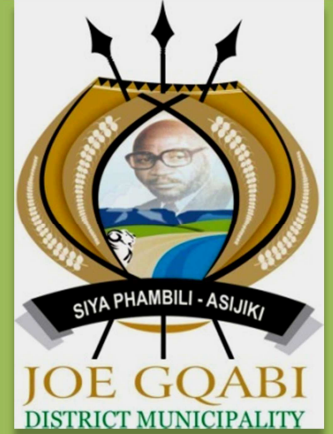


Draft

**INTEGRATED
DEVELOPMENT PLAN**

2014/15 Financial Year



CONTENTS

FINAL	ERROR! BOOKMARK NOT DEFINED.
INTEGRATED	I
DEVELOPMENT PLAN	I
2014/15 FINANCIAL YEAR	I
LIST OF TABLES	VI
LIST OF FIGURES	VIII
ACRONYMS.....	IX
SECTION 1: LEGISLATIVE IMPERATIVE	1
1.1 INTRODUCTION	1
1.2 ADOPTION OF IDP FRAMEWORK AND PROCESS PLAN.....	1
1.3 MATTERS CONSIDERED DURING THE DEVELOPMENT OF THE IDP	1
SECTION 2: BRIEF SOCIO-ECONOMIC OVERVIEW	2
2.1 GEOGRAPHY AND POPULATION DYNAMICS	2
2.1.1 Geography	2
2.1.2 DEMOGRAPHY	3
2.1.2.1 Population	3
2.1.3.2 Gender and age distribution	3
2.1.2.3 Household dynamics	4
2.1.2.4 HIV and AIDS	5
2.1.2.5 Migration Patterns	5
2.1.2.6 Demographic implications	6
2.2 HOUSEHOLD SERVICES	6
2.2.1 Types of dwellings	6
2.2.2 Access to portable basic water services.....	7
2.2.3 Access to sanitation services.....	8
2.2.4 Access to electricity	8
2.2.5 Refuse Removal	9
2.2.6 Access to the higher service levels	10
2.3 HOUSING	11
2.4 EDUCATION	12
2.5 ECONOMY	13
2.5.1 Gross Value Added	13
2.5.2 Sectoral Performance	14
2.5.3 Employment by Sector	15
2.5.4 Employment and income status	16
2.5.5 Poverty and inequality	17
2.4.6 Human development index.....	17
SECTION 3: SPATIAL DEVELOPMENT FRAMEWORK	18
3.1 ADOPTION OF THE SPATIAL DEVELOPMENT FRAMEWORK.....	18
3.2 NATURAL ENVIRONMENT ANALYSIS	18
3.3 SPATIAL DEVELOPMENT RATIONALE	22
3.3.1 Priority programmes and Areas of High Potential	22
3.3.2 Senqu Sustainable Development Plan	22
3.3.3 Spatial Development objectives and strategies	26

3.3.4 Development nodes and corridors.....	27
3.3.5 <i>Local municipal spatial development frameworks</i>	29
3.3.6 Land for future development.....	31
3.4 RECYCLING AND ENVIRONMENTAL PRINCIPLES.....	32
3.4.1 Recycling initiatives.....	32
3.4.2 Small towns revitalisation.....	32
3.4.2 Environmental Management.....	32
3.5 CLIMATE CHANGE.....	33
3.6 FUTURE SPATIAL DEVELOPMENT PRINCIPLES AND GUIDELINES.....	34
SECTION 4: LOCAL ECONOMIC DEVELOPMENT.....	35
4.1 ADOPTION OF LED STRATEGY.....	35
4.2 DISTRICT PLANNING FRAMEWORK.....	35
4.3 PLATFORMS FOR STAKEHOLDER AND COMMUNITY PARTICIPATION.....	36
4.4 LED IMPLEMENTATION PLAN.....	36
4.6 COMPETITIVE AND COMPARATIVE ADVANTAGE.....	40
4.7 LAND REFORM.....	41
4.8 LED MARKETING AND COMMUNICATION.....	41
4.9 SMME AND COOPERATIVES.....	41
4.10 INSTITUTIONAL ARRANGEMENTS.....	42
4.12 BUSINESS RETENTION STRATEGY.....	42
4.13 EXPANDED PUBLIC WORKS AND COMMUNITY WORKS PROGRAMME.....	42
SECTION 5: SERVICE DELIVERY AND INFRASTRUCTURE.....	42
5.1 WATER AND SANITATION PLANNING.....	42
5.1.1 Capacity of the District.....	43
5.1.2 Management and Operations.....	44
5.1.3 Licensing and operation of Waste Water Treatment Works.....	44
5.1.4 State of Bulk Infrastructure.....	44
5.1.5 Levels and standard of services.....	45
5.1.6 Service backlogs.....	45
5.1.7 Infrastructure Investment.....	47
5.1.8 External Investment sources for infrastructure development.....	48
5.1.9 Water quality monitoring.....	48
5.1.10 Water and sanitation backlog eradication.....	49
5.1.11 Free Basic Services.....	50
5.1.12 Cost recovery for water and sanitation.....	50
5.1.13 Water Conservation and Demand Management interventions.....	51
5.1.14 Sector programme's water requirements.....	52
5.2 ELECTRIFICATION.....	53
5.2.1 Service provision.....	53
5.3 ROAD MAINTENANCE.....	54
5.3.1 Key road networks.....	54
5.3.2 Roads maintenance.....	55
5.3.3 Non-Motorized Transport.....	55
5.3.4 Storm water.....	55
5.3.5 Railways.....	56
5.4 Waste Management.....	56
5.4.1 Service Backlog.....	57
5.5 INFRASTRUCTURE INVESTMENT PLANNING AND BACKLOG ERADICATION.....	58
5.6 MUNICIPAL HEALTH SERVICES.....	59
5.6.1 Status of the Service.....	59
5.6.2 Prioritised areas for intervention.....	59
5.7 SOCIAL INFRASTRUCTURE.....	59
5.7.1 Health.....	59
5.7.2 Safety and Security.....	61

5.8 PUBLIC FACILITIES.....	64
SECTION 6: DISASTER MANAGEMENT.....	66
6.1 DISASTER MANAGEMENT	66
6.2 FIRE FIGHTING	66
6.3 DISASTER RISK ASSESSMENT.....	67
6.4 DISASTER AND FIRE SERVICES INSTITUTIONAL ARRANGEMENTS.....	67
6.5 DISASTER BYLAWS	68
6.6 COMMUNITY PRIORITIES.....	68
SECTION 7: VISION AND MISSION OF THE DISTRICT	71
7.1 VISION	71
7.2 MISSION.....	71
7.3 VALUES OF JOE GOABI DISTRICT MUNICIPALITY.....	72
7.4 POWERS AND FUNCTIONS	73
7.5 THE ROLE OF THE DISTRICT MUNICIPALITY	74
7.5.1 Support to Local Municipalities	74
SECTION 8: GOVERNMENT STRATEGIC FRAMEWORK AND STRATEGIC FOCUS AREAS OF THE DISTRICT....	76
8.1 MUNICIPAL TURNAROUND STRATEGY.....	76
8.1.1 MUNICIPAL ADMINISTRATION AND HUMAN RESOURCE DEVELOPMENT.....	76
8.1.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	77
8.1.4 BASIC SERVICE DELIVERY	78
8.1.5 FINANCIAL MANAGEMENT AND VIABILITY.....	78
8.1.6 ECONOMIC DEVELOPMENT	79
8.2 MILLENNIUM DEVELOPMENT GOALS.....	80
8.3 GOVERNMENT PRIORITIES.....	80
8.4 MANDATE FOR LOCAL GOVERNMENT (2011 – 2016)	80
8.5 PRIORITY PROGRAMMES OF THE DISTRICT	81
8.6 ALIGNMENT BETWEEN THE NATIONAL, PROVINCIAL AND JGDM PROGRAMMES	81
8.6 ALIGNMENT BETWEEN JGDM STRATEGIC FOCUS AREAS AND 2011 LOCAL GOVERNMENT MANDATE	86
SECTION 9: COUNCIL’S STRATEGIC FOCUS AREAS, OBJECTIVES AND DEVELOPMENT STRATEGIES	86
9.1 SERVICE DELIVERY AND INFRASTRUCTURE PROVISION	86
9.2 LOCAL ECONOMIC DEVELOPMENT	87
9.3 FINANCIAL MANAGEMENT AND VIABILITY	87
9.4 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION.....	87
9.5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	87
SECTION 10: OTHER OPERATIONAL PLANS AND STRATEGIES.....	88
10.1 AREA BASED PLAN FOR LAND REFORM.....	88
10.2 PAVEMENT MANAGEMENT PLAN.....	89
10.3 JOE GOABI WOMEN DEVELOPMENT PLAN.....	89
10.4 TOURISM PLAN.....	89
10.5 ENVIRONMENTAL MANAGEMENT PLAN.....	90
10.5.1 Air Quality and Pollution	90
10.5.2 Freshwater Resources	91
10.5.3 Water Quality.....	92
10.5.4 Wetland systems in JGDM	93
10.5.5 Erosion.....	93
10.5.6 Mining.....	94
10.5.7 Faunal diversity.....	94
10.5.9 Invasive alien species	95
10.5.10 Protected areas.....	95

10.6 AGRICULTURAL PLAN	95
10.7 FORESTRY PLAN	97
10.8 SMMES AND COOPERATIVES DEVELOPMENT STRATEGY	99
SECTION 11: PROJECTS AND PROGRAMMES	99
11.1 DISTRICT PROJECTS AND PROGRAMMES	99
11.1.1 Capital and operational Projects/programmes for the MTEF (2014/15 to 2016/2017)	99
11.2 GOVERNMENT DEPARTMENTS PROJECTS	102
11.2.1 Social Development and Special programmes	102
11.2.2 Roads and Public Works	111
SECTION 12: FINANCIAL PLAN	115
12.1 STATUS OF THE FINANCIAL POSITION OF JOE GQABI	115
12.1.1 Accumulated Surplus/Deficit	115
12.1.2 Net Balance Accumulated Surplus	115
12.2 FINANCIAL MANAGEMENT STRATEGY	115
12.2.1 Institutional level	115
12.2.2 Financial Environment	116
12.2.3 Projected Budget	116
12.2.4 Alternative Mechanisms to deal with global economic crisis	117
12.2.5 Annual Capital Expenditure	117
12.2.6 Operational Budget	117
12.2.7 Capital Budget	117
12.2.9 Revenue	118
12.2.10 Service Charges	119
12.2.11 Billing	120
12.2.12 Equitable share	120
12.2.13 Regional Services (RSC) Levies Replacement Grant	121
12.2.14 Municipal Infrastructure Grant	121
12.2.15 Other Grants	122
12.2.16 Donor Funding	122
12.2.17 Expenditure by Type	123
12.3.18 Repairs and maintenance	123
12.3.19 Unfunded mandates	123
12.3.20 Tariffs and rates	123
12.3.21 Debt Control and Collection	124
12.3.22 Spatial Development Budget	124
12.3.23 Budget for community Participation	124
12.3.24 Budget for support to local municipalities	125
12.4 FINANCIAL PRUDENCE BY COUNCIL	125
12.4.1 Financial Policies	126
12.4.2 Status of policies	127
SECTION 13: PERFORMANCE MANAGEMENT SYSTEM	128
13.1 ADOPTION OF THE POLICY	128
13.2 PURPOSE OF THE POLICY	128
13.3 PERFORMANCE MANAGEMENT MODEL	128
13.4 DIFFERENT SCORECARD LEVELS	129
13.4.1 The Joe Gqabi District-wide Scorecard	129
13.4.2 The Institutional Scorecard	129
13.4.4 Sectional Scorecards	129
13.5 PERFORMANCE AUDITING	130
13.6 PERFORMANCE MONITORING AND REVIEW	130
SECTION 14: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN	130
14.1 PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS	131

15. AUDIT ACTION PLAN	143
SECTION 16: GOVERNANCE AND INSTITUTIONAL FRAMEWORK.....	145
16.1 EXECUTIVE AND COUNCIL.....	145
16.1.1 Political Structure of the District	145
16.1.2 Top Management	146
16.1.3 Organogram	146
16.1.4 Human Resource Strategy.....	146
16.1.5 Workplace Skills Development Planning.....	147
16.1.6 Employment Equity Planning.....	148
16.1.7 Recruitment, Selection and Appointment Policy	148
16.1.8 Code of Conduct and Enforcement	149
16.1.9 Scarce Skills and Retention Strategy	149
16.1.10 Succession Planning	150
16.1.11 Employee Assistance Programme	150
16.1.12 Human Resource Policies.....	150
16.1.13 Occupational Health and Safety	150
16.1.14 HR Structures to Support Labour Relations.....	151
16.1.15 Legal Services	151
16.2 GOVERNANCE.....	151
16.2.1 Public participation.....	151
16.2.2 Community Consultation	152
16.2.3 Public Participation Strategy.....	152
16.2.4 Community Development Workers and Ward Committees	153
16.2.5 Involvement of Traditional Leaders	153
16.2.6 COMMUNICATION STRATEGY.....	153
16.2.7 Thusong Centres	154
16.2.8 Complaints Management System	154
16.2.9 Intergovernmental Relations	154
16.2.11 Other Committees within the District.....	155
16.2.12 State Institutions within the District	155
16.2.13 HIV and AIDS Strategy	155
16.2.14 Special Groups and Gender Mainstreaming.....	156
16.2.15 Anti-corruption and anti-fraud.....	157
16.2.16 Approval, Monitoring and Evaluation Tools.....	157
16.2.17 IDP Approval and Marketing.....	158
16.2.18 Internal Audit and External Audit.....	158
16.2.19 Internal Controls.....	158
16.2.19 The Audit Committee	158
16.2.20 Performance Appraisal Committee.....	159
16.2.22 Delegation Framework.....	159
16.2.23 Information Technology and Records Management	159
APPENDIX A: SUMMARY OF SECTOR PLAN RELATED INFORMATION	161
APPENDIX B	164
SUMMARY OF ISSUES RAISED DURING PREVIOUS IDP ASSESSMENT.....	164

List of tables

Table 1: Population and total households	3
Table 2: Gender and age distribution.....	3
Table 3: Household dynamics	4
Table 4: Household Migration.....	5
Table 5: Type of dwelling per municipality	6
Table 6: Type of dwelling by source of water	7
Table 7: Type of dwelling by sanitation facilities.....	8
Table 8: Electricity Service Delivery Levels.....	9
Table 9: Geography by Energy or fuel for lighting	9
Table 10: Geography by Energy or fuel for cooking	9
Table 11: Access to waste removal services.....	9
Table 12: Access to the higher service levels	11
Table 13: Type of dwelling by Tenure status.....	11
Table 14: Educational levels.....	13
Table 15: Schooling trends.....	13
Table 16: Sectoral performance between 1996 and 2010	15
Table 17: Employment status	16
Table 18: Individual monthly income.....	16
Table 19: Spatial Key Issues, Objectives and Strategies in the District.....	26
Table 20: Unlocking land for future development	31
Table 21: Land Redistribution.....	Error! Bookmark not defined.
Table 22: Potential projects in Joe Gqabi district.....	41
Table 23: GDS progress to date by Joe Gqabi District Municipality ...	Error! Bookmark not defined.
Table 24: levels of service of water provision (urban and rural)	45
Table 25: Water backlogs in the District.....	45
Table 26: Water Access levels per type of settlement	46
Table 27: Sanitation backlogs in District	46
Table 28: Estimated cost of eradicating sanitation backlogs in Joe Gqabi	46
Table 29: Backlog Eradication funding needs	47
Table 30: Sanitation eradication schedule	47
Table 31: Water Backlog eradication schedule	47
Table 32: District Municipal Infrastructure Budget	48
Table 33: Orio Elundini sanitation funding.....	Error! Bookmark not defined.
Table 34: District Water Quality Information.....	49
Table 35: Quality of water used by each sector	53
Table 36: Quantity of water provided to the WSA by another water services institution	53
Table 37: Status of waste sites within the District.....	58
Table 38: Number of Hospitals and Clinics	60
Table 39: Crime Statistics.....	61
Table 40: Housing Status Quo in the District.....	62
Table 41: The number of schools in the District in 2007	63
Table 42: Community Facilities in the District.....	65
Table 43: Powers and Functions of the Joe Gqabi and its Local Municipalities.....	73
Table 44: Alignment between the National, Provincial and JGDM programmes.....	82
Table 45: Alignment between Local Government Mandate and Strategic Focus Areas	86
Table 46: Air quality Issues and Causes	91
Table 47: Forestry Ownership	98
Table 48: Accumulated Deficit	115
Table 49: Budget projections	116
Table 51: Expenditure per Directorate	117
Table 52: Revenue and Expenditure	Error! Bookmark not defined.
Table 53: Audited capital expenditure.....	118
Table 54: Grants expenditure	118

<i>Table 55: Capital budget by vote</i>	118
<i>Table 56: Revenue by source</i>	119
<i>Table 57: Equitable share allocation</i>	120
Table 58: DORA allocations	120
Table 59: RSC replacement Levy Grant	121
Table 60: 2013/14 MIG allocations	121
Table 61: FMG allocation	122
Table 62: MSIG allocation	122
Table 63: Expenditure by type	123
Table 64: Record of audit opinions	143
Table 65: Audit Action Plan	143
Table 66: Skills development schedule	148
Table 67: Outstanding and finalised disciplinary cases	149
Table 68: IDP Institutional structures	151
Table 70: Approval, monitoring and Evaluation Tools	157
Table 71: Issues raised in assessment	164

List of figures

Figure 1: Ariel view of the JGDM	2
Figure 2: Population pyramid.....	4
Figure 3: HIV and AIDS prevalence within the District.....	5
Figure 5: Sector contribution to GVA-R (2010).....	14
Figure 6: Employment composition (2010) (Source: Ecsecc 2012)	15
Figure 7: Trends in employment per sector (Source: Ecsecc 2012)	16
Figure 8: Gini coefficient.....	17
Figure 9: Spatial Priorities	24
Figure 10: Senqu Sustainable Development Plan	25
Figure 11: Development nodes and proposed investment within the District	27
Figure 12: Key Development Corridors.....	28
Figure 13: Special Development Areas.....	29
Figure 14: Education attainment.....	63
Figure 15: Key elements of the mission of the District.....	72
Figure 16: Priority programmes of the District	81
Figure 17: Schematic representation of the Municipal Scorecard Model.....	128
<i>Figure 18: Political structure of the District.....</i>	<i>145</i>
<i>Figure 19: High-level organogram</i>	<i>146</i>
Figure 20: District IGR Structures	155

Acronyms

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

M&E	Monitoring & Evaluation
MAFISA	Agriculture Microcredit Fund
MFMA	Municipal Finance & Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAFCOC	National African Federation of Chambers of Commerce
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDI	Previously Disadvantaged Individual
PGDP	Provincial Growth and Development Plan
PHC	Primary Healthcare
PMS	Performance Management System
PPP	Public-Private Partnership
RDP	Reconstruction and Development Plan
RDS	Rural Development Strategy
RSS	Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SANRA	South African National Roads Agency
SAPS	South African Police Services
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprises Development Agency
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMME	Small, Medium & Micro Enterprises
SPU	Special Programmes Unit
TAS	Turn Around Strategy
TB	Tuberculosis
WSDP	Water Sector Development Plan

SECTION 1: LEGISLATIVE IMPERATIVE

1.1 Introduction

Subsequent to the 2011 Local Government elections, the District adopted its five-year Integrated Development Plan (IDP) in June 2012 covering the period of 2012/13 – 2016/17 financial years. Thus, this document represents the first review of the current five-year IDP.

In terms of Section 35 (1) (a) of the MSA, “an integrated development plan adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality”. As provided for in Schedules 4 and 5 of the Constitution (1996) and the Municipal Structures Act of 1998 there are areas of competence that fall within Local, Provincial and National Spheres of government. The IDP is therefore the local expression of the entire government’s plan of action. Therefore, all projects and programmes implemented by all government Departments find expression in the IDP.

1.2 Adoption of IDP Framework and Process Plan

The District adopted a District IDP Framework and Process Plan in August 2012 in terms of Council Resolution 024/12/SCM (233/12/MC). All four local municipalities within the District also adopted their respective Process Plans subsequent to adoption of the District Framework Plan. All matters required in terms of Section 27 and 28 of the MSA are dealt with in detail in the adopted Framework and Process Plans. The Framework provides guidance to the local municipalities and most importantly, it serves as an alignment mechanisms between the District and local municipal planning processes.

1.3 Matters considered during the development of the IDP

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

- ◆ National and Provincial Service Delivery indicators, targets, frameworks and plans, including the National Development Plan (NDP);
- ◆ Municipal Turn Around Strategies and the MISA document;
- ◆ Comments and inputs emanating from IDP processes and stakeholder engagements;
- ◆ Comments emanating from IDP engagement sessions
- ◆ Community priorities;
- ◆ General improvements measures of current processes and systems;
- ◆ Organizational development and its intricacies;
- ◆ Reviewed sector plans;
- ◆ Council’s strategic planning sessions; and
- ◆ Credible IDP Framework requirements.

SECTION 2: BRIEF SOCIO-ECONOMIC OVERVIEW

2.1 Geography and Population dynamics

2.1.1 Geography

The JGDM covers an area of 2,564,705 ha and displays a diverse set of landscapes, from deeply incised mountainous terrain to flat far-reaching plains. The JGDM is located within the Eastern Cape Province and it borders the Free State Province and country of Lesotho to the north as depicted in figure 1 below. The District is one of the six District municipalities in the province.



Figure 1: Aerial view of the JGDM

The District consists of four local municipalities; viz: Gariep, Maletswai, Senqu and Elundini local municipalities. Areas that form the local municipalities are the following: Gariep (Burgersdorp, Steynsburg, Venterstad); Maletswai (Aliwal North, Jamestown); Senqu (Barkly East, Rhodes, Rossouw, Lady Grey, Sterkspruit) and Elundini (Maclear, Ugie, Mount Fletcher). Maletswai is the main economic centre within the District. The Aliwal North town is strategically located on the national N6 route which links East London with Bloemfontein and Johannesburg.

District Head Quarters are located in Barkly East, in the Senqu local municipality. A satellite Disaster Unit and the Roads Section are located in Aliwal North in the Maletswai local municipality.

2.1.2 Demography

2.1.2.1 Population

The population of the District slightly increased from 341 750 in 2001 to 349 768 in 2011 representing a 2.3% growth. This has been a modest growth compared to the 8.2% growth observed between 1996 and 2001 as depicted in table 1 below. The locality that has seen higher population growth is the Maletswai local municipality which stood at 16% between 2001 and 2011. This was followed by the Gariiep local municipality at 7.3%. The Senqu local municipality observed a decrease of 1.2 % and in Elundini an insignificant growth of 0.5%.

Table 1: Population and total households

Municipality	2001	2011	% growth		Number of households		
			1996 - 2001	2001 – 2011	2001	2011	% Change
JGDM	341 750	349 768	8.2	2.3	84 835	97 775	15
Elundini	137 394	138 141	3.7	0.5	33 209	37 854	14
Senqu	135 734	134 150	6.7	-1.2	33 904	38 046	12
Maletswai	37 307	43 800	29.2	16.0	9 488	12 105	28
Gariiep	31 314	33 677	11.2	7.3	8 234	9 770	19

Source: Census 2001 and Census 2011

2.1.3.2 Gender and age distribution

It is evident, as shown in table 2, that the greatest numbers of people are found within the 15 – 64 years range. This is a category of people that is of the working age. The age group below 15 years follows at a range of 34 and 39 % in 2011 and 2001 respectively. The age group from 65 years and above is the lowest in the District. This trend is uniform throughout the local municipalities.

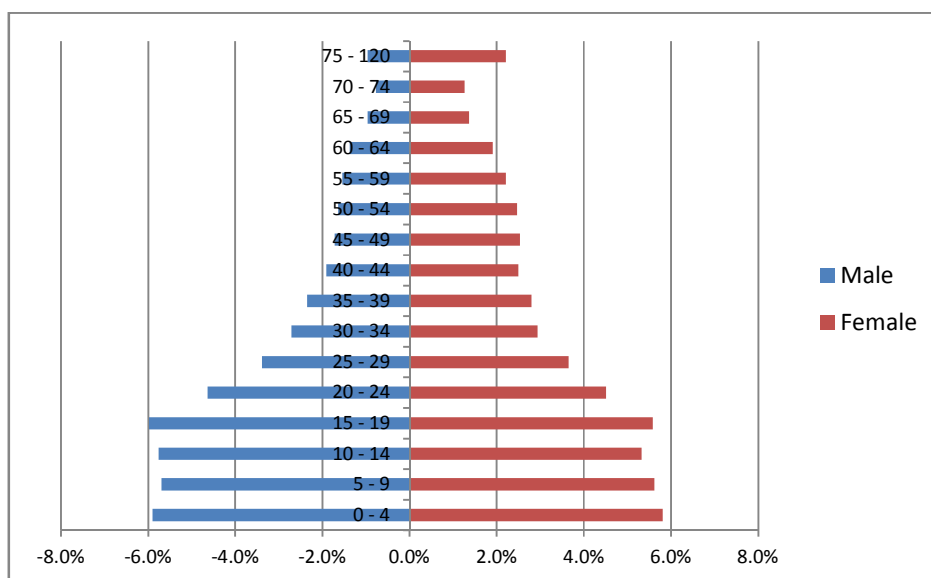
Table 2: Gender and age distribution

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

Source: Census 2011

A graphical illustration that shows the distribution of various age groups in the District is depicted in figure 2 below. This pyramid provides a clear depiction of age and sex distribution of the District population. In terms of the stages of demographic transition model, the District pyramid appears to

be at the third stage, which shows stationary growth and mortality particularly in the 25 to 75+ years cohorts. It is clear how many people of each age range and sex are found within the District. Moreover, the pyramid shows that the population is generally older on average indicating a generally longer life expectancy, low death rates and low birth rates.



Source: Derived from Census 2011

Figure 2: Population pyramid

2.1.2.3 Household dynamics

As shown in table 3 below, the number of persons in each household have shown a slight decline from 4.0 in 2001 to 3.6 in 2011. This is directly congruent with the increase in the number of households which increased from 84 835 in 2001 to 97 775 in 2011, representing a 15% increase. The stability in the pyramid also supports the observed increase in the number of households. The phenomenon of female headed households is slightly decreasing. It is depicted in the table that about 49% of households are female headed compared to 51% 2001.

Table 3: Household dynamics

Municipality	Average Household Size		Female Headed Households %		Formal Dwellings %		% Housing owned/paying off	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	4.0	3.6	51.4	49.3	59.8	60.3	58.5	61.3
Elundini	4.1	3.6	56.0	52.1	40.1	33.0	55.9	61.9
Senqu	4.0	3.5	52.1	50.5	70.9	70.2	68.2	68.5
Maletswai	3.8	3.6	44.2	44.0	66.2	85.6	37.4	44.5
Gariep	3.8	3.4	38.6	40.3	85.7	96.0	53.0	52.1

Source: Census 2001, Census 2011

2.1.2.4 HIV and AIDS

The Department of Health estimates that over 5.4 million people in South Africa are living with HIV. Thousands are becoming ill and many are dying every week due HIV and AIDS related sicknesses. Communities are in all corners of our society are negatively affected by the spread of the pandemic.

Municipalities within the jurisdiction of the JGDM have registered high levels of HIV prevalence, as depicted in figure 3 below. Some of the Municipalities have prevalence that is higher than the national and provincial averages. This high level of prevalence can be attributed to a number of factors that include unemployment, abuse of substances especially liquor and high poverty levels.

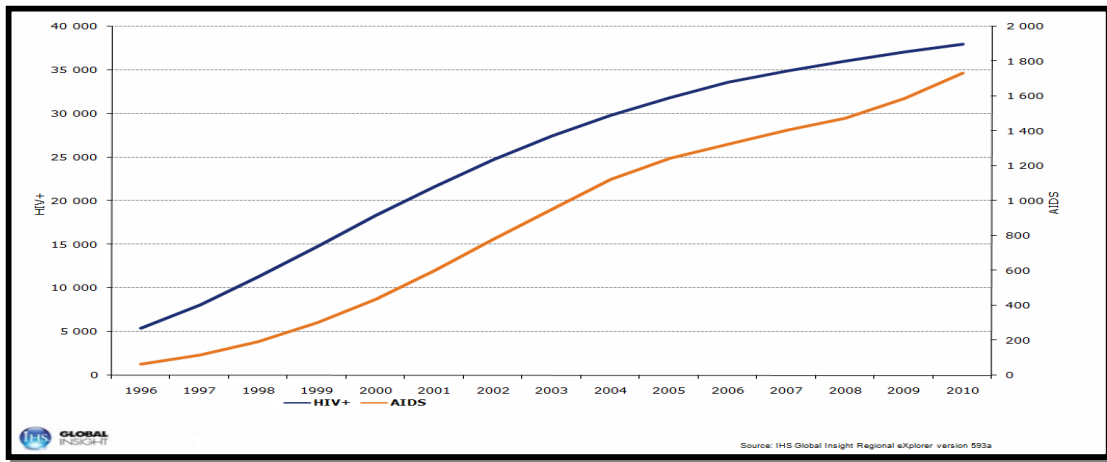


Figure 3: HIV and AIDS prevalence within the District

2.1.2.5 Migration Patterns

The levels of out-migration from Joe Gqabi are higher than the provincial average. At least 18% of District households against 15.2% of provincial households reports of at least one migrant household member. Approximately, 7% of the District population overall migrates from their households, while the provincial migration rate amounts to 5.6% of the provincial population as depicted in table 4.

Table 4: Household Migration

Area	Household Migration	
	% of population	% of households
Eastern Cape	5.6	15.2
Joe Gqabi	7	18
Elundini	4.3	11.6
Senqu	12.6	31.9
Maletswai	1.4	5.6
Gariep	2.5	9

Source: RRS 2006

3.1.2.6 Demographic implications

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

2.2 Household services

This section outlines the status of access and backlogs with regard to key services such as water, sanitation, electricity, waste removal, etc.

2.2.1 Types of dwellings

Prior to sketching out the service delivery statistics, it is important to provide a breakdown of households per municipality in terms of dwelling type as shown in table 5.

Table 5: Type of dwelling per municipality

	Joe Gqabi DM	Elundini	Senqu	Maletswai	Gariep
House or brick/concrete block structure on a separate stand or yard or on a farm	53886	10274	25341	9511	8761
Traditional dwelling/hut/structure made of traditional materials	33987	24782	9067	85	53
Flat or apartment in a block of flats	2289	1060	792	371	66
Cluster house in complex	139	51	54	19	14
Townhouse (semi-detached house in a complex)	262	36	71	53	102
Semi-detached house	721	58	137	167	359
House/flat/room in backyard	1449	958	225	218	49
Informal dwelling (shack; in backyard)	1500	113	840	430	118
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	2648	236	1080	1180	152
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	211	66	97	22	26
Caravan/tent	86	22	55	1	8
Other	599	199	288	50	62
Unspecified	-	-	-	-	-
Not applicable	-	-	-	-	-
Total Households	97777	37855	38047	12107	9770

From the table above it is evident that about 90% of households within the District reside in a dwelling type of a house or brick/concrete block structure and traditional dwelling/hut/structure made of traditional materials. It is also shown that about 4% of households reside in informal settlements, including those in backyards and those that are in informal settlements, squatter or a

farm. Further disaggregation of the figures show that about 2.7% of the informal settlements are found in informal/squatter settlements in areas that are not provided with bulk services infrastructure.

2.2.2 Access to portable basic water services

Households with access to regional/local water scheme (operated by municipality or other water services provider) or access to boreholes stood at 65% in 2011, as shown in table 6 below. In terms of access within informal settlements, the statistics indicate that 76% of informal settlements do have access to water through a regional/local water scheme (operated by municipality or other water services provider) or access to boreholes.

Table 6: Type of dwelling by source of water

Type of dwelling	Regional/local water scheme (operated by municipality or other water services provider)	Bore-hole	Spring	Rain water tank	Dam/ pool/ stagnant water	River/ stream	Water vendor	Water tanker	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	38292	4466	3297	1111	1118	2844	664	1379	716
Traditional dwelling/hut/structure made of traditional materials	8373	5821	5566	1314	2290	6620	823	2358	822
Flat or apartment in a block of flats	987	259	121	76	76	290	124	319	36
Cluster house in complex	79	15	6	11	1	9	4	6	9
Townhouse (semi-detached house in a complex)	226	8	2	3	4	5	-	8	4
Semi-detached house	523	85	4	16	20	5	9	39	20
House/flat/room in backyard	647	197	149	19	84	136	14	176	27
Informal dwelling (shack; in backyard)	1182	71	59	12	23	65	12	40	36
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1823	87	151	24	267	72	7	15	203
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	118	48	14	9	4	15	1	2	-
Caravan/tent	31	20	5	4	9	10	-	6	-
Other	286	74	63	10	64	31	15	38	16
Grand total	52567	11151	9437	2609	3960	10102	1673	4386	1889
Percentage access	54%	11%	10%	3%	4%	10%	2%	4%	2%

It is shown that about 54% of households do have access in terms of access to water through regional/local water scheme (operated by municipality or other water services provider). Further, 11% have access through boreholes.

2.2.3 Access to sanitation services

About 51% of households had access to the basic level of access to sanitation services through flush toilet which is connected to sewerage system, flush toilet with septic tank, chemical toilet and pit toilet with ventilation (VIP), as depicted in table 7 below. Those with pit toilet without ventilation, bucket toilet, other and those with none stood at 49%.

Table 7: Type of dwelling by sanitation facilities

	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	5645	20575	2536	2009	10193	10985	836	1105
Traditional dwelling/hut/structure made of traditional materials	8562	192	118	1184	9248	12789	217	1677
Flat or apartment in a block of flats	397	520	63	99	425	707	21	56
Cluster house in complex	15	34	1	5	35	44	2	2
Townhouse (semi-detached house in a complex)	7	197	11	1	15	21	8	2
Semi-detached house	187	321	10	40	31	53	40	40
House/flat/room in backyard	243	366	32	20	210	537	12	30
Informal dwelling (shack; in backyard)	372	479	51	75	154	173	151	45
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	1070	343	22	50	128	284	427	325
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	64	85	11	1	16	23	2	8
Caravan/tent	40	24	3	1	7	7	-	4
Other	135	173	22	27	108	101	13	20
Grand total	16737	23309	2880	3512	20570	25724	1729	3314
%	17%	24%	3%	4%	21%	26%	2%	3%

The table above further shows that about 1 729 households use the bucket toilets, which represents 2% of the District households.

2.2.4 Access to electricity

Provision of electricity is not a direct function of the District. Eskom is the main provider of electricity through the District though there are some areas that are under the local municipalities. The Census 2011 statistics in table 8 show a noticeable improvement of 69% access to the basic level of electricity from 59% in 2007. The majority of the backlog is in the informal settlements. Tables 9 and 10 show energy sources for lighting and cooking, which factor is key in determining the level of access to the electricity service.

Table 8: Electricity Service Delivery Levels

Households								
Energy: (above minimum level)	Total households	97 775	Formal Settlements	Total households	95 071	Informal Settlements	Total households	1 623
	Electricity (at least min. service level)	67 433		Households below minimum service level	28 512		Households below minimum service level	1 147
	Percentage Access	69.0%		Proportion of households below minimum service level	30%		Proportion of households below minimum service level	70%

Table 9: Geography by Energy or fuel for lighting

Municipality	None	Electricity	Gas	Paraffin	Candles (not a valid option)	Solar
Joe Gqabi	250	67433	370	8621	18329	2772
Elundini	165	17533	139	4277	13127	2613
Senqu	57	30866	139	3205	3676	104
Maletswai	18	10190	33	996	838	31
Gariep	11	8844	59	144	688	24

Table 10: Geography by Energy or fuel for cooking

Municipality	None	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
Joe Gqabi	161	55150	5042	17773	17958	153	1332	134	73
Elundini	73	13216	3039	7064	13642	67	685	36	33
Senqu	58	24499	1255	8096	3374	64	594	69	36
Maletswai	19	9506	320	1713	478	16	35	15	2
Gariep	11	7929	428	900	463	6	17	14	3

2.2.5 Refuse Removal

Table 11 below shows that refuse removal backlogs was the highest in formal settlements. In the traditional area type a large number of households made use of their own refuse dump.

Table 11: Access to waste removal services

Area type	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Formal residential	25353	674	566	6713	1077	273
Informal residential	560	7	68	746	232	11
Traditional residential	343	140	497	41657	11123	721
Farms	101	29	126	3845	785	143
Parks and recreation	-	6	-	68	-	-

Area type	Removed by local authority/ private company at least once a week	Removed by local authority/ private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Collective living quarters	92	-	2	10	-	-
Industrial	-	-	1	1	1	-
Small holdings	-	-	-	6	3	1
Vacant	235	6	11	647	154	28
Commercial	671	8	11	15	6	-
TOTAL	27355	870	1282	53708	13381	1177
%	28.0%	0.9%	1.3%	54.9%	13.7%	1.2%

2.2.6 Access to the higher service levels

Basic Service Level

- Communal water supply services and on-site sanitation services
- Constituting the minimum level of service provided by the Water Service Provider
- Consisting of reticulated standpipes or stationery water tank serviced either through a network pipe or a water tanker located within a reasonable walking distance from any household with a ventilated improved pit latrine located on each premises with premises meaning the lowest order of visibly demarcated area on which some sort of informal dwelling has been erected
- Installed free of charge
- Provided free of any charge to clients
- Maintained by the Water Service Provider

_ Intermediate Service Level

- Yard connection and an individual connection to the Water Service Providers' sanitation system
- Consisting of an un-metered standpipe on a premises and a pour-flush toilet pan, wash through and suitable toilet top structure connected to the Water Service Provider's sanitation system
- Installed free of charge
- Provided free of any charge to client
- Maintained by the Water Service Provider

_ Full Service Level

- A metered pressured water connection with an individual connection to the Water Service Providers' sanitation system
- Installed against payment of the relevant connection charges
- Provided against payment of prescribed charges with the on-site water and drainage installations maintained by the client

Access to the higher service levels in terms of the RDP standards in key services are summed up in table 12 below.

Table 12: Access to the higher service levels

Municipality	Flush connected sewerage %		Toilet to Weekly Removal %		Refuse		Piped Water Inside Dwelling %		Electricity for Lighting %	
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	11.8	23.8	22.8	28.0	7.9	17.6	42.9	69.0		
Elundini	3.1	8.0	10.3	12.3	3.1	10.4	11.4	46.3		
Senqu	3.7	11.9	10.8	12.5	4.1	8.7	62.0	81.1		
Maletswai	50.4	70.1	67.8	83.5	24.0	49.1	57.2	84.2		
Gariep	35.2	74.4	69.9	80.3	24.5	40.9	75.7	90.5		

With regard to high levels of service, it is evident that although significant strides have been made in dealing with service delivery backlogs, upgrading the services to high levels remains a challenge. Percentage of households with access to waterborne sanitation system which is connected to a sewerage system increased from 12% to 24% in 2011. Weekly refuse removal remains constant and low at 28% in 2011. Percentage of households with access to piped water inside dwelling improved from 8% in 2001 to 18% in 2011. Access to electricity for lighting increased from 43% in 2001 to 69% in 2011. Though these figures show huge improvements which in most more than doubled, there are still challenges that remain.

2.3 Housing

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

The key challenges for Human Settlement going forward will be to improve delivery of low-income housing and eliminate all challenges being experienced and further facilitate development of middle-income housing projects throughout the District.

The housing status quo with regard to housing backlogs in the District is reflected below in table 13 below. It is shown in the table that about 52% of dwellings within the District are owned and fully paid off. This is followed by 19% of dwellings that are occupied rent-free. The third largest category of tenure status is 12% of dwellings that are rented.

Table 13: Type of dwelling by Tenure status

Type of dwelling	Tenure status				
	Rented	Owned but not yet paid off	Occupied rent-free	Owned and fully paid off	Other
House or brick/concrete block structure on a separate stand or yard or on a farm	7251	2758	10665	29866	3346
Traditional dwelling/hut/structure made of traditional materials	1940	1869	5730	20804	3644
Flat or apartment in a block of flats	729	87	356	1031	85
Cluster house in complex	30	8	34	46	21
Townhouse (semi-detached house in a complex)	99	29	32	92	10
Semi-detached house	198	18	202	284	18

Type of dwelling	Tenure status				
House/flat/room in backyard	412	30	339	637	31
Informal dwelling (shack; in backyard)	298	105	339	691	67
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	254	58	820	1325	191
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	118	4	48	24	17
Caravan/tent	26	-	45	11	3
Other	178	14	140	177	90
TOTAL	11533	4980	18750	54988	7523
%	11.8	5.1	19.2	56.2	7.7

Key issues identified for intervention by the Human Settlement Department include:

- ◆ Lack of land available for housing development. Explore expropriation of land in order to give priority to public interest and municipal development plans
- ◆ Lack of bulk services on identified land for housing development
- ◆ Rectify poor quality of RDP houses as a result of poor workmanship, complete unfinished projects and identify bottlenecks in blocked housing projects
- ◆ Building of sustainable human settlements. Integrate housing developments and prioritise indigents in areas close to work opportunities.
- ◆ Ensure that all built houses are occupied.
- ◆ Use local labour and resources and ensure that joint-ventures when external contractors are being used.
- ◆ District Municipalities to be accredited for housing development.
- ◆ Ensure maximum public participation in housing development to ensure ownership.
- ◆ Decentralise registration systems and the ability of the systems to link nationally.
- ◆ Explore development of low income rental housing middle income low cost housing

2.4 Education

The District has prioritised education as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment.

Table 14 shows that about 76% of the District population has an education level of not more than grade 12. This is the largest proportion of the population. The proportion with N1 to a certificate level there is about 2%. The proportion with degrees and post graduate level of education is about 1% of the population.

Table 14: Educational levels

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

The education levels attainment show a slight improvement between 2001 and 2011, as depicted in table 15. The population with no schooling decreased from 28% in 2001 to 14% in 2011. In terms of higher education levels, attainment there has been a slight decrease from 5% in 2001 to 3% in 2011.

Table 15: Schooling trends

Municipality	No Schooling		Higher Education		Matric		Primary Educational Enrolment <13	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	28.2	14.4	4.7	3.1	9.5	13.9	90.2	94.1
Elundini	31.4	15.8	3.9	2.9	6.9	11.6	90.9	93.8
Senqu	26.4	14.3	4.9	2.6	9.6	13.0	90.2	94.9
Maletswai	23.7	10.8	6.4	5.2	16.1	21.4	88.6	93.5
Gariep	28.9	14.6	4.6	3.4	10.6	15.9	87.5	92.7

The poor level of higher education in the District could be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape.

2.5 Economy

2.5.1 Gross Value Added

With respect to Gross Value Added by Region (GVA-R) as depicted in figure 4, the aggregates show that the tertiary sector remained the highest contributor with between 71% and 80% from 1996 to 2010. There was a 10% improvement between 1996 and 2010. The secondary sector contributed between 19% and 14% from 1996 to 2010 with a constant decline of 6% over the period. The primary sector contributed between 9% and 6% with a 3% decline during the same period.

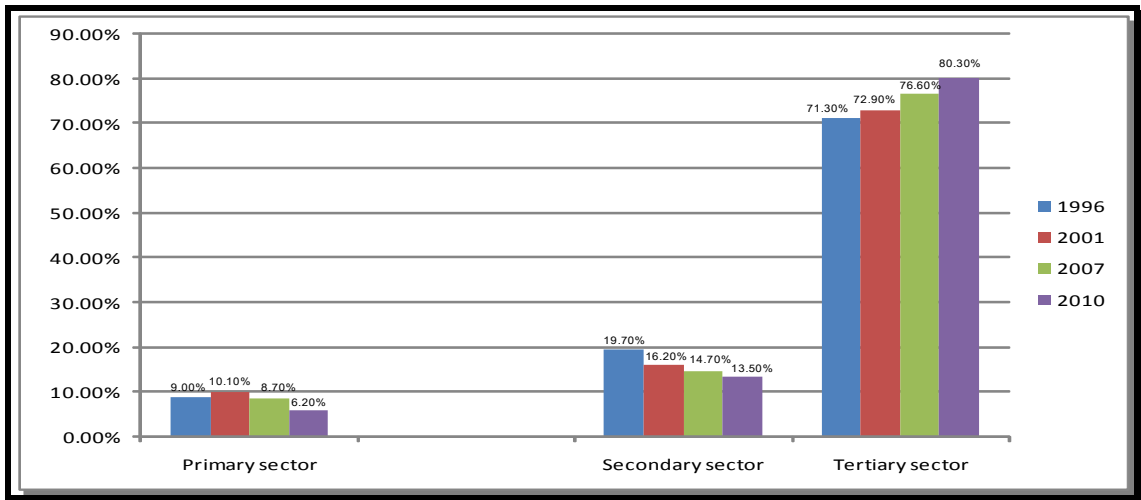
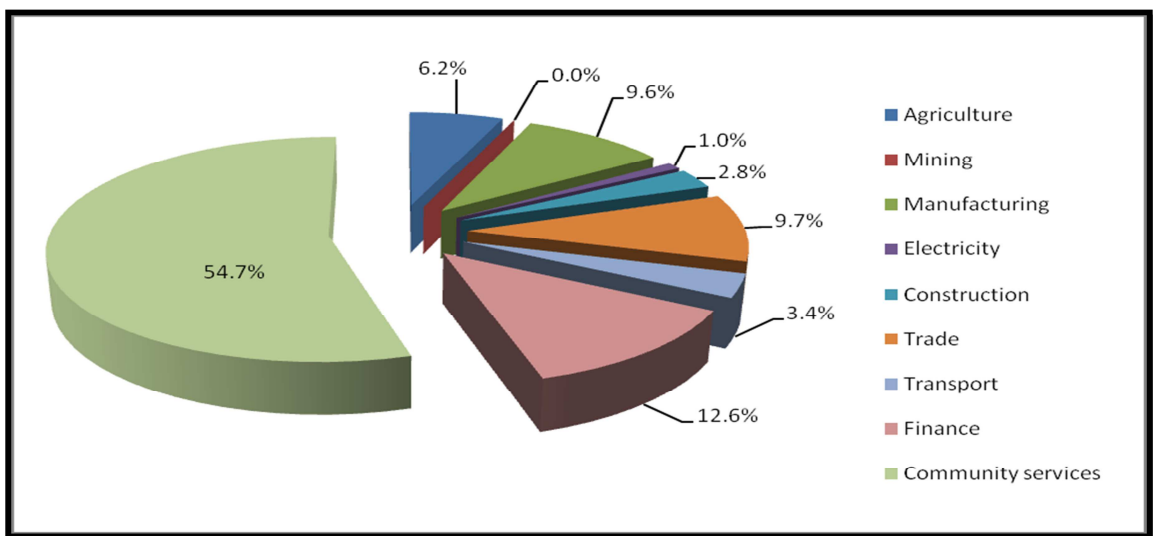


Figure 4: Primary, secondary and Tertiary Sector Contribution to GVA-R (Source: Ecsecc 2012)

Figure 5 below depicts that out of the nine (9) economic sectors community services remains the highest contributor to the growth of the region with 55% followed by finance (12.6%), trade (9.7%), manufacturing (9.6%), and agriculture (6.2%).



(Source: Ecsecc 2012)

Figure 5: Sector contribution to GVA-R (2010)

2.5.2 Sectoral Performance

Table 16 below shows performance of each sector. It is evident that from 1996 to 2010 there was a modest improvement in all sectors. Community services sector has been the driver of growth within the region throughout the period.

Table 16: Sectoral performance between 1996 and 2010

SECTOR	1996 (R '000)	2001 (R '000)	2007 (R '000)	2010 (R '000)
Agriculture	92 091	149 400	208 284	205 053
Mining	0	0	0	0
Manufacturing	162 099	182 167	283 812	317 831
Electricity	14 331	13 569	19 892	32 577
Construction	25 374	26 369	47 759	94 034
Trade	141 225	146 217	220 422	320 630
Transport	57 060	55 706	86 839	110 860
Finance	107 505	140 081	321 685	416 008
Community services	423 892	658 242	1 199 238	1 806 459
Total	1 133 581	1 532 184	2 708 152	3 677 137

(Source: Ecsecc 2012)

2.5.3 Employment by Sector

As depicted in figure 6, the Community services sector (38%); Households (19%), Agriculture (18%) and trade (11%) were the top four in employment creation. Other sector contributed minimally.

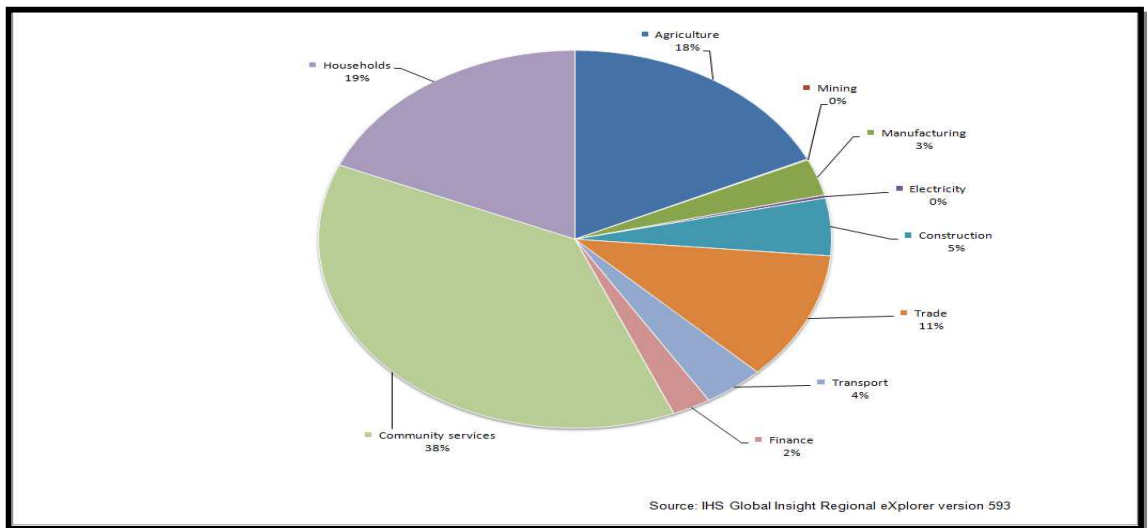


Figure 6: Employment composition (2010) (Source: Ecsecc 2012)

Figure 7 shows that employment in agriculture, manufacturing and trade have been on a downward trend between 1996 and 2010, with a noticeable decline in the agricultural sector. This represents a challenge for the District as the District is composed mainly of farm areas.

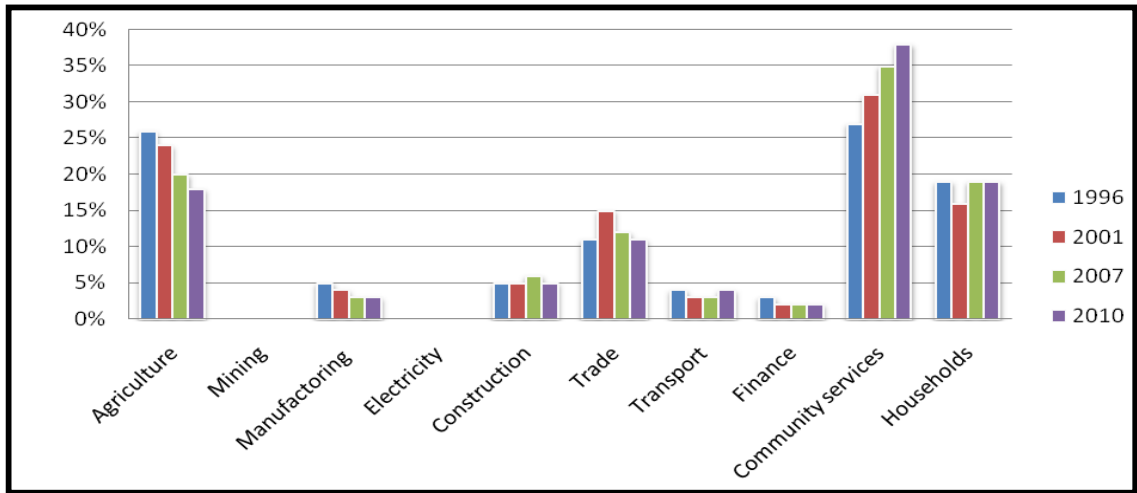


Figure 7: Trends in employment per sector (Source: Ecsecc 2012)

The agricultural sector plan should seek to deal with growing this sector in terms of output and job creation. Employment in the community services sector has shown a constant increase over the period.

2.5.4 Employment and income status

Table 17 shows that about 30% of the economically active population is unemployed. Taking into account those that are discouraged work seekers, the unemployment rate rises to 46%. Given the geographical and economic status of the District the broader definition of unemployment is more applicable. As shown in table 18, 95% of the population receives a monthly income not exceeding R3 200 a month. Only 5% of the population earn R3 201 and more a month.

Table 17: Employment status

Municipality	Employed	Unemployed	Discouraged work-seeker	Other not economically active
Joe Gqabi DM	51 344	28 095	15 812	108 869
Elundini local municipality	14 207	11 323	5 305	47 040
Senqu local municipality	18 252	10 037	7 401	42 555
Maletswai local municipality	10 647	3 877	1 583	11 080
Gariiep local municipality	8 238	2 858	1 523	8 193

(Source: Census StatsSA 2011)

Table 18: Individual monthly income

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

(Source: Census StatsSA 2011)

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

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

2.5.5 Poverty and inequality

Figure 8 below shows the gini coefficient in the District. It is evident that the levels of inequality were lower in the 90s and in the 2000 to 2006 inequality levels were higher and dropped towards 2010. This means that government must continue to create an enabling environment for business to be established and flourish. Government social safety net programme should also be strengthened.

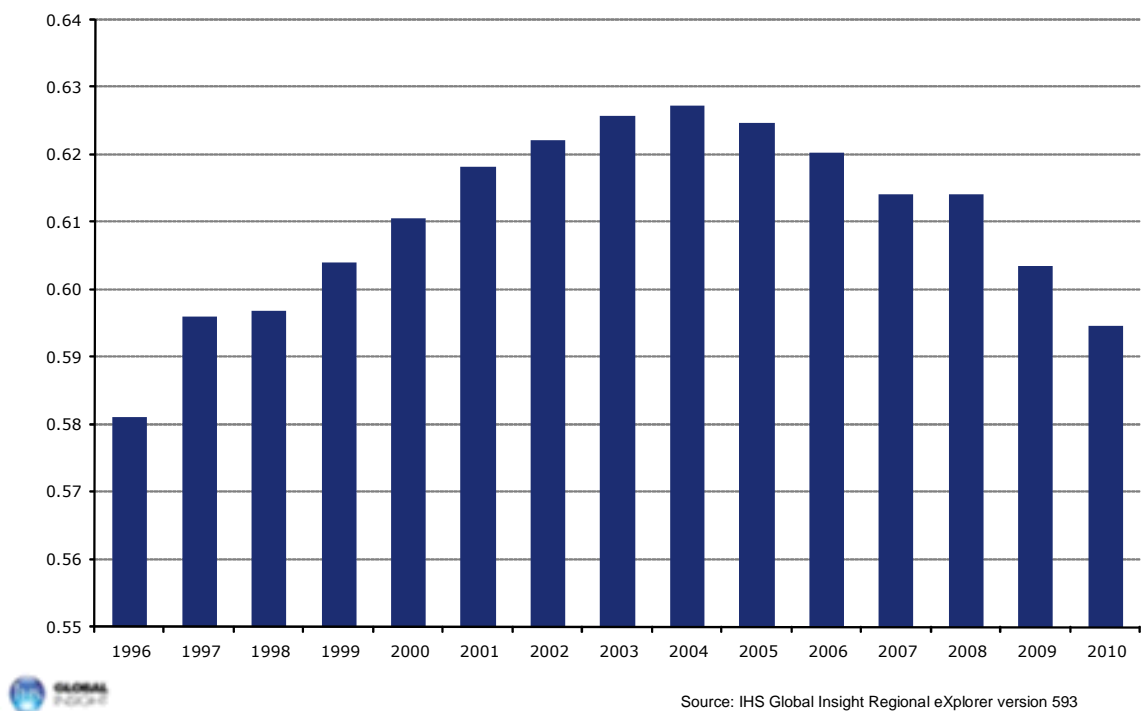


Figure 8: Gini coefficient

2.4.6 Human development index

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

2.5.7 Economy Dynamics Implications

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

SECTION 3: SPATIAL DEVELOPMENT FRAMEWORK

3.1 Adoption of the Spatial Development Framework

The JGDM adopted a reviewed Spatial Development Framework (SDF) through Council Resolution 012/10/SCM in March 2009 and a review is in progress. The focus of the review will be on updating the spatial information and maps contained in the document. Provisions of the Spatial Planning and Land Use Management Act of 2013 will also be taken into account.

3.2 Natural Environment Analysis

a) Rainfall

The District can be divided into four rainfall zones. Some of the higher mountain peaks have between 0.8 meters (m) and 1.2 m of rainfall a year. The eastern part of the District has between 0.6m and 0.8m a year; the central area has between 0.4m and 0.5m; and the western area (Venterstad, Steynsburg and most of Burgersdorp) has less than 0.5m a year. Half a meter of rain a year is regarded as the minimum amount required for sustainable (dry land) crop production.

b) Temperature

The District is well known for its temperature fluctuations, with temperatures ranging between +42 C and -11 C. On average, there are 150 days of frost during the year, usually between March and November and snow particularly in Senqu and Elundini. The snow has also been known to fall on the higher lying areas of Maletswai and Gariiep local municipalities. The District is affected by unseasonal frost and cold that has a negative impact on agriculture. The area is only suitable for

less sensitive crops due to this harsh climate. Elundini is lower in altitude and experiences warmer winters and this enables this part of the District to be more suitable for cultivation.

c) Topography

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

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

d) Hydrology

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

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

e) Soils

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

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

f) Vegetation

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

g) Land Capability

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

It is important to note that although Elundini has the highest percentage of arable land, its agricultural sector has the lowest (4%) of GGP contribution. This is due to the subsistence nature of agriculture in the area and highlights the physical potential for commercial agriculture growth.

There is limited land available that can sustain intensive agricultural practices. Land identified as prime and unique agricultural land should be preserved for agricultural use in order to enhance food security and therefore economic welfare. It is therefore important that residential and industrial development does not encroach these areas.

h) Biodiversity

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

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

i) Threats to Biodiversity

Unsuitable agricultural practices such as increasing irrigation in areas of poor soils and cash crop cultivation in marginal areas, is another threat to biodiversity in JGDM. The continuation of degradation of the District's land cover increases erosion throughout the District. This is especially evident in Senqu and Elundini, but also prevalent in Gariep and Maletswai where there is an increase of the Karoo scrubland. Unsustainable agricultural practices such as increasing irrigation in area of erosive/loose soils also contribute to erosion and undermine cash crop cultivation in marginal areas. Very little is being invested into land-care in proportion to the amount of degraded land.

Ongoing urbanization and the growth of informal settlements around urban centres is increasing pressure on the environment and stretching infrastructure beyond capacity limits. The municipal area has no dedicated persons looking at environmental issues. Fire, especially in the grassland areas to the east of the District is another factor affecting the environment. In addition, plantations continue to threaten wetlands and indigenous forest patches.

The District is in the process of developing a Biodiversity Plan for the whole area which will be finalized in the 2012/13 financial year. An Air Quality Management (AQM) Plan is a recognised tool in terms of national policy and legislation for the management of air quality in order to protect human health and the environment.

The main aims requiring to be met by development of the Joe Gqabi Air Quality Management Plan, including:

- Ensuring sustainable implementation of air quality standards throughout the Joe Gqabi District;
- Promoting a clean and healthy environment for all citizens;
- Minimization of negative impacts of air pollution on health and the environment; and
- Ensuring provision of sustainable air quality management support and services to all stakeholders within Joe Gqabi District.

The District has developed a high altitude Conservation Management Plan which focuses on development and conservation of parks and soils for cropping on alluvial soils. This plan was developed in 2009 and adopted by Council. It contains biodiversity information for Senqu and Elundini which are the areas covered by the Southern Drakensberg Diversity Plan.

j) Environmental Opportunities

Some areas of the District area are endowed with scenic beauty that has significant potential for agriculture and tourism sectors. In addition, a number of endemic species contributes to the potential of the District. In addition, 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.

To deal with environmental management matters, the District adopted an Environmental Management Plan in 2010, implementation of the working for water and wetlands programmes and an integrated waste management plan.

h) Community Capacitation on Environmental Issues

The District Acknowledges and observes environmental calendar days. For instance, the District recently celebrated World Day to Combat Desertification in June 2013. The DEA together with the District are planning to host environmental career exhibitions in August 2013 to expose learners to various career path opportunities. Environmental awareness is also conducted through information dissemination initiatives and exhibitions. In September 2012, the District celebrated arbor day whereby tree were distributed to schools and some planted around Barkly East. National Water Week celebrations were held in 2013 and 2014

The Environmental Management Unit/function is located within the Community Services Department. Further, the National Department of Environmental Affairs has deployed personnel to strengthen the Unit. Environmental Health Practitioners employed by the District monitor waste disposal sites, food premises, mortuaries and related premises. A budget for this function is ring fenced.

3.3 Spatial Development Rationale

Aligned with the National Spatial Development Framework (NSDP) and the Provincial Growth and Development Plan of the Eastern Cape, the District spatial development rationale makes a number of assumptions to guide development decisions within the District:

- ◆ Location is critical to the poor in order to exploit opportunities for growth.
- ◆ Poor communities that are concentrated around economic centres have a greater opportunity to gain from economic growth
- ◆ Areas with demonstrated economic potential provide far greater protection due to greater diversity of income sources.
- ◆ Areas with demonstrated economic potential are most favourable for overcoming poverty
- ◆ The poor are making rational choices about relocating to areas of opportunity
- ◆ Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas

3.3.1 Priority programmes and Areas of High Potential

The District has resolved that major developments will take place in areas of high potential and focus will be areas where infrastructure already exists. This decision to focus on areas with high potential and existing infrastructure implies the prioritisation of high potential and primary centres. Areas with low potential with high densities will still be provided with basic service delivery, skills and exposure to labour market opportunities. These guidelines are spatially reflected in figure 9 below.

3.3.2 Senqu Sustainable Development Plan

The District Council resolved to implement the Mayors Vision 2025 for the development of Sterkspruit (see figure 10 below). The plan seeks to achieve the following spatial and socio-economic development objectives:

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

The success of this plan depends on a range of issues including improved coordination and cooperation between government Departments, the District and Senqu local municipality, civil society, traditional leadership and communities. The plan will transform Sterkspruit into a modern town focusing on efficiency and aesthetics. The current approach to urban regeneration should be implemented in all local municipalities.

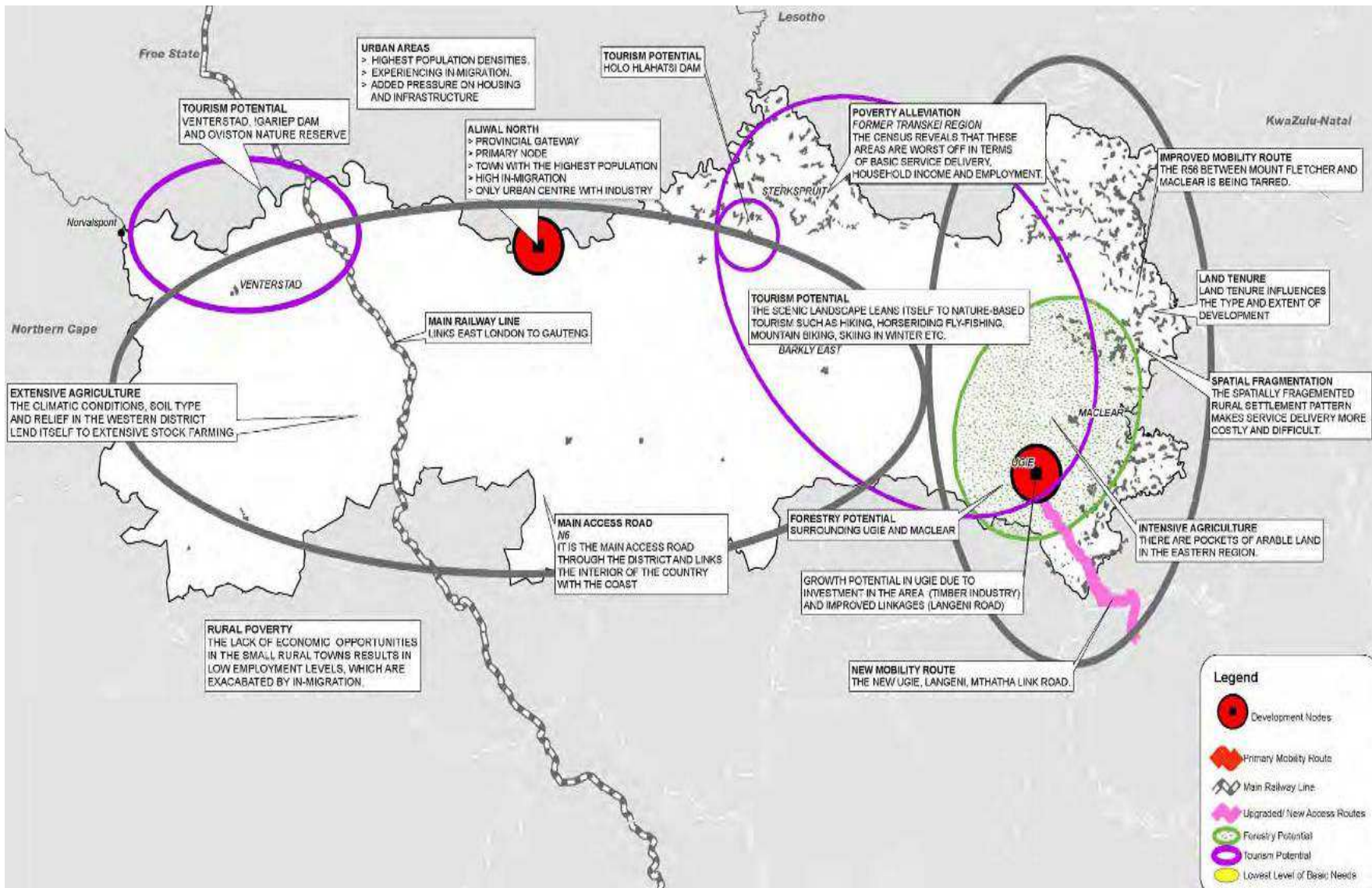


Figure 9: Spatial Priorities

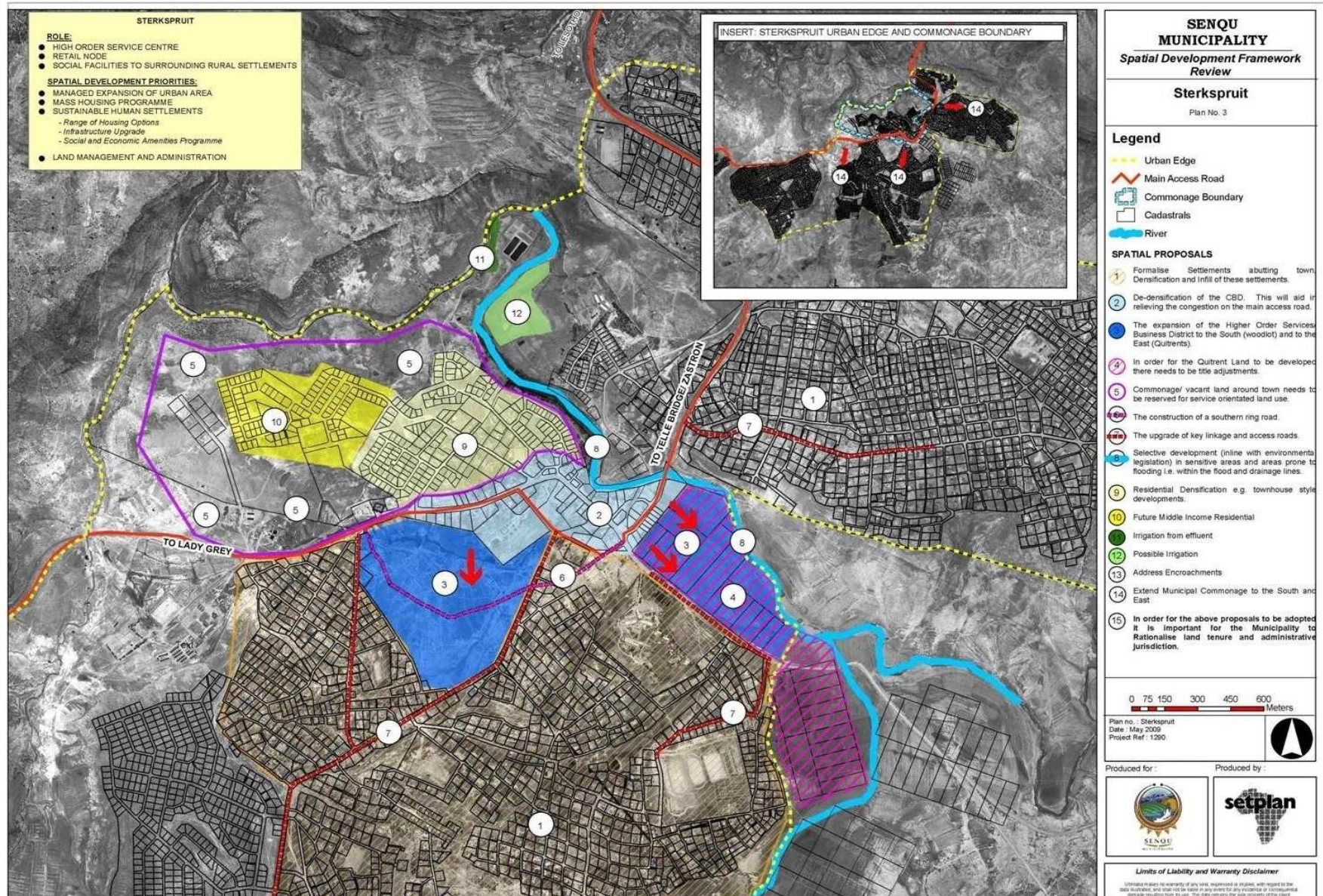


Figure 10: Senqu Sustainable Development Plan

3.3.3 Spatial Development objectives and strategies

The strategic desired spatial form and spatial development objectives of the District can be summed up as follows:

- ◆ Identify and prioritize areas of greatest need
- ◆ Systematically link services and services supply networks to optimize efficiency
- ◆ Focus on involvement of all relevant stakeholders.
- ◆ Consolidate and densify settlements where appropriate.
- ◆ Promote the integration of sprawling settlements.
- ◆ Prioritize maintenance and upgrade of strategic link routes.
- ◆ Identify nodes and products (i.e. agric produce) that require linkage.
- ◆ Identify and prioritise areas where the need for improved access is greatest.
- ◆ Prioritise maintenance and upgrade of strategic link routes.
- ◆ Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation.
- ◆ Support land reform and settlement upgrade initiatives by identifying zones of opportunity according to land needs
- ◆ Implement the principles of Integrated Environment Management.

Table 19 below outlines key spatial issues objectives and corresponding development strategy guidelines.

Table 19: Spatial Key Issues, Objectives and Strategies in the District

Key Issue	Objective	Strategy
Addressing Basic Needs	Ensure availability of minimum acceptable level of infrastructure and services throughout the DM Improved capacity in service delivery.	Identify and prioritize areas of greatest need Systematically link services and services supply networks to optimize efficiency Focus on involvement of all relevant stakeholders.
Overcoming Spatial Fragmentation	To create an efficient and integrated settlement pattern in Joe Gqabi.	Consolidate and densify settlements where appropriate. Promote the integration of sprawling settlements. Prioritize maintenance and upgrade of strategic link routes.
Ensuring Good Linkages and Access	Well-structured network system allowing for ease of movement. Efficient and effective links between identified nodes and relevant products and services.	Identify nodes and products (i.e. agric produce) that require linkage. Identify and prioritize areas where the need for improved access is greatest. Prioritize maintenance and upgrade of strategic link routes.
Managing Land Use	An appropriate Land Use Management System in operation across the DM Security of access to land for development	Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation. Support land reform and settlement upgrade initiatives by identifying zones of opportunity according to land needs
Managing the Environment	Adhere to sound environmental practices in line with legislation. Protect environmentally sensitive areas	Implement the principles of Integrated Environment Management.

3.3.4 Development nodes and corridors

Figure 11 below depicts development nodes within the District. These are substantially informed by the strategic direction of the District and the 2007 Growth & Development Summit.

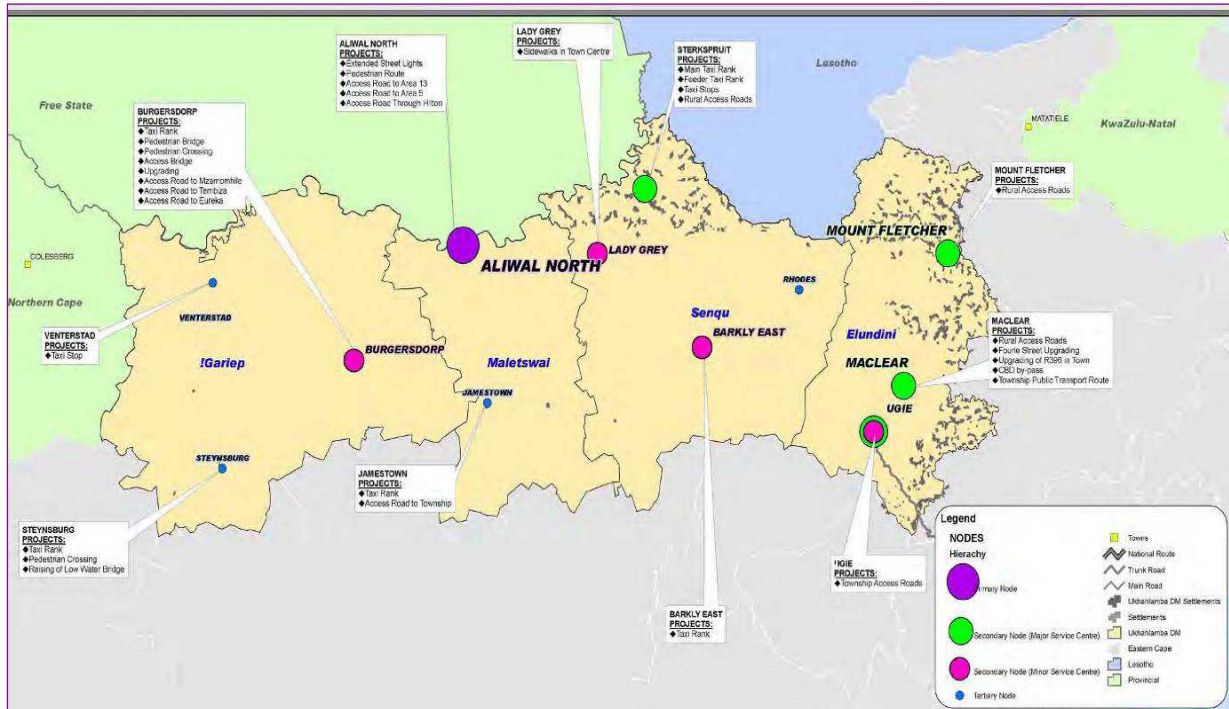


Figure 11: Development nodes and proposed investment within the District

The proposed hierarchy of urban settlements, distinguished as “Urban Nodes”; Aliwal North is the Primary Node in the District. Secondary Urban Nodes (Major Service Centres) are identified as: Sterkspruit, Ugie, and Mount Fletcher & Maclear. Secondary Urban Nodes (Minor Service Centres) are identified as: Burgersdorp, Lady Grey and Barkly East.

The identified *rural nodal settlements* (that is, rural settlements of relatively higher importance in relation to their accessibility and potential for further development of facilities to serve surrounding communities). In the Sterkspruit sub-region of Senqu Municipality these are Ndofela, Qoboshane/Telle-B , Hillside-E and Herschel. In the Mount Fletcher sub-region of Elundini Municipality these are Mangolaneng, Katkop and Ngcele.

The District has identified *Development Corridors* as depicted in figure 12 below, as being the most important transport routes within the District. These nodes are categorised by their specific or potential defining function in terms of developmental objectives as either mobility routes or special routes (e.g. tourism routes).

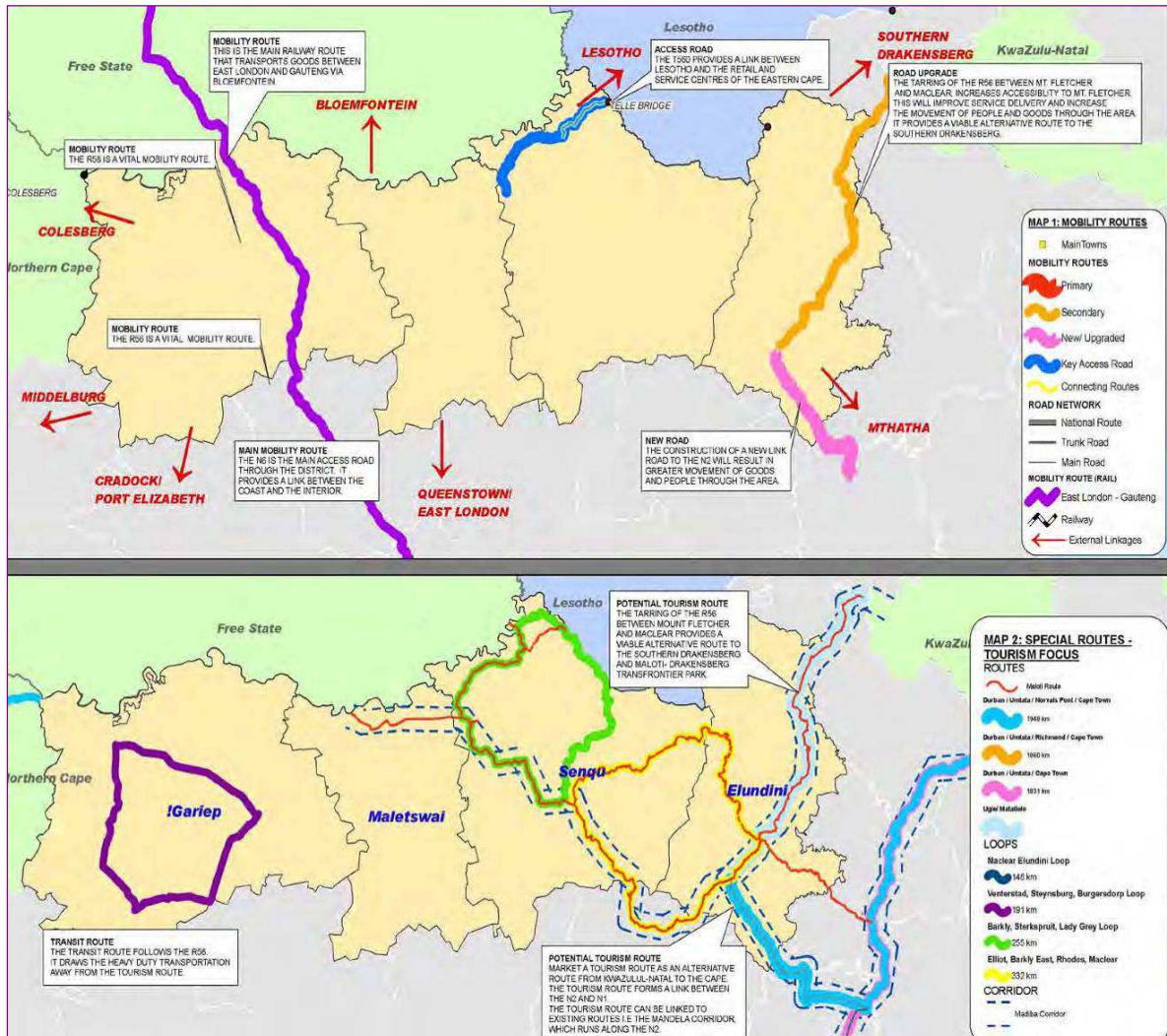


Figure 12: Key Development Corridors

The main tourism corridor identified is the so-called Madiba Corridor, which links the Joe Gqabi District to the current Madiba route via the new Ugie -Langeni road and extends it to the north-west along the R58 to Aliwal North, and along the R56 to the north-east through Mount Fletcher to the Maluti - Drakensberg National Park area.

Special Development Areas as depicted in figures 13 have been identified as areas where specific development or potential for development based on a comparative advantage is noted as warranting strategic investment and institutional support.

These areas are also defined on the basis of the Priority Programmes in the following manner:

- ◆ Areas within the Elundini Municipality and focusing on Ugie and Maclear are identified as the main focus areas for the Timber Programme;
- ◆ Areas around Venterstad and the Gariep Dam identified as a Special Tourism Development Area;
- ◆ The area incorporating the highlands and including the towns of Lady Grey, Rhodes, Barkly East, Maclear and Ugie, Dam identified as a Special Tourism Development Area; and

- ◆ Basic Needs and the upgrade of infrastructure, roads and social facilities remains a priority in the former Transkei areas of Herschel and Mount Fletcher sub-regions as shown in figure 13.

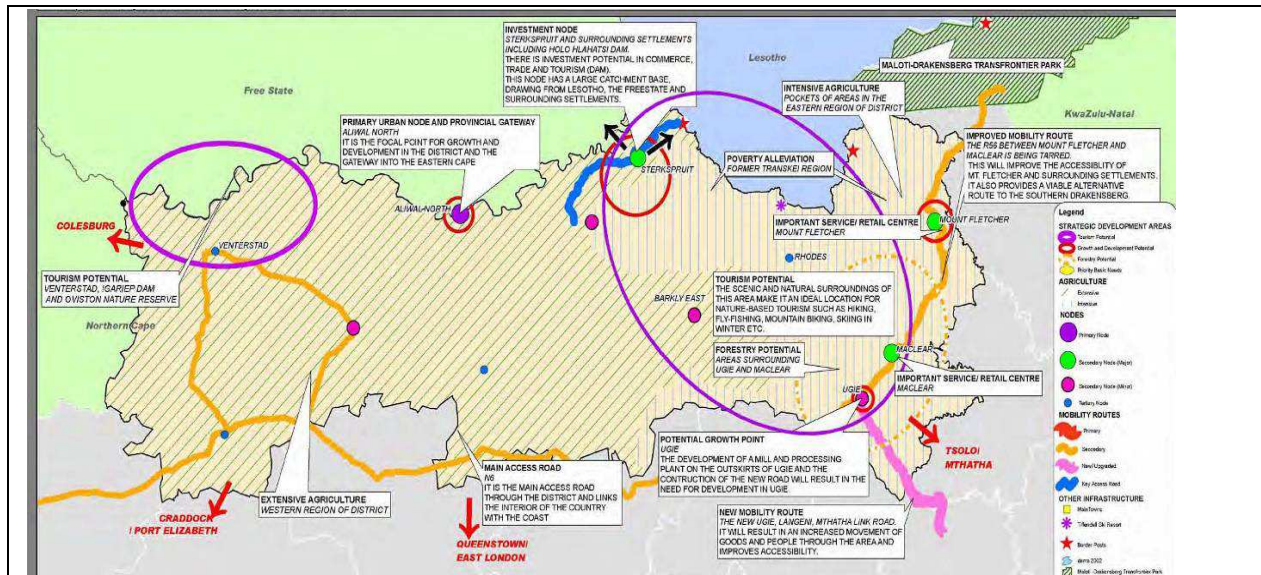


Figure 13: Special Development Areas

The Land Use Management Guidelines contained in the District SDF provide the Local Municipalities in the District with land use directives for the further elaboration on the local and land use management principles.

Proposals related to further implementation of spatial planning and land development, being made up of:

- ◆ A proposed “shared service” approach to the provision of spatial planning and land use management services in the District;
- ◆ The focus being placed on the distribution of a Land Use Management Procedures Manual and associated training for Local Municipal officials; and
- ◆ The identification of some key actions and/or projects for implementation, in order to add detail to the District’s development initiatives and investment programmes.

3.3.5 Local municipal spatial development frameworks

The Spatial Development Frameworks for the Local Municipalities (Maletswai, Elundini and Senqu) follow the schema proposed by the PSDP in identifying a hierarchy of settlement and specific areas for special development investment. A brief description of each local municipality is provided below.

3.3.5.1 Maletswai local municipality

The following areas were identified as key areas for development in the Maletswai Municipality:

- ◆ **Tourism Potential:** the Aliwal Hot Springs, the Buffelspruit Nature Reserve, local heritage resources and the generally attractive natural beauty of the area allied to its locality relative to inland markets (the Free State) suggest that the Maletswai area can continue to market itself in

relation to tourism development. However, linkages to other areas are important as the potential for Aliwal North to be a sole destination appears limited.

- ◆ The status of Aliwal North as a regional service centre for goods and higher order services such as medical facilities and education needs to be enhanced by appropriate planning and facilities development.
- ◆ In order to capitalise more on passing traffic, the aesthetic enhancement of the Jamestown CBD along the N6 route could be a key factor in attracting business.
- ◆ Industrial land in Aliwal North that is vacant remains a potential for development. However, the peripheral location of the town relative to major markets and centres of economic development suggest that this opportunity remains a relatively limited one in the short-medium term.

3.3.5.2 Senqu local Municipality

The Senqu Spatial Development Framework highlights the roles played by various settlements in the area and identifies key spatial development priorities, as follows: -

- Sterkspruit:
 - ✓ Key role as a high order service centre.
 - ✓ The need for Land Management and Administration.
 - ✓ Linkages between the town and the surrounding settlements.
- ◆ Rural Settlement Nodes, whose linkages to Sterkspruit need to be strengthened and whose accessibility to surrounding settlements must be enhanced in order to provide efficient localities for the provision of higher order facilities in the rural areas:
 - ✓ Ndofela
 - ✓ Qoboshane/Telle-B
 - ✓ Hillside-E
 - ✓ Herschel
 - ✓ Tourism Potential in Senqu
 - ✓ Holo Hlahatsi Dam
 - ✓ Tourism Nodes – Rhodes, Tiffindell, Barky East and Lady Grey
- ◆ Functional Linkages
 - ✓ The road linking the Eastern Cape (South Africa) and Lesotho, via Telle Bridge.
 - ✓ The road linking Barkly East to Rhodes is also significant from a tourism perspective.
 - ✓ With regards to access to external markets and services, the road linking Aliwal North to Lady Grey is particularly significant.

3.3.5.3 Elundini local municipality

The following areas were identified for special development investment.

- ◆ Transport Corridors - Development needs to be controlled and managed along the upgraded transport corridors in Elundini. These being the;
 - ✓ Ugie-Langeni Road,
 - ✓ Maclear-Mt Fletcher Road.
 - ✓ Urban Areas: - Ugie, Maclear and Mt. Fletcher

- ◆ Timber Cluster Forestry - The proposed establishment of a timber cluster in Ugie will be the largest in the Eastern Cape Province. It is expected to provide 3000 jobs to the local community. There will be economic spin-offs and increased demand for housing and services in the Neighbouring Towns. There needs to be provision for this growth.
- ◆ Tourism - The scenic beauty of the surroundings provide the opportunity for eco-tourism such as hiking, trout fishing, bird watching, and associated activities There is also opportunities for cultural tourism with the presents of rock-art. The towns of Ugie, Maclear and Mt Fletcher form part of the Maluti Tourism Route. There is a proposed Tourism Loop, which passes through Elundini, providing an alternative link from Durban to Cape Town.
- ◆ Needs Based - The areas worst off (settlements in the former Transkei) require priority basic needs intervention.

3.3.5.4 Gariep local municipality

The Gariep Spatial Development Framework highlights the settlement hierarchy in the municipal area as comprising:

- ✓ Burgersdorp (defined as a secondary node – Minor Service Centre)
- ✓ Steynsburg (defined as a tertiary node – Minor Service Centre) and
- ✓ Venterstad (defined as a tertiary node – Minor Service Centre and Tourism Node)

3.3.6 Land for future development

The land tenure system influences the type and extent of development in certain areas and therefore impacts spatially on the Municipality. Historical factors i.e. resettlements and forced removals, result in the issue of land rights being both complex and sensitive. Strategies to unlock land for future development are summed up in table 20 below.

Table 20: Unlocking land for future development

Key issue	Objective	Strategy
Basic Needs	◆ Ensure availability of minimum acceptable level of infrastructure and services throughout the DM Improved capacity in service delivery	◆ Identify and prioritise areas of greatest need ◆ Systematically link services and services supply networks to optimise efficiency ◆ Focus on involvement of all relevant stakeholders
Spatial Fragmentation	◆ To create an efficient and integrated settlement pattern	◆ Consolidate and densify settlements where appropriate. ◆ Promote the integration of sprawling settlements. ◆ Prioritise maintenance and upgrade of strategic link routes.
Linkages and Access	◆ Well-structured network system allowing for ease of movement. Efficient and effective links between identified nodes and relevant products and services.	◆ Identify nodes and products (i.e. agric produce) that require linkage. ◆ Identify and prioritise areas where the need for improved access is greatest. ◆ Prioritise maintenance and upgrade of strategic link routes.
Land Use Management	◆ An appropriate Land Use Management System in operation across the DM Security of access to land for development	◆ Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation. ◆ Support land reform and settlement upgrade

		initiatives by identifying
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3.4 Recycling and environmental principles

3.4.1 Recycling initiatives

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

3.4.2 Small towns revitalisation

The District supported the Senqu municipality in the development of the Heritage Management Plan for Barkly East. The plan seeks to provide for preservation and conservation of heritage sites within the Senqu municipality.

The Sterkspruit sustainability plan is one the programmes that the District seeks to extend to the identified nodal towns within the Districts, including Aliwal North, Barkly East, Maclear, Mt Fletcher, Burgersdorp, Venterstad and Steynsburg.

Cleanest town competitions are conducted in partnership with the Department of Economic Development in the Province.

3.4.2 Environmental Management

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

- ◆ **Landscape quality:** All development proposals must be evaluated in terms of their effects on the landscape quality of the surrounding area. This must consider the visual absorption capacity of the surrounding land and the visual intrusion, which will result from the development.
- ◆ **Urban sprawl:** The development should not contribute to urban sprawl as a result of “leapfrogging” thereby promoting secondary development.
- ◆ **Carrying capacity:** New tourism developments outside of the urban edge must evaluate the impacts of the proposed influx of tourists on the immediate natural surrounding areas as well as neighbouring natural and urban areas. A value judgement may be required to determine if the development will exceed the ecological carrying capacity of the surrounding area. This should not promote secondary development (service station; shopping centres, etc.) thus creating the need for new a development node.
- ◆ **Waste disposal and sanitation:** Any developments outside the urban edge must be self-sufficient and have a detailed plan for solid waste disposal and on-site sanitation. Developments

outside of nodes must not be reliant on the municipal sewage systems as these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project EIA.

- ◆ **Infrastructure requirements:** The impacts on the natural environment from additional infrastructure requirements must be carefully considered and must be assessed as part of the project EIA.
- ◆ **Agriculture:** Developments should preferably not be permitted on land designated as “**prime and unique**” agriculture land or significantly reduce the area of high value agriculture lands, thereby reducing the potential productivity of these areas.
- ◆ **Biodiversity corridors:** Development must not impact significantly on biodiversity corridors.
- ◆ **Pristine habitats:** Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed.

A provision for a nominal budget for implementation of environmental management has been made through the Municipal Health Services function. Recycling initiatives are executed in partnership with DEDEA and local municipalities.

3.5 Climate change

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

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

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

- ◆ Increased temperature
- ◆ Change in rainfall patterns

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

- ◆ **Reduce GHG emissions** by decreasing or eliminating fossil fuels and other activities that produce GHGs, such as:

- ✓ Increasing the use of public transport and more fuel efficient cars will reduce the amount of petrol burned in transportation.
 - ✓ Increasing the efficiency of electricity use at home or in industries will decrease the amount of coal burned in electricity production.
 - ✓ Using solar panels or wind turbines to produce electricity without emitting GHGs or switching from fuels that produce a lot of GHGs, like coal, to those that produce less, like natural gas, will reduce GHG emissions from energy use.
 - ✓ Preventing deforestation and loss of other functioning ecosystems will prevent carbon stored in vegetation and soils from being released into the atmosphere.
- ◆ **Increase carbon sequestration** which removes CO₂ from the atmosphere, such as
- ✓ Restoring forests, wetlands, and other ecosystems will remove CO₂ from the atmosphere because plants absorb CO₂ and use the carbon to build their body structures.

The most relevant mitigation measures and areas that JGDM should focus on the use of biofuels, renewable energy, improved waste management and agricultural resource management.

In addition to Integrated Waste Management Plan, the planned Air Quality Management Plan will also strengthen the efforts of the district towards a strategic approach to management of matters that may lead to climate change.

3.6 Future spatial development principles and guidelines

Institutional

- ◆ Establish a sound system for ensuring that spatial planning and land use management is undertaken in a qualitatively sound manner in the District.
- ◆ Given the applicable human resource constraints in the District in this regard (within the District Municipality as well as the Local Municipalities), it is possible that a “Shared Service” approach to this issue may be most fruitful as a way forward.
- ◆ Provide aesthetic and architectural guidelines for urban development in order to inform building control function.

Infrastructure

- ◆ Link development approvals to provision of appropriate level of water services (water supply and sanitation/sewerage system) and waste management services.
- ◆ New development should not be permitted where services availability are limited.

Environment and conservation

- ◆ Ensure environmental issues are considered in the decision making process, as it relates to spatial planning and consideration of projects and developments.
- ◆ Promote eco (nature reserves and game farms) and cultural tourism opportunities.

Tourism

- ◆ Promote tourism destinations as a foundation for tourism development and ensure that aesthetic guidelines are incorporated into land use management procedures in these areas.

Agriculture

- ◆ Agricultural activities should be focused on areas of high agricultural potential.
- ◆ Agricultural projects should be located in suitable areas without compromising natural areas and other environmentally sensitive areas.

SECTION 4: LOCAL ECONOMIC DEVELOPMENT

4.1 Adoption of LED Strategy

The JGDM adopted its comprehensive LED Strategy in 2009. The strategy is being reviewed and a service provider has been appointed. The review is, *inter alia*, informed by the development trajectory of the Council which has identified key economic development programmes that the District and its agency, JoGEDA, should focus on in the next five years. This exercise will further enhance the implementation plan and identify realistic short to medium term projects and the long term projects. The Strategy contains an action plan that details projects to be implemented and indicators as well as a monitoring and evaluation framework.

The LED strategy is appropriate to the existing local economy as the developed objectives and action plans are based on the status quo situation of the District economy.

4.2 District Planning Framework

The District planning framework is informed by various government planning strategies and plans. The National Spatial Development Perspective, National Development Plan, the mandate of local government, Provincial Growth and Development Strategy have been taken into account. The growth and development summit held by the District in 2007 also plotted a way forward for the District. The key development areas and objectives for the District include:

- ◆ Promote cooperation between all stakeholders and take concerted action to protect, sustain and create jobs and promote growth and development
- ◆ Strengthen and utilise the IDP as a socio-economic planning tool for the district
- ◆ Identify the social and economic development priorities and key skills needs in the district
- ◆ Provide and leverage the resources necessary to grow and develop the social and economic potential of the district
- ◆ Base all programs on the principle of people-centred development
- ◆ Target jobs, growth and development strategies, skills development initiatives and service delivery.
- ◆ Maximizing tourism potentials in the District area
- ◆ Development programme for maximizing agricultural potentials
- ◆ Eradication of backlogs in water and sanitation
- ◆ Service upgrading in primary and secondary towns, key rural nodes and mobility corridors
- ◆ Improvement of access and linkages to basic services to support the economy
- ◆ Creation of a secure social safety net

4.3 Platforms for Stakeholder and Community Participation

◆ A number of LED related stakeholder forums are functional which include the Agricultural Forum, District Support Team, LED forums at local municipalities, Tourism Working Group, SMME forum Tourism organizations, Local Tourism Organisations at the local municipality level and community tourism organisations in each town. Established and functional business chambers within the District include Maletswai Chamber of Commerce and Sterkspruit Business Chamber. A Round Table Forum which deals with developments around the PG Bison area in the Elundini municipality is also in existence.

4.4 LED Implementation Plan

The capacity of the District to implement the LED strategy has been enhancement, through ,*inter alia*, the establishment of District Economic Development agency. The mandate of the agency can be summed up as:

- Implementation of strategic, high-impact, economic development projects, in an integrated and sustainable fashion
- Asset development, management and acquisition, allowing the Development Agency to take extract fees or acquire a stake in the developments it facilitates
- Maximisation of return on assets in the medium and long term
- Coordinating public, private and civic resources and contributions into projects and programmes
- Marketing, promotion, public and community relations in support of its project portfolio
- The establishment of Local Action groups below the District Support Team which would facilitate and support the District Support Team at a local municipality level has also been identified for intervention.

In the short to medium term the District will focus on the following economic development anchor programmes:

- Aliwal Private Hospital
- Senqu Plastics Manufacturing
- Elundini Residential Housing Project
- Senqu Commercial Property Development
- Gariiep Residential Housing Project
- Aliwal Spa
- Business Incubation Hubs
- Maize Meat Hub Feedlot

A brief description of each of these projects is outlined below.

a) Aliwal Private Hospital / Joe Gqabi Memorial Hospital

The project involves the development of a 150-200 bed Private Hospital in Aliwal North. The project was conceptualised as part of a process of filling a big gap that exists in Joe Gqabi District for a state-of-the-art healthcare facility that would complement the public healthcare facilities currently operational in the area.

The Private Hospital would be privately owned, funded and managed. The designated site / land for the private hospital is currently owned by Maletswai Local Municipality. The land has not yet been independently valued. It is in the process of being rezoned for institutional use. The Prefeasibility Report prepared to cover certain elements of this envisaged development recommended that the District use the land as a lever to negotiate and ensure its economic participation in the envisaged development, as the project would deliver requisite services and infrastructure to the District.

The socio-economic impact of implementation of this project will be the enhancement of the economic development, investment and job creation.

b) Aliwal Spa & Gariep Tourism Development

The N1 motorway between Johannesburg and Cape Town is one of the most important road linkages in SA. As such the Lake Gariep region and the Aliwal Spa is a significant destination as it is located almost equidistant from Cape Town and Johannesburg.

Moreover, the development of the Aliwal Spa as a key attraction into the Eastern Cape, and the potential for this region has not yet been realized. The Aliwal Spa has undergone several stages of development, from development of pre-feasibility studies, business plans and applications to Treasury.

The Gariep Tourism Development incorporates three tourism centres in the Gariep area: Lake Gariep Resort, JL de Bruin Dam and Teebus development. All these developments have a potential in attracting tourists to the region but product development is inadequate. There is diversity of adventure tourism activities that include a variety of water sports, wildlife and ecotourism.

The socio-economic impact of implementation of this project will be the enhancement of economic development and investment into the region through increased tourism demand, enhanced branding and marketing of the Eastern Cape Highlands as a preferred destination and improved infrastructure development

c) Senqu Plastics Manufacturing

Senqu Plastics is a poly vinyl chloride (PVC) plastic pipe manufacturing project. PVC pipes are the most used pipe product in the construction, civil engineering, plumbing and general building industries. The product requires a moderate level technology to produce it. The venture can develop the manufacturing capacity in a short space of time. The product itself is environmental friendly.

The plastic pipe market in South Africa is worth about R1.7 billion, and the Eastern Cape Province market is estimated at R245 million. The national market is semi-saturated with about 10 major manufactures.

Four of the manufacturers control 80% of the market. The main competitors are DPI Plastics, Marley Pipe Systems, Petzetakis Africa, Amitech and Gazelle Plastics. The four manufacturers altogether accounted for approximately R1.36 billion of sales revenue in year 2006. They are well established and will be formidable rivals.

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region through:

- ◆ Improved infrastructure development
- ◆ Promotion of industrialization and development value
- ◆ Creation of employment for unemployed youth
- ◆ Acceleration of private sector investment into the region

d) Business Incubator Hubs

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region with a view through:

- ◆ Improved spatial distribution of support centres;
- ◆ Supply of regional offices with technically equipped staff;
- ◆ Design of programmes appropriate for the informal economy;
- ◆ Consolidation of business plan and mentoring databases;
- ◆ Improved access to finance; education and training;
- ◆ Developing partnerships to optimise efforts;
- ◆ Allocation of resources towards improving business linkages, commercialisation and improving competitiveness;
- ◆ Implementation agreements to be signed between the partners in order to roll-out.
- ◆ Enhanced economic development and investment into the region.
- ◆ Improved infrastructure development.

e) Elundini Integrated Middle Income Housing Development – Maclear, Elundini

This project involves development of 90 hectares of land in Maclear that was donated to Elundini Local Municipality by PG Bison/Steinhoff. The land is suitable for middle income housing development. In support of this development, various studies were undertaken by external service providers, Elundini Local Municipality, and JGDM technical teams and concluded that:

- ◆ Bulk services, particularly water, present several challenges. These could only be overcome with increasing supply. Increasing water demand without increasing water supply will lead to increases in water shortages and deterioration in water quality.
- ◆ Risk: Water borne sewerage and septic / conservancy tank system would not function without adequate water supply.
- ◆ Bulk sewerage system is available and currently under-utilised.

- ◆ Bulk supply of electricity available, as a result of ongoing electrical upgrade and implementation of Maclear Master Plan.
- ◆ Project will improve the municipality's revenue base, and provide needed human settlements.

f) Maize-Meat Hub and Feedlot

Primary objective of the proposed business plan is to establish sustainable maize meat hubs in high potential areas in need of economic growth and generation of poverty alleviation. The secondary objectives of the rollout are the following:

- ◆ Identify areas with sustainable maize and cattle potential to create a flow of products through the maize-meat hub
- ◆ Identify and accommodate potential role players to ensure sustainable feed and cattle production
- ◆ Identify and locate all necessary role players for running a maize meat hub successfully
- ◆ Determine the optimum marketing channels for the final product
- ◆ Locate role players who are active in farmer training (crop production) animal production, marketing, financial planning as well as sustainable production practices.
- ◆ Identify and evaluate the infrastructure necessary for a specific maize meat hub in a specific area.

The socio-economic impact of implementation of this project will be the enhancement of the economic development and investment into the region with a view through:

- ◆ Enhance economic development and investment into the region
- ◆ Improve infrastructure development
- ◆ Growing the agricultural sector
- ◆ Job creation
- ◆ Food security

g) Senqu Commercial Property Development

Various, multiple commercial property development opportunities in the process of being identified and fully investigated in various areas and towns of Senqu Local Municipality. Various opportunities identified in the following configurations:

- ◆ Small to medium shopping centres;
- ◆ Apartments
- ◆ Townhouses to be sold on sectional title basis, or rented;
- ◆ Rental housing units

Feasibility investigations not yet fully undertaken on any of the identified opportunities. Opportunities are broadly at information gathering stage.

Pre and detailed feasibility investigations to be undertaken by the Development Agency in establishment phase.

4.6 Competitive and Comparative Advantage

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

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

The District economy is highly dependent on agriculture. Comparative advantage and associated opportunities do exist in the agricultural sector because of labour surpluses, pockets of fertile land under-utilised irrigation potential.

The deterioration of road networks is impacting very negatively on farming in the whole region. Farmers are struggling to get their produce to the markets and farm workers have to pay higher taxi fees due to the bad condition of the roads. The closing down of the railway system also increases transport costs because all inputs and products now have to be transported by road. This places an ever-increasing burden on the road infrastructure.

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

The continued incidence of stock theft (and deaths due to small predators) has resulted in many farmers changing their focus from small stock to large stock (cattle) and game which require fewer input costs and are relatively easier to manage.

The District is one of the major wool producing areas in the country. Wool is transported to Port Elizabeth for sale. Wool is sold into a global market and it has been difficult in the past to make an impact in this area. Wool processing (in Maletswai - which is advantaged by the N6 link to East London, and Gariiep), livestock husbandry (Elundini and Gariiep), maize (Elundini, and Senqu) and dry land Lucerne (Senqu) have all shown signs of being suitable. However, commercialising these activities and enhancing productivity remains a major challenge. There are currently initiatives geared towards establishing wool washing facility in the Elundini municipal area.

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

4.7 Land Reform

It is important that the other redistribution programmes (LRAD, State Land Disposal, and Commonage Extension) be also accelerated. Similarly, restitution settlements also need to be urgently completed.

The potential land redistribution projects within the Joe Gqabi District are shown in table 22 below.

Table 21: Potential projects in Joe Gqabi district

Municipality	Name of the Project	Project Description	Economic Sector
Elundini	Tofile CPA		Agriculture
Elundini	Mapikana CPA		Agriculture
Elundini	Southern Storm Properties 244		Agriculture
Senqu	Holo Hlahatsi Dam Irrigation	Crop production	Agriculture
Senqu	Mangali Agricultural Project		Agriculture
Senqu	CW Properties		Agriculture
Maletswai	Nutri Gardens	Crop production	Agriculture
Gariep	Lake Gariep Irrigation	Crop and fodder production	Agriculture
Elundini	Umnga Farmers' Cooperative	Livestock and crop production	Agriculture
Elundini	Elundini Livestock Improvement Programme		Agriculture
Elundini	Masifuye Farmers Project	Livestock and crop production	Agriculture
Elundini	Woolclip Project	Wool production	Agriculture

Source: AREA BASED PLAN 2010

4.8 LED Marketing and Communication

The District is in a process of developing a Marketing and Branding Strategy for the institution which will cover matters concerning tourism development. The challenges confronting the District can be summed as follows:

- Poor quality of roads and the area's accessibility.
- Few community based tourism enterprises have not succeeded and have not been sustainable, mainly due to a lack of skills, a lack of market, high establishment costs and community challenges.
- Limited investment and sustainability of tourism development
- Lack of long term commitment to tourism is a significant challenge.

4.9 SMME and Cooperatives

The institution has developed an SMME and Cooperatives Strategy which was adopted by Council in 2010. The strategy contains a clear action plan and targets. A process to review the strategy is underway.

Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC and the District Municipality. The programme is currently being implemented.

4.10 Institutional Arrangements

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

4.12 Business Retention Strategy

Business expansion and retention strategy was piloted in Maletswai local municipality in 2012. Due to the high success rates of the project, a process to replicate the programme in other municipalities is being considered.

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

4.13 Expanded Public Works and Community Works Programme

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

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

SECTION 5: SERVICE DELIVERY AND INFRASTRUCTURE

5.1 Water and Sanitation planning

The District is a Water Service Authority (WSA). Areas within the jurisdiction of the WSA are:

Urban areas:

- Gariep Municipality (Oviston, Steynsburg, Venterstad, Burgersdorp)
- Maletswai Municipality (Aliwal North, Jamestown)
- Senqu Municipality (Sterkspruit, Rossouw, Rhodes, Barkly East, Lady Grey)
- Elundini Municipality (Ugie, Maclear, Mount Fletcher)

Peri-urban/rural dense areas:

- Senqu Municipality (Sterkspruit and Herschel Rural)

- Elundini Municipality (Rural areas of Mount Fletcher, Maclear, Ugie)

Water service provision function has been taken-over by the District from the Elundini, Senqu and Maletswai local municipalities. The take-over process for the Gariiep local municipality will be concluded in the 2013/14 financial year. As such there is currently a service level agreement (SLA) signed between the District and Gariiep local municipality. The SLAs also include the two water boards and a private company (Sintec) which were appointed by the District to strengthen the capacity of the District to deal with new development requirements as well as operations and maintenance of water and sanitation infrastructure. Gariiep municipality and the water boards service as water service providers (WSPs). The signed SLAs serve as a mechanism for improved and enhanced integration and coordination of plans between the District as a WSA, local municipalities and water boards as WSPs.

The District adopted its Water Services Development Plan (WSDP) in September 2008. The plan is developed for a five-year period in line with the Integrated Developed Plan and reviewed annually, where necessary. The review for the next financial year was adopted by Council in May 2013. The WSDP provide a holistic and comprehensive infrastructure delivery plan and issues of institutional requirements and financial viability of service delivery are addressed. The Comprehensive Infrastructure Plan (CIP) contains service delivery targets linked to the three year capital development plan. The CIP informs all programmes contained in the WSDP.

The District has adopted water and sanitation implementation plans. These plans provide a comprehensive analysis of the status quo in each of the services, including information on backlogs, provision of free basic services and service levels.

The WSDP shows that in order to meet the above targets additional grant funding will have to be sourced. The current estimated figures are much higher than the annual MIG allocations. Following the current trends, availability of Funding and resources, water and sanitation backlogs will only be eradicated by 2014.

5.1.1 Capacity of the District

Institutionally, the District has technical capacity to deliver infrastructure services. The Technical Services Department is headed by a seniormanager directly accountable to the Accounting Officer. The Project management Unit's organogram was approved by the Council and only the Manager PMU does not have a full-time incumbent. In addition to the financial support provided by the Finance Department, the Technical Services department has two (2) finance staff dealing with water and sanitation services.

The ISD unit of the District plays a critical part in facilitating and monitoring the water and sanitation services between the WSA and WSPs. The Unit is staffed by three District employees. The unit requires support by means of technical support (ISD Support Consultant) as only one out of three is from a water related background. The Unit is also responsible for free basic services provision and has dedicated staff for these functions.

The District has a continuous programme of daily operational monitoring of drinking water quality and results are shared with DWA monthly. All WTWs are fitted with water quality testing equipment. A mini laboratory is also operated by the District. The Amatola Water accredited laboratory in East London is

also used for water quality testing. Effluent samples are also taken monthly to assess the level of compliance with standards. The challenge for the District however is that compliance is determined by individual specific plant requirements of which as mentioned above, the process of licensing the WWTWs is still underway.

5.1.2 Management and Operations

The District operates and maintains all water and sanitation bulk services except for Sterkspruit, Ugie, Steynsburg and Mt Fletcher WTWs which are operated by service providers. Towards the end of the financial year, the WSA received funding from the Department of Water Affairs for the upgrade and refurbishment of three wastewater treatment works (WWTW) (Barkly East, Sterkspruit and Oviston) and for water conservation and demand management programme (Burgersdorp). In order to manage untreated effluent, the District has a council approved Incident Protocol.

Operation and maintenance is funded by revenue generated by local municipalities from user charges for services to communities as well as from the equitable share allocations. However, due to low collection levels by local municipalities, the District deals with shortfalls through grant funding.

Tariffs have been below the cost of producing and delivering water and sanitation across the District and there was a process during the preparation of the budget to reassess the existing tariffs to ensure that the service is sustainable. Tariffs now address funding for the operation and maintenance of water and sanitation systems and to ensure that there is a capital replacement fund.

5.1.3 Licensing and operation of Waste Water Treatment Works

With regard to licensing of the WWTWs and WTWs, the District has progressed significantly. The District has 14 WWTWs in operation and 13 are in the process of licensing. The RRU continues to provide support and assistance in facilitating this process. In the front of WTWs, there are 14 operational works which are all licensed.

Semester chemical samples of final effluent from each wastewater treatment works (WWTW) are taken. Analysis of surplus that is currently undertaken is insufficient. Twenty-two (22) permitted WWTW are located in the four local municipalities (Elundini 6, Senqu 9, Maletswai 2, and Gariep, 5). They consist of oxidation ponds and activated sludge systems. The staff is deployed to the local municipalities to perform this function and the District budgets for this function within waste management budget.

5.1.4 State of Bulk Infrastructure

All towns in the District are characterised by aging infrastructure which is about 50 years old. In terms of new infrastructure investments, there has been slow progress in addressing the existing backlogs as the available budget is consumed by operations and maintenance requirements. This diverts the commitments from dealing with new infrastructure to ensure sustainability of the current services.

The demand and levels of service provided have increased for a greater proportion of the population. This has led to bulk water and sanitation infrastructure operating at over capacity. Inadequacy of resources such as vehicles, shortage of skills relating to operations and maintenance requirements remains a challenge. Nevertheless, in order to optimally achieve this and thus meet key policy and

legislative requirements, new and effective institutional arrangements and other strategies continue to be put in place. An Operations and Maintenance Plan is in the process of being developed.

Currently, the District is engaged in bulk infrastructure development and reticulation in Stenysburg and Jamestown for waste water treatment works. The Sterkspruit area is currently benefiting in the development of bulk supply for both waste water treatment works and water treatment works. Bulk provision in Mt Fletcher has been completed and reticulation is underway.

5.1.5 Levels and standard of services

In accordance with its by-laws the JGDM is providing services by means of three levels of service. They are Basic, Intermediate and Full Service Levels. Basic level of service refers to where the community accessing water through communal standpipe situated at a maximum distance of 200 meters from the furthest homestead and the basic level of service for sanitation is a ventilated improved pit latrine. The intermediate level of service consists of yard connections and a flush toilet. The full level of service refers to house connections. The status on water service backlog is detailed in the table 24 below.

Table 22: levels of service of water provision (urban and rural)

No. HH units with	Urban	Rural			
		Dense	Village	Scattered	Farmland
1. None or inadequate	0	0	34276	1,328	2,272
2. Communal water supply	4,378	0	14384	99	1,667
3. Controlled volume supply	0	0	0	0	0
4. Uncontrolled volume supply: yard tap or house connection	23959	0	3,910	85	3,961
5. Total Served (2+3+4)	28337	0	18294	184	5,628
6. Total (1+5)	28,337	0	52570	1,512	7,900

Source: StatsSA Community Survey 2007, WSDP 2010, Mt Fletcher Regional Water Supply Scheme)

5.1.6 Service backlogs

The extent of water sanitation service delivery backlogs can be gauged from DWAF Reference Framework for the number of people served to RDP standards. Significant inroads have been made in terms of extending water access in Joe Gqabi. Yet the more populous eastern parts of the District face the greatest challenges as far as water backlogs are concerned as reflected in table 25.

Table 23: Water backlogs in the District

Water Service Delivery Levels									
Regional/local water scheme	Borehole	Spring	Rain water tank	Dam/pool/ stagnant water	River/ stream	Water vendor		Water tanker	Other
52567	11151	9436	2610	3960	10101		1673	4388	1889

Source: Stats SA Census 2011

According to the Census 2011 information above, about 54% of the population of the District had access to the basic level of access to water (table 24). This is in contrast with the 75% access as reported in the performance report of the District. However, it is evident that the District still has some strides that must

be made to ensure universal access to the basic level of water. The existence of 9 436 households that still access their water from springs means that the spring protection initiatives must be continued to ensure that animals are barred from accessing the same springs that are used by communities.

Table 24: Water Access levels per type of settlement

Households - Water Service Delivery Levels below the minimum					
Formal Settlements	Total households	92 942	Informal Settlements	Total households	4 235
	Households below minimum service level	32 799		Households ts below minimum service level	1 020
	Proportion of households below minimum service level	35%		Proportion of households ts below minimum service level	24%

Source: Stats SA Census 2011

It is evident that the District has RDP water service levels of 64.3%. The municipality with the highest water service levels is Maletswai local municipality with 98.5% of its households having access to water; followed Gariep local municipality with 95.6% of its households having access to water and then Senqu local municipality with 68.8%. Elundini local municipality has the lowest water service levels in the District (42.1%).

In addition to water backlogs, there isa significant sanitation backlog that must be addressed by the District as depicted in tables 27 and 28.

Table 25: Sanitation backlogs in District

LOCAL MUNICIPALITY	TOTAL POPULATION	SANITATION			
		Population		Percentage	
		Served	Un-served	Served	Un-served
Elundini	123,634	50, 721	72, 913	41.00%	59.00%
Senqu	118,174	69, 714	48, 460	59.00%	41.00%
Maletswai	42,846	29,908	12,938	69.8%	30.2%
Gariep	23,709	21,775	1,934	91.8%	8.2%
Total	308,365	172, 118	136, 245	56.00%	44.00%

Source StatsSA Community Survey 2007, Source: JGDM GIS Department, Source: JGDM Service Delivery Report (Sanitation ACIP March 2010)

Table 26: Estimated cost of eradicating sanitation backlogs in Joe Gqabi

LM	Rural HH below RDP	Cost per HH Rural	Urban HH below RDP	Cost per HH urban	Cost of backlog eradication
Elundini	13, 925	5,000	7,018	7,700	R 123,663,503
Senqu	9, 852	5,000	5,038	7,700	R 88,051,795
Maletswai	0	5,000	2,685	7,700	R20,674,500
Gariep Total	0	5,000	1,834	7,700	R14,121,800
Total	23, 777		16,575		R 246,511,598

Source: JGDM WSDP 2008

The District has high RDP sanitation levels with 56% of the households in the District having access to sanitation. Elundini local municipality has the highest sanitation of 59%, with 41% of the households having access to sanitation. It is followed by Senqu local municipality with 59% of the households having access to sanitation and 51% without. In Maletswai local municipality 69.8% of households are served and Gariep has the highest level of access of 91.8%

There has been a light decrease in sanitation backlogs between the periods 2008 to 2009. The population serviced with sanitation has increased from 161 717 to 172 118 from 52.4% to 56 %.

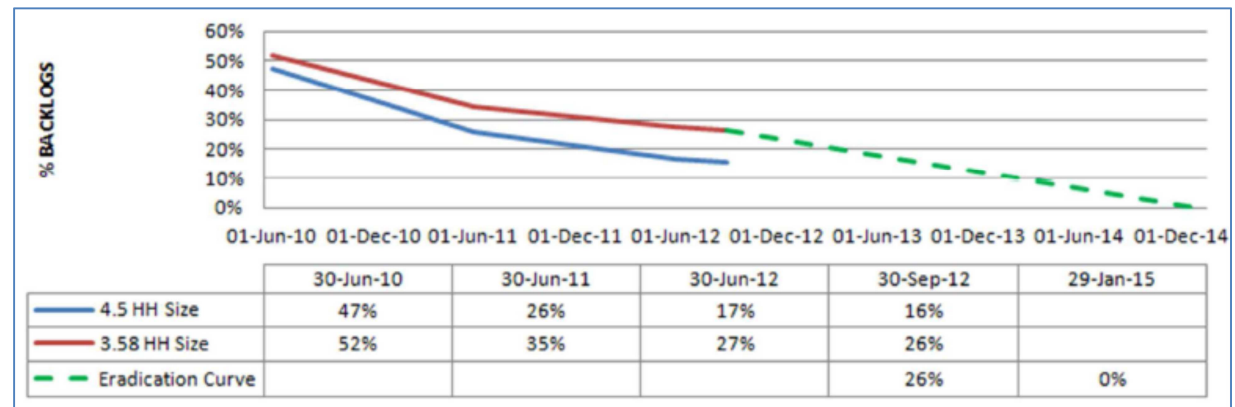
To meet the national targets will require the injection of financial and human resources as depicted in table 29 below. The backlogs and the budget include bulk infrastructure development. Tables 30 and 31 detail eradication schedules for water and sanitation services.

Table 27: Backlog Eradication funding needs

	2008/09 (R 000)	2009/10 (R 000)	2010/11 (R 000)	2011/12 (R 000)	2012/13 (R 000)	2013/14 (R 000)	2014/15 (R 000)	2015/16 (R 000)
WATER	R152,691	R178,082	R89,699	R55,699	R55,699	R55,699	R55,699	R55,699
SANITATION	R67,246	R29,523	R34,199	R32,549	R34,176	R35,885	R38038	R9 732
TOTAL	R219,937	R207,605	R123,898	R88,248	R88 248	R91 584	93, 737	R65, 431

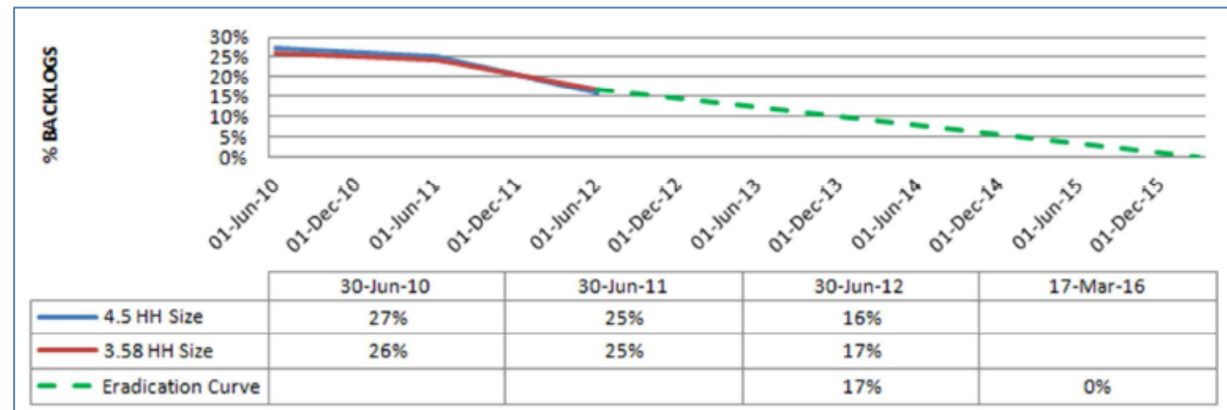
Source: WSDP 2008

Table 28: Sanitation eradication schedule



Source: 2013 WSDP of the District

Table 29: Water Backlog eradication schedule



Source: 2013 WSDP of the District

5.1.7 Infrastructure Investment

The Infrastructure Investment Plan (IIP) of the District was developed and adopted by Council in 2009 covering a period of five years. The plan focusses on the MTEF period. The IIP replaces the Comprehensive Infrastructure Plan (CIP). The plan defines the affordable and sustainable multi-year infrastructure projects, targets, capital and operating expenditure to meet the targets.

The District municipality, local municipalities and government Departments fully participated in the development of the Comprehensive Infrastructure Plan for the District. As a grant dependent, municipality, investment planning in the District utilizes the MIG over the MTEF period. Currently the District Municipality is dependent on grants as source of income for infrastructural programmes. The CIP currently covers the capital budget as reflected in table 32 below.

Table 30: District Municipal Infrastructure Budget

Intervention	2009 (R'mil)	2010 (R'mil)	2011 (R'mil)	2012 (R'mil)	2013 (R'mil)	2014 (R'mil)	2015 (R'mil)	Total (R'mil)
Housing	R 212.80	R 289.10	R 357.80	R 78.10	R 23.20	R 83.90	R 31.00	R 2,284.8
Roads: new	R 151.80	R 334.40	R 381.70	R 399.60	R 273.00	R 201.30	R 49.10	R 1,791.0
Sanitation Backlogs	R 120.70	R 124.00	R 71.50					R 316.20
Sanitation Bulk	R 2.50							R 2.50
Sanitation Refurbishment	R 18.00	R 2.00	R 2.70					R 22.60
Sanitation Treatment Works	R 2.10							R 2.10
Water Backlogs	R 36.50	R 78.30	R 78.90					R 193.80
Water Bulk	R 49.20	R 117.50	R 49.70					R 216.50
Water Refurbishment	R 13.30	R 16.40	R 6.90					R 36.60
Water Treatment Works	R 3.20	R 8.30	R 2.30					R 13.80
	R 610.10	R 970.00	R 951.50	R 477.70	R 296.20	R 285.20	R 80.10	R 804.10

Source: JGDM Comprehensive Infrastructure Plan

Roads upgrading, Electricity Distribution, Electricity Refurbishment, Electricity Substations, Taxi facilities have no indicative figures and have been excluded from the list. Further information is detailed in the CIP document.

5.1.8 External Investment sources for infrastructure development

The District submitted an application for funding to the Netherlands government through the ORIO infrastructure funding. In line with the national target of achieving universal access to basic services by 2014, in the past 4 years the District has delivered:

- 7 346 households were provided with access to basic potable water
- 24 499 households were provided with access to basic level of sanitation service
- 107 villages in the rural areas of Elundini and Senqu local municipalities to benefit in the R75 million Orio funding which will benefit 32 000 households

5.1.9 Water quality monitoring

Water Quality Compliance in the municipality is done in accordance with National Legislation that prescribes that bacteriological and chemical compliance must be done at specific frequencies measuring

the compliance of specific Water Supply Systems at the point of production and delivery. The Department of Water Affairs monitors this compliance to national legislation through an incentive based national compliance monitoring system called the Blue Drop System. The JGDM achieved two such honours for Water Supply Systems in Ugie and Sterkspruit.

It must also be noted that although this report reflects on the water supply systems registered there are supply systems that do not form part of the Blue Drop Incentive-based System but which were monitored and which information is captured on the Blue Drop System. These include Mt Fletcher, Steynsburg and the rural schemes of Ugie, Maclear, Mt Fletcher and Sterkspruit.

The water quality information displayed in table 34 below was extracted from the Blue Drop System as reflected in the Blue Drop Report issued by Department of Water Affairs for the period 1 January 2010 to 31 December 2010. The table shows that:

- ◆ Ugie and Sterkspruit achieved Blue Drop Status
- ◆ Jamestown was not assessed last year as it is a new Water Treatment Plant.
- ◆ Water Quality data for Lady Grey was assessed on 10 month data provided on the BDS. This was because of the drought situation. Monitoring was done on the water tankers but that data did not form part of the assessment.
- ◆ Rossouw's water quality data was based on eleven month's data. No sample results were available for one month because of logistical challenges.

Table 31: District Water Quality Information

Water Supply System	Blue Drop Score 2010	Blue Drop Score 2011	Microbiological Compliance	Chemical Compliance	Improvement Yes/No
Maclear	53.60%	78.81%	100%	97.87%	Yes
Ugie	60.98%	95.05%*	100%	96.15%	Yes
Burgersdorp	47.10%	64.19%	88.73%	94.29%	Yes
Oviston	46.85%	82.03%	98.04%	95.83%	Yes
Aliwal North	53.08%	84.93%	97.89%	95.74%	Yes
Jamestown	Not done*	64.55%	90.91%	96.92%	Yes
Barkly East	53.60%	85.95%	100%	98.33%	Yes
Lady Grey	51.62%	66.71%	95.74%*	98.80%	Yes
Rhodes	50.60%	77.66%	100%	100%	Yes
Rossouw	Not done*	47.68%	88%*	No Data	No
Sterkspruit	57.98%	95.02%*	97.28%	99.96%	Yes

The water quality of the District Municipality are steadily improving as a results of internal systems that is effective and functional, despite challenges like the availability of an accredited laboratory, availability of sampling equipment and transport.

5.1.10 Water and sanitation backlog eradication

Water backlogs may be eradicated by means of the development of borehole standalone schemes. A hydro census has been done for the Elundini Local Municipality and the same process should be implemented in Senqu local municipality. It is anticipated to utilise this information to implement a basic water supply system for areas that currently do not have access to any form of safe water whereby designs of the various standalone schemes will be done. Boreholes will then be developed and equipped to deal with the first phase of the programme (namely to provide some/safe water).

The District has developed a sanitation master plan informed by the WSDP. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focusing on villages with the highest sanitation backlog. It is anticipated that a regional construction approach will be followed to maximise the benefit of scale in terms of price, timeframes and quality.

The bucket eradication programmes implemented by the District have succeeded in ensuring that no household in the formal settlement that makes use of a bucket system. The VIP system has been implemented and it replaces the bucket system. Sanitation related challenges within informal settlements are being addressed through various mechanisms.

5.1.11 Free Basic Services

The District developed an indigent policy that guides the implementation of free basic services. The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal. The District municipality provides FBS within the provisions of the Indigent Policy, which is in the process of being reviewed.

A process to update the indigent registers is underway in local municipalities in order to ensure improved access to FBS and improve revenue collection. Currently the District is reviewing the Maletswai municipality indigent register. Relevant stakeholders are being engaged to extend this process to other municipalities.

Indigent households are provided with six thousand litres of water per month. All other services are provided within the basic RDP levels of service.

Free basic services forum was established in 2012. However, the functionality of the forum has been identified as not consistent and in need of capacitation and support. Initiatives to strengthen this forum are being implemented.

5.1.12 Cost recovery for water and sanitation

The District is confronted with sustainability and service efficiency challenges, which are mainly due to low cost recovery from water service providers, which was aggregated to be about 25% in the 2010/11 financial year. The adopted water and sanitation plans provide a comprehensive analysis of the status quo in each of the services, including information on backlogs, provision of free basic services and service levels. Included in the WSDP review exercise will be the assessment of external funding sources and an implementation strategy.

Further, a District Water Indaba was scheduled and various recommendations made. These include increasing the tariffs to ensure cost recovery, taking the water service provision function to the District, ensure metering of all areas, particularly those that are able to pay and promotion of a culture of payment for services, improvement of billing and pay points. Water metering has been prioritized for implementation in the next financial year. It is therefore anticipated that these changes will ensure financial viability of water and sanitation services within the District.

5.1.13 Water Conservation and Demand Management interventions

The WSDP contains water conservation and water demand management strategies. Implementation of these strategies seeks to reduce water wastage and inefficient use as well as introduce measures to effectively manage and sustain service efficiency targets. Some of the priority requirements include installation of systems that measure and identify key parameters such as minimum night flows and systems that enable detailed and regular water audits and water balances.

The Water Conservation and Demand Management Strategy should address the following main water conservation issues:

- ◆ Water Loss Control programme
- ◆ Asset Operations and Maintenance programme
- ◆ Catchment erosion prevention and mitigation programme
- ◆ Management and rehabilitation of wetlands programme
- ◆ Alien vegetation removal programme
- ◆ Accounting and Cost Recovery systems improvement programme
- ◆ Capacity building programme
- ◆ Public Information and consumer education programme
- ◆ Development of bylaws that will support the sustainable management of all water and sewage related resources
- ◆ Institutional arrangement establishment

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

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

A pilot study is planned for Lady Grey that includes the installation of a telemetry system that will allow for the monitoring of the boreholes around the town. A pilot study was conducted in the Sterkspruit area that

focussed on groundwater monitoring in the rural context. This approach should be extended to all the rural groundwater schemes. A comprehensive groundwater-monitoring plan is currently being developed in partnership with DWA with the objective of addressing the weaknesses in groundwater monitoring in the Eastern Cape. The outcome of this project will be incorporated into the JGDM's water monitoring programme.

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

- ◆ All discharges from the respective wastewater treatment works within the JGDM to comply with general or special standards, as required in terms of their permitted use.
- ◆ All rural households to be provided with rural sanitation facilities and appropriate services on an ongoing basis.
- ◆ Improve levels of communication to residents during times of poor water quality.

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

5.1.14 Sector programme's water requirements

As a WSA, the District takes cognisance of water requirements by various development initiatives and as such, limited integrated planning does take place between the District and sector departments. However, communication between the WSA as a planner and other sector departments is not adequate. Coordinated planning that would enable the WSA to plan for additional water demand is limited. For an improved outcome, this would take all stakeholders, led by the WSA, to cooperate and be proactive in communication their plans to each other. With regard to mega development initiatives such as the PG Bison forestry development and value addition, the District has been on par and planning for future expansion is considered.

In the area of Sterkspruit, the District is in contact with the traditional leadership of Sterkspruit with a view of expanding the dam area to accommodate new developments in the area as well as the Senqu Sustainable Development Plan in particular. These water requirement considerations cover a wide spectrum of matters including tourism, housing, and agriculture. The Department of Water Affairs and the Department of Rural Development and Land Reform have been approached for funding with a view of extending irrigations schemes within the District.

In dealing with infrastructure requirements in schools and clinics, there are separate arrangements in place whereby the Department of Education has its own infrastructure department and the Department of Health falls under the Public Works Department. The Department of Water Affairs is the common funder for the two Departments.

The quantity of water services provided, including the quantity of water used by each sector, the quantity of water provided to the water services institution by another water services institution is shown in tables 35 and 36. Treated Water is normally supplied to the following sectors:

- Residential consumers refer to communal water supply, controlled volume supply and uncontrolled volume supply: Residential uncontrolled volume supply might include the following categories: Fully serviced houses [large erven], fully serviced town houses, fully serviced houses on small erven, Small houses [water connections, no sewage], Hostels, military camps, etc.
- Commercial supply refer normally to business
- Industrial Supply which implies Wet and Dry Industries.
- Other sector of supply include water supplied to other water services institutions
- Raw Water refers to the volume untreated water supplied and recycled water, from treated effluent

Table 32: Quality of water used by each sector

Description	WSDP Implementation Report	Comparative Figures for the Preceding 2 Financial Years	
	FY 2011/12	FY 2010/11	FY 2009/10
Total Water supplied to Urban Consumers	9,127 ⁽²⁾	7,851	N/A
Total Water supplied to Rural Consumers	3.690	3,296	N/A
Total Water supplied (MI/y)	12,817	11,147	N/A
Total raw water bulk losses	Not measured	Not measured	Not measured
Total treated water losses: Bulk	Not measured	Not measured	Not measured
Total treated water losses: Internal	Not measured	Not measured	Not measured
Total Losses (MI/y)	Not measured	Not measured	Not measured

Source: District WSDP Audit Report 2013

Table 33: Quantity of water provided to the WSA by another water services institution

Description	WSDP Implementation Report	Comparative Figures for the Preceding 2 Financial Years	
	FY 2011/12	FY 2010/11	FY 2009/10
Total Amount of Bulk Water Purchased from External Sources (Bulk purchase) (MI/a)	7,721 ⁽³⁾	6,831 ⁽⁴⁾	No known

Source: District WSDP Audit Report 2013

5.2 Electrification

5.2.1 Service provision

In most urban settlements, the local municipalities are responsible for reticulation. However, in the rural areas and some of the townships Eskom is the supplier. The District does not supply electricity. There

are significant challenges where the local municipalities are the service provider mainly over maintenance.

The Gariep local municipality is exploring a process of taking over the electricity service provision from Eskom. Most urban households and commercial farming areas in Gariep have access to electricity as well as streetlights. Although there is no electricity backlog in Gariep, access among nonurban households is erratic.

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

Briefly electrification challenges for the District generally are:

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

5.3 Road Maintenance

5.3.1 Key road networks

In terms of the Integrated Transport Plan (ITP), which was adopted by Council in 2004, the road network in JGDM can be divided into National, Trunk, Main Roads, and Access Roads. Only one National road, the N6 from Aliwal North to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries. The N6 national road passes through Aliwal North and Jamestown. The N6 is the main access road through the District and links the interior of the country with the Eastern Cape coastal areas. The N6 road is under the jurisdiction of the South African National Road Agency Limited and is in a good condition.

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

road has to be scraped in severe snow and this leads to the deterioration of the road. The most important main roads (surfaced) are:

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

5.3.2 Roads maintenance

The District is currently implementing roads maintenance in Gariiep and Maletswai municipalities on behalf of the Department of Roads and Transport. The current agreement is for three years from 2010 to 2013 with a budget of R 32 million per year. During the past year, the District formalised the appointment of 72 casual workers who have been working in the roads section for some time.

Overall, these massive infrastructure projects will assist in alleviation of the service delivery backlogs, provide thousands of jobs opportunities in line the strategic goal of alleviating poverty and stimulating economic development within the region.

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

- ◆ Road classification restricts the various role-players in the maintenance of roads and is therefore not responsive to community needs.
- ◆ Municipalities do not have the financial resources in the short to medium term to build up the required fleet to maintain roads, especially as roads are not an income generating service.
- ◆ Surfaced roads are deteriorating and insufficient funding is being allocated to ensure their constant and effective maintenance.

5.3.3 Non-Motorized Transport

The following pedestrian related problem areas have been identified within the District in the following area:

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

5.3.4 Storm water

Storm water drainage forms part of the maintenance of roads and as such is included in the budgets of the local municipalities for roads. It would appear that the poor state of many of the roads in the DM corresponds with poor storm water management.

Most of provincially maintained gravel roads have deteriorated significantly to the level where they would desperately need re-gravelling rather than occasional patchwork. The general mode of distress is potholing and corrugation caused apparently by inadequate drainage systems. In the past, there has not been enough funds allocated for any rehabilitation of the roads and so all that could be done was just filling of potholes and general patching. This has resulted in most of the top surface of roads being eroded to the roadbed. Poor drainage leads to roads being impassable in wet weather.

Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access. Streets in the main part of town have not been maintained for a number of years and priorities of municipalities changed to focus on the previously disadvantaged areas, and this has led to some streets deteriorating beyond reasonable repair.

5.3.5 Railways

The electrified rail line between the East London area and Gauteng, pass through the town of Burgersdorp. Little utilised branch lines, Burgersdorp – Barkly East and Sterkstroom – Maclear are part of the existing rail infrastructure. A section of one of the premier rail lines in the country (East London to Bloemfontein) crosses through the Joe Gqabi District. The residents of Burgersdorp thus have access to the passenger trains of Shosholozha Meyl (National Department of Transport), on this route. Two former branch lines have now been closed in totality, namely: Rosemead – Stormberg (through Steynsburg) and Molteno – Jamestown. (In the case of the latter, the physical rails have been removed). One other branch line still enjoys very limited freight workings, namely the Burgersdorp – Aliwal North line. Aliwal North – Barkly East as well as the Sterkstroom - Ugie –Maclear lines have both been abandoned, but the rails are still in place.

The revival of the abandoned lines could have significant impact on the District through economic development, job creation, access to an alternative transportation means and easing the pressure on the roads.

5.4 Waste Management

The District municipality has prioritized the review of the Integrated Waste Management Plan (IWMP). The existing plan dates back to 2005 and is now outdated. The District is in a process of applying for funding for its review from the Environmental protection and Infrastructure Programme (EPIP). Through implementation of the Plan, a PPP was initiated in Elundini municipality to outsource management of the Ugie landfill site and a possible extension to the other local municipalities in a period of four years. In the Maletswai local municipality, a recycling and buy-back centre as well as review of by-laws are underway. The MHS unit of the District is constantly monitoring all waste sites and illegal dumping activities weekly

Due to the lack of funds and the necessary capacity, the review of this plan has delayed. Currently Waste Management Services (WMS) are rendered on a weekly basis to most of the residents in urban areas of the District by the four local municipalities, but there are substantial backlogs.

Most backlogs occur in Elundini and Senqu. In Elundini, waste management services are rendered in the town of Mt Fletcher only to the commercial sector, and no residents enjoy WMS. In Ugie, areas such as

Mandela Park, Soccer field, Dyoki and other former black areas similarly have no service. The same applies to certain residential areas in Maclear e.g. Vincent Park and Peter Mokaba.

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

5.4.1 Service Backlog

Although waste management is a shared function, waste management control resides with the district municipality through its Solid Waste Disposal Site and Municipal Health Services (MHS) mandate, as required in the powers and functions allocation described in section 84(1)(e) and (i), respectively, of the Municipal Structures Act, 1998 (Act 117 of 1998). The district municipality has a specific role to play in the monitoring and regulation of waste disposal in its area as well as developing a waste strategy for the district. The district is also responsible for the establishment and management of waste facilities that is serving more than one municipality.

In all three major towns, namely, Sterkspruit, Barkly East and Lady Grey, waste removal is rendered every day, except for the towns of Rhodes, where it is done twice per week. In Rossouw and for the villages of Sterkspruit no refuse is collected. Not all solid waste sites comply with the necessary required legislations.

At Lady Grey, health care waste is found on the site in direct contravention of the permit conditions. In addition to this, most of the sites are in contravention of the Occupational Health and Safety Act. This poses the possibility that the relevant Municipal Managers could be held liable in the case of an accident. This risk applies not only to the staff working on these sites but extends to the public, especially scavengers who frequent most of the sites.

In Gariep LM, garbage collection services are provided with convenient and affordable ways of collection like distribution of garbage bags to all households and actual refuse removal. Public awareness campaigns are regularly held with the assistance of DEDEA on health and safety hazards of illegal dumping and available options for garbage disposal. Clean-up of existing dumps and continuous erection of no dumping sign boards are carried out. The Gariep LM currently has three solid waste disposal sites to cater for this waste. These waste disposal sites are located in Burgersdorp, Steynsburg, and Venterstad.

The Steynsburg waste disposal site is the only site in the District that is compliant with both the permit conditions and national legislation as set out by DWAF and DEAT. The remaining two sites in Burgersdorp and Venterstad do not have the required permits and are therefore operating illegally.

There are also three closed sites in Burgersdorp, Steynsburg and Oviston that are in need of rehabilitation in terms of the DWAF closure permit. Illegal dumping occurs on all three of these sites, and will continue until the sites are rehabilitated.

In areas where waste management services are rendered, the collection and transportation aspects are

done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Maletswai LM and certain areas of Gariiep local municipality. As far as the status of waste sites is concerned, the current situation among formal waste sites is shown in table 37 below.

Table 34: Status of waste sites within the District

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

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

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

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

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

5.5 Infrastructure Investment Planning and Backlog Eradication

With a view of dealing with all these challenges as they relate to bulk and reticulation, the District has managed to assess the budgetary and institutional requirements for provision and sustainability of supply for all these services. Key issues identified include institutional requirements, financial requirements and sustainability matters. Through development of comprehensive infrastructure delivery plans such as the CIP, WSDP, ITP, LED Strategy, water and sanitation plan and so forth, it is evident that the District has a clear and comprehensive understanding of infrastructure delivery requirements. The CIP of the District is the main document that informs infrastructure development needs within the District. The annual reviewal of the CIP takes into cognizance new information from sector plans.

To deal with medium infrastructure investment requirements, the District has undertaken a medium term investment projected as reflected in the budget and projects section of this document. The planned investment planning incorporates all budget sources including MIG and own funds as reflected in the budget section.

As a regulator, the Department of Water Affairs does support the District in its endeavour of dealing with water and sanitation challenges.

5.6 Municipal Health Services

5.6.1 Status of the Service

The District is responsible for the provision of Municipal Health Services (MHS). These services extend to include Water Quality control, Food control, Waste Management control, Surveillance and prevention of communicable diseases, Vector Control, Environmental Pollution Control, and Burial of the dead control. There is functional integration with provincially employed Environmental Health Practitioners.

This service directly impacts on many businesses of the District area by developing systems and protocols for the inspection of premises, reporting of incidents and certification of premises to perform various functions. However as the systems are all still paper based the turnaround time for inspection reports and certificates of acceptability are not at the desired levels. In order to improve the provision of the service the district has developed by-laws which will be presented to Council for adoption.

5.6.2 Prioritised areas for intervention

Municipal Health Service prioritized areas for intervention can be summed up as follows:

- ◆ Development of appropriate by-laws and their implementation leading to the control of activities in the Municipal area.
- ◆ Water Quality monitoring and management in line with Department of Water Affairs (DWA) Blue Drop water quality systems
- ◆ Pollution control relating to sewerage spillages
- ◆ Food quality control as well as disposal of the dead
- ◆ Increased awareness and capacity building programmes for communities around all topics of municipal health and preventative health
- ◆ Strengthening of cooperative governance between all spheres of government so that there can be joint operations, and sharing of knowledge that may have impact on each other's programmes
- ◆ Effective District and Local Joint Outbreak Committees/Communicable Diseases including identification of coordinators in each municipal area.
- ◆ Sitting of any enterprise that could affect water quality (including dip tanks) should be done in consultation with municipal health services.
- ◆ Premises inspections especially of early childhood development centres are needed.

5.7 Social Infrastructure

5.7.1 Health

There are 11 hospitals and 50 clinics, with at least 2 clinics in each magisterial District. The most densely populated Mt. Fletcher and Sterkspruit areas have 17 and 16 clinics respectively as depicted in table 21. The District has about 998 hospital beds, with a service supply average of about 328 people per bed. The

population of the District receives health services from fixed and mobile clinics and in District hospitals.

There is one fixed clinic for every 6745 people and 1 hospital bed for every 338 people. This is within the norm but the distribution of these facilities leads to inequities in access to health care. The number of clinics and hospitals within the District is reflected in table 38. There is a strong correlation between the incidence of diarrhoea among children under 5 years and poor households in case of those without clean water supply and formal sanitation. HIV/AIDS counselling has improved in the District with all fixed clinics in Joe Gqabi now offering Voluntary Counselling and Testing. The problem of re-infection and repeated treatment still exists with the low percentage of STI contact tracing.

Table 35: Number of Hospitals and Clinics

Local Municipality	Number of hospitals		Number of fixed clinics		Number of mobile services	
	Provincial	Provincially Aided	Provincial	Municipality	Provincial	Municipality
Elundini	1	1	17	4	2	2
Senqu	3	1	18	2	4	4
Maletswai	3	2	1	9	2	2
Total	7	4	35	15	8	8
Joe Gqabi Total	11 Hospitals		51 Fixed Clinics		16 Mobile Clinics	

Source: Department of Health

Availability of emergency services is extremely limited in the District area. The service is controlled in Queenstown for Maletswai and Senqu sub District and controlled at Alfred Ndzo District for Elundini Sub District. The District would like to have an ambulance control station within Joe Gqabi District to promote efficiency and easy access to ambulances. Insufficient vehicles and lack of competent staff negatively affect the quality of services provided.

By the start of the 2011/12 financial year, all services were under the control and management of the Department of Health. There is, however, a significant concern around the efficiency and effectiveness of emergency services and the state of health infrastructure.

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

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

- ◆ Re-open nursing colleges

5.7.2 Safety and Security

The prevalence of reported incidents of different categories of crime in the District reflects the general crime patterns seen in the whole of the Eastern Cape. There are 22 police stations in the District area.

Burglary and Assault are the most commonly reported crimes in all the municipalities. These crimes, combined, account for 71% of all crime in the Eastern Cape. Arson and Malicious damage to property is also quite high in this province as shown in table 39. Stock theft is a major problem in poor rural communities and is highest in Elundini.

Table 36: Crime Statistics

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

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

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

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

5.7.3 Housing

Table 40 below reflects the housing status quo in all local municipalities in the District. Based on this it can be seen that the majority of informal settlements are in the Maletswai area. It is however anticipated that with the rapid growth of the forestry sector in Elundini municipal area, this will increase the number of households living in informal housing in the municipality due to immigration of job seekers.

Table 37: Housing Status Quo in the District

LM/DM Name	House	Trad	Flat/Clust	BackYr d	InfYrd	Informal	Other	Total
Elundini	5,819	25,953	2390	470	209	137	575	35,192
Senqu	21,380	10,784	1,078	0	410	1,231	224	34,967
Maletswai	7,834	343	508	52	562	1,935	210	11,252
Gariep	6,819	36	100	932	104	206	11	8,208
Total	41,852	37,116	4,076	1,454	1,285	3,509	1,020	89,619

Source: StatsSA Community Survey 2007

The Provincial Housing Development Plan estimated the housing need in the District to be 36,330 households, of which 13,300 are urban families and 23,000 are rural residents needing homes and services.

The key challenges for Human Settlement going forward will be to improve delivery of low-income housing and eliminate all challenges being experienced and further facilitate development of middle-income housing projects. Key issues identified for intervention by the Human Settlement Department include:

- ◆ Lack of land available for housing development. Explore expropriation of land in order to give priority to public interest and municipal development plans
- ◆ Lack of bulk services on identified land for housing development
- ◆ Rectify poor quality of RDP houses as a result of poor workmanship, complete unfinished projects and identify bottlenecks in blocked housing projects
- ◆ Building of sustainable human settlements. Integrate housing developments and prioritise indigents in areas close to work opportunities.
- ◆ Ensure that all built houses are occupied.
- ◆ Use local labour and resources and ensure that joint-ventures when external contractors are being used.
- ◆ District Municipalities to be accredited for housing development.
- ◆ Ensure maximum public participation in housing development to ensure ownership.
- ◆ Decentralise registration systems and the ability of the systems to link nationally.
- ◆ Explore development of low income rental housing middle income low cost housing

5.6.4 Education

Joe Gqabi has higher than the national average of people between 5-24 years attending school but lower than the national average for those attending tertiary education. Approximately 25.5% of the District population does not have any form of training or education, with 40.2% only having completed grades 3-7. Only 3.3% of the population has completed Grade 12 compared to 6.6% in the Eastern Cape. Only 1.7% of the District population has obtained a tertiary qualification. Figure 14 below shows an update in terms of progress in education attainment within the District.

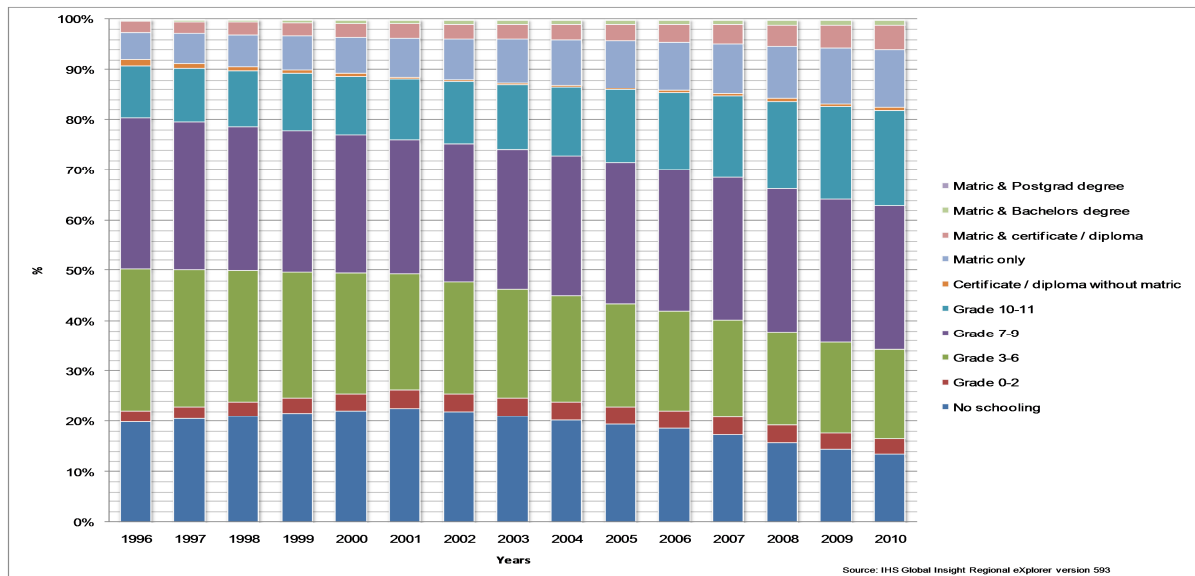


Figure 14: Education attainment

Elundini has the largest proportion of people having only received primary education, while the Gariep area has the highest proportion of people (31.5%) having never received any form of education. Table 41 below shows the number of schools in the District in 2007.

Table 38: The number of schools in the District in 2007

Schools	Gariep	Maletswai	Senqu	Elundini	District
Combined	4	4	59	98	165
Primary	23	21	74	78	196
Secondary	4	5	17	19	45

Source: Department of Education

The Eastern Cape Province was declared as the worst performer in 2011 matric results in the country, which has drawn the attention of the National Government. The District matric pass rate dropped from 55.5% in 2010 to 49.1% in 2011 in the Sterkspruit District of Education. The Mt Fletcher District managed to improve from 49.8% in 2010 to 54.9% in 2011.

The poor level of higher education in the District could be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape. The majority of the population is without education due to a number of factors that include but are not limited to inadequate number of schools and institutes of higher learning, affordability and lack of access.

The Department of Education (DoE) allocated R149m over the present MTEF to upgrade 19 mud schools and 26 others. A new special school is to be built in Aliwal North costing R6.5m. This is insufficient to eradicate the 25 mud structures in Senqu and the 95 mud structures in Elundini, as well as the seven schools affected by disaster in Elundini.

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The District has prioritised education, as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment, which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment.

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The District has prioritised education, as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment, which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment. Key issues that must be addressed include:

- ◆ Improving matric pass rates
- ◆ Eradication of mud schools in the region
- ◆ Conduct career Guidance in schools
- ◆ Improve scholar transport
- ◆ Upgrade public libraries
- ◆ Reopening of teacher training colleges
- ◆ Availability of preschools in all settlement
- ◆ More capacity building still needed in order to resource schools
- ◆ Capacity building of SGBs
- ◆ Improve the poor culture of Learning and Teaching in all schools
- ◆ Merging dysfunctional schools to be prioritise by MEC
- ◆ Scholar transport be provided in the event of distant schools but as a matter of policy primary schools to be built closer to communities
- ◆ Career guidance should be intensified to assist students with career choices
- ◆ Public libraries should be modified and respond to the current needs
- ◆ ABET schools should be established in all settlements

5.8 Public Facilities

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

- ◆ Maletswai ward 3 Community Hall

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

The overall District area does not enjoy an even supply of proper sports and recreation facilities except, those located in the main towns. Even those in towns need upgrading. The sports fields in the townships have been vandalized. A detail of community facilities within the District is shown in table 42 below.

Table 39: Community Facilities in the District

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

This results in some sports teams such as for tennis, netball, cricket, volleyball and rugby, arranging with the schools and/or town facilities. Soccer has limited playing grounds.

There is a demand to create more space in our libraries in order to enable students to study in a more conducive environment. In addition to creating more space for studying purposes, municipal clinics should also be upgraded including providing adequate facilities to conduct counselling services.

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

- ◆ Strengthen Ward Sport Forums and provide incentives for leagues run in wards
- ◆ Vandalism of facilities (Elundini and Senqu)
- ◆ Maintain and upgrade facilities that already exist
- ◆ Develop district wide Sporting Infrastructure Plans for young people
- ◆ Establish a sports academy within the District area

SECTION 6: DISASTER MANAGEMENT

6.1 Disaster management

The District adopted its Disaster Management Policy and Framework in 2009 to deal disaster management and planning within the District. A process to develop a District Disaster Management Scientific Assessment Plan has been initiated. Vulnerability and risk assessment form part of the terms of reference of the plan.

In response to the frequent snow incidents within the District, an incidence protocol was developed in consultation with all stakeholders and adopted by Council in June 2013. This project is implemented by the District in partnership with SANRAL, with an interest on the N6 and R58 routes.

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

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

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

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

The Disaster Centre is in a process of developing the Cross Border Mutual Aid Agreements with neighbouring municipalities offering disaster and fire services in an attempt to cater for risks and community vulnerabilities. The process will be concluded in June 2014.

6.2 Fire fighting

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

The District is prone to runaway veldt fires as well as man-made fires that affect properties and buildings. In performing its function with regard to fire fighting, the District has acquired customised fire fighting equipment in 2009 and a cost of R9 million. Further, fire fighting equipment which includes skid unit fire-engines for each local municipal area and two medium fire fighting engines as well as three major fire fighting engines were purchased for the areas with the highest fire risk namely; Aliwal North and Ugie as defined in the Spatial Development Framework of the District. This investment will help build and strengthen the capacity of the District capacity to deal with veld and forest fires within the region. A partnership agreement between the District and the Working on Fire programme is in place.

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

6.3 Disaster risk assessment

With regard to managing disaster high-risks, the District Disaster Management unit plays an advisory role through Disaster risk management advisory forum meetings that seat quarterly to sector departments and communities. The District Disaster Management unit constantly conduct training, education and awareness programmes to empower communities about risk assessment. The Disaster Management centre is also participating in the monitoring of the Airstrips for safety landing. Safety inspections are also conducted throughout the District on an ongoing basis to identify and respond to potential Disaster risk areas.

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

Strategies for community vulnerabilities and risks identified include:

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

6.4 Disaster and fire services institutional arrangements

The Disaster, Fire and Rescue Services Manager have been appointed and manage a team of five employees. The organogram provides for eight disaster management posts. Filling of posts in this area of operations has been prioritised in the current IDP process. The staff complement is increasing in the unit as thirty one (31) fire fighters have been appointed. The staff complement now stands at thirty seven (37).

A Chief Fire Office was appointed. Fire fighting units are deployed in all the identified strategic areas within the District.

A fire fighting training was held in 2012 which involved ten permanent fire-fighters and ten community volunteers. Training on basic ambulance assistance was conducted during the 2013/14 financial year. Fire fighting reservist units has been set up in the 2013/14 financial year.

6.5 Disaster bylaws

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

6.6 Community Priorities

Priority issues as raised by stakeholders across the municipality over the past few years include the following issues. These priorities should be addressed by all in the community.

ISSUE	COMMENT	Progress
Unemployment	Youth getting employed over elders in Burgersdorp	Employment selection depends on the nature and type of the job. No unfair discrimination
	Venterstad: Municipal employment processes on CWP and EPWP are not transparent to the communities	The modalities of community employed have been explained to the communities
	Local contractors are not hired by municipality	The municipality has points allocated for local companies in the SCM policy
	Revive Aliwal Spa as a tourism destination	Aliwal Spa project is part of the projects earmarked for JoGEDA
Youth programmes	Lack of youth development programmes Lack of youth skills development programmes	There are various youth development programmes including various skills development programmes. Budget however makes it impossible to reach everyone at the same time
	There is no youth council in the Maletswai municipality - the District youth council to deal with these issues	A youth forum is in place. Youth Council to be established by June 2014
	Sondela youth festival not effective	Concept document is being strengthen to ensure maximum participation of all stakeholders to ensure optimum utilisation of financial resources

	Lack of youth development centre in Jamestown	Funding opportunities are being explored in order to strengthen the existing centre
HIV and AIDS	No awareness programmes for HIV and AIDS in Maletswai LM	Awareness programmes will be extended to cover most areas subject to availability of funds
Sanitation	Ugie: Existing toilets require maintenance (Septic tanks) Hilton: 35 houses affected by sanitation spillages Joe Gqabi: Sewerage spills in town and township - occurs every two hours due to overcapacity	Procured honey-sucker for Ugie to deal with blocked sanitation infrastructure. Streamlined procurement regime to ensure effective responses by appointing service providers on emergency basis.
Sanitation	Area 13 - new area in ward 6 - water supply is not reliable as it gets cut off frequently and officials not assisting. Jojo tanks were provided including Bloch H and G behind the mountain. Low-lying are getting water and other areas uphill do not get water Maletswai LM: Public toilets are not getting cleaned since the District took over. In train houses and informal settlements sanitation challenges also exist.	Fix and find exercise has been completed in September 2013 which improved water delivery in Area 13. However certain functional problems still exist which have been identified in the Water Services Master Plan for the whole town. Funding proposals to be prepared and submitted to Sector Departments. Responsibility for public toilets must still be clarified with LMs
Sanitation	Maletswai LM: The District promised toilets in wards 3 and 2 - people were duly informed and there is no action now from the district Maletswai advertised for public toilets and after the District take over the project has not moved forward - the contractor was already appointed by the local LM	The District agreed with the LM for payment and not taking the management of the project. Provision of services in informal settlements to be clarified through a policy.
Sanitation	VIP tanks are too small and they overflow often and more so when it rains - (Jamestown) Two additional honey suckers are required Response times by honey suckers is too long when an incident is reported No public toilets in town	Project is being implemented to eradicate VIP toilets and replace them with water borne system which will also eliminate the need for honey sucking.
Water	Community has not been informed of water take-over by the District Tap water is not clean in the area of Burgersdorp People are not informed when there is no water	Communications has been improved and new strategies are being investigated. A call centre with a toll-free number has since been established.

Water	<p>Joe Gqabi: need for metering of water supply</p> <p>Joe Gqabi: some areas do not have water</p> <p>Area 13: Jojo tanks are not safe as people dump nappies and other things and water pipes are also blocked by some community members</p>	<p>Metering is being addressed through a loan approved by Council to install meters. Water shortages are being responded as and when they happen.</p>
Water	<p>Maletswai LM: R 800 charged for water and no reading of meter. In some areas meter boxes are full of sand but rates are charged. Also there is increase in water bills though there is sometimes shutdown of water by the municipality</p> <p>In Jamestown - burst pipes and unclosed holes</p>	<p>Metering to be taken-over by the DM on 1 July 2014. Pipe bursts are being addressed as and when they happen.</p>
Water	<p>Need for services in Phola Park (Ugie)</p> <p>Four extra shift workers are required at the District works in Jamestown</p> <p>Jamestown: One of the two water pumps is broken and the District has not fixed it citing financial challenges</p>	<p>Ugie: Additional funding to complete the Master plan for water services provision is underway. Additional capacity at plants to be achieved through the current process controller learnerships.</p> <p>Jamestown shift workers have been addressed in the new organogram</p> <p>The Jamestown pumps have been fixed.</p>
Water	<p>Jamestown: The District dam is not fenced and it poses a hazard and it was mentioned by the District that savings would be used to fence the dam</p> <p>Aliwal North: Water quality in Aliwal North is a challenge as some people have to buy bottled water due to lack of confidence in the tap water</p>	<p>Jamestown development of dam safety plan for the district will be considered in the next IDP cycle. Funding applications will be drafted and submitted.</p> <p>The blue drop programme aims to address water quality issues in Aliwal North and across the District.</p>
Water	<p>Jamestown: Reservoirs need to be fenced, including the one in Masakhane</p> <p>Jamestown: A roof of the reservoir was destroyed by wind and it is still not fixed</p> <p>Water a very critical problem in Lady Grey area</p>	<p>Jamestown water services master plan has identified several issues with the infrastructure including those mentioned above. Master plan to be submitted to MIG for funding.</p> <p>Lady Grey: Water challenges in Lady Grey are being managed through water carting, borehole development and being supported by constant communication with communities.</p>

Waste management	Burgersdorp: Waste remains uncollected and there is lot flies in the area Venterstad: Plastics and paper from the dumping area kill cattle as plastics are not burnt and blown away by the wind Venterstad: Lack of waste disposal site	The Gariiep municipality will be engaged through the District Monitoring programme.
Disaster and Fire services	Burgersdorp: Shortage of fire fighters. Houses are getting burnt, there is lack of personnel and extra engine Demolished houses (disaster houses) have not been rebuilt	Section 78 study is being conducted to deal with fire services. Disaster Housing will be referred to the PDMC as the relevant authority.

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

- Upgrading of water and sanitation infrastructure
- Development of necessary sector plans
- Implementation of Special programmes
- Electronic communications
- Economic development and skills development
- Job opportunity creation and support to SMMEs and cooperations
- Water and sanitation backlog eradication
- Drinking water quality monitoring and management
- Waste management and pollution control
- Agriculture and rural development
- Sports (Mayoral cups)
- HIV and AIDS
- Disaster management

SECTION 7: VISION AND MISSION OF THE DISTRICT

7.1 Vision

The vision of the Joe Gqabi District Municipality is:

“An improved quality of life for all residents”

7.2 Mission



The mission of the District is:

“Fight poverty through stimulating the economy and by meeting basic needs, improving service delivery quality and capacitating government and communities within a sustainable environment.”

The key elements that are contained in the mission of the District, as depicted in figure 15 below.

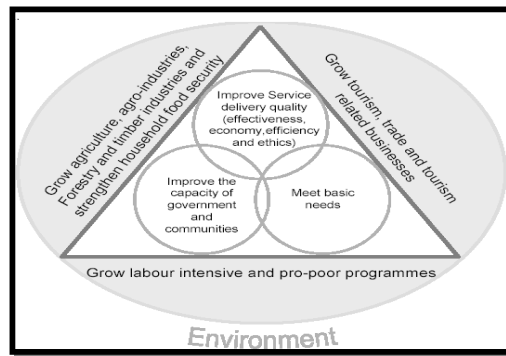


Figure 15: Key elements of the mission of the District

This mission is premised on the following key elements:

- ◆ Fight poverty
- ◆ Stimulate the economy
- ◆ Meet basic needs
- ◆ Improve service delivery quality
- ◆ Capacity building
- ◆ Sustainable development

District actions therefore must seek to fast-track the progress and sustain the achievements that we have made so far with regard to the above six elements. Active community participation will be critical if we are to achieve progress on these elements.

7.3 Values of Joe Gqabi District Municipality

The Joe Gqabi District Municipality adheres to the following values:

- ◆ Integrity
- ◆ Honesty
- ◆ Teamwork
- ◆ Communication
- ◆ Perseverance

- ◆ Competence
- ◆ Quality

7.4 Powers and Functions

The JGDM is legislated to perform a number of functions as shown in table 43. The core service delivery functions of the District municipality are water, sanitation, municipal health services, disaster management and transportation planning. In addition, the District shares the responsibility on tourism, planning, and fire fighting with its local municipalities. The District is also responsible as per legislation for the provision of some District wide services (if applicable) such as District wide waste sites and abattoirs but as no such activities exist within the District and these functions are not being performed.

Additional powers and functions are allocated to the District municipality through service level agreements. Roads is a function of the DoRT and through a service level agreement the District Municipality will provide a service in the Gariep and Maletswai areas and re-gravelling in the rest of the District.

Table 40: Powers and Functions of the Joe Gqabi and its Local Municipalities

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

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

7.5 The Role of the District Municipality

7.5.1 Support to Local Municipalities

The District Municipality has provided technical and financial support in audit, performance management, Legal Services, Information Communications, Technology, and technical assistance around water services management to local municipalities. The District municipality is also supporting in developing inclusive plans and policies such as public participation strategies, PMS strategies and LED plans for some municipalities. The District is in the process of commissioning a study aimed at assessing service delivery gaps and identifying the service delivery requirements of the local municipalities. This process is being conducted in partnership with the Development Bank of Southern Africa. This process is expected to culminate into the targeted support for the local municipalities that the District will utilize for sourcing funding. The District has further exposed three IDP managers to IDP training and PMS trainings as part

of the broad skilling of local municipalities. The focus on the support to local municipalities in the 2014/15 financial year will be on improving audit reports, performance management, ICT, and communications.

SECTION 8: GOVERNMENT STRATEGIC FRAMEWORK AND STRATEGIC FOCUS AREAS OF THE DISTRICT

8.1 Municipal Turnaround Strategy

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

8.1.1 MUNICIPAL ADMINISTRATION AND HUMAN RESOURCE DEVELOPMENT

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
a) Recruitment and selection policies and procedures developed	Policies developed and reviewed annually	None.	None.
b) Policy on suspension of employees developed	Collective Agreement Procedures are used	None.	None.
Address vacancies in S56 positions	All S56 Positions are filled.	None.	None.
Address vacancies in technical positions (Planners, Engineer)	All budgeted positions are filled.	Financial constraints.	Financial support.
All S56 with signed Performance Agreements and submitted to the Department.	Agreements are signed timeously annually.	None.	None.
Development of a Performance Management System Framework	PMS Framework is in place. PMS has been cascaded to middle management.	None.	None.
Job descriptions are not in place as per DCOGTA requirements	All job descriptions were completed during the job evaluation process.	None.	None.
Skills development plan for employees (2009/10)	Skills Development Policy has been developed.		
a) LLF meetings must be convened as planned	LLF is functional and meetings are convened monthly.	None.	None.

8.1.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Functionality of Ward Committees and CDWs	Each local municipality has functional ward committees. Ward committees have been trained. All municipalities have signed the MoU on reporting of CDWs	None Financial constraints None.	None. Financial support. None.
Broader public participation policies and plans	JGDM has developed and approved Community Participation Strategy. Public participation policy is being reviewed.	None	Capacity building and financial support
Public Communication Systems	Communications Unit is in place and functional.	Inadequate capacity	Capacity building and financial support
No customer care policy	A Service Charter was approved by Council in March 2011. Customer care and petitions policies is being developed.	None.	None.
Petitions /complaint management	Customer care centre is functional. National Consumer Anti-Corruption toll free number is currently being used.	None. None.	None. None.
No toll free number	Tollfree number is functional.	None.	None.
Front Desk interface mechanisms	Front desk of the municipality has been staffed	None.	None.
Delegation of functions between political and administration	Delegation Framework and register is reviewed annually.	None.	None.

8.1.3 Disaster Management & Fire Services

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Implementation of Disaster Management Policy Framework	Policy Framework developed and adopted by Council.	None.	None.
Development of Disaster Management Plans	TOR and a bid document to conduct a Scientific Risk Assessment Study for development of Disaster Management Plan.	Fianncial constraints.	Fianncial support.
Establishment of Disaster Management Centres	The bid document has been developed and GeoTech report was completed	Fianncial constraints.	Fianncial support.

	An Amount of R5.1 Million was approved and later reallocated due to financial constraints.		
Establishment and functioning of emergency and fire services along strategic routes	<p>R9.2 million was secured for the equipment.</p> <p>3 Fire engines and 1 rescue response vehicle have been procured and delivered. Ten (10) people have been recruited</p> <p>A partnership with Working on Fire has also been established. A team of 24 people was recruited and trained .</p>	Considering the distances between towns for response operations the district is unable to reach its Target of <30 Min to an incident.	Comple Section 78 study

8.1.4 BASIC SERVICE DELIVERY

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Access to water	<p>75% of households have access to basic level of water service. This has improved from 64.3% in 2009/10 Financial Year.</p> <p>Blue drop status attained for Ugie and Sterkspruit WTW.</p>	<p>Ageing infrastructure, which is about 50 years old.</p> <p>Bulk water and sanitation infrastructure operating at over capacity.</p>	Additional funding to address backlog, operations, and maintenance requirements.
Access to sanitation	<p>75% of households have access to basic level of sanitation service. An improvement from 52.4% in 2009/10 Financial Year.</p>	<p>Poor water systems, especially in deep rural areas where traditional water.</p> <p>Financial sustainability, ensuring full cost recovery and debt management at a fair tariff and financing of capital investment are some of the challenges.</p>	
Access to Free Basic Services	<p>An indigent policy exists. The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal.</p>	<p>Inaccurate Indigent registers.</p>	<p>Require Technical and financial support with cleansing and verification of Indigent data.</p>

8.1.5 FINANCIAL MANAGEMENT AND VIABILITY

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Revenue enhancement strategy	Water services taken over by the District from all Local Municipalities	Outstanding debt	Recovery of debt
Debt management (creditors)	More than 95% of creditors are paid within 30 days.	R 49 million debt outstanding (Cogta).	Facilitation of Cogta process
Cash flow management	Poor cash flow status. No cash	Poo cashflow	Financial

	backed grants. Prospects for the future look challenging.		support
Capital expenditure	100% expenditure of MIG over the last four years	Need more funding for backlog eradication.	Financial support
Audit Action plan	Maintained unqualified audit opinion for two financial years	Unauthorised and irregular expenditure.	None
Submission of Annual Financial Statements	AFS are submitted on time	None.	None.
Asset register developed.	Asset register has been reviewed using correct unbundling system in compliance with GRAP 17	None.	None.
Supply Chain Management policy.	Policy approved and reviewed annually.	None.	None.
Audit Committee	The Audit committee is functional and meets at least quarterly.	None.	None.
Internal Audit Unit	Internal audit function is established and functional. Services are co-sourced.	Internal capacity building.	None.

8.1.6 ECONOMIC DEVELOPMENT

MUTAS targets set during 2010/11 Financial Year	Progress achieved thus far	Challenges encountered towards meeting the targets	Intervention needed to fast track the MUTAS targets
Municipal contribution to LED Increased budget to R13.2 in the new financial year for LED related activities.	District focusing on job creation through EPWP implementation Vacant posts are being filled	Lack of funds	Financial support to implement programmes.
District LED Strategy adopted by Council.	Strategy approved in Feb 2010. A review is in progress.	Lack of funds	Financial support to implement programmes.
Regeneration of declining local economies	Joe Gqabi District Economic Development Agency, JoGEDA, has been established and priority intervention programmes have been identified.	Inadequate budget.	Financial support.
Staff vacancy rate	All budgeted vacant posts are filled as and when they are available, where possible	None.	None.
Public awareness and access to policies/regulations	The District utilises its website and local newspapers to public information on policies and other information	None.	None.
Co-ordination of functional partnerships	LED sectoral structures are operational and meetings are held quarterly.	None.	Facilitation of partnerships

8.2 Millennium Development Goals

The Millennium Declaration signed by world leaders of 189 countries in 2000, established 2015 as the deadline for achieving most of the millennium development goals. South Africa adopted vision 2014, which is derived directly from the United Nations Millennium Goals. Vision 2014 outlined the following:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.
- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

8.3 Government Priorities

The programme tries to address the major challenges facing our society like high unemployment rates, poverty, deepening inequality and rural marginalisation. As a response to these challenges the programme identifies five priority areas of the government for the next five years:

- Creation of decent work and sustainable livelihoods
- Education
- Health
- Crime
- Rural development, including land reform, and food production and security.

8.4 Mandate for Local Government (2011 – 2016)

In localising the 2009 priorities of government the mandate for local government is informed by the following matters:

- Build local economies to create more employment decent work and sustainable livelihoods;
- Improve local public services and broaden access to them;

- Build more united, non-racial, integrated and safer communities;
- Promote more active community participation in local government; and
- Ensure more effective, accountable and clean local government that works together with national and provincial government.

8.5 Priority programmes of the District

Based on a comprehensive analysis of the District and the Strategic Goals and Objectives, the District has adopted eight “Priority Programmes” to drive growth and development in the District over the next five to ten years. These priority programmes were endorsed by all the social partners at the Growth and Development Summit held in February 2007 as well as in subsequent public meetings. The Strategic IDP objectives presented in the following section are aligned to the eight priority programmes, MTAS and the 12 Outcomes of Government as well as the Millennium Development targets. The vision 2014 development goals have also been taken into account. The eight priority programmes are depicted in figure 16 below.

Agriculture :	• Aims to improve livelihoods of emerging and subsistence farmers.
Timber :	• Aims to create new jobs through new afforestation and timber processing
Tourism :	• Aims to grow the tourism industry
Water and sanitation :	• Aims to eradicate backlogs in line with national targets
Municipal Services Upgrading :	• Aims to improve municipal services to create sustainable human settlements, particularly in the seven new rural nodes.
Social Safety Net :	• Aims to support the poorest, through EPWP, home gardens etc.
Access and Linkages :	• Access Aims to improve roads and access to electricity and ICT, to support Economic development.
Governance :	• Aims to improve Government’s performance, particularly in supporting economic development and improving service delivery (Co-ordination, health, education etc).

Figure 16: Priority programmes of the District

8.6 Alignment between the National, Provincial and JGDM programmes

The District has managed to maintain a high-level alignment and linkages between its programmes and those of national and provincial government. The twelve (12) outcomes of government have also been taken into account. The relationship between the medium term strategic framework (MTSF), 12 Priority Outcomes and role of Local Government, Provincial Strategic Priorities, Outcome 9 Agreement inform the Strategic Focus Areas of the JGDM (see table 44 below). These Strategic focus areas also clearly linked to the social and economic development trajectory of the District as informed by the District communities.

Table 41: Alignment between the National, Provincial and JGDM programmes

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Local Government role:</p> <ul style="list-style-type: none"> OT 4: Design service delivery processes to be labour intensive OT 4: Ensure proper implementation of the EPWP at municipal level OT 11: Creating an enabling environment for investment OT 9: Implement the community work programme 	Expand the economy to ensure it creates jobs	Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<p>Output 3: CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p>Output 3: CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	Job Creation And Poverty Alleviation
2. Strengthen the skills & human resource base	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled & capable workforce to support an inclusive growth path</p> <p>Local Government role:</p> <ul style="list-style-type: none"> OT 5: Develop and extend intern and work experience programmes in municipalities OT 5: Link municipal procurement to skills development initiatives 	Improve the quality of education, training and innovation	Strategic Priority 4: Strengthen education, skills and human resource base	<p>Output 6: Support access to basic services through improved administrative and HR practices</p> <p>Output 1: Support municipalities in filling critical positions</p>	Human Resource Development
3. Improve the health profile of society	<p>Outcome 2: A long & healthy life for all South Africans</p> <p>Local Government role:</p> <ul style="list-style-type: none"> OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments 	Ensure quality health care for all	Strategic Priority 5: Improving the Health profile of the Province		Universal Access to Basic Services
4. A comprehensive rural development strategy linked to land and agrarian	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p>Local Government role:</p> <ul style="list-style-type: none"> OT 7: Facilitate the development of local markets for agricultural produce OT 7: Promote home production to enhance food 	Create an inclusive and integrated rural economy	Strategic Priority 3: Rural development, land and agrarian reform and food security		Rural development

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
reform and food security	security				
5. Intensify the fight against crime and corruption	<p>Outcome 3: All people in SA are & feel safe</p> <p>Local Government role:</p> <p>OT 4: Improve procurement systems to eliminate corruption and ensure value for money</p> <p>OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p>	Reform and public service and fighting corruption	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Sound and transparent governance
6. Massive programmes to build economic and social infrastructure	<p>Outcome 6: An efficient, competitive & responsive economic infrastructure network</p> <p>Local Government role:</p> <p>OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</p> <p>OT 6: Improve maintenance of municipal road networks</p> <p>OT 11: Ensuring basic infrastructure is in place and properly maintained</p> <p>OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand</p> <p>OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure</p> <p>OT 10: Ensure effective maintenance and rehabilitation of infrastructure</p> <p>OT 10: Develop and implement water management plans to reduce water losses</p>	Improve the infrastructure	Strategic Priority 2: Massive programme to build social and economic infrastructure	<p>Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement</p> <p>Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity)</p> <p>Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement</p>	<p>Universal Access to Basic Services</p> <p>Build economic and Social Infrastructure</p>
7. Build cohesive, caring and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities		Build social fabric
8. Pursue regional development,	Outcome 11: Create a better South Africa, a better Africa and a better world				Intergovernmental Coordination

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
African advancement and enhanced international cooperation	Local Government role: OT 1: Participating in needs assessments OT 8: Participate in the identification of suitable land for social housing OT 1: Facilitate the eradication of municipal service backlogs in schools				
9. Sustainable resource management and use	Outcome 10: Protect and enhance our environmental assets and natural resources Local Government role: OT 10: Ensure development does not take place on wetlands OT 10: Run water and electricity saving awareness campaigns	Transition to a low carbon economy			Environmental conservation and protection
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	Outcome 9: Responsive, accountable, effective & efficient Local Government system Outcome 12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship Local Government role: OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality OG 4: Utilise community structures to provide services OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services OT 12: Comply with legal financial reporting requirements OT 12: Review municipal expenditures to eliminate wastage OT 9: Improve municipal financial and administrative	Social protection and building safer communities		Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014 Output 5: find a new approach to better resource and fund the work and activities of ward committees Output 1: Implement a differentiated approach to municipal financing, planning and support Output 6: Improve audit outcomes of municipalities Output 6: Reduce municipal debt Output 6: Reduced municipal over-spending on operational expenditure Output 6: Reduced municipal under-spending on capital expenditure	Effective planning and reporting Sound and transparent governance

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
	<p>capacity by implementing competency norms and standards and acting against incompetence and corruption</p> <p>OT 7: Ensure effective spending of grants for funding extension of access to basic services</p> <p>OT 12: Ensure councils behave in ways to restore community trust in local government</p> <p>OG 12: Continue to develop performance monitoring and management systems</p>			<p>Outcome 6: Increase municipal spending on repairs and maintenance</p>	

8.6 Alignment between JGDM Strategic Focus areas and 2011 Local Government Mandate

The alignment between the ten (10) District Strategic Focus areas and the 2011 Local Government Mandate is depicted in table 45 below.

Table 42: Alignment between Local Government Mandate and Strategic Focus Areas

2011 Local Government Mandate	JGDM's Strategic Focus Areas
Build local economies to create more employment decent work and sustainable livelihoods	<ul style="list-style-type: none"> ◆ Job Creation And Poverty Alleviation ◆ Build economic and Social Infrastructure
Improve local public services and broaden access to them	<ul style="list-style-type: none"> ◆ Universal Access to Basic Services
Build more united, non-racial, integrated and safer communities	<ul style="list-style-type: none"> ◆ Build social fabric
Promote more active community participation in local government	<ul style="list-style-type: none"> ◆ Sound and transparent governance
Ensure more effective, accountable and clean local government that works together with national and provincial government	<ul style="list-style-type: none"> ◆ Human Resource Development ◆ Intergovernmental Coordination ◆ Environmental conservation and protection ◆ Sound and transparent governance

SECTION 9: COUNCIL'S STRATEGIC FOCUS AREAS, OBJECTIVES AND DEVELOPMENT STRATEGIES

9.1 Service Delivery and Infrastructure Provision

Strategic Focus Area	Strategic objectives	JGDM Development Strategies
Universal Access to Basic Services	Provide universal access to basic services	Support municipalities in the provision of municipal services
		Provide fire, emergency and rescue services
		Create and maintain stakeholder engagement initiatives to deal with service delivery challenges
		Expand access to Free Basic Services
		Provide universal access to water and sanitation
		Provide and improve quality of municipal health services
Build Economic and Social Infrastructure	Improve transport networks within the District	Support rehabilitation of gravel road networks throughout the District
	Facilitate creation of sustainable settlements	Facilitate and support the review of all municipal spatial plans
Environmental conservation and protection	Facilitate environmental management and conservation	Implement working for water and working for wetlands
		Support environmental conservation

9.2 Local Economic Development

Strategic Focus Area	Strategic objectives	JGDM Development Strategies
Job Creation And Poverty Alleviation	Facilitate and implement job creation and poverty alleviation initiatives	Implement projects and programmes through labour intensive mechanisms to create more employment opportunities
		Support and expand existing rural development programmes throughout the District
	Facilitate and implement job creation and poverty alleviation initiatives	Facilitate increase in the number of youth participating in job creation, skills development and youth development programmes
		Identify, support and implement economic development flagship and anchor projects
	Facilitate and support regional economic development initiatives	Facilitate and support local supplier development initiatives
		Create and maintain stakeholder engagement initiatives
Promote and market the District		

9.3 Financial Management and Viability

Strategic Focus Areas	Strategic objectives	JGDM Development Strategies
Sound and transparent governance	Ensure effective financial management and reporting	Comply with all statutory financial management
		Implement anti-fraud and anti-corruption measures
		Continue with revenue enhancement strategy development and implementation

9.4 Institutional Development and Transformation

Strategic Focus Area	Strategic objectives	JGDM Development Strategies
Human Resource Development	Improve human resource capacity	Effectively empower and develop the Council's workforce
		Encourage and support capacity and skills building initiatives of communities
		Attract, retain skills and encourage skills transfer initiatives
		Maintain good working conditions for staff and ensure continued existence of labour related structures
		Implement shared services on issues of governance within the District

9.5 Good Governance and public participation

Strategic Focus areas	Strategic objectives	JGDM Development Strategies
Inter-governmental Coordination	Facilitate intergovernmental cooperation	Promote intergovernmental cooperation initiatives
		Regular and effective communications with communities and stakeholders
Sound and transparent governance	Communicate effectively with communities	Work closely with traditional leadership structures in the implementation of governance and development programmes
		Strengthen internal communications and engagements
		Promote performance management amongst councillors and officials
Sound and transparent governance	Ensure integrated planning and performance management	Support municipal oversight systems, mechanisms and processes
		Ensure and maintain clean governance
		Provide efficient and quality internal support services
		Ensure legislative compliance and improved legal capacity of the District
Build Economic and Social Infrastructure	Facilitate the development of a healthy and inclusive society	Strategically utilise ICT to improve government efficiency
		Facilitate implementation of HIV and AIDS programmes
		Facilitate Implementation programmes targeting the special groups (SPU)

SECTION 10: OTHER OPERATIONAL PLANS AND STRATEGIES

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

10.1 Area Based Plan for Land Reform

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

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

10.2 Pavement Management Plan

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

10.3 Joe Gqabi Women Development Plan

The women Development Plan is in place as developed by the Joe Gqabi Women Economic Empowerment forum. The Council endorsed the plan in August 2007.

Its purpose is to set targets and guidelines to facilitate economic empowerment of women and to package support programmes for emerging women entrepreneurs within the area.

10.4 Tourism Plan

Joe Gqabi District Municipality has adopted its District tourism plan in October 2009. The tourism sector within the District is comparatively underdeveloped in relation to other Districts within the Eastern Cape. According to statistics provided by the Eastern Cape Tourism Board (2007 Statistics), there are 153 of which 30%, 60, 1 % and 9 % are 2, 3, 6 star and un- graded respectively. They fall in three distinct categories, self-catering, bed and breakfasts and lodges/hotels. There are few formalized tourism products (apart from accommodation) in the area. There are few skilled people participating within the tourism sector due to lacking training facilities providing tourism related skills.

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

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

The most active tourism node is that of mountain tourism. Tiffindell ski resort forms a key node within this sector though the resort has had its own challenges recently. There are linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas. This node tends to be seasonably active. There is strong winter adventure tourism as well as Christmas and Easter activities.

The Aliwal North tourism node tends to focus on a different market: government officials and travellers. The Gariep Dam area is a developing tourism area and is strongly linked to conservation initiatives and establishment in the area as well as the Gariep Dam.

There are limited tourism opportunities within the Sterkspruit and Mount Fletcher areas. However the Sterkspruit CTO is operational and accommodation is provided for government officials and short stay visitors. There is no tourism accommodation in Mount Fletcher. It is expected that the Holo Hlahatsi dam in the Sterkspruit part of Senqu may provide some limited tourism attraction.

Joe Gqabi has developed a tourism plan, which focuses on product development, marketing, infrastructure development, human resource development, enabling environment, the tourism marketing and development. The tourism strategy identifies the tourism products and the financial and human resources for the each financial year. The District tourism programmes budget is R38, 877,500 covering the next five financial years. R34 233, 000 out of R38 877,500 is the capital budget and the rest is the operational budget.

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

- ◆ The establishment of tourism routes and tours, with a clustering of tourism products that explore the diverse natural and cultural heritage within the District
- ◆ Development of Meetings, Incentives, Conventions, Exhibitions and events tourism in the District
- ◆ Development of iconic products in the District to attract more tourists
- ◆ Develop the arts and crafts sector in the District
- ◆ Further develop and market cultural/heritage/historical attractions in the District
- ◆ Development of tourism service providers.
- ◆ Encouragement of budget tourism in the District
- ◆ Promote and assist the development of the Freedom Trail and the Freedom Challenge
- ◆ Promote adventure, nature based and sports tourism in the District.
- ◆ Development and promotion of rail tourism

10.5 Environmental Management Plan

The District municipality developed an environmental plan in 2005 and it was reviewed and adopted in 2011. The Environmental management Plan covers the physical and biophysical environments (physiography, geology, soils, climate, hydrology and soil erosion, fauna and flora, the land use, land cover, land capability and conservation and the built environment).

10.5.1 Air Quality and Pollution

The terms of reference for the development of the District Air Quality management Plan (AQMP) have been developed. It is envisaged that the Plan will be adopted in the 2013/14 financial year. The District is an authority in terms of air quality monitoring. The necessarily financial resources and capacity to implement the function are still lacking. Consequently, the licencing function is currently administered by the Provincial DEDEAT

In the JGDM the most significant industrial contributors to air pollution in general have been identified as processing factories and the transport sector (exhaust fumes), which release toxic waste gases as

a result of the combustion of fuels. Industrial activities are not a serious concern as these remain low, but include industrial processing by the following: Bokomo, PG Bison and DairyBell.

Generally, domestic contributors to air pollution are associated with wood, coal, waste and tyre burning. In addition, agricultural practices, involving indiscriminate veldt or forest burning of extensive areas, results in poor air quality and associated health issues. Burning of waste at local municipalities is also problematic (see table 46). JGDM may not be subjected to the same pollution load as other districts, which are more intensely industrialised. The EMP sets clear indicators and targets that relate to air quality management that should be monitored by the District.

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

Table 43: Air quality Issues and Causes

Issue	Causes
<p>Maintaining air quality in the wake of current and/or future potential industrialisation and development.</p>	<ul style="list-style-type: none"> ◆ The public transport sector (taxis, trucking, aeroplanes, buses) are responsible for emitting pollutants in the form of exhaust fumes. ◆ Industrial processing facilities associated with economic growth. ◆ Burning of waste in municipal sites. ◆ Uncontrolled, extensive and unnecessary burning of grasslands. ◆ Non-road worthy vehicle emissions ◆ Burning of fuel wood for heat generation in rural and un-serviced settlements. ◆ Problematic sewage treatment facilities producing undesirable odours.
<p>Legal compliance and enforcement: lack of or poor enforcement capacity.</p>	<ul style="list-style-type: none"> ◆ Lack of appropriately skilled monitoring and enforcement offices at Local and District Municipal levels. ◆ Lack of public awareness of air quality issues and legislated pollution prevention.

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

10.5.2 Freshwater Resources

RESOURCES

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

- ◆ The Mzimvubu to Keiskamma WMA
- ◆ The Upper Orange WMA and

- ◆ A very small part of the Fish to Tsitsikamma WMA

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

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

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

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

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

The largest suppliers of water to the Joe Gqabi District Municipality of these are the Gariep Dam, the Orange/Fish Tunnel and Holohlatsi Dam.

10.5.3 Water Quality

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

Water pollution can be experienced as a point or non-point source in both surface and underground water sources. Examples of point pollution sources are activities that discharge directly into the water sources, such as industrial effluent or malfunctioning wastewater sewage works. Point source

pollutants are easily identified. Point sources of oil and other hydrocarbon pollution are areas used to clean taxi buses and vehicles in the river or stream.

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

10.5.4 Wetland systems in JGDM

There are numerous wetlands scattered around the local municipalities of JGDM. In the JGDM, wetlands are threatened by agricultural and development activities. In particular, wetlands are heavily grazed by stock during the dry season. Wetlands are also often ploughed for crops as the higher water table and soil moisture content in the flatter areas is ideal for crops. Wetlands are also the receiving polluting materials from upstream litter and activities.

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

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

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

10.5.5 Erosion

Erosion is a significant problem in the JGDM. The degradation within JGDM is concentrated in the northern parts of Senqu LM and the very eastern areas of Elundini LM. Erodibility is the highest in the central and western parts of JGDM. The erodibility of soils can be described as their sensitivity to the effects of wind and water on the soil structure. This property is expressed as an erodibility index, where low values indicate high susceptibility to erosion, and high values correspondingly indicate a low susceptibility to erosion. The erodibility index is determined by combining the biophysical effects of slope and soil type, rainfall intensity and land use. These aspects are represented by terrain

morphology (soil and slope), mean annual rainfall and broad land use patterns. Since soil formation is a geological process requiring centuries to complete, stable soils can be viewed as important natural resources

Soils in Elundini and Senqu LM consist mostly of arenites and mudstones that have a medium erodibility index. Thus, the probability of erosion due to natural processes in these LMs is low and the degradation observed is probably due to human interference. It is important to note that most degradation occur within 5km of urban build-up. Although natural erosion does occur, the influence of human activity might play a larger role in this process. Understandably, human activity does increase around urban and rural developed areas. Care should be taken on the impact of these activities on land degradation, as with time, these areas will become unsuitable for certain development purposes like agriculture or grazing.

10.5.6 Mining

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

10.5.7 Faunal diversity

Historical settlement in the JGDM has transformed the faunal landscape. Large mammals have largely been hunted out, although bird populations have possibly been less affected. In recent years, however, with the growth in the popularity of game farming, larger game species are being re-stocked.

The impact of land use activities on large birds, such as cranes is an area of concern. Crane populations in the area have provided a focus for conservation efforts by Eskom and the Endangered Wildlife Trust in the form of the South African Crane Working Group at Joelshoek near Maclear. Wetlands provide an important habitat for these birds and should be regarded as a high conservation priority where they are known to feed and/or nest in significant numbers. Blue Cranes are also being threatened by farmers who try to control the Guinea fowl population by laying out poison.

10.5.8 Vegetation type

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

The biodiversity has been degraded through a number of processes, including poor grazing management of stock animals, crop ploughing on slopes and indirectly through the invasion of alien invasive plant species. Land degradation through unsustainable utilisation may directly impact on agricultural potential and therefore impact on food production and food security. Land and soil restoration and rehabilitation therefore presents an opportunity to add value for future benefits.

10.5.9 Invasive alien species

The most important alien species found in this area include Black wattle (*Acacia mearnsii*), *Nasella tussock* (*Nasella trichotoma* = *Stipa trichotoma*), Honey Mesquite (*Prosopis glandulosa*), Prickly pear (a number of *Opuntia* spp.) and Jointed Cactus (*Opuntia aurantiaca*). Alien invading plant species threaten indigenous vegetation and biodiversity. Little is known about the extent of alien vegetation within the JGDM; however, there are large numbers of plantations in the municipality, which may contribute to the levels of alien invasive plants in the area.

The district also suffers from the encroachment of “invasive” indigenous plant species that appear to dominate, such as, Slangbos (*Seriphium plumose* = *Stoebe vulgaris*) and Blue bush (*Pteronia incana*) (Plate 2-19), especially in the Maletswai and Senqu local municipalities in the vicinity of Jamestown and Lady Grey. These plant species are progressively invading new areas, resulting in the change in grassland species composition and a reduction of up to 75% of the primary grass production (Jordaan, 2009). Although not alien, these plants are considered invasive and require considerable veldt management in order to minimise the loss of grasslands.

10.5.10 Protected areas

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

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

10.6 Agricultural Plan

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

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

A conservative estimate of GGP contribution from Agriculture shows that more than R1, 45 billion is contributed by agriculture. The survey amongst businesses in JGDM shows that out of their 2009 turnover of R1, 8 billion, agriculture contributes 72%. It is therefore clear that the economy of most towns depend on agriculture. Agriculture is the next largest employer and, as indicated in Table 9,

provides 16.3% of formal jobs (Down from 24.1% in 1996). Alarming is the decline in agricultural jobs versus the increase in government jobs.

The composite competitive index for competitive advantage in Joe Gqabi District is low (43.55%), and only better than OR Tambo, and Alfred Ndzo in the Province. Within the District, Maletswai (52.45) and Gariep (55.44), display significantly more competitive capacity than Elundini (39.97) and Senqu (47.33), and are less poor. Unemployment is high at 60.4% and 82.94% of District residents live in poverty. Forty three percent of the population live on less than R 1,000 per month. The main reason for the region's lack of competitive activity appears to be the death of basic services and economic infrastructure.

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

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

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

According to the 2003 official data, JGDM contributes about 2.6% to the total GGP of the Eastern Cape and that contribution declined to 2.34% for 2007 (URBAN-ECON, 2009). The total of land transferred or sold to black farmers until 2010 is 2.528123 hectares of which 2.463, 581 is agricultural . The total number of transferred farms is 111 farms.

Summary of opportunities and recommendations for commercial agriculture

Opportunities	Action plans	Costs
Feedlot	Due-diligence Must be a private sector initiative. Municipality should provide enabling environment such as electricity, access to roads and services.	R100,000 Private sector investment of R45 mil.
Abattoir	Cost benefit analyses to either upgrade current smaller abattoirs or build large abattoir near proposed feedlot.	
Grain silos in Elundini	Due diligence of best method and place for storage. Also private sector investment. OVK or ECAC might be interested to invest. ASGISA also possible agent to drive process	R100,000 Private sector investment of R30 million depending size.
Grain mill	Investigate possibility of small mills in hands of small entrepreneurs or one large mill. Whatever the case; marketing of products should be of high quality and establish combined marketing Cooperative if micro mills option is followed. Again, a large mill should be privately owned.	Small mills R100,000 up to millions depending on size and additional infrastructure
Apple production at	Agree and adopt strategy to produce apples between	Buss. Plan: R1 mil.

selected locations	private sector and investors. Obtain interest from commercial producers and or companies. Decide on action plans and prepare detailed business plans	Investment: R150, 000 per ha x 200 ha minimum = R30 mil. Small packhouse: R10 mil.
Agri tourism	<ul style="list-style-type: none"> ◆ Integrated planning ◆ Develop routes ◆ Branding of area ◆ Upgrade facilities 	
Production of niche products such as berries or other high value produce for the export market	<ul style="list-style-type: none"> ◆ Identify markets ◆ Develop business plans ◆ Branding of region and products 	
Small scale processing for niche and processed products	<ul style="list-style-type: none"> ◆ Small-scale processing of wool, weaving of special products and marketing at international markets. Need for hand-made products are huge in Europe 	
Medicinal plants and essential oils	<ul style="list-style-type: none"> ◆ Explore possibilities, find markets and develop business plans for implementation 	
Cultivation methods adapted to new technology	<ul style="list-style-type: none"> ◆ Increase in fertilizer and high fuel prices increased inputs. Adoption of new technology such as minimum or no tillage on cultivated land should be promoted and implemented. This will increase biological activity in soil with net positive effect in long run – and reduction in input costs. 	

10.7 Forestry Plan

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

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

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

With regard to timber production and processing, the PG Bison chipboard plant in Ugie started production in April 2008. The current intake of the board mill is 317,000 tons /annum and produces 650 m³ of finished boards daily. Forestry ownership statistics within the District are shown in table 47.

Table 44: Forestry Ownership

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

Source: Eastern Cape Forestry Profile, DWAF, 2007

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

- ◆ The chipboard factory currently employs 231 permanent staff and 60 contractors. These contractors include SMMEs to conduct waste management, gardening and cleaning at the chipboard plant. One hundred people are employed by these SMMEs.
- ◆ PG Bison employs 1,670 people directly and indirectly in the plantation operations. All PG Bison's harvesting, transport and security operations are done in-house. However, PG Bison does employ five contractors (3 black and 2 white on 5 year contracts) to do silviculture work and fire management.
- ◆ Private growers and small saw millers employ no more than 25 people.
- ◆ State plantations employ 125 people
- ◆ The Working for Water (WfW) programme in the District currently employs 12 emerging contractors to remove alien trees. These contractors employ teams of between 15 and 20 workers, who are recruited locally. These contractors receive mentorship and training under the EPWP programme and many of them have become established small-scale entrepreneurs that also service the commercial forestry industry.

PG Bison has publicly committed itself to create 3000 direct and indirect jobs in the local forest sector by 2013 and a further 940 jobs would need to be created to reach this target¹.

The contribution of the forestry sector to the province's economy has yet to be fully established. Without detailed analysis of the income statements and costing reports of companies and government Departments, the impact can be partially estimated with regard to revenues generated, and salaries and wages. The Eastern Cape Forestry Sector Plan calculates that annual revenues of almost R1 billion (R 902 million) were generated by the forest sector in the Eastern Cape in 2007.

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

Chipboard for export is transported to Durban, while chipboard for domestic sale is transported to Johannesburg and Cape Town. Other timber processing activities in the District are limited to two small sawmills that produce wet off-saw timber products. In the past wattle was used to manufacture charcoal. However, all charcoal operations in the District have ended.

An initiative to start a micro furniture manufacturing plant in Elundini in partnership with PG Bison is underway.

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

10.8 SMMEs and Cooperatives Development Strategy

The institution has developed an SMME and Cooperatives Strategy, which is focusing on targeted support for SMMEs, and cooperatives. SEDA will be utilised as a special vehicle for the implementation of the strategy. Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. This strategy encompasses matters pertaining to business expansion and retention. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC, Thina Sinako and the District Municipality. This project cost about R5 million and it will be implemented in the 2011/12 financial year.

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

SECTION 11: PROJECTS AND PROGRAMMES

11.1 District Projects and programmes

11.1.1 Capital and operational Projects/programmes for the MTEF (2014/15 to 2016/2017)

PROJECT NAME	LM	PROJECT TYPE	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2014/2015 (Incl. VAT)	Projected Expenditure for 2015/2016 (Incl. VAT)	Projected Expenditure for 2016/2017 (Incl. VAT)
MIG									
Lady Grey Bulk Water Project	Senqu	Water	Design	R 25 450 044	MIG	CAPITAL	R 7 146 000	R 10 000 000	R 5 000 000
Ugie Bulk Water Infrastructure Phase 2	Elundini	Water	Registration	TBA	MIG	CAPITAL	R 2 000 000	R 5 000 000	R 10 000 000
Ugie Sanitation Infrastructure	Elundini	Sanitation	Construction	R 49 104 611	MIG	CAPITAL	R 7 000 000	R 5 000 000	R 10 000 000
Mt Fletcher Villages - Bulk Water Supply Scheme	Elundini	Water	Construction	R 152 000 000	MIG	CAPITAL	R 7 500 000	R 4 692 000	R 5 000 000
Sterkspruit: Upgrading of WTW and Bulk Lines	Senqu	Water	Construction	R 110 000 000	MIG	CAPITAL	R 9 000 000	R 10 000 000	R 10 000 000
Senqu Rural Sanitation Programme	Senqu	Sanitation	Construction	R 102 761 477	MIG	OPERATIONAL	R 27 823 000	R 25 000 000	R 10 000 000
Senqu Rural Water Programme	Senqu	Water	Registered	R 85 000 000	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 25 000 000
Elundini Rural Sanitation Programme	Elundini	Sanitation	Construction	R 182 117 245	MIG	OPERATIONAL	R 27 000 000	R 24 000 000	R 20 000 000
Elundini Rural Water Programme	Elundini	Water	Registered	R 143 813 803	MIG	CAPITAL	R 13 000 000	R 15 000 000	R 15 000 000
Steynsburg Waterborne Sanitation PHASE 3	Gariep	Sanitation	Tender	R 24 108 039	MIG	CAPITAL	R 9 000 000	R 4 000 000	R 0
Jamestown sanitation Phase 2	Maletswai	Sanitation	Tender	R 38 550 081	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 15 000 000
Maclear Upgrading of Bulk Water Services	Elundini	Water	Registration	R 95 995 638	MIG	CAPITAL	R 5 000 000	R 15 000 000	R 17 000 000
Maclear Ugrading of Bulk Sanitation	Elundini	Sanitation	Registration	R 49 006 769	MIG	CAPITAL	R 13 000 000	R 15 000 000	R 18 009 000
				R 1 057 907 707.00			R 147 469 000	R 152 692 000	R 160 009 000
PMU					MIG	OPERATIONAL	R 3 000 000	R 3 000 000	R 3 000 000

PROJECT NAME	LM	PROJECT TYPE	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2014/2015 (Incl. VAT)	Projected Expenditure for 2015/2016 (Incl. VAT)	Projected Expenditure for 2016/2017 (Incl. VAT)
Ukhahlamba Planning Studies	District wide	Water/ Sanitation	implementation	R 2 500 000.00	MIG	OPERATIONAL	R 1 000 000	R 1 000 000	R 1 000 000
TOTAL							R 151 469 000	R 156 692 000	R 164 009 000
MWIG									
District WCDM Project	District Wide	Water/ Sanitation	Planning	3 500 000.00	MWIG	OPERATIONAL	R 10 509 000	R 5 001 000	R 5 011 000
Venterstad Galaxy Reservoir	Gariiep	Water/ Sanitation	Planning	5 000 000.00	MWIG	CAPITAL	R 5 000 000	R 0	R 0
Augmentation Burgersdorp Water Supply	Gariiep	Water	Planning	1 000 000.00	MWIG	OPERATIONAL	R 1 000 000	R 0	R 0
Aliwal North Raw Water Storage Ponds	Maletswai	Water	Planning	3 500 000.00	MWIG	OPERATIONAL	R 3 500 000	R 0	R 0
TOTAL							R 20 009 000	R 5 001 000	R 5 011 000
RBIG									
Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation	Planning	3 000 000.00	RBIG	CAPITAL	R 10 000 000	R 15 000 000	R 24 000 000
DWA Refurbishment Grant (Water Services Operating Grant)									
Sterkspruit WTW Refurbishment	Senqu	Water	Construction	21 604 000.00	DWA	CAPITAL	R 10 000 000	R 5 000 000	5000000
DWA ACIP									
WC&DM Aliwal North	Maletswai	Water	Construction	1 000 000.00	DWA	OPERATIONAL			
Upgrading of Sterkspruit WWTW	Senqu	Sanitation	Construction	5 700 000.00	DWA	CAPITAL			

PROJECT NAME	LM	PROJECT TYPE	Project Status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2014/2015 (Incl. VAT)	Projected Expenditure for 2015/2016 (Incl. VAT)	Projected Expenditure for 2016/2017 (Incl. VAT)
TOTAL									
DHS RHIP									
Elundini rural sanitation	Elundini	sanitation	Planning	4 500 000.00	DHS	OPERATIONAL	R 4 500 000	R 4 000 000	0

11.2 Government Departments Projects

11.2.1 Social Development and Special programmes

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Mt Fletcher Teenagers Against Drug Abuse	1 500+	Mt Fletcher	Joe Gqabi	Substance Abuse	Substance Abuse Prevention and Rehabilitation	R 122 000
Sterkspruit Teenage Against Drug Abuse	3 000+	Sterkspruit	Joe Gqabi	Substance Abuse	Substance Abuse Prevention and Rehabilitation	120 000
Aliwal North Teenagers Against Drug Abuse	13 000+	Aliwal North	Joe Gqabi	Substance Abuse	Substance Abuse Prevention and Rehabilitation	122 000
Siboneleleni Aged Club	21	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	50 400
Zizameleni Aged Club	28	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	60 000
Kopanag Aged Club	19	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	48 000
Vukuzenzele Old Age Project	25	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	60 000
Siyakhathala For The Aged	40	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	81 600
Tamara Adult Care Centre	27	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	50 400

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Bukho For the Aged Project	30	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	72 000
Zingisa Adult Care Center	22	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	72 000
Siyeza Adult Care Centre	42	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	84 000
Phuthanang Aged Club	30	Mt Fletcher	Joe Gqabi	Service Centre	Care and Services to Older Persons	40 800
Thembelihle Old Age Center	70	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	120 000
Siyaphambili Service Centre	85	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	84 000
Morning Star Service Centre	60	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	84 000
Noncedo Lod Age Home	110	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	132 000
Masonwabe Service Center	65	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	60 000
Phuthanang Service Centre	40	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	84 000
Sempete Lena Service Centre	72	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	120 000
Masibambisane Service Center	50	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	72 000
Leratong Service Centre	60	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	76 800
Luvuwano Service Center	60	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	72 000
Ekonwabeni Ol Age Centre	25	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	60 000
Sonwabise Old Age Centre	22	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	52 800
Sinako Old Age Centre	25	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	60 000
Kuyasa Old Age Centre	22	Sterkspruit	Joe Gqabi	Service Centre	Care and Services to Older Persons	52 800
Huis Van Der Horst Old Age Home	87	Aliwal North	Joe Gqabi	Old Age Home	Care and Services to Older Persons	1 428 000
Dirk Postma Te Huis Verjaarsde	32	Aliwal North	Joe Gqabi	Old Age Home	Care and Services to Older Persons	530 400
Miriam Steyn Home for the Aged	41	Aliwal North	Joe Gqabi	Old Age Home	Care and Services to Older Persons	489 600
Ikhwezi Mphahlalatsane Service Centre	44	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	120 000
Sonwabile Pensioners	30	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	72 000

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Masakhane Old Age Service Centre	50	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	91 200
Songuluntu Service Centre	45	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	72 000
Nceduluntu Service Centre	55	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	132 000
Ekuphumleni Elderly Centre	50	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	120 000
Umthunzi Wokuphumla Service Center	212	Aliwal North	Joe Gqabi	Service Centre	Care and Services to Older Persons	60 000
Mt Fletcher Cheshire Home	20	Mt Fletcher	Joe Gqabi	Residential Home for Children with Disabilities	Services to People with Disabilities	360 000
Cheshire Home Welfare Organisation	1	Mt Fletcher	Joe Gqabi	Welfare Organisation	Services to People with Disabilities	79 500
Qhayiyaletu Special Day Care Centre	26	Aliwal North	Joe Gqabi	Spec. Day Care Centre	Services to People with Disabilities	116 688
Vukuzenzele Special Day Care Centre	15	Aliwal North	Joe Gqabi	Spec. Day Care Centre	Services to People with Disabilities	49 215
Unathi SENAP	20	Sterkspruit	Joe Gqabi	Spec. Day Care Centre	Services to People with Disabilities	89 760
Bakwena Pre-School	40	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	92 640
Bongani Pre School	48	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	115 800
Ekuphumleni Pre School	57	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	165 015
Eluxolweni Pre School	30	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Esidikidini Pre School	41	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	118 695
Ikhwezi Lomso	40	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Khanya Day Care	48	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	130 275
Khanyisa Creche	45	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	115 800
Kuyasa Creche-Pre-School	39	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Lingelihle Day Care		Mt Fletcher	Joe Gqabi	Early Childhood Development	Child Care and Protection Services	72 375

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
	23			Centre		
Lonwabo Creche	60	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	173 700
Masikhanyiseni Pre-School	32	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	92 640
Masiphathisane Pre-School	19	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Ncedanani Pre School	47	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	92 640
Noluvuyo Pre-School	29	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	112 905
Nonkqubela Pre School	47	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	136 065
Noxolo Pre School	38	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	92 640
Noxolo Pre-School	32	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	92 640
Peter Mokhaba Pre School	37	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	107 115
Phakamani Pre School	36	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	98 430
Phaphamang Pre School	33	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	95 535
Pumlani-Noxolo Pre-School	16	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Sicelinceba Pre School	60	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	115 800
Sinethemba Pre School	21	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Siyabulela Pre School	12	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Siyazama Pre-School	24	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Tshepang Pre-School	33	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	95 535
Tswelopele Day Care	28	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Vusisizwe DCC	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Vuyolwethu Day Care	48	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	115 800
Vuyolwethu Educare Centre	60	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	173 700
Etyeni Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Skhathalele Pre-school	30	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Slovo Preschool	35	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Rathato Pre-school	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Frank Moshesh Pre-school	26	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	75 270
Vuyisanani Pre-school	26	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	75 270
Katlehong Pre-school	32	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	92 640
Zusakhe Creche	24	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Masimanyane Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Magedla Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Sifundise Pre-school	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Mandingasali Pre-school	21	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Sediba Pre-school	19	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Samkele Pre School	30	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Noluzuko Pre-school	25	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
LD Mabandla Pre School	21	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Ikaheng Pre-school	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Sinethemba Pre -School	20	Mt Fletcher	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Zava Pre-school	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Mdlokovana Pre-School	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Noluya Pre-School	40	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	115 800
Luyolo Pre School	50	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	144 750
Transwilger Pre-School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Bongolethu Pre School	27	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	78 165
Rhodes Pre-School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Sukey Greyvenstein	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Sibabalwe Educare Center	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Sunduza Pre-school	39	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	112 905
Khanya Pre School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Ilingelihle Pre- school	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Thembelihle Pre- School	39	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	112 905
Sinethemba Pre-School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 355
Vulindlela Pre-School	39	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	112 905
Sebatatso Pre School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Masibulele Pre School	37	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	107 115

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Siyakhula Pre School	50	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	144 750
Nompumelelo Pre School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Tugela Pre - School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Ndofela Pre School	25	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	72 375
Noncedo 1Pre School	28	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	81 060
Noluncedo Pre School	19	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	55 005
Sondelani Pre School	39	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	112 905
Noncedo 2 Pre School	27	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	78 165
Sakhakude Pre School	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Kabouterland Day Care	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Reamohetswe Pre School	29	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	83 955
Funny Bunny Day Care	30	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Lwandiso Pre School	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Zamani Pre-school	20	Sterkspruit	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Hughues Bequest Khaya Lokhanyo Cluster	12	Sterkspruit	Joe Gqabi	Community Based Cluster Foster Home	Child Care and Protection Services	225 000
Lukhanyo Childrens home	20	Sterkspruit	Joe Gqabi	Child Youth Care Centre	Child Care and Protection Services	536 140
St. Paul Hilton Preschool	30	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	86 850
Masibulele Preschool	60	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	173 700
Fezeka Crèche	60	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	173 700

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Khulani Creche	30	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Nobuhle Day Care	20	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	57 900
Yoluntu Educare	60	Aliwal North	Joe Gqabi	Early Childhood Development Centre	Child Care and Protection Services	173 700
Lingelethu Educare Centre	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	173 700
Inkqubela Educare Centre	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	173 700
Siyafunda Community Crèche	21	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	60 795
Good Tree Educare Centre	27	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	78 165
Nomzamo Educare Centre	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	173 600
Sacred Heart Community Crèche	50	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	144 750
Joan Oberholzer Crèche	30	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	86 850
Luthando Crèche	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	173 700
St. Francis Crèche	58	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	167 910
Immanuel Day School	30	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	86 850
Nolundi Preschool	60	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	173 700
Kononia Pre School	45	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	130 275
Ikamvalethu Non Centre Based	30	Aliwal North	Joe Gqabi	Non Centre Based ECD	Child Care and Protection Services	200 000
St Martin De Porres Preschool	20	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	57 900
Akanani Pre-School	33	Aliwal North	Joe Gqabi	Non Centre Based ECD	Child Care and Protection Services	95 535
St Magaret Creche	33	Aliwal North	Joe Gqabi	Non Centre Based ECD	Child Care and Protection Services	95 535
Lithalethu Pre-School	33	Aliwal North	Joe Gqabi	Non Centre Based ECD	Child Care and Protection Services	95 535
CMR Aliwal North	2	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	168 140
CMR Burgersdorp	2	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	168 140
Child Welfare S.A	3	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	303 582
Badisa Aliwal North	1	Aliwal North	Joe Gqabi	Welfare Org.	Child Care and Protection Services	168 140
Lithalethu Pre- School	33	Aliwal North	Joe Gqabi	Day Care Centre	Child Care and Protection Services	95 535

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Goodwill Safety Shelter	30	Aliwal North	Joe Gqabi	Child Youth Care Centre	Child Care and Protection Services	665 000
Akanani Day Care Centre	33	Aliwal North	Joe Gqabi	Child Youth Care Centre	Child Care and Protection Services	95 535
St Magaret Pre-School	33	Aliwal North	Joe Gqabi	Child Youth Care Centre	Child Care and Protection Services	95 535
Zingonyameni Survivor Support	2 214+	Mt Fletcher	Joe Gqabi	Victim Support Centre	Victim Empowerment	220 000
Maclear Community Based & Safe Home	60+	Mt Fletcher	Joe Gqabi	Shelter for victims of violence & Crime	Victim Empowerment	450 000
Mt Fletcher Advice Center	2 600+	Mt Fletcher	Joe Gqabi	Victim Support Centre	Victim Empowerment	350 000
Macacuma Victim Support Centre	330+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	250 000
Sterkspruit Victim Support	300+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	250 000
Hershel White Door Center	1000	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	280 000
Palmietfontein Victim Support Cent	150+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	280 000
Lady Grey White Door Centre	150+	Sterkspruit	Joe Gqabi	Victim Support Centre	Victim Empowerment	280 000
Aliwal North Victim Support Centre	2 500+	Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	280 000
Maletswai One Stop Centre	5000+	Aliwal North	Joe Gqabi	Shelter for abused women	Victim Empowerment	1 037 988
Burgersdorp Safe Home for Women	3 500+	Aliwal North	Joe Gqabi	Safe Home For Abused Children	Victim Empowerment	468 700
Venterstad Victim Support Centre	2 500+	Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	280 000
Maletswai Victim Support Centre	960	Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	280 000
SteynsburgVictim Support Centre	960	Aliwal North	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	280 000
Barkly East Friends to abuse	700	Sterkspruit	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	280 000
Phila Uphlise	2800	Mt Fletcher	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	200 000
Maclear Victim Empowerment	2500	Mt Fletcher	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	200 000
Masibambisane Survivor Supprt	1500	Mt Fletcher	Joe Gqabi	Victim Supp. Centre	Victim Empowerment	200 000
Zamulwazi HCBC	2145+	Mt Fletcher	Joe Gqabi	Home Community Based Care	HIV&AIDS	200 000
Masabelane Education For Life Group	5 16+	Sterkspruit	Joe Gqabi	Home Community Based Care	HIV&AIDS	600 000.00
Living Waters HCBC	3 402+	Aliwal North	Joe Gqabi	Home Community Based Care	HIV&AIDS	600 000.00

Name of Organisation	Beneficiaries	Area Office	District	Facility Type	Sub-Programme	Recommended Amount
Elunyaweni Family Presevation	820+	Mt Fletcher	Joe Gqabi	Family Preservation	Care and Support to Families	80 000
Steynsburg Family Resource Centre	2 712+	Aliwal North	Joe Gqabi	Family Resource Centre	Care and Support to Families	120 000
Lathitha Youth Poultry Project	5	Senqu	Joe Gqabi	Broiler Production	Youth Development	250 000.00
Qiniselani Self Help	8	Senqu	Joe Gqabi	Food Security	Sustainable Livelihood	300 000
Tswelopele Agric Co-op	18	Senqu	Joe Gqabi	Food Security	Sustainable Livelihood	300 000
Mhlab'u vundile Co-op	12	Elundini	Joe Gqabi	Free Range Chicken Project	Women Development	500 000
Lukhanyo Women Poultry	6	Maletswai	Joe Gqabi	Egg Production	Women Development	500 000
Zenzile Women Co-op	7	Maletswai	Joe Gqabi	Leather Works	Women Development	267 200
Ikhwezi Lokusa Women Co-op	5	Senqu	Joe Gqabi	Textile Production	Women Development	321 000
Masimanyane Makhosikazi Butchery	6	Gariep	Joe Gqabi	Butchery	Women Development	331 482
Bonani Poultry	6	Gariep	Joe Gqabi	Egg Production	Women Development	430 000
Arefe Matla Project	6	Elundini	Joe Gqabi	Broiler Production	Women Development	250 000
Nomzamo Women Development	7	Senqu	Joe Gqabi	Broiler Production	Women Development	235 000
Siqhungqwini Food Garden	30	Elundini	Joe Gqabi	Household Garden	Sustainable livelihood	400 000

11.2.2 Roads and Public Works

Municipality & Ward	Project Name	Project Status	Budget	Time Frame	Coments
Gariep & Maletswai	SLA JGDM	Continuous	R34,000,000.00 p/a	April 2014/15 to March 2015/16	This is a multiyear project
Elundini	SLA Elundini	Continuous	R4,000,000.00 p/a	April 2014/15 to March 2015/16	This is a multiyear project

Municipality & Ward	Project Name	Project Status	Budget	Time Frame	Comments
Senqu	RMC TAR: Senqu	Continuous	R2,442,000.00	June 2011 to May 2014	This is a multiyear project. Funds are for a consultant and a contractor
Gariiep & Inkwanca	RMC TAR: Gariiep & Inkwanca	Continuous	R4,360,000.00	July 2011 to June 2014	This is a multiyear project. Funds are for a consultant and a contractor
Senqu	RRM Senqu	Continuous	R5,950,000.00 p/a	Sept 2012 to Aug 2015	This is a multiyear project. Funds are for a consultant and a contractor
Elundini	RRM Elundini	Continuous	R5,403,000.00 p/a	Aug 2012 to July 2015	This is a multiyear project. Funds are for a consultant and a contractor
Senqu	RRM: DRE Joe Gqabi in-house	Continuous	R1,785,000.00 p/a	Feb 2013 to May 2014	
Elundini	Flood Damage: DR08018	40%	R2,400,000.00	Jan 2014 to May 2014	On Progress
Senqu	Flood damage: DR08514	60%	R9,200,000.00	Jan 2014 to May 2014	On Progress
Maletswai Local Municipality	Ex-CPA Library Aliwal North: Alterations & Additional Office block	DRPW	R68,300,898.28	January 2012 - July 2014	70% Complete
Maletswai Local Municipality	Farmers' Development Centre: Aliwal North	Department of Rural Development & Agrarian Reform	R12,048,345.87	February 2012 – April 2014	95% Complete
Gariiep Local Municipality	Burgersdorp Construction of New Place of Safety (Social Development)	Department of Social Development	R49,609,754.66	October 2011 – March 2015	65% Complete

Municipality & Ward	Project Name	Project Status	Budget	Time Frame	Comments
Gariep Local Municipality	Paul Kruger training Centre, Workshop and DRPW offices	DRPW	R17,000,000.00	April 2014 – March 2015	On Design stage
Senqu Local Municipality	Bensonvale College Upgrades (offices) – Phase 3	DRPW	R30,000,000.00	July 2013 – March 2015	25% complete
Senqu Local Municipality	Sterkspruit Roads depot Major Renovations & Upgrades	DRPW	R18,000,000.00	March 2014 – March 2015	Site establishment stage
Senqu & Elundini Local Municipality	5 School fencing projects: Phaphama SPS, Manxeba JSS, Musong JSS, Malgas SPS, Magwiji JSS	DOE	Each at a value of R500,000. – R650 000	February 2013 – June 2013	Department of Education funds
Senqu local Municipality	Ngquba School – Early Childhood Development Centre	DOE	R4,000,000.00	17 June 2013 – March 2014	Department of Education funds
Elundini Local Municipality	Mt Fletcher Social Cluster: Education & Social Development (Phase 1)	DRPW	R30,000,000.00	30 October 2013 – February 2016	Department of Education funds To appoint
Gariep Municipality	Paving of Nozizwe Township (3km)	Phase 1 completed (1.2km)	R5m	November 2012 – End April 2013	Head Office to solicit funding for completion of project.
Joe Gqabi DM	Household Contractor Programme	5787 beneficiaries to date	R37, 499,760. 00	April 2013 – March 2014 (Renewable)	

Municipality & Ward	Project Name	Project Status	Budget	Time Frame	Coments
All Joe Gqabi municipalities	NYS	65 Learners	R 781 200	January 2014 – June 2015	
All Joe Gqabi Municipalities	APTCoD	40 Learners	R 960 000	April 2013 – March 2014 (Renewable for 3 years)	

SECTION 12: FINANCIAL PLAN

12.1 Status of the financial position of Joe Gqabi

12.1.1 Accumulated Surplus/Deficit

A cash deficit of R48 724 539 was budgeted for in the 2013/2014 financial year. An adjustment Budget for 2013/14 was tabled to council with an adjusted deficit of R 57 256 664. Taking into account the audited opening surplus in 1 July 2013 was R1 219 734 848, therefore the total surplus of the municipality was R1 274 547 762 as at 28 February 2014.

According to the 2014/15 Annual Budget to be submitted to council for approval, the budgeted deficit for the year will be R104 048 970. The offset of depreciation of assets funded from Government Grant Reserve of R 46 357 456 must be taken into account and therefore an accumulated deficit of R 57 691 514 is envisaged at 30 June 2015.

The total amount of assets of R1 323 936 636 as stated in the Annual Financial statements ending 30 June 2013 includes all assets relating to the water and sanitation function of R1 198 627 383.

The Auditor General concluded the 2012/13 Audit Report in November 2013, and the amounts in the Annual Financial Statements were confirmed.

12.1.2 Net Balance Accumulated Surplus

The net result of Accumulated Deficit will be R 57 247 664 (2013/2014) and R 57 691 514 (2014/15) is shown in the table 48 below.

Table 45: Accumulated Deficit

Accumulated Surplus	Adjustment Budget	Budget
	2013/14 R'000	2014/15 R'000
Operating Revenue	(568 882 216)	(522 938 923)
Loan	(15 000 000)	-
Less: Operational Expenditure	519 638 200	517 299 646
Net of Municipality Billing Not Received	(16 588 407)	-
Operating Surplus/ Deficit	(49 244 016)	(5 639 277)
Less: Capital Expenditure	150 885 410	109 688 247
Less: Non Cash Items	45 982 137	46 357 456
Balance Accumulated (Surplus)/Deficit	57 247 664	57 691 514

12.2 Financial Management Strategy

12.2.1 Institutional level

The JGDM reviewed its financial policies and the reviewed policies were adopted in with the draft IDP and Budget in March 2014. A tariff restructuring for water and sanitation function has been

implemented since 2007 so that income matches expenditure and to ensure there is funding for replacement costs and maintenance. The District is also investigating the possibility of recovering some service costs for Municipal Health Services (MHS) through the implementation of fines and certificate of acceptability. MHS policies will be developed and linked to bylaws.

Currently, the District has concluded and signed all service level agreements (SLAs) with WSPs on the supply, maintenance and revenue control with regard to water and sanitation. The SLA deals with financial management issues, such as cost recovery, metering, and billing.

12.2.2 Financial Environment

High staff turnover is a challenge that leads to capacity gaps. Training of staff on effective usage of the financial system and other financial year has been prioritised. A new financial system, Samras, was introduced in October 2010.

The debtors on the financial system have been reduced significantly as historical unrecoverable debts were written off.

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

To further improve revenue management bulk and individual meters are prioritised for implementation in all towns and later in all served areas. This measure will be implemented in the shortest time possible.

Joe Gqabi District Municipality is currently going through a severe financial crisis and had to dramatically enhance its financial management. Currently the municipality has a negative cash flow position and payment of creditors has improved to the 30 days with 5% exceptions which is also improving.

Updating of indigent registers for all municipalities has been identified as a key area that significantly affects revenue enhancement and financial management. The Maletswai area is in the process of being completed. These databases need to be reviewed annually. With regard to the provision of free basic services (FBS) the District is standardizing FBS policy across the municipalities.

12.2.3 Projected Budget

As a deficit is envisaged, the financial projections and projected accumulated surplus is depicted in table 47.

Table 46: Budget projections

Net Result (Surplus)	Adj Budget	Budget
Expenditure Item	2013/14	2014/15
Operational Budget	536 226 607	517 299 646
Capital Budget - Funded from Revenue	150 885 410	109 688 247
Total Expenditure	687 112 017	626 987 893
Revenue- Capital Transfers	- 198 578 000	-191 478 000
Total Revenue sources	- 385 304 216	- 331 460 923

Total Revenue	-583 882 216	-522 938 923
Less: Non Cash Item	-45 982 137	-46 357 456
(Surplus)/DEFICIT	-57 247 664	-57 691 514

12.2.4 Alternative Mechanisms to deal with global economic crisis

The District Municipality opted for the front loading approach for investing on infrastructure backlogs. With this approach, the municipality makes loans based on the commitments from the outer years of the division of revenue. Discussions with the Development Bank of Southern Africa (DBSA) have been entered into. Current interactions with DBSA suggest that the JGDM will be successful and the application must now be submitted to National Treasury.

12.2.5 Annual Capital Expenditure

The audited outcomes from the 2012/13 financial year indicate 110% expenditure at the end of the year.

12.2.6 Operational Budget

Assumptions were made to compile the 2014/15 Budget, but the main criteria of National Treasury per their Circular 70 and 72. The economic climate and inflation rates given were applied.

The estimated operating expenditure budget for the 2014/2015 financial year is R517 299 646. The expenditure per Directorate is shown in table 50.

Table 47: Expenditure per Directorate

Expenditure by Directorate	Budget Year 2014/2015 R
Executive & Council	31 528 302
Budget & Treasury Office	28 283 277
Corporate Services	36 483 156
Technical Services/Planning & Development	372 714 741
Community & Social Services	48 290 170
TOTAL	517 299 646

Table 51 below shows the revenue that was realized in the past two year per category.

Table 48: Revenue realised per category

Category	Audited Outcome 2011/12	Audited Outcome 2012/13
Service Charges	18 637 513	27 502 336
Interest earned –external investments	1 403 462	3 233 424
Transfers recognised	251 586 971	305 196 449
Other revenue	1 882 444	23 300 469
Totals	273 510 390	359 232 678

12.2.7 Capital Budget

As shown in the tables below, the main content of the JGDM 2013/14 Capital Budget is based on infrastructure programmes funded from MIG for Water and Sanitation backlogs. Other sources of revenue for the District include Accelerated Community Infrastructure Programme (ACIP), Municipal Water Infrastructure Grant (MWIG), Regional Bulk Infrastructure Grant (RBIG and the Orio grant.

The planned and audited capital expenditure over the past two financial years and the expenditure for MIG, MSIG and FMG in the last financial year are shown in tables 52 and 53 below, respectively.

Table 49: Audited capital expenditure

2011/12 Planned (Budget)	2011/12 Audited outcome	% Expenditure	2012/13 Planned (Budget)	2012/13 Audited outcome	% Expenditure
R154 395 903	R59 944 309	39%	R85 934 868	R95 111 828	110%

Table 50: Grants expenditure

Grant	Budget 2012/13	Outcome 2012/13	%
MIG	R174 629 000	R167 654 836	96%
MSIG	R1000 000	R1000 000	100%
FMG	R1 250 000	R1 261 366	100%

The adjusted capital budget for 2013/2014 FY is R150 885 410 and the projected budget for 2014/15 FY is R109 688 247. This comprises mainly of water and sanitation projects funded from MIG. Capital budget by vote and capital expenditure per GFS function are shown in table 54.

Table 51: Capital budget by vote

Capital Expenditure by GFS Function	Adjusted Budget 2013/14 Rand	Budget Year 2014/2015 Rand
Executive & Council	110 000	-
Budget & Treasury Office	250 000	280 000
Corporate Service	16 388 000	710 000
Health	365 000	-
Public Safety	170 000	2 500 000
Environmental Protection	-	-
Waste Water Management	23 247 000	31 579 000
Water	110 365 000	74 619 000
Total Capital	150 885 410	109 688 247

12.2.9 Revenue

The estimated revenue budget for the 2014/15 financial year is R 522 938 923. This is a decrease of -9% on the previous year's adjustment budget.

The Joe Gqabi District Municipality has very few significant sources of discretionary or sustainable revenue. With the abolishment of RSC Levies, which was the main revenue source, the JGDM is totally dependent on grant funding from National and Provincial Government. Table 55 below shows revenue sources budgeted by source.

Table 52: Revenue by Source

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source										
Property rates	-	-	-	-	-	-	-	-	-	-
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	5,625	45,463	45,463	45,463	50,934	53,990	57,229
Service charges - sanitation revenue	-	-	-	18,055	21,796	21,796	21,796	10,727	11,769	12,729
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-
Service charges - other	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	-	-	10	-	-	-	-	-	-	-
Interest earned - external investments	2,901	1,403	3,143	2,666	3,311	3,311	3,311	2,394	2,538	2,690
Interest earned - outstanding debtors	-	-	1,392	1,533	3,665	3,665	3,665	4,214	4,579	4,918
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines	0	1	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-
Agency services	-	-	-	-	-	-	-	-	-	-
Transfers recognised - operational	256,702	251,587	302,747	244,382	291,812	291,812	291,812	265,797	286,069	305,058
Other revenue	24,955	20,517	-	3,540	10,784	10,784	10,784	2,895	3,087	3,304
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)	284,558	273,508	307,293	275,802	376,830	376,830	376,830	336,961	362,031	385,927

12.2.10 Service Charges

Joe Gqabi District Municipality is the Water Services Authority (WSA) and the local municipalities in the district are the Water Services Providers (WSP's). A service level agreement was entered between the two parties to provide water for the community. After the new SLA agreement was developed, a subsidy is paid to the WSP's.

The disclosure of Service charges is not shown in the JGDM financial records. The financial transactions appear on the WSP's records. This will be changed to reflect in JGDM's records from the 2012/13 AFS to the Auditor General when this function is brought back to the DM.

12.2.11 Billing

Billing of consumers for water and sanitation services is an integral part of the SLA agreements signed with the local municipalities. The District therefore is not directly responsible for billing consumers. A process to transfer this function to the District in the medium term has been initiated. However, all local municipalities bill consumers on a monthly basis as per norms and standards of revenue management.

12.2.12 Equitable share

While previous financial models have been based on the premise that the JGDM Equitable Share would increase at similar rates to the increase in national funds for this purpose, this has not proved to be the case. Unless these funds can be increased, JGDM will be very restricted in the range of services and support it can deliver.

The equitable share allocation to the local sphere of government takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities, to the extent that such information is available. An additional amount is granted for the increases in Councillor's remuneration as shown in table 57.

Table 53: Equitable share allocation

Financial year	As per formula	Council Remuneration	% increase
2007/2008	54,626,000	822,000	
2008/2009	63,339,000	857,000	15.78%
2009/2010	87,573,000	1,140,000	38.19%
2010/2011	111,705,000	1,278,000	27.36%
2011/2012	133 460,000	1,444,000	19.48%
2012/2013	147 788 000	1,525 000	10.05%
2013/2014	157 462 000	1 613 000	6.8%
2014/2015	172 418 000	4 136 000	8.6%

The Division of Revenue Act DORA 2010/2011 does reflect a significant increase over the next three financial years as shown in table 58.

Table 54: DORA allocations

Government Grants and Subsidies – Allocations	DoRA Budget (2013/14 Allocations)	DoRA Budget (2014/15 Allocations)
	R	R
1. Equitable share (Formula)	158 898 000	194 848 000
2. Equitable share (Contribution Cllr allowances)	3 276 000	4 136 000
3. Equitable share (RSC Replacement levy)	16 784 000	18 294 000
4. MIG	165 792 000	151 469 000
5. FMG	1,250,000	1 250 000
6. MSIG	890,000	934 000
7. Rural transport	1,778,000	2 084 000
8. EPWP	1,000 000	1 309 000
9. Water Services Operating Subsidy Grant	10,000,000	10 000 000
10. MWIG	15 002 000	20 009 000
11. RBIG	-	10 000 000

12. RHIG	-	4 500 000
13. WSOS	-	300 000
Total - National Grant Allocations	374 670 000	396 703 000

The municipality has been allocated additional funding from National and Provincial Government, these are the new grants that are included in the table above. 1. Rural Households Infrastructure
2. Regional Bulk Infrastructure Grant

12.2.13 Regional Services (RSC) Levies Replacement Grant

No RSC levies may be raised and all outstanding amounts from debtors recovered. The Districts are compensated with the RSC replacement Levy Grant and the allocations to the JGDM are shown in table 59.

Table 55: RSC replacement Levy Grant

Financial year	RSC replacement Amount	% increase
2007/2008	9,898,000	
2008/2009	11,136,000	12.51%
2009/2010	11,889,000	6.76%
2010/2011	12,960,000	9.01%
2011/2012	14,127,000	9.00%
2012/2013	15,398,000	9.00%
2013/2014	16 784 000	9.00%
2014/2015	18 294 000	9.00%
2015/2016	19 654 000	7.43%

12.2.14 Municipal Infrastructure Grant

The largest infrastructure transfers over the MTEF years – are through the MIG, which supports government's objectives of expanding the delivery of basic services to poor households and alleviation of poverty. The grant also seeks to stimulate local economic development and job creation over the medium term. Municipalities are required to dedicate a portion of their capital budgets to labour-based infrastructure methods to meet the objectives of the expanded public works programme. This grant is listed on Schedule 4 of the Division of Revenue Bill, as it supplements municipal allocations for infrastructure.

In the past years, these grants (MIG) have been allocated to JGDM, which has in turn managed these projects prior to handling them over to the LM's. To this end, a Project management Unit (PMU) was established within JGDM, which was funded by a 10% fee for managing projects. The 2014/15 and 2015/16 allocations are shown in the table 60 below.

Table 56: MIG allocations

Financial year	MIG Amount	% increase
2007/2008	92,880,000	
2008/2009	85,002,000	-8.48%
2009/2010	107,174,000	26.08%
2010/2011	119,694,000	11.68%
2011/2012	143,957,000	20.27%
2012/2013	174,629,000	21.59%
2013/2014	165 972 000	-4.96%
2014/2015	151 566 000	-8.68%

2015/2016	160 521 000	5.91%
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12.2.15 Other Grants

The Division of Revenue Act made provision for additional Grant funding for specific purposes. These Grants are listed below:

- ◆ The Expanded Public Works programme (EPWP): This is a grant for jobs created. The number of jobs as per the DoRA is indicated as 213.
- ◆ Finance Management Grant (FMG): This grant will be used to employ interns in the Budget and Treasury office and to fund the improvement of financial records. The allocation on the FMG is shown in table 61.
- ◆ The Municipal Systems Improvement Grant (MSIG): This grant is allocated to the JGDM for projects included in submitted business plans. The allocation is shown in table 62.

Table 57: FMG allocation

Financial year	FMG Amount	% increase
2007/2008	500,000	
2008/2009	500,000	0.00%
2009/2010	750,000	50.00%
2010/2011	1,000,000	33.33%
2011/2012	1,250,000	25.00%
2012/2013	1,250,000	0.00%
2013/2014	1,250,000	0.00%
2014/2015	1,250,000	0.00%
2015/2016	1,250,000	0.00%

Table 58: MSIG allocation

Financial year	MSIG Grant Amount	% increase
2007/2008	1,000,000	
2008/2009	735,000	-26.50%
2009/2010	735,000	0.00%
2010/2011	750,000	2.04%
2011/2012	790,000	5.33%
2012/2013	1 000 000	26.5%
2013/2014	890 000	-11%
2014/2015	934 000	4.94%
2015/2016	967 000	3.53%

Capacity building grants include the LGSETA Grant, MSIG, FMG, Working on Water and Working on Wetlands. Some of the grants are discretionary and others are mandatory. Grants were used to implement learnership programmes on youth, internal staff, councillors and communities. The disabled were trained on project management. On the Working for Water and Working for Wetlands grants youth were trained on fire and rescue services, health and safety, HIV and AIDS, first aid and process control.

12.2.16 Donor Funding

In the light of the funding uncertainties described above, Council is keen to pursue options for accessing other funds notably from donors, both internal (i.e. Development Bank of South Africa) or external (overseas aid such as through the Thina Sinako programme). It needs to be noted, however,

that even if the JGDM should prove successful in its attempts to ensure such funds, they can only ever be regarded as short term and unsustainable sources of revenue.

12.2.17 Expenditure by Type

The decrease is the direct result of the limitations set by grant funding and to correct GRAP principles but to facilitating functions allocated to the Joe Gqabi District Municipality. Expenditure by type is shown in table 63. The table shows that remuneration of councillors and employees is at 31% of the operational budget.

Table 59: Expenditure by Type

Description	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
				Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand	Audited Outcome	Audited Outcome	Audited Outcome							
Expenditure By Type										
Employee related costs	72,761	79,276	–	124,458	135,863	135,863	135,863	144,182	153,410	162,614
Remuneration of councillors	3,755	4,086	4,310	5,352	5,226	5,226	5,226	5,690	6,054	6,417
Debt impairment	–	548	13,398	8,386	50,670	50,670	50,670	52,114	55,241	58,555
Depreciation & asset impairment	37,504	41,662	–	44,812	45,982	45,982	45,982	46,357	48,899	51,580
Finance charges	2,804	2,575	2,707	3,272	4,052	4,052	4,052	4,121	4,343	4,578
Bulk purchases	–	–	–	–	4,800	4,800	4,800	5,069	5,373	5,695
Other materials	–	–	–	–	–	–	–	–	–	–
Contracted services	43,341	35,003	–	47,013	21,867	21,867	21,867	29,679	31,191	33,187
Transfers and grants	33,921	38,227	–	69,580	104,907	104,907	104,907	86,024	78,839	60,777
Other expenditure	126,176	133,641	–	122,401	145,961	145,961	–	143,736	151,816	160,656
Loss on disposal of PPE	518	155	120	311	311	311	311	328	346	364
Total Expenditure	320,779	335,173	20,535	425,585	519,638	519,638	373,678	517,300	535,511	544,425

12.3.18 Repairs and maintenance

As the Joe Gqabi DM is the Water Services Authority all water assets have been identified and included in the financial records of the municipality. These assets will need a substantial maintenance budget as part of the operational budget. In the anticipated operational budget repairs and maintenance stands at R208 244 000 which represents 40% of the overall operational budget.

12.3.19 Unfunded mandates

Unfunded mandates of the past that drained the funds of the municipality have now been addressed. No expenditure of this nature is included in the 2014/2015 Budget.

12.3.20 Tariffs and rates

The water and sanitation tariffs for the 2014/2015 have been increased by 20% to ensure recovery of costs. To strengthen recovery through collections, filling of all critical posts that relate to collection

and management of revenue and training have been prioritised. All other tariffs be increased with 6% as follows:

- Tariffs for plant hire
- Tariffs for Corporate Services
- Tariffs for Community Services

12.3.21 Debt Control and Collection

The municipality has instituted processes to monthly reconcile the debtors of the municipality. In terms of water services provision the local municipalities who are also the water services providers are responsible for the collection of water and sanitation levies. The policy to collect this has been developed by the District Municipality but is implemented by the WSPS. There is a significant concern that the local municipalities are not effectively implementing the policy and discussions are underway at present through the IGR structure to manage this. Part of the concern is that services (water and sanitation) cannot be cut off due to the health and hygiene issues that can arise.

As part of this issue the auditor general raised the concern about the placement of the risk and reward, as up until now the risks around water related debtors was with the district while reward was with the local municipalities. This has been corrected in the adjustment budget of 2010/11.

12.3.22 Spatial Development Budget

In the District Municipality's budget for the 2012/13 financial year and beyond, cognizance has been taken of the spatial development strategy. It is however at times difficult to actually state the exact amount of funding allocated for each of the spatial development dimensions and as such the description below will focus on where or how they are budgeted for and not the actual budget.

Nodal areas are budgeted for under the capital projects such as water upgrading in Ugie and in Aliwal North. Nodal areas are also targeted for other municipal services such as water quality monitoring, fire fighting services, disaster management services and many of the urban nodal areas are covered by the full extent of the municipal health services function.

Corridors have been budgeted under the roads section (but only for the gravel roads in the Gariiep and Maletswai areas, which are the Districts agency function). Special development areas have been included through support to the economic sectors such as tourism, agriculture and forestry. The lesser developed areas of the previous Transkei have also been addressed through water and sanitation schemes such as the one being implemented in the rural areas of Mount Fletcher. In assessment of the budget and its relationship to the Spatial Development Plan, there is a very strong correlation between the two and there are no issues in the budget not related to the SDF.

12.3.23 Budget for community Participation

The budget has taken into account the need for community participation and empowerment in the activities of the District Municipality and a number of budgetary amounts have been included that cater for this need. There is over R500 000 provided for this activity across various votes.

There is a specific allocation under the communications section for public participation. Budgets have also been set aside for the economic forums such as the LED forum, Agricultural Forum, District Tourism Organisation and Cooperatives Activities have also been included such as the functioning of,

support for ward committees as well as the coordination of EPWP processes, which also involve community participation.

Budgets have been set aside for communication related issues such as implementation of communication strategy, media and publicity to disseminate information as well as for events and Imbizo's. These assist in community participation as information enables interaction and engagement. Public participation is seen as an essential part of good governance and as such is included in the activities and plans in that area of the IDP and SDBIP.

12.3.24 Budget for support to local municipalities

Within the budget of the Joe Gqabi District Municipality there are a number of areas where support is provided to local municipalities (these are unspecified as support to local municipalities). Some of these issues include tourism awareness, audit, training of fire fighters, performance management, involvement of women youth and disabled and integrated development planning. There are also those that are specific allocations to local municipalities. In the area of water and sanitation, direct allocations for the function is included in the budget and these allocations are to cover the implementation of the indigent policy for water and sanitation.

The New SLA between the WSA and ESP will determine the subsidy paid.

In addition, a amount is budgeted for the development of ward committees in local municipalities from the MSIG grant and this will be distributed to local municipalities.

The District Municipality is not in a financial position whereby it can fund the operations of the local municipalities or implement projects or processes that are of their request. As the municipality has a very large dependency on grants, it is not possible for the District to make many of its own decision about the use or allocation of funding to local municipalities as funds are covered by grant conditions.

12.4 Financial Prudence by Council

In dealing with revenue enhancement and financial recovery, the District has developed a strategy of funding deficit in the short term. These plans require to prioritise the following actions over the short to medium term:

- ◆ All moveable assets to be managed to ensure that they are being used productively
- ◆ That obsolete equipment be sold.
- ◆ Effective budget management to provide cost savings where at all possible
- ◆ The introduction of a revised organogram and still achieving the target of staff expenditure not being more than 33% of total budgeted operational expenditure
- ◆ Paying all creditors within 30 days
- ◆ Compile a five-year maintenance plan to ensure that equipment is always in a good condition.
- ◆ Finalizing the Financial Turn Around Strategy of the municipality
- ◆ The budget strategy is always to follow a Zero based budget
- ◆ Conservative approach to budgeting linked to critical needs that have significant positive impact on the institution and/ or community
- ◆ Portion of equitable share to be used for infrastructure projects
- ◆ Surplus required as at end result of the budget process
- ◆ Equitable share is an unconditional grant used for the implementation of DM powers and function

12.4.1 Financial Policies

a) Indigent Assistance

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

b) Asset Management Policy

The policy was reviewed in May 2013 and on yearly basis. The municipality has a an asset policy that is to facilitate the effective management control and maintenance of assets

It will:

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

c) Credit Control and Debt Collection Policy

The municipality has a credit control policy to ensure with the MFMA and MSA. The policy was adopted by Council in May 2013 and it is reviewed on a yearly basis. The Council is committed to the recovery of outstanding debt regarding the provision of services. To achieve this goal, procedures have been implemented to control and manage the recovery of outstanding debt due to Council. This policy largely relates to the activities of the Water Services Authority but is also applicable to the rest of the institution.

d) Banking (Cash Management) and Investment Policy

The Council is the trustee of the public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently.

The Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously, and must be able to account fully to the community about such investments.

The investment policy of the municipality is therefore aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in May 2013 and on a yearly basis. The effectiveness of the investment policy is dependent on the accuracy of the municipality's cash management programme, which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such revenues are surplus.

e) Budget Policy

The purpose of the policy is to set out the budgeting principles, which the Council will follow in preparing each annual budget as well as the responsibilities of the chief financial officer in compiling

each budget. The policy defines the process, the public participation, the institutional structures and the principles to be utilized in budgeting. The policy was reviewed in May 2013 and on a yearly basis

f) The Fraud and Anti-Corruption Policy

This Anti-Corruption Strategy and Fraud Prevention Plan have been developed because of the expressed commitment of Government to fight corruption. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

This policy is established to facilitate the development of controls, which will assist in the prevention and detection of fraud and corruption, as well as provide guidelines as to how to respond should instances of fraud and corruption be identified. This policy is also established to give effect to the various legislative instruments as described in the previous section. The policy was reviewed in May 2013 and on an annual basis.

g) Tariff and Rates Policy

The District adopted a Tariff policy in May 2013 and it is reviewed on an annual basis. The objective of the tariff policy is to ensure the following:

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

h) Supply Chain Management Policy

The Policy will achieve the Empowerment goals of the institution by providing employment opportunities to HDI's and communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices. In this regard, the following empowerment goals are proposed to be used as measures by Council in assessing the impact of its policy in realizing the socio-economic transformation agenda of government in all spheres. The policy is reviewed on 30 May 2013 and on annual basis.

i) Funding and Reserves Policy

The council has an objective of becoming a financially sustainable municipality. The policy sets standards and guidelines towards ensuring financial viability over the short and long term. It includes funding as well as reserves requirements.

Borrowings Policy is part of the funding and reserves policy. The policy deals with long term borrowings for capital budget as well as repayment of long-term liabilities.

12.4.2 Status of policies

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

SECTION 13: PERFORMANCE MANAGEMENT SYSTEM

13.1 Adoption of the Policy

The District PMS Policy was adopted by Council in May 2013 and it is reviewed annually. The Performance Management Framework of the District as adopted by Council in August 2011 guides the Policy. The performance management system is directly linked and aligned with the IDP as well as key performance indicators and targets and are in line with the Municipal Systems Act of 2000 as amended and its Regulations.

13.2 Purpose of the Policy

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

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

13.3 Performance Management Model

International experience in both the private and the public sectors has shown that traditional approaches to measuring performance, which have been heavily reliant on only financial measures, are severely lacking. It has become well accepted that in order to assess an organization's performance, a balanced view is required, which incorporates a multi-perspective assessment of how the organization is performing as seen by differing categories of stakeholders. To ensure this balanced multi-perspective examination, the District has adopted a "Balanced Municipal Scorecard Model" to guide the performance management in the entire municipal organization as shown in figure 17 below.

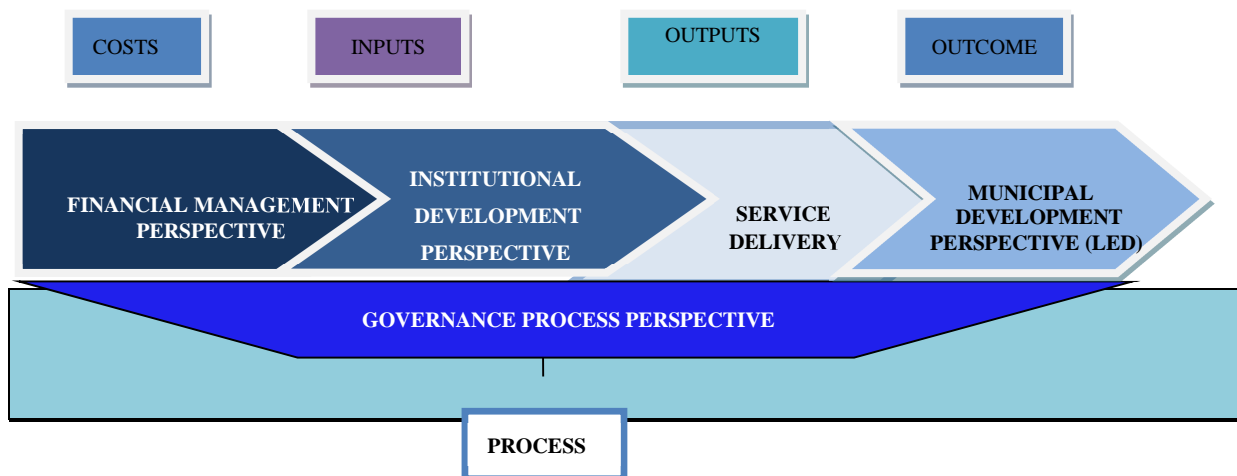


Figure 17: Schematic representation of the Municipal Scorecard Model

13.4 Different Scorecard Levels

The District implements four (4) levels of the scorecard. These are a District-wide, an organisational, Departmental and Sectional Scorecards. Due to available resources and the need to ensure that the performance management system is commensurate with available resources the Council has decided to cascade PMS down to the level of sectional management. Each of these levels is briefly described below.

13.4.1 The Joe Gqabi District-wide Scorecard

The District Wide Scorecard will be used to report implementation progress on projects/programmes and activities of all spheres of government and social partners being implemented within JGDM area. This scorecard is for the whole of the JGDM area, meaning that annual service delivery implementation plans of all Sector Departments, local municipalities and partners within the District provide their plans for incorporation and reporting in the District IGR Structures.

13.4.2 The Institutional Scorecard

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

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

13.4.3 The Departmental Scorecards

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

13.4.4 Sectional Scorecards

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

final approval authority. Section planning must be informed by the Strategic and Departmental Scorecards and performance reporting must feed into the same. All the eighteen Section Managers have signed performance obligations and submit reports which are assessed quarterly.

13.5 Performance Auditing

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

Currently the District has functional Performance and Audit Committee, which has also been tasked by the Council to perform auditing of performance information.

13.6 Performance Monitoring and Review

Monitoring of the implementation and evaluation of IDP objectives is conducted through the SDBIP. The SDBIP is directly aligned with the strategic objectives performance indicators and targets as contained in the IDP. During the 2010/11 audit period the Auditor General's (AG) opinion painted a bright future for the District, as there were no matters identified relating to auditing of performance information.

SECTION 14: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The SDBIP for the 2013/14 financial year is based on the IDP and budget as approved by the Council of the Joe Gqabi District Municipality in May 2013. This SDBIP informs the Departmental and sectional scorecards for the 2013/14 financial year.

14.1 Projections of Service Delivery Targets and Performance Indicators

14.1.1 KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2013)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	Improvement in municipal green drop score (output)	33	65	Community Services & Technical services
		SD01-02	Submission of application of Licensing of 14 WWTWs to DWA (Waste water treatment works)	1 Licensed	Maintain 14	Community Services
		SD01-03	Improvement in municipal blue drop score (Output)	85.18	93	Community Services & Technical services
		SD01-04	% compliance with SANS 241 for drinking water quality as per BDS (Outcome)	97%	97%	Technical Services
		SD01-05	Review of WSDP (LGTAS) (Input)	Approved WSDP	Review of WSDP	Community Services
		SD01-06	Number of reported water and waste water incidents reported on which action is taken (LGTAS) (Outcome)	New indicator	01:01	Technical Services
		SD01-07	Number of water and sanitation by-laws reviewed (LGTAS) (Outcome)	Water and Sanitation Bylaws exist	1	Community Services
	SD2: Support municipalities in the provision of quality services	SD02-01	Number of Water conservation and demand management awareness meetings held with Community (Output)	New indicator	12 meetings and ISD Reports	Technical Services
		SD02-02	Number of Blue Drops achieved (Output)	2	8	Community services & Technical services
	SD03: Provide fire, emergency and rescue services	SD03-01	Number of fire incidents responded to as a proportion of entries recorded in the Occurrence Book (Outcome)	01:01	01:01	Community Services
		SD03-02	Number of quarterly reports on implementation of fire fighting SLAs with neighbouring District municipalities (Input)	Signed SLA	6 SLAs	Community Services

		SD03-03	Conduct S78 to determine best mechanism for delivering fire services (Input)	New indicator	S78 Assessment	Community Services
	SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	SD04-01	Number of District Water and Waste forum meetings (Outcome)	1 meeting	4 meetings per Forum	Community Services
	SD05: Expand and speed up the provision of universal access to water and sanitation	SD05-01	Number of additional households provided with basic level of portable water (Output)	0	5000 households	Technical Services
		SD05-02	Number of additional households provided with basic level of sanitation (Output)	9 421	5000 households	Technical Services
	SD06: Proving and quality of municipal health services	SD06-01	Number of illegal waste dumping points where compliance was enforced (Output)	100% of all illegal waste dumping sites (153)	100%	Community Services
		SD06-02	Number of inspections (visits) per quarter on each of the 13 urban waste sites (Outcome)	14 inspection	12 inspection per site	Community Services
		SD06-03	% of sewage spills where compliance was enforced (Output)	100% of all sewage spills (99)	100%	Community Services
		SD06-04	Number of pauper burials performed (Outcome)	04:00	01:01	Community Services
		SD06-05	Number of inspections to each of the 33 funeral parlours undertaken in a year (Outcome)	12	2 inspections to each site of the 33 parlours	Community Services
		SD06-06	Number of funeral parlours with a valid certificate of competency (CoC) (Outcome)	4 out of 33	2 funeral parlours out of 33	Community Services
		SD06-07	Number of informal food vendors (hawkers, caterers, spaza shop owners) receiving Health and Hygiene education and training (Output)	81 out of 400	80	Community Services
		SD06-08	Number of Food Premises inspections undertaken (Outcome)	205 out of 261	261	Community Services

		SD06-09	Number of Formal Food Premises with a valid certificate of acceptability (CoA) (Outcome)	22 out of 261	50	Community Services
		SD06-10	Number of MHS by-laws developed and approved by Council	New indicator	1	Community Services
	SD07: Support rehabilitation of all road networks throughout the District	SD07-01	Number of km's per quarter graded as per the SLA (Outcome)	6000km	1200km	Technical Services
	SD8: Facilitate improvement of network and communications towers throughout the District	SD8-01	Number of engagement sessions held leading to installation/upgrading of communications towers (Outcome)	1	1	COO
Facilitate environmental management and conservation	SD9: Implement working for water and working for wetlands	SD9-01	% budget expenditure in the National FY on implementation of working for Wetland rehabilitation programme (Output)	100% expenditure	100% expenditure	Community Services
		SD9-02	Number of hectares in the National FY of alien plants treated (Outcome)	8 135 ha	5 000 ha	Community Services

14.1.2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2013)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement projects and programmes through labour intensive methods	LED01-01	Number of job opportunities created through EPWP (Output)	747	800	Technical Services
		LED01-02	Number of job opportunities created through WfW and wetlands (Output)	429	375 in each quarter	Community Services
	LED2: Encourage better working conditions in the farming community and improve access to government services	LED02-01	Number of information sessions held with farming communities (Outcome)	1	1	COO
	LED03: Encourage and support initiatives geared towards mass job creation and sustainable livelihoods	LED03-01	Number of reports on job opportunities created through CWP (Input)	3 reports	4 reports	COO
	LED04: Support and facilitate rural development and poverty alleviation programmes	LED04-01	Report on the implementation of Rural development programme and anti-poverty strategy (Input)	2	2	COO
		LED04-02	Number of funding applications submitted for cooperatives and SMMEs (Outcome)	3	2	COO
	LED05: Facilitate and actively participate in youth development programmes	LED05-01	Number of business support meetings/ engagement facilitated for social groups (Outcome)	10	10	COO

Facilitate and support regional economic development initiatives	LED06: Identify, support and implement economic development flagship and anchor projects	LED06-01	JoGEDA: Number of Status Quo reports on Garipep middle income housing, Elundini middle income housing, Senqu Plastic, Business Incubation Hubs and Senqu Commercial Property Development presented to mayoral committee (Output)	Feasibility study, Business Plan 2007	4	COO	
		LED06-02	JoGEDA: Maize Meat Hub Number of funding applications and Project Appraisal with relevant partners from public and private sector (Output)	Submission of funding application; Business Plan	2	COO	
		LED06-03	JoGEDA: Investment Strategy Number of Investment Conference held to advocate and market District as ideal as ideal investment destination (Outcome)	Investment Strategy	1	COO	
		LED06-05	Number of reports on the implementation of LED strategy (Input)	LED Strategy	4 reports	COO	
		LED06-06	JoGEDA: Quarterly economic overviews/ research papers compiled	0	4 Quarterly reports	COO	
		LED06-07	Number of ELRAD/ Imvaba Business plans for 5 projects developed (Outcome)	0	5 business plans	COO	
		LED08-01	Number of Suppliers Day held (Outcome)	New indicator	3	COO	
	LED09-01	Number of District Support Team forum Meetings held (Outcome)	4	4	COO		
	LED08: Facilitate and support local supplier development initiatives and strengthen implementation of the new BBBEE regulations						
	LED09: Create and maintain stakeholder engagement initiatives						

LED10: Participate and support initiatives geared towards revitalization of towns and settlements (Promote and market the District)	LED10-01	Number of Tourism exhibition shows attended, brochures developed aimed at promoting and marketing the district (Outcome)	1	1	COO
	LED10-02	Number of reports on the implementation of District Branding and marketing strategy	District Branding and marketing strategy	4 reports	COO

14.1.3 Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2013)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Ensure effective financial management and reporting	FM01: Comply with all statutory financial reporting and compliance with SCM policy and legislation	FM01-01	Percentage expenditure of capital budget actually spent (Input)	100%	100%	All Directors
		FM01-02	Percentage of Capital Infrastructure expenditure (Output)	100%	100%	Technical Services
		FM01-03	Total actual trade creditors as a percentage of total actual revenue (Output)	5%	5%	Finance
		FM01-04	% of tenders concluded in accordance with procurement plan timeframes (Output)	New indicator	100%	Finance
		FM01-05	% reduction of unauthorised expenditure (Input)	100%	100%	Finance
		FM01-06	All creditors paid within 30 days of receipt of valid invoice (Output)	94% paid within 30 days	30 days	Finance
		FM01-07	Cost coverage ratio (Output)	0.13	02.02	Finance
		FM01-08	% of budget actually spent on implementing workplace skills plan (LGSETA and	100%	100%	Corporate Services

			Internal training budget)			
		FM01-09	% expenditure on repairs and maintenance against the budget (Input)	73%	100%	Finance (All Directors)
	FM02: Improve financial administrative capacity of the District	FM02-01	Compile of IFS for 3 quarters (Input)	2 IFS compiled	IFS for 3 quarters compiled	Finance
		FM02-02	Debt coverage ratio (Output)	New indicator	02.03	Finance
		FM02-03	% reduction in municipal debtors related to service charges (Output)	50%	25%	Finance
		FM02-04	% of operational budget actually spent (Input)	100%	100%	Finance (All Directors)
	FM03: Implement fraud and anti-corruption measures	FM03-01	Number of reports on the implementation of Anti-Fraud and anti-corruption strategy (Input)	Strategy	4 reports	COO
	FM04: Implement revenue enhancement strategies	FM04-01	Number of reports on the Implementation of Revenue enhancement strategy (Input)	Revenue enhancement strategy	4 reports	Finance
		FM04-02	Number of reports on the implementation of Financial Turn-around Strategy	Financial Turn-around Strategy	4 reports	Finance
		FM04-03	Number of reports on the implementation of the Billing agreement with LMs (Input)	New indicator	12 monthly reports	Finance
		FM04-04	% reduction in water losses (Output)	70%	50%	Technical Services
		FM04-05	Prepare MTRF Budget (Input)	MTRF Budget	Budget approved	Finance

14.1.4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2013)	ANNUAL TARGET	RESPONSIBLE DIRECTORATE
Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	% of staff actually trained as per the WSP (Output)	100%	100%	Corporate Services
		ID01-02	Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with EEP (Outcome)	2	5	Corporate Services
		ID01-03	Number of reports on the functionality of the employee wellness programme (Input)	4 reports	4 reports	Corporate Services
		ID01-04	Cumulative % of councillors actually trained as per the training programme	10%	100%	Corporate Services
		ID01-05	Number of staff who meet Minimum Competency levels (MFA) (Outcome)	2	9	Corporate Services
		ID01-06	% of MPAC members trained (LGTAS) (Outcome)	100%	100%	Corporate Services
	ID02: Encourage and support capacity and skills building initiatives of communities	ID02-01	Number of training initiatives as include in WPSP (Outcome)	6	4	Corporate Services
	ID03: Attract, retain skills and encourage skills transfer initiatives	ID03-01	Review of staff attraction and retention strategy (Input)	Staff attraction and retention strategy	Strategy reviewed and implemented	Corporate Services
		ID03-02	Rating of staff satisfaction (Output)	Employee satisfaction survey rating of > 7	Employee satisfaction survey rating of > 7	Corporate Services

	ID04: Maintain good working conditions for staff and ensure continued existence	ID04-01	Number of LLF meetings (Outcome)	4 annually	4 meetings	Corporate Services
	ID05: Implement shared services within the District focusing on performance management, internal audit, risk, communications, IT, IDP and finance	ID05-01	Conduct Study on the possible implementation of a Shared Services on IT within the District (Input)	New indicator	1 report compiled	Corporate Services
Ensure enhanced service delivery through efficient institutional	ID06: Ensure that funded vacant posts are filled	ID06-01	The average length of time it takes to fill a post (Output)	3 months	3 months	Corporate Services
Continuously develop and strategically utilise information technology, legal services and other internal services to provide more efficient government	ID07: Ensure legislative compliance and improved legal capacity of the District	ID07-01	% of legal cases successfully litigated (Outcome)	100%	100%	Corporate Services
		ID07-02	% of new employees inducted on HR policies and conditions of Service (Outcome)	75%	100%	Corporate Services
		ID07-03	Ratio of disciplinary hearings concluded within 3 months of initiation	New indicator	01:01	Corporate Services
		ID07-04	Monthly sitting of the OHS Committee (Outcome)	Committee not sitting regularly	Monthly meetings	Corporate Services
	ID08: Strategically utilise ICT to improve government efficiency	ID08-01	Review IT governance Framework (Input)	IT governance Framework	IT Governance f reviewed and adopted	Corporate Services

ID09: Ensure availability of office space and manage council buildings in an effective and efficient manner	ID09-01	Number of reports on the implementation of Repairs and maintenance plan of all council buildings	Repairs and maintenance plan	4 reports	Corporate Services
	ID09-02	Number of council resolutions despatched and implemented (Output)	8	Every mayoral committee and council	Corporate Services
	ID09-03	Number of ordinary Council meetings held (Outcome)	4	7 meetings	Corporate Services

2.1.5 KPA 5: Good governance and public participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (2013)	Annual Target	RESPONSIBLE DIRECTORATE
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiatives	GG01-01	Number of DIMAFO meetings sitting (Outcome)	4 meetings	4 meetings	COO
		GG01-02	Review of the IDP (Input)	IDP	IDP reviewed	COO
Communicate effectively with communities	GG02: Regular and effective communications with communities	GG02-01	Number of newsletters publications released (Output)	2	4	COO
		GG02-02	Number of Community Outreach meetings held and reports on issues raised (Outcome)	2 meetings and a report on each meeting prepared	2 meetings and 1 report for each LM	COO

	GG03: Work closely with traditional leadership structures in the implementation of rural development programmes	GG03-01	Number of Traditional leaders forum meetings (Outcome)	2	2	COO
	GG04: Strengthen internal communications	GG04-01	Review Communication Plan (Input)	Communication plan	Communication reviewed and Plan implemented	COO
		GG04-02	Monthly reports on the implementation of communication plan (Customer Care, website, Presidential hotline) (Input)	Communication plan	12 Monthly reports	COO
	GG05: Promote performance management among councillors and officials	GG05-01	Performance Management System Policy reviewed and adopted (Input)	Prior year review and adoption	Performance Management System reviewed and adopted	COO
Ensure integrated planning and performance management	GG06: Implement effective planning and reporting mechanisms	GG06-01	Number of signed performance agreements by Section 56 Managers (Outcome)	5 annually	5 annually	COO
		GG06-02	Number of signed performance obligations of middle management (Outcome)	16 annually	16	COO
		GG06-03	Number of reports on performance of service providers performance monitored (Input)	New indicator	4 reports	Finance
		GG06-04	Number of Quarterly performance reports and mid-year budget and annual performance report prepared (Input)	4 Quarterly SDBIP Reports and 1 Annual Performance	4 Quarterly SDBIP Reports and 1 Annual Performance report	COO

				ce report		
		GG06-05	Annual Report prepared (Input)	Annual Report prepared 2012/2013	Annual Report prepared	COO
	GG07: Establish and support municipal oversight systems, mechanisms and processes	GG07-01	Number of Joe Gqabi Municipal Public Accounts Committee meetings (Outcome)	2 meetings	4	COO
		GG07-02	Number of Audit and Performance Committee meetings (Outcome)	4	4	COO
	GG08: Ensure and maintain clean governance	GG08-01	Attain clean audit outcomes (audit of financial information) (Input)	Unqualified audit	Clean Audit	Finance
		GG08-02	Attain clean audit outcomes (audit of performance information) (Input)	Clean Audit	Clean Audit	COO
		GG08-03	% of previous year's audit queries addressed (Output)	100%	100%	COO (All Directors)
		GG08-04	Number of risk reports submitted (Report on the implementation of Strategic Risk Register) (Input)	4 reports	4 reports on implementation of agreed upon Strategic risk register	COO
Facilitate the development of a healthy and inclusive society	GG09: Implement HIV and AIDS programmes	GG09-01	Number of reports on the implementation of the HIV and AIDS Strategy (input)	4 Reports	4 Reports	COO
		GG09-02	Number of District AIDS Council meetings held (Outcome)	4 meetings	4 meetings	COO
	GG10: Implement programmes targeting the special groups (SPU)	GG10-01	Number of reports on the implementation of the SPU Mainstreaming Strategy (Input)	4 Reports	4 Reports	COO

		GG10-02	Hosting of District Mayoral Cup (Outcome)	1	1	COO
		GG10-03	Report on the facilitation of the hosting of the District Sondela Youth Festival (Input)	1	1	COO

15. AUDIT ACTION PLAN

The record of audit opinions for the District and its local municipalities from the 2008/09 financial year and the 2012/13 financial year are as depicted in table 64.

Table 60: Record of audit opinions

Municipality	2008/9	2009/10	2010/11	2011/12	2012/13
Joe Gqabi	Adverse	Qualified	Unqualified	Unqualified	Unqualified
Gariep	Disclaimer	Qualified	Qualified	Qualified	Adverse
Senqu	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
Maletswai	Disclaimer	Disclaimer	Qualified	Qualified	Qualified
Elundini	Qualified	Qualified	Unqualified	Unqualified	Unqualified

The municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file). Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to continue with the improved audit results

The audit action plan reflected in table 65 below is therefore based on the matters of emphasis as well as the areas of non-compliance identified in the Consolidated Audit report.

Table 61: Audit Action Plan

Finding	Activity to be undertaken	Responsible person	Date	Date	Narrative
Budget: Expenditure was incurred in excess of the limits of the amounts provided for in the votes of the approved budget, in contravention of section 15 of the MFMA.	Procedures are being put in place to closely match grant conditions, expenditure and accounting requirements. Compilation of the infrastructure register will commence earlier to identify classification challenges. The institution will consider tabling a second adjustments budget in June 2014, if necessary.	CFO	30-Jun-14	in progress	SOPs developed
Reasonable steps were not taken to prevent irregular and unauthorised	Procedures are being put in place to closely identify compliance issues versus irregular	SCM	31-Dec-14	In progress	SOPs are being developed

Finding	Activity to be undertaken	Responsible person		Date	Narrative
expenditure as required by section 62(1)(d) of the MFMA.	expenditure. The unauthorised expenditure was in terms of the issue above. The institution will consider tabling a second adjustments budget in June 2014, if necessary.				
Material misstatements in the annual performance report were identified during the audit, all of which were corrected by management	This was corrected. PMS policy to be followed to ensure all reported performance is verifiable.	IDP & PMS Manager	November 2013	In progress	Corrected
Of the total number of 121 targets planned for the year, 44 were not achieved during the year under review. This represents 36% of total planned targets that were not achieved during the year under review.	Corrective systems to be implemented during the year	IDP & PMS Manager	June 2014	In Progress	SOP reviewed

The overall results of follow-up audit indicate that management has implemented a substantial number of the audit recommendations and / or agreed upon management action plans from the previous year's external audit. This is a commendable achievement. However there are still reoccurrences of weaknesses in the control environment which include irregular and unauthorised. Comparative analysis shows that irregular expenditure has been significantly reduced over the last financial year and the leadership of the municipality is committed to eliminate this phenomenon.

The district is steadfast in its efforts of achieving and maintaining clean administration, sound financial control environment and effective and efficient internal controls. The ultimate objective is to achieve clean audit results for the District and its local municipalities.

Annual targets set in the 2012\13 financial were achieved to a greater extent as more than 63% of the targets were achieved, which represents a 3% improvement from the prior year results. The detailed report is contained in the Annual Performance Report of the 2012/13 financial year. Key challenges related to financial constraints that affected the municipality over the period under review. Improvement measures are contained in the performance report.

SECTION 16: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

16.1 Executive and Council

16.1.1 Political Structure of the District

Joe Gqabi District Municipality is a category C municipality with four municipalities within its jurisdiction. The District has a history of stable Councils. The political structure is depicted in figure 18 as follows:

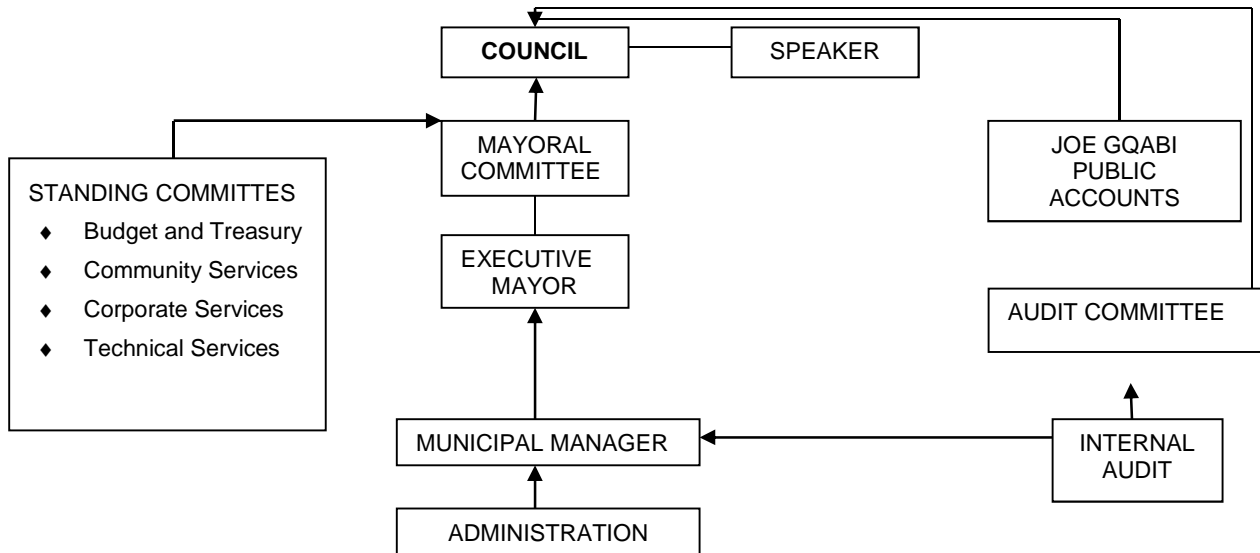


Figure 18: Political structure of the District

The Joe Gqabi District Municipality has an executive mayoral system. The District has five standing committees which are chaired by portfolio councillors who head different portfolios ranging from community services and planning, corporate services, finance and technical services. These standing committees report to the Mayoral Committee that is chaired by the Executive Mayor. The Executive Mayor reports on the progress of implementation of Council resolutions to Council which is chaired by the Speaker of Council. The political component consists of the Executive Mayor, the Speaker, and 24 councillors. Council established a Municipal Public accounts Committee (MPAC) in November 2011.

With regard to the frequency of meetings, the Council meets quarterly. The Mayoral committee meets monthly. The Standing committees meet monthly. Furthermore, for all the above-mentioned structures, special meetings are convened as and when necessary.

The Municipal Oversight Committee (MPAC) meets quarterly as per approved Constitution. Various training initiatives to capacitate the MPAC were implemented in the past financial year and these initiatives are implemented continuously. The MPAC through assistance from the internal audit function has managed to assist in the improvement of financial controls and performance information in view of matters raised by the AG.

16.1.2 Top Management

The Municipal Manager and his Top Management team of four Section 57 Managers administratively lead the institution. All Section 57 managers have been filled. Top management is responsible for preparation and submission of agenda items to Council and ensuring implementation of resolutions of Council. Top Management comprised of all the Section 57 managers occurs monthly. This meeting flows into the preparation of the agenda for the standing committees, which then flow into the Mayoral committee agenda, which flows into the Council agendas. All four Section 57 Managers, including the Municipal Manager, have performance agreements signed with the institution and are reviewed annually in line with the IDP.

16.1.3 Organogram

As mentioned above, the administrative structure of the District consists of four directorates as depicted in figure 19 below. The position of the Municipal Manager and all other Section 56 Managers are filled.



Figure 19: High-level organogram

The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram that would satisfy the functional needs of the institution. A full organogram was adopted with the IDP and Budget in May 2013. This ensured that all positions in the are taken into account in the budget. The organogram shows the number of vacant position which are budgeted for. These positions will be filled in the course of the year. All employees have job descriptions, which were re-evaluated during the TASK process in 2012.

Critical posts to be filled in the new financial year are in the areas of fire and disaster services, water and sanitation services, Internal Audit, LED, Municipal Health Services, Financial Management, Council support/auxiliary services, communication and risk management.

16.1.4 Human Resource Strategy

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

The HRD Strategy aims at regulating the development of competencies of staff through Education, Training and Development. The following programmes serve as a guide for the type of programmes that could be instituted to address the problem of skills shortage in the District, among others; learnership, skills programmes, voluntary internships, specialized training to support relevant sectors and local organizations.

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

The EPWP implementation which entails implementation of the capital projects, roads maintenance as well as Working for Water and Working on Wetlands programme are the main source of contracting within the District. This excludes contract work with service providers which are employed for the duration of the various projects. There are contract workers beyond the above categories which are found in the Technical and Community Services Departments.

16.1.5 Workplace Skills Development Planning

The institution has developed and approved a Work Skills Development Plan. The 2014/15 WorkPlace Skills Plan review will be submitted in April 2014. The plan identifies training needs aligned to the scarce skills and IDP implementation processes. The plan identifies training needs aligned to the scarce skills and IDP implementation processes.

Joe Gqabi District Municipality has a skills development function whose role is to provide accredited tuition, trainings and workshops to employees of all municipalities, Councillors and the community members. This service is provided with due adherence to the Skills Development Act No. 97 of 1998, Employee Equity act No 55 of 1998 , and South African Quality Assurance Act No. 58 of 1995.

As a response to the capacity challenges of the municipality, there is positive feedback as the quality of work has improved. As an example, improvements in water quality in the District has been observed following training of youth on process control.

The post of Skills Development Facilitator has been filled and a training committee was established and the committee meets bi-monthly. This committee deals with all training matters including implementing all training recommendations. The criteria for selection of candidates and trainees include needs analysis, prioritisation and approval by the committee. This criteria is followed by the training committee.

The District implemented various training plans which focused on ABET, financial management, management and leadership, specialised technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy. In the past financial year there municipality spent about R781 000 and the cost for the 2014/15 financial is projected to be R3 965 100 from the discretionary grant. The training report for the last financial year and the projection for the current year is detailed in table 66 below. Funding from LGSETA and from other stakeholders is also detailed in the same table.

Table 62: Skills development schedule

2012/13 FY		2013/14 FY		2012/13 FY		2013/14 FY	
<i>Councillors and traditional leaders</i>				<i>Staff</i>			
<i>Trained</i>	<i>Completed</i>	<i>Trained</i>	<i>Completed</i>	<i>Trained</i>	<i>Completed</i>	<i>Trained</i>	<i>Completed</i>
43	43	33	33	187	187	260	260
FUNDING RECEIVED FROM LGSETA AND OTHER STAKEHOLDERS							
2012/13 FY				2013/14 FY			
LGSETA		Discretionary		LGSETA		Discretionary	
<i>Received</i>	<i>Spent</i>	<i>Received</i>	<i>Spent</i>	<i>Received</i>	<i>Spent</i>	<i>Received</i>	<i>Spent</i>
R397 268	R397 268	R0	R0	R307 023	R307 023	R0	R0

Table ?: Community Training Schedule

TRAINING TYPE	TRAINED PEOPLE	
	2012/13 FY	2013/14 FY
Elementary category	355	
Technical and trade workers	6	
Ward committees	220	159
ABET	40	
TOTAL	621	333

16.1.6 Employment Equity Planning

The Employment Equity Plan (EEP) of the District was completed in January 2014. Employment Equity requirements are implemented through continuous assessment and improvement in employment equity and provides reports on constant improvements to the Council and the Department of labour. Departments within the municipality are required to align themselves with employment equity and as such recruitment processes are monitored in line with the employment equity requirements.

Joe Gqabi District Municipality addresses the Employment Equity requirements through continuous assessment and improvement in employment equity and provides reports on constant improvements to the Council and the Department of Labour. Departments within the municipality are required to align themselves with employment equity and as such, recruitment processes are monitored in line with the employment equity requirements.

16.1.7 Recruitment, Selection and Appointment Policy

Joe Gqabi District Council approved recruitment selection and appointment policy in March 2014. The overall aim of the recruitment, selection and appointment process is to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resources needs of the Council. The policy is aimed at giving effect to the Affirmative Action Policy Principles and adheres to the

Employment Equity Act and the Labour Relations Act 66 of 1995. The policy covers fair and equitable recruitment, recruitment processes, recruitment procedure, selection and appointment process, as well as screening.

In the last financial year twelve appointments were made as per the vacancies indicated in the organogram. All the posts in the organogram are budgeted for.

16.1.8 Code of Conduct and Enforcement

The institution adheres to the codes of conduct for municipal officials and Councillors. It also implements the disciplinary code of practice as defined by the South African Local Government Bargaining Council. These codes of conduct are signed by new employees. Discipline is enforced in line with the SALGBC process and sanctions are implemented as recommended either through line function disciplinary processes or through formal disciplinary processes where hearings are held. Most disciplinary matters relate to absenteeism.

There is full adherence to the code of conduct as evidenced by the reported and resolved cases affecting staff that were reported in the 2013/14 financial year, three were resolved. With regard to cases affecting councillors, no cases were reported during the same period. As far as outstanding and finalised disciplinary cases, table 67 below provides the detail.

Table 63: Outstanding and finalised disciplinary cases (2013/14 FY)

Case	Number of cases	Status	Outcome	Challenges
Theft	2	Outstanding	Pending	Postponement due to availability of witnesses
Absenteeism	3	1 Finalised, 2 outstanding	Dismissal and pending	N/A
Fraud	1	1 outstanding	Pending	None
Negligence	2	1 finalised, 1 pending	Suspension	Pending investigation

16.1.9 Scarce Skills and Retention Strategy

The Scarce Skills and Retention Policy for JGDM has been in existence since Council approval on 27 September 2008 and a recent review was adopted in May 2013. The purpose of the policy is to provide suitable incentives and recognition to staff in order to facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. The identified scarce skills include the following:

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

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

16.1.10 Succession Planning

The incumbent and immediate Supervisors/Managers are required to identify skills gaps and gaps in experience in order to determine the necessary steps to be taken, which will ensure that these incumbents achieve the necessary skills and experience necessary, to be able to be eligible for future positions of this nature. Formal Personal Development Plans are established and incorporated into the Performance Management System thereby ensuring every effort is made towards realizing these aspirations and potential. The reviewed Succession Policy was presented to Council in March 2014.

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

16.1.11 Employee Assistance Programme

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

16.1.12 Human Resource Policies

To improve the management of the institution policies adopted include Recruitment and Selection Policy, IT Policy, Overtime, Relocation, Health and Safety, Harassment policies, Alcohol and Drug, Working Hours policy, Attendance Register Policy, Gifts and Gracia Policy, Rent Subsidy policy, Promotion and transfer policy, Employee Assistance Policy, Standby Policy, Subsistence and travel, Uniform and protective clothing, Supply Chain Management Policy. This is not an exhaustive list of the policies available for the better management of the institution. The Human Resource policies are reviewed annually and Council approved the 2013/14 review in May 2014. The policies are also assessed by the DLGTA support team to ensure that all gaps and cross-referencing is compliant and congruent.

16.1.13 Occupational Health and Safety

The District municipality is committed to the safety of all its customers and employees and considers that in all circumstances safety is critical to the well-being of its customers and employees. It is the aim of the policy to prevent as far as possible any accident or injury to customers or employees. The District will strive at all times to improve safety conditions and handling methods in consultation with its customers and employees. This will be achieved through adherence to policy, occupational safety and health policy imperatives. The District municipality has an Occupational Health and Safety Policy in place. Within the organisational structure, the HR Manager is the designated Occupational Health and Safety officer and further to that within the technical services Department, there is a dedicated post for OHS which will be appointed before the end of the the 2013/14 financial year.

16.1.14 HR Structures to Support Labour Relations

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

16.1.15 Legal Services

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

16.2 Governance

16.2.1 Public participation

The IDP preparation process requires an extensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms.

Structures such as DIMAFU, IDP and Budget Representative Forum, IDP and Budget Steering Committee, Ward Committees, IGR Structures are effective. Table 67 depicts presents the District wide institutional arrangements focusing in terms of structure, composition and terms of reference aspects.

Table 64: IDP Institutional structures

Structure	Composition	Terms of reference
District Mayors Forum (DIMAFU)	Mayors and Municipal Managers of all municipalities Sector Departments	Monitor progress of preparation and implementation of IDPs and Budgets Ensure intergovernmental co-ordination and alignment between local and District municipalities' IDPs, Sector Departments plans, budgets and related activities. Sector Departments to focus on providing financial resources and technical expertise on sector plans and issues as requested by DIMAFU.
IGR Clusters	Government representatives, identified stakeholders	Facilitate inter-governmental coordination in terms of planning, budgeting, implementation and monitoring
IDP and Budget Representative Forum	Chairperson: Mayor Councillors Representatives of Wards (in the case of the local municipalities) Representative of municipality wide organizations Government Departments	Represent the interests of constituents in the IDP and budget processes Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government Ensure communication between all stakeholder representatives including the municipal government. Monitor the performance of the planning and implementation processes. Participate in the process of setting up and monitoring "key performance indicators" in line with the Performance Management Manual.
Traditional Leaders Forum	Traditional leaders Political leadership	Facilitate integration of community development Needs in municipal planning

	Other co-opted stakeholders	
IDP and Budget Steering Committee	<p>Chairperson: Municipal Manager CFO/BTO IDP Manager Political leadership - Mayoral Committee, Executive Committee or Council depending on local circumstances In the case of the District, it should include Municipal Managers from Local Municipalities</p>	<p>Considers the Budget and IDP Process Plan for the municipality Ensures that parameters are set and met Agrees on budget principles to be adopted Reviews budget submissions Monitors adherence to the Budget Process Plan Ensures public participation Provide ToR for the various planning activities Commissions research studies Considers and comments on: inputs from sub-committee, study teams and consultants inputs from provincial sector Departments and support providers Processes, summarizes and documents outputs Makes content recommendations Prepares, facilitates and documents meetings that sit at least 4 times per year The Budget Technical Committee should be responsible for the establishment of the Budget Local Consultation Forum by:</p> <ul style="list-style-type: none"> ▪ Defining terms of reference and criteria for members of the Budget Local Consultation Forum; ▪ Informing the public about the establishment of the Budget Local Consultation Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, number of members, and constitution; ▪ Identifying: <ul style="list-style-type: none"> ▪ Additional stakeholders and marginalized/underrepresented groups that may need an“advocate” to represent their interests; • Potential advocates; • Resource persons: ; • Senior officials; ▪ Selecting potential groups/members based on the agreed criteria; ▪ Submitting proposed groups/members to Council for consideration; and ▪ Nominating members and informing the local community

16.2.2 Community Consultation

Various community and stakeholder participation initiatives are undertaken on an ongoing basis. The Executive Mayor’s Community consultation programme with the community was conducted in November 2013 in all four local municipalities. The District also participates in Mayoral Outreaches of the local municipalities. Issues identified through these engagements range from matters District and local municipality competence to those of other spheres of government.

16.2.3 Public Participation Strategy

The District is in a process of developing a Public Participation Policy. The District Public Participation Strategy is in the process of being reviewed. The strategy guides community participation and engagement in the District.

The municipality utilizes ward committees and Community Development Workers, traditional leadership and special groups forums, Local Economic Development forums, and agricultural forums for public participation.

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

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

16.2.4 Community Development Workers and Ward Committees

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

The meetings of the Executive Mayor with the communities ensure that all wards are represented through a ward committee member. This serves to ensure that all ward issues will be considered during IDP review and budgeting.

16.2.5 Involvement of Traditional Leaders

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

16.2.6 Communication Strategy

A Communications Strategy was adopted in November 2008. The Strategy is aligned with the Provincial and National communications trajectory and policy guidelines. A review process has been initiated with a view of incorporating new priorities for the year ahead. The objective of the communication strategy is to raise awareness amongst citizens of the District about various socio-economic development programmes and any other matter within the District Municipality. Part of the strategy involves the dissemination of information through CDWs and ward Councillors.

The objectives of the communication strategy are to raise awareness amongst citizens in the District about initiatives aimed at bettering the lives of people through job creation, agrarian reform and poverty eradication programmes. To provide a framework for strengthened coordination and cooperation of various spheres and sectors of government and to ensure that all residences/communities of the District, especially the poor and rural, are part of, and participate in programmes aimed at bettering their lives. The Strategy also seeks to outline community mobilisation processes.

The communication strategy outlines the stakeholders to be communicated with; the channels of communication, the time framed communication plan, the institutional arrangements and modes of

communication. There is provision for engagement with communities through information days, political outreaches and support and assistance to local municipalities

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

16.2.7 Thusong Centres

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

16.2.8 Complaints Management System

The District adopted a Complaints Management Policy in May 2013. In enhancing the implementation of the policy, a system to better manage all complaints and petitions has been established. This includes complaints book, presidential hotline, suggestion boxes, tollfree number and a customer care centre. The system is managed by the Office of the Municipal Manager. Currently, four staff members are responsible for the customer care centre. Customer complaints are also addressed through outreach programmes. The District has also developed and adopted a Service Delivery Charter in May 2013 to further enhance its responses rates and effectiveness.

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

16.2.9 Intergovernmental Relations

An intergovernmental relations framework policy was adopted by Council as a means to strengthen relations between all spheres of government. The District has established various intergovernmental structures (figure 20). All clusters meet quarterly though issues relating to inavailability of other stakeholders remain as a challenge for some clusters.

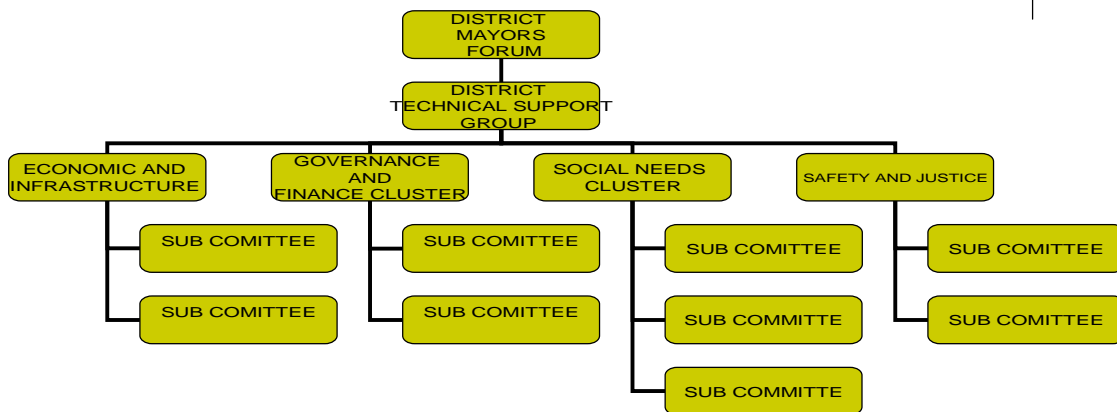


Figure 20: District IGR Structures

The District Mayors’ Forum (DIMAFO) was established as a Section 79 Committee which is made up of the political leadership of municipalities. 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.

16.2.11 Other Committees within the District

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

16.2.12 State Institutions within the District

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

16.2.13 HIV and AIDS Strategy

The HIV and AIDS Strategic Plan was adopted in September 2008 and the review for 2014 is in progress. The strategy captures issues around nutrition, treatment, care and support for people living with HIV and aids, care and support for orphans and vulerable children, promotion of human rights and justice. The plan specifies the budget and time framed activities aimed at dealing with HIV and AIDS pandemic.

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

All health facilities in the District are accredited ARV sites. These include clinics and hospitals. Within the District, HIV and AIDS prevalence rate has dropped from 29, 9% down to 27, 9% according to the District Information System (DHIS). The District's message is clear: "We have to stop the spread of HIV & AIDS".

The Strategy is a multi-sectoral HIV and AIDS plan that seek to ensure:

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

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

16.2.14 Special Groups and Gender Mainstreaming

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

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

The review of the Special Groups Mainstreaming Strategy is in process and will be finalised by May 2014. The Strategy contains activities, plans and programmes that are aimed at improving the conditions of the special groups, which includes women, youth, the elderly, people with disabilities.

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

- The Executive Mayor's Cup of the District and local municipalities;

- Participation in the SALGA Games and mini-Olympics whereby different groups and ages participate;
- Wellness and Sports Day; and
- Cultural activities that identify and promote talent.

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

16.2.15 Anti-corruption and anti-fraud

The Council adopted an Anti-corruption and Anti-fraud policy and strategy in May 2013 which is being reviewed. The aim of the policy is to ensure that the Council concentrates its efforts in preventing fraud and corruption, rather than only responding to it. The policy requires all role-players within the municipality and dealing with the municipality to refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law. The plan is effective as evidenced by the fact that all the reported cases in the 2012/13 and 2013/14 financial years were dealt with and concluded.

16.2.16 Approval, Monitoring and Evaluation Tools

Monitoring tools for the implementation of the IDP include, monthly budget statements that are submitted to the Executive Mayor and Provincial Treasury, quarterly reports to Council on service delivery and the financial state of the municipality, midyear budget and performance assessment report and Annual Report as shown in table 70 below. These reports, once adopted by Council, are made available to communities through the communications environment described above.

Table 65: Approval, monitoring and Evaluation Tools

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

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

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

16.2.17 IDP Approval and Marketing

The draft IDP, PMS Policy, SDBIP and the draft Budget were adopted by council in May 2013. This process follows a joint standing committee of all sections within the District municipality, the Mayors of local municipalities and the members of the executive committees from local municipalities to precisely check and agree on the contents of the IDP. The marketing of these documents is undertaken through physically delivering them to libraries, to the municipalities, tribal authorities, and announcing their availability in convenient and accessible places. The community's members who are not able to write their comments will be assisted by the IDP offices, CDWs as well as the ward committee members.

16.2.18 Internal Audit and External Audit

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

16.2.19 Internal Controls

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

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

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

16.2.19 The Audit Committee

The Audit Committee is an independent statutory committee appointed by the Council of the Joe Gqabi District Municipality to perform the duties as required by Section 166 of the Municipal Finance Management Act of 2003. The Audit Committee also deals with auditing of performance information.

The Audit Committee adopted appropriate formal terms of reference and an Audit Charter. The Charter regulates the affairs of the Committee in compliance with legislation, international standards and best practice. The terms of reference for the performance audit function, which was approved by Council in March 2011, have also been approved.

The audit committee's role and responsibilities include statutory duties per the MFMA and further responsibilities assigned to it in terms of the adopted Audit Charter Internal Audit Annual Operational Plan and Audit Action Plan.

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

16.2.20 Performance Appraisal Committee

The Council appointed the performance appraisal committee on the 23 September 2008. It was established in terms of section 27 (4) (d) & (e) of the local Government Municipal Performance Regulations. It comprises of the Executive Mayor, Chairperson of the performance Audit Committee, the mayoral committee, the Mayor of Amathole District Municipality and a member of the ward committee.

It meets to discuss the annual performance report, reports by the internal auditor on performance implementation, and to assess and appraise the performance of section 57 managers and make recommendations to Council if performance bonuses are to be paid.

16.2.21 Oversight Committee

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

The draft annual report was adopted by the Council in January 2012 and subsequently advertised for community comments in public spaces including municipalities, libraries and the website. The Mid Year Performance reports have been prepared and submitted to Council in January 2012 and this assessment has informed adjustment budgeting processes.

16.2.22 Delegation Framework

Joe Gqabi District municipality has a Council adopted delegation framework which was adopted in November 2009. The framework was further reviewed in January 2012. The framework covers the delegation of functions between the political and administrative arms of the institution.

16.2.23 Information Technology and Records Management

The District Information and Communications Technology is functional and provide support to the District and local municipalities through the District IT Unit. The internet and intranet are well maintained and updated as and when required. For audit purposes, a Preparation Audit File (PAF) and Operation Clean

Audit Report (OPCAR) are managed through the intranet which is accessible to all audit steering committee members page. This allows for easy access to information during audit.

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

Server based systems within the District include:

- Financial Management Systems
- HR Management Systems
- Institutional Communications
- The hosting of Municipal Websites
- GIS System

In terms of out of office connectivity requirements a 3G solution was procured in order to supply the required connectivity options.

The District developed an IT Master System Development Plan. This plan identified the priorities in terms of processes, procedures and provided recommendations that should be considered in order to ensure preservation, security, confidentiality, integrity and availability of municipal data. An anti-virus and internet security system is active and updated frequently to reduce the risk of internet threats.

APPENDIX A: SUMMARY OF SECTOR PLAN RELATED INFORMATION

NO	SECTOR PLANS & POLICIES	STATUS OF THE PLAN	YEAR OF REVIEW	COUNCIL APPROVAL
1	SPATIAL DEVELOPMENT FRAMEWORK	REVIEWED	2009	YES
2	THE DISASTER MANAGEMENT PLAN	TO BE DEVELOPED		YES
3	AREA BASED PLAN (ABP) FOR LAND REFORM	NEW	2010	YES
4	INTEGRATED TRANSPORT PLAN (ITP)	NEW	2010	YES
5	TOURISM PLAN	NEW	2010	YES
6	ENVIRONMENTAL MANAGEMENT PLAN	NEW	2011	YES
7	WATER SERVICES DEVELOPMENT PLAN (WSDP)	NEW	2013	YES
8	INTEGRATED WASTE MANAGEMENT PLAN	BEING REVIEWED	2005	YES
9	PAVEMENT PLAN	DEVELOPED	2005	YES
10	PUBLIC PARTICIPATION STRATEGY	NEW	2013	YES
11	HIV AND AIDS PLAN	NEW	2011	YES
12	JOE GQABI WOMEN'S DEVELOPMENT	NEW	2008	YES
13	COMMUNICATION STRATEGY	NEW	2008	YES
14	WORKPLACE SKILLS DEVELOPMENT PLAN	REVIEWED	2008	YES
15	GENDER MAINSTREAMING STRATEGY	NEW	2013	YES
16	SOUTHERN DRAKENSBURG SUSTAINABLE PLAN		2005	YES
17	EMPLOYMENT EQUITY PLAN	REVIEWED	2013	YES
18	HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT PLAN	REVIEWED	2013	
19	PERFORMANCE MANAGEMENT FRAMEWORK	REVIEW	2011	YES
20	RECRUITMENT, SELECTION STRATEGY	NEW	2013	YES
21	SCARCE SKILLS AND RETENTION STRATEGY	NEW	2013	YES

22	SUCCESSION PLAN	NEW	2013	YES
24	PERFORMANCE MANAGEMENT POLICY	NEW	2013	YES
25	EMPLOYEE ASSISTANCE PROGRAMME	NEW	2013	YES
26	TOURISM STRATEGY	NEW	2010	YES
27	OCCUPATIONAL HEALTH AND SAFETY PLAN	NEW	2011	YES
28	ANTI CORRUPTION STRATEGY	REVIEWED	2011	YES
29	ORGANIZATIONAL STRUCTURE	REVIEWED	2013	YES
30	LED STRATEGY	NEW	2009	YES
31	BRAKENBERG HIGH ALTITUDE PLAN		2005	YES
32	COMPREHENSIVE INFRASTRUCTURE PLAN	NEW	2009	YES
33	BUDGET		2013	YES
34	PROCESS PLAN AND FRAMEWORK PLAN		2012	YES
35	DELEGATION FRAMEWORK	NEW	2013	YES
36	SDBIP		2013	YES
37	AGRICULTURAL PLAN	NEW	2011	YES
38	FORESTRY PLAN	NEW	2011	YES
39	JGDM WOMENS DEVELOPMENT PLAN	OLD	2008	YES
40	SPU MAINSTREAMING STRATEGY	REVIEWED	2013	YES
	FINANCIAL POLICIES			
1	FUNDING POLICY	NEW	2013	YES
2	FLEET MANAGEMENT SCHEME POLICY	NEW	2013	YES
3	CREDIT CONTROL POLICY	NEW	2013	YES
4	SUPPLY CHAIN MANAGEMENT POLICY	NEW	2013	YES
5	FRAUD PREVENTION PLAN	NEW	2013	YES
6	ACCOUNTING POLICY	NEW	2013	YES
7	BUDGET POLICY	NEW	2013	YES

8	BANKING AND INVESTMENT POLICY	NEW	2013	YES
9	ASSET MANAGEMENT POLICY	NEW	2013	YES
10	VIREMENT POLICY	NEW	2013	YES
11	TARRIF POLICY	NEW	2013	YES
12	JGDM PROPOSED WRITE-OFF POLICY	NEW	2013	YES
13	INDIGENT ASSISTANCE POLICY	NEW	2013	YES

APPENDIX B: SUMMARY OF ISSUES RAISED DURING PREVIOUS IDP ASSESSMENT

Detailed below (table 71) are issues that were raised following assessment of the five-year IDP in April 2012. The majority of issues have been addressed in this IDP document.

Table 66: Issues raised in assessment

ISSUE	COMMENT
Service Delivery and Infrastructure development	<ul style="list-style-type: none"> ▪ Adoption of indigent register ▪ Funding of infrastructure from own internal funds ▪ Identification and costing of EIA requirements in projects ▪ Lack of Disaster Management Plan (and risk assessment) ▪ Service levels and affected areas ▪ Financial allocation to indigent households and quantity of water ▪ Environmental awareness campaigns ▪ Identification of areas with unreliable water service and reasons ▪ Types of sanitation systems and where they are found ▪ Trade and effluent policy
Institutional Development	<ul style="list-style-type: none"> ▪ Lack of team building activities ▪ Lack of human resource development strategy ▪ Funded posts and vacancy period
Finance	<ul style="list-style-type: none"> ▪ Inclusion of cashflow statement in the IDP ▪ AFS process Plan ▪ Borrowing policy ▪ Funding and reserves policy ▪ Long-Term financial plan policy ▪ Infrastructure investment and capital projects policy ▪ Financial policies' by-laws
Local Economic Development	<ul style="list-style-type: none"> ▪ Lack of funding to implement LED projects ▪ Adoption of EPWP policy ▪ Lack of recent economic statistics