

**Joe Gqabi District Municipality**

**INTEGRATED  
DEVELOPMENT PLAN (DRAFT)**

**2016/17 Financial Year**

## CONTENTS

FOREWORD BY THE EXECUTIVE MAYOR.....	IX
PREFACE BY THE MUNICIPAL MANAGER .....	X
<b>SECTION 1: INTRODUCTION.....</b>	<b>1</b>
1.1 ANNUAL REVIEW OF THE INTEGRATED DEVELOPMENT PLAN .....	1
1.3 MATTERS CONSIDERED DURING THE DEVELOPMENT OF THE IDP .....	1
<b>SECTION 2: VISION, MISSION AND VALUES .....</b>	<b>2</b>
2.1 VISION AND MISSION .....	2
2.2 VALUES OF JOE GQABI DISTRICT MUNICIPALITY.....	3
<b>SECTION 3: BRIEF SOCIO-ECONOMIC OVERVIEW .....</b>	<b>4</b>
3.1 GEOGRAPHY AND POPULATION DYNAMICS .....	4
3.1.1 Geography.....	4
3.1.2 DEMOGRAPHY .....	5
3.1.2.1 Population.....	5
3.1.2.2 Gender and age distribution .....	6
3.1.2.3 Household dynamics .....	7
3.1.2.4 HIV and AIDS .....	7
3.1.2.5 Migration Patterns .....	8
3.1.2.6 Demographic implications.....	9
3.2 HOUSEHOLD SERVICES .....	9
3.2.1 Types of dwellings .....	9
3.2.2 Access to portable basic water services.....	10
3.2.3 Access to sanitation services.....	11
3.2.4 Access to electricity.....	12
3.2.5 Refuse Removal.....	13
3.3 HOUSING.....	14
3.4 EDUCATION .....	16
3.5 ECONOMY .....	17
Regional Growth Domestic Product .....	19
Labour Force .....	21
3.5.5 Poverty and inequality .....	23
<b>SECTION 4: SPATIAL DEVELOPMENT FRAMEWORK .....</b>	<b>26</b>
4.1 ADOPTION OF THE SPATIAL DEVELOPMENT FRAMEWORK.....	26
4.2 NATURAL ENVIRONMENT ANALYSIS .....	26
4.3 SPATIAL DEVELOPMENT RATIONALE .....	31
4.3.1 Priority programmes and Areas of High Potential.....	31
4.3.2 Senqu Sustainable Development Plan.....	31
4.3.3 Spatial Development objectives and strategies .....	36
4.3.4 Development nodes and corridors.....	37
4.3.5 <i>Local municipal spatial development frameworks</i> .....	39
4.3.6 Land for future development .....	41
4.4 RECYCLING AND ENVIRONMENTAL PRINCIPLES .....	42
4.4.1 Recycling initiatives .....	42
4.4.2 Small towns revitalisation .....	42
4.4.2 Environmental Management .....	42
4.5 CLIMATE CHANGE .....	44
4.6 FUTURE SPATIAL DEVELOPMENT PRINCIPLES AND GUIDELINES .....	45

<b>SECTION 5: LOCAL ECONOMIC DEVELOPMENT .....</b>	<b>47</b>
5.1 ADOPTION OF LED STRATEGY .....	47
5.2 DISTRICT PLANNING FRAMEWORK .....	47
5.3 PLATFORMS FOR STAKEHOLDER AND COMMUNITY PARTICIPATION.....	47
5.4 ROLE OF JOE GQABI ECONOMIC DEVELOPMENT AGENCY .....	48
5.6 COMPETITIVE AND COMPARATIVE ADVANTAGE .....	50
5.7 LAND REFORM.....	51
5.8 LED MARKETING AND COMMUNICATION.....	52
5.9 SMME AND COOPERATIVES.....	52
5.10 INSTITUTIONAL ARRANGEMENTS .....	53
5.11 BUSINESS RETENTION STRATEGY.....	53
5.12 EXPANDED PUBLIC WORKS AND COMMUNITY WORKS PROGRAMME .....	53
<b>SECTION 6: SERVICE DELIVERY AND INFRASTRUCTURE.....</b>	<b>54</b>
6.1 WATER AND SANITATION PLANNING .....	54
6.1.2 Capacity of the District .....	55
6.1.3 Management and Operations .....	55
6.1.4 Licensing and operation of Waste Water Treatment Works.....	56
6.1.5 State of Bulk Infrastructure.....	56
6.1.6 Levels and standard of services.....	56
6.1.7 Service backlogs .....	58
6.1.8 Infrastructure Investment .....	61
6.1.9 External Investment sources for infrastructure development .....	62
6.1.10 Water quality monitoring.....	63
6.1.11 Water and sanitation backlog eradication .....	64
6.1.12 Free Basic Services .....	64
6.1.13 Cost recovery for water and sanitation.....	65
6.1.14 Water Conservation and Demand Management interventions .....	65
6.1.15 Sector programme’s water requirements.....	67
6.1.16 THE DROUGHT CONDITIONS.....	68
6.2 ELECTRIFICATION.....	70
6.3 ROAD MAINTENANCE.....	70
6.4 RAILWAYS.....	72
6.5 WASTE MANAGEMENT .....	73
6.6 INFRASTRUCTURE INVESTMENT PLANNING AND BACKLOG ERADICATION .....	76
6.7 MUNICIPAL HEALTH SERVICES .....	76
6.8 SOCIAL INFRASTRUCTURE .....	77
6.9 PUBLIC FACILITIES.....	83
<b>SECTION 7: DISASTER MANAGEMENT .....</b>	<b>84</b>
7.1 DISASTER MANAGEMENT .....	84
7.2 FIRE FIGHTING .....	86
7.3 DISASTER RISK ASSESSMENT.....	86
7.4 DISASTER AND FIRE SERVICES INSTITUTIONAL ARRANGEMENTS .....	87
7.5 DISASTER BYLAWS .....	87
<b>SECTION 8: OTHER OPERATIONAL PLANS AND STRATEGIES .....</b>	<b>87</b>
8.1 AREA BASED PLAN FOR LAND REFORM .....	88
8.2 PAVEMENT MANAGEMENT PLAN.....	88
8.3 JOE GQABI WOMEN DEVELOPMENT PLAN .....	88
8.4 TOURISM PLAN.....	88
8.5 ENVIRONMENTAL MANAGEMENT PLAN .....	90
8.6 FRESHWATER RESOURCES .....	91
8.7 WATER QUALITY .....	93

8.8 WETLAND SYSTEMS IN JGDM.....	93
8.9 EROSION .....	94
8.10 MINING.....	94
8.11 FAUNAL DIVERSITY.....	95
8.12 VEGETATION TYPE .....	95
8.13 INVASIVE ALIEN SPECIES .....	96
8.14 AGRICULTURAL PLAN .....	96
5.13 DEVELOPMENT OF THE DISTRICT AGRIPARK .....	99
8.15 FORESTRY PLAN .....	101
8.16 SMMES AND COOPERATIVES DEVELOPMENT STRATEGY .....	103
<b>SECTION 9: FINANCIAL MANAGEMENT AND VIABILITY PLAN.....</b>	<b>105</b>
[TO BE INSERTED PENDING DRAFT BUDGET FINALISATION] .....	105
<b>SECTION 10: SERVICE DELIVERY GOALS, INDICATORS AND PERFORMANCE TARGETS</b> .....	<b>106</b>
10.1 DISTRICT SERVICE DELIVERY OBJECTIVES .....	106
10.2 GOVERNMENT AGENDA .....	106
10.3 ALIGNMENT BETWEEN THE NATIONAL, PROVINCIAL AND JGDM PROGRAMMES AND MGDs .....	106
<b>SECTION 11: SHORT TO MEDIUM TERM DEVELOPMENT PRIORITIES .....</b>	<b>112</b>
<b>SECTION 12: GOVERNANCE AND INSTITUTIONAL FRAMEWORK.....</b>	<b>114</b>
12.1 EXECUTIVE AND COUNCIL.....	114
12.1.1 Political Structure of the District .....	114
12.1.2 Top Management.....	115
12.1.3 Organogram .....	115
12.1.4 Human Resource Strategy.....	116
12.1.5 Workplace Skills Development Planning .....	116
12.1.6 Employment Equity Planning .....	117
12.1.7 Recruitment, Selection and Appointment Policy .....	118
12.1.8 Code of Conduct and Enforcement .....	118
12.1.9 Scarce Skills and Retention Strategy .....	118
12.1.10 Succession Planning .....	119
12.1.11 Employee Assistance Programme .....	119
12.1.12 Human Resource Policies .....	120
12.1.13 Occupational Health and Safety.....	120
12.1.14 HR Structures to Support Labour Relations .....	120
12.1.15 Legal Services .....	120
12.2 GOVERNANCE.....	121
12.2.1 Public participation .....	121
12.2.2 Community Consultation .....	122
12.2.3 Public Participation Strategy .....	125
12.2.4 Community Development Workers and Ward Committees.....	125
12.2.5 Involvement of Traditional Leaders .....	125
12.2.6 Communication Strategy.....	126
12.2.7 Thusong Centres .....	126
12.2.8 Complaints Management System .....	126
12.2.9 Intergovernmental Relations.....	127
12.2.11 Other Committees within the District .....	127
12.2.12 State Institutions within the District .....	128
12.2.13 HIV and AIDS Strategy .....	128
12.2.14 Special Groups and Gender Mainstreaming.....	129
12.2.15 Anti-corruption and anti-fraud.....	132
12.2.16 Approval, Monitoring and Evaluation Tools.....	133
12.2.17 IDP Approval and Marketing .....	133
12.2.18 Internal Audit and External Audit.....	134

12.2.19 Internal Controls .....	134
12.2.19 The Audit Committee .....	134
12.2.20 Performance Appraisal Committee .....	135
12.2.22 Delegation Framework .....	135
12.2.23 Information Technology and Records Management .....	135
<b>SECTION 13: PERFORMANCE MANAGEMENT SYSTEM.....</b>	<b>136</b>
13.1 ADOPTION OF THE POLICY .....	136
13.2 PURPOSE OF THE POLICY .....	136
13.3 PERFORMANCE MANAGEMENT MODEL .....	137
13.4 DIFFERENT SCORECARD LEVELS .....	137
13.4.1 The Institutional Scorecard .....	137
13.4.3 Sectional Scorecards .....	138
13.5 PERFORMANCE AUDITING .....	138
13.6 PERFORMANCE MONITORING AND REVIEW .....	138
<b>SECTION 14: ANNUAL KEY PERFORMANCE INDICATORS AND TARGETS.....</b>	<b>139</b>
<b>SECTION 15: DISTRICT AND GOVERNMENT PROJECTS .....</b>	<b>150</b>
APPENDIX A: SUMMARY OF SECTOR PLAN RELATED INFORMATION .....	167
APPENDIX B: SUMMARY OF ISSUES RAISED DURING PREVIOUS IDP ASSESSMENT .....	170
APPENDIX C: POWERS AND FUNCTIONS .....	171
APPENDIX D: MUNICIPAL TURNAROUND STRATEGY .....	173
APPENDIX E: AUDIT ACTION PLAN .....	176

## List of tables

---

Table 1: Population and total households .....	5
Table 2: Gender and age distribution .....	6
Table 3: Household dynamics .....	7
Table 4: Household Migration .....	8
Table 5: Type of dwelling per municipality .....	9
Table 6: Type of dwelling by source of water .....	10
Table 7: Type of dwelling by sanitation facilities .....	11
Table 8: Electricity Service Delivery Levels .....	13
Table 9: Geography by Energy or fuel for lighting .....	13
Table 10: Geography by Energy or fuel for cooking .....	13
Table 11: Access to waste removal services .....	13
Table 12: Access to the higher service levels .....	14
Table 13: Type of dwelling by Tenure status .....	15
Table 14: Educational levels .....	16
Table 15: Schooling trends .....	17
Table 16: Individual monthly income .....	23
Table 17: Spatial Key Issues, Objectives and Strategies in the District .....	36
Table 18: Unlocking land for future development .....	41
Table 19: Potential projects in Joe Gqabi district .....	52
Table 20: levels of service of water provision (urban and rural) .....	57
Table 21: Water users with their spatial positioning .....	57
Table 22: Water backlogs in the District .....	59
Table 23: Water Access levels per type of settlement .....	59
Table 24: Sanitation backlogs in District .....	59
Table 25: Estimated cost of eradicating sanitation backlogs in Joe Gqabi .....	60
Table 26: Backlog Eradication funding needs .....	60
Table 27: Sanitation eradication schedule .....	60
Table 28: Water Backlog eradication schedule .....	61
Table 29: District Municipal Infrastructure Budget .....	62
Table 30: District Water Quality Information .....	63
Table 31: Quality of water used by each sector .....	67
Table 32: Quantity of water provided to the WSA by another water services institution .....	68
Table 33: Status of waste sites within the District .....	75
Table 34: Number of Hospitals and Clinics .....	78
Table 35: Crime Statistics .....	79
Table 36: Housing Status Quo in the District .....	80
Table 37: The number of schools in the District in 2007 .....	81
Table 38: Community Facilities in the District .....	84
Table 39: Air quality Issues and Causes .....	91
Table 40: Forestry Ownership .....	102
Table 41: Alignment between the National, Provincial and JGDM programmes .....	108
Table 42: Skills development schedule .....	117
Table 43: Community Training Schedule .....	117
Table 44: Outstanding and finalised disciplinary cases (2013/14 FY) .....	118
Table 45: IDP Institutional structures .....	121
Table 46: Approval, monitoring and Evaluation Tools .....	133

## List of figures

---

Figure 1: Key elements of the mission of the District .....	2
Figure 2: Joe Gqabi District Municipality .....	5
Figure 3: Population pyramid.....	7
Figure 4: HIV and AIDS prevalence within the District .....	8
Figure 5: Sectoral breakdown of the economy.....	18
Figure 6: Regional Gross Domestic Product.....	18
Figure 7: Gross Value added.....	19
Figure 8: Regional Gross Domestic Product (GDP-R) .....	19
Figure 9: Total Output .....	20
Figure 10: Tress index.....	21
Figure 11: Economically Active Population (EAP) .....	22
Figure 12: Formal and informal employment .....	22
Figure 13: Unemployment rate .....	22
Figure 14: Gini coefficient.....	24
Figure 15: Spatial Priorities .....	33
Figure 16: Senqu Sustainable Development Plan .....	34
Figure 17: Barkly East town revatilisiation: proposed commercial nodes.....	35
Figure 18: Development nodes and proposed investment within the District .....	37
Figure 19: Key Development Corridors.....	38
Figure 20: Special Development Areas .....	39
Figure 21: Education attainment.....	81
Figure 22: Schematic representation of the Municipal Scorecard Model.....	137
Figure 23: Oversight and Political structure of the District.....	114
Figure 24: High-level organogram .....	115
Figure 25: District IGR Structures.....	127

## 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

## FOREWORD BY THE EXECUTIVE MAYOR

---




Once again, I am proud to present this document as the draft Integrated Development Plan (IDP) of the Joe Gqabi District Municipality for the 2016/17 financial year. This document forms the basis of our draft budget for the 2016/17 financial year. The plan provides pointers with regard to the socio-economic development trajectory that brings us closer to the attainment of 'an improved quality of life for all our residents' as espoused in the vision of the District municipality. I am therefore presenting this document for our stakeholders and communities to make representation on it.

Our strategic focus area, *inter alia*, remains the provision of potable water and sanitation services to our communities in an efficient, cost effective and sustainable manner.

The Council has committed itself on further strengthen and deepen community and stakeholder engagement, as it remains a pinnacle of our democracy. It is through these processes that we empower, educate, develop as well learn from our communities.

I must therefore hasten to extend my gratitude to all who participate and contribute in all the socio-economic developmental efforts and initiatives we embark on as this District municipality. I further encourage all communities and stakeholders to partake in our developmental strides.

The District Council and its administration remains committed to work with all communities, stakeholders and critical partners towards implementation of this developmental blueprint with the sole aim of attaining an improved quality of life for all our residents.

A handwritten signature in black ink, appearing to read 'Z.I. Dumzela', written over a horizontal line.

Executive Mayor  
Cllr ZI Dumzela

Date: 30/03/2016

## **PREFACE BY THE MUNICIPAL MANAGER**

---



Government has adopted the National Development Plan (NDP), which highlights the various successes attained by the democratic government thus far. During this period, government has built democratic institutions, transformed the public service, extended basic services and stabilised the economy. Despite these successes, the NDP highlights that too many people are trapped in poverty and the society remain highly unequal. Too few South Africans work, the quality of school education for the majority is of poor quality and the state lacks capacity in critical areas.

The Integrated Development Plan (IDP) represents a strategic tool at the municipal level through which future iterations of the Medium Term Strategic Framework could be achieved. It is therefore important to improve intergovernmental coordination and citizen engagement in planning processes and joint problem solving. With this achieved, the IDP becomes a panacea through which impactful and sustained successes could be realised.

This document represents the third review of the Joe Gqabi District municipality's adopted five-year Integrated Development Plan (IDP).

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

In conclusion, notwithstanding all the development challenges that the District and its constituent Local Municipalities are confronted with, the advances accrued supersede the weaknesses. Most importantly, the JGDM has managed to galvanize the support and camaraderie between its four constituent local municipalities, communities, civil society, Sector Departments and social partners towards a shared development trajectory of the District.



Mr ZA Williams  
Municipal Manager

Date: 30/03/2016

## **SECTION 1: INTRODUCTION**

### **1.1 Annual Review of the Integrated Development Plan**

---

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 fourth 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 should find expression in the IDP.

The District adopted a District IDP Framework and Process Plan in August 2015 that guided the compilation of this IDP. All four local municipalities within the District (Gariiep, Maletswai, Senqu and Elundini) actively participated in the development of these plans. All matters required in terms of Section 27 and 28 of the Municipal Systems Act, Act 32 of 2000 (MSA) are dealt with in detail in the adopted Framework and Process Plan. The Framework Plan provides guidance to the local municipalities and most importantly, it serves as an alignment mechanisms between the District and local municipal planning and budget processes.

### **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) and Provincial Development Plan (PDP);
- Municipal Turn Around Strategies, Growth and Development Summit and the Back to Basics approach;
- Comments and inputs emanating from IDP processes and stakeholder engagements;
- Comments emanating from IDP engagement sessions and community priorities;
- Service delivery improvement measures, sector plans and the Council's strategic planning sessions

## SECTION 2: VISION, MISSION AND VALUES

### 2.1 Vision and Mission

#### Vision:

The vision of the Joe Gqabi District Municipality is:

**“An improved quality of life for all residents”**

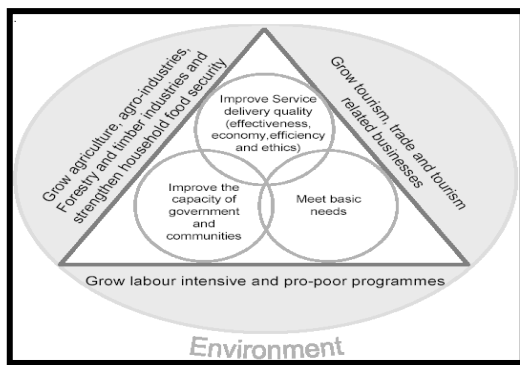
#### Mission:

The mission of the District is:

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



The key elements that are contained in the mission of the District, as depicted in figure 1 below.



**Figure 1: Key elements of the mission of the District**

This mission is premised on the following key elements:

- Stimulate the economy and fight poverty
- Meet basic needs and improve service delivery quality
- Capacity building
- Sustainable development

District actions therefore must seek to fast track the progress and sustain the achievements that have been made so far with regard to the above elements. Active community participation is critical in order to achieve progress on these elements.

## **2.2 Values of Joe Gqabi District Municipality**

---

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

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

## SECTION 3: BRIEF SOCIO-ECONOMIC OVERVIEW

### 3.1 Geography and Population dynamics

---

#### 3.1.1 Geography

The Joe Gqabi District Municipality (JGDM) is one of the six District Municipalities in the Eastern Cape Province in the Republic of South Africa. It borders the Free State Province and country of Lesotho to the north as depicted in figure 2 below. The District is located to the west of Alfred Nzo, north of OR Tambo and Chris Hani District Municipalities and to the east of the Northern Cape province. It lies approximately 34km north of Queenstown and its northern border is formed by the Orange River, which also forms the southern boundary of the Free State. It consisted of four local municipalities: Elundini, Gariep, Maletswai and Senqu. Resulting from the municipal amalgamation process, Gariep and Maletswai have been consolidated into a new entity called Walter Sisulu local municipality. The seat of the Walter Sisulu Municipality is in Burgersdorp.

The JGDM covers an area of 25 663 km<sup>2</sup> and displays a diverse set of landscapes, from deeply incised mountainous terrains to flat far-reaching plains. Cities and towns that form the District are Aliwal North, Barkly East, Burgersdorp, Jamestown, Lady Grey, Maclear, Mount Fletcher, Oviston, Rhodes, Rossouw, Sterkspruit, Steynsburg, Ugie and Venterstad. The seat of JGDM is Barkly East. The majority of its population speaks *IsiXhosa* (2011 Census).

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

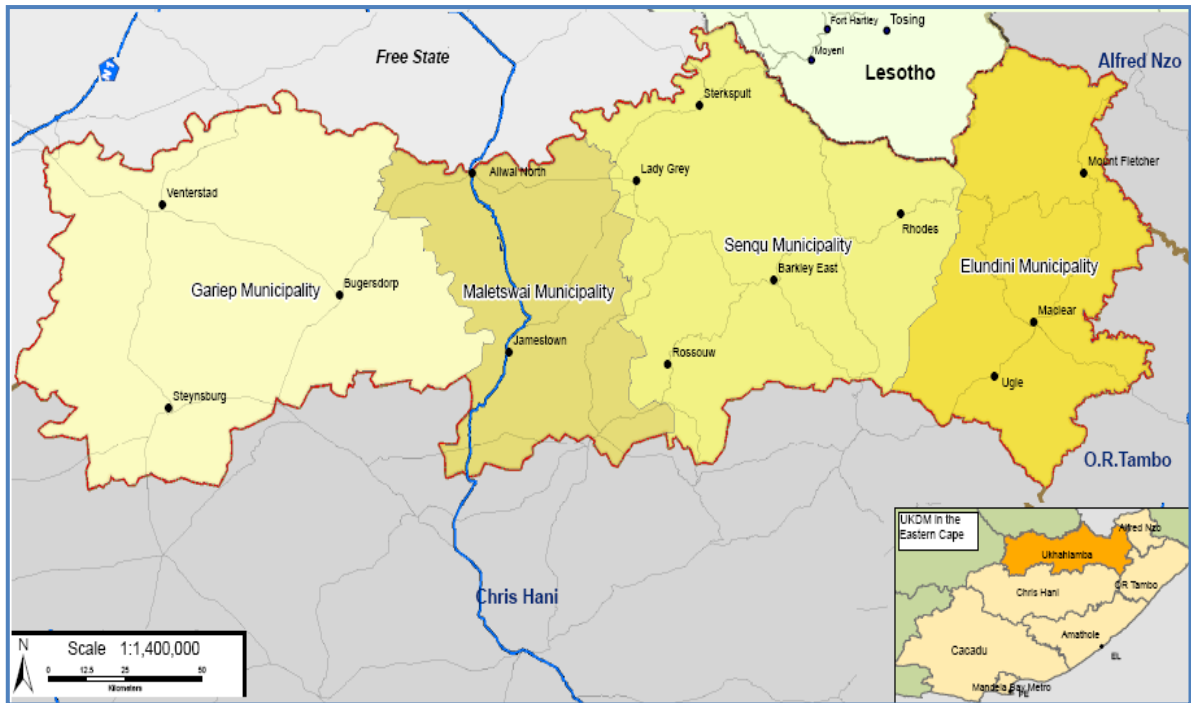


Figure 2: Joe Gqabi District Municipality

The District Office is located in Barkly East. There are satellite offices that are spread throughout the local municipalities of the District. All Five Municipal Departments are located in Barkly East. Only specific sub-functions of Departments operate from the satellite centres and no challenges have been identified.

### 3.1.2 Demography

#### 3.1.2.1 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 that stood at 16% between 2001 and 2011. This was followed by the Gariep 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	22
Gariep	31 314	33 677	11.2	7.3	8 234	9 770	16

Source: Census 2001 and Census 2011

### 3.1.2.2 Gender and age distribution

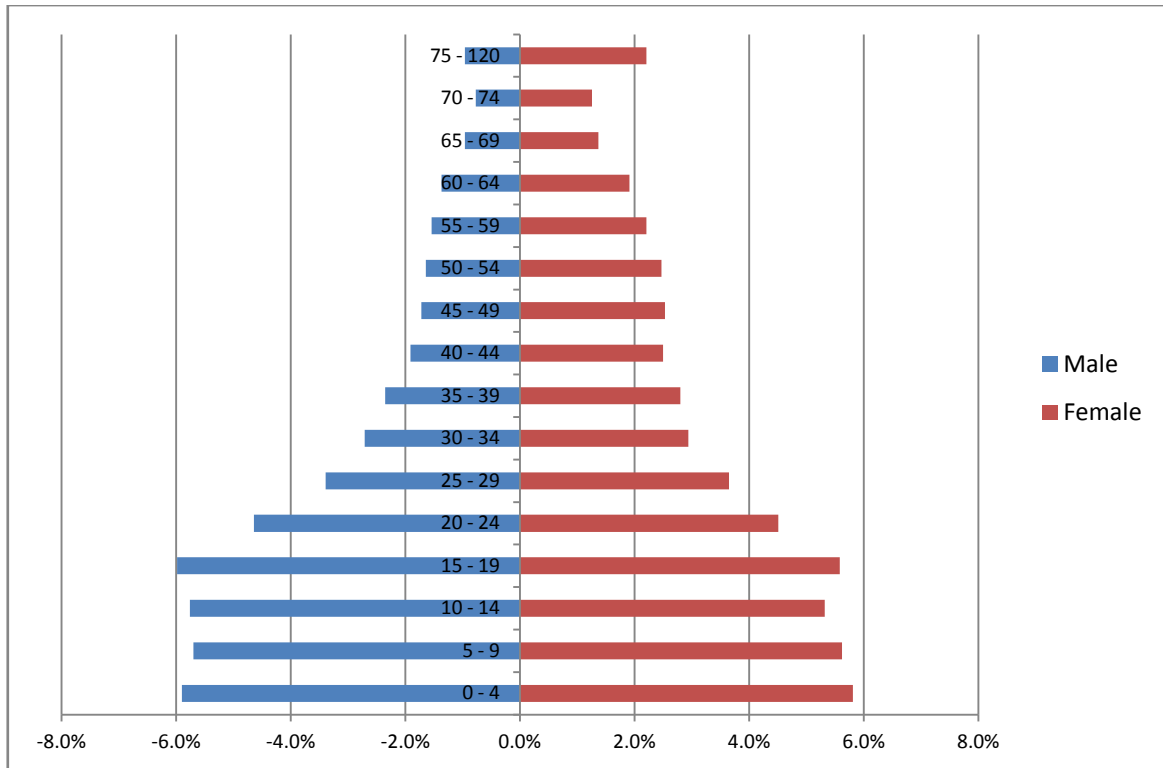
It is evident, as shown in table 2, that the greatest numbers of people are found within the 15 – 64 years range. This is a category of people that is of the working age. The age group below 15 years follows at a range of 34 and 39 % in 2011 and 2001 respectively. The age group from 65 years and above 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
Gariep	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 3 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 3: Population pyramid**

### 3.1.2.3 Household dynamics

As shown in table 3 below, the numbers 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**

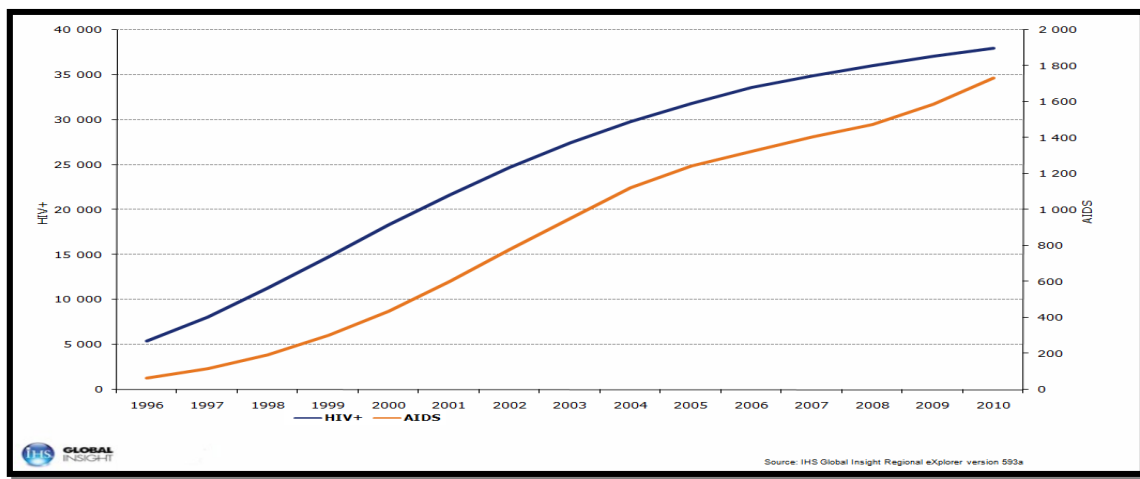
Municipality	Average Household Size		Female Headed Households %		Formal Dwellings %		% Housing owned/paying off	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	4.0	3.6	51.4	49.3	59.8	60.3	58.5	61.3
Elundini	4.1	3.6	56.0	52.1	40.1	33.0	55.9	61.9
Senqu	4.0	3.5	52.1	50.5	70.9	70.2	68.2	68.5
Maletswai	3.8	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

### 3.1.2.4 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 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 4 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 4: HIV and AIDS prevalence within the District**

### 3.1.2.5 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: RSS 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

## 3.2 Household services

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

### 3.2.1 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**

Type of dwelling	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	-	-	-	-	-

Type of dwelling	Joe Gqabi DM	Elundini	Senqu	Maletswai	Gariep
Not applicable	-	-	-	-	-
<b>Total Households</b>	<b>97777</b>	<b>37855</b>	<b>38047</b>	<b>12107</b>	<b>9770</b>

Source: StatsSA 2011

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 shows that about 2.7% of the informal settlements are found in informal/squatter settlements in areas that are not provided with bulk services infrastructure.

### 3.2.2 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

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
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%

Source: StatsSA 2011

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.

### 3.2.3 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

	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
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
<b>Grand total</b>	<b>16737</b>	<b>23309</b>	<b>2880</b>	<b>3512</b>	<b>20570</b>	<b>25724</b>	<b>1729</b>	<b>3314</b>
%	17%	24%	3%	4%	21%	26%	2%	3%

Source: StatsSA 2011

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

### 3.2.4 Access to electricity

Provision of electricity is not a direct function of the District, thus there is no requirement for a NERSA license. 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 8 to 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

### 3.2.5 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	-	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
recreation						
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	-
<b>TOTAL</b>	27355	870	1282	53708	13381	1177
%	28.0%	0.9%	1.3%	54.9%	13.7%	1.2%

### 3.2.6 Access to higher service levels

Table 12 below gives an outline of access to higher service levels within the District covering all four local municipalities.

**Table 12:** Access to the higher service levels

Municipality	Flush connected sewerage %		Toilet to Weekly Removal %		Piped Water Inside Dwelling %		Electricity for Lighting %	
	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 remain 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%. Though these figures show huge improvements which in most more than doubled, there are still challenges that remain.

### 3.3 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
House/flat/room in backyard	412	30	339	637	31
Informal dwelling (shack; in backyard)	298	105	339	691	67
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	254	58	820	1325	191
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	118	4	48	24	17
Caravan/tent	26	-	45	11	3
Other	178	14	140	177	90
TOTAL	11533	4980	18750	54988	7523
%	11.8	5.1	19.2	56.2	7.7

Source: StatsSA 2011

Key issues identified for intervention by the Human 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

### 3.4 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 postgraduate level of education is about 1% of the population.

**Table 14: Educational levels**

Municipality	Grade 0 -7 and No schooling	Grade 8 - 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 20011. 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
	2001	2011	2001	2011	2001	2011	Enrolment <13	Enrolment <13
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 can be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape.

### **3.5 Economy**

---

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

The economy of the Joe Gqabi District Municipality is relatively small and there is evidence of above average economic growth in recent years. Its GDP per capita is higher than the provincial average. The tertiary sector is the largest contributor to the municipality's economy. The sectoral breakdown of the economy is outlined in figure 5 below. Figure 6 shows the regional gross domestic product.

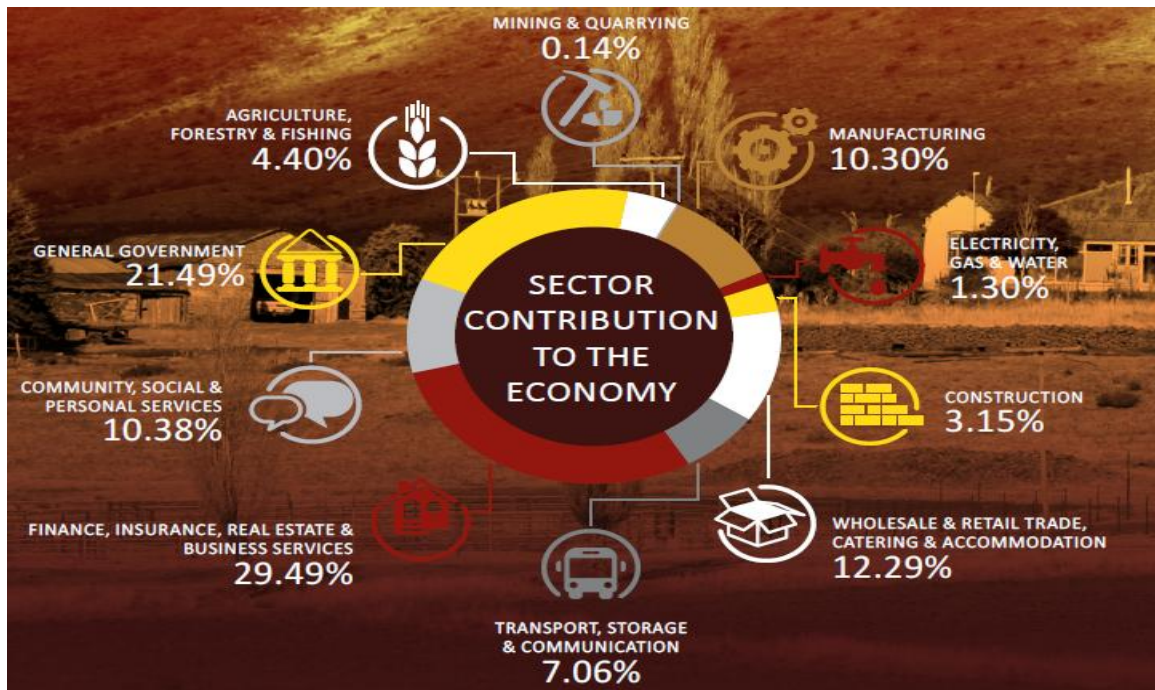


Figure 5: Sectoral breakdown of the economy

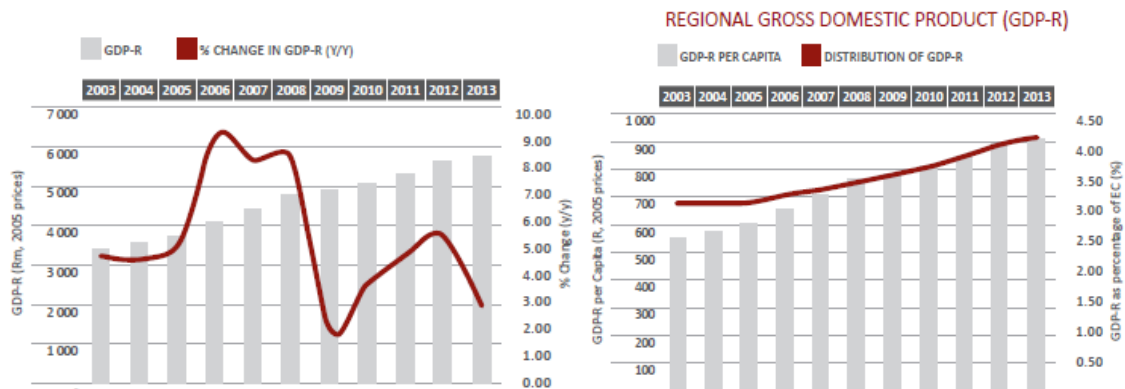


Figure 6: Regional Gross Domestic Product

### Gross Value Added (GVA)

Gross value added (GVA) measures the contribution to the economy of each individual producer, industry or sector in a region. It is used in the estimation of gross domestic product (GDP). The tertiary sector is dominated by finance, insurance, real estate and business services (29.5%) and wholesale and retail trading, catering and accommodation (12.2%) (see figure 7). The general government sector has grown an average of 3.4% since 2005. Government services contribute 8.3% to the sector in the Eastern Cape and almost 1% to the sector in South Africa. Business services have exhibited a strong growth since 1995 at 9.2% average annual growth, while community services contribute 3.9% to the Joe Gqabi district's economy.

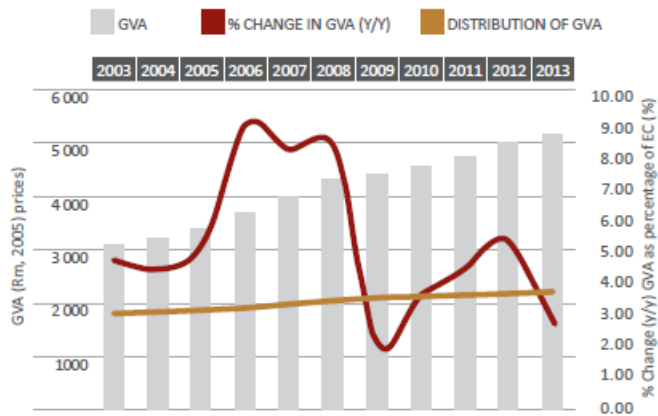


Figure 7: Gross Value added

### Regional Growth Domestic Product

The economy of the Joe Gqabi District Municipality is relatively small, contributing only 0.3% to the South African economy and 3.7% to the Eastern Cape economy. The performance of the district has been satisfactory over the past decade or so, with an average annual growth rate from 2000 to 2013 of 5%. The 2008-09 recession had a marginal effect overall performance and growth rates grew by 2%, as opposed to a national average of -1.5% and a provincial average of -1%. In 2013 the growth rate was 2.7% compared with a South African and an Eastern Cape annual average growth rate of 1.9 and 1.6% respectively. The tertiary sector is the largest contributor to the municipality's economy, with a contribution of 80.7%. This is followed by the secondary sector (14.8%) and the primary sector (4.5%) (refer to figure 8).

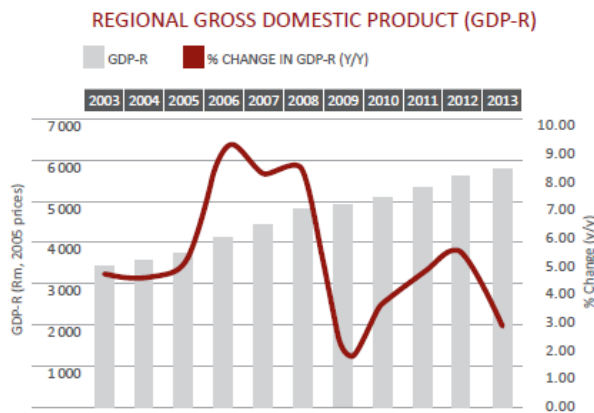


Figure 8: Regional Gross Domestic Product (GDP-R)

### Total Output

Total output consists of goods and services that is produced within the economy. It includes food and services produced for own final use. Output has been increasing

steadily since 2000, even during 2009 when the global recession had an impact on the South African economy. The Joe Gqabi district's share of the Eastern Cape's total output has remained stable at just over 3% (see figure 9). The sectors with the largest output are:

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

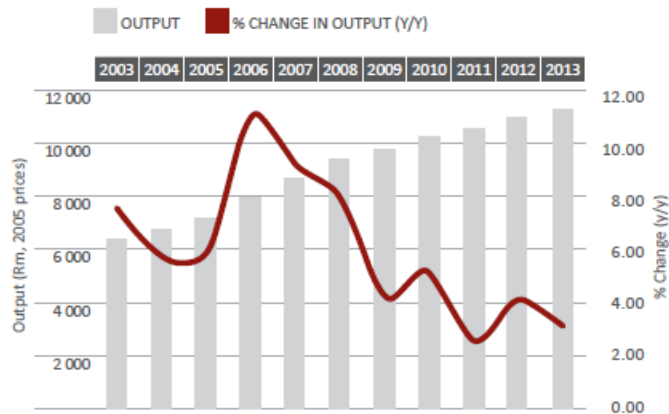


Figure 9: Total Output

## Tress index

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

The sectoral composition of economic activity in a region is a good indication of the level of diversification or concentration of a region's economy and can be measured by the so-called tress index. A tress index of zero represents a totally diversified economy. On the other hand, the higher the index (closer to 100), the more concentrated or vulnerable the region's economy to exogenous variables, such as adverse climatic conditions, commodity price fluctuations, and so forth. The tress index for Joe Gqabi is 77.5 compared to 73.0 for the Eastern Cape and 66.9 for South Africa (see figure 10). Given that the structure of the economy changes very slowly, the tress index is fairly stable over time. However, the economy has not diversified since 1995 when the tress index remained around 79.2.



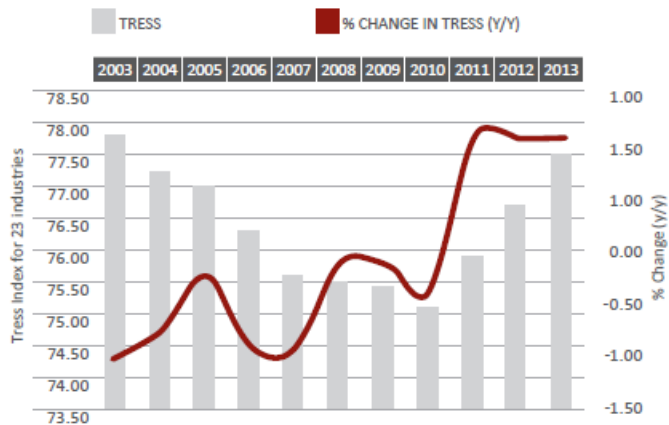


Figure 10: Tress index

## Labour Force

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

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

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

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

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



- Radically improve skills development processes.

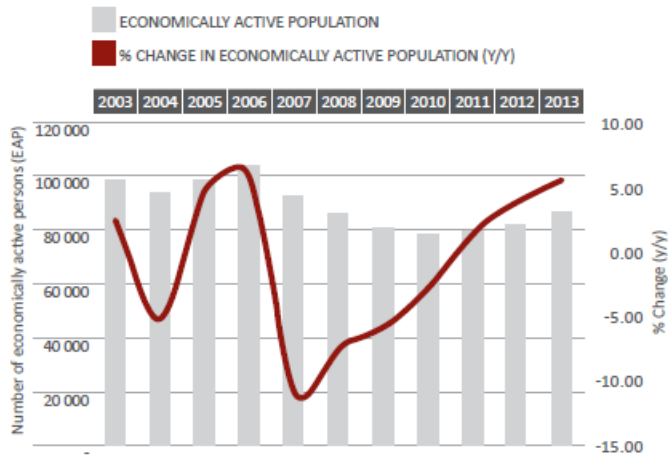


Figure 11: Economically Active Population (EAP)

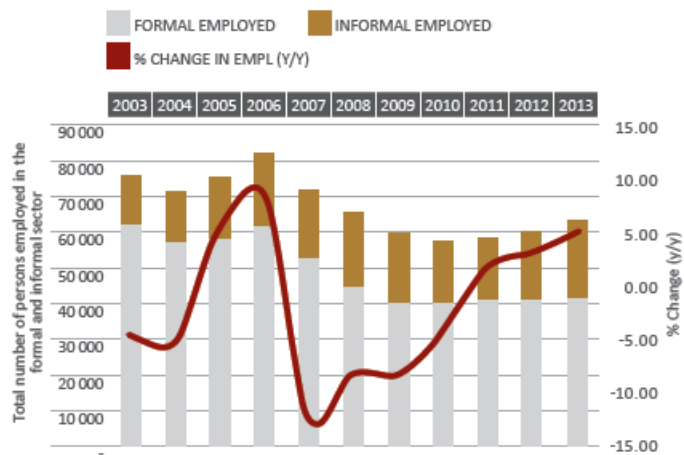


Figure 12: Formal and informal employment

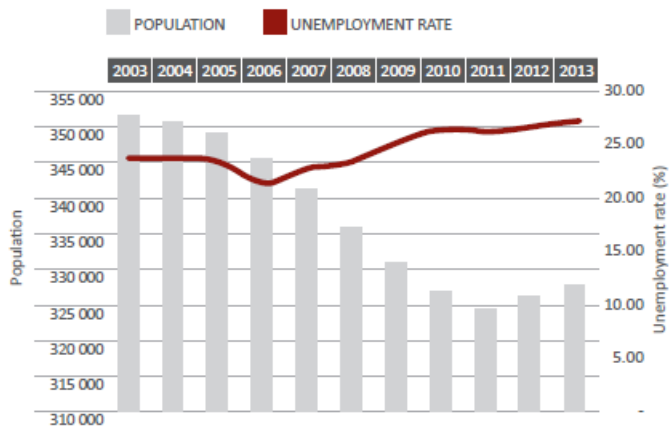


Figure 13: Unemployment rate

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

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

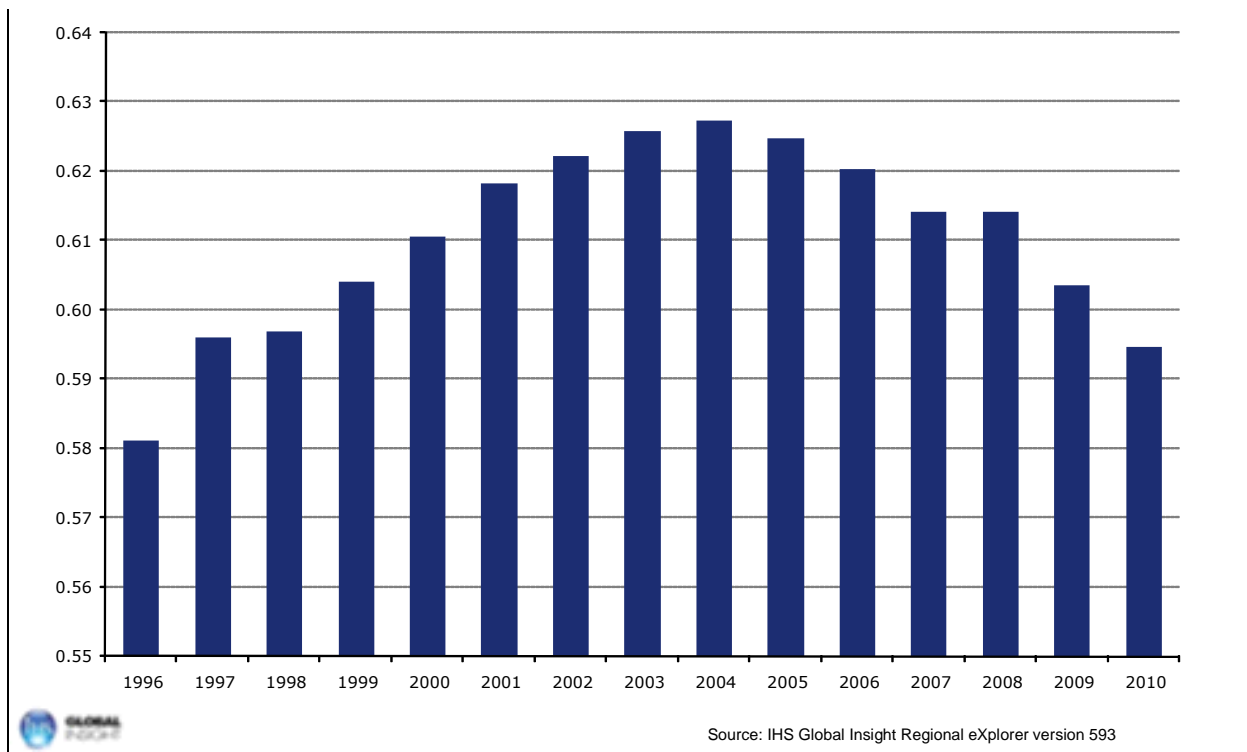
### 3.5.5 Poverty and inequality

Due to the high levels of unemployment within the District monthly income of individuals is also low (see table 16). Figure 14 below shows the gini coefficient in the District. It is evident that the levels of inequality were lower in the 90s and in the 2000 to 2006 inequality levels were higher and dropped towards 2010. This means that government must continue to create an enabling environment for business to be established and flourish. Government social safety net programme should also be strengthened.

**Table 16:** Individual monthly income

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

(Source: Census StatsSA 2011)



**Figure 14: Gini coefficient**

### Human development index

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

## Economy Dynamics Implications

Issue	Status Quo	Sectoral Intervention required
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 4: SPATIAL DEVELOPMENT FRAMEWORK

### 4.1 Adoption of the Spatial Development Framework

---

The JGDM adopted a Spatial Development Framework (SDF) in March 2009. The SDF is being reviewed. The focus of the review is on updating the spatial information and maps as well as alignment with the Spatial Planning and Land Use Management Act of 2013 (SPLUMA).

### 4.2 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 expend 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 Zastron 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. The highlands project in the Drakensburg is one of the areas that are intended for environmental protection.

### **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 Gariiep 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. 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 sessions are also conducted through information dissemination initiatives and exhibitions. In September 2012, the District celebrated Arbor Day whereby trees 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.

All the elements of environmental analysis mentioned above, with regard to risks vulnerability and risk assessment are taken into account by the SDF of the District. The current SDF has also taken such requirements into account.

### **4.3 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

#### **4.3.1 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 15 below.

#### **4.3.2 Senqu Sustainable Development Plan**

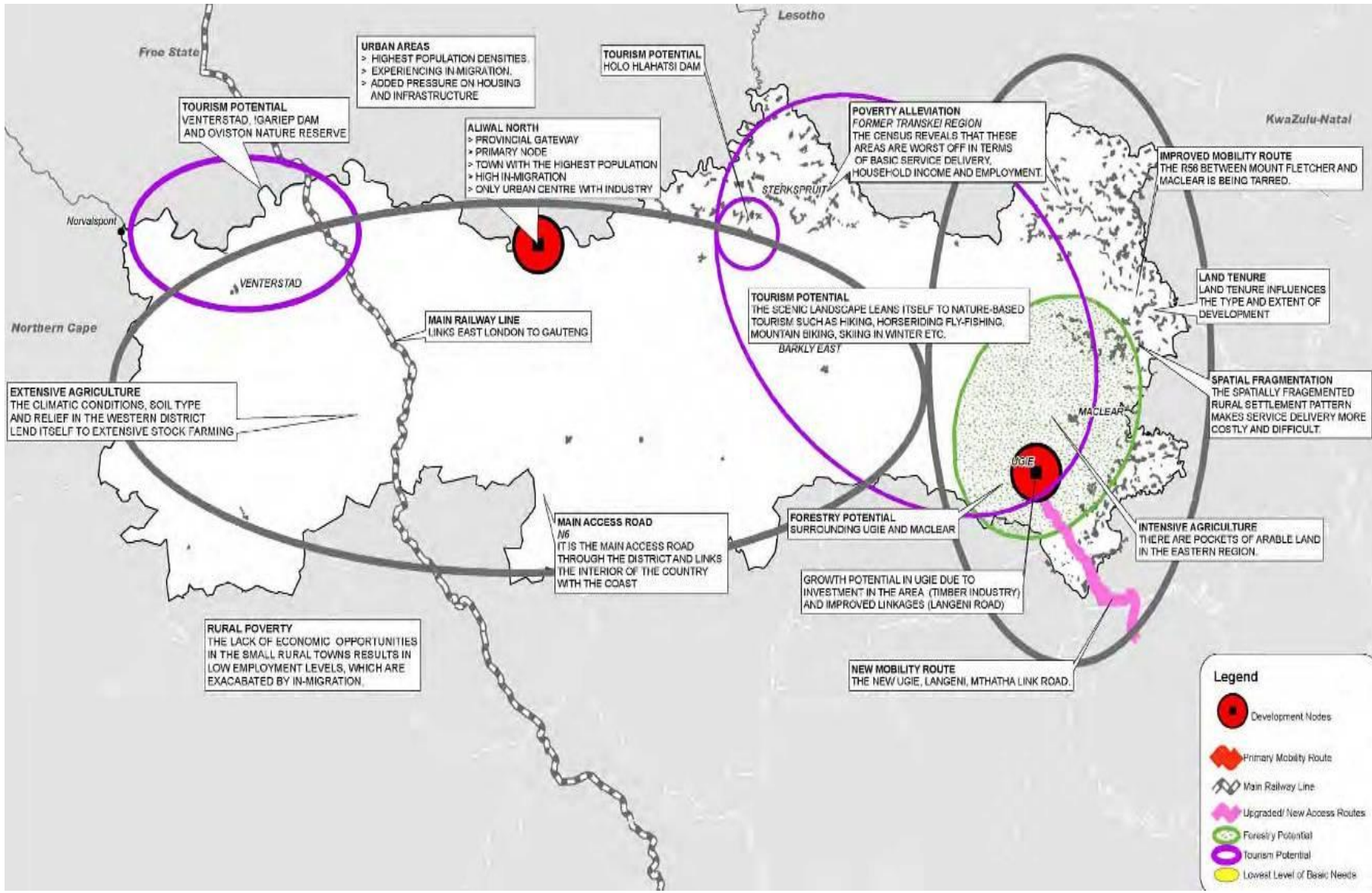
The District Council resolved to implement the Mayors Vision 2025 for the development of Sterkspruit (see figure 16 below). The plan seeks to achieve the following spatial and socio-economic development objectives:

- 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.

In view of implementing small town regeneration, the towns of Sterkspruit and Barkly East have been identified. Amongst others, the detailed plan for the Barkly east regeneration is depicted in figure 17 below.



Figure

15:

Spatial

Priorities



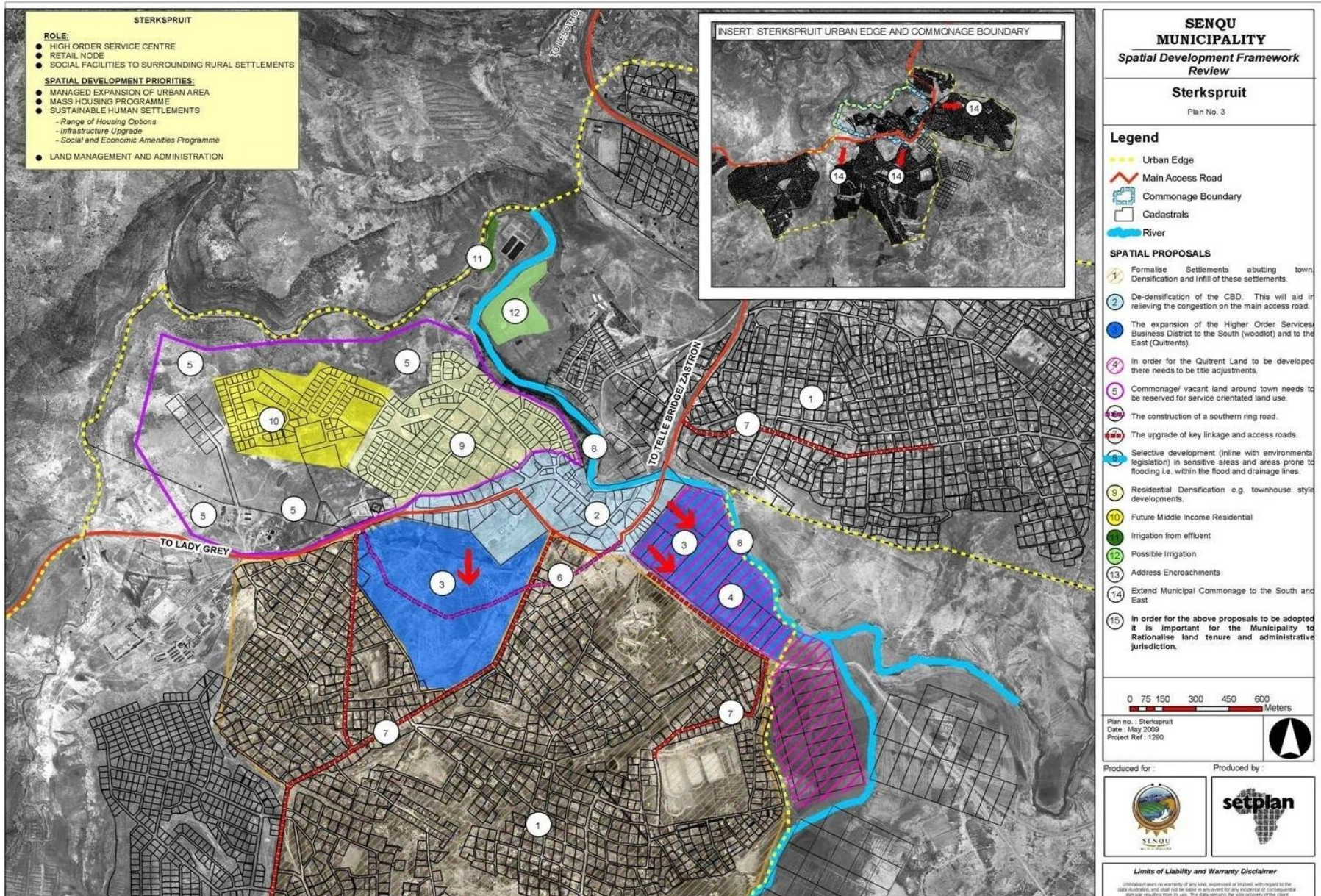


Figure 16: Senqu Sustainable Development Plan



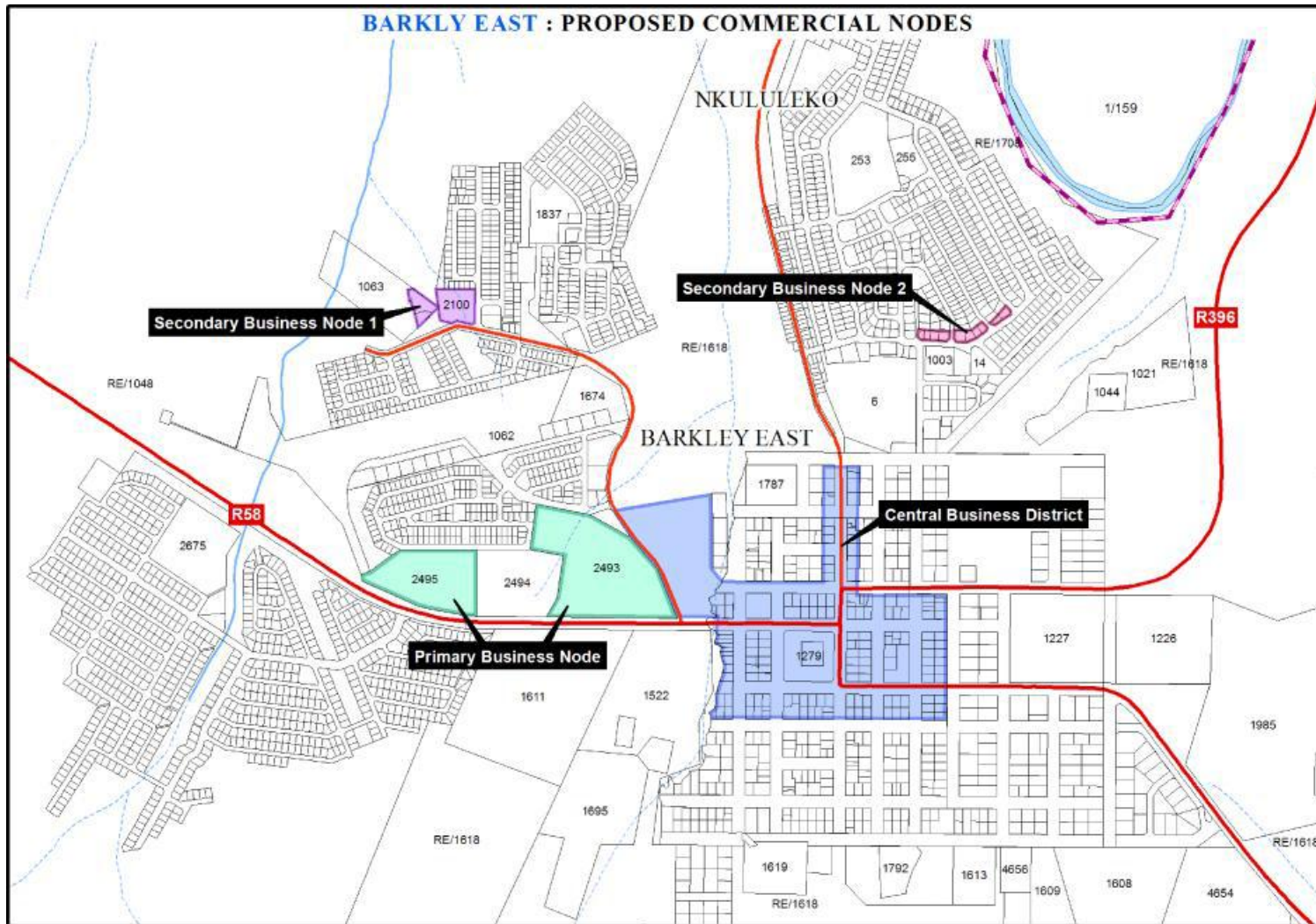


Figure 17: Barkly East town revitalisation: proposed commercial nodes

### 4.3.3 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. agri-produce) that require linkage.
- Identify and prioritise areas where the need for improved access is greatest.
- Prioritise maintenance and upgrade of strategic link routes.
- 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 17 below outlines key spatial issues objectives and corresponding development strategy guidelines.

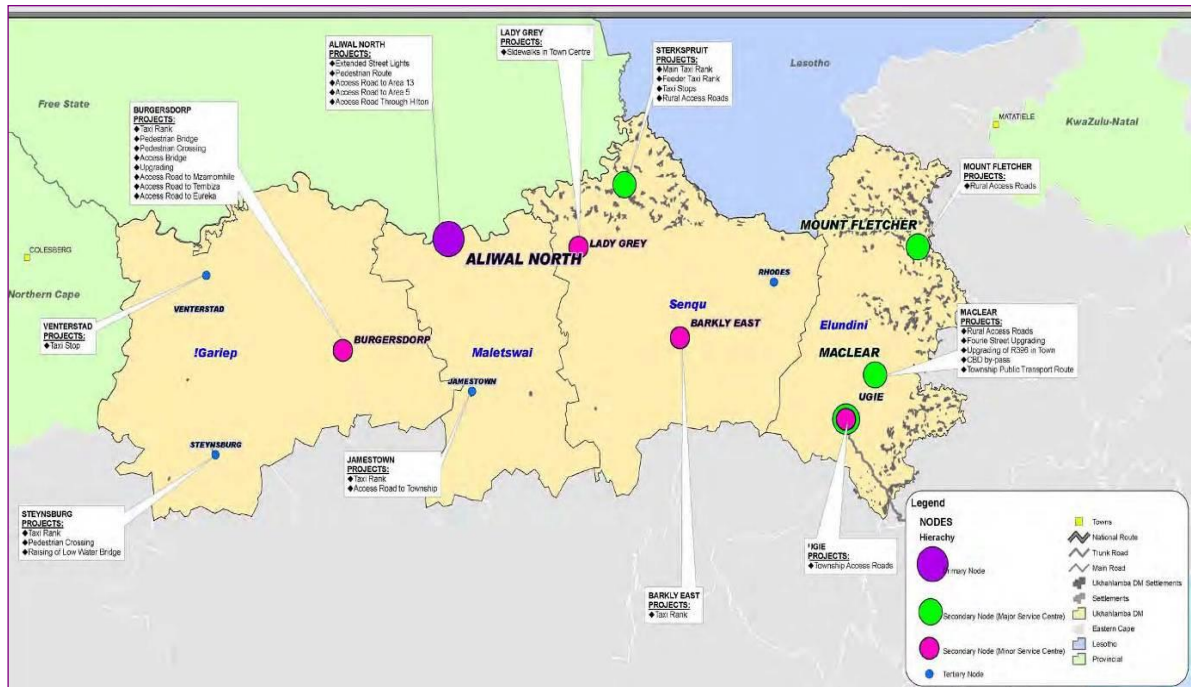
**Table 17: Spatial Key Issues, Objectives and Strategies in the District**

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. agri-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.	Implement the principles of Integrated Environment Management.

Key Issue	Objective	Strategy
	Protect environmentally sensitive areas	

#### 4.3.4 Development nodes and corridors

Figure 18 below depicts development nodes within the District. These are substantially informed by the strategic direction of the District and the 2007 Growth & Development Summit.



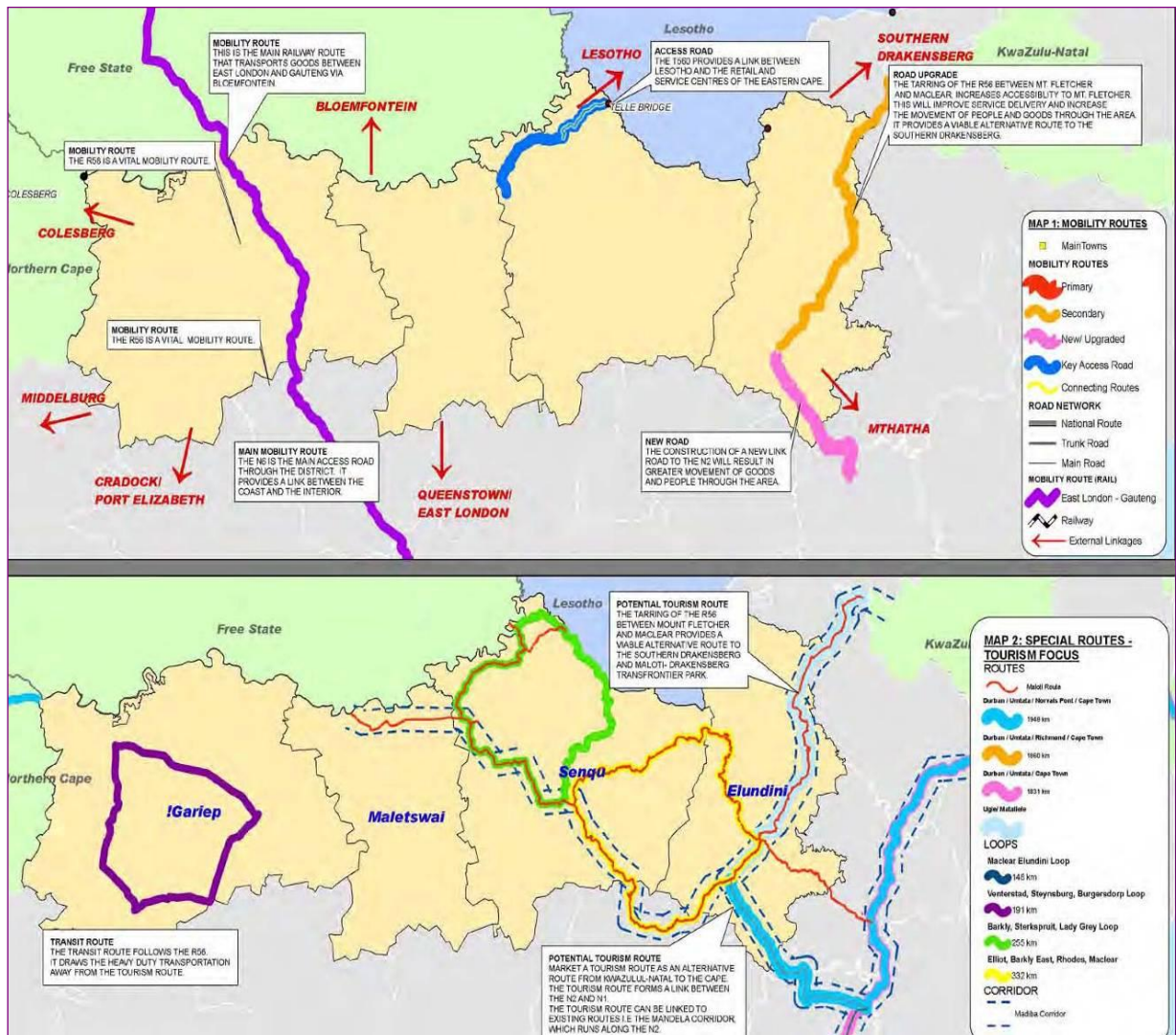
**Figure 18:** Development nodes and proposed investment within the District

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 Ndofera, 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 19 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 19: Key Development Corridors**

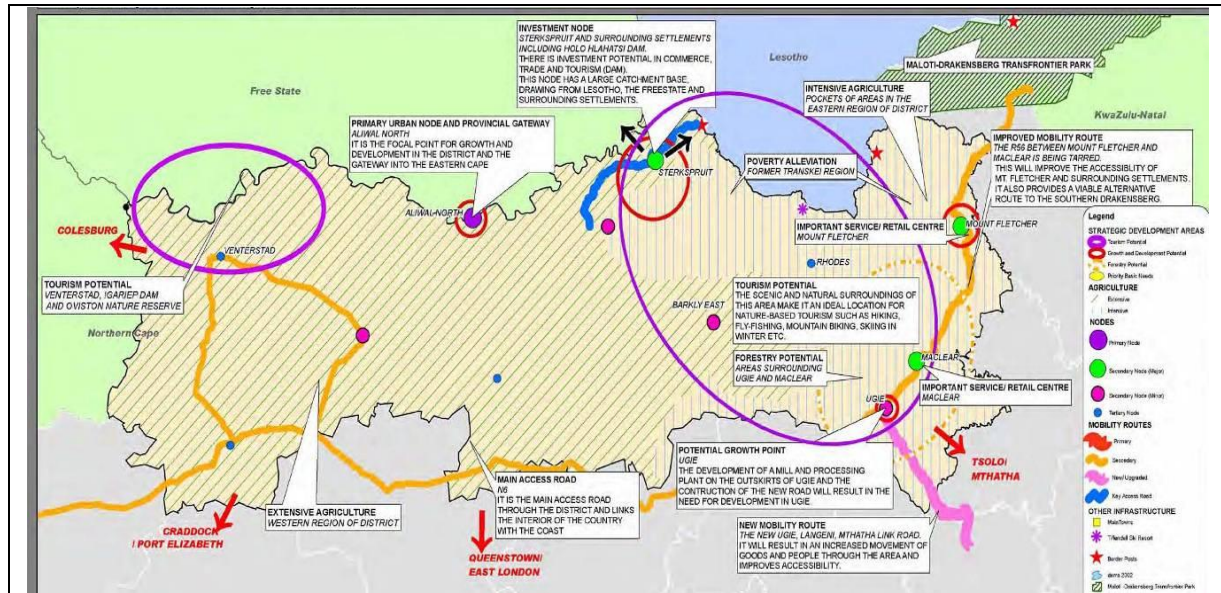
The main tourism corridor identified is the so-called Madiba Corridor, which links the Joe Gqabi District to the current Madiba route via the new Ugie -Langeni road and extends it to the north-west along the R58 to Aliwal North, and along the R56 to the north-east through Mount Fletcher to the Maluti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

Special Development Areas as depicted in figure 15 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 20.



**Figure 20:** 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.

#### 4.3.5 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.

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.

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:
  - ✓ N dofela
  - ✓ 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.

- ✓ Concerning access to external markets and services, the road linking Aliwal North to Lady Grey is particularly significant.

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.

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)

#### 4.3.6 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 23 below.

**Table 18: Unlocking land for future development**

Key issue	Objective	Strategy
<b>Basic Needs</b>	<ul style="list-style-type: none"> <li>◆ Ensure availability of minimum acceptable level of infrastructure and services throughout the DM</li> <li>◆ Improved capacity in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>◆ Identify and prioritise areas of greatest need</li> <li>◆ Systematically link services and services supply networks to optimise efficiency</li> <li>◆ Focus on involvement of all relevant stakeholders</li> </ul>
<b>Spatial</b>	<ul style="list-style-type: none"> <li>◆ To create an efficient and</li> </ul>	<ul style="list-style-type: none"> <li>◆ Consolidate and densify settlements where</li> </ul>



<b>Fragmentation</b>	integrated settlement pattern	appropriate. <ul style="list-style-type: none"> <li>◆ Promote the integration of sprawling settlements.</li> <li>◆ Prioritise maintenance and upgrade of strategic link routes.</li> </ul>
<b>Linkages and Access</b>	<ul style="list-style-type: none"> <li>◆ Well-structured network system allowing for ease of movement. Efficient and effective links between identified nodes and relevant products and services.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Identify nodes and products (i.e. agri-produce) that require linkage.</li> <li>◆ Identify and prioritise areas where the need for improved access is greatest.</li> <li>◆ Prioritise maintenance and upgrade of strategic link routes.</li> </ul>
<b>Land Use Management</b>	<ul style="list-style-type: none"> <li>◆ An appropriate Land Use Management System in operation across the DM Security of access to land for development</li> </ul>	<ul style="list-style-type: none"> <li>◆ Support and implement a programme to develop appropriate new Zoning Schemes for Urban and Rural areas, in line with the direction of new legislation.</li> <li>◆ Support land reform and settlement upgrade initiatives by identifying</li> </ul>

## **4.4 Recycling and environmental principles**

---

### **4.4.1 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. Recycling projects have started in Barkly East, Sterkspruit and Lady Grey. The Lady Grey recycling deals primarily with bottles. The District has been the winner of Provincial cleanest town awards for two consecutive years in Lady Grey and Aliwal North respectively.

### **4.4.2 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 revitalisation and regeneration of nodal towns within the Districts, including Aliwal North, Barkly East, Maclear, Mt Fletcher, Burgersdorp, Venterstad and Steynsburg. Funding for the implementation of this plan is required. Other small town regeneration initiatives include the Gariiep municipality's development of town entrances, parks and memorial sites at a total cost of R 600 000 from DEDEAT Designs for this project have been developed and additional funding of R7m was secured from DEA.

### **4.4.2 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, PSDF, District SDF and Environmental Management Plan land development should consider the following environmental principles:

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

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

With regard to environmental by-laws, Elundini and Senqu municipalities have adopted Air and Noise pollution by-law though enforcement needs to be strengthened. The District

has adopted fire safety by-laws. Capacity is being built for enforcement and creation of community awareness.

#### 4.5 Climate change

---

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

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

The burning of veldt and fuel wood from *sustainable* sources is not considered as a source of GHG, as CO<sup>2</sup> is re-absorbed during the subsequent re-growth of vegetation in the area affected. In areas of deforestation, non-sustainable wood burning would be considered as a contributor towards GHG emissions. The following are some likely impacts that JGDM may experience because of climate change:

- Increased temperature
- Change in rainfall patterns

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

- **Reduce GHG emissions** by decreasing or eliminating fossil fuels and other activities that produce GHGs, such as:
  - ✓ Increasing the use of public transport and more fuel-efficient cars will reduce the amount of petrol burned in transportation.
  - ✓ Increasing the efficiency of electricity use at home or in industries will decrease the amount of coal burned in electricity production.
  - ✓ Using solar panels or wind turbines to produce electricity without emitting GHGs or switching from fuels that produce a lot of GHGs, like coal, to those that produce less, like natural gas, will reduce GHG emissions from energy use.
  - ✓ Preventing deforestation and loss of other functioning ecosystems will prevent carbon stored in vegetation and soils from being released into the atmosphere.
- **Increase carbon sequestration** which removes CO<sub>2</sub> from the atmosphere, such as

- ✓ Restoring forests, wetlands, and other ecosystems will remove CO<sub>2</sub> from the atmosphere because plants absorb CO<sub>2</sub> 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.

There are some renewable energy programmes within the District. Currently there is a major project that is planned in the area of Burgersdorp focusing on solar energy generation. The project will provide the municipality with a significant source of alternative project. The municipality is also investigating options to invest in sustainable energy sources such as solar systems. All new low cost housing projects will be fitted with a solar water heating low-pressure geyser that uses natural sunlight to stimulate the Thermal siphon effect.

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.

#### **4.6 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 5: LOCAL ECONOMIC DEVELOPMENT**

### **5.1 Adoption of LED Strategy**

---

The JGDM adopted its comprehensive LED Strategy in 2009. A review of the strategy started in January 2014 and a final report was completed in November 2015. The strategy identifies key economic development programmes that the District and its agency, JoGEDA, should focus on in the next five years covering both short, medium and long term programmes and projects. The LED strategy is appropriate to the existing local economy as the developed objectives and action plans are based on the status quo situation of the District economy, as well as its powers and functions.

### **5.2 District Planning Framework**

---

The National Spatial Development Perspective, National Development Plan, the mandate of local government, Provincial Growth and Development Strategy and 2007 Growth and Development Summit inform the District planning framework. 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
- Target job creation, growth and development strategies, skills development initiatives and service delivery.
- Maximizing tourism and agricultural potential of the District area
- 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

### **5.3 Platforms for Stakeholder and Community Participation**

---

A number of LED related stakeholder forums are functional which include the Agricultural Forum, District LED Forum, District Support Team, anti-poverty sites forum, community works programme forum, LED forums at local municipalities, Tourism Working Group and SMME forum. Established and functional business chambers within the District include

Maletswai Chamber of Commerce and Sterkspruit Business Chamber. A Round Table Forum which deals with developments around the PG Bison area in the Elundini municipality is also in existence.

#### **5.4 Role of Joe Gqabi Economic Development Agency**

---

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

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

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

##### **Aliwal Spa**

The focus is to ensure that this tourist facility is commercialised. JoGEDA seeks to ensure that optimum use of the facility takes place, with the Spa as a sought after leisure destination in the province, and in the nation. The strategic intent is to attract investment and interested parties to position and market, upgrade and maintain the facility so as to ensure that it becomes a competitive and self-sustainable tourist facility.

With regard to the development of the long term sustainability plan for the Aliwal Spa, the ECDC has committed an amount of R561 000 towards the R850 000 required for a feasibility and re packaging of a Business Plan. This will focus mainly on the development of a creative and innovative business and operational model which includes but not limited to the following:

- The rehabilitation and/or development and/or upgrading and operation of all related infrastructure and facilities by the selected investor/operator. This includes all on-site infrastructures (water, roads, energy, sanitation etc.
- A project team has already commenced with the implementation of the activities.

##### **Gariiep Middle Income Housing Development**

This project includes the development of 64 hectares of land in Burgersdorp. A study was conducted in Burgersdorp for the development middle-income housing project. In a partnership between the Agency and GIZ, there is a high level study that will be done to refine the concept and also finding the solutions relating to bulk infrastructure.

### **Maize Meat Hub Feedlot**

The essential purpose of the maize-meat hub in Elundini Local Municipality is to increase income and employment for emerging farmers by developing the red meat value chain in a region which holds competitive advantage within livestock production. The proposed intervention was made in view of the existing market gaps and situational analysis that recommended a feedlot is setup in the Joe Gqabi District. During the 2013/14 financial year there have been a series of engagements with the Department of Rural Development and Land Reform (DRDLR) to find innovative ways to develop the project and ensure involvement of emerging farmers in the red meat production value chain

### **Senqu Plastic Manufacturing**

The Agency is intending to revitalise the poly vinyl chloride (PVC) plastic pipe manufacturing project located in the small town of Lady Grey. JoGEDA intends to revive the project to ensure it is well positioned to become a competitive and self-sustainable manufacturing factory which creates employment in the region. JoGEDA seeks to attract both the private and public sectors to invest and participate in the development of the project. There have been engagements with the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) and CSIR to repackaging the feasibility and business plan for the project.

### **Senqu Commercial Property Development – Sterkspruit**

Commercial property development opportunities have been identified and fully investigated in a feasibility study in various towns of the Senqu Local Municipality such as Barkly East, Lady Grey and Sterkspruit. The outcomes of the study show that various opportunities should be undertaken: Small to medium shopping centre, business support centres and office property development in these towns. There are discussions with the Senqu Local Municipality regarding the creation of a value proposition exercise relating to the development of the community shopping centre in Sterkspruit. The next step for the project is the full Technical and Environmental Assessments for the Mixed Use Node specifically for the identified piece of land.

### **Elundini Middle Income Housing Development**

This project includes the development of 90 hectares of land in Maclear. A comprehensive study is required for the project. The Scoping Report conducted indicated that a Feasibility Study that is concentrated on the identified piece of land needs to be conducted.

### **Senqu Commercial Property Development – Barkly East**

A feasibility study was conducted covering the greater Senqu Local Municipality, where potential locations were identified for commercial property development in Sterkspruit, Barkly East and Lady Grey. A site has been earmarked as most suitable for future development.

## **Investment Strategy**

The core mandate of the Agency is to attract direct and indirect investment into the region; key to this exercise is to further develop the existing investment policy into a more comprehensive document that speaks to the unique characteristics that are in our local municipalities. A Business Breakfast was held in Sandton in the previous financial year, this served as a platform to showcase all the agencies portfolio of projects. The development of the Investment Promotion strategy is underway.

## **Facilitation of skills development**

The Agency seeks to incorporate skills development into the catalytic projects implemented by the Agency. The Agency will be focusing on the development of the skill development strategy. Applications for a variety of learnerships and Bursaries have been submitted to EWSETA. This was done with the assistance of the CHDA. Further collaboration between the two institutions in terms of achieving this objective is on the horizon.

Some of the strategic partnerships that have been secured include:

- CSIR is providing expertise for the development of the feasibility study, business plan and the operationalization of the Aliwal Spa and Senqu Plastic Manufacturing.
- ECDC is providing funding towards the development of the feasibility study and business plan for the Aliwal Spa.
- National Department of Tourism is providing funding towards the infrastructural upgrades or renovations on the Aliwal Spa.
- REID and NAMC also provide technical expertise to complete a business plan for the development of the Maize Meat Hub Feedlot. A draft business plan has been developed and a service provider was also appointed to conduct EIA.
- GIZ is also providing technical expertise to refine a feasibility study and business plan for the development of the Gariep Middle income housing project.

The lack of bulk infrastructure remains a challenge in the Joe Gqabi District and that requires innovative ways to find solution on how best the situation can be solved. The situation poses threat to the majority of projects especially the housing projects. Funding is a challenge. IDC funding still outstanding yet all the funds that have been allocated for the projects are based on the availability of these funds. Issues such as land invasions pose a threat to the some of the projects. Lack of human and financial capacity remains a challenge for the Agency especially for the projects.

## **5.5 Competitive and Comparative Advantage**

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

There is an important distinction between commercial agriculture (practiced in 80% of the District) and subsistence agriculture (practiced in 20% of the District). In the Gariep,

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.

## **5.6 Land Reform**

---

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

to be urgently completed.

The potential land redistribution projects within the Joe Gqabi District are shown in table 19 below.

**Table 19: 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

## 5.7 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.

## 5.8 SMME and Cooperatives

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

Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. Moreover, an invoice based payment system

was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC and the District Municipality. The programme is currently being implemented.

With a view of promoting and regulation economic development, focusing on the entertainment sector, the District has developed and gazetted generic liquor by-laws that are applicable throughout the District.

## **5.9 Institutional Arrangements**

---

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

## **5.10 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.

## **5.11 Expanded Public Works and Community Works Programme**

---

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

The Community Works Programme (CWP) 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 Gariiep local municipality. Two thousand people Senqu and one thousand people from each of the other two municipalities will benefit from the programme.



## **6.1 Water and Sanitation Planning**

---

### **6.1.1 Water Service Authority and Provider status**

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

#### **Urban areas:**

- Gariiep 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, Gariiep, Senqu and Maletswai local municipalities. The purpose of the takeover was to ensure improved management and provision of water and sanitation services throughout the District. Service level agreements on the matters incidental to the transfer of the function to the District have been signed with local municipalities.

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. The review for the next financial year was adopted by Council in May 2013. The WSDP provides 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 not be fully addressed in the short term.

### **6.1.2 Capacity of the District**

Institutionally, the District has technical capacity to deliver infrastructure services. The Technical Services Department is headed by a senior manager 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.

### **6.1.3 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.

#### **6.1.4 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 Gariiep, 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.

#### **6.1.5 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 Steynsburg and Jamestown for wastewater treatment works. The Sterkspruit area is currently benefiting in the development of bulk supply for both wastewater treatment works and water treatment works. Bulk provision in Mt Fletcher has been completed and reticulation is underway.

#### **6.1.6 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, which are mainly found in informal settlements. The full level of service refers to house connections. The status on water service backlog is detailed in the table 20 below. Table 21 shows water users with their spatial positioning.

**Table 20: 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
<b>5. Total Served (2+3+4)</b>	<b>28337</b>	<b>0</b>	<b>18294</b>	<b>184</b>	<b>5,628</b>
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)

**Table 21: Water users with their spatial positioning**

	Regional / local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other
DC14: Joe Gqabi									
Formal residential	30300	300	153	288	180	576	195	2475	540
Informal residential	1206	15	3	6	231	99	3	3	60
Traditional residential	19995	8130	8457	2130	3135	8838	1383	1554	1188
Farms	237	2568	765	171	294	513	81	321	75
Parks and recreation	3	9	-	-	39	12	-	9	-
Collective living quarters	102	-	-	-	-	-	-	-	-
Industrial	-	-	-	-	-	-	-	-	-
Small holdings	3	3	-	-	-	-	-	-	-
Vacant	222	111	48	9	12	33	3	12	18
Commercial	471	-	-	-	63	-	6	6	3
EC141: Elundini									
Formal residential	7710	126	114	246	144	447	111	2262	228
Informal residential	3	9	-	-	-	99	-	-	39
Traditional residential	3183	5517	4491	1254	2208	6294	708	723	609
Farms	33	144	210	75	54	186	12	39	9
Parks and recreation	6	9	-	3	36	12	-	9	-
Collective living quarters	12	-	-	-	-	-	-	-	-
Industrial	-	-	-	-	-	-	-	-	-
Small holdings	-	-	-	-	-	-	-	-	-

Vacant	165	96	33	6	9	21	3	6	15
Commercial	84	-	-	-	-	-	-	-	-
EC142: Senqu									
Formal residential	5184	18	18	30	6	126	12	54	171
Informal residential	375	-	3	-	-	-	-	-	9
Traditional residential	16815	2613	3963	879	930	2541	672	834	582
Farms	39	717	462	51	147	306	24	60	12
Parks and recreation	-	-	-	-	-	-	-	-	-
Collective living quarters	-	-	-	-	-	-	-	-	-
Industrial	-	-	-	-	-	-	-	-	-
Small holdings	-	-	-	-	-	-	-	-	-
Vacant	51	12	15	3	6	12	-	3	-
Commercial	171	3	-	-	60	-	3	6	3
EC143: Maletswai									
Formal residential	9396	15	21	3	21	6	24	78	66
Informal residential	828	-	3	6	228	-	3	-	15
Traditional residential	-	-	-	-	-	-	-	-	-
Farms	93	753	48	15	39	15	18	69	18
Parks and recreation	-	-	-	-	-	-	-	-	-
Collective living quarters	93	-	-	-	-	3	-	-	-
Industrial	-	-	-	-	-	-	-	-	-
Small holdings	6	3	-	-	-	-	-	-	-
Vacant	-	-	-	-	-	-	-	-	-
Commercial	216	-	-	-	-	-	-	3	-
EC144: Gariiep									
Formal residential	8010	141	3	6	3	-	48	84	72
Informal residential	-	-	-	-	-	-	-	-	-
Traditional residential	-	-	-	-	-	-	-	-	-
Farms	75	957	42	30	54	6	27	156	33
Parks and recreation	-	-	-	-	-	-	-	-	-
Collective living quarters	-	-	-	-	-	-	-	-	-
Industrial	-	-	-	-	-	-	-	-	-
Small holdings	-	-	-	-	-	-	-	-	-
Vacant	12	6	-	-	-	-	3	-	-
Commercial	-	-	-	-	-	-	-	-	-
<b>All cells in this table have been randomly rounded to base 3</b>									

### 6.1.7 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 22.

**Table 22: 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
52 567	11 151	9 436	2 610	3 960	10 101	1 673	4 388	1 889

Source: Stats SA Census 2011

According to the Census 2011 figures, about 54% of the population of the District had access to the basic level of access to water (table 23). 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 23: Water Access levels per type of settlement**

Households - Water Service Delivery Levels below the minimum					
<b>Formal Settlements</b>	Total households	92 942	<b>Informal Settlements</b>	Total households	4 235
	Households below minimum service level	32 799		Households below minimum service level	1 020
	Proportion of households below minimum service level	35%		Proportion of households 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, the District must address a significant sanitation backlog as depicted in tables 24 and 25.

**Table 24: 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%
<b>Total</b>	<b>308,365</b>	<b>172, 118</b>	<b>136, 245</b>	<b>56.00%</b>	<b>44.00%</b>

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

**Table 25: 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
<b>Total</b>	<b>23, 777</b>		<b>16,575</b>		<b>R 246,511,598</b>

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 %.

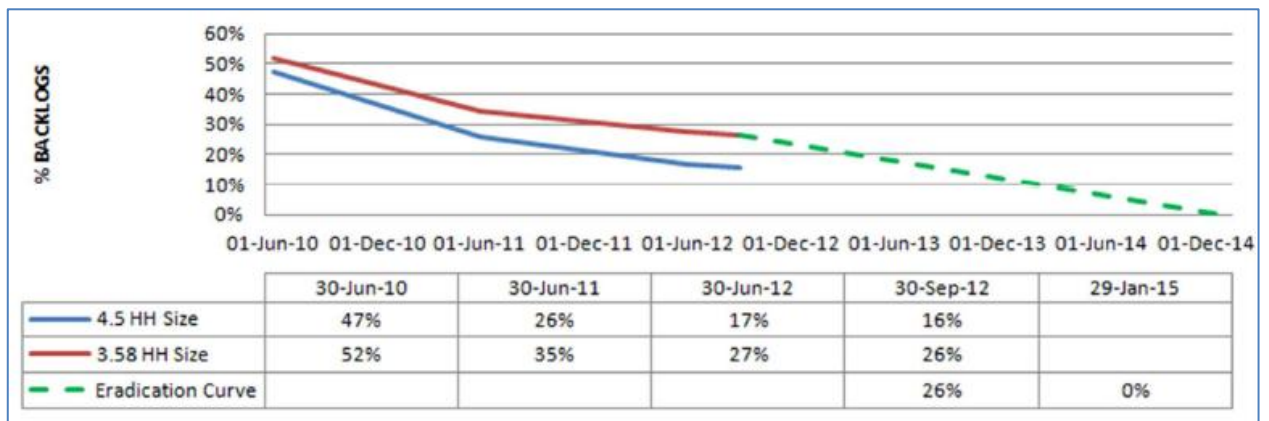
To meet the national targets will require the injection of financial and human resources as depicted in table 26 below. The backlogs and the budget include bulk infrastructure development. Tables 27 and 28 detail eradication schedules for water and sanitation services.

**Table 26: 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 27: Sanitation eradication schedule**



Source: 2013 WSDP of the District

**Table 28: Water Backlog eradication schedule**



Source: 2013 WSDP of the District

In terms of the areas without access to basic services standards for both sanitation and water, the rural areas in Elundini, particularly in Mt Fletcher and Maclear lack services. In the Senqu area, rural villages around Sterkspruit do lack services. The reasons for such backlog relate to historical situation of lack of investment in these areas as well as inadequate MIG funding to address all backlog. These areas also do not have reliable services to the same reasons. Reliability of services is also affected by availability of water at the various water sources. Areas such as Lady Grey are affected.

Due to the aging infrastructure, the District area may be affected by unreliable service provision due to frequent pipe bursts. The area of Lady Grey is also mostly affected due to lack of water in the area. The available dam does not cater for the increasing demand.

The main nodal areas or town such as Aliwal North, Burgersdorp, Maclear, Ugie, Mt Fletcher, Lady Grey, Ugie and areas with the highest levels whilst intermediate levels are generally found the townships, including Kwezi Naledi, Dukathole, Joe Gqabi, etc.

### 6.1.8 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 29 below.

**Table 29: 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	R212.80	R289.10	R357.80	R 78.10	R 23.20	R 83.90	R31.00	R 2,284.8
Roads: new	R151.80	R334.40	R381.70	R399.60	R273.00	R201.30	R49.10	R 1,791.0
Sanitation Backlogs	R120.70	R124.00	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	R117.50	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
	R610.10	R970.00	R951.50	R477.70	R296.20	R285.20	R80.10	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.

### 6.1.9 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

### 6.1.10 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 35 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 30: 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.

#### **6.1.11 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. Currently all formal areas especially in town have been provided with waterborne sanitation services and in rural areas found in Elundini and Senqu municipalities are provided with VIP toilets. In informal areas there is utilisation of bucket system.

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. Funding remains the main obstacle towards achievement of universal access to water and sanitation services.

#### **6.1.12 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. The policy was adopted with the budget in May 2015 and is reviewed annually. The summary of the Policy available and was published with the budget and IDP.

Indigent registers are credible and accurate. However, to due ongoing changes on the community profile, the registers are reviewed annually to keep them up-to-date. Currently the District is reviewing the Maletswai municipality indigent register. Relevant stakeholders are being engaged to extend this process to other municipalities. The

register of local municipalities re synchronised with the District register as they form the starting point for the compilation and review of the District indigent register.

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, which services as a steering committee was established in 2012. However, the functionality of the forum has been identified as not consistent and in need of capacitation and support. Initiatives to strengthen this forum were implemented. One of the functions of the forum is to coordinate and ensure integration between the District and local municipalities.

The established ISD unit also serves as a free basic services unit.

### **6.1.13 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 2012/13 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.

### **6.1.14 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 addresses 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.

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.

The District received two green drops for the Sterkspruit and Ugie treatment works in the 2010 and 2011. It is the intension of the District to increase the attainment in this regard.

#### **6.1.15 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 31 and 32. 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 31:** *Quality of water used by each sector*

Description	WSDP Implemen- tation 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 <sup>(2)</sup>	7,851	N/A
Total Water supplied to Rural Consumers	3.690	3,296	N/A
<b>Total Water supplied (Ml/y)</b>	<b>12,817</b>	<b>11,147</b>	<b>N/A</b>
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
<b>Total Losses (Ml/y)</b>	Not measured	Not measured	Not measured

Source: District WSDP Audit Report 2013

**Table 32:** Quantity of water provided to the WSA by another water services institution

Description	WSDP Implemen- tation 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) (Ml/a)	7,721 <sup>(3)</sup>	6,831 <sup>(4)</sup>	No known

Source: District WSDP Audit Report 2013

### 6.1.16 The drought conditions

The current drought highlighted the vulnerability of how totally dependent the towns of Aliwal North, Goedemoed, Bethulie, Springfontein, Trompsburg, Zastron, Sterkspruit Area, Lady Grey, Burgersdorp and Rouxville are on the water from the Gariep/Orange river. Some of the above mentioned towns are on unreliable sources, which in recent years, has proved to collapse under severe weather conditions.

The current drought prove that the Orange river is no longer a completely reliable source of water supply with the periods of non-flow increasing in duration and occurrence over time. The total standstill and drying up during December 2015 almost put Aliwal North in a situation of chaos! If it wasn't for the Joe Gqabi District Municipality, the Maletswai Local Municipality with the assistance and support of the Aliwal North Business Forum and the Farmers who carted water in truckloads from the farms into town, we could easily have ended up with a major disaster.

Since 1996, a significant driver of change in the water balance of the Orange River System was brought about by the storing of water in Katse Dam as the first component of

the multi-phase Lesotho Highlands Water Project (LHWP). Currently Phase 1 of the LHWP (consisting of Katse, and Mohale Dams, Matsoku Weir and associated conveyance tunnels) transfers 780 million cubic metres per annum via the Ash River into the Vaal Dam to augment the continuously growing water needs of the Gauteng Province. Phase 2 of the LHWP comprising of Polihali Dam and connecting tunnel to Katse Dam is in its planning stages and is expected to be in place by 2022. This will reduce the yield of the Orange River System and result in a negative water balance in the Orange River, requiring a yield replacement option in the Orange River.

Among all the dam development options in the Upper Orange WMA, raising Gariep Dam by 10m and building the Verbeedingskraal Dam was found to be economically the preferred two options as per the final recommendations of the report from the DWS tabled in February 2015. The combination of options that includes Verbeedingskraal Dam as an alternative to the raising of Gariep producing a URV of R0.29 at 8% discount rate and relates to a yield increase of 230 million m<sup>3</sup>/a in the context of the combined system. The envisaged 10m raising of Gariep Dam would have social impacts since the town of Bethulie will have to be substantially rebuilt above the area that would be at risk of flooding.

Despite the associated mitigation costs, the raising of Gariep Dam was still one of the most economical options. The Verbeedingskraal combination of options however significantly reduce the total evaporation losses from the Orange System in comparison with the raised Gariep combination of options, and resulted in significantly higher spills from Vanderkloof Dam, which will be to the advantage of the environment and the yield generated from Vioolsdrift Dam (*Source: DWA D000/00/18312/11 Final*).

The Verbeedingskraal Dam fills the gap between Lesotho and the Gariep dam. On the upstream side of the Damwall water can be pumped to Sterkspruit area, Lady Grey Rouxville and Zastron. Downstream of the Dam Wall controlled release of water will sustain water availability for the towns of Aliwal North, Goedemoed, Bethulie, Springfontein, Trompsburg and even Burgersdorp and will also supply a constant flow to help with irrigation for agriculture that will improve food security. All these Communities lie above the Gariep Dam with no benefit of the water stored therein. As such the recommended lifting of the Gariep Dam Wall by 10 meters still leave these towns totally vulnerable. The estimated cost at the time of investigation showed the cost of the Verbeedingskraal dam to be R1 048 Million. This sounds like a lot of money, but to bring the Capital Cost into perspective we looked at the Annual Cost of R350 Million

Dams and reservoirs contribute significantly in fulfilling the following basic human needs:

- Water for drinking and industrial use
- Development of Small-Scale-Farmer Irrigation
- Flood Control
- Hydro power generation
- Silt deposit in the Gariep Dam



- Tourism

## **6.2 Electrification**

---

### **6.2.1 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 Gariiep local municipality is exploring a process of taking over the electricity service provision from Eskom. Most urban households and commercial farming areas in Gariiep have access to electricity as well as streetlights. Although there is no electricity backlog in Gariiep, 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.

## **6.3 Road Maintenance**

---

### **Key road networks**

In terms of the Integrated Transport Plan (ITP), which was adopted by Council in 2004 and reviewed in 2011, the road network in JGDM can be divided into National, Trunk, Main

Roads, and Access Roads. Only one National road, the N6 from Aliwal North to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries. The N6 national road passes through Aliwal North and Jamestown. The N6 is the main access road through the District and links the interior of the country with the Eastern Cape coastal areas. The N6 road is under the jurisdiction of the South African National Road Agency Limited and is in a good condition.

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

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

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

### **Roads maintenance**

The District is currently implementing roads maintenance function 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. The agreement has been extended for the 2015/16 financial with a budget of R34 million covering capital and operational requirements. 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.

### **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

### **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.

## **6.4 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

Shosholoza 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.

## **6.5 Waste Management**

---

The District municipality has prioritized the review of the Integrated Waste Management Plan (IWMP). The plan was endorsed by DEDEAT. The existing plan was adopted by Council in 2005 and is now outdated. The District is in a process of applying for funding for its review from the Environmental protection and Infrastructure Programme (EPIP). Through implementation of the Plan, a PPP was initiated in Elundini municipality to outsource management of the Ugie landfill site and a possible extension to the other local municipalities in a period of four years. In the 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. Trade and effluent policy regarding treatment and disposal of wastewater is in place and being implemented. A budget for this purpose is allocated under the MHS function of the District as approved by Council.

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

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

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

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

Table 33: Status of waste sites within the District

LM	Number of municipal waste sites	Number with formal recognition by DEDEAT	Compliance with permit conditions	Key challenges
Gariep	3	1	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 that are implemented and enforced. A process to ensure existence and enforcement of the by-laws in the other municipalities will be facilitated through the District Waste Forum, which meets quarterly.

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

LM	No of sites	Activity
Maletswai LM	Jamestown X 1	Issued Licence to <b>Operate</b>
Senqu LM	Sterkspruit X 1	Issued Licence to <b>Closure</b>

Gariiep LM	Burgersdorp X 2	Issued Licence to <b>Closure</b>
	Venterstad X 1	Issued Licence to <b>Closure</b>
	Steynsburg X 1	Issued Licence to <b>Operate</b>

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

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

## **6.6 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 review 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.

## **6.7 Municipal Health Services**

### **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.

### **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.
- Siting 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.

## **6.8 Social Infrastructure**

---

### **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. 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 34. 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 34: 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
<b>Elundini</b>	1	1	17	4	2	<b>2</b>
<b>Senqu</b>	3	1	18	2	4	<b>4</b>
<b>Maletswai</b>	3	2	1	9	2	<b>2</b>
<b>Total</b>	7	4	35	15	8	<b>8</b>
<b>Joe Gqabi Total</b>	<b>11 Hospitals</b>		<b>51 Fixed Clinics</b>		<b>16 Mobile Clinics</b>	

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 throughout the District.

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

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

- Improve access roads: Umlamli hospital, Ndofela , Pelandaba and Queen Noti Clinics
- Improve access to ARV sites
- Re-open nursing colleges

## 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 35. Stock theft is a major problem in poor rural communities and is highest in Elundini.

**Table 35: 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 has been developed with a focus on areas with high levels of crime within the District.

## Housing

Table 36 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 36: Housing Status Quo in the District**

LM/DM Name	House	Trad	Flat/Clust	BackYrd	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

## 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 20 below shows an update in terms of progress in education attainment within the District.

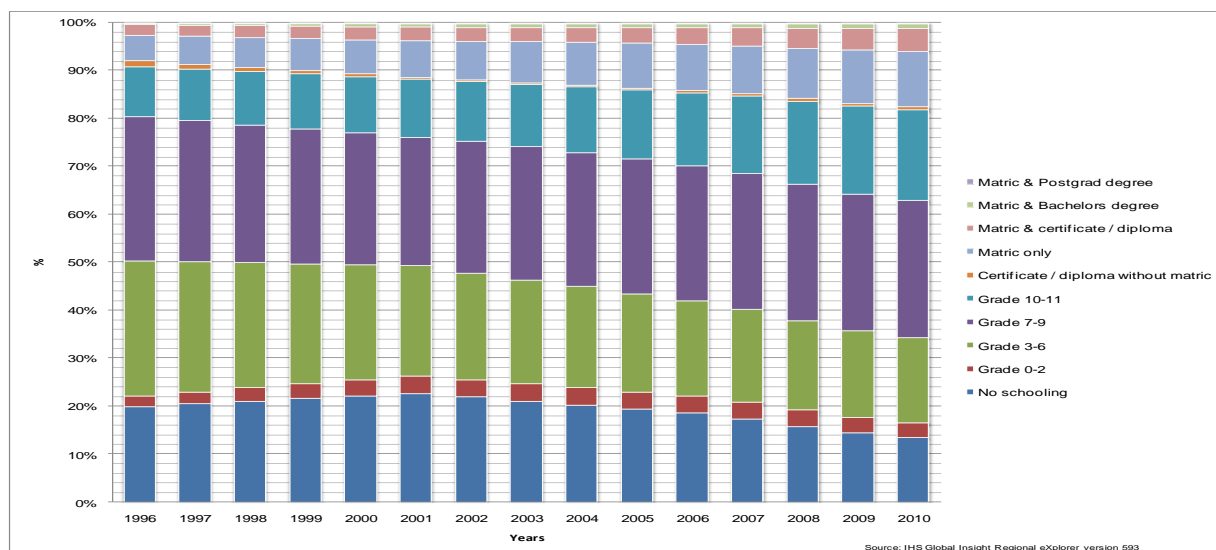


Figure 21: Education attainment

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 37 below shows the number of schools in the District in 2007.

**Table 37: 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.

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

The 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 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

## **6.9 Public Facilities**

---

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

- 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 38 below.

**Table 38: 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 7: DISASTER MANAGEMENT

### 7.1 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. A Disaster management Plan was adopted in 2005.

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

The District Disaster Management Unit has been established to develop the District's capacity to deal with disasters. The roles and responsibilities of the centre is to coordinate, plan, capacity building, prevention and mitigation of potential disasters that the area is prone to such as tornados, floods, thunder storms, snow, swine fever, cholera and

diarrhoea. In addition, local offices have been established by the District to perform the function at local municipality level.

The disaster management centre 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 GEM<sup>3</sup> System installed by the Province but the system is not linked to other municipalities, as it is the first of its kind and does not match with existing systems.

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

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



Pollution	Air Water Toxic Waste
Crowd related	Major events Civil unrest Faction fighting

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

## **7.2 Fire fighting**

---

Firefighting 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 firefighting, the District has acquired customised firefighting equipment in 2009 and a cost of R9 million. Further, firefighting equipment which includes skid unit fire-engines for each local municipal area and two medium firefighting engines as well as three major firefighting 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.

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

## **7.3 Disaster risk assessment**

---

With regard to managing high-risk development, the District Disaster Management unit plays an advisory role through Disaster risk management advisory forum meetings that seat quarterly to sector departments and communities. To manage and mitigate impact of high risk developments measures that are implemented include special building designs that withstand the forces of nature, planting of trees to create windbreaks, community awareness and capacity building programmes to inculcate risk avoidance behaviour are mitigation options which could be implemented. Mitigation strategies include emergency

preparedness such as community awareness, preparedness training, drills and rehearsals for those disasters, which cannot be prevented or mitigated, as well as for those that cannot reasonably be predicted. The Disaster Management centre is also participating in the monitoring of the Airstrips for safety landing. Safety inspections are also conducted throughout the District on an ongoing basis to identify and respond to potential Disaster risk areas.

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

Strategies for community vulnerabilities and risks identified include:

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

#### **7.4 Disaster and fire services institutional arrangements**

---

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

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

#### **7.5 Disaster bylaws**

---

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

### **SECTION 8: 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.

### **8.1 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.

### **8.2 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.

### **8.3 Joe Gqabi Women Development Plan**

---

### **8.4 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. 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

## **8.5 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).

The terms of reference for the development of the District Air Quality Management Plan (AQMP) have been developed. The District is an authority in terms of air quality 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 39). 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 39: Air quality Issues and Causes**

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

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

Key environmental issues per municipality can be summed up as follows:

JGDM	Elundini	Maletswai	Gariep	Senqu
Sanitation issues	Biodiversity	waste management	waste management	Land degradation/dongas
Waste management	waste management	sandmining	erosion	Waste management
Water resources	air quality	veld fires	veld fires	sandmining
	sandmining	Water resources	Water resources	veld fires
				Water resources

## 8.6 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 Mm<sup>3</sup>/a,
- The Mzimvubu River Catchment (the Tsitsa, Tina and Kinira tertiary catchments feed the Mzimvubu River), with a natural MAR of 2 897 Mm<sup>3</sup>/a, and
- The Kraai River Catchment with a natural MAR of 956 Mm<sup>3</sup>/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 Sebakale, 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.



## **8.7 Water Quality**

---

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

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

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

## **8.8 Wetland systems in JGDM**

---

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

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

research, and education.

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

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

## **8.9 Erosion**

---

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

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

## **8.10 Mining**

---

The District is underlain by a variety of rock types representing a considerable time span. The area is mainly underlain by sedimentary rocks, through which magmas have intruded to form dolerite dykes and sills over time. Mining sites not rehabilitated cause erosion and

subsequent sedimentation of rivers. Mining sites may not be licensed to operate and therefore are not obligated to rehabilitate the site. Abandoned stone borrow pits and quarries are common and are often not properly rehabilitated. Mined areas cause invasion by alien plant species, safety risks for local communities and can cause erosion and siltation of streams and rivers.

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

### **8.11 Faunal diversity**

---

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

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

### **8.12 Vegetation type**

---

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

The biodiversity has been degraded through a number of processes, including poor grazing management of stock animals, crop ploughing on slopes and indirectly through the invasion of alien invasive plant species. Land degradation through unsustainable utilisation may directly impact on agricultural potential and therefore impact on food production and food security. Land and soil restoration and rehabilitation therefore presents an opportunity to add value for future benefits. The District implements the working for water and working for wetlands programme which addresses land degradation and rehabilitation through protection of the natural environment and eradication of alien species. This programme also serves as a job creation programme under the EPWP

concept.

### **8.13 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.

#### **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 Gariiep 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.

### **8.14 Agricultural Plan**

---

The main farming activities on commonages and traditional land are sheep, goat and cattle farming. The contribution of these sectors is seldom reflected in official data, but thousands of families depend on income from this sector. In the communal farming areas of the Elundini and Senqu local municipalities, maize production is very important out of a food security perspective. Due to the high rainfall in these areas, the potential for maize production is very good, but current production activities are such that low yields are

obtained in the most instances. This is mainly due to a lack of funds with which to buy inputs as well as the absence of mechanization.

The massive food program and ASGISA contributed much to increase production outputs the past few years. The main commodities produced in JGDM are wool, mutton, and meat (cattle) followed by grains (maize, soybeans, dry beans, wheat) in the Elundini District and ostriches in the 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.

In terms of agriculture enterprise classification, the area can be divided as follows: Central area (70%): woolled sheep, cattle and maize (in that order), far western part (10%): woolled sheep; north eastern area (8%): Cattle, sheep and Maize (in that order); south eastern part (8%): sheep, goats, cattle and maize (in that order); and lastly the far eastern part (4%): Cattle, sheep and goats.

## Summary of opportunities and recommendations for commercial agriculture

Opportunities	Action plans	Costs
Feedlot	Due-diligence Must be a private sector initiative. Municipality should provide enabling environment such as electricity, access to roads and services.	R100,000 Private sector investment of R45 mil.
Abattoir	Cost benefit analyses to either upgrade current smaller abattoirs or build large abattoir near proposed feedlot.	
Grain silos in 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 selected locations	Agree and adopt strategy to produce apples between private sector and investors. Obtain interest from commercial producers and or companies. Decide on action plans and prepare detailed business plans	Buss. Plan: R1 mil. Investment: R150, 000 per ha x 200 ha minimum = R30 mil. Small packhouse: R10 mil.
Agri tourism	<ul style="list-style-type: none"> <li>◆ Integrated planning</li> <li>◆ Develop routes</li> <li>◆ Branding of area</li> <li>◆ Upgrade facilities</li> </ul>	
Production of niche products such as berries or other high value produce for the export market	<ul style="list-style-type: none"> <li>◆ Identify markets</li> <li>◆ Develop business plans</li> <li>◆ Branding of region and products</li> </ul>	
Small scale processing for niche and processed products	◆ Small-scale processing of wool, weaving of special products and marketing at international markets. Need for hand-made products are huge in Europe	
Medicinal plants and essential oils	◆ Explore possibilities, find markets and develop business plans for implementation	
Cultivation methods adapted to new technology	◆ Increase in fertilizer and high fuel prices increased inputs. Adoption of new technology such as minimum or no tillage on cultivated land should be promoted and implemented. This will increase biological activity in soil with net positive effect in long run – and reduction in input costs.	

### 5.13 Development of the District Agripark

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

developed in 2015 by the Department of Rural Development and Agrarian Reform and this report builds on that research as well as the Agricultural Policy Action Plan (APAP).

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

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

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

**Wool:**

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

**Maize:**

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

**Red Meat:**

- The Joe Gqabi environment is well suited to livestock farming with almost all areas of the District showcasing good suitability to livestock farming.
- Large opportunities exist in the Joe Gqabi District in Red Meat sub-classes Beef, Sheep and Goat.

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



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

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

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

## 8.15 Forestry Plan

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

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

Forestry plantations in Joe Gqabi total 25,487 ha and represent 20% of the plantations in the Eastern Cape. These plantations cover 1% of the total land area of the 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 m<sup>3</sup> of finished boards daily. Forestry ownership statistics within the District are shown in table 40.

**Table 40: 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 target.

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

The most significant private investment in the forest industry in Joe Gqabi has been the construction of the PG Bison chipboard mill at Ugie in Elundini. This investment was worth more than R1.4 billion and created an estimated 1,600 direct jobs during the construction phase. The board mill produces chipboard and laminated panels. The current intake of the board mill is 317,000 tons /annum. At full rotation the plantations owned by PG Bison this will produce an estimated 460 000m<sup>3</sup>/annum, but the plant need 560 000 m<sup>3</sup>/annum to run at full capacity. Currently the plant produce 650 m<sup>3</sup>/day of finished boards, but can produce 1000 m<sup>3</sup>/day.

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

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

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

Moreover, the expansion of the Ntywenka forestry plantation is planned with an objective to invest in forestry development in a portion measuring 220ha of land. The ECRDA has invested around R45 million in this development received from the Jobs Fund. The project is managed by a community trust and is employing around 200 people including both full-time and part-time employees. The project was meant to run for three years starting from 2014 but went a year behind and now will end 2017. Gumtree is the only type of tree that is being planted.

## **8.16 SMMEs and Cooperatives Development Strategy**

---

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

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

## SECTION 9: FINANCIAL MANAGEMENT AND VIABILITY PLAN

[To be inserted pending draft budget finalisation]

## **SECTION 10: SERVICE DELIVERY GOALS, INDICATORS AND PERFORMANCE TARGETS**

### **10.1 District Service Delivery Objectives**

---

The strategic planning session that was held by the District in March 2016 with an objective of reviewing the adopted IDP, confirmed the service delivery goals, objectives and strategies of the District.

### **10.2 Government agenda**

---

In the next five years, government will build on the progress made in implementing the 2009 priorities which are:

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

Government will also continue to expand access to housing and basic services as part of the commitment to build integrated and sustainable human settlements.

These goals require that government builds a democratic developmental state capable of mobilising all sectors of society and the economy as well as boldly intervening in the economy in favour of workers and the poor. Working with all sectors of society, government will need to create conditions for the promotion of social cohesion and nation building and contribute to a better Africa and a just world.

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

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

### **10.3 Alignment between the National, Provincial and JGDM programmes and MGDs**

---

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 57 below). These Strategic focus areas are also clearly linked to the social and economic development trajectory of the District as informed by the District communities.

**Table 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><b>Outcome 4:</b> Decent employment through inclusive economic growth</p> <p><b>Local Government role:</b></p> <p>OT 4: Design service delivery processes to be labour intensive</p> <p>OT 4: Ensure proper implementation of the EPWP at municipal level</p> <p>OT 11: Creating an enabling environment for investment</p> <p>OT 9: Implement the community work programme</p>	Expand the economy to ensure it creates jobs	<b>Strategic Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<p><b>Output 3:</b> CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p><b>Output 3:</b> CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	<b>Job Creation And Poverty Alleviation</b>
2. Strengthen the skills & human resource base	<p><b>Outcome 1:</b> Quality basic education</p> <p><b>Outcome 5:</b> Skilled &amp; capable workforce to support an inclusive growth path</p> <p><b>Local Government role:</b></p> <p>OT 5: Develop and extend intern and work experience programmes in municipalities</p> <p>OT 5: Link municipal procurement to skills development initiatives</p>	Improve the quality of education, training and innovation	<b>Strategic Priority 4:</b> Strengthen education, skills and human resource base	<p><b>Output 6:</b> Support access to basic services through improved administrative and HR practices</p> <p><b>Output 1:</b> Support municipalities in filling critical positions</p>	<b>Human Resource Development</b>
3. Improve the health profile of society	<p><b>Outcome 2:</b> A long &amp; healthy life for all South Africans</p> <p><b>Local Government role:</b></p> <p>OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p> <p>OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>	Ensure quality health care for all	<b>Strategic Priority 5:</b> Improving the Health profile of the Province		<b>Universal Access to Basic Services</b>
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	<p><b>Outcome 7:</b> Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p><b>Local Government role:</b></p> <p>OT 7: Facilitate the development of local markets for agricultural produce</p> <p>OT 7: Promote home production to enhance food security</p>	Create an inclusive and integrated rural economy	<b>Strategic Priority 3:</b> Rural development, land and agrarian reform and food security		<b>Rural development</b>



MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
5. Intensify the fight against crime and corruption	<p><b>Outcome 3:</b> All people in SA are &amp; feel safe</p> <p><b>Local Government role:</b></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	<b>Strategic Priority 6:</b> Intensifying the fight against crime and corruption	<b>Output 7:</b> Review and amend local government legislation, policy and regulations where necessary	<b>Sound and transparent governance</b>
6. Massive programmes to build economic and social infrastructure	<p><b>Outcome 6:</b> An efficient, competitive &amp; responsive economic infrastructure network</p> <p><b>Local Government role:</b></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	<b>Strategic Priority 2:</b> Massive programme to build social and economic infrastructure	<p><b>Output 2:</b> Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement</p> <p><b>Output 2:</b> Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity)</p> <p><b>Output 4:</b> Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement</p>	<p><b>Universal Access to Basic Services</b></p> <p><b>Build economic and Social Infrastructure</b></p>
7. Build cohesive, caring and sustainable communities	<b>Outcome 8:</b> Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	<b>Strategic priority 8:</b> Building cohesive, caring and sustainable communities		<b>Build social fabric</b>
8. Pursue regional development, African advancement and enhanced international cooperation	<p><b>Outcome 11:</b> Create a better South Africa, a better Africa and a better world</p> <p><b>Local Government role:</b></p> <p>OT 1: Participating in needs assessments</p> <p>OT 8: Participate in the identification of suitable land for social housing</p> <p>OT 1: Facilitate the eradication of municipal service backlogs in schools</p>				<b>Intergovernmental Coordination</b>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Focus Areas
9. Sustainable resource management and use	<p><b>Outcome 10:</b> Protect and enhance our environmental assets and natural resources</p> <p><b>Local Government role:</b></p> <p>OT 10: Ensure development does not take place on wetlands</p> <p>OT 10: Run water and electricity saving awareness campaigns</p>	Transition to a low carbon economy			Environmental conservation and protection
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	<p><b>Outcome 9:</b> Responsive, accountable, effective &amp; efficient Local Government system</p> <p><b>Outcome 12:</b> An efficient, effective &amp; development oriented public service and an empowered, fair and inclusive citizenship</p> <p><b>Local Government role:</b></p> <p>OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT12: Comply with legal financial reporting requirements</p> <p>OT12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing 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>	Social protection and building safer communities		<p><b>Output 5:</b> Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014</p> <p><b>Output 5:</b> find a new approach to better resource and fund the work and activities of ward committees</p> <p><b>Output 1:</b> Implement a differentiated approach to municipal financing, planning and support</p> <p><b>Output 6:</b> Improve audit outcomes of municipalities</p> <p><b>Output 6:</b> Reduce municipal debt</p> <p><b>Output 6:</b> Reduced municipal over-spending on operational expenditure</p> <p><b>Output 6:</b> Reduced municipal under-spending on capital expenditure</p> <p><b>Outcome 6:</b> Increase municipal spending on repairs and maintenance</p>	<p>Effective planning and reporting</p> <p>Sound transparent and governance</p>

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

<b>Millennium Development Goals</b>	<b>JGDM Strategic Focus Areas</b>	<b>Key District Programmes</b>
<ul style="list-style-type: none"> <li>Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.</li> </ul>	Job Creation And Poverty Alleviation	EPWP Implementation Coordination structures are in place
<ul style="list-style-type: none"> <li>Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.</li> </ul>	Rural development Environmental conservation and protection Intergovernmental Coordination	Focused coordination of rural development initiatives
<ul style="list-style-type: none"> <li>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.</li> </ul>	Human Resource Development	Skills development
<ul style="list-style-type: none"> <li>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.</li> </ul>	Build social fabric	Mainstreaming
<ul style="list-style-type: none"> <li>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.</li> </ul>	Build economic and Social Infrastructure Universal Access to Basic Services Effective planning and reporting	Functioning of oversight structures Improved Service delivery
<ul style="list-style-type: none"> <li>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.</li> </ul>	Build social fabric	HIV and AIDS programmes coordination
<ul style="list-style-type: none"> <li>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.</li> </ul>	Sound and transparent governance	Anti-fraud and anti-corruption measures are in place
<ul style="list-style-type: none"> <li>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.</li> </ul>	Intergovernmental Coordination	Coordination structures are in place

The alignment between the District Strategic Focus areas and the 2011 Local Government Mandate is depicted below.

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"> <li>▪ Job Creation And Poverty Alleviation</li> <li>▪ Build economic and Social Infrastructure</li> </ul>
Improve local public services and broaden access to them	<ul style="list-style-type: none"> <li>▪ Universal Access to Basic Services</li> </ul>
Build more united, non-racial, integrated and safer communities	<ul style="list-style-type: none"> <li>▪ Build social fabric</li> </ul>
Promote more active community participation in local government	<ul style="list-style-type: none"> <li>▪ Sound and transparent governance</li> </ul>
Ensure more effective, accountable and clean local government that works together with national and provincial government	<ul style="list-style-type: none"> <li>▪ Human Resource Development</li> <li>▪ Intergovernmental Coordination</li> <li>▪ Environmental conservation and protection</li> <li>▪ Sound and transparent governance</li> </ul>

## SECTION 11: SHORT TO MEDIUM TERM DEVELOPMENT PRIORITIES

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

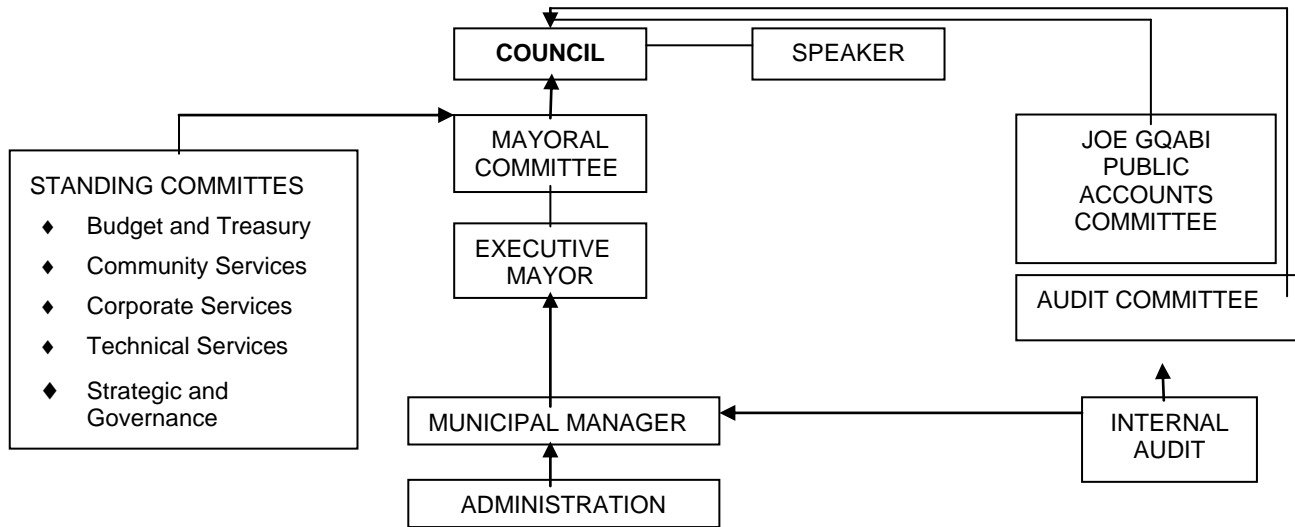
ISSUE	WHERE	BUDGET
Alternative water source for each town (drought mitigation)	District Wide	TBA (RBIG, MWIG)
WCDM Implementation	District Wide	Approx R10m (MWIG/ES)
Water Quality Monitoring – IT based remote monitoring system	District Wide	TBA (ES)
Asset Renewal (Electro-Mechanical)	District Wide	TBA (ES and WSOS)
Tender for additional NRM programmes ( WFW and Wetlands) ( increasing EPWP employment)	Elundini and attempt to expand to the Orange River catchment	May need co-funding
MHS focus on : Water ( access and quality) Pollution control (Sanitation) Waste ( formal and illegal) Food	District area	Water equipment R400 000
Build the capacity as waste authority and air quality authority	District area	Air Quality Equipment: R400 000 (x1)
Develop MHS bylaw	District area	R200 000 (using Salga generic document)
Public awareness: Water : conservation, billing, illegal connections World Environmental Health Day	District area	TBA

Disaster Risk Reduction Day Disaster and Fire awareness National Water Month ( March)		
O &M plan for WSA assets ( part of asset management)	District area	TBA
Hydrocensus of all water sources Ground water management plan ( part of WSA planning)	District area	R5m Asked in the drought plan
Build capacity around WSA compliance implementation Explore expansion of the incident management system ( IT systems) Equipment for mobile lab	District area	TBA
Resolve section 78 with local municipalities for fire services	District area	TBA
Vehicles		
Increase OHS Capacity by appointing additional OHS personnel	Support function located within Corporate Services (HR)	TBA
Increase capacity in the Labour Relations Office by appointing the Labour Relations Officer	Support function located within Corporate Services (HR)	TBA
Establishment of Fleet Management Unit	Support function within the Corporate Services – Council Support	TBA
Electronic Document Management System	All Directorates	TBA
Appointment of one Training Provider (Term Tender for implementation of staff and Council training)	Support function within the Corporate Services – Skills Development	TBA
Upskilling of JGDM Youth and Generally unemployed Communities for better work opportunities	District Wide	TBA
Provision of new office space and fixing of the existing offices	Barkly East	TBA
Employment of water rangers and process controllers	Whole district	TBA
Exit strategy – No more reliance on the Service provider for billing	Whole district	TBA
Installation of Pre-paid waters	Aliwal North	TBA

**12.1 Executive and Council**

**11.1.1 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 23 as follows:



**Figure 22:** Oversight and 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.

### 12.1.2 Top Management

The Municipal Manager and his Top Management team of four Section 56 Managers administratively lead the institution. All Section 56 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 56 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 56 Managers, including the Municipal Manager, have performance agreements signed with the institution and are reviewed annually in line with the IDP.

### 12.1.3 Organogram

As mentioned above, the administrative structure of the District consists of four directorates as depicted in figure 24 below. The position of the Municipal Manager and all other Section 56 Managers are filled. Section 56 and middle management sign performance contracts, which are generally over a period of five years and reviewed at the end of the term.



Figure 23: 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 2014. This ensured that all positions in are taken into account in the budget. All position in all five Departments are filled and vacancies are filled within a period of three months when as they are available. All employees have job descriptions, which were re-evaluated during the TASK process in 2012. The total cost to populate the organogram is about R149 844 000.

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.

#### **12.1.4 Human Resource Strategy**

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

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

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

#### **12.1.5 Workplace Skills Development Planning**

The institution has developed and approved a Work Skills Development Plan. The 2015/16 Workplace Skills Plan review was submitted in April 2014. 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, improvement in water quality in the District have been observed following training of youth on process control.

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



The District implemented various training plans which focused on ABET, financial management, management development programme and leadership, municipal governance, specialised technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy. In the past financial year the municipality spent about R957 516 and the cost for the 2015/16 financial year is projected to be R 1 911 360 from the discretionary grant. The training report for the last financial year and the projection for the current year are detailed in table 58 below. Funding from LGSETA and from other stakeholders is also detailed in the same table. Community training schedule is shown in table 59.

**Table 42:** Skills development schedule

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

**Table 43:** 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	
<b>TOTAL</b>	<b>621</b>	<b>333</b>

### 12.1.6 Employment Equity Planning

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

### 12.1.7 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.

### 12.1.8 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 60 below provides the detail.

**Table 44:** 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

### 12.1.9 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 2014. The purpose of the policy is to provide suitable incentives and recognition to staff in order to

facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. The identified scarce and critical skills include the following:

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

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

#### **12.1.10 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 2015.

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.

#### **12.1.11 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.

### **12.1.12 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.

### **12.1.13 Occupational Health and Safety**

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

### **12.1.14 HR Structures to Support Labour Relations**

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

### **12.1.15 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.

## 12.2 Governance

### 12.2.1 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 61 depicts presents the District wide institutional arrangements focusing in terms of structure, composition and terms of reference aspects. The clusters are in a process of being reviewed to ensure maximum impact and functionality.

**Table 45:** IDP Institutional structures

Structure	Composition	Terms of reference
<b>District Mayors Forum (DIMAFU)</b>	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.
<b>IGR Clusters</b>	Government representatives, identified stakeholders	Facilitate inter-governmental coordination in terms of planning, budgeting, implementation and monitoring
<b>IDP and Budget Representative Forum</b>	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.
<b>Traditional Leaders Forum</b>	Traditional leaders Political leadership Other co-opted stakeholders	Facilitate integration of community development Needs in municipal planning
<b>IDP and Budget Steering</b>	<b>Chairperson:</b> Municipal Manager	Considers the Budget and IDP Process Plan for the municipality Ensures that parameters are set and met Agrees on budget principles to be adopted

<b>Committee</b>	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	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: <ul style="list-style-type: none"> <li>▪ Defining terms of reference and criteria for members of the Budget Local Consultation Forum;</li> <li>▪ 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;</li> <li>▪ Identifying: <ul style="list-style-type: none"> <li>▪ Additional stakeholders and marginalized/underrepresented groups that may need an “advocate” to represent their interests;</li> <li>• Potential advocates;</li> <li>• Resource persons: ;</li> <li>• Senior officials;</li> <li>▪ Selecting potential groups/members based on the agreed criteria;</li> <li>▪ Submitting proposed groups/members to Council for consideration; and</li> <li>▪ Nominating members and informing the local community</li> </ul> </li> </ul>
------------------	--	--

### 12.2.2 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 2014 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. Key issues include lack of water and sanitation services, high youth unemployment, rising crime rate and poor condition of roads.

Community based planning (CBP) issues are also considered for the review of the IDP and budget. Priority issues as raised by stakeholders across the municipality over the past few

years include the following issues. These priorities should be addressed by all in the community.

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

- ◆ Water and sanitation issues in most ward.
- ◆ Toilets done by Mvula trust not completed in ward 12 Jozanasneck
- ◆ Water supply interruptions and poor pressure issues
- ◆ Poor communication on water related issues
- ◆ Employment of local youth when implementing projects
- ◆ Contractors leaving site before completion
- ◆ Non-payment of employees by the Mvula Trust
- ◆ No response on rectification of reported disaster struck houses and preschool
- ◆ Existing toilets projects are left incomplete
- ◆ Some areas are still without the sanitation service
- ◆ Poor network coverage in some areas
- ◆ Dysfunctional water pumps in Burgersdorp and surrounding areas
- ◆ Require sanitation facilities at temporal shelters in Aliwal North
- ◆ Inspect compliance of all shops in all wares in Aliwal North and Jamestown
- ◆ Upgrade more areas to water-borne sanitation
- ◆ There are areas (mainly villages) without water at all
- ◆ Water from the taps looks dirty in Maclear
- ◆ Bucket toilets not getting emptied when full
- ◆ VIP toilets projects left without being completed and some are collapsing
- ◆ VIP toilets getting flooded on rainy days
- ◆ No response on rectification of houses affected by Disaster
- ◆ High unemployment rates
- ◆ Limited support provided to SMMEs
- ◆ No clarity on employment criteria in projects
- ◆ No clarity on District plan for addressing water and sanitation challenges in the municipality

- ◆ Water sources shared with animals
- ◆ Water access points are located in areas further away from some community members
- ◆ Some boreholes are not working
- ◆ Some sanitation projects left incomplete leaving open holes
- ◆ Address reporting water issues and ensure that all areas have access and improve communication with communities
- ◆ Address all non-payment issues relating to water and sanitation projects employees (including runners)
- ◆ Further facilitate response to the resolution of reported disaster issues
- ◆ Ensure timely completion of all projects and improve communications when there are challenges
- ◆ Improve communication on projects progress and plans to address backlogs
- ◆ Resolve water pump issues around Burgersdorp
- ◆ Address the issue of flooding toilets
- ◆ Continue to implement natural water source protection initiatives
- ◆ Monitor functionality of boreholes
- ◆ Address reporting water issues and ensure that all areas have access and improve communication with communities
- ◆ Address all non-payment issues relating to water and sanitation projects employees (including runners)
- ◆ Further facilitate response to the resolution of reported disaster issues
- ◆ Ensure timely completion of all projects and improve communications when there are challenges
- ◆ Improve communication on projects progress and plans to address backlogs
- ◆ Resolve water pump issues around Burgersdorp
- ◆ Address the issue of flooding toilets
- ◆ Continue to implement natural water source protection initiatives
- ◆ Monitor functionality of boreholes



### **12.2.3 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 strategy is effective.

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

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

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

### **12.2.4 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 relations are cordial between ward committees and CDWs.

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

### **12.2.5 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.

### **12.2.6 Communication Strategy**

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

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

### **12.2.7 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.

### **12.2.8 Complaints Management System**

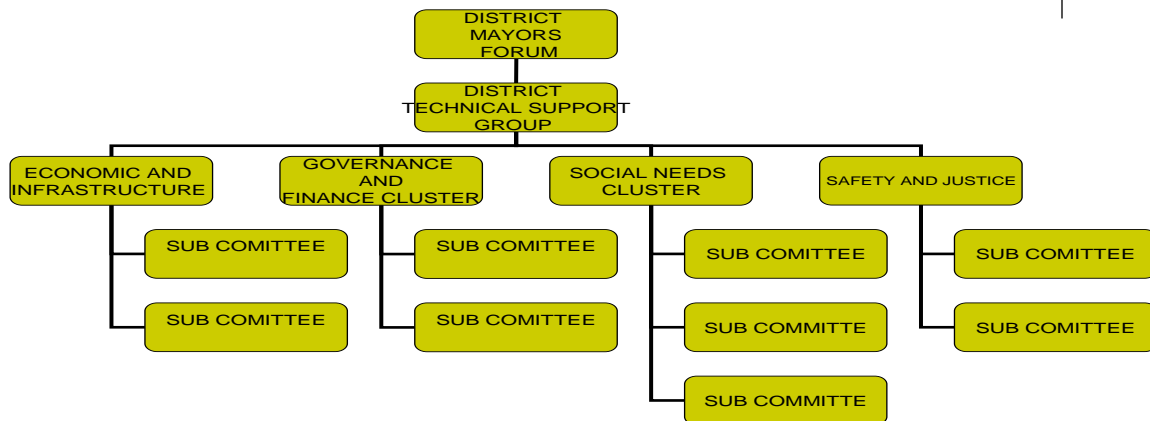
The District adopted a Complaints Management Policy in May 2014. In enhancing the implementation of the policy, a system to better manage all complaints and petitions has been established. This includes complaints book, presidential hotline, suggestion boxes, toll-free number and a customer care centre. The system is managed by the Office of the Municipal Manager. Currently, four staff members are responsible for the customer care centre. Customer complaints are also addressed through outreach programmes. The District has also developed and adopted a Service Delivery Charter in May 2014 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.

### 12.2.9 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 25). All clusters meet quarterly though issues relating to unavailability of other stakeholders remain as a challenge for some clusters.



**Figure 24:** District IGR Structures

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

### 12.2.11 Other Committees within the District

- Tri-District Alliance is a forum between the municipalities of the three provinces bordering Gariiep 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.

### **12.2.12 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.

### **12.2.13 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 vulnerable children, promotion of human rights and justice. The plan specifies the budget and time framed activities aimed at dealing with HIV and AIDS pandemic.

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

All health facilities in the District are accredited ARV sites. These include clinics and hospitals. Within the District, HIV and AIDS prevalence 100has 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.

#### **12.2.14 Special Groups and Gender Mainstreaming**

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

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

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

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

The review of the Special Groups Mainstreaming Strategy is in process and was finalised by May 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, and people with disabilities.

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

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

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

### Sondela Youth Festival

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

### Executive Mayor's Cup

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

### Women empowerment

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

strategies and various government programmes on social and economic development.

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

#### Youth Developemnt

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

<b>Women</b>	<b>Youth empowerment and development</b>	<b>People living with disabilities</b>
Establish a volunteer training programmes	Participate fully in NYDA activities, youth parliament and June 16 celebrations	Ensure participation of disabled person in IDP processes
Ensure women involvement in moral regeneration initiatives	Revive youth structures, where absent establish new structures	Establish a consortium of people living with disabilities
Increase means of provision of care by women to the elderly persons	Ensure capacitation of youth structures to participate in planning and decision making process	Targeted recruitment of people with disabilities in Learnership
Position women to easily assist in social upliftment/development service in their communities	Ensure creation of sustainable economic environment with opportunities for young people	Establish disability friendly schools across
Ensure women involvement in childcare initiatives	Preferential procurement policies reviewed and contain opportunities for young people	Establish maintenance Unit equipment for disable people in all health facilities
Increase awareness on the	Ensure provision of skills training	Establish and set up a

involvement of women in service delivery initiatives	and target recruitment of young people for Learnership programmes	driving school for people with disabilities through the district
Ensure skills training to position women to preferential procurement opportunities	Establish resource canthers to increase awareness raising and information points	Design, construct and build houses that meets the needs of people with disabilities
	Ensure existence of SPU supporting structures to ensure effective service delivery	Prioritise budget towards the needs of people with disability
Provide relevant skills training to women and their newly recruited assistants/volunteers		Convene special sport games in the district, including in the major and SALGA games
Establish and resuscitate women's structures in all the communities.		Create job opportunities for people with disabilities
Ensure maximum capacitation and participation of women in all forums, CLOs and development initiatives		
Proposed Budget R200 000	Proposed Budget R 500 000	Proposed Budget R30 000

### 12.2.15 Anti-corruption and anti-fraud

The Council adopted an Anti-corruption and Anti-fraud policy and strategy in May 2014, which is being reviewed annually. The aim of the policy is to ensure that the Council concentrates its efforts in preventing fraud and corruption, rather than only responding to it. The policy requires all role-players within the municipality and dealing with the municipality to refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law. The plan is effective as evidenced by the fact that all the reported cases in the past financial years were dealt with and concluded.



## 12.2.16 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 62 below. These reports, once adopted by Council, are made available to communities through the communications environment described above.

**Table 46:** 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 that allows for maximum participation and contribution by the communities. Reflections are made on all services offered by government, including other spheres and social partners. In cases where service challenges relate to other spheres of government the Executive Mayo will follow up with the affected Departments. In this manner the integration and coordination of services is improved.

## 12.2.17 IDP Approval and Marketing

The draft IDP, PMS Policy, SDBIP and the draft Budget were adopted by council in May 2014. 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.

### **12.2.18 Internal Audit and External Audit**

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

### **12.2.19 Internal Controls**

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

With regard to risk management, strategic risks are identified annual and 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.

### **12.2.19 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.

#### **12.2.20 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.

#### **12.2.21 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 2015 and subsequently advertised for community comments in public spaces including municipalities, libraries and the website. The Mid Year Performance reports were prepared and submitted to Council in January 2015 and this assessment has informed adjustment budgeting processes.

#### **12.2.22 Delegation Framework**

Joe Gqabi District municipality has a Council adopted delegation framework which was adopted in November 2009. The framework was further reviewed in 2014. The framework covers the delegation of functions between the political and administrative arms of the institution.

#### **12.2.23 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.

## **SECTION 13: PERFORMANCE MANAGEMENT SYSTEM**

### **13.1 Adoption of the Policy**

---

The District PMS Policy was adopted by Council in May 2014 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**

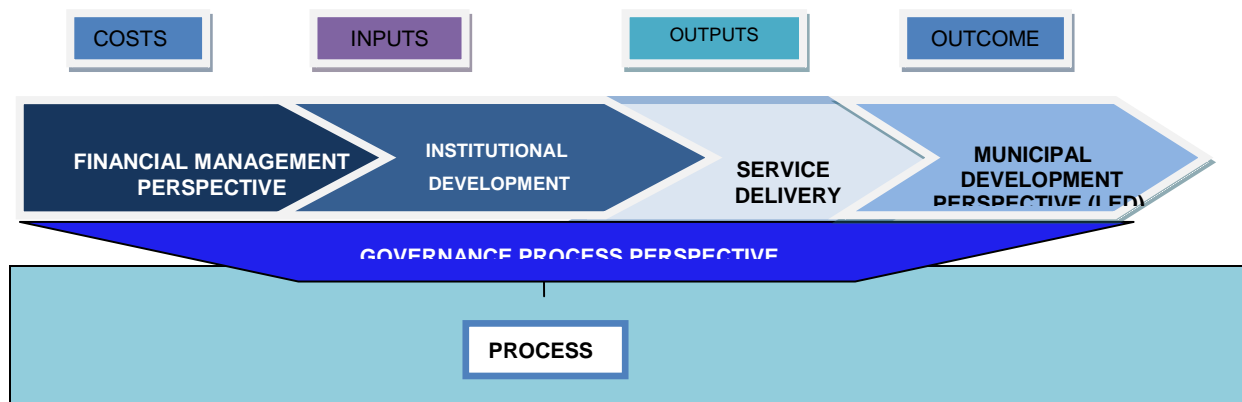
---

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. 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 22 below.



**Figure 25:** Schematic representation of the Municipal Scorecard Model

### 13.4 Different Scorecard Levels

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

#### 13.4.1 The Institutional Scorecard

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

### **13.4.2 The Departmental Scorecards**

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

### **13.4.3 Sectional Scorecards**

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

### **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**

---

The District has established a functional and effective M&E unit. 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.

**SECTION 14: ANNUAL KEY PERFORMANCE INDICATORS AND TARGETS**

**KPA 1: Service Delivery and Infrastructure provision**

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	CURRENT PERIOD	QUARTERLY TARGETS				Evidence	DIRECTORATE
				2016/17 FY Target	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target		
Provide universal access to basic services	SD01: Maintain and rehabilitate all water and sanitation infrastructure	SD01-01	% compliance with SANS 241 for drinking water quality per quarter as per BDS (outcome)	97%	97%	97%	97%	97%	Official green drop report from DWA	WSP
		SD01-02	Number of Blue Drops achieved (outcome)	2	N/A	N/A	N/A	2	Annual score results	Community Services
		SD01-03	2017/18 FY WSDP approved by Council (LGTAS) (Output)	2017/18 FY WSDP approved by Council	N/A	N/A	N/A	2017/18 FY WSDP approved by Council	Council resolutions	Community Services
	SD2: Support municipalities in the provision of municipal services	SD02-01	S78 to determine best mechanism for delivering fire services approved by Council (Output)	S78 to determine best mechanism for delivering fire services approved by Council	S78 to determine best mechanism for delivering fire services approved by Council	N/A	N/A	S78 to determine best mechanism for delivering fire services approved by Council	Council resolutions	Community Services
	SD03: Provide fire, emergency and rescue services	SD03-01	Ratio of fire incidents responded to as a proportion of entries in the Occurrence Book (Outcome)	01:01	01:01	01:01	01:01	01:01	Report to management as per incident books	Community Services
		SD03-02	Disaster Risk Management Plan approved by Council (Input)	Disaster Risk Management Plan Approved by council	N/A	N/A	N/A*	N/A	Council resolutions	Community Services

	SD04: Create and maintain stakeholder engagement initiatives to deal with service delivery challenges	SD04-01	Number of District Water Forum meetings held (Output)	2 meetings	N/A	1 meeting	N/A	1 meeting	Minutes of meetings and attendance registers	Community Services
	SD05: Expand and fast-track the provision of universal access to water and sanitation	SD05-01	% of households earning less than R1100 per month with access to free basic services (water and sanitation) (NKPI) (Outcome)	100% of registered households (indigents)	N/A	N/A	N/A	100% of registered households (indigents)	Report to Mayco	Finance
		SD05-02	% of households with access to basic level of water (NKPI) (Outcome)	77%	N/A	N/A	N/A	77%	Report to Mayco	Community Services
		SD05-03	% of households with access to a basic level of sanitation (NKPI) (Outcome)	89%	N/A	N/A	N/A	89%	Report to Mayco	Community Services
		SD05-04	Number of households provided with sanitation service in the current financial year (toilets) (output)	5000	1250	1250	1250	1250	Report to Mayco	Technical Services
		SD05-05	Number of households provided with potable water service in the current financial year (output)	5000	N/A	N/A	N/A	5000	Report to Mayco	Technical Services
	SD06: Provide and improve the quality of municipal health services	SD06-01	Number of inspections (visits) per quarter on each of the 13 urban waste sites (Output)	12 inspections per site	12 inspections per site	12 inspections per site	12 inspections per site	12 inspections per site	Monthly illegal Waste Reports to management	Community Services
		SD06-02	Number of inspections in formal food premises undertaken (Input)	204	51	51	51	51	Inspection Reports to management	Community Services



	SD07: Support rehabilitation of all road networks throughout the District	SD07-01	Number of kilometres of gravel roads graded per quarter as per the DRPW SLA (Outcome)	2800km	700 km	700 km	700 km	700 km	Monthly report to top management	Technical Services
Facilitate environmental management and conservation	SD08: Implement working for water and working for wetlands	SD08-01	% budget spent of the 2016/17 National FY allocation on implementation of Working for Wetland rehabilitation programme (Output)	100%	N/A	N/A	N/A	100%	Reports to Mayco	Community Services
		SD08-02	% budget spent of the 2016/17 National FY allocation of alien plants eradication programme (Working for Water) (Output)	100%	N/A	N/A	N/A	100%	Reports to Mayco	Community Services

#### KPA 2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	CURRENT PERIOD	QUARTERLY TARGETS				Evidence	DIRECTORATE
				2016/17 FY TARGET	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target		
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement projects and programmes through labour intensive methods	LED01-01	Number of jobs created through municipality's local economic development initiatives including capital projects (NKPI) (Outcome)	2000 job opportunities created (capital projects)	500 job opportunities created (capital projects)	500 job opportunities created (capital projects)	500 job opportunities created (capital projects)	500 job opportunities created (capital projects)	Quarterly report to Mayco	Technical Services & Community Services
				375 job opportunities created (Working for Water and Working for Wetlands)	375 job opportunities created (Working for Water and Working for Wetlands)	375 job opportunities created (Working for Water and Working for Wetlands)	375 job opportunities created (Working for Water and Working for Wetlands)	375 job opportunities created (Working for Water and Working for Wetlands)	Report to Mayco	

	LED02: Encourage improvement of access to government services in farming areas	LED02-01	Number of information sessions (on government) services held with farming communities (Outcome)*	2	N/A	1	N/A	1	Minutes, Attendance registers/ proof of engagement	OMM
	and support initiatives geared towards mass job creation and sustainable	LED03-01	Number of CWP Regional Management Committee stakeholders meetings held (Output)*	4 meetings	1 meeting	1 report	1 Meeting	1 meeting	Report to Mayco	OMM
	LED04: Support and facilitate rural development and poverty alleviation programmes	LED04-01	Agri-park concept document submitted to DRDLA (Input)	Agri-park concept submitted to DRDLA	N/A	N/A	Agri-park concept submitted to DRDLA	Agri-park concept submitted to DRDLA	Report to Mayco	OMM
	LED05: Facilitate and actively participate in youth development programmes	LED05-01	Number of business support meetings or/ engagements facilitated for social groups (woman, youth, disabled) (Output)	4	1	1	1	1	Report to Mayco	OMM
Facilitate and support regional economic development initiatives	LED06: Identify, support and implement economic development flagship and anchor projects	LED06-01	Number of funding proposals for the Aliwal Spa submitted to potential funders (Output)	1 funding proposal submitted to potential funders	N/A	N/A	1 funding proposal submitted to potential funders	N/A	Proof of funding application	OMM
		LED06-02	Number of business plans on Elundini Middle Income Housing submitted to potential funders (Output)	1 business plan submitted to potential funders	N/A	N/A	N/A	1 business plan submitted to potential funders	Proof of funding application	OMM
		LED06-03	LED Strategy review adopted by Council (Output)	LED Strategy review adopted by Council	N/A	LED Strategy review tabled before Council	N/A	LED Strategy reviewed and approved by	Council resolutions	OMM

									Council		
--	--	--	--	--	--	--	--	--	---------	--	--

**KPA 3: Financial Viability and Management**

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	Current period	QUARTERLY TARGETS				Evidence	DIRECTORATE
				2016/17 FY Target	Qtr. 1 Target	Qtr. 1 Actual	Qtr. 2 Target	Qtr. 2 Actual		
<b>Ensure effective financial management and reporting</b>	FM01: Comply with all statutory financial reporting and management	FM01-01	% of a municipality's capital budget actually spent on capital projects identified for 2016/17 financial year in terms of the municipality's IDP (NKPI) (Outcome)	100%	25%	25%	25%	25%	Income and expenditure report	Technical Services*
		FM01-02	% of MIG Funding expenditure (Output)	100%	25%	25%	25%	25%	Income and expenditure report	Technical Services
		FM01-03	% of tenders concluded and appointment letter issued within tender validity period as advertised per quarter (Output)	100%	100%	100%	100%	100%	Income and expenditure report	Finance
		FM01-04	Cost coverage ratio (NKPI) (Output)	2.02	2.02	2.02	2.02	2.02	S71 Report to Council	Finance
		FM01-05	% of budget actually spent on implementing workplace skills plan (NKPI) (Output)	100%	25%	25%	25%	25%	Income and expenditure report	Corporate Services
		FM01-06	% budget spent on repairs and maintenance (Output)	100% of the 2% budget allocated for repairs and maintenance	N/A	N/A	N/A	100% of the 2% budget allocated for repairs and maintenance	Quarterly Report	Technical, Corporate & Community Services

FM02: Improve financial administrative capacity of the District	FM02-01	Debt coverage ratio (NKPI) (Output)	2.03	2.03	2.03	2.03	2.03	S71 Report to Council	Finance
	FM02-02	% reduction in municipal debtors related to service charges (Output)	10%	10%	10%	10%	10%	Debtors Report	Finance
	FM02-03	Procurement Plan signed-off by the Accounting Officer by July 2016 (Output)	New indicator	Procurement Plan signed-off by the Accounting Officer by July 2016	N/A	N/A	N/A	Signed Procurement Plan	Finance
	FM02-04	Annual Financial statements developed internally by August 2016 (Output)	New indicator	Annual Financial statements developed internally by August 2016	N/A	N/A	N/A	Interim Financial Statements submitted to Top Management	Finance
	FM02-05	Outstanding service debtors to revenue ratio (NKPI) (Outcome)	1.8	1.8	1.8	1.8	1.8	Debtors Report	Finance
	FM02-06	% of operational budget actually spent (Input)	100%	25%	25%	25%	25%	Income and expenditure report, Audited AFS	Finance
	FM02-07	% improvement in debtors' collection rate (outcome)	15%	N/A	N/A	N/A	15%	Debtors Report	Finance
	FM02-08	% of consumer debtors (including arrear debtors) recovered (Outcome)	60%	N/A	N/A	N/A	60%	Debtors Report	Finance
	FM02-09	Reviewed indigent register adopted by Council (Output)	Reviewed indigent register adopted by Council	N/A	N/A	N/A	Reviewed indigent register adopted by Council	Council resolutions adopting the indigent register	Finance
	FM03: Implement anti-fraud and anti-corruption measures	FM03-01	Ratio of Fraud and corruption cases initiated within three months of being reported (Outcome)	01:01	01:01	01:01	01:01	01:01	Quarterly report to Mayo

		FM03-02	Number management workshops on Anti-Fraud and anti-corruption held (Input)	1 workshop held	N/A	N/A	N/A	1 workshop held	Attendance registers	OMM
	FM04: Implement revenue enhancement strategy	FM04-01	2017/18 MTRF Budget approved by Council (Input)	2017/18 MTRF Budget approved by Council	N/A	N/A	N/A	2017/18 MTRF Budget approved by Council	Council resolutions adopting the budget	Finance
	FM05: Ensure and maintain clean governance	FM05-01	Attain clean audit outcomes (audit of financial information) (Input)	Clean Audit	N/A	N/A	N/A	Clean Audit	Audit report	Finance

#### KPA 4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	CURRENT PERIOD	QUARTERLY TARGETS				Evidence	RESPONSIBLE DIRECTORATE
				2016/17 FY Target	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 4 Target		
Improve human resource capacity	ID01: Effectively empower and develop the Council's workforce	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP (NKPI) (Outcome)	5	N/A	N/A	N/A	5	Quarterly report to Mayco	Corporate Services
		ID01-02	Number of Councillors actually trained as per the training programme (Output)	27	N/A	N/A	N/A	27	Training report to Mayco	Corporate Services
		ID01-03	Number of staff who successfully complete Minimum Competency levels as per (MFMA) (Outcome)	20	N/A	N/A	N/A	20	Quarterly report to Mayco	Corporate Services
	ID03: Attract, retain and encourage skills transfer initiatives	ID03-01	Staff attraction and retention strategy for middle managers reviewed and approved by council (Input)	Staff attraction and retention strategy for middle managers reviewed and approved	N/A	N/A	N/A	Staff attraction and retention strategy for middle managers	Council resolutions	Corporate Services

				by council					reviewed and approved by council		
		ID03-02	Number of external trainee opportunities (internship, Work integrated learning learnership) created (Outcome)	53	N/A	N/A	N/A	53	Quarterly reports to Mayco	Corporate Services	
		ID03-03	Employee Satisfaction Survey conducted and attain an average score of 2 (using Likert scale of 1-5) *	Employee Satisfaction Survey conducted and attain an average score of 2 (using Likert scale of 1-5) *	N/A	N/A	N/A	Employee Satisfaction Survey conducted and attain an average score of 2 (using Likert scale of 1-5) *	Survey report to Mayco	Corporate Services	
	ID04: Maintain good working conditions for staff	ID04-01	Number of LLF meetings held (Outcome)	12 meetings	3 meetings	3 meetings	3 meetings	3 meetings	Quarterly reports to Mayco and Mayco resolutions	Corporate Services	
Ensure enhanced service delivery through efficient institutional arrangements	ID06: Ensure that funded vacant posts are filled	ID06-01	Average time taken to fill a vacant post (Output)	3 months	3 months	3 months	3 months	3 months	Monthly report to Top Management	Corporate Services	
and strategically utilise information technology, legal services and other internal services to provide more efficient	ID07: Ensure legislative compliance and improved legal capacity of the District	ID07-01	Ratio of legal cases litigated (Outcome)	01:01	01:01	01:01	01:01	01:01	Report to Mayco	Corporate Services	

	ID08: Strategically utilise ICT to improve government efficiency	ID08-01	IT governance Framework approved by Council (Input)	IT governance Framework approved by Council	N/A	N/A	N/A	IT governance Framework approved by Council	Council resolutions	Corporate Services
Ensure integrated planning and performance management	ID09: Implement effective planning and reporting mechanisms	ID09-01	Number of Section 56 Managers including the Municipal Manager with signed performance agreements by July 2015 (Outcome)	5	5	N/A	N/A	N/A	5 signed performance agreements and proof of submission to province	OMM
		ID09-02	Reviewed performance management policy adopted by Council (Outcome)	Reviewed performance management policy adopted by Council	N/A	N/A	N/A	Reviewed performance management policy adopted by Council	Council resolutions	OMM

#### KPA 5: Good Governance and Public Participation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	CURRENT PERIOD	QUARTERLY TARGETS				Evidence	DIRECTORATE
				2016/17 FY Target	Qtr. 1 Target	Qtr. 2 Target	Qtr. 3 Target	Qtr. 1 Target		
Facilitate intergovernmental cooperation	GG01: Promote intergovernmental cooperation initiative	GG01-01	Number of DIMAFO meetings held (Outcome)	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Minutes and attendance registers	OMM
		GG01-02	2017/18 FY IDP approved by Council (Input)	2017/18 IDP reviewed and approved by council (outcome)	2017/18 FY IDP Framework and Process Plan developed and approved by Council	N/A	N/A	N/A	N/A	Copy of the framework and Process Plan Council resolutions
Communicate effectively with communities	GG02: Regular and effective communication with communities	GG02-01	Number of Council meetings held (Outcome)	9 meetings	2 meetings	2 meetings	2 meetings	3 meetings	Agenda and minutes	Corporate Services

		GG02-02	Community satisfaction survey conducted and attain a score of 2 (using Likert scale of 1 - 5) (Outcome)	Community Satisfaction Survey conducted and attain a score of 2 (using Likert scale of 1 -5)	N/A	N/A	Community Satisfaction Survey conducted and attain a score of 2 (using Likert scale of 1 -5)	N/A	Survey report presented to Strategic Standing Committee	OMM
		GG02-03	Number of service delivery related information sessions to inform the community held in each local municipality (excluding Outreach Programme) (Output)	2 community engagement sessions held in each local municipality (excluding Outreach Programme)	N/A	N/A	1 community engagement sessions held	N/A	Attendance register and minutes	OMM
	GG03: Work closely with traditional leadership structures in the implementation of rural development programmes	GG03-01	Number of traditional leaders forum meetings held (Output)	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Attendance register and minutes	OMM
	GG04: Strengthen internal communications	GG04-01	Review Communications Plan (Output)	Reviewed Review Communications Plan approved by Council	N/A	N/A	N/A	N/A	Council resolutions	OMM
	Ensure integrated planning and performance management	GG05: Establish and support municipal oversight systems, mechanisms as processes	GG05-01	Number of Joe Gqabi Municipal Public Accounts Committee (MPAC) meetings held (Output)	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Minutes and attendance registers
GG05-02		2015/16 FY Annual Report approved by Council (Input)	2015/16 FY Annual Report approved by Council	N/A	N/A	2015/16 FY Annual Report approved by Council	N/A	1. Copy of approved Annual report. 2. Council Resolution approving the Annual Report	OMM	



		GG05-03	Oversight Report on the 2015/16 FY Annual Report adopted by Council (Output)	Oversight Report on the 2015/16 FY Annual Report adopted by Council	N/A	N/A	N/A	Oversight Report on the 2015/16 FY Annual Report adopted by Council	1. Oversight report. 2. Council Resolution approving the Oversight Report	OMM
		GG05-04	Number of Audit and Performance Committee meetings held (Outcome)	7 meetings	2 meeting	2 meetings	2 meetings	1 meeting	Minutes and attendance registers	OMM
		GG05-05	Number of institutional quarterly performance reports tabled before Council per quarter (Output)	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before council	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before council	Council resolutions	OMM
Facilitate the development of a healthy and inclusive society	GG06: Facilitate Implementation of HIV and AIDS programmes	GG06-01	Number of District AIDS Council meetings held (Outcome)	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	Minutes and attendance registers	OMM
	GG07: Facilitate Implementation of programmes supporting the special groups (SPU)	GG07-01	Annual District Mayoral Cup held (Outcome)	Annual District Mayoral Cup held	N/A	N/A	N/A	Annual District Mayoral Cup held	Reports to Mayo	OMM

## SECTION 15: DISTRICT AND GOVERNMENT PROJECTS

### 15.1 JGDM infrastructure Plan 2016/17 FY to 2018/2019 FY

PROJECT NUMBER	PROJECT NAME	LM	PROJECT TYPE: WATER SANITATION ROADS SOLID WASTE. STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	Project Status for example Not yet registered Design and Tender Construction indicate for any status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2016/2017 (Incl. VAT)	Projected Expenditure for 2017/2018 (Incl. VAT)	Projected Expenditure for 2018/2019 (Incl. VAT)
<b>MIG</b>										
MIG/EC20 15106	Ugie Bulk Water Infrastructure Phase 2	Elundini	Water	Registered	R 100 243 070	MIG	CAPITAL	R 10 000 000	R 13 000 000	R 15 000 000
MIG/EC 670	Ugie Sanitation Infrastructure	Elundini	Sanitation	Construction	R 49 104 611	MIG	CAPITAL	R 0	R 0	R 0
MIG/EC12 11	Mt Fletcher Villages - Bulk Water Supply Scheme	Elundini	Water	Construction	R 152 000 000	MIG	CAPITAL	R 5 000 000	R 5 000 000	R 0
MIG/EC112 6	Sterkspruit: Upgrading of WTW and Bulk Lines	Senqu	Water	Construction	R 110 000 000	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 10 000 000

MIG/EC201 10052	Senqu Rural Sanitation Programme	Senqu	Sanitation	Construction	R 102 761 477	MIG	OPERATIONAL	R 25 000 000	R 10 000 000	R 10 000 000
EC2012012	Senqu Rural Water Programme	Senqu	Water	Registered	R 85 000 000	MIG	CAPITAL	R 20 000 000	R 25 000 000	R 25 000 000
MIG/EC201 00001	Elundini Rural Sanitation Programme	Elundini	Sanitation	Construction	R 182 117 245	MIG	OPERATIONAL	R 24 712 000	R 24 500 000	R 20 000 000
EC2011008 1	Elundini Rural Water Programme	Elundini	Water	Registered	R 143 813 803	MIG	CAPITAL	R 20 000 000	R 20 000 000	R 20 000 000
MIG/EC408 4	Steynsburg Waterborne Sanitation PHASE 3	Gariep	Sanitation	Tender	R 24 108 039	MIG	CAPITAL	R 0	R 0	R 0
EC2010000 4	Jamestown sanitation Phase 2	Maletswai	Sanitation	Tender	R 38 550 081	MIG	CAPITAL	R 10 000 000	R 15 000 000	R 15 000 000
EC2012142	Maclear Upgrading of Bulk Water Services	Elundini	Water	Tender	R 95 995 638	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 15 000 000

EC2012141	Maclear Upgrading of Bulk Sanitation	Elundini	Sanitation	Tender	R 49 006 769	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 15 000 000
TBA	Mt. Fletcher Town Sanitation Infrastructure Upgrade	Elundini	Sanitation	Registration	TBA	MIG	CAPITAL	R 400 000	R 7 814 000	R 10 000 000
TBA	Mt. Fletcher Town Water Infrastructure Upgrade	Elundini	Water	Registration	TBA	MIG	CAPITAL	R 490 000	R 7 000 000	R 11 625 000
					R 1 132 700 733			R 145 602 000	R 157 314 000	R 166 625 000
	<b>PMU</b>					MIG	OPERATIONAL	R 5 000 000	R 5 000 000	R 5 500 000
EC2010000 1	<b>Ukhahlamba Planning Studies</b>	District wide	Water/ Sanitation	implementation	R 2 500 000.00	MIG	CAPITAL	R 1 000 000	R 1 000 000	R 1 000 000
	TOTAL							R 151 602 000	R 163 314 000	R 173 125 000
	<b>MWIG (DWS)</b>									
ZE C05	District WCDM Project	District Wide	Water/ Sanitation	Planning	3 500 000.00	MWIG	OPERATIONAL	R 0	R 0	R 0
	TOTAL							R 0	R 0	R 0
	<b>RBIG (DWS)</b>									
ECR046	Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation	Planning	120 000 000.00	RBIG	CAPITAL	R 2 500 000	R 23 547 000	R 15 000 000

TBA	Lady Grey Bulk Water Supply	Senqu	Water	Planning	37 000 000.00	RBIG	CAPITAL	R 10 445 000	R 30 000 000	R 41 512 000
	TOTAL							R 12 945 000	R 53 547 000	R 56 512 000
	<b>WATER SERVICES INFRASTRUCTURE GRANT (WSIG)</b>									
	WSIG projects	District wide	Water	Construction	21 604 000.00	DWA	CAPITAL	R 71 828 000	R 84 400 000	R 123 400 000
	TOTAL									
	<b>RHIG (DWS)</b>									
	Elundini rural sanitation	Elundini	sanitation	Planning	4 500 000.00	DHS	OPERATIONAL	R 4 000 000	R 4 500 000	R 5 000 000
	<b>SUSTAINABLE SERVICE DELIVERY INFRASTRUCTURE PROJECTS (COGTA EC)</b>									
	Construction of a weir and associated pipeline length of 11km to convey water to the existing Lady Grey Dam	Senqu	Water	Planning	R 3 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
	Lady Grey - Construction of a new reservoir of minimum of 72 hour storage capacity	Senqu	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
	Lady Grey - Development of boreholes and connection into the new reservoir	Senqu	Water	Planning	R 2 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
	Lady Grey - Partial construction of a new dam as long term solution and associated pumping mains to the WTW	Senqu	Water	Planning	R 65 000 000	Prov Treasury	CAPITAL	R 40 000 000	R 25 000 000	R 0
	Burgersdorp - Replacement of aging mains with pipeline of suitable modern material	Gariep	Water	Planning	R 10 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
	Burgersdorp - Development of groundwater sources (boreholes) and associated civil works to connect to the existing infrastructure	Gariep	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
	Burgersdorp - Construction of a new reservoir for a required minimum storage of 48 hours	Gariep	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0

	Burgersdorp - Construction of potable water supply pipeline from Steynsburg Water Treatment Works to Burgersdorp	Gariep	Water	Planning	R 65 000 000	Prov Treasury	CAPITAL	R 40 000 000	R 25 000 000	R 0	
	Burgersdorp - Basic refurbishment of JL de Bruin Dam	Gariep	Water	Planning	R 2 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	Steynsburg - Connection of new development in the upper section of the town to the existing water supply system (the new WTW)	Gariep	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	Aliwal North - Upgrade of the Springs-Nursery Sewer Pump station and Abberview -Nursery Pumpstation outfall sewers	Maletswai	Sanitation	Planning	R 9 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	Aliwal North - Upgrade of the Nursery Pumpstation	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	Aliwal North - Upgrade of the Nursery pumpstation to Polar Park Sewer Pumpstation sewer pumping line	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	Aliwal North - Upgrade of the Polar Park Sewer Pumpstation pumping capacity	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	Aliwal North - Upgrade of the sewer gravity line from Polar Park to Waste Water Treatment Works	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0	
	TOTAL								R 80 000 000	R 50 000 000	R 0

## EC Treasury Joe Gqabi Disaster Relief 2015

GOAL	OBJECTIVE	TIMEFRAME	RESPONSIBILITY	PLANNED ACTIVITIES
<b>Water availability and future mitigation of water shortages</b>	Obtain stability in the water systems of Lady Grey: ensure sustainable supply and ability to store water for current and limited future development	April 2015 to March 2018	The WSA has allocated responsibility to the PMU for implementation of this matter	<ol style="list-style-type: none"> <li>1. Construction of a Weir from which raw water will be pumped to the existing Lady Grey dam and associated pipeline of approximately 11km – Planned short term solution for 2015/16 only.</li> <li>2. Construction of a new reservoir to provide a minimum of 72hours storage – planned for 2015/16.</li> <li>3. Development of boreholes as sources supplying the planned new reservoir and associated pipelines – as a short term solution plan for 2015/16.</li> <li>4. Construction of a new dam as a long term solution planned for 2016/17 to 2017/18.</li> </ol>
	Obtain stability in the water system of Burgersdorp: ensure sustainable water services for current and future developments	April 2015 to March 2018	The WSA has allocated responsibility to the PMU for implementation of this matter	<ol style="list-style-type: none"> <li>1. Replacement of old AC pipelines – long term solution 2015/16.</li> <li>2. Refurbishment of dams (Chippianisklip and JL De Bruin) - long term solution 2015/16.</li> <li>3. Development of boreholes and connections to the existing infrastructure – Planned for 2015/16.</li> <li>4. Construction of a new reservoir sized for a 48hour storage.</li> <li>5. Construction of a clear water pipeline from Steynsburg WTW to Burgersdorp – planned for 2016/17 to 2017/18.</li> </ol>
	Obtain stability in the water system of Steynsburg: ensure sustainable water services for current and future developments	April 2015 to March 2016	The WSA has allocated responsibility to the PMU for implementation of this matter	<ol style="list-style-type: none"> <li>1. Connection of a newly established area to existing bulk water supply (New water supply system).</li> </ol>
	Obtain Stability in the Waste Water Management System of Aliwal North: ensuring	April 2015 to March 2016	The WSA has allocated responsibility to the	<ol style="list-style-type: none"> <li>1. Upgrading of the existing outfall sewer from Springs to Nursery Sewer Pumpstation</li> <li>2. Upgrading of the Nursery Sewer Pumpstation</li> </ol>

	sustainable water services for current and future developments		PMU for implementation of this matter	and the Waste Water Treatment Works
<b>Support for development of Gariep and Maletswai Municipalities</b>	Development support for Maletswai	April 2015 to March 2016	JGDM will procure and spend the funds for the benefit of the LM	<ol style="list-style-type: none"> <li>Streets refurbishment for Aliwal North</li> <li>Completion of the fencing of key community halls</li> <li>Upgrading the sports track in Aliwal</li> </ol>
	Development support for Gariep	April 2015 to March 2016	JGDM will procure and spend the funds for the benefit of the LM	<ol style="list-style-type: none"> <li>Street refurbishment to key community facilities</li> <li>High mast lighting at vicinities of identified schools</li> </ol>

### Part 3: Monitoring and evaluation

<b>PERFORMANCE AND IMPLEMENTATION MONITORING</b>	Monthly progress reporting and monitoring by a committee chaired by the Water Services Authority and attended internally by the PMU, MHS, WSP, Disaster and Finance. Reports on the progress of projects as well as expenditure will be tabled. JGDM will also attend the provincial meetings around the programme and present regular reports.
<b>PROCUREMENT</b>	Emergency procurement and the use of existing term tenders from DWS where possible will be utilised. Where other programmes of a similar nature are underway changes to the scope of works and or extension of contracts may be made. These will be treated on a case by case basis. Maletswai is already on tender for street programme. Section 32 will be used where possible and tenders by other municipalities /entities utilised
<b>REPORTING</b>	Monthly narrative progress report including finance report of any grant funds received will be provided as per the grant conditions by the receiving authorities. These will be provided after the 10 <sup>th</sup> working day of the month.
<b>PROJECT EVALUATION</b>	The municipality will adhere to evaluation requirements as set out in the conditions of the grant.

### Part 4: Financial implications

OBJECTIVE	ITEM	BUDGET ( Rmillions)			TIMEFRAME
		15/16	16/17	17/18	
1. Obtain stability in the water systems of Lady Grey: ensure sustainable supply and ability to store	1. Construction of a weir and associated pipeline length of 11km to convey water to the existing Lady Grey Dam	3			8 months
	2. Construction of a new reservoir of minimum of 72 hour storage capacity	5			8 months
	3. Development of boreholes and connection into the new reservoir	2			8 months



water for current and limited future development	4. Partial construction of a new dam as long term solution and associated pumping mains to the WTW	0	40	25	24 months
2. Obtain stability in the water system of Burgersdorp: ensure sustainable water services for current and future developments	1. Replacement of aging mains with pipeline of suitable modern material	10			8 months
	2. Development of groundwater sources (boreholes) and associated civil works to connect to the existing infrastructure	5			8 months
	3. Construction of a new reservoir for a required minimum storage of 48 hours	5			8 months
	4. Construction of potable water supply pipeline from Steynsburg Water Treatment Works to Burgersdorp	0	40	25	24 months
	5. Basic refurbishment of JL de Bruin Dam	2			4 months
3. Obtain stability in the water system of Steynsburg: ensure sustainable water services for current and future developments	1. Connection of new development in the upper section of the town to the existing water supply system (the new WTW)	5			8 months
4. Obtain stability in the waste water management system of Aliwal North: ensuring sustainable water services for current and future developments	1. Upgrade of the Springs-Nursery Sewer Pump station and Arbourview –Nursery Pumpstation outfall sewers	9			8 months
	2. Upgrade of the Nursery Pumpstation	6			8 months
	3. Upgrade of the Nursery pumpstation to Phola Park Sewer Pumpstation sewer pumping line	6			8 months
	4. Upgrade of the Phola Park Sewer Pumpstation pumping capacity	6			8 months
	5. Upgrade of the sewer gravity line from Phola Park to Waste Water Treatment Works	6			8 months
5. Maletswai development	1. Street refurbishment Aliwal north	11.2			8 months
	2. Fencing of community hall	3.6			8 months

support	3. Sports track upgrading	0.2			8 months
6. Gariiep Development support	1. Street refurbishment to key community facilities	10			12 months
	2. High mast lighting in vicinities of identified schools	5			8 months
	<b>TOTAL</b>	<b>100</b>	<b>80</b>	<b>40</b>	

### JGDM: Public participation and media relations

Traditional leaders	R600 000
Women Economic Empowerment	R500 000
Local Economic Development	R3 000 000
Community Capacity Building	R3 000 000
Learnerships, Internships and training	R500 000
Public participation	R1 000 000
Executive Mayors Priority programmes	R500 000
Special Groups empowerment	R1 000 000
Media relations and marketing	R1 000 000

### Department of Economic Development, Environmental Affairs and Tourism

Project Name	Project Description	Budget	Progress made	Challenges
Maletswai Waste Management Project	To improve environmental management service in accordance with the Environmental Legislation	<b>R1 000 000.00</b>	Project Gazetted and will be funded in 2016/17	To obtain required documents from LMs

### Department of Rural Development and Agrarian Reform

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE / DESCRIPTION	VILLAGE LOCATION /	BUDGET ALLOCATION
ELUNDINI	ELUNDINI FENCING	Erection of arable land fencing at Blorweni	Mount Fletcher	R 700 000
GARIEP	GARIEP FENCING	Erection of boundary and internal fencing at Dunkeld	Burgersdorp	R 1 100 000
MALETSWAI	MALETSWAI HANDLING FACILITIES	Large stock handling facility at Ruigtefontein	Alwal North	R 800 000
		Large stock handling facility at Good Hope	Alwal North	
SENQU	SENQU WOOL INFRASTRUCTURE	Multi-purpose shed with shearing equipment at Skhisazana	Sterkspruit	R 1 500 000
		Internal & boundary fencing at Ventnor	Barkly East	
JOE GQABI		Retentions on 2015/16 projects		R 285 000
ELUNDINI	DIPTANK RENOVATIONS	Renovations of 5 diptanks		R 560 000
JOE GQABI	JOE GQABI FENCING			R 2 000 000
				<b>R 6 945 000</b>

DRDAR: PLANS 2016/17: INFRASTRUCTURE

ALLOCATION	LETSEMA	CASP	EQUITABLE	TOTAL
Integrated Cropping: Maize	R 5 000 000	R 5 000 000		R 10 000 000
Horticultural Crops			R 1 000 000	R 1 000 000
Fodder Crops	R 400 000		R 2 000 000	R 2 400 000
HHFS	R1 100 000		R 1 000 000	R 1 500 000
<b>GRAND TOTAL</b>	<b>R 6 500 000</b>	<b>R 5 000 000</b>	<b>R 4 000 000</b>	<b>R 15 500 000</b>

DRDAR: PLANS 2016/17: FOOD SECURITY

	Gariep	Maletswai	Senqu	Elundini	Total
<b>Household food security</b>	270	270	440	240	1220
<b>Maize production</b>	-	-	-	3125	3125
<b>Horticultural crops</b>	11	20	53	66	150
<b>Fodder crops</b>	60	90	290	240	680

DRDAR: PLANS 2016/17: LAND CARE

LOCAL MUNICIPALITY	PROJECT NAME	PROJECT TYPE / DESCRIPTION	VILLAGE / LOCATION	BUDGET ALLOCATION
ELUNDINI	CHEVY CHASE	Eradication of wattle from communal land and fencing the eradicate areas to manage grazing and plant the correct commercial trees on suitable identified areas	Mount Fletcher	<b>R380 000.00</b>
SENQU	KHIBA	Eradicate alien plants namely Opuntia Imbricata (cabel cactus) and to fence grazing land (9 km) to enhance veld management practices	Herschel	<b>R776 000.00</b>
<b>JOE GQABI</b>				<b>R1 156 000.00</b>

## Department of Human Settlements

KEY PERFORMANCE INDICATOR	ANNUAL TARGET FOR 2016/17	
MILITARY VETERANS	40	
FLISP, INDIVIDUAL SUBSIDIES, SOCIAL & RENTAL HOUSING	30	
DESTITUTE AND VULNERABLE	108	
DISASTER CASES	93	
HOUSES	713 (INCLUSIVE OF DEST & DISASTER CASES)	
FULL SERVICES	284	
PARTIAL SERVICE	713	
RECTIFICATION	300	
<b>BUDGET</b>	<b>R 138,21 million</b>	

## DHS: Elundini Local Municipality 2016/17 Plans

Project	Scope	Target	Budget	Status
1. Katkop 500 Units	500	52	R 12,00mil	Construction
2. Mangoaleng 365 Units	365	181	R 21 ,72mil	Construction
3. Ngcele 500 Units	500 electrification	500	R 7,000mil	Formalization of appointment.
4. Sinxako 486, Mbidlana 300, Mqokolweni 305 & Destitute- Disaster cases	1091	30	R 14,94mil	Bid Evaluation Stage (Tender Closed- 16 <sup>th</sup> of February 2016)
5. Keubung 290	290	10	R 4,980mil	Planning Stage- Finalization of Beneficiary Allocation
4. Thembu 1164 Housing Project	1164	Planning Activities	R 1,252mil	ROD – approved Dec 2015 & EDHCS is sourcing Additional Funds.
<b>TOTAL</b>		<b>273</b>	<b>R 54 897mil</b>	

## DHS: Senqu Local Municipality 2016/17 Plans

Project	Scope	Target	Budget	Status
1. Rhodes 200	87	66	R 6,995mil	Construction

2. Sterspruit 4000	4000	100	R 9,666mil	Bid Evaluation Stage
3. Barkley 298	298	142 sites	R 1,200mil	Contractor is recently appointed by JGDM
4. Senqu Destitute 100	100	45	R 4,250mil	Bid Evaluation Stage (Tender Advert- 16 February 2016)
5. Disaster	100	27	R 2,125mil	Bid Evaluation Stage (Tender Advert- 16 February 2016)
6. Barkley East 802	Title Deeds	300 Title Deeds	R 400 000	Active
<b>TOTAL</b>		<b>238 Top Structures &amp; 142 Services</b>	<b>R 24 236mil</b>	

### DHS: Maletswai Local Municipality 2016/17 Plans

Project	Scope	Target	Budget	Status
1. Aliwal North Dukathole 188	140	46	R 10,20 mil	Construction
2. Aliwal Dukathole 172	172	35	R 5,61mil	Construction
3. Hilton 94 Housing Project	94	29	R 3,20mil	Contractor has been appointed.
4. Jamestown 250	250	Services	R 2,00mil	Still on Layout Plan
5. Aliwal North 550	550	Planning Activities	R 1,50mil	ECDHS awaiting Municipal Formal Application.
6. Joe Gqabi Extension	4000	Feasibility Study		
7. Military Veterans	To be confirmed	20		9 already confirmed by DMV & the rest to be confirmed
<b>TOTAL</b>		<b>110</b>	<b>R 22,51mil</b>	

### DHS: Gariep Local Municipality 2016/17 Plans

Project	Scope	Target	Budget	Status
1. Burgersdorp 130 (123)	123	67	R 13,50 mil	Construction
2. Gariep Destitute 50 Housing Project	50	10	R 1,70 mil	Construction
3. Steynsburg Housing	220	142 sites	R 4,53 mil	Funding approved

4. Burgersdorp 955 & Venterstad 500	1429	294	R 9,06 mil	Terminated & Contractor has been appointed.
5. 28 Disaster Units & Ceiling of 140 Houses in Burgersdorp.	28	28 units	R 3,92 mil	Contractor has been appointed
6. Military Veterans	To be confirmed	20		4 already confirmed by DMV & the rest to be confirmed
Burgersdorp Sport Field	1	1	R 3,00 mil	ECDHS is securing Funds
<b>TOTAL</b>		<b>113</b>	<b>R 37,72 mil</b>	

#### DEPARTMENT OF SOCIAL DEVELOPMENT: SOCIAL WELFARE SERVICES - 2016/17

PROGRAMME	SUB PROGRAMME	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG
2	<b>2.2 Care and Support Services to Older Persons</b> (Elundini, Gariiep, Maletswai & Senqu) <b>SUB TOTAL</b>	3x Residential Care Facilities (100 Beneficiaries) 37x Service Centres (1211 Beneficiaries) <b>Total Beneficiaries 1311</b> <b>40</b>	R2 040 000 R2 906 400 <b>Total R 4 946 400</b>	<b>R 4 946 400</b>
	<b>2.3 Services to Persons with Disabilities</b> ( Elundini) (Maletswai, Gariiep & Senqu) <b>SUB TOTAL</b>	1x Cheshire Home for Children with Disabilities 1x Welfare Organizations (social work post) 3 Special Day Care Centres <b>5</b>	R360 000 R168 140	R360 000 R168 140 R 246 840 <b>R774 980</b>
PROGRAMME	SUB PROGRAMME	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG
	<b>2.4 HIV/AIDS</b> (Elundini, Maletswai & Senqu) <b>SUB TOTAL</b>	8x Home Based Care (HCBC) <b>8</b>	@ R262 500 each R 2 100 000	R 2 100 000 R 2 100 000

3	3.2 CARE & SUPPORT TO FAMILIES (Elundini, Gariep) SUB TOTAL	1x Family Resource Centre 2x Family Preservation Program 3	R 120 000 R 100 000 R 80 000 R 300 000	R 300 000 R 300 000
	3.3 CHILD CARE PROTECTION (Maletswai and Gariep) SUB TOTAL	3x Child Protection Organisations 3	R 895 660 R895 660	R 895 660 R895 660
PROGRAMME	SUB PROGRAMME -	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG
3	3.4 ECD & PARTIAL CARE (Maletswai, Gariep, Senqu and Elundini) SUB TOTAL	116x ECD Centres (3460 Beneficiaries) 1x Non Centre Based (30 beneficiaries) 117 NPOs	R 10 120 500 @ 195 days R200 000	R 10 120 500 R200 000 R 10 320 500
PROGRAMME	SUB PROGRAMME -	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG
	3.5 CHILD & YOUTH CARE CENTRES (Maletswai and Senqu)	2x CYCCs (Shelter & Children's Home) (50 Beneficiaries) 2	R495 940 (Shelter) R824 140 (Children's Home) R1 320 080	R1 320 080 R1 320 080
	3.6 COMMUNITY BASED ORG (Maletswai, Gariep and Senqu) SUB TOTAL	1x Community Based – Cluster Foster Home 1x Empilweni Home Community Based Org (Child Protection Services) 2	R225 000 R32 000 R335 230	R257 000 R335 230 R592 230
PROGRAMME	SUB PROGRAMME -	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG



4	4.3 VICTIM EMPOWERMENT (Maletswai, Gariiep, Senqu and Elundini) SUB TOTAL	1x One Stop Centre 2x Safe Home & Community Based Centre 18 x Victim Support Centres / White Door Centre of Hope 21	R720 000 R507 034 R3 200 000 R4 427 034	R4 427 034 R4 427 034
	4.4 SUBSTANCE ABUSED (Maletswai, Gariiep, Senqu and Elundini) SUB TOTAL	3 x Teenagers Against Drug Abuse (TADA Programme) 3	R392 000 R392 000	R392 000 R392 000
	OVERALL TOTAL	24		

**SocDev: DEVELOPMENT AND RESEARCH – 2016/17**

SUB-PROGRAMME	ALLOCATED AMOUNT
YOUTH DEVELOPMENT	R200 000
SUSTAINABLE LIVELIHOODS	R682 200
WOMEN DEVELOPMENT	R251 423
TOTAL ALLOCATION	R1 133 623

SUB-PROGRAMME	ELUNDINI	GARIEP
SUSTAINABLE LIVELIHOODS (CNDcs)	Samkele Preschool – Upper Sinxako – R187 000	Caring Hands HCBC - R445 200
	Masiphakameni Household Food Garden Programme - R50 000	

SUB-PROGRAMME	SENQU
WOMEN DEVELOPMENT	Nomlengana HHG (NPO) - R100 000 Nomzamo - Rossouw Primary Co-op - R151 423
	ELUNDINI
YOUTH DEVELOPMENT	Ugie Youth Development Org - R200 000

**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	DISASTER MANAGEMENT PLAN	TO BE DEVELOPED		NO
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	2014	YES
15	GENDER MAINSTREAMING STRATEGY	NEW	2014	YES
16	SOUTHERN DRakensBURG SUSTAINABLE PLAN		2005	YES
17	EMPLOYMENT EQUITY PLAN	REVIEWED	2014	YES
18	HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT PLAN	REVIEWED	2014	
19	PERFORMANCE MANAGEMENT FRAMEWORK	REVIEW	2011	YES
20	RECRUITMENT, SELECTION STRATEGY	NEW	2014	YES

21	SCARCE SKILLS AND RETENTION STRATEGY	NEW	2014	YES
22	SUCCESSION PLAN	NEW	2014	YES
24	PERFORMANCE MANAGEMENT POLICY	NEW	2014	YES
25	EMPLOYEE ASSISTANCE PROGRAMME	NEW	2014	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	2014	YES
30	LED STRATEGY	NEW	2009	YES
31	BRAKENSBERG HIGH ALTITUDE PLAN		2005	YES
32	COMPREHENSIVE INFRASTRUCTURE PLAN	NEW	2009	YES
33	BUDGET		2014	YES
34	PROCESS PLAN AND FRAMEWORK PLAN		2013	YES
35	DELEGATION FRAMEWORK	NEW	2014	YES
36	SDBIP		2014	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	2014	YES
41	EPWP POLICY	New	2014	YES
<b>FINANCIAL POLICIES (REVIEWED ANNUALLY)</b>				
1	FUNDING [AND RESERVES] POLICY	NEW	2014	YES
2	FLEET MANAGEMENT SCHEME POLICY	NEW	2014	YES
3	CREDIT CONTROL POLICY	NEW	2014	YES
4	SUPPLY CHAIN MANAGEMENT POLICY	NEW	2014	YES
5	FRAUD PREVENTION PLAN	NEW	2014	YES

6	ACCOUNTING POLICY [CASH MANAGEMENT]	NEW	2014	YES
7	BUDGET POLICY	NEW	2014	YES
8	BANKING AND INVESTMENT POLICY (cash management)	NEW	2014	YES
9	ASSET MANAGEMENT POLICY	NEW	2014	YES
10	VIREMENT POLICY	NEW	2014	YES
11	TARRIF POLICY	NEW	2014	YES
12	JGDM WRITE-OFF POLICY	NEW	2014	YES
13	INDIGENT ASSISTANCE POLICY	NEW	2014	YES

## Appendix B: Summary of issues raised during previous IDP Assessment

Detailed below are issues that were raised following assessment of the five-year IDP in 2015. These issues have been addressed in this IDP document.

ISSUE	COMMENT	Progress summary
Service Delivery and Infrastructure development	<ul style="list-style-type: none"> <li>▪ Lack of funding of infrastructure from own internal funds</li> <li>▪ Identification and costing of EIA requirements in projects</li> <li>▪ Trade and effluent policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ The District has put in place systems to deal with the issues raised. Issues of funding availability remain an obstacle on attaining some of the issues such as sector plans.</li> </ul>
Institutional Development	<ul style="list-style-type: none"> <li>▪ Lack of team building activities</li> <li>▪ Funded posts and vacancy period</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mechanisms are in place to deal with these issues.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>▪ Inclusion of cash flow statement in the IDP</li> <li>▪ Financial policies' by-laws</li> </ul>	<ul style="list-style-type: none"> <li>▪ All these policies have been reviewed and included in the IDP document.</li> </ul>
Local Economic Development	<ul style="list-style-type: none"> <li>▪ Lack of funding to implement LED projects</li> <li>▪ Lack of recent economic statistics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Issues of funding availability remain an obstacle on attaining some of the issues such as implementation of economic development and poverty alleviation projects.</li> </ul>

### Assessment results for past years

KPA	Rating 2011/12 FY	Rating 2012/13 FY	Rating 2013/14 FY	Rating 2014/15 FY	Rating 2015/16 FY
<i>Spatial Development Framework</i>	High	High	High	High	High
<i>Service Delivery</i>	High	High	High	High	High
<i>Financial management and viability</i>	High	Medium	High	High	High
<i>Local economic Development</i>	High	High	High	High	High
<i>Good governance and public participation</i>	High	High	High	High	High
<i>Overall rating</i>	High	High	High	High	High

## Appendix C: Powers and Functions

The JGDM is legislated to perform a number of functions as shown below. The core service delivery functions of the District municipality are water, sanitation, municipal health services and disaster management. In addition, the District shares the responsibility on tourism, planning, and firefighting with its local municipalities. Additional powers and functions are allocated to the District municipality through service level agreements such as the roads function in which there is an active agreement between the Department of Roads and Transport with the District Municipality whereby the District maintains gravel roads in the Gariiep and Maletswai areas.

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

The District conducted a study aimed at assessing service delivery gaps and identifying the service delivery requirements of the local municipalities. The process culminated into the targeted support for the local municipalities. The District Municipality provides technical and financial support in audit, performance management, legal services, local economic development and disaster and rescue management services.



## Appendix D: Municipal Turnaround Strategy

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

<b>MUNICIPAL ADMINISTRATION AND HUMAN RESOURCE</b>			
<b>MUTAS targets</b>	<b>Progress achieved thus far</b>	<b>Challenges encountered</b>	<b>Intervention needed</b>
a) Recruitment and selection policies and procedures developed b) Policy on suspension of employees developed	Policies developed and reviewed annually Collective Agreement Procedures are used	None. None.	None. None.
Address vacancies in S56 positions	All S56 Positions are filled.	None.	None.
Address vacancies in technical positions (Planners, Engineer)	All budgeted positions are filled.	Financial constraints.	Financial support.
All S56 with signed Performance Agreements and submitted to the Department.	Agreements are signed timeously annually submitted to relevant authorities.	None.	None.
Development of a Performance Management System Framework	PMS Framework is in place. PMS has been cascaded to middle management.	None.	None.
Job descriptions are not in place as per DCOGTA requirements Skills development plan for employees	All job descriptions were completed during the job evaluation process. Skills Development Policy has been developed.	None.	None.
a) LLF meetings must be convened as planned	LLF is functional and meetings are convened.	None.	None.
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>			
Functionality of Ward Committees and CDWs	Each local municipality has functional ward committees. Ward committees have been trained. All municipalities have signed the MoU on reporting of CDWs	None Financial constraints None.	None. Financial support. None.
Broader public participation policies and plans	JGDM has developed and approved Community Participation Strategy.	None	None.
Public Communication Systems	Communications Unit is in place and functional.	Inadequate capacity	Capacity building and financial support
No customer care policy Petitions /complaint management No toll free number	A Service Charter was approved by Council in March 2011. Customer care and petitions policies are being developed. Customer care centre is functional. Toll-free number is functional.	None. None. None.	None. None. None.
Front Desk interface mechanisms	Front desk of the municipality has been staffed	None.	None.
Delegation of functions	Delegation Framework and register is	None.	None.

between political and administration	reviewed annually.		
<b>DISASTER MANAGEMENT &amp; FIRE SERVICES</b>			
Implementation of Disaster Management Policy Framework	Policy Framework developed and adopted by Council.	None.	None.
Development of Disaster Management Plans	TOR and a bid document to conduct a Scientific Risk Assessment Study for development of Disaster Management Plan.	Financial constraints.	Financial support.
Establishment of Disaster Management Centres	The bid document has been developed and GeoTech report was completed  An Amount of R5.1 Million was approved and later reallocated due to financial constraints.	Financial constraints.	Financial support.
Establishment and functioning of emergency and fire services along strategic routes	R9.2 million was secured for the equipment. Fire engines and a rescue response vehicle have been procured. Staff has been recruited and trained.	Considering the distances between towns for response operations the district is unable to reach its Target of <30 Min to an incident.	Complete Section 78 study
<b>BASIC SERVICE DELIVERY</b>			
Access to water	75% of households have access to basic level of water service. This has improved from 64.3% in 2009/10 Financial Year.  Blue drop status attained for Ugie and Sterkspruit WTW.	Ageing infrastructure, which is about 50 years old.  Bulk water and sanitation infrastructure operating at over capacity.	Additional funding to address backlog, operations, and maintenance requirements.
Access to sanitation	75% of households have access to basic level of sanitation service. An improvement from 52.4% in 2009/10 Financial Year.	Poor water systems, especially in deep rural areas where traditional water.  Financial sustainability, ensuring full cost recovery and debt management at a fair tariff and financing of capital investment	
Access to Free Basic Services	An indigent policy exists.  The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal. These are in terms of the national guidelines.	Inaccurate Indigent registers.	Require Technical and financial support with cleansing and verification of Indigent data.
<b>FINANCIAL MANAGEMENT AND VIABILITY</b>			
Revenue enhancement strategy	Water services taken over by the District from Local Municipalities  Revenue enhancement strategy was adopted by Council in 2014	Outstanding debt	Recovery of debt
Debt management (creditors)	More than 95% of creditors are paid within 30 days.	Cash flow challenges	Facilitation of Cogta process
Cash flow management	Poor cash flow status. No cash backed grants.	Poor cash flow	Financial support
Capital expenditure	100% expenditure of MIG over the last five years	Need more funding for backlog eradication.	Financial support
Audit Action plan	Maintained unqualified audit opinion for four financial years	Unauthorised and irregular expenditure.	None
Submission of Annual Financial Statements	AFS are submitted on time. AFS process plan is in place and implemented.	None.	None.
Asset register developed.	Asset register has been reviewed using correct unbundling system in compliance with GRAP 17.  JGDM Asset Register is GRAP compliant	None.	None.
Supply Chain Management policy.	Policy approved and reviewed annually.	None.	None.
Audit Committee	The Audit committee is functional and meets	None.	None.

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

## Appendix E: Audit Action Plan

The record of audit opinions for the District and its local municipalities from the 2008/09 financial year and the 2013/14 financial year are as depicted in below.

Municipality	2010/11	2011/12	2012/13	2013/14	2014/15
Joe Gqabi	Unqualified	Unqualified	Unqualified	Unqualified	Clean
Gariep	Qualified	Qualified	Adverse	Qualified	Qualified
Senqu	Unqualified	Unqualified	Unqualified	Clean	Clean
Maletswai	Qualified	Qualified	Qualified	Unqualified	Unqualified
Elundini	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JoGEDA				Qualified	Clean

The municipality continues to implement the OPCAR (operation clear audit report) which monitors corrective actions with respect to the prior year audit as well as PAF (preparation audit file). Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to maintain with the improved audit results. The audit action plan is detailed below.

Auditor-General Report on Financial Performance Year 2013/14 FY	
Status of audit report:	CLEAN
<b>Non-Compliance Issues</b>	<b>Remedial Action Taken</b>
Material losses: As disclosed in the AFS there were material water losses of 39.6% to the value of R53.9m incurred as a result of water distribution losses.	The JGDM will explore various funding mechanisms for the installation of bulk water meters and deal with all identified illegal connections.

<b>Auditor-General Report on Service Delivery Performance: 2013/14 FY*</b>	
Status of audit report	Clean
Non-Compliance Issues	Remedial Action Taken
No material findings were made on the usefulness and reliability of the reported performance information for the selected programmes	N/A.

The overall results of follow-up audit indicate that management has implemented a substantial number of the audit recommendations and / or agreed upon management action plans from the previous year's external audit. Only issues relating to misstatements have been recurring though this is significantly being eliminated. The District is steadfast in its efforts of achieving and maintaining clean administration, sound financial control environment and effective and efficient internal controls. The ultimate objective is to achieve clean audit results for the District and its local municipalities.