



JOE GQABI DDM ONE PLAN

Review dated February 2023

Vision:

“A vibrant and productive district, prosperous through the collective efforts of all its people, co-producing development and wellbeing and an improved quality of life for all its inhabitants through the collective stewardship and sustainable utilization of the vast natural endowments bestowed upon it”

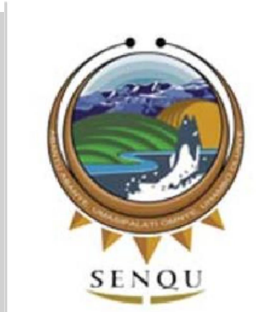


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EXECUTIVE SUMMARY

In his State of the Nation Address (SoNA) in 2019, President Cyril Ramaphosa stated that it is time for government to break free from the silo mentality of functioning and introduced a new strategy called the District Development Model (DDM). The DDM was subsequently approved by cabinet on August 21st, 2019. The "habit of working in silos" is a problem that has resulted in "lack of coherence in planning and implementation, making government program monitoring and oversight difficult." As a result, poor service delivery and development impact on the triple challenges of poverty, inequality, and employment have decreased. The District Development Model (DDM) is an operational model for strengthening cooperative governance in the development of a capable and ethical developmental state. It encapsulates a strategy in which the three realms of government and state agencies collaborate in an impact-oriented manner, with increased levels of performance and accountability for coherent service delivery and development outcomes. The DDM, according to the President, will assist the government in addressing the triple concerns of poverty, unemployment, and inequality.

The District Development Model (DDM) is an intergovernmental strategy that focuses on 52 district and metro areas as IGR impact zones. The DDM calls for all levels of government to collaborate on district and metropolitan planning, based on a detailed, technically driven consultative process within government and with communities and stakeholders, to produce a single strategically focused One Plan for each of the country's 44 districts and 8 metropolitan geographic spaces.

The President has emphasized the District Growth Model as a unique kind of social compacting that incorporates all important actors in every district and metro space to unleash development and economic potential, emphasizing that "it improves the state's capability where it has been most broken."

The DDM aims to restructure the economy and raise people's quality of life. It reflects a strategy that involves collaboration among the three tiers of government and state agencies in an impact-oriented manner. In the end, reprioritization will be guided by the One Plans of each particular district or metro. These plans outline the desired development results and impacts that are generally agreed upon. They will also include the goals and pledges that each area, division, and organisation will contribute. Participation of stakeholders, the private sector, and the community will inform all of this. The One Plan articulates development outcomes, targets, and commitments rather than being a simple compilation of entity plans. CoGTA streamlines the procedures used for collaborative planning and has the blessing and adoption of all three branches of government. The general direction, aims, and aims that serve as the basis for all planning are established in the form of an intergovernmental and social agreement. The JGDM One Plan is therefore visionary and covers the linked DDM transformation emphasis areas listed below:

- Demographic Change/People Development
- Economic Positioning
- Spatial Restructuring and Environmental Sustainability
- Infrastructure Engineering
- Integrated Service Provisioning
- Governance

The JGDM One Plan states the following in connection to each transformation target area:

- The situation as it is now and the desired future.
- The strategies and interventions required to change the current situation into the desired one.

- The implementation commitments made by all three branches of government and other important parties that will allow the strategies and interventions to be put into action.
- The strategic and tactical interventions needed for the One Plan to be grounded in the *place-making logic*¹ of budgeting and spatial planning.

All actions highlighted in this One Plan is justified considering the results and effects they may have on creating environments, both social and economic that work for the people of the JGDM, and the sustainability of the natural environment and endowments therein which enable the livelihoods of its inhabitants.

The first iteration of this plan was noted by the JGDM Council in August 2021. Since then the District One Plan was subjected to vigorous review by a national assessment panel in 2022. In responding to the review findings, this 2nd draft has been developed to address the gaps that were identified in the assessment. As with any good plan it is a work in progress and as the vision, objectives and strategies are implemented will change with time, both in terms of the aspirations of those residing in the district, the mandates of all implanting partners, whether Government, Business, Civil Society, the Faith Communities, and individual citizens. This is the JGDM District Development Plan, our District One Plan, which brings together the knowledge and technical efforts of all spheres of government, development partners, and the people of the district, to produce an overall strategy for growth and development of our district.

The plan will only be successful if the stakeholders who benefit from it and interact with government are extensively consulted, to ensure that the vision, goals, objectives, and strategies of the One Plan are aligned to the needs of the stakeholders. JGDM together with local municipalities and sector departments through various consultation and outreach programmes with stakeholders, documented these needs. This One Plan has included those needs in the strategies. Based on the above consultation process the One Plan developed the following vision:

“A vibrant and productive district, prosperous through the collective efforts of all its people, co-producing development and wellbeing and an improved quality of life for all its inhabitants through the collective stewardship and sustainable utilization of the vast natural endowments bestowed upon”.

The vision is setting, and enabling this vision, the One Plan is guided by its envisioning of the desired state for the region into the next quarter century (into 2050). It is intended to be a vision which is co-created, emerging out of the aspirations of all stakeholders in the region, for the envisioned rich and prosperous legacy intended for future generations. This vision speaks to the intergenerational equity and endowments that these stakeholders, as stewards and custodians of the present seek to impart and leave for the custodians of the future, namely: Our children, their children and the generations who will come to occupy and inhabit this region in 2050, and beyond. It is bold and audacious, just like to people of this region, and the vast and beautiful natural landscapes tower over them. It is inspired by the natural strengths of the region to create an owned future for the current and future generations.

This overarching Vision for the Joe Gqabi District is further guided and derived from the collective pursuit of all stakeholders for the attainment of a corresponding set of goals identified across all of the six (6) Impact Pillars of the Plan. These are to be located across society and all spheres of Government, and mandated of the Developmental State, namely:

- **Demographic change and people development**, that gives rise to a demographic transition capable of providing the necessary conditions for improvements in the quality of life of all inhabitants, especially future generations. In this context the Plan seeks the progressive

¹ The *Place Making Logic* referred to in the DDM One Plan

realisation of all human capabilities, and social conditions necessary determinants for improved education and health outcomes, and social protection, required for an improved quality of life for all in the district.

- **Economic positioning**, that enables increased levels of economic growth, adequate employment through decent jobs, which is able to accommodate the talents and skills of all who reside in the district.
- **Spatial restructuring and environmental sustainability**, which recognises the diversity and rich natural endowments of the region, whilst ensuring that space making is both responsive and respectful of these endowments as finite resources which need to be utilised and sustained in a fashion which best ensure intergenerational equity in development into the future.
- **Infrastructure engineering**, that is both aligned and in service to the spatial and environmental, and social context of the region, which is well resourced and invested in, sustainable and responsibly operated and maintained by suitably capable stewardship at both the management and technical levels across all implementing partners in government.
- **Integrated service provisioning** that ensures universal coverage, quality services, without interruptions, at both fair and equitable pricing - considerate of indigent households in the District, which is enabled and driven through integrated service delivery and provisioning model.
- **Good governance and financial viability**. The backbone and singular most important success factor to all this Plan, since without it all other elements and outcomes in the plan will not be possible. This set of outcomes envisage an improved future state of governance in the district and obliges all of spheres of government to ensure that it participates and leads this envisaged improvement – across all aspects of Good Governance. This means that both political and administrative leadership in the district fully understand and appreciate each other's roles and responsibilities, creating the necessary institutional environment for sound administrative and financial governance. It similarly enjoins the rest of government to respect, and fully participate in all aspects of integrated governance, planning, resourcing, and execution in a manner informed by the IGR Framework Act, Municipal Systems Act and the Local Government White Paper. All the while these outcomes should result in improved institutional capabilities for service delivery across the district.

Each of these development goals have been attributed specific strategies and received a set of indicators or targets to which the district can constantly aspire to achieve, and which will also create the opportunity to constantly measure our progress and success rate.

The JGDM One Plan is firmly based on an examination of previous and present activities to promote developmental Local Government and Cooperative Governance, in which developmental change is shaped and owned at the local level in collaboration with communities, residents, and social actors. Local government performance is crucial in this sense, but it is insufficient without more unified governance and broader government coordination and performance. This One Plan aims to improve state capacity, institutional powers, and functions, including the ability to collaborate so that there is more cohesiveness and beneficial development impact.

The JGDM One Plan strives to realise the vision of “*One District, One Plan, One Budget*” through which all spheres of government have committed to make a difference in the growth and development of our vibrant region. This is a wonderful opportunity to present a well-integrated and strongly coordinated approach to the planning and implementation of the most important projects to ensure the economic growth and development of our region.

The One Plan is also a plan that all stakeholders will assist in supporting through various available in-kind and other resources to ensure its short-, medium- and long-term success.

CHAPTER 1

1.1. INTRODUCTION

1.1.1. Vision and purpose

Joe Gqabi District, a vision for 2050 rooted in the collective creativity and productivity of its people and its rich natural endowments, being:

“A vibrant and productive district, prosperous through the collective efforts of all its people, co-producing development and wellbeing and an improved quality of life for all its inhabitants through the collective stewardship and sustainable utilization of the vast natural endowments bestowed upon it – such endowments as located in its people and the natural wealth of the region.”

The purpose of the Joe Gqabi District Municipality DDM One Plan is:

- i. To give effect to the **District Development Model (DDM)** approved by Cabinet as a practical method to improve service delivery and development impact in the Joe Gqabi District Municipality space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and communities.
- ii. To localise and synergise the **National Development Plan (NDP)**, the Medium-Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Joe Gqabi District Municipality.
- iii. To express a **coherent and predictable government approach in relation to these key priorities** through a **Long-Term Strategic Framework (One Plan)** for growth and development of the Joe Gqabi District Municipality space that is co-produced by all three spheres of government together with stakeholders and communities.
- iv. To enable a programmatic Intergovernmental Relations approach in relation to Joe Gqabi District Municipality through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Joe Gqabi District Municipality according to the **shared vision** and desired future development of Joe Gqabi District Municipality and its people.
- v. To create an **environment** which is conducive for **investment**.
- vi. To stabilize **governance and financial management practices** in the Joe Gqabi District Municipality.

1.1.2. District overview

The JGDM (JGDM) is one of the six District Municipalities in the Eastern Cape Province of 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 (see figure 1).



Figure 1: Map of the JGDM and its LMs

It lies approximately 34km north of Queenstown and about 200 km south of Bloemfontein on the N6 road. The District is made up by three local municipalities; viz: Elundini, Walter Sisulu and Senqu. 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 Maletswai, Barkly East, Burgersdorp, James Calata, Lady Grey, Nqanqarhu, Mount Fletcher, Oviston, Rhodes, Rossouw, Sterkspruit, Steynsburg, Ugie and Venterstad. The majority of the population speak IsiXhosa (2011 Census).

Before 1 February 2010, the District was known as the Ukhahlamba District Municipality and its name was changed in recognition of Joe Nzingo Gqabi (born in 1929 in the District of Maletswai and murdered in 1981 in Zimbabwe, Harare), an African National Congress (ANC) member who was a journalist for the *New Age*, a member of the *Umkhonto weSizwe*, and one of the Pretoria Twelve. Oliver Tambo described Joe Nzingo Gqabi as a 'seasoned political leader of outstanding ability' and as 'a member of MK whose commitment, dedication, courage and fearlessness led to his election to the national executive committee of the ANC'. He was also described as 'a liberation stalwart whose leadership qualities rubbed off on his protégés' and whose 'selfless contribution to the struggle and inspirational leadership had already sown the seeds for freedom in South Africa'. Although initially buried in Zimbabwe, he was reburied in Maletswai on 16 December 2004, on South Africa's National Day of Reconciliation.

1.2. THE ONE PLAN

1.2.1. District Development Model (DDM) in South Africa

In his State of the Nation Address (SoNA) in 2019, President Cyril Ramaphosa stated that it is time for government to break free from the silo mentality of functioning and introduced a new strategy called the District Development Model (DDM). The DDM was subsequently approved by cabinet on August 21st, 2019. The “habit of working in silos” is a problem that has resulted in “lack of coherence in planning and implementation, making government program monitoring and oversight difficult.” As a result, poor service delivery and development impact on the triple challenges of poverty, inequality, and employment have decreased.

The District Development Model (DDM) is an intergovernmental strategy that focuses on 52 district and metro areas as IGR impact zones for more efficient collaborative planning, budgeting, and implementation over several planning and election cycles. Each domain, sector, or institution has specific constitutional rights, obligations, and authorities. This will lead to the co-creation of the connected up one plans by and for the three domains of government.

The DDM, which improves cooperative governance, overall state coherence, and performance, aims to restructure the economy and raise people’s quality of life. It has the following strategic objectives and is concentrated on bringing about fundamental change:

- To implement a programmatic approach to cooperative governance, facilitate responsive institutions and change management, and respond strategically to the socioeconomic effects of COVID-19.
- To incite new thinking, socioeconomic paradigms, and novel and daring solutions and alternatives.
- To fundamentally alter the conditions on the ground: People, Economy, and Space.

A practical strategy for enhancing cooperative governance with the goal of creating a competent, moral, and developing State is the District Development Model (DDM). It reflects a strategy that involves collaboration among the three tiers of government and state agencies in an impact-oriented manner, with higher performance and accountability for consistent service delivery and development outcomes.

The creation and implementation of a “One Plan,” a long-term strategic framework that directs investment, service delivery, and development in connection to each of the district and metropolitan spaces, is how this collaborative approach is expressed. The following components comprise the DDM: Figure below depicts inputs as joint and collaborative processes, outputs, outcomes, and impacts.

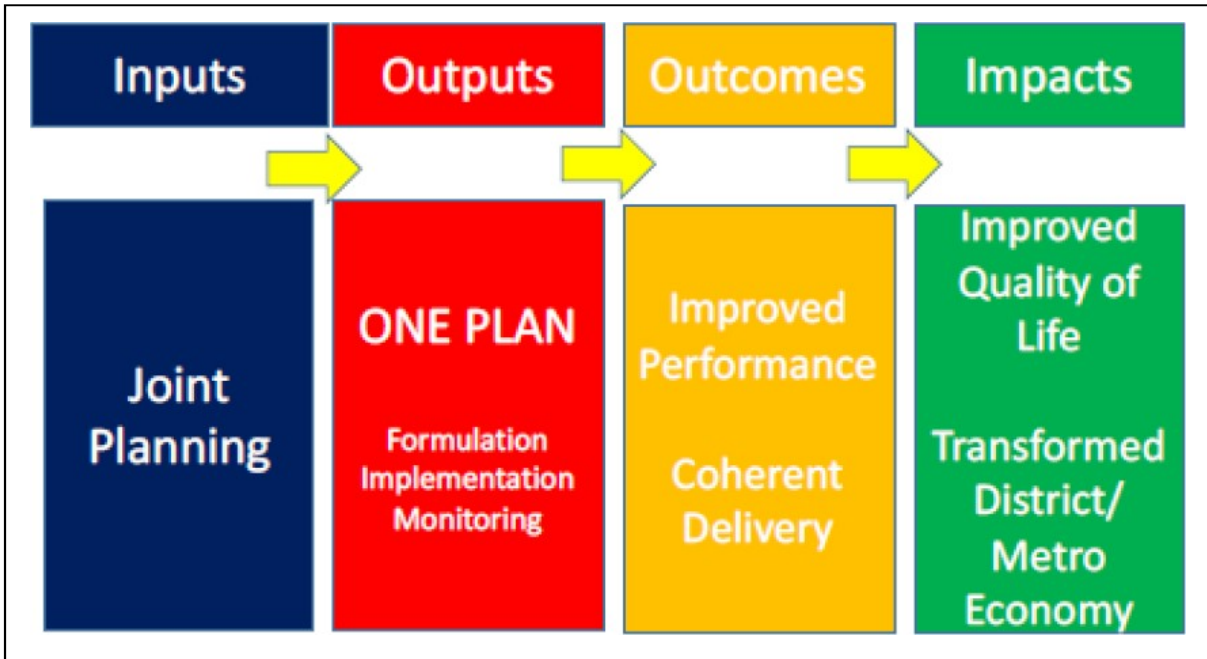


Figure 2: One Plan Development and Implementation Process Flow

Two connected processes that the entire government must follow will be used to execute the DDM. These procedures are reprioritization and spatialization. Spatialization is the process of converting development aims and objectives into actual effects on people’s lives and the environments in which they live (district and metropolitan areas).

To achieve the desired physical impacts, reprioritization is the process of reviewing and altering plans and budgets. In order to implement the DDM, each sphere, sector department, and state institution will review and reprioritize plans, budgets, and programmes, as well as spatialize development priorities and objectives. As the DDM is fully institutionalised with the creation and adoption of the One Plans, the review and reprioritization will gradually improve. The District/Metro profiling exercise and the discovery of gaps in present funding and programmes as they relate to the actual needs on the ground served as the foundation for the current reprioritization. In the end, reprioritization will be guided by the One Plans of each particular district or metro, which will outline the desired development results and impacts that are generally agreed upon. They will also include the goals and pledges that each area, division, and organisation will contribute. Participation of stakeholders, the private sector, and the community in the planning processes will inform all of this.

Reprioritization is the process of evaluating the plans, finances, and execution programmes in light of the development results and impacts sought in each district/metropolitan space and making changes as appropriate. Numerous ongoing possibilities for reprioritization should be taken advantage of in order to continuously enhance planning, budgeting, and execution in order to achieve the desired impacts. Look at Figure 3 below.



Figure 3: Integrated planning, budgeting and implementation

The DDM serves to direct resource and investment deployment and implementation in a more efficient and accountable manner through the intergovernmental and collaboratively generated One Plan. Each sphere, department, and state agency is accountable for its own mandated development, departmental strategy, and yearly performance plans, none of which can or should be replaced by the One Plan. It is rather influenced by these plans, and after it is adopted, it will direct how these plans and budgets are reviewed. The whole scope of duties that each sphere, department, and entity must carry out won't necessarily be included in the One Plan, nor will it necessarily be detailed in it. It focuses on the significant sacrifices and adjustments needed to spark and accelerate socioeconomic transition.

The One Plan articulates development outcomes, targets, and commitments rather than being a simple compilation of entity plans. It was developed jointly and strategically. It is not the same as the current long-term plans (Sector Plans, Provincial Growth & Development Strategies, Growth & Development Strategies, or CDSs) in terms of form or detail, and it serves a different purpose. It is a strategic intergovernmental framework that is independent of any one field or division. The general direction, aims, and synergies that serve as the basis for all planning are established in the form of an intergovernmental and social agreement.

The DDM serves to direct resource and investment deployment and implementation in a more efficient and accountable manner through the intergovernmental and collaboratively generated One Plan. Each sphere, department, and state agency is accountable for its own mandated development, departmental strategy, and yearly performance plans, none of which can or should be replaced by the One Plan. It is rather influenced by these plans, and after it is adopted, it will direct how these plans and budgets are reviewed. The whole scope of duties that each sphere, department, and entity must carry out won't necessarily be included in the One Plan, nor will it necessarily be detailed in it. It focuses on the significant sacrifices and adjustments needed to spark and accelerate socioeconomic transition.

The One Plan articulates development outcomes, targets, and commitments rather than being a simple compilation of entity plans. It was developed jointly and strategically. It is not the same as the current long-term plans (Sector Plans, PGDSs, GDSs, etc) in terms of form or detail, and it serves a different purpose. It is a strategic intergovernmental framework that is independent of any one field or division. The general direction, aims, and synergies that serve as the basis for all planning are established in the form of an intergovernmental and social agreement.

All three branches of government work together to create The One Plan. CoGTA streamlines the procedures used for collaborative planning. Additionally, it has the blessing and adoption of all three branches of government. An intergovernmental plan is The One Plan. The Intergovernmental Relations Framework Act designates the One Plan as a cooperative governance role (2005). The One Plan is the primary tool that the DDM will use to achieve the results and effects mentioned above. It is a coordinated strategy that is created and controlled by all three branches of government. It is not a “Top Down” strategy, but rather is based on local realities and the best course of action that would produce the development outcomes and consequences that would be broadly desired. The President, Premier, and District/Metro Mayor are the three realms of governance, while the 44 District and 8 Metropolitan One Plans are the DD’s deliverables. Additionally, the One Plan would be endorsed by recognised social actors.

Additional output components of the DDM include evaluations and monitoring of the One Plan as well as the implementation of the One Plans by the various spheres, sectors, and governmental institutions in terms of the commitments and aims outlined therein. The One Plan is a long-term, 25–30-year strategy that offers a strategic framework to direct public and private investment in the district/metro area.

The One Plan's content must be revolutionary and visionary and cover the linked DDM transformation emphasis areas listed below:

- Demographic Change/People Development
- Economic Positioning
- Spatial Restructuring and Environmental Sustainability
- Infrastructure Engineering
- Integrated Service Provisioning
- Governance

The One Plan must state the following in connection to each transformation target area:

- The situation as it is now and the desired future
- The strategies and interventions required to change the current situation into the desired one;
- The implementation commitments made by all three branches of government and other important parties that will allow the strategies and interventions to be put into action.
- The tactics and interventions need to be grounded in the place-making logic of budgeting and spatial planning.

All actions must be justified in light of the results and effects they may have on creating environments and economies that work for people.

The One Plan's content is derived from or informed by already-existing municipal plans as well as the spatialization and localization of synthesised international, continental, national, and provincial goals

and priorities. Figure 4 illustrates this along with the relationship between the transformation focus areas.

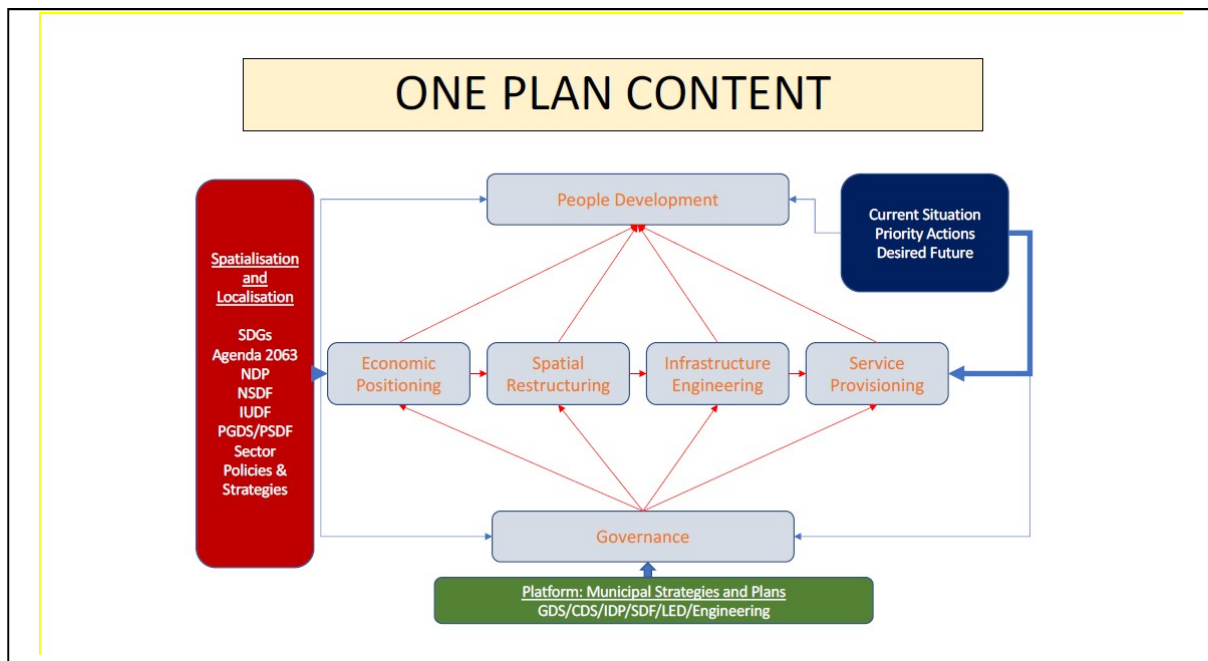


Figure 4: One Plan Content Relations

1.2.2. The Joe Gqabi DM One Plan

The Joe Gqabi District Municipality One Plan is based on the **DDM Theory of Change** which postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the National Development Plan (NDP) and to each other, there is no clear line of sight and logical rationale in terms of the commonly agreed priorities; joint ways of addressing priorities within the socio-economic dynamics; and inclusive and integrated place-making dynamics within specified areas.

These six DDM Transformation Focal Areas are:

- i. **People Development and Demographics** – the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management).
- ii. **Economic Positioning** – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.
- iii. **Spatial Restructuring and Environmental Sustainability** – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

- iv. **Infrastructure Engineering** – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- v. **Integrated Services Provisioning** – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods.
- vi. **Governance and Management** – the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

1.2.3. One Plan Formulation Process

Summary of actions undertaken

- Three (3) significant DDM workshops have been held as part of this review process:
 1. Political session convened in November 2022, including the participation of Executive Mayor, Mayors, MMs of District and LMs, as well sectors departments.
 2. Physical (face-to-face) technical session was convened of all relevant departments in mid-December 2022 (14/12/2022), after the Political session hosted in November 2022. However, the session was not very well attended.
 3. Technical session convened Virtually on 7th February 2023, which sort to conclude on the final submissions and review the revisions compiled prior to the submission of this document to Council.

1.2.4. One Plan Outline

The DDM Theory of Change logical framework was the structure followed during the DDM One Plan preparation, underpinned by the following components structured in relation to the six DDM Transformation Focal Areas.

- 1) The current situation (**diagnostic assessment**);
- 2) The desired future or **vision**.
- 3) The **strategies** and interventions needed to move from the current situation to the desired end state,
- 4) The **implementation commitments** by all three spheres of government and key stakeholders will enable the identified strategies/interventions to be implemented.
- 5) **Implementation, monitoring and evaluation measures and mechanisms** that will reinforce and be in place to focus attention and capability across the 3 spheres of government, so that this One Plan lives up to its purpose, as stated above.

CHAPTER 2

2.1. DIAGNOSTIC SUMMARY

2.1.1. SUMMARY OF DISTRICT/METRO PROFILE ACCORDING TO SIX PILLARS

Pillar 1	Demographic Change and People Development
Key Issues	Trends/ Challenges/Opportunities
Population Growth	<p>Population statistics are important in analysing the economy of the region, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income. Similarly, population trends also impact planned and anticipated service delivery and infrastructure requirements for the district.</p> <p>In terms of the JGDM the following population growth trends, the total population in Joe Gqabi is estimated to decrease from 344 967 in 2020 to 335 962 in 2025. The fertility rate in 2025 is estimated to be slightly lower compared to that experienced in 2020².</p> <p>Based on the forecasted growth rates, the size of the district population is expected to shrink (see table 1 below).</p>
Population Trends by Sex and Age	<p>The population pyramid for the District reflects a projected change in the structure of the population from 2020 and 2025 based on projections by Statistics South Africa (Mid-Year Population Estimates, 2020). The differences can be explained as follows:</p> <ul style="list-style-type: none"> • In 2020, there is a significantly larger share of young working age people between 20 and 34 (22.0%), compared to what is estimated in 2025 (18.5%). This age category of young working age population will decrease over time. • The share of children between the ages of 0 to 14 years is projected to be smaller (32.7%) in 2025 when compared to 2020 (34.6%). • In 2020, female population for the 15 to 34 years age group amounts to 29.1% of the total female population while the male population group for the same age amounts to 33.8% of the total male population. In 2025, the male working age population (15 –64 years) at 58.2% still exceeds that of the female population Working age population at 56.2%, although both are at a lower level compared to 2020.
Population Growth Trends	<p>Whilst the cohort classified as Youth (15-35) is around 50% of the overall population, it is projected that this will decline by 2025. This will also see a decline in the share of the younger working adult (20 and 34) population in the DM by 2025.</p>
Households	<p>In 2020, the Joe Gqabi District Municipality comprised of 110 000 households. This equates to an average annual growth rate of 1.11% in the number of households from 2010 to 2020.</p>
Poverty	<p>Percentage of people living in poverty in the district has not changed significantly and shows a marginal increase from 72.73% in 2010 to 73.06% in 2020.</p>
Inequality (GINI Coefficient)	<p>In 2020, the Gini coefficient in Joe Gqabi District Municipality was at 0.599, which reflects an increase in income inequality over the ten-year period from 2010 to 2020. The Eastern Cape Province and South Africa, both had a more unequal spread of income amongst their residents (at 0.63 and 0.635 respectively) when compared to Joe Gqabi District Municipality.</p>
Education	<ul style="list-style-type: none"> ▪ The number of people with 'matric and a certificate/diploma' increased in the DM, with an average annual rate of 4.85%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.41%.

² Stats SA, P0302: Midyear Population Estimates 2020 [see: District projections by sex and age (2002-2020) and District projections by sex and age (2021-2025)]

Pillar 1	Demographic Change and People Development
	<ul style="list-style-type: none"> ▪ In comparing the data between the DM, provincial and national, the number of people with a matric and a Postgrad degree constitutes 3.13% of the province and 0.24% of the national figure. ▪ The low level of education amongst the inhabitants of the district has a negative effect on both the employability of the labour force and the attractiveness of the district to investment, which is reliant on skilled labour.
NSC Outcomes for the District	<p>The issue of inequality and differentiated outcomes in learner attainment and throughput in the education system is also significantly impacted by inequalities in school infrastructure available to learners and educators across the province. Similarly, Covid 19 also had a marked impact on learner attainment in terms of metric pass rates in JGDM, and the province.</p> <p>In 2020, the Joe Gqabi DM has managed to achieve 61,5% compared to 2021 with 69,2% which shows an improvement compared to the academic year of 2020. However, in period between 2018 and 2019 the district saw noticeable improvements in MSC pass rates, with 67,4% attained in 2018 and 76,4% in 2019. Comparing NSC pass rates for the two years prior to the Pandemic, we can see just how significant an impact Covid 19 (and its associated lockdown) had on learner outcomes.</p>
HDI	<p>In 2020 Joe Gqabi District Municipality had an HDI of 0.628 compared to the Eastern Cape with a HDI of 0.66 and 0.708 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2020 when compared to Joe Gqabi District Municipality which translates to worse human development for Joe Gqabi District Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.90% and this increase is lower than that of Joe Gqabi District Municipality (2.99%).</p> <p>In terms of the HDI for each the regions within the Joe Gqabi District Municipality, Walter Sisulu Local Municipality has the highest HDI, with an index value of 0.67. The lowest can be observed in the Elundini Local Municipality with an index value of 0.601.</p>
Health & Vulnerability	<ul style="list-style-type: none"> ▪ The Joe Gqabi DM has; eleven (11) Hospitals and fifty-two (52) clinics: <ul style="list-style-type: none"> ○ One hospital (Umlamli Hospital) has 74 beds, 50 of which are TB beds. This hospital is a decentralised MDR site and has been declared a Centre of Excellence, according to the DOH. ▪ LM Health facilities: <ul style="list-style-type: none"> ○ Elundini: 21 clinics, 2 district hospitals ○ Walter Sisulu: 11 clinics, 5 district hospitals ○ Senqu: 20 clinics, 2 district hospitals ▪ There is a need for more health posts as the district has small villages which cannot access health services, according to the Department of Health in the District. ▪ In terms of pregnancy and delivery Care: The antenatal 1st visit coverage measures the proportion of pregnant women visiting a health facility for at least one antenatal visit before 20 weeks pregnancy. The Joe Gqabi district's performance for antenatal visits before 20 weeks in 2019/10 is at 68.1% performed above the provincial average of 62.5%.
HIV/AIDS	<ul style="list-style-type: none"> ▪ In terms of HIV/AIDS in the DM: In 2020, 52 500 people in the Joe Gqabi District Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.05% since 2010, and in 2020 represented 13.44% of the district municipality's total population. ▪ Number of persons living with HIV in the district totalled 147 530 in 2019, and 49 443 for 2021. This number denotes an increase from 2019 to 2021. ▪ For the year 2020, they represented 48 498 of the total population of the entire district municipality.
Life Expectancy	<ul style="list-style-type: none"> ▪
Covid 19 in the district	<ul style="list-style-type: none"> ▪ JGDM still identified as a 'high risk' area (at the time of writing) by the SACMC, dated 21 July 2021.

Pillar 1	Demographic Change and People Development
	<ul style="list-style-type: none"> ▪ District level Covid-19 data reported on the EC Main Covid Dashboard indicates JGDM as having: 8 425 confirmed cases). ▪ According to LM level data accessed from National Institute for Communicable diseases Nat. DoH Covid19 database, for the local municipalities in the district (accessed on the 23 July 2021): <ul style="list-style-type: none"> ○ Walter Sisulu LM (3 420 confirmed cases). ○ Senqu LM (1 332 confirmed cases). ○ Elundini LM (1 206 confirmed case). ▪ The data confirm that WSLM, and in particular Maletswai (on the banks of the Orange River) had been a district focus area in this regard, as it is also a significant transit node into and out of the province, to the Free State in particular. DM has prioritised support in coordinating its mitigation and prevention efforts in the LM and Maletswai.
Labour Force Participation Rate	<p>In 2020 the labour force participation rate for Joe Gqabi was at 48.7% which is significantly higher when compared to the 38.4% in 2010. However, the gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Joe Gqabi DM.</p>
Employment by Sector	<p>The economic sector that recorded the largest number of employments in 2020 was the community services sector accounting for 29.2% of total employment in the district municipality. The sector includes predominantly government and administrative services and remains significant both in terms of economic contribution and employment to districts such as the JGDM.</p> <p>In terms of employment in both the formal and informal sector. In 2020 the Trade sector recorded the highest number of informally employed, with a total of 8 300 employees or 37.91% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 1 150 and only contributes 5.25% to total informal employment.</p>
Unemployment	<p>JGDM has high levels of Unemployment, with all indications showing an increase in unemployment over time. In 2010, the unemployment rate for Joe Gqabi was 24.9% and increased to 39.2% in 2020. For local municipalities:</p> <ul style="list-style-type: none"> ▪ Elundini Local Municipality has indicated the highest unemployment rate of 48.0%, which has increased from 31.2% in 2010. Showing and increase of 16.8 percentage points. ▪ The unemployment rate in Senqu LM increased from 25.5% in 2010 to 35.8% in 2020. ▪ The Walter Sisulu Local Municipality had the lowest unemployment rate of 33.8% in 2020, increasing by 15.7% points from the 18.1% unemployment recorded in 2010.
Migration patterns (Provincial Analysis)	<p>According to data provided in the 2020 Mid-year Population Estimates by Stats Sa (in Table 2.2 below), for the period 2016-2020, the Eastern Cape had a net migration of - 322 957, which consisted of an outward migration of 514 888 people out of the province whilst there was an inward migration of 191 931 individuals during this same period. It is clear from the data that the there is a dominant movement into three other provinces in the country, namely, Western Cape (WC), Gauteng Province (GP), and KwaZulu Natal (KZN) with 176 984, 147 876, and 99 442 out migrations from the Eastern Cape respectively.</p> <p>Taking into consideration the 38 047 additional people moving into the North West (NW), it is apparent that the movement of people into the northern provinces in the interior of the country is still largely driven by the historical significance of the Eastern Cape as labour sending region for the mining sector located in Gauteng and the North West provinces.</p>

Pillar 1	Demographic Change and People Development
	Furthermore, given the relative proximity of certain regions of the EC such as the O. R. Tambo DM, Alfred Nzo DM, KZN, as well as into the Free State, and even Lesotho, as well as the prevailing social, cultural and economic linkages that exist between these spaces and populations on either side of these municipal, provincial, and national boundaries, it should be expected that there would be higher levels of movement between these neighbouring regions provinces and the EC. Similarly, this data also shows that these three provinces were also identified as having the largest inward movement of people into the EC.

Table 1: Population projections - Joe Gqabi, Eastern Cape and National Total, 2020-2025 [Numbers percentage]

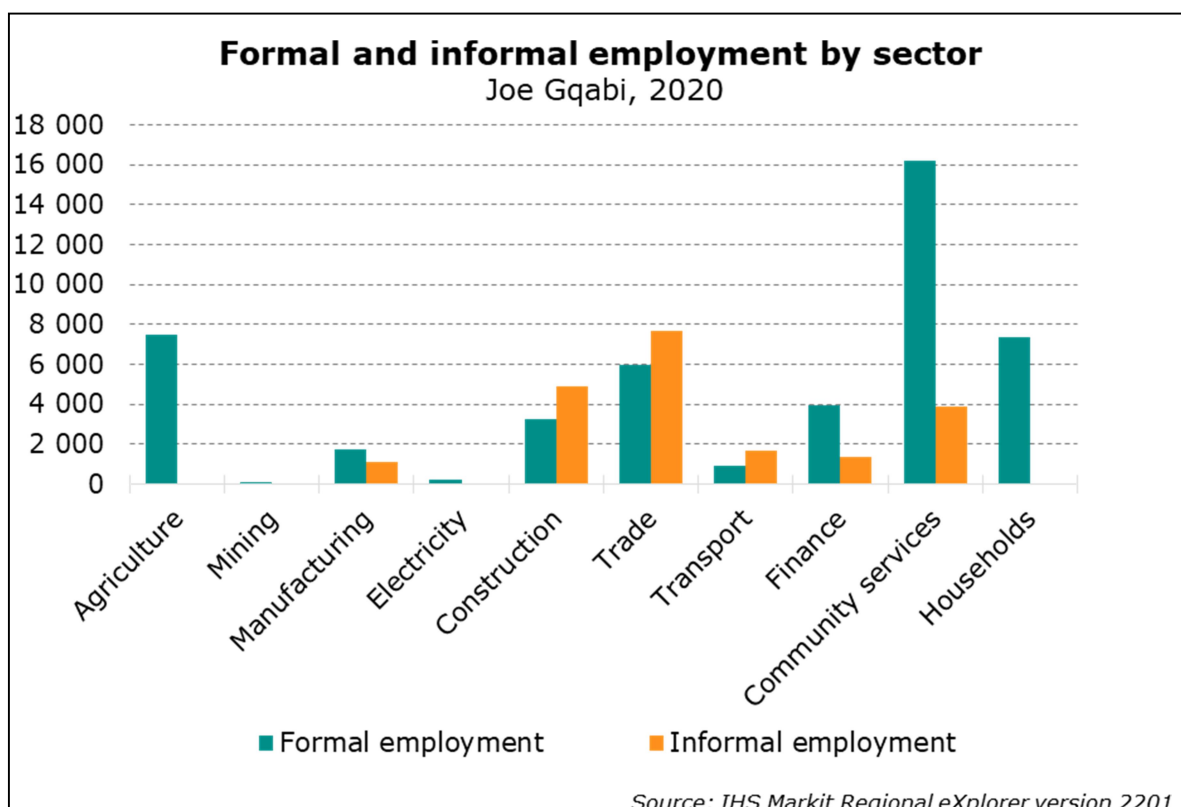
Year	Joe Gqabi	Elundini	Senqu	Walter Sisulu	Eastern Cape	National Total	Joe Gqabi as % of province	Joe Gqabi as % of national
2020	344,976	132,394	129,200	83,373	6,734,001	59,622,350	4.97%	0.56%
2021	343,093	131,564	128,107	83,421	6,725,654	60,305,416	5.10%	0.57%
2022	341,722	130,780	127,202	83,739	6,724,405	61,132,711	5.08%	0.56%
2023	340,067	129,954	126,195	83,919	6,720,147	61,952,870	5.06%	0.55%
2024	338,151	129,090	125,089	83,972	6,713,199	62,772,848	5.04%	0.54%
2025	335,962	128,200	123,883	83,878	6,703,285	63,595,453	5.01%	0.53%

Source: StatsSA MYPE, 2020

Pillar 2	Economic Positioning
Key Issues	Trends/ Challenges/Opportunities
Key Economic Growth Sectors	<p>In 2020, Joe Gqabi's Tress Index was estimated at 62.9 which are higher than the 56.5 of the Eastern Cape and higher than the 56.5 of the South Africa as a whole. This implies that on average, the district economy is less diversified in terms of its economic activity spread than the national economy. The Joe Gqabi District Municipality has a concentrated agriculture sector.</p> <p>By implication therefore, the more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not merely for employment opportunities for highly skilled labourers), maintaining a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there needs to be industries that are growing fast and creating jobs, particularly in the lower skilled categories.</p> <p>The unfortunate reality is that in practice many of the industries experiencing significant and faster growth today, are not amongst those creating employment opportunities for unskilled labour. Whilst investment and skills typically migrate to the larger urban centres, away from rural localities such as those within the District, it is important that the necessary linkages between these rural and urban centres are prioritised and developed in ways that enable the much needed investment within the District necessary for employment into the future.</p> <p>In responding to this reality, JoGEDA, as the District Development Agency, has been appointed by the District Council to facilitate and promote investment and facilitate business retention within the district. The JGDM has prioritised the following investment promotion and Economic Development Priority Programmes targeting the following key economic growth sectors in the District:</p> <ul style="list-style-type: none"> ▪ Tourism Development ▪ Infrastructure and Properties ▪ Agri-business and Agri-park development ▪ Industrial Parks and Manufacturing ▪ Green Economy

Pillar 2	Economic Positioning
	<ul style="list-style-type: none"> ▪ SMME Development ▪ Investment Promotion
Economic Sector Performance (Primary, Secondary, Tertiary)	The analysis provided on the sector contributions to the district economy shows considerable reliance on the tertiary sector, and in particular community services (primarily public goods and service by government/public sector), trade and the finance sectors. However, sectors such as transport and construction also contribute to the district economy, albeit substantially smaller than the leading sectors.
GVA contribution Per Economic sector	<p>In 2020, the community services sector is the largest within Joe Gqabi DM accounting for R 4.99 billion or 45.0% of the total GVA in the district municipality's economy.</p> <p>The sector that contributes the second most to the GVA of the Joe Gqabi DM is the trade sector at 18.8%, followed by the finance sector with 11.6%.</p> <p>The sector that contributes the least to the economy of Joe Gqabi District Municipality is the mining sector with a contribution of R 16.4 million or 0.15% of the total GVA. However, the mining sector is expected to grow fastest at an average of 8.53% annually from R 23.4 million in Joe Gqabi District Municipality to R 35.2 million in 2025.</p> <p>The community services sector is estimated to be the largest sector within the Joe Gqabi District Municipality in 2025, with a total share of 44.1% of the total GVA (current prices), growing at an average annual rate of 4.6%. The sector that is estimated to grow the slowest is the agriculture sector with an average annual growth rate of 3.05%.</p>
Economic Growth Trends	According to IHSS Market data, it is forecasted that Joe Gqabi District Municipality will grow at an average annual rate of 4.88% from 2020 to 2025, above the average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 2.39% and 2.55% respectively. However, these outlooks are speculative and must be read in the context of the recent global economic downturn, and impact of the Pandemic.
Informal Trade Performance	The number of people employed in the informal sector in JGDM was identified as 20 600, and estimated 30.39% number of employed in the District. Furthermore, informal employment in the district increased from 17 300 in 2010 to an estimated 20 600 in 2020 (HIS Global Insights-Publisher, 2022).

Table 1: Population projections - Joe Gqabi, Eastern Cape and National Total, 2020-2025 [Numbers percentage]



Pillar 3	Spatial Restructuring & Environmental Sustainability
Key Issues	Trends/ Challenges/ Opportunities
Waste Management	<p><i>Trends</i></p> <p>The district is responsible for monitoring waste management related issues. Waste disposal sites are operated by the three local municipalities:</p> <ul style="list-style-type: none"> ▪ Elundini LM has three landfill sites situated in Ugie (GSB -), Nqanqarhu (GSB+), and Mount Fletcher (GSB -). ▪ Walter Sisulu has 6 landfill sites wherein Steynsburg and James Calata disposal sites are licensed for operation, Burgersdorp and Venterstad landfill site are licensed for closure. Maletswai landfill site was licenced to operate for a year in 2009. Currently it operates illegally. ▪ Senqu LM has three landfill sites wherein Lady Grey and Barkly East sites are licenced to operate whereas Sterkspruit is licenced to close. Permit has been issued to establish two landfill sites in Roussouw and Hershel. Rhodes landfill site operates without a licence. ▪ The majority of landfills sites are non-compliant with the National Environmental Management Waste Act. These require licensing and a revision of operational procedures to align with legislated requirements. <p><i>Elundini Local Municipality</i></p> <ul style="list-style-type: none"> ▪ In Elundini Local municipality waste is collected in 7337 households from 3 towns (Mount fletcher, Nqanqarhu and Ugie) and from 527 businesses. The Municipality does not collect waste from rural areas due to limited waste collection trucks and bad roads. ▪ There are 3 operational Licensed Landfill sites in Nqanqarhu, Mt Fletcher (Running out of air space) and Ugie. The Municipality has

1 transfer station in Nqanqarhu and there are 6 Recycling cooperatives.

- The DFFE through the Environmental Protection and Infrastructure Program (EPIP) provided funding to build a Material Recovery Facility in UGIE however the project. The Municipality will utilize monies received from Greenest Municipal Competition to do repairs and complete Ugie MRF. In this current 2019/20 financial year the Elundini Local Municipality has included public good services (street cleaning, clearing of illegal dumps, waste disposal cost) as part solid waste revenue enhancement plan

Walter Sisulu Local Municipality

- Waste is being collected in 23 000 households (including informal settlements) from 5 towns Maletswai, James Town, Burgersdorp, Steynsburg and Venterstad.
- The municipality is unable to collect from farms due to limited waste collection trucks and budget constraint. There are 5 Licensed landfill sites two are licensed for closure and to be rehabilitated, the other two landfill sites operates with a license and Maletswai landfill site operates without a license.
- The Provincial Department of Environmental Affairs funded the construction of Material Recovery Facility, DFFE: EPIP funded establishment and construction of Buy back Centre and Composting Facility. Within the municipality there are 3 Recycling Cooperatives. Approximately 10% of waste is diverted from Landfill through the buy-back centre and MRF facility that was funded by DFFE.

Senqu Local Municipality

- Within Senqu Local Municipality waste is being collected from 10 093 household excluding rural areas due to budget constraints and limited waste collection trucks.
- There are 2 operational licensed landfill sites in Lady Grey and the Barkly East landfill sites is under upgrading. Sterkspruit landfill site has a closure permit, fencing and rehabilitation is underway. A new site has been identified for the development of a landfill site, currently the Municipality is conducting EIA public participation.
- The Provincial Department of Environmental Affairs has issued two Licenses for the establishment of Hershel & Rossow landfill sites. There four recycling operatives operating within the Municipality.

Waste Management Sector Plans

The current status quo (District and Local Municipalities)



Challenges

Pillar 3	Spatial Restructuring & Environmental Sustainability
	<ul style="list-style-type: none"> ▪ Waste Management challenges in Local Municipalities within Joe Gqabi District Municipality range from: Human behaviour patterns that result to people illegally dumping waste, littering and burning general waste in open spaces. Waste overflowing in municipal skip bins due to unsystematic collection or no collection of waste by local municipalities. ▪ Licenced Waste Disposal Facilities that are not complying in accordance with the authorised waste licence conditions. Most of operational Waste Disposal Sites / Landfill Sites are full to capacity and most of the sites are issued with authorised closure and rehabilitation licence by the Provincial Department of Environmental Affairs. ▪ Waste Minimisation is not prioritised by local municipalities. ▪ Budgetary constraints in local municipalities are a great deterrent in implementing recycling processes and establishment of built recycling infrastructure ▪ Outdated Integrated Waste Management Plan (IWMP) and lack of resources and capacity to implement waste management. ▪ Lack of sufficient licensed waste management and disposal facilities, and poor compliance of existing disposal sites. ▪ Large, isolated rural population and poor road infrastructure prevent access to services and disposal sites for a large portion of the population. <p><i>Opportunities</i></p> <ul style="list-style-type: none"> ▪ Ensure communities are empowered and capacitated on environmental management issues through education and awareness campaigns, implemented through the District. ▪ Promotion of alternative waste management facilities, such as materials recovery facility and renewable energy project (bio-digestion), which are currently being implemented in the Walter Sisulu Local Municipality, across the District. ▪ Intervention through SALGA / National Treasury to unlock funding. ▪ Update the Integrated Waste Management Plan (IWMP) and identify and develop waste management facilities and license existing disposal sites. <p>All three Local Municipalities applied for funding on the DFFE Operation Phakisa Chemicals and Waste management Delivery Unit as follows:</p> <p><i>Senqu Local Municipality:</i></p> <ul style="list-style-type: none"> ▪ Establishment and Construction of Material Recovery Facility project R20m ▪ Establishment and construction of Transfer stations project R15 m <p><i>Elundini Local Municipality:</i></p> <ul style="list-style-type: none"> ▪ Construction and establishment of waste transfer station project R12m <p><i>Walter Sisulu LM:</i></p> <ul style="list-style-type: none"> ▪ Waste separation at source project R15m
Biodiversity and conservation	<p><i>Trends</i></p> <p><i>Terrestrial Vegetation</i></p> <p>The Joe Gqabi District Municipality (JGDM) 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 Zastron Moist Grassland and Senqu Montane shrubland (in the north). The western parts of JGDM are</p>

Pillar 3	Spatial Restructuring & Environmental Sustainability						
	<p>dominated by Karoo Escarpment Grassland, Maletswai Dry Grassland, BesemkareeKoppies Shrubland and Eastern Upper Karoo vegetation.</p> <p><i>Rivers</i> The river systems within the District are commensurate with the rainfall and topography, with high concentration of perennial rivers in the eastern parts (Elundini Senqu Local Municipalities), and lower numbers in the more arid western parts (Walter Sisulu Local Municipality). The Kraai River forms the northwest border of the District and drains through from east to west through the Walter Sisulu Local Municipality. The Kraai River Catchment feeds the Orange River Catchment to the west. The Elundini Local Municipality falls into the Umzimvubu Water Catchment area which is a separate watershed from the rest of the District, and includes several smaller rivers, which flow into the KwaZulu Natal Province on the east.</p> <p><i>Wetlands</i> Wetlands are defined by the Integrated Coastal Management Act (Act 24 of 2008) (ICMA) as “land, which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water and supports vegetation typically adapted to life in saturated soils”. Wetlands are a critical part of our natural environment. They reduce the impacts of floods; absorb pollutants to improve water quality. Wetlands are found throughout the District, with the highest concentration in the eastern, high rainfall areas.</p> <p><i>Challenges</i></p> <ul style="list-style-type: none"> ▪ None existence of Environmental Management unit within the District to handle Environmental Sustainability matters. ▪ Wetlands within Joe Gqabi District are threatened by agricultural and development activities, as they are heavily grazed by stock during the dry season and encroached upon by human settlement and forestry. Wetlands are also often ploughed for crops, as the higher water table and soil moisture content in the flatter areas are ideal for crops. Wetlands are becoming increasingly polluted by materials and chemicals washed in from upstream, including litter, sewage and contaminated storm water. ▪ There is little to no information available regarding the current water quality of the rivers in the District. Many of the rivers have been impacted by high rates of soil erosion, due to poor agricultural practices, informal settlements and poor water management practices. Key sources pollutants include industrial effluent and waste water disposal, hydrocarbon contaminated stormwater in urban areas, fertilizer and pesticides used in agriculture, and high numbers of pit latrines. ▪ All of the vegetation covers within the District are classified as “Least threatened” however, are for the most part poorly conserved. Scattered in the north and east are Eastern Temperate Freshwater Wetlands, while in the west small patches of Lower Gariep Alluvial vegetation, which are classified as vulnerable, can be found <p>Biodiversity Sector Plans</p> <p><i>The current status quo (District and Local Municipalities)</i></p> <table border="1" data-bbox="568 1917 1342 2033"> <thead> <tr> <th data-bbox="568 1917 971 1984">Sector plan</th> <th data-bbox="971 1917 1190 1984">Requirement</th> <th data-bbox="1190 1917 1342 1984">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="568 1984 971 2033">Biodiversity-Alien Invasive Species Eradication plan</td> <td data-bbox="971 1984 1190 2033">Commission mapping of invasive</td> <td data-bbox="1190 1984 1342 2033">None</td> </tr> </tbody> </table>	Sector plan	Requirement	Status	Biodiversity-Alien Invasive Species Eradication plan	Commission mapping of invasive	None
Sector plan	Requirement	Status					
Biodiversity-Alien Invasive Species Eradication plan	Commission mapping of invasive	None					

Pillar 3	Spatial Restructuring & Environmental Sustainability		
		alien species- develop Alien Invasive Species Eradication plan	
	Conservation areas	Map all conservation areas - Develop management plans for existing and identify new conservation areas	None
	Wetland	Develop a plan for mapping wetlands and develop a Wetland management plan	None
<p><i>Opportunities</i></p> <p>The Department of Forestry, Fisheries and the Environment (DFFE) together with South African National Biodiversity Institute (SANBI) developed the Ecosystem based Adaptation (EbA) Strategy for South Africa in a bid to enhance resilience of the biomes and people. EbA is arguably amongst the ideal 21st century approaches to achieve the latter since it emphasises on the importance of biodiversity and people to enhance their resilience to climate change. South Africa's EbA strategy inter alia gave the directive to identify priority areas for implementation of the EbA projects across the country. As a result, a project funded by GIZ was commissioned in this regard. The project mapped these areas of interventions at biome level but the results were summarised at district and local municipality level. The Joe Gqabi District Municipality was identified as one of the 54 priority municipalities for the implementation of the EbA project to address the challenges mentioned above.</p> <p>DFFE is leading a project to facilitate access to funding for the development of concept notes that will detail specific interventions of in the top 14 of the 54 municipalities identified as priority areas for EBA projects. The Joe Gqabi District Municipality is amongst the targeted areas for this intervention. The concept notes are key to securing funding for the desired interventions especially big climate funds e.g. the Green Climate Fund (GCF) and so on.</p> <ul style="list-style-type: none"> ▪ The Forums, especially the Joe Gqabi District Environmental Management Forum which exist within the district provides an opportunity for better planning and coordination of various activities. ▪ Assistance to develop and implement Biodiversity Sector plans is required. ▪ The Orange River catchment area is the main source of water provision especially within Walter Sisulu Municipal area. The maintenance and management of this catchment area is crucial for the water needed for the development of the area. ▪ Some areas of the District area are endowed with scenic beauty that has significant potential for agriculture and tourism sectors. A number of endemic species contributes to the potential of the District. Climatic, soil and topographic aspects show that Elundini has an environment more suited to a variety of agricultural activities. Environmental opportunities could present themselves in the form of aquaculture where farming aquatic species should be investigated. ▪ In addition, the production of clean-energy (solar and wind) and the feasibility thereof needs to be determined as it would result in the production of sustainable energy for the district. 			

Pillar 3	Spatial Restructuring & Environmental Sustainability
	<ul style="list-style-type: none"> ▪ There is a formal agreement between DFFE: Natural Resource Management (NRM) and Joe Gqabi District Municipality to implement Working for Wetlands and Working for Water projects within the District. ▪ The projects funded through the DFFE Environmental Protection and Infrastructure Programmes (EPIP) come in a form of projects applied for by the stakeholders through the three (3) Local Municipalities falling within Joe Gqabi District Municipality. The DFFE through the Chief Directorate: EPIP is responsible for planning and implementation of projects that includes Infrastructure, Environmental Protection and Youth Empowerment programmes. ▪ Opportunities also exist for clean development mechanism projects, directly related to sewage treatment and waste resource management. One of the most important ecological ecosystem services 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.
Climate Change	<p><i>Trends</i></p> <p>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. In partnership with the Department of Forestry, Fisheries and the Environment (DFFE) the District developed a Climate Change mitigation and adaptation response plan in 2018. However, the draft Climate Change Response Plan has not yet been adopted by council.</p> <p>JGDM will continue to be affected by the ongoing severe drought which has been a resultant of strong El-Nino weather condition, precipitated largely by planetary ozone depletion. Such a condition has adversely affected the district. The district has experienced one of the top five driest years in 2015 for the past 93 years.</p> <p>Impacts related to this driving force has potential to significantly impact the DM which is highly reliant on natural resources for its critical sectors such as agriculture, tourism, government, and community sectors which are all depended on the region's natural resources such as surface and groundwater resources.</p> <p><i>Challenges</i></p> <ul style="list-style-type: none"> ▪ Most municipalities needed support with the simplification of the language used in climate change so that decision makers can be able to understand the value of climate change. ▪ None existence of Environmental Management unit within the District to Champion Climate Change and Environmental Sustainability matters. ▪ For climate change to be in the agenda of municipalities there is a need for every municipality to integrate climate change considerations into the IDP process and other sector plans. ▪ The Draft Joe Gqabi District Climate Change and Response plan developed by DFFE through Local Government Climate Change Support (LGCCS) program still needs to be adopted by District council. ▪ Technical support to municipalities in helping them prepare funding proposals

Pillar 3	Spatial Restructuring & Environmental Sustainability
	<p><i>Opportunities</i></p> <ul style="list-style-type: none"> ▪ Responding to climate change involves two approaches: mitigation and adaptation. Through the implementation of the practical guideline, the climate change mitigation- adaptation nexus approach may benefit district the Joe Gqabi District and its Local Municipalities. ▪ Currently the DFFE is in the process of implementing phase 4 of the LGCCSP which aims to further building capacity as well as assisting local municipalities in conceptualising and costing climate change projects using a nexus approach between climate change mitigation, adaptation and the green economy. This phase of the programme also aims to tackle the issues of water scarcity, energy and land degradation as well as to explore inter- and intra-co-benefits; firstly, between climate change adaptation and mitigation and secondly, between climate change and the green economy. ▪ Identification of low-hanging fruits: whilst municipalities are carrying out a number of projects, there is still an opportunity to further raise awareness on 'easy to do projects' that municipalities can implement without substantial cost implications.
Land Ownership and Tenure patterns	The SDF identifies the evolution of a complex system of land tenure and ownership in the DM, which has no doubt been impacted by various historical factors i.e. resettlements and forced removals, result in the issue of land rights being both complex and sensitive. In this complexity there are varying tenure and ownership patterns currently in existence, ranging from freehold title, state land, state domestic use (schools etc.), state forests, roads, municipal land, municipal commonages, parastatal land (Telkom, SANRAL, Eskom, etc.) communal land, traditional/customary tenure, and permission to occupy (PTO), and lastly common hold.
Land Claims	In terms of land claims, the 2021/22 District Integrated Development Plan (IDP), confirms that not much has changed in the status quo since the report provided in the previous DDM Profile for JGDM (2020), and confirms the following: <ul style="list-style-type: none"> ▪ Of the 117 land claims lodged, 89 claims were settled, leaving 28 still outstanding.
Movement Pattern within the District	The JGDM Spatial Development Framework (SDF) identifies a number of spatial corridors and development nodes that are contributors for localised, regional and provincial movement of people: <ul style="list-style-type: none"> ▪ An overview of movement patterns shows that there is a high degree of movement towards the district centres which are the towns of Maletswai and Barkley East. ▪ The two centres remain the District Centers in the nodal categorization outlined in the SDF for the district. ▪ This movement will put increased pressure on the current service provision and this needs to be planned for.
Changes in movement over time	Movement patterns show that people and services to be concentrated in the district centres of Maletswai and Barkley East. are moving to the district centres of Maletswai and Barkley East.

Pillar 4	Infrastructure Re-engineering
Issue	Trends/ Challenges/Opportunities
Catalytic Infrastructure	The Mzimvubu project entails construction of a large dam along the Tsitsa river at Ntabelanga and a smaller dam combined with a hydro-power facility at Laleni, as

Pillar 4	Infrastructure Re-engineering
Projects in the Province and the DM	<p>well as bulk water distribution and treatment infrastructure.</p> <p>All elements are to be operated as a conjunctive scheme, the anticipated water users including an irrigation development near Tsolo, as well as 539,000 mostly indigent inhabitants in the municipalities of OR Tambo, Alfred Nzo and Joe Gqabi.</p>
DDM One Plan and Projects already in DM ecosystem	<p>Master plans for both water and sanitation for the entire District and for each town covering 10-to-20-year horizon were developed through DBSA funding. These plans will be tabled before Council by May 2020. These plans cover sectoral demands based on projection of the development of each town taking into account Spatial Development Frameworks and IDPs of municipalities, including development priorities of sector departments.</p>
Critical Infrastructure development issues and challenges	<p>The IDP identifies the following challenges:</p> <ul style="list-style-type: none"> • Aging infrastructure • Funding and resourcing of the DM Master Plan <p>Capacity challenges in engineering and technical departments, as sited in the District IDP.</p>
State of Social Service Infrastructure (<i>Health and Education</i>)	<p>Looking at the number of health facilities within the Eastern Cape province, Chris Hani district has the highest number of public health facilities with 152 public clinics, followed by Amathole DM with 144 public clinics. The Joe Gqabi DM has eleven (11) Hospitals and three (3) of these have been gazetted as District Hospitals, the third one (Maletswai Hospital) has 50 beds and is waiting gazettement. One hospital (Umlamli Hospital) has 74 beds, 50 of which are TB beds. This hospital is a decentralised MDR site and has been declared a Centre of Excellence, according to the DOH.</p> <p>The health district has 52 clinics serving 352 957 (95%) uninsured population. It therefore means that there is 6 787 population 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 geographically located in areas that are far from any health facility, are inaccessible by mobile clinics, and in terms of their population do not meet the norms and standards to qualify for a clinic.</p> <p>This indicator “health beds per 10 000” refers to the ratio between the number of inpatient beds across public sector health facilities in a given area and the target population for that area. The total number of hospital beds considered in this section includes inpatient beds approved in all categories of health facilities in public sector, namely, district, regional, provincial, national central, specialised TB, specialised psychiatric, specialised orthopaedic, and specialised chronic hospitals as well as rehabilitation centres.</p> <p>In March 2020, the total beds for all types of health facilities in the public sector per 10 000 uninsured population was 21.8 for the Eastern Cape. Joe Gqabi, along with Alfred Nzo had the lowest, with 12.8 respectively.</p>
Roads & Transportation Networks	<p>The road network in the JGDM can be divided into National, Trunk, Main Roads, and Access Roads. National road, the N6 from Maletswai to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries, and remains under the jurisdiction of the South African National Road Agency Limited and is in a good condition.</p> <ul style="list-style-type: none"> ▪ The IDP identifies 3,314 kms of road under the jurisdiction of the Eastern Cape Provincial Department of Roads and Transport in the District. These roads are classified as Trunk Roads and Main Roads The most important trunk road is the R58, linking Barkly East, Lady Grey, Maletswai and Burgersdorp.
Capacity in the Water Service Agency (WSA)	<p>In the area of water monitoring and sanitation services in the district has identified a need for support to the Integrated Service Delivery (ISD) unit which is currently in</p>

Pillar 4	Infrastructure Re-engineering
function in JGDM	place, performing this function.

Pillar 5	Integrated Service Provisioning
Key Issues	Trends/ Challenges/Opportunities
Universal Access in terms of Water Provisioning	In Joe Gqabi District Municipality a total number of 19 800 (or 17.75%) households with piped water inside the dwelling, a total of 35 200 (31.59%) households had piped water inside the yard and a total number of 32 100 (28.83%) households had no formal piped water.
Universal Access to toilet and Sanitation services and infrastructure	When looking at the sanitation backlog (number of households without hygienic toilets) over time, in 2009 the number of Households without any hygienic toilets in Joe Gqabi District Municipality was 49 400, this decreased annually at a rate of -7.24% to 23 300 in 2019. For local municipalities, the following was observed: <ul style="list-style-type: none"> ▪ In 2009 the number of Households without any hygienic toilets in Elundini Local Municipality was 23 300, this decreased annually at a rate of -8.10% to 10 000 in 2019. ▪ In 2009 the number of Households without any hygienic toilets in Senqu Local Municipality was 20 700, this decreased annually at a rate of -5.55% to 11 700 in 2019. ▪ In 2009 the number of Households without any hygienic toilets in Walter Sisulu Local Municipality was 5 330, this decreased annually at a rate of -11.64% to 1 540 in 2019.
HHs satisfaction ratings of basic service provisioning (water, sanitation, refuse removal, and electricity supply) (Stats SA, CS-2016)	<p>HH rating of water supply, by % of HHs surveyed in JGDM: Good = 36% / Average = 27% / Poor = 25% / No Access = 9%</p> <p>HH rating of toilet and sanitation services, by % of HHs surveyed in JGDM: Good = 46% / Average = 59% / Poor = 18% / No Access = 8%</p> <p>HH rating of overall quality of Refuse Removal services, by % of HHs surveyed in JGDM: Good = 31% / Average = 22% / Poor = 17,8 / No Access = 26%</p> <p>HH rating of overall quality of electricity supply, by % of HHs surveyed in JGDM: Good = 47% / Average = 28% / Poor = 13% / No Access = 13%</p>
Key Factors identified by the DM as exacerbating water services delivery situation	<p>The JGDM in its IDP identifies the following list of challenges in relation to water and sanitation:</p> <ul style="list-style-type: none"> • Ongoing vandalism of electricity together with water and sanitation infrastructure. • Sewer spillages due to pressure on the sewer network and disposal of foreign objects into the network. • Emptying of septic tanks • Household use of borehole water that does not meet health standards (i.e., hand-pump at the Place of Safety, and Livestock borehole in the emerging farmers' commonage). • Households with private boreholes not using water in line with water restrictions (i.e. garden watering and selling water to other community members). • Car washes not complying with water restrictions. • Two schools and town clinic do not have back-up water facilities such as Tanks to capture rainwater, or alternative storage facilities for water.

Pillar 5	Integrated Service Provisioning
	Compromised health and hygiene due to the health effects of inadequate access to water and for basic cleaning and sensitization in the households and the general environment.
Energy & Electricity	When looking at the data on households with no electrical connection over time (as captured in the graphs below), in 2009 the households without an electrical connection in Joe Gqabi District Municipality was 34 700, this decreased annually at -8.97% per annum to 13 600 in 2019.
Challenges with electrification in the DM	<p>In addition, the synopsis provided by the IDP on the state of electrification in the DM and the LMs, the IDP also sites a more generalised set of electricity related challenges experienced by residents in the district:</p> <ul style="list-style-type: none"> • 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 several 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. <p>Electricity service providers would need to mobilise additional funding for electrification and maintenance requirements³.</p>
Integrated Human Settlements/Housing	<p>When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, in 2009 the number of households not living in a formal dwelling were 39 300 within Joe Gqabi District Municipality. From 2009 this number increased annually at 1.00% to 43 400 in 2019.</p> <p>In terms of the local municipalities, and where these backlogs are located, the following is observed:</p> <ul style="list-style-type: none"> ▪ In Elundini - this number increased annually from 25 400 (in 2009) at 1.33% to 29 000 in 2019. ▪ In Senqu – this number increased annually from 11 500 (in 2009) at 0.89% to 12 500 in 2019. ▪ In Walter Sisulu – this number decreased from 2 410 (2009) annually at -2.42% to 1 890 in 2019.
Key Issues Identified by the JGDM for intervention in Housing Settlements	<ul style="list-style-type: none"> • Remoteness of the areas and poor quality of access roads to the project. • Topography of the area makes it difficult to deliver materials to individual sites and this leads to double handling of materials. • Inadequate/unavailability of bulk infrastructure for construction of Social/ Rental Housing Stock and urban projects. • Beneficiary administration issues (no functional NHNR & non-existence of BAC). • Slow pace of Military Veterans housing programme.

³Ibid.

Pillar 5	Integrated Service Provisioning
	<ul style="list-style-type: none"> • Bulk Issues. • Blocked Projects with Approved Beneficiaries, whose economic status has improved. • Readiness of informal Settlements Upgrading. • Delays in allocation of alternative land I cases of challenges in identified land. • Inadequate MIG to deal with bulk. • Non-compliance of SMMEs (Contractors & Material Suppliers) to comply with SANAS; SABS & NHBRC requirements. • Absence of Military Veterans Forum & a Data Base.
DM Infrastructure Projects	<p>In a high-level summary of projects noted in the IDP by the Municipal Manager, the following projects were noted, in emphasis of the DM's prioritisation of the delivery of water to the District.</p> <p>Over the last five years, the JGDM has been implementing 13 capital projects in the Elundini Local Municipal (ELM) area, to the value of R 1 090 401 028. The projects' split is R642m for water projects (59%) and R449m for sanitation projects (41%). These include completed projects, projects currently under construction, and projects in the planning phase. Six projects have been completed to the value of R478m. Six projects are currently under construction to the value of R593m and 1 project is in the planning phase to the value of R30m.</p>

Pillar 6	Governance & Financial Management
Key Issues	Trends/ Challenges/Opportunities
Municipal Financial Planning (Budgeting)	<p>In the Joe Gqabi District, three of the 4 municipalities in the Joe Gqabi District, namely, Joe Gqabi District, Elundini and Senqu Local Municipalities adopted budget assessed to be funded by Eastern Cape Provincial Treasury.</p> <p>However, Walter Sisulu Local Municipality was the only municipality in the district to adopt an unfunded budget, in contravention of Section 18 of the Municipal Finance Management Act, No 56 of 2003.</p> <p>It must be noted that Walter Sisulu Local Municipality has adopted unfunded budgets since its formation after the amalgamation of the erstwhile Gariep and Maletswai Local Municipalities in 2016.</p>
Audit Outcomes	<p>Audit outcomes for 2019/20 for DM and its LMs as reported by the AG in June 2021 (as well as changes from previous year's outcomes), include:</p> <ul style="list-style-type: none"> ▪ Joe Gqabi LM: Unqualified (Unchanged) ▪ Elundini LM: Clean (Improved) ▪ Senqu LM: Clean (Unchanged) ▪ Walter Sisulu LM: Qualified (Improved) ▪ Joe Gqabi Development Agency: Unqualified (Unchanged) <p>In terms of Walter Sisulu LM, the analysis by the AG provides a particularly concerning picture for governance and financial controls in the municipality and is requiring intervention.⁴</p>

⁴Auditor General SA (2021). 2019/2020 MFMA Audit Outcomes Report (Annexure 1: Auditees' outcomes; areas qualified; and findings on performance reports, compliance, specific risk areas and unauthorised, irregular as well as fruitless and wasteful expenditure).

Pillar 6	Governance & Financial Management
Municipal Financial Management (UIFW expenditure)	<p>According to the data provided by the AGSA 2019/20 Audit Report for the District, and its LMs, the following was reported as Unauthorized, Irregular, Fruitless and Wasteful Expenditure (UIFW):</p> <ul style="list-style-type: none"> ▪ JGDM = Outstanding from Consolidated AGSA Report (21st June 2021) ▪ Elundini = (R20,4m - unauthorised; R31m – irregular; 0,63m – Fruitless and Wasteful). ▪ Senqu = (R9,5m – irregular; 0,006m –Fruitless and Wasteful). ▪ Walter Sisulu = (R78,8m – unauthorized; 53m - irregular; 23,2m Fruitless and Wasteful).
Human Resource Capacity (Vacancy Rates), especially at senior management level	<p>In the Joe Gqabi District Municipality, All Section 56 top management posts are filled, and all have signed performance agreements with the DM are reviewed annually in line with the IDP and budget.</p> <ul style="list-style-type: none"> ▪ In JGDM, all Section 56 positions in all seven Directorates, as well as that of the Municipal Manager, are filled and vacancies are filled within a period of three months, as and when these posts are vacated and become available. The latest figures reported for vacancies in the rest of the DM, for all positions below that of senior management is 21,5%, as at the end of June 2020. <p>In terms of the LMs in the District, the following can be reported in this regard:</p> <ul style="list-style-type: none"> ▪ Elundini LM: All Section 56 managers and the MM appointed and, no vacancies reported at the finalization of the 2021/22 IDP. Current vacancy rate reported across the municipality is at 13% (46 vacant posts). ▪ Senqu LM: All Section 56 managers and the MM appointed and, no vacancies reported at the finalization of the 2021/22 IDP. ▪ Walter Sisulu LM: All Section 56 critical posts have been filled, as well as that of the MM. The directors for community services, technical services, and corporate services have been more recently filled, towards the end of the 2020/21 financial year.
Vertical & Horizontal Inter-Governmental (IGR) Collaborations	<p><i>Inter- Governmental Relations (Vertical):</i></p> <ul style="list-style-type: none"> ▪ 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. ▪ The District Mayors' Forum (DIMAFO) was established as a Section 79 Committee that is composed of the political leadership of municipalities within the district. 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. <p><i>Governance structures that enable Intergovernmental collaboration (Horizontal):</i></p> <ul style="list-style-type: none"> ▪ The district started a process of cooperative agreements with the neighbouring municipalities in relation to fire services. The plan includes the Christ Hani, O R Tambo, Alfred Nzo, Pixley Ka Seme, and Xhariep DM. However, Responses to these proposed agreements have been slower than anticipated.
Public Participation/Communication with Communities (Key issues/	<p>At a broader district-wide assessment of issues raised by local communities through ward-based structures and consultations, the following community and stakeholder issues have been prioritized by the district:</p>

Pillar 6	Governance & Financial Management
<p>service delivery needs/ priorities highlighted by them)</p>	<p>(a) <i>Water and sanitation</i> service in most wards seem to be a dominant issue for residents, with related matters reported by ward committees identified as: Incomplete toilet and sanitation projects; flooding toilets during the rainy periods, and bucket toilets not adequately serviced; Water supply interruptions and poor pressure issues; Water monitoring and protection initiatives, as well as borehole functionality and the monitoring thereof; Accessibility and distance of water points from communities; as well as overall poor communication on water related issues. In addition, the issue of remuneration and non-payment of employees working on water and sanitation projects in the district.</p> <p>(b) <i>Local Economic Development and employment</i> in the district have also come under the focus of community structures and raised with the DM. These issues include the following: Employment of local youth within local projects, and the overall high rates of unemployment; contactors leaving sites prior to project completion; non-payment of local employees; as well as lack of clarity on employment criteria used within projects; Compliance of local traders, as well as insufficient support provided to SMMEs in the district.</p> <p>(c) <i>Disaster Management and responsiveness to rectification of damaged infrastructure</i>, inclusive of homes and other social infrastructure affected by disasters in the district. Communities also noted the lack of response on rectification to this damaged infrastructure as particularly challenging.</p> <p>(d) <i>Communication with local stakeholders and constituencies</i> had also been identified, with local communities requesting improved communication on project implementation and where challenges are identified which hamper implementation, so that backlogs are addressed timeously.</p> <p>(e) <i>Network coverage</i> was also identified as a specific issue in the district and will only exacerbate prevailing challenges of communication and local development, as internet access and connectivity continue to gain prominence across society.</p> <p>The district adopted a Complaints Management Policy and Service Delivery Charter in May 2018. In addition, a petitions policy has also been adopted by the district, to improve community participation and responsiveness to issues raised by local communities. In enhancing the implementation of these policies, a system to better manage all complaints and petitions has also been put in place, along with the establishment of a customer care center which is centralised at the district level. Dealing with all service delivery challenges across the district, including the functional areas of local municipalities and other spheres of government, it is anticipated that this center will assist in improving critical areas of service delivery such as municipal health services, and water and sanitation services provision.</p>

*Note on source used in the profile:

Demographic Change and People Development: Draws on district population estimates and projections for each district, and metro, including forecasts provided by the 2020 Stats SA Mid-year Population Estimates. Thereafter for the indicators identified and analysed use the IHS Regional Explorer (Rex) along with insights from the Rex Publisher, along with government data (on various sector indicators) and official data from Stats SA for migration

trends. In terms of the education and health profiles for each district we draw on the data from the Department of Basic Education (DBE); and the district Health Barometer (DHB). In terms of the data reported on crime we use the IHS Composite Crime Index, along with data on crimes from SAPS.

Economic Positioning: In compiling the Economic Profile of the district, inclusive of labour dynamics and employment in the district and the local municipalities, we draw on the District IDPs, as well as where applicable Local Economic Development drivers and sector initiatives being advanced by the municipalities and their economic development agencies. In presenting the economic performance data (GDP-R and GVA-R), as well as for labour force participation and employment per sector in the DM and the municipalities we utilise the IHS Regional Explorer (Rex) along with insights from the Rex Publisher.

The *Spatial Profile:* This pillar draws on relevant spatial data sources, maps and information extracted from the district, metro and provincial spatial development frameworks (SDFs), and IDPs

Infrastructure re-engineering and Integrated Service Provisioning: Data within the district and municipalities focussed on the following areas of household infrastructure, namely: Water, sanitation, housing, refuse removal, electricity, roads and transport. The profile uses IHS Regional Explorer (Rex) along with insights from the Rex Publisher. For the section on Roads and Transport we relied on the IDPs and SDFs for the districts.

Governance and Financial management: District IDPs, and LMs where applicable. The financial management draws almost exclusively on administrative/financial data provided from the EC-Treasury, as well as the Auditor General's Consolidated Report on the outcomes of the 2019/2020 (including Annexures 1-5).

2.1.2. KEY DRIVING FORCES/ ISSUES IN PROVINCE & DISTRICT/ METRO AGAINST EACH OF THE SIX PILLARS TAKEN FROM INTERNATIONAL, REGIONAL, NATIONAL AND PROVINCIAL DEVELOPMENT AGENDAS

PESTEL Domain	MACRO DRIVERS IMPACT ON DDM ONE PLAN 2020-2050	Demographic change and people development	Economic Positioning	Spatial restructuring and environmental sustainability	Infrastructure and engineering	Integrated service provisioning	Governance and finance
POLITICAL	1. International, Regional political re-alignment (Geopolitics)		X				X
	2. Declining trust in political and government institutions		X		X		X
	3. Social cohesion and racial tension		X		X		X
	4. Governance and institutional capability		X	X	X	X	X
ECONOMIC	5. Investment, maintenance and responsiveness of infrastructure	X	X	X	X	X	
	6. Economic and fiscal policy	X	X		X		X
SOCIAL	7. Inequality, poverty and hunger	X	X	X			X
	8. Demographic trends (Migration, ageing, declining fertility, population health)	X		X	X	X	X
	9. Settlement densification and urbanisation	X		X	X	X	X
	10. Human agency, in both its individual and collective form		X	X			X
	11. Quality and relevance of education systems	X	X		X	X	
TECHNOLOGICAL	12. Technology development, uptake and adaptation	X	X	X	X	X	X
	13. Connectivity						
ENVIRONMENTAL	14. Climate change and climate mitigation.	X	X	X	X	X	X
	15. Natural resources state, use and protection.		X	X	X	X	X
LEGAL	16. Land Reform	X	X	X	X	X	X
	17. Macro-organisation of state/Local government legal/policy reform	X	X	X	X	X	X

EXTERNAL DRIVER DESCRIPTIONS (FROM THE PREVIOUS TABLE)

Driver	Description
1. International, Regional political re-alignment (Geopolitics)	The global financial situation and associated geo-politics that impact on trade patterns and relations are uncertain. Future national fiscal conditions and the possibility of more extreme versions of the current sovereign debt crisis in South Africa, the rest of the World, especially with South African trading partners.
2. Declining trust in political and government institutions	The 2019 elections showed declining voter turn-out, larger diversity in terms of the number of parties, yet fewer votes for smaller parties. Voter participation is particularly low among youth. Declining voter turn-out is consistent with global trends, however the Eastern Cape and South Africa are below the global and African average. These trends indicate lack of interest in electoral politics and mistrust in the formal institutions of government. Low levels of trust in the political system is also a global trend. For the coming decade questions that arise are how urbanisation, access to information and technology as well as rising levels of long-term unemployed among young adults will affect politics trends.
3. Social cohesion and racial tension	<p>South Africa's score on the global social mobility index is the sixth lowest in the world at 41.1 (WEF, 2020a). Should South Africa's social mobility levels not improve, it would take nine generations for those on the lowest step of the social ladder to reach median income (WEF, 2020a).</p> <p>Other factors include how rising inequality will continue to impact on racialised social tensions, crime, violence, both in the form of violent crime, interpersonal violence and gender-based violence. The July 2021 events of widespread looting, destruction and inter-community tension provides an example of this.</p>
4. Governance and institutional capability	<p>Recession, economic factors and governance factors will impact on the upcoming local government elections and the next national elections. Traditional actors such as business chambers, trade unions, NGOs, and religious and traditional leaders are marked by fragmentation, factionalism, smaller group actors and self-interest.</p> <p>Institutions of governance at the provincial and local level have stabilised over the period since 1994 and significant progress has been achieved. However, factors that threaten to erode progress include: Reliability, maintenance and pace of delivery of infrastructure; financial and fiscal challenges, especially in local government; and sectoral planning and implementation has not supported integrated service delivery and spatial planning. Policies are well intended but have not yielded the intended benefit. For example, decentralisation of administration has taken place, but systems are not sufficiently mature to cope with change. In terms of local government, district municipalities are in some cases inadequately resourced to play an effective role in providing support to local municipalities. The Auditor-General's 2020 general report on municipalities shows a widespread lack of financial control, lack of accountability as well as a tolerance of transgressions. Audit outcomes further regressed, improvements were rare and the general trend over the past three years remained negative (AG, 2020). This further undermines efficient and effective governance and delivery of services and results in ongoing protests.</p>

Driver	Description
5. Investment, maintenance and responsiveness of infrastructure	<p>The extent of investment, the efficiency of project implementation, but also the responsiveness of investment to social conditions and social change, as well as adoption and selection of appropriate technology will influence how infrastructure acts as a driver across the districts in the province (e.g. SMART tech, building materials, architecture, interoperability).</p>
6. Economic and fiscal policy	<p>Domestically, COVID-19 has further exacerbated the precariousness of public finances, which had already reached an unsustainable position before the pandemic. Since 2008/09, there has been a large and growing gap between government spending and tax revenues, resulting in exponential growth in borrowing to fund the fiscal gap. Debt-service costs continue to be the fastest growing area of spending. The rising debt-to-GDP ratio may in the long-term lead to a threat of loss of fiscal sovereignty, if not managed. Other concerns are declining tax revenue and declines in revenue streams for municipalities and other public institutions. This may lead to pressure for increases in municipal rates, while citizens and business struggle to pay. The Eastern Cape already has several municipalities that are not financially viable, and this is expected to exacerbate.</p> <p>Economically, the country is constantly teetering between neo-liberal capitalism and socialism, trying, yet on many accounts failing to make either work as intended. The political arena is littered with ideological battlefields such as “the right to private property” versus “land expropriation without compensation”, “the rights of workers and the role of unions” versus “the need for businesses to remain competitive”, and growing levels of social dependence versus a shrinking tax base.</p> <p>Internationally there is growing scepticism about neo-liberal capitalism making the world a more equal or just place. Characterised by rising consumerism – which puts the accumulation of goods and materials above the wellbeing and happiness of others, and which is often associated with status consumption, wastefulness and materialism – some are calling for the end of capitalism in its current form. Furthermore, corruption, favouritism and nepotism are widely prevalent in the South African context. While there is still no consensus on what an “after-capitalism” world should look like, it is widely recognised that a system that is free of corruption and greed is non-negotiable.</p>
7. Inequality, poverty and hunger	<p>Research by StatsSA, UNDP-SA, HSRC and Spaul, et. al., all point to evidence that employment has declined substantially and that the effects of this are largest for the most disadvantaged. Inequalities along traditional lines of race, gender, occupation, earnings, location, and education, have all grown significantly. Poverty rates had already been increasing since 2011 in the Eastern Cape, and research has showed that poorer households have been more negatively affected by the pandemic through the loss of unskilled jobs and wage reduction compared to richer households.</p> <p>Increased demand for safety nets takes place simultaneously to fiscal austerity and budget cuts. The transient and vulnerable poor are essential groups that need special attention. Anti-poverty policies may have to be adjusted to focus on maintaining the current poverty rate. Targeting will be critical for government support to be effective.</p>

Driver	Description
8. Demographic trends	<p>It is still estimated that, despite factors such as population ageing and the Covid-19 pandemic, the global population will continue to grow over the next couple of decades to around 9 billion people by 2040. Most of this growth is expected to come from Africa. South Africa's birth rate, which is currently sitting at 2.4 children per woman, is expected to reach two children per woman by 2040. However, in absolute numbers, the number of young people in South Africa is expected to grow along with the population and, as a percentage of the total, those under 25 is expected to drop from 46% of the population in 2020 to 39% by 2040 as fertility is declining. The composition of the Eastern Cape's population (7.29 million in 2019) is mainly influenced by two factors, namely rapid urbanisation and net out-migration, and both are expected to continue over the period addressed by the DDM.</p>
9. Settlement densification and urbanisation.	<p>Urbanisation increased from 39.8% of the population in 1996 to 47% in 2018, and expectations are that by the mid-2020s, the balance will tip to urban areas. Urbanisation is putting additional strain on towns and urban peripheries that are already struggling to meet basic service needs.</p> <p>While urbanisation is a certain dynamic, regional peculiarities must be appreciated and better understood when conjecturing about the future of urbanisation and urbanism in the province. Due to history and culture, local communities, especially in the former Transkei, have a profound connection to place and most families have members living and working in cities as people live trans-local lives (Bank, Sharpley and Petersen, 2020). This contributes to continuous circular migration and persistent double-rootedness. Bank, Sharpley and Petersen (2020) argues that the current phase of urbanisation and out-migration in the Eastern Cape is simultaneously transforming the countryside and the city as trans-local livelihoods and connections are re-entrenched in complex ways under conditions of increasing hardship and inequality.</p> <ul style="list-style-type: none"> • Demand for land. There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit yet no land is demarcated and available for future development in these areas. The available sites are not serviced. In addition, much of the land for development falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries. <p>Land invasions. Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town • Vandalism. Many RDP houses are vandalised before the project is complete</p> <p>Shoddy workmanship. Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses have to be rectified</p>

Driver	Description
	<p>No integration of settlements. Housing developments are planned without future growth in mind like schools, clinics and churches</p> <p>Refection of illegal shelters. House owners continue to build squatter shacks in their back yards.</p> <p>Illegal usage of RDP houses. Many house owners illegally rent their houses out or sell them which results in the growth of many spaza shops.</p> <p>No fencing provided for houses. RDP houses do not cater for fencing with the result that roadside fences get stolen for this purpose.</p> <p>Overlapping land rights create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to a 4-year land claim dispute.</p> <p>Unfiled building plans. Land owners just build according to their wants without consulting the municipality</p> <p>Disaster Houses. The municipality is not responsible for disaster but finds that many of the reported structures do not get fixed by the Department.</p> <p>Beneficiaries. On completion of projects many houses can 't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will, create problems as the municipality then has to decide which family member is entitled to the house. In addition, some persons f fraudulently receive RDP houses to which they are not entitled too.</p>
<p>10. Human agency, in both its individual and collective form</p>	<p>The extent to which members of a community recognise and exercise their individual and collective agency is determined by the prevailing norms, practices and value systems in that community. For example, voting in an election, public participation processes and community development initiatives are mechanisms through which individuals exercise their agency. For these mechanisms to be effective high levels of trust in the ethics and accountability of elected officials, other spokespeople and representatives of institutions are required. Communities in which these mutual levels of trust are high have greater social cohesion than communities that function on fear, mistrust and intimidation.</p> <p>Unfortunately, the prevalence and magnitude of unemployment, corruption, poverty, inequality, racism, narrow-mindedness, and sexism in the Eastern Cape create barriers to developing the human agency of its people and building social cohesion. It is only through overcoming these barriers that human development in the province has a chance to flourish. This driver also pertains to social and political agency. Who will the political forces be, how, where and by whom will people be mobilised into action?</p>
<p>11. Quality and relevance of education systems</p>	<p>While access to primary education in the Eastern Cape is near universal, there are vast inequalities in the system. For example, while about one-third of South African learners and students were able to transition seamlessly to online</p>

Driver	Description
	<p>learning, millions of others were left to make do with WhatsApp schooling or no schooling at all. By January 2021, it was reported that about 15% of primary and high-school learners (2 million learners) had not returned to school after the national lockdown ended. If one considers that, based on the above population projections, current learners and students are likely to be the defining workforce for the next 20 years, these statistics make for grim reading. Alarming, projections by the Institute for Securities Studies, translate these educational gaps into a possible impact on South Africa's GDP of US\$2.6 billion by 2032 (Timm, 2021).</p>
<p>12. Technology development, uptake and adaptation</p>	<p>Digital transformation is having an impact on labour demand and ECSECC's research shows that automation and technologies such as artificial intelligence, augmented and virtual reality, 3D printing, remote sensing and computer vision is changing skills requirements, impacting on labour demand; and that education and training institutions and the frameworks governing skills development is lagging behind industry demand.</p> <p>The Eastern Cape's economic strategy states that the economic sectors with high potential are: Agri-industry; sustainable energy; ocean economy; automotive; light manufacturing; and tourism. Technology driven innovation in all these sectors is made possible by global and local development across nano-, bio-, info-, cogno-, and socio-technologies, known as NBICT-technologies (UNIDO, 2019). While location, geography and resource potential does provide opportunities, the ability to take advantage of technology development opportunities are dependent on local innovation and entrepreneurs, skills, regulatory frameworks and political- and social support. There is a recognition of the need for triple helix partnerships, and creation of suitable institutional context for innovation and entrepreneurship. There are public and private institutions in place, however, the footprint is relatively small, and largely urban.</p>
<p>13. Connectivity and data</p>	<p>The COVID-19 pandemic, responses to pandemic containment and a massive global shift to virtual work and commerce in a short space of time has led to the speeding up of digital transformation globally and in South Africa. This is exemplified by increased usage of online services and digital platforms by government, businesses and residents for various transactions and interactions. This leads to new opportunities, and both winners and losers. The extent to which digital divides will be deepened or widened, will largely depend on the speed of broadband and 5G roll out, release of spectrum and cost of data. Affordable data access is essential for digital transformation as well as for young people to access new and traditional work opportunities. There is evidence that the recent release of spectrum by the South African government, launch of 5G and outcomes of the Competition Commission's enquiry into data prices will enable improved data speed at lower costs in a short space of time. The speed with which government acts will be determining for South Africa's ability to remain competitive.</p> <p>Preparedness, effective responses to crisis, and scientific discovery requires data. Government systems are largely paper-based and there has been some level of resistance/ hesitancy to move to digital systems, even where connectivity is not a barrier.</p>

Driver	Description
	<p>Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that cannot access these facilities because they can't receive signals behind the mountains. Majority of residents utilise cell phones rather than fixed lines which means that they rely on good network coverage. The cell phone companies and the SABC must be engaged for more radio, TV and cell phone towers to be built in the affected areas throughout the District.</p>
14. Climate change and climate mitigation	<p>The World Economic Forum (WEF) (2021) defined “climate action failure” as the “[f]ailure of governments and businesses to enforce, enact or invest in effective climate-change adaptation and mitigation measures, preserve ecosystems, protect populations and transition to a carbon-neutral economy” (p. 87). South Africa, which accounts for more than a third of Africa’s annual CO2 emissions (478.61 million tonnes), became a signatory to the Paris Agreement in 2016 (Ritchie & Roser, 2017). However, South Africa’s consistent support of electricity via coal-powered generation, the accompanying SOE-related energy crisis in the country, and the pressure on economic growth leave little hope that the country will meet its Paris Agreement commitments (Arnoldi, 2021). The Climate Action Tracker (2020a) classifies South Africa’s status quo as “highly insufficient” or within the range of activities that could result in a global mean temperature increase above 3 degrees Celsius.</p> <p>Without climate mitigation strategies, climate change could have dire consequences for the Eastern Cape and South Africa. It is estimated that unabated climate change could rob South Africa of 20% of its GDP by the end of the century. As a country already suffering from economic challenges, these estimates make the need for the successful implementation of climate mitigation strategies even more critical. Therefore, it is critical that the JGDM adopt the Draft Climate Change Response plan and appoint personnel to deal with environmental management and ensure implementation of the Climate Change strategy.</p>
15. Natural resources state, use and protection	<p>The combined pressures of population growth, economic growth and climate change will place increased stress on essential natural resources, including water, food, arable land and energy. The loss of formal jobs and opportunity may place additional pressure on land and natural resource-based livelihoods and supplementary economic activity. These issues should place sustainable resource management at the centre of government agendas for land and environmental degradation not to be further exacerbated. Persistent drought is compounding vulnerability and rural poverty and unemployment, as agriculture and some industries are impacted. Improved infrastructure is a solution in some respects; however, resource management needs receive greater attention.</p> <p>Many of the rivers have been impacted by high rates of soil erosion, due to poor agricultural practices, informal settlements and poor water management practices. Key sources pollutants include industrial effluent and waste water disposal, hydrocarbon contaminated storm water in urban areas, and fertiliser and pesticides used in agriculture, and high numbers of pit latrines. Wetlands are found throughout the District, with the highest concentration in the eastern, high rainfall areas. These areas are threatened by agricultural and development activities, as they are heavily grazed by stock during the dry season and encroached upon by human settlement and forestry. Wetlands are also often ploughed</p>

Driver	Description
	for crops, as the higher water table and soil moisture content in the flatter areas are ideal for crops. Wetlands are becoming increasingly polluted by materials and chemicals washed in from upstream, including litter, sewage and contaminated storm water.
16. Land reform	<p>The South African (SA) country has suffered a long history of colonization, racial domination, and land dispossession, which resulted to the bulk of the land owned by a white minority. This then marked the beginning of the socio-economic challenges now faced by many of the SA communities today, namely <i>“insecurity, landlessness, spatial segregation, social injustice, poverty, and inequality.”</i> When the democratically elected government came into power, it enacted several pieces of development legislative policies and strategic frameworks to address the above stated problem, and to further guide and support a comprehensive nationally championed <i>“Land Reform Programme” (LRP)</i> in the country that also reinforces section 25(5) of the Constitution. Government additionally developed a wide range of other <i>legislative policies instruments</i> to advance land reform and development in the country, and the following requires mentioning within the frame of this Campaign – as they will all guide and influence how communities effectively <i>“Work their Land”</i> for productive purposes, and for the overall development of the Province. Various policy options are currently being explored to reinforce and strengthen the LRP. The 3 key developmental outcomes that are important going forward:</p> <ul style="list-style-type: none"> • Provide provincial communities to develop land to narrow the inequality gap. • Unlock the land development potential of the province for food security, poverty alleviation and self-reliance. • Foster sustainable livelihoods by creating conditions for a greater, more inclusive, and meaningful economic growth
17. Macro-organisation of state/Local government legal/policy reform	<p>The state system is complex and in its production of public goods it isn't merely a conduit of goods and services to the public, instead it is also a driving force for social production in society, transforming, molding, and shaping the very structure of societies. Similarly, the state and it how it is organized and structured within society is nor static, and in many ways, it takes on the form of a shifting and self-organizing leviathan, always working to improve its effectiveness and responsiveness to the social and political dynamism in society. However, the state in all of it forms does retain at its essence its Weberian core, which is fundamental to all states, that being the monopoly of cohesive power in modern societies the world over. It is in this context that the macro-configuration of the state cannot be discounted as a driver of change into the future. However, as we well know states are not all powerful, or all knowing, and they are indeed constrained by the motive forces holding sway in society, as well as within the global context. In SA for example, the advent of democracy and the emergence of the democratic state did whilst not Uhuru, did however provide for the all-important <i>beachhead</i> for the building of a new society founded on the principles of democracy, non-racialism, non-sexism, and equality. It also laid the basis for the emergence if transparent and accountable government. So too into he future, as the state transitions, continues to organize and reorganize itself to be more responsive and alive to the needs in society and the environment more broadly, it too will continue to have an impact on society into the future.</p>

2.1.3. 2040 SCENARIOS FOR THE EASTERN CAPE AND ITS IMPLICATIONS FOR LONG TERM PLANNING/ DDM ONE PLAN

In 2020, the UNDP South Africa teamed with the Eastern Cape Socio-Economic Consultative Council (ECSECC), the Office of the Premier, Provincial Treasury, and other institutions to generate socio-economic recovery scenarios for the Eastern Cape (EC) Province. The 2040 Scenario Report was completed in 2021 using Stellenbosch University's Institute for Futures Research (IFR) as service provider. Scenarios are one of new tools in DPME's (2019) Revised Framework for Strategic Plans (SPs) and Annual Performance Plans (APPs). It reinforced Human Development which is central to EC PDP.

The EC 2040 scenarios originated from the following project objectives:

- Develop a range of alternative scenarios for socio-economic development in the Eastern Cape in the post-Covid-19 context. The scenarios consider the key uncertainties (risks and threats) the province is/will be facing in recovering from the twin crisis of economic recession and fiscal decline, and the Covid-19 pandemic. The scenarios also identify opportunities and how they can be leveraged in a practical fashion.
- Contribute to a provincial recovery strategy and provide an informed basis for policy review(s) in the context of a changing contextual and operating environment.
- Present the possible scenarios to the provincial executive and key stakeholders in the province.
- Enhance the capacity of staff in Eastern Cape with regard to scenario planning.

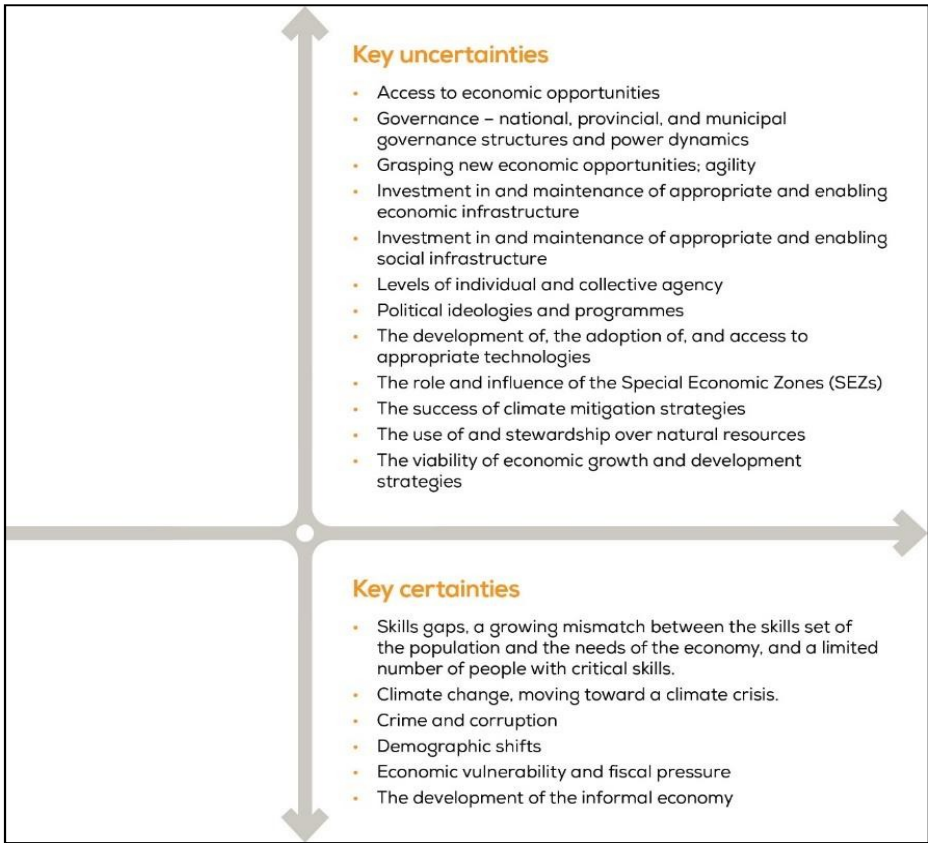
The 2040 scenarios project embraced 'Foresight' which is about understanding how the future could evolve from a current situation, current trends, patterns of change, and current attitudes and practices. The objective of foresight is to determine what could and should be done to produce a desired future. This requires gaining knowledge about those factors that are shaping the future.

A scenario describes a possible future situation, including paths of development that may lead to that future situation. Scenarios aim to generate insights regarding future developments through observation of relevant key factors. Irrespective of their function, scenarios need to meet a set of criteria in order for them to be useful. Scenarios must therefore:

- Clarify the future
- Be credible and intelligent
- Be relevant to an organisation's current scope of activities
- Be internally consistent and logical
- Identify future problems
- Identify what needs to be changed
- Be developed with the involvement of the ultimate users

The scope of the scenarios developed in this research process resulted from a range of activities, discussions, and views. The project's Terms of reference were to address the socio-economic recovery of the Eastern Cape Province with an initial timeline extending until 2030, and the Province's Vision 2030 – Provincial Development Plan (PDP). The scope of the Eastern Cape scenarios project was then expanded to 2040. The time horizon allows for time for the world and South Africa to (hopefully) move out of the current slump and into an upswing cycle, and for the imagination not to be constrained by the current downturn.

A detailed environmental scan was performed as part of the initial stages of this project. The following 18 key driving forces were identified by the research team and ratified by the participants of the scenario planning think days, and then each one evaluated. Each of the driving forces was assessed for its level of uncertainty and the extent to which any shifts in these driving forces could influence the 2040 scenario scope. The 18 driving forces were then classified as either key certainties or key uncertainties.



Four scenarios were developed with the two most critical and dynamic (uncertainties) forces in mind, Level of Agency and Investment in and maintenance of Economic Infrastructure based on the high or low Level of Agency (poorly developed concentrated Level of Agency or Well developed widely prevalent Level of Agency) as well as Investment in and maintenance of Economic Infrastructure. The four scenarios are: 1) 'The Destitute', 2) 'Just a Number', 3) 'Do It Yourself (DIY)' and 4) 'The Flourishers' that speak to possible futures for Human Development in the EC by 2040. Diagrammatically, the four scenarios are depicted in each of the four quadrants as follows:



The following summarises each of the four (4) EC 2040 Scenarios:

i. *The Destitute*

The people of the Eastern Cape are sad and disheartened, with many expressing emotions of feeling lost, deprived and hopeless. The general state of economic infrastructure in the province is dysfunctional and on the verge of collapse. Sprawling informal settlements add to this complex predicament.

ii. *Just a Number*

The prevalent political ideology is an autocratic one. The ANC has moved away from its earlier socio-democratic roots. Some parts of the Eastern Cape are benefitting from good economic infrastructure, responsive to the needs of people. This infrastructure was created through financing by foreign governments, mainly Russia and China.

iii. *Do It Yourself (DIY)*

Some citizens do what they can to help and to "rescue" essential services through DIY-style DIY projects. Back in 2023, three new SEZs were conceptualised and planned. The five in total show differing levels of success here in 2040. Education, healthcare, and social services are on a much better footing than back in the early 2020s. The few functional economic infrastructure systems are deteriorating fast, while the rest of the systems are in a state of disrepair.

iv. *The Flourishers*

The Eastern Cape is hailed as a prime example of a mature democracy. Decision-making processes are smart and lean, with efficiency at the core. The greening of the energy supply system in the Eastern Cape has received numerous awards. It has established an empowering economic infrastructure.

Initial insights from the 2040 Scenario set

All four scenarios are plausible and all four might happen. The GDP-supported economy could flourish without improving people's well-being. (Just a Number scenario). People could take issues into their own hands. (Do-it-yourself).

Scenario planning allows users to reassess assumptions and, rather than "give an answer," to "ask better questions" and divert attention to changes in context and framing. The four scenarios presented in this exercise are not a comprehensive collection of future possibilities; rather, they highlight how critical uncertainties could create distinct futures. When reading a collection of scenarios, it's tempting to ignore the less favourable ones and focus on the desired one. That is not recommended. Instead, one can learn from each scenario in the set.

Looking at the context and considering the change drivers and future shapers might be overwhelming. Not all factors are equally uncertain, which is comforting. Some elements are important trends with little uncertainty, making their evolution easy to imagine and track.

Climate change, criminality, skills mismatch, demographic transitions, economic fragility, and informal economy activities were highlighted as key trends with lower uncertainty. Although these influences influence the future, they may not be the dominant drivers of change.

Each uncertainty is essential, but their relationships are more so. In a complex adaptive system, these links and uncertainties reveal future change. Political philosophy and government type were evaluated in this exercise. Active factors influence all other factors but aren't influenced by them. These are two key system levers. Both will affect the others.

Critical factors influence and are influenced by other factors. To get the intended results, these components must be properly handled. During this exercise, four essential criteria were identified: economic infrastructure investment and maintenance, agency level, development and adoption of applicable technologies, and economic and development strategy viability.

Reactive factors have little influence on other factors but are significantly influenced by them, making them useful change indicators. If the system improves, so will these factors, and vice versa. Social infrastructure investment and upkeep, seizing economic opportunities, and SEZs were identified as reactionary elements.

Natural resource usage, better economic opportunities, and climate mitigation were considered buffering elements. A buffering element is nevertheless relevant because of its high impact and uncertainty. Its influence is weaker than other uncertainty.

2.1.4. KEY PRIORITISED SERVICE DELIVERY NEEDS OF STAKEHOLDERS AND COMMUNITIES OF DISTRICT/ METRO AGAINST EACH OF THE SIX PILLARS

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<ul style="list-style-type: none"> ▪ Increasing labour force participation rate ▪ Female headed households have dropped ▪ The number of female headed households is quite high and can be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner living away from the home ▪ These impact on the type of development that may occur, especially with regards to manual labour-type employment ▪ Undocumented cross border labour ▪ Construction and renovations of community halls ▪ Pre-schools ▪ Recreational facilities ▪ Sports fields ▪ Reopening of training colleges ▪ Construction of a new clinics and associated services ▪ Renovations of Old Municipal Houses, pre 1994 House and the first RDP Houses ▪ Community Hall Maintenance ▪ Establishment and maintenance of public toilets in all towns ▪ Construction of a public libraries closer to communities
PILLAR 2: ECONOMIC POSITIONING	<ul style="list-style-type: none"> ▪ Post covid 19 economic recovery ▪ Grow agriculture and downstream industries ▪ Grow tourism and related businesses ▪ Create conditions for local businesses to participate local procurement

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
	<ul style="list-style-type: none"> ▪ SMMEs development and incubation ▪ Loss of industrial and labour productivity ▪ Implementation of identified anchor projects ▪ Livestock improvement ▪ Commercialising of small-scale farmers productive activities and enhancing productivity ▪ Agriculture and Agro-processing, ▪ Tourism and Tourism Enterprise Development, ▪ Light Manufacturing, ▪ SMME Development and Investment Promotion, ▪ Property and Infrastructure Development ▪ Accelerating economic growth through catalytic investment ▪ Enhanced tourism development to stimulate economic growth ▪ Thriving agriculture and Agri-processing development in the region ▪ Efficient and effective investment promotion and SMME development ▪ Increased property investment and infrastructure development ▪ Increased property investment and infrastructure development ▪ Thriving light manufacturing development ▪ Accelerating digitalization for societal impact ▪ Digitally transformed service delivery platforms ▪ Access to SMME, Co-Operatives DEDEAT support through its Public Entities ▪ Availability of DEDEAT's full basket of services within District ▪ Inadequate Budget allocation to meet growing Business Support demand ▪ Partner with key strategic stakeholders for promotion of entrepreneurship e.g. SEDA/NDA/NEF/NYDA/SAICA-ED and other

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
	<p>private sector initiatives</p> <ul style="list-style-type: none"> ▪ Leverage on Private Public Partnerships for the penetration of markets through supplier development programmes and Enterprise development ▪ Support Small Micro Medium Enterprises (SMME's) and Informal Business sectors within the District ▪ Grow pro-poor and labour-intensive programmes ▪ mass job creation initiatives must continue ▪ The very high unemployment rate ▪ Reduction of the very high dependency rate ▪ Shearing Sheds and wool processing infrastructure ▪ Hawker Stalls and the SMME Development
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	<ul style="list-style-type: none"> ▪ Demarcation of wards to consider terrain ▪ Vastness of the terrain, it is difficult to find a central meeting spot in some wards ▪ Alignment with other environmental and agricultural initiatives and structures in the district ▪ Solid waste management through cleaning and eradication of illegal dumping sites and community education campaigns ▪ Reclaiming of eroded soils ▪ Fencing of all Cemeteries ▪ Contour Banks • Environmental Protection • The natural environment must be taken into account in all stages of project cycles • Environmental sustainability • Efforts be made to conserve and rehabilitate land, biodiversity and historic places • Protection of the environment • Waste Management, food hygiene, cleanliness and health safety should receive attention (environmental health)

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
	<ul style="list-style-type: none"> ▪ Access roads ▪ Pedestrian bridges ▪ Strengthening and development of game farming throughout the District ▪ Establish a dedicated Environmental Management unit in JGDM to coordinate environmental sustainability, ecosystem-based adaptation and Climate Change resilience. ▪ Identification and protection of key conservation areas within Environmental Sensitive Areas (ESAs) and Critical Biodiversity Areas (CBAs) ▪ Alignment with the National Protected Areas Expansion Strategy which SANparks plays a huge role in <ul style="list-style-type: none"> ▪ Intensify programmes for the management of water resources, rehabilitation of wetlands and develop a district-wide Wetland Assessment initiative and action plan in collaboration with DFFE: Working for Wetlands project, would be a valuable exercise. ▪ Ensure communities are empowered and capacitated on environmental management issues through education and awareness campaigns, implemented throughout the District. ▪ Promotion of alternative waste management facilities, such as materials recovery facility, waste buy back centres and renewable energy project (bio-digestion) across the District. ▪ Integration and promotion of waste pickers into Municipal waste management system, who play a critical role in waste diversion from landfill sites. ▪ Update and implement environmental management sector plans such as Integrated Waste Management Plan (IWMP), Environmental Management Plan (EMP), and Air Quality Management Plan (AQMP) etc. ▪ Develop capacity of the District and local authorities to undertake compliance and enforcement activities in terms of the National Environmental Management Act (NEMA) and the Specific Environmental Management Acts (SEMAs) ▪ Improved attractiveness of the District to external investment. ▪ Business retention strategies ▪ Business attraction Strategies ▪ Farmers are struggling to get their produce to the markets – coordinate market access and the introduction of mobile seasonal markets in the district ▪ Limited communal grazing areas – due to land degradation, invasive alien plants etc

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORITISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
	<ul style="list-style-type: none"> ▪ Development of the wool sector – through alignment with new and existing programmes to assist with responsible wool production and improved wool market access for communal landowners through BKB, OVK etc. ▪ Support for emerging farmers and land reform beneficiaries ▪ Introduce small town regeneration programmes ▪ Bad condition of the roads ▪ Limited availability and reliability of public transport
PILLAR 4: INFRASTRUCTURE ENGINEERING	<ul style="list-style-type: none"> ▪ Availability of bulk services infrastructure (Water, sanitation, electricity, roads) ▪ Develop the existing massive irrigation systems potential along the Orange River ▪ Organised Labour issues ▪ Implement labour intensive infrastructure development initiative ▪ Electricity New Extensions areas ▪ Access roads ▪ Water and sanitation services ▪ Link roads ▪ Electrification ▪ Development and maintenance of storm water systems ▪ Installation of Street Lights and High MastLights ▪ Upgrading of electricity substations ▪ Surveying and formalisation of informal settlement ▪ Graveling of Streets ▪ Building/Maintenance of drainage system ▪ Households toilet facilities ▪ Closing of potholes

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
PILLAR 5: INTEGRATED SERVICE PROVISIONING	<ul style="list-style-type: none"> ▪ Support and oversee all government institutions to carry out their powers and functions effectively ▪ Availability of Vending and online facilities for payment of government services ▪ Land and serviced sites for: middle income residential areas ▪ Land for Churches and preschools and other public institutions ▪ Promote a culture of good governance, ▪ Promote a culture of performance excellence, ▪ Formalising of informal settlement ▪ Develop and retain human capital, ▪ Implement a zero-tolerance campaign against corruption, ▪ Free basic services: All villages ▪ Educate the community about local government so that they can participate in an effective and efficient manner ▪ Development and support to existing cooperatives ▪ Difficulties in accessing loan funding ▪ Design service delivery processes to be labour intensive ▪ Housing for low/no income and middle income earners ▪ Recreational facilities ▪ Speed up distribution and application of Title deeds
PILLAR 6: GOVERNANCE AND FINANCE	<ul style="list-style-type: none"> ▪ Ensure regular and scheduled public interaction with communities to enhance accountability and people-centred planning, ▪ Aggress telecommunication networks inaccessibility and coverage ▪ Improved institutional capacity and systems, enabling strategy implementation ▪ Speed up By Laws development processes and enforcement ▪ Highly performing workforce for an improved organizational excellence. ▪ Effective corporate governance and oversight.

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF KEY STAKEHOLDERS AND COMMUNITIES	
PILLAR NAME	LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM KEY STAKEHOLDERS AND COMMUNITIES
	<ul style="list-style-type: none"> ▪ Improved Financially Sustainable environment. ▪ Functional business collaborative structures ▪ Design programmes targeting SMME development ▪ Improved education attainment and develop requisite skills levels ▪ incidence of stock theft ▪ restitution settlements also need to be urgently completed ▪ redistribution programmes (LRAD, State Land Disposal, and Commonage Extension) be also accelerated ▪ Reopening of teacher training colleges ▪ Stimulate the economy and fight poverty ▪ business, labour to play an active participatory role in the development of our District. ▪ Promote sustainable development ▪ Improving matric passrates

2.1.5. KEY GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO AGAINST EACH OF THE SIX PILLARS

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<p>Priority 3: Education, Skills and Health</p> <p>Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services</p> <p>Priority 6: Social Cohesion and Safer Communities</p>	<p>Goal (Impact Area) 4: Human Development</p> <ul style="list-style-type: none"> • Increase access to Early childhood development. • Improved quality of primary and secondary education for improved educational outcomes. • Increase skills for development of the province. • Improved health profile and health outcomes in communities. • Improve the safety of the people in the Eastern Cape. • Promotion of Social Cohesion and moral regeneration. • Social Protection and Viable Communities. 	<ul style="list-style-type: none"> • Improve human capacity • Facilitate development healthy and inclusive society • Build social fabric
PILLAR 2: ECONOMIC POSITIONING	<p>Priority 2: Economic Transformation and Job Creation</p>	<p>Goal (Impact Area) 1: Innovative and Inclusive Growing Economy</p> <ul style="list-style-type: none"> • Stronger industry and enterprise support. • Rapid development of high-potential economic sectors. • Spatially balanced economic development, urban development and small-town revitalization. • Digital transformation and development of the ICT sector. <p>Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector</p> <ul style="list-style-type: none"> • Sustainable community agriculture and diversified livelihoods. 	<ul style="list-style-type: none"> • Facilitate and Implement job Creation and Poverty Alleviation • Facilitate and support regional economic development initiatives • Build economic and Social Infrastructure • Enhanced Tourism Development to stimulate economic growth • Thriving Agriculture and Agri-processing development in the region • Efficient and effective Investment Promotion and SMME Development • Ensure access to funding by Informal Businesses • Increased Property investment and Infrastructure Development

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
		<ul style="list-style-type: none"> • Development of agricultural value chains. • Accelerate land reform and land rehabilitation programmes. 	<ul style="list-style-type: none"> • Thriving Light Manufacturing development • Digitally transformed service delivery platforms
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	Priority 5: Spatial Integration, Human Settlements and Local Government	<p>Goal (Impact Area) 2: An Enabling Infrastructure Network</p> <ul style="list-style-type: none"> • Develop sustainable and integrated settlements. <p>Goal (Impact Area) 5: Environmental Sustainability</p> <ul style="list-style-type: none"> • Improvement of environmental governance. • Safeguarding ecosystems and existing natural resources. • Respond to climate change and green technology innovations. • 	<ul style="list-style-type: none"> • Establish dedicated Environmental Management units in the District and Local Municipalities. • Facilitate Environmental management and conservation. • Develop capacity of the District to undertake compliance and enforcement activities in terms of the National Environmental Management Act (NEMA) and the Specific Environmental Management Acts (SEMAs) • Ensure communities are empowered and capacitated on environmental management issues through education and awareness campaigns, implemented through the District. • Alignment and collaboration with sector departments and other role players including parastatals, NGOs and CBOs in efforts to address land, biodiversity and vegetation degradation and more.
PILLAR 4: INFRASTRUCTURE ENGINEERING	<p>Priority 2: Economic Transformation and Job Creation</p> <p>Priority 5: Spatial Integration, Human Settlements and Local Government</p>	<p>Goal (Impact Area) 2: An Enabling Infrastructure Network</p> <ul style="list-style-type: none"> • Build resilient economic infrastructure that promotes economic activity. • Universal access to basic infrastructure. • Sustainable energy and electricity provision. • Develop sustainable and integrated settlements. • Improve infrastructure planning, delivery, operations and maintenance. 	<ul style="list-style-type: none"> • Build economic and Social Infrastructure

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
PILLAR 5: INTEGRATED SERVICE PROVISIONING	Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> • Universal access to basic infrastructure. 	<ul style="list-style-type: none"> • Universal Access to Basic Services
PILLAR 6: GOVERNANCE AND FINANCE	Priority 1: A Capable, Ethical and Developmental State Priority 7: A Better Africa and World	Goal (Impact Area)6: Capable Democratic Institutions <ul style="list-style-type: none"> • Building the Capability of the State to deliver. • Transformed, Integrated and Innovative Service Delivery. • Instilling a culture of good corporate governance. • Build multi-agency partnerships. 	<ul style="list-style-type: none"> • Ensure effective financial management and reporting • Ensure integrated planning and performance management • Facilitate Intergovernmental Cooperation • Facilitate community participation in the affairs of the municipality

CHAPTER 3

3.1. RELEVANT DISTRICT VISION, GOALS, OUTCOMES AND TARGETS

OVERALL VISION STATEMENT FOR DISTRICT	
<p><i>"A vibrant and productive district, prosperous through the collective efforts of all its people, co-producing development and wellbeing and an improved quality of life for all its inhabitants through the collective stewardship and sustainable utilization of the vast natural endowments bestowed upon it."</i></p>	

PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT FOCUS AREA	
Vision for Pillar 1	Demographic change and people development, that gives rise to a demographic transition capable of providing the necessary conditions for improvements in the quality of life of all inhabitants, especially future generations. In this context the Plan seeks the progressive realisation of all human capabilities, and social conditions necessary determinants for improved education and health outcomes, and social protection, required for an improved quality of life for all in the District.
Overarching Goal for this Pillar	Ensuring fundamental improvements in the quality of life in the District, through enhanced human capabilities of individuals, communities and institutions to participate in all spheres of activity; transformation – tackling inequalities and vulnerabilities through change and redistributive measures that enable development, whilst retaining a focus on the most vulnerable in society.
Outcomes	<p>Promote equitable gender profile in government and community institutions</p> <p>Prevent and reduce the disease burden and promote health</p> <p>Treatment outcomes to align with the updated targets of the 90-90-90 strategy.</p> <p>Perinatal morbidity and mortality to less than 12.5/1000 live births</p> <p>Maternal mortality reduced from 3/ 5204 to 1/5024 by 2024</p> <p>Reduce under 5 child morbidity and mortality to less than 13/1000 deliveries by 2021/22</p>
Targets	<p>Short to Medium-Term Goals</p> <ul style="list-style-type: none"> • Reduce perinatal morbidity and mortality to less than 12.5/1000 live births • Reduce the number of neonatal deaths to less than 10/1000 by 2021/22 (financial year) • Reduce under 5 child morbidity and mortality to less than 13/1000 deliveries by 2021/22 • Increase people living with HIV/AIDS with suppressed viral loads to 90% by 2020 to achieve 90-90 targets. • Increase TB treatment success rate to 90% by 2020 • Increase Hypertension screening rate to 250 000 by 2021/22 • Increase Diabetes screening rate to 250 000 by 2021/22 • Patient Experience of Care survey rate • Percentage of patients satisfied with their experience of care in public health facilities • Percentage of Health facilities compliant with Occupational health and safety • Reduction of Contingent liability of medico-legal cases • Number of institutions with quality improvement: <ul style="list-style-type: none"> ○ Monitoring and response forums formalized and convened quarterly

PILLAR 2: ECONOMIC POSITIONING FOCUS AREA	
Vision for Pillar 2	Economic positioning, that enables increased levels of economic growth, adequate employment through decent jobs, which is able to accommodate the talents and skills of all who reside in the District.
Overarching Goal for this Pillar	To increase economic activity and develop sustainable economic opportunities for all people of the district.

Outcomes	<p>The following outcomes are pursued in advancing the Vision and Goal for this pillar:</p> <ul style="list-style-type: none"> • Vertical and horizontal integration of policy implementation • Enhanced economic development and investment in the region. • A focus on developing nodes and areas where economic opportunities and resources exist, or where such opportunities can be stimulated • Developed institutional capacity and internal systems enabling strategy implementation • Implementation of partnerships in support of (Township Economy Revitalisation Programme) TERP Roll out of the Provincial Business Incubation Framework and implementation model • Enterprise Development projects • Policy awareness and compliance of the informal, and SMME sectors. • Promote economic growth through the initiation, promotion and facilitation of economic development and investment projects throughout Joe Gqabi District; • Systematic poverty eradication through a holistic, integrated and multidimensional approach to pro-poor programming; • Grow priority sectors namely agriculture (including forestry), agro-processing, trade and tourism • Stimulate economic growth through government and private sector investment • Promote and administer sustainable economic development and job creation.
Targets	<p>Short to Medium Term Targets</p> <ul style="list-style-type: none"> • Development of Economic Strategies • Number of manufacturing initiatives facilitated • Agro-processing Industry Development • Number of job opportunities created through mass employment programmes • Number of economic development projects successfully implemented • Create 10 000 job opportunities annually from 2022 <p>Long-term Targets</p> <ul style="list-style-type: none"> • Reduce the unemployment rate to 15% by 2050 • Reduce poverty from one-third to one-sixth of the population by 2050 • Increase the annual GDP growth rate from the then average of 3% to 4,5% per year for the period 2030 to 2060

PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY FOCUS AREA	
Vision for Pillar 3	<i>Spatial restructuring and environmental sustainability, which recognises the diversity and rich natural endowments of the region, whilst ensuring that space making is both responsive and respectful of these endowments as finite resources which need to be utilised and sustained in a fashion which best ensure intergenerational equity in development into the future.</i>
Overarching Goal for this Pillar	A growing, transformed, diversified and inclusive green economy in a sustainable environment
Outcomes	<p>Identify opportunities and constraints. Through defining spatially sensitive areas and identifying areas that present opportunities for interventions.</p> <p>Identify preferred alternatives by recommending the land uses and sectors to be promoted.</p> <p>Integrate sustainability into the planning process.</p> <p>Guide the formulation of plans and programmes. Use the vision and objectives to guide the identification of appropriate development interventions.</p>
Targets	<ul style="list-style-type: none"> • Promote responsible (green) energy management and economic spinoffs • Number of investments realized • Value of investments realized • % GDP-r Growth rate of 1.8% • Size of the secondary sector in terms of GDP-r • Proportion of women, youth and people with disabilities accessing government procurement spend

	<ul style="list-style-type: none"> • By-laws reviewed • Export diversification index • Value of exports from the EC • Number of trained people participating in the economy • Jobs created • Number of new tourism routes packaged • Tourism product diversification index • Tourism Experience Support Index • Number of tourism products supported with grading • Number of domestic tourists visiting the Eastern Cape • Domestic tourism ranking • % contribution of domestic tourism to the provincial GDP-r • % of trained people who are active in the economy • Compliance index of permits % authorizations • Compliance with Provincial Annual Ambient Air Quality Standards • Number of government-owned ambient air quality monitoring stations meeting minimum data requirements and reporting to the SAAQIS • Percentage of areas of state managed protected areas assessed with a METT score above 67% • Number of hectares added to the Provincial Conservation Estate • Game farm transformation index • Amount of installed renewable energy capacity in the Province • % increase in volume of waste recycled • % reduction in number of environmental crimes committed • % of empowered communities knowledgeable about environmental issues • % reduction in number of environmental crimes committed • % increase in volume of waste recycled • Number of domestic tourists visiting the Eastern Cape <p>Long term Targets</p> <ul style="list-style-type: none"> • Ensure that at least 10% of critically endangered and vulnerable vegetation is formally conserved through a system of national or provincial protected areas by 2050. • Number alternative energy interventions (solar/wind farms) implemented in the District by 2030.
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PILLAR 4: INFRASTRUCTURE ENGINEERING FOCUS AREA	
Vision for Pillar 4	<i>Infrastructure engineering</i> , that is both aligned and in service to the spatial and environmental, enabling growth and investment, whilst responsive to the social context and broader developmental needs of the region, which is well resourced and invested in, sustainable and responsibly operated and maintained by suitably capable stewardship at both the management and technical levels across all implementing partners in government.
Overarching Goal for this Pillar	To ensure greater spatial equity, through infrasture development and space making which is driven through infrastructure development in the district.
Outcomes	Infrastructure development which assists and aids economic growth, and development in the district, focused on adequate economic and social infrastructure. Aligned to the broader Spatial planning and development framework for the DM, Province, and National SDF.
Targets	Not Identified

PILLAR 5: INTEGRATED SERVICE PROVISIONING FOCUS AREA	
Vision for Pillar 5	<i>Integrated service provisioning</i> that ensures universal coverage, quality services, without interruptions, at both fair and equitable pricing - considerate of indigent households in the

	District, which is enabled and driven through integrated service delivery and provisioning model.
Overarching Goal for this Pillar	Ensure integrated service delivery management ensures the community of JGDM receives the best possible opportunity to prosper through the provision of a successful service delivery planning, resourcing, and implementation execution that provides the necessary quality of life through the provision of services in line with all existing norms and standards in compliance of the constitutional rights to service for all citizens.
Outcomes	<ul style="list-style-type: none"> • Develop and maintain water and sanitation infrastructure • Provide effective and efficient disaster risk management, fire, and rescue services • Expand and fast-track the provision of universal access to basic services • Expand and fast-track the provision of universal access to basic services
Targets	<ul style="list-style-type: none"> • Number of District Water forum meetings • Review WSDP • Ratio of fire incidents responded to as a proportion of entries recorded in the Occurrence Book • Number of district disaster management advisory forum meetings held • % of households with access to basic level of water • % of households with access to basic level of sanitation • Number of new households provided with potable water connection • Number of new households provided with sanitation service (toilets) • Number of infrastructure status quo reports compiled per LM • Develop 3-year Infrastructure Plan • Develop MIG Implementation Plan • Develop PMU Business Plan • Compile MIG annual report • Number of reports on implementation of EPWP • % of Progress for Water Supply Infrastructure completed for Herschel Pipeline by June 2021 • Number of villages that were supplied with portable water by June 2021 • Appoint sub-consultants for Survey Services, ISD services, Geohydrological Services, Geotechnical Services, OHS services, by June 2021 • % of construction progress completed on development of Barkly East WTW and associated infrastructure by June 2021 • % of Construction Progress completed for the Development of Burgersdorp Water Treatment Works (WTW) by June 2021 • % of Construction Progress completed for the Development of Oviston Water Treatment Works (WTW) by June 2021 • % of Construction Progress completed for the Development of Tlokwen Bulk Water Supply Scheme Phase 2 by June 2021 • Appoint Professional Service Provider by for Maletswai Holding Dams June 2021 • Appoint service provider for Construction services for Nqanqarhu Water Treatment Works by June 2021 • Number of new households provided with sanitation service (toilets) in Senqu LM by June 2021 • Number of new households provided with sanitation service (toilets) in Elundini LM by June 2021 • % compliance with SANS 241 for drinking water quality • % reduction on network water losses (unaccounted for water) • Number of process audits undertaken to assess water quality and compliance • % of construction progress completed on Refurbishment of Barkly East, Aucamp and Ugie WTWs and associated infrastructure by June 2021 • % of Construction Progress completed for the Development of Burgersdorp Water Treatment Works (WTW) by June 2021. • % of Construction Progress completed for the Development of Oviston Water Treatment Works (WTW) by June 2021

	<ul style="list-style-type: none"> • % of Construction Progress completed for the Refurbishment of Maletswai, Burgersdorp and Steynsburg and Prentjiesburg WWTWs by June 2021 • Reduce the vacancy rate to no more than 12% across all government institutions situated in the Joe Gqabi District Municipality.
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PILLAR 6: GOVERNANCE AND FINANCE FOCUS AREA	
Vision for Pillar 6	An improved future state of governance in the district which obliges all of government to ensure that it participates and leads in implementing this vision – across all aspects of Good Governance in the District.
Overarching Goal for this Pillar	In the context of the JGDM, this means that both political and administrative leadership in the district fully understand and appreciate each other's roles and responsibilities, creating the necessary institutional environment for sound administrative and financial governance.
Outcomes	<p>This Goal for the Pillar therefore enjoins and obliges the rest of government to respect, and fully participate in all aspects of integrated governance, planning, resourcing, and execution in a manner informed by the IGR Framework Act, Municipal Systems Act and the Local Government White Paper. All the while these outcomes should result in improved institutional capabilities for service delivery across the district.</p> <p>In addition, financial governance, and sound fiscal controls, along with cost containment measures that prioritise expenditure on core service delivery programmes, and less on non-core items remain critical to the overall governance outlook for the district.</p> <p>The following outcomes therefore advance the vision and goal for this pillar in the JGDM:</p> <ul style="list-style-type: none"> • Highly effective government institutions • Fiscal Consolidation which entails the implementation of cost containment measures and prioritisation of expenditure on core service delivery programmes; • Supply Chain Management Reforms which entail support to SMMEs through preferential procurement and payment of suppliers within 30 days; • Infrastructure Support which enhances infrastructure planning and delivery; and • Provincial and Municipal Governance and Accountability to improve financial management, audit outcomes and delivery of services in the Province. • Prudent use of resources and fiscal consolidation that can be implemented through the following interventions: <ul style="list-style-type: none"> ▪ Controlling expenditure on non-core items, whilst protecting non-negotiable and key service delivery items; ▪ Reprioritisation of budgets, enforcing budget cuts and expenditure ceilings; o Controlling personnel budgets and expenditure; ▪ Rationalising and streamlining Public Entities; and ▪ Provincial Own Revenue Enhancement. o Strengthening financial governance and oversight both at provincial and local government level <p>SCM reforms – that entail support to SMMEs and proportion of youth, women, people with disabilities, military veterans and SMMEs supported through preferential procurements. Payment of suppliers within 30 days and continuing to support suppliers to register on the Central Supplier Database including endeavours to achieve value for money.</p> <p>Infrastructure Support – to ensure that infrastructure planning, delivery, operation and maintenance is improved, whilst also ensuring that infrastructure investments help to unlock economic potential through:</p> <ul style="list-style-type: none"> ▪ infrastructure budgeting and financing; ▪ procurement and contract management; ▪ localisation of benefits; and ▪ Infrastructure investment responds to spatial aspects of future infrastructure demand.

	Provincial and Municipal Governance and Accountability – through the implementation of the Financial Management Accountability Framework to promote good governance and accountability. To improve audit outcomes in the province, concerted effort will be put on the implementation and monitoring of the Provincial Audit Intervention Plan
Targets	<p>Immediate to Short-term targets</p> <ul style="list-style-type: none"> • Reduce the vacancy rate to no more than 12% across all government institutions situated in the Joe Gqabi District Municipality. • Number of government institutions meeting their performance targets • Number of Institutions that achieve unqualified audits (Provincial departments and public entities) • % provincial risk profile mitigation measures implemented by departments • Number of funded annual budgets adopted by government institutions • % expenditure of Municipal Infrastructure Conditional Grants • % Percentage reduction of irregular expenditure • % Percentage reduction of fruitless and wasteful expenditure <p>Short-Term Targets</p> <ul style="list-style-type: none"> • Achievement of asset management maturity level 3 by 2023 • Achievement of asset management maturity level 3 by 2023 • Achievement of infrastructure procurement maturity level 3 by 2023 <p>Medium-Term Targets</p> <ul style="list-style-type: none"> • 100% Percentage reduction on financial information audit findings by 2025

CHAPTER 4

4.1. STRATEGIES

PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	
ISSUE	STRATEGY
Youth Development	Key strategy here is to focus on combatting HIV/AIDS and focusing on the vulnerable, including designated and Special groups in the DM: <ul style="list-style-type: none"> • Facilitate implementation of HIV and AIDS programmes • Facilitate implementation of programmes supporting special groups, such as the youth, women, and the dissabed
HIV and Aids	Infectious diseases treatment outcome to align with the updated targets of the 90-90-90 strategy.
Health facilities	Ensure equitable availability and resourcing of health facilities
Enabling Environment Creation	By-laws Expansion of EPWP (Landcare, livestock improvement programme) Stock theft
Network connectivity	Improved network availability and connection throughout the mountainous terrain of the District

PILLAR 2: ECONOMIC POSITIONING	
ISSUE	STRATEGY
Youth Development	<ul style="list-style-type: none"> • Facilitate and implement job creation and poverty alleviation initiatives • Implement and expand implementation of EPWP and other job creation initiatives • Implement natural resource management programme working for water and working for wetlands • Support and facilitate rural development and poverty alleviation programmes • Facilitate and actively participate in youth, women and people with disability development programmes
Business retention and attraction	<ul style="list-style-type: none"> • Red tape reduction programme and awareness around government processes • Buy-local Campaign • Value chain analysis around Tourism, agriculture and other sectors • Local procurement and supply chain policies • 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.
Poor Linkages and Access	<ul style="list-style-type: none"> • Improve and reconstruct access roads, other streets and storm water • Tourism Routes • Signage • CBD Revitalization in primary and secondary nodes • Transport Capacity Development • EPWP (Infrastructure maintenance) • Implement Integrated Transport Plan Rail linkages • Effective Water and Waste Management • Promotion Water Capacity Report • Implement Integrated Waste Services Development Plan • Transport Capacity Development • PWP (Infrastructure maintenance) • Implement Integrated Transport Plan • Rail linkages

	<ul style="list-style-type: none"> • Effective maintenance of all gravel roads
Sustainable infrastructure provisioning	<ul style="list-style-type: none"> • Implement labour intensive projects that will help in the alleviation of poverty and creating jobs (aligned to EPWP); • Quantify and report on jobs created and local SMMEs benefiting through infrastructure projects; • Effective development and regular update of the Indigent Register in collaboration with the three local municipalities to ensure qualifying households benefit; • Effective rehabilitation, refurbishment and maintenance of existing infrastructure to ensure that the district creates an enable environment for economic activities; and • Create a pro-active yet cost effective response to drought.

PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	
ISSUE	STRATEGY
Air Quality Management	<ul style="list-style-type: none"> • Implementation of Air Quality Management Plan within the District. • Increase capacity of human resources that are able to monitor and manage air quality. • Provide training and education to Air Quality Officers and other competent authorities to manage and monitor air quality correctly. • Use collected data to measure future predicted emissions and changes on emissions of periods of time. • Develop mitigation methods to address primary sources of air pollution. • Develop educational awareness campaigns within communities and industrial areas.
Biodiversity And Conservation	<ul style="list-style-type: none"> • Formal partnership between the department and district municipality with clear deliverables, roles and responsibilities on various programmes. • The DEA should continue and intensify programmes for the management of water resources and rehabilitation of wetlands. • A district-wide Wetland Assessment initiative, in collaboration with DEA: Working for Wetlands project, would be a valuable exercise. • Conduct Community participation and awareness programmes relating to sustainable agricultural practices and wetland conservation. • Identification and protection of key conservation areas within ESAs and CBAs • The Forums, especially the Joe Gqabi District Environmental Management Forum which exist within the district provides an opportunity for better planning and coordination of various activities. • Assistance to develop and implement Biodiversity Sector plans is required. • The Orange River catchment area is the main source of water provision especially within Walter Sisulu Municipal area. • The maintenance and management of this catchment area is crucial for the water needed for the development of the area. • Some areas of the District area are endowed with scenic beauty that has significant potential for agriculture and tourism sectors. • A number of endemic species contributes to the potential of the District. • Climatic, soil and topographic aspects show that Elundini has an environment more suited to a variety of agricultural activities. • Environmental opportunities could present themselves in the form of aquaculture where farming aquatic species should be investigated. • In addition, the production of clean-energy (solar and wind) and the feasibility thereof needs to be determined as it would result in the production of sustainable energy for the district.

	Opportunities also exist for clean development mechanism projects, directly related to sewage treatment and waste resource management. One of the most important ecological ecosystem services 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.
Spatial Prioritisation	<ul style="list-style-type: none"> • Skills Development • Tri-district Gariep Dam Development • Development around nodes identified in SDF Forward and spatial planning
Environmental Management	<ul style="list-style-type: none"> • Establishment of a high-altitude conservation and development area • Investigate environmental legislation and by-laws • Biodiversity Assessment • Develop a Biodiversity Conservation Plan • Mzimvubu Impact assessment • Expansion of Rehabilitation Programmes • Expansion of EPWP (Working for water, working for wetlands)
Economic Support Mechanisms	<ul style="list-style-type: none"> • Provision of market and baseline information to aid investors Mentorship and support of emerging sectors

PILLAR 4: INFRASTRUCTURE ENGINEERING	
ISSUE	STRATEGY
Meeting basic needs	<ul style="list-style-type: none"> • Develop and maintain service delivery infrastructure • Provide effective and efficient disaster risk management, fire and rescue services responsive and efficient disaster management, emergency and rescue services. • Expand and fast-track provision of universal access to basic services • Render effective municipal health services • Support maintenance rehabilitation of all road networks in the District
Water services operations	<ul style="list-style-type: none"> • Ongoing vandalism of electricity together with water and sanitation infrastructure. • Sewer spillages due to pressure on the sewer network and disposal of foreign objects into the network. • Emptying of septic tanks • Household use of two borehole water that does not meet health standards (i.e. hand-pump by the Place of Safety and Livestock borehole in the emerging farmers' commonage. • households with private borehole not using water in line with water restrictions (i.e. garden watering and selling water to other community members). • Car washes not complying with water restrictions. • Schools and clinic with no back-up water facilities such as Jojo Tanks or other means of storing water. • Compromised health and hygiene due to poor cleanliness in the households and environment. • Sewer blockages
Institutional Arrangements	<ul style="list-style-type: none"> • Finalization of the review of the draft Water and Sanitation By-laws through the community ward-based phase of the consultations and council-approval of the final by-laws; • Review of the WSA structure and appointment of Peace Officers to facilitate the implementation of the By-Laws;

	<ul style="list-style-type: none"> Finalize the review of the district's organogram and filling of vacant posts within the Water Services Provision; Ensuring that all municipal process controllers are registered on the DWS' Integrated Regulatory and Information System (IRIS); Health and Safety Training for all managers and senior personnel so that they may discharge their responsibilities and improve compliance in their operational areas Improve the functioning of the JGDM's District Water Forum; Finalization of the Integrated Water and Sanitation Master Plan is being developed through the DBSA-funded project; <u>WSA needs to develop a Monitoring and Evaluation system to monitor the implementation of projects;</u> and Finalization and approval of the JGDM Guidelines and Standards for the Water and Sanitation Infrastructure Development that will ensure the alignment between the developed infrastructure with the municipal policies and operational resources.
Water Resources	<ul style="list-style-type: none"> Conduct a dam survey to ascertain the extent of the siltation and inform/guide the options for improving the dam capacities; Embark on activities for the management of the silting of the municipal dams as per the recommendation of the Dam Survey above. This can include the installation of silt traps upstream of the dam walls; Consolidate the number and status of boreholes that are utilized for water supply within the district including the number of standalone schemes and villages that benefit from them; Monitoring of raw water quality at least annually (surface and groundwater); Develop and implement Drought Plan in line with the Climate Change Adaption/Response Plan; Bulk metering of strategic water abstraction to inform the water resource water balance to inform the long-term municipal water resources and services planning; Investigate the possible utilization of treated effluent water reuse for those uses that do not require potable water and in turn reduce raw water abstraction and improve the reserves of the district. Ensure that all the contracts of mandate for the use of treated effluent signed in Barkly East, Burgersdorp and Maletswai with local municipalities, golf course and Burgersdorp school; Participate in the Catchment Management Forum discussions of the Orange River to inform water resources planning and development –and Review the expired and apply for “new” General Authorizations and Water Use License Authorization from DWS to assist the municipality comprehend its water usage – the Water Use License Applications for the Maletswai and Burgersdorp wastewater treatment works have been submitted to the Department of Water and Sanitation.

PILLAR 5: INTEGRATED SERVICE PROVISIONING	
ISSUE	STRATEGY
Bulk Infrastructure	Upgrade key economic infrastructure Elundini Local Municipality such as bulk water supply to Ugie/Nqanqarhu/ Tlokweg; sanitation and R56 road network and Maletswai town
Water Conservation and Demand Management	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 un-billable loss of water from the water system. This waste can be accidental, known, unknown and 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

	<p>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.</p> <p>The WCDM Strategy must address the following main water conservation issues:</p> <ol style="list-style-type: none"> a) Provisioning of water resources for both current and future needs; b) General awareness of water resource and services for both the municipality and its stakeholders; <ul style="list-style-type: none"> • 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 • <i>Development of bylaws that will support the sustainable management of all water and sewage related resources</i> • Institutional arrangement establishment • Address water leaks through community awareness and ranger programme • Eradicate illegal connections • Address vandalism and theft <ul style="list-style-type: none"> • Extend the Working for Water Programme to other strained catchments within the district, depending on the grant funding availability; • Design and implement a comprehensive consumer education and awareness programme with a focus on water use efficiency; • Devise a strategy for the effective metering, billing and revenue collection from high water users; • Ensure that all bulk water is metered at source, at WTW (incoming and outgoing) and at bulk storage reservoirs; and • Establish a comprehensive groundwater monitoring plan for the monitoring of water levels and quality (rural and urban boreholes). <p><i>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.</i></p>
Catchment Management	<p>The core of the strategies involves the following:</p> <ul style="list-style-type: none"> • Clearing of invasive alien plants; and • Dry land rehabilitation work in the form of silt traps, donga stabilization, re-vegetation of old lands and partnering with local communities to promote environmentally friendly utilisation of natural resources. • Water availability for treatment and abstraction; • Reduction of municipal water treatment costs; • Protection of the water infrastructure integrity and functioning through the reduction of siltation; • Improve water security; • Limit the occurrence of flood events; and • Protection of the ecosystem
Basic Needs	<ul style="list-style-type: none"> • Meet basic level of access • Built maintenance and operations capacity • Redesign and regenerate the CBDs of Nqanqarhu and Ugie.

	<ul style="list-style-type: none"> • Improve rural access roads on an ongoing basis • Improve access to basic services. • Improve and reconstruct access roads • Provide sustainable electricity. • Eradicate service delivery backlogs and provide sustainable quality water. • Rehabilitation of bulk services. • Surface (tar or paving) of all existing roads in all wards • Upgrade bulk services (water, sewer and electricity). • Revive the rail system throughout the district. • Implement a small-town regeneration strategy. • Provide taxi stops
Support the provision of water services	<ul style="list-style-type: none"> • <i>Planning: preparing water services development plans (integration of financial, institutional, social, technical and environmental plans of the municipality) to progressively ensure efficient, affordable, economical and sustainable access to water.</i> • <i>Human resources management and development</i> to ensure that the municipality has adequate and competent administrative, technical and scientific personnel in order to ensure effective and efficient water services provision. • <i>Financial management</i> in terms of review and development of water services tariffs, metering, billing and revenue collection. • <i>Regulation</i> of water services provision and water services providers (<i>by-laws, contract regulation, monitoring, and performance management</i>). • <i>Project Management</i> including the project planning, design, development and monitoring. • <i>Communication: consumer education and awareness, and communication (customer care, health and hygiene promotion, water conservation and demand management, information sharing, communication, and development of consumer charter).</i>
Water Services Infrastructure	<ul style="list-style-type: none"> • Conduct an audit of all the municipal-owned water and sanitation infrastructure located within the three local municipalities; • Revival of the District Planning Tribunal; • Develop a long term strategy to manage silting of dam; • Reclaim and recycle water released from water works for beneficial use. Finalization of the contracts of mandate for the applicable areas; • Address balancing of employment of (qualified) process controllers to deal with water quality and management; • Urgently address sewer spillages in Burgersdorp and Maletswai; • Improve the system of diesel management; • Enhance Occupational Health and Safety in water services provision in order to avoid disruption of services and possible litigation; and • Finalization and approval of the <i>Technical Guidelines and Standards for Water and Sanitation Infrastructure Development</i>.
Improved and responsive customer care	<ul style="list-style-type: none"> • Implement Water management System that will improve the customer care services; • Conduct regular municipal-wide customer satisfaction surveys as part of the Customer Care Management Plan; • Finalize the programmes and resourcing of the ISD and Communication functions; and • Develop and implement a consumer water and sanitation education and awareness programme (informing customers of water and wastewater system O&M activities, water quality, resource protection/pollution, reporting incidents/security concerns, etc.);

	<ul style="list-style-type: none"> • Convene forums in collaboration with traditional leaders, councillors of the local municipalities and communities on all aspects of water supply and sanitation services provision.
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PILLAR 6: GOVERNANCE AND FINANCE	
ISSUE	STRATEGY
Human Resource Capacity and Potential	<ul style="list-style-type: none"> • Effectively empower and develop skills base within the District Council's workforce and communities • Attract, retain and develop a base of scarce skills • Maintain conducive good working conditions for staff
Sound and Effective Financial Management and Reporting	<ul style="list-style-type: none"> • Ensure sound and effective financial management and reporting • Comply with all statutory financial management and reporting requirements • Implement revenue collection and enhancement initiatives • Implement anti-fraud and anti-corruption measures
Intergovernmental Cooperation and Coordination	<ul style="list-style-type: none"> • Support and facilitate participate in intergovernmental cooperation initiatives • Establish Create and maintain stakeholder engagement initiatives. • Provide support to local municipalities • Facilitate environmental management and conservation
Communicate Effectively with Communities	<ul style="list-style-type: none"> • Ensure effective internal communications and communication with communities • Work closely with traditional leaders
Support Municipal Oversight Systems	<ul style="list-style-type: none"> • Ensure and maintain clean corporate governance • Implement and enforce performance management

CHAPTER IMPLEMENTATION COMMITMENTS

5.1. LIST OF PROJECTS IMPLEMENTED BY NATIONAL GOVERNMENT IN JOE GQABI DISTRICT MUNICIPALITY.

5.1.1. DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Description	Location	Project Value	Duration	Partners
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC-Oviston Nature Reserve Infrastructure Walter Sisulu LM	Environment/Tourism	Construction of 20 km game fence for Oviston Nature Reserve Construction of new tourist accommodation facilities, Upgrade and rehabilitation of internal reserve road km 10, Upgrade and maintenance of internal road infrastructure.	WSLM Lat:30° 45'0''S Long:25° 42' 0'' E	R10m	2021-2023	WSLM, ECPTA, DEDEAT, JOE GQABI DISTRICT
DFFE	Resilient transformed regional economy	Economic positioning	Youth Environmental Services (YES)	Environment	YES project aims to support government youth development initiatives through the involvement of young people in the delivery of crucial environmental services that benefit communities.	Elundini LM Lat:31°03'55''S Long:28°20'36''E Senqu LM Lat: 30°42'37''S Long: 27°12'51''E Walter Sisulu LM Lat: 30°41'18''S Long:26°42'21''E	R23 723 173	2022-2024	WSLM, SENQU, ELUNDINI, DEDEAT and JOE GQABI DISTRICT
DEDEAT	Resilient transformed	Economic positioning	Municipal Waste	Environment	Cleaning and clearing of 50 illegal dumping areas	WSLM Lat: 30°41'18''S Long:26°42'21''E	R5m	2022/23	WSLM, DFFE and JOE

	regional economy		Management Project		Beautification and revitalization of two parks (Burgersdorp and Steynsburg)				GQABI DISTRICT
DFFE	Resilient transformed regional economy	Economic positioning	Municipal Cleaning and Greening project:	Environment	Street Cleaning, Litter picking, Illegal Dumps Clearing, Tree Planting, etc. Tools of trade: Cleaning Material Brooms, plastic bags, litter pickers, rakes, PPE, etc. Waste to be collected as part of the municipal collection schedule	Elundini LM Lat:31°03'55"S Long:28°20'36"E Senqu LM Lat: 30°42'37"S Long: 27°12'51"E Walter Sisulu LM Lat: 30°41'18"S Long:26°42'21"E	R5 402 715.00	2022-2023	WSLM, ELUNDINI, SENQU, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC- Senqu LM Rhodes land reclamation project	Environment	Restoration and rehabilitation of degraded land by the construction of gabions and Revegetation (Enhance the stream flow capacity to sustain livelihoods Sustainability beyond the project phase (Utilization of structure to make the intended impact)	SENQU LM Lat:30°48'02"S Long:27°57'59"E	R15 000000,00	2021/22-2022/2023	SENQU LM, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	Development of Nqanqaru Botanical Garden in Elundini LM	Environment	Development of Nqanqaru Botanical Garden in Elundini LM	ELUNDINI LM Lat: 31°04'02"S Long: 28°20'44"E	R5 000 000,00	2021/22-2022/2023	Elundini LM DEDEAT and JOE GQABI DISTRICT

DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC-Working for Wetlands project	Environment	<p>To sustainably protect, manage and rehabilitate degraded wetlands and land in order to:</p> <ul style="list-style-type: none"> • Restore or increase core functions of degraded wetlands • Increase base flows and thus improving water flow • Improve water quality and quantity • Increase biodiversity • Increase retention of water in catchment areas • Improve vegetation cover in catchments <p>Reduce silt runoff and erosion</p>	<p>ELUNDINI LM T35A-01 Lat:30°57'33,117"S Long: 28°24'48.62"E</p> <p>T35A-01 Lat:30°57'42.016"S Long: 28°24'37.976E</p> <p>T35D-04: Lat:31°4'12.543"S Long: 28°19'31.880"E</p>	R 9 135 494,00	2019/20-2022/23	Elundini LM, DEDEAT and JOE GQABI DISTRICT
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DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC-Tsitsana Working for Water project	Environment	Control of alien invasive plants & restoration of degraded land to improve ecosystem functioning	Elundini LM Lat: 30°49'37.85"S Long: 28°18'5.53"E	R 2 246 345,00	2019/20-2022/23	Elundini LM, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC Basotho Working for Water project	Environment	Control of alien invasive plants & restoration of degraded land to improve ecosystem functioning	Senqu LM Lat: 30°53'31.40"S Long: 28°31'16.27"E	R1 000 000	2022-2023	Senqu LM, DEDEAT and JOE GQABI DISTRICT

5.1.2. DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 2000	2019 - 2024	Not indicated
100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 800	Not indicated	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 1400	Not indicated	Not indicated
Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 3729	Not indicated	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 2	Not indicated	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 80	Not indicated	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 7458	Not indicated	Not indicated
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 1200	Not indicated	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries - 2400	Not indicated	Not indicated

5.1.3. DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Projects	Project description	Project status	Time frames	Budget
Elundini FPSU	Crop Production inputs (Fertilisers, herbicides)	Awaiting NDAC	Not indicated	R4,500,000.00
Walter Sisulu FPSU	Procurement of Duroc Boar & Feed	Awaiting NDAC	Not indicated	R100 000.00
Hillhead No1	Stimulus Package. Delivery of livestock, machinery, and infrastructure	Implementation	Not indicated	R8,634,096.00
Hillhead No2	Stimulus Package. Delivery of livestock, machinery, and infrastructure	Implementation	Not indicated	R8,542,959.00
Krommedraai	Stimulus Package. Delivery of livestock, machinery and infrastructure	Awaiting approval	Not indicated	R8,138,300.00
Prada	Stimulus Package. Delivery of livestock, machinery and infrastructure	Awaiting approval	Not indicated	R7,430,300.00
Vlakfontein	Stimulus Package. Delivery of production inputs, machinery and infrastructure	Awaiting approval	Not indicated	R8,116,924.45
Reitfontein	ALHA 1HH1HA project. Procurement of production inputs	Busy with specifications	Not indicated	R200,000.00
Mount Fletcher commonage	1HH1HA (HH) projects. Construction of storage shed and fencing	Busy with specifications	Not indicated	R6 938 124.24
Malibuye	1HH1HA (HH) projects. Procurement of Fodder production equipment	Busy with specifications	Not indicated	R460 000.00
Wepener	Stimulus package. Delivery of livestock, machinery, and infrastructure	Implementation	Not indicated	R8,213,346.00
Vaalkop	Stimulus package. Delivery of livestock, machinery, and infrastructure	Implementation	Not indicated	R10,190,106.00
Lucern	Land acquisition and allocation	Not indicated	Not indicated	R800,000.00
75 CPAs supported to be compliant	Communal property Associations supported to be compliant with the Act	Not indicated	Not indicated	Not indicated
Coetzeskraal	Land acquisition. Property no longer available.	Walter Sisulu	2019/2021	R1,196,000.00

Peveril/Platalea	Land acquisition. OVG.	Walter Sisulu	2019/2022	R6,900,000.00
Haartebeesvlei	Land acquisition. OVG.	Elundini	2019/2023	R10,500,000.00

5.1.4. DEPARTMENT OF TELECOMMUNICATION AND POSTAL SERVICES

Projects	Project description	Location / Targeted areas	Time frames	Budget
SITA	Government connectivity services	All districts	2020/21 – 2022/23	Not indicated
BBI Programme	Implement secure backup for AC mains power supply to network critical sites during AC mains supply interruptions. Install Permanent Standby Generators at 5 main sites	All districts and metros	2020/21 – 2022/23	Not indicated
	100Gbps network capacity upgrade on selected network routes were completed.	All districts and metros	2020/21 – 2022/23	Not indicated
	Migration of overhead fibre to underground fibre as part of the maintenance projects to reduce network failures.	All districts and metros	2020/21 – 2022/23	Not indicated
	IP Network Refurbishment phase 0 where old equipment will be replaced with newer and better performing equipment.	Joe Gqabi DM	2020/21 – 2022/23	Not indicated
USAASA	BDM Phase 2	Joe Gqabi DM	2020/21 – 2022/23	Not indicated
DCDT	Broadcasting Digital Migration (BDM) Distribution of Vouchers and decoder rollout	All districts and metros	2020/21 – 2022/23	Not indicated

5.1.5. DEPARTMENT OF WATER AND SANITATION (DWS)

Project Code	Project Name	Location/Target areas	Timeframe / Duration	Total Project Budget (R'M)
RBIG 5b	Lady Grey Bulk Water Supply	Senqu Local Municipality	2021/2022	Not indicated
RBIG 5b	Sterkspruit Waste Water Treatment Works	Senqu Local Municipality	2021/2022	Not indicated

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B			Schedule 6, Part B		
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RBIG 5b	Lady Grey Bulk Water Supply	Senqu Local Municipality	-	-	-	-	-	-
RBIG 5b	Sterkspruit Waste Water Treatment Works	Senqu Local Municipality	-	-	-	-	-	-

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
DWS	The integration of bulk water and basic yet crucial services to improve the	Infrastructure	Lady Grey BWS (Zachtevlei Dam)	Water and Sanitation	Bulk Water project to supply 7,023 people in 2,230 households in the town of Lady Grey via the proposed new	Senqu Local Municipality	To be confirmed	Still at planning stage	To be confirmed	Joe Gqabi District Municipality

	coherence of the water sector and to realise economies of scale and efficient use of water				Zachtevlei Dam and associated pipework.					
DWS	The integration of bulk water and basic yet crucial services to improve the coherence of the water sector and to realise economies of scale and efficient use of water	Infrastructure	Sterkspruit Wastewater Treatment Works	Water and Sanitation	This project entails the construction of activated sludge 4 Ml/d wastewater treatment works, 47.198 km of bulk gravity and pressure pipelines and eight pump stations to serve the areas of Esilindini, Tapoleng and Mokhesi (greater Sterkspruit area).	Senqu Local Municipality	To be confirmed	Still at planning stage	To be confirmed	Joe Gqabi District Municipality
DWS	The integration of bulk water and basic yet crucial services to improve the coherence of the water sector and to realise economies of scale and efficient use of water	Infrastructure	Kinira dam Regional Bulk Water Supply	Water and Sanitation	This project entails the construction of a dam and provision of potable water supply to areas including the towns of Matatiele, Maluti, Cedarville, and all of the rural villages in the 26 Wards within the boundaries of the Municipality.	Matatiele LM	To be confirmed	Still at planning stage	To be confirmed	Alfred Nzo District Municipality
	The integration of bulk water and basic yet crucial services to improve the coherence of the water sector and to realise	Infrastructure	Lower Telle River Bulk Water Supply Scheme	Water	Telle River BWSS project scope includes new Water Treatment Works (WTW) with proposed capacity of 4.5 Ml/d. The proposed scheme will develop a new water source and connect existing internal bulk lines covering an area of approximately 700km ² . The	Senqu Local Municipality	To be confirmed	Still at planning stage	To be confirmed	Joe Gqabi District Municipality

	economies of scale and efficient use of water				regional bulk system will include numerous reservoirs, pump stations and approximately 144km of pipeline.					
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5.2 LOCAL GOVERNMENT INTERVENTIONS

5.2.1. JOE GQABI DISTRICT MUNICIPALITY: DM Catalytic Projects

Identification of top 5 catalytic projects of which feasibilities studies have been done – as per socio economic impact and development selection criteria. These projects have been submitted by the DM, as its prioritised Catalytic Projects. The following 5 projects have been identified as top catalytic for the Joe Gqabi DM:

No.	PROJECT NAME	ESTIMATED COSTS	BENEFITS
1	Maletswai Bulk Services Upgrade	R100 million	The project will result in upgrading the water & sanitation bulk services of the town, which in turn will unlock economic developments in Maletswai, such as housing, private hospital, Aliwal Springs, etc.
2	Orange River Macro Scheme	R1,3 billion	The project was designed to provide potable water, water for major irrigation schemes as well as electricity generation benefitting rural communities in Senqu and Walter Sisulu, including communities in the Free State on the other side of the river.
3	Lady Grey Dam	R260 million	The project will ensure reliable raw water for the town as well as unlock tourism and irrigation for the surrounding farmers.
4	Mt. Fletcher Bulk Service Upgrade	R1 billion	The project will result in upgrading the water & sanitation bulk services of the town, which in turn will unlock economic developments which are currently being put on hold.
5	Burgersdorp Bulk Water Supply	R300 million	The project will result in the provision of a reliable and sustainable raw water supply to the town, alleviating the long standing water shedding practices due to shortage of water. The project upon completion will also unlock the economic development as well as housing provision in the area.

5.2.2. JOE GQABI DM Projects

MIS Form ID	National Registration Number (as on the MIG-MIS)	Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (water, sanitation etc)	Total Project Cost	Registered MIG Funds
285180	W/EC/13004/11/16	Sterkspruit: Upgrading of WTW and Bulk Lines: Phase II	Y	B	Water	77 026 857,90	77 026 857,90
361595	S/EC/17626/20/23	Senqu Rural Sanitation Programme: Phase 6	Y	B	Sanitation	132 220 684,20	132 220 684,20
361593	S/EC/15490/18/20	Elundini Rural Sanitation Programme: Phase 6	Y	B	Sanitation	173 519 999,40	173 519 999,40
274682	W/EC/14718/17/23	Elundini Rural water Programme (ORIO)	Y	B	Water	143 813 803,00	143 813 803,00
277337	S/EC/14606/10/16	James Calata Bucket Eradication and Sanitation Phase 2 (Sewer Lines)	Y	B	Sanitation	50 193 463,76	50 193 463,76
205688	W/EC/12333/11/18	Nqanqarhu Water Treatment & Distribution Upgrade (WTW)	N	B	Water	226 644 752,53	226 644 752,53
276396	S/EC/15418/17/20	Bulk Sanitation Infrastructure Upgrade for Nqanqarhu Phase 3B	N	B	Sanitation	60 447 551,06	60 447 551,06
205688	W/EC/12333/11/18	Nqanqarhu Water Treatment & Distribution Upgrade (AC Pipe Replacement)	Y	B	Water	95 995 638,00	95 995 638,00
345511	W/EC/16755/19/21	MALETSWAI WATER TREATMENT WORKS HOLDING DAMS	N	B	Water	29 185 579,00	29 185 579,00
345513	S/EC/16603/20/22	Provision of Sanitation Infrastructure for Ugie: Phase 1	Y	B	Sanitation	27 478 318,50	27 478 318,50
410991	W/EC/18462/21/24	Senqu Rural Water: Work Package 1	Y	B	Water	82 987 000,01	82 987 000,01
408178	E/EC/18565/21/24	Senqu Rural Water: Work Package 2	Y	B	Water	123 848 088,00	123 848 088,00
408181	W/EC/18461/21/24	Senqu Rural Water: Work Package 3	Y	B	Water	76 309 845,03	76 309 845,03

MIS Form ID	National Registration Number (as on the MIG-MIS)	Project Title	EPWP Y/N	MIG Category (B,P or E)	Project Type (water, sanitation etc)	Total Project Cost	Registered MIG Funds
455991	W/EC/19048/22/23	Senqu Rural Water: Work Package 4	Y	B	Water	76 461 393,71	76 461 393,71
408184	W/WEC/18630/21/23	Senqu Rural Water: Work Package 5	Y	B	Water	54 594 823,08	54 594 823,08
41074	W/EC/18704/21/24	Senqu Rural Water: Work Package 6	Y	B	Water	31 945 217,50	31 945 217,50
408186	W/EC/18657/21/25	Senqu Rural Water: Work Package 7	Y	B	Water	136 514 257,96	136 514 257,96
456141	W/EC/19049/22/24	Lady Grey Water Supply: New Trunk and Reticulation Water Mains for KwziNaledi & Transwilger	Y	B	Water	27 486 722.00	27 486 722.00
411032	NYR	Maletswai Asbestos Pipe Replacement	Y	B	Water	138 405 341.36	Not Registered
393421	NYR	TELLE RIVER BULK WATER SUPPLY SCHEME	Y	B	Water	630 000 000,00	Not Registered
411058	NYR	Maletswai Bulk Water Infrastructure for Housing Development	Y	B	Water	88 458 265,35	Not Registered
N/A	N/A	PMU ADMIN.	N	N/A	N/A	8 495 256,00	Not Registered

Project name	Description	Area	Funding source	2023/24 FY	2024/25 FY	2025/26 FY	Funded /not funded
RAFI Programme	Increase crop yield	Elundini LM	JGDM	R1,5 million	R1,6 million	R1,7 million	Funded
Potato Project	Develop black farmers into commercial farmers	Elundini & Walter Sisulu	Potatoes SA IDC (Potential)	R27 million	R13,5 million	R6,75 million	Not funded
Elundini Middle-income	Building of adequate middle-income housing	Elundini LM	DBSA (Potential)	R3 million	R9 million	R15 million	Not funded
Senqu Peach Project	Intergrate Peach Producers into formal market	Senqu LM	DFDC IDC (Potential)	R30 million	R8,5 million	R8,5 million	Not funded
Senqu Commercial	Town revitalisation	Senqu LM	Investor: Sivalala Holdings	R4 million	R15 million	R19 million	Funded

Project name	Description	Area	Funding source	2023/24 FY	2024/25 FY	2025/26 FY	Funded /not funded
SMME Development Programme	Assist Emerging Small Businesses	District Wide	JGDM	R0,5 million	R0,5 million	R0,5 million	Funded
District Wide Wool Project	Capacitate the youth with skills necessary to operate their own shearing businesses	District Wide	JoGEDA	R50 000	R50 000	R50 000	Funded
Maletswai Private Hospital	Increasing access to health services	District Wide	N/A	R0,00	R10 million	R20 million	Not funded
Maize Meat Hub	Develop red meat value chain	Elundini LM	N/A	R1,5 million	R500 000	R500 000	Not funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY	2025/26 FY	Funded /not funded
Senqu Rural Sanitation Programme : Phase 6	Supply and Erection of VIP toilets in Senqu Rural areas	Senqu LM, Sterkspruit	MIG	10 000	0	0	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY	2025/26 FY	Funded /not funded
Elundini Rural Sanitation Programme: Phase 6	Supply and Erection of VIP toilets	Elundini LM	MIG	10 000	0	0	Funded
Elundini Rural water Programme (ORIO)	Development of groundwater schemes, Bulk lines, storage and reticulation	Elundini LM	MIG& ORIO	20 000	20 000	25 000	Funded
Nqanqarhu Water Treatment & Distribution Upgrade (WTW)	Construction of WTW in Nqanqarhu	Elundini LM	MIG	15 000	25 000	30 000	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY	2025/26 FY	Funded /not funded
MALETSWAI WATER TREATMENT	Construction of 2 x pre-sedimentation (Holding) dams	WSLM	MIG	10 000	20 000	0	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY	2025/26 FY	Funded /not funded
WORKS HOLDING DAMS	next to Maletswai WTW						
Bulk Sanitation Infrastructure Upgrade for Nqanqarhu Phase 3B	Construction of gravity sewer, Pump Station, rising main and WWTW inlet works	Elundini LM	MIG	15 000	2 686	0	Funded
Provision of Sanitation Infrastructure for Ugie: Phase 1	Construction of sewer reticulation in Ugie Park and Pump Station	Elundini LM, Ugie	MIG	15 000	20 000	0	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY '000	2025/26 FY '000	Funded /not funded
Senqu Rural Water: Work Package 1	Standalone water supply schemes	Senqu LM	MIG	10 000	10 000	25 000	Funded
Senqu Rural Water: Work Package 2	Standalone water supply schemes	Senqu LM	MIG	10 000	10 000	20 000	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY '000	2025/26 FY '000	Funded /not funded
Senqu Rural Water: Work Package 3	Standalone water supply schemes	Senqu LM	MIG	10 000	10 000	20 000	Funded
Senqu Rural Water: Work Package 4	Standalone water supply schemes	Senqu LM	MIG	10 000	10 000	20 000	Funded
Senqu Rural Water: Work Package 5	Standalone water supply schemes	Senqu LM	MIG	10 000	10 000	20 000	Funded
Senqu Rural Water: Work Package 6	Standalone water supply schemes	Senqu LM	MIG	10 000	4 000	0	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY '000	2025/26 FY '000	Funded /not funded
Senqu Rural Water: Work Package 7	Standalone water supply schemes	Senqu LM	MIG	10 000	10 000	20 000	Funded
Lady Grey Water Supply: New Trunk	Construction of reticulation	Senqu LM	MIG	14 206	10 000	3 000	Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY '000	2025/26 FY '000	Funded /not funded
and Reticulation Water Mains for KweziNaledi & Transwilger	network in Lady Grey						
Maletswai Asbestos Pipe Replacement	Replacement of aging AC Pipeline in Maletswai	WSLM	MIG	0	10 000	15 000	Not Funded
Maletswai Bulk Water Infrastructure for Housing Development	Construction of bulk infrastructure in Maletswai	WSLM	MIG	0	10 000	20 000	Not Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY '000	2025/26 FY '000	Funded /not funded
James Calata Bucket Eradication and Sanitation: Phase 3 (VIP Removal)	Converting of VIP toilets in Masakhane township to waterborne toilets	WSLM	MIG	0	0	10 000	Not Funded
Bulk Sanitation Infrastructure	Construction of sewer reticulation	Elundini LM	MIG	0	0	10 000	Not Funded

Project name	Description	Area	Funding source	2023/24 FY '000	2024/25 FY '000	2025/26 FY '000	Funded /not funded
Upgrade for Nqanqarhu: Phase 4	network for Sithole Township						
RBIG Sterkspruit Regional Bulk WWTW & Associated Bulk Infrastructure	Construction of regional WWTW & bulk lines. Connect Sterkspruit and all villages within 5km radius to waterborne san.	Senqu LM	RBIG	R15m	R50m	R50m	Funded

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JGDM			Maletswai Bulk Services Upgrade		Provision of bulk water services infrastructure	Maletswai	R100m	No	2 years	DWS
JGDM			Orange River Macro Scheme		Provision of potable water, irrigation schemes, electricity generation	Herschel	R1,3bn	No	10 years	DWS, Agriculture

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JGDM			Lady Grey Dam		Provision of raw water storage dam	Lady Grey	R260m	No	5 years	DWS
JGDM			Mt. Fletcher Bulk Services Upgrade		Provision of bulk water services infrastructure	Mt. Fletcher	R1bn	No	7 years	DWS, COGTA
JGDM			Burgersdorp Bulk water Supply		Provision of bulk raw water capability	Burgersdorp	R300m	No	4 years	DWS, COGTA

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
Joe Gqabi Economic Development Agency (JoGEDA)	Youth unemployment and poverty alleviation.	Economic Positioning (Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)	Crop Production Programme	Agriculture	The Crop Production Programme is a maize project facilitated by JoGEDA and implemented by CHDC in Hlankomo Village. The land is owned by the Hlankomo Primary Cooperative which consists of community members.	Town: Mount Fletcher Elundini Local Municipality	R100 million	R1,5 million	2018 to date	Chris Hani Development Centre, Joe Gqabi District Municipality (JGDM) Emerging Farmers

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Youth unemployment and poverty alleviation.	Economic Positioning (Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)	Elundini Potato Project	Agriculture	Elundini Potato Project is an initiative between the Agency and 5 historically disadvantaged farmers from the Ugie area. A total land about a thousand hectares was made available and each farmer allocated +/- This project has a potential to bring about massive uptick in the economic fortunes of the town as well as the Elundini LM as it aims to	Town: Ugie Elundini Local Municipality	R26 million	Private Investment	2021 to date	Potato SA Emerging Farmers

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
					create jobs and bring about food security.					

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Affordable housing	Infrastructure (Provide affordable housing)	Elundini Middle-Income Housing	Housing	The Joe Gqabi District Municipality (JGDM) and its	Town: Ugie	R107 million	Private Investment (R81 million)	2018 to date	Development Bank of Southern Africa,

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
		targeting middle income earners) Economic Positioning (Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)			local municipalities have an obligation to provide adequate housing for the citizens of the district. In striving to fulfill this obligation, Elundini Local Municipality, signed a memorandum of understanding with JoGEDA to facilitate the process for middle-income housing to be developed in Ugie. This decision passed as a council resolution.	Elundini Local Municipality				Cogta JGDM RG Consultants Elundini Municipality (ELM)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Youth unemployment and poverty alleviation.	Economic Positioning (Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)	Senqu Stone-Fruit Production	Agriculture	Senqu Local Municipality peaches are produced by households in their small gardens mostly for consumption and sell the surplus. There has been no commercialisation of the peach produce in the area or even produced at a large scale, nor quality of the current produce has been tested for formalised markets. Therefore, project aims to formalise the production of peach and integrate the producers in the	Town: Sterkspruit Senqu Local Municipality	R32 million	Private Investment	2019 to date	Industrial Development Corporation, Deciduous Fruit, Department of Social Development, Department of Rural Development and Agrarian Reform (DRDAR)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
					area into formal markets.					

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Unemployment and poverty alleviation.	Economic Positioning (Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)	Maize Meat Hub	Agriculture	The 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.	Town: Nqanqaru Elundini Local Municipality	R35,5 million	Private Investment	2018 to date	DRDAR Agriculture, Land Reform & Rural Development (DLDAR) ELM JGDM

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Business attraction and retention	<p>Economic Positioning</p> <p>(Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)</p> <p>Integrated Service Provisioning</p> <p>(Town revitalisation, property development)</p>	Senqu Commercial Property Development	Retail Property	JoGEDA was given developmental rights by Senqu Local Municipality to facilitate the development of small scale mixed-use commercial property investment in Sterkspruit.	Town: Sterkspruit Senqu Local Municipality	R47,7 million	Private Investment	2019 to date	Bayete Capital Senqu Local Municipality JGDM

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Skills Development and Job creation	<p>Economic Positioning (Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)</p> <p>People Development (Opportunity to gain business skills that will enable to grow and expand their existing business)</p>	SMME Development Programme	Business Development	The USB SBA Development Programme is a post-matric programme that offers full-time small business owners in the Joe Gqabi District, it offers the opportunity to gain business knowledge that will enable to grow and expand their existing business. The SBA Development	Town: Maletswai Walter Sisulu Municipality	R6.6 million	R1,7 million	2017 to date	University of Stellenbosch Business School JGDM

					<p>Programme is presented on a part-time basis in four block weeks. A certificate from Stellenbosch University is awarded to successful participants. The programme consists of; 12 hours of mentoring; 2 practical workshops; 4 blocks of 1 weeklong training; 1 business plan presentation to the SBA's academic panel</p>					
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Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
JoGEDA	Skills Development and Youth unemployment reduction	<p>Economic Positioning</p> <p>(Job creation through labour intensive techniques; Implement projects through labour intensive methods; Target Youth)</p> <p>People Development</p> <p>(Opportunity to train the youth with skills assist them in getting a job)</p>	District Wide Wool Project		<p>Eastern Cape is one of the highest wool producing provinces in the country. According to the latest wool statistics from Cape Wool SA, Eastern Cape accounts for roughly 38.6% of the national wool production. Joe Gqabi District Municipality (JGDM) is the second highest wool producing District in the province. The project aims to; Contribute to an improvement in the quality of the wool produced in the district;</p>	<p>Town: Sterkspruit</p> <p>Senqu Local Municipality</p>	R500 000	Private Investment	2021 to date	BKB Limited JGDM

					Facilitate formation of strategic partnerships with key industry role-players to leverage for training, research, information sharing, equipment, etc; Ensure the youth of JGDM takes advantages of the employment opportunities in the wool value chain.					
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5.3. LIST OF PROJECTS IMPLEMENTED BY THE EASTERN CAPE PROVINCIAL GOVERNMENT IN THE JOE GQABI DISTRICT MUNICIPALITY.

5.3.1. EC Department of Health

Joe Gqabi District Event Plan and Activities for 020/21 financial year

EVENT /ACTIVITIES	TIME FRAME	RESPONSIBLE PERSON	VENUE
Healthy lifestyles which include Distribution of Condoms; Strengthen Adherence Clubs; Vaccination Awareness Campaign (HPV and Covid 19)	April 2021	Health Promotion Operational managers Clinic Supervisors	PHC Facilities, Taverns and Shops
Anti-Tobacco Campaign Month Child Protection Week (Catch –Up Campaigns and Awareness on Physical and emotional Protection) World hand hygiene day National Burns Awareness Week World hypertension day Women’s Health Awareness	May 2021 31 May - 7 June 5 May 6 – 12 May 17 May	Health Promotion Operational managers Clinic Supervisors	PHC facilities, Taverns
Substance abuse awareness Men’s Health month Youth month World Environment Day	June 2021/2022	Health Promotion Education Soc. Development	50 schools
Wellness week	5 - 9th July	Health Promotion Nutrition CEO’s	11 Hospitals 10 Sister Departments
Nelson Mandela International Day (Soup Kitchen)	July 2021	Nutrition Health Promotion TB Manager	Uncredited Hospice
HPV Social mobilisation	July 2021	Health Promotion Dept. of Education	Joe Gqabi schools
Breast feeding awareness & Polio awareness & African Traditional medicine awareness (community engagement) Women’s month Awareness	1 -6 August	Nutrition Health Promotion	PHC Clinics and their areas
HPV campaign	16th August – 23rd Sept	School Health Community Based Manager WBOT Health Promotion	Joe Gqabi schools

EVENT /ACTIVITIES	TIME FRAME	RESPONSIBLE PERSON	VENUE
Cervical cancer awareness	Sept.	MCWH Health Promotion Operational Managers	PHC Clinics and their areas
Foetal Alcohol Syndrome awareness	09 Sept	Health promotion	3 areas per sub-district
World Environmental health day World Contraception day Rabies awareness Heart day & Retina day	26 Sept. 28 Sept. 29 Sept	EHP's Health Promotion	2 areas per sub-district
Breast Cancer awareness Nutrition & obesity awareness Hand washing campaign Poverty eradication awareness Mental Health Awareness month Elderly Person's day Back-care Awareness week School Health week	October 01 October 7-10 October 11- 15 October	Health Nutrition Health Promotion Operational managers Agriculture SASSA	PHC facilities
Diabetes awareness National Children's day	November 06 Nov	Health Promotion Nutrition Operational Managers	PHC facilities
Sub-district World AIDS Day	November	SD, HAST Managers, Stakeholders	Identify hotspots wards whereby there is high rate of teenage pregnancy and HIV+ rate. Conduct build-up campaigns at these hotspots wards
16 Days of activism against women & child abuse	November	Health Social Development SAPS	8 Areas per sub-district
World Aids Day Prevention of injuries month International of persons with disabilities	December 2021 03 Dec	HAST Nutrition Health Promotion Operational Managers Clinic supervisors	Hosting a community dialogue through clinics for those who are infected
Learner dialogue on Healthy lifestyle, Teenage pregnancy, STI and Condom awareness	Feb 2022	MCWH Health Promotion Dept. of Education	5 High schools & 5 JSS per sub-district
TB & Salt awareness (Open Day & screening)	March 2022	HAST	PHC Health facilities

EVENT /ACTIVITIES	TIME FRAME	RESPONSIBLE PERSON	VENUE
		Nutrition Health Promotion Operational Managers Clinic supervisors	

5.3.2. EC Department of Transport

Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
Provide and manage a safe Provincial road network (primary avenues of mobility) to enable and contribute to economic growth and social development.	Economic Positioning	Ugie Location Road	Economic	Building/Structures	Joe Gqabi	158 900		2yrs	
		Mlamli Hospital Road		Road - Tarred	Joe Gqabi	26 000 000		7yrs	
		MLAMLI HOSPITAL ROAD PH1		Building/Structures	Joe Gqabi	180 000 000		2yrs	
To improve public, private sector partnerships with the aim of building capacity. Reduce road fatalities to ensure a safer better and secures life for all by intensifying law enforcement and strengthen the arm of the law.	Economic Positioning		Economic						
		Design of Lower Nxaxa		Building/Structures	Joe Gqabi	2 293 564		1yr	
To improve public, private sector partnerships with the aim of building capacity. Reduce road fatalities to ensure a safer better and secures life for all by	Economic Positioning	SLA JGDM: Gariep & Maletswai	Economic	Road - Gravel	Joe Gqabi	26 000 000			Gariep & Maletswai municipality
		20/21 ROUTINE ROAD MAINTENANCE		Road	Various districts	393 188 781		6yrs	
		RMC 2021-22		Road	Various districts	187 092 164		6yrs	
		20/21 REGRAVELING		Road	Various districts	115 741627		6yrs	

Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location GPS coordinates	Project Value	Funding (Budgeted for /not)	Project duration	Implementation partners
intensifying law enforcement and strengthen the arm of the law.		2022/23 Reseals and Rehabilitations		Road	Various districts	541 119 948		10yrs	
		2017/18 SLA JGDM:GARIEP & MALETSWAI		Road	Joe Gqabi	260 000 00		13yrs	

5.3.3. Department of Economic Development Environmental Affairs and Tourism

Strategic Focus	Transformation Area	Project Name	Sector	Description	Location	Project Value	Budget	Duration	Partners
	Economic positioning	Tourism infrastructure		Support for the upgrade of tourism facilities in nature reserves:	Upgrading of Oviston Nature Reserve- WSLM	R10m		3 Years	ECPTA, DFFE
Empowered and skilled communities participating in inclusive economy	Economic positioning	Informal Business Support Program	Informal economy	To provide financial and non-financial support to informal enterprises which are township or rural based with emphasis on enterprises owned and managed by the designated group	Province wide	R12 million		1 Year	ECDC, DEDEAT, SEDA
Empowered and skilled communities participating in inclusive economy	Economic positioning	Financial support to enterprises	Enterprise support	To provide financial and non-financial support to co-operatives Province-wide	Province wide	15.3m (2022/23) 17.4m (2023/24)		2 Years	ECDC, DEDEAT
Strategic Focus	Transformation Area	Project Name	Sector	Description	Location	Project Value	Budget	Duration	Partners
	Economic positioning	Tourism infrastructure		Support for the upgrade of tourism facilities in nature reserves:	Upgrading of Oviston Nature Reserve- WSLM	R10m		3 Years	ECPTA, DFFE
Empowered and skilled communities participating in inclusive economy	Economic positioning	Informal Business Support Program	Informal economy	To provide financial and non-financial support to informal enterprises which are township or rural based with emphasis	Province wide	R12 million		1 Year	ECDC, DEDEAT, SEDA

				on enterprises owned and managed by the designated group					
Empowered and skilled communities participating in inclusive economy	Economic positioning	Financial support to enterprises	Enterprise support	To provide financial and non-financial support to co-operatives Province-wide	Province wide	15.3m (2022/23) 17.4m (2023/24)		2 Years	ECDC, DEDEAT

Areas of intervention				Five-year planning period		
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
SMME Development	Financial literacy	R6 million	JG, CH, SB	-	ECDC	
	EC Youth Entrepreneurship awards	R52,5 million	6 districts and 2 Metro's	-	DEDEAT/ECDC Enterprise Development	SAICA

¹¹ Depends on allocation of funds from the Provincial Treasury.

Areas of intervention				Five-year planning period		
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Provincial Economic Stimulus Fund	EC Provincial Economic Stimulus fund Catalytic projects and programmes to stimulate economic growth and transformation.	R 195 000 000	Province Wide Buffalo City Metro Municipality Nelson Mandela Metropolitan Municipality Sarah Baartman District Municipality Amathole District Municipality	-	DEDEAT	Treasury

			Enoch Mgijima Local Municipality			
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Areas of intervention			Five-year planning period			
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
			Walter Sisulu Local Municipality Elundini Local Municipality Blue Crane Route LM O.R. Tambo District Municipality			
Environmental Awards	Environmental Awards	R1 418m	Province wide	-	Programme 3	Department of Basic Education; Department of Environment, Forestry and Fisheries; WESSA; Municipalities; Department of Rural development and Agrarian Reform
	Greenest Municipality Competition	R1m	Province wide	-	Programme 3	6 X District Municipalities

DEDEAT and DEFF (Environment, Forrestry, and Fisheries) (Cont.)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Description	Location	Project Value	Duration	Partners
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC-Oviston Nature Reserve Infrastructure Walter Sisulu LM	Environment/Tourism	Construction of 20 km game fence for Oviston Nature Reserve Construction of new tourist accommodation facilities, Upgrade and rehabilitation of internal	WSLM Lat:30° 45'0"S Long:25° 42' 0" E	R10m	2021-2023	WSLM, ECPTA, DEDEAT, JOE GQABI DISTRICT

					reserve road km 10, Upgrade and maintenance of internal road infrastructure.				
DFFE	Resilient transformed regional economy	Economic positioning	Youth Environmental Services (YES)	Environment	YES project aims to support government youth development initiatives through the involvement of young people in the delivery of crucial environmental services that benefit communities.	Elundini LM Lat:31°03'55"S Long:28°20'36"E Senqu LM Lat: 30°42'37"S Long: 27°12'51"E Walter Sisulu LM Lat: 30°41'18"S Long:26°42'21"E	R23 723 173	2022-2024	WSLM, SENQU, ELUNDINI, DEDEAT and JOE GQABI DISTRICT
DEDEAT	Resilient transformed regional economy	Economic positioning	Municipal Waste Management Project	Environment	Cleaning and clearing of 50 illegal dumping areas Beautification and revitalization of two parks (Burgersdorp and Steynsburg)	WSLM Lat: 30°41'18"S Long:26°42'21"E	R5m	2022/23	WSLM, DFFE and JOE GQABI DISTRICT
DFFE	Resilient transformed regional economy	Economic positioning	Municipal Cleaning and Greening project:	Environment	Street Cleaning, Litter picking, Illegal Dumps Clearing, Tree Planting, etc. Tools of trade: Cleaning Material Brooms, plastic bags, litter pickers, rakes, PPE, etc. Waste to be collected as part of the municipal collection schedule	Elundini LM Lat:31°03'55"S Long:28°20'36"E Senqu LM Lat: 30°42'37"S Long: 27°12'51"E Walter Sisulu LM Lat: 30°41'18"S Long:26°42'21"E	R5 402 715.00	2022-2023	WSLM, ELUNDINI, SENQU, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC- Senqu LM Rhodes land reclamation project	Environment	Restoration and rehabilitation of degraded land by the construction of gabions and Revegetation (Enhance the stream flow capacity to sustain livelihoods Sustainability beyond the project phase (Utilization of structure to make the intended impact)	SENQU LM Lat:30°48'02"S Long:27°57'59"E	R15 000000,00	2021/22-2022/2023	SENQU LM, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and	Transformed spatial form	Development of Nqanqarhu Botanical	Environment	Development of Nqanqarhu Botanical Garden in Elundini LM	ELUNDINI LM Lat: 31°04'02"S Long: 28°20'44"E	R5 000 000,00	2021/22-2022/2023	Elundini LM DEDEAT and JOE

	Environmental Sustainability		Garden in Elundini LM						GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC-Working for Wetlands project	Environment	To sustainably protect, manage and rehabilitate degraded wetlands and land in order to: <ul style="list-style-type: none"> Restore or increase core functions of degraded wetlands Increase base flows and thus improving water flow Improve water quality and quantity Increase biodiversity Increase retention of water in catchment areas Improve vegetation cover in catchments Reduce silt runoff and erosion	ELUNDINI LM T35A-01 Lat:30°57'33,117"S Long: 28°24'48.62"E T35A-01 Lat:30°57'42.016"S Long: 28°24'37.976E T35D-04: Lat:31°4'12.543"S Long: 28°19'31.880"E	R 9 135 494,00	2019/20-2022/23	Elundini LM, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC-Tsitsana Working for Water project	Environment	Control of alien invasive plants & restoration of degraded land to improve ecosystem functioning	Elundini LM Lat: 30°49'37.85"S Long: 28°18'5.53"E	R 2 246 345,00	2019/20-2022/23	Elundini LM, DEDEAT and JOE GQABI DISTRICT
DFFE	Spatial restructuring and Environmental Sustainability	Transformed spatial form	EC Basotho Working for Water project	Environment	Control of alien invasive plants & restoration of degraded land to improve ecosystem functioning	Senqu LM Lat: 30°53'31.40"S Long: 28°31'16.27"E	R1 000 000	2022-2023	Senqu LM, DEDEAT and JOE GQABI DISTRICT

5.3.4. Department Of Sports Recreation, Arts, And Culture (DSRAC) 2023/24

DSRAC Infrastructure projects

Areas of intervention	Medium Term Strategic Framework (5 years - MTSF) - SP					
	Project description	Budget ⁵ allocation R'000	District Municipality	Location: GPS Coordinates	Project leader	Social partners
Access to information	New infrastructure assets					
	N/A	N/A	N/A	N/A	N/A	N/A
	Rehabilitation, renovations and refurbishments					
Access to information	Refurbishment [Libraries and Museums]					
	Ugie Library	R10 500	Joe Gqabi		DSRAC	Elundini
	Maintenance and repairs					
	N/A	N/A	N/A	N/A	N/A	N/A

Other social cohesion related projects

Project	Budget R'000	Location	Project leader	Social partners
Cultural Affairs				
Freedom Day	R1 000	To be determined	DSRAC	LMS, OTP, and ECLEG
Africa Day	R800	To be determined	DSRAC	LMS, OTP, and ECLEG
Heritage Day	R1 300	To be determined	DSRAC	LMS, OTP, and ECLEG
Day of Reconciliation	R1 000	To be determined	DSRAC	LMS, OTP, and ECLEG
Human Rights Day	R1 300	To be determined	DSRAC	LMS, OTP, and ECLEG
749 Capacitation of Artists in all districts	R4 848	All districts and Head Office	DSRAC	CCIFSA, LMS, Guild Theatre, Artists Centres, SEDA, ECDC, DSAC,
Arts and Culture festivals (20)	R1 606	All Districts	DSRAC	CCIFSA, LMS Mdantsane, Gompo Art Centres, CAC Board, Artists, Choral Music Structures, Fashion Designers,
Music Excellence Accelerated Programme, Eastern Cape	R2 500	All districts	DSRAC	Music Associations, CCIFSA, MBTC

⁵ Total Project Cost

Project	Budget R'000	Location	Project leader	Social partners
Rand Easter Show	R250	All districts	DSRAC	CCIFSA
Eastern Cape Music Showcase	R450	All districts	DSRAC	CCIFSA
Women programme in arts, crafts and fashion design	R120	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Premier Visual Arts and Design Exhibitions	R130	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Touring ventures	R200	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Provincial Children's Theatre	R150	All districts	DSRAC	CCIFSA, COGTA, ECPACC
Komani Jazz Festival	R950	Chris Hani	DSRAC	Enoch Mgjijima
Sondela Youth Festival	R950	Joe Gqabi	DSRAC	
Transformation of museums programme through exhibitions	R1 559	All districts	DSRAC	LM; s DOE, Museum, Mandela Family, OTP, ECLEG, DoE, COGTA, SANCO,
Conduct awareness programme	R250	Head Office and all Districts	DSRAC	ECPGNC, DGNC, LM's
Geographical Name Exchange programme	R800	All districts	DSRAC	DM and LMs, NGOs and NPOs, Traditional Councils.
Exhume, repatriate and reburial 2 human remains	R607		DSRAC	Affected families, Gov. Depts, Municipalities, NPA, MKMVA, SACC
Literature Festival (Lit fest)	R540	All districts	DSRAC	EC Literary Society, writers' associations, tertiary institutions;
Drama Radio	R450	All districts	DSRAC	Media, OTP, Gov. Depts, UWFM
Manuscript and Isivivane publication projects	R550	All districts	DSRAC	(SABC)
	R150		DSRAC	PANSALB
Provincial Social Cohesion Dialogue and Masithethe Sign Language Khoisan Project; Traditional Literature/ Folklore	R450	All districts	DSRAC	EC Literary Society, writers' associations, tertiary institutions; Media and government departments, PANSALB
Library and Archive Services				
Public awareness programmes	R1 958	All districts	DSRAC	Governmental bodies Public entities Municipalities and NPOs
Sport and Recreation				
Athletes Support Programme	R4 495	In all Districts Sport Academies	DSRAC	ECAS

Project	Budget R'000	Location	Project leader	Social partners
Support to Clubs, hubs and schools (480)	R8 130	All Districts	DSRAC	Federations, Clubs, ECSC and LM's
128 Local Leagues supported in all districts (16 codes)	R9 452	In all Districts	DSRAC	Federations, Clubs, ECSC and LM's
Resourcing of eight district academies and international participation and	R2 033	All districts	DSRAC	ECAS
Exchange programmes with Lower Saxony, Germany.	R1 500	All districts	DSRAC	ECAS and ECSC
Sport focus schools programme (8)	R312	All districts	DSRAC	ECAS and ECSC
Sport development programmes (Squads, tournaments, championships, marathons, road races, etc)	R16 925	All districts	DSRAC	ECSC, Federations, LMs
Recreation programmes (hub festivals, big walk, senior citizens, indoor and outdoor ventures, youth camp, etc)	R9 898	All districts	DSRAC	Recreation associations, NPOs, NGOs,
Investing in sport people programme	R6 697	All districts	DSRAC	Federations, Sport Science Institutions, sport and recreation associations
Provincial Sport & Recreation Awards	R1 500	All districts	DSRAC	ECSC & ECAS
Major event to stimulate sport tourism	R8 400	All districts	DSRAC	Federations, SCM and Service Providers
School Sport championships	R17 498	All districts	DSRAC	DOE, School Sport Associations

5.3.5. EC Department of Safety and Liaison

FIVE YEAR PLANNING PERIOD (MTSF)					
Area of Intervention	Project description	Budget allocation	District Municipality	Location: GPS Coordinates	Project Leader
Functional Crime prevention community structure	Facilitate functional community police forums, street / village committees.	To be confirmed	All Districts and Metros	Police station areas, villages and streets	District Manager
School safety patrollers	Deployment of safety patrollers in schools in poverty and crime hot spots	To be confirmed	All Districts and Metros	School in poverty sites and crime-stricken areas	District Manager
Crime awareness campaigns	Focussing on relevant safety challenges such as stock theft, GBV as integrated interventions to change the situation	To be confirmed	All Districts and Metros	Local communities in municipalities	District Manager
Policing accountability engagements	Holding members of the SAPS and metro police accountable to communities through community participation sessions	To be confirmed	All Districts and Metros	Local communities in municipalities	District Manager
Safety institutions of higher learning and training	Involve the higher education campuses to have awareness campaigns in order to understand their concerns.		All Districts and Metros	Universities and TVET Colleges	District Manager

5.3.6. EC Department of Public Works (DPW)

Institution	Strategic Focus ⁶	Transformation Area ⁷	Project Name	Sector	Project Description ⁸	Location:	Project Value ⁹	Funding (Budgeted for/not)	Project Duration	Implementation Partners
Department of Public Works & Infrastructure	Provisioning of Provincial Office Accommodation or One Stop Shop / Cluster Offices	Social Infrastructure Development & Delivery	Mount Fletcher Cluster Offices	Socio-Economic	Social Infrastructure investment in building a Capable State	Mount Fletcher – Elundini LM- (Joe Gqabi District)	R 75,000,000	Equitable Share	3 years	DPWI, Joe Gqabi District & Private Sector
Department of Public Works & Infrastructure	Provisioning of Provincial Office Accommodation or One Stop Shop / Cluster Offices	Social Infrastructure Development & Delivery	Maletswai Cluster Offices	Socio-Economic	Social Infrastructure investment in building a Capable State	Maletswai – Walter Sisulu LM- (Joe Gqabi District)	R182,236,000	Equitable Share	3 years +	DPWI, Joe Gqabi District & Private Sector

⁶ **Strategic Focus:** How does the institution contribute to the vision of the One Plan as well as a well contributing to a coherent and articulated strategy/strategies within the One Plan to achieve it.

⁷ **Six Transformation areas: People development** (the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the 5 transformational areas (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management), **Economic Positioning** (the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy); **Spatial Integration** (the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements); **Infrastructure** (the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term); **Integrated Service Provisioning** (the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network); **Governance** (the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land).

⁸ **Catalytic Project:** Project with significant value to trigger other economic activities.

⁹ **Minimum value (catalytic projects):** R30 million

Department of Public Works & Infrastructure	Social Infrastructure provisioning of behalf of the DoH	Social Infrastructure Development & Delivery	Upgrading of Lady Grey Hospital	Socio-Economic	Social Infrastructure investment for Client Dignity and improvement of Health Condition	Lady Grey – Elunding LM- (Joe Gqabi District)	R50,000,000	Conditional Grant	3 years	DPWI, Joe Gqabi District & Private Sector
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5.3.7. EC Department of Rural Development and Agrarian Reform (DRDAR)

Institution	Strategic Focus ¹⁰	Transformation Area ¹¹	Project Name	Sector	Project Description ¹²	Location:	Project Value ¹³	Funding (Budgeted for/not)	Project Duration	Implementation Partners
ECRDA	A Sustainably Forestry Sector Development in		Forestry Development Initiatives	Economic	New afforestation and or forestry expansion to 100 000 ha in the	Alfred Nzo DM, OR Tambo DM, Joe Gqabi	R1,5 billion	Private Sector Investment and Support	10 Years	Private Sector partners, Communities, Entrepreneurs,

¹⁰ **Strategic Focus:** How does the institution contribute to the vision of the One Plan as well as a well contributing to a coherent and articulated strategy/strategies within the One Plan to achieve it.

¹¹ **Six Transformation areas: People development** (the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the 5 transformational areas (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management), **Economic Positioning** (the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy); **Spatial Integration** (the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements); **Infrastructure** (the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term); **Integrated Service Provisioning** (the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network); **Governance** (the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land).

¹² **Catalytic Project:** Project with significant value to trigger other economic activities.

¹³ **Minimum value (catalytic projects):** R30 million

	the Eastern Cape				Eastern Cape Province	DM, Chris Hani DM and Amathole DM		from Financiers		DALRRD, DEDEAT, DFIs, Commercial Banks
DRDAR through ECRDA	Integrated and sustainable rural-urban economic development through increased local beneficiation of Cannabis	Economic positioning; Spatial integration & Infrastructure	Cannabis/Hemp industrialisation program	Economic	Cannabis industry development focusing in industrial & medicinal applications (as per applicable regulations)	Province-wide	600 million	Public-Private Partnership Investment	5 years	<u>Public:</u> DTIC, DSBD, DSI, DALRRD, ECRDA, DEDEAT, DRDAR, Municipal & State-Owned Entities, Traditional Authority. <u>Private:</u> Investors
ECRDA	To increase socio-economic impact, levels of beneficiation and income for small-scale wool and mohair producers	Economic Positioning	Wool & Mohair	Economic	Assist farmers and their farms to comply with International Responsible Wool Standards (RWS) and Responsible Mohair Standards (RMS) to achieve premium prices for the sale of their Wool and Mohair.	Joe Gqabi, Chris Hani, OR Tambo, Amathole & Sarah Baartman DMs	10 million	Public-Private Partnership Investment	5 years	DRDAR, DRDLR, District & Local Municipalities Cape Wool and Mohair, NWGA, Private Investors

CHAPTER 6

6.1. ONE PLAN IMPLEMENTATION, MONITORING & EVALUATION

6.1.1. IMPLEMENTATION READINESS

The Joe Gqabi District had stable and functional political and administrative systems necessary for successful implementation of all the commitments outlined in the One Plan. There is political will, strong intergovernmental cooperation, well coordinated clusters and committed to stakeholders. All commitments outlined in the document are ready for implementation in the short to medium term and most importantly all commitments have clear budgetary commitments.

6.1.2. MONITORING & EVALUATION

Performance management has been defined as a tool for change in conceptualizing local government transformation. It is another indication of government's commitment to good governance and service delivery. The ethos of performance management rests on an understanding that other spheres of government need to play their part in supporting local government to perform their functions thereby improving the quality of lives of communities.

The objective of monitoring, reporting, and evaluating performance will *inter alia* include:

- Assess whether targets were being met.
- Identify achievements, constraints and failures so that improvements can be made to the DDM and project designs to achieve better impact.
- Identify the appropriate interventions that will increase the responsiveness of targeted beneficiaries.
- Provide information for effective coordination of district development at the regional level.
- Document lessons learned from the implementation of programmes and projects.
- Improve service delivery and influence allocation of resources in the districts.
- Demonstrate results to stakeholders as part of accountability and transparency.

The performance monitoring and evaluation framework will enable JGDM DDM One Plan stakeholders to plan, monitor, measure, review, report and improve both, District organizational and individual performance. For monitoring and evaluation to occur fruitfully, the following processes will be undertaken:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to their DDM One Plan.
- Involve the community in setting indicators and targets and reviewing performance.
- Publish an annual report on performance for the communities and all stakeholders to be appraised of the achievements on set targets.
- Conduct an audit on performance before tabling the report.

The DDM quarterly performance reports will be submitted before Councils of the District, local municipalities as well as to Provincial and National structures quarterly. These structures will review the performance based on the performance report submitted by the Monitoring and Oversight Cluster chair. The quarterly reports will further be published for public consumption.

CHAPTER 7

7.1. CONCLUSION

The Joe Gqabi District DDM One Pan contains the outline of the development profile and the associated plans to alleviate the challenges identified in the district area. The essence of the DDM approach is coherent, integrated and aligned government planning that seeks to focus on impact driven interventions to community development. Thus, strong and well coordinated intergovernmental system is pivotal for the successful realisation of goals envisaged in this plan. Structures, systems and the political will that exists within the Joe Gqabi District municipal area is favourable to the successful implementation of the Plan. Successful implementation of the Joe Gqabi District DDM One plan will mean fast-tracked realisation of the vision of attaining an improved life all residents in the Joe Gqabi District municipal area.