of a food security perspective. Due to the high rainfall in these areas, the potential for maize production is very good, but current production activities are such that low yields are obtained in the most instances. This is mainly due to a lack of funds with which to buy inputs as well as the absence of mechanization.

The massive food program and ASGISA contributed much to increase production outputs the past few years. The main commodities produced in JGDM are wool, mutton, and meat (cattle) followed by grains (maize, soybeans, dry beans, wheat) in the Elundini District and ostriches in the Former Gariep District and game farming in !Former Gariep and Former Maletswai Districts. Commercial Agriculture in JGDM is very stable with few land transactions due to the low risk nature of farming.

A conservative estimate of GGP contribution from Agriculture shows that more than R1, 45 billion is contributed by agriculture. The survey amongst businesses in JGDM shows that out of their 2009 turnover of R1, 8 billion, agriculture contributes 72%. It is therefore clear that the economy of most towns depend on agriculture. Agriculture is the next largest employer and provides 16.3% of formal jobs (Down from 24.1% in 1996). Alarming is the decline in agricultural jobs versus the increase in government jobs.

Only 43.1% of the population has access to electricity and almost 60% of the population does not have access to reticulated water. Further constraints on the District's competitiveness include prevailing tenure insecurity and ambiguous tenure arrangements, which act as a deterrent to private sector investment and complicate public sector efforts to address the infrastructure backlog. There is a clear need for an approach to communal tenure that is conducive to attracting investment.

The municipal economies of JGDM are highly concentrated. There is excessive reliance on two sectors - agriculture and government and community services. This renders these economies dependent on outside goods and services (sixty per cent of purchases are produced and manufactured outside of the region) and vulnerable to change. Former Gariep is the only municipality that does not rely on community services as the primary contributor to revenue and employment.

Comparative advantage and associated opportunities do exist in the agricultural sector because of labour surpluses, pockets of fertile land under-utilised irrigation potential. An opportunity for new policies, projects and programs arises within regions, countries and globally, because of substantial differences between comparative advantage and competitiveness. This means that activities elsewhere in the Province directly influence the decisions for new projects and investments in JGDM.

According to the 2003 official data, JGDM contributes about 2.6% to the total GGP of the Eastern Cape and that contribution declined to 2.34% for 2007 (URBAN-ECON, 2009). The total of land transferred or sold to black farmers until 2010 is 2.528123 hectares of which 2.463, 581 is agricultural. The total number of transferred farms is 111 farms. In terms of agriculture enterprise classification, the area can be divided as follows: Central area (70%): woollen sheep, cattle and maize (in that order), far western part (10%): woollen sheep; north eastern area (8%): Cattle, sheep and Maize (in that order); south eastern part (8%): sheep, goats, cattle and maize (in that order); and lastly the far eastern part (4%): Cattle, sheep and goats.

Summary of opportunities and recommendations for commercial agriculture

Opportunities	Action plans	Costs
Feedlot	Due-diligence Must be a private sector initiative. Municipality should provide enabling environment such as electricity, access to roads and services.	R100,000 Private sector investment of R45 mil.
Abattoir	Cost benefit analyses to either upgrade current smaller abattoirs or build large abattoir near proposed feedlot.	
Grain silos in	Due diligence of best method and place for	R100,000

Elundini	storage. Also private sector investment. OVK or ECAC might be interested to invest. ASGISA also possible agent to drive process	Private sector investment of R30 million depending size.
Grain mill	Investigate possibility of small mills in hands of small entrepreneurs or one large mill. Whatever the case; marketing of products should be of high quality and establish combined marketing Cooperative if micro mills option is followed. Again, a large mill should be privately owned.	Small mills R100,000 up to millions depending on size and additional infrastructure
Apple production at selected locations	Agree and adopt strategy to produce apples between private sector and investors. Obtain interest from commercial producers and or companies. Decide on action plans and prepare detailed business plans	Buss. Plan: R1 mil. Investment: R150, 000 per ha x 200 ha minimum = R30 mil. Small pack house: R10 mil.
Agri tourism	Integrated planning Develop routes Branding of area Upgrade facilities	
Production of niche products such as berries or other high value produce for the export market	Identify markets Develop business plans Branding of region and products	
Small scale processing for niche and processed products	Small-scale processing of wool, weaving of special products and marketing at international markets. Need for hand-made products are huge in Europe	
Medicinal plants and essential oils	Explore possibilities, find markets and develop business plans for implementation	
Cultivation methods adapted to new technology	Increase in fertilizer and high fuel prices increased inputs. Adoption of new technology such as minimum or no tillage on cultivated land should be promoted and implemented. This will increase biological activity in soil with net positive effect in long run – and reduction in	

	input costs.	
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7.14 District Agri-park

The Department of Rural Development and Land Reform has defined an Agri-Park as a networked innovation system of agro-production, processing, logistics, marketing, training and extension services, located in District Municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. Thus the Agri-Park concept involves integrating collective farming, farmer incubation programmes, Agri-Clusters, and Eco-Villages; while also contributing to land conservation and preservation. A business plan for the Agri-Park in Joe Gqabi DM was developed in 2015 by the Department of Rural Development and Agrarian Reform and this report builds on that research as well as the Agricultural Policy Action Plan (APAP).

Commodities were identified through a review of the status quo of agricultural activities and biophysical conditions of the region, a review of policy documents and current agricultural projects. These commodities were then analysed by way of a prioritisation matrix which has assessed each commodity according to 37 scoring criteria falling into four broad classes. These are:

- Biophysical criteria
- Enterprise viability
- Economic development
- Political & social objectives

Based on a JGDM Council decision the site of the Agri-Hub for the District is in the town of Lady Grey, in Senqu LM. The following were the key outcomes of the commodity analysis, relating to these three candidate commodities:

Wool:

- The Joe Gqabi environment is well suited to wool production.
- Opportunities exist to grow the wool sector in the District, including processing opportunities.

Maize:

- Maize not only contributes to food security directly, but plays a major role in supporting the Red
- Meat value chain as a major source of feed.
- The demand for maize in South Africa is exceedingly high, providing a range of opportunities for new entrants.

Red Meat:

- The Joe Gqabi environment is well suited to livestock farming with almost all areas of the District showcasing good suitability to livestock farming.

- Large opportunities exist in the JGDM in Red Meat sub-classes Beef, Sheep and Goat.

These opportunities include farming opportunities for commercial and emerging farmers as well as numerous opportunities for small and large concerns in the upstream and downstream portions of the value-chain including agro-processing. As with many rural municipalities, the agricultural development is constrained by road infrastructure, access to water and electricity infrastructure as well as issues affecting access to arable land under the curatorship of traditional leadership structures. The costing of the Agri-park implementation within the District is detailed below.

Table 50: Agri-park implementation plan

Agri-Park Unit	Total Cost
FPSU Burgersdorp Aliwal North Mount Fletcher Sterkspruit	R 112 866 000
Agri-Hub Lady Grey	R 51 800 000
RUMC Aliwal North	R 34 600 000
TOTAL	±R199 266 000

For the Agri-Park concept to succeed it is imperative that these issues be adequately addressed. These challenges and weaknesses were discussed with the SWOT Analysis, these include:

- Large investments in road, water and electricity infrastructure is required to facilitate the growth of agriculture in the deep rural areas of the Joe Gqabi DM.
- Significant investment in skills development and training in all identified commodities is required before significant levels of production can be achieved.
- Theft and vandalism of farm infrastructure/crops/small stock poses a threat to agriculture in the District.

7.15 Forestry Plan

The development of the Eastern Cape Forestry and Timber Processing sector has been identified as an ASGISA initiative and as being central to realizing the Provincial Growth and Development Plan (PGDP) targets of achieving a 6% growth rate and halving unemployment by 2014. The importance of the forestry and timber-processing sector for the rural Eastern Cape economy is also highlighted in other policy processes, including the National Industrial Policy Framework (NIPF), the Industrial Policy Action Plan (IPAP) as well as the Regional Industrial Development Strategy for the Eastern Cape.

The Joe Gqabi Municipal District has the potential to play a key role in the Eastern Cape Forestry and Timber Processing sector. In the Elundini Local Municipal area 25,500 hectares is already under plantation forestry, while the Strategic Environmental Assessment for the Umzimvubu Basin identified a further 24,000 hectares as having a high potential for forestry in this area. The construction by PG Bison of a major timber processing plant at Ugie that opened in 2008 has firmly established a forestry market in the area.

Forestry plantations in Joe Gqabi total 25,487 ha and represent 20% of the plantations in the Eastern Cape. These plantations cover 1% of the total land area of the JGDM. Forestry plantations in Joe Gqabi are located exclusively in the Elundini Local Municipal area and cover 5% of the total land area of Elundini Municipality. There are also three state owned forestry plantations in the area, which are managed by the Department of Agriculture Forestry and Fisheries (DAFF), the Ntywenka, Fort Usher, and Lehana plantations. The largest of these plantations is the Ntywenka Forestry Plantation, which is situated 25 km from Maclear. This forestry plantation comprises mainly pine trees, which account for about 65% of the plantation's total plantable area of 1,045 hectares. The remainder of the plantation is planted with gum trees. The Fort Usher and Lehana are eucalyptus plantations as well as being community plantations. They are both significantly smaller than Ntywenka at only 250 and 94 hectares respectively

With regard to timber production and processing, the PG Bison chipboard plant in Ugie started production in April 2008. The current intake of the board mill is 317,000 tons /annum and produces 650 m³ of finished boards daily. Forestry ownership statistics within the District are shown in the table below.

Table 51: Forestry Ownership

District Municipality	Local Municipality	Private Ownership	State Ownership	Community Ownership	Total
Joe Gqabi	Elundini	23907	1476	54	25437

Source: Eastern Cape Forestry Profile, DWAF, 2007

It is estimated that 2,430 people are currently employed in the forest sector in the JGDM, of which PG Bison directly or indirectly employ 2,060. This estimate is based on the following information sourced through key informant interviews:

- The chipboard factory currently employs 231 permanent staff and 60 contractors. These contractors include SMMEs to conduct waste management, gardening and cleaning at the chipboard plant. One hundred people are employed by these SMMEs.
- PG Bison employs 1,670 people directly and indirectly in the plantation operations. All PG Bison's harvesting, transport and security operations are done in-house. However, PG Bison does employ five contractors (3 black and 2 white on 5 year contracts) to do silviculture work and fire management.

- Private growers and small saw millers employ no more than 25 people.
- State plantations employ 125 people
- The Working for Water (WfW) programme in the District currently employs 12 emerging contractors to remove alien trees. These contractors employ teams of between 15 and 20 workers, who are recruited locally. These contractors receive mentorship and training under the EPWP programme and many of them have become established small-scale entrepreneurs that also service the commercial forestry industry.

PG Bison has publicly committed itself to create 3000 direct and indirect jobs in the local forest sector by 2013 and a further 940 jobs would need to be created to reach this target. The contribution of the forestry sector to the province's economy has yet to be fully established. Without detailed analysis of the income statements and costing reports of companies and government Departments, the impact can be partially estimated with regard to revenues generated, and salaries and wages. The Eastern Cape Forestry Sector Plan calculates that annual revenues of almost R1 billion (R 902 million) were generated by the forest sector in the Eastern Cape in 2007.

The most significant private investment in the forest industry in Joe Gqabi has been the construction of the PG Bison chipboard mill at Ugie in Elundini. This investment was worth more than R1.4 billion and created an estimated 1,600 direct jobs during the construction phase. The board mill produces chipboard and laminated panels. The current intake of the board mill is 317,000 tons /annum. At full rotation the plantations owned by PG Bison this will produce an estimated 460 000m³/annum, but the plant need 560 000 m³/annum to run at full capacity. Currently the plant produce 650 m³/day of finished boards, but can produce 1000 m³/day.

Chipboard for export is transported to Durban, while chipboard for domestic sale is transported to Johannesburg and Cape Town. Other timber processing activities in the District are limited to two small sawmills that produce wet off-saw timber products. In the past wattle was used to manufacture charcoal. However, all charcoal operations in the District have ended. An initiative to start a micro furniture manufacturing plant in Elundini in partnership with PG Bison is underway.

As far as potential for new afforestation is concerned, the eastern portion of the Eastern Cape has large areas that are biophysically suitable for commercial forestry. In 2003, the former DWAF (now DAFF) commissioned a Strategic Environmental Assessment (SEA) of areas that are biophysically suitable for forestry in Water Management Area 12 (WMA12) (Umzimvubu – Keiskamma). This area covers large portions of the District municipalities of Amathole, Joe Gqabi, Alfred Ndzo, O. R. Tambo and Chris Hani.

Moreover, the expansion of the Ntywenka forestry plantation is planned with an objective to invest in forestry development in a portion measuring 220ha of land. The ECRDA has invested around R45 million in this development received from the Jobs Fund. The project is managed by a community trust and is employing around 200 people including both full-time

and part-time employees. The project was meant to run for three years starting from 2014 but went a year behind and now will end 2017. Gumtree is the only type of tree that is being planted.

7.16 SMMEs and Cooperatives Development Strategy

The institution has developed an SMME and Cooperatives Strategy, which is focusing on targeted support for SMMEs, and cooperatives. SEDA will be utilised as a special vehicle for the implementation of the strategy. Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. This strategy encompasses matters pertaining to business expansion and retention. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC, Thina Sinako and the District Municipality.

The District has further developed and adopted an SMME and cooperatives development plan, which seeks to outline key objectives, strategies and projects that the District will engage in to support these special sectors. The District has further developed and adopted an SMME and cooperatives development plan, which seeks to outline key objectives, strategies and projects that the District will engage to support these special sectors.

SECTION 8: FINANCIAL MANAGEMENT AND VIABILITY PLAN

8.1 income and expenditure summary

This section provides a five-year financial plan of the JGDM. The surplus of the Draft Budget is calculated as below.

Table 52: Summary of income and expenditure

SUMMARY OF THE INCOME AND EXPENDITRE				
	Adjusted Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Total Revenue (excluding capital transfers and contributions)	418 734 927,00	515 335 091,93	510 041 288,56	486 852 983,46
Total Expenditure	480 213 386,00	521 926 208,76	510 754 740,99	492 244 154,53
Surplus / (deficit) - Operational	(61 478 459,00)	(6 591 116,83)	(713 452,44)	(5 391 171,07)
Total Capital Expenditure	287 438 248,52	224 832 000,00	241 446 000,00	269 188 000,00
Total Capital Funding	278 358 378,00	222 390 000,00	240 126 000,00	267 938 000,00
	(9 079 870,52)	(2 442 000,00)	(1 320 000,00)	(1 250 000,00)
Surplus / (deficit) - Total	(70 558 329,52)	(9 033 116,83)	(2 033 452,44)	(6 641 171,07)
Adding back Non-Cash items:				
Accumulated depreciation	50 650 661,00			
Debt impairment	20 875 142,00			
Surplus / (deficit) - Total Cash	967 473,48	(9 033 116,83)	(2 033 452,44)	(6 641 171,07)

In prior years it was a concern that the depreciation is not cash backed. As result of the implementation of mSCOA, municipalities are required to have cash backed depreciation relating to operating assets. The depreciation relating to operating assets amount to R 4 million. The table below highlights the differences in Revenue between the tabled Adjustment Budget and Budget.

Table 53: Differences between Revenue between and Budget

Description	Adjusted Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Grants & Subsidies Received - Capital	278 358 378,00	222 390 000,00	240 126 000,00	267 938 000,00
Grants & Subsidies Received - Operational	330 534 230,00	357 472 910,00	343 966 000,00	315 054 000,00
Income for Agency Services	119 392,00	4 950 600,00	4 000 000,00	-
Interest Earned - External Investments	3 368 000,00	4 040 000,00	4 271 800,00	4 528 108,00
Interest Earned - Outstanding	2 866 317,00	13 078 000,00	13 862 680,00	14 694 440,80
Other Revenue	14 369 241,00	397 293,82	420 743,16	445 165,34
Nett Service charges	67 477 747,00	135 396 288,11	143 520 065,40	152 131 269,32
Service Charges	127 935 393,00	164 266 954,12	174 122 971,37	184 570 349,65
Less: Revenue Foregone	(60 457 646,00)	(28 870 666,00)	(30 602 905,96)	(32 439 080,32)
Grand Total	697 093 305,00	737 725 091,93	750 167 288,56	754 790 983,46

The Revenue of R 737,725 million includes:

- Grants and subsidies received are as per the Government Gazette, DoRA and service level agreements signed with various departments.
- Conditional grants are managed from a separate bank account.

Table 54: MTRF allocations

Funding Sources	Adjusted Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	R'000	R'000	R'000	R'000
Equitable share	223 621	239 160	258 757	273 460
Infrastructure				-
Municipal infrastructure grant	151 602	159 725	169 316	179 438
Rural roads assets management systems grant	2 136	2 180	2 204	2 329
Regional bulk infrastructure grant	12 945	6 000	23 000	40 000
Water services infrastructure grant	71 828	64 500	87 310	84 000
FMG	1 250	1 250	1 505	1 765
Expanded public works programme integrated grant		2 227	-	-
Provincial Treasury - Drought relief	80 000	50 000	50 000	-
Working for water/wetlands - SLA	11 500	11 500	-	-
Department of Roads and Transport - SLA	36 000	38 000	40 000	-
Total	590 882,00	472 815,00	542 092,00	580 992,00

Funding Sources Indirect Grant	Adjusted Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
	R'000	R'000	R'000	R'000
MSIG	1 041	1 637	-	-

It should be noted that the allocation included for working for water and wetlands and Department of Roads and Transport are based on service level agreements signed with the respective departments. The District did not received a new working for water and wetlands SLA and the current budgeted amount is based on the prior year SLA. The Equitable share allocation has been increased with R15 million. RBIG has allocated R6 million for the 2017/18 financial year. The province has allocated a total amount of R50 million for 2017/18.

Services Charges have previously the Service Charges was reduced for to include the collection rate, mSCOA do not allow for this and Service Charges sales and revenue foregone are budgeted for based on the number of the average number of KL sold per consumer multiplied by the number of consumers. The basic charge is calculated by multiplying the number of the relevant meter with the relevant basic charge. The Basic charge and Consumption charge for Service Charges was increased by 6%. Treasury requires a reason for any increase in excess of 6,45%. The District has continued to improve on the revenue collection on service charges targeting 80% collection from a 19% collection rate in the audited 2015/16 financial year results averaging 59% when taking into account all

revenue due to the District. The table below highlights the differences in Expenditure between the approved Adjustment Budget and Draft Budget:

Table 55: Differences in Expenditure and budget

Description	Adjusted Budget 2016/17	Budget 2017/18	Budget 2018/19	Budget 2019/20
Bulk Purchases	4 257 673,00	9 000 000,00	9 540 000,00	10 112 400,00
Contracted Services	1 203 161,00	113 527 564,72	92 524 077,34	79 950 049,49
Debt Impairment	20 875 142,00	20 875 142,00	22 127 650,52	23 455 309,55
Depreciation and Amortisation	50 650 661,00	46 671 210,12	49 456 514,66	52 408 937,47
Employee Related Costs	182 088 214,00	185 675 526,51	194 529 677,05	185 159 257,17
Finance Charges	2 255 323,00	2 293 887,00	2 431 520,22	2 577 411,43
Grants and Subsidies Paid	10 180 978,00	26 525 339,00	28 116 859,34	29 803 870,90
Other Operating expenditure	202 053 521,00	110 115 145,00	104 358 746,19	100 662 380,49
Remuneration of Councilors	6 648 713,00	7 242 394,41	7 669 695,68	8 114 538,03
Total	480 213 386,00	521 926 208,76	510 754 740,99	492 244 154,53

The MFMA circular no 85 and 86, issued by National Treasury, was applied in budgeting for operating expenditure, however strict measures were implemented toward non essential expenditures due to the current economical situation and the municipalities cash flow challenges. The circular advised that municipalities take into consideration 6.4% CPI inflation growth for 2017/18.

Grants and subsidies paid also take into account the provision for the cost of providing Free Basic Services to registered Indigents. The District allocated R28.8 million, R60 million (over budgeted) and 28 million for the 2017/18, 2016/17 and 2015/16 financial years, respectively.

The District has consecutively received clean audit opinion from the AG and AFS are prepared and submitted timeously following a process plan. To ensure that grant funding is managed and reported per DoRA requirements and are not consumed by operational requirements, a separate bank account is used though the District has one primary bank account as per MFMA. As per the audited AFS for the 2015/16 financial year the District spend 100% of its capital budget and 100% of MIG was also spent. The actual employee cost to date has been decreased by the 1.9% from 33.8% in the 2015/16 financial year results. This is largely due to provision made for the implementation of the Department of Environmental Affairs shared fire services, resulting in no provision being made for employee costs relating to fire services. Thus resulted in a reduction of employee costs of R 8 million.

A reclassification from contracted services to general expenditure was made due to the definition of contracted services. Other operating expenditure relates to the expenditure directly linked to operational grants allocated to the municipality. The following projects are included in other operating expenditure:

- R 1 million for the Sondela Festival;

- R 3 million per annum is budgeted for in order to provide free access to Wi-Fi in remote areas within the District;
- R 100,000 for Mayor Priority Projects;
- R 600,000 for livestock improvement project;
- R 300,000 has been allocated per annum to the Urban Revitalisation Project;
- R 300,000 allocated to the 2017/18 SODA;
- R 440,000 for Intergovernmental Relations and International relations;
- R 400,000 for Public Participation;
- R 1,8 million has been allocated in facilitating and support of economic development initiatives;
- R 840,000 for Tourism awareness, marketing and SPU programmes;
- R 8.5 million has been allocated to JoGEDA to assist with the operations.
- R 2.227 million has been allocated to EPWP.
- R 2 million has been allocated to employee unemployed graduates in the District; and
- R 2,2 million has been allocated toward the training of communities, Councillors and officials.
- No loans are existing and or anticipated for the next three financial periods

Grants and subsidies paid relates to the allocation of R 14 million to the Shared Fire Services Project and Pauper Burials. Operational Repairs and Maintenance amount to R29 million is allocated based on the approved Repairs and Maintenance Plan. The bulk of the costs is allocated to employee costs due to the shift of effecting repair and maintenance of assets in-house. Depreciation has decreased by 0.08 percent, in order to prepare a more realistic budget by align the budgeted amount to be more reflective of the 2015/16 actual figures. Debt impairment has remained unchanged.

8.2 Financial Management Strategy

a) Institutional level

The municipality has reviewed its financial policies and the reviewed policies were adopted with the IDP and Budget in May 2016. A tariff restructuring for water and sanitation function has been implemented since 2007 so that income matches expenditure and to ensure there is funding for replacement costs and maintenance. The District is also investigating the possibility of recovering some service costs for Municipal Health Services (MHS) through the implementation of fines and certificate of acceptability. MHS policies will be developed and linked to bylaws.

Currently, the District has concluded and signed all service level agreements (SLAs) with WSPs on the supply, maintenance and revenue control with regard to water and sanitation. The SLA deals with financial management issues, such as cost recovery, metering, and billing. Billing is based on accurate data which status changes from time to time. Initiatives

such as annual review of indigent registers and customer data are in place to ensure continued accuracy and consistency of billing data. The effectiveness of the billing systems have been assessed with the review of the revenue enhancement strategy (RES) and the WSDP review and the system is effective and efficient in billing consumers on a monthly basis as per norms and standards of revenue management though enhancement measures are being implemented.

b) Financial Environment

High staff turnover is a challenge that leads to capacity gaps. Training of staff on effective usage of the financial system and other financial year has been prioritised. A new financial system, SEBATA, was sourced as an integrated system for the District.

There has been significant reduction in wasteful and fruitless expenditure which enhances the revenue of the institution. To limit payment of interest charged by creditors for late payment of accounts, the District has strict controls on overdue accounts.

To further improve revenue management bulk and individual meters are prioritised for implementation in all towns and later in all served areas. This measure will be implemented in the shortest time possible. The focus shifted to the implementation of Pre-paid water meters within the Aliwal North Town area during 2016/2017 which will improve on the collection of monies due.

8.3 Financial Prudence by Council

In dealing with revenue enhancement and financial recovery, the District has developed a strategy of funding deficit in the short term. A Revenue Enhancement Strategy, which also deals with financial recovery was adopted by Council in 2015. A budget of R792 000 has been allocated for the implementation of the RES in the 2017/18 financial year. These plans require prioritising the following actions over the short to medium term:

- All moveable assets to be managed to ensure that they are being used productively
- That obsolete equipment be sold.
- Effective budget management to provide cost savings where at all possible
- The introduction of a revised organogram and still achieving the target of staff expenditure not being more than 33% of total budgeted operational expenditure
- Paying all creditors within 30 days
- Debtors turnover rate of 30 days
- Compile a five-year maintenance plan to ensure that equipment is always in a good condition.
- Finalizing the Financial Turn Around Strategy of the municipality
- The budget strategy is always to follow a Zero based budget
- Conservative approach to budgeting linked to critical needs that have significant

- positive impact on the institution and/ or community
- Portion of equitable share to be used for infrastructure projects
- Surplus required as at end result of the budget process
- Equitable share is an unconditional grant used for the implementation of DM powers and functions

8.3.1 Financial Policies

Indigent Assistance

The District municipality has an indigent assistance policy because of the level of unemployment and subsequent poverty in the municipal area; there are households, which are unable to pay for normal municipal services. The Municipality has therefore adopted this indigence management policy to ensure that these households have access to at least basic municipal services.

Asset Management Policy

The policy is reviewed on yearly basis. The municipality has an asset policy that is to facilitate the effective management control and maintenance of assets. It will:

- Ensure the accurate recording of asset information
- The accurate recording of asset movement
- Excising strict physical control over all the assets
- Provide correct and meaningful information
- Ensure that insurance is provided for all assets
- Ensure maintenance of Council assets

Credit Control and Debt Collection Policy

The municipality has a credit control policy to ensure with the MFMA and MSA. The policy is reviewed on a yearly basis. The Council is committed to the recovery of outstanding debt regarding the provision of services. To achieve this goal, procedures have been implemented to control and manage the recovery of outstanding debt due to Council. This policy largely relates to the activities of the Water Services Authority but is also applicable to the rest of the institution.

Banking (Cash Management) and Investment Policy

The Council is the trustee of the public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently. The Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously, and must be able to account fully to the community about such investments.

The investment policy of the municipality is therefore aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in May 2017 and on a yearly basis. The effectiveness of the investment policy is dependent on the accuracy of the municipality's cash management programme, which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such revenues are surplus.

Budget Policy

The purpose of the policy is to set out the budgeting principles, which the Council will follow in preparing each annual budget as well as the responsibilities of the chief financial officer in compiling each budget. The policy defines the process, the public participation, the institutional structures and the principles to be utilized in budgeting. The policy is reviewed on yearly basis.

The Fraud and Anti-Corruption Policy

This Anti-Corruption Strategy and Fraud Prevention Plan have been developed as an expression and commitment fight corruption. These plans are reviewed annually before the start of each financial year in May. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

This policy is established to facilitate the development of controls, which will assist in the prevention and detection of fraud and corruption, as well as provide guidelines as to how to respond should instances of fraud and corruption be identified. This policy is also established to give effect to the various legislative instruments as described in the previous section. The policy was reviewed on an annual basis. The implementation of the policy is effective as detected situations are dealt with.

Tariff and Rates Policy

The District adopted a Tariff policy and it is reviewed on an annual basis. The objective of the tariff policy is to ensure the following:

- The tariffs of the Municipality conform to acceptable policy principles;
- Municipal services are financially sustainable;
- There is certainty in the Council, of how the tariffs will be determined;
- Tariffs of the Municipality comply with the applicable legislation; and
- Tariffs should take into consideration relief to the indigent.

Supply Chain Management Policy

The Policy will achieve the Empowerment goals of the institution by providing employment opportunities to HDI's and communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices. In this regard, empowerment goals are implemented with a view of promoting economic development focusing on the regional economy of the District. The policy is reviewed on annual basis.

A Supply Chain Management Unit is in place and is responsible for the centralised SCM processes. As per the SCM standards and norms, three SCM committees are in place and functional. The organisational structure has made provisions for separation of duties. Contracts Management is located within the SCM unit. Legal services also provide support in monitoring and enforcement of contracts. On average, procurement processes take about 49 days turnover. This includes advertising, bid committee processes and appointment period.

Emergency procurement measures are stipulated in the SCM policy to enable the Council to deal with all unplanned procurement requirements including disasters and other urgent situations, which are not only limited to disaster situations. Funding arrangements are also clearly specific in the plan. This is done in line with the National Treasury norms and standards. In case of emergencies the SCM policy of the District also allows Council to implement emergency procurement measures as per the Disaster Management Act and Treasury Regulations.

Funding and Reserves Policy

The Council has an objective of becoming a financially sustainable municipality. The policy sets standards and guidelines towards ensuring financial viability over the short and long term. It includes funding as well as reserves requirements. Borrowings Policy is part of the funding and reserves policy. The policy deals with long term borrowings for capital budget as well as repayment of long-term liabilities.

Annual review of financial policies

All the above financial policies are reviewed annually and published for information. These form the by-laws of the municipality once adopted by the Council as they inform all the executive decisions within the municipality.

8.4 MSCOA Implementation

The implementation of Standard Chart of Accounts (SCOA) will be compulsory on the 1 July 2017 and therefore the Financial Environment will change during 2017/2018 to ensure compliance with the Circulars issued by National Treasury.

The implementation of SCOA is not only a Financial change and will have an impact on the institution as a whole. It will also require some investment into the IT environment.

In compliance with the MSCOA implementation requirements, the District has implemented a new financial system following the passing of an mSCOA resolution. The mSCOA implementation plan was also approved. The CFO and budget Manager were appointed as the SCOA champions who are leading the implementation phases of MSCOA with the assistance and practical hands-on support of the MSCOA oversight committee which is constituted by the critical functionaries within the District together with Top Management. The Internal Audit Function is responsible for assessment of the progress made on planning, design, development, testing and implementation of MSCOA against milestones as defined by the National Treasury and those milestones as identified in the JGDM mSCOA project plan.

SECTION 9: INTERGOVERNMENTAL ALIGNMENT

9.1 Government agenda

The strategic planning session that was held by the District in March 2016 with an objective of reviewing the adopted IDP, confirmed the service delivery goals, objectives and strategies of the District. In the next five years, government will build on the progress made in implementing the 2009 priorities which are:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth
- Rural development, land reform and food security
- Education
- Health
- Fighting crime and corruption

Government will also continue to expand access to housing and basic services as part of the commitment to build integrated and sustainable human settlements. These goals require that government builds a democratic developmental state capable of mobilising all sectors of society and the economy as well as boldly intervening in the economy in favour of workers and the poor. Working with all sectors of society, government will need to create conditions for the promotion of social cohesion and nation building and contribute to a better Africa and a just world. In localising the 2009 priorities of government the mandate for local government is informed by the following matters:

- Build local economies to create more employment decent work and sustainable livelihoods;
- Improve local public services and broaden access to them;
- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

9.2 Alignment between the National, Provincial and JGDM programmes and SDGs

The District has managed to maintain a high-level alignment and linkages between its programmes and those of national and provincial government. The twelve (12) outcomes of government have also been taken into account. The relationship between the medium term strategic framework (MTSF), 12 Priority Outcomes and role of Local Government, Provincial Strategic Priorities, Outcome 9 Agreement inform the Strategic Focus Areas of the JGDM. These Strategic focus areas are also clearly linked to the social and economic development trajectory of the District as informed by the District communities.

Table 56: Alignment between the National, Provincial and JGDM programmes

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Local Government role:</p> <p>OT 4: Design service delivery processes to be labour intensive</p> <p>OT 4: Ensure proper implementation of the EPWP at municipal level</p> <p>OT 11: Creating an enabling environment for investment</p> <p>OT 9: Implement the community work programme</p>	Expand the economy to ensure it creates jobs	Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<p>Output 3: CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p>Output 3: CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	Facilitate and implements Job Creation And Poverty Alleviation
2. Strengthen the skills & human resource base	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled & capable workforce to support an inclusive growth path</p> <p>Local Government role:</p> <p>OT 5: Develop and extend intern and work experience programmes in municipalities</p> <p>OT 5: Link municipal procurement to skills development initiatives</p>	Improve the quality of education, training and innovation	Strategic Priority 4: Strengthen education, skills and human resource base	<p>Output 6: Support access to basic services through improved administrative and HR practices</p> <p>Output 1: Support municipalities in filling critical positions</p>	Improve human capacity

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
3. Improve the health profile of society	<p>Outcome 2: A long & healthy life for all South Africans</p> <p>Local Government role:</p> <p>OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p> <p>OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>	Ensure quality health care for all	Strategic Priority 5: Improving the Health profile of the Province	-	Facilitate the development of healthy and inclusive society
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p>Local Government role:</p> <p>OT 7: Facilitate the development of local markets for agricultural produce</p> <p>OT 7: Promote home production to enhance food security</p>	Create an inclusive and integrated rural economy	Strategic Priority 3: Rural development, land and agrarian reform and food security	-	Facilitate and support regional economic development initiatives
5. Intensify the fight against crime and corruption	<p>Outcome 3: All people in SA are & feel safe</p> <p>Local Government role:</p> <p>OT 4: Improve procurement systems to eliminate corruption and ensure value for</p>	Reform and public service and fighting corruption	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Ensure effective financial management and reporting

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	<p>money</p> <p>OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p>				
<p>6. Massive programmes to build economic and social infrastructure</p>	<p>Outcome 6: An efficient, competitive & responsive economic infrastructure network</p> <p>Local Government role:</p> <p>OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</p> <p>OT 6: Improve maintenance of municipal road networks</p> <p>OT 11: Ensuring basic infrastructure is in place and properly maintained</p> <p>OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand</p> <p>OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure</p> <p>OT 10: Ensure effective maintenance and rehabilitation of infrastructure</p> <p>OT 10: Develop and implement water</p>	<p>Improve the infrastructure</p>	<p>Strategic Priority 2: Massive programme to build social and economic infrastructure</p>	<p>Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement</p> <p>Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity)</p> <p>Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement</p>	<p>Universal Access to Basic Services</p> <p>Build economic and Social Infrastructure</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	management plans to reduce water losses				
7. Build cohesive, caring and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities	-	Build social fabric
8. Pursue regional development, African advancement and enhanced international cooperation	Outcome 11: Create a better South Africa, a better Africa and a better world Local Government role: OT 1: Participating in needs assessments OT 8: Participate in the identification of suitable land for social housing OT 1: Facilitate the eradication of municipal service backlogs in schools	-	-	-	Facilitate Intergovernmental Cooperation
9. Sustainable resource management and use	Outcome 10: Protect and enhance our environmental assets and natural resources Local Government role: OT 10: Ensure development does not take place on wetlands OT 10: Run water and electricity saving awareness campaigns	Transition to a low carbon economy	-	-	Facilitate Environmental management and conservation

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
<p>10. Build a developmental state, including improving of public services & strengthening democratic institutions.</p>	<p>Outcome 9: Responsive, accountable, effective & efficient Local Government system</p> <p>Outcome12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Local Government role:</p> <p>OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT12: Comply with legal financial reporting requirements</p> <p>OT12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing</p>	<p>Social protection and building safer communities</p>	<p>-</p>	<p>Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014</p> <p>Output 5: find a new approach to better resource and fund the work and activities of ward committees</p> <p>Output 1: Implement a differentiated approach to municipal financing, planning and support</p> <p>Output 6: Improve audit outcomes of municipalities</p> <p>Output 6: Reduce municipal debt</p> <p>Output 6: Reduced municipal over-spending on operational expenditure</p> <p>Output 6: Reduced municipal under-spending on capital expenditure</p> <p>Outcome 6: Increase municipal spending on repairs and maintenance</p>	<p>Ensure integrated planning and performance management</p> <p>Facilitate community participation in the affairs of the municipality</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Priorities	Strategic	Outcome 9 Agreement	JGDM Strategic Objectives
	<p>competency norms and standards and acting against incompetence and corruption</p> <p>OT 7: Ensure effective spending of grants for funding extension of access to basic services</p> <p>OT 12: Ensure Councils behave in ways to restore community trust in local government</p> <p>OG 12: Continue to develop performance monitoring and management systems</p>					

Table 57: mSCOA alignment

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Provide access to basic services	SD01: Develop and maintain water and sanitation infrastructure	WSP	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD02: Provide responsive and efficient disaster management, emergency and rescue services	Community Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD03: Expand and fast-track the provision of universal access to basic services	Finance	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD03: Expand and fast-track the provision of universal access to basic services	Community Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD03: Develop and maintain water and sanitation infrastructure	Technical Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD04: Render effective municipal health services	Community Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD05: Support rehabilitation of road networks in the District	Technical Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement and expand implementation of EPWP and other job creation initiatives	Technical Services	4. Decent employment through inclusive growth	Growth
Facilitate and implement job creation and poverty alleviation initiatives	LED02: Implement working for water and working for wetlands	Community Services	10. Protect and enhance our environmental assets and natural resources	Growth
Facilitate and implement job creation and poverty alleviation initiatives	LED03: Support and facilitate rural development and poverty alleviation programmes	OMM	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Growth
Facilitate and implement job creation and poverty alleviation initiatives	LED04: Facilitate and actively participate in youth, women and disability development programmes	OMM	14. A diverse, socially cohesive society with a common national identity	Inclusion and access
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Finance	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	WSP	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Technical Services	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	ISA	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Corporate Services	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Community Services	4. Decent employment through inclusive growth	
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	OMM	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED06: Support and participate in initiatives geared towards revitalization of towns and settlements	OMM	8. Sustainable human settlements and improved quality of household life	Growth
Facilitate and support regional economic development initiatives	LED07: Strengthen tourism development and related businesses	OMM	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Growth

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Technical Services	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Finance	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Corporate Services	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Community Services	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM02: Implement revenue collection and enhancement initiatives	Finance	9. Responsive, accountable, effective and efficient local government	Growth
Ensure sound and effective financial management and reporting	FM03: Implement anti-fraud and anti-corruption measures	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM03: Implement anti-fraud and anti-corruption measures	Finance	9. Responsive, accountable, effective and efficient local government	Governance
Improve human resource capacity and potential	ID01: Effectively empower and develop the Council's workforce and communities	Corporate Services	5. A skilled and capable workforce to support an inclusive growth path	Governance
Improve human resource capacity and potential	ID2: Attract, retain and develop a base of scarce skills encourage skills transfer initiatives	Corporate Services	5. A skilled and capable workforce to support an inclusive growth path	Governance
Improve human resource capacity and potential	ID03: Maintain conducive working conditions for staff	Corporate Services	5. A skilled and capable workforce to support an inclusive growth path	Governance
Facilitate intergovernmental cooperation and coordination	GG01: Support and participate in intergovernmental cooperation initiatives	ISA	11. Create a better South Africa and contribute to a better Africa and a better world	Spatial integration

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Facilitate intergovernmental cooperation and coordination	GG02: Create and maintain stakeholder engagement initiatives	Corporate Services	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG02: Create and maintain stakeholder engagement initiatives	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG02: Create and maintain stakeholder engagement initiatives	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG03: Provide support to local municipalities	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG03: Provide support to local municipalities	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG04: Facilitate environmental management and conservation	Community Services	10. Protect and enhance our environmental assets and natural resources	Governance
Communicate effectively with communities	GG05: Ensure effective internal communications and communication with communities	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Communicate effectively with communities	GG06: Work closely with traditional leaders	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	ISA	9. Responsive, accountable, effective and efficient local government	Governance

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Technical Services	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Community Services	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Finance	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Corporate Services	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	WSP	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate the development of a healthy and inclusive society	GG08: Facilitate Implementation of HIV and AIDS programmes	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate the development of a healthy and inclusive society	GG09: Facilitate Implementation of programmes supporting the special groups (SPU)	OMM	9. Responsive, accountable, effective and efficient local government	Governance

Table 58: Alignment between the National, Provincial and JGDM programmes

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
<p>1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods</p>	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Local Government role:</p> <p>OT 4: Design service delivery processes to be labour intensive</p> <p>OT 4: Ensure proper implementation of the EPWP at municipal level</p> <p>OT 11: Creating an enabling environment for investment</p> <p>OT 9: Implement the community work programme</p>	<p>Expand the economy to ensure it creates jobs</p>	<p>Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</p>	<p>Output 3: CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p>Output 3: CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	<p>Facilitate and implements Job Creation And Poverty Alleviation</p>
<p>2. Strengthen the skills & human resource base</p>	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled & capable workforce to support an inclusive growth path</p> <p>Local Government role:</p> <p>OT 5: Develop and extend intern and work experience programmes in municipalities</p> <p>OT 5: Link municipal procurement to skills development initiatives</p>	<p>Improve the quality of education, training and innovation</p>	<p>Strategic Priority 4: Strengthen education, skills and human resource base</p>	<p>Output 6: Support access to basic services through improved administrative and HR practices</p> <p>Output 1: Support municipalities in filling critical positions</p>	<p>Improve human capacity</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
<p>3. Improve the health profile of society</p>	<p>Outcome 2: A long & healthy life for all South Africans</p> <p>Local Government role:</p> <p>OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p> <p>OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>	<p>Ensure quality health care for all</p>	<p>Strategic Priority 5: Improving the Health profile of the Province</p>	<p>-</p>	<p>Facilitate the development of healthy and inclusive society</p>
<p>4. A comprehensive rural development strategy linked to land and agrarian reform and food security</p>	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p>Local Government role:</p> <p>OT 7: Facilitate the development of local markets for agricultural produce</p> <p>OT 7: Promote home production to enhance food security</p>	<p>Create an inclusive and integrated rural economy</p>	<p>Strategic Priority 3: Rural development, land and agrarian reform and food security</p>	<p>-</p>	<p>Facilitate and support regional economic development initiatives</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
<p>5. Intensify the fight against crime and corruption</p>	<p>Outcome 3: All people in SA are & feel safe</p> <p>Local Government role:</p> <p>OT 4: Improve procurement systems to eliminate corruption and ensure value for money</p> <p>OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p>	<p>Reform and public service and fighting corruption</p>	<p>Strategic Priority 6: Intensifying the fight against crime and corruption</p>	<p>Output 7: Review and amend local government legislation, policy and regulations where necessary</p>	<p>Ensure effective financial management and reporting</p>
<p>6. Massive programmes to build economic and social infrastructure</p>	<p>Outcome 6: An efficient, competitive & responsive economic infrastructure network</p> <p>Local Government role:</p> <p>OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</p> <p>OT 6: Improve maintenance of municipal road networks</p> <p>OT 11: Ensuring basic infrastructure is in place and properly maintained</p> <p>OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand</p> <p>OT 4: Ensure proper maintenance and</p>	<p>Improve the infrastructure</p>	<p>Strategic Priority 2: Massive programme to build social and economic infrastructure</p>	<p>Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement</p> <p>Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity)</p> <p>Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement</p>	<p>Universal Access to Basic Services</p> <p>Build economic and Social Infrastructure</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	<p>rehabilitation of essential services infrastructure</p> <p>OT 10: Ensure effective maintenance and rehabilitation of infrastructure</p> <p>OT 10: Develop and implement water management plans to reduce water losses</p>				
7. Build cohesive, caring and sustainable communities	<p>Outcome 8: Sustainable human settlements and improved quality of household life</p>	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities	-	Build social fabric
8. Pursue regional development, African advancement and enhanced international cooperation	<p>Outcome 11: Create a better South Africa, a better Africa and a better world</p> <p>Local Government role:</p> <p>OT 1: Participating in needs assessments</p> <p>OT 8: Participate in the identification of suitable land for social housing</p> <p>OT 1: Facilitate the eradication of municipal service backlogs in schools</p>	-	-	-	Facilitate Intergovernmental Cooperation

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
9. Sustainable resource management and use	<p>Outcome 10: Protect and enhance our environmental assets and natural resources</p> <p>Local Government role:</p> <p>OT 10: Ensure development does not take place on wetlands</p> <p>OT 10: Run water and electricity saving awareness campaigns</p>	Transition to a low carbon economy	-	-	Facilitate Environmental management and conservation
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	<p>Outcome 9: Responsive, accountable, effective & efficient Local Government system</p> <p>Outcome12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Local Government role:</p> <p>OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service</p>	Social protection and building safer communities	-	<p>Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014</p> <p>Output 5: find a new approach to better resource and fund the work and activities of ward committees</p> <p>Output 1: Implement a differentiated approach to municipal financing, planning and support</p> <p>Output 6: Improve audit outcomes of municipalities</p> <p>Output 6: Reduce municipal</p>	<p>Ensure integrated planning and performance management</p> <p>Facilitate community participation in the affairs of the municipality</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	<p>delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT12: Comply with legal financial reporting requirements</p> <p>OT12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</p> <p>OT 7: Ensure effective spending of grants for funding extension of access to basic services</p> <p>OT 12: Ensure councils behave in ways to restore community trust in local government</p> <p>OG 12: Continue to develop performance monitoring and management systems</p>			<p>debt</p> <p>Output 6: Reduced municipal over-spending on operational expenditure</p> <p>Output 6: Reduced municipal under-spending on capital expenditure</p> <p>Outcome 6: Increase municipal spending on repairs and maintenance</p>	

The District has managed to maintain a high-level alignment and linkages between its programmes and those of national and provincial government. The twelve (12) outcomes of government have also been taken into account. The relationship between the medium term strategic framework (MTSF), 12 Priority Outcomes and role of Local Government, Provincial Strategic Priorities, Outcome 9 Agreement inform the Strategic Focus Areas of the JGDM. These Strategic focus areas are also clearly linked to the social and economic development trajectory of the District as informed by the District communities.

Aligned with the Millennium Declaration, South Africa adopted vision 2014, which is derived directly from the United Nations Millennium Goals. These targets are cross cutting between the different spheres of government. Consequently, a coordinated and coherent effort by government will be necessary in ensuring progressive realisation of the set goals and targets. Linkages between the Millennium Development Goals, JGDM strategic focus areas and key District programmes are depicted below. However, due to financial challenges, meeting targets for water and sanitation remains a challenge for the District.

Table 59: Alignment between SDGs and JGDM programmes

SDGs	JGDM Strategic Focus Areas	Key District Programmes
<ul style="list-style-type: none"> ▪ Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods. 	Job Creation And Poverty Alleviation	EPWP Implementation Coordination structures are in place
<ul style="list-style-type: none"> ▪ Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets. 	Rural development Environmental conservation and protection Intergovernmental Coordination	Focused coordination of rural development initiatives
<ul style="list-style-type: none"> ▪ Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society. 	Human Resource Development	Skills development
<ul style="list-style-type: none"> ▪ Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom. 	Build social fabric	Mainstreaming
<ul style="list-style-type: none"> ▪ Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service. 	Build economic and Social Infrastructure Universal Access to Basic Services	Functioning of oversight structures Improved Service delivery

	Effective planning and reporting	
<ul style="list-style-type: none"> ▪ Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents. 	Build social fabric	HIV and AIDS programmes coordination
<ul style="list-style-type: none"> ▪ Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality. 	Sound and transparent governance	Anti-fraud and anti-corruption measures are in place
<ul style="list-style-type: none"> ▪ Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor. 	Intergovernmental Coordination	Coordination structures are in place

SECTION 10: SHORT TO MEDIUM TERM DEVELOPMENT PRIORITIES

The District has prioritised the following list of interventions for implementation in the short to medium term. Funding remains a challenge as these are not funded.

ISSUE	WHERE	BUDGET
Alternative water source for each town (drought mitigation)	District Wide	TBA (RBIG, MWIG)
WCDM Implementation	District Wide	Approx R10m (MWIG/ES)
Water Quality Monitoring – IT based remote monitoring system	District Wide	TBA (ES)
Asset Renewal (Electro-Mechanical)	District Wide	TBA (ES and WSOS)
Tender for additional NRM programmes (WfW and Wetlands) (increasing EPWP employment)	Elundini and attempt to expand to the Orange River catchment	May need co-funding
MHS focus on : Water (access and quality) Pollution control (Sanitation) Waste (formal and illegal) Food	District area	Water equipment R400 000
Build the capacity as waste authority and air quality authority	District area	Air Quality Equipment: R400 000 (x1)
Develop MHS bylaw	District area	R200 000 (using Salga generic document)
Public awareness: Water : conservation, billing, illegal connections World Environmental Health Day Disaster Risk Reduction Day Disaster and Fire awareness National Water Month (March)	District area	TBA
O &M plan for WSA assets (part of asset management)	District area	TBA
Hydrocensus of all water sources Ground water management plan (part of WSA planning)	District area	R5m Asked in the drought plan
Build capacity around WSA compliance implementation Explore expansion of the incident management system (IT systems) Equipment for mobile lab	District area	TBA
Resolve section 78 with local municipalities for fire services	District area	TBA

Vehicles		
Increase OHS Capacity by appointing additional OHS personnel	Support function located within Corporate Services (HR)	TBA
Increase capacity in the Labour Relations Office by appointing the Labour Relations Officer	Support function located within Corporate Services (HR)	TBA
Establishment of Fleet Management Unit	Support function within the Corporate Services – Council Support	TBA
Electronic Document Management System	All Directorates	TBA
Appointment of one Training Provider (Term Tender for implementation of staff and Council training)	Support function within the Corporate Services – Skills Development	TBA
Upskilling of JGDM Youth and Generally unemployed Communities for better work opportunities	District Wide	TBA
Provision of new office space and fixing of the existing offices	Barkly East	TBA
Employment of water rangers and process controllers	Whole District	TBA
Exit strategy – No more reliance on the Service provider for billing	Whole District	TBA
Installation of Pre-paid waters	Aliwal North	TBA

SECTION 11: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

11.1 Executive and Council

11.1.1 Political Structure of the District

JGDM is a category C municipality with three municipalities within its jurisdiction. The District has a history of stable Councils. The political structure is depicted in the figure below.

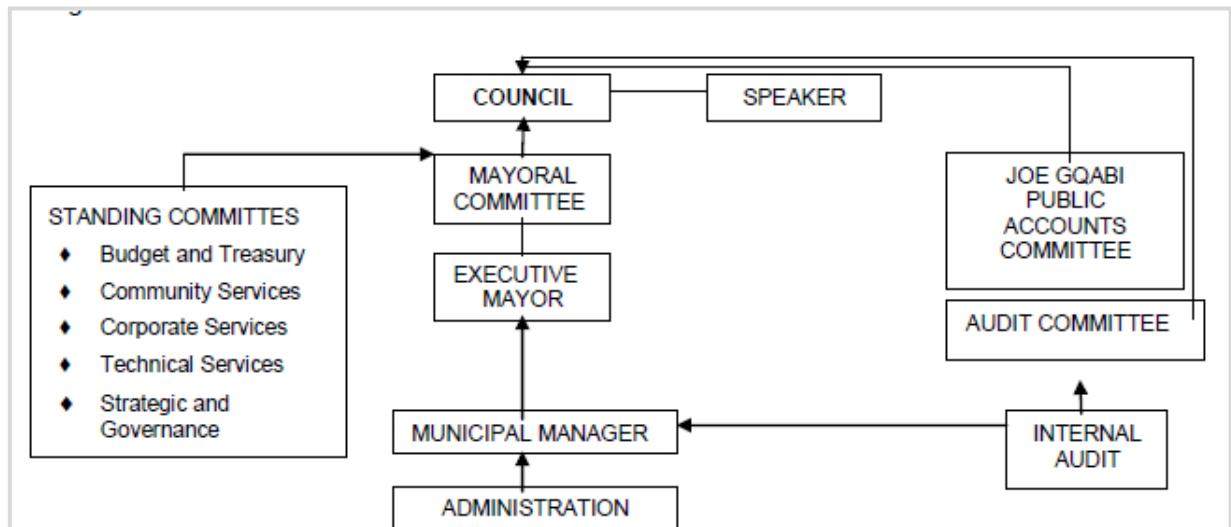


Figure 33: Oversight and Political structure of the District

The JGDM has an executive mayoral system. The District has five standing committees which are chaired by portfolio Councillors who head different portfolios ranging from community services and planning, corporate services, finance and technical services. These standing committees report to the Mayoral Committee that is chaired by the Executive Mayor. The Executive Mayor reports on the progress of implementation of Council resolutions to Council which is chaired by the Speaker of Council. The political component consists of the Executive Mayor, the Speaker, and 24 Councillors. Council established a Municipal Public accounts Committee (MPAC) in November 2011, which meets quarterly. One of the responsibility of the MPAC is to ensure that Council and its structures are convened according to the Council calendar. Due to its stability the all Council structures meet as planned.

With regard to the frequency of meetings, the Council meets quarterly. The Mayoral committee meets monthly. The Standing committees meet monthly. Furthermore, for all the above-mentioned structures, special meetings are convened as and when necessary. The Municipal Oversight Committee (MPAC) meets quarterly as per approved Constitution. Various training initiatives to capacitate the MPAC were implemented in the past financial year and these initiatives are implemented continuously. The MPAC through assistance from the internal audit function has managed to assist in the improvement of financial controls and performance information in view of matters raised by the AG.

11.1.2 Top Management

The Municipal Manager and his Top Management team of seven Section 56 Managers administratively lead the institution. All Section 56 managers are filled, with the exception of the CFO and the Institutional Support and Advancement Director. Top management is responsible for preparation and submission of agenda items to Council and ensuring implementation of resolutions of Council. Top Management is comprised of all the Section 56 managers and it meets monthly. This meeting flows into the preparation of the agenda for the standing committees, which then flow into the Mayoral committee and into the Council agenda. Seven Section 56 Managers, including the Municipal Manager, have signed performance agreements with the institution and are reviewed annually in line with the IDP and budget.

11.1.3 Organogram

As mentioned above, the approved administrative structure which is aligned to the long term development trajectory of the District consists of seven directorates as depicted in the figure below. All posts in the final organogram are budgeted for. The JGDM has attempted to streamline and prioritise posts in the organisational structure in line with cost containment measures.

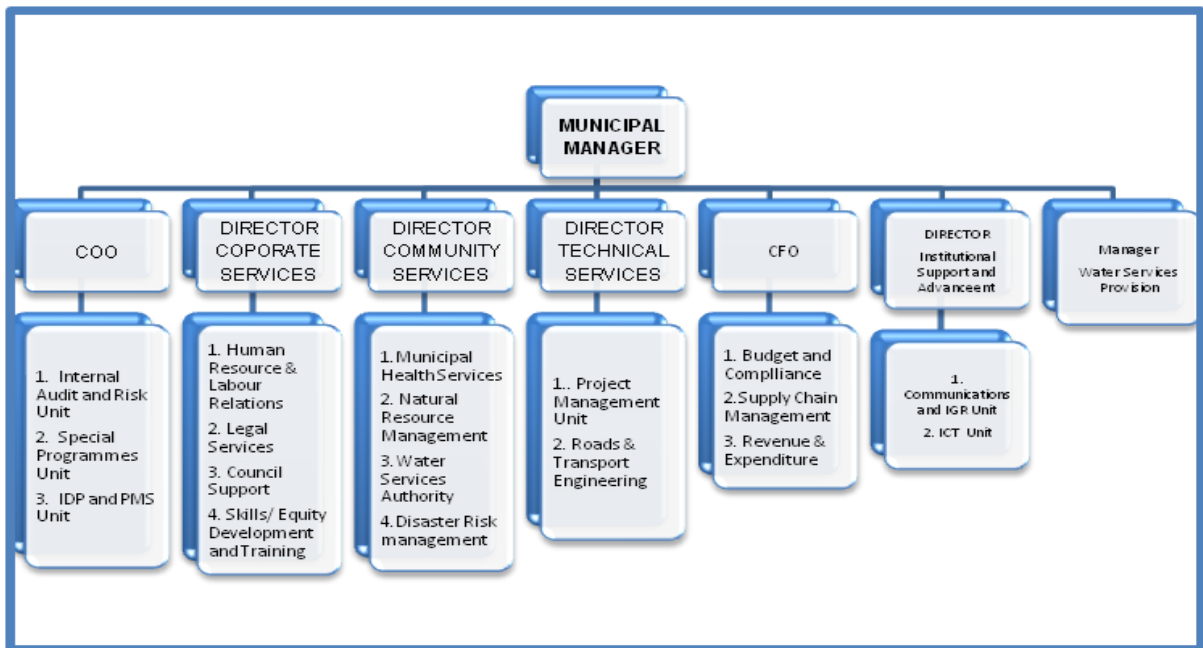


Figure 34: High-level organogram

The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram that would satisfy the functional needs of the institution. A full organogram was developed and approved by Council. This ensured that all

positions in are taken into account in the budget. All position in all seven Directorates are filled, with the exception of the CFO and Institutional Support and Advancement (ISA) and vacancies are filled within a period of three months when as they are available. All employees have job descriptions, which were re-evaluated during the TASK process in 2012. Critical posts to be filled in the new financial year are CFO, ISA, fire and disaster services, water and sanitation services, Internal Audit, LED, Municipal Health Services, Financial Management, Council support/auxiliary services, communication and risk management. The table below shows an approximation of vacant posts per Department, though this remains a moving target due to ongoing recruitment and resignations.

Table 60: Vacancies per Department

Office of the Municipal Manager		Technical Services		Corporate Services		Financial Services		Community Services		ISA		WSP	
F	V	F	V	F	V	F	V	F	V	F	V	F	V
20	12	122	47	58	6	30	25	80	22	12	6	457	150
F = Filled V = Vacant													

11.1.4 Human Resource Strategy

The Human Resource Development Strategy developed in 2011 to support a holistic approach to human resource training and development in the JGDM. The HRD Strategy aims at regulating the development of competencies of staff through education, training and development. The following programmes serve as a guide for the type of programmes that could be instituted to address the problem of skills shortage in the District age among other activities learnership, skills programmes, and voluntary internships, specialized training to support relevant sectors and local organizations. The strategy seeks to address the institutional requirements and challenges in the short, medium and long term in response to the long term development goals of the Council.

The strategy seeks to address the institutional requirements and challenges in the short, medium and long term. The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram which is will satisfy the functional needs of the institution. The organogram is adopted by Council in May annually.

The EPWP implementation which entails implementation of the capital projects, roads maintenance as well as Working for Water and Working on Wetlands programme are the main source of contracting (ranging from three to six months) within the District in the Technical and Community Services Departments. This excludes contract work with service providers which are employed for the duration of the various projects.

11.1.5 Workplace Skills Development Planning

The institution has developed and approved a Work Skills Development Plan. The 2017/18 Workplace Skills Plan review was submitted in April 2017. The plan identifies training needs aligned to the scarce skills and IDP implementation processes. JGDM has a skills development function whose role is to provide accredited tuition, trainings and workshops to employees of all municipalities, Councillors and the community members. This service is provided with due adherence to the Skills Development Act No. 97 of 1998, Employee Equity act No 55 of 1998 , and South African Quality Assurance Act No. 58 of 1995.

As a response to the capacity challenges of the municipality, there is positive feedback as the quality of work has improved. As an example, improvement in water quality in the District have been observed following training of youth on process control. The post of Skills Development Facilitator has been filled and a training committee was established and the committee meets bi-monthly. This committee deals with all training matters including implementing all training recommendations. The criteria which is followed by the committee for selection of candidates and trainees include needs analysis, prioritisation and approval by the committee.

The District implemented various training plans which focused on ABET, financial management, management development programme and leadership, municipal governance, specialised technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy.

11.1.6 Employment Equity Planning

The Employment Equity Plan (EEP) of the District was completed in July 2014 which cover the period up to June 2019. Employment Equity requirements are implemented through continuous assessment and improvement in employment equity and reports are provided to Council constantly to the Council and the Department of Labour. Departments within the municipality are required to align themselves with employment equity and as such, recruitment processes are monitored in line with the employment equity requirements.

11.1.7 Recruitment, Selection and Appointment Policy

JGDM Council approved recruitment selection and appointment policy in May 2017. The overall aim of the recruitment, selection and appointment process is to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resources needs of the Council. The policy is aimed at giving effect to the Affirmative Action Policy Principles and adheres to the Employment Equity Act and the Labour Relations Act 66 of 1995. The policy covers fair and equitable recruitment, recruitment processes, recruitment procedure, selection and appointment process, as well as screening.

11.1.8 Code of Conduct and Enforcement

The institution adheres to the codes of conduct for municipal officials and Councillors. It also implements the disciplinary code of practice as defined by the South African Local Government Bargaining Council. These codes of conduct are signed by new employees. Discipline is enforced in line with the SALGBC process and sanctions are implemented as recommended either through line function disciplinary processes or through formal disciplinary processes where hearings are held. Most disciplinary matters relate to absenteeism. There is full adherence to the code of conduct as evidenced by the reported and resolved cases affecting staff that were reported in the 2013/14 financial year, three were resolved. With regard to cases affecting Councillors, no cases were reported during the same period. As far as outstanding and finalised disciplinary cases.

11.1.9 Scarce Skills and Retention Strategy

The Scarce Skills and Retention Policy for JGDM has been in existence since Council approval on 27 September 2008 and a recent review was adopted in May 2017. The purpose of the policy is to provide suitable incentives and recognition to staff in order to facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. The identified scarce and critical skills include the following:

- Infrastructure asset management
- Disaster Management
- Water services and process control
- Audit and procurement
- Municipal finance
- Community based participation and planning
- LED and Tourism
- Civil engineering

To deal with staff retention, which stood at 30% in the last financial year a staff retention package, was implemented in the 2012/13 financial year. This rate is composed of 20% of posts classified by the municipality. This relates only takes into account the twelve recruits juxtaposed with resignation in the same period.

11.1.10 Succession Planning

The incumbent and immediate Supervisors/Managers are required to identify skills gaps and gaps in experience in order to determine the necessary steps to be taken, which will ensure that these incumbents achieve the necessary skills and experience necessary, to be able to be eligible for future positions of this nature. Formal Personal Development Plans are established and incorporated into the Performance Management System of the District thereby ensuring every effort is made towards realizing these aspirations and potential. The

reviewed Succession Policy was presented to Council in May 2017.

With a view of practically training and mentoring employees with potential for key positions, career pathing is implemented through the action plan of the succession plan and an assessment tool for identifying employees with potential was developed and all proposed interventions as per the tool are implanted. These include training and mentoring opportunities.

11.1.11 Employee Assistance Programme

The municipality as an employer is committed to look after the physical, emotional, psychological and social well-being of its employees. To this end, an Employee Assistance Programme (EAP) was established in HRM to provide support to employees. The proposed organogram also provides a dedicated person to assist with the implementation of this function.

11.1.12 Human Resource Policies

To improve the management of the institution policies adopted include Recruitment and Selection Policy, ICT Policy, Overtime, Relocation, Health and Safety, Harassment policies, Alcohol and Drug, Working Hours policy, Attendance Register Policy, Gifts and Gracia Policy, Rent Subsidy policy, Promotion and transfer policy, Employee Assistance Policy, Standby Policy, Subsistence and travel, Uniform and protective clothing, Supply Chain Management Policy. This is not an exhaustive list of the policies available for the better management of the institution. The Human Resource policies are reviewed annually and were approved by Council in May 2017. The policies are also assessed by the DLGTA support team to ensure that all gaps and cross-referencing is compliant and congruent.

11.1.13 Occupational Health and Safety

The District municipality is committed to the safety of all its customers and employees and considers that in all circumstances safety is critical to the well-being of its customers and employees. It is the aim of the policy to prevent as far as possible any accident or injury to customers or employees. The District will strive at all times to improve safety conditions and handling methods in consultation with its customers and employees. This will be achieved through adherence to policy, occupational safety and health policy imperatives. The District municipality has an Occupational Health and Safety Policy in place. Within the organisational structure, the HR Manager is the designated Occupational Health and Safety officer and further to that within the technical services Department, there is a dedicated post for OHS which has been filled.

11.1.14 HR Structures to Support Labour Relations

At the District Municipality, the Local Labour Forum has been established in terms of the bargaining Council agreement. The forum meets monthly and four meetings were held during the last financial year. The District has two unions operating: South African Municipal Workers Union (SAMWU) and IMATU. These unions are also present in all the local municipalities. In both cases, there are no full time shop stewards. The Local Labour Forum (LLF) is functional and meetings are held quarterly and subcommittee meetings are held bi-monthly.

11.1.15 Legal Services

The institution has a Legal Services Section which forms part of Corporate Services Directorate. The section composed of Manager legal services, legal services practitioner, and legal services clerk. This is the section that deals with the development of contracts, service level agreement and checking legal compliance, monitoring the progress of litigations, provides legal advice to Council. External service providers deal with the litigations while the internal legal services section monitor progress of litigations. Three bylaws have been developed published and adopted namely the Water, Fire and Transport bylaws. Three litigation cases are being dealt with.

The District complies with all SCM prescripts as the three SCM bid committees are in place and meeting as and when required. The Unit is staffed and the SCM Manager as well as vendor and contracts manager was appointed. The SCM policy is in place and is reviewed annually.

11.2 Governance

11.2.1 Public participation

The IDP preparation process requires an extensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms. Structures such as DIMAFU, IDP and Budget Representative Forum, IDP and Budget Steering Committee, Ward Committees, IGR Structures are effective. The table below depicts presents the District wide institutional arrangements focusing in terms of structure, composition and terms of reference aspects. The clusters are in a process of being reviewed to ensure maximum impact and functionality.

Table 61: IDP Institutional structures

Structure	Composition	Terms of reference
District Mayors Forum (DIMAFU)	Mayors and Municipal Managers of all municipalities Sector Departments	Monitor progress of preparation and implementation of IDPs and Budgets Ensure intergovernmental co-ordination and alignment between local and District municipalities' IDPs, Sector Departments' plans, budgets and related activities. Sector Departments to focus on providing financial resources and technical expertise on sector plans and issues as requested by DIMAFU.
IGR Clusters	Government representatives, identified stakeholders	Facilitate inter-governmental coordination in terms of planning, budgeting, implementation and monitoring
IDP and Budget Representative Forum	Chairperson: Mayor Councillors Representatives of Wards (in the case of the local municipalities) Representative of municipality wide organizations Government Departments	Represent the interests of constituents in the IDP and budget processes Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government Ensure communication between all stakeholder representatives including the municipal government. Monitor the performance of the planning and implementation processes. Participate in the process of setting up and monitoring “key performance indicators” in line with the Performance Management Manual.
Traditional Leaders Forum	Traditional leaders Political leadership Other co-opted stakeholders	Facilitate integration of community development needs in municipal planning
IDP and Budget Steering Committee	Chairperson: Municipal Manager CFO/BTO IDP Manager Political leadership - Mayoral Committee, Executive Committee or Council depending on local circumstances In the case of the District, it should include Municipal Managers from Local Municipalities	Considers the Budget and IDP Process Plan for the municipality Ensures that parameters are set and met Agrees on budget principles to be adopted Reviews budget submissions Monitors adherence to the Budget Process Plan Ensures public participation Provide ToR for the various planning activities Commissions research studies Considers and comments on: inputs from sub-committee, study teams and consultants inputs from provincial sector Departments and support providers Processes, summarizes and documents outputs Makes content recommendations Prepares, facilitates and documents meetings that sit at least 4 times per year The Budget Technical Committee should be responsible for the establishment of the Budget Local Consultation Forum by: ▪ Defining terms of reference and criteria for members of the Budget Local

		<p>Consultation Forum;</p> <ul style="list-style-type: none"> ▪ Informing the public about the establishment of the Budget Local Consultation Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, number of members, and constitution; ▪ Identifying: <ul style="list-style-type: none"> ▪ Additional stakeholders and marginalized/underrepresented groups that may need an “advocate” to represent their interests; • Potential advocates; • Resource persons; ; • Senior officials; ▪ Selecting potential groups/members based on the agreed criteria; ▪ Submitting proposed groups/members to Council for consideration; and ▪ Nominating members and informing the local community
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11.2.2 Community Consultation

Various community and stakeholder participation initiatives are undertaken on an ongoing basis. The Executive Mayor’s Community consultation programme with the community was conducted from May to August 2016 in all three local municipalities. The District also participates in Mayoral Outreaches of the local municipalities between March and May 2017. Issues identified through these engagements range from matters District and local municipality competence to those of other spheres of government. Key issues include lack of water and sanitation services, high youth unemployment, rising crime rate and poor condition of roads.

Community based planning (CBP) issues are also considered for the review of the IDP and budget. Priority issues as raised by stakeholders across the municipality over the past few years include the following issues. These priorities should be addressed by all in the community.

The above issues cut-across activities and mandates of various Sector Departments and stakeholders. Consequently, it will be critical that all plans and programmes of government do respond directly to these issues. At a District level, the following community and stakeholder issues have been prioritised:

- Water and sanitation issues in most ward.

- Toilets done not completed in ward 12 Jozanasneck
- Water supply interruptions and poor pressure issues
- Poor communication on water related issues
- Employment of local youth when implementing projects
- Contractors leaving site before completion
- Non-payment of employees by the Mvula Trust
- No response on rectification of reported disaster struck houses and preschool
- Existing toilets projects are left incomplete
- Some areas are still without the sanitation service
- Poor network coverage in some areas
- Dysfunctional water pumps in Burgersdorp and surrounding areas
- Require sanitation facilities at temporal shelters in Aliwal North
- Inspect compliance of all shops in all wares in Aliwal North and Jamestown
- Upgrade more areas to water-borne sanitation
- There are areas (mainly villages) without water at all
- Water from the taps looks dirty in Maclear
- Bucket toilets not getting emptied when full
- VIP toilets projects left without being completed and some are collapsing
- VIP toilets getting flooded on rainy days
- No response on rectification of houses affected by Disaster
- High unemployment rates
- Limited support provided to SMMEs
- No clarity on employment criteria in projects
- No clarity on District plan for addressing water and sanitation challenges in the municipality
- Water sources shared with animals
- Water access points are located in areas further away from some community members
- Some boreholes are not working
- Some sanitation projects left incomplete leaving open holes
- Address reporting water issues and ensure at that all areas have access and improve communication with communities
- Address all non-payment issues relating to water and sanitation projects employees (including runners)
- Further facilitate response to the resolution of reported disaster issues
- Ensure timeous completion of all projects and improve communications when there are challenges
- Improve communication on projects progress and plans to address backlogs
- Resolve water pump issues around Burgersdorp
- Address the issue of flooding toilets
- Continue to implement natural water source protection initiatives
- Monitor functionality of boreholes
- Address reporting water issues and ensure at that all areas have access and improve communication with communities

- Address all non-payment issues relating to water and sanitation projects employees (including runners)
- Further facilitate response to the resolution of reported disaster issues
- Ensure timeous completion of all projects and improve communications when there are challenges
- Improve communication on projects progress and plans to address backlogs
- Resolve water pump issues around Burgersdorp
- Address the issue of flooding toilets
- Continue to implement natural water source protection initiatives
- Monitor functionality of boreholes

11.2.3 Public Participation Strategy

The District is in a process of developing a Public Participation Policy. The District Public Participation Strategy has been reviewed and it is also used as a stakeholder mobilisation strategy. The strategy guides community participation and engagement in the District. The strategy is effective. The municipality utilizes ward committees and Community Development Workers, traditional leadership and special group's forums, Local Economic Development forums, and agricultural forums for public participation.

Language use is critical in ensuring accessibility of information and facilitating interaction with the communities and stakeholders. Four languages are being utilized in communicating with the public namely (English, Afrikaans, IsiXhosa, and Sotho). A challenge observed during implementation of the strategy relates to ensuring maximum participation by the public as well as by all the key stakeholders. An improvement in this regard has however been noticed.

The District has experienced protest action within the Senqu local municipality affecting the Sterkspruit area. The issues raised included to allegations fraud, corruption, and poor service delivery. To mitigate and combat the current and potential future protest action in Sterkspruit and in any other area of the District, the District and local municipalities will intensify public participation programmes, information sharing and targeted engagements.

11.2.4 Community Development Workers and Ward Committees

All forty five wards have established ward committees. The ratio of Wards to CDWs is 1:1. There is a CDW for each ward, though in some cases there may be vacancies that are filled as and when required. Mechanisms are in place to improve relations between CDWs and the local municipalities as far as reporting is concerned. The relations are cordial between ward committees and CDWs.

The meetings of the Executive Mayor with the communities ensure that all wards are represented through a ward committee member. This serves to ensure that all ward issues were considered during IDP review and budgeting. In partnership with COGTA-EC, Ward committees will be capacitated through training for improving functionality of the war rooms and public participation in general.

11.2.5 Involvement of Traditional Leaders

The traditional leader's forum is in place and facilitated by the Speaker. Its main purpose is to ensure participation of traditional leadership in matters of local government. Traditional leaders were sworn in to participate in the District Council in April 2012. The Senqu and Elundini local municipalities have also integrated participation of traditional leaders in the affairs of Council.

11.2.6 War Rooms

Table 62: Status of war rooms

Municipality	Number of Wards	Number launched	Outstanding
Walter Sisulu	11	11	None
Senqu	17	17	None
Elundini	17	13	01, 06, 13 & 17
JGDM	45	41	4 Wards

Required intervention on the functionality of the war rooms can be summed up as follows:

- Non attendance by key stakeholders, including civil society and government Departments
- Vandalization of a war room offices
- Review of working tools for war room secretaries
- Training of municipal officials and government Departments officials
- Training of ward committee members, Councillors and CDWs to enhance integration into municipal planning system.
- Finalise audit of war rooms' functionality, including infrastructure
- Launching of the municipal and District war room
- Facilitation of the development of ward based plans through the war-rooms. The existing ward based plans need to be reviewed with the District playing a facilitation and coordination role.

11.2.6 Communication Strategy

A Communications Strategy was adopted in November 2008. The Strategy is aligned with the Provincial and National communications trajectory and policy guidelines. A review process has been initiated with a view of incorporating new priorities for the year ahead. The objective of the communication strategy is to raise awareness amongst citizens of the District about various socio-economic development programmes and any other matter within the District Municipality. Part of the strategy involves the dissemination of information through CDWs and ward Councillors, including community mobilisation. The communication strategy outlines the stakeholders to be communicated with; the channels of communication, the time framed communication plan, the institutional arrangements and modes of communication. There is provision for engagement with communities through information days, political outreaches and support and assistance to local municipalities

The District currently has four community radio stations; eKhephini covering Barkly East, Rhodes, Rossouw, parts of Sterkspruit and Elundini; Takalani covers Aliwal North, Jamestown, Burgersdorp, Lady Grey and parts of Sterkspruit; Radio Unique covering Former Gariiep municipality; and LAFM covering Sterkspruit and surrounding areas. Barkly East Reporter and Aliwal Weekly are the newspaper houses that are found within the District.

11.2.7 Thusong Centres

The District has two Thusong Centres which are located in Sterkspruit and Burgersdorp respectively. The Thusong centre in Sterkspruit is a first generation type while the one in Burgersdorp is a second generation Thusong centre. These centres are aimed at providing information and services closer to the communities. Most towns and communities have requested Thusong centres as value is seen in the services they offer in bringing services closer to communities. Funding however for the establishment of the infrastructure for these centres is a challenge.

11.2.8 Complaints Management System

The District adopted a Complaints Management Policy in May 2017. In enhancing the implementation of the policy, a system to better manage all complaints and petitions has been established. This includes complaints book, presidential hotline, suggestion boxes, toll-free number and a customer care centre. The system is managed by the Office of the Municipal Manager. Currently, four staff members are responsible for the customer care centre. Customer complaints are also addressed through outreach programmes. The District has also developed and adopted a Service Delivery Charter in May 2017 to further enhance its responses rates and effectiveness.

The customer care centre is centralised at the District level. The centre deals with all service delivery challenges, including functional areas of local municipalities and other spheres of government. The key focus for the District is on improving municipal health services as well as water and sanitation services provision.

11.2.9 Intergovernmental Relations

An intergovernmental relations framework policy was adopted by Council as a means to strengthen relations between all spheres of government. The District has established various intergovernmental structures. All clusters meet quarterly though issues relating to unavailability of other stakeholders remain as a challenge for some clusters.

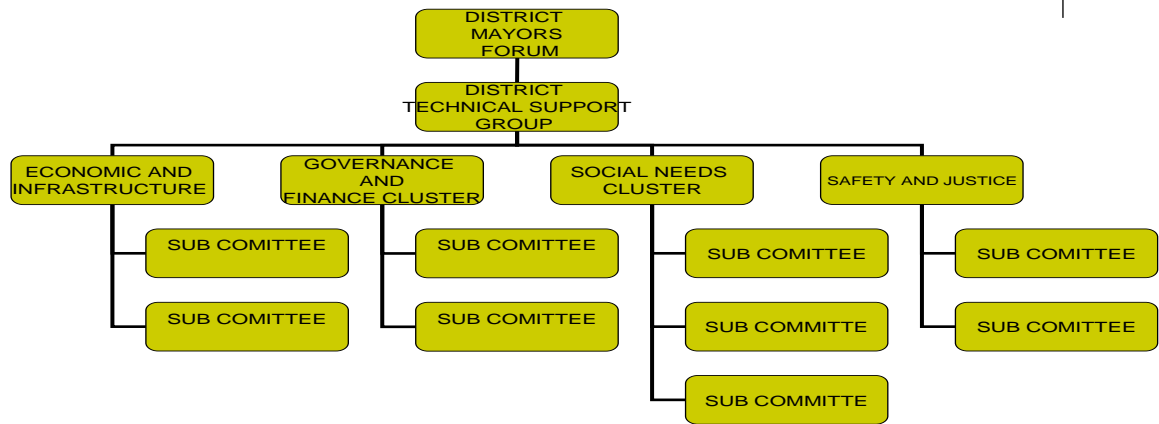


Figure 35: District IGR Structures

The District Mayors’ Forum (DIMAFO) was established as a Section 79 Committee that is made up of the political leadership of municipalities. DIMAFO has evolved to include all Sector Departments. DIMAFO deals with issues relating to budget and IDP planning and implementation, communications, IGR, Special Programmes as well as internal audit functions and statutory compliance issues. In this way, it serves to promote inter-municipal planning and coordination between the District and local municipalities.

11.2.11 Other Committees within the District

- Tri-District Alliance is a forum between the municipalities of the three provinces bordering Former Gariep Dam.
- The District Liaison Committee deals with the cross boundary issues with Lesotho and involves the SAPS, Department of Home Affairs. The committee is concerned with livestock theft.
- JGDM Home Affairs Forum was established to facilitated accesses to government services through targeted interventions. The focus is on Department of Home Affairs services.
- Inter-cluster interaction has also been initiated though this has not functioned as envisaged. There is some level of cooperation but when it is at the regional level this seems to be poor.

11.2.12 State Institutions within the District

Many National Government Departments do not have regional offices within the District, which makes it difficult for the communities to access some services. The alignment of the Provincial Departments to the District boundaries still needs to be implemented in some cases.

11.2.13 HIV and AIDS Strategy

The HIV and AIDS Strategic Plan was adopted in September 2008 and the review for 2017 was finalised and adopted by Council in May. The strategy captures issues around nutrition, treatment, care and support for people living with HIV and aids, care and support for orphans and vulnerable children, promotion of human rights and justice. The plan specifies the budget and time framed activities aimed at dealing with HIV and AIDS pandemic.

The broad scope of the known remedies to the impact of HIV and AIDS suggests the need for active multi-sectoral approach in halting and reversing the epidemic. The District AIDS Council has implemented a number of awareness campaigns throughout the District. The Strategy is a multi-sectoral HIV and AIDS plan that seek to ensure:

- Collective identification of challenges, areas of great need, integration of programmes and involvement of all sectors in response to HIV and AIDS;
- The development of common approaches based on common and shared vision;
- The development of practical and realistic strategic implementation plans based on practical experiences of various role-players;
- Mobilization and identification of roles and responsibilities force various stakeholders; and
- Improve sectoral collaboration and commitment with emphasis on implementation.

A clear implementation plan with targets was developed and monitored. The implementation plan is reviewed with the Strategy annually. The strategy informs mainstreaming of HIV and AIDS both in the workplace and at community level. A collective agreement on the HIV and AIDS workplace programme is implemented.

11.2.14 Special Groups and Gender Mainstreaming

In addressing the needs and challenges of the Special groups, the JGDM adopted the mainstreaming approach which seek to systematically incorporate and consider into policy, programmes and practices, so that before decisions are taken, an analysis of conditions, circumstances and effects on women, people living with disabilities and the Youth.

This approach identifies the Special Groups' issues as part of the broader transformation management; it is both context-specific and cross-cutting and it seeks to create an environment for the voices of the Special Groups to be heard in municipal planning, review, programming and budgeting.

Gender equity is considered in lined with the Employment Equity Plan albeit equitable and desired levels have not been reached as yet. Management has been workshoped on gender mainstreaming approaches to ensure that pertinent matters are incorporated into all the plans and programmes. The special programmes are currently being mainstreamed within the procurement processes of the municipality. Municipal programmes such as the EPWP,

Community Works Programme and procurement issues are structured in a way that promotes gender equity and mainstreaming.

Institutional arrangements supporting the youth, gender mainstreaming, women, disabled, the elderly and the children (special groups) issues was approved by Council. The Special Programmes Unit (SPU) is located within the Office of the Municipal Manager. Funding to implement programmes remains inadequate. A Special Groups Forum (SGP) was established to coordinate, facilitate implementation and monitor all SPU programmes. The District has further established structures focusing on each sector of the special groups. Through the activities of the various engagements there is improvement in accessibility of government buildings for the disabled. Skills programmes are also implemented.

The review of the Special Groups Mainstreaming Strategy is in process and was finalised by May 2017. The Strategy contains activities, plans and programmes that are aimed at improving the conditions of the special groups, which includes women, youth, the elderly, and people with disabilities.

With regard to social cohesion, the District has various activities that all designed to facilitate social cohesion and national building. These include the following:

- The Executive Mayor's Cup of the District and local municipalities;
- Participation in the SALGA Games and mini-Olympics whereby different groups and ages participate;
- Wellness and Sports Day; and
- Cultural activities that identify and promote talent.

In the implementation of these programmes, services on wheels which include increasing access to Identity Document, comprehensive health tests, accelerating access to government grants and social services, etc. are conducted to assist facilitate access to government services with a view of promoting nation building.

Sondela Youth Festival

The Sondela Youth Festival contributes to moral regeneration and social cohesion amongst the youth. The Sondela Youth Arts festival was initially developed to be a platform in JGDM to mitigate the social ills such as drug and substance abuse and was able to keep young people of the District busy throughout the year. Its revival will also have a positive outcome to the youth in terms of economic development and entrepreneurship. The Festival is a partnership project of various stakeholders, including the Department of Sports, Arts and Recreation as the strategic partner. The Festival has been elevated to a provincial status. For the successful hosting it will be important that all stakeholders, including the District, local municipalities and government Departments make a financial contribution.

Executive Mayor's Cup

This project has culminated from the areas where the youth of this District have been seen participating in wrong activities causing detrimental effects in their lives. It is aimed at developing youth through Sport in the Joe Gqabi municipal area. This project will be an annual event, hosting will rotate to all various local municipalities around the jurisdiction of JGDM as per the resolution of the Joe District Youth Council. The event is aimed at developing the standard of various sporting codes in the Joe Gqabi municipal area. This tournament also aimed at regenerating the positive Morals of young people both those in school and those out of school. It seeks to assist sport development and talent identification in our area. Other objectives of the programme include promotion of healthy and positive lifestyles, contribute to minimise crime rate, teenage pregnancy, substance abuse and HIV, AIDS and TB as well as enable youth to expose their unique talents.

Women empowerment

The month of August is recognised all over the world as a women's month. Women across the globe take stalk and reflect on the challenges still remaining and achievements made with regard to social, political and economic empowerment of women. The District women empowerment is guided by a policy framework and a five year development plan. Key programmes include preferential procurement, facilitation of establishment and monitor implementation of joint venture agreements, skills development, packaging and implementation of mentorship programmes, facilitating access to markets, funding and mobilisation of resources. The organisation's main objectives are to ensure meaningful economic empowerment for women in the JGDM region through development and effective implementation of a well packaged programme for women economic empowerment and ensure that such programme is successfully integrated with the IDP, various sector specific strategies and various government programmes on social and economic development.

The District Women Economic Empowerment forum which is constituted by various women formation, including women in business, women in construction, women in agriculture, etc is convened quarterly. The forum, *inter alia*, ensures smooth running and monitoring of women programmes.

Youth Development

Youth Month allows for young people to learn more about their history, get career advice, information on self-sustenance, be exposed to different art forms and be entertained. Young people will also be encouraged, during youth month, to take control of their destiny, make use of opportunities afforded by government and the private sector and inculcate the spirit of *Vuk'uzenzele*, as we are at the fifth term of the democratic order. The Joe Gqabi Youth Council is charged with such a responsibility, of ensuring that the District is a place where youth realize their potential and actively contribute towards the eradication of poverty and unemployment. In an integrated effort to develop young people, government clusters are encouraged to work

together in the realization of the said goals. Youth also participate in the NARYSEC programme which contributes to their empowerment in many aspects.

Table 63: Special groups empowerment strategies

Women	Youth empowerment and development	People living with disabilities
Establish a volunteer training programmes	Participate fully in NYDA activities, youth parliament and June 16 celebrations	Ensure participation of disabled person in IDP processes
Ensure women involvement in moral regeneration initiatives	Revive youth structures, where absent establish new structures	Establish a consortium of people living with disabilities
Increase means of provision of care by women to the elderly persons	Ensure capacitation of youth structures to participate in planning and decision making process	Targeted recruitment of people with disabilities in Learnership
Position women to easily assist in social upliftment/development service in their communities	Ensure creation of sustainable economic environment with opportunities for young people	Establish disability friendly schools across
Ensure women involvement in childcare initiatives	Preferential procurement policies reviewed and contain opportunities for young people	Establish maintenance Unit equipment for disable people in all health facilities
Increase awareness on the involvement of women in service delivery initiatives	Ensure provision of skills training and target recruitment of young people for Learnership programmes	Establish and set up a driving school for people with disabilities through the District
Ensure skills training to position women to preferential procurement opportunities	Establish resource canters to increase awareness raising and information points	Design, construct and build houses that meets the needs of people with disabilities
	Ensure existence of SPU supporting structures to ensure effective service delivery	Prioritise budget towards the needs of people with disability
Provide relevant skills training to women and their newly recruited assistants/volunteers		Convene special sport games in the District, including in the major and SALGA games
Establish and resuscitate women's structures in all the communities.		Create job opportunities for people with disabilities
Ensure maximum capacitation		

and participation of women in all forums, CLOs and development initiatives		
Proposed Budget R200 000	Proposed Budget R 500 000	Proposed Budget R30 000

11.2.15 Anti-corruption and anti-fraud

The Council adopted an Anti-corruption and Anti-fraud policy and strategy in May 2017, which is being reviewed annually. The aim of the policy is to ensure that the Council concentrates its efforts in preventing fraud and corruption, rather than only responding to it. The policy requires all role-players within the municipality and dealing with the municipality to refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law. The plan is effective as evidenced by the fact that all the reported cases in the past financial years were dealt with and concluded.

11.2.16 Approval, Monitoring and Evaluation Tools

Monitoring tools for the implementation of the IDP include, monthly budget statements that are submitted to the Executive Mayor and Provincial Treasury, quarterly reports to Council on service delivery and the financial state of the municipality, midyear budget and performance assessment report and Annual Report as shown in the table below. These reports, once adopted by Council, are made available to communities through the communications environment described above.

Table 64: *Approval, monitoring and Evaluation Tools*

Report	Frequency	Description	Monitoring Structure
Budget Statement	Monthly	Municipality's monthly expenditure, revenue, borrowings and income.	Executive Mayor & Provincial Treasury
Quarterly Reports	4 Quarters of the financial year	Quarterly progress on service delivery and financial state of the municipality.	Council
Mid-year Budget and Performance Assessment report	Half yearly-by 25 January of each year	Municipality's service delivery performance during the first half of the financial year.	Executive Mayor, National and Provincial Treasury
Annual Report	End of each financial year	Municipality's annual performance on service	Council

		delivery.	
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Performance Management system is in place for monitoring performance in line with the IDP. This system is also utilized for monitoring, measuring and evaluating performance against set objectives, strategies, targets, programmes and projects. The community participation programmes such as CBP, Mayoral outreach programme, stakeholders fora, and so forth will enable the Executive Mayor to measure and evaluate the performance of projects and programs and impact of services rendered on the ground.

Community sessions are conducted in an interactive manner that allows for maximum participation and contribution by the communities. Reflections are made on all services offered by government, including other spheres and social partners. In cases where service challenges relate to other spheres of government the Executive Mayo will follow up with the affected Departments. In this manner the integration and coordination of services is improved.

11.2.17 IDP Approval and Marketing

The IDP, PMS Policy and the Budget were adopted by Council in May 2017. This represents a performance management system of the District. This process follows a joint standing committee of all sections within the District municipality, the Mayors of local municipalities and the members of the executive committees from local municipalities to precisely check and agree on the contents of the IDP. The marketing of these documents is undertaken through physically delivering them to libraries, to the municipalities, tribal authorities, and announcing their availability in convenient and accessible places. The community's members who are not able to write their comments will be assisted by the IDP offices, CDWs as well as the ward committee members.

11.2.18 Internal Audit and External Audit

The internal audit function is performed internally by the internal audit unit. The unit consists of four staff members of whom two are internal auditors and two interns. This function is being performed within the parameters of the audit charter, which was approved by the Audit Committee and tabled to Council in September 2008. The plan is reviewed annually. The function covers risk assessment, internal control, compliance and regularity audit, and performance auditing etc. There is a code of ethics for this function, policies and procedures that are implemented in line with the prescripts of external audit. Services of external auditors are being utilized to supplement the capacity of the audit function. The organogram has also been reviewed to identify critical positions required to implement the audit function effectively.

11.2.19 Internal Controls

To deal with internal control system, the District has adopted policies and procedure manuals for all financial and performance functions. These policies provide for reviews by senior personnel. All high-risk areas have been identified and the internal audit unit reviews these high risks areas, including all finance functions on a frequent basis.

With regard to risk management, strategic risks are identified annually and risk registers have been developed and are reviewed annually. Actions plans are reviewed quarterly. A Risk Management Committee has been established and is functional. The committee evaluates progress on the action plans.

The District does maintain a filing system and the audit file is in place. All filing is administered centrally through the registry function of the municipality. The audit file covers various systems and processes which range from basic information that is required during the audit process including policies, action plans, compliance matters, etc.

11.2.19 The Audit Committee

The Audit and Performance Committee is an independent statutory committee appointed by the Council of the JGDM to perform the duties as required by Section 166 of the Municipal Finance Management Act of 2003. The Audit Committee was also deals with auditing of performance information. The Audit Committee adopted appropriate formal terms of reference and an Audit Charter. The Charter regulates the affairs of the Committee in compliance with legislation, international standards and best practice. The terms of reference for the performance audit function, which was approved by Council in March 2011, have also been approved. The audit committee's role and responsibilities include statutory duties per the MFMA and further responsibilities assigned to it in terms of the adopted Audit Charter Internal Audit Annual Operational Plan and Audit Action Plan.

The Audit Committee is fully functional. Effectiveness of internal controls, Quality of Reports Submitted, Performance Management, Risk management, Effectiveness of the internal audit function, Evaluation of Financial Statements and performance information are some of the matters that the audit committee deals with. The committee meets quarterly and as when required.

11.2.20 Performance Appraisal Committee

The Council appointed the performance appraisal committee in terms of section 27 (4) (d) & (e) of the local Government Municipal Performance Regulations. It comprises of the Executive Mayor, Chairperson of the performance Audit Committee, the mayoral committee, the Municipal Manager from another municipality and a member of the ward committee.

It meets to discuss the annual performance report, reports by the internal auditor on performance implementation, and to assess and appraise the performance of Section 56

Managers and the Municipal Manager and make recommendations to Council if performance bonuses are to be paid. The basis of the assessment is the various performance reports such as monthly Section 71, quarterly SDBIP and budget performance report, midyear budget and performance assessments reports, Annual performance reports and Annual reports of the Municipality which presented to the Council as per legislation and these reports that are compiled and submitted to the relevant stakeholders.

11.2.21 Oversight Committee

JGDM has the Municipal Public Accounts Committee in place. The role of this committee is to ensure compliance with MFMA in so far as the submission of annual reports, dealing with reportable items, adjustment budgets and the general monitoring of the implementation of Council resolutions. The oversight reports are available for reference purposes.

The draft annual report was adopted by the Council in January 2016 and subsequently advertised for community comments in public spaces including municipalities, libraries and the website. The Mid Year Performance reports were prepared and submitted to Council in January 2016 and this assessment has informed adjustment budgeting processes.

11.2.22 Delegation Framework

JGDM has a Council adopted delegation framework which was adopted in November 2009. The framework was further reviewed in 2017. The framework covers the delegation of functions between the political and administrative arms of the institution.

11.2.23 Information Technology and Records Management

The District Information and Communications Technology is functional and provide support to the District and local municipalities through the District IT Unit. The internet and intranet are well maintained and updated as and when required as a record management tool. For audit purposes, a Preparation Audit File (PAF) and Operation Clean Audit Report (OPCAR) are managed through the intranet which is accessible to all audit steering committee members page. The Council has implemented a functional records and document managements system that is in line with legal priscrits and pest practice. This allows for easy access to information during audit. The District is exploring the implementation of electronic document management system.

Hardware, software and support services within the network infrastructure consist of category 5 cabling. This connects all computer infrastructure to the central server, which ensures confidentiality and security. Server based systems within the District include:

- Financial Management Systems
- HR Management Systems
- Institutional Communications
- The hosting of Municipal Websites
- GIS System which contains cadastral information, environmental information, ward

information, settlement type information, etc.

In terms of out of office connectivity requirements, a 3G solution was procured in order to supply the required connectivity options. The District developed an IT Master System Development Plan including development and annual review of the ICT governance framework and policy. This plan identified the priorities in terms of processes, procedures and provided recommendations that should be considered in order to ensure preservation, security, confidentiality, integrity and availability of municipal data. An anti-virus and internet security system is active and updated frequently to reduce the risk of internet threats.

SECTION 12: PERFORMANCE MANAGEMENT SYSTEM

12.1 Adoption of the Policy

The District PMS Policy was adopted by Council in May 2017 and it is reviewed annually. The Performance Management Framework of the District as adopted by Council in 2011 and gazetted in August 2015 and a review is due in 2017 due to the amalgamation of the former Maletswai and Walter Sisulu local municipalities. The performance management system is directly linked and aligned with the IDP as well as key performance indicators and targets and are in line with the Municipal Systems Act of 2000 as amended and its Regulations.

12.2 Purpose of the Policy

The purpose of the Policy can be summed up as follows:

- To develop an easy reference guide, which will assist JGDM to implement performance management in line with legislation requirements;
- To enable JGDM to plan, monitor, measure, review, report and improve both, District organizational and individual performance;
- To facilitate the creation of a performance management culture and improve service delivery through the successful implementation of a District's IDP and budget;
- The Policy is the authoritative manual on the implementation of Performance Management System in the District.

12.3 Performance Management Model

International experience in both the private and the public sectors has shown that traditional approaches to measuring performance, which have been heavily reliant on only financial measures, are severely lacking. In order to assess an organization's performance, a balanced view is required, which incorporates a multi-perspective assessment of how the organization is performing as seen by differing categories of stakeholders. To ensure this balanced multi-perspective examination, the District has adopted a "Balanced Municipal Scorecard Model" to guide the performance management in the entire municipal organization as shown in the figure below.

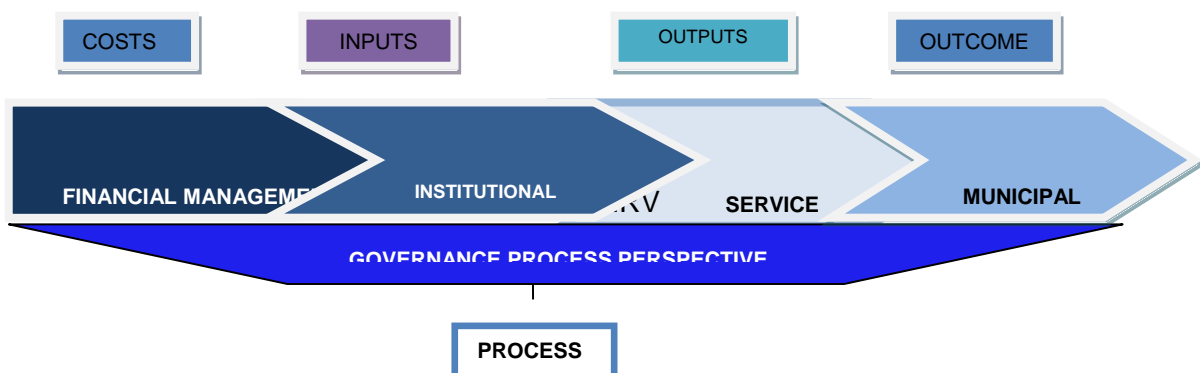


Figure 36: Schematic representation of the Municipal Scorecard Model

12.4 Different Scorecard Levels

The District implements three levels of the scorecard. These are an organisational, Departmental and Sectional Scorecards. Due to available resources and the need to ensure that the performance management system is commensurate with available resources the Council has decided to cascade PMS down to one level below Section Managers from the 2017/18 financial year.

12.4.1 The Institutional Scorecard

The Institutional Scorecard will be used to measure performance of the District municipality in terms of implementation of the District's Service Delivery and Budget Implementation Plan (SDBIP). The institutional scorecard will provide an overall picture of performance of Council as a whole, reflecting performance on its strategic priorities thereby giving effect to the implementation and monitoring of objectives, key performance indicators and targets as defined in the Joe Gqabi Integrated Development Plan and budget. Quarterly Performance assessments and reports are compiled and tabled before Council quarterly. The reports include the institutional scorecard and scorecards of all the seven Section 56 Managers.

The Municipal Manager will use the Institutional Scorecard as a basis for reporting to the Executive Mayor, Council and the public through quarterly reports, mid-year budget and performance assessment and Annual Report.

12.4.2 The Departmental Scorecards

The Departmental Scorecard will measure and monitor performance of the line Departments. This constitutes the scorecard of the Directors by providing a comprehensive picture on the implementation and evaluation of department actions and projects, which are directly linked to the objectives, indicators and targets derived from the institutional scorecard (which is also linked to the budget and the IDP). All Departmental Heads, who are also Section 56 Managers have signed performance agreements, including the Municipal Manager. These performance agreements, together with the institutional scorecard are directly linked with the strategic objectives, outputs and targets contained in the IDP. Performance monitoring in the form of quarterly reports are presented to the Municipal Manager, Executive Committee and Council.

12.4.3 Sectional Scorecards

The Sectional Scorecard will measure and monitor performance of Departmental Sections. This will constitute the scorecard of the Unit Managers. Section heads will be reporting to the Directors. The compilation and report on the Sectional Scorecards will be considered at monthly and quarterly Section meetings or Departmental meetings constituted at least by the Director and Section Heads. The Accounting Officer will be consulted prior to approval of Sectional Scorecard and will have the final approval authority. Section planning must be informed by the Strategic and Departmental Scorecards and performance reporting must feed

into the same. All the eighteen Section Managers have signed performance obligations and submit reports which are assessed quarterly.

12.5 Performance Auditing

The District will on an ongoing basis co-ordinate and ensure good quality of reporting and reviews. The Internal Audit function will ensure conformity to reporting formats, compliance with legislation and assess the reliability of reported information, where possible. Council's internal audit function will be continuously involved in auditing the performance measurements of the municipality. As required by the regulations, the internal audit submits quarterly reports on their audit to the Municipal Manager and Performance and Audit Committee. Currently the District has functional Performance and Audit Committee, which has also been tasked by the Council to perform auditing of performance information.

12.6 Performance Monitoring and Review

The District has established a functional and effective M&E unit which is responsible for facilitating the monitoring of the implementation and evaluation of IDP objectives in line with the approved SDBIP, IDP and budget. The SDBIP is directly aligned with the strategic objectives performance indicators and targets as contained in the IDP.

SECTION 13: FIVE –YEAR KEY PERFORMANCE INDICATORS AND TARGETS

13.1 KPA 1: Service Delivery and Infrastructure Provision

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
Provide access to basic services	SD01 Develop and maintain water and sanitation infrastructure	SD01-01	% compliance with SANS 241 for drinking water quality	93.4%	95.18%	97%	97%	97%	97%	97%	BDS report	WSP
		SD01-02	Number of reservoirs constructed	N/A	New Indicator	15	15	15	15	15	1. Report to Standing Committee 2. Closeout report	WSP
		SD01-03	Number of new water sources provided	N/ A	New Indicator	5	5	5	5	5	Report to Mayco	WSP
		SD01-04	Number of water monthly reports submitted	N/A	New Indicator	12	12	12	12	12	Reports to Standing Committee	WSP
	SD02 Provide responsive and efficient disaster management , emergency and rescue services	SD02-01	Ratio of fire incidents responded to as a proportion of entries in the Occurrence Book	01:01	01:01	01:01	01:01	01:01	01:01	01:01	Report to top Management as per the Incident Occurrence Book	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	SD03 Expand and fast-track the provision of universal access to basic services	SD03-01	% of households earning less than R1100 per month with access to free basic services (water and sanitation)	100%	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	1. Council Resolution 2. List of Beneficiaries 3. Report to Management	Finance
		SD03-02	% of households with access to basic level of water	78%	83%	88%	TBD	TDB	TDB	TDB	Report to Mayco	Community Services
		SD03-03	% of households with access to a basic level of sanitation	90%	97%	100%	TBD	TDB	TDB	TDB	Report to Mayco	Community Services
		SD03-04	Number of households provided with portable water connections	N/A	New indicator	5000	5000	5000	5000	5000	1. Report to Standing Committee. 2. Closeout report	Technical Services
		SD03-05	Number of households provided with sanitation services (toilets)	N/A	New indicator	5000	5000	5000	5000	5000	1. Report to Standing Committee 2. Closeout report	Technical Services
	SD04: Render effective municipal health services	SD04-01	1 monthly inspections per quarter on each of urban waste site	10 waste sites inspected 12 times 2 waste sites inspected 11 times 1	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	Waste Inspection report	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
				waste site inspected 10 times								
		SD04-02	Number of inspections on food premises	229	27 premises inspected 4 times 162 premises inspected 3 times 31 premises inspected 2 times 21 premises inspected 1 time (Total 241)	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	Inspection report	Community Services
	SD05:01 Support rehabilitation of road networks in the District	SD05-01	Number of kilometres gravel roads graded	3321km	2429km	2800km	2800km	2800km	2800km	2800km	1. Report to Standing Committee	Technical Services

13.2 KPA 2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	Directorate
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement and expand implementation of EPWP and other job creation initiatives	LED01-01	Number of jobs created through municipality's local economic development initiatives including capital projects	2380	2502	2050	2050	2050	2050	2050	1. Report to Standing Committee 2. Employment report to the funder	Technical Services & WSP
	LED02: Implement working for water and working for wetlands	LED02-01	Number of jobs created through working for wetlands	2494	1228	1470	1470	1470	1470	1470	Report to Standing Committee	Community Services
	LED03: Support and facilitate rural development and poverty alleviation programmes	LED03-01	Number of initiatives on improvement of livestock programme	N/A	New Indicator	1	1	1	1	1	Report to Standing Committee	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	Direct orate
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	LED04:Facilitate and actively participate in youth and women development programmes	LED04-01	Number of SMME Economic Empowerment initiatives implemented	N/A	New Indicator	1	1	1	1	1	1. Report to Standing to Standing Committee	OMM
Facilitate and support regional economic development initiatives	LED05: Identify, support and implement economic development flagship and anchor projects	LED05-01	% procurement allocated to local businesses	N/A	New Indicator	30%	30%	30%	30%	30%	Procurement Report to Standing Committee	Technical Services
		LED05-02	Number of spots where free WIFI is implemented/ installed	N/A	New Indicator	2 Hotspots (Barkly East and Aliwal North)	TBD	TBD	TBD	TBD	1. Proof of installation 2. Reports to Standing Committee	Institutional Support & Advancement
		LED05-03	Number of community members trained	N/A	New Indicator	50	TBD	TBD	TBD	TBD	1. Attendance Registers 2. Training reports to Training Committee	Corporate Services
		LED06-01	Number of partnership initiated on revitalization of towns	N/A	New Indicator	1 (Sterkspruit)	TBD	TBD	TBD	TBD	1. Signed SLA 2. Report to Standing Committee	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	Direct orate
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	LED07: Strengthen tourism development and related businesses	LED07-01	Number of reports on tourism awareness campaigns conducted	N/A	New Indicator	1	1	1	1	1	1. Report to Standing Committee 2. Attendance Register	OMM

13.3 KPA 3: Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		Current period ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	FM01-01	% of a capital budget actually spent on capital projects identified in the IDP	100%	84%	100%	100%	100%	100%	100%	Income and expenditure report	Technical Services*
		FM01-02	Cost coverage ratio	1.08	1.5	2.02	2.02	2.02	2.02	2.02	S71 Report to Council	Finance
		FM01-03	% of budget actually spent on implementing workplace skills plan	94%	100%	100%	100%	100%	100%	100%	Income and Expenditure report	Corporate Services
		FM01-04	% of operational budget allocated for repairs and maintenance	N/A	New Indicator	8%	8%	8%	8%	8%	1. Approved budget	Finance
		FM01-05	Debt coverage ratio	1.74	1.4	2.03	2.03	2.03	2.03	2.03	S71 Report to Council	Finance

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		Current period ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		FM01-06	Outstanding service debtors to revenue ratio	2.35	3.85	1.8	1.8	1.8	1.8	1.8	Debtors Report	Finance
		FM01-07	Annual Financial statements developed by August by August 2017	Annual Financial Statements developed by August 2015	Annual Financial Statements developed by August 2016	Annual Financial Statements developed by August 2017	Annual Financial Statements developed by August 2018	Annual Financial Statements developed by August 2019	Annual Financial Statements developed by August 2020	Annual Financial Statements developed by August 2021	1. AFS 2. Council resolution 3. Proof of submission to AG	Finance
		FM01-08	% of operational budget actually spent	97%	86.5%	100%	100%	100%	100%	100%	1. Income and Expenditure report 2. Audited AFS	Finance
		FM01-09	% of conditional grants spent	100% (MIG)	100% (MIG)	100% (MIG)	100% (MIG)	100% (MIG)	100% (MIG)	100% (MIG)	Income and expenditure report	Technical Services
		FM01-10	% of Working for Wetland rehabilitation programme budget spent	100%	100%	100%	100%	100%	100%	100%	1. Grant expenditure report 2. Income and Expenditure report	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		Current period ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		FM01-11	% of alien plants eradication programme (working for water budget spent	35.6%	99.69%	100%	100%	100%	100%	100%	1. Grant expenditure report 2. Income and Expenditure report	Community Services
	FM02: Implement revenue collection and enhancement strategy initiatives	FM02-01	% of billed revenue collected	N/A	New Indicator	100%	100%	100%	100%	100%	1. Report to Standing Committee	Finance
		FM02-02	Install pre-paid meter readers	N/A	New Indicator	Prepaid meters installed at Maclear and Aliwal North	TBD	TBD	TBD	TBD	1. Closeout report 2. Report to Standing Committee	Finance
	FM03: Implement anti-fraud and anti-corruption measures	FM03-01	Number of anti-fraud and anti-corruption workshops conducted	1	1	1	1	1	1	1	1. Attendance Register 2. Report to Standing Committee	OMM
		FM03-02	No. of SCM quarterly reports submitted to the Council	N/A	3	4	4	4	4	4	4	4

13.4 KPA 4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
Improve human resource capacity and potential	ID01: Effectively empower and develop the Council's workforce and communities	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP	9	10	23	23	23	23	23	Report to Standing Committee	Corporate Services
		ID01-02	Number of Councillors training initiatives undertaken	N/A	5	5	5	5	5	5	1. Attendance registers 2. Quarterly training reports to Training Committee	Corporate Services
		ID01-03	Number of MSCOA training initiatives undertaken for Staff and Councillors	N/A	New Indicator	2	TBD	TBD	TBD	TBD	1. Attendance registers 2. Training report to Standing Committee	Corporate Services
		ID01-04	Number of internships & learnerships opportunities created	66	70	53	TBD	TBD	TBD	TBD	1. Report to Standing Committee	Corporate Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	ID02: Attract, retain and develop a base of scarce skills encourage skills transfer initiatives	ID02-01	Fill all budgeted vacant post	N/A	New Indicator	All vacant budgeted posts filled	All vacant budgeted posts filled	All vacant budgeted posts filled	All vacant budgeted posts filled	All vacant budgeted posts filled	1. Report to management	Corporate Services
	ID03: Maintain good working conditions for staff	ID03-01	Number of LLF meetings held	5	4	4	4	4	4	4	1. Minutes 2. Attendance Registers	Corporate Services

13.5 KPA 5: Good Governance and Public Participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE	
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target			
Facilitate inter-governmental cooperation and coordination	GG01: Support and participate in intergovernmental cooperation initiatives	GG01-01	Number of DIMAFO meetings held	Not Achieved	2	2	2	2	2	2	2	1. Minutes 2. Attendance Register	OMM
	GG02: Create and maintain stakeholder engagement initiatives	GG02-01	Number of Council meetings held	9	11	9	9	9	9	9	9	1. Minutes 2. Attendance Register	Corporate Services
		GG02-02	Conduct Community satisfaction survey	Community Survey Conducted	Community Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction report to Standing Committee	OMM
		GG02-03	Number of Mayoral outreach programs held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1. Attendance Registers 2. Outreach report	OMM
		GG02-04	Hold State of the District Address	N/A	Annual District State of	Annual State of the District	Annual State of the District	Annual State of the District	Annual State of the District	Annual State of the District	Annual State of the District	Annual State of the District	Report to Standing Committee

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
					the District held	Address held	Address held	Address held	Address held	Address held		
	GG03: Provide support to local municipalities	GG03-01	Number of IDP/PMS, IT and Internal Audit support initiatives with local municipalities	N/A	New Indicator	3	3	3	3	3	1. Report to Standing Committee	OMM & Institutional Support and Advancement
	GG04: Facilitate environmental management and conservation	GG04-01	Number of reports on implementation of working for water and wetlands programme	N/A	New Indicator	1	1	1	1	1	1. Report to Standing Committee	Community Services
Communicate effectively with communities	GG05: Ensure effective internal communications and communities with communities	GG05-01	Number of public participation engagements held	N/A	New Indicator	1 public participation engagement held in each local municipality	1 public participation engagement held in each local municipality	1 public participation engagement held in each local municipality	1 public participation engagement held in each local municipality	1 public participation engagement held in each local municipality	1.Reports to Standing Committee 2.Attendance registers	Institutional Support and Advancement
	GG06:Work closely with traditional	GG06-01	Number of traditional leaders forum meetings	2	3	4	4	4	4	4	1. Minutes 2. Attendance Register	Support and Advancement

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	leaders		held									
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	GG07-01	Compile 2016/17 FY annual report	Annual report approved by Council	Annual report approved by Council	Annual report approved by Council	Annual report approved by Council	Annual report approved by Council	Annual report approved by Council	Annual report approved by Council	1. Approved Annual Report. 2. Council Resolution	OMM
		GG07-02	Compile 2018/19 FY MTEF Budget	2016/7 FY MTEF Budget approved by Council	2017/8 FY MTEF Budget approved by Council	2018/9 FY MTEF Budget approved by Council	2019/2 FY MTEF Budget approved by Council	2020/1 FY MTEF Budget approved by Council	2021/2 FY MTEF Budget approved by Council	2022/3 FY MTEF Budget approved by Council	1. Approved Budget 2. Council Resolution	Finance
		GG07-03	Compile 2018/19 FY IDP	2016/17 final reviewed IDP approved by Council	2017/18 final reviewed IDP approved by Council	2018/19 FY IDP compiled and approved by Council	2019/2 FY IDP compiled and approved by Council	2020/1 FY IDP compiled and approved by Council	2021/2 FY IDP compiled and approved by Council	2022/3 FY IDP compiled and approved by Council	Council resolution	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE	
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target			
		GG07-04	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal Manager	5	7	7	7	7	7	7	7	7 Signed performance agreements	OMM
		GG07-05	Number of Strategic Risk Assessment workshops conducted	N/A	1	1	1	1	1	1	1	1. Attendance Register 2. Strategic Risk Registers	OMM
		GG07-06	Maintain clean audit outcomes	2014/15 FY Clean audit achieved	2015/16 FY Clean audit maintained	Clean audit maintained	Clean audit maintained	Clean audit maintained	Clean audit maintained	Clean audit maintained	Clean audit maintained	Audit report	All Directors
		GG07-07	Number of MPAC meetings held	4	4	4	4	4	4	4	4	1. Minutes 2. Attendance Registers	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		GG07-08	Number of Audit and Performance Committee meetings held	6	5	5	5	5	5	5	1. Minutes 2. Attendance Register	OMM
		GG07-09	Number of institutional quarterly performance reports tabled before Council per quarter	4	4 Quarterly institutional performance reports tabled before Council	4	4	4	4	4	1. Quarterly report 2. Council resolution	OMM
Facilitate the development of a healthy and inclusive society	GG08: Facilitate Implementation of HIV and AIDS programmes	GG08-01	Number of HIV& AIDS staff and councillors workshops conducted	N/A	New Indicator	1	1	1	1	1	1.Attendance Registers 2. Report to Standing Committee	OMM
		GG08-02	Number of HIV&AIDS Community awareness campaigns conducted per LM	N/A	New Indicator	1	1	1	1	1	1. Attendance Registers 2. Report to Standing Committee	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS (5 YEAR PERIOD)					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	GG09: Facilitate Implementation of programmes supporting the special groups (SPU)	GG09-01	Hold District Mayoral Cup	District Mayoral Cup held	Not Achieved	District Mayoral Cup held	District Mayoral Cup held	District Mayoral Cup held	District Mayoral Cup held	District Mayoral Cup held	1.Report to the Standing Committee	OMM
		GG-09-02	Hold District Sondela Youth Festival	District Sondela Youth Festival held	N/A	District Sondela Youth Festival held	District Sondela Youth Festival held	District Sondela Youth Festival held	District Sondela Youth Festival held	District Sondela Youth Festival held	District Sondela Youth Festival held	1. Report to Standing Committee

SECION 14: PROJECTS

14.1 JGDM three-year infrastructure Plan 2017/18 FY to 2019/2020 FY (Funded)

No.	PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2011/2012	Projected Expenditure for 2017/2018	Projected Expenditure for 2018/2019	Projected Expenditure for 2019/2020
				WATER	for example							
				SANITATION	Not yet registered							
				ROADS	Design and Tender							
				SOLID WASTE	Construction							
				STREET LIGHTING	indicate for any status					(Incl. VAT)	(Incl. VAT)	(Incl. VAT)
				PUBLIC MUNICIPAL SERVICES								
		MIG										
	MIG/EC2015106	Ugie Bulk Water Infrastructure Phase 2	Elundini	Water	Design	R 100 243 070	MIG	CAPITAL		R 10 000 000	R 13 000 000	R 15 000 000
	MIG/EC1211	Mt Fletcher Villages - Bulk Water Supply Scheme	Elundini	Water	Construction	R 152 000 000	MIG	CAPITAL	0.00	R 2 000 000	R 0	R 0
	MIG/EC1126	Sterkspruit: Upgrading of WTW and Bulk Lines	Senqu	Water	Construction	R 110 000 000	MIG	CAPITAL	2 500 000.00	R 17 500 000	R 10 000 000	R 0
	MIG/EC20110052	Senqu Rural Sanitation Programme	Senqu	Sanitation	Construction	R 102 761 477	MIG	OPERATIONAL	45 000 000.00	R 25 000 000	R 20 000 000	R 25 000 000
	EC2012012	Senqu Rural Water Programme	Senqu	Water	Construction	R 85 000 000	MIG	CAPITAL	R 40 000 000	R 20 000 000	R 25 000 000	R 10 000 000
	MIG/EC20100001	Elundini Rural Sanitation Programme	Elundini	Sanitation	Construction	R 182 117 245	MIG	OPERATIONAL	R 45 000 000	R 25 000 000	R 20 000 000	R 25 000 000
	EC20110081	Elundini Rural Water Programme	Elundini	Water	Tender	R 143 813 803	MIG	CAPITAL	R 40 000 000	R 10 000 000	R 30 000 000	R 30 000 000
	EC20100004	Jamestown sanitation Phase 2	WSLM	Sanitation	Construction	R 38 550 081	MIG	CAPITAL	2 000 000.00	R 15 000 000	R 15 000 000	R 15 000 000
	EC2012142	Maclear Upgrading of Bulk Water Services	Elundini	Water	Construction	R 95 995 638	MIG	CAPITAL		R 12 655 000	R 14 061 000	R 25 000 000
	EC2012141	Maclear Upgrading of Bulk Sanitation	Elundini	Sanitation	Construction	R 49 006 769	MIG	CAPITAL		R 13 100 000	R 14 000 000	R 26 625 000
	MIG/EC0652/W/06/09	Lady Grey Bulk Water	Senqu	Water	Construction	R 5 000 000	MIG	CAPITAL		R 3 000 000	R 755 000	R 0
		PMU Top Slice					MIG	OPERATIONAL	R 3 000 000.00	R 6 070 000	R 7 000 000	R 7 313 000
	EC20100001	Ukhahlamba Planning Studies	District wide	Water/ Sanitation	implementation	R 2 500 000.00	MIG	CAPITAL	0.00	R 400 000	R 500 000	R 500 000
		TOTAL								R 159 725 000	R 169 316 000	R 179 438 000
		RBIG (DWS)										
	ECR046	Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation	Design	120 000 000.00	RBIG	CAPITAL		R 3 000 000	R 13 000 000	R 20 000 000
	TBA	Lady Grey Bulk Water Supply	Senqu	Water	Design	37 000 000.00	RBIG	CAPITAL		R 3 000 000	R 10 000 000	R 20 000 000
		TOTAL								R 6 000 000	R 23 000 000	R 40 000 000

PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2011/2012	Projected Expenditure for 2017/2018	Projected Expenditure for 2018/2019	Projected Expenditure for 2019/2020
			WATER	for example							
			SANITATION	Not yet registered							
			ROADS	Design and Tender							
			SOLID WASTE	Construction							
			STREET LIGHTING	indicate for any status					(Incl. VAT)	(Incl. VAT)	(Incl. VAT)
			PUBLIC MUNICIPAL SERVICES								
SUSTAINABLE SERVICE DELIVERY INFRASTRUCTURE PROJECTS (PROVINCIAL TREASURY)											
	Lady Grey - Borehole Pumpstations and Storage Reservoirs	Senqu	Water	Construction	R 20 000 000	Prov Treasury	CAPITAL		R 10 000 000	R 0	R 0
	Lady Grey - Sub project 4 Additional Storage and Boreholes	Senqu	Water	Construction	R 40 000 000	Prov Treasury	CAPITAL		R 40 000 000	R 0	R 0
	Aliwal North - Outfall Sewer from Spa to Nursery PS	WSLM	Sanitation	Construction	R 5 000 000	Prov Treasury	CAPITAL		R 5 000 000	R 0	R 0
	Aliwal North - Reconstruction of Nursery PS (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL		R 800 000	R 0	R 0
	Aliwal North - Rehab gravity main NPS to Phola Park PS (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL		R 700 000	R 0	R 0
	Aliwal North - Reconstruction pump main PPPS to WWTW (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Aliwal North - Rehab of WWTW and Phola Park PS	WSLM	Sanitation	Construction	R 500 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Burgersdorp - replace water mains La Rochelle Street (retention)	WSLM	Water	Complete	R 500 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Burgersdorp - replace water mains Queenstown Road	WSLM	Water	Construction	R 1 000 000	Prov Treasury	CAPITAL		R 1 000 000	R 0	R 0
	Burgersdorp - Chiapinnis Klip Dam rehabilitation (retention)	WSLM	Water	Complete	R 500 000	Prov Treasury	CAPITAL		R 500 000	R 0	R 0
	Steynburg - Koppie water supply	WSLM	Water	Planning	R 7 000 000	Prov Treasury	CAPITAL		R 4 000 000	R 0	R 0
	Burgersdorp - replace water mains Rose Road	WSLM	Water	Construction	R 5 000 000	Prov Treasury	CAPITAL		R 5 000 000	R 0	R 0
	Burgersdorp - Plantation sump	WSLM	Water	Construction	R 10 000 000	Prov Treasury	CAPITAL		R 11 500 000	R 0	R 0
	Burgersdorp: Top Up WTW 6MI Storage Reservoir	WSLM	Water	Tender	R 18 853 986	Prov Treasury	CAPITAL		R 18 853 986		
	TOTAL								R 98 853 986	R 0	R 0

PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected	Projected	Projected	Projected
								Expenditure for 2011/2012	Expenditure for 2017/2018	Expenditure for 2018/2019	Expenditure for 2019/2020
			WATER	for example							
			SANITATION	Not yet registered							
			ROADS	Design and Tender							
			SOLID WASTE	Construction							
			STREET LIGHTING.	indicate for any status					(Incl. VAT)	(Incl. VAT)	(Incl. VAT)
			PUBLIC MUNICIPAL SERVICES								
WATER SERVICES INFRASTRUCTURE GRANT (WSIG)											
	Rural Household VIP toilets maintenance	District wide	Sanitation	Planning	7 000 000.00	WSIG	CAPITAL		R 7 000 000	R 0	R 0
	Rural Water Supply (Sterkspruit & Rossouw)	Senqu	Water	Planning	5 000 000.00	WSIG	CAPITAL		R 5 000 000	R 0	R 0
	Refurbishment of WTW's (Ugie & Maclear)	Elundini	Water	Planning	5 000 000.00	WSIG	CAPITAL		R 5 000 000	R 0	R 0
	ZE059 MWIG District Wide WCDM Strategy (Telemetry)	District wide	Water	Planning	R 47 500 000	WSIG	CAPITAL		R 39 600 000	R 7 900 000	0
	Top Up Burgerdorp WTW 6MI Storage Reservoir	WSLM	Water	Tender	R 7 900 000	WSIG	CAPITAL		R 7 900 000	R 0	R 0
	TOTAL								R 64 500 000	R 7 900 000	
HUMAN SETTLEMENTS											
	Barkly East Water Infrastructure	Senqu	Water	Construction	19 000 000.00	DHS	CAPITAL		R 14 000 000	R 0	R 0
	TOTAL								R 14 000 000	R 0	R 0

14.2 Projects of government Departments and agencies

a) Department of Economic Development, Environmental Affairs and Tourism

Project Name	Project Description	Budget	Number of job created	Challenges
Senqu Plastics Project	Feasibility Study for the operationalization of the PVC Manufacturing Project	R800 000.00 (2016/17)		None
Sazise Trading	Sewing Project	R1 098 988.20	6 permanent and 1 temporary created.	Unavailability of Space
Seven applications received	Only three recommended by Regional assessment team	Maximum of R3 mil per project.	-	Quality challenges and incompetent service providers (consultants)
ECDC Invaba Funded Cooperatives				
Lukhanyo Veg & Crop Production Co-operative for Vegetable Production - Sterkspruit	Funding for Improved crop production and yield	R 447 387,00	20	Certificate of registration reflected beneficiaries who were no longer part of the co-operative and this is currently attended to by Enterprise Development in the Region.
Masizame Primary Bakery Cooperative – Steynsburg.	Improvements for the effective operationalization of the project	R500 000.00	7	Constant revision of budget but this has since been attended to and procurement will be done.
Ntonjana Sewing Beading and Multi-purpose Primary Co-operative - Maclear	For craft/sewing	R157 530.00	5	None
Ulundi Steel and Metal Works Primary Co-operative - Maclear	Aluminum works project	R500 000.00	5	Building they were operating from was not suitable but they have since rented another for a period of 3 years.
Mt. Fletcher-Maclear Mall	Feasibility Study for establishment of a Mall	R980 000.00	Funding for feasibility of a Mall	None

EPWP Funded Projects					
Former Waste Project	Maletswai Management	To improve environmental management service in accordance with the Environmental Legislation	R1 000 000.00	32 jobs	

Thetha Nkosazana “Speak Young Lady” Programme is meant to address issues that adolescent girls and boys come across with day in and day out in their lives, especially those who are currently trapped in poverty settings of the Province (Sterkspruit, R150 000).

b) DEA Working for Water Projects

Project Name	Implementer	2017_2018 Budget	Local Municipality		District Municipality
EC Pott Tsitsa 1 WFW	GIB	R437 313.22	Elundini Municipality	Local	JGDM
EC Umnga Flats 1 WFW	GIB	R731 594.50	Elundini Municipality	Local	JGDM
EC Umnga Mac 2 (Mbidlana) WFW	GIB	R900 834.05	Elundini Municipality	Local	JGDM
EC Upper Tsitsana WFW	GIB	R562 510.93	Elundini Municipality	Local	JGDM
EC Xuka UKDM 1 WFW	JOE-GQABI	R728 255.57	Elundini Municipality	Local	JGDM
Special Project EC Mt Fletcher Dam	JOE-GQABI	R6 614 560.41	Elundini Municipality	Local	JGDM
Special Project Umzimvubu PES	SIGWELA&ASS OCIATES	R2 815 837	Elundini Municipality	Local	JGDM

c) Department of Rural Development and Agrarian Reform

Programme 3.1: Farmer Settlement (projects)

Project Name	Description Of Project	Commodity Supported	Local Municipality	Budget (Rand)
Oribidale Ptn5 (Farm Oribidale Ptn1)	Erection Of Boundary Fencing (9,184 Km) For Privately Owned Farm Producing Maize	Maize	Elundini	551 040

Project Name	Description Of Project	Commodity Supported	Local Municipality	Budget (Rand)
Oribidale Ptn4	Erection Of Boundary Fencing (9,703 Km) For Privately Owned Farm Producing Maize	Maize	Elundini	582 180
Mcwangele	Erection Of Arable Land Fencing (5,717 Km) In Communal Area For The Production Of Maize	Maize	Elundini	343 020
Elundini Fencing (Blorweni)	Retention: Erection Of 12,325 Km Of Arable Land Fencing At Blorweni (2016/17 Project)	Maize	Elundini	70 000
Nkalweni	Construction Of New Multipurpose Shearing Shed With Equipment In Communal Area	Wool	Elundini	800 000
Chevy Chase Landcare Project	Provision Of Fencing Material To Fence 9 Km Of Rangeland Eradicated From Wattle On Communal Land	Other Commodity (Livestock)	Elundini	400 000
			Elundini Total	2 746 240
Project Name	Description Of Project	Commodity Supported	Local Municipality	Budget (Rand)
Kromspruit	Provision Of Material And Equipment For Renovation Of Shearing	Wool	Senqu	210 000
Manxeba	Provision Of Material And Equipment For Renovation Of Shearing Shed	Wool	Senqu	190 000
Tugela	Provision Of Material And Equipment For Renovation Of Shearing	Wool	Senqu	190 000
Hinana	Provision Of Material And Equipment For Renovation Of	Wool	Senqu	120 000

Project Name	Description Of Project	Commodity Supported	Local Municipality	Budget (Rand)
	Shearing Shed			
Upper Telle	Provision Of Material And Equipment For Renovation Of Shearing Shed	Wool	Senqu	180 000
Majuba	Construction Of New Multipurpose Shearing Shed With Equipment	Wool	Senqu	800 000
Dulciesnek	Construction Of New Multipurpose Shearing Shed With Equipment	Wool	Senqu	800 000
Lady Grey Commonage	Construction Of New Multipurpose Shearing Shed With Equipment	Wool	Senqu	800 000
Senqu Wool Infrastructure (Skisazana)	Retention: Construction Of Multi-Purpose Shed With Shearing Equipment At Skisazana (2016/17 Project)	Wool	Senqu	80 000
			Senqu Total	3 370 000
Project Name	Description Of Project	Commodity Supported	Local Municipality	Budget (Rand)
Morrison	Erection Of Boundary Fencing (13,649 Km) For Land Reform Farm With Red Meat As Main Commodity	Red Meat	Walter Sisulu (Former Gariep)	818 940
Kepu Bese	Erection Of Boundary And Internal Fencing (14,597 Km) On Land Reform Farm With Red Meat As Main Commodity	Red Meat	Walter Sisulu (Former Maletswai)	400 000
Kepu Bese	Construction Of Large Stock Handling Facility On Land Reform Farm With Red Meat	Red Meat	Walter Sisulu (Former Maletswai)	875 820

Project Name	Description Of Project	Commodity Supported	Local Municipality	Budget (Rand)
	As Main Commodity			
Esperance	Construction Of Large Stock Handling Facility On Land Reform Farm With Red Meat As Main Commodity	Red Meat	Walter Sisulu (Former Maletswai)	400 000
			Walter Sisulu (Former Maletswai & Former Gariep) Total	2 494 760

Joe Gqabi Food Security Plan 2017/18 FY

- Total Food Security Budget: R10 358 000
- Transfers To Other Cropping Implementing Entities:
- Smallholder Project Partnered With Gfada: R2 560 000
- Clustered Projects Partnered With Grain Sa: R2 880 000
- Total Food Security Budget (Drdar Projects): R4 918 000
- Cropping Program Budget: R3 568 000
- Household Food Security Budget (Siyazondla): R1 350 000

Cropping Program (Maize Production) - Total Budget : R3 568 000 Total Hectors: 1068 ha

Resource Planning

No	Programme	Project Description(E.G. Procurement Of Protective Clothing For JGDM)	Estimated Value (Gross Value Incl. Taxes)	Approved Evaluation Criteria	Status Tracking Report	
					Status	Comment
1	Programme 2	Procure Protective Clothing For Landcare Beneficiaries	76 000	80/20	Specification Approved	Preparing Specifications
2	Programme 2	Procure Promotional Items For Landcare Campaign	30 000	3 Quotations		Planning
3	Programme 2	Procure Farm Agricultural Equipment For The Landcare	35 000	80/20		

		Project				
4	Programme 2	Procure Catering For Landcare Handing Over Ceremony, Trainings And Awareness Campaign	60 000	3 Quotations		
5	Programme 2	Transfer Budget For Casual Labourers To The Post office To Pay Wages	546 000	3 Quotations	Specification Approved	Preparing Order
6	Programme 2	Procure Farming Supplies For The Landcare Project In Joe Gqabi	165 000	80/20	Specification Approved	Specs With SCM.
7	Programme 2	Procure Fuel Oil And Lubricants For The Landcare Project In Joe Gqabi	11 000	3 Quotations		
8	Programme 2	Procure Printing Cartridges For Landcare Project In Joe Gqabi For Project Administration	10 000	3 Quotations		
9	Programme 2	Procure Printing Paper For Landcare Project In Joe Gqabi For Project Administration	5 000	3 Quotations		
10	Programme 2	Procure Training For Landcare Beneficiaries On Identified Training Needs (Chainsaw Operation & Maintenance, Herbicide Application, First Aid)	90 000	80/20 3 Quotations	Specification Approved	Preparing Specifications
11	Programme 2	Procure Venue And Facility For The Landcare Campaign To Be Held (Tent, Chairs, Tables, Decorations, Toilets Etc.)	15 000	3 Quotations		
12	Programme 2	Procure Farm Agricultural Equipment For The Landcare Project (Two Trailers)	250 000	80/20	Specification Approved	Specs With SCM.

d) Department of Education

Project Identifier	Education District	Strategic Priority	Project Name (B5)	Local Municipality	Cluster	Total Project Cost (R '000)	MTEF 2017/18 (R'000)
200600046	Sterkspruit	Refurbishment	Bikizana JS School	Senqu	Cluster B	2,589	1,812
200600049	Sterkspruit	Refurbishment	Blikana SS School	Senqu	Cluster B	2,683	573
200600152	Sterkspruit	Realignment	Ebenezer Nyathi SS School	Senqu	Cluster B	2,369	711
200600352	Sterkspruit	Combined Priority	Kwagcina Junior Secondary School	Senqu	Cluster B	71,200	6,120
200600984	Sterkspruit	ECD	Maruping Public School	Former Gariep	Cluster B	1,000	1,000
200600476	Sterkspruit	Realignment	Mehlomakhulu	Senqu	Cluster B	3,133	940
200600606	Sterkspruit	Additional Classrooms	Nompumelelo SS School	Senqu	Cluster B	664	199
200600649	Sterkspruit	Additional Classrooms	Nyatela SS School	Senqu	Cluster B	2,467	740
200600662	Sterkspruit	ECD	Pelomosa Primary School	Former Maletswai	Cluster B	2,737	2,737
200600791	Sterkspruit	Realignment	St Mary's SP School	Senqu	Cluster B	3,102	931
200600792	Sterkspruit	Refurbishment	St Michael's JS School	Senqu	Cluster B	3,617	362
200600817	Sterkspruit	ECD	Tapoleng JS School	Senqu	Cluster B	3,719	1,116
200600828	Sterkspruit	ECD	Thaba Lesoba JS School	Senqu	Cluster B	1,000	1,000
200600832	Sterkspruit	Additional Classrooms	Thembaletu JP School	Senqu	Cluster B	543	163
200600844	Sterkspruit	ECD	Tienbank SP School	Senqu	Cluster B	51,543	1,000
200600998	Sterkspruit	Additional	Tsekana SP School	Senqu	Cluster B	690	207

		Classrooms					
200600894	Sterkspruit	ECD	Vulamazibuko Primary School	Former Maletswai	Cluster B	3,600	3,600
200600897	Sterkspruit	ECD	Vumile Primary School	Former Maletswai	Cluster B	3,500	3,500

e) Department of Health

Sub-District	Facility	Funding (R)	Description
Elundini	Mt Fletcher	R750 000	Water Supply in facilities
Senqu	Empilisweni Hospital	R6.5m	Connection of sewerage
	Umlamli Hospital	R1.7m	Waste water package plant (2 nd phase)
District	Mortuaries	R3.9m	Upgrade of 11 facilities
	Fencing and guardhouses	R5.3m	Facilities in the District
	Electronic upgrades	R695 000	Fire detection & nurse call systems
Ambulances	Replacement of vehicles		28
	Procurement of new vehicles		10
Staff	30 Basic Life Support Practitioners		30
	Control Room Manager		1
	Shift Leaders		4
	Control Centre Staff		10
Tracker system	Installation in all ambulances for monitoring purposes		
Control Centre	Installation of backup battery		

f) Department of Roads and Public Works

BUILDING NEW WORKS DoE – Priorities 2017/18					
NUMBER OF PROJECTS	LOCAL MUNICIPALITY	STATUS	TIME FRAME	JOBS CREATED	GENERAL COMMENTS
3 Schools	Walter Sisulu LM a. Phambili Mzontsundu R12 m b. Phahameng R15 m c. Mpumelelo Mfundisi R 18 m	Under construction	November 2016 - 30 Aug 2018	Youth =48 Adults =16 SMME's=3	SMME'S ,youth and adults are benefiting
4 Schools	Senqu LM a. Khiba R25m b. Nkopane R15m c. Sterkspruit Community R28 m d. Sizamulwazi R18m	Under construction	January 2017 – Oct 2018	Youth=21 Adults=11 SMME's=2	SMME'S ,youth and adults are benefiting
NUMBER OF PROJECTS	LOCAL MUNICIPALITY	STATUS	TIME FRAME	JOBS CREATED	GENERAL COMMENTS
3 Schools	Elundini LM a. Dinizulu R21.5 b. Ilingeletu R12.4 c. Mhlontlo R25.4 m	Under construction	October 2016 - April 2018	Youth=22 Adults=9 SMME's=3	SMME'S ,youth and adults are benefiting
13 Schools	Senqu LM	Planning	October 2017 – November 2019	Planning	Significant number of job opportunities will be created
BUILDING MAINTENANCE & NEW WORKS – 2016/17 & 2017/18					
PROJECT NAME	BUDGET	TIME FRAME (when was the project started and it is going to be completed)	PROGRESS STATUS	JOBS CREATED	GENERAL COMMENTS
Aliwal North New Govt. Offices: DRPW Offices & Agriculture (Phase 1)	R170 m	20 Jun2015 – Dec 2018	Under construction	Youth= 46 Adults= 23 SMME's= 4	SMME's, youth and adults are benefiting
Conversion of Paul Kruger into Training Centre & DRPW Offices	R 28M	06Feb2015 - 24Oct2017	Under construction	Significant number of job opportunities	National Youth Service beneficiaries & Youth Skills Development Opportunities

Maclear Multi-Govt. Offices - Complex	R17.5 m	August 2015 – June 2018	Planning Stage	Significant number of job opportunities	Govt. Offices: Social Develop.; DrDar; Transport & DRPW.
Building & Maintenance – Multi-Govt. Offices – 2017/18 (FY)					
PROJECT NAME	BUDGET	TIME FRAME (when was the project started and it is going to be completed)	PROGRESS STATUS	JOBS CREATED	GENERAL COMMENTS
MT Fletcher Govt. Offices: Education & Social Development (Phase 1)	R125 m	26 Jan 2015 - 01 Dec 2017	Under construction	Significant number of job opportunities created	Progressive SMME's youth and adults are benefiting .
Bensonvale College Phase 4 – conversion of four major dormitories into offices	R60 m	05 Feb 2016 – 22 Mar 2018	Under construction	Youth =36 Adults= 16 SMME's =2	Progressive SMME's youth and adults are benefiting

Road Maintenance (IRM) - Priorities for 2017/18 FY

Project Name	Local Municipality	Project Value	General Comments
* New Plant for the In-House Team based in Sterkspruit for 2017/18 for Routine Maintenance			
Road Graveling	Elundini LM	R 8 700 000	Procurement Stage
Road Graveling	Senqu LM	R 10 548 161	Procurement Stage
Road Surfacing	Elundini LM	R 1 800 000	Procurement Stage
Road Surfacing	Senqu LM	R 2 751 839	Procurement Stage
Total		R 23 800 000	Routine Road Maintenance worth of Contracts

EPWP Priority Projects for Communities for 2016/17 & 2017/18

Local Municipality	Project Name	Local Beneficiation	Budget Allocation	TIME FRAME (when the project started & when will it be completed)
Senqu Local Municipality	HHCs Co operatives Savings Club	2 x Beneficiaries	R 120,000,00. 00	On-going project

Joe Gqabi DM	Household Contractor Programme	7615 x beneficiaries to date	R 58 483 200.00	April 2016 – March 2017 (Renewable)
All Joe Gqabi municipalities	NYS	90 x Learners 76 x currently Some students absconded and others resigned.	R 2 376 000.00	April 2016 – March 2017
All Joe Gqabi Municipalities	APTCoD	90 x Learners 88 currently, 1 resigned and 1 deceased.	R 2 376 000.00	April 2016 – March 2017 (Renewable for 3 years)

g) Rural Development

Land Acquisition: Valuation Stage

Local Municipality	Farm Name	Property description	Hectares	Proposed Commodity in line with APAP	Programme	Estimated Budget for Land Acquisition (As per valuation report or asking price)	District Status
Elundini	Buckle, Kilkeny and Westneath	Remainder of farm Buckle no 271, Remaining extent of farm no 272 and portion 1 of Buckle farm no 271	1 471.4263	Livestock and Crop Production	Redistribution	R9 000 000.00	Planning Stage
Elundini	Potluck and Bendambh	Portion 2 of Northbrook farm no 222, portion 2 of Bendamb no 235 and remaining extent of farm no 235	862.1284	Livestock and Crop Production	Redistribution	R18 000 000.00	Planning Stage

Elundini	Snowyside	Portion 1 of Mount Sephton, portion 2 of Rob Roy and remainder of the farm SNOWYSIDE NO 250	1286.8181	Livestock	Redistribution	R5 500 000.00	Planning Stage
Senqu	Lenham	Farm Lenham no. 201	1329.7321	Livestock	PLAS	R11 400 000.00	Planning Stage
Walter Sisulu	Marionvale	Remainder of Farm no 7, Portion 4 of Kraai Poort no 7, Lot A of Outspan no 9 and Pont Place No 8	1226.7508	Livestock	PLAS	R9 000 000.00	Planning Stage

1 Household 1 Ha Projects 2017/18: Implementation Stage

Local Municipality	Farm Name	Property description	Hectares	Proposed Commodity in line with APAP	Programme	Estimated Budget for Land Acquisition	District Status	Comments
Senqu	Mangali	remainder of the farm Coetzeeskral No. 75 situated in the division of Wodenhouse, portion 3 of the farm Coetzeeskral no 75, portion 1 of the farm Waterval Senqu Local Municipality	708.7485	Vegetables, beef , wool and milk	1 House Hold , 1 Hectare	R1 090 545.80	Payment parcel submitted to the Province	Awaiting transfer of the funds to be effected.

Walter Sisulu	Rietfontein Farm	Remainder of farm Rietfontein No. 174	1743.8992	Wool, mutton, beef	1 House Hold , 1 Hectare	R 1 370 545.80	Payment parcel submitted to the Province	Awaiting transfer of the funds to be effected.
Walter Sisulu	Malibuye CPA	remainder of the farm Wilgespruit No.26 in the Division of Aliwal North	1330.250	Wool, mutton, beef	1 House Hold , 1 Hectare	R 1 779 122.70	Payment parcel submitted to the Province	Awaiting transfer of the funds to be effected.
			3782.8977			R4 240 214.30		

Reid Projects 2017-18

Local Municipality	Project Name	Projects to be supported	Support	Proposed Commodity in line with APAP	Programme	Estimated Budget	District Status
Elundini	Elundini FPSU	Zingonyame ni, Mcwangele and Gqaqhala)	Crop Production 120 ha	Crop Production (Yellow maize)	Rural Livelihoods	R 1 550 000.00	Planning Stage
Senqu	Senqu FPSU	Herschel Wool Growers Association, Highlanders Farmers Association, Tapoleng Letsoho Cooperative	Shearing Shed Equipment, Animal Handling Facility & Crop Production on 70 ha	Wool Production, Livestock Improvement & Crop Production (Yellow Maize)	Enterprise Development	R 1 620 000.00	Planning Stage
Senqu	Khwezi Lokusa Textiles		Sewing Machines and equipment	Non Agricultural Project	Enterprise Development	R 500 000.00	Planning Stage

Senqu, Walter Sisulu & Elundini	Joe Gqabi Recyclers	Former Maletswai Recyclers, Sterkspruit Recyclers, Washota Recycling Coop & Maclear Recyclers	3 Waste Baling Machines & Fork Lifter	Non Agricultural Project	Enterprise Development	R 900 000.00	Planning Stage
Senqu & Elundini	Genetic Improvement Programme	Shearing Sheds in Senqu, Maclear and Mount Fletcher	Ram exchange, 412 Rams Delivered in April 2017	Genetic Improvement	Enterprise Development	R 900 000.00	Continuation
Senqu & Walter Sisulu	Red Meat Improvement Programme	Establishment of Custom Feeding Centres	Construction of 2 Custom Feeding	Livestock Improvement	Enterprise Development	SLA with NAMC R 1 000 000.00	Planning Stage
Local Municipality	Project Name	Project Deliverables	Hectares	Proposed Commodity in line with APAP	Programme	Estimated Budget	District Status
Senqu	Rockcliff Dipping Tank	Construction of Dipping Tank	N/a	Livestock Improvement	AVMP	R 500 000.00	Planning Stage
Elundini	Dengwane	Construction of Storage Facility	N/A	Crop Production		R 250 000.00	Planning Stage
Walter Sisulu	Burgersdorp Commonage Fencing	Procurement of Material, wages for local labour and appointment of site	N/A	Livestock Improvement	AVMP	R 250 000.00	Implementation

		supervisor					
Senqu	Mokhesi	Construction of Mokhesi Shearing Shed	N/A	Wool Production		Implementation with NWGA	Implementation
Senqu	Jozana's Hoek	Construction of Jozana's Hoek Shearing Shed	N/A	Wool Production		Implementation with NWGA	Implementation
Elundini	Gqaqhala	Construction of Storage Facility	N/A	Crop Production		R 500 000.00	Planning Stage
						R1 500 000	

h) Department Of Social Development

NPO Approved For Funding 2017/18

PROG	SUB – PROG.	TOTAL No. & BUDGET
PROG. 2 Social Welfare Services	2.2 Care and Support Services to Older Persons(Walter Sisulu)	3x Residential Care Facilities (95 Beneficiaries) R2 280 000
	(Elundini - 13, Walter Sisulu - 9 & Senqu16)	39x Service Centers (1253 Beneficiaries) R 3 383 100
	SUB TOTAL	Total Beneficiaries 1348 42 NPOs Total R 5 663 100
	2.3 Services to Persons with Disabilities (Elundini)	1x Cheshire Home for Children with Disabilities 20 Beneficiaries R360 000

		1x Welfare Organizations (Social Work post) R168 140
	Senqu Walter Sisulu	1 Community Based Rehabilitation (CBR) R 92 200 1 Protective Work Shop R 168 332 R 260 532
	SUB TOTAL	4 NPOs
PROGRAMME	SUB - PROGRAMME	RECOMMENDED ORG
	2.4 HIV/AIDS (Elundini ,- 3, Walter Sisulu – 4 & Senqu -2) SUB TOTAL 9 NPOs	9 HCBC @ R236 889 each R 2 132 000
PROG. 3 Children and Families	3.2 CARE & SUPPORT TO FAMILIES (Elundini, Senqu & Walter Sisulu) 2 x Family Preservation Program R268 572 1x Family Resource Centre R 181 248 SUB TOTAL 3 NPOs	R 449 820
	3.3 CHILD CARE PROTECTION 3 x Welfare Organizations (Senqu - 1, Walter Sisulu - 2) 1x Community Based – Cluster Foster Home (Senqu) 10 Prevention and Early Intervention Program (PEIPs (Elundini -3 , Walter Sisulu-4 & Senqu-3) 14 NPOs SUB TOTAL	R671 745 R225 000 R2 544 171 R3 440 916
PROGRAMME	SUB - PROGRAMME	BUDGET PER RECOMMENDED ORG
Prg 3 continues	3.4 ECD & PARTIAL CARE (Walter Sisulu -26, Senqu -36 and Elundini -54) (116 ECDs) – (Beneficiaries 3467) 37 ECDs on Conditional Grant (beneficiaries – 637) (Walter Sisulu – 14, Senqu - 13 and Elundini – 10) 1 Non Centre Based (Walter Sisulu) (20 beneficiaries) 4 Special Day Care Centers (60 beneficiaries) (Walter Sisulu - 3 & Senqu - 1) 1 Special Day Care on Conditional Grant (Walter Sisulu) (10 beneficiaries) 121 NPOs SUB TOTAL 3.5 CHILD & YOUTH CARE CENTRES	R 10 661 025 @ 209 days R2 069 475 R294 158 R316 800 R58 000 R13 399 458 R608 716 R905 116 R1 513 832

	1 Shelter (17 beneficiaries) (Walter Sisulu) 1 Children's home (30 beneficiaries) (Senqu) (2) NPOs SUB TOTAL		
PROGRAMME	SUB PROGRAMME -	ORG RECOMMENDED	BUDGET PER RECOMMENDED ORG
Prg 3 continues	3.6 COMMUNITY BASED ORG (Senqu) (Elundini) SUB TOTAL	1x Empilweni Home Community Based Org - ISibindi 1 x Tholulwazi – Drop in Centre 2 NPOs	R399 300 R114 000 R513 300
PROGRAMME	SUB PROGRAMME -	ORG RECOMMENDED	BUDGET PER RECOMMENDED ORG
4 Restorative Services	4.3 VICTIM EMPOWERMENT (Walter Sisulu) (Elundini) (Walter Sisulu -6, Senqu – 7 and Elundini - 6) SUB TOTAL	1x One Stop Centre 1x Safe Home and Community Based Centre 19 x Victim Support Centres / White Door Centers of Hope 21 NPOs	R1 000 000 R350 000 R2 930 000. R4 280 000
PROGRAMME	SUB PROGRAMME -	ORG RECOMMENDED	BUDGET PER RECOMMENDED ORG
Prg 4 continues	4.4 SUBSTANCE ABUSE (Walter Sisulu, Senqu and Elundini) SUB TOTAL	3 x Teenagers Against Drug Abuse (TADA Programme) 3 NPOs	R459 747 R492 000
	OVERALL TOTAL FUNDED NPOs:	221	

Allocation 2017-2018 financial year

Programme	Sub Programme	Allocated amount	Total Allocation
Development and Research	Youth Development	R225 000	
	Women development	R196 292	
	Sustainable Livelihoods	R136 000	557 292

Appendix B: Summary of issues raised during previous IDP Assessment

The Department of Cooperative Governance and Traditional Affairs conducted a credibility assessment of IDP and no findings have been released. Detailed below are issues that were raised following assessment of the five-year IDP in 2016. These issues have been addressed in this IDP document.

Assessment results for past years

KPA	Rating 2012/13 FY	Rating 2013/14 FY	Rating 2014/15 FY	Rating 2015/16 FY	Rating 2016/17 FY
Spatial Development Framework	High	High	High	High	High
Service Delivery	High	High	High	High	High
Financial management and viability	Medium	High	High	High	High
Local economic Development	High	High	High	High	High
Good governance and public participation	High	High	High	High	High
Overall rating	High	High	High	High	High

Appendix C: Powers and Functions

The JGDM is legislated to perform a number of functions as shown below. The core service delivery functions of the District municipality are water, sanitation, municipal health services and disaster management. All the allocated function are performed by the District. The high level organogram of the District also serves to show that the District has established and institutionalised each function in line with its powers and functions. In addition, the District shares the responsibility on tourism, planning, and fire fighting with its local municipalities. Additional powers and functions are allocated to the District municipality through service level agreements such as the roads function in which there is an active agreement between the Department of Roads and Transport with the District Municipality whereby the District maintains gravel roads in the Former Gariep and Former Maletswai areas.

FUNCTION	JOE GQABI	ELUNDINI	FORMER MALETSWAI	SENQU	FORMER GARIEP
Air pollution		Yes	Yes	Yes	Yes
Building regulations		Yes	Yes	Yes	Yes
Child Care facilities		Yes	Yes	Yes	Yes
Electricity reticulation		Though agreement with Eskom			
Fire Fighting	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	
Municipal airports		Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes
Municipal Health Services	Yes	No	No	No	No
Municipal Public Transport	Regulation	Yes	Yes	Yes	Yes
Pontoons and Ferries					
Storm water		Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes
Water (potable)	Yes				
Sanitation	Yes				
Schedule 5 part b					
Beaches and amusement facilities		NO	NO	NO	NO
Billboards and the display of adverts in public places		Yes	Yes	Yes	Yes
Cemeteries, Crematoria and funeral parlours		Yes	Yes	Yes	Yes
Cleansing		Yes	Yes	Yes	Yes
Control of public nuisances		Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public		Yes	Yes	Yes	Yes

Facilities for the accommodation, care and burial of animals		Yes	Yes	Yes	Yes
Fencing and fences		Yes	Yes	Yes	Yes
Licensing of dogs		Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public		Yes	Yes	Yes	Yes
Local amenities		Yes	Yes	Yes	Yes
Local sport facilities		Yes	Yes	Yes	Yes
Markets		Yes	Yes	Yes	Yes
Municipal abattoirs		Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes
Noise pollution		Yes	Yes	Yes	Yes
Pounds		Yes	Yes	Yes	Yes
Public places		Yes	Yes		Yes
Refuse removal, refuse dumps and solid waste disposal		Yes	Yes	Yes	Yes
Street trading		Yes	Yes	Yes	Yes
Street lighting		Yes	Yes	Yes	Yes
Traffic and parking		Yes	Yes	yes	Yes
Licensing of vehicles		Yes	Yes	Yes	Yes
Primary Health Care	No	No	No	No	No
Road maintenance	Yes (Agent: DORT)				
Libraries		Yes	Yes	Yes	Yes

The District conducted a study aimed at assessing service delivery gaps and identifying the service delivery requirements of the local municipalities. The process culminated into the

targeted support for the local municipalities. The District Municipality provides technical and financial support in audit, performance management, legal services, local economic development and disaster and rescue management services. The District keeps a litigation register to ensure effectiveness of the case management system.

Appendix D: Municipal Turnaround Strategy

The Local Government Turnaround Strategy was introduced in 2009 with its main objectives as to restore the confidence of the majority of communities in municipalities, as the primary delivery machine of the developmental state at a local level as well as to re-build and improve the basic requirements for a functional, responsive, effective, efficient developmental local government. The JGDM has addressed most of issues that were identified during the assessment phase. Details are shown below.

MUNICIPAL ADMINISTRATION AND HUMAN RESOURCE			
MUTAS targets	Progress achieved thus far	Challenges encountered	Intervention needed
a) Recruitment and selection policies and procedures developed b) Policy on suspension of employees developed	Policies developed and reviewed annually Collective Agreement Procedures are used	None. None.	None. None.
Address vacancies in S56 positions	All S56 Positions are filled.	None.	None.
Address vacancies in technical positions (Planners, Engineer)	All budgeted positions are filled.	Financial constraints.	Financial support.
All S56 with signed Performance Agreements and submitted to the Department.	Agreements are signed timeously annually submitted to relevant authorities.	None.	None.
Development of a Performance Management System Framework	PMS Framework is in place. PMS has been cascaded to middle management.	None.	None.

Job descriptions are not in place as per DCOGTA requirements Skills development plan for employees	All job descriptions were completed during the job evaluation process. Skills Development Policy has been developed.	None.	None.
a) LLF meetings must be convened as planned	LLF is functional and meetings are convened.	None.	None.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
Functionality of Ward Committees and CDWs	Each local municipality has functional ward committees. Ward committees have been trained. All municipalities have signed the MoU on reporting of CDWs	None Financial constraints None.	None. Financial support. None.
Broader public participation policies and plans	JGDM has developed and approved Community Participation Strategy.	None	None.
Public Communication Systems	Communications Unit is in place and functional.	Inadequate capacity	Capacity building and financial support
No customer care policy Petitions /complaint management No toll free number	A Service Charter was approved by Council in March 2011. Customer care and petitions policies have been developed. The communication and IGR Unit is responsible for petitions and complaints management. Customer care centre is functional. Toll-free number is functional.	None. None. None.	None. None. None.
Front Desk interface mechanisms	Front desk of the municipality has been staffed	None.	None.
Delegation of functions between	Delegation Framework and register	None.	None.

political and administration	is reviewed annually.		
DISASTER MANAGEMENT & FIRE SERVICES			
Implementation of Disaster Management Policy Framework	Policy Framework developed and adopted by Council.	None.	None.
Development of Disaster Management Plans	TOR and a bid document to conduct a Scientific Risk Assessment Study for development of Disaster Management Plan.	Financial constraints.	Financial support.
Establishment of Disaster Management Centres	The bid document was developed and GeoTech report was completed An Amount of R5.1 Million was approved and later reallocated due to financial constraints.	Financial constraints.	Financial support.
Establishment and functioning of emergency and fire services along strategic routes	R9.2 million was secured for the equipment. Fire engines and a rescue response vehicle have been procured. Staff has been recruited and trained.	Considering the distances between towns for response operations the District is unable to reach its Target of <30 Min to an incident.	Complete Section 78 study
BASIC SERVICE DELIVERY			
Access to water	75% of households have access to basic level of water service. This has improved from 64.3% in 2009/10 Financial Year. Blue drop status attained for Ugie and Sterkspruit WTW.	Ageing infrastructure, which is about 50 years old. Bulk water and sanitation infrastructure operating at over capacity.	Additional funding to address backlog, operations, and maintenance requirements.
Access to sanitation	75% of households have access to basic level of sanitation service. An improvement from 52.4% in 2009/10 Financial Year.	Poor water systems, especially in deep rural areas where traditional water. Financial sustainability, ensuring full cost	

		recovery and debt management at a fair tariff and financing of capital investment	
Access to Free Basic Services	An indigent policy exists. The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal. These are in terms of the national guidelines.	Indigent registers are reviewed annually in partnership with the local municipalities to ensure integration of plans and data between District and LMs	Require Technical and financial support with cleansing and verification of Indigent data.
FINANCIAL MANAGEMENT AND VIABILITY			
Revenue enhancement strategy	Water services taken over by the District from Local Municipalities Revenue enhancement strategy was adopted by Council in 2014	Outstanding debt	Recovery of debt
Debt management (creditors)	More than 95% of creditors are paid within 30 days in terms of financial norms and standards.	Cash flow challenges	Facilitation of COGTA process
Cash flow management	Poor cash flow status. No cash backed grants.	Poor cash flow	Financial support
Capital expenditure	100% expenditure of MIG over the last five years	Need more funding for backlog eradication.	Financial support
Audit Action plan	Maintained unqualified audit opinion for four financial years	Unauthorised and irregular expenditure.	None
Submission of Annual Financial Statements	AFS are submitted on time. AFS process plan is in place and implemented.	None.	None.
Asset register developed.	Asset register has been reviewed using correct unbundling system in compliance with GRAP 17. JGDM Asset Register is GRAP compliant	None.	None.
Supply Chain	Policy approved and reviewed	None.	None.

Management policy.	annually.		
Audit Committee	The Audit committee is functional and meets at least quarterly.	None.	None.
Internal Audit Unit	Internal audit function is established and functional. Services are co-sourced.	Internal capacity building.	None.
ECONOMIC DEVELOPMENT			
Municipal contribution to LED	District focusing on job creation through EPWP implementation Vacant posts are being filled	Lack of funds	Financial support to implement programmes.
District LED Strategy adopted by Council.	Strategy approved in Feb 2010. A review is in progress.	Lack of funds	Financial support to implement programmes.
Regeneration of declining local economies	JoGEDA has been established and priority intervention programmes have been identified.	Inadequate budget.	Financial support.
Staff vacancy rate	The rate is often below 10 employees. All budgeted vacant posts are filled as and when they are available, where possible	None.	None.
Public awareness and access to policies/regulations	The District utilises its website and local newspapers to public information on policies and other information	None.	None.
Co-ordination of functional partnerships	LED sectoral structures are operational and meetings are held quarterly.	None.	Facilitation of partnerships

Appendix E: Audit Action Plan

The record of audit opinions for the District and its local municipalities from the 2011/12 financial year and the 2015/16 financial year are as depicted in below.

Municipality	2011/12	2012/13	2013/14	2014/15	2015/16
Joe Gqabi	Unqualified	Unqualified	Unqualified	CLEAN	CLEAN
Former Gariep	Qualified	Adverse	Qualified	Qualified	Qualified
Senqu	Unqualified	Unqualified	Clean	Clean	Clean
Former Maletswai	Qualified	Unqualified	Unqualified	Unqualified	Unqualified
Elundini	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JoGEDA	Unqualified	Unqualified	Unqualified	Clean	Clean

The municipality continues to implement the OPCAR (operation clear audit report) which monitors corrective actions with respect to the prior year audit as well as PAF (preparation audit file). Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to maintain with the improved audit results. The audit action plan is detailed below. There were no other material issues recurring from prior year.

Auditor-General Report on Financial Performance: Year 2015/16 FY	
Status of audit report:	CLEAN
Material Findings	Remedial Action Taken
Material water losses:	The JGDM will explore various funding mechanisms for the installation of bulk water meters and deal with all identified illegal connections.

Auditor-General Report on Service Delivery Performance Year 2015/16 FY	
Status of audit report:	CLEAN
Material Findings	Remedial Action Taken

<p>No findings on the usefulness and reliability of the reported performance information</p> <p>No material findings on compliance with legislation.</p> <p>No significant deficiencies on internal controls</p>	<p>None.</p>
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The overall results of follow-up audit indicate that management has implemented a substantial number of the audit recommendations and / or agreed upon management action plans from the previous year's external audit. Only issues relating to misstatements have been recurring though this is significantly being eliminated. The District is steadfast in its efforts of achieving and maintaining clean administration, sound financial control environment and effective and efficient internal controls. The ultimate objective is to achieve clean audit results for the District and its local municipalities.