



**Sarah Baartman**

DISTRICT MUNICIPALITY

*Province of the Eastern Cape*

*progress through development*

# INTEGRATED DEVELOPMENT PLAN 2017-22



**MAKANA**  
MUNICIPALITY | EASTERN CAPE  
*...a great place to be*



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## EXECUTIVE SUMMARY

Since the assumption of the new term of office of its political office bearers, the Sarah Baartman District Municipality, informed by the provisions in the Municipal Systems Act No. 32 of 2000, embarked on the process of developing a new five year strategic plan, the Integrated Development Plan (2017-2022). A process plan was developed and approved by the Council, where after the Steering Committee and Management gathered and sifted information using the existing Integrated Development Plan's data base as the baseline. The expectation as proclaimed in the Municipal Systems Act is that the draft IDP should be tabled to Council on or before the 31 March 2017. This will be done in tandem with the Municipality's draft budget presentation to council.

This Integrated Development Plan primarily reflects the situational analysis of Sarah Baartman District Municipality from the perspective both of the socio-economic conditions of the population as well as the institutional arrangements, infrastructure and organizational challenges of the Municipality. Sarah Baartman District is the largest District in the Eastern Cape Province in terms of its land mass, which demands long distance travelling and a multiple network of roads. However, the population of this District is low when compared to some districts within the Eastern Cape Province. This affects the Municipality's fiscal share of the country's equitable allocation which leads to challenges in the delivery of services. The analysis findings indicate that unemployment is very high, with about 57% of the population living below an acceptable income threshold. The crime rates are also high due to unemployment.

Notwithstanding this backdrop, the District has economic potential to create employment and livelihoods. The District has strong tourism attractions and economic development opportunities, such as game reserves and agriculture. The investment in alternative energy such as wind turbines, nuclear power plant, and hydro-electrical power plant are potential projects which will stimulate spin-offs for economic growth. The Municipality has identified the establishment of a development agency as a strategy in enhancing economic growth in Sarah Baartman District.

The District has achieved a considerable growth in infrastructure investments, with about 90% of the population having access to clean water. The challenge though is the ability of local municipalities who are Water Service Authorities to deal with bucket eradication and provide efficient and effective operation and maintenance of services to its communities without posing a health risk. The operation and maintenance of water and sanitation services and roads infrastructure is a major challenge in the District, as most local municipalities do not provide sufficient budgets for this purpose. In terms of the Analysis report from the National Department of Co-operative Governance most of the local municipalities are financially distressed. The capacity of Municipalities to exercise the WSA authority is a major question under consideration, and the outcome of the research may influence the review of powers and functions of all Municipalities in the Sarah Baartman District. There are consistent observations from a number of sources such as the blue and the green drop results from the Department of Water Affairs, SBDM's water quality monitoring tools, and Rapid Response Unit interventions to six municipalities which indicate that all is not well in most local municipalities who are WSAs/WSPs. The SBDM aims at facilitating the process whereby this function will be located to its ideal position. This objective will not be achieved unilaterally; it involves collaboration and engagement with Local Municipalities and other stakeholders in order to find a suitable strategic direction which will final be approved by the National Department of Co-operative Governance in consultation with the departments of Water Affairs and Human Settlements.

This District has identified Capacity Building to Local Municipalities as its key area of focus since the outcome of section 78 assessments in 2002. This remains the approach in its aim to enhance service delivery. The Municipality is regarded as a medium capacity municipality in terms of National Department of Co-operative Governance model of Capacity Analysis. The Sarah Baartman District Municipality prides itself in having achieved an unqualified audit opinion for five consecutive years and continues to increase efforts to improve its management capabilities. There is no major shift in its organisational structure, as this is perceived as adequate until new developments warrant a review.

The SBDM adopted a model of delegating the functions of Fire and Disaster Management services to all 7 local Municipalities. A service level agreement has been entered into between the District and each Local Municipality which seeks to strengthen the relationship and commit to fund and monitor performance of Local Municipalities in rendering this function. The District Municipality takes responsibility for providing funding for both operational and capital expenses towards Fire and Disaster Management services. The District Municipality has, however, identified a need for Institutional Development as another development priority in addition to its existing four development priorities. The aim of this development priority is to strengthen its internal capacity in order to provide a significant force for capacity building in Local Municipalities.

The Municipality does not have a revenue base and as such is dependent on grant funding and equitable share. This is a result of the District not providing services that will generate revenue and attract a funding allocation from Municipal Infrastructure Grant. The SBDM's revenue base is sustained by the District Municipality's ability to manage its finance through accumulation of interest on its reserves. The District aims to strengthen its visibility and access to the communities it serves through relocating its Municipal Offices to Kirkwood in Sundays River Valley Local Municipality.

The District identifies itself as the centre of co-ordination on behalf of its 9 local Municipalities. This therefore suggests that all sector departments, stakeholders and business investment opportunities will be co-ordinated through Sarah Baartman District Municipality on behalf of all local Municipalities. Consequently, the Integrated Development Plan includes services to be rendered by all sector departments to the communities of Sarah Baartman. Sector alignment is an integral part of the IDP process.

## OVERVIEW OF THE MUNICIPALITY

The Sarah Baartman District Municipality (SBDM), is the largest (58 243 km<sup>2</sup>) of the six (6) District Municipalities in the Eastern Cape Province. The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and two other District Municipalities in the Eastern Cape, namely Chris Hani District Municipality and Amathole District Municipality.

The District consists of seven (7) local municipalities and three other portions that are National Parks, namely the Addo Elephant National Park, the Tsitsikamma National Park and Camdeboo National Park. These parks are managed by the South African National Parks Board<sup>1</sup>.

The district has the largest number of Category “B” municipalities in the country.

The District wholly borders the Nelson Mandela Metropolitan Municipality (NMMM), and consequently, land access to the NMMM is via the SBDM. Below is the list of the nine local municipalities in SBDM and their respective towns are:

	MUNICIPALITY	MAJOR SETTLEMENTS / TOWNS
EC101	Dr Beyers Naudé	Graaff Reinet, Jansenville, Willowmore
EC102	Blue Crane Route	Somerset-East, Cookhouse, Pearston
EC104	Makana	Grahamstown, Alicedale, Riebeeck-East
EC105	Ndlambe	Port Alfred, Kenton-on-Sea, Bushmans River Mouth, Alexandria
EC106	Sundays River Valley	Kirkwood, Addo, Paterson, Glenconner
EC108	Kouga	Jeffreys Bay, Humansdorp, Hankey, Patensie, St Francis Bay
EC109	Kou-Kamma	Joubertina, Kareedouw, Louterwater

**Table 1: Local Municipalities, Major Settlements / Towns**

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<sup>1</sup>The National Parks in the District do not form part of the 2010 demarcation exercise. All national parks are excluded from disestablishment.

## Sarah Baartman District Offices

The Sarah Baartman District Municipality offices are located within the Nelson Mandela Bay Metro area, with disaster centres located throughout the district. There are plans to relocate to Kirkwood in the Sundays River Valley municipality area.

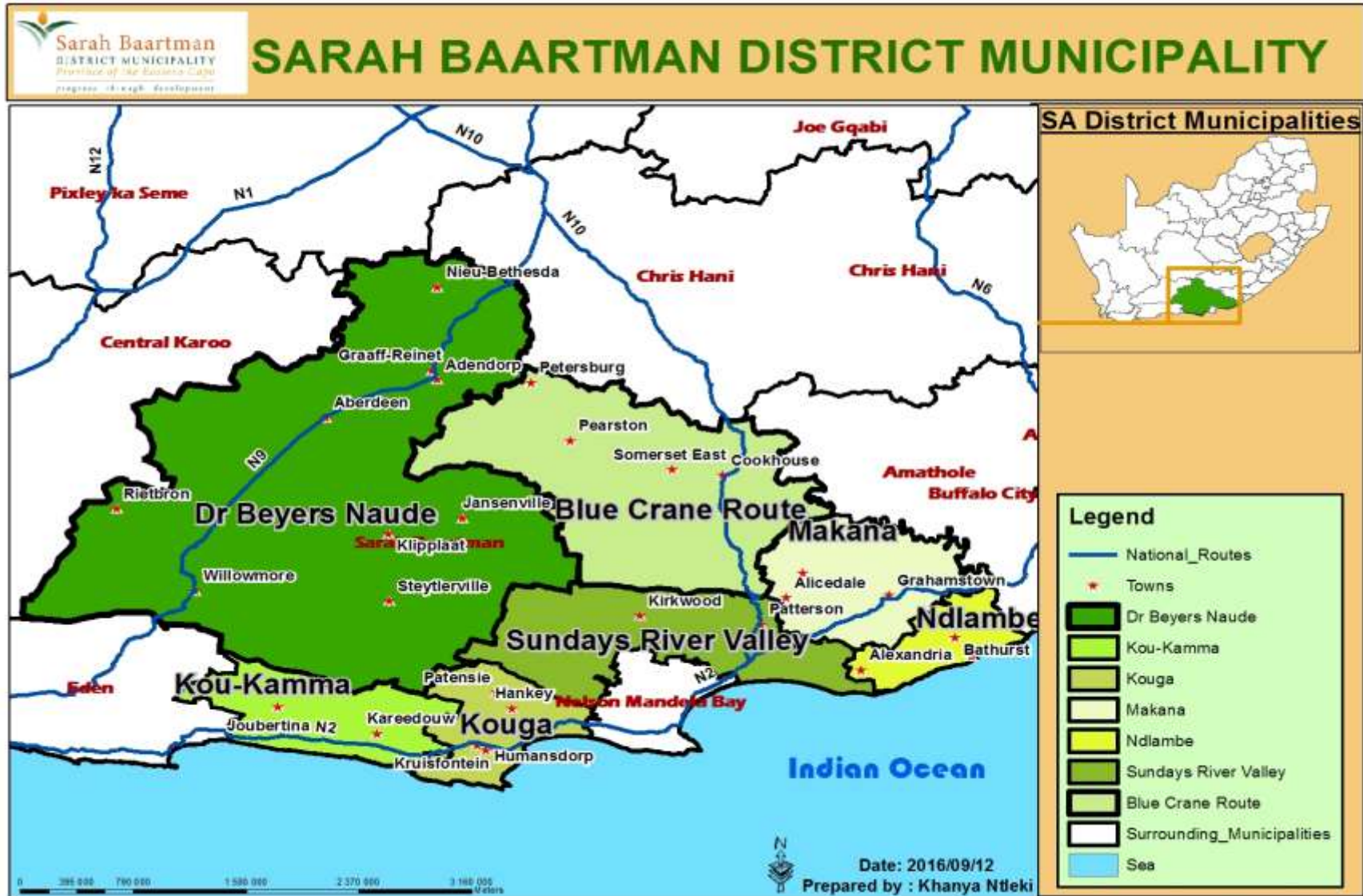
32 Govan Mbeki Avenue  
Port Elizabeth  
6000  
Tell: 041 508 7111  
Website: [www.Sarah Baartman.co.za](http://www.Sarah Baartman.co.za)

Sarah Baartman Disaster satellite offices are located throughout the district:

Serviced Municipalities	Location of the Satellite Offices, Address & Contact detail
Sundays River Valley And Blue Crane Route	Fire Station Middle Street Kirkwood Tel: 042 230 0035 Fax: 042 230 0047
Ndlambe And Makana	1 Bathurst Street Port Alfred 6170 Tel: 046 624 1151 Fax: 046 624 1151
Jansenville: Ikwezi, Baviaans And Camdeboo	34 Boom Street Jansenville 6265 Tel: 049 836 0118 Fax: 049 836 0105
Kou – Kamma And Kouga	5 Keet Street Kareedouw Tel: 042 2880225/0303 Fax: 042 2880010



**AMALGAMATED MUNICIPALITIES (Baviaans, Camdeboo, Ikwezi)**



## **VISION**

**An innovative and dynamic municipality striving to improve the quality of life for all communities in the District**



## **MISSION**

**Coordinate, support and provide sustainable services and promote socio-economic development**

## **VALUES**

**Accountability** - We are accountable for our actions

**Creativity** - We promote new ideas to promote service delivery to our constituencies

**Effectiveness & Efficiency** - We strive to do the right things timeously

**Service Excellence** - We strive for service excellence and customer satisfaction

**Professionalism** - We strive to maintain high professional standards

**Transparency** - We are committed to openness and transparency in everything we do

## **CHAPTER 1: PART 1 - THE PLANNING PROCESS**

### **1.1.1 IDP OVERVIEW**

The Integrated Development Planning process is a process of consultation, participation and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP.

Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it:-

- Strives to achieve the objectives of local government set out in Section 152 of the Constitution;
- Gives effect to its developmental duties as required by Section 153 of the constitution, and together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

This is the fifth review of Sarah Baartman District Municipality's five year Integrated Development Plan. The IDP is the strategy for attaining the district's vision of "an innovative and dynamic municipality striving to improve the quality of life for all our communities". IDPs are compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000).

The Sarah Baartman District Municipality developed a District Framework Plan in consultation with the nine local municipalities in its area. The District Framework Plan was adopted by the SBDM Council, 7 September 2016.

### **1.1.2 THE SBDM FIVE YEAR INTEGRATED DEVELOPMENT PLAN**

The IDP document represents the strategic plan of the Sarah Baartman District Municipality that guides and inform all planning and allocation of resources for the five year period, 2017-2022. It is informed by National and Provincial Government priorities.

### **1.1.3 GUIDING PARAMETERS**

Over and above the legislative context, there are National, Provincial and District wide guiding policies and frameworks that exist, which the Sarah Baartman District Municipality needs to bear cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

## **17 SUSTAINABLE DEVELOPMENT GOALS**

The Millennium Development Goals and targets stem from the Millennium Declaration by 189 countries in 2000 to work towards achieving economic and social development priorities which were subsequently termed Millennium Development Goals. These have come to an end in 2015. Seventeen sustainable development goals have been put together for the next fifteen years to 2030.

South Africa is signatory to that agreement. The MDG's have been embraced by Government and are aligned with the Medium Term Strategic Framework, which outlines national government development priorities. The SBDM will consider the 17 sustainable development goals in its development agenda.

## **TWELVE (12) GOVERNMENT OUTCOMES:**

In February 2010, the Ministry of Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government's delivery and implementation plans for the MTSF priorities up to 2014.

1. Improved quality of basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are and feel safe
4. Decent employment through inclusive economic growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient competitive and responsive economic infrastructure network
7. Vibrant , equitable and sustainable rural communities with food security for al
8. Sustainable human settlements and improved quality of household life
9. A responsive, accountable, effective and efficient local government system
10. Environmental assets and natural resources that are well protected and continually enhanced
11. Create a better South Africa and contribute to a better and safer Africa and the world
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Of the 12 Outcomes, Outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

Outcome 9 identifies 7 Critical Outputs:

- Output 1:* Implement a differentiated approach to municipal financing, planning and support;
- Output 2:* Improving Access to Basic Services;
- Output 3:* Implementation of the Community Work Program;
- Output 4:* Actions supportive of the human settlement outcomes;
- Output 5:* Deepen democracy through a refined Ward Committee model;
- Output 6:* Administrative and financial capability;
- Output 7:* Single Window Coordination

## **THE NATIONAL DEVELOPMENT PLAN**

### **ALIGNMENT OF SBDM PRIORITIES TO NATIONAL AND PROVINCIAL DIRECTIVES AND FRAMEWORKS: - National Development Plan (NDP); Medium Term Strategic Framework (MTSF); Provincial Development Plan (Vision 2030), Provincial Strategic Priorities and Local Government Strategic Agenda**

The National Development Plan goal is to reduce poverty, inequality and unemployment by 2030. The MTSF priorities which are regarded as Government's five year implementation phase of the NDP are informed by the NDP.

#### **The NDP intervention areas are:**

- Economy and Employment
- Economic Infrastructure
- Environmental Sustainability and Resilience
- Improving Education Training and Innovation
- Health Promotion

## Inclusive Rural Economy

### Human Settlements and Spatial Transformation

#### Social Protection

The National Development informs the fourteen (14) Medium Term Strategic Framework priorities and is regarded as the five year implementation plan of the NDP.

### **Provincial Development Plan – Vision 2030**

The PDP principles in a nutshell include social economic and spatial justice; Gender Equality; Intergovernmental Equity; Citizens participation; promotes ethical, integrated multi-agent action; Public good; Respects evidence and critical deliberations and takes accountability seriously.

The Eastern Cape Province, guided by the NDP has developed its own long term vision, a Provincial Development Plan. The PDP is aligned to the seven Provincial Strategic Priorities which are:

- Transforming the economy to create jobs
- Rural development and food security
- Quality education
- Better healthcare for all
- Fighting crime and corruption
- Integrated human settlements and building cohesive communities
- Strengthening the developmental state and good governance

The strategic priorities are aligned to the National Government's Medium Term Strategic Framework (2014 – 2019).

The District and seven local municipalities in its area of jurisdiction have adopted the Local Government Strategic Agenda Priorities as the priorities that will achieve their respective visions. This is in line with aligning IDP and Budget for MSCO reporting and in response to the call to Premiers and Mayors to be visible and active champions of the National Development Plan with their offices being the catalytic agencies to drive implementation at Provincial and Municipal levels. The five year IDP responds to the NDP, PDP, MTSF and Provincial Strategic Priorities by identifying the development priorities listed below for the district and local municipalities respectively.

## **Basic Service Delivery and Infrastructure Development**

### **Financial Viability and Management**

### **Institutional Transformation and Organizational Development**

### **Good governance and Public Participation**

### **Local Economic Development**

## **THE NATIONAL DEVELOPMENT PLAN**

The National Development Plan sets out firm proposals to solve the country's problems and to deepen the engagement of all South Africans from all walks of life in building the future. Focus on people's capabilities is at the centre of the plan. These include education, skills, decent accommodation, nutrition, safe communities, social security, transport, and job opportunities.

## THE STATE OF THE NATION AND PROVINCE ADDRESS

<u>Reflections from the State of the Nation Address</u>	<u>Reflections from the State of the Province Address</u>
<ul style="list-style-type: none"> <li>• Empower SMMEs to accelerate their growth. Access to high-quality, innovative business support can dramatically improve the success rate of new ventures.</li> <li>• A wise spending of public funds and to cut wasteful expenditure, but without compromising on the core business of government and the provision of services to our people</li> <li>• 21 March to be commemorated as the national</li> <li>• A nine point plan to respond to the sluggish economic growth</li> <li>• Re-opening of land claims for people who had missed the 1998 deadline.</li> <li>• Fast track the implementation of the first phase of broadband roll-out to connect more than five thousand government facilities in eight district municipalities over a three year period.</li> <li>• State-owned pharmaceutical company, Ketlaphela, has been established. The company will participate in the supply of anti-retroviral drug to the Department of Health from the 2016/17 financial year.</li> </ul>	<ul style="list-style-type: none"> <li>• The Province prioritized the stimulation of rural development, land reform and food security through drought mitigation programmes and other initiatives.</li> <li>• For SBDM Blue Crane Route Local municipality benefitted through fodder production upscaling which will contribute towards the establishment of fodder banks.</li> <li>• Introduction of Agri – Parks to support agricultural development. Primary production has continued to increase in support of Sundays River valley Agri – Park Hub</li> <li>• A development loan for the amount of R3,8 million has been invested for 27,88% equity in the Ndlambe natural Industrial producers(Pty) Ltd, a pineapple beneficiation company. Through this initiative 1500 jobs have been created.</li> <li>• Job opportunities were created through EPWP and CWP programmes</li> <li>• Roads infrastructure - R 72 (Ndlambe) and R 335(SRV) will benefit from the roads upgrading programmes</li> <li>• Renewable energy- independent power producers have been awarded projects to the tune of R33, 7 billion.</li> <li>• Local government – back to Basics programme intensified to stabilize struggling municipalities and strengthen all municipalities</li> <li>• War rooms rollout is planned in order to promote citizens' participation in planning and programme implementation.</li> <li>• Four municipal boundaries have been redetermined. SBDM is directly affected through the amalgamation of Bavians, Ikwezi and Camdeboo municipalities.</li> <li>• Social infrastructure support – water restoration and maintenance in Makana municipality was completed.</li> <li>• Municipalities are urged to adopt and establish Community safety forums.</li> </ul>

### The Budget Speech

The Budget is delivered against the backdrop of low economic growth and high unemployment. According the Minister of Finance there is a need to intensify efforts to address economic constraints. The NDP remains the cornerstone for growth and development of the economy. The Province adopted its Vision 2030 in order to realise the principles of the NDP. The development trajectory is constrained by limited resources.

### Back to Basics (B2B)

Local government has been a primary site for the delivery of services in South Africa since 1994. We have made tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level. These rates of delivery are unprecedented in world-wide terms. It is therefore important to understand where we are, where we could be and what needs to be

done. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right through the Back to Basics Programme. The programme is about serving the people at the basic level through the five pillars:

- Good governance
- Public Participation: Putting people first
- Basic Services: Creating conditions for decent living
- Sound financial management
- Building Capable Institutions and Administrations

#### **1.1.4 IDP / BUDGET FRAMEWORK AND PROCESS PLAN 2017/18**

SBDM adopted an IDP/Budget Schedule and a District Framework Plan to serve as a guide to all of its Local Municipalities in preparation for the re-write of the IDPs. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process. The framework plan was adopted on 7 September 2016, by council.

#### **PROCESS FOR PLANNING, DRAFTING, ADOPTING AND REVIEW OF INTEGRATED DEVELOPMENT PLANS**

The process is explained in sections 27 – 34 of the Municipal Systems Act of 2000. The district municipality is required to develop a framework plan after consultation with local municipalities in its area.

A framework plan binds both the district municipality and the local municipalities in the area of the district municipality.

The Integrated Development Planning process is a process of consultation, participation and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP. The vision for improved quality of life can be achieved through partnership with stakeholders.

Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it:-

- Strives to achieve the objectives of local government set out in Section 152 of the Constitution
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The process is explained in sections 27 – 34 of the Municipal Systems Act of 2000. The district municipality is required to develop a framework plan after consultation with local municipalities in its area.

- a) A framework plan binds both the district municipality and the local municipalities in the area of the district municipality, and must at least: -
- b) Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or any specific municipality.
- c) Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment
- d) Specify the principles to be applied and co-ordinate the approach to be adopted in terms of those matters; and

- e) Determine procedures –
  - (i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans, and
  - (ii) To effect the essential amendments to the framework.

### **Adoption of process**

Section 28 states the following:

(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

The municipality must give notice to the local community of particulars of the process it intends to follow.

## **2. ISSUES TO BE CONSIDERED FOR THE FIVE YEAR IDP DRAFTING**

- Comments received from assessment of the 2016/17IDPs
- Consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans and strategies
- Alignment of the district and local municipalities' priorities and plans and budgets
- Alignment of budgets and sector specific plans and programmes of provincial sector departments government with district and local municipality plans
- Areas requiring attention in the Strategic Plan report
- Formulate a response to the MEC Comments on the Assessment of the five year IDP
- Proper alignment of SBDM IDP with seven (7) Local Municipalities' IDPs
- Incorporate the strategic plan outcomes into the IDP
- Review the Local Government Turn Around Strategy
- Review of the SBDM SDF
- Review/development of all outstanding plans as undertaken by the respective departments and in response to the MEC Comments on the Assessment of the IDP in 2016/17.
- Review of objectives and strategies
- The Amalgamation of three; Bavianaans, Camdeboo and Ikwezi. The new name for the amalgamated municipalities is Dr. Beyers Naude.

## **1. INTRODUCTION**

The Integrated Development Planning process is a process of consultation, participation and information sharing. Stakeholder involvement is the cornerstone of the review and refinement of the IDP. The vision for improved quality of life can be achieved through partnership with stakeholders.

Section 23 of the Municipal Systems Act of 2000 requires municipalities to undertake developmentally orientated planning to ensure that it:-

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  - (i) For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans, and
  - (ii) To effect the essential amendments to the framework.

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### **2. ISSUES TO BE CONSIDERED FOR THE FIVE YEAR IDP**

- Comments received from assessment of the 2016/17 IDPs
- Consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans
- Alignment of the district and local municipalities' priorities and plans and budgets
- Alignment of budgets and sector specific plans and programmes of provincial sector departments government with district and local municipality plans
- Incorporate the strategic plan into the IDP
- Incorporate Back to Basics

### **3. ORGANISATIONAL ARRANGEMENTS**

The SBDM IDP Review Process will be guided by the following structures:

IDP Steering Committee

IDP Representative Forum

- **IDP STEERING COMMITTEE**

The IDP Steering Committee is the internal support structure which guides the IDP review process throughout the review of the IDP. It is comprised of management and mayoral committee councillors. The IDP Steering is chaired by the Executive Mayor. The main function of this committee is to consider inputs and comments from the various role-players and stakeholders make recommendations on the content of the IDP as well as provide terms of reference for various planning activities.

- **IDP REPRESENTATIVE FORUM**

The IDP Representative Forum will function throughout the review of the IDP. The structure is chaired by the Executive Mayor. The composition of the IDP Representative Forum is as follows:

Councillors, National and Provincial Departments, Local Municipalities, Parastatals, Municipal Management officials, Non-Governmental Organisations and Communities.

#### 4. MECHANISMS FOR PARTICIPATION

Chapter 4 of the Municipal Systems Act requires municipalities to involve communities and stakeholders in the IDP Review process. The SBDM will use the media (local newspaper) to inform stakeholders about the IDP Review.

##### IDP REPRESENTATIVE FORUM

The IDP Representative Forum will be as inclusive as possible to accommodate stakeholders. In an effort to ensure maximum engagement, the SBDM has scheduled a series of meetings for stakeholder engagement.

##### IDP/Budget Roadshows

The Mayor of the district will embark on roadshows in the seven local municipalities to consult communities on the IDP and Budget of the district

##### Media

Notice will be placed on local newspapers to keep stakeholders informed on the approval and adoption of the IDP and Budget

##### Council approval

The draft reviewed IDP and Budget will be submitted to Council for approval in March and May 2017 respectively. After Council approval the draft IDP and Budget will be published in local newspapers for Public Comment.

#### 5. ACTION PROGRAMME

Deliverable /Activity	Responsibility	July				August				September				
		1	2	3	4	1	2	3	4	1	2	3	4	
Consult local municipalities on Draft Framework Plan <b>(07 July 2016)</b>	IDP Planning Unit		7/7											
Council adopts Framework Plan and IDP Budget Schedule <b>(07 September 2016)</b>	Planning Unit/Council										7/9			

#### 1.1.5 SCHEDULE OF MEETINGS

ACTIVITY	2016	2017
Council meeting to adopt SBDM IDP Framework Plan	07 September 2016	
IDP - Budget Representative Forum	15 September 2016	
IDP - Budget Representative Forum and Sector Alignment		17 March 2016
Table Draft IDP – Budget to Mayoral Committee		20 March 2017
Council Approval of Draft IDP		29 March 2017
Council approval of Final Draft IDP		24 May 2016

### **1.1.6 MEC COMMENTS**

The Reviewed 2016/17 IDP comments were not received from Provincial Cogta Department at the time of drafting the IDP. SBDM received High scores on all the key performance areas in the past five years . All the gaps identified have been addressed.

## CHAPTER 2: SITUATION ANALYSIS

### 2.1 DEMOGRAPHICS

The SBDM relies on the South African National census 2011 and the Community Survey 2016 (StatsSA) data information on official population figures, assisting it to make informed decision relating to population challenges faced by the district.

The census determined the country's population as 55.7 million and Sarah Baartman's population to be 479 923.

The SBDM has undertaken to access a number of alternative sources of data to provide a comparative analysis against the census 2011 figures and also assist in evaluating the growth trends within the district, namely:

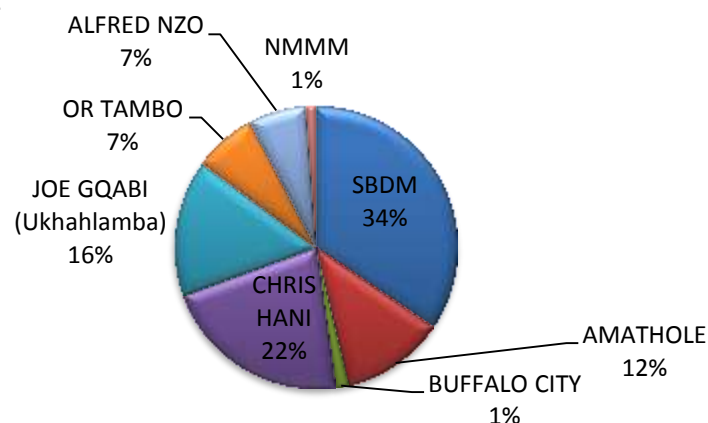
- Information obtained from the 2003 the Eastern Cape Socio Consultative Council survey;
- Information obtained from the 2004 district economic growth and development strategy as undertaken by the Urban Econ Group;
- Information obtained from the Global Insight Group reflecting projected population estimates as per 2011.
- Information obtained from the Community Survey 2016 reflection mid-term population estimates

**Table: 2.1** Population Estimates from different sources

Source	Estimated Population
STATS SA 1996 Census	369 782
STATS SA 2001 Census	388 210
ECSECC 2003	428 767
Urban Econ. Group 2004	438 800
Global Insight Database 2011	<b>451 761</b>
STATS SA 2011 census	<b>450 584</b>
STATS SA 2016 Community Survey	<b>479 923</b>

#### 2.1.1 District and Local Population Distribution:

##### EC area per km<sup>2</sup>



**Figure 2.1: Eastern Cape Area per km<sup>2</sup>**

The Sarah Baartman District covers approximately one third of the Eastern Cape's land area, however it only houses 6.8% of the provinces' population, with the lowest average distribution of eight people per square kilometre in the Eastern Cape (table 2.2). Only 22% of houses are informal, and 2/3 of households have potable water and a flush toilet or pit latrine on site. Conditions are worse in the small towns of the interior where poverty can be severe, compounded by isolation from the mainstream economy<sup>2</sup>.

It must however be noted that poverty is defined not only by levels of unemployment, but also characterized by a lack of access to, for instance, education, health care, and basic services including water and sanitation.

**Table 2.2:** Eastern Cape District Municipality Population Area Coverage & Densities

MUNICIPALITY	POPULATION			AREA (Km <sup>2</sup> )		DENSITY		
	2001	2011	2016	2001	2011	2001	2011	2016
SARAH BAARTMAN	388 206	450 584	<b>479 923</b>	58 266	58 272	6,7	7.7	<b>8.2</b>
AMATHOLE	1 664 079	892 637	<b>880 790</b>	23 645	20 041	70,4	44.5	<b>43.9</b>
BUFFALO CITY		755 200	<b>834 997</b>		2 515		300.3	<b>332</b>
CHRIS HANI	809 984	795 461	<b>840 055</b>	36 956	36 561	21,9	21.8	<b>22.9</b>
JOE GQABI (Ukhahlamba)	342 436	349 768	<b>372 912</b>	25 376	26 518	13,5	13.2	<b>14</b>
OR TAMBO	1 676 592	1 364 943	<b>1 457 384</b>	15 853	12 087	105,8	112.9	<b>120.6</b>
ALFRED NZO	549 687	801 344	<b>867 864</b>	7 976	11 119	68,9	72.1	<b>78.1</b>
NMMM	1 005 779	1 152 115	<b>1 263 051</b>	1 969	1950	510,8	590.8	<b>647.7</b>
<b>TOTAL EC</b>	<b>6 436 763</b>	<b>6 562 053</b>	<b>6 996 976</b>	<b>170 041</b>	<b>169 063</b>	<b>37,9</b>	<b>38.6</b>	<b>41.4</b>

Source: POPULATION CENSUS FIGURES: 2001 & 2011

Sarah Baartman has the lowest population density of the Eastern Cape Districts and Metros, due to the area covered by the district. This results in high costs per capita of providing services in the district. The Sarah Baartman area consists of a predominantly rural or agricultural base but differs from the mainstream 'rural' definition that refers primarily to the former homelands.

The Sarah Baartman scenario requires an alternative conceptualization of population placement that can be related to economic opportunity. Thus, it can be stated that the Sarah Baartman population distribution varies spatially based predominantly on coastal and inland placements, with the inland settlements of Graaff-Reinet and Grahamstown being the exception.

Population concentrations are in Makana, Kouga, Ndlambe and the newly established Beyers Naudé, with more than 50% of residents in the District residing in these Municipalities. The remaining Municipalities all have less than 60 000 inhabitants per municipality.

<sup>2</sup> [www.ecprov.gov.za/](http://www.ecprov.gov.za/)

One explanation for this distribution is the variation in land types, agricultural practices and associated income generating opportunities that are characteristic of Sarah Baartman’s inland and coastal areas.

### 2.1.2 Population Size per Local Municipality:

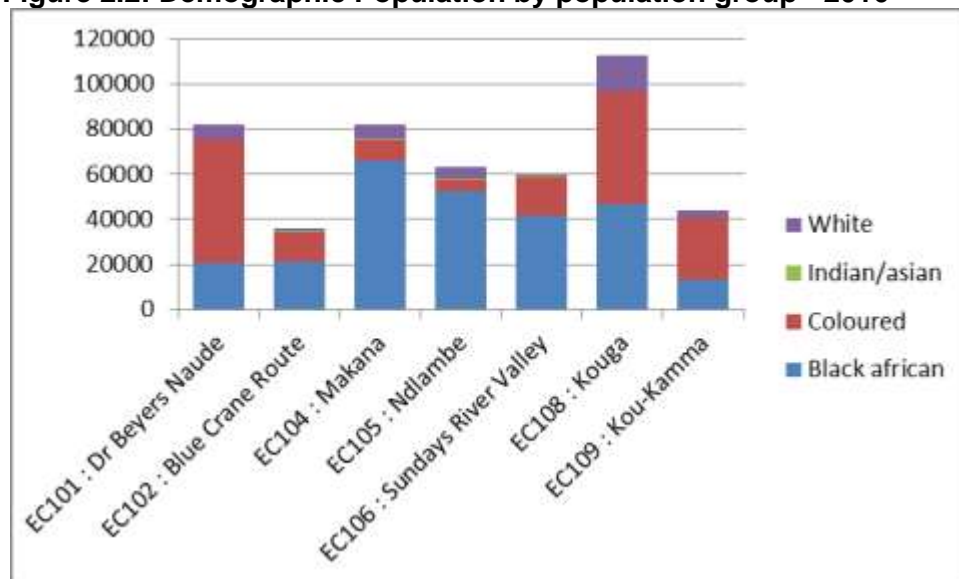
In the efforts to understand the population growth dynamics of the area, the municipality has used different statistic sources to get estimates of information

**Table 2.3: Demographic Total Population**

Local Municipalities	Census 2001	Census 2011	Community Survey 2016	% Change
<b>Beyers Naude</b>			82 197	
<b>Blue Crane Route</b>	35 015	36 002	36 063	1.7
<b>Makana</b>	74 541	80 390	82 060	2.1
<b>Ndlambe</b>	55 480	61 176	63 180	3.3
<b>Sundays River</b>	41 582	54 504	59 793	9.7
<b>Kouga</b>	70 693	98 558	112 941	14.6
<b>Kou-Kamma</b>	34 294	40 663	43 688	7.4
<b>Sarah Baartman</b>	388 206	450 584	479 923	6.5

Kouga Municipality has shown the most significant population growth in the District, this shows that there is a population migrating into the Kouga area. Kouga is one of the key economic centres in the district, it can be concluded that the population growth in the area is driven by economic migrants and natural population growth.

**Figure 2.2: Demographic Population by population group - 2016**

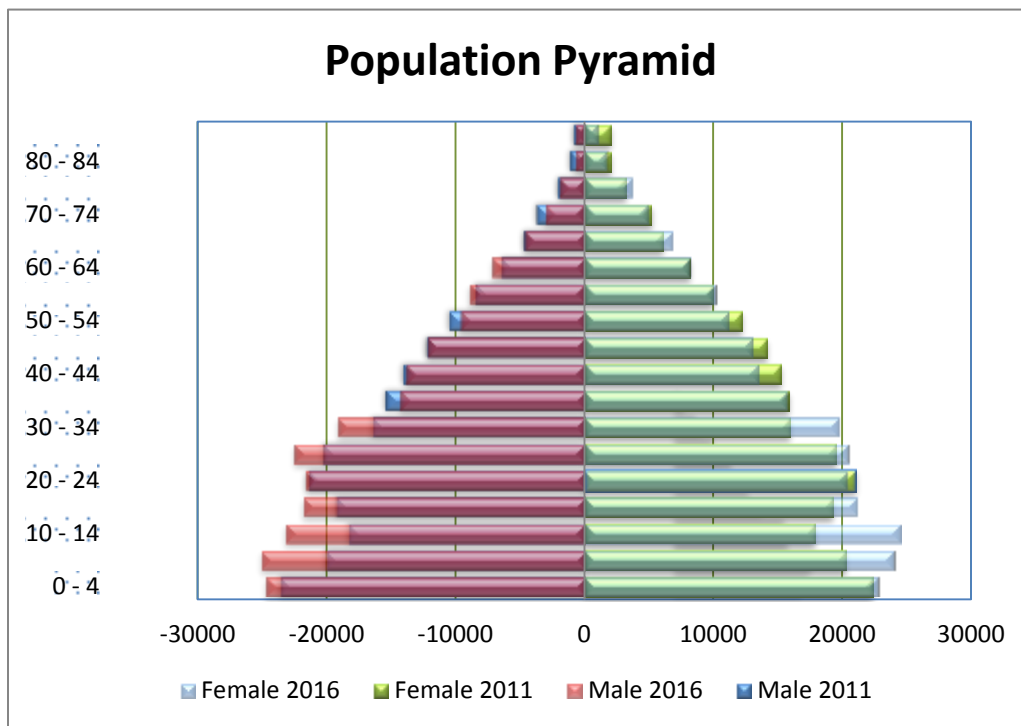


### Population Density



## 2.2 ECONOMIC INTELLIGENCE PROFILE

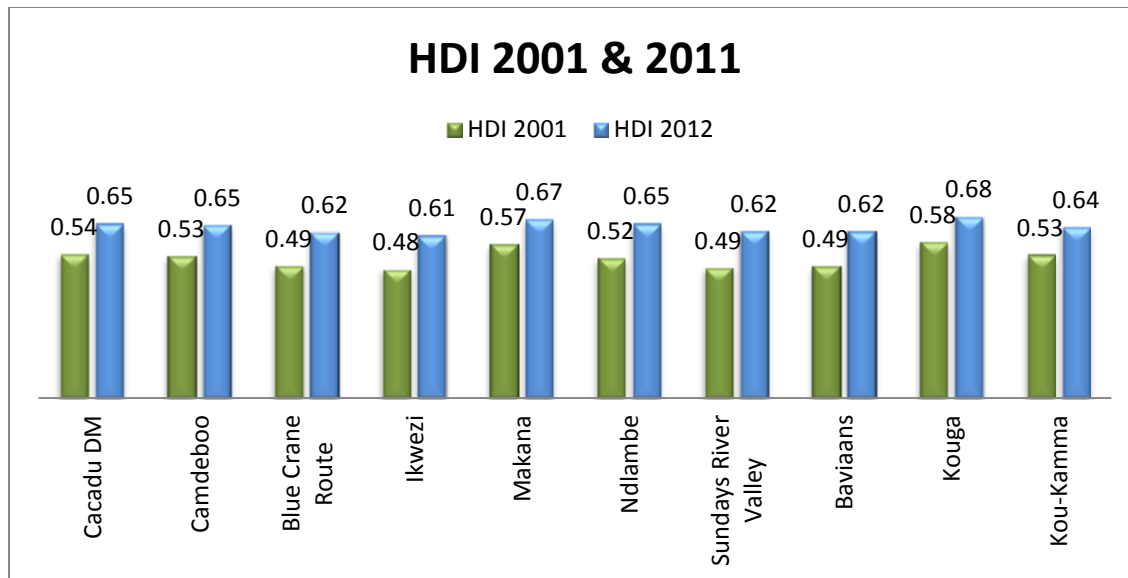
### 2.2.1 Age Structure



### 2.2.2 HUMAN DEVELOPMENT

The Human Development Index

**Figure 2.86: The Sarah Baartman Human Development Index 2001 and 2011**



Source: Global Insight (2014)

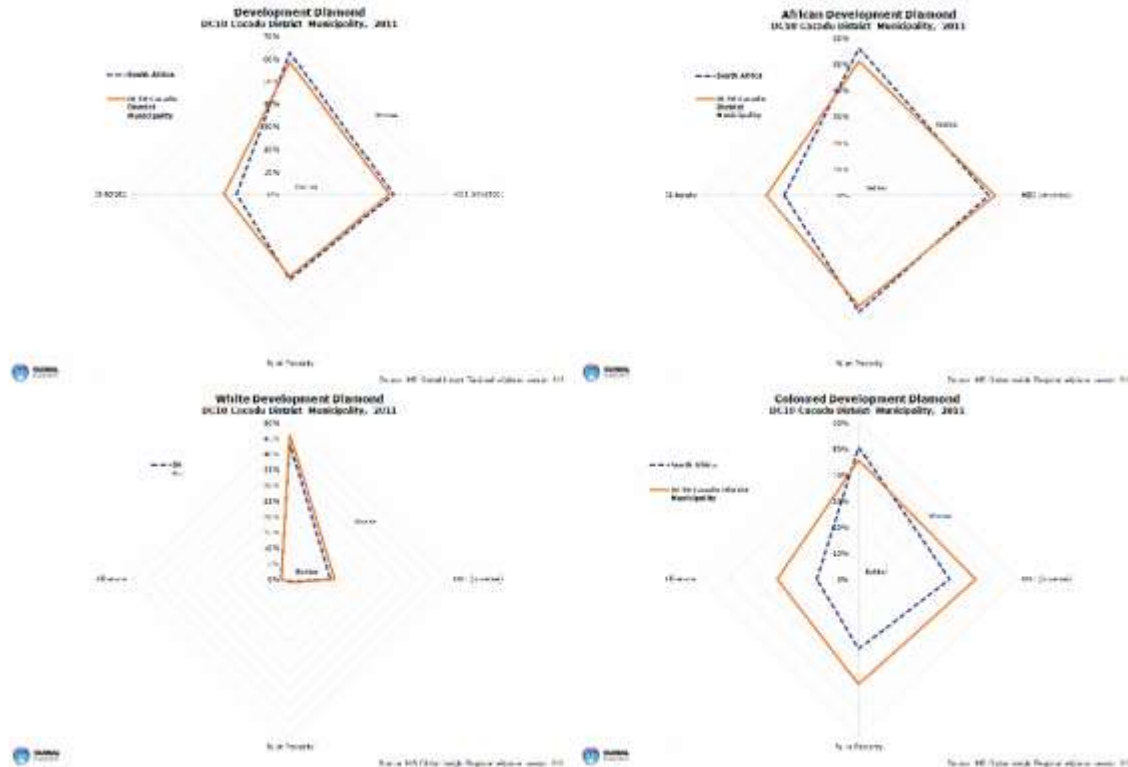
### 2.2.2.1 The Development Diamond

The Development Diamond measures the extent of inequality (Gini-Coefficient), underdevelopment (the Human Development Index or HDI), Poverty and illiteracy. The Development Diamonds reflect the racially skewed on-going effects of the Apartheid system that officially ended in 1994. The Diamond for the District is indicated in orange and for South Africa with a blue dotted line.

Whites experience almost no poverty, a high HDI, less than 5% illiteracy and relatively low inequality in keeping with South African norms for this population group, refer to figure 2.7 below.

**Figure 2.7: Development Diamond for Sarah Baartman**





Africans experience high poverty (although lower than the national average), a low HDI, high illiteracy compared to the country as a whole, and high inequality, although lower than the country as a whole. Coloureds experience lower poverty and illiteracy than Africans, but are significantly worse off than the national average. They also experience a higher HDI and roughly the same level of inequality.

### 2.2.2.2 Poverty

The level of poverty in the District is high, but showing steady decline:

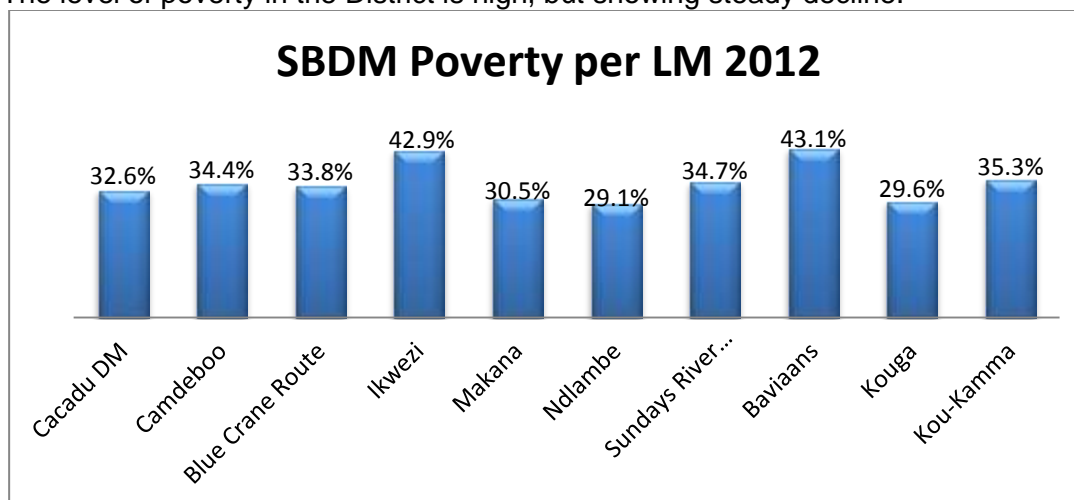


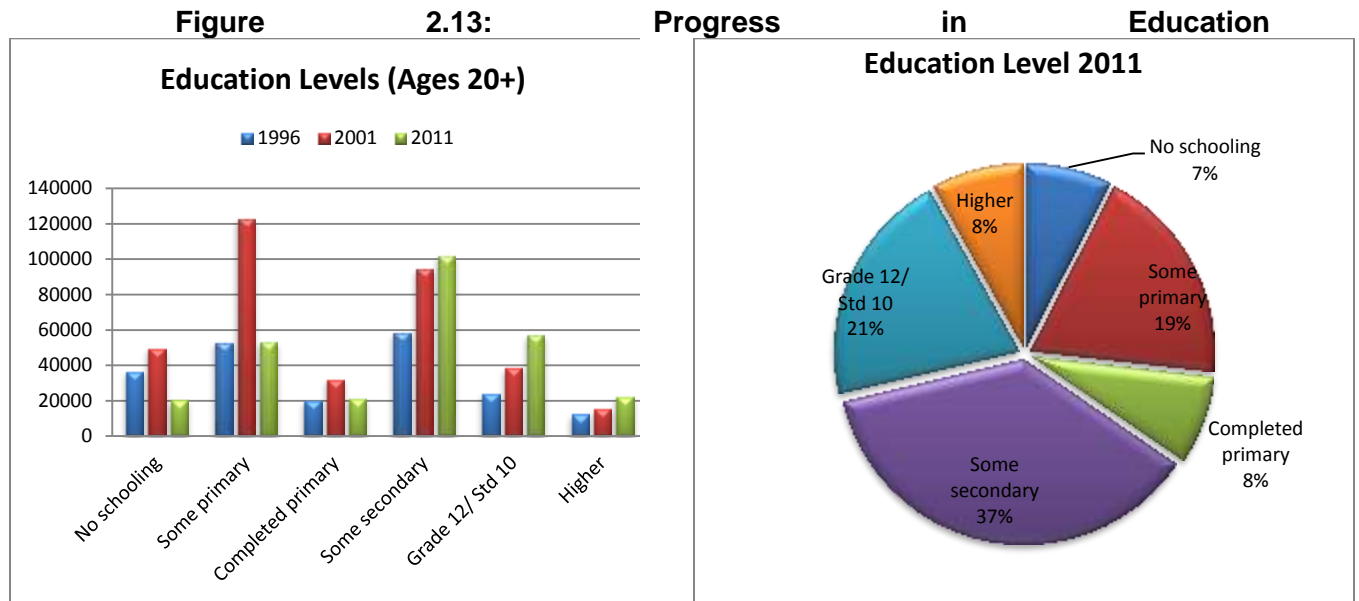
Figure 2.10: Poverty Overview  
Insight 2012

Source: Global

Very serious poverty (where people live on less than \$2 or R 14 – R 18 per day) is rapidly declining, probably in response to the roll out of social grants in South Africa

### 2.2.3 EDUCATION

Improvement in educational attainment is showing rapid and sustained progress.



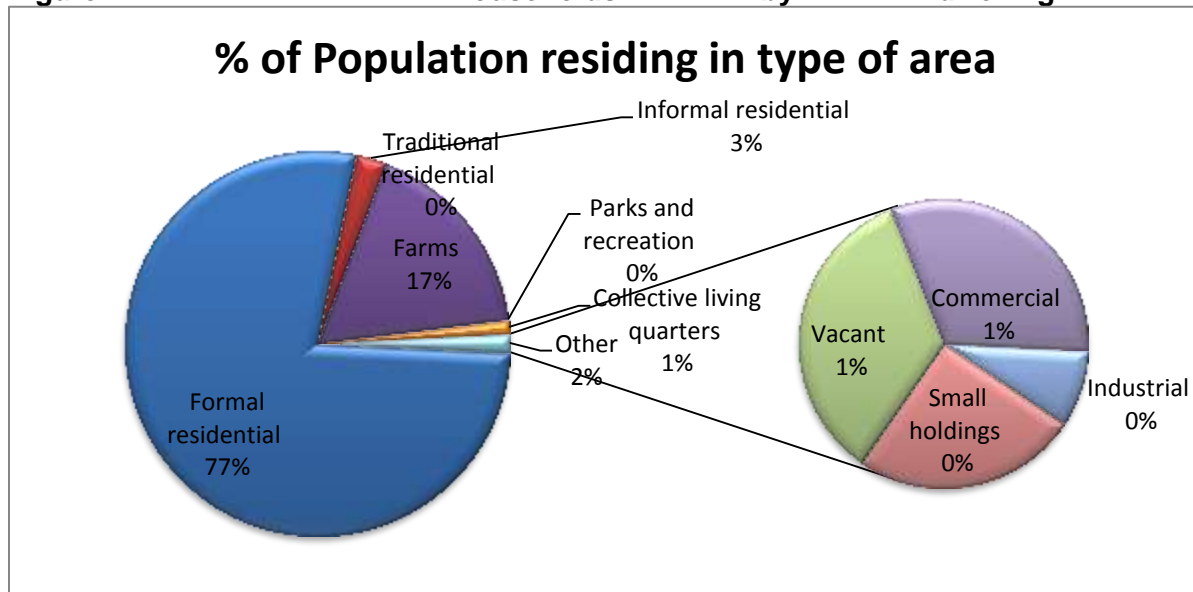
The above education graphs depict the changes in education levels in the population of Sarah Baartman. The graphs show that the greater number of the population has some secondary education (37%), with improvements in people with grade 12 and higher. There have been positive improvements, with the decrease in the percentage of the population that has not received schooling. The graphs show that there is a high level of dropouts, especially at primary education level.

The level of education indicates the type employment opportunities that we need to invest towards, to fight unemployment and poverty. The available skills mean we should focus on labour intensive programmes that provide sustainable jobs.

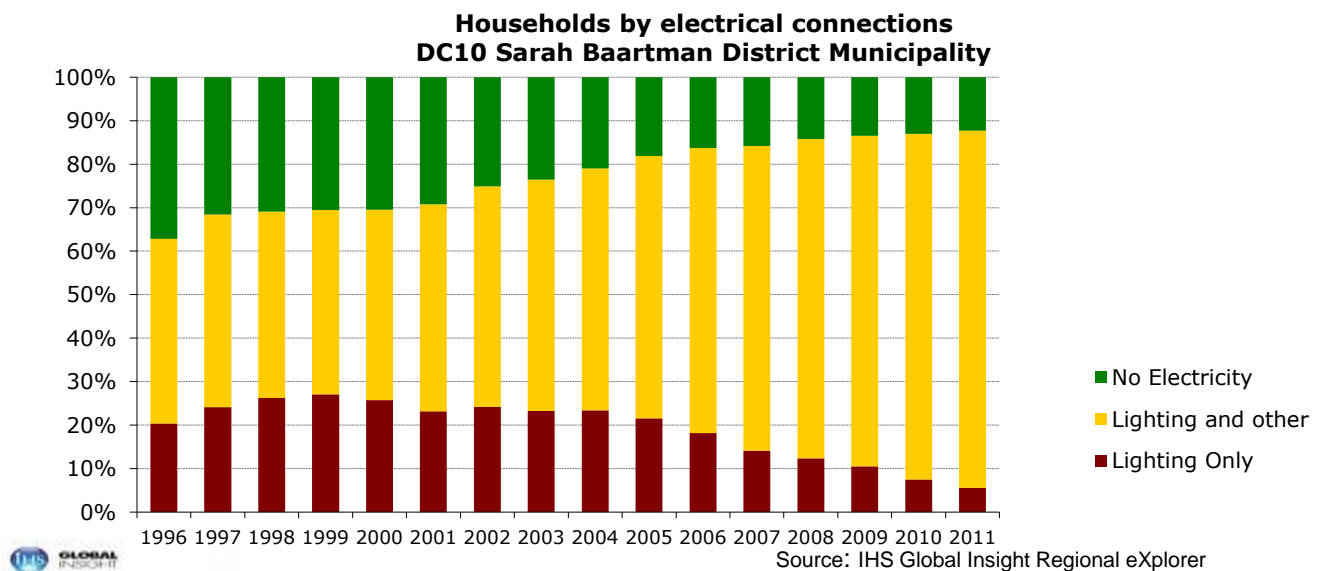
### 2.2.4 HOUSING AND ELECTRIFICATION

Both housing and electrification are showing serious and steady improvement

**Figure 2.14: Households by dwelling type**



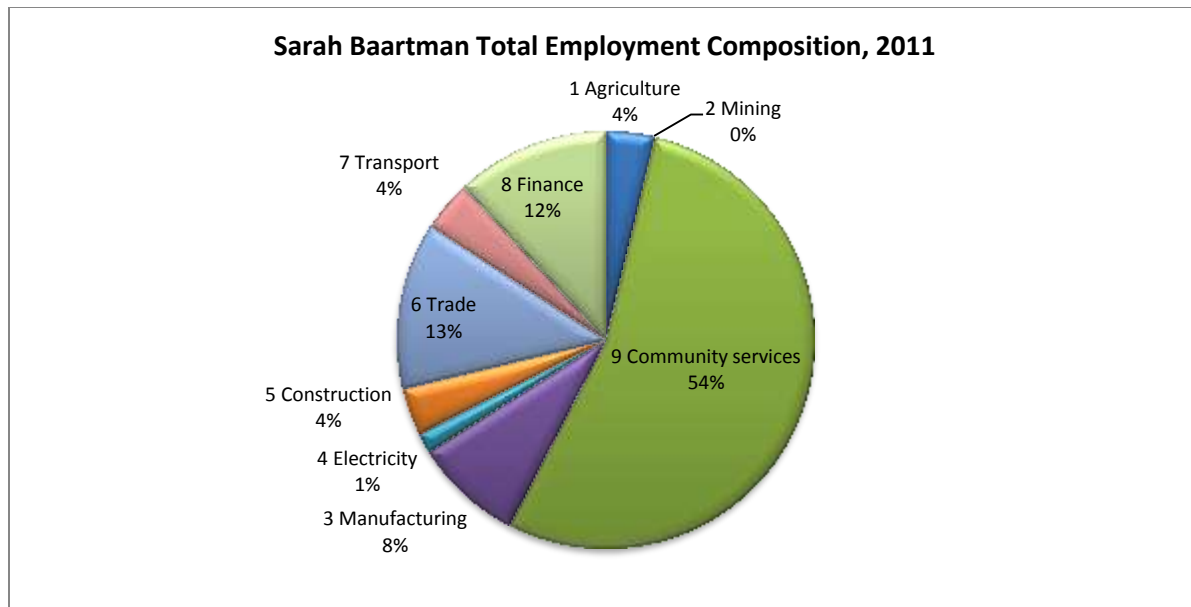
**Figure 2.15: Households by electrical connections**



## 2.2.5 EMPLOYMENT

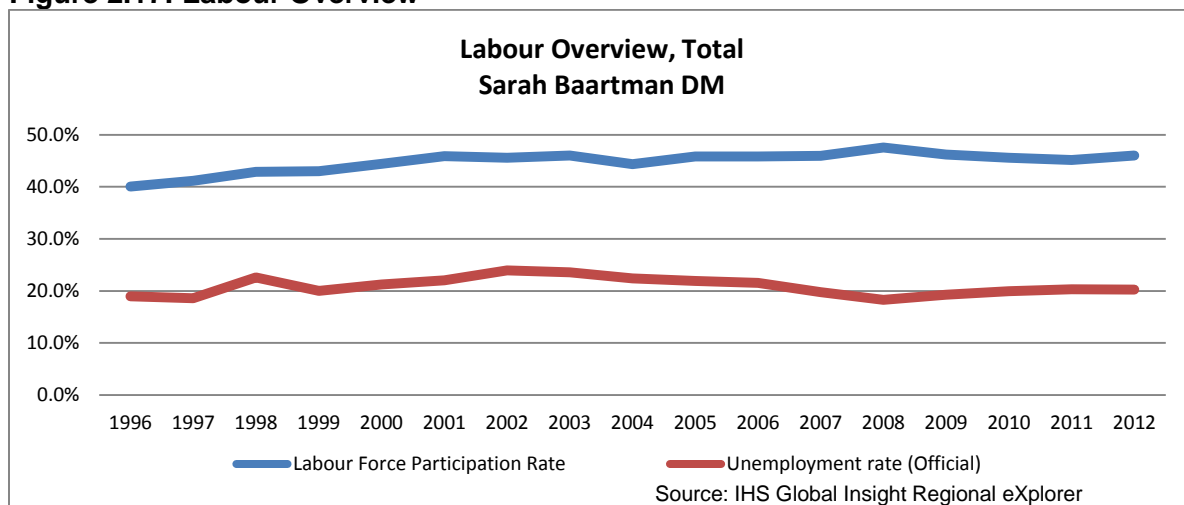
The District's major employer is Trade (which includes retail and tourism), followed by Agriculture and then Community Services (which includes government).

**Figure 2.16: Total Employment composition**

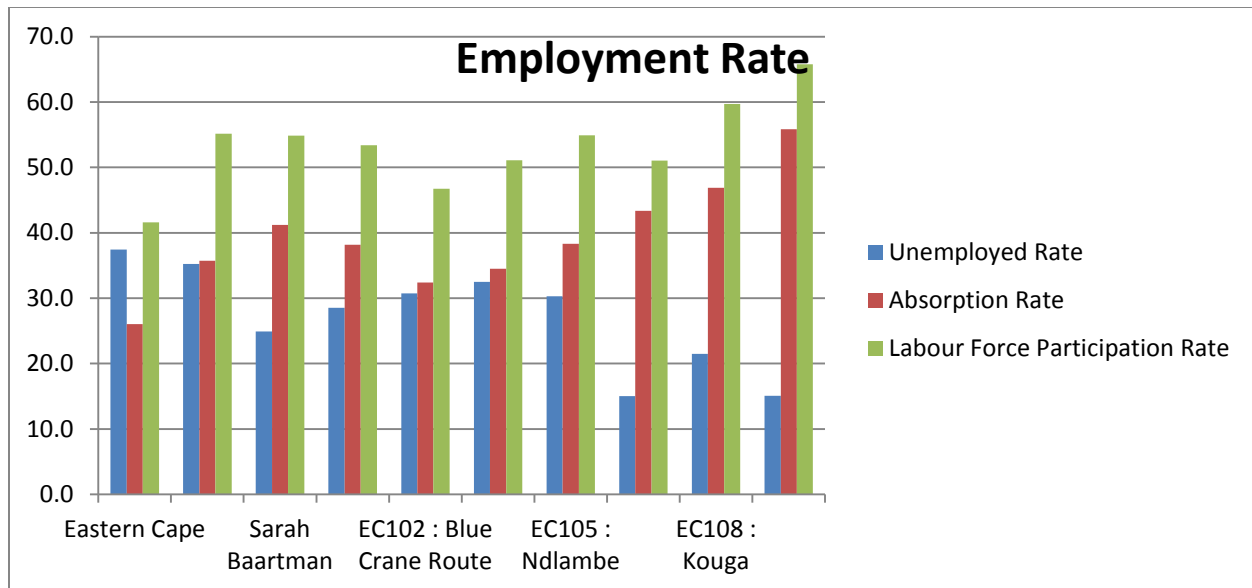


African male unemployment is relatively low by rural South African standards (21%) but is still high, especially since this is the official definition of unemployment and excludes permanently discouraged work seekers, the actual unemployment rate is likely to be much higher. African and Coloured females experience slightly higher unemployment at around 25%. The problem is less serious in the case of Coloured Males which is below 20%.

**Figure 2.17: Labour Overview**



The unemployment rate for the district is 20.3%, which represents 28016 unemployed people.



## 2.2.6 Economic Structure and Growth

### 2.2.6.1 Gross Value Added (GVA)

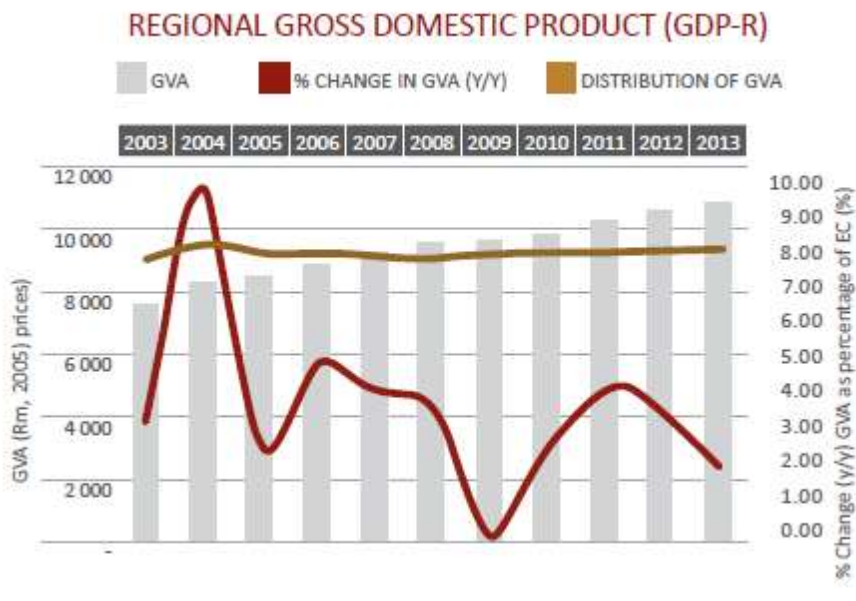
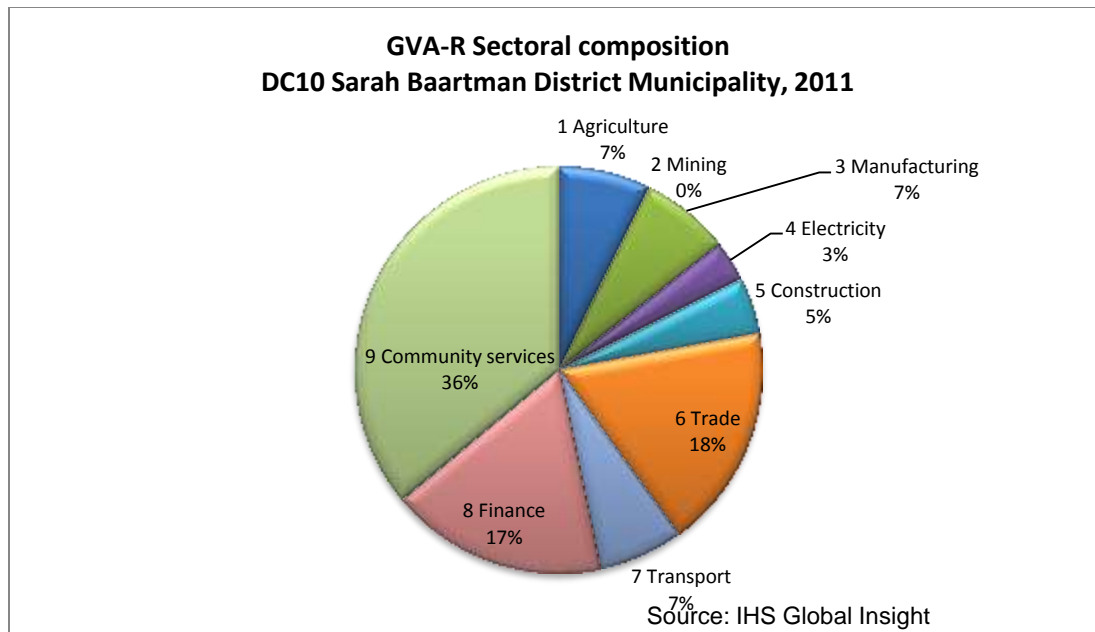


Figure 2.18: Sarah Baartman DM GVA 2003-2013 source: ECSECC (2014)

### 2.2.6.2 Sector Breakdown

The leading sectors in SBDM in regard to Gross Value Added are Community Services, Trade (which includes tourism), Finance (which includes Real Estate), agriculture, manufacturing and transport.

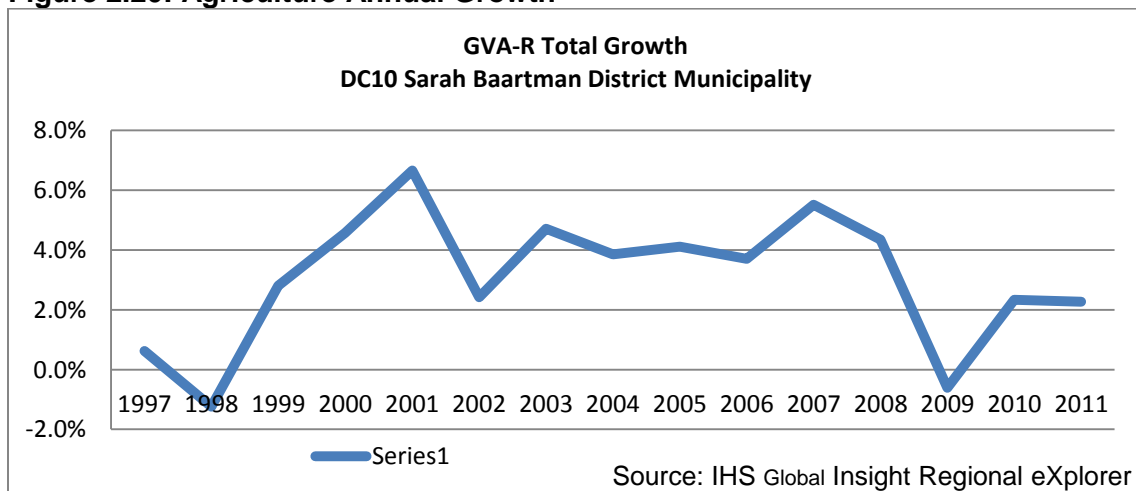


**Figure 2.19: Sarah Baartman DM GVA-R Sector composition**

### 2.2.6.3 Sarah Baartman Economic Growth Rate

Agriculture as a key but declining driving force in the economy indicates a strong “boom –bust” cycle

**Figure 2.20: Agriculture Annual Growth**

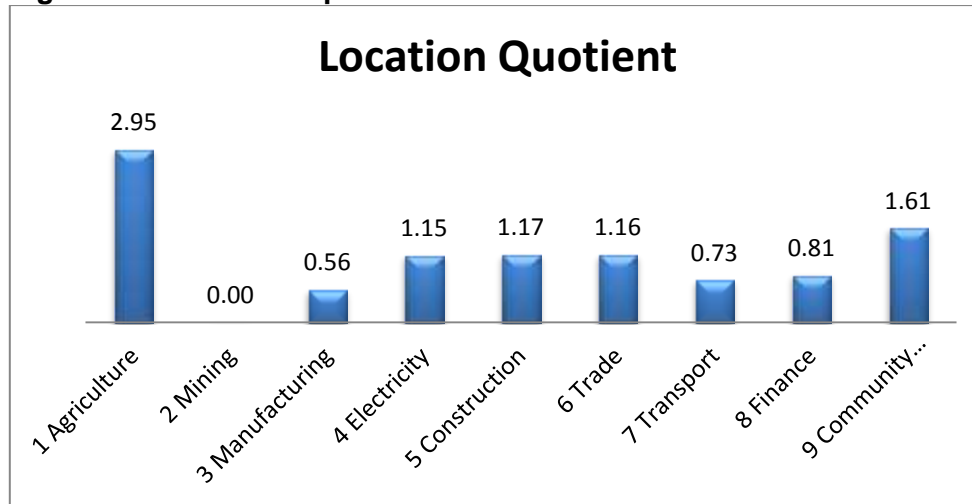


Manufacturing has been showing relatively weak growth over the past seven years and appears to have been hard hit by the recession. Construction growth has been highly cyclical with a progressive decline over the past four years. Trade (which includes retail and tourism) has shown consistently positive growth since 2009 and appears to have recovered rapidly after the recession. Transport has shown consistently positive growth and rapid recovery after the recession. After a notable pre-recession property boom, finance (which includes real estate) is indicating positive growth once more. Community Services has shown consistently positive growth since 2002.

## 2.2.7 Location Quotient

Sarah Baartman has a strong specialization in agriculture when compared with rest of South Africa but this is declining in favour of trade and community services. This is a concern as it shows that the district is not realising its agricultural potential.

**Figure 2.28: Location quotient**

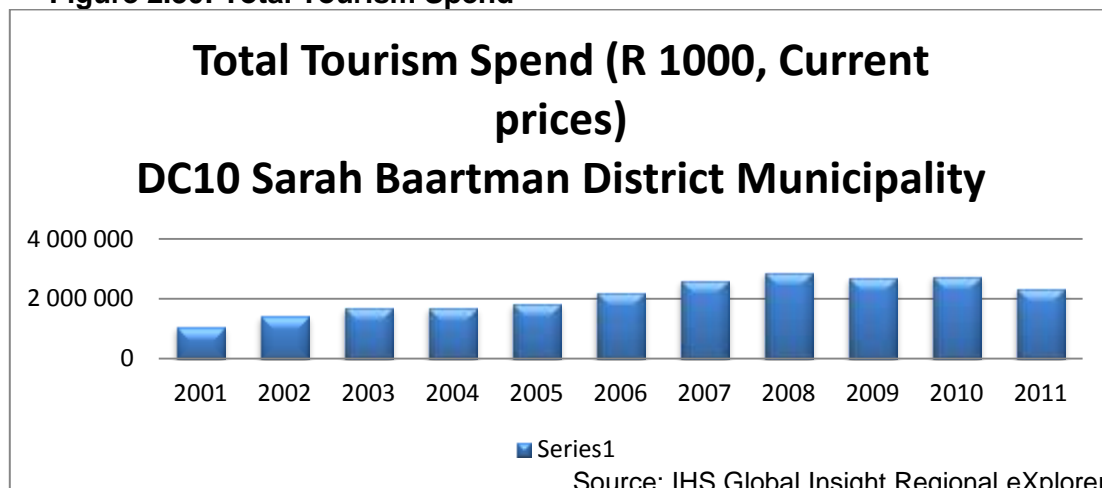


## 2.2.8 Tourism

### 2.2.8.1 Tourism Spend

Tourism spend has shown rapid growth and has reached a plateau at about R3 Billion per annum.

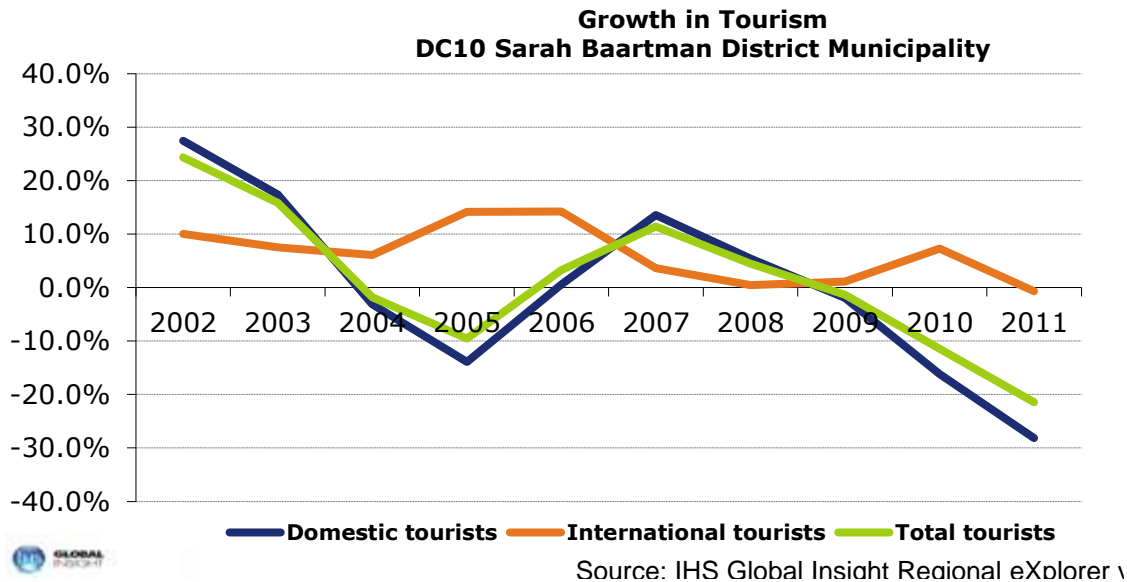
**Figure 2.30: Total Tourism Spend**



### 2.2.8.2 Visitor Numbers

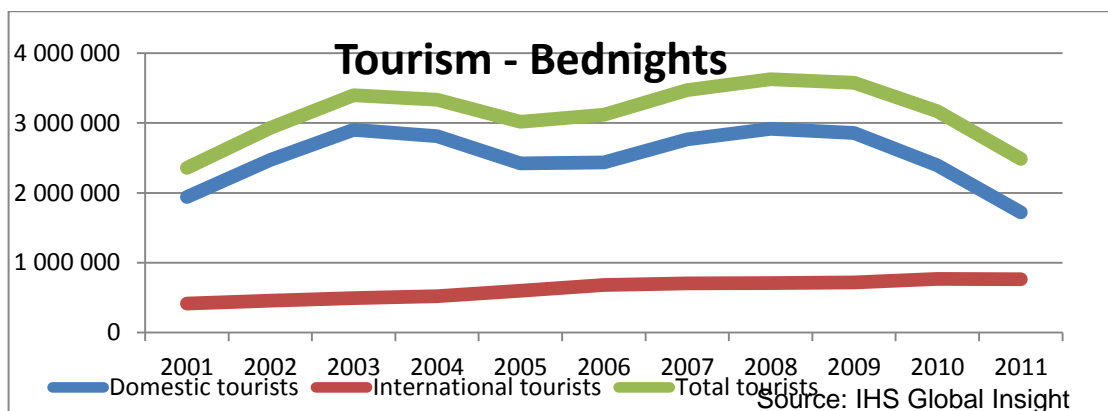
After a sharp decline, international tourism is rising again with domestic tourism remaining buoyant.

**Figure 2.31: Growth in Tourism**



### 2.2.8.3 Bed Nights Sold

Bed nights sold to foreign tourists are staying relatively constant at about 500 000 per annum whilst bednights sold to domestic tourists are heading towards the 3,5 million mark.



## 2.3 INSTITUTIONAL CAPACITY

### 2. 3.1 Powers and Functions

The table that follows illustrates the powers and functions allocated to the Sarah Baartman District Municipality along with its associated local municipalities.

Key issues relating to powers and functions within the Sarah Baartman District are as follows:

- In terms of the Water Services Act, Act 108 of 1997 the Local Municipalities are Water Services Authorities and as such they are responsible for water services in their areas.
- In terms of the National Land Transport Act, Act 2 of 2009 the Sarah Baartman District Municipality as a Type 2 Planning Authority is tasked with the responsibility of Transport



Planning for the District and is therefore responsible for compiling and reviewing the Integrated Transport Plan.

- There are three road categories in the District namely Municipal, Provincial and National Roads. Local Municipalities are responsible for the construction, upgrading and maintenance of Municipal Roads, Province is responsible for Provincial Roads and National through the South African Roads Agency is responsible for National roads.
- In terms of the Disaster Management Act, Act 57 of 2002, the District is responsible for this function.
- According to the Municipal Structures Amendment Act, Act 1 of 2003, section 84(1)(j), the District Municipality is responsible for specialised firefighting services such as mountain, veld and chemical fire services throughout the district area..
- According to the Municipal Structures Amendment Act, Act 117 of 1998, Municipal / Environmental Health Services is the competency and function of the District Municipality. The function is currently being rendered on an agency basis by seven of the nine Local Municipalities.
- Housing is the competency of the Provincial Human Settlement Department.
- Refuse removal, refuse dumps and solid waste disposal is the competency of the Local Municipalities.

**Table 2.6: Powers & Functions**

<b>POWERS AND FUNCTIONS</b>	<b>Sarah Baartman</b>	<b>Camdeboo</b>	<b>Blue Crane Route</b>	<b>Ikwezi</b>	<b>Makana</b>	<b>Ndlambe</b>	<b>Sundays River Valley</b>	<b>Baviaans</b>	<b>Kouga</b>	<b>Kou-Kamma</b>
Air pollution		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Building regulations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Child care facilities		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Electricity reticulation	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fire fighting	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local tourism	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal airports	Yes, excl. EC101, EC 108	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes, incl. DM function	Yes
Municipal planning	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal health services	Yes		No	No	No	No	No	No	No	No
Municipal public transport	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Pontoons and ferries			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Storm water		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water (Potable)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sanitation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Beaches and Amusement facilities	No	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Billboards and the display of advertisements in public places	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cemeteries, funeral parlours and crematoria	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Cleansing	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of public nuisance	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Facilities for the accommodation, care and burial of animals	No		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Fencing and fences	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing of dogs	No		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local amenities	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Local sport facilities	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Markets	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal abattoirs	Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Noise pollution	Yes, for EC103, EC106, EC107, EC109	Yes	Yes	No	Yes	Yes	No	No	Yes	No
Pounds	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Public places	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Refuse removal, refuse dumps and solid waste disposal	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street trading	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Street lighting	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Traffic and parking	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

## **2.3.2 Sarah Baartman Institutional Analysis**

### **2.3.2.1 Institutional Background to the SBDM**

The SBDM developed a new business model and institutional arrangements to support its business strategy. There have been a number of strategic interventions since 2002 to ensure that the necessary institutional capacity is created to enable the municipality to provide support to local municipalities and to achieve its developmental objectives.

### **2.3.2.2 The Development Facilitation Role**

SBDM has the legal and policy mandate to undertake a development facilitation role. The development facilitation service integrates a number of different responsibilities of the district (such as the IDP, regional spatial planning, economic development and tourism, infrastructure implementation support, local capacity building and support) to provide a more efficient, integrated and holistic service.

This is supported by a resource leveraging role where SBDM:

- identifies and secures potential funding for such projects from donors, national and provincial government and private sector investors;
- facilitates the transfer of appropriate knowledge and learning regarding similar projects from elsewhere in the municipal sector; and
- identifies appropriate partner organizations or individual specialists who help deliver the project where required.

In addition, SBDM fulfils a monitoring and evaluation function in regard to the IDP and other projects. This role allows it to identify appropriate support interventions at an early stage where required and to regularly review the efficacy of its policy and strategic frameworks. It will also provide a measure of comfort for funders where there are concerns regarding the capacity of the local municipality.

### **2.3.2.3 Review of Existing Organizational Structure**

The SBDM's current service delivery menu has been developed in terms of its new business model and legislative requirements. The SBDM has adopted a policy of appointing local municipalities as "Preferred Service Providers" which has impacted on the way it is currently organized and on its staff establishment.

The primary role of the SBDM is that of a Development Facilitator. This role included three complementary subsidiary roles:

- District as a district wide integrated development planning authority;
- District as an infrastructure development agency; and
- District as a technical and institutional capacity resource (capacity building and support) to local municipalities.

These roles focused on high level planning, management, facilitation, capacity building and support rather than direct service delivery.

The organizational design of the SBDM is based on the SBDM Development Facilitation and Capacity Building / Support business model, the organizational structure has been developed based on the following principles / assumptions:

- Dedicated personnel / units to provide capacity building and support programmes to local municipalities;
- Priority focus in the design must reflect and give optimal effect to the vision, mission and the capacity building and support function;
- Appropriate organization – Form should follow function. Where it is appropriate similar related functions should be grouped;
- Clear lines of accountability including manageable span of control;
- Use of ICT – the design should exploit modern information technology to establish efficient and effective communication and information management systems;
- Flexible approach to centralization and decentralization;
- Financial sustainability – the design should be realistic in terms of SBDM's financial capacity.

### **Challenges**

Current operational shortcoming of the structure include:

- Duplication of functions;
- Overlapping of functions;
- Inappropriate splitting of functions;
- Lack of operational integration;
- Streamline the span of control of the Municipal Manager to enhance integration, co-ordination, management and oversight;
- Identify clear reporting lines; and
- The ongoing efforts to align the organizational structure to the business model.

Initially a high level structure approved by Council on 30 May 2007 made provision for four departments namely:

- Planning and Infrastructure Services;
- Economic Development;
- Community Services; and
- Finance and Corporate Services.

SBDM is in the process of reviewing its organisational structure, this has been one of the key area that have been identified as a challenge in the municipality. The organisational review is aimed at addressing the challenges faced by the Local Municipalities, by structuring the district in a manner that provides better service to the LMs. The district is currently reviewing its its functions, analysing how its current operations assist in delivering on its legislative functions. The review started in 2016/17 financial year and will be concluded in 2017/18 financial year.

### 2.3.3 Institutional Issues – Local Municipalities – Planning unit

The table that follows illustrates pertinent operational issues as relevant to each local municipality within the Sarah Baartman District.

**Table 2.7:** Institutional Issues – Local Municipality Scan

ISSUES	DR BEYERS NAUDE	BLUE CRANE ROUTE	MAKANA	NDLAMBE	SUNDAYS RIVER VALLEY	KOUGA	KOU-KAMMA	SARAH BAARTMAN Manager Corporate Services
Staff Establishment		300	587	466	210	1268	164	95
Vacancies Organizational Structure		24	100	13	51 (22 funded; 63 unfunded)	-	40%	16
Filled Positions		300	27( more to come)		172	1268	60	79
Salary % of Total Budget		39,5%	41%	33,.8%	32%	38%	37.1%	22%
Free Basic Services (6k/ water, 50 KW Electricity)		√	√	√	√	√	√	√
By-laws		√	√	√	√	√	No	√
Internal Audit		√	√	√	√	√	√	√
Audit Committees		√	√	√	√	√	√	√
Revenue Collection		83%	84%	82%	65%	84%	55%	√
AFS		√	√	√	√	√	√	√
Budget		√	√	√	√	√	√	√
Audit Report		09/10	09/10	06/07	09/10	08/09		09/10
Audit		Aug. 2010	√	√	16 Feb 2011	√		2010
MFMA Implementation (Compliance Cost)		No Committee	No Committee	No Committee	√	√	No Committee	MPAC in Place and functioning
GAMAP / GRAP Compliance		Yes , with use of Directive 4	Yes	1/7/09	√	√	No	√

<b>SCM Compliance</b>		√	√	√	√	√	No	√
<b>Asset Register</b>		Yes, being updated	√	Phase 1	√	√	Yes (but not up-to-date)	√
<b>MM</b>		√	√	√	√	√	√	√
<b>CFO</b>		√	√	√	√	√	√	√
<b>Job Evaluation</b>		97%	100%	Not finalised	100%	Awaiting agreement	90%	98%
<b>ISSUES</b>	<b>DR BEYERS NAUDE</b>	<b>BLUE CRANE ROUTE</b>	<b>MAKANA</b>	<b>NDLAMBE</b>	<b>SUNDAYS RIVER VALLEY</b>	<b>KOUGA</b>	<b>KOU-KAMMA</b>	<b>SARAH BAARTMAN DMA</b>
<b>Information Management System</b>		No	√	√	√	√	√	√
<b>Delegations</b>		√	√	√	√	√	√	√
<b>PMS</b>		√	√ Not complete (60%)	√	√	√	No	√(automated system)
<b>Skills Development Plan</b>		√	√	√	√	√	√	√
<b>Employment Equity Plan</b>		No	√	√	√	√	√	√
<b>Assistance Plan</b>		√	Yes	No	√	√	No	√
<b>Occupational Health &amp; Safety</b>		√	√	No	√	√	No	√
<b>Website/Communication Plan</b>		√	√	√	Yes, Website No Plan	√	No	Yes
<b>Customer Care Strategy (Batho Pele)</b>		√	√	No	No	No	No	√
<b>Indigent Policy</b>		√	√	√	√	√	√	√
<b>HIV/AIDS Plan</b>		√	√	√	√	√	No	√
<b>Focus Groups - Good Gov. Survey</b>		√	√	√	√	√	√	NA

<b>Programme (Youth, Gender, Disability)</b>		No	√	√	√	√	No	√
<b>Financial Delegations</b>		√	√	√	√	√	√	√
<b>Procurement Framework</b>		√	√	√	√	√	√	√
<b>Audit Committees</b>		√	√	√	√	√	√	√
<b>Disaster Management Plan</b>		No	√	No	√	Draft	No	Yes
<b>Project Management Unit</b>		No	√	√	√	√	√	√
<b>Organisational Structure</b>	)	√	√	√	√	√	√	√
<b>Fin. Maintenance Budget</b>		√	√	√	√	√	No	√
<b>Capital Expenditure Budget</b>		√	√	√	√	√	√	√
<b>Number of Wards</b>		5 On 1 July 2011 - 6 wards	12 On 1 July 14 wards	9 On 1 July 10 wards	7 On 1 July 8 wards	10 On 1 July 2011 15 wards	5 On 1 July 2011 6 wards	NA

Source : Sarah Baartman Database



### **2.3.4 SBDM Capacity Challenges and Support to LMs - MM and Directors**

The Sarah Baartman District Municipality is obliged in terms of section 83 (3) of the Local Government Municipal Structures Act, 1998, Act No,117 of 1998, to ensure that the nine local municipalities within the Sarah Baartman District can fulfil their responsibilities.

Programmes as contained within the SBDM's SDBIP seek to support Local Municipalities in the gaining of knowledge, communication and managerial skills necessary to address sustainable development. To operationalise this approach, the SBDM's capacity building interventions are a process that involves value added instruction, the training of trainers, activities with multiplier effects, and networking. This involves both institutional capacity-building, as well as human capacity-building.

Based on current trends Local Municipalities have been categorised per their capacity building requirements, namely:

- Kouga, Ikwezi, Blue Crane Route, Kou-Kamma, Sundays River Valley: High capacity related interventions required.
- Baviaans, Makana, Ndlambe: Medium capacity related interventions required.
- Camdeboo: Low capacity related interventions required.

## **2.4 INFRASTRUCTURE OVERVIEW AND ACCESS TO SERVICES**

### **2.4.1 Spatial Development Analysis**

#### **Locational Characteristics**

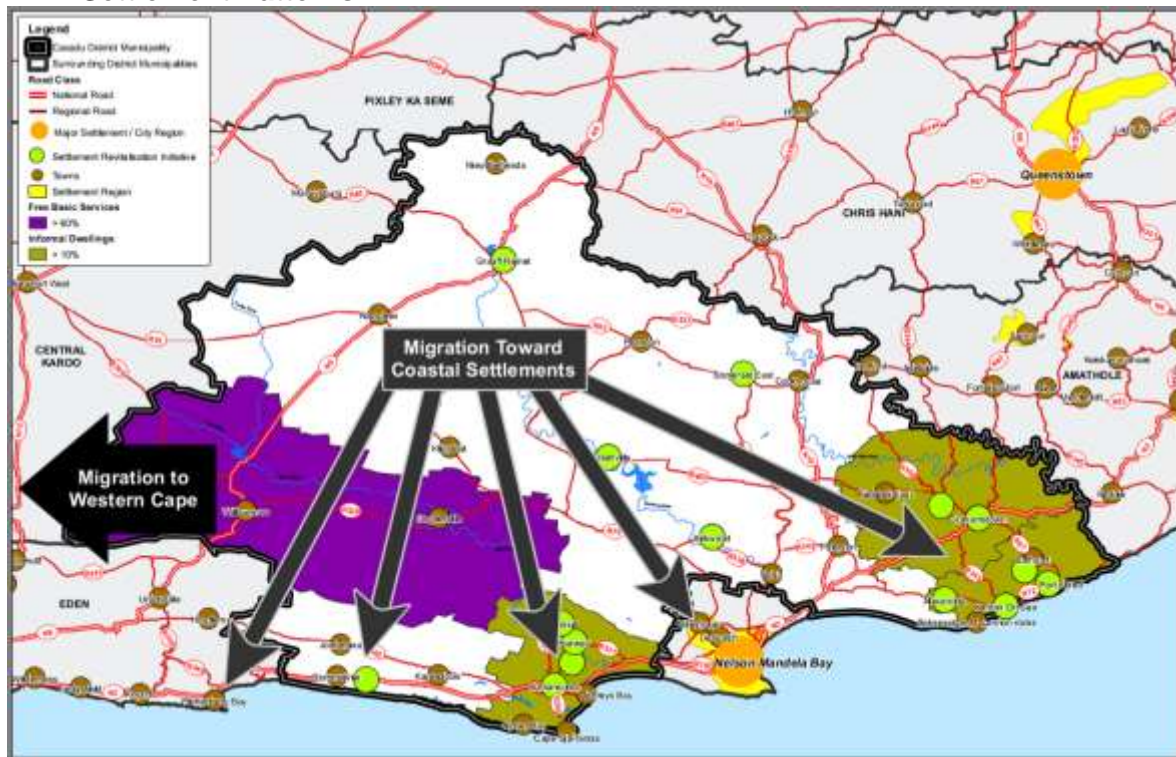
The Sarah Baartman area consists of a predominantly rural agricultural base but differs from the mainstream 'rural' definition that refers primarily to the former homelands.

The Sarah Baartman District Municipality has a land mass that is dominated by a semi-desert Karoo landscape. The area is characterised by a narrow low-lying land strip along the coast from the west (Storms River) to the east (Port Alfred). Prominent mountains and catchment areas include the Kouga Mountains in the south and the Sneeuberge north of Graaff-Reinet. The central area of the district is characterised by typical Karoo plains between Steytlerville, Jansenville and Rietbron which is periodically subject to drought conditions.

#### **Climate**

Climatic conditions in the Sarah Baartman District vary from mild conditions and moderate rainfall along the coast to harsh conditions and low rainfall in Karoo. The Tsitsikamma forest in Kou-Kamma Municipality experiences an average summer temperature of 23<sup>0</sup>C, and a winter average of 17<sup>0</sup>C, with an average annual rainfall of 945mm. The town of Graaff-Reinet in Camdeboo Municipality experiences average summer temperatures of 31.5<sup>0</sup>C and winter average winter temperatures of 19.4<sup>0</sup>C with an average annual rainfall of 255mm.

## 2.4.2 Settlement Patterns



The 2011 census has tried to resolve disparities in population statistics since 2001 census were conducted, according to the 2011 census information, increased population size is prominent within the Local Municipalities of Kouga, Sundays River Valley, Makana and Ndlambe which by implication will shape and influence how the District and Local Municipalities should provide for future infrastructural and service related operations and maintenance. The average number of household members in the Sarah Baartman District according to census figures is 3.6 members, the highest being in Camdeboo (4.1). As the district population continues to grow, the average household size is decreasing. This increases the infrastructure demands of the district, therefore we have to adjust our infrastructure planning to accommodate the increasing demand pressures.

### 2.4.2.1 Inland Areas:

Inland areas are typically characterized by a Karoo landmass which restricts agricultural production to extensive practices<sup>3</sup>. Extensive farming (as opposed to intensive farming) is an agricultural production system that uses small inputs of labour, fertilizers, and capital, relative to the land area being farmed. This results in typically *low* population densities and *scattered small* inland towns as employment opportunities are fewer and the demand for commercial infrastructure, less<sup>4</sup>. These areas are further characterized by rural depopulation which

<sup>3</sup>Extensive farming most commonly refers to sheep and cattle farming in areas with low agricultural productivity

<sup>4</sup>Note that Graaff-Reinet and Grahamstown are exceptions as discussed below.

describes the movement of people to the more densely populated 'coastal' centres in search of improved economic opportunities. Concerns associated with these low populated areas are that it becomes costly to initiate the development of new infrastructure that adequately supports residents. As a result, low populated areas generally result in low liveability due to:

- Long travelling distances to places of employment
- Low-density housing
- Inadequate facilities e.g. health, recreational, entertainment
- Poor rates base to maintain and improve infrastructure

Furthermore these lower population densities do not lessen the demand for infrastructure establishment and maintenance. These areas require housing, transport, health, education, community and safety services in the same manner as more densely populated areas.

If infrastructure grant allocation is dependent on population size, Sarah Baartman and its associated local municipalities will continue to struggle to meet the needs of these sparsely populated areas.

#### 2.4.2.2 Coastal Areas, Grahamstown and Graaff-Reinet:

Coastal areas are characterized by higher population densities primarily due to the prevalence of intensive agricultural practices<sup>5</sup> which are encouraged by the higher coastal rainfall and associated fertile soils and the increased tourism potential of seaside-towns. These areas portray an urban bias which serve to attract residents from the lesser populated 'rural' areas in the search of economic opportunities and improved access to services

Grahamstown is an exception to this rule in the Sarah Baartman area. This inland town is regarded as an economic hub due to the intensive stock farming enterprises in the area and the associated economic spin-offs in terms of employment. Further, Grahamstown is an 'Academic Town' which supports a large student base and academic staff. These factors create demands for more elaborate social and economic infrastructure.

Graaff-Reinet is another inland town that has exception as it serves as the primary settlement within the Karoo providing a full range of services to the surrounding Karoo towns and broader rural area.

### 2.4.3 Road, Transport and Rail Network Infrastructure – Include information on Ramms

#### 2.4.3.1 Road Network

The Sarah Baartman District is extensively covered by a network of both road and rail, with road being the preferred mode of transport. A total of 8 420km of roads cover the Sarah Baartman District. A vast portion (82% - approximately 6 880km) of the total road network are gravel roads. This is the second largest challenge the District faces, water being the largest. By their nature gravel roads are maintenance intensive and need a structured maintenance programme that will be resourced accordingly, both financially and in terms of human resources.

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<sup>5</sup>Intensive farming or intensive agriculture is an agricultural production system characterized by the high inputs of capital, labour or heavy usage of technologies such as pesticides and chemical fertilizers relative to land area.

Sarah Baartman District Municipality in accordance with Legislation is the Planning Authority in the region for the integration of transportation planning activities. The provincial department of Transport and Public Works is the custodian of all District and major roads in the District. The National Roads are administered by the South African Roads Agency Limited (SANRAL). Local Municipalities are responsible for all internal and access roads.

**Table 2.8: Length of Surfaced & Gravel Roads per LM (Updated Table from Transport Plan)**

Municipality	Gravel Length	Surfaced Length	Total Length
Makana	588.2	169.2	757.4
Blue Crane Route	1 127.1	154.7	1 281.8
Baviaans	827.01	131.8	958.80
Ikwezi	670.1	78.7	748.7
Kou-Kamma	333.90	203.11	537.01
Kouga	305.8	226.9	532.9
Ndlambe	453.6	167.2	620.8
Camdeboo	1 057	263	1320
Sundays River Valley	536.9	204.9	741.8
Former District Management Areas	1 341.6	106.7	1 448.3
<b>Total</b>	<b>7 241.21</b>	<b>1 706.21</b>	<b>8 947.51</b>

Source: Sarah Baartman Database

In 2007, the national Department of Transport compiled an assessment of the municipal road network throughout the entire country. It is of great concern to note that more than 20% of the surfaced road network is in a poor or very poor condition. It is a generally accepted norm that a good road network should not have more than 5% of the surfaced roads below a fair condition, which means that the provincial road network is in dire need of rehabilitation and maintenance.

**Table 2.9: Condition Index: Surfaced Provincial Roads**

Road Category	Condition	Length (km)	Percentage (%)
Surfaced Roads	Very Good	58.23	3.67%
	Good	219.0	13.79%
	Fair	988.55	62.26%
	Poor	322.04	20.28%
	Very Poor	0.0	-
<b>Total</b>		<b>1 587.82</b>	<b>100%</b>

Source: ECDRPW Road Asset Management System

**Table 2.10: Condition Index: Gravel Provincial Roads**

Road Category	Condition	Length (km)	Percentage (%)
Gravel Roads	Very Good	42.45	0.68%
	Good	717.69	11.54%
	Fair	3 000.66	48.26%
	Poor	1 863.86	29.98%
	Very Poor	592.62	9.53%
<b>Total</b>		<b>6 217.28</b>	<b>100%</b>

Source: ECDRPW Road Asset Management System

#### 2.4.3.2 Non-Motorised Transport

##### a. Animal-drawn transport

Animal-drawn carts are occasionally found in the rural areas, but no formal inventory of these vehicles has been made. These vehicles are not licensed and are not allowed on public roads, however, in certain areas, such as on the N2 and R67 near Grahamstown, owners ignore traffic rules and travel on the surfaced roadway, resulting in a major traffic safety problem.

##### b. Bicycle transport & facilities

There is generally no provision for bicycle travel within the SBDM. Cyclists share the travelled way with motorized traffic. Cycling, however, is not a prevalent form of transport in the district, but is predominantly are creational sport activity.

##### c. Sidewalks and walkways

Visual assessments of the primary transport corridors in the SBDM indicate a dire need for the provision of sidewalks and walkways. Given the limited income profile of the rural population, and the close proximity of residential townships to the business nodes in most of the towns, walking is one of the main transport modes in the SBDM. Despite this, there is a distinct lack of suitable pedestrian facilities, and where sidewalks or walkways are present, these are often in a poor condition. The lack of verge maintenance along primary routes often results in pedestrians sharing the travelled way with motorized transport.

**Table 2.11: Pedestrian Infrastructure requirements within SBDM**

Local Municipal Area	Length of Sidewalks (km)	Length of Walkways (km)
Baviaans	10.21	4.97
Blue Crane Route	17.97	6.71
Camdeboo	14.88	4.78

Local Municipal Area	Length of Sidewalks (km)	Length of Walkways (km)
----------------------	--------------------------	-------------------------

Ikwezi	5.29	0.00
Kouga	31.90	7.07
Koukamma	15.69	1.75
Makana	0.00	0.00
Ndlambe	37.21	6.29
Sundays River Valley	16.53	4.70
<b>Total</b>	<b>149.68</b>	<b>36.26</b>

Source: Integrated Transport Plan

#### 2.4.3.3 Scholar Transport

The majority of scholars walk to school. In the urban areas, more than 80% walk, whilst this percentage is slightly lower in the rural areas, with a higher percentage using public transport (bus and taxi) than in the urban areas. This can probably be attributed to the fact that scholar transport contracts are in place in some of the rural areas.

**Table 2.12: Modal Split for Scholars per School Type (Urban/Rural)**

Mode	Percentage of Scholars per School Type	
	Urban (within town or township)	Rural
Walking	80.2	69.1
Car	5.6	0.2
Bus	5.9	14.5
Taxi	5.9	11.3
Bicycle	1.1	1.5
Other	1.4	3.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

Source: Integrated Transport Plan

#### 2.4.3.4 Public Transport

##### a. Mini-bus Services

There are nine registered taxi associations in the SBDM. The OLAS indicates a registered membership of 749 persons, who operate a total of 473 vehicles that have operating licenses and are operating legally. The only location where bakkie taxis were identified is in Port Alfred, but the extent of bakkie taxi utilization has not been quantified.

**Table 2.13: Taxi Associations and Membership**

Association Name	Abbreviated Name	Claimed Members	Members with OL's	Vehicles
Graaff-Reinet UNCEDO Service TA	USTA (Graaff-Reinet)	14	4	7
Grahamstown Taxi Association	GRATA	125	14	26
Grahamstown UNCEDO Service TA	USTA (Grahamstown)	109	13	26
Humansdorp Taxi Association	HUMATA	137	47	124
Norwich Long Distance TA (Graaff-Reinet)	NOLDTA (Graaff-Reinet)	238	58	102
Norwich Long Distance TA (Somerset East)	NOLDTA (Somerset East)			
Norwich Long Distance TA (Willowmore)	NOLDTA (Willowmore)			
Port Alfred Uncedo Service TA	USTA (Port Alfred)	126	10	18
Uitenhage & District TA (Kirkwood)	UDTA (Kirkwood)	-	121	170
<b>Total</b>		<b>749</b>	<b>267</b>	<b>473</b>

Source: Integrated Transport Plan

There are currently a total of 31 mini-bus taxi facilities located in the SBDM. In addition to these stops, nearly 100 major stops along these routes were identified in the 2008 CPTR.

**Table 2.14: Taxi facilities in the Sarah Baartman District**

Municipality	Ranks		Stops
	Formal	Informal	
Baviaans	1	0	0
Blue Crane Route	2	1	1
Camdeboo	2	1	27
DMA	1	1	0
Ikwezi	1	0	0
Kouga	3	2	9
Koukamma	0	1	0
Makana	4	2	44
Ndlambe	5	0	17
Sundays River Valley	2	2	0
<b>Total</b>	<b>21</b>	<b>10</b>	<b>98</b>

Source: SBDM Integrated Transport Plan

#### b. Bus Services

No subsidized bus services are provided within the Sarah Baartman district. Bus services in the district are therefore limited to long distance bus operations on the main routes through the district, and one private operator who is based in Jansenville and own seven buses that run from Jansenville via Uitenhage to Port Elizabeth three times per week. The routes, stops and schedule for the long distance buses that operate within the Sarah Baartman are indicated in table below.

**Table 2.15: Long Distance Bus Operations**

Operator	Route	Road	Stops
City to City / Translux	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
	Johannesburg / Cape Town	N9(R57), R61	Graaff-Reinett, Aberdeen
Greyhound	Cape Town / Johannesburg	R61, N9(R57)	Aberdeen, Graaff-Reinett
	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town, Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
Intercape	Johannesburg / PE	R67, N2	Grahamstown
	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
	George / Johannesburg	N9(R57)	Willowmore, Aberdeen, Graaff-Reinett
	Johannesburg / George	N9(R57)	Graaff-Reinett, Aberdeen, Willowmore
	PE / Cape Town	N2	Humansdorp, Storms River
SA Roadlink	Cape Town / PE	N2	Storms River, Humansdorp
	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, N10	Cookhouse
DMJ Tours	Johannesburg / PE	N10, N2	Cookhouse
	Umtata / Cape Town	R63, N9(R57), R61	Cookhouse, Somerset East, Pearston, Graaff-Reinett, Aberdeen
	Cape Town / Umtata	R61, N9(R57), R63	Aberdeen, Graaff-Reinett, Pearston, Somerset East, Cookhouse

Source: ITP data surveys 2010

#### 2.4.3.4 Roads Prioritization Model

The SBDM developed a roads prioritization model to guide economic infrastructure investment and lobby with provincial and national government for funding and expenditure.

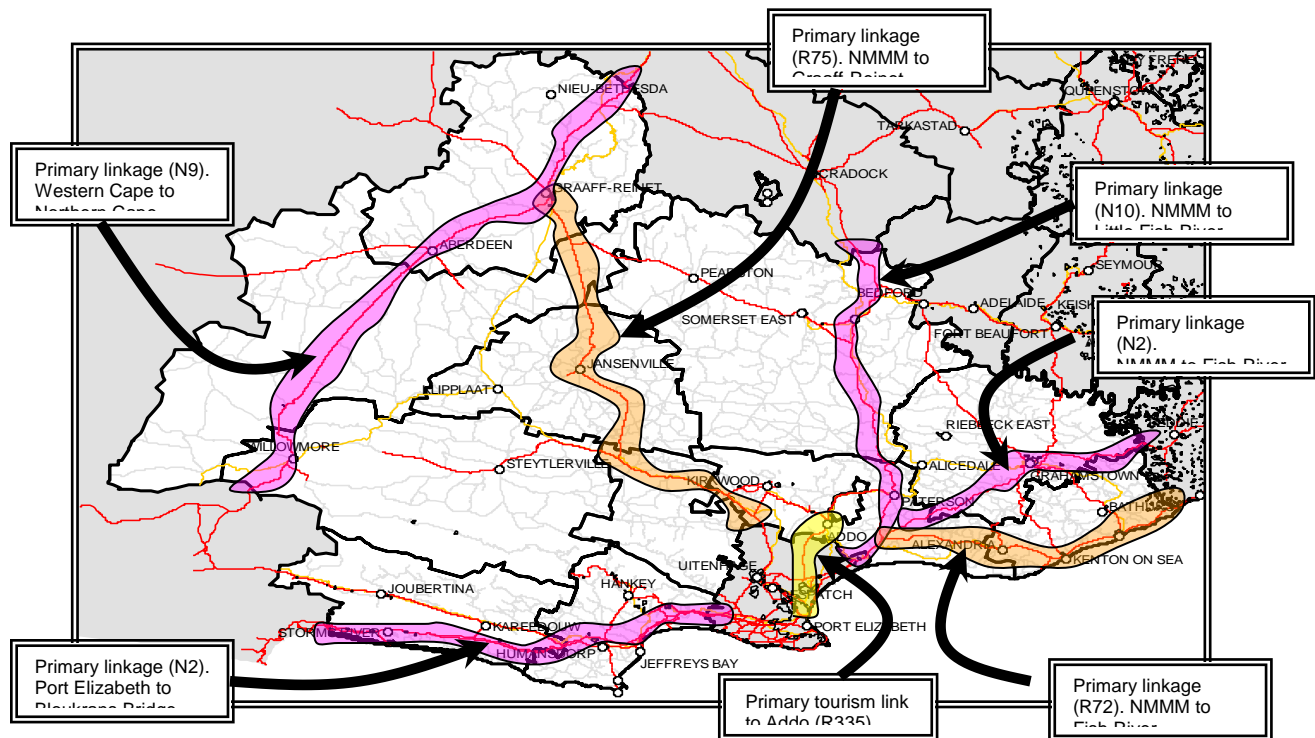
The model takes into account a number of inputs, namely:

- Road Condition
- Traffic volumes
- Road Class
- Public transport routes
- Social facilities (health, police, schools etc.)
- Gross Value Add (GVA – Agriculture & Forestry, Community, Financial, Infrastructure, manufacturing, mining and retail)
- Tourism

Weightings can be assigned to each of these factors, from which an algorithm is then generated and prioritization can then be done. Prioritization can therefore be determined for various scenarios, depending on the focus/aim of the exercise.



**Figure 2.33: Significant Primary Linkages**



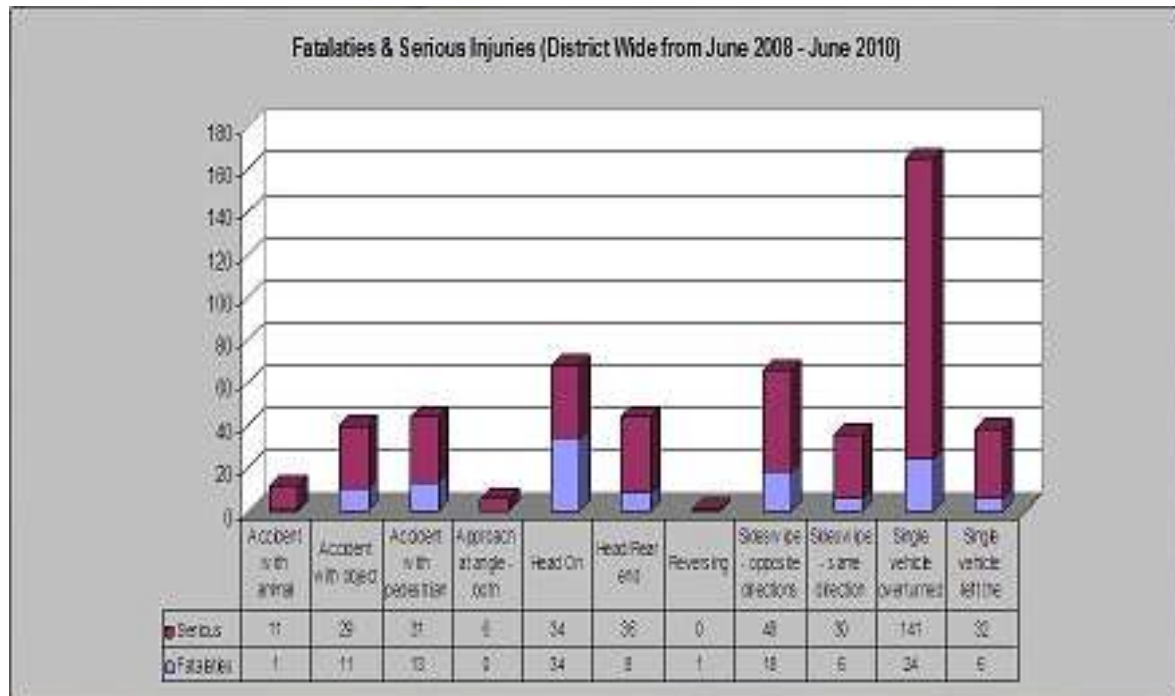
#### 2.4.3.5 Road Safety

In an attempt to address road safety in the District the SBDM has developed a road accident database which includes the following key elements:

- An easy to use management system linked to GIS.
- Accurate locating of accidents.
- Accurate data recording and capturing.

The programme was not only developed to manage accident data and ensure proper storage but also to generate reports from the analysis done on the data. Overleaf is an example of some of the reports that can be created from the programme.

**Figure 2.35: District Wide Fatalities and Serious Injuries: June 2008 to June 2010**



The reports from the analysis enables the SBDM to identify areas where accident occurrences are most prevalent as well as the type of accidents that are predominant in certain areas on the road network. This therefore enables the SBDM to devise actions that would assist in reducing the rate of accidents i.e. increasing signage, upgrading intersections, increasing lighting, introducing devices that repel animals from the road etc. This also enables the SBDM to plan holistically for road safety as well as try and influence government programmes for road safety awareness campaigns.

#### 2.4.3.6 Rail Infrastructure

The rail network that used to be a vibrant back-bone to the economy of the District has been neglected and is in a state of dilapidation resulting in the collapse of towns like Cookhouse (Blue Crane Route), Paterson (Sundays River Valley) and Klipplaat (Ikwezi). The narrow gauge line, well known as the “Apple Express”, occasionally operates leisure tours to Thornhill and Van Stadens River Bridge. Limited activity is also experienced in the Langkloof (Kareedouw, Krakeel, Louterwater, with a branch to Patensie in Kou-Kamma Municipality) used for rolling stock.

The ECDOT developed a 10 Year Rail Plan which included a status quo assessment of rail infrastructure in the Eastern Cape. The data in this section has been extracted from the status quo assessment.

ShosholozaMeyl, the long distance rail passenger service, which is part of the South African Rail Commuter Corporation, currently operates four scheduled services to and from the Eastern Cape, of which only two services traverse the Sarah Baartman District

Rail Route	Description	Stops in SBDM
Johannesburg – Port Elizabeth (Tourism class)	departs Johannesburg on Mondays and Fridays and Port Elizabeth on Tuesdays and Sundays.	Alicedale, Cookhouse, Cradock and Rosemead.

Johannesburg – Port Elizabeth (Economy class)	service runs daily in each direction except Saturday	Alicedale, Cookhouse, Cradock and Rosemead
Alicedale – Grahamstown branch	A two coach passenger train transport passengers between Alicedale and Grahamstown	Alicedale and Grahamstown
Uitenhage – Klipplaat – Willowmore branch line	Only freight trains operate along this line, usually 10 – 16 wagons	
Cookhouse – Fort Beaufort – Blaney branch line	Only freight is being transported	
Addo – Kirkwood branch line	Six to fifteen wagon trains	
Port Elizabeth – Avontuur branch line	Narrow gauge branch line (610mm versus the 1067mm). it does not connect to the rest of the rail network and it does have its own serviceable locomotives and rolling stock	

#### 2.4.4 Water Resources

The acquisition and provision of water resources in the Sarah Baartman District is a challenge. The District depends predominantly on ground water for human consumption and agricultural activity, which is one of the drivers of the economy in the District.

The low inland rainfall results in sporadic droughts consequently drying up supply boreholes to towns and villages. The water quality during these periods deteriorates to levels that are unsafe for human consumption. As a result of water being a scarce resource in Sarah Baartman, there are competing demands between servicing the community and servicing agricultural production. Drought conditions resulting in water shortages have been experienced in Willowmore, Steytlerville (Baviaans Municipality), Jansenville (Ikwezi Municipality), Port Alfred (Ndlambe Municipality) and in Graaff-Reinet (Camdeboo Municipality).

A particular challenge exists in the town of Paterson (Sundays River Valley Municipality), where borehole exploration has not yielded any results. The town is currently experiencing a water crisis; this is exacerbated by the influx of people in search of government subsidized housing in the area. Along the coastal areas, in Ndlambe and Kouga in particular, there is a seasonal demand that doubles the normal demand over the holiday seasons. This has resulted in water shortages in the tourist towns of Port Alfred, Kenton-on-Sea (Ndlambe Municipality) and in Jeffreys Bay and Cape St Francis (Kouga Municipality).

Bulk services in the District are under pressure due to overloading and the lack of ongoing maintenance.

**Table 2.16: Major Predominant Dams in Sarah Baartman District**

MAJOR DAM	MAJOR RIVER	MUNICIPALITY	USE
CHURCHHILL & IMPOFU	KROMME RIVER	KOUGA	DOMESTIC & IRRIGATION
LOERIE	KROMME RIVER	KOU-KAMMA	DOMESTIC
BEERVLEI	GROOT RIVER	BAVIAANS	FLOOD RETENTION
KOUGA	KOUGA RIVER	KOUGA	DOMESTIC & IRRIGATION

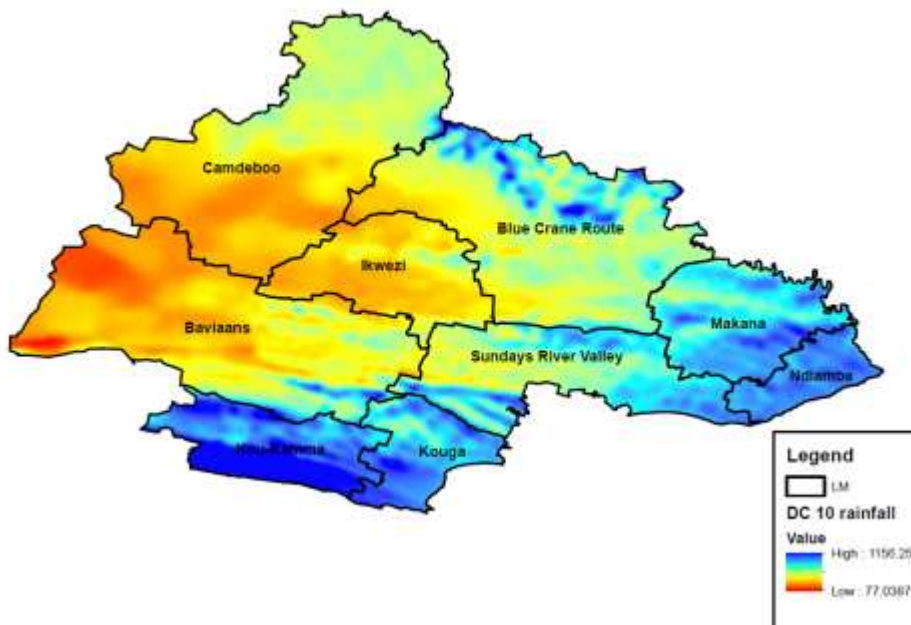
TRANSFER SCHEME	ORANGE RIVER via	BLUE CRANE	DOMESTIC	&
- UITKYK SCHEME	FISH RIVER INTO	SUNDAYS RIVER	IRRIGATION	
- GLEN MELVILLE DAM	SUNDAYS RIVER	VALLEY MAKANA	DOMESTIC	&
			IRRIGATION	

Source: Sarah Baartman Database

The three major dams, Churchill, Impofu and Loerie are situated in Kouga and Kou-Kamma Municipalities, and predominantly serve the Nelson Mandela Metro, with limited supply to Humansdorp, Jeffreys Bay and St Francis Bay. The transfer schemes were developed predominantly to serve the agriculture sector in the District. There is one water board in Ndlambe Municipality, the Albany Coast Water Board that services Bushmans River Mouth and Kenton-on-Sea. All nine (9) Local Municipalities in Sarah Baartman District are Water Services Authorities.

The District has embarked on a Rainwater Harvesting project where it is envisaged that all low income households within the District will be equipped with rainwater tanks and gutters so as to harvest rainwater in order to substitute municipal supply. This will hopefully alleviate increasing demand on municipal supply.

**A: Rainfall for the Sarah Baartman District Municipality**



The above maps shows rainfall patterns with the district. The coastal belt has the highest rainfall annually, the level of rainfall decreases as we move inland.

**Table 2.17: Funding Requirements for Rainwater Harvesting**

LOCAL MUNICIPALITY	FUNDING REQUIRED
Camdeboo	R36,368,000
Blue Crane Route	R31,049,000
Ikwezi	R10,157,000
Makana	R5,918,000

Ndlambe	R3,500,000
Sundays River Valley	R5,670,000
Baviaans	R14,250,000
Kou-Kamma	R41,470,000
Kouga	R10,270,000

Source: South African Weather Service

## 2.4.5 Water & Sanitation

Municipalities in the Sarah Baartman District have achieved marked improvements in both the provision of water and sanitation. The number of households with water on site is almost double the Eastern Cape provincial average.

**Table 2.18: Access to water**

Municipality	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water
Sarah Baartman DM	63,171	42,403	11,416	3,509	12,554
Camdeboo	7,205	5,680	224	73	719
Blue Crane Route	5,178	3,950	303	149	1,024
Ikwezi	1,279	1,367	32	10	393
Makana	10,792	7,787	2,162	460	1,827
Ndlambe	6,559	8,954	1,563	486	1,670
Sundays River Valley	5,011	5,780	1,562	805	2,550
Baviaans	3,453	1,171	264	106	783
Kouga	16,527	5,823	5,095	1,280	1,256
Kou-Kamma	7,166	1,892	211	139	2,333

Source:

Global

Insight

2012

**Table 2.19: Access to Sanitation**

Access to Sanitation	Flush toilet (connected to sewerage system)		Flush toilet (with tank)		Chemical toilet		Pit latrine with ventilation (VIP)		Pit latrine without ventilation		Bucket latrine		None	
	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006	Census 2001	RSS 2006
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Eastern Cape	30.9	31.1	2.2	1.3	2.0	0.6	5.6	7.2	23.1	33.9	5.6	4.0	30.6	21.8
Sarah Baartman DC	40.3	67.8	11.1	3.5	0.8	0.0	5.3	0.1	16.2	4.9	14.3	14.5	12.0	9.3
Camdeboo	68.7	85.8	7.0	0.8	0.1	0.0	4.3	0.0	3.2	9.4	11.2	0.6	5.5	3.4
Blue Crane	47.1	74.2	4.1	0.0	2.5	0.0	1.4	0.0	8.0	0.0	20.1	25.8	16.7	0.0
Ikwezi	17.7	66.7	11.4	0.0	0.1	0.0	4.8	0.0	2.8	11.6	48.8	21.7	14.5	0.0
Makana	34.1	57.1	2.9	1.6	0.2	0.0	7.9	0.0	13.6	2.9	29.7	17.5	11.6	20.8
Ndlambe	24.3	44.7	27.3	4.7	0.5	0.0	5.8	0.7	28.0	0.7	0.6	17.0	13.6	32.2
Sundays River Valley	24.0	58.8	4.8	0.0	1.6	0.0	8.7	0.0	40.7	28.5	6.5	12.7	13.7	0.0
Baviaans	30.3	34.8	21.7	14.5	0.4	0.0	5.8	0.0	11.4	0.0	19.0	47.5	11.3	3.2
Kouga	51.8	75.2	10.8	7.9	0.7	0.0	2.5	0.0	9.8	1.5	13.3	11.8	11.0	3.5
Kou-Kamma	50.6	88.8	12.3	5.0	1.3	0.0	5.1	0.0	15.5	0.0	5.5	6.2	9.8	0.0

Source : Population Census 2001 & Rapid Services Survey 2006

## 2.4.6 Provision of Housing

There is a considerable housing need particularly within the emerging southern settlements of the District. The tables below indicate current and completed projects with respect to the Local Municipalities within the SBDM's area of jurisdiction. Information was derived from the Housing Sector Plans of Local Municipalities for the period 2011 to 2016:

Major issues pertaining to housing and settlement aspects within the District include the following:

- The non-availability of the land to address current housing demand, available land is owned by private owners which are intensively used mainly for agriculture, SAN Parks and state land.
- The continued influx of migrants to the area in search of employment opportunities, some short term in the fishing and tourism industry and by farm workers after the fruit harvesting season is over which is the major concerns with regards to housing delivery.
- The isolated settlements and nodes classified as Rural Nodes that are located away from existing community services, often contain low population thresholds that cannot support the essential Community Facilities and are difficult and expensive to provide with bulk and internal services to a level equivalent to settlements in the bigger Urban Areas.
- There has been a rapid increase of informal settlements in and around small towns within the District due to the changing pattern of labour utilisation on farms.

## 2.4.7 Electricity

Although the distribution network within the District can generally be regarded as reasonable, slight disparities exist between varying local municipalities due to the nature of their location. Although the majority of the communities of most Local Municipalities have direct access to electricity, a significant capital outlay is envisaged in order to upgrade both the urban and rural networks.

Backlogs with respect to electricity provision within the District are indicated by the table below.

**Table 2.21: Electrification Backlog**

LOCAL MUNICIPALITY	NUMBER OF HOUSEHOLDS
Camdeboo	-
Blue Crane Route	-
Ikwezi	-
Makana	2378
Ndlambe	-
Sundays River Valley	-
Baviaans	149
Kouga	-
Kou Kamma	-

## 2.4.8 Free basic services

Free basic services in the form of water, sanitation, electricity and refuse removal are generally provided throughout the District. Municipalities attempt to update their indigent register annually, but this is not always feasible due to lack of funding. This ultimately results in questioning the credibility of the register and the associated credit control policy governing it.

A summary of free basic services within the District is illustrated by the table below.

**Table 2.22: Sarah Baartman free basic energy & refuse removal status quo report**

<b>FREE BASIC ENERGY &amp; REFUSE REMOVAL STATUS QUO REPORT Oct –Dec. 2012</b>							
<b>Municipality</b>	<b>Total No. Of H/holds</b>	<b>Total No. Of Indigent H/holds</b>	<b>No. Of Indigent H/holds provided by Eskom</b>	<b>No. Of Indigent H/holds provided by Municipality</b>	<b>No. Of Indigent H/holds accessing Alternative Energy</b>	<b>No. Of Indigent H/holds accessing Refuse Removal</b>	
Sarah Baartman DM	509	190	190	0	0	0	
Baviaans LM	3 325	2 249	280	1 969	0	2205	
Blue Crane LM	7 824	3757	0	3757	0	3757	
Camdeboo LM	8 677	4384	0	2 471	0	4 384	
Ikwezi LM	2 576	1 252	819	425	0	1 252	
Kouga LM	19 390	5270	1 743	3245	0	5257	
Kou-Kamma LM	6020	1537	678	859	0	1537	
Makana LM	18 997	7 674	5133	459	0	7674	
Ndlambe LM	26873	9007	5548	0	0	9007	
Sundays River Valley LM	13 100	7800	1000	587	0	2281	

**Table 2.23: Eastern Cape free basic water and sanitation status quo report**

<b>FREE BASIC WATER AND SANITATION STATUS QUO REPORT Oct – Dec. 2012</b>				
<b>Water Service Authority</b>	<b>Total No. of Households</b>	<b>Indigent Households</b>	<b>No. of Indigents Served with FBW</b>	<b>No. of Indigents served with Free Basic Sanitation</b>
Baviaans LM	3 325	2 249	2205	2205
Blue Crane LM	7 824	3672	3672	3672
Camdeboo LM	8 677	4 534	4 534	4 534
Ikwezi LM	2 576	1252	1252	1252
Kouga LM	19 390	5270	5270	4091
Kou-Kamma LM	6020	1537	1537	1537
Makana LM	18997	7674	7674	7674
Ndlambe LM	26873	9007	9007	9007
SRV LM	13000	7800	7800	1 207

#### 2.4.9 Access to Social Grants

Due to the high unemployment, a significant portion of the population is dependent on social grants. Dependency on social grants is reflected by the table below (as provided by SASSA, 2009) which are categorised per SASSA's sub-regions.

The predominant type of grant is for child support followed by old age and permanent disability. There has been a gradual increase in social grant expenditure in the Sarah Baartman District



increasing to R 59,736,423.00 in the 2009 financial year from R 59,068,286.00 in the 2007 financial year.

**Table 2.24: Social Grant expenditure in Sarah Baartman 2007-2009**

Source: SASSA,  
2009

	2007			2008			2009		
Office	No. of Beneficiaries	No. of Children	Expenditure	No. of Beneficiaries	No. of Children	Expenditure	No. of Beneficiaries	No. of Children	Expenditure
<b>Sarah Baartman</b>	<b>88465</b>	<b>72693</b>	<b>R 59,068,286.00</b>	<b>88790</b>	<b>73370</b>	<b>R 59,297,900.00</b>	<b>89416</b>	<b>74227</b>	<b>R 59,736,423.00</b>
<b>Graaff-Reinet</b>	<b>28964</b>	<b>23928</b>	<b>R 19,915,345.00</b>	<b>29043</b>	<b>24070</b>	<b>R 19,963,502.00</b>	<b>29233</b>	<b>24316</b>	<b>R 20,094,643.00</b>
Care Dependency	208	208	R 210,080.00	206	206	R 208,060.00	213	213	R 215,130.00
Child Support (0-15)	14051	22253	R 5,340,720.00	14087	22338	R 5,361,120.00	14203	22548	R 5,411,520.00
Foster Care	1051	1467	R 997,560.00	1085	1526	R 1,037,680.00	1098	1555	R 1,057,400.00
Grant in Aid	435		R 104,400.00	456		R 109,440.00	451		R 108,240.00
Old Age	7804		R 7,807,191.00	7826		R 7,824,148.00	7839		R 7,834,631.00
Permanent Disability	5177		R 5,215,348.00	5149		R 5,187,068.00	5186		R 5,222,646.00
Temporary Disability	230		R 231,806.00	227		R 228,776.00	236		R 237,866.00
War Veteran	8		R 8,240.00	7		R 7,210.00	7		R 7,210.00
<b>Grahamstown</b>	<b>34253</b>	<b>24953</b>	<b>R 23,009,991.00</b>	<b>34337</b>	<b>25153</b>	<b>R 23,072,349.00</b>	<b>34548</b>	<b>25396</b>	<b>R 23,217,303.00</b>
Care Dependency	353	357	R 360,570.00	346	350	R 353,500.00	346	351	R 354,510.00
Child Support (0-15)	16026	22771	R 5,465,040.00	16081	22892	R 5,494,080.00	16169	23052	R 5,532,480.00
Foster Care	1407	1825	R 1,241,000.00	1465	1911	R 1,299,480.00	1522	1993	R 1,355,240.00
Grant in Aid	764		R 183,360.00	754		R 180,960.00	762		R 182,880.00
Old Age	9942		R 9,951,232.00	9962		R 9,967,907.00	10000		R 9,996,870.00
Permanent Disability	5258		R 5,301,519.00	5247		R 5,290,481.00	5323		R 5,366,811.00
Temporary Disability	498		R 502,120.00	477		R 480,791.00	421		R 423,362.00

War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
<b>Humansdorp</b>	<b>25248</b>	<b>23812</b>	<b>R 16,142,950.00</b>	<b>25410</b>	<b>24147</b>	<b>R 16,262,049.00</b>	<b>25635</b>	<b>24515</b>	<b>R 16,424,477.00</b>
Care Dependency	137	138	R 139,380.00	136	137	R 138,370.00	134	135	R 136,350.00
Child Support (0-15)	14317	22489	R 5,397,360.00	14411	22716	R 5,451,840.00	14534	23007	R 5,521,680.00
Foster Care	849	1185	R 805,800.00	921	1294	R 879,920.00	975	1373	R 933,640.00
Grant in Aid	186		R 44,640.00	187		R 44,880.00	190		R 45,600.00
Old Age	5745		R 5,710,429.00	5771		R 5,732,692.00	5817		R 5,772,745.00
Permanent Disability	3724		R 3,755,126.00	3705		R 3,735,242.00	3710		R 3,739,669.00
Temporary Disability	285		R 285,065.00	274		R 273,955.00	270		R 269,643.00
War Veteran	5		R 5,150.00	5		R 5,150.00	5		R 5,150.00
<b>District Total</b>	<b>88465</b>	<b>72693</b>	<b>R 59,068,286.00</b>	<b>88790</b>	<b>73370</b>	<b>R 59,297,900.00</b>	<b>89416</b>	<b>74227</b>	<b>R 59,736,423.00</b>

## 2.5 SAFETY & SECURITY

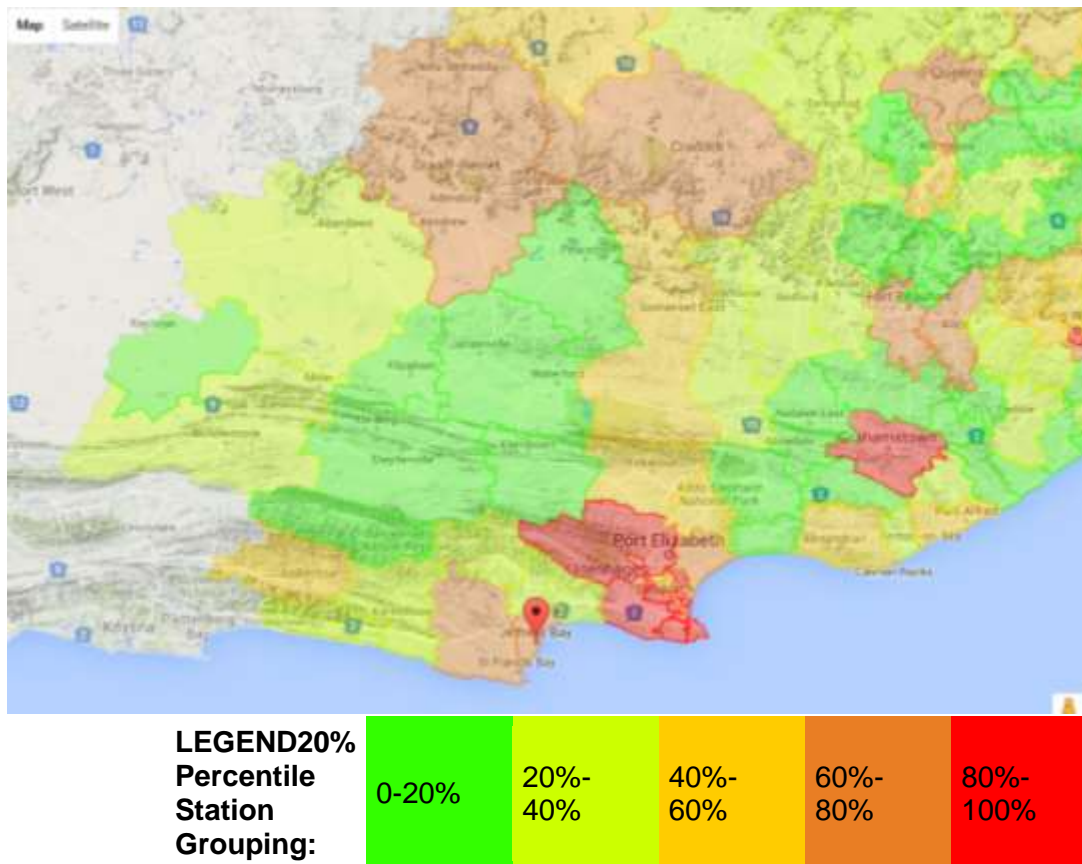
### 2.5.1 Crime Statistics and Trend Analysis

The following graph and map represent the overall crime reports per policing district. The challenge with linking safety information with municipal information is the deference in municipal boundaries and Police Precinct. The analysis will identify the crime trend of the district municipal area between the period of April 2012 to March 2013 and also the change in crime stats between the 2012 and 2013 year. Sarah Baartman

#### Crime Map

The Heatmap displays all the precincts in South Africa to you. Each precinct is colour coded. The number of total crimes for the category or categories you have chosen are sorted numerically and then divided into 5 blocks, called quintiles.

The first quintile contains the precincts in the bottom 20%, so they have the least crimes. They are shown in green. The fifth quintile contains the precincts that have are in the top 20% in terms of number of crimes, in other words they have the most crimes. They are shown in red. Therefore the colour of the precinct, from green to orange to red, indicates how many crimes it has in comparison to the others.



Source: Crime statssa, 2015

The SAPS statistics show low levels of crimes in the district compared to the overall provincial crime statistics. The urban police districts of Grahamstown, Graaff-Reinet and Humansdorp are

areas of concern for the district,. Grahamstown in the Makana municipality is part of the top percentile of police stations grouping related to reported crimes,. This means crime is more prevalent in the Makana area of the district. This means greater focus should be placed on the Grahamstown area in providing support to victims of these offences.

### Contact or Violent Crimes

According to the Statistics released by the South African Police Services, certain contact or violent crimes pose a more serious threat to communities than crime in general.

Contact or Violent Crimes such as Murder, Attempted Murder, Sexual Offences, Aggravated Robbery and Common Robbery are not ranked amongst the Top Ten Crimes committed in the Sarah Baartman District. These crimes do however present a distinct threat to society and are an indication of social and socio-economic circumstances.

## **2.6 HEALTH ANALYSIS**

### **2.6.1 HIV and Aids**

The District Municipality in partnership with the Sarah Baartman Department of Health and the various non-governmental organizations located in Sarah Baartman conducted several HCT campaigns to educate people about HIV and Aids and to encourage them to test in order to know their status. Also several candle lights memorials were held across the district in commemorating those who have died because of HIV and Aids and the families that were/are affected by this disease.

According to the Sarah Baartman Eastern Cape Department of Health, the HIV and Aids prevalence rate in Sarah Baartman District has fluctuated over the period of 2002 to 2010. It has been observed that the HIV prevalence rate is high for women than men and affects mostly women aged between 25-29 years of age.

**Table 2.29: HIV and Aids Prevalence EC vs SBDM**

<b>YEAR</b>	<b>EASTERN CAPE</b>	<b>SARAH BAARTMAN DISTRICT (DC10)</b>
2002	23.6	16.8
2003	27.1	20.2
2004	28.3	19.0
2005	28.5	20.9
2006	28.6	22.8
2007	28.8	20.0
2008	27.6	23.8
2009	28.1	24.3
2010	29.9	20.7

Statistics as per Sarah Baartman Department of Health: 2011

The District target set for the region: 87072

- Camdeboo LSA = 23357
- Kouga LSA = 33885
- Makana LSA = 29830

In Sarah Baartman in general the HCT testing rate is above 90%, and below are the results per Local Service Area.

**Table 2.30: HIV and Aids testing results**

<b>ELEMENT</b>	<b>CAMDEBOO LSA</b>	<b>MAKANA LSA</b>	<b>KOUGA LSA</b>
HCT tested positive rate	6.2 %	9.1%	11%
HCT adult male tested positive rate	4.5%	10.6%	10.2%
HCT adult female tested positive rate	8.1%	8.5%	12.4%
HCT child tested positive rate	3.9%	4.8%	3.3%
HCT client screened for TB rate	68%	89%	46%
HCT client referred for clinical diagnosis of TB rate	11%	11%	6.7%
ART HIV/TB co-infection rate	17.1%	24.6%	0%
ART pregnant women initiation rate	17.2%	7.4%	0%
ART infants under 1 year initiation rate	13.3%	1.7%	0%

Currently in Sarah Baartman accredited ART sites are as follows:

- 47 clinics,
- 9 hospitals
- 4 TB hospitals and
- 1 Psychiatric Hospital
- 7 Mobile Clinics

## **2.7 ENVIRONMENTAL ASPECTS**

### **2.7.1 The Natural Environment:**

The diversity of the District's vegetation is reflected in the highly variable mosaic of geomorphology, topography, soil types, climate and rainfall that occurs in the region. The Sarah Baartman District Municipality includes elements of six biomes, i.e. the Fynbos, Subtropical Thicket, Forest, Succulent Karoo, Savannah and Grassland, which occur along with coastal vegetation, wetlands, pans and riverine vegetation types. Thicket (arid thicket, valley thicket, thicket and dune thicket), with greater than 65% coverage, is the predominant vegetation type of the District. Large contiguous patches of Fynbos occur in the central mountainous areas and western coastal forelands of the region. Smaller isolated patches of coastal, afro-montane and Thornveldt forests, Alexandria grassland, Thornveldt, karoo and broken veldt are widely distributed through the District.

The biomes represented in the District contain biodiversity of high global and national significance. Three of these fall within globally recognized biodiversity hotspots, namely the Cape Floristic Region, the Succulent Karoo Hotspot and the Maputaland-Pondoland-Albany Hotspot. The National Spatial Biodiversity Assessment (2004) identified nine broad priority areas for conservation action in South Africa and three of these are represented within the SBDM.

### **2.7.2 Bioregional Planning and Programmes:**

The bioregional programmes – Cape Action for People and the Environment (CAPE), Subtropical Thicket Ecosystem Project (STEP) and the Succulent Karoo Ecosystem Plan (SKEP) converge in the area of the Sarah Baartman District Municipality. The outcomes and

products of these bioregional programmes and their associated projects, provide the SBDM and the local municipalities in the District with environmental tools and guideline for planning and decision-making in their IDPs. These bioregional programmes specifically seek to align local economic and social development needs of the region with biodiversity conservation targets.

Linked to these programmes, there are a number of landscape scale initiatives being implemented in the area of the Sarah Baartman District, including the Garden Route Initiative, the Baviaanskloof Mega Reserve Project and the Greater Addo Elephant Park Project. These projects have as their primary aim the conservation of critical biodiversity and ecosystems, but they also provide vehicles for addressing social and economic upliftment through community involvement.

### **2.7.3 Ecosystem status:**

According to the STEP Handbook and Mapbook, the Sarah Baartman District includes a number of areas of high conservation importance, including three priority river corridors and extensive areas along the coast and central interior that are considered critically endangered, threatened and vulnerable.

According to the National Spatial Biodiversity Assessment (2004), all of the main river systems in the Sarah Baartman District are endangered or critically endangered and much of the region is highly susceptible to alien plant invasion. The temporary open estuaries and estuarine lakes that abound along the coast are either vulnerable or threatened and the permanently open estuaries are endangered. All of these estuaries are either hardly protected or not protected at all.

### **2.7.4 Protected areas in the Sarah Baartman District:**

The area of the Sarah Baartman District Municipality includes a wide range of formally protected areas that vary considerable in size and geography. These protected areas range from national parks (Camdeboo, Tsitsikamma and Addo), provincial reserves (e.g. Baviaanskloof – which is also a world heritage site, Groendal, parts of the Great Fish River Reserve complex, and a number of smaller reserves, including Waters Meeting 1 & 2 and Thomas Baines) and numerous municipal reserves, e.g. Kap River, Loerie Dam, Gamtoos Coastal, Huisclip and Great Fish River Wetland. These reserves all contribute significantly to the protected area estate of the District and the Province.

## **2.8 ECONOMIC ANALYSIS**

### **2.8.1 SBDM's Economic Base**

Sarah Baartman ranks as a third largest economy of the province. The two predominant economic sectors within the District are agriculture and tourism.

The following section attempts to gauge the current and potential impact of these industries on the immediate spatial setting and surrounds.

#### **2.8.1.1 Agriculture, the Economy and Social Impact:**

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.

Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are dominant in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. Stock production has seen a decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The Langkloof valley is home to deciduous and stone fruit production. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Fruit is exported through Port Elizabeth. Commercial forestry is established around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

Manufacturing, focused on agro-processing, is a relatively small sector, providing only 10% of value added and 7% of employment. Agro-processing is currently limited to food and dairy. Furniture production is present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in district towns focus on specialty products ranging from hand knitted mohair items to essential oils.

The main challenges of the Sarah Baartman District in terms of monopolizing the impact of the agricultural sector are to:

- Expand formal agricultural production;
- Reduce the dependency of the economy on 'pure' agriculture by establishing agro-processing industries<sup>6</sup>;
- Consolidate and expand the small specialist industries to benefit from formalized marketing campaigns and product and skills development initiatives.

#### 2.8.1.2 Tourism, the Economy and Social Impact:

Tourism is well established in Sarah Baartman. Tourism attractions include the well-known Tsitsikamma National Park, the Baviaanskloof Mega-Reserve (a World Heritage Site) and the Addo Elephant National Park and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaff-Reinet is commonly visited for its history and architecture.

This economic sector has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district with economic spin-offs in terms of retail, accommodation, hospitality etc.

According to the Sarah Baartman District Municipality's Tourism Master Plan, it can be calculated that tourism contributes as follows to the local economy:

- R 2 676 000.00 in direct tourism income;

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<sup>6</sup>Agro-processing refers to the process or action taken by manufacturers of changing raw agricultural products into consumable entities. These actions could include: cutting, milling, fermenting, roasting, blending, drying, extracting etc.



- R 6 803 000.00 contribution to the Gross Domestic Product (GDP) by the tourism sector;
- R 1 012 200 000.00 total economic activity generated by tourism;
- Supports 1 936 jobs in the tourism industry;
- Supports a total of 4 413 jobs within the tourism economy;
- Supports the equivalent of 294 SMMEs in the tourism economy.

Socially, tourism has positive and negative impacts on the accommodating areas. Potential positive impacts of tourism include:

- Improvement in skills and education through training in tourism and hospitality – examples include: The Wilderness Foundation / UmziWethu Training Academy for Displaced Youth, the SA College for Tourism and the 3-year EISS BCOM in Hospitality Management;
- Improvement in economic circumstances through improved income from tourism employment;
- Improved employment of women.
- Improvement in local living standards due to increased job opportunities associated with the tourism industry;
- The potential to establish tourism related SMME's in response to new markets for local products;
- The improvement of local infrastructure and services, improved retail, recreation and cultural facilities supported by an increase in municipal revenue derived from tourism activities and the demand for higher service standards by national and international tourists;
- Improvement in skills levels to satisfy the needs of the tourism industry and economy;
- The provision of an attractive, clean and unpolluted environment for tourists and residents alike;
- Improved conservation of local heritage, culture and resources.

#### 2.8.1.3 Other Relevant Economies:

Government services play a significant role in the economy, providing 28% of added value and 23% of formal employment.

### **2.8.2 Potential within the District**

The SBDM is the third largest economy in the Eastern Cape, the largest economy outside the mostly “urban economies” of the Nelson Mandela Bay Municipality and Buffalo City Municipality. The predominant sectors in terms the District's economy are agriculture and tourism, contributing approximately R690 million and R680 million respectively to the Gross Geographic Product (GGP) of the District and therefore it is within these sectors that the greatest potential for economic development lies.

## **Agriculture**

In terms of agriculture and agro-processing, based on a study<sup>7</sup> commissioned by SBDM that evaluated the status quo of agriculture in SBDM, international and local trends and value adding opportunities, the subsequent agro-processing opportunities in the Sarah Baartman region were identified. Many of the opportunities are also coupled with the expansion of agricultural production to supply raw materials to the identified potential/new agro-processing facilities.

- Red meat industry with specific reference to beneficiation of by-products (hides and carcass meal in particular)
- Mohair industry (Goat population and thus mohair fibre volumes need to be increased to fit growing demand for meat and natural fibre in particular)
- Poultry industry including ostriches (with specific reference to the opportunity of free range chickens)
- Vegetable processing (both hot and cold processing)
- Renewable energy from biomass, the manufacturing of organic compost and charcoal (biochar) from biomass

In addition, the following opportunities exist in terms of renewable energy:

- Wind generation initiatives in the Sarah Baartman District are fast growing with a large number of generation facilities under investigation, as eight of the thirteen approved wind farm developments are to be developed in the district
- Opportunities in terms of energy generation from biomass and the manufacture of biofuel are possible, large scale biomass production is dependent on agricultural infrastructure, sustainability and possible environmental impact.
- hydro power generation capacity / potential, potential exists in the Blue Crane Route region along the Fish River.

The importance of wind energy generation in the district has been confirmed by the announcement by the Department of Energy in terms of successful wind farm developments, as eight of the thirteen approved wind farm developments are to be developed in the district, with an additional two wind farms to be developed in Nelson Mandela Bay Municipality. The two largest energy generating wind farms, i.e. Amakhala Emoyeni (phase 1) (137.9MW) and Cookhouse Wind Farm (135MW) are to be developed in the district. The Blue Crane Route region has been identified by the National Department of Environmental Affairs as one of three potential wind generation 'preferred locations' in the country.

Animal and pet feed industry

Essential and culinary oils production

- Development of the oil seed production industry in the Eastern Cape for oil extraction and animal feed (linked with the option of importing grains through Coega). The realistic potential and possible strategy to achieve this should be investigated. - An aromatic plant propagation

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<sup>7</sup>Source: *Niche Agro-Processing Opportunities in Sarah Baartman District Municipality (July 2011)*

centre (nursery) could be established to supply high quality and the correct variety plant material to outgrowers in the SBDM.

- Development of outgrower aromatic plant production units (select cultivars suited to arid agriculture) to create economies of scale and the variety of produce to establish a viable essential oil production unit.
- Link vegetable oil extraction with proposed bio-diesel manufacturing plants for Coega – the processes are similar and would require only a few additional processes to create cooking oil for human consumption (used cooking oil should also be supplied to bio-diesel unit). The soya cake by-product from these processes should also be taken up by animal feed manufacturing plants for animal feed manufacturing – there is a high demand for soya cake nationally.

Apiculture (Beekeeping) for honey and related value added products as well as the “pollination industry”

- There is a definite market and demand for increased honey production for both local markets, as well as export markets due to the high quality and “brand” of South African honey that already exist in countries which are high importers of honey, like Japan and Germany. Increased production sites could be established in SBDM to act as outgrowers to existing honey processors with existing infrastructure in SBDM.
- SBDM Organised and properly managed pollination services are and will increasingly be a demand from commercial fruit farmers in SBDM, as well as farmers in the rest of the Eastern Cape (with special reference to the focus on berry production in the Amathole District).

Exotic fruits (with specific reference to “arid commodities”, including pomegranate, fig and prickly pear)

- Based on the suitability for the production of exotic fruits in the Blue Crane Route geographical area, as well as the abundant water (compared to the rest of the SBDM), the development of orchards in this area is proposed to supply local (SBDM and South African) as well as export markets.
- Training and extension services could be provided by experienced producers and consultants from the Western Cape to farmers that are relatively new to exotic fruits in SBDM (capacity has already been built in the Western Cape which can be transferred).
- There is potential for local economic development through entrepreneurial value adding and processing of exotic fruit in jams, preserves, sauces, dried fruit, etc. – cottage industries could over time develop into commercially sustainable businesses. In conjunction with other plans of developing the animal feed industry of SBDM, there exists an opportunity to manufacture shelf stable animal feed pellets from the cyclodes of the prickly pear plant.

Pig (pork) industry

- Based on the feedback from the champions of the pig industry in SBDM, definite opportunities exist to increase proper pig fattening units. Good breeding material is available in the Eastern Cape, which is currently exported in high quantities to the northern part of the country to be fattened intensively (due to their access to cost effective feed).
- The supply of lighter pigs to the abattoirs could address a specific market segment which has been identified by the private sector, although these pigs are not currently readily available in the SBDM
- The development of a meat processing facility at the old *Abakor* abattoir, near Port Elizabeth, to utilise pork and other red meat for the manufacturing of value added products such as patties, sausages and a range of processed meats (preferably also establish and build a brand for these products).

In addition, definite opportunities in other dominant agricultural sectors in Sarah Baartman also exist and should not be disregarded. However, it should be noted that these industries have reached progressive states of development and already receive support in terms of research and investments into the development of further value addition, including support from SBDM. A brief overview of these sectors and related opportunities are included below.

- Citrus

Oranges are mainly produced in the Kirkwood area of the Sundays River Valley Municipality. Other areas in the Sarah Baartman district are only marginally suited to citrus production under irrigation and include areas to the east of the Sundays River Valley, the northern parts of Camdeboo, south of Klipplaai in Ikwezi, the Aberdeen Plain west of Willowmore and in the Kou-Kamma Municipality around Kareedouw. Other marginally suitable soils also include limited areas of the Blue Crane Route Municipality around Somerset East and Cookhouse and scattered areas of the Makana Municipality.

- Pineapple

The Sarah Baartman District and more specifically, Ndlambe Municipality is a major producer of South African Pineapples. The pineapple beneficiation project, managed by NNIP (Pty) Ltd is predicated on the beneficiation of previously wasted pineapple plant material upon which the pineapple fruit grows. The successful implementation of this project will be of enormous economic benefit to the pineapple growers and the pineapple processing industry.

- Honeybush Tea

This crop grows along mountain slopes in the Langkloof area in Kou-Kamma. South Africa produces only 200 tons of honeybush tea per year. The industry has seen an improvement in the quality of tea and the establishment of export standards with the construction of a large processing and packaging facility in Mossel Bay. Honeybush tea has a growing export market.

- Deciduous fruit

The main deciduous-fruit producing areas of South Africa are situated in the Western and Eastern Cape provinces, mainly in areas where warm, dry summers and cold winters prevail. In the Eastern Cape, the Langkloof Valley is home to apple and pear production.

Apples could also be produced in the western Aberdeen Plains and in the northern parts of the Camdeboo Municipality. The production of these areas has a yield potential of between 30 and 50 tons per hectare. The major restriction for the western parts of the Aberdeen Plain will be the availability of sufficient water for irrigation.

Pears are only marginally suitable under irrigation in the western Aberdeen Plains and in the north of Camdeboo, with a potential yield capability of 15 to 30 tons per hectare.

- Dairy

The commercial dairy industry of the Eastern Cape has its base in the Tsitsikamma area. The Eastern Cape produces approximately 20.5% of the country's total milk supply. The areas with the highest dairy production potential are mostly in the southern parts of Kouga and Kou-Kamma Local Municipalities. The other areas mildly suited to dairy production are in the municipalities of Sunday's River Valley, Makana and Ndlambe.

- Chicory

Chicory is grown exclusively in the coastal areas around Alexandria, where Chicory SA has established a drying plant. The dried chicory is all consumed within South Africa and is sold to coffee manufacturers nationwide. Currently there is a challenge in terms of excess supply, owing to traditional markets purchasing chicory from international suppliers, at a lower price than is possible for the domestic suppliers. An intervention is required to assist the industry.

- Natural fibres industry

The Natural Fibre Cluster is a multi-stakeholder, multi million rand provincial programme spanning research and development to commercialization with the end objective to establish a niche industries in plant and animal fibres initially within the five identified groupings namely wool and mohair, flax and hemp, pineapple, agave and cashmere.

This cluster is to become a one-stop-shop for natural fibres covering the entire value chain from primary production in the rural areas to value addition and manufacture of various products for various sectors including, but not necessarily limited to pharma- and nutraceuticals, automotive and aerospace, construction and textiles

- Aquaculture

The Camdeboo Satellite Aquaculture Project (CSAP) is an innovative and highly replicable model which presents a comprehensive solution to address fish supply shortfalls, create sustainable self-employment opportunities for rural women, promote pro-poor economic growth, and encourage social equity in the Camdeboo. The Project thus has a high level of support at local, provincial and national government levels as well as from the private sector.

The CSAP concept centres around the establishment of aquaculture clusters which comprise a central management farm and a network of satellite farming systems. Each aquaculture cluster is designed to produce 1,166 tons of fish per month and provide employment to 500 people, primarily rural women. The aquaculture clusters benefit both through economies of scale as a result of their collaboration as well as from the support, training and mentorship provided by the central structure.

The process of developing the district's Economic Growth and Development Strategy was first initiated in 2005 and the strategy subsequently was adopted by the District's Council in 2006. It was recommended that the strategy be reviewed annually, concurrently with the annual review of the Integrated Development Plan.

The review of the Economic Growth and Development Strategy has been concluded. The revised strategy guides the District in its development facilitation trajectory for at least the following five years. The revision of the strategy is a result of three years of extensive stakeholder consultation and collaboration on both a programmatic and project level, primarily facilitated through the Rural Economic Development Initiative (see subsequent sub section for information related to the Rural Economic Development Initiative).

The Economic Growth and Development Strategy has been renamed the Socio-Economic and Enterprise Development Strategy (SEEDS), the acronym for which metaphorically describes the district's core mandate in initiating the facilitation of economic development and subsequently growing the regional economy.

The SBDM approach is structured around seven core strategies based both on a review of international trends in rural regeneration strategies as well as a reflection on the experience of SBDM and other institutions in promoting development in the region.

**(a) Increasing agricultural income**

Agriculture remains the single most economic driver in the district. The starting point for rural development is to find ways of increasing agricultural income. This is of course firstly a product of the drive of farmers individually and collectively. However, there are a number of ways in which farmers can be supported to increase the value of agricultural output. These include:

- Growing national and international markets for agricultural output
- Facilitating investments in local and regional agro-processing plant to increase product demand and improve prices
- Investing in research and knowledge sharing to improve the quality and resilience of crops and livestock.
- Supporting local and regional food systems that keep wealth in rural communities.

**(b) Investing in natural capital**

There is an increasing recognition internationally and within South Africa that it is important to invest in protecting and restoring natural resources and ecosystems such as catchments, wetlands, rivers, forests and other natural areas to preserve bio-diversity, to ensure sustainable water supplies as well as to exploit the economic potential of such areas. The growth of tourism in the region is strongly associated with the exceptional and diverse natural assets. Key approaches to this include:

- Promoting and incentivising natural resource restoration and conservation including alien vegetation clearing, developing eco-systems markets that reward land restoration through carbon credit mechanism and so on.
- Creating new generation green jobs and local income streams rooted in renewable energy.
- Growing the rural tourism economy based on natural capital through agri-, adventure- and eco-tourism initiatives.

**(c) Broadening economic participation**

Inequality and poverty are deeply entrenched with rural South Africa and represent a major constraint to development. However, the poor of the region also represent a major resource for economic progress. Broadening economic participation as part of a broader social development emphasis is thus a key pillar for rural regeneration. Key areas of action include:

- Promoting BBBEE, SMME and cooperative development.
- Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities.
- Improving grant accessibility.
- Establishing community-based beneficiation projects.
- Facilitating community and worker participation in share ownership.
- Promoting social development investments.

#### **(d) Developing the skills base**

The skills base of the region is a key driver of both economic progress and poverty reduction. SBDM's skills profile is very skewed. It is a region with a significant pool of highly skilled people. However, most people have limited skills and limited educational attainment. This is both a major constraint to development but also represents a significant area of opportunity given the wide range of good educational institutions in the region. SBDM is committed to a concerted approach to improving the skills profile of the region. Key areas of action include:

- Improving the quality and quantity of school education and early childhood development (ECD) through partnerships.
- Creating further education opportunities linked to work opportunities in the region.
- Developing skills transfer partnerships between established and emerging farmers and between established and emerging businesses.

#### **(e) Improving connectivity and utility infrastructure**

Transport, water and energy infrastructure are major challenges in an arid low-density rural area such as SBDM. The costs of such infrastructure are particularly high in such areas given distance and the area enjoys relatively low priority for infrastructure given its small population. It is therefore necessary to be innovative and focused in ensuring that sufficient infrastructure is in place to support development. Key areas here include:

- Developing rural broadband and mobile phone connectivity is a key rural development strategy globally.
- Improving rural transport infrastructure particularly roads.
- Identifying and delivering catalytic infrastructure that opens up new economic opportunities.

#### **(f) Regenerating core towns**

The core towns within a rural region play a critical role in the economy of the region as a whole. They are the economic and services hub that enable the rural economy to function. When towns decline, the rural hinterland tends to decline given the symbiotic relationship between them. The regeneration of core towns is thus a critical driver of rural economic development. Key areas of action include:

- Urban regeneration projects focused on upgrading town CBDs and historic districts.
- Ensuring quality education and health services in core towns in order to retain talent and skills in the area.
- Promote tourism and niche services and manufacturing based on identifying competitive advantages and niche opportunities
- Ensuring that municipal infrastructure is maintained and upgraded on a financially sustainable basis in order to support growth and development
- Service delivery improvement partnerships to ensure that essential administrative and regulatory functions are undertaken by the LM.

**(g) Building local and regional networks**

Research globally suggests that the quantity and quality of networks within a region and between the region and relevant role-players outside the region - “social capital” – is a key factor influencing economic development. A key element of any strategy for rural regeneration is thus about finding ways to expand the networks and linkages between stakeholders in the region and connecting the region into relevant provincial, national and international processes. Areas of focus include:

- Strengthening government to government connections at a regional, provincial and national level.
- Building partnerships to improve economic competitiveness and resilience.
- Creating a positive image of the region amongst public and private investors and building relationships with them.



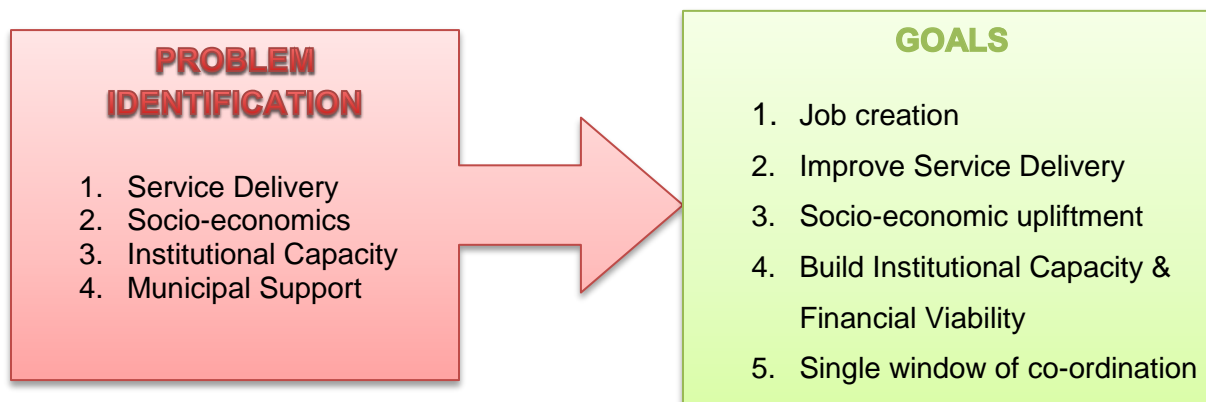
## CHAPTER 3: DEVELOPMENTAL INTERVENTIONS WITHIN THE DISTRICT

### 3.1 STRATEGIC DIRECTION

The Situation Analysis (Chapter 2) provides status quo information of the Sarah Baartman District, highlighting socio-economic trends, service delivery challenges, safety & security issues, economic analysis, environmental aspects and capacity challenges. It also provides an understanding of how Municipalities are functioning. A number of issues have surfaced from the desktop analysis and community participation through LM engagement sessions. This section seeks to systematically prioritize all the issues that have surfaced, and in an integrated approach develop focus areas for the District for the next five (5) years. Recognizing that resources are finite and the role of the District is to create an enabling environment, the service delivery menu will have to be based on partnerships with all stakeholders and innovation on how best we share scarce resources.

All of the issues raised in Chapter 2, can be grouped as follows:

- Service Delivery
- Socio-economic
- Institutional capacity
- Municipal Support



In crafting the new focus areas (**Development Priorities**), **Objectives** and **Strategies** the ultimate goal will be to improve service delivery, uplift the community of the District socially and economically and build strong Municipal institutions that have the appropriate skills and resources and are financially sound. This will be done in a manner that meets the present need and without compromising the future generation to meet their own.

### 3.1.1 EMERGING GROWTH AND DEVELOPMENT AGENDA

The adoption of the NDP and development of the ECPC Vision 2030 has opened up opportunity for municipalities to equally develop Long Term Visions and Strategy within which the Five Year IDPs must be incremental building blocks. The emerging growth and development agenda posit a conceptual framework that integrates three focal areas of Economic Development, infrastructure and Human Development at the centre of the two; with the three undergirded by Key Enablers and interventions, Institutional Transformation and Governance, and alignment with IDP process inclusive of consultation and incorporation.

SARAH BAARTMAN LONG TERM VISION STRATEGY		
Economic Development	Human Development	Infrastructure
Energy	Mass Employment Programmes	energy
Green Economy	Poverty Eradication Programme	Water
Agro-industry	Access to basic services	Irrigation and ago-logistics
Tourism	Skills and education	Transport
Creative industries		Bulk Infrastructure
Component supplies		WSA/WSP
Maritime		
Key Enabler and Interventions Programmes		
Institutional Transformation - Governance		
IDP Process alignment, consultation & incorporation		

Driving both the Long Term Vision development the Growth and Development Agenda; the District will ensure streamlined and focused priorities (clear niche areas per local municipality that have local beneficiation capable of eradicating the critical backlogs of water infrastructure, energy, and transport linkages. Both the Vision development and driving the Growth and Development Agenda would require the following amongst others:

- Prioritising Communication of the Agenda
- Enhancing Institutional Capacity needs
- Resource mobilisation
- Practical IGR
- Research and Planning to be the base

## **SBDM STRATEGIC OPERATIONAL AGENDA**

On 10-11 November 2016, SBDM embarked on a strategic planning session. The purpose of the session was to review the strategic approach of the institution, looking at the current functions executed by the district versus its legislative mandate. The district resolved to undertake assessments of the legislative function that are meant to be undertaken by the district versus how they are currently being implemented. The functions in the table below were lifted as priority functions to be reviewed.

<b><u>FUNCTION</u></b>	<b><u>DISCRIPTION</u></b>	<b><u>RESOLUTION</u></b>
<u>Water Services</u>		
<u>Environmental Health Services</u>		
<u>Fire Services</u>		

### **WATER SERVICES**

The current state of water service delivery in LMs is depicted as very poor in recent presentations made at various high level forums. Six municipalities are struggling to perform the WSA function. The District undertook to conduct a study on the WSA/WSP functions, based on the above, the District Resolved that:

1. that engagements be entered into with the Minister for Water Affairs and the nine local municipalities in the District for the transfer of the WSA function –
  - a. initially to the Department of Water Affairs (whilst the SBDM develops its capacity to take over the function)
  - b. thereafter to the SBDM;
2. that the capability of the SBDM to perform the function be assessed;
3. that all information obtained from the Assessment that was carried out by the SBDM as well as the information provided by the Department of Water and Sanitation, including clear financial projections, be compiled into a single document to form the basis of engagements with LMs and National Department of Water and Sanitation for the function to be transferred to the District Municipality;

### **ENVIRONMENTAL HEALTH SERVICES**

Seven of the nine LMs have been appointed by SBDM as agents to perform the function on behalf of the DM (exceptions: Baviaans and Ikwezi). Some LMs are performing the function satisfactorily, others are not. New environmental norms and standards have been proclaimed (new compliance requirements).

The District Strategic session resolved:

- (a) The current method of rendering the service through a Service Level Agreement with the relevant LMs will be reconsidered;
- (b) The SBDM agree in principle to render the EHS function;
- (c) A consultation process with LMs be followed;
- (d) that waste economy projects be considered in conjunction with the Department of Economic Affairs

### **FIRE SERVICES**

The District Strategic session resolved:

- (a) The SBDM withdraw the Service Level Agreements in respect of the LMs who are not rendering the service satisfactorily;

- (b) The SBDM perform the section 84(1)(j) service directly in the areas where the municipality lacks capacity, commencing with Koukamma and Sundays River Valley LMs;
- (c) SBDM ascertain from Camdeboo LM, whether they have capacity to render the service in the Baviaans and Ikwezi areas after amalgamation;

#### PUBLIC TRANSPORT FUNCTION

- (a) SBDM will engage with the Provincial Department of Transport to investigate and clarify the role of the District Municipality in relation to the function, in order to facilitate a decision on the resources required;
- (b) The District will be putting systems in place to enable it to comment on applications for licences.

#### ECONOMIC DEVELOPMENT

- (a) The role of the District in growing the economy, cognizance must be taken of the need to know the major private sector role players in the economy and to partner with the growth sectors;
- (b) The SBDM needs to enter into partnerships with the major sectors in the District;
- (c) Sarah Baartman District understands that in order to successfully achieve partnership with the economic sectors operating within its area, the Department of Economic Development needs to investigate and gather the necessary data and information on the major sectors in the District, as well as infrastructure needs;
- (d) The District Municipality needs to invest in fully understand the developments occurring within its area; with regard to renewable energy, Thyspunt, fracking etc and identify initiatives for communities to benefit therefrom;
- (e) Engage Nelson Mandela Metropolitan Municipality on the development of a Regional Economy partnership to benefit the communities of both municipalities;

#### FINANCE

- (a) The SBDM will focus on consider ways and means to generate revenue from its fixed assets (properties);
- (b) Projects outside the mandate of the SBDM will not be funded from the budget ;
- (c) SBDM will not rely only on the budget, but leverage on the institution's clean audit reputation to lobby for funding for the projects they want to implement;
- (d) The use of consultants be limited;

#### INSTITUTIONAL MATTERS

- (a) relocation of SBDM offices be fast-tracked;

- (b) that that an organizational review be carried out after the strategic issues discussed in the workshop have been finalised, taking into account the strategic direction and need for an organogram that reflects capacity to implement the IDP;
  
- (c) that internal integration between departments be brought about when carrying out the organizational review,

### **Strategic Priorities**

Guided by the National Directives, contained in the Implementation Plan for the Five Year Local Government Strategic Agenda (2006-2011), the National Targets to beat the back-logs and meet the set targets, the Provincial Directives, the Eastern Cape Growth & Development Strategy and the status quo information contained in Chapter 2, including inputs from the Local Municipalities in Sarah Baartman, the following Development Priorities have been adopted to best respond to these mammoth challenges:

1. Basic Service Delivery and Infrastructure
2. Local Economic Development
3. Municipal Transformation and Organisational Development
4. Governance and Public Participation
5. Municipal Financial Viability and Management

## **3.2 SBDM DEVELOPMENT PRIORITIES**

### **Development Priority 1: Basic Service Delivery and Infrastructure**

#### Rationale for the development priority

The District Municipality as a bulk services agent by default will endeavour to provide and input on strategic planning for bulk water and sanitation services, transport and land planning in an integrated approach, and ensure synergies with other service agents such as economic development, tourism and other programmes implemented by government departments such as Water Affairs, Human Settlements, Transport and Public Works.

Infrastructure development serves as a conduit in creating a conducive environment for decent human livelihoods and their economic activities. Coupled with this is the district's responsibility to provide proper Town and Regional planning as well as development planning for our underdeveloped rural and urban environments whilst ensuring that all relevant legislation regulating development such as those pertaining to environmental management are adhered to.

#### **Focal points**

- Support municipalities on operations and maintenance
- Regional bulk services
- Explore the option of taking back of WSA/WSP function
- Planning for regional infrastructure services
- Developmental Planning

### **Development Priority 2: Financial Viability and Management**

#### Rationale for the development priority

The Municipal Finance Management Act 56 of 2003 (MFMA) prescribes that the Council of a municipality must for each financial year approve an Annual Budget for the municipality before the start of that financial year. Section 16 (2) of the same Act stipulates that in order for the municipality to

perform what is prescribed, the Mayor of the municipality must table the Annual Budget at a Council meeting at least 90 days before the start of the financial year. The processes involved during the 90 day period enable transparent engagements amongst the Communities, Councilors, the Executive and Administration to finalize the budget. The consultative and Public Participation processes also promote oversight over the adoption and implementation of the budget. The departmental budget statements

provide Council with information on how different departments within Chris Hani District Municipality (CHDM) intend to spend the funds that will be appropriated by Council, to enable Council and communities keep departments accountable for the ir delivery commitments contained in the Service Delivery Budget Implementation Plans (SDBIP) and to ensure that Council Committees effectively perform their oversight functions. To ensure the financial viability and sustainability of the municipality and to adhere to statutory requirements

Key focus areas to ensure financial viability:

- To manage municipal revenue
- To manage the municipal budget
- To maintain internal financial control
- To achieve clean audit
- To perform the treasury functions

### **Development Priority 3: Local Economic Development**

#### Rationale for the development priority

In terms of Local economic development, Sarah Baartman District Municipality is committed to the consolidation and optimal utilisation of available resources to facilitate economic development, for the purpose of the creation of new, decent, sustainable employment opportunities, job creation and sustainable enterprise development, retention and expansion in the district.

This will be achieved through targeted investment promotion to grow strategic sectors able to create employment opportunities on a substantial scale in the short to medium term, and more advanced industries that are crucial for long term economic growth. Specific sectors earmarked for further development in the district include:

- Agriculture and agro-processing
- Green economy (including, but not limited to renewable energy and ecosystem services)
- Tourism
- Skills development and Education (predominantly, but not exclusively further education and training)

The district will spearhead the facilitation of intervention within these strategic sectors in the areas of:

- Identification and appropriate packaging and promotion of investment opportunities

- Targeted support to SMMEs to broaden economic participation ultimately assimilate emerging enterprises into developing and established value chains
- Investment in enabling infrastructure and the promotion of infrastructure connectivity required for economic growth and development

It is acknowledged that economic development is dependent on regional integration and innovation in partnership with other government organizations and entities, business and higher education /research institutions and to this end, the district will continue to forge and foster symbiotic relationships with strategic partners to deliver on its economic development mandate.

### **Focal points**

- SMME development and Cooperatives development
- Rural development economic development initiative
- Economic sustainability
- Tourism marketing and development
- Sector development
- Institutional development : Sarah Baartman Development Agency
- Investment and trade
- Alternative energies
- Job and development initiatives
- Regional linkages
- Partnerships
- Networks
- Creative Industries
- Heritage
- Environmental Management
- Agricultural Mentorship Programme

## **Development Priority 4: Good Governance and Public Participation**

### Rationale for the development priority

Good Corporate Governance underpins all the programmes and projects presented in this 2017-2018 IDP Review. Good governance dictates that the Municipality should conduct its business in an Open, Transparent and Accountable manner. For this to be realised, community participation is essential hence the municipality developed policies and strategies to liaise and interact with communities, amongst those are Stakeholder Mobilisation Strategy, Public Participation Strategy, and Communication Strategy etc.

The establishment of a caring environment requires emphasis not only on community participation, but also on customer care and

responsiveness. With regard to Customer Care, the Municipality has embarked on a programme to engage customers with regard to their level of satisfaction with municipal services and the development of a new Customer Care Framework. In the current IDP review period, foundational work has been done in terms of the completion of a comprehensive survey of all types of customers. Soon thereafter, the focus will shift to embedding a robust system of customer relations management, anchored in clear service standards, customer responsiveness, and the monitoring and evaluation of ongoing customer perceptions and feedback. The revival of the Batho Pele Campaign will complement this effort and galvanise the institution to embrace a culture of putting people first.

### **Focal points**

- Communication
- Special Programmes
- Inter-Governmental Relations ( IGR)
- Community Consultation

- Audit and Risk Management
- Functioning of Council
- IDP Process Plan Structure

## **Development Priority 5: Municipal Transformation and Organizational Development**

### Rationale for the development priority

The SBDM will endeavour to develop internal capacity through the identification of skills required against the skills base in an effort to improve the capacity of the institution by providing training and development initiatives to enhance the skills base. The SBDM will endeavour to create a conducive environment that will promote a culture of performance and staff retention. The Municipality will ensure that it applies its mind on the notions of monitoring and evaluation as a key strategic focus that measures the performance of individuals cascading to the performance of the organization. The Municipality will raise the bar on institutional Performance through application of performance indicators to monitor and evaluate the organization. The challenges faced by SBDM relates to ensuring that the organization is resourced adequately in terms of people, equipment, material and financial sustainability, while the organization is strategically located to fulfil its mandate.

In an effort to strengthen our support to Local Municipalities, The district will develop a model that will enhance capacity building to Municipalities by ensuring accountability of relationship managers and increase performance by incorporating it into the individual performance plans. To increase service delivery the District Municipality will embark on exploring shared service model in achieving some of its objectives. The District will develop systems which will mitigate the risk against intrusions in the organisation.

An effective state or district is essential to achieving sustainable socioeconomic development. With the advent of globalization, there are growing pressures on governments and organisations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability, transparency, greater development effectiveness, and delivery of tangible results. Stakeholders are increasingly interested in better performance. As demands for greater accountability and real results have increased, there is an urgent need for enhanced result-based monitoring and evaluation.

### **Focal points**

- Skills development
- Organizational development and transformation
- Relocation
- Institutional wellness
- Skills transfer
- Culture (High Performance Organisation)
- Systems improvement
- Communication
- Professional development



### 3.3 SBDM IDP OBJECTIVES AND STRATEGIES

DEVELOPMENT PRIORITY 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE			
OBJECTIVE	STRATEGY	NATURE OF PROJECT	
1	To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Support in the development and review of WSDPs	WSDP review budget
		Lobby for funding	Develop business plans Identify funders
		Implementation of water projects as mandated by LMs	Refer to CIP list
2	Ensure that WSA/WSP functions have been reviewed and concluded by 2015	Engagement with LMs	Conduct a WSA/WSP Assessment
		WSA/WSP Review	
3	To assist municipalities that they all receive a blue and green drop status by 2017	Monitor drinking and waste water quality	Develop O&M studies Water quality monitoring
		Building technical capacity in the LMs	Training of technical staff
4	To support LMs in ensuring that all communities have access to decent sanitation by 2017	Support in the development and review of WSDPs	WSDP review budget
		Funding and application for funding	Develop business plans Identify funders
		Implementation of sanitation projects as mandated by LMs	Refer to CIP list
5	To ensure that all transport plans for all LMs are in place and are annually reviewed	Develop and review ITPs	Reviewal of the ITP for the district
		Lobby for funding	Identify funders
6	To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Ensure integration of ITP and SDF	Development of SDF for the district Construction of sidewalks and walkways
		Implementation of transportation projects	Construction of an inter-city bus terminals
7	To ensure that the IDPs of the LMs are in place and are annually reviewed	Funding LMs for IDPs	IDP review budget
		Support LMs on the development of IDPs	Training of senior staff of LMs
			Training of LM Councillors
			Community based planning

OBJECTIVE		STRATEGY	NATURE OF PROJECT
8	To provide capacity to LMs on town and regional planning as well as environment management	Hands-on support	Town planning support (Land Use Management Support Systems [LUMS])
		Manage environmental resources in the district	Development of Environmental Management Plans
9	To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Lobby for funding	Engage potential funders
		Implementation of roads projects as mandated by LMs	Refer CIP list
		Consult ITP	Refer to ITP
10	To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Develop waste management plan	Feasibility studies for new cemetery sites and solid waste sites
		Lobby for funding	
		Allocate resources	Purchase D6 caterpillar WMPs
11	To reduce the effects of stormwater in prone areas by building 10 km of drainage per year	Stormwater management plan	Development of a Stormwater management plan
		Lobby for funding	Engage potential funders
		Drainage and bridges	Construction of the St Francis bridge Kirkwood stormwater
12	Advocate accessible physical environment for persons with different types of disabilities by 2013	Conduct an audit of layout of the buildings in Local Municipalities and the District	auditing of municipal buildings in all LMs and the district
			Lobby Dept. of Labour to ensure compliance

DEVELOPMENT PRIORITY 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
OBJECTIVE		STRATEGY	NATURE OF PROJECT
1	Build capacity of all LMs for effective mainstreaming of youth, women and people with disabilities' development in policies and programmes by 2015	Conduct advocacy campaigns for the employment of youth coordinators.	Lobbying for funding for employment of youth coordinators
		Monitor policies and strategic plans for designated groups	Provide training on Mainstreaming
		Partnerships with sector Dept.; NGO like NYDA	Profiling issues of disability through Cacadu News
			Training on Disability Etiquette. Setup a database of organisations dealing with disability issues.

<b>DEVELOPMENT PRIORITY 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
		Life skills training for women
		Set up cooperatives for women
		Embark on EPWP programme targeting designated groups.
		Business Plan development to funding agencies.
2	Encourage LMs to provide reasonable employment for people with disabilities. At least 2% of the work force.	Ensure that Policies of municipalities are addressing the intentions of employing people with disabilities
		Training Councillors and Management on disability issues regarding employment
		Audit on employment of people with disabilities
		Facilitate funding for learnerships and employment of people with disabilities.
3	Active participation of designated groups in all 9 Municipalities annually.	Revive District forum for designated groups.
		Establishment & Training of District & Local Forums
		Conduct Capacity building workshops e.g. business related transaction
4	Well capacitated Municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and stabilise institutional systems
		MSIG: Support LMs in either reviewing existing or drafting of new policies in Finance and Human Resource
		Training on legislation that impacts on local government
		Training officials on compilation of agendas and minute takings; and subsequent actions
		Capacitate local municipalities on Archives Management
		MSIG: Capacitate local municipalities on Roles and Responsibilities and Delegations
		Assist local municipalities to review or draft new municipal by laws
	Support LMs with stakeholder management	Training of municipalities on stakeholder management
		MSIG: Assist local municipalities to implement Community Based Planning

<b>DEVELOPMENT PRIORITY 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>			
<b>OBJECTIVE</b>		<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
5	To assist Municipalities to achieve and sustain clean audits by 2014 and annually thereafter.	Develop a support strategy to LMs	Appoint a dedicated resource expert to support LMs.
		improve corporate governance systems both in the district and LMs.	MSIG:Good Governance Survey 3 LMs Functional audits Shared service into internal audits to LMs
6	To train and skill 9 HIV&AIDS Coordinators in all LMs annually	Coordination of empowerment courses for the coordinators	Training on stakeholder management, Counselling; minute taking and report writing; train them on marketing and educational write up material.
7	To facilitate the participation and functionality of all stakeholders in the Local Aids Councils(LACs) annually	Implement the Local Aids Plan developed	Revive partnership with stakeholders Facilitate Management by in by District Managers and Regional Directors: DOH
8	To conduct HCT awareness campaigns by at least 87000 people annually	Partnership with NGO and DOH.	Awareness campaigns at clinics and public venues.
		Develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
<b>OBJECTIVE</b>		<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
9	To Improve effectiveness in municipal financial management	increase the awareness of key national sector department on the financial needs of struggling LM in the district	Assessment of the financial state of the struggling municipalities
		improve corporate governance systems both in the district and LMs	MSIG:Good Governance Survey 3 LMs
10	To assist in enhancing skills of HIV&AIDS Coordinators in all LMs annually	Coordination of empowerment courses for the coordinators	Training on Mainstreaming, stakeholder management, minute taking and report writing
11	To facilitate the participation of all stakeholders in the Local Aids Councils (LACs) by 2013.	By ensuring that both LAC & DAC stakeholders are empowered in terms of roles and responsibilities	training on roles and responsibilities
12	To integrate and synergise the programs of Local Aids Councils (LAC) and District Aids Council (DAC) annually.	by ensuring that both the LAC and DAC stakeholders are empowered in terms of roles and responsibilities	Training on roles and responsibilities

<b>DEVELOPMENT PRIORITY 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>			
<b>OBJECTIVE</b>		<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
13	Update all councillors on amendments in legislation relevant to local government annually	Facilitate empowerment sessions with SALGA and Department of Local Government and Traditional Affairs councillors	Skills Programme
		develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
14	Provide support to LMs on ward committee empowerment	Facilitate empowerment sessions with the Dept of Local Gov and Traditional Affairs on ward committee training	Skills Programmes for Ward Committee

<b>DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT</b>			
<b>OBJECTIVE</b>		<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
1	Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	Grow national and international markets for agricultural input	SBDM supported: Trade Point
		Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices	SBDM funded: Agri-incubator feasibility study (REDI), pellet factory in Rietbron SBDM supported: Pineapple industry beneficiation project, Camdeboo Satellite Aquaculture project, Natural Fibre Cluster
		Invest in research and knowledge sharing to improve quality and resilience of crops and livestock	SBDM supported: ARC partnership
		Support local and regional food systems that keep wealth in rural communities	SBDM supported: Community gardens
2	Invest in natural capital to contribute to government's target of creating 20,000 "green" jobs by 2020.	Promote and incentivise natural resource restoration and conservation	SBDM funded: Fonteinbos Nature Reserve restoration (REDI), Nature Reserves SBDM supported: Giant Flag
		Create new generation green jobs rooted in renewable energy	SBDM funded: Waste to energy feasibility studies (REDI) SBDM supported: Wind farms (Cookhouse, Jeffreys Bay, Oyster Bay), Giant Flag

DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT		
OBJECTIVE	STRATEGY	NATURE OF PROJECT
	Grow rural tourism economy	SBDM funded: Tourism Infrastructure Investment (Sarah Baartman development; R335 upgrade; Baviaanskloof Interpretive Centre); Baviaanskloof and Camdeboo community-based tourism initiatives (REDI) SBDM supported: Baviaanskloof and Camdeboo community-based tourism initiatives (implementation); Boschberg development (tourism hub)
3	Promote social economy investments	SBDM funded: District Cooperatives forum
	Land reform support	SBDM funded: CRDP pilot site: Rietbron SBDM supported: Berries (ECDC)
	Establish community-based beneficiation projects	SBDM funded: Apiculture industry development (REDI) SBDM supported: Camdeboo Satellite Aquaculture project, Mohair One Stop Shop, Giant Flag
	Facilitate community and worker participation in share ownership	SBDM funded: Pellet Factory SBDM supported: Pineapple industry beneficiation project, wind farms' community trusts, Eco-Pullets
4	Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	SBDM supported: Inter-schools partnerships
	Create further education opportunities	SBDM funded: UmziWethu; New Beginnings Academy (REDI); Natural Fibre Cluster (Mohair micro-manufacturing training programme)
	Develop skills transfer partnerships between established and emerging farmers	SBDM funded: Agricultural Mentorship Programme (GIZ)
5	Improving connectivity infrastructure in all nine local municipalities	SBDM funded: Connect with Cacadu (capacity building)
	Improve rural infrastructure, particularly roads	SBDM funded: Tourism Infrastructure Investment (R335 upgrade)

<b>DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
		SBDM supported: Waterford road upgrade, Somerset East aerospace development
	Invest in catalytic infrastructure	SBDM funded: Tourism Infrastructure Investment (Baviaanskloof Interpretive Centre; Sarah Baartman development)
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
6	Regenerating at least four core towns as service and economic hubs	SBDM funded: Graaff-Reinet urban design (plan)
		Urban regeneration projects
		SBDM supported: Da Gama Road urban design (implementation); Graaff-Reinet urban design (implementation)
		Improve education and health services
		SBDM supported: Maths and Science programme (NMMU)
		Promote rural tourism and niche services and manufacturing
		SBDM funded: Baviaanskloof and Camdeboo community-based tourism initiatives (project packaging) (REDI), tourism marketing, support to LTOs, Destination and sub-branding signage, tourism month activities, Tourism sector development support to LMs, tourism education and awareness, tourism stats system, SBDM Craft Hub
		SBDM supported: Baviaanskloof and Camdeboo community-based tourism initiatives (implementation); Boschberg development (tourism hub); SkyWake
	Infrastructure upgrade	SBDM funded: SRVM infrastructure assessments (infrastructure)
	Service delivery improvement partnerships	SBDM funded: Local multi-stakeholder partnership development (REDI), Development of Local Action Teams (LATs)
7	Building local and regional networks and collaboration through the creation of partnerships with (a) government,	Building government to government partnerships
		SBDM funded: Local multi-stakeholder partnership development (REDI), District Support Team, SEDA partnership

<b>DEVELOPMENT PRIORITY 3: LOCAL ECONOMIC DEVELOPMENT</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
(b) the private sector and (c) education / research.	Building Higher Education Institutions, agriculture and business partnerships	SBDM funded: HEI partnership development (REDI)
	Building emerging and established business partnerships	SBDM funded: Private sector partnership development (REDI), Agricultural mentorship programme
	Building local government and business partnerships	SBDM funded: Private sector partnership development (REDI), Agricultural mentorship programme
	Building investor and local business partnerships	SBDM funded: Investment prospectus; investors conference, Development of Local Action Teams (LATs) SBDM supported: Trade Point
8	Ensure that the District ring-fence 6% threshold for designated groups in awarding of contracts for goods and services, annually.	Development of database of businesses owned by youth , women and people with disabilities
	Capacitate and transfer skills to designated groups	3 Service providers benefit annually in 3 LMs Project management Basic Financial Management
9	To create opportunities for designated groups to participate in Economic and Rural development by	Establish partnerships with Sector Departments and Government Agencies to increase economic participation
	facilitating the registration of companies owned by designated groups to the district Supply Chain database	Implementation of learnership Co-operatives registration Road shows to LMs
10	Prioritizing economic development needs for women entrepreneurs	Conduct an Audit of women entrepreneurs in the district.
11	Encourage the creation of employment opportunities for at least 4 women within the District annually.	Establish partnership with institutions which promote women's development programmes
		Business Skills, PR and Marketing Basic financial Management
Establishment of Cooperatives in 3 LMs		

<b>DEVELOPMENT PRIORITY 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>



<b>DEVELOPMENT PRIORITY 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
1	Provide fire fighting capacity	Training of fire fighting officers at LMs
		Construction of fire breaks at Makana and Ndlambe
		Standardisation of fire hydrants in the district
	Provide resources	Refurbishment of a satellite station in Ndlambe
		Construction of fire station in BCRM
		Construction of a one-stop emergency centre at Paterson
2	Delegation of EHS in the three remaining LMs namely Kou-Kamma, Baviaans and Ikwezi	Transfer of EHPs to the three remaining LMs namely Kou-Kamma, Baviaans and Ikwezi
	Ensure that EHS PPSLA are revised/amended and signed with all the LMs annually	Annually review the PPSLA with all the LMs
	Ensure that EHS budgets of all 9 LMs are developed annually and approved	Annually develop LMs MHS budget
	Ensuring submission and monitoring of all LMs financial expenditure reports and quarterly reports	Submission of quarterly reports to Mayoral Committee
	To improve co-ordination between SBDM and all LMs by strengthening District Environmental Health Forum	To hold bi-monthly meetings with all the LMs
3	Provide capacity to LMs on Disaster Management	Training and awareness campaigns
		Training of disaster personnel at LMs
		Provide resources for effective response
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
4	Ensuring monthly water quality monitoring and food sampling of all water and food sampling points/sources respectively in the district	Purchase of water testing equipment
		Training of EHPs in all LMs
	To design and implement action plans to address non-compliant water and food	Conduct monthly water sampling
		Conduct water and food education and awareness campaigns in all the LMs

<b>DEVELOPMENT PRIORITY 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
	quality through education and awareness campaigns	Training of food handlers from various food premises throughout the district
	Ensuring monthly evaluation of food preparation and other public premises and buildings in evaluating compliance with health requirements and standards	Submission of quarterly reports to Mayoral Committee
5	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Conduct educational workshops and Community dialogues in partnership with DAC stakeholders
	Purchase HIV & Aids Educational material	Outreach programme
6	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Arranging and organising HCT Campaigns in partnership with the department of health
7	To ensure 20 traditional surgeons and traditional healers are trained in general health and HIV&AIDS prevention and safe practices annually.	Coordination of empowerment workshops for traditional surgeons and traditional healers
		HIV and Aids Training for Traditional surgeons and healers.
8	To facilitate HIV Counselling and Testing (HCT) of 50 % of the employees of Sarah Baartman quarterly	Conducting HIV and Aids workshop for all departments in Sarah Baartman District Municipality
	Arrange monthly HCT awareness	HCT drive
	Development of a monthly 1pg info on HIV and Aids	Education and Awareness
9	To facilitate the development of an Employee Wellness Policy	Consult with various departments on the development of the policy
		Development of an Employee Wellness Policy
10	To integrate and synergise operations between Department of Social Development and SBDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually	To work closely with DSD and other organizations working with OVC's
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
11	Enhance understand of SBDM communities around the 5KPA of the	Facilitate with LMs and Sector Department outreach programmes to
		Outreach and Imbizos

<b>DEVELOPMENT PRIORITY 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>			
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>	
	district annually	communities	
12	Encourage all municipalities to implement Public Participation Policies and Strategies	Hold workshops on public participation	Public Participation Workshop
13	Update all councillors on amendments in legislation relevant to local government annually	Facilitate empowerment sessions with SALGA and Department of Local Government and Traditional Affairs councillors	Skills Programme
		Develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
14	Provide support to LMs on ward committee empowerment	Facilitate empowerment sessions with the Dept of Local Gov& Traditional Affairs on ward committee training	Skills Programmes for Ward Committee

<b>DEVELOPMENT PRIORITY 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>		
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
1	To improve financial capacity of Municipality by creating revenue base by 2015.	Explore alternative income opportunities – Powers and functions; Agency services;
2	To develop highly skilled and experienced employees by 2017	Develop database and business plans to source funding.
		Review skills development plan
		Train and develop at least 80% employees annually
3	Review functional and organization model of the institution by 2013.	Link training with Personal development Plan
		Link training with competency requirements as legislated.
4	Review powers and functions	Assessment of the current model and implications of new model with new powers and functions.
		Review of organizational structure
5	To improve performance management system to include organizational performance by 2013	Source MSIG funding for systems improvement
6	Interface provincial Monitoring and Evaluation tools with the SBDM's PMS by 2017 annually	Review the performance management system to incorporate organisational performance
		Understand M&E as contemplated by Government
7	Explore the tools for M&E	Establish suitable monitoring and evaluation structures and systems
<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
6	To establish an SBDM institution to its area of jurisdiction by 2013	Relocation SBDM offices to Kirkwood
		Land acquisition
		Source Funding
7	To create an environment of productive and healthy employees annually	Develop a policy on employee wellness
		Health life style promotion
		Managing personal Finance
8	To create a high performance culture on on-going basis	Counselling programmes
		Enhance staff alignment to business needs and improve staff morale and performance.
		Evaluate staff morale in the institution
		Review of strategic human resource Plan
		Develop strategies to enhance staff morale
		Provide staff motivation programmes
		Implement change management strategies
		Implement human resource plan

<b>DEVELOPMENT PRIORITY 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>			
<b>OBJECTIVE</b>		<b>STRATEGY</b>	<b>NATURE OF PROJECT</b>
9	Create a knowledge based institution	Enhance a study policy to enable multi-skilling and training towards formal qualification	Review current policy.
			Encourage Job Rotation
			Explore electronic archives establishment.
			Building capacity at archives
			Mentoring staff for institutional memory
10	Improvement communication internally on an on-going basis	Develop a communication strategy	Create a face-book page
			Development an intranet
11	Maintain continuous business improvements and update ICT technology and business process on an on-going basis	Develop IT strategy	Maintain continuous learning and development environment to our IT staff on the latest technology.

### 3.4 INTER-GOVERNMENTAL ALIGNMENT

Inter-governmental alignment is a critical component of the IDP in pursuing the developmental agenda of government. As such developmental interventions within the District should not be viewed from specific institutional interventions, but rather as a collective whole be they local, district or provincial interventions. The table below reflects those development priorities within each local municipality within the Sarah Baartman District as well as the SBDM itself. The linkage between the SBDM's development priorities and that of the local municipalities' development priorities is clearly illustrated through the uniform shadings per development priority in the table below.

**Table 3.4** Intergovernmental alignment

Dev. Priority	Sarah Baartman	Beyers Naude	Blue Crane Route	Kou-Kamma	Kouga	Makana	Ndlambe	Sundays River Valley
1	Service Delivery and Infrastructure		Infrastructure	Infrastructure Services	Infrastructure and Basic services	Local Economic Development	Institutional Transformation	Provision of Infrastructure & Basic Services
2	Good Governance and Public Participation		Community Services	Socio-Economic Development	Socio-Economic Development	HIV Aids	Finance Viability & Management	Social & Economic Development
3	Local Economic Development		Local Economic Development	Democratization & Governance	Institutional Transformation	Municipal Infrastructure	Basic Social Service Delivery & Local Economic Development	Democratization & Governance
4	Financial Viability		Financial Management	Institutional Transformation	Good Governance and Public Participation	Housing & Land	Infrastructure	Institutional Transformation

					n			
5	Municipal Transformation and Institutional Development		Governance & Institutional Transformation	Financial Management	Financial Viability & Management	Accessibility & Transport		Financial Management
6						Safe & Secure Environment		
7						Social Development		
8						Corporate & Co-operative Governance		
9						Sports & Recreation		
10						Education, Skills & Information Support		

### 3.5 SECTOR ALIGNMENT

Sector Departments were requested to be part of the process by providing input on the programmes and projects that they have planned to implement in the local municipalities within the District. This is done to ensure alignment of programmes /projects by the Sector Departments and LMs. It is also to eliminate duplication of budgeting by the Sector Departments and LMs. The tables that follow provide details of the projects/programmes planned by the various Departments in the district.

#### NATIONAL and PROVINCIALY DRIVEN PROJECT

##### Human Settlements Project Budget allocation 2017-18

<b>UNITS</b>	<b>708</b>
<b>SERVICES</b>	<b>1,225</b>
<b>RECTIFICATION</b>	<b>135</b>
<b>BUDGET</b>	<b>R113,450,000</b>

#### 2017/18 YEAR PLANS (SERVICES AND TOP STRUCTURE)

PROJECT	COMMENTS
<b>DR. BEYERS NAUDE – STEYTLERVILLE 82</b>	The Contractor has been delayed to start on site due to lack of beneficiary approvals. The Contractor will commence in the 1 <sup>st</sup> Quarter
<b>R. BEYERS NAUDE – WILLOWMORE 110</b>	The contractor is on site. The Completion date is August 2017.
<b>DR. BEYERS NAUDE – UMASIZAKHE 242</b>	The administrative process of enrolling the Project with the NHBRC is underway. The Contractor will commence in the 1 <sup>st</sup> Quarter
<b>DR. BEYERS NAUDE – NIEU BETHESDA 250</b>	The planning stage is currently underway (busy with WULA studies)
<b>DR. BEYERS NAUDE – MANDELA PARK 273</b>	The administrative process of enrolling the Project with the NHBRC is underway. The Contractor will commence in the 1 <sup>st</sup> Quarter
<b>KOUGA – HANKEY 990</b>	Municipality busy with beneficiary registration process and application for funding to be submitted.
<b>KOUGA – KRUISFONTEIN 2500 (391)</b>	The Project is under implementation stage
<b>KOUGA – OCEAN VIEW 1500</b>	Awaiting for appointment of the Contractor
<b>KOUGA – PATENSIE 278</b>	The Planning stage is currently underway (Installation of Bulk Infrastructure).
<b>KOUGA – PELLSRUS 220</b>	The Project is under implementation stage (Site establishment)
<b>KOUGA – HANKEY WESTON</b>	Municipality busy with beneficiary registration process and application for funding to be submitted.
<b>MAKANA – TRANSIT CAMP 440</b>	The administrative process of seeking additional funding is currently underway. The Contractor will commence in the 2 <sup>nd</sup> Quarter



PROJECT	COMMENTS
MAKANA – INFILL PROJECT	The Municipality to determine the number of serviced sites so that the Project size can be determined.
MAKANA – DISASTER PROJECT	The Project is currently under procurement.
MAKANA – ALICEDALE 321	The Planning stage is currently underway (Site pegging to start).
MAKANA – ALICEDALE 27	The Contractor has been appointed and has stopped due to quality matters which are being addressed
NDLAMBE – ALEXANDRIA 714	The Project is complete
NDLAMBE – KENTON ON SEA 564	The Project is under implementation stage
NDLAMBE – NEMATO 120	The Procurement stage to commence upon approval of funding for planning, services and top structures.
NDLAMBE – BUSHMANS RIVER 269 (29)	Confirmation of approved funding for the project is outstanding. The Municipality to continue with procurement processes
NDLAMBE – ALEXANDRIA WENTZEL PARK 401 (20)	Ikhaya Development Trust to complete the balance of the Project. Contractor to commence in the 2nd Quarter.
NDLAMBE - THORNHILL	The project is under planning. The administrative processes underway from the Municipality and once completed, the Department to source funding for planning and top structures
SUNDAYS RIVER – ADDO NOLUTHANDO 801	The Contractor is appointed (Summerlane Trading). The administrative process (NHBRC enrolment) is underway. The Contractor to commence in quarter 1.
SUNDAYS RIVER – ENON & BERSHEBA 450	The Project is complete.
SUNDAYS RIVER – LANGBOS 300	The Planning stage is not yet completed (Bulk Infrastructure upgrading required).
KOUKAMMA – KOUKAMMA DESTITUTE 200	The Planning stage is currently underway (Busy with EIA process).
BLUE CRANE ROUTE – OLD MNANDI 93	The Contractor is on site

**PROJECTS IN THE PLANNING PHASE 2016-17 RECTIFICATION)**

PROJECT	COMMENTS
BLUE CRANE ROUTE – COOKHOUSE 150	The Contractor is on site
SUNDAYS RIVER VALLEY – MOSES MABHIDA 96	The Rectification Programme is under review.
KOUKAMMA – 7 PROJECTS (Louterwater, Mountain View, new Rest, Uitkyk, Woodlands, Kagiso Heights, Krakeel River).	The Contractors are appointed but the approved budget is not sufficient. The application for additional funding is currently underway.

**Department of social Development and Agrarian Reform**

<b>INFRASTRUCTURE PROJECTS</b>				
<b>Mun.</b>	<b>Project Name</b>	<b>Enterprise</b>	<b>Description</b>	<b>Funding</b>
Koukamma	Wittelkleibos	Dairy	New dairy infrastructure	R17 124 606 R 1 488 356
Koukamma	Wittelkleibos	Dairy	Completion of dairy	R13 885 000 R 464 721
Kouga	Peter Family Trust	Citrus	Upgrade of irrigation system for 12.6 ha	R450 000
Makana	Grahamstown Abatoir	Poultry	Development of Poultry structures	R2 000 000

<b>Mun.</b>	<b>Project Name</b>	<b>Description</b>	<b>Funding</b>
Makana	Grahams town lab	Upgrading of Veterinary laboratories	R 5,900,000 ( all labs in the Province)
Koukamma	Kapank Boedery	CA: Technology for vege prodn. On 10ha , train beneficiaries (9) on CA techniques and create working opportunities (13)	R1 012 550
Makana	Junior land care Agro – eco school Projecg	Educating learners on CA practices for 13 schools around quarter and 0.5 ha	R 514 320

**Storage and Ablution Facilities**  
**R 1,115,000**

<b>Municipality</b>	<b>Project Name</b>	<b>Enterprise</b>
NMBM	Emmanuel Haven	Tomatoes
SRVM	Nomzamo	Citrus
KOUGA	Peter Family	Citrus

**Food Security**

<b>Commodity</b>	<b>Municipality</b>	<b>INDUSTRY / Institution</b>	<b>Expenditure item</b>	<b>Funding</b>
Citrus	Kouga SRVM	CGA	Development / soil preparation and production inputs	R4 000 000
Deciduous	Koukamma	Hortgro	Development / Uprooting of old trees and production inputs	R5 000 000
Cropping programme	Blue crane	DRDAR	Production inputs for Fodder	R1 280 000
Industrial crop	Ndlambe SRVM	Chicory SA	Production inputs	R 500 000

**ESKOM 2017-18 Projects**

Municipality	Project Name	Category	Y-E Plan CAPEX	Y-E Plan H/H
Dr Beyers Naude	Dr Beyers Naude Infills	Infills	R 478 750.00	99
	Farm Dweller Houses	FDH	R 36 711.00	03
Total Dr Beyers Naude Infills			R 515 461.00	102
Ndlambe	Ekuphumleni Housing Development	Households	R 7 750 000.00	570
Total Ndlambe	Ndlambe Infills	Households	R 7 750 000.00	570
Sunday's River Valley	Farm Dweller House	Households	R 146 842.00	12
	Sundays River Extensions	Households	R 207 544.00	43
Total Sunday's River valley			R 354 441.00	55
Makana	Makana Infills	Infills	R 1 730 179.00	359
	Mayfield Housing Development	Household	R 15 588 816.00	1147
Total Makana			R 17 318 995.00	1506
<b>TOTAL SBDM</b>			<b>R 25 938 897.00</b>	<b>2 233</b>

**Department of Water and Sanitation**

**RBIG Projects in Sarah Baartman and NMBM 2017/18**

Scheme	District Municipality	Local Municipality	Implementing Agent	Project Cost	RBIG Social Component Portion Commitment	Proposed Budget Allocation 2017/18	Implementation / Construction / IRS / FS / Design
Steytlerville Water Supply Scheme	Sarah Baartman	Dr Beyers Naudé	Dr Beyers Naudé	111 494 000	90 494 000	2 000 000	Construction
Ndlambe Regional Bulk Water Supply Phase 1	Sarah Baartman	Ndlambe	Amatola Water	954 426 000	954 426 000	25 000 000	Construction
Sundays River Bulk Water Supply	Sarah Baartman	Sundays River Valley/ Paterson	Amatola Water	101 714 000	99 214 000	1 000 000	Construction
James Kleynhans Bulk Water Supply	Sarah Baartman	Makana	Amatola Water	66 000 000	66 000 000	25 000 000	Construction
Nooitgedagt Bulk Water Supply	Nelson Mandela Bay	Nelson Mandela Bay	Amatola Water	500 000 000	500 000 000	92 005 060	Tender
Graaf-Reinet Emergency WSS	Sarah Baartman	Dr Beyers Naudé	Dr Beyers Naudé	50 798 000	50 798 000	25 000 000	Construction
<b>Total</b>				<b>1 784 432 000</b>	<b>1 760 932 000</b>	<b>170 005 060</b>	
Ikwezi Bulk Water Supply (Jansenville Klipplaas)	Sarah Baartman	Dr Beyers Naude	Amatola Water	128 000 000	128 000 000	5 000 000	Design/Tender
Kirkwood Water Treatment Works	Sarah Baartman	Sundays River Valley	Amatola Water	22 186 000	22 186 000	5 000 000	Design/Tender
Misgund Bulk Water Supply	Sarah Baartman	Koukamma	Amatola Water	13 640 264	13 640 000	5 000 000	Design/Tender
Belmont WWTW	Sarah Baartman	Makana	Makana	142 000 000	142 000 000	9 000 000	FS
Makana Bulk Sewer	Sarah Baartman	Makana	Makana	15 000 000	15 000 000	12 000 000	Tender
Mayfield WWTW	Sarah Baartman	Makana	Makana	72 433 000	72 473 000	5 000 000	Tender
<b>Total</b>				<b>393 259 264</b>	<b>393 299 000</b>	<b>41 000 000</b>	



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## 4.1 Spatial strategies

The spatial outcomes of each of the Pillars are set out in the following paragraphs.

### 4.1.1 Spatial Synopsis

#### Human Settlement

- Nodal
- Dispersed
- Along transportation routes
- Settlement Areas (Koukamma, Kouga)
- Smaller inland settlements are declining in size.
- Coastal settlements including SRV are growing
- Settlement backlog in coastal settlements (Incl. Makana and SRV)

#### Environment

- Vast biodiversity network
- Opportunities for tourism

#### Economic

- Limited higher potential agric land (Sundays , Gamtoos, Fish, Dairy – Koukamma & Ndlambe)
- Forestry – Koukamma
- Low intensity small stock farming (Karoo)

#### Infrastructure

- Good primary road network (Access to all settlements) – Upgrading and maintenance required.
- Services backlog in coastal settlements – Can be expected to grow.
- Renewable energy potential - Particularly wind.

#### Human Resources and Governance

- Lack of capacity to mainstream spatial planning
- SPLUM Bill - Implications

#### Rural development

- Area based plan implementation
- N2 development corridor

## 4.1.2 Core Values and Principles



PROVINCIAL  
**SPATIAL DEVELOPMENT**  
PLAN - EASTERN CAPE



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### Core Values of Spatial Planning

- Reduced settlement sprawl and more compact formalised settlement through densification and diverse, mixed land uses;
- Economy and efficiency of development clustered along strategic transport routes;
- Correction of the historically distorted spatial patterns of settlement with optimum use of existing infrastructure, integration of residential and employment opportunities in close proximity to each other;
- Integration, synergy and linkages between urban and rural areas supported by appropriate infrastructure;
- Community based spatial planning and enforceable land use management based on agreed sustainable community development codes with unified provincial legislation
- Achieving integrated development at community level;
- Integrated spatial development plans (SDFs) which are the principal development management tool for all stakeholders, across the province ("wall to wall") founded on flourishing livelihoods, conserving natural resources and the needs of community neighbourhoods (sustainable development
- Environmental integrity and sustainability through achieving a balance between safeguarding natural resources, optimizing the livelihoods of communities and developing a flourishing economy.
- Optimum use of existing resources including agriculture, forestry, renewable energy potential, already impacted land (brownfield areas) minerals, bulk infrastructure, roads, transportation and social facilities;

### SBDM Spatial Planning

#### Principles

- A balance must be struck between the fulfilment of basic needs, the maintenance of existing assets (be they infrastructural or social in nature) and the potential for future growth and development.
- Development must seek to create opportunities that will facilitate economically competitive communities and contribute to the development of the regional economy
- Development must serve the needs of the community and encourage a desired urban and rural spatial form
- Spatial development planning and land use management is to be undertaken in an inclusive and integrated manner

#### Objectives

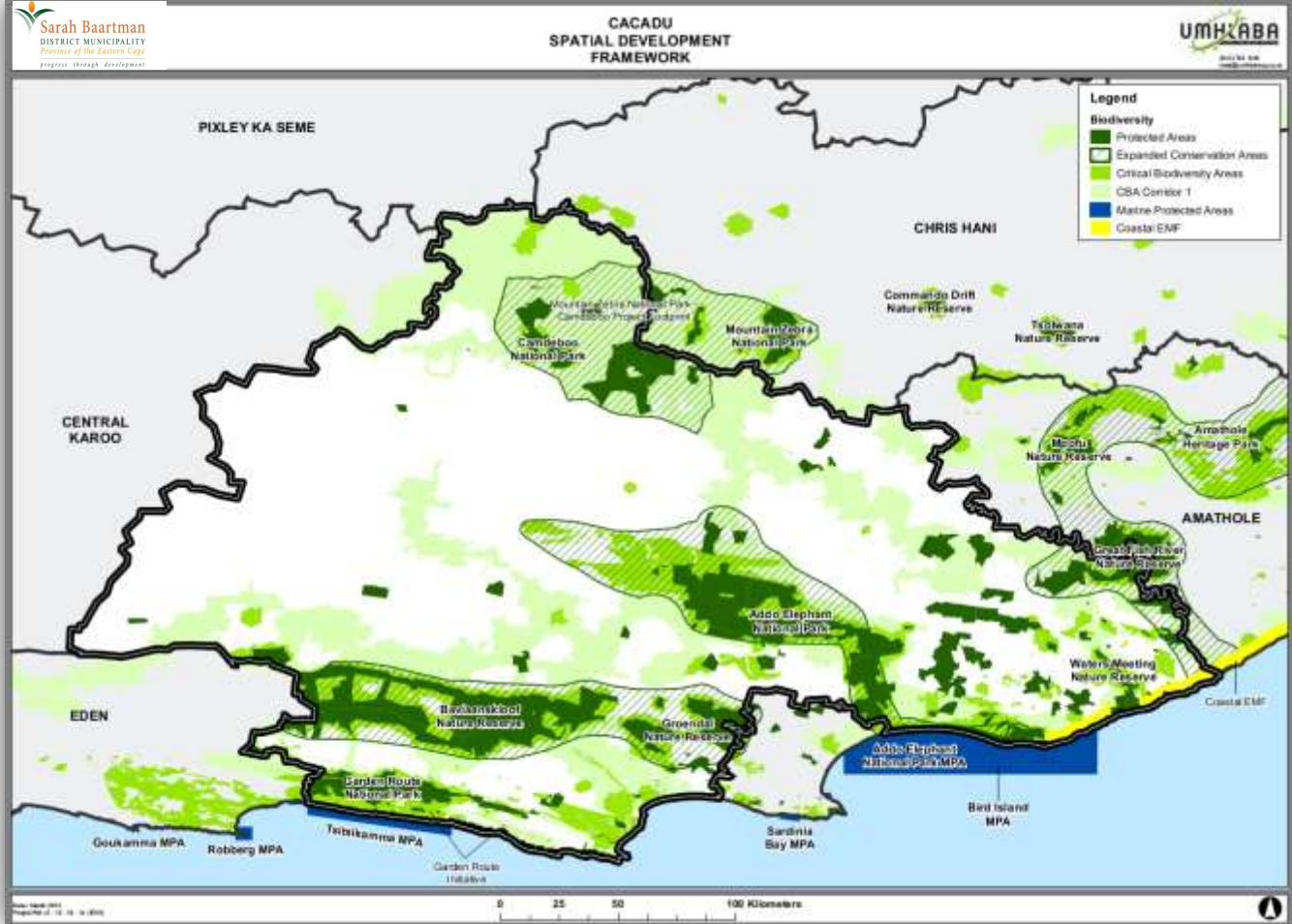
- The accommodation of the biodiversity resource area footprint and guidelines as set out in the ECPSDF in the LM SDF's
- Efficient and integrated spatial development of infrastructure and transport systems
- A diverse and growing economy supported by sustainably utilised natural resources.
- Managed development of compact and sustainable human settlements with appropriate infrastructure.

### 4.1.3 Environmental Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
<ul style="list-style-type: none"> <li>• Environmental integrity and sustainability through achieving a balance between safeguarding natural resources, optimizing the livelihoods of communities and developing a flourishing economy.</li> </ul>	<ul style="list-style-type: none"> <li>• A balance must be struck between the fulfilment of basic needs, the maintenance of existing assets (be they infrastructural or social in nature) and the potential for future growth and development.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Environment</b></li> <li>• Economic</li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• The accommodation of the biodiversity resource area footprint and guidelines as set out in the ECPSDF in the LM SDF's</li> </ul>	<ul style="list-style-type: none"> <li>• Spatially demarcate the ECPSDF biodiversity framework (Critical biodiversity areas, protected nature reserves and parks)</li> <li>• Ensure that the guidelines contained in the ECBCF and the Coastal EMF are accommodated in the LM SDF's</li> </ul>	<ul style="list-style-type: none"> <li>• Reflect the ECPSDF Biodiversity network on the SBDM SDF Map.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Environmental Spatial Outcomes Plan and SBDM SDF Map</li> </ul>
					<ul style="list-style-type: none"> <li>• Ensure that the appropriate biodiversity data is available to the LM's for incorporation in the LM SDF's</li> </ul>	
					<ul style="list-style-type: none"> <li>• Ensure that the guidelines contained in the Coastal EMF (Port St Johns to Cannon Rocks) are taken into account in the appropriate LM SDF.</li> </ul>	
					<ul style="list-style-type: none"> <li>• Capacitate the LM's regarding the usage and interpretation of the ECBCF guidelines and data</li> </ul>	



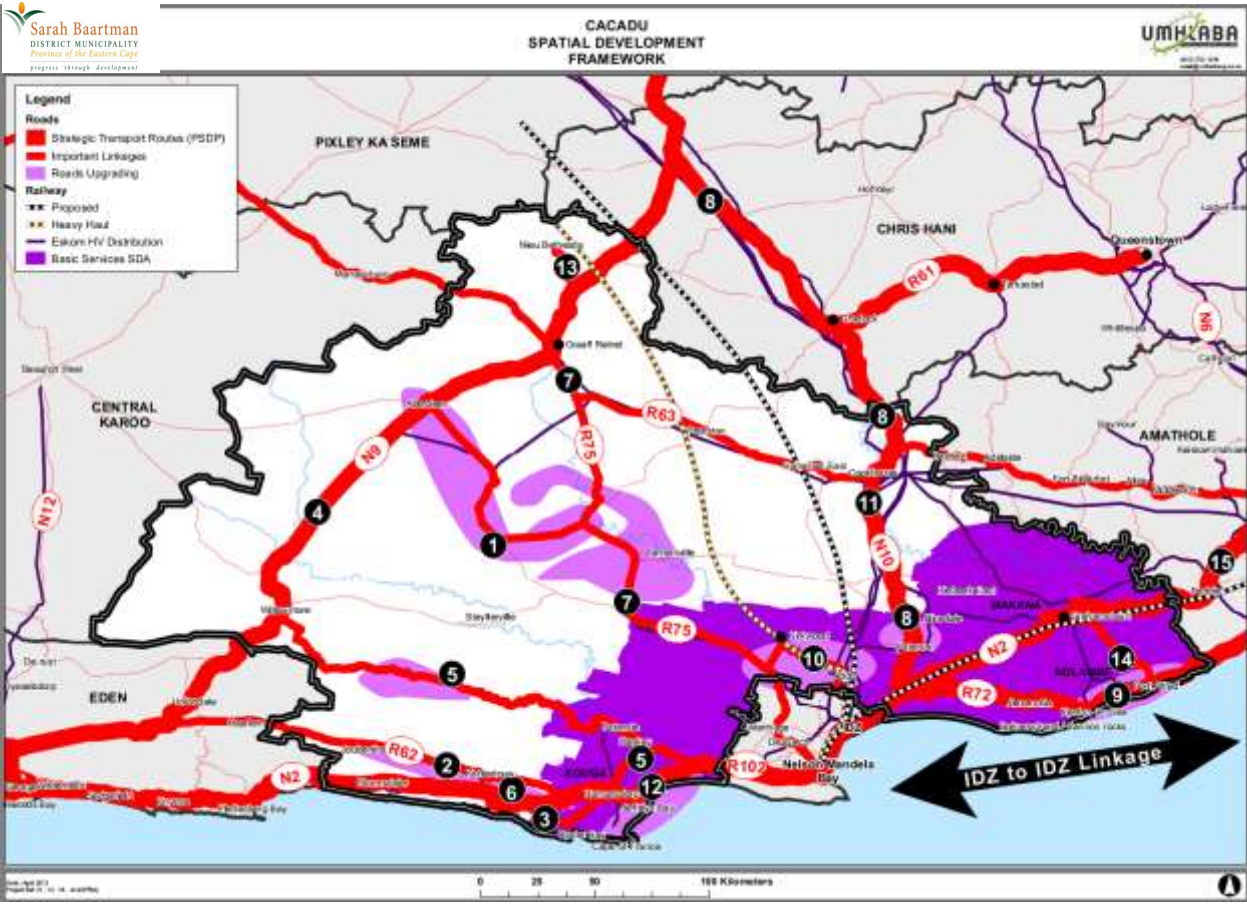
#### 4.1.4 Environmental Spatial Outcome

Pillar	Environment	Spatial Planning Objective	The accommodation of the biodiversity resource area footprint and guidelines as set out in the ECPSDF in the LM SDF's
SBDM Priority	N/A		
Key Issues		Spatial Outcome:	Refer to the Plan below
<ul style="list-style-type: none"> <li>• Not a core competency of the SBDM.</li> <li>• There are legislative obligations on the SBDM to ensure that the principles of NEMA are implemented.</li> <li>• Take cognisance of the guidelines contained in the Coastal EMF .</li> </ul>			
Strategies			
<ul style="list-style-type: none"> <li>• Map the ECPSDF biodiversity framework (Critical Biodiversity Areas, protected nature reserves and parks)</li> <li>• Make the appropriate biodiversity data available to the LM's</li> <li>• Capacitate the LM's regarding the usage and interpretation of the guidelines and data</li> <li>• Ensure that the Ndlambe and Sundays River Valley SDF's take cognisance of the guidelines contained in the Coastal EMF.</li> </ul>			

#### 4.1.5 Infrastructure and Economic Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
<ul style="list-style-type: none"> <li>• Optimum use of existing resources including agriculture, forestry, renewable energy potential, already impacted land (brownfield areas) minerals, bulk infrastructure, roads, transportation and social facilities;</li> </ul>	<ul style="list-style-type: none"> <li>• Development must seek to create opportunities that will facilitate economically competitive communities and contribute to the development of the regional economy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Economic</b></li> <li>• <b>Infrastructure</b></li> <li>• Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and integrated spatial development of infrastructure and transport systems</li> <li>• A diverse and growing economy supported by sustainably utilised natural resources</li> </ul>	<ul style="list-style-type: none"> <li>• Spatially demarcate the district resource areas.</li> <li>• Formulate guidelines for development/change in land usage outside existing settlements.</li> <li>• Focus infrastructure development in areas of highest need and potential.</li> <li>• Identify areas where strategic infrastructure projects and programs can help boost economic growth and attract private investment.</li> <li>• Provide appropriate basic services to all settlements within the district</li> </ul>	<ul style="list-style-type: none"> <li>• Reflect the resource areas in the Sarah Baartman SDF</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Economic Spatial Outcomes Plan and the SBDM SDF Maps</li> </ul>
					<ul style="list-style-type: none"> <li>• Formulate rural development guidelines (Focussed on the protection of resource and environmental areas)</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>
					<ul style="list-style-type: none"> <li>• Spatially reflect the areas where infrastructure investment should be focussed (Both backlog and future demand).</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Infrastructure Spatial Outcomes Plan and the SBDM SDF Maps.</li> </ul>

#### 4.1.6 Infrastructure Spatial Outcomes

<b>Pillar</b>	<b>Infrastructure</b>	<b>Spatial Planning Objective</b>	<b>Efficient and integrated spatial development of infrastructure and transport systems.</b>
<b>SBDM Priority</b>	<b>Infrastructure Investment</b>		
<b>Key Issues</b>		<b>Spatial Outcome:</b>	<b>Refer to the Plan below</b>
<ul style="list-style-type: none"> <li>• The effectiveness of the road infrastructure is directly related to the economic activity of the District.</li> <li>• The national and provincial roads provide effective access within the district and province.</li> <li>• The extensive network of gravel roads requires maintenance and upgrading (The cost in low density areas may be prohibitive.)</li> <li>• The proposed freight rail route from Coega IDZ to the north.</li> <li>• The lack of bulk water supply (Inland and at the coast) remains relevant.</li> <li>• The provision of regional solid waste sites instead of site at each settlement needs to be investigated.</li> <li>• The accommodation of renewable energy infrastructure within the District.</li> <li>• The provision of bulk electricity to the sparsely populated interior remains expensive.</li> <li>• The proposed Thyspunt nuclear power station will enhance the bulk electrical supply within the region.</li> <li>• Transportation linkages between the Coega and East London IDZ's.</li> <li>• The N2 development initiative (ECPSTDF) needs to be accommodated.</li> <li>• Ndlambe, Makana, Sundays River Valley and Kouga have significant services backlogs.</li> <li>• Population growth trend in the coastal settlements needs to be acknowledged in infrastructure planning.</li> </ul>		 <p>The map, titled 'CACADU SPATIAL DEVELOPMENT FRAMEWORK', shows the district's infrastructure network. It includes a legend for roads (Strategic Transport Routes, Important Linkages, Roads Upgrading), railways (Proposed, Heavy Haul), and service areas (Eskom H/V Distribution, Basic Services SDA). The map covers areas like Pixley ka Seme, Chris Hani, Amathole, and Eden. A double-headed arrow labeled 'IDZ to IDZ Linkage' connects the Coega and East London IDZs. A scale bar at the bottom indicates 0, 25, 50, and 100 kilometers.</p>	
<b>Strategies</b>			
<ul style="list-style-type: none"> <li>• Focus infrastructure development in areas of highest need and potential.</li> <li>• Establish district wide infrastructure planning, implementation and monitoring capacity.</li> <li>• Identify areas where strategic infrastructure projects and programs can help boost economic growth and attract private investment.</li> </ul> <p>Provide appropriate basic services to all settlements within the district</p>			

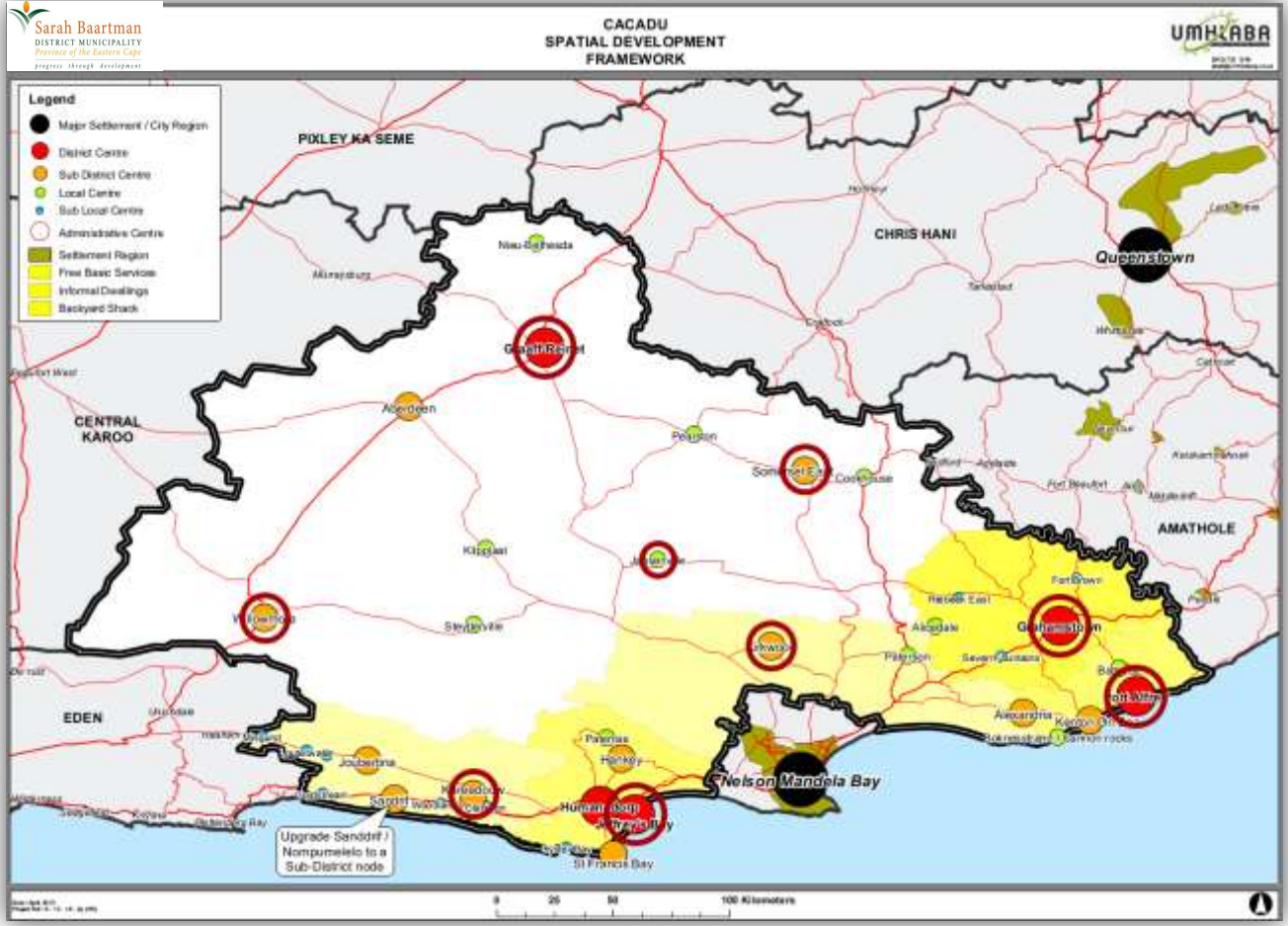
### 4.1.7 Economic Spatial Outcomes

<b>Pillar</b>	<b>Economic</b>	<b>Spatial Planning Objective</b>	<b>A diverse and growing economy supported by sustainably utilised natural resources.</b>
<b>SBDM Priority</b>	<b>N/A</b>		
<b>Key Issues</b>		<b>Spatial Outcome:</b>	<b>Refer to the Plan below</b>
<ul style="list-style-type: none"> <li>The District serves as the economic hinterland /service area for the Nelson Mandela Bay Metro.</li> <li>The economy is dependent on the natural resources of the area (Tourism and production).</li> <li>Spatial planning initiatives need to support the implementation of the SEED strategies by: <ul style="list-style-type: none"> <li>Implementing effective spatial planning land use management</li> <li>SDF to identify areas for renewable energy production</li> <li>Recognizing that game reserves and farming are playing a bigger role in the economy</li> <li>Urban Regeneration Projects</li> <li>Identify where infrastructure upgrading is required.</li> <li>Provide the spatial framework for the ABP</li> </ul> </li> <li>Inappropriate land use change can have a negative impact on district resources and the economy.</li> <li>The ECPSDF identified areas of the District for future game farming activities. Some of these areas, particularly in Ndlambe, parts of Makana and Camdeboo are located on higher potential arable and grazing land.</li> <li>The introduction of alternative energy generation infrastructure and the associated land use change will provide both economic opportunities but may also have a negative impact on the ecotourism of the district. (Potential changes to the visual and cultural landscapes).</li> <li>The protected area network together with the intended expansion areas (Nature reserves and parks) provide significant and expanding ecotourism opportunities within the District.</li> <li>Both the tourism and productive components of the economy are dependent on effective access. (Transportation infrastructure).</li> </ul>			
<b>Spatial Strategies</b>			
<ul style="list-style-type: none"> <li>The resource base of the Province and the District needs to be clearly demarcated and accommodated in the LM SDF's.</li> <li>Review and adopt the SBDM's Guidelines on land use change outside the settlements.</li> <li>Identify where the improved transportation infrastructure would leverage economic growth.</li> <li>Undertake CBD regeneration projects in identified sub-district and sub-local centers</li> </ul>			

#### 4.1.8 Human Settlement and Rural Development Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
<ul style="list-style-type: none"> <li>• Reduced settlement sprawl and more compact formalised settlement through densification and diverse, mixed land uses;</li> <li>• Economy and efficiency of development clustered along strategic transport routes;</li> <li>• Correction of the historically distorted spatial patterns of settlement with optimum use of existing infrastructure, integration of residential and employment opportunities in close proximity to each other;</li> <li>• Integration, synergy and linkages between urban and rural areas supported by appropriate infrastructure;</li> </ul>	<ul style="list-style-type: none"> <li>• Development must serve the needs of the community and encourage a desired urban and rural spatial form</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Human Settlement and Social Development</b></li> <li>• Infrastructure</li> <li>• <b>Rural development</b></li> <li>• Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Managed development of compact and sustainable human settlements with appropriate infrastructure, amenities and socio-economic opportunities</li> <li>• Integrated and broad based agrarian transformation leading to sustainable livelihoods, increased rural economic development and improved land reform</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the areas (Nodes and corridors) for focussed human settlement investment</li> <li>• Promote a human settlement structure that recognises social, economic and functional potential</li> <li>• Promote sustainable compact human settlements.</li> <li>• Adopt guidelines for the provision of social and administrative facilities and make these available to the LM's together with the necessary training and capacity building.</li> <li>• Reflect the five Strategic Area Based Plan Focus areas on the SDF and ensure alignment with other SBDM initiatives e.g. Infrastructure, development and tourism focus areas.</li> <li>• Address potential conflict between the ABP focus areas and the Biodiversity network.</li> <li>• Develop a district wide commonage expansion plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and spatially reflect a human settlement structure and district development corridor</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Human Settlement Spatial Outcomes Plan and the SBDM SDF Maps.</li> </ul>
					<ul style="list-style-type: none"> <li>• Formulate Human settlement guidelines based on the adopted structure.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> </ul>
					<ul style="list-style-type: none"> <li>• Identify the focus areas for human settlement investment and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Human Settlement Outcomes Plan and the SBDM SDF Maps</li> </ul>
					<ul style="list-style-type: none"> <li>• Capacitate the LM's with regard to the implementation of the human settlement structure and guidelines.</li> </ul>	
				<ul style="list-style-type: none"> <li>• Spatially reflect the Tourism and ABP Focus Areas and identify alignment issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the Economic Spatial Outcomes Plan and the SBDM SDF Maps</li> </ul>	

#### 4.1.9 Human Settlement and Social Development Spatial Outcome

<b>Pillar</b>	<b>Human Settlement and Social Development</b>	<b>Spatial Planning Objective</b>	<b>Managed development of compact and sustainable human settlements with appropriate infrastructure, amenities and socio-economic opportunities. ****Adapted from the EC PSDF</b>
<b>SBDM Priority</b>	<b>Provision of Community Services</b>		
<b>Key Issues</b>		<b>Spatial Outcome:</b>	<b>Refer to the Plan below</b>
<ul style="list-style-type: none"> <li>The Department of Human Settlements is tasked with the development of human settlements</li> <li>Higher population growth in coastal municipalities</li> <li>An increase in informal dwellings, including backyard shacks in the coastal municipalities</li> <li>Low population growth in inland municipalities (Note: Makana has a high housing backlog, but has reflected lower growth)</li> <li>The number of and distance between settlements in Koukamma is prohibitive to effective administration and the provision of services and social/community facilities</li> <li>More than 40% of the households in the inland municipalities receive free basic services.</li> <li>The Heritage Sites captured in the SAHRA database need to be accommodated in the LM SDFs.</li> <li>Distances between most settlements prevent physical integration – effective transportation is required:             <ul style="list-style-type: none"> <li>Potential additional linkage between N2 and R62 (Koukamma)</li> <li>Tarring of routes from Grahamstown to Aliceedale and Riebeeck East.</li> </ul> </li> <li>The following areas function as settlement regions, where physical integration needs to be encouraged:             <ul style="list-style-type: none"> <li>Jefferies Bay, Humansdorp, Paradise Beach</li> <li>Cape St Francis and St Francis Bay</li> <li>Thornham, Nomphumelelo and Sandrif</li> <li>Joubertina, Ravinia and Tweerivieren.</li> </ul> </li> </ul>		 <p>The map, titled 'CACADU SPATIAL DEVELOPMENT FRAMEWORK', shows the geographical layout of the Cacadu District Municipality. It features a legend with the following categories: Major Settlement / City Region (black circle), District Centre (red circle), Sub-District Centre (orange circle), Local Centre (green circle), Sub-Local Centre (blue circle), Administrative Centre (white circle), Settlement Region (yellow shaded area), Free Basic Services (yellow shaded area), Informal Dwellings (yellow shaded area), and Backyard Shack (yellow shaded area). The map highlights several settlement nodes and regions, including Queenstown, Grahamstown, and Nelson Mandela Bay. A callout box indicates 'Upgrade Sandrif / Nomphumelelo to a Sub-District node'. The map also shows major roads and administrative boundaries.</p>	
<b>Strategies</b>			
<ul style="list-style-type: none"> <li>Provide appropriate basic services to all settlements within the district (Based on settlement functioning)</li> <li>Identify areas (Nodes and corridors) for focussed human settlement investment</li> <li>Adopt a human settlement structure that recognises social, economic and functional potential.</li> <li>Adopt guidelines for the provision of social and administrative facilities and make these available to the LM's together with the necessary training and capacity building.</li> <li>Promote sustainable compact human settlements.</li> <li>Make the SAHRA heritage data available to the LM's and provide the necessary capacity in this regard.</li> </ul>			

#### 4.1.10 Settlement Hierarchy and Functions

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
District Centre	<ul style="list-style-type: none"> <li>• Jeffrey's Bay</li> <li>• Humansdorp</li> <li>• Grahamstown</li> <li>• Graaf-Reinet</li> <li>• Port Alfred</li> </ul>	<ul style="list-style-type: none"> <li>• District-level Administrative centre</li> <li>• Major district service centre for commercial and social goods and services</li> <li>• Education centre</li> <li>• Industrial centre for value-adding processes and local-based manufacturing</li> <li>• Residential development covering full range of economic bands</li> </ul>	<ul style="list-style-type: none"> <li>• Managed urban expansion and public-funded Housing development at higher densities in integrated settlement developments</li> <li>• Urban level of service infrastructure development (i.e. higher order level) to cater for expansion</li> <li>• Upgrade and maintenance of existing infrastructure</li> <li>• CBD management and focus on urban aesthetics</li> <li>• Environmental management (Game Reserve)</li> <li>• Commonage expansion and management</li> </ul>

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Sub-District Centre	<ul style="list-style-type: none"> <li>• Joubertina/Ravinia/Tweerivieren</li> <li>• Hankey</li> <li>• Kirkwood</li> <li>• Somerset East</li> <li>• Willowmore</li> <li>• Kareedouw</li> <li>• Aberdeen</li> <li>• Alexandria</li> <li>• Kenton-on-Sea/Bushmans River</li> <li>• Sandrif/Nompumelelo/Thornham</li> <li>• St Francis Bay/Cape St Francis</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal-scale Administrative centre</li> <li>• Municipal-scale service centre for commercial and social goods and services</li> <li>• Residential development covering limited range of economic bands (Middle-income – Low-income)</li> <li>• Potential for value-adding agro-industrial processes</li> <li>• Potential for event-related tourism events</li> </ul>	<ul style="list-style-type: none"> <li>• Land Management &amp; Administration - CBD Revitalization and associated planning</li> <li>• Sustainable Human Settlement Programme and infrastructure investment - Public-funded settlement development only in relation to defined need (Backlog and growth associated with current population trends and economic development potential)</li> <li>• Urban development at higher densities in integrated human settlements.</li> <li>• Maintenance and upgrade of existing infrastructure.</li> </ul>

Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Local Centre	<ul style="list-style-type: none"> <li>• Jansenville</li> <li>• Paterson</li> <li>• Patensie</li> <li>• Bathurst</li> <li>• Cookhouse</li> <li>• Steytlerville</li> <li>• Pearston</li> <li>• Alicedale</li> <li>• Klipplaat</li> <li>• Boknesstrand/Cannon Rocks</li> <li>• Nieu-Bethesda</li> </ul>	<ul style="list-style-type: none"> <li>• Local-scale Administrative centre</li> <li>• Local-scale service centre for commercial and social goods and services</li> <li>• Residential development covering limited range of economic bands (Middle-income – Low- income)</li> <li>• Potential for value-adding agro-industrial processes</li> <li>• Potential for event-related tourism events</li> </ul>	<ul style="list-style-type: none"> <li>• Limit urbanization (sustainability) – Focus on infrastructure and settlement backlogs and natural growth patterns</li> <li>• Urban aesthetics and land use management (to support local tourism) – CBD regeneration</li> <li>• Maintenance and upgrade of urban level of service infrastructure</li> <li>• Environmental management (to support local tourism)</li> <li>• Identify adequate commonage land to enable food security and economic activity associated with stock.</li> </ul>

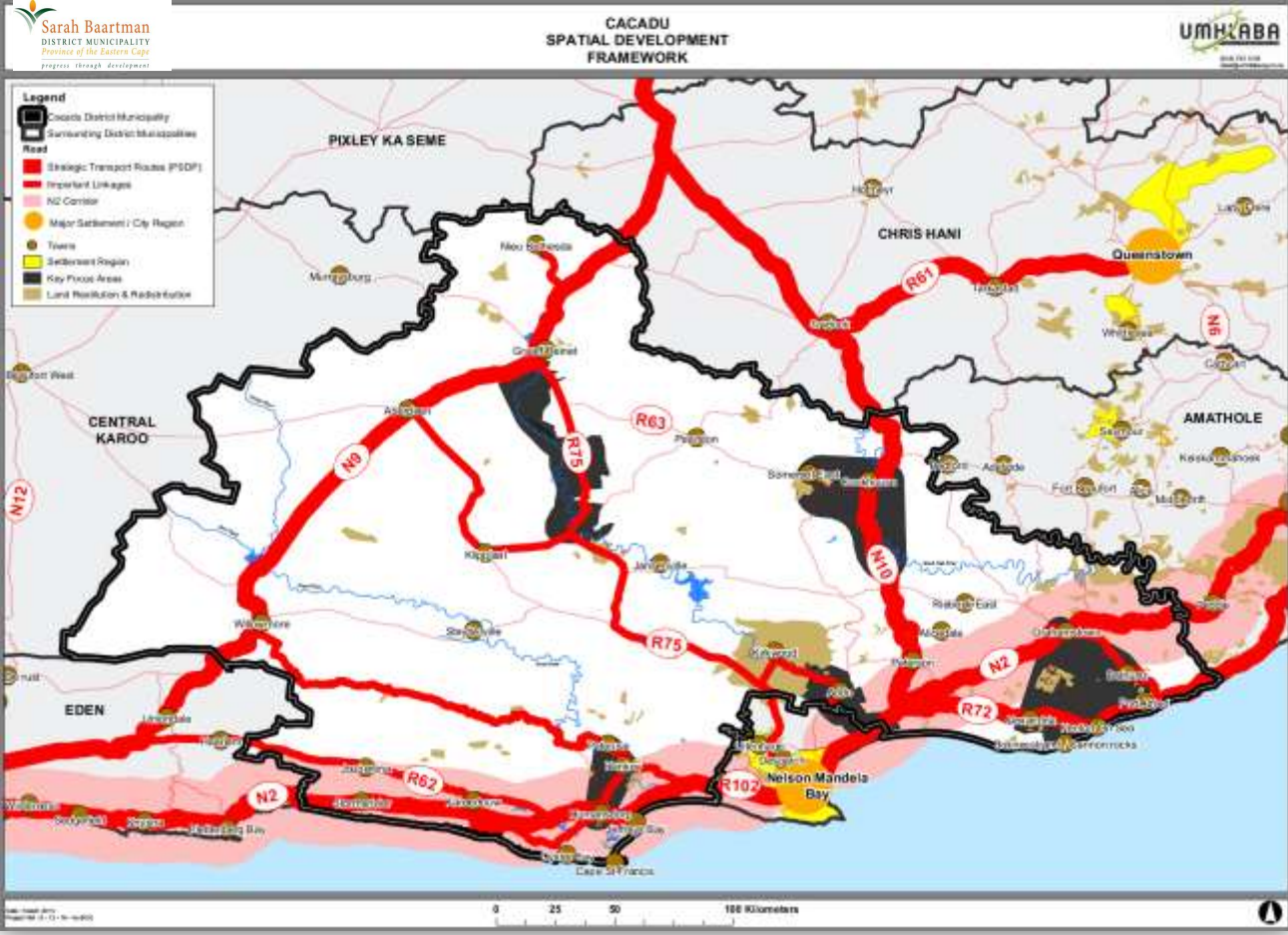
Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Sub-Local Centre	<ul style="list-style-type: none"> <li>• Misgund</li> <li>• Coldstream</li> <li>• Clarkson</li> <li>• Oyster Bay</li> <li>• Seven Fountains</li> <li>• Fort Brown</li> <li>• Louterwater</li> <li>• Krakeelrivier</li> <li>• Woodlands</li> <li>• Riebeeck East</li> </ul>	<ul style="list-style-type: none"> <li>• Minor administrative functions</li> <li>• Minor service centre for social goods and services</li> <li>• Focused support of local economic initiatives- agriculture-based</li> </ul>	<ul style="list-style-type: none"> <li>• Prevent urban expansion beyond the planned accommodation for backlogs in human settlement (Focus on the formalisation of informal dwellings and back yard shacks) and infrastructure.</li> <li>• Areas where higher order facilities should be focused in first instance</li> <li>• Maintenance and upgrade of existing infrastructure</li> <li>• Basic level of service extension with provision for higher levels of service where feasible and sustainable</li> <li>• Local planning to maximise use of existing resources.</li> <li>• Identify adequate commonage land to enable food security and economic activity associated with stock.</li> </ul>



Settlement Type	Settlement Name	Settlement Function	Spatial Planning Priority
Rural Settlements	<ul style="list-style-type: none"> <li>• Koomansbos</li> <li>• Eersterivier</li> <li>• Millar</li> <li>• Kleinpoort</li> <li>• Rietbron</li> <li>• Vondeling</li> <li>• Glenconner</li> <li>• Waterford</li> <li>• Salem</li> <li>• Kwaaibrand</li> <li>• Wolwefontein</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily residential and livelihood subsistence function</li> <li>• Some provision of limited social goods and services</li> </ul>	<ul style="list-style-type: none"> <li>• Basic level of service extension</li> <li>• Local planning to maximise use of resources</li> <li>• Local land use schemes to be negotiated</li> <li>• Prevent urban expansion beyond the current planned for the accommodation of backlogs in infrastructure and settlement (Formalisation of the informal dwellings only)</li> <li>• Identify adequate commonage land to enable food security and economic activity associated with stock.</li> </ul>

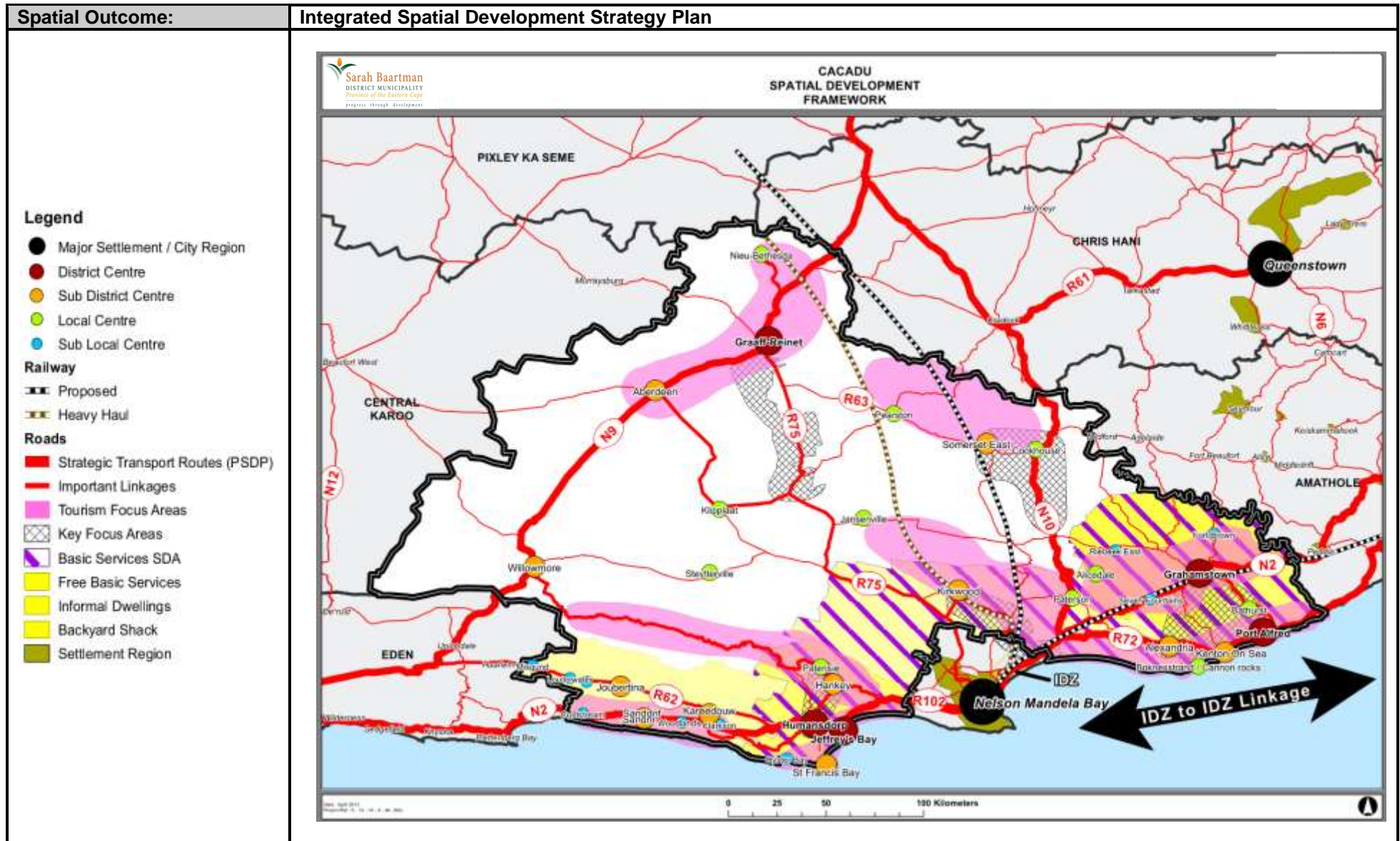


#### 4.1.12 Rural Development Spatial Outcome

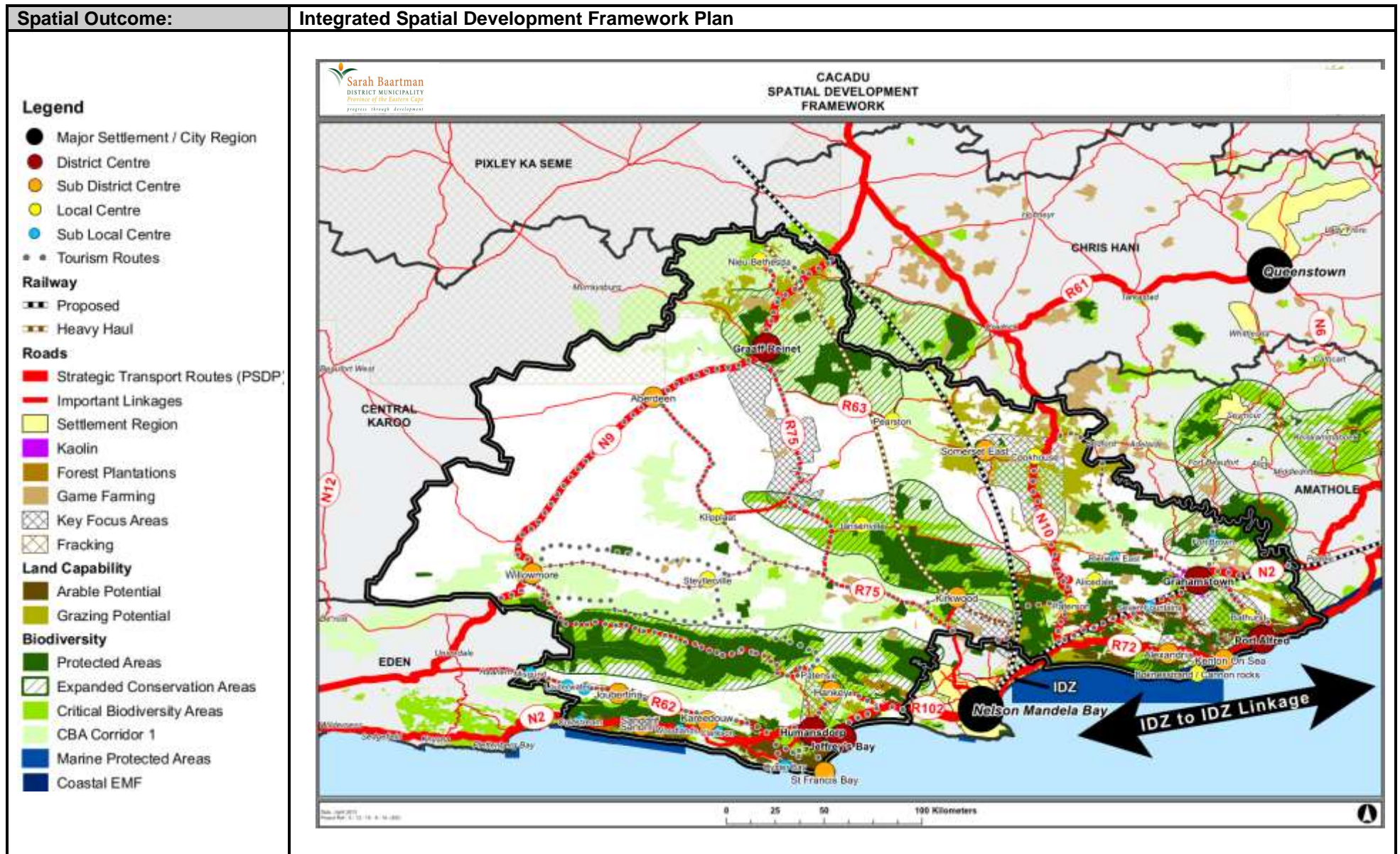
<b>Pillar</b>	Rural Development	<b>Spatial Planning Objective</b>	Integrated and broad based agrarian transformation leading to sustainable livelihoods, increased rural economic development and improved land reform.
<b>SBDM Priority</b>	N/A	<b>Spatial Outcome:</b>	Refer to the Plan below
<b>Key Issues</b>			
<ul style="list-style-type: none"> <li>Rural development is not a core competency or function of the SBDM.</li> <li>The Department of Rural Development and Land Reform are the responsible department for Rural Development.</li> <li>The primary focus of the SBDM SDF with regard to Rural Development is to ensure that the areas identified in the Area Based Plan are appropriately aligned with the District's infrastructure and investment initiatives.</li> <li>The SBDM also needs to ensure that the LM's are incorporating the strategies set out in the Area Based Plan to enable the District to achieve its set redistribution targets. These targets need to be revised to reflect current timeframes and realistic targets given the performance of the strategies in the past.</li> </ul>		 <p>The map, titled 'CACADU SPATIAL DEVELOPMENT FRAMEWORK', shows the district's boundaries and various geographical features. It highlights strategic transport routes (PSDP) in red, important linkages in pink, and the N2 corridor in light pink. Major settlements and city regions are marked with yellow circles, and towns are marked with green dots. The map also shows business regions in yellow, key focus areas in black, and land reclamation and rehabilitation areas in brown. The legend in the top left corner provides a key for these symbols. The map includes a scale bar from 0 to 100 kilometers and a north arrow in the bottom right corner.</p>	
<b>Strategies</b>			
<ul style="list-style-type: none"> <li>Reflect the five Strategic Area Based Plan Focus areas on the SDF and ensure alignment with other SBDM initiatives e.g. infrastructure, development and tourism focus areas.</li> <li>Address potential conflict between the ABP focus areas and the Biodiversity network.</li> <li>Develop a district wide commonage expansion plan.</li> </ul>			

## 4.2 SPATIAL INTEGRATION

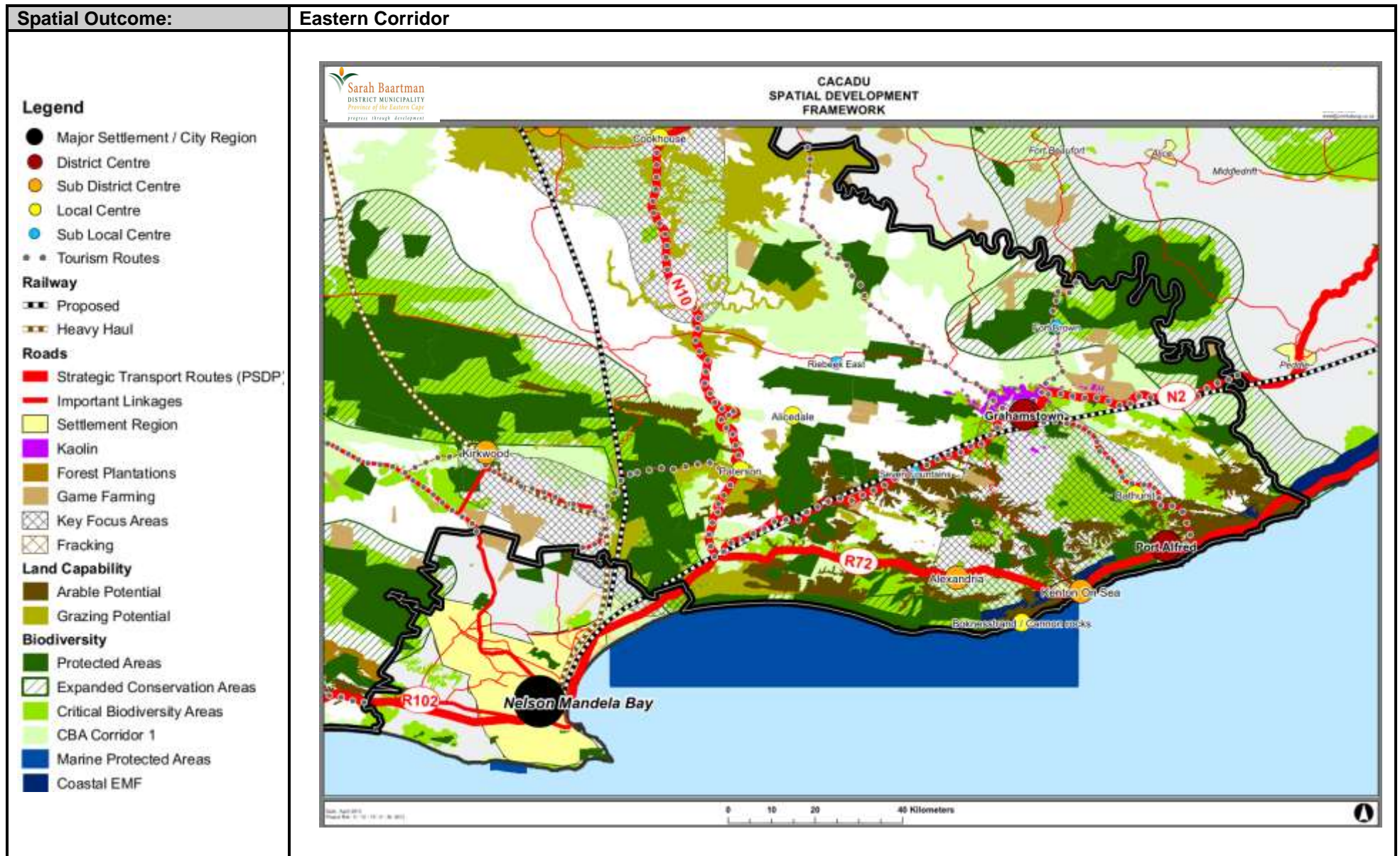
### 4.2.1 Integrated Spatial Strategy Plan



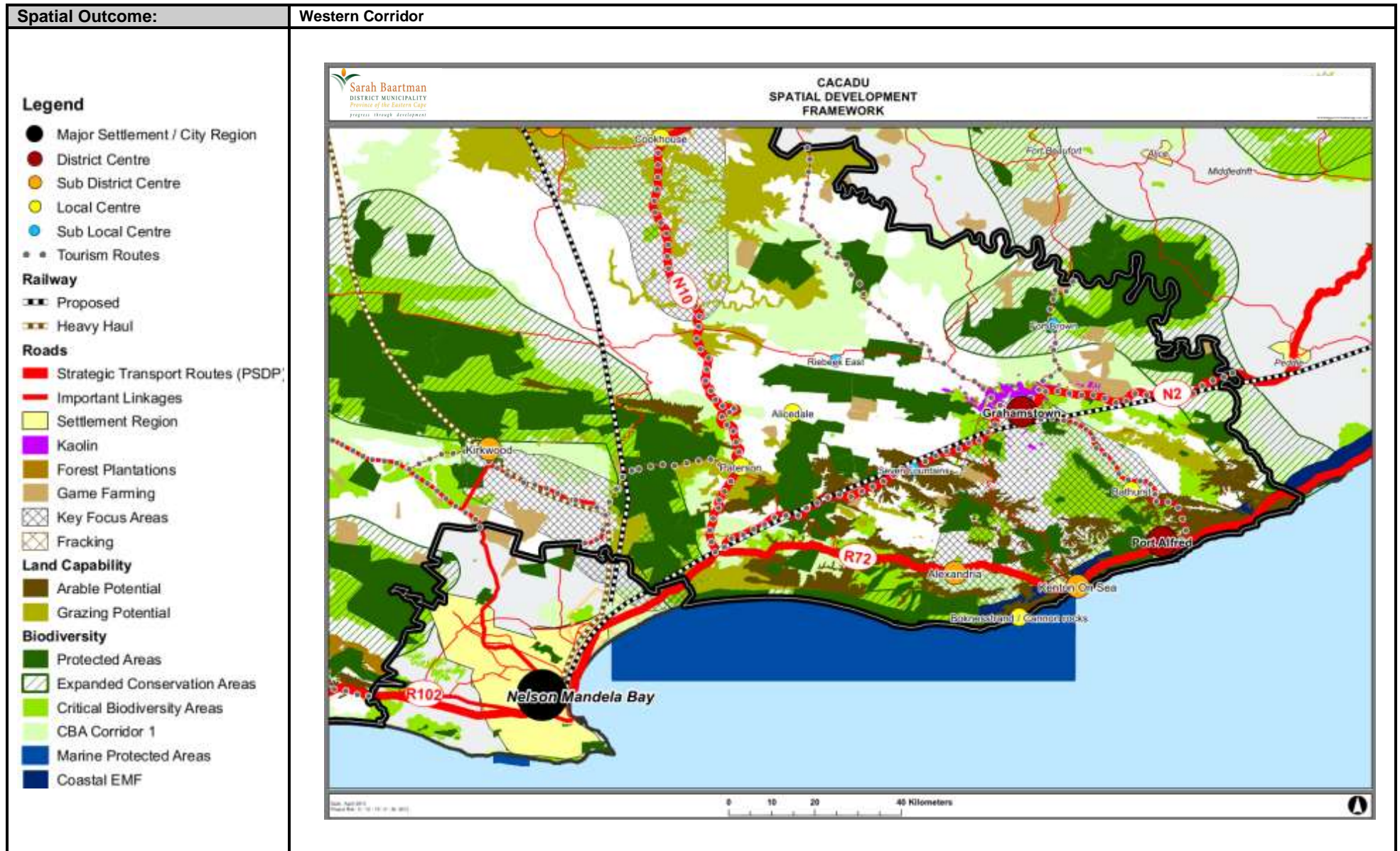
## 4.2.2 Spatial Development Framework Plan



### 4.2.3 Eastern Corridor



## 4.2.4 Western Corridor



### 4.3 Governance and Human Resources Strategies and Guidelines

ECPSDF Core Values	SBDM Spatial Planning Principle	SBDM Spatial Planning Pillar (Primary Pillar highlighted)	SBDM Spatial Planning Objective	SBDM Strategy/Guideline	Action	Completed
<ul style="list-style-type: none"> <li>Community based spatial planning and enforceable land use management based on agreed sustainable community development codes with unified provincial legislation</li> <li>Achieving integrated development at community level;</li> <li>Integrated spatial development plans (SDFs) which are the principal development management tool for all stakeholders, across the province ("wall to wall") founded on flourishing livelihoods, conserving natural resources and the needs of community neighbourhoods (sustainable development)</li> </ul>	<ul style="list-style-type: none"> <li>Spatial development planning and land use management is to be undertaken in an inclusive and integrated manner</li> </ul>	<ul style="list-style-type: none"> <li><b>Governance</b></li> <li><b>Human Resources</b></li> </ul>	<ul style="list-style-type: none"> <li>An integrated District SDF and Land Use Management system enabling the implementation of National and Provincial spatial planning directives</li> <li>A unique, relevant, competent and professional spatial development and land use planning human resource supporting informed decision making</li> </ul>	<ul style="list-style-type: none"> <li>Identify vertical and horizontal alignment issues to be taken into account in the LM SDFs</li> <li>Establish a minimum standard for each of the LM SDF's to facilitate alignment and uniformity.</li> <li>Implement the necessary adjustments to the SBDM SDF once the municipal boundary readjustments have been adopted.</li> <li>Identify partners to provide capacity re land use management, administration and strategic land use planning at identified LM's – Implement shared service agreements where necessary.</li> <li>Ensure effective participatory decision making by making spatial information available to the officials, politicians and residents – (Hard copy plans, internet etc.)</li> <li>Establish a system where specific development records are kept.</li> <li>Establish a geographic information system which will make spatial planning information available to officials (SBDM, LM and sector departments), potential investors and residents.</li> <li>Determine the necessary capacity at District level to mainstream spatial planning</li> </ul>	<ul style="list-style-type: none"> <li>Clearly reflect and communicate the cross border and ECPSDF issues that need to be accommodated in the LM SDF's.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment issues identified</li> </ul>
					<ul style="list-style-type: none"> <li>Adopt the ECPSDF's guidelines for the preparation of SDF's as the minimum standard for the LM SDF's (The guideline documents are to be made available to the LM's)</li> </ul>	<ul style="list-style-type: none"> <li>Reflected in the SBDM SDF</li> </ul>
					<ul style="list-style-type: none"> <li>Approach LGTA and the Development Bank to provide capacity re land use management, administration and strategic land use planning at identified LM's.</li> <li>Identify opportunities for shared service agreements (land use management</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>



				<p>and land use management within the District</p> <ul style="list-style-type: none"> <li>• Undertake training and capacity building initiatives aimed at broader awareness of spatial planning policy and legislation within the LM's.</li> </ul>	<p>and spatial planning capacity) where the need exists</p> <ul style="list-style-type: none"> <li>• Undertake a needs assessment of the spatial planning capacity required to effectively mainstream spatial development planning and land use management within the district and the LM's.</li> </ul>	•
					<ul style="list-style-type: none"> <li>• Appoint registered professional planning capacity at the district level, which will be tasked with the rollout of spatial planning and land use management across the district.</li> </ul>	•
					<ul style="list-style-type: none"> <li>• Establish district wide infrastructure planning, implementation and monitoring capacity</li> </ul>	•

#### 4.4 Human Resources Outcome

<b>Pillar</b>	<b>Human Resources</b>	<b>Spatial Planning Objective</b>	<b>A unique, relevant, competent and professional spatial development and land use planning human resource supporting informed development decision making.</b>																																																			
<b>SBDM Priority</b>	<b>N/A</b>																																																					
<b>Key Issues</b>		<b>Spatial Outcome:</b>	<b>See below</b>																																																			
<ul style="list-style-type: none"> <li>Limited human resources to undertake spatial planning in the District and in the LM's</li> <li>Information regarding spatial planning is more readily available but is not usable due to the lack of spatial planning staff.</li> <li>There is low awareness of the implications of spatial planning legislation and policy – indicating a need for training and capacity building</li> <li>Capacity needs to be created and made available in the sector departments to assist the DM with the implementation of spatial development proposals.</li> <li>There are currently no monitoring or evaluation system which enable an assessment of whether appropriate spatial and land use management is taking place within the LM's</li> </ul>		<table border="1"> <thead> <tr> <th colspan="4"><b>Proposed Spatial Planning Human Resource Capacity within the Sarah Baartman District and LM's</b></th> </tr> <tr> <th><b>Municipality</b></th> <th><b>SACPLAN Registered Planner</b></th> <th><b>Qualified Planner (Qualification to enable SACPLAN Registration)</b></th> <th><b>Administrative Support (Geography and/or administrative qualification)</b></th> </tr> </thead> <tbody> <tr> <td>Sarah Baartman DM</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>Kouga LM</td> <td>1</td> <td>2</td> <td>2</td> </tr> <tr> <td>Koukamma LM</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>Makana LM</td> <td>1</td> <td>2</td> <td>2</td> </tr> <tr> <td>Ndlambe LM</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>Sundays River Valley</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>Camdeboo LM</td> <td>1</td> <td>1</td> <td>2</td> </tr> <tr> <td>Baviaans LM</td> <td rowspan="3">1 - Combined Service</td> <td rowspan="3">2 - Combined Service</td> <td rowspan="3">2 - Combined Service</td> </tr> <tr> <td>Blue Crane Route LM</td> </tr> <tr> <td>Ikwezi LM</td> </tr> <tr> <th colspan="4"><b>Proposed Spatial Planning Human Resource Capacity within the Sarah Baartman District and LM's – SBDM Based Shared Service Center</b></th> </tr> <tr> <td>Sarah Baartman DM</td> <td>4</td> <td>8</td> <td>8</td> </tr> </tbody> </table>			<b>Proposed Spatial Planning Human Resource Capacity within the Sarah Baartman District and LM's</b>				<b>Municipality</b>	<b>SACPLAN Registered Planner</b>	<b>Qualified Planner (Qualification to enable SACPLAN Registration)</b>	<b>Administrative Support (Geography and/or administrative qualification)</b>	Sarah Baartman DM	1	1	2	Kouga LM	1	2	2	Koukamma LM	1	1	2	Makana LM	1	2	2	Ndlambe LM	1	1	2	Sundays River Valley	1	1	2	Camdeboo LM	1	1	2	Baviaans LM	1 - Combined Service	2 - Combined Service	2 - Combined Service	Blue Crane Route LM	Ikwezi LM	<b>Proposed Spatial Planning Human Resource Capacity within the Sarah Baartman District and LM's – SBDM Based Shared Service Center</b>				Sarah Baartman DM	4	8	8
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## 4.5 Governance

<b>Pillar</b>	<b>Governance</b>	<b>Spatial Planning Objective</b>	<b>An integrated District SDF and Land Use Management system enabling the implementation of National and Provincial spatial planning directives. ****Adapted from the EC PSDF</b>
<b>SBDM Priority</b>	<b>N/A</b>		
<b>Key Issues</b>	<b>Spatial Outcome:</b>	<b>See below</b>	
<ul style="list-style-type: none"> <li>• There is a need to ensure that national and provincial spatial policy is implemented in the LM's – Vertical alignment.</li> <li>• There is a plethora of legislation and policy that impacts on the land use management and spatial planning of the district and the LM's</li> <li>• The Department of Rural Development and Land Reform and the EC Department of Local Government and Traditional Affairs have produced documents aimed at guiding the development of spatial development framework. The EC DLGTA document is more user friendly given the lack of spatial planning resources in the District.</li> <li>• To ensure vertical and horizontal alignment a number of provincial and district wide spatial issues need to be accommodated in the relevant LM SDF's</li> <li>• The realignment of the municipal boundaries will have an impact on the SDF's and IDP's of the affected LM's. This impact will also require adjustments to the SBDM SDF.</li> </ul>			
<b>Strategies</b>			
<ul style="list-style-type: none"> <li>• Clearly reflect and communicate the cross border and ECPSDF issues that need to be accommodated in the LM SDF's.</li> <li>• Establish a minimum standard for each of the LM SDF's to facilitate alignment and uniformity.</li> <li>• Implement the necessary adjustments to the SBDM SDF once the municipal boundary readjustments have been adopted.</li> </ul>			

## **Chapter 5: Integration**

### **5.1 PERFORMANCE MANAGEMENT FRAMEWORK**

Performance Management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standard of performance of the Sarah Baartman District as a whole through the following:

- Increased accountability and transparency
- Provision of a platform for learning and development
- Facilitation of decision making through the clarification of goals and priorities
- Provision of early warning signals highlighting underperformance
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement
- Creation of a culture of performance of the Municipality amongst all officials
- Capacitation of officials at Local Municipalities within the District, to enable the entire District to benefit from the above.

The function of performance management and its use by officials thereof is regulated by the following legislation:

- The Municipal Systems Act (32/2000)
- The Municipal Planning and Performance Management Regulations (2001)
- The Municipal Finance Management Act (56/2003)
- The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006)

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress.

Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report.

The scope of performance management is required to cover the following three areas, thus spanning all activities under the control of the Municipality:

- The Municipality as an organization and all its employees
- All entities reporting to the Municipality
- All service providers contracted by the Municipality

#### **5.1.1 PRESENT SITUATION**

SBDM formulates key performance indicators and targets and are delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in the IDP and also from needs identified in the Institutional plan following hereafter. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Sarah Baartman is monitoring the organization through the SDBIP. It is supported by individual quarterly performance appraisals for the Municipal Manager and his Directors through signed performance agreements and plans. The SDBIP and performance plans of the Municipal Manager and Directors are published on the municipal website. In addition, all levels (thus encompassing senior management) are also being monitored and measured through signed performance plans. As every activity of the SBDM is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For SBDM to succeed in its objectives, it depends on the performance of each employee.

The achievement of a compliant performance management system can only be a key contributing factor in ensuring that Sarah Baartman District Municipality is adequately able to support and partner its Local Municipalities.

### 5.1.2 FUTURE IMPLEMENTATION

The next financial year will see concentration on the achievement of two objectives, namely:

- i) Achievement and support of a Clean Audit Report for Performance Measures thereby proving full compliance with all requirements in terms of Performance Management. This will include the realisation of predetermined objectives and targets.

The above objective was being addressed in previous financial years (as outlined below) and will be on-going in the next financial year. It is envisaged that following this huge leap in the strategic governance of Sarah Baartman, refinements will be conducted in the next financial year to ensure the system goes from strength to strength. Such refinements must include the promoted use of more development and 'outcome' indicators.

Year	Audit Opinion
2014/15	Clean Audit
2013/14	Clean Audit
2012/13	Unqualified Audit
2011/12	Unqualified Audit
2010/11	Unqualified Audit
2009/10	Unqualified Audit
2008/09	Unqualified Audit
2007/08	Unqualified Audit

- ii) To increase effectiveness and promote the district-wide approach to Performance Management, which will include strengthening the use of the SBDM Automated Performance Management System at all Local Municipalities through further training.

A primary role of the Sarah Baartman District Municipality is to facilitate development of the Local Municipalities within the boundaries of the District. It is the aim of the Sarah Baartman District Municipality, that as it becomes more practiced in the field, it can in turn use this practical experience to provide hands-on support to those Municipalities requiring it. It will be an on-going development and support priority of the District Municipality until such time Local Municipalities become self-sufficient in Performance Management.

SBDM will focus on the following developmental and support initiatives to Local Municipalities;

- Continuous support in the SBDM PMS Automated Tool;
- Support in the construction of SDBIP's and Performance Agreements (technical knowledge sharing);
- PMS Reports support and knowledge sharing;
- KPI's construction – technical support;
- Legislation and compliance knowledge sharing e.g. timeframes compliance;
- Project management e.g. meeting of targets;
- Role of Internal Audit and External Audit.

iii) New objectives and strategies emanating from the decisions at the Strategic Planning Session will also be included in the Performance Management System.

iv) To create a culture of performance, SBDM will implement a performance reward system for all employees in the next financial year. This will also serve as a motivating factor to improve performance to meet the overall objectives of SBDM.

### 5.1.3 THE SDBIP

The table overleaf reflects the SBDM's draft SDBIP for 2017/18 which translates the development priorities, objectives and strategies into interventions in the form of projects. The projects contained therein are influenced by the attainment of the SBDM's objectives and strategies as illustrated in the IDP and PMS Automated System.

**Table 5.1** Draft Service Delivery Budget Implementation Plan (SDBIP)

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
<b>DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT</b>												
To provide costed infrastructure plans	Appointment of experienced professional team	District Wide Infrastructure Plan	District-Wide Infrastructure Plan Developed	Ten year Infrastructure Plan Developed for SBDM	Planning and Infrastructure Services	Planning & Development	01 202 78165	R 800 000	Data on Infrastructural needs for the next 10 years collected from LM's	Data collection completed	Draft District Wide Infrastructure Plan completed	Final District Wide Infrastructure Plan completed
To promote and co-ordinate integrated spatial planning in the District	Co-ordinate the implementation of Spatial Planning and Land Use Management Act (SPLUMA)	Review and Consolidation of Ndlambe Zoning Scheme Regulations	Reviewed Ndlambe Zoning Scheme	Submission of Final Report to Ndlambe Local Municipality for adoption	Planning and Infrastructure Services	Planning & Development	01 152 78195	R 550 000	Submission of Issues Report	Submission of 1st Draft of Zoning Regulations	Public Participation completed	Final Report submitted for adoption by Ndlambe Local Municipality
To promote integration between spatial planning and transportation planning to achieve sustainable human settlement	Implementation of transportation projects	Construction of a Inter-City Bus Terminal in Graaff-Reinet and Taxi Rank complete	Construction of Ablution facilities and shelters for Inter-City Bus Terminal in Graaff-Reinet and Taxi Rank completed	Completion of Ablution facilities and shelters for Inter-City Bus Terminal and Taxi Rank completed	Planning and Infrastructure Services	Road Transport	01 154 78255 & 01 202 76164	R 980 000	Bid document complete for procurement	Appointment of a service provider	Construction commences	Practical Completion of the works

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10km's per annum over 5 years	Implementation of road projects as mandated by LMs	Rural Roads Asset Management System - RRAMS (Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification, Maintenance Planning and Road Condition Assessments completed)	Rural Roads Asset Management System set up for SBDM	Rural Roads Asset Management System Road Condition Assessment for LMs	Planning and Infrastructure Services	Roads	01 154 75360	R 2 235 000	Infrastructure Inventory Verification, Bridge Assessment Reports, RCAM Classification and Maintenance Planning commences	Infrastructure Inventory Verification, Bridge Assessment Reports & RCAM Classification completed and Maintenance Planning in progress	Maintenance Planning complete and Compilation of Asset Registers	Road Condition Assessments
		Rietbron Roads & Stormwater	Upgrading of Rietbron Roads & Stormwater (paving)	Construction of 500m of paving of road for Rietbron roads & stormwater	Planning and Infrastructure Services	Roads	01 202 78261	R 2 000 000	Appointment of service providers for material and construction	Construction commences	Construction progressing	Completion of 500m paving of road
To effectively monitor and manage environmental	Implementation of Environmental Health	Environmental Health Services Assessment	Environmental Health Services Assessment	Environmental Health Services Assessment	Planning and Infrastructure	Planning & Development		R 300 000	Establishment of the Project Steering Committee	Consultation of Local Municipalities and	Development of transitional plans (HR, Finance,	Completion of the Environmental Health



Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
health services (EHS) in all the LMs	Services effectively to all LMs	(Recall of Function)		Complete	Services					Stakeholders	Assets, et.)	Services Assessment
<b>DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LM'S</b>												
To improve effectiveness in municipal financial management	Improve corporate governance systems both in the district and LMs	GRAP Implementation	Provision of assistance to 7 LMs in respect to GRAP compliance to improve Audit Outcomes	Provide assistance through 1 training workshops held in GRAP compliance and new standards by making available financial management support to deal with issues raised in the LM's AG's management letter	Finance & Corporate Services	Finance and Admin	0105578207	R 2 750 000	NA	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's	Monitor and Evaluate 7 LM's for Improved Financial Management process, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan
<b>DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT</b>												
Broaden economic participation and inclusion by	Promote Social Economy Investment	Development Support to SMMEs/Cooperatives in the	Combination of 10 SMME's and Cooperatives (financially and	10 SMME's and Cooperatives in the District	Economic Development	LED	01 147 78216	R 2 500 000	Establish partnerships with SEDA and ECDC on	Identify 10 SMME's to be developed	50% of programme implementation of the	100% Implenetation of the Enterprise

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
increasing the number and support to small enterprises by 10%		Local Municipalities	non-financially supported in the District	supported financially and non-financially					enterprise development (maritime, agriculture, energy and secondary sector)	and supported	Enterprise Development programme	Development programme
Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Build Government to Government Partnerships	Implement DST annual programme/action plan	4 DST meetings held within the District in all 7 LM's. LED capacity building programmes implemented	4 DST meetings are held within the District in all 7 LM's. LED capacity building programmes implemented	Economic Development	LED	01 147 78189 (budget to be reconfirmed)	R 300 000	1st DST meeting held.	2nd DST meeting held. LED Capacity Building Programme Implemented.	3rd DST meeting held	4th DST meeting held and 2018/19 Action Plan developed
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two markets	Tourism Marketing	To conduct review and implementation of the tourism marketing strategy for the District through participation in Exhibitions, Placement of media adverts, producing	Tourism marketing strategy reviewed and implemented for the District through participation in 2 Exhibitions, 4 Placement of media	Economic Development	Tourism	01 400 78124 (Budget to be reconfirmed)	R 1 600 000	Review and formulate implementation plan of the Tourism Marketing strategy.	Implement Tourism marketing Strategy through Participation at the Getaway show; The implementation of Monthly	Additional Placements in at least 2 media channels; Complete concept for Winter Campaign; and print 7 wonders area brochures. The	Participate at Tourism Indaba. Winter Campaign roll out; Placements of adverts in at least 2 media channels.SLA's signed with the festivals.

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
			marketing materials , supporting festivals, updating stats system, formulating tourism package and conducting seasonal campaigns	adverts, producing marketing materials (2 cycles) , supporting 2 festivals, updating stats system, formulating 1 tourism package and conducting 2 seasonal campaigns						Getaway for Locals; Placements of Advertisements in at least 2 media channels and conduct summer campaign. Development of 7 Wonders Tourism Application	implementation of Monthly Getaway for Locals. Invite proposals from National Arts Festival and Wild fees. Tourism Packaging. Development of 7 Wonders Tourism Application completed	Development al programmes in the festivals implemented. Tourism packaging completed
To unlock tourism economic development potential at a local government level	To recognise multi-stakeholder process in the local governance of tourism	Support to LTOs	To financially and institutionally support at least 5 LTO's in the District upon Mayco approval	5 LTO's financially and institutionally supported in the District	Economic Development	Tourism	01 400 78052	R 400 000	Invite Proposals from LTO's reviewed, evaluated and submitted to Mayoral Committee for approval	Service level Agreements signed with LTO's/Beneficiaries	Financial support granted to 5 LM projects implemented	Continuous monitoring and evaluation of the project implementation
To grow tourism sector's absolute contribution to the District Economy	To increase public sector investment in Tourism	Review of the Tourism Masterplan	Review of the Tourism Masterplan	Tourism Masterplan reviewed	Economic Development	Tourism	01 400 78249	R 300 000	Terms of references completed and Bid	SLA signed and review of Tourism Master plan	Draft Tourism Masterplan presented to Steering	Masterplan completed

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
	Infrastructure Investment								advertised	commence	Committee	
		Development of Aviation Infrastructure Plan	To develop aviation infrastructure development plan	Aviation Infrastructure Plan developed	Economic Development	Tourism		R 300 000	Terms of references completed and Bid advertised	SLA signed and development Aviation Infrastructure Plan commenced	Draft Aviation Infrastructure Development Plan presented to Steering Committee	Aviation Infrastructure Plan completed
	To increase domestic and Foreign visitors	Formulation of Coastal and Marine Tourism strategy	Formulation of the Coastal and Marine Tourism Strategy	Coastal and Marine Strategy formulated	Economic Development	Tourism		R 300 000	Terms of references completed and Bid advertised	SLA signed and development Coastal and Marine Strategy commenced	Draft Coastal and Marine Strategy presented to Steering Committee	Coastal and Marine Strategy completed
Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	To promote creative arts and talent development	Complete Creative Industry Strategy	To finalise Creative Industries strategy for the District Municipality	Strategy completed	Economic Development	Creative Industries	01 400 78341	R 250 000	Draft strategy completed	Strategy presented to Steering Committee	Strategy completed	Implement 1 recommended project from the strategy
Increase Agricultural Income	Develop skills through mentorship in the Agricultural Sector by increasing the	Agricultural mentorship programme	Mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted in 2	2 mentorship sites active .	Economic Development	LED	01 147 78188	R 400 000	2 sites in Koodovale and Sewenfontein are active, operational and	Mentorship implemented for emerging farmers.	1 Site monitored in Koodovale. 1 site in Sewenfontein evaluated.	Mentorship site evaluated

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
	number of semi-skilled emerging farmers by 10%.		LM's.						monitored .			
<b>DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES</b>												
To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Standardisation of Fire Hydrants in the District	Restoration and standardisation of Fire Hydrants in Ndlambe; BCR and Dr Beyers Naude	Restoration and standardisation of 400 Fire Hydrants in BCR (195), Dr Beyers Naude (188) and Ndlambe(17)	Planning and Infrastructure Services	Public Safety	01 113 78201	R 1 300 000	All 463 fire hydrants standardised	Not Applicable	Not Applicable	Not Applicable
		Fire Fighting Training	Training of 15 fire Fighters complete	Fire Fighting Training complete	Planning and Infrastructure Services	Public Safety	01 113 78134	R 600 000	Bid documentation complete for procurement of service provider	Appointment of a service provider	Training of 15 fire Fighters commences	Training of 15 fire Fighters complete
	Provide resources	Paterson Emergency Disaster Centre	Paterson Emergency Disaster Centre	Construction of Disaster Emergency Centre in Paterson completed	Planning and Infrastructure Services	Public Safety	01 113 78202	R 7 000 000	Project designs complete	Bid document complete for procurement	Appointment of a contractor	Construction commenced

Objective	Strategy	Project	Draft Key Performance Indicator	Draft Annual Target 2017/18	Department	GFS	2017/18 Account Number	Draft 2017/18 R's	Performance Milestones			
									Draft 30 Sep 2017 Target	Draft 31 Dec 2017 Target	Draft 31 Mar 2018 Target	Draft 30 Jun 2018 Target
To mitigate disaster risk	Mitigate disaster risk	District Disaster Plan	District Disaster Plan	District Disaster Plan Complete	Planning and Infrastructure Services	Public Safety		R 2 000 000	Appointment of a service provider	Consultation of Local Municipalities and Stakeholders commenced	Submission of the draft District Disaster Plan	Final District Disaster Plan Complete
		Fire Functionality Assessment (Recall of Function)	Fire Functionality Assessment	Fire Functionality Assessment Complete	Planning and Infrastructure Services	Public Safety		R 1 000 000	Appointment of a service provider	Assessment for Local Municipalities commenced	Submission of the draft Fire Functionality Assessment	Final Fire Functionality Assessment Complete
<b>DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT</b>												
To integrate and synergise operations between Department of Social Development and SBDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually	To work closely with DSD and other organisations working with OVC's	Implementation of the HIV/AIDS Plan in the District	100% Implementation of the HIV/AIDS Plan in the District	HIV/AIDS Plan implemented through, HCT and TB Campaigns and Door to Door campaign	Municipal Manager	Community and Social Service	01 034 78243	R 200 000	Empowerment Session (focussing on sexual and reproductive health and rights and the kick TB at schools campaign) and HCT drives, 2 Community Dialogues on GBV in DBN and SRV	Hosting of District Wide Aids Day, 4 Dev Plans (Community Dialogues, Anti-substance abuse and GBV), Support financially and capacitate 2 CBO's	Support Makana LAC and DAC (Support in Establishing the LAC and Development of an Operational Plan)	Conduct Internal (SBDM) HIV Counselling Testing (HCT) Programme

## 5.2 INSTITUTIONAL PLAN

### 5.2.1 INTRODUCTION

Effective governance is recognized by the Sarah Baartman District Municipality as a critical factor in achieving sustainable success, anticipating needs and goals, and assigning accountability. The SBDM is, therefore, committed to upholding the highest standards of governance and ethical conduct.

In its role as the district's primary governing body, the SBDM provides oversight of the district's affairs and constantly strives to improve and build on the already strong governance practices. Hence, the SBDM has adopted King III as the basis for good governance practices.

### 5.2.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The SBDM's processes, structures and policies that help ensure compliance with laws and regulations and provide clear lines of sight for decision-making and accountability, include:

- i) Ethical leadership and corporate citizenship
- ii) Council, Mayoral Committee and Councillors
- iii) Management and staff

An important component for the development of effective and efficient human resources is continuous Organisational Development and Training plan which seeks to enhance service delivery with efficient institutional arrangements. The SBDM's most valuable asset, when optimally utilized, motivated and developed, is its staff. The SBDM's human resource management plan is aimed at delivering the right people with the right skills at the right place and the right time. It ensures that staff is correctly aligned with business needs and this, in turn, improves service delivery within budget parameters. The main aim of the strategy is to achieve an improvement in the staff loyalty index as measured every 24 months through the culture/climate survey; and an improvement in staff productivity as measured by a range of productivity measures - including the percentage loss of skills and staff availability (absenteeism).

Table 5.2: HR POLICIES AND PLANS

	Name of policy	Completed	Reviewed	Date adopted by Council or comment on failure to adopt
1	Recruitment and Selection Policy (Affirmative Action)	100%	Currently	May 2013
2	Unemployed Graduate/Interns Policy	100%	Not applicable	June 2014
3	Code of conduct for employees	100%	Not applicable	Adopted from Systems Act
4	Disciplinary Code and Procedures	100%	National Competence, currently at SALGBC	Current Policy Extended by means of a circular
5	Landline Telephone Usage policy	100%	Reviewed	June 2014
6	Employment Equity	100%	Currently	To be submitted to

				Council for adoption during the November 2015 Council.
7	Grievance Procedure	100%	National Competence, currently SALGBC at	Current Policy Extended by means of a circular
8	HIV and AIDS	100%	National Competence, currently SALGBC at	Current Policy Extended by means of a circular
9	Human Resources Development	100%	Not applicable	May 2013
10	Job Evaluation	100%	Not applicable	October 2012
11	Employee Wellness	100%	Not applicable	June 2012
12	Leave	100%	Currently being reviewed	July 2014
13	Subsistence and Traveling Policy	100%	Currently being reviewed	June 2012
14	Official transport to attend funerals	100%	Not applicable	July 2014
15	Overtime	100%	Not applicable	May 2015
16	Organisational rights	100%	National Competence, currently SALGBC at	Current Policy Extended by means of a circular from SALGBC
17	Skills Development	100%	Not applicable	May 2013
18	Smoking	100%	Not applicable	May 2010
19	Scarce Skills	Not Applicable	Not applicable	Looking for best practices and to develop own
20	Work organisation	Not Applicable	Not applicable	Looking for best practices and to develop own

Illustrated above are policies and plans implemented by the Sarah Baartman District Municipality's Human Resources division, they allow for an efficient and effective management of employees. These ensure that the organization of the workforce is given consideration and that its development is prioritized in terms applicable organizational rights and practices.

#### 5.2.2.1 Job Evaluation

At the end of the 2014/15 financial year the District Municipality commenced with the setting up of the Job Evaluation Unit in the District. This Unit is responsible to evaluate all posts (in the nine local



municipalities as well as in the Sarah Baartman District Municipality). The recruitment of key personnel for the Unit took place and the unit is currently operational as the beginning of 2016.

### 5.2.2.2 Performance Management

The District Municipality had developed a Performance Management System, many years ago. This system is online. The system has been availed, free of charge, to all local municipalities in the District. Some of the local municipalities have installed the system. Unfortunately, some of the municipalities have not taken up this offer. However the District Municipality continues to support local municipalities with regards to the development of performance policies, SDBIPs and performance reviews.

### 5.2.2.3 PUBLIC PARTICIPATION

Function of public participation resides mainly in the office of the Speaker. They are sometimes carried by departments or cross-departmental task teams, depending on the nature of the information to be disseminated. An example of this would be, the exercise carried out to obtain public input into the proposal to change the name of the Cacadu District Municipality to Sarah Baartman District Municipality, which was carried out in September 2013. The District continued with the name change with a pronouncement at the Provincial Heritage Day in 2015 held at Hankey in the Kouga Municipality.

## 5.2.3 MUNICIPAL INSTITUTIONAL STRUCTURES AND ROLES

### 5.2.3.1 Council, Mayoral Committee and Councillors

Council is vested with the responsibility to oversee the performance of the municipality, as required by the Constitution, the Municipal Finance Management Act (MFMA) and Municipal Systems Act (MSA). This oversight responsibility of council is particularly important for the process of considering annual reports.

The MFMA gives effect to financial management reforms that place greater service delivery responsibilities on managers and makes them more accountable for performance. Whilst, in the first instance it is left to the Executive Mayor to resolve any performance failures, ultimately the council is vested with the power and responsibility to oversee both the executive and administration. Oversight occurs at various levels in a municipality and is explained in the following table:

**Table 5.2: Financial Governance Framework to Local Government**

	<b>Responsible for</b>	<b>Oversight over</b>	<b>Accountable to</b>
<b>Council</b>	Approving policy and budget	Executive Mayor or Committee	Community
<b>Executive Mayor or Committee</b>	Policy, budgets, outcomes, management of/oversight over municipal manager	Municipal Manager	Council
<b>Municipal Manager</b>	Outputs and implementation	The Administration	Executive Mayor or Committee
<b>Chief Financial Officer and Directors</b>	Outputs and implementation	Financial Management and Operational	Municipal Manager

		Functions	
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#### 5.2.4 INSTITUTIONAL STRATEGIC FOCUS AREAS

Focus Area	Objectives	Strategy
Ensure Enhanced Service Delivery with Efficient and Effective Institutional Arrangements	Increase levels of Employee Morale and Organisational Efficiency	Development and implementation of institutional frameworks and business systems to support the SBDM's development and service delivery strategies and objectives
		Implementation of human capital management systems and processes to enhance staff alignment to business needs and improve staff morale and performance
		Implementation of Efficiency Gain Interventions Through Business Improvement Initiatives.
		Relocation of office accommodation from NMBM CBD to Kirkwood in the area of jurisdiction of the SBDM
<b>Financial Viability And Governance Areas</b>	<i>Reduce the amount of money owed to the SBDM</i>	Increase debt management actions
		Setting of monthly targets to achieve a payment ratio of 95% and above
		Continued engagement with National and Provincial Government departments to settle their debts
	A clean Audit	maintain sound financial management controls to ensure good governance and an unqualified Audit Report.
	Improvement of Compliance with Local Government Finance Legislation	constantly engage with the Accounting Standard Board and National Treasury regarding suggested changes to the accounting standards, as well as directives issued.
allocated adequate training and bursary budget resources for staff to be trained and to attend relevant subject workshops for skills enrichment in this area.		

#### 5.2.5 GOVERNANCE STRUCTURES AND ASSURANCE PROVIDERS

##### 5.2.5.1 Audit Committee

In terms of providing technical capacity, it is a legislative requirement that an audit committee be established which considers the Auditor General's report and its implications for internal risk management.

The Audit Committee comprises of four independent, outside members and meets at least six times per annum as per its approved terms of reference, although additional special meetings may be called as the need arises.

The Audit committee reviews activities of the municipality to ensure that it has effective internal control system in place. Its effectiveness is evident in the municipality achieving an unqualified audit seven (7) consecutive years.

An internal audit plan is approved by the Audit Committee annually. The plan is prioritised in accordance with the issues raised by the Auditor General during the annual audit. This approach assists the municipality in avoiding recurring issues.

#### **5.2.5.2 Internal Audit**

The Sarah Baartman District Municipality's internal audit services have been outsourced to an auditing enterprise.

#### **5.2.5.3 Anti-Corruption & Fraud Prevention and Risk Management**

The municipality is accountable for risk management within the municipality, it therefore regularly verifies that the municipality has appropriate processes that identify, manage, monitor and report potential and relevant risks. The council formulates monitors and reviews the risk policy and regularly identifies key risk areas based on both financial and non-financial objectives of the municipality.

The Anti-Corruption and Fraud and Risk Management committee is responsible for the quality, integrity and reliability of the municipality's risk management. It is vital to the long term survival and success of a municipality that it must understand and manage the risks that face it. No enterprise can be without risk but it is possible in most cases to manage risk in such a way that the business can survive a series of disasters without collapsing.

#### **5.2.5.4 Municipal Public Accounts Committee (MPAC)**

The SBDM has established a Municipal Public Accounts Committee (MPAC) on municipal accounts.

The MPAC must report directly to council through the Speaker: Any other form of reporting line will compromise its independence, authority and integrity.

## **5.2.6 INFORMATION TECHNOLOGY GOVERNANCE**

### Strategic IT Alignment

Strategic IT alignment ensures that IT services and investments meet business objectives that are outcomes of strategic planning. Information technology is “aligned” when IT management allocates resources and undertakes projects in coordination with the municipality’s strategic plans and business objectives and the municipality’s strategic vision. Strategic IT alignment is only possible when municipality has strategic plans and specific business objectives in place.

## **5.2.7 GOVERNING STAKEHOLDER RELATIONSHIPS**

The municipality has prioritized communication as a strategic function and developed a Communication Plan which informs how stakeholder relationships are managed.

## **5.2.8 INTEGRATED REPORTING AND DISCLOSURE;**

A municipality must have an effective system of internal control to ensure that all financial reporting is accurate and reliable. The council must have a rigorous process to ensure the quality and integrity of all in year financial reports, (monthly, quarterly, annual, etc.) including relevance, reliability, comparability, accuracy and timeless. Annual reports of a municipality must, in addition to all information required by law, include sufficient meaningful financial and non-financial information, to enable the municipality and other stakeholders to be able to assess the performance on a municipality entity and to take appropriate action where necessary.

## **5.2.9 ORGANISATIONAL STRUCTURE**

The total number of approved posts of the Sarah Baartman District Municipality is 100. Eleven of these are intern posts. The number of appointed staff is 91 including interns. The total number of vacant posts is 9.

All four performance agreements and employment contracts (Municipal Manager and three section 57 managers) were submitted to the Department of Local Government and Traditional Affairs within the prescribed time.

## **ADMINISTRATIVE STRUCTURE**



### **5.2.12 STRATEGIC HUMAN RESOURCES MANAGEMENT PLAN (SHRMP)**

An important component for the development of effective and efficient human resources is continuous Organisational Development and Training plan which seeks to enhance service delivery with efficient institutional arrangements. The SBDM's most valuable asset, when optimally utilised, motivated and developed, is its staff. The SBDM's human resource management plan is aimed at delivering the right people with the right skills at the right place and the right time. It ensures that staff is correctly aligned with business needs and this, in turn, improves service delivery within budget parameters.

The main aim of the strategy is to achieve an improvement in the staff loyalty index as measured every 24 months through the culture/climate survey; and an improvement in staff productivity as measured by a range of productivity measures - including the percentage loss of skills and staff availability (absenteeism).

#### **i) Human Capital Management System**

The municipality uses the human capital management systems and processes to enhance staff alignment to business needs and improve staff morale and performance. These projects are guided by the current Human Resources Strategy for the district.

The Human Capital Management Programme delivers competency frameworks across all job families and personal development plans (PDPs) for all employees through a skills audit. The Competency Frameworks and the PDPs provide line managers with invaluable tools to manage their human resources. The frameworks contain the actual description of the job requirements while the PDPs identify the gap between the individual employee and the job requirements, as well as a plan to close the gap.

ii) **Human Resources Budget and Staff Numbers**

Annually, the SBDM will consider whether to re-prioritise a percentage of the staffing budget to fund growth services, and shrink others. This must, however, be based on proper benchmarking of each department, input on IDP priorities, and departmental attrition. Directorates will base their proposals on their individual staffing strategies.

NO	NO OF APPROVED AND BUDGETED POSTS	NO OF FILLED POSTS	NUMBER OF VACANT POSTS
1	102	90	12

Employees from time to time are offered better opportunities by rival institutions where SBDM experiences resignations. There are twelve [12] vacancies in the entire Council's organograms structure. Some are as a result of the above processes whilst some are either frozen or no intention to fill has been communicated.

Other vacant positions are currently being dealt with to fill them in replacing those employees who left the Council. The process will be finalised before the end of the current financial year.

iii) **Employment Equity Plan**

The Council has a five year approved Employment Equity Plan to comply with the Employment Equity Plan Act. On an annual basis this plan is reviewed in order to ensure if the milestones have been achieved. In making sure that the plan is supported and its implementation is monitored, Human Resources policies dealing with diversity, barriers to implement are developed to guide the processes.

iv) **Skills Development Plan**

Skills Development Plan is developed annually by the Skills Development Facilitator. This is a product of numerous processes that ranged from identifying the employee current skills, gaps or shortages, overall Council and department objectives to develop training intervention. The Work Place Skills Plan is approved by Council with a specific budget and implementation report is submitted to the SETA to recover a portion of monies spend on implementing the plan.

v) **Recruitment, Training Retention Strategies**

Council has a policy on Selection and Recruitment which emphasises the appointment of historically disadvantaged persons and those with disability challenges. The policy further takes cognisance of knowledge and skills required to provide efficiency in the work.

Training for all employees is regulated by a Training policy which is backed up by an annually approved budget. Training takes place in the form of academic and graduate studies leading towards a formal qualification, skills and knowledge development, which is identified through a Workplace Skills Development Plan [WSP], designed for individuals or group of employees in similar positions and finally in the employee participation on developmental programme initiated by employer bodies or academic institutions.

The WSP emphasised a competency based training that is backed by registered or approved unit standards. Therefore, every training undertaken or conducted or one is exposed to must lead towards credits towards a certificate or qualification which is recognised by the South African Qualification Authority [SAQA].

vi) **Succession Plan**

Council has a policy on Succession Planning. However, due to the flat structure of the Council organogram and very few employees leaving the Council employment, challenges in implementing the policy are experienced.

### 5.2.13 COMMUNICATION

Interacting with the district is an important issue for residents and local municipalities. Community newspapers were highlighted as means to effectively communicate with residents. The SBDM has developed communication as a strategic function and has established effective communication systems and structures.

i) **Communication as a strategic function**

A publication entitled “Communication for development and better service delivery in the age of hope”, produced by the Department of Local Government and Traditional Affairs (DLGTA), the South African Local Government Association (SALGA) and Government Communication and Information Systems (GCIS) as well as the “Guidelines for Municipal Communications”, Published by SALGA, sets out in detail how to successfully establish communication structures and functions in a municipality.

It should be acknowledged that the municipality needs to implement SALGA guidelines in respect of the communication function. Among the most important facts obtained from the guidelines are:

ii) **General**

Communication services at municipalities need to operate within a policy framework, which is developed within the prevailing local government legislation, but considering precedents set by prevailing norms and standards, guiding the system of government communication generally.

Political leadership and oversight of the communication function locally is a critical success factor. Institutional arrangements and intergovernmental systems also need to be in place to ensure co-ordination and an integrated system of government communication.

Municipalities must have a dedicated communication capacity, which puts in place an intentional and planned communication programme.

iii) **Communication Structure**

According to the guidelines, the communication unit must be located in the Office of the Mayor, while the unit will be administratively accountable to the Municipal Manager. The communication unit should ideally be comprised of officials to handle the following functions:

- Internal communication;
- External communication (including Public Participation Programmes);

- Media and stakeholder liaison;
- Media production; and
- Marketing and branding.

It is also recommended that frequent communication strategy meetings are held, chaired by the Speaker / Mayor, to provide communication guidance.



5.2.14 Sarah Baartman District Municipality Audit Action Plan

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
<b>Procurement and contract management</b>															
COA F 5:	Pg 7	Procurement: Insufficient reasons for deviations (Ex20)	Non-compliance with legislation	Finance	Matters affecting the auditor's report	This will result in incurring of irregular expenditure by the municipality as this was in contravention of the PPR.	Yes	SCM Accountant	Management should ensure that the sufficient and relevant reasons are documented on the deviations. Furthermore the deviations should only be made for exceptional cases only: emergency, sole provider, special works and impossible to follow the official procurement.	30-Jun-17	Reasons on deviations should be reviewed rigorously against compliance criteria.	R Lorgat	Reason for deviations are reviewed in addition the internal auditors are currently reviewing all approved deviations for the period July 2016-January 2017	Okay - manageable issues	50%
<b>Audit of pre-determined objectives</b>															
COA F 2:	Pg 10	Indicators are not well defined (Ex14)	Non-compliance with legislation	Performance management	Matters affecting the auditor's report	The reported performance information is not useful to the relevant users	Yes	Performance manager	Management should ensure that the key performance indicators are well defined so that there is ease of reference to the users. There must be a clear	30-Jun-17	KPI needs to be improved to be more defined in terms of the actual support given to Local Municipalities, where possible, in pro-active planning.	G Terblanche	Met with AG and Project Managers on 7 Dec 2017 to refine KPI's in the SDBIP 2016/17	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
									determination on the indicator of what it means without referring to other documents. I.e IDP, detailed plan, etc						
COAF 3:	Pg 12	Indicators not well defined (Ex18)	Non-compliance with legislation	Performance management	Matters affecting the auditor's report	This will result on reported information not being useful.	Yes	Performance manager	Management should ensure that the key performance indicators are well defined so that there is ease of reference to the users. There must be a clear determination on the indicator of what it means without referring to other documents. I.e IDP, detailed departmental plans, etc	30-Jun-17	In future management must consider being more descriptive when setting up annual and quarterly targets	G Terblanche	Met with AG and Project Managers on 7 Dec 2017 to refine KPI's in the SDBIP 2016/18	Finalized	100%
COAF 2:	Pg 29	AOPO: Inconsistency between reported targets and planned	Misstatement in the annual performance report	Performance management	Other important matters	The inconsistency affects the usefulness and credibility of the annual performance report and service delivery	Yes	Performance manager	Management should ensure that the development objectives, indicators and targets in the SDBIP should be consistent with those reported in the annual	30-Jun-17	Adequate reviews must be performed prior to reporting ensuring that there is an alignment of the reported results of the set targets.	G Terblanche	Reporting will continuously be addressed in quarterly sdbip reports. Unfortunately, there is no MM and Directors at	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
		targets. Ex 8				budget implementation plan			performance report				the moment to provide leadership in departments.		
COAF 2	Pg 35	AOPO: Target not specific (Ex 9)	Misstatement in the annual performance report	Performance management	Other important matters	The nature and required level of performance will not be clearly identified	Yes	Performance manager	Management should ensure that targets before being reported to service delivery budget implementation plan and annual performance report are clearly identified and specific. If the district is planning to provide any service to the local municipalities therefore should be clear which municipality out of nine local municipalities.	30-Jun-17	Selecting performance targets that is "SMART": <ul style="list-style-type: none"> <li>• Specific: the nature and the required level of performance can be clearly identified</li> <li>• Measurable: the required performance can be measured</li> <li>• Achievable: the target is realistic given existing capacity</li> <li>• Relevant: the required performance is linked to the achievement of a goal</li> <li>• Time-bound: the</li> </ul>	G Terblanche	Met with AG and Project Managers on 7 Dec 2017 to refine KPI's in the SDBIP 2016/18	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
											time period or deadline for delivery is specified.				
COAF 2	Pg 37	AOPO: Inconsistency of target on SDBIP and APR (Ex11)	Misstatement in the annual performance report	Performance management	Other important matters	Reported information may not be accurate and reliable	Yes	Performance manager	Management should ensure that the development objectives, indicators and targets in the SDBIP and APR are consistent with the information as per source documents.	30-Jun-17	Adequate reviews must be performed prior to reporting ensuring that there is an alignment of the reported results of the set targets.	G Terblanche	Management will ensure that the sdbip 2016/17 is free of errors.	Finalized	100%
COAF 2:	Pg 39	AOPO: Inaccurate and incomplete reported information	Misstatement in the annual performance report	Performance management	Other important matters	The reported information may not be reliable.	Yes	Performance manager	Management should ensure that annual performance report agrees to the supporting information before submitted for audit. Reported	30-Jun-17	Adequate reviews must be performed prior to reporting ensuring that there is an alignment of the reported results of the set targets.	G Terblanche	Reporting will continuously be addressed in quarterly sdbip reports. Unfortunately, there is no MM and Directors at	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
		(Ex13)							performance information should be always supported by reliable supporting evidence in order to clearly achieve validity, accuracy and completeness of reported information.				the moment to provide leadership in departments.		
<b>Change in estimate</b>															
COA F1	Pg 16	PPE: Change in estimate	Misstatement in the financial statements	Finance	Other important matters	This results into understatement of impairment loss by R27 647, overstatement of depreciation by R27 647 and incorrect disclosure of the financials.	Yes	Finance manager	Management should include all impaired assets under impairment loss as this doesn't constitute a change in useful life but a discontinuation of an asset	30-Jun-17	Suggested journal to correct the error: DR Impairment loss 27,647 CR Depreciation 27,647	R Lorgat	This was corrected as part of the final AFS submitted to AG.	Finalized	100%
<b>Operating expenditure</b>															
COA F1	Pg 18	VAT incorrectly accounted for Ex12	Misstatement in the financial statements	Finance	Other important matters	Total estimated population misstatement at period-end (projected) amounts to: VAT Input understated by R52 682.93	Yes	Finance manager	Management must ensure that data is captured correctly from the source documents to ensure accounting records are accurate.	30-Jun-17	Implement proper controls over daily and monthly processing to ensure that payments are made within the required timeframes	R Lorgat	Management agrees to the finding. It should be noted that Management is of the view that these are isolated clerical	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						Expenditure overstated by R52 682.93							incidents as the internal controls are adequate. Management agrees however to review the internal controls to ensure the effectiveness thereof.		
COAF 4	Pg 20	Project costs Incorrect classification	Misstatement in the financial statements	Finance	Other important matters	Project costs are overstated by R4 732 000 and other grants and subsidies are understated by R4 732,000.	Yes	Finance manager	Management should treat transfers to local municipalities as grant and subsidies paid where local municipalities act as principals when performing functions on behalf of the district municipality as expenses in relation to these functions are recorded by the local municipalities	30-Jun-17	Adjust financial statements as this is a material adjustment; it will lead to non-compliance with section 122 of the MFMA in the audit report	R Lorgat	This was corrected as part of the final AFS submitted to AG.	Finalized	100 %

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
COAF 1:	Pg 58	Expenditure: Suppliers not paid within 30 days Ex10	Non-compliance with legislation	Finance	Other important matters	Late payments attract interest which result in fruitless and wasteful expenditure. This is also in contravention of section 66 of the MFMA.	Yes	Finance manager	Management must ensure that all payments are made within 30 days as prescribed by the MFMA Act to avoid any interest charges and penalties. Management should ensure that there is a central point of receiving invoices as this will ensure that the finance department is made aware of invoices received.	30-Jun-17	Ensure that there is a central point of receiving invoices as this will ensure that the finance department is made aware of invoices received.	R Lorgat	Reasons for late payment are required to processing on the financial system. Management is looking into controls on receiving of goods, however due to limited staff it is currently not practical to have goods delivered to one person in a secure location.	Okay - manageable issues	20%
COAF 1	Pg 69	No segregation of duties on receiving the goods	Non-compliance with legislation	Finance	Other important matters	this may compromise the internal controls, which might also lead to fraud as the requestor may make order for personal consumption as he/ she will also receive the goods ordered from the	Yes	Finance manager	Management must ensure that all goods be received in one location by a designated person, a copy of the purchase order (also known as the GRN) be forwarded to such person when the goods are ordered from the supplier.	30-Jun-17	Investigate how to strengthen the control environment further	R Lorgat	Management is looking into controls on receiving of goods, however due to limited staff it is currently not practical to have goods delivered to one person in a secure	Okay - manageable issues	20%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						supplier.			Upon receipt of the goods, the person designated to receive the goods, must match the actual goods to the purchase order (also known as the GNR) and to the delivery note/ supplier invoice and signs the GRN and delivery note as evidence of receiving the goods in good condition.				location.		
<b>Leases</b>															
COAF 1:	Pg 14	Revenue : No operating lease	Misstatement in the financial statements	Finance	Other important matters	The disclosure notes are incomplete, as the operating lease disclosure note per GRAP 13, para 57 was not done.	Yes	Finance manager	The management should ensure that all requirement of GRAP 13, para 67 are carefully considered and are applied correctly.	30-Jun-17	Develop assessments reports for the AFS that should be reviewed by the Finance management Department	R Lorgat	Management do have a procedure in place to review the AFS. Management will also consider new options to review the AFS effectively.	Finalized	100 %
<b>Receivables</b>															



Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
COA F 4	Pg 23	Accrued interest: Incorrectly disclosed in the AFS (Ex19)	Misstatement in the financial statements	Finance	Other important matters	Receivables are materially understated by R1 096 145 and cash and cash equivalents are materially overstated by R1 096 145.	Yes	Finance manager	Management should ensure that interest not yet received is included in receivables and not short term deposits.	30-Jun-17	Adjust financial statements as this is a material adjustment; it will lead to non-compliance with section 122 of the MFMA in the audit report	R Lorgat	This was corrected as part of the final consolidated AFS submitted to AG.	Finalized	100%
<b>Revenue</b>															
COA F1	Pg 25	Amalgamation Grant treated as a conditional grant (Ex5)	Misstatement in the financial statements	Finance	Other important matters	The revenue for conditional grants is overstated by R 500 000.00	Yes	Finance manager	Management should ensure that only conditional per DORA are reflected as such in the financial statements and also management should ensure that AFS are properly reviewed before being issued for audit.	30-Jun-17	Management should ensure that AFS are properly reviewed before being issued for audit.	R Lorgat	This was corrected as part of the final consolidated AFS submitted to AG.	Finalized	100%
<b>Taxes</b>															
COA F6	Pg 27	VAT: Input VAT overstated	Misstatement in the financial statements	Finance	Other important matters	Input VAT to be overstated by R36,397.48 and expenditure understated	Yes	Finance manager	Management should ensure that VAT should only be claimed on expenditure that is incurred in the course of making taxable supplies and other	30-Jun-17	Management should ensure that AFS are properly reviewed before being issued for audit.	R Lorgat	This was corrected as part of the final AFS submitted to AG.	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
									allowable expenses by SARS not expenditure related to fraud or theft. In addition, strict controls should be put on authorising journals to determine validity thereof.						
<b>General controls</b>															
COAF 7	Pg 43	IT Governance Framework not developed.	Non-compliance with legislation	IT	Other important matters	Without this framework, there is a risk that the:- - IT strategy will not be aligned with that of the Sarah Baartman District Municipality's operations and vision - IT performance will not be reliably measured; - IT risks will not be adequately addressed; and - Sarah Baartman District	Yes	Finance manager	Management should develop IT Governance and Management framework in line with the Municipal Corporate Governance of Information and Communication Technology Policy (MCGICTP). The Governance and Management framework should contain what Sarah Baartman District Municipality should do to implement governance and	30-Jun-17	Develop IT Governance and Management framework in line with the Municipal Corporate Governance of Information and Communication Technology Policy	R Lorgat	Management agrees with the finding. Management is in the process of addressing the key matters required in terms of the ICT Governance Framework, which stipulates that an ICT Governance Framework is required by 30 June 2017. Management has developed the ICT Steering	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						Municipality will not receive value for their IT spend.			management of ICT within the IT unit.				Committee Charter, related Policies; etc. and will be tabling a detailed report to Council.		
COAF 7	Pg 45	IT Security policy not approved (Ex26)	Non-compliance with legislation	IT	Other important matters	Without a formally adopted and approved ICT Security policy, the municipality is exposed to a risk of inconsistent implementation and practice of ICT controls, which may negatively impact the confidentiality, integrity and availability of their information	Yes	Finance manager	Management should prioritise the finalisation approval of the ICT Security policy	30-Jun-17	Developed the related Policies and table a detailed report to Council	R Lorgat	Management agrees with the finding. Management is in the process of addressing the key matters required in terms of the ICT Governance Framework, which stipulates the key policies that are required by 30 June	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						technology resources. It may also result in financial and reputational loss							2017. Management has developed the related Policies and will be tabling a detailed report to Council		
COAF 7	Pg 46	Inadequate backup and restoration process	Non-compliance with legislation	IT	Other important matters	Without regular testing of the success of backups, and regular backup recovery testing the Municipality may not be able to recover backups when needed, resulting in loss of data. Without a periodic check to assess the integrity of backup media, the risk	Yes	Finance manager	The municipality should investigate alternatives for off-site storage. In the event that the municipality enters into an arrangement with a third party, then an agreement should be signed by both parties clearly describing the responsibilities of the service provider to ensure that there is adequate security over backup media	30-Jun-17	Investigate alternatives for off-site storage.	R Lorgat	Management notes the recommendation and will investigate alternatives for off-site storage. This will be factored into the policy that will be tabled to Council	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						exists that data/programs on the tapes are not recoverable when required.			stored at the location.						
COAF 7	Pg 62	Information Technology Steering Committee is not fully functional	Internal control deficiency	IT	Other important matters	There is a risk that strategic IT initiatives are not aligned with the overall municipal objectives as the committee would be responsible for ensuring that the municipality's information technology needs and objectives are adequately addressed	Yes	Finance manager	The terms of reference are submitted to the Council for approval, after ensuring that they include inter-alia, identification, development and monitoring of strategic initiatives, development and review of standards and policies, updating of standards. The committee meet on a regular basis (at least quarterly).	30-Jun-17	Establish an IT Steering Committee composed of the relevant IT, and municipal representatives	R Lorgat	Management agrees with the finding. Management is in the process of addressing the key matters required in terms of the ICT Governance Framework, which stipulates that the functioning of the ICT Steering Committee is required by 30 June 2017. Management has developed the ICT Steering Committee Charter, related	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
													Policies; etc. and will be tabling a detailed report to Council		
COAF 7	Pg 64	ICT Strategic Plan has not been approved and implemented	Internal control deficiency	IT	Other important matters	Without long-term strategic IT planning, there is a risk that the IT infrastructure and future IT expenditure will not be aligned to the overall organisational strategy, and therefore may result in fruitless and wasteful expenditure, and IT not meeting the business needs.	Yes	Finance manager	The municipality should establish an IT Steering Committee composed of the relevant IT, and municipal representatives. The task of overseeing the updating and implementation of the Strategic Plan should be delegated to the Committee, with the aim of aligning the strategic direction of IT with that of the	30-Jun-17	Developed the related plan and Policies and table a detailed report to Council	R Lorgat	Management agrees that an ICT Strategic Plan is required for the municipality – the municipality will commence its Strategic Planning Session on 10 November 2016 whereby the municipality's role as a District Municipality will be discussed to develop the key	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
									Municipality.				development priorities. The ICT Strategic Planning is dependent on the outcome of this session and the resolutions taken where the report is tabled to Council.		
COAF 7	Pg 65	The Disaster Recovery Plan (DRP) and Business Continuity Plan (BCP) have not been approved and implemented.	Internal control deficiency	IT	Other important matters	The lack of a comprehensive and tested BCP and DRP may severely hamper employees from reacting to a major business disruption due to systems failure or any other disaster, in a timely and appropriate manner. In addition, a prolonged	Yes	Finance manager	The municipality is reliant on its computer system for the daily support of business; by planning ahead for disaster situations, adverse business impact as a result of a disaster can be limited and exposure to financial loss from system failure can be reduced. We therefore recommend that a	30-Jun-17	Developed the related Plan / Policies and table a detailed report to Council.	R Lorgat	Management agrees with the finding. Management is in the process of addressing the key matters required in terms of the ICT Governance Framework, which stipulates the key policies that are required by 30 June	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						recovery may result in significant loss of revenue, reputation, the ability to meet stakeholder needs and third-party obligations.			DRP and CBP be approved, implemented and tested.				2017. Management has developed the related Plan / Policies and will be tabling a detailed report to Council.		
COAF 7	Pg 66	Firewall policy is in draft and approved and therefore not enforceable	Internal control deficiency	IT	Other important matters	In the absence of a policy that focusses on the firewall, the firewall may be misconfigured which could result in unauthorised access to programs and data. Furthermore, unauthorised firewall configurations may take place in the absence of the comprehensive policy that states	Yes	Finance manager	Management should ensure that standard operating policies and procedures for the firewall installation and configuration, its role in network security; change management, logging and the review and patch management are well documented, approved and implemented.	30-Jun-17	Developed the related Plan / Policies and table a detailed report to Council.	R Lorgat	Management agrees with the finding. Management is in the process of addressing the key matters required in terms of the ICT Governance Framework, which stipulates the key policies that are required by 30 June 2017. Management has developed the related	Okay - manageable issues	80%



Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						the appropriate configuration for the firewall.							Policies and will be tabling a detailed report to Council.		
COAF 7	Pg 67	Access to EFT payment file not adequately restricted .	Internal control deficiency	IT	Other important matters	Unauthorised changes to the EFT upload file could lead to unauthorised payments being processed.	Yes	Finance manager	Management should ensure that sensitive data on EFT file is encrypted.	30-Jun-17	Investigate the possibility of encrypting the EFT files	R Lorgat	Management agrees with the recommendation. It must be noted that the System Administrator is in the process of investigating the possibility of encrypting the EFT files. The complication on encrypting the files is that if the municipality encrypts the file, the file will not be able to be uploaded onto	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
													the banking system in the current format. The bank has been contacted to see how the encryption of the files can be accommodated		
COAF 7	Pg 68	The municipality does not have Information Security Officer (Ex37)	Internal control deficiency	IT	Other important matters	IT security may not be in line with business requirements. Furthermore, the information security function may not provide for appropriate independence, objectivity and authority to assure applicable management oversight of the information	Yes	Finance manager	The official responsible for Information Security should be independent of IT operational tasks and should be ideally reside within the municipality's governance function and the IT organisation structure should be updated to accommodate the position for an Information Security	30-Jun-17	Investigate the requirement of the Information Security Officer	R Lorgat	Management will investigate the requirement of the Information Security Officer further and ensure that the ICT Steering Committee attends to this matter upon establishment.	Okay - manageable issues	80%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
						security function.			Official.						
<b>Procurement and contract management</b>															
COA F 5	Pg 47	Procurement: the municipality traded with a supplier who is in the service of the state (Ex17)	Non-compliance with legislation	Finance	Other important matters	This will result in incurring irregular expenditure of R18 656.40.	Yes	Finance manager	Management should ensure that all suppliers that are traded with have declared their interest in writing and the mentioned suppliers should not be traded with in future.	30-Jun-17	Obtain access to the Persal or a central database to verify supplier information	R Lorgat	All suppliers do complete a declaration of interest managers however do not have access to Persal to verify supplier information. Management is currently looking at alternatives to overcome the problem.	Okay - manageable issues	80%
COA F 5	Pg 50	Procurement : Declaration of interest and Tax clearance	Non-compliance with legislation	Finance	Other important matters	<u>Tax clearance certificate</u> This will results in irregular expenditure of R190 000 <u>Declaration of</u>	Yes	Finance manager	Management should ensure that the municipality obtain declaration of interest and valid tax clearance certificate documents and	30-Jun-17	Obtain declaration of interest and valid tax clearance certificate documents for each tender evaluation process	R Lorgat	An item will be submitted to council on irregular expenditure for the R190 000. Currently	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
		certificate not obtained (Ex21)				<u>interest</u> This will result in non-compliance to the SCM regulation			should form part of the tender evaluation process				suppliers are still required to submit a declaration of interest, which are renewed annually.		
COAF 5	Pg 53	Procurement: Bid advertised less than the required period (Ex31)	Non-compliance with legislation	Finance	Other important matters	This will result in understatement of irregular expenditure by R242 638.38 and non-compliance with SCM regulations 22 (1) (b) (i)	Yes	Finance manager	Management should ensure that the closing date for the submission of bids, which may not be less than 30 days in the case of transactions over R10 million (VAT included), or which are of a long term nature, or 14 days in any other case, from the date on which the advertisement is placed in a newspaper	30-Jun-17	Review and monitor compliance with applicable legislation.	R Lorgat	An item will be submitted to council on irregular expenditure for the R242 638.38. Management has ensured through reviews that all adverts in the 2016/17 comply with legislation.	Finalized	100%
COAF 5	Pg 54	Procurement: Advert did not describe construction	Non-compliance with legislation	Finance	Other important matters	This will be a non-compliance with the Construction Industry Development Board Regulations	Yes	Finance manager	Management should ensure that all the minimum required compliance categories are clearly stipulated on the	30-Jun-17	Management undertakes to include the CIDB requirements on all relevant advertisements.	R Lorgat	Management has included the CIDB requirements on all relevant advertisements.	Finalized	100%

Control no.	Query #	Finding	Classification	Area	Impact/Rating	Type of impact on AR	Will item be cleared before 30 June 2017	Responsible ED	Audit Recommendation	Estimated date of completion	Key tasks that need to be performed	Official(s) delegated to	Comments	Status	% Complete
		on minimum category (Ex32)				however as this is a material adjustment; it will lead to non-compliance with section 122 of the MFMA in the audit report.			tender advert.						
COAF 5	Pg 56	Procurement: No declaration of interest obtained (Ex 33)	Non-compliance with legislation	Finance	Other important matters	This will result to non-compliance with the SCM regulation 13(c)	Yes	Finance manager	Management should ensure that a service provider submits a declaration of interest declaring from the previous twelve months up until to the submission of written quotation or bid.	30-Jun-17	Obtain a declaration of interest that is up to date before accepting quotes from the supplier.	R Lorgat	Currently suppliers are still required to submit a declaration which is renewed annually.	Finalized	100%

### 5.2.15 RISK REGISTER

The identification and evaluation of risks is vital for an effective internal audit plan. The municipality on an annual basis identifies and evaluates risks and updates the risk register. Appropriate mitigation strategies are developed by management.

#### Sarah Baartman District Municipality Draft Risk Register

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
Community Services	To provide effective fire fighting to all LMs in the district by 2017	<b>1. Inadequate and ineffective Fire-fighting services</b>  <b>2. Inadequate resources</b>	1.1 Lack of clear definition of roles and responsibilities between district municipalities and local municipalities (Sec 84 (1) (j) of the MSA Act is open to different interpretations)  1.2 Lack of adequate funding  2.1 Lack of resources in LM's  2.2 Lack of maintenance of fire fighting assets by LM's	Loss of life, property Damage to infrastructure and assets  Litigation and claims  Inadequate / inappropriate spending of funds intended for fire fighting services by LMs	1.1.1. & 2.2 Service Level Agreements with LMs (with all 9 LMs) 1.1.1. Training interventions 1.1.1. Project to standardise fire hydrants throughout the District has been completed. 1.2 Budgets for Fire by SBDM  2.1 & 1.1 Standard fire equipment and trucks have been provided to LMs	Satisfactory	1.1.1 Review SLA to ensure the roles and responsibilities are clearly defined 1.1.2 Lobby for change in legislation 1.1.3 Implementing recommendations from the fire symposium  1.2.1 Lobbying funds for fire fighting	1.1.1 - 28 February 2017 1.1.2, 1.1.3 - 31 January 2017 1.2.1 - On-going	Director : Infrastructure and Head of Disaster Management (M Nohashe)	1.1.1 Done 1.1.2 Done 1.1.3 New SLA drafted and signed by all LMs 1.2.1 Province has indicated at the National and Provincial disaster management meeting that they do not have sufficient funds
	Mitigate disaster risk					Not assessed				

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
		<b>3. Inadequate Disaster Management</b>	<p>3.1 Lack of funding for efficient Disaster Management service (DM &amp; LM)</p> <p>3.2 Non implementation of the current act</p> <p>3.3 Disaster management risk assessments not performed regularly</p> <p>3.4 Disaster management policy and plan not approved by Council</p>	<p>Loss of life, property Damage to infrastructure and assets</p> <p>Litigation and claims Reputational damage</p>	<p>3.1 Budgets for disaster management</p> <p>- Trained volunteers</p> <p>- Satellite officers placed at LMs</p> <p>3.2 Training interventions for community members</p> <p>3.4 Disaster Management Plan for District</p>	Good	<p>3.1 Lobbying of funding to be obtained for disaster management service.</p> <p>3.2.1 Workshops and training of local municipalities</p> <p>3.2.2 Develop SLA's between LMs and DM</p> <p>3.3. Disaster management risk assessments in progress.</p> <p>3.4. Review and approval of DM policy</p>	<p>3.1 - On-going</p> <p>3.2.1 - 28 February 2017</p> <p>3.2.2 - 28 February 2017</p> <p>3.3 - 31 March 2017</p> <p>3.4 - 31 March 2017</p>	Director : Infrastructure and Head of Disaster Management (M Nohashe)	<p>3.1. Applications will be developed</p> <p>3.2.1 Training will be done during Match 2017</p> <p>3.2.2 New SLA drafted and signed by all LMs</p> <p>3.3 -3.4 In Progress</p>
Institutional development	To integrate and synergise operations between Department of Social Development	<b>4. Lack of ICT governance</b>	4.1 Lack of ICT Governance (Governance Framework)	Inaccurate financial data Insecure IT Environment	None	Not assessed	<p>4.1 Review and adopt ICT governance framework and related policies.</p> <p>4.2 Establish governance</p>	4.1 - 4.2 - 31 March 2017	Director: Finance & Corporate Services	ICT policies have being developed (8 policies)

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
	and SBDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually									Policies with the ICT Governance Framework and Plan will be submitted to Management by 31 May 2017.
		<b>5. Lack of ICT integration</b>	5.1 Information systems not optimal utilised 5.2 Inaccessibility of the current information systems	Inaccurate and incomplete reporting	None	Satisfactory	5.1 & 5.2 Review and adopt ICT strategy	5.1 - 5.2 - 31 May 2017	Director: Finance & Corporate Services	ICT policies have been developed (8 policies) Policies with the ICT Governance Framework and Plan will be



Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
										submitted to Management by 31 May 2017.
		<b>6. Inability to retain skilled staff</b>	6.1 Contract employment 6.2 Absence of retention strategy 6.3.1 Grading of the S56 managers 6.3.2 Grading of the municipality 6.4 Relocation 6.5 Not meeting the minimum competency requirements as required by treasury (S56 employees)	Loss of skills & institutional memory High cost of recruitment	6.1 All vacant posts except S56 are advertised as permanent 6.2 -6.4 None 6.5 Trainings in place	Unsatisfactory	6.1 Endorsement of a conversion plan to convert contract workers to permanent staff in line with the legislation. 6.2 Review the current draft retention strategy. 6.3 Lobbying to ensure grading of municipality is in line with the highest graded local municipality 6.4 Draft relocation policy to be approved	6.1 - 31 March 2017 6.2 - 6.4 - 31 May 2017	Director: Finance & Corporate Services	6.1 An item will be submitted to LLF. 6.2 It has been resolved that it suits the municipality not to go for retention strategy 6.3 Submissions on the grading of the municipality has been

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
										made to Province . 6.4 Policy to be discussed with the relocation policy and thereafter follow the normal processes to obtain council approval .
		<b>7. Inability to successfully implement MSCOA</b>	7.1 Dependent on treasury on compliant MSCOA service providers7.2 Ineffectiveness of project implementation committee for	Unable to provide services to publicReputational damagePerformance targets not achievedRegression of audit opinion	7.1 Establishment of MSCOA steering committee 7.2.1 Establishment a MSCOA implementation committee7.2.3 Development of a risk register for MSCOA7.2.4 Development of a	Unsatisfactory	7.1 Procurement of the MSCOA compliant system7.2 Implementation of the plan 7.3 Filling of vacant positions within finance department	7.1 - 7.3 - 31 March 2017	Director: Finance & Corporate Services	7.1 The process to procure the system has commenced and the

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
			implementation of MSCOA7.3 Unavailability of resources		MSCOA Implementation plan					service provider will be appointed in March 2017 7.2 The implementation of the project plan will also commenced in March 2017 7.3 The council has not yet lift the moratorium on vacant positions
		<b>8. CDA not achieving its objectives</b>	8.1 Ineffective oversight monitoring controls over	Reputational damage Adverse audit opinions Fruitless and wasteful	8.1 Monthly reports are submitted to council as part of SBDM reports	Good	8.1 Develop a comprehensive SLA to ensure that performance	8.1-8.2. '31 January 2017	Municipal Manager	8.1 The SLA is comprehensive

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
			CDA deliverables by SBDM	expenditure Non performance by CDA			objectives are SMART. 8.2 Regular meetings to be held between CDA board and Mayoral committee.			an follows the SMART principle in as far as possible . 8.2 Meeting s between CDA Board and Mayoral committ ee did not occur. and must be prioritise d
		<b>9. Lack of succession planning</b>	9.1 Expiry of senior management contracts. 9.2 Flat structure	Gap period during appointments which creates institutional vulnerability Functions not being performed	9.1 Commencement of recruitment process before expiry of contracts 9.2 'None	<b>Weak</b>	9.1 Consider/lobby for appointment of Directors on a permanent basis. 9.2 Commencement	9.1 - 9.2 - 31 January 2017	Municipal Manager	9.1- 9.2 Process of appointment of directors commen

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
							of recruitment process at least 6 months in advance.			ce timeously. However at the strategic session mayoral committee and management indicated that the changes to top structure is required. The organisational structure has been reviewed and therefore part of the IDP/Bud

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
										get process.
		<b>10. Non fulfilment of functions performed by LMs on behalf of SBDM</b>	10.1 Ineffective monitoring and evaluation over implementation of SLAs.	Unable to provide effective services to the public	10.1 SLA's entered into Resources allocated to perform services	Satisfactory	10.1. Periodic reporting on performance as per the SLA (LMs to DM). Independent verification and oversight	Quarterly	Municipal Manager	The current SLA's include clauses that require the LMs to provide the District with reporting to allow the DM to provide better oversight. On Environmental Health - detailed assess

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
										ments were performed on the effectiveness of the service and a reports are submitted to MC
Capacity Building and support to LMs / Institutional Development / Community services		<b>11. Performance targets not fully achieved</b>	11.1 Unrealistic targets set due to lack of proper planning 11.2 Inadequate implementation of the SLAs between DM and LMs (with regard to outsourced district functions and projects) 11.3 Inadequate monitoring of	Poor service delivery Under spending Community protests Regression in the clean administration status	11.1 'S71 reports submitted 11.1.2 Procurement planning, multi year planning, SDBIP 11.2 Quarterly SDBIP reports to Audit Committee, MPAC, MAYCO 11.3 Implemented Performance Management System (PMS)	Good	11.1.1 Develop business case for each project. 11.1.2 Monitoring of procurement plan 11.2 & 3 Continuous monitoring evaluations of the SDBIP	11.1.1. 31 January 2017 11.1.2. Monthly 11.2. Quarterly	MM & Directors	11.1.1 MM made decision that all new projects must have a business case to be factored into the budget. 11.1.2 The Procure

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
			service providers							ment Plan forms part of the section 71 and Quarterly SCM report and is monitored accordingly. 11.2 The SDBIP is submitted to MC / AC / MPAC and is monitored accordingly.



Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
		12. Inadequate and Ineffective integrated approach to support LMs	12.1 Limited resources 12.2 District municipality not understanding the needs and priorities of the LM's 12.3 LM's not acceptable to support provided 12.4 Limited capacity of the LM's 12.5 No integrated approach to support LMs by the different spheres of government. 12.6 Organisational structures not aligned to support LMs	Unable to provide effective services to the public Community unrest in LM's Poor performance on SDBIP Reputational damage Deterioration of state of local municipalities	12.1. Budget for LM's 12.2-12.6 None	Satisfactory	12.1 Developing coherent plan to support LMs.  12.2.1 Adoption of strategic plan 12.2.2 Review of organisational structure	12.1. 28 February 2017 12.2.1- 31 March 2017	MM & Directors	12.1 Local municipalities adopted a back to basics programme & SBDM assisted the Local municipalities in the implementation of the plan 12.2.1-12.2.1 The organisational structure has been reviewed and will form

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
										part of the IDP/Budget process.
		<b>13. Poor water quality and sustainability of the service</b>	<p>13.1 LM's unable to meet the minimum standards set by water and sanitation department</p> <p>13.2 Fragmented service charges</p> <p>13.3 Lack of capacity by LM's to operate and maintain water and sanitation services</p>	<p>Compromised health of the community</p> <p>Exposure of municipality to litigations</p> <p>Unable to generate sufficient revenue for sustainability</p>	None	Not assessed	Investigate the possibility of the DM taking over the Water function	30 June 2017	MM & Directors	It was highlighted in the strategic session that an investigation into taking back the water function must be commenced.

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
		14. Poor management of solid waste landfill sites by LM's	<p>14.1 LM's unable to meet the minimum standards set by department of environmental affairs.</p> <p>14.2 No service charges</p> <p>14.3 Lack of capacity by LM's to operate and maintain solid waste services</p>	<p>Compromised health of the community</p> <p>Exposure of municipality to litigations</p> <p>Unable to generate sufficient revenue for sustainability</p> <p>Environmental pollution</p>	None	Not assessed	Assessment to be conducted on the current status in the District. Actions to be developed thereafter.	31 March 2017	MM & Directors	the assessment was completed during November 2016. It is now with the MEC for comments and approval. Afterwards it will be adopted by the LM's

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
		<b>15. Financial Sustainability</b>	15.1 Low revenue base 15.2 Dependent on discretionary government grants 15.3 Cost of relocation 15.4 High payroll costs 15.5 Decreasing conditional grants 15.6 Low interest rates 15.7 High dependence on interest earnings	Reliance on interest Retrenchments Going concern Lack of investment in infrastructure	15.1. Low revenue base 15.2. Dependent on discretionary government grants 15.3. Cost of relocation 15.4. High payroll costs 15.5. Decreasing conditional grants 15.6. Low interest rates 15.7. High dependence on interest earnings	Not assessed	15.1.1. Lobby task team to access more funding in order to implement projects 15.1.2. Continue to lobby for funding for relocation 15.1.3. Implement actions from strategic planning session 15.1.4. Follow up on outstanding debtors - monthly reporting in S71 15.2. Lobby task team to meet by end of January 15.3. Lobbying for obtaining funding for LMs 15.4. HR Strategy aligned to strategic objectives or updating of strategy 15.5 - Lobby	15.1.1-15.6 - Ongoing	MM & Directors	15.1.1-15.1.2 No business plans was submitted to the lobby task team 15.1.3 Actions to be implemented based on council approval through IDP/Budget process. 15.1.4 Done continuously 15.2-15.5 No business plans

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
							national and Provincial for funds and other organisations ( e.g. Lotto) 15.6 & 15.7 Out of SBDM's control			was submitted to the lobby task team therefore meeting did not occur.
		<b>16. Fraud</b>	16.1. Nature of the business 16.2. Management overriding controls	Loss of revenue and resources Reputational risk Impact on service delivery	16.1-2. Anti Corruption and Fraud Prevention committee 16.1-2. Code of conduct in place 16.1-2. Disciplinary procedures 16.1-2. Internal Audit	Not assessed	16.1-2. Awareness programmes - internal: training and increased communication. 16.1-2. External programmes and emphasis in newsletters, public engagement.	16.1 & 16.2 - Ongoing	MM & Directors	Anti Corruption and Fraud prevention Committee to meet to discuss the way forward on the effective implementation of fraud prevention

Link to Development Priority	Objective	Risk name	Root causes to the risk	Consequences of the risk	Current business processes / controls in place to manage identified risks	Perceived control effectiveness	Mitigating action plans to further address the residual risk exposure	Target date for completion	Action owner	Action Status
										on programme.

**Impact Likelihood Control Effectiveness**

NA	NA	NA
Catastrophic	Almost Certain	Very Good
Critical	Likely	Good
Serious	Possible	Satisfactory
Significant	Unlikely	Weak
Minor	Rare	Unsatisfactory

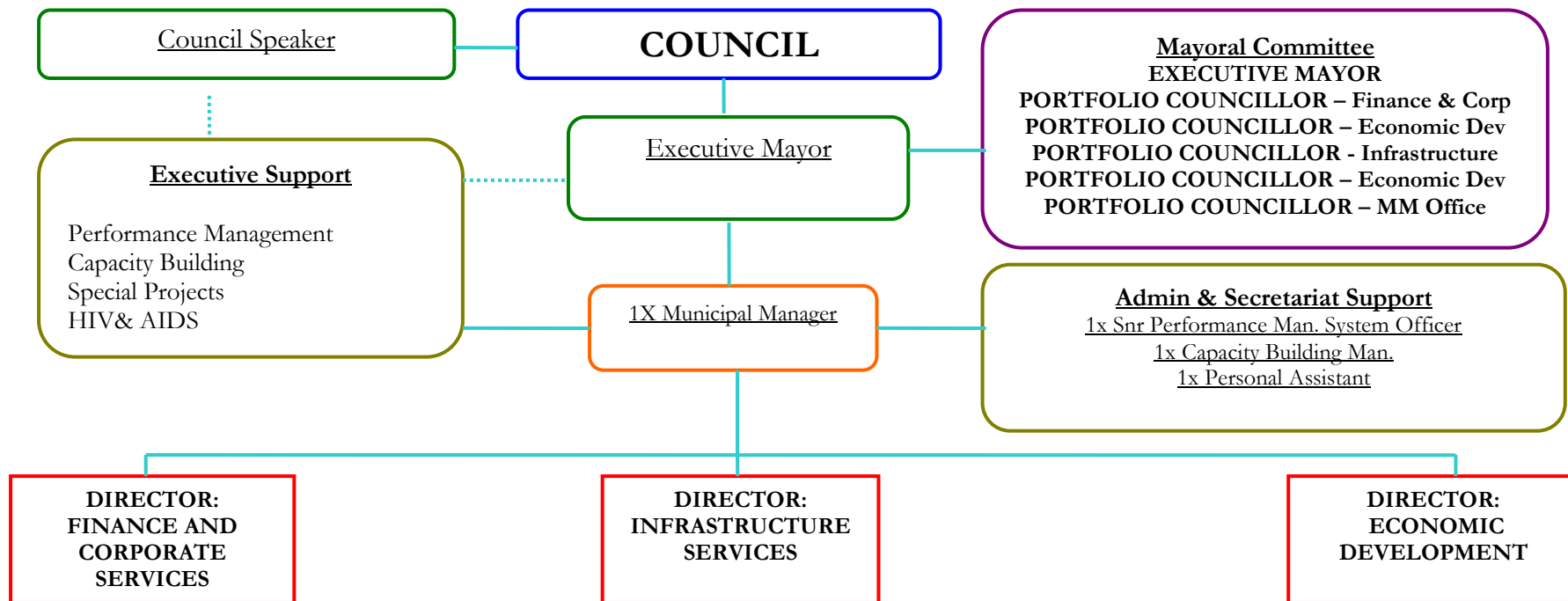
## 5.2.15 ORGANOGRAM

The Council adopted its revised organogram on 20 August 2008, resolution number 8.3.2.2. Thereafter the organogram is updated as the need arise. This is due to ongoing internal and legislation changes that affect the movement of personnel or creation of new posts.

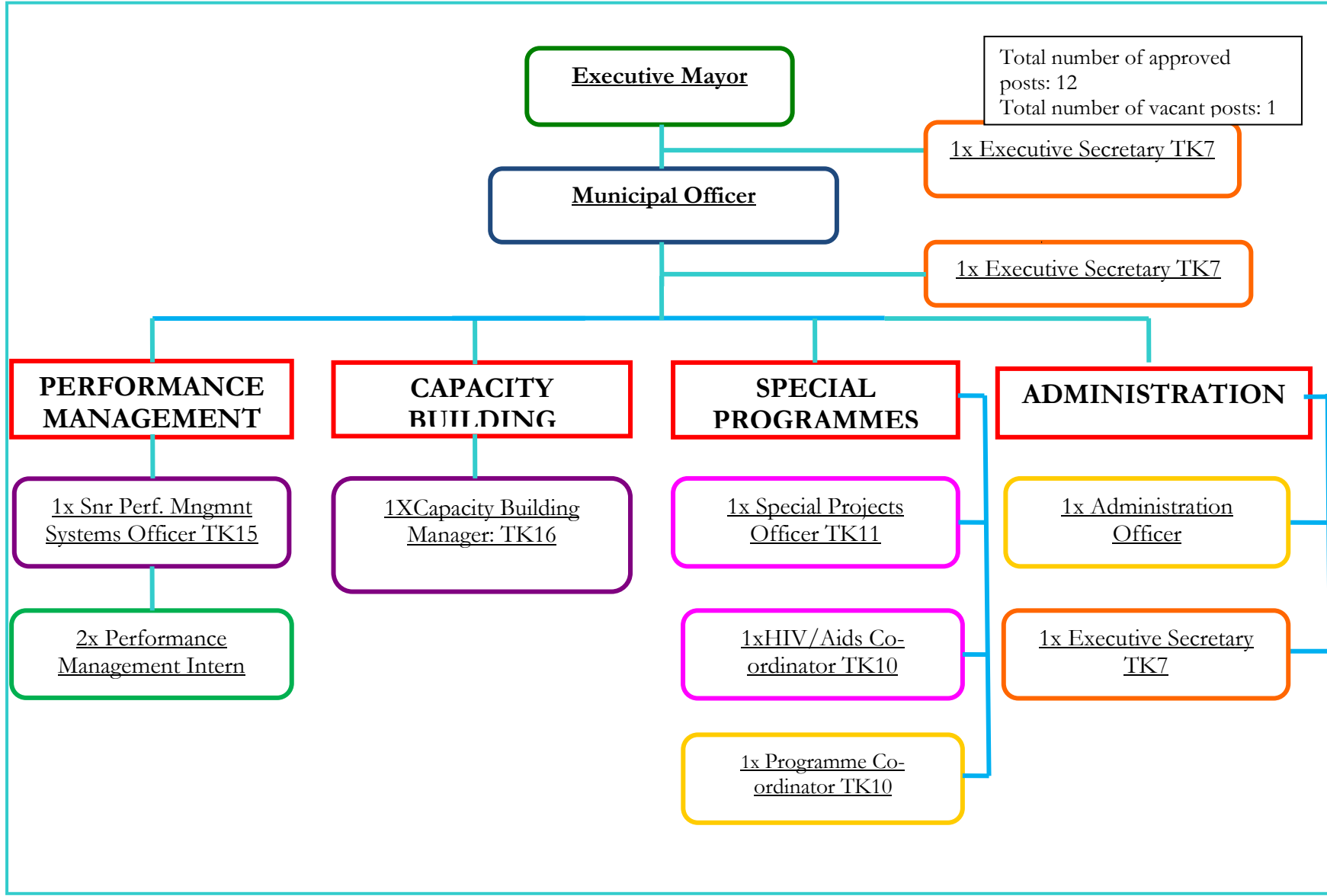
Keys factors to note in the organogram below:

- All S57 Positions are filled as contained in our Council Organogram. The three Director positions and the Municipal Manager position are contractually filled on 5 year renewable contracts basis. These positions will be expiring from September to December 2016 respectively.
- All level 14 -17 positions are deemed contractual within this Municipality and are spread across the various departments.
- 

### MACRO ORGANISATION DESIGN

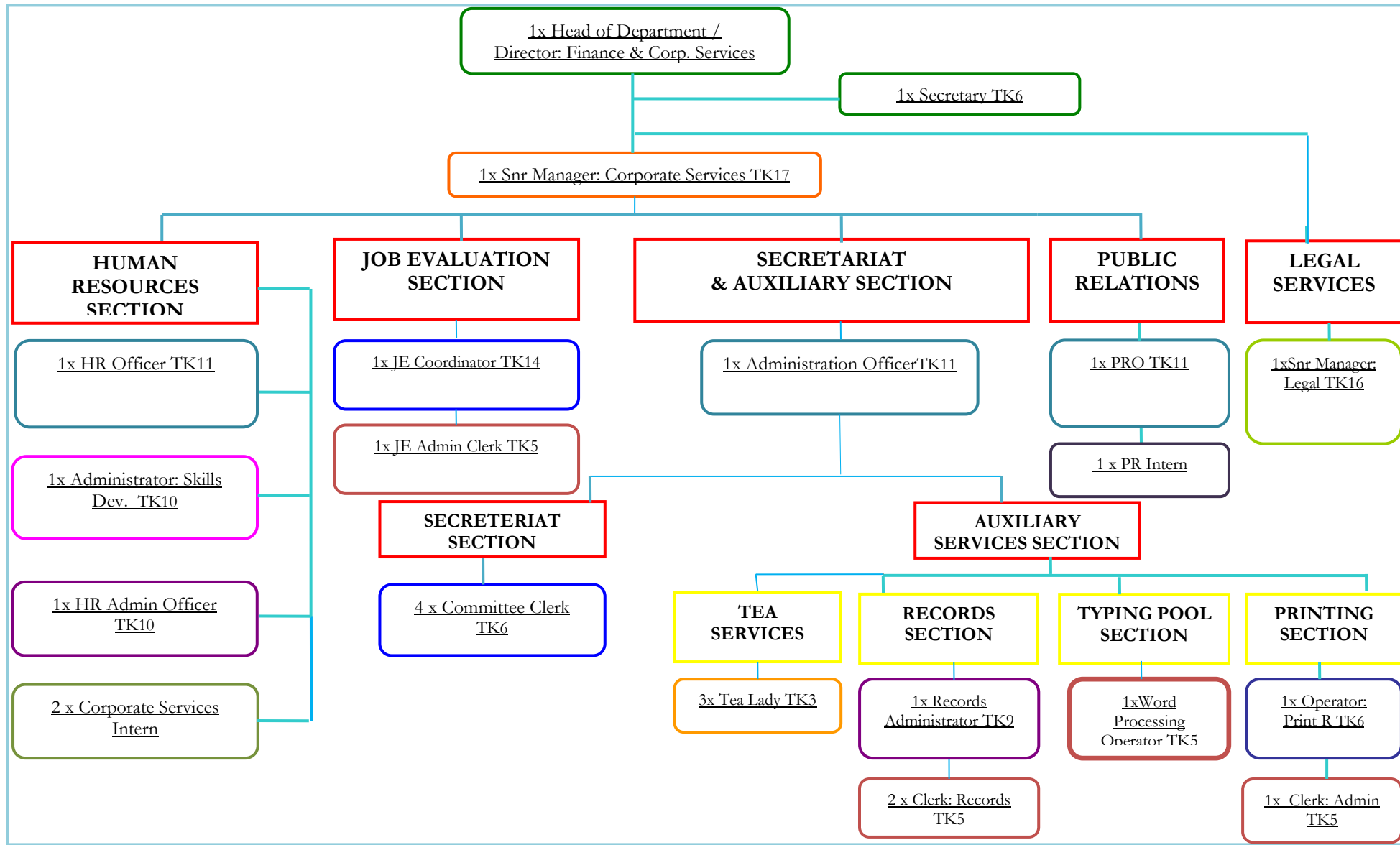


**DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER**

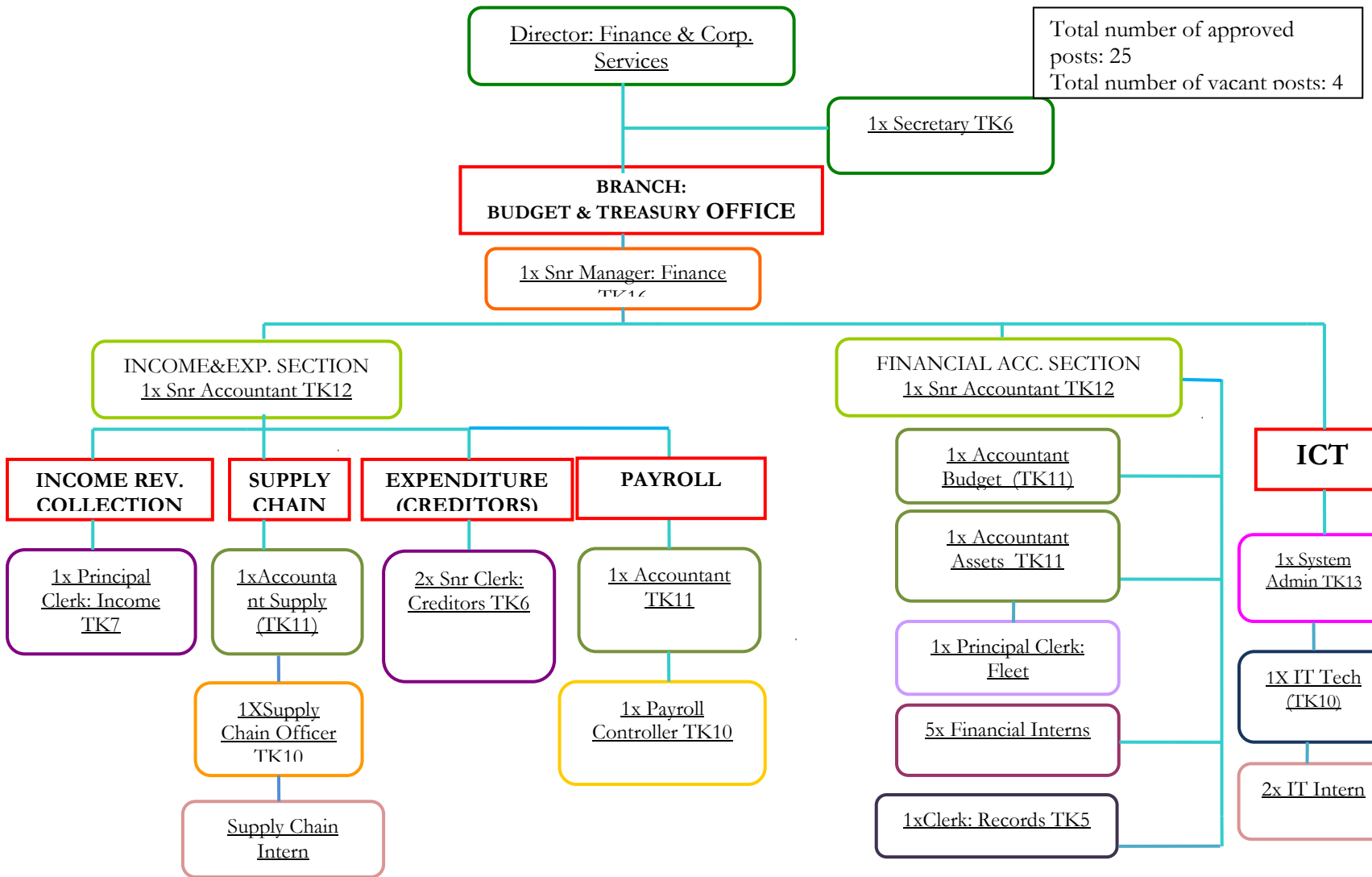




**DIRECTORATE: FINANCE & CORPORATE SERVICES**  
**CORPORATE SERVICES DIVISION**

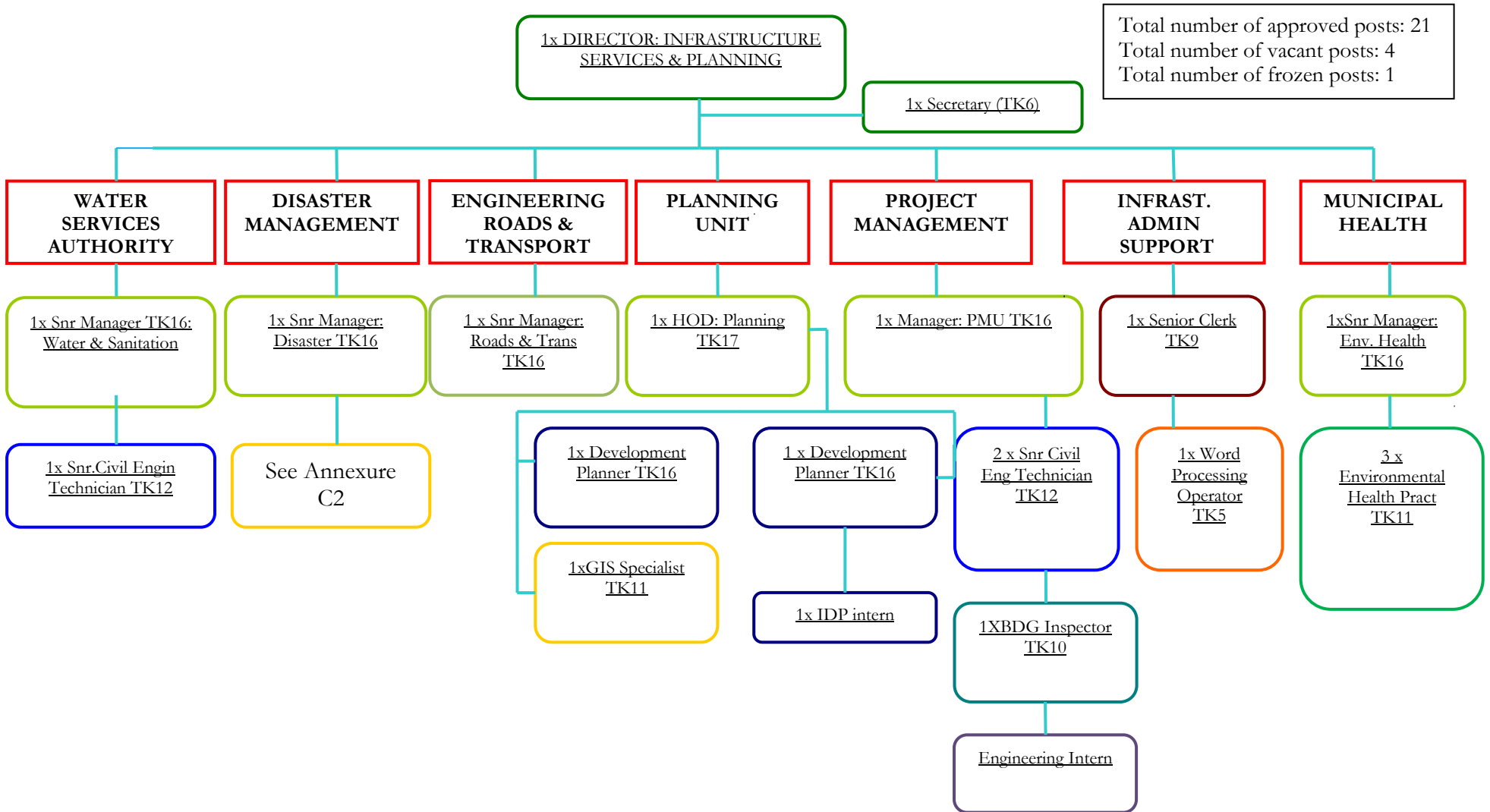


**DIRECTORATE: FINANCE & CORPORATE SERVICES**  
**FINANCE DIVISION**

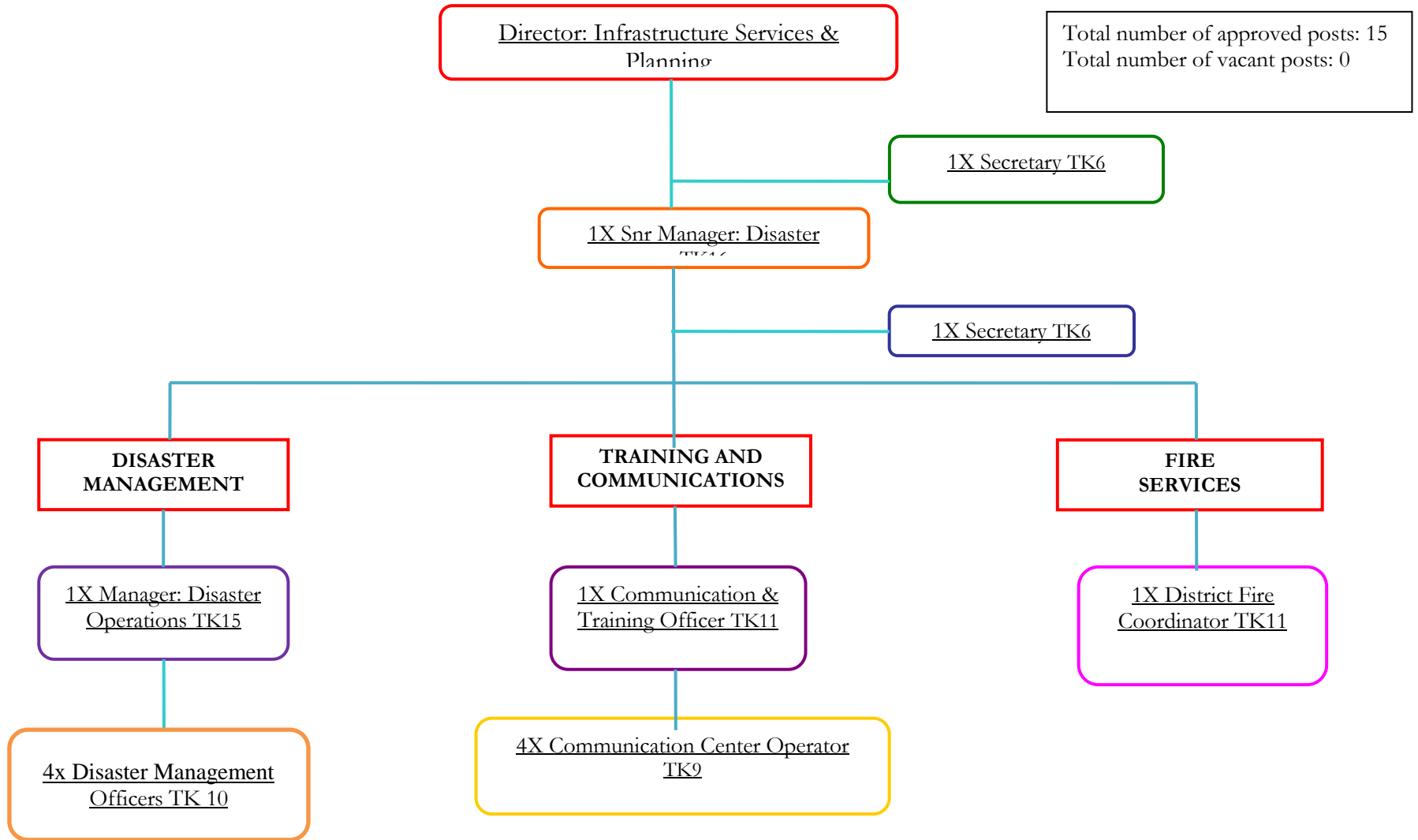


Total number of approved posts: 25  
Total number of vacant posts: 4

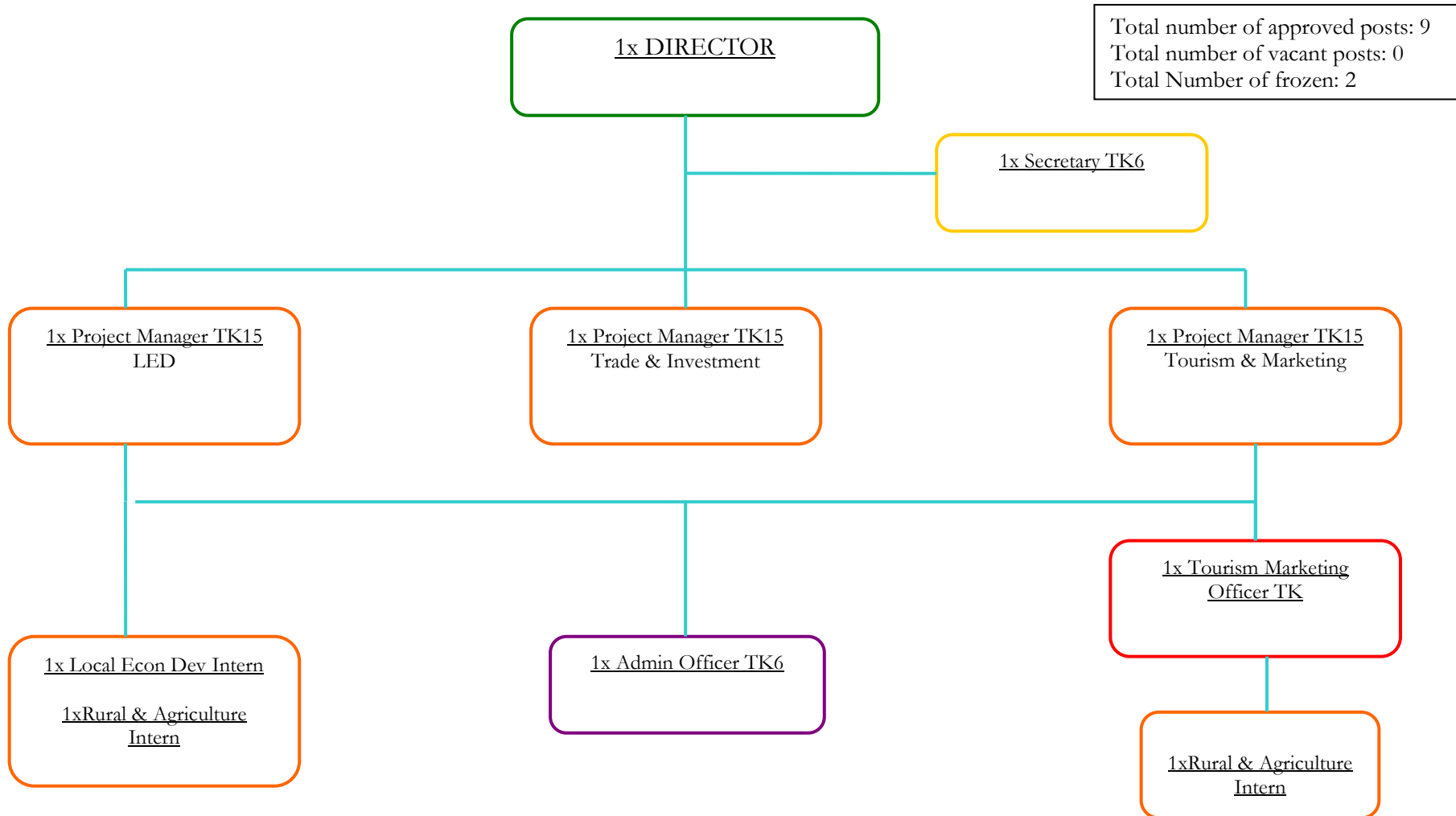
**DIRECTORATE – PLANNING AND INFRASTRUCTURE SERVICES**



**DISASTER MANAGEMENT BRANCH**



**DIRECTORATE: ECONOMIC DEVELOPMENT**



## 5.3 THE FINANCIAL PLAN

### 5.3.1 BUSINESS PLANNING AND FINANCIAL STRATEGY

#### LONG-TERM FINANCIAL STRATEGY

The Integrated Development Plan together with the Long-term Financial Strategy (LTFS) has essentially informed the compilation of the 2017/18 MTREF relating directly to affordability and sustainability. One of the salient features of the LTFS is the attentiveness to ultimate sustainability, not only from a municipal finance perspective, but also relating to service delivery in line with the IDP. Emphasis has also been placed on the dependence of the SBDM on Grant Funding and interest earnings to finance its operating expenditure and projects.

#### FINANCIAL SUSTAINABILITY ASSESSMENT – IMPACT ON ACCUMMULATED SURPLUS ACCOUNT AND INTEREST EARNINGS

The Financial Sustainability Report tabled in Council annually highlights the risks of utilizing the accumulated surplus to finance infrastructure and economic development projects in the District. It is evident that the SBDM adopts a pragmatic approach and that it uses the interest earned on the accumulated surplus and investments in respect of provisions and grant funding to finance its operations.

Based on the spending patterns which include financing of infrastructure from the accumulated surplus, it is estimated that the Municipality would experience a cash crisis in the medium term unless it drastically reduces its project expenditure funded from the accumulated surplus.

The utilization of accumulated surplus has increased drastically since the 2009/2010 financial year due to the following:

- The discretionary revenue is no longer sufficient to sustain the operating budget as the increase in operating expenditure exceeds the increase in discretionary revenue.
- The Unspent Conditional Grants balance has reduced drastically over the years and therefore the Investment Income is diminishing.

To illustrate the above, a summary of the operating income and expenditure for the 2014/2015 financial year and the 2015/16 financial year is detailed below:

<b>Statement of Financial Performance</b>		
Figures in Rand	2016	2015
<b>Revenue</b>		
Rental income	1,394,663	1,208,685
<b>Other income</b>		
Investment interest	18,054,689	17,261,678
Income from agency services	45,797	41,669
Government grants & subsidies	14,673,020	9,375,537
Equitable Share Plus Levy Replacement Grant	80,759,000	80,008,000
Reduction in provision for debt impairment	8,154,268	806,679
Other revenue	646,038	222,912
Actuarial gain on post-employment medical benefit	4,084,028	-
Fair value adjustments	-	365,000
Impairment reversal	-	128,347
	<b>127,811,503</b>	<b>109,418,507</b>

<b>Statement of Financial Performance</b>		
Figures in Rand	2016	2015
<b>Operating expenses</b>		
Employee costs	45,180,372	41,250,102
Impairment	34,614	-
Bad debts written off	124,199	293,303
Depreciation	1,731,131	1,462,117
Repairs and maintenance	627,129	474,625
Contracted services	2,863,326	3,234,332
Conditional grant expenditure	12,497,854	7,173,355
Other grants and subsidies paid	15,308,799	15,314,525
General expenses – other	48,000,042	39,637,667
Discounting of post-employment medical benefit	5,317,885	5,590,491
Loss on disposal of assets	230,428	583,551
Actuarial loss on post-employment medical benefit	-	1,261,518
Fines and penalties	433	782,229
	<b>131,916,212</b>	<b>117,057,815</b>
Finance costs		
<b>Surplus/ (Deficit) for the year</b>	<b>(4,104,709)</b>	<b>(7,639,308)</b>

The following is evident:

At the end of the 2015/2016 financial year the payroll costs were 34.2% of total expenditure. The total expenditure, excluding conditional grant funding expenditure, amounted to R101 million. This means that in order to balance the operating expenditure including projects funded from own resources, investment income amounting to R18 million had to be used to finance the operating account, which resulted in a deficit of R4.1 million.

It is therefore critical that the current practice of redistributing non sustainable discretionary resources to finance infrastructure and economic development projects be revisited.

A medium term financial model based on the 2016/2017 Operating Budget provided some insight on what will happen in the medium term should current expenditure trends continue.

<b>Interest</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
R million	18.1	18.4	18.0	11.0	9.0

The assumptions that were made are:

- that payroll cost will increase at 7% per annum;
- that other operating expenditure will increase by 6.1% per annum; and
- that the surplus will fund project expenditure for 2016/2017 at an amount of R55.2 million and remain constant at R10 million in the outer years.

FINANCIAL SUSTAINABILITY MODEL							
Details	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Expenditure</b>							
Payroll Costs	44,380,649	41,250,102	45,180,372	48,676,900	51,100,600	54,114,900	57,252,400
Post-Employment Medical Liability	-	6,852,009	5,317,885	5,600,000	4,500,000	4,770,000	5,060,000
Other Operating Expenditure Total	27,361,956	22,840,057	22,512,872	24,009,400	27,597,900	29,250,000	31,010,000
<b>Sub total</b>	<b>71,742,605</b>	<b>70,942,168</b>	<b>73,011,129</b>	<b>78,286,300</b>	<b>83,198,500</b>	<b>88,134,900</b>	<b>93,322,400</b>
Environmental Health	7,699,381	9,020,003	9,500,000	10,000,000	10,000,000	10,600,000	11,240,000
Fire	6,845,558	2,125,000	4,732,000	8,000,000	8,500,000	9,010,000	9,550,000
Cacadu Development Agency	6,437,173	4,000,000	1,000,000	4,500,000	5,000,000	5,500,000	5,500,000
<b>Sub total - Operations</b>	<b>92,724,717</b>	<b>86,087,171</b>	<b>88,243,129</b>	<b>100,786,300</b>	<b>106,698,500</b>	<b>113,244,900</b>	<b>119,612,400</b>
Own funded projects	31,367,306	23,797,289	31,175,229	55,239,400	30,170,000	20,000,000	20,000,000
Project Expenditure - Grants	12,929,782	7,173,355	12,497,854	6,311,000	3,485,000	6,472,000	3,485,000
	<b>137,021,805</b>	<b>117,057,815</b>	<b>131,916,212</b>	<b>162,336,700</b>	<b>140,353,500</b>	<b>139,716,900</b>	<b>143,097,400</b>
<b>Income</b>							
<b>Sustainable Discretionary Income</b>							
Levy Replacement Grant	55,833,000	57,507,000	58,932,000	60,594,000	62,184,000	64,080,000	65,964,000
Equitable Share	15,163,000	17,331,000	21,827,000	21,420,000	22,641,000	24,097,000	25,048,000
Councillor Allowances	4,095,000	5,170,000	-	-	-	-	-
Other	29,263,822	2,773,292	14,324,794	3,036,000	2,986,500	2,419,500	2,142,500
	<b>104,354,822</b>	<b>82,781,292</b>	<b>95,083,794</b>	<b>85,050,000</b>	<b>87,811,500</b>	<b>90,596,500</b>	<b>93,154,500</b>
<b>Non Sustainable Discretionary Income</b>							
Contribution Accumulated Surplus	-4,399,518	7,639,308	4,104,709	52,600,700	30,057,000	31,648,400	37,457,900
Interest	14,767,367	17,261,678	18,054,689	18,375,000	18,000,000	11,000,000	9,000,000
	<b>10,367,849</b>	<b>24,900,986</b>	<b>22,159,398</b>	<b>70,975,700</b>	<b>48,057,000</b>	<b>42,648,400</b>	<b>46,457,900</b>
Conditional Grants	22,299,134	9,375,537	14,673,020	6,311,000	4,485,000	6,472,000	3,485,000
	<b>137,021,805</b>	<b>117,057,815</b>	<b>131,916,212</b>	<b>162,336,700</b>	<b>140,353,500</b>	<b>139,716,900</b>	<b>143,097,400</b>
<b>Projected Investment Portfolio</b>							
Conditional Grants Balances	20,404,622	9,013,499	-	-	-	-	-
Other Provisions	67,376,794	65,388,009	62,942,328	62,942,328	62,942,328	62,942,328	62,942,328
Ring-fenced - Relocation	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Accumulated Surplus Balance	151,068,950	143,803,083	177,042,628	124,441,928	94,384,928	62,736,528	25,278,628
Cash reserves	253,850,366	233,204,591	254,984,956	202,384,256	172,327,256	140,678,856	103,220,956
Interest Calculation					13,786,180	9,847,520	7,225,467
Expected interest rate		6.00%	6.00%	7.00%	8.00%	7.00%	7.00%
<b>Reconciliation of Accumulated Surplus</b>							
	Balance	Cum Balance					
Opening balance	177,042,628						
Less: contributions to balance budget							
2016-17	-52,600,700	124,441,928					
2017-18	-30,057,000	94,384,928					
2018-19	-31,648,400	62,736,528					
2019-20	-37,457,900	25,278,628					
2019-20 + 1	-39,705,374	-14,426,746					
2019-20 + 2	-42,087,696	-56,514,442					

It is evident based on the above assumptions and current expenditure trends that the use of the accumulated surplus to finance infrastructure and economic development projects will have the following impact:

- interest income will be drastically reduced in the medium term;
- the accumulated surplus will be depleted in the medium term; and
- by 2021/2022 financial year there will be inadequate revenue sources to balance the budget.



## 5.3.2 MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK

### 5.3.2.1 PRINCIPLES AND GUIDELINES

The following budget **principles** and **guidelines** have directly informed the compilation of the 2017/18 MTREF:

- Confirmation of the 2017/18 priorities and targets as well as the MTREF baseline allocations per main function;
- Confirmation of the use of service level standards subsequently informing the measurable objectives, targets and backlog eradication goals;
- Maintain best practice logics within the planning context always taking into consideration the funded budget constraint;
- An analysis of performance trends in terms of operational and capital budget components, with specific attention being given to underperforming functions/strategic units;
- Limit funding of projects from accumulated surplus;
- Funding to be acquired for all unfunded projects; and
- Specific allocations towards the Cacadu Development Agency (CDA)

### 5.3.2.2 OPERATIONAL BUDGET

The following table represents the 2017/18 MTREF in terms of the service delivery structure as informed by the Municipality's business planning process, IDP and various other best practice methodologies e.g. funded budget constraint.

Details of Sarah Baartman District Municipality's three year Financial Plan is laid out in its budget document. Rather than repeat issues which are dealt with in depth in the Budget, this commentary will deal with the broad principles of that plan. A high level summary of the three year plan is set out in the tables below.

## Budget Process Plan for 2017/18 Multi-Term Budget

DATE	ACTIVITY	RESPONSIBILITY
December 2016	Meeting with Mayor, Exco. and HOD to discuss the strategic direction and objectives for the 2017/2018 financial year	MM/BTO
December 2016	<b>Budget Framework</b> Meeting the HOD's to discuss budget process Preparation of budget framework to provide parameters and request budget inputs for 2017/2018	BTO
December 2016	Completion of Salary Budget	BTO/Payroll
December 2016	Review all Budget related policies.	BTO
December 2016	Prepare draft budget three years operational and capital budget.	BTO
January 2017	Report back on progress with Budget inputs.	BTO/HOD's
January 2017	Review of current budget and inputs for new budget	BTO/HOD's
February 2017	<ul style="list-style-type: none"> <li><b>Submission of Budget Inputs</b> Final date for HOD's to submit departmental budget inputs. Proposed Capital projects from IDP</li> <li>Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part the oversight report for the previous years audited financial statements and annual report.</li> </ul>	BTO/HOD's
February 2017	<b>Budget Discussion Document</b> Compile discussion document from inputs and submit to EXCO and HOD's	BTO
March 2017	<b>Budget Steering Committee</b> Discussion of budget inputs, link capital and operational plans to IDP and determine proposed tariffs.	EXCO/HOD's
29 March 2017	<b>Approval of Draft Budget</b> Submit draft multi-term operational and capital budget to Council for approval	COUNCIL
April / May 2017	<b>Public Consultation Process</b> Public Consultation on draft budget throughout municipality	MAYOR/EXCO/MM
May 2017	<b>Respond to Public Comments</b> Response to public comments and sector comments. Incorporate recommendations into draft budget if possible and feasible	MAYOR/BTO/MM
24 May 2017	<b>Approval of Final Draft Budget</b> Approve the draft multi-term operational and capital budget	COUNCIL
June 2017	<b>Advertising</b> Publication of approved budget.	MM/BTO
June 2017	<b>Submission of Budget</b> Submit approved budget to National and Provincial Treasury and COGTA	BTO/MM
June 2017	<b>Compile SDBIP</b> Compilation of service delivery and budget implementation plan(SDBIP) and submit to Council for approval	PERFORMANCE MANAGER / MAYOR/MM

**OPERATING BUDGET 1 JULY 2016 TO 30 JUNE 2020  
REVENUE AND EXPENDITURE BY VOTE**

Vote Description  R thousand	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>Revenue by Vote</b>						
Vote 1 - Executive and Council	3,596	3,596	723	5,362	9,335	5,862
Vote 2 - Finance and Corporate Services	99,589	104,214	104,778	106,700	107,885	109,793
Vote 3 - Planning and Infrastructure development	4,170	11,594	1,000	1,000	-	-
Vote 4 - Health	10,780	10,720	-	-	-	-
Vote 5 - Community Services	-	-	-	-	-	-
Vote 6 - Housing	590	590	-	490	-	-
Vote 7 - Public Safety	21,763	29,069	-	14,567	5,947	3,749
Vote 8 - Sport and Recreation	-	-	-	-	-	-
Vote 9 - Waste Management	-	-	-	-	-	-
Vote 10 - Roads	2,261	2,055	2,261	2,235	2,349	2,485
Vote 11 - Water	-	-	-	-	-	-
Vote 12 - Electricity	-	-	-	-	-	-
Vote 13 - Tourism	-	500	-	-	-	-
<b>Total Revenue by Vote</b>	<b>142,748</b>	<b>162,337</b>	<b>108,763</b>	<b>130,354</b>	<b>125,515</b>	<b>121,889</b>
<b>Expenditure by Vote to be appropriated</b>						
Vote 1 - Executive and Council	37,046	37,421	30,499	35,875	39,416	37,867
Vote 2 - Finance and Corporate Services	39,371	42,421	33,689	38,984	41,612	42,406
Vote 3 - Planning and Infrastructure development	13,348	21,772	16,080	11,943	10,280	10,665
Vote 4 - Health	12,478	12,418	12,075	12,378	12,778	13,504
Vote 5 - Community Services	1,100	1,300	1,300	-	-	-
Vote 6 - Housing	1,043	1,043	439	919	454	481
Vote 7 - Public Safety	27,792	35,098	29,333	24,248	12,130	10,555
Vote 8 - Sport and Recreation	300	300	87	-	100	100
Vote 9 - Waste Management	-	-	-	-	-	-
Vote 10 - Roads	3,782	3,576	2,582	3,233	2,369	2,505
Vote 11 - Water	959	959	632	898	1,740	782
Vote 12 - Electricity	-	-	-	-	-	-
Vote 13 - Tourism	5,530	6,030	5,958	1,876	4,635	3,025
<b>Total Expenditure by Vote</b>	<b>142,748</b>	<b>162,337</b>	<b>132,673</b>	<b>130,354</b>	<b>125,515</b>	<b>121,889</b>
<b>Surplus/(Deficit) for the year</b>	<b>-</b>	<b>-</b>	<b>(23,911)</b>	<b>-</b>	<b>-</b>	<b>-</b>

From the above table it can be seen that the total revenue for the 2016/2017 financial year amounts to R 108.8 million inclusive of capital grants utilised to fund the capital expenditure budget. The total estimated operating expenditure is in excess of R132 million, resulting in a deficit of R23.9 million. The accumulated surplus is also utilised to fund the capital expenditure budget of R5.8 million in the 2016/17 financial year.

The detail outcomes of the 2017/18 MTREF will be discussed further below as well as in the Budget Document.

## Sarah Baartman Consolidated Budgeted Cash Flows

Description	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>						
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>						
<b>Receipts</b>						
Property rates	-	-	-	-	-	-
Service charges	-	-	-	-	-	-
Other revenue	42,223	42,223	3,248	89,310	94,649	94,497
Government - operating	86,525	86,525	87,139	50	53	56
Government - capital	-	-	-	-	-	-
Interest	14,000	14,000	18,375	19,350	18,430	17,500
Dividends	-	-	-	-	-	-
<b>Payments</b>						
Suppliers and employees	(114,057)	(114,057)	-	(75,942)	(69,959)	(73,383)
Finance charges	-	-	-	(7,644)	(8,095)	(8,564)
Transfers and Grants	(27,011)	(27,011)	-	(2,200)	(2,390)	(2,480)
<b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b>	<b>1,680</b>	<b>1,680</b>	<b>108,763</b>	<b>22,924</b>	<b>32,688</b>	<b>27,626</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
<b>Receipts</b>						
Proceeds on disposal of PPE	-	-	-	-	-	-
Decrease (Increase) in non-current debtors	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-	-	-
<b>Payments</b>						
Capital assets	(3,863)	(3,906)	-	-	-	-
<b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b>	<b>(3,863)</b>	<b>(3,906)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<b>Receipts</b>						
Short term loans	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	-	-	-
Increase (decrease) in consumer deposits	-	-	-	-	-	-
<b>Payments</b>						
Repayment of borrowing	-	-	-	(1,012)	-	-
<b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,012)</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>(2,183)</b>	<b>(2,226)</b>	<b>108,763</b>	<b>21,912</b>	<b>32,688</b>	<b>27,626</b>
Cash/cash equivalents at the year begin:	98,205			1,097	23,009	55,697
Cash/cash equivalents at the year end:	96,022	(2,226)	108,763	23,009	55,697	83,323

### 5.3.2.3 REVENUE FRAMEWORK

The Sarah Baartman District Municipality is committed to improving the quality of life of all its citizens in the district; to promoting a living environment which fosters harmony and confidence which provides opportunity for growth and prosperity for all living within its region.

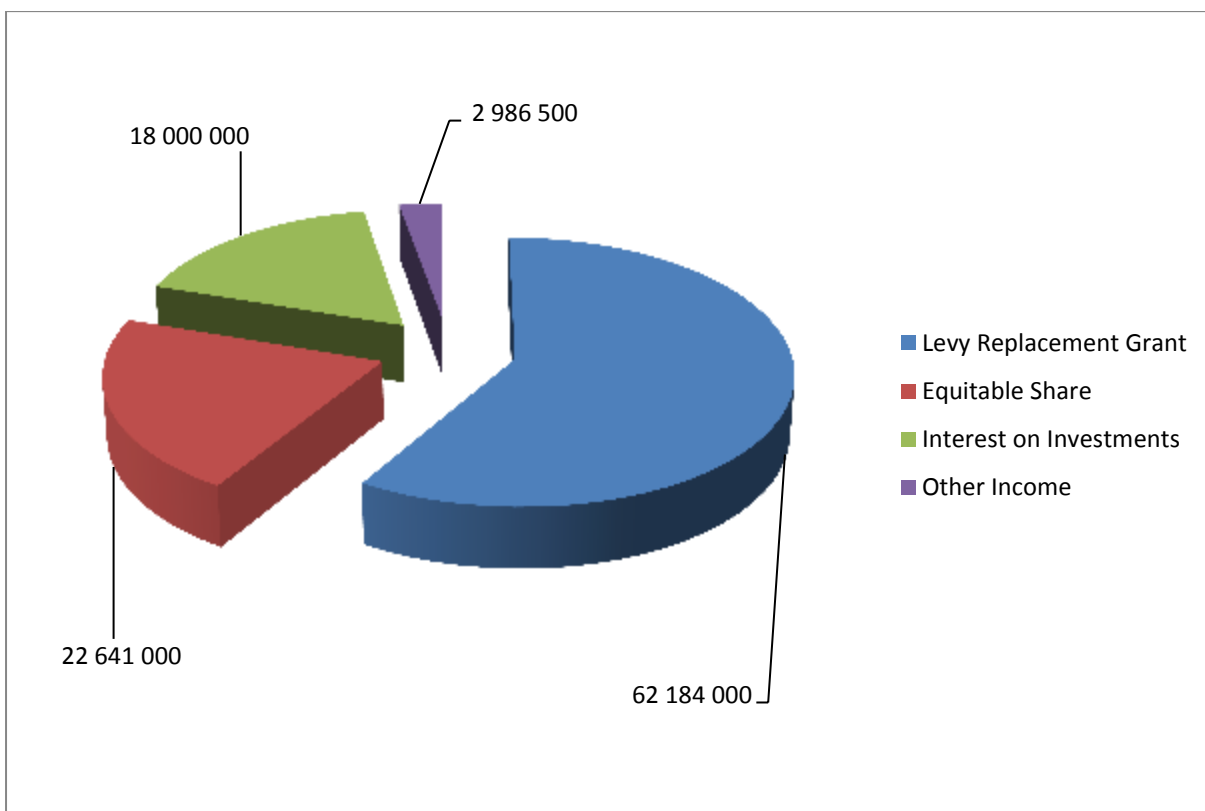
### 5.3.2.4 REVENUE

***SBDM has very few significant sources of discretionary or sustainable revenue. In addition to this fact, there are a few areas of particular concern to the municipality:***

- Interest Earnings;
- Equitable Share;
- Levy replacement Grant;

The Pie Chart below indicates all the discretionary revenue sources utilized to fund the 2017/2018 operating budget

**REVENUE BY SOURCE**

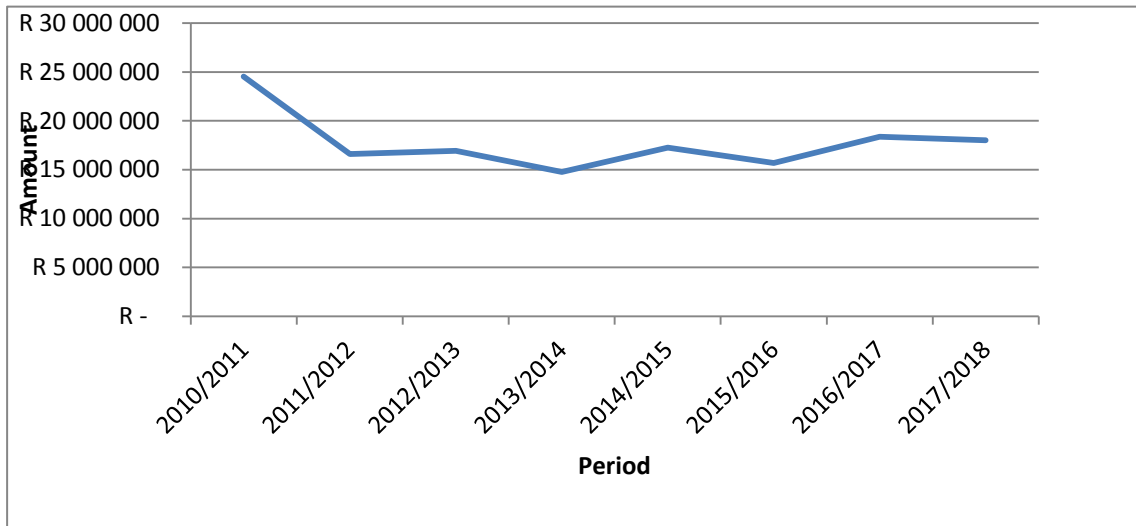


#### i) Interest Earnings

In 2017/18 interest earnings on investments are budgeted to contribute R18m (17%) of total discretionary revenue. It is evident that the municipality has become dependent on interest earning to balance its operating budget. This financing approach is not sustainable

and strategies will be developed to reduce expenditure in line with discretionary sources of revenue. The irony is that, in the medium to long term, the more efficient the municipality becomes at delivering its budgeted result, the greater this investment income will be reduced.

The graph below illustrates the extent to which interest has been used since the 2010/2011 financial year to finance Operating Expenditure:



## ii) **Equitable Share**

A municipality should prioritise its budget towards poor households and national priorities such as free basic services and the expanded public works programme.

The Division of Revenue Act DORA 2017/2018 reflects an increase in equitable share of the municipality amounting to R1 221 000. This has effectively resulted in a decrease in Equitable Share of 5.7%.

## iii) **Municipal Infrastructure Grant**

Due to the demarcation process no MIG allocations are made to SBDM. However the MIG allocations to the local municipalities have increased significantly. The municipality has however been managing the MIG allocations of Makana Local Municipality.

## iv) **Levy Replacement Grant**

The RSC Levy Replacement Grant for the 2017/2018 financial year and outer years reflects a low growth rate as more fully detailed below:

Financial year	Amount	% increase
2017/18	R62.2 m	2.6%
2018/19	R64.1 m	3.1%
2019/20	R66.0 m	3.0%

Future allocations for the Budget will be subject to further reforms to replace RSC levies with alternative sources of revenue.

It is evident that the increases in the Levy Replacement Grant are increasing at a significantly lower rate than the inflation rate which means that the programmes of the Sarah Baartman District Municipality will have to be funded from other revenue sources.

#### v) Donor funding

In the light of the funding uncertainties described above, Council is keen to pursue options for accessing other funds, notably from donors, both internal (i.e. Development Bank of Southern Africa) or external (overseas aid). It needs to be noted, however, that even if the SBDM should prove successful in its attempts to secure such funds, they can only ever be regarded as short term and unsustainable sources of revenue.

### 5.3.2.5 REVENUE AND TARIFF-SETTING

#### i) Revenue Strategy

The revenue strategy is a function of the following key components:

- Growth and economic development and
- Revenue enhancement through,
  - Eradication of free basic services to all households;
  - Changes in tariff structures;
  - National Treasury guidelines; and
  - Achievement of full cost recovery of specific user charges.

#### ii) Assets Management

The municipality has a GRAP compliant asset register in place. During the annual audit of the asset register in the 2016 financial year, the Auditor General has confirmed that the municipality's asset register is compliant in that there were no findings relating the fixed assets of the municipality.

A valuation of assets is performed on an annual basis on all properties that is in the name of the district municipality. Due to the district municipality not having a demarcated area, the municipality does not collect rates and the valuation roll is not utilised for this purpose. The annual valuation is performed to ensure that the asset register is GRAP compliant.

### 5.3.2.6 EXPENDITURE FRAMEWORK

The following table is a high level summary of the 2017/18 Medium-term Expenditure Framework (classified per main category of expenditure) for the CoT based on departmental budget proposals aligned to the Five-year Integrated Development Plan, financial planning guidelines and a detail analysis of performance trends:

Description	Current Year 2016/17			2017/18 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
<b>R thousand</b>						
<b>Expenditure By Type</b>						
Employee related costs	46,963	46,963	38,390	47,957	50,520	53,188
Remuneration of councillors	7,314	7,314	6,375	7,644	8,095	8,564

Debt impairment	-	-	-	-	-	-
Depreciation & asset impairment	1,680	1,680	1,680	2,109	2,233	2,364
Finance charges	-	-	-	-	-	-
Bulk purchases	-	-	-	-	-	-
Other materials	-	-	-	-	-	-
Contracted services	4,565	4,565	3,925	2,200	2,390	2,480
Transfers and subsidies	27,011	29,011	29,011	27,985	19,439	20,195
Other expenditure	55,215	72,804	53,292	42,459	42,839	35,098
Loss on disposal of PPE	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>142,748</b>	<b>162,337</b>	<b>132,673</b>	<b>130,354</b>	<b>125,515</b>	<b>121,889</b>

A major strategy related to the outcome of this planning was aligned to generating further operational gains and efficiencies to ensure the SBDM undertakes detail financial planning aligned to budgeting for improved service delivery, the introduction of cost containment measures and the limitation of utilising the accumulated surplus to fund projects. The above table is a direct product of this initiative, of which operational capacity created has been directed to the capital affordability limitations.

Total revenue and operating expenditure has decreased by 20% against the 2016/17 adjustment budget and a decrease of 9% against the 2016/17 approved original budget. Cognisance needs to be taken of the fact that the revenue and expenditure budget will be declining over the future years unless capital grants and donations are obtained.

It can be deduced from the above table that the draft operating expenditure equates to R130 million in the 2017/18 financial year and decreases to R126 million in the 2018/19 financial year.

A couple of highlights relating to the draft expenditure framework include:

### 5.3.2.7 CAPITAL BUDGET

The compilation of the capital budget in terms of internal capacity (council funds) / affordability was based on the outcome of the Long-term Financial Strategy and funding options targeting an aggressive reduction in usage from accumulated surplus and cost containment measures, directly informed by the 5-year Strategic Integrated Development Programme.

#### Capital budget 1 July 2017 to 30 June 2018

<b>Narration</b>	<b>2016/2017 R '000</b>	<b>2017/2018 R '000</b>
<b>Funding Source</b>		
Accumulated Surplus	3 863	1 012
Total	3 863	1 012
<b>Asset Type</b>		
Computer equipment	371	214
Plant & equipment	392	298
Land & Buildings	1 500	500
Vehicles	1 600	-
Total	3 863	1 012



### 5.3.2.8 SARAH BAARTMAN DISTRICT MUNICIPALITY PROJECT REGISTER 2017/18

PROJECTS	AMOUNT FUNDED 2017/18	UNFUNDED 2017/18	FUNDING SOURCE
<b>OFFICE OF THE MUNICIPAL MANAGER</b>			
PROGRAM FOR LEARNERS	300,000	-	<i>Discretionary Revenue</i>
IMBIZOS AND OUTREACH	150,000	-	<i>Discretionary Revenue</i>
PUBLIC PARTICIPATION	150,000	-	<i>Discretionary Revenue</i>
MORAL REGENERATION	200,000	-	<i>Discretionary Revenue</i>
DEVELOP A COMPREHENSIVE LM SUPPORT STRATEGY	200,000	-	<i>Discretionary Revenue</i>
REVIEW IGR FORUMS	100,000	-	<i>Discretionary Revenue</i>
STAKEHOLDER MANAGEMENT	75,000	-	<i>Discretionary Revenue</i>
SUPPORT TO LMS	500,000	500,000	<i>Accumulated Surplus</i>
YOUTH DEVELOPMENT	90,000	-	<i>Discretionary Revenue</i>
COMMEMORATION DAY CELEBRATION	120,000	-	<i>Discretionary Revenue</i>
DISABILITY EMPOWERMENT	75,000	-	<i>Discretionary Revenue</i>
WOMEN EMPOWERMENT	90,000	-	<i>Discretionary Revenue</i>
IMPLEMENTATION OF THE HIV/AIDS PLAN	200,000	-	<i>Discretionary Revenue</i>
DISTRICT WORLD AIDS DAY	100,000	-	<i>Discretionary Revenue</i>
<b>DEPARTMENT OF FINANCE AND CORPORATE SERVICES</b>			
ASSESSMENT OF DISTRICT SHARED SERVICES	200,000	-	<i>Discretionary Revenue</i>
SUPPORT LM'S TO CONVERT F/ST TO GRAP	250,000	-	<i>FMG Grant</i>
SUPPORT TO LMS IRO GAMAP IMPLEMENTATION	1,250,000	1 000 000	<i>Rollover / Discretionary Revenue</i>
ENHANCE TELECOMMUNICATION FACILITIES IN DISTRICT	50,000	-	<i>Discretionary Revenue</i>
ESTABLISH AN INTRANET	50,000	-	<i>Discretionary Revenue</i>

<b>DEPARTMENT OF INFRASTRUCTURE &amp; PLANNING</b>			
TECHNICAL TOWN PLANNING ASSISTANCE	550,000	-	<i>Rollover / Discretionary Revenue</i>
IDP SUPPORT TO MUNICIPALITIES	100,000	-	<i>Discretionary Revenue</i>
EPWP PROJECTS	1,000,000	-	<i>EPWP Grant</i>
DISTRICT WIDE INFRASTRUCTURE	800,000	-	<i>Rollover</i>
RIEBRON EPWP ROADS AND S/WATER PH2	2,000,000	-	<i>Rollover</i>
RELOCATION OF OFFICE	500,000	-	<i>Accumulated Surplus</i>
EHS CONTRIBUTION MUNICIPALITIES	10,000,000	-	<i>Discretionary Revenue</i>
EHS ASSESSMENT TO TAKE BACK FUNCTION	300,000	-	<i>Accumulated Surplus</i>
HOUSING TRANSFER AND BENEFICIARY MANAGEMENT	300,000	-	<i>Infrastructure Levies</i>
INFR DMA: ALIENATION OF STATION HOUSES	190,000	-	<i>Infrastructure Levies</i>
FIRE EQUIPMENT FOR LM	2,500,000	-	<i>Accumulated Surplus</i>
FIRE TRAINING ASSISTANCE TO LMS	400,000	200 000	<i>Discretionary Revenue</i>
RESTORATION OF FIRE HYDRANT DISTRICT WIDE	1,300,000	-	<i>Rollover</i>
PATERSON INTERGRATED EMERGENCY CENTRE	1,500,000	5,500,000	<i>Rollover</i>
CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	8,500,000	-	<i>Discretionary Revenue</i>
FIRE STATION – NDLAMBE	600,000	-	<i>Rollover</i>
FIRE ASSESSMENT TO TAKE BACK FUNCTION	1,000,000		<i>Accumulated Surplus</i>
EDUCATION AND AWRENESS CAMPAIGN	200,000		<i>Discretionary Revenue</i>
EMERGENCY CONTENGENCY	250,000	250,000	<i>Discretionary Revenue</i>
DISTRICT DISASTER PLAN	-	2,000,000	
RURAL ACCESS ROADS	2,235,000	-	<i>RRAMS Grant</i>
INTER CITY BUS TERMINAL	980,000	-	<i>Rollover</i>
WSA SUPPORT FOR LMS	-	1,000,000	
WSA ASSESSMENT TO TAKE BACK FUNCTION	200,000	-	<i>Accumulated Surplus</i>
<b>DEPARTMENT OF ECONOMIC DEVELOPMENT</b>			

DISTRICT DEVELOPMENT AGENCY	5,000,000	-	<i>Accumulated Surplus</i>
AGRICULTURAL SUPPORT	400,000	-	<i>Discretionary Revenue</i>
LED DISTRICT SUPPORT	300,000	-	<i>Discretionary Revenue</i>
CDM SMME SUPPORT PROGRAMME		2,500,000	
ESTABLISH PRIVATE PUBLIC SECTOR FORUMS	50,000	-	<i>Discretionary Revenue</i>
DISTRICT IPP FORUM	50,000	-	<i>Discretionary Revenue</i>
PARTICIPATION IN NUCLEAR ENERGY AND SHALE GAS	50,000	-	<i>Discretionary Revenue</i>
STRENGTHENING STRATEGIC PARTNERSHIPS	300,000	-	<i>Discretionary Revenue</i>
APPRENTICESHIP PROGRAMME	100,000	-	<i>Discretionary Revenue</i>
DISTRICT AGRIPARK PROGRAMME AND SUPPORT	200,000	-	<i>Discretionary Revenue</i>
BUSINESS DEVELOPMENT FORUM	100,000	-	<i>Discretionary Revenue</i>
TOURISM MARKETING	750 000	550 000	
SUPPORT TO LTOs	-	400 000	
DEVELOPMENT OF TOUR PACKAGES	-	300 000	
COASTAL AND MARINE TOURSIM STRATEGY	-	300 000	
TOURSIM INVESTMENT PLAN	-	460 000	
CREATIVE INDUSTRIES	300 000		<i>Discretionary Revenue</i>
AVIATION INFRASTRUCTURE DEVELOPMENT PLAN	-	300 000	
REVIEW TOURSIM MASTER PLAN	-	300 000	
	<b>47,155,000</b>	<b>15,560,000</b>	

### 5.3.2.9 COMMUNITY CONSULTATION PROCESS

The following section provides an overview of the consultation and community consultation activities.

- **Budget committee meetings:** A budget committee meetings was held on 13 March 2017 which involved the Portfolio Councillor of Finance and Corporate Services and senior management. The purpose of the meetings was to discuss and inform politicians and management of the budget.
- **Publication of draft budget:** The draft budget report (hard copy) was made available at all the local municipalities in the district and the SBDM's municipal offices and the draft document was made available on SBDM's website. Notices were published in the media calling on the public to submit representation on the budget.
- **Electronic:** The tabled budget document was published on [www.Sarah Baartman.co.za](http://www.Sarah Baartman.co.za).
- The process of consultation can be considered successful.

### 5.3.2.10 **MUNICIPAL FINANCIAL POLICIES**

To ensure compliance and optimal financial monitoring and control, the Sarah Baartman District Municipality has the following policies in place and are being implemented:

- Tariffs;
- Credit control and debt collection;
- Virement;
- Banking and Investment;
- Petty Cash;
- Sundry Financial;
- Budget;
- Policy on Fruitless, Wasteful and Irregular Expenditure;
- Risk Management;
- Supply Chain Management; and
- Asset management

The above policies are reviewed annually during the Budget process and are adopted in line with the adoption of the budget of the municipality. These policies are not promulgated into by-laws because SBDM is a district municipality.

The Sarah Baartman District Municipality does not have; Rates, Infrastructure Investment and Capital Projects Policies, as these policies are not relevant to the District Municipality. The District Municipality does not have a rates demarcated area and therefore do not receive any rates. The District also does not provide bulk infrastructure and therefore do not capitalise the assets on projects that are undertaken by the municipality.

## SUPPLY CHAIN MANAGEMENT

The municipality has a supply chain unit within the Finance department. The unit conforms to National standards. The supply chain management policy is aligned to the Supply Chain Management Regulations. The municipality has implemented stringent controls to assist in complying with all regulations relating to supply chain.

The municipality strives to adhere to the supply chain management regulations. The turn-over rate of procurement process was negatively affected upon initial implementation of the stringent controls. The process is becoming a norm within the municipality and the turn-over rate is steadily improving.

### 5.3.2.11 Management Response to the Report of the Auditor – General on the Financial Statements and Performance Information of Sarah Baartman District Municipality for the Year Ended 30 June 2016

Management’s response will be provided with reference to the relevant paragraphs in the Audit Report.

#### i) Audit Opinion

Paragraph 6 Opinion.

The Auditor – General has concluded:

*“In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the Sarah Baartman District Municipality and its municipal entity as at 30 June 2016 and their financial performance and cash flows for the year then ended, in accordance with SA standards of GRAP and the requirements of the MFMA and DORA”.*

The fact that the Municipality has been able to maintain its unqualified audit opinion for nine consecutive financial years in spite of many challenges is a remarkable achievement. Each financial year presents new challenges which have to be carefully managed to ensure that the Municipality maintains the unqualified audit and strives towards clean administration.

## 5.4 INTEGRATED WASTE MANAGEMENT ASSESSMENT / INTEGRATED WASTE MANAGEMENT PLAN

An assessment has been conducted on the status quo of all the waste disposal sites in the SBDM area which was used in the compilation of an Integrated Waste Management Plan (IWMP) for the District. The results of the afore-mentioned assessment are reflected in the table below.

**Table .14 Results of status quo assessment**

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Camdeboo Municipality							

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Nieu-Bethesda existing	S31 50 26.4 E24 31 38.1	G:C:B -	Permitted	Good	Good	Good	Adequate
Graaff-Reinet Decommissioned	S32 17 51.6 E24 31 53.9	G:S:B -	Registered	Inadequate	Adequate	Good	Adequate
Aberdeen	S32 29 34.5 E24 02 44.1	G:S:B -	Registered	Good	Good	Good	Adequate
Blue Crane Route Municipality							
Somerset East	S32 44 03.7 E25 34 14.4	G:S:B -	Registered	Adequate	Inadequate	Inadequate	Inadequate
Cookhouse	S32 43 38.2 E25 48 19.2	G:C:B -	Unknown	Good	Inadequate	Inadequate	Good
Pearston	S32 35 18.2 E25 08 57.0	G:C:B -	Unknown	Inadequate	Good	Inadequate	Adequate
Ikwezi Municipality							
Jansenville	S32 57 15.7 E24 40 30.2	G:C:B -	Registered	Adequate	Inadequate	Adequate	Inadequate
Klipplaat	S33 02 05.0 E24 19 54.8	G:C:B -	Registered	Inadequate	Good	Good	Adequate
District Management Area							
Rietbron	S32 54 13.0 E23 10 12.8	G:C:B -	Unknown	Good	Poor	Adequate	Adequate

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Glenconnor - railway location	S33 23 52.0 E25 09 50.0	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Glenconnor - school location	S33 23 34.9 E25 09 23.2	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Glenconnor - informal 1	S33 23 45.3 E25 09 43.0	G:C:B -	Unknown	Inadequate	Poor	Poor	Inadequate
Glenconnor - informal 2	S33 23 41.7 E25 09 36.8	G:C:B -	Unknown	Inadequate	n/a	n/a	n/a
Baviaans Municipality							
Willowmore	S33 16 15.1 E23 29 50.6	G:C:B -	Unknown	Inadequate	Good	Inadequate	Inadequate
Steytlerville	S33 18 50.8 E24 20 55.2	G:C:B -	Unknown	Adequate	Adequate	Good	Adequate
Kouga Municipality							
Hankey	S33 48 21.8 E24 52 31.6	G:S:B -	Permitted	Good	Good	Poor	Inadequate
Humansdorp	S34 00 54.8 E24 46 24.9	G:M:B +	Registered	Good	Adequate	Good	Adequate
Jeffreys Bay	S33 58 43.3 E24 57 38.9	G:S:B +	Unknown	Good	Poor	Adequate	Adequate

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Oyster Bay Old Waste Site	S34 03.7 E24 36.2 10 39	G:C:B +	Unknown	Poor	Poor	Good	Inadequate
Oyster Bay - Transfer Station	S34 04.4 E24 20.4 10 39	G:C:B +	Unknown	Good	Not Applicable	Adequate	Inadequate
Patensie	S33 09.8 E24 30.5 44 47	G:S:B +	Unknown	Adequate	Poor	Good	Poor
St Francis Bay	S34 13.0 E24 24.2 11 49	G:M:B +	Unknown	Good	Inadequate	Inadequate	Adequate
Kou-Kamma Municipality							
Clarkson	S34 24.6 E24 53.2 01 20	G:C:B +	Unknown	Good	Good	Adequate	Inadequate
Coldstream	S33 25.0 E23 38.6 57 41	G:C:B +	Permitted	Adequate	Adequate	Adequate	Adequate
Joubertina	S33 09.1 E23 54.8 49 52	G:C:B +	Unknown	Good	Good	Adequate	Adequate
Kareedouw	S33 40.9 E24 34.7 56 18	G:C:B +	Unknown	Poor	Poor	Inadequate	Inadequate
Krakeelrivier	S33 38.1 E23 28.5 48 44	G:C:B +	Unknown	Adequate	Inadequate	Inadequate	Poor
Louterwater	S33 20.0 E23 46.1 47 37	G:C:B +	Unknown	Poor	Inadequate	Adequate	Poor



Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Misgund	S33 44 38.1 E23 29 09.2	G:C:B +	Unknown	Adequate	Good	Not Applicable	Not Applicable
Woodlands	S34 00 39.5 E24 09 35.6	G:C:B +	Unknown	Good	Poor	Adequate	Poor
Sunday's River Valley Municipality							
Addo	S33 30 01.5 E25 41 44.4	G:C:B +	Unknown	Poor	Adequate	Good	Inadequate
Kirkwood	S33 24 04.7 E25 30 04.0	G:C:B +	Unknown	Adequate	Inadequate	Inadequate	Inadequate
Paterson	S33 26 14.3 E25 59 01.2	G:C:B +	Unknown	Adequate	Adequate	Poor	Inadequate
Sunland	S33 28 31.7 E25 37 21.8	G:C:B +	Unknown	Good	Adequate	Good	Adequate
Ndlambe Municipality							
Bathurst domestic	S33 29 31.3 E26 48 51.2	G:C:B +	Unknown	Good	Inadequate	Poor	Poor
Bathurst garden	S33 29 15.4 E26 48 46.4	G:C:B +	Unknown	Good	Inadequate	Poor	Poor
Boknes	S33 43 29.3 E26 34 19.6	G:C:B +	Unknown	Good	Adequate	Poor	Inadequate
Bushmans River Mouth	S33 40 20.5 E26 37 06.2	G:S:B +	Unknown	Good	Good	Adequate	Adequate

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Cannon Rocks domestic	S33 44 30.4 E26 33 45.8	G:C:B +	Unknown	Poor	Inadequate	Poor	Inadequate
Cannon Rocks garden	S33 44 38.2 E26 33 38.4	G:C:B +	Unknown	Poor	Adequate	Poor	Inadequate
Fish River Mouth	S33 29 48.9 E27 07 42.3	G:C:B +	Unknown	Good	Adequate	Inadequate	Adequate
Kenton on Sea on Sea	S33 40 13.4 E26 39 37.3	G:S:B +	Unknown	Poor	Good	Poor	Poor
Riet River Mouth	S33 33 22.0 E27 00 28.3	G:C:B +	Unknown	Poor	Poor	Poor	Poor
Seafield and Kleinemonde	S33 31 54.8 E27 02 54.0	G:C:B +	Unknown	Poor	Adequate	Inadequate	Inadequate
Port Alfred	S33 34 05.7 E26 52 44.6	G:S:B +	Permitted	Good	Good	Adequate	Inadequate
Alexandria	S33 39 31.5 E26 26 04.0	G:C:B +	Unknown	Good	Good	Poor	Poor
Makana Municipality							
Alicedale	S33 19 04.8 E26 04 35.1	G:C:B -	Permitted	Good	Good	Inadequate	Poor
Grahamstown	S33 17 28.4 E26 29 32.9	G:M:B +	Permitted	Good	Good	Good	Good

Waste Site Name	GPS Co-ordinates	Landfill Class (±)	Registration/permit status	Site Suitability	Estimated Lifespan	Infrastructure	Operation & Management
Riebeeck East	S33 12 35.1 E26 10 57.9	G:C:B -	Permitted	Good	Good	Adequate	Inadequate

#### 5.4.1 PRIORITY WASTE DISPOSAL SITES

The following waste disposal sites have been found to be in an unsatisfactory condition (reasons given in brackets), and would benefit most from additional funding (in no particular order):

- Glenconnor (Informal 1) – No permit, fully visible, close to residential area, nearly full, no signpost, fence, gate, site office or access control, no compaction or covering of waste, no equipment, excessive illegal dumping, no waste separation;
- Cannon Rocks (Domestic refuse site) – No permit, close to drainage feature, partially visible, nearly full, no signpost, fence, gate, site office or access control, no compaction and covering of waste, abundant litter, bad odour, excessive flies,
- Riet River Mouth – No permit, close to drainage feature, fully visible, nearly full, no signpost, fence, gate, site office or access control, no compaction or covering of waste, bad odour, excessive flies, no equipment, no waste separation;
- Port Alfred – Fully visible, no signpost, fence in disrepair, no access control, no compaction or covering of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning of waste, excessive noise and traffic;
- Alexandria – No permit, no signpost, gate, site office or access control, inadequate compaction and covering of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning by municipality, excessive illegal dumping, no waste separation.
- The following waste disposal sites are also in an unsatisfactory condition, and could be considered as a second priority (in order of priority):
- Willowmore – No permit, fully visible, close to residential areas, no signpost, fence requires maintenance, no site office or access control, no compaction and covering of waste, excessive uncontrolled salvaging, burning of waste, no equipment, no waste separation;
- Bathurst (Domestic and garden refuse sites) – No permits, no signpost, poor roads, no fence, no gate, site office or access control, no compaction or covering of waste, salvaging of waste, excessive litter, bad odour, excessive flies, burning of waste;
- Kenton-on-Sea – No permit, fully visible, no signpost, fence, gate, site office or access control, no covering or compaction of waste, burning of waste, excessive noise and traffic;
- Oyster Bay Transfer Station – No permit, close to drainage feature, no signpost, site office or access control, salvaging of waste, illegal dumping,
- Kareedouw – No permit, partially visible, nearly full, no signpost, fence needs maintenance, no covering or compaction of waste, uncontrolled salvaging, excessive litter and dust, burning of waste, no equipment, no waste separation;
- Woodlands – No permit, nearly full, no signpost, fence needs maintenance, no gate or access control, no covering or compaction of waste, uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, no equipment, excessive illegal dumping;

- Kirkwood – No permit, close to residential area, nearly full, no signpost, fence, site office or access control, no covering or compaction of waste, excessive uncontrolled salvaging, excessive litter and dust, bad odour, excessive flies, burning of waste, illegal dumping;
- Cannon Rocks (Garden refuse site) – No permit, close to drainage feature, partially visible, no signpost, fence, gate or access control, no covering or compaction of waste.

#### 5.4.2 CONCLUSIONS

The following conclusion can be drawn from the status quo assessment:

- A total of fifty waste disposal sites were identified within the study area;
- Of the 50 sites identified, only seven have are permitted;
- The assessment identified six waste disposal sites that should be prioritised, and eight waste disposal sites that should be addressed as a second priority.

#### 5.4.3 RECOMMENDATIONS

The following actions are recommended:

- That the results of this Status Quo assessment form part of the SBDM's Integrated Waste Management Plan (IWMP). The preparation of the IWMP should take the following into account:
  - The current waste volumes, types, and sources;
  - The lifespan for each of the identified waste disposal sites (the estimated lifespan of sites presented in this report can be used as a starting point);
  - The current collection and transportation methods to the existing sites;
  - The extent of recycling and materials recovery (if any), and opportunities to improve such activities;
  - The extent of, or need for, hazardous waste disposal sites within the SBDM;
  - An economic analysis with respect to collection, transportation, landfill operation costs, landfill closure and aftercare costs and/ or future liabilities; and
  - The need to provide the public with an opportunity to comment on the IWMP prior to it being finalised;
- The main objective of the IWMP should initially be to register and/or obtain permits for each of the existing waste disposal sites. In order to comply with the "Minimum Requirements for Waste Disposal by Landfill" and/or the "Directions for the Control of General Small and General Communal Waste Disposal Sites" a number of the sites will require remedial design. Such design and/or development would typically include the following:
  - Installation of an effective fence;
  - Establishing access control;
  - Establish service roads are in a condition which allows unimpeded access to the site for vehicles transporting waste;
  - Ensure cover material is available for daily covering of wasted, and that a suitable means to apply the cover material is available;
  - Establish a monitoring borehole network as per the requirements of the directions (to include upstream and down stream monitoring boreholes.

#### 5.4.4 FORMULATION OF INTEGRATED WASTE MANAGEMENT PLANS (IWMP)

The management of solid waste is the responsibility of each individual Local Municipality (LM). As a requirement of the National Waste Management Strategy and the IDP Process, all LMs are faced with the obligation of compiling an Integrated Waste Management Plan (IWMP). In 2008, the Sarah Baartman District Municipality (SBDM) appointed KV3 Engineers to assist with the compilation of IWMP's for the nine LMs within its area of jurisdiction.

The formulation of the IWMP's was done in line with the Starter Document for Guidelines for the compilation of IWMP's (DEAT, 2000). The process of compiling IWMP's consists of two phases. The first phase consisted of an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and needs analysis for each of these aspects. This phase was completed in July 2008.

The second phase comprised of the final compilation of the IWMP inclusive of identified objectives and goals with alternatives for obtaining these being considered and evaluated. This phase was completed in November 2008.

The content of each section is documented per LM as follows:

i) **WASTE DISPOSAL INFRASTRUCTURE**

**Table .15** Waste disposal infrastructure

Municipality	Landfill Sites	Permitted by DEAT	Comments /Recommendations
Ikwezi	Klipplaat Jansenville Kleinpoort Wolwefontein	Klipplaat – No Jansenville – No Kleinpoort - No Wolwefontein - No	<ul style="list-style-type: none"> <li>• Formulation of Operational Plan;</li> <li>• Hiring of TLB on a part time basis.</li> <li>• Not regarded as legal waste disposal facilities.</li> </ul>
Camdeboo	Graaff-Reinet, Nieu Bethesda Aberdeen	Graaff-Reinet – No Aberdeen – No Nieu Bethesda – application made.	<ul style="list-style-type: none"> <li>• Waste should be covered more regularly;</li> <li>• Access to be controlled;</li> <li>• Volumes to be recorded;</li> <li>• Formalize scavenging;</li> <li>• LM should purchase a TLB.</li> </ul>
Blue Crane Route	Somerset East Cookhouse Pearston	Somerset East – Yes Cookhouse – Yes Pearston – No	<ul style="list-style-type: none"> <li>• Access controlled;</li> <li>• Pearston to be upgraded to comply with minimum standards;</li> <li>• Upgrade disposal of abattoir waste.</li> </ul>
Baviaans	Steytlerville Willowmore Rietbron Vondeling	Steytlerville -No Willowmore - No Rietbron – No Vondeling – No	<ul style="list-style-type: none"> <li>• Sites should be upgraded to comply with minimum standards;</li> <li>• Hiring of TLB on a part time basis.</li> </ul>
			<ul style="list-style-type: none"> <li>• Poorly located;</li> <li>• Not managed in accordance with proper waste disposal practices;</li> <li>• Sites should be dealt with as illegal dumping sites by SBDM.</li> </ul>
Kouga	Humansdorp Hankey Patensie St Francis Bay	Humansdorp – application made Hankey – Yes Patensie – No St Francis – No	<ul style="list-style-type: none"> <li>• Sites should be upgraded to comply with minimum standards;</li> <li>• LM to identify new transfer stations to be authorized by DEAT.</li> </ul>
Kou-Kamma	Louterwater Krakeelrivier Joubertina Coldstream Kareedouw Woodlands Clarkson	Woodlands -No Krakeelrivier – No Louterwater – No Misgund – No Kareedouw – No Clarkson – No Coldstream – application made	<ul style="list-style-type: none"> <li>• Access to be controlled;</li> <li>• Sites should be upgraded to comply with minimum standards;</li> <li>• Site management should be improved;</li> <li>• Volumes to be recorded.</li> </ul>

		Joubertina –Yes	
Makana	Grahamstown Alicedale Riebeeck East	Grahamstown – Yes Alicedale – Yes Riebeeck East – Yes	<ul style="list-style-type: none"> <li>• Improve access control;</li> <li>• Sites should be upgraded to comply with minimum standards;</li> <li>• Volumes to be recorded.</li> </ul>
Ndlambe	Alexandria Bushman’s River Mouth Kenton-on-Sea Bathurst Port Alfred	Alexandria – No Bushman’s River -No Kenton-on-Sea - No Bathurst - No Port Alfred - Yes	<ul style="list-style-type: none"> <li>• Sites should be upgraded to comply with minimum standards.</li> </ul>
Sunday’s River Valley	Kirkwood Langbos Sunland Paterson Glenconner	Kirkwood - No Langbos - Yes Sunland - Yes Paterson - Yes Glenconner - No	<ul style="list-style-type: none"> <li>• Improve access control;</li> <li>• Cover waste regularly;</li> <li>• Formalize illegal scavenging;</li> <li>• LM should hire a TLB for part-time use;</li> <li>• Sites should be upgraded to comply with minimum standards.</li> <li>• Not managed in accordance with proper waste disposal practices.</li> </ul>

## WASTE COLLECTION INFRASTRUCTURE

**Table .16** Waste collection infrastructure

Municipality	Sufficient Vehicles	Vehicle Condition	Comments / Recommendation
Ikwezi	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted.</li> </ul>
Camdeboo	Yes	Good	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted.</li> </ul>
Blue Crane Route	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted;</li> <li>• Regional landfill site will require the purchase of a designated landfill vehicle &amp; skip loader.</li> </ul>
Baviaans	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted;</li> <li>• Inclusion of ESDMA 10 will necessitate the purchase of additional waste collection vehicles.</li> </ul>
Kouga	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted.</li> </ul>
Kou-Kamma	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted.</li> </ul>
Makana	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted.</li> </ul>
Ndlambe	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted.</li> </ul>
Sundays River Valley	Yes	Some of the vehicles are old.	<ul style="list-style-type: none"> <li>• Vehicle replacement plan required;</li> <li>• Savings / budget plan should be drafted;</li> <li>• Inclusion of ESDMA 10 will necessitate the purchase of additional waste collection vehicles.</li> </ul>

### ii) INSTITUTIONAL CAPACITY AND HUMAN RESOURCES

**Table .17** Institutional capacity and human resources

Municipality	Waste Management HR Capacity	Staff Requirements per site	Comments / Recommendations
Ikwezi	Limited or no personnel at disposal facilities.	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>• Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>
Camdeboo	Limited or no personnel at disposal facilities.	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>



		<ul style="list-style-type: none"> <li>• General workers;</li> <li>• Drivers.</li> </ul>	
Blue Crane Route	Limited or no personnel at disposal facilities.	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>• Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required;</li> <li>• Establish a Waste Management Section within the LM.</li> </ul>
Baviaans	Limited or no personnel at disposal facilities.	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>• Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>
Kouga	Limited or no personnel at disposal facilities.	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>• Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>

Municipality	Waste Management HR Capacity	Staff Requirements per site	Comments / Recommendations
Kou-Kamma	Limited or no personnel at disposal facilities.	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>
Makana	Limited or no personnel at disposal facilities	<ul style="list-style-type: none"> <li>• Site supervisor / operator for Riebeeck-East &amp; Alicedale.</li> <li>• Environmental Cleaners.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>
Ndlambe	Limited or no personnel at disposal facilities	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>• Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required;</li> <li>• Establish a Waste Management Section within the LM.</li> </ul>
Sunday's River Valley	Limited or no personnel at disposal facilities	<ul style="list-style-type: none"> <li>• Gate guard;</li> <li>• Site supervisor / operator;</li> <li>• Litter pickers;</li> <li>• General workers;</li> <li>• Drivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Training of municipal workers for specific tasks is required.</li> </ul>

iii) **DISSEMINATION OF INFORMATION / COMMUNICATION**

The IWMPs suggests that each LM develop a Waste Information System to ensure effective waste management. This information will enable the LM to contribute to quarterly waste management workshops to be coordinated by the SBDM. The aim of these workshops will be to capacitate and guide the LM's in effective waste management. Further, communities within the municipal area should be made aware of proper waste management techniques and the services offered by the LM.

iv) **MANAGEMENT OF ILLEGAL ACTIVITIES**

All nine IWMPs declare that illegal dumping is problematic across the District. The following recommendations are made to improve the situation on an LM level:

- Introduce a neighbourhood watch system that will aim to prevent illegal dumping;
- Deploy skips at strategic locations across towns and settlements;
- Clear all illegal dumping areas and take waste to properly established sites;
- Place skips in 'illegal dumping hot spot areas' and prohibitive notice boards;
- Develop a Medical Waste Stream Management Strategy to ensure the safe handling and disposal of medical waste.

v) **WASTE MINIMISATION**

Eight out of the nine LM's within the Sarah Baartman District do not have any formal recycling activities. This has been attributed the lack of available markets for recycled materials. The feasibility of establishing recycling centres at the main waste disposal sites should be investigated in conjunction with the distribution of recycling collection containers throughout towns and settlements.

Only Makana Municipality has formed a Municipal Private Partnership with some recyclers and the Department of Social Development to initiate the Masihlule Recycling Project.

Further, the reports suggest that the introduction of incentive schemes for in-house waste minimization for business should be investigated in each LM.

vi) **RECOMMENDATIONS & CONCLUSION**

The IWMP's for each LM recommend the following be introduced to ensure effective and sustainable district-wide waste management:

Waste Information Systems should be implemented by each LM. The aim of this information system will be to provide all the necessary detail and information to the planning and implementation of waste management. Required information should include:

- permit status of disposal facilities
- volumes of waste disposed of
- condition of landfills / transfer stations
- number and type of equipment
- date of equipment purchase
- operating and maintenance costs
- proposed replacement date
- type of service
- number of service points (domestic, commercial and industrial)
- number of personnel involved etc.

Waste Management decisions concerning new equipment or services could then be based on accurate information. Some of the information in the IWMP's can serve as a basis for such Waste Information Systems. The above is regarded to be of the utmost importance to the District and the LMs.

The submitted IWMPs should be re-evaluated and expanded to form a detailed Operational Plan once information is available from the Waste Information System to ensure the accuracy of future planning. The following activities are recommended:

- Service levels should be work-shopped with the communities to obtain their views and inputs on the proposed upgrading of their received services and the associated cost implications;
- Community awareness campaigns should be implemented to educate the communities on responsible waste management;
- All LMs should promote recycling and / or waste minimization. The informal salvaging (scavenging) operations at landfill sites should be formalized to conform to approved waste management practices.

The above recommendations in conjunction with the section specific comments would ensure that the short term waste management requirements of the Sarah Baartman Region are met. Once the Waste Information System per LM is implemented, the IWMP's should be re-evaluated and adjusted if required. Long term planning can then commence in a more responsible and informed fashion. This process will ensure that sound waste management is practiced in the Sarah Baartman District.

#### **5.4.5 WATER SERVICES DEVELOPMENT PLANS (WSDP)**

To comply with the Water Services Act, a WSDP should be prepared as part of the IDP process. The WSDP is a sector plan that falls within the inter-sector umbrella plan of the IDP. All local municipalities within the District however, are Water Services Authorities and as such responsible for the development of individual WSDPs. As such this summary provides a reflection on those primary issues contained within the WSDPs of the individual municipalities.

The Sarah Baartman District Municipality (SBDM) consists of 9 Local Municipalities spread over a vast geographical area. Due to the fact that the towns are spread over such a vast geographical area, the different LMs have vastly differing challenges with regards to the provision of water and sanitation services. The LMs situated along the coast e.g. Kouga and Ndlambe with high tourism inflows during the holiday seasons have vastly differing challenges to LMs such as Baviaans which does not have these seasonal inflows of consumers.

For this reason, it is pragmatic that the LM's with similar consumer water and sanitation usage patterns are grouped in this summary component of the IDP. This summary intends to sketch an overall picture of the current situation within the LM's with regards the provision of water and sanitation services and to identify the gaps that exist.

#### **5.4.6 SOCIO ECONOMIC FACTORS**

In order for the Water Services Authority (WSA) (each local municipality) to provide a reliable service, it is required that the consumers are able to pay for services rendered to them. It is thus important that the "Economically Active" segment of the consumer group is employed. It is of concern that in some of the LM's the rate of unemployment is high making it difficult for the consumers to pay for services. The

target set by LM's with respect to affordability of services, is for the monthly services bill to be in the order group of 10% of the family income. Thus a family earning R850 per month, should not be charged more than R85 for the month for water and sanitation services. The unemployment rate or lack of employment opportunities makes the economically active sector leave the area to find employment in other centres, thus exacerbating the problem. In Ikwezi, this problem is evident in the negative population growth rate and an unemployment rate of 71%. The close proximity of Graaff-Reinet and Port Elizabeth entices the unemployed consumers to seek employment in these towns.

#### 5.4.7 WATER SOURCES

Water Sources can be divided into 3 categories viz:

- Surface Water Sources
- Groundwater Sources, and
- External Sources (Purchased Water)

Each LM sources its water from one of these categories or a combination of these. The Table below summarises the sources for each LM.

**Table .19** Water sources

Lm	Groundwater	Surface Water	Purchased
Baviaans	✓	-	-
Blue Crane Route	✓	✓	✓
Camdeboo	✓	✓	-
Ikwezi	✓	✓	-
Kouga	✓	✓	✓
Kou-Kamma	✓	✓	✓
Makana	✓	✓	✓
Ndlambe	✓	✓	✓
Sundays River Valley	✓	-	✓

#### 5.4.8 SERVICE LEVEL PROFILE – WATER

Since the aim of the LMs is to provide each consumer with a metered erf connection, it is clear from the summary below that a Gap currently exists to eradicate this backlog. The minimum RDP standard for water is a standpipe <200m from the consumer.

**Table 20** Status of erf connections

Local Municipality	Communal Standpipe < 200m	Communal Standpipe > 200m	Individual Connection Metered	Individual Connection -Unmetered	Nothing
BAVIAANS	0	0	3751	18	0
BLUE CRANE ROUTE	400	0	8817	0	60
CAMDEBOO	0	0	10941	0	0
IKWEZI	0	0	0	2894	0
KOUGA	120	0	21424	0	0
KOU-KAMMA	57	0	3876	4559	0
MAKANA	759	0	15999	0	0
NDLAMBE	600	0	9630	500	400
SUNDAYS RIVER VALLEY	1144	1271	7152	2010	0

Grand Total	3080	1271	81590	9981	460
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Water:

- 3.2% of the consumer units within Sarah Baartman are served with communal standpipes with a distance smaller than 200m
- 1.3% of the consumer units within Sarah Baartman are served with communal standpipes with a distance greater than 200m
- 34.7% of the consumer units within Sarah Baartman are served with individual metered erf connections
- 10.4% of the consumer units within Sarah Baartman are served with individual unmetered erf connections
- 0.4% of the consumer units have no water services provision

#### 5.4.9 SERVICE LEVEL PROFILE – SANITATION

Since the aim of the LMs is to provide each consumer with a full waterborne sanitation system, it is again clear from the summary below that a Gap currently exists to eradicate this backlog. The minimum RDP standard for sanitation is a VIP toilet.

**Table 5.21 Sanitation Service level profile**

Local Municipality	Bucket	Conser- vancy Tank	Nothing	Pit Latrine	Septic Tank	Small Bore	VIP	Water- borne
BAVIAANS	34	102	0	4	449	0	369	2817
BLUE CRANE ROUTE	400	150	60	400	0	0	250	7327
CAMDEBOO	0	80	0	0	80	725	0	8227
IKWEZI	115	26	0	0	0	0	12	2190
KOUGA	4700	7222	0	0	0	0	0	12148
KOU-KAMMA	0	500	200	0	1514	3000	807	3624
MAKANA	331	443	759	0	0	0	2283	12942
NDLAMBE	0	5195	400	450	2446	2800	50	5300
SUNDAYS RIVER VALLEY	254	0	0	2704	23	0	878	7718
Grand Total	5834	13718	1419	3558	4512	6525	4649	62293

Sanitation:

- 5.6% of the consumer units within Sarah Baartman are served with buckets
- 13.3% of the consumer units within Sarah Baartman are served with conservancy tanks
- 3.5% of the consumer units within Sarah Baartman are served with pit latrines
- 4.5% of the consumer units within Sarah Baartman are served with septic tanks
- 6.4% of the consumer units within Sarah Baartman are served with a small bore sewer system
- 4.6% of the consumer units within Sarah Baartman are served with VIPs
- 60.8% of the consumer units within Sarah Baartman are served with waterborne sewer system
- 1.3% of the consumer units within Sarah Baartman are not served any sanitation system

**5.4.10 COASTAL WATER SERVICES AUTHORITIES (WSAs)**

As mentioned before, the 2 coastal WSAs in the Sarah Baartman region, viz Kouga and Ndlambe have unique problems; these WSAs experience a major influx of holiday-makers placing enormous pressure on the WSAs resources. In Ndlambe for example, it is estimated that over a 5 year period the amount of water purchased from Amatola Water Board will increase from 576 MI/year to 1044MI/year to keep up with demand. This equates to an increase of  $\pm 81.25\%$ . This same scenario is playing itself out in the Kouga Municipality where the current figure of purchased water in Jeffreys Bay is 1913MI/year which in 5 years' time will increase to 3131.7MI/year which is an increase of 63.7%. It is thus clear from the above, that the increased popularity of the coastal towns is having a major effect on the resources of the WSA. It is for this reason that in these areas, a moratorium is in place on development so as to properly plan for the increase in the number of consumers.

#### 5.4.11 WATER CONSUMPTION IN THE SARAH BAARTMAN REGION

The table below is a summary of the current water consumption, and the estimated requirement in 5 years' time.

**Table 5.22** water consumption

Local Municipality	Current Consumption (MI/year)	Consumption in 5 years (MI/year)
BAVIAANS	724	1142
BLUE CRANE ROUTE	2163	2324
CAMDEBOO	7157	7157
IKWEZI	1024	2001
KOUGA	6677	9806
KOU-KAMMA	1522	1700
MAKANA	8205	14228
NDLAMBE	3500	5195
SUNDAYS RIVER VALLEY	2453	2968
<b>Grand Total</b>	<b>33425</b>	<b>46521</b>

As can be seen the water demand in five years' time will increase by 39.2% within the Sarah Baartman region.

#### 5.5 HUMAN SETTLEMENT GUIDELINES

The SBDM has developed housing and settlement guidelines in order to assist Local Municipalities on making decisions on the optimal arrangement of settlements based on the concepts of the settlement hierarchy policy as described in the SDF. (The comprehensive Settlement Planning and Housing Development Guidelines document is available from the SBDM upon request). In essence the housing and settlement guidelines give substance to the settlement hierarchy policy in terms of interventions required in the spatial management of settlements in order to address current development scenarios.

The guidelines attempt to assist Local Municipalities in their planning of their respective settlements through:

- Illustrating the ideal spatial structure of each level of settlement.
- Stipulating criteria that can be used to determine the best location of land uses within each settlement.
- Stipulating possible actions in order to promote integration, sustainability, equity and efficiency.

## **5.6 INTEGRATED TRANSPORTATION PLAN (ITP)**

### **5.6.1 BACKGROUND**

In terms of the National Land Transport Act (Act 5 of 2009), (NLTA), planning authorities are required to prepare an Integrated Transport Plan (ITP), which is to form a statutory component of the District's Integrated Development Plan (IDP). The current ITP is the initial ITP prepared by the District and covers the period 2005 to 2010. A new ITP has been developed for the period 2011 to 2016 and currently awaits approval from the MEC: Transport, Roads and Public Works.

In terms of the "Guidelines for Integrated Transport Plans in the Eastern Cape (Draft Revision 2 – 7 September 2004)" and for the purposes of land transport planning, District Municipalities categorised as Type Two Planning Authorities. As such the Type Two planning authority is required to prepare a District Integrated Transport Plan (DITP) and is responsible for the preparation of transport plans for its entire area of jurisdiction. Local Municipalities may however by agreement, and if provided for in terms of applicable local government legislation, assist with such preparation.

### **5.6.2 ORIENTATION**

The OLS for the SBDM has been prepared in accordance with the requirements of the National Land Transport Act, 2009, and the Minimum Requirements for Integrated Transport Plans, November 2007. The OLS, at this stage, is aimed at rationalizing taxi operations within the Sarah Baartman District and providing a base for the SBDM and the Provincial Regulatory Entity to evaluate applications for route operating licenses. The scope of the OLS includes sedan and minibus taxis and deals with local, long distance and metered taxi operations. The OLS excludes scholar, tourism and charter services.

### **5.6.3 THE PUBLIC TRANSPORT SYSTEM**

Public transport is limited to minibus-taxi operations providing services in and between the various towns in the District, and beyond. The main transport corridors are along the surfaced provincial road network. There is generally an adequate or oversupply of services in all areas. This situation is aggravated due to the lack of demand for services during the off peak services. Scholar transport is a major issue in the Sarah Baartman District, yet limited information is available on public transport supply for scholars. Long distance bus services also provide mobility along the main routes through the District and play a key role in the transport system. There are no public transport modes operating in parallel in the Sarah Baartman District. There are no public transport inspectors active in the District. Although there are two inspectors appointed by the ECDOT and stationed in Port Elizabeth, these inspectors do not have access to vehicles and can therefore not execute their responsibilities outside of Port Elizabeth.

### **5.6.4 POLICY FRAMEWORK FOR EVALUATION OF ROUTE OPERATING LICENCES**

The preparation of a fully compliant and accurate OLS as required in terms of the National Land Transport Act (Act 5 of 2009) is one of the key components of an Integrated Transport Plan. It is also the only tool that Planning Authorities and the Operating License Board have to regulate the public transport industry. The OLS must enable the Planning Authority to make recommendations to the OLB in respect of applications for operating licenses for all types of public transport services (except tourist services and charters). As these recommendations are binding in terms of the Act, the OLS must provide the planning authority with a reliable and accurate basis for its decisions.



**(i) Role of Public Transport Modes**

The role of the transport modes along specific corridors can only be decided upon in principle, and should then be implemented over a period of time. The role of modes largely depends on the availability of infrastructure and facilities, the distance travelled and the volume of passengers. Sarah Baartman District is small in comparison to urban areas such as Port Elizabeth. Commuter demand during peak periods is restricted to movement between the residential townships and CBD's of towns. Much of the demand for public transport relates to scholar transport and long distance transport between towns.

Within in this context, the roles of public transport modes in the Sarah Baartman district may be summarized as follows:

- Rail transport is limited to main line long-distance passenger services.
- Bus transport is limited to long-distance services
- Mini-bus taxi services are used for local, scholar and long-distance services.

The limited passenger demand within the District, makes mini-bus taxi services the ideal mode of transport for both local and long distance services. The use of vehicles for both commuter and long distance operations makes services more viable in the rural areas. The topography and road condition in the Sarah Baartman District is of such a nature that “bakkie taxis” are not required to service rural areas – all such services can be provided by means of mini-bus taxis.

**(ii) Implementation Principles & Conditions**

The following implementation principles and conditions have been set for public transport services in the Sarah Baartman District:

*a) Hierarchy of Evaluation Procedures*

The Operating License Board currently refers all applications, irrespective of service type, to the SBDM for evaluation. This large volume of documentation is deemed to be inappropriate given the limited extent of public transport services in the Sarah Baartman District. The Sarah Baartman OLS is therefore based upon a stratified / layered approach for the evaluation of route operating license applications, varying from a high order level where applications are to be assessed in detail by the SBDM, down to a lower order level, where the SBDM, in consultation with the OLB, agrees on a policy level approach, with the OLB implementing these policies without needing to refer applications to the SBDM for evaluation/ratification.

The hierarchy is as follows:

Information Type	
Detailed Information	Mini-bus taxi type service (local/commuter)
Policy Level Information	Mini-bus taxi type service (inter-town / long distance)
	Metered taxis
	Scholar transport
Services not detailed in the OLS	Charter / organised parties
	Courtesy services
	Staff service
	Tourist transport
	Special events

These services are not dealt with in the OLS and the OLB evaluate these applications in accordance with basic conditions and evaluation criteria as set by the EC DOT and OLB, as governed by the Act.

*b) Definition of local / long distance services*

The National Land Transport Act defines “*long-distance service*” as “*a scheduled or unscheduled public transport service, other than a service for commuting that is provided beyond the boundary of the area covered by an integrated transport plan*”

The Act also allows ITP’s to be prepared at Local Municipality Level – in fact the transport sector plan of the LMA’s IDP is effectively an ITP. Although, in practice, the ITP’s are prepared for a district level, this does not mean that they cannot be prepared at LMA level. In view of this, it is proposed that a long distance service be considered to be any service (that is not a commuter service) that crosses the boundary of an LMA.

Public transport services in this OLS are therefore defined as follows:

- *Commuter / local routes* within towns, or within the same LMA (this includes, for example routes between Humansdorp and Jeffreys Bay / St Francis, as it occurs within the same LMA)
- *Inter-town routes within the SBDM* (for the purposes of this ITP, this includes routes originating or terminating in the Nelson Mandela Bay Municipality)
- *Inter-town routes outside the SBDM*

*c) Number of routes per vehicle*

The OLB currently limits the number of routes per operating license to 5 local/commuter routes per vehicle and 3 long distances routes per vehicle. This only applicable to associations which have registered local and long/distance routes.

*d) Route codes and descriptions*

The OLAs route number and description will be used as a standard. The route number will be the ECBR number assigned by the OLB.

*e) Use of bakkie taxis*

The topography and road condition in the Sarah Baartman District is of such a nature that “bakkie taxis” are not required to service rural areas – all such services can be provided by means of mini-bus taxis. No operating licenses will therefore be issued to bakkies, unless the need therefore can be motivated by the applicant and the vehicle is suitably adapted in accordance with the relevant regulations.

**(iii) OPERATING LICENCES PLAN**

The recommendations contained in this OLS are based upon the information contained in the CPTR prepared in 2008 – no additional information was collected for this review/update. It is, however, highly recommended that the CPTR information should be updated on a regular basis in order to ensure that the current situation is reflected in the OLS and the proposed be defended in a court of law, if required. It should be noted moreover that whenever an application for an operating licence is made for a specific route in the Sarah Baartman District, and the recommendation for the application has to be considered, the necessary surveys should be conducted by the SBDM on all routes for which there is insufficient

information available. These include route utilization, rank utilization and waiting-time surveys. The relevant recommendation could therefore be reviewed if there is clear evidence from the surveys that the operating conditions on that route would justify issuing an operating licence based on the conditions and evaluations made in the OLS.

a) *Local / Commuter Services*

Surveys that were conducted in 2008 illustrate that there is generally an oversupply of minibus taxis on nearly all local routes. The 2008 mini-bus taxi surveys did not differentiate between different routes (albeit the same origin and destination), the vehicle supply and demand has been totalled per destination and/or town to determine the overall status for supply and demand. Future surveys will need to be more detailed in order to refine this data.

b) *Long Distance Services*

With the exception of NOLDTA, which only operates long distance services, all associations operate a combination of local commuter routes and inter-town routes. It is recommended that application for long distance routes only be awarded on condition that there is no over supply on local commuter routes at the origin of the route. The SBDM will therefore not support any application for long distance routes only.

c) *Metered Taxi Services*

No metered taxi services are currently provided in the Sarah Baartman District. Applications for metered taxi services should be evaluated in accordance with the following conditions:

- Services are not to run in parallel with local/commuter mini-bus taxi routes;
- Vehicles are to be fitted with meters and signage as required in accordance with the relevant regulations;
- Services are not to run beyond the boundary of the LMA in which the licence is granted.

d) *Scholar Services*

The ECDOT is in the process of taking over the administration of scholar transport from the Department of Education. The Sarah Baartman DM will liaise with the ECDOT as to the procedures to be followed once this function has been transferred and the scholar transport policy finalised.

e) *Other Applications / Procedures*

Application referrals are to be made to the following authorities, as indicated in **table** below:

**Table 5.23** Application Referrals

Type of Service	Referrals
Local mini-bus taxi service	SBDM, LMA
Inter-town taxi service with origin and destination within the Sarah Baartman District	SBDM, both affected LMAs
Inter-town taxi service with origin or destination outside the Sarah Baartman District	SBDM, affected LMA within SBDM, any other DM and LMA where loading or off-loading is proposed
Metered taxi service	SBDM, LMA

## 5.7 AREA BASED PLAN (ABP)

The SBDM during the course of 2008 formulated an Area Based Plan (ABP) in conjunction with a Land Availability Audit (LAA) for the entire Sarah Baartman District. An ABP is essentially a sector plan that addresses land related issues at a municipal level and is intended to form part of the IDP and SDF. A key component of the ABP is to outline core land reform objectives and strategies on a District level whilst simultaneously highlighting opportunities that will further unlock socio-economic potential and inform decision making at a municipal level.

In essence the ABP is comprised of four pillars, namely:

- **Audit:** Determine what the nature of the problems, issues and challenges are within the District with respect to land reform
- **Assess:** Assess the implication of the land and development information, both in terms of agrarian and human settlement needs and issues. The assessment will identify the impact that land reform has within the municipality, the extent to which it aligns with IDP objectives and determine the gaps that need to be addressed.
- **Strategise:** Develop a vision and strategies as to how the land reform programme in the municipality can:
  - Be guided to achieve the core objectives of the Department of Land Affairs (DLA).
  - Brought into line with the existing IDP and land use frameworks.
  - Help to address issues of equity, good governance, poverty alleviation and economic growth.
- **Address:** Be pro-active through the identification of practical land reform projects and interventions that can be implemented.

Based on information obtained from the audit and assessment pillars of the ABP, objectives and strategies have been formulated so as to aim for the implementation of relevant land reform targets. These are reflected in the following:

### i) **DM Land Reform Targets**

One of the primary objectives of the DLA is to redistribute 30% of white owned agricultural land by 2014 to previously disadvantaged communities for sustainable agricultural development. The table below indicates the total land area per Local Municipality, land area excluded from the 30% target (e.g. National Parks, etc) and the resultant land area remaining in possession of white commercial agriculture.

To date the Sarah Baartman region has achieved redistribution amounting to 6.31% of the 30% target. This leaves an estimated 1333390 ha to be redistributed in the next six years, a highly improbable target.

**Table 5.25: Land reform targets**

Local Municipality	Land Area	Total Exclusions	Remaining Land Available (White Owned)	30% Target	Land Redistribution 1994-2008	Remaining Target	% Achieved
Camdeboo	722993	206314	516678	155003	7605	147398	5.16%
Blue Crane Route	983557	176285	807271	242181	16274	225906	7.20%
Ikwezi	445313	73162	372151	111645	4310	107335	4.02%
Makana	437561	159089	278472	83541	13113	70428	18.62%
Ndlambe	184064	32362	151702	45510	4083	41427	9.86%
Sundays River Valley	350790	106207	244583	73375	16228	57146	28.40%
Baviaans	772706	120368	652338	195701	4990	190711	2.62%
Kouga	241941	51577	190363	57109	7890	49218	16.03%
Kou-Kamma	357371	56650	300720	90216	9609	80607	11.92%
District Managed Area	1328029	117324	1210704	363211	0	363211	0.00%
<b>Totals</b>	<b>5824329.8</b>	<b>1099341.9</b>	<b>4724987.8</b>	<b>1417496.3</b>	<b>84105.56</b>	<b>1333390.8</b>	<b>6.31%</b>
	<b>1</b>	<b>2</b>	<b>9</b>	<b>7</b>		<b>1</b>	

The key focus areas are as follows:

	Key Focus Areas	Economic Advantage
1	Humansdorp, Hankey and Patensie	Production for dairy, citrus and vegetable farming
2	Kirkwood, Addo and Lower Sundays River Valley	Citrus producing area and closely situated to a major port for Export
3	Grahamstown, Alexandria and Port Alfred	Well known for farming; Dairy, Cattle and Pineapples
4	Somerset-East and Cookhouse	Production of Wheat, Maize and Lucerne under irrigation Sheep and Goats farming
5	Graaff-Reinet and Jansenville	extensive animal husbandry

## CACADU DISTRICT: ABP FOCUS AREAS

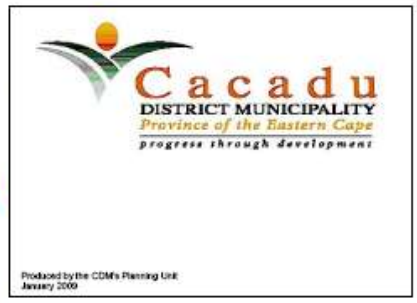
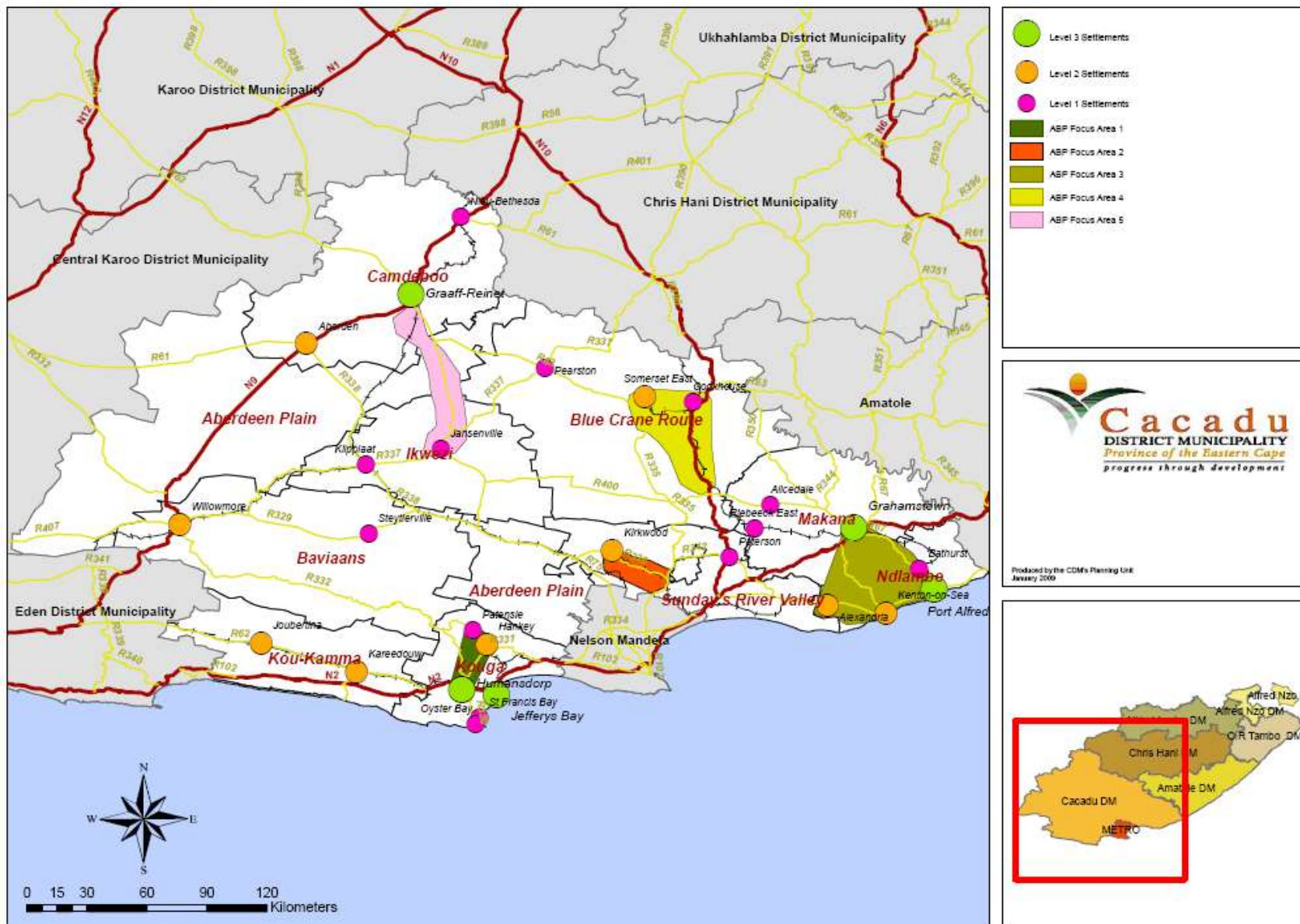


Figure 4.10: ABP Focus Areas

## ii) Land Availability

Within the District, Local Municipalities are faced with enormous challenges, one of which is the identification of appropriate land in order to facilitate decisions on the optimal arrangement of settlements in space, based on concepts of sustainable development, .

In order to start to effectively implement the policy directives of the settlement hierarchy policy, the housing and settlement guidelines and the rural development guidelines, the SBDM undertook a Land Availability Audit (LAA) within the District in conjunction with the ABP process. The premise behind the LAA was to view potential land for development not from non-sustainable confined criteria (e.g. only state owned land), but from a perspective where land is firstly identified according to its strategic importance in ensuring sustainable development regardless of land ownership status (i.e. private, state, etc).

**Table 5.27** Land demand

LM	TOWN / SETTLEMENT	SETTLEMENT LEVEL (REVISED)	HOUSING DEMAND (SHORT / MEDIUM TERM-SDF / IDP)	LAND IDENTIFIED BY SDF (ha)	UNITS AT OPTIMAL DENSITY	OVER / UNDER PROVISION
Makana	Riebeeck East	Level 1	450	9.93	298	-152
	Alicedale	Level 1	450	37.07	1112	662
	Grahamstown	Level 3	12000	792.34	23770	11770
	<b>Total</b>		<b>12900</b>	<b>839.34</b>	<b>25180</b>	<b>12280</b>
Kouga	Jeffrey's Bay	Level 3	3390	136.75	4103	713
	Humansdorp	Level 3	3720	526.11	15783	12063
	Hankey	Level 2	1840	105.39	3162	1322
	Patensie	Level 1	740	37.02	463	-277
	Loerie	Level 1	410	26.21	786	376
	Thornhill	Level 1	500	39.98	1199	699
	Oyster Bay	Level 1				
	St Francis	Level 1	840	86.95	2609	1769
	<b>Total</b>		<b>11440</b>	<b>958.41</b>	<b>28105</b>	<b>16665</b>
Kou Kamma	Clarkson / Mfengu	Level 1	200	79.59	2388	2188
	Coldstream	Level 1	31	44.06	1322	1291
	Krakeelrivier	Level 1	200	14.16	425	225
	Louterwater	Level 1	77	13.18	395	318
	Misgund	Level 1	61	33.53	1006	945
	Sanddrift / Thornham	Level 1	200	51.61	1548	1348
	Storms River	Level 1	83	11.3	339	256
	Woodlands	Level 1	237	64.03	1921	1684
	Eersterivier	Level 1	149	7.18	215	66

LM	TOWN / SETTLEMENT	SETTLEMENT LEVEL (REVISED)	HOUSING DEMAND (SHORT / MEDIUM TERM-SDF / IDP)	LAND IDENTIFIED BY SDF (ha)	UNITS AT OPTIMAL DENSITY	OVER / UNDER PROVISION
	Joubertina	Level 2	245	54.57	1637	1392
	Kareedouw	Level 2	220	168.22	5047	4827
	<b>Total</b>		<b>1703</b>	<b>541.43</b>	<b>16243</b>	<b>14540</b>
Baviaans	Steytlerville	Level 1	380	1134.83	32488	32108
	Willowmore	Level 2	380	92.55	1460	1080
	<b>Total</b>		<b>760</b>	<b>1227.38</b>	<b>33948</b>	<b>33188</b>
Ikwezi	Jansenville	Level 1	1000	222.58	6677	5677
	Waterford	Level 1	150	0	0	-150
	Klipplaat	Level 1	425	16.9	507	82
	<b>Total</b>		<b>1575</b>	<b>239.48</b>	<b>7184</b>	<b>5609</b>
Camdeboo	Graaff-Reinet	Level 3	975	478.2	14346	13371
	Aberdeen	Level 2	400	65.48	1964	1564
	Nieu-Bethesda	Level 1	400	13.71	411	11
	<b>Total</b>		<b>1775</b>	<b>557.39</b>	<b>16722</b>	<b>14947</b>
Sunday's River Valley	Kirkwood	Level 2	1480	73.43	2203	723
	Addo	Level 1	1710	161.11	4787	3077
	Paterson	Level 1	900	81.58	2447	1547
	<b>Total</b>		<b>4090</b>	<b>316.12</b>	<b>9438</b>	<b>5348</b>
Ndlambe	Port Alfred	Level 3	4431	329.26	13402	8971
	Alexandria	Level 2	830	273.77	10985	10155
	Bathurst	Level 1	472	57.69	2389	1917
	Kenton on Sea	Level 2	1606	165.62	6695	5089
	Boknes / Canon Rocks	Level 1		3.99	160	160
	<b>Total</b>		<b>7339</b>	<b>830.33</b>	<b>33630</b>	<b>26291</b>
Blue Crane Route	Somerset East	Level 2	1800	36.41	1092	-708
	Pearston	Level 1	650	4.65	410	-510
	Cookhouse	Level 1	203	63.55	1907	1704
	<b>Total</b>		<b>2653</b>	<b>104.61</b>	<b>3138</b>	<b>485</b>
<b>TOTALS</b>			<b>44235</b>	<b>5614.49</b>	<b>173589</b>	<b>129354</b>

Based on the revised settlement hierarchy, and within the assumption that the relevant gross densities for sustainable land management are used, the following key observations are made:



- Housing demand and land identified are based on subsidised housing, and exclude private development initiatives.
- Calculations for land demand are based on subsidised housing in the various LMs and urban areas. Optimal density is based on approximately 30 units per ha (this varies within the LM's based on SDF proposals), with a net residential opportunity size of 250m<sup>2</sup>, allowing for 25% of land for non-residential purposes.
- Level 3 settlements, based on identified land for future expansion, can accommodate approximately 71 000 subsidised housing units. This represents a wide range of housing topologies as per SDF proposals.
- Adequate land as been identified in Level 2 settlements to accommodate approximately 34 000 subsidised houses.
- Approximately 160% of the existing housing demand (44 000) can be accommodated in Level 3 settlements alone. Noting that land identified in Level 3 settlements at an optimum density of 30 units per ha can accommodate 71 000 subsidised housing units.
- Based on the settlement hierarchy and the proposals that investments should take place in areas of highest return and opportunity, it is noted that from a broad settlement perspective, the investment relating to housing delivery and services should be prioritised in Level 3 and 2 settlements. Land identified and available through SDF planning initiatives in these areas are adequate to address the medium to long term housing requirements within the District.
- Areas where land identification results in an under-supply to accommodate future housing needs, with specific reference to Level 2 settlements, should be re-assessed and revised as part of the SDF review processes.
- Investment and land acquisition, in the case of privately owned land, in Level 3 settlements should be prioritised to maximize existing resources in these settlements and promote the future settlement in these locations.
- The second priority for settlement allocation and resource distribution should be in the Level 2 settlements and investment in Level 1 settlements should be based on the provision of basic services as per the Constitution, only.
- Ultimate and sustainable residential densities and housing topologies are supported on a National basis through various Government policies and legislative requirements. The principle of densification, prevention of urban sprawl and settlement of areas of optimum return should be promoted on Provincial, District and Local Level.
- The provision of housing in these prioritised areas (Level 3 and Level 2 settlements) should be done holistically within the parameters of sustainable development, including a wide range of housing topologies, social services, infrastructure provision and commercial and job creation facilities.

## **5.8 COMPREHENSIVE INFRASTRUCTURE PLANS**

Comprehensive Infrastructure Plans (CIPs), as initiated by DPLG, are in the process of being developed for each Local Municipality within the Sarah Baartman District. The overriding purpose of CIPs is to develop a platform which will serve as a single process for all tiers of government with respect to infrastructure provision / service delivery. To date, phase one of the CIP development has been completed. The outcomes of phase one, i.e. draft monetary requirements to address infrastructural backlogs, per Local Municipality are reflected in the tables overleaf

**BROAD INFRASTRUCTURAL FUNDING REQUIREMENTS**

0 Intervention	1 Makana	2 Ikwezi	3 Blue Crane	4 Kouga	5 Camdeboo	6 Sundays River Valley	7 Kou Kamma	8 Baviaans	9 Ndlambe
<b>Housing</b>	<b>R 368,900,000</b>	<b>R 39,060,000</b>	<b>R 52,400,245</b>	<b>R 598,052,000</b>	<b>R 684,991,800</b>	<b>R 286,136,200</b>	<b>R 302,605,818</b>	<b>R 37,900,000</b>	<b>R 595,100,800</b>
Water Backlogs	R 2,454,000	R 19,140,000	R 3,829,999	R 26,836,000	R 569,691	R 19,180,000	R 8,630,000	R 300,000	R 10,241,257
Water Refurbishment	R 15,000,000	-	R 60,000,000	R 22,900,800	R 20,000,000	R 8,540,000	R 9,004,600	R 7,500,000	R 35,445,000
Water Bulk	R 25,888,205	R 17,390,000	R 3,770,000	R 25,040,000	R 9,000,000	R 23,500,000	R 19,996,107	R 69,031,408	R 509,458,662
Water Treatment Works	R 26,000,000	R 7,000,000	R 25,000,000	R 13,934,000	R 8,500,000	R 24,500,000	R 53,876,650	R 22,931,408	R 23,150,000
	<b>R 69,342,205</b>	<b>R 43,530,000</b>	<b>R 92,599,999</b>	<b>R 88,710,800</b>	<b>R 38,069,691</b>	<b>R 75,720,000</b>	<b>R 91,507,357</b>	<b>R 99,762,816</b>	<b>R 578,294,919</b>
Sanitation Backlogs	R 70,955,732	R 31,880,000	R 15,137,000	R 37,718,385	R 9,500,000	R 52,290,000	R 29,388,250	R 30,740,000	R 66,742,000
Sanitation Refurbishment	R 31,500,000	-	R 34,000,000	R 50,750,000	R 13,000,000	R 6,500,000	R 13,428,000	R 6,000,000	R 40,105,000
Sanitation Bulk	R 15,000,000	-	R 14,700,000	R 39,665,000	R 5,000,000	-	R 8,454,502	R 20,200,000	R 105,860,000
Sanitation Treatment Works	R 41,000,000	-	R 27,000,000	R 56,593,000	R 19,500,000	R 17,000,000	R 27,554,500	R 20,200,000	R 22,200,000
	<b>R 158,455,732</b>	<b>R 31,880,000</b>	<b>R 90,837,000</b>	<b>R 184,726,385</b>	<b>R 47,000,000</b>	<b>R 75,790,000</b>	<b>R 78,825,252</b>	<b>R 77,140,000</b>	<b>R 234,907,000</b>

Roads: new	R 161,200,000	R 27,290,000	R 173,000,000	R 156,217,000	R 142,000,000	R 388,000,000	R 251,661,950	R 122,500,000	R 110,749,600
Roads: upgrading	R -	R -	R -	R -	R -	R -	R -	R -	R -
Taxi facilities	R -	R -	R -	R -	R -	R -	R -	R -	R -
Roads: maintenance	R -	R -	R -	R -	R -	R -	R -	R -	R -
	<b>R 161,200,000</b>	<b>R 27,290,000</b>	<b>R 173,000,000</b>	<b>R 156,217,000</b>	<b>R 142,000,000</b>	<b>R 388,000,000</b>	<b>R 251,661,950</b>	<b>R 122,500,000</b>	<b>R 110,749,600</b>
Electricity Backlogs	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Refurbishment	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Distribution	R -	R -	R -	R -	R -	R -	R -	R -	R -
Electricity Substations	R -	R -	R -	R -	R -	R -	R -	R -	R -
	<b>R -</b>	<b>R -</b>	<b>R -</b>	<b>R -</b>	<b>R -</b>	<b>R -</b>	<b>R -</b>	<b>R -</b>	<b>R -</b>
	<b>R 757,897,937</b>	<b>R 141,760,000</b>	<b>R 408,837,244</b>	<b>R 1,027,706,185</b>	<b>R 912,061,491</b>	<b>R 825,646,200</b>	<b>R 724,600,377</b>	<b>R 337,302,816</b>	<b>R 1,519,052,319</b>

i) **BROAD INFRASTRUCTURAL FUNDING REQUIREMENTS**

Based on the information as provided above, the broad financial needs 'loosely' required to address existing developmental issues within the District, is R 6,654,864,569.

**5.9 SOCIO-ECONOMIC AND ENTERPRISE DEVELOPMENT STRATEGY (SEEDS)**

The process of developing the district's Economic Growth and Development Strategy was first initiated in 2005 and the strategy subsequently was adopted by the District's Council in 2006. It was recommended that the strategy be reviewed annually, concurrently with the annual review of the Integrated Development Plan.

The review of the Economic Growth and Development Strategy has been concluded. The revised strategy guides the District in its development facilitation trajectory for at least the following five years. The revision of the strategy is a result of three years of extensive stakeholder consultation and collaboration on both a programmatic and project level, primarily facilitated through the Rural Economic Development Initiative (see subsequent sub section for information related to the Rural Economic Development Initiative).

The Economic Growth and Development Strategy has been renamed the Socio-Economic and Enterprise Development Strategy (SEEDS), the acronym for which metaphorically describes the district's core mandate in initiating the facilitation of economic development and subsequently growing the regional economy.

The SBDM approach is structured around seven core objectives based both on a review of international trends in rural regeneration strategies as well as a reflection on the experience of SBDM and other institutions in promoting development in the region.

Objective	Strategy
<i>Increasing agricultural income</i>	<ul style="list-style-type: none"> <li>• Growing national and international markets for agricultural output</li> <li>• Facilitating investments in local and regional agro-processing plant to increase product demand and improve prices</li> <li>• Investing in research and knowledge sharing to improve the quality and resilience of crops and livestock.</li> <li>• Supporting local and regional food systems that keep wealth in rural communities</li> </ul>
<i>Investing in natural capital</i>	<ul style="list-style-type: none"> <li>• Promoting and incentivising natural resource restoration and conservation including alien vegetation clearing, developing eco-systems markets that reward land restoration through carbon credit mechanism and so on.</li> <li>• Creating new generation green jobs and local income streams rooted in renewable energy.</li> <li>• Growing the rural tourism economy based on natural capital through agri-, adventure- and eco-tourism initiatives.</li> </ul>
<i>Broadening economic participation</i>	<ul style="list-style-type: none"> <li>• Promoting BBBEE, SMME and cooperative development.</li> <li>• Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities.</li> <li>• Improving grant accessibility.</li> <li>• Establishing community-based beneficiation projects.</li> <li>• Facilitating community and worker participation in share ownership.</li> </ul>

Objective	Strategy
<i>Developing the skills base</i>	<ul style="list-style-type: none"> <li>• Promoting social development investments</li> <li>• Improving the quality and quantity of school education and early childhood development (ECD) through partnerships.</li> <li>• Creating further education opportunities linked to work opportunities in the region.</li> <li>• Developing skills transfer partnerships between established and emerging farmers and between established and emerging businesses.</li> </ul>
<i>Improving connectivity and utility infrastructure</i>	<ul style="list-style-type: none"> <li>• Developing rural broadband and mobile phone connectivity is a key rural development strategy globally.</li> <li>• Improving rural transport infrastructure particularly roads.</li> <li>• Identifying and delivering catalytic infrastructure that opens up new economic opportunities.</li> </ul>
<i>Regenerating core towns</i>	<ul style="list-style-type: none"> <li>• Urban regeneration projects focused on upgrading town CBDs and historic districts.</li> <li>• Ensuring quality education and health services in core towns in order to retain talent and skills in the area.</li> <li>• Promote tourism and niche services and manufacturing based on identifying competitive advantages and niche opportunities</li> <li>• Ensuring that municipal infrastructure is maintained and upgraded on a financially sustainable basis in order to support growth and development</li> <li>• Service delivery improvement partnerships to ensure that essential administrative and regulatory functions are undertaken by the LM.</li> </ul>
<i>Building local and regional networks</i>	<ul style="list-style-type: none"> <li>• Strengthening government to government connections at a regional, provincial and national level.</li> <li>• Building partnerships to improve economic competitiveness and resilience.</li> <li>• Creating a positive image of the region amongst public and private investors and building relationships with them.</li> </ul>

### 5.10 SBDM TOURISM MASTER PLAN

The Sarah Baartman District Municipality’s Tourism Master Plan was adopted by the Sarah Baartman District Municipality Council on 25 November 2009.

The objective of the Tourism Master Plan is to provide guidelines and make recommendations to the Sarah Baartman District Municipality on how to develop a functioning tourism system through the application of a defined strategy and specific actions.

The District Tourism Master Plan (TMP) has been developed through the consolidation of the current Responsible Tourism Sector Plans of Local Municipalities in the Sarah Baartman District and is comprised of two components as outlined below:

i) **The Tourism Development Strategy:**

Sarah Baartman’s Tourism Development Strategy is aimed at achieving the Tourism Vision (“*Sarah Baartman, a world of wonders waiting to be discovered*”) of the tourism sector, and driving development through the elements of the Mission (“*To create an enabling environment which encourages partnerships for the development and promotion of the tourism industry through cooperation and coordination at all levels*”). To achieve this, the Sarah Baartman District must:

Objectives	Strategies
<ul style="list-style-type: none"> <li>- Main and grow its existing markets;</li> <li>- Attract new markets;</li> <li>- Become a primary tourism destination;</li> <li>- Nurture a tourism industry which is growing in line with the defined benchmarks, and so is providing employment and prosperity for all the local stakeholders and a satisfying experience for visitors.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify strategic priority programs and projects;</li> <li>- Identify the organization / department responsible for implementation of the priority programs and projects;</li> <li>- Identify the budget required for implementation of the priority programs and projects;</li> <li>- Identify implementation timeframes for the prioritization of priority programs and projects.</li> </ul>

### 5.11 SARAH BAARTMAN DISTRICT SMME STRATEGY

The majority of people in Sarah Baartman live in the rural areas and most depend on agriculture and other rural economic activities. Most communities produce on a subsistence level and have limited access to financial markets that cannot effectively supply the financial resources and other products needed by the emerging SMME sector.

SMMEs are the engine for growth in Sarah Baartman. To contribute to economic development in the district, there's great need to support SMMEs, a better enabling environment needs to be created and an engagement with financial institutions to develop 'SMME-friendly lending'.

In spite of the significant contributions that they make towards GDP, employment and rural livelihoods, SMMEs continue to face a plethora of challenges that inhibit their growth and development beyond mere survivalist modes of activity.

A multi-pronged approach is needed, dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.

#### SMME Vision for Sarah Baartman District Municipality

Consistent with the district IDP and all other strategic policy documents, and drawing on the research undertaken, it is reasonable to assume an SMME vision for Sarah Baartman to be:

*“to promote the creation of vibrant and sustainable SMMEs that contribute towards increased wealth generation, inequality reduction, employment creation and poverty alleviation.”*

The institutional strategic objectives incorporate SMME objectives and strategies. The strategic objectives set out a performance measure for this SMME Strategy and are congruent with those set-out in the Provincial Growth and Development Plan of the Eastern Cape, which seeks to increase the number of start-ups and boost the growth prospects of existing enterprises in the district.

#### i) **The role of the Sarah Baartman District Municipality:**

The primary role of the Sarah Baartman District Municipality in SMME development is to coordinate, facilitate and stimulate the sustainable development of Small, Medium and Micro enterprises within its jurisdiction through the following mechanisms:

- Strategy and policy development
- Programme development and co-ordination
- Strategic liaison and networking

ii) **Levels of Institutional Responsibilities:**

The planning, execution and monitoring of SMME development in the SBDM area consists of the following three most critical levels of institutional responsibilities:

1. *Strategy and policy development:*  
This responsibility, which includes the planning of short, medium, and long-term strategies and policies to guide and direct SMME development within the area, is considered the first and high-end level of institutional responsibilities in the Sarah Baartman District Municipality. The most fundamental purpose is to create an appropriate and conducive business and economic environment to harness the full job creation and poverty alleviation opportunity within the area.
2. *Strategy and programme execution:*  
This involves the implementation of all or some aspects of the SMME Strategy of the SBDM. This level of responsibility will include packaging the strategy into manageable programmes and projects as well as the provision of ongoing support services to strategy beneficiaries.
3. *Programme monitoring:*  
This level is considered the most critical in the planning and execution of the SMME strategy of the SBDM as it ensures that stakeholders participate effectively in the monitoring of the implementation processes. Involved as well is the constant evaluation of the impact and performance of the execution process against original plans and strategic directions decided jointly with stakeholders.

iii) **Agricultural Mentorship Programme**

This situation puts a lot of pressure to redistribute more land but even under the present pace of redistribution, a comprehensive support to the new land owners is lagging behind. Although emerging farmers often have basic agricultural skills or have received some agricultural training, most are lacking the capacities needed to manage a farm as a business, resulting in the deterioration of the assets (infrastructure, land, stock etc.) and thus threatening food security. Therefore, agricultural mentorship that goes beyond mere training and extends over several years is urgently needed. Meanwhile training is a short term instrument to fill certain knowledge or skills gaps; mentorship aims to ensure that the acquired knowledge is applied correctly and in a flexible manner adapting it to the local conditions.

In order to develop and implement an agricultural mentorship strategy, GIZ and the Sarah Baartman District Municipality entered in an agreement in March 2009. During the last two and a half years of the cooperation, important progress towards the overall goal has been achieved. An agricultural mentorship strategy has been developed and approved by the Council. Currently, the strategy is being piloted in five projects, in different Local Municipalities and in different commodities. The evaluations of the first twelve months in two of the pilot projects indicate the viability of the strategy and the success of the mentorship.

The District wide roll-out of the programme in cooperation with the local agricultural commodity groups, the Local Municipalities and the Department of Rural Development and Agrarian Reform as main partners has started in April 2011.

## 5.12 LOCAL ECONOMIC DEVELOPMENT INITIATIVE

Sarah Baartman has entered into an agreement with the Development Bank of South Africa Development Fund to be a pilot on a Local Economic Development Initiative (LEDI). The LEDI funds large capital catalytic economic infrastructure projects, as well as developing and implementing regional economic turnaround strategies.

The LEDI seeks to find a way:

- To ensure that the economies of our urban areas act as spaces of inclusion not exclusion, of economic integration and not growing marginalization and inequity
- Of spreading opportunity through maximizing the economic potential of areas outside the dominant cores, through fostering local space economies that drive shared growth
- To take advantage of high-impact, quick-win investment opportunities that could have a catalytic ripple effect on economic growth

LEDI projects include:

- a) Fibre Innovation Hub Rapid Assessment & Strategic Plan
- b) Natural Fibre Cluster Interim Support
- c) Natural Fibre Cluster Championship
- d) Development of an Agri-tourism Route in Sundays River Valley Municipality
- e) Investigation into and identification of niche agro-processing opportunities
- f) Camdeboo Satellite Aquaculture Project
- g) Implementation Study on the Generation of Hydro-electricity on micro/mini sites located within Blue Crane Route Municipality
- h) Renewable Energy Rapid Assessment & Audit
- i) Regional Renewable Energy Coordinating Forum
- j) Land Use and Locational Policy for Renewable Energy
- k) Revision of Economic Growth and Development Strategy
- l) Preparation and Implementation of a Regional Economic Model
- m) Strategic Infrastructure Investment Assessment for Kouga Municipality

Institutional Support projects to LMs

Municipality	Projects
<b>Camdeboo Municipality</b>	<i>Graaff-Reinet Urban Design Plan</i>
	<i>Township Tourism Feasibility Study</i>
	<i>Skills Development</i>
<b>Makana Municipality</b>	<i>LED Thematic Work Group</i>
	<i>National Arts Festival Partnership</i>
	<i>Private Schools Partnership</i>
	<i>Indigenous Nursery &amp; Environmental Restoration Project</i>
	<i>Municipal Services Finance Model for Blue Crane Route Municipality</i>
<b>Blue Crane Municipality</b>	<i>Wind Research and Training Facility</i>



## 5.13 CACADU DEVELOPMENT AGENCY

### 5.13.1 Principles

Through the Regional Economic Development Initiative, principles in promoting economic growth and development in the district are emerging. These principles, based on best practice, and should be integrated into the modus operandi of the district development agency.

- Regional collaboration based on a non-jurisdictional perspective, recognising that economic potential often cuts across municipal and even provincial boundaries
- The promotion of partnerships between government, the private sectors, higher education and research institutions and civil society
- Linking growth sectors, for example the combination of tourism and agriculture industries in an agri-tourism initiative
- Linking formal and informal business communities
- Innovation and new growth sectors
- Small town regeneration, most notably in rural areas
- Importance of data generation, analysis and research to provide accurate base data on which to identify competitive and comparative advantages
- Reduction of red tape processes that often hinder economic development
- Alignment and coordination between sectors and across the spheres of government are essential for economic development interventions to be integrated
- The importance of flexibility in municipal boundaries in the facilitation of regional economic development and the ability to choose the most appropriate functional region for specific interventions should be noted.

The following three areas show the potential for economic growth and employment creation in the Sarah Baartman District Municipality area:

1. Agriculture and agro processing
2. Tourism infrastructure development
3. Small town regeneration
4. Renewable energy

### 5.13.2 Development Objectives

The development objectives of the Agency are derived from the SBDM IDP, which has prioritised five development priorities (objectives) towards securing the overarching strategic goals, the Vision and the Mission adopted from the SBDM IDP. The IDP priorities are aligned with the National policy directives of the MTSF and the NSDP and the Municipal Socio-Economic and Enterprise Development Strategy (SEEDS).

The five prioritised development objectives and the rationale for their selection are outlined below:

No.	Objectives	Strategies
1	Infrastructure Development	Physical and development planning
		Coordinate the provision of regional bulk water and transportation services
		Assist the SBDM in the process of identifying potential shared services

No.	Objectives	Strategies
2	Capacity Building and Support to Local Municipalities	Ensure that appropriate planning and development facilities are established
		Ensure that appropriate information technology facilities and skills are available
		Develop appropriate systems for local and district community participation
3	Economic Development	The identification, appropriate packaging and promotion of investment opportunities
		Support for SMME and Cooperatives development
		Design of rural development economic initiatives including agricultural mentorship programmes
		Promoting the establishment of alternative energy generation (wind, hydro, solar, bio-fuel)
		Promoting and strengthening regional and local economic linkages, partnerships and networks
4	Community Services	Ensuring that Local Municipalities have access to appropriate ICT infrastructure and capacity
5	Institutional Development	The planning and implementation of skills development programmes together with appropriate monitoring and evaluation systems
		Ensuring that appropriate professional development is adopted in terms of economic aspects of the IDPs at the district and local municipal levels

#### 5.14 PARTNERSHIPS

Sarah Baartman District Municipality endeavours to improve the lives of its people, this requires the municipality to build relations with other institutions, neighbouring municipalities and other countries. The SBDM, currently, has four (4) signed partnership agreements with Cape Winelands DM, Nelson Mandela Metro and two with the People's Republic of China.

PARTNER	INSTITUTIONAL TYPE	PURPOSE
<b>Cape Winelands District Municipality</b>	District Municipality	<ul style="list-style-type: none"> <li>The exchange of experience and knowledge on the different aspects of local government administration</li> <li>the development of co-operation on the levels of economic development and tourism.</li> <li>the exchange of experience and knowledge on the development, implementation and maintenance of an effective performance management system</li> </ul>
<b>Nelson Mandela Metropolitan Municipality</b>	Metropolitan Municipality	<ul style="list-style-type: none"> <li>The exchange of experience and knowledge on the different aspects of local government administration;</li> <li>The development of co-operation on the levels of economic development and tourism. This will focus on encouraging co-operation between the business communities, especially medium and small-size business, of both local government entities;</li> <li>The promotion and support of mutually beneficial infrastructural development; and</li> <li>Any other matter of strategic importance, which affects the interests of both municipalities.</li> </ul>

<p><b>Jincheng City, the Shanxi People's Republic of China</b></p>	<p>International Municipality</p>	<ul style="list-style-type: none"> <li>• In order to grow the Sino-African friendship further, to enhance the understanding between Jincheng and Sarah Baartman and to promote inter-municipal co-operation in various fields, both parties agree to take positive measures to speed up the process of entering into a twin city relationship.</li> <li>• Actively Promote agriculture and tourism between both municipal areas and co-operation among the enterprises as well.</li> </ul>
<p><b>Shanxi Provincial Health Department of the People's Republic of China</b></p>	<p>International Provincial Department</p>	<ul style="list-style-type: none"> <li>• Friendly Cooperation in Medical and Health Scope</li> <li>• Enhance the friendly relations between Shanxi Province and Sarah Baartman District municipality.</li> <li>• Establishment of the strategic frameworks on medical and health management, medical science and technology, medical education and training, construction of hospital culture, etc.</li> <li>• Share valuable experiences in medical and health care, advances in medical science, hospital cultural innovation, etc.</li> </ul>
<p><b>Santam</b></p>	<p>Private Public Partnership</p>	<ul style="list-style-type: none"> <li>•</li> </ul>

## 5.15 ENERGY AND CLIMATE CHANGE STRATEGY

### 5.15.1 Renewable Energy

Renewable energy is poised to be one of the major areas of investment both within the country and internationally in the years ahead. The renewable energy sector is an area of great emerging opportunity for the Eastern Cape. It is a very dynamic sector currently, as the implications of extensive government commitment to renewable energy become apparent. New developments nationally are taking place very frequently and there are also many significant projects happening in the region. The anticipated massive growth in this sector provides major opportunities for growth in job creation in the province because of the potential of the area to host major renewable energy generation infrastructure as well as the potential to be a major manufacturer of such infrastructure leveraging off the automotive sector.

This announcement is significant for the Eastern Cape as five of the eight successful wind farm developments are to be developed in the Eastern Cape. This translates into 70% of the total power to be generated from successful wind farms announced as successful bidders in the first window (i.e. 443.46MW) will be generated within the Eastern Cape.

In addition to the significance for the Eastern Cape, the announcement of successful wind farm developments is particularly significant for Sarah Baartman District Municipality, as three of the eight approved wind farm developments are to be developed in the district, with an additional wind farm to be developed in Nelson Mandela Bay Municipality. The two largest energy generating wind farms, i.e. Cookhouse Wind Farm (135MW) and Jeffreys Bay (133.86MW) and are to be developed in the district. This will result in significant employment (most notably temporary construction work) and related economic spinoffs for the district.

### 5.15.2 Climate Change

Initiatives and programmes reflected in District plans and programmes need to take into consideration risks and impacts and limitations imposed by climate change, such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

Development planning should take in account at least the following:

- Infrastructure development needs to take into account the impact of changing variables such as higher return periods for flooding and droughts, more extreme weather events, and sea level rise. Infrastructure development should pay close attention to geographic areas at highest risk such as flood-prone areas and areas close to sea-level.
- Development plans and programmes need to take into consideration the growing need for climate change mitigation and clean energy projects as development direction and economic opportunity. Such a development direction is underscored by the growing green economy.
- Development plans and programmes need to consider co-funding opportunities through mechanisms such as trading of Carbon Credits and Climate Change Adaptation Funds.
- It should be emphasised that the successful outcomes of development plans and programmes, particularly in regard to poverty alleviation and food security, will increase the resilience of vulnerable communities to climate change.

The effects of climate change such as temperature increases and sea-level rise may have significant knock on effects which combine to threaten the environmental, economic and social systems of the district.

A climate change risk assessment matrix was developed as part of the Eastern Cape Climate Change Response Strategy (ECCCRS) developed by the provincial Department of Economic Development, Environmental Affairs and Tourism (March 2011).

The risk assessment matrix aims to facilitate a step-wise approach to understanding which climate change impacts may affect the province, how serious these impacts are likely to be, and which provincial plans, agencies and departmental and municipal mandates are directly affected.

Climate change risks assessed as being of extreme significance are given in the table below.

**Table 5. 29** Climate change risk assessment

<b>Climate Change Manifestation</b>	<b>2<sup>nd</sup> Order Impact</b>	<b>3<sup>rd</sup> Order Impact</b>	<b>Systems / sectors / Infrastructure</b>
More hot days and heat waves	Increased frequency of fire danger index reaching high extreme, coupled with berg-wind conditions	Risk of major loss of livestock, grazing, crops and infrastructure; threats to financial sustainability of existing commercial and subsistence farming operation and rural livelihoods; reduced food	Agriculture Sector

<b>Climate Change Manifestation</b>	<b>2<sup>nd</sup> Order Impact</b>	<b>3<sup>rd</sup> Order Impact</b>	<b>Systems / sectors / Infrastructure</b>
		security.	
Increased storm severity/ Extreme weather events.	Increased inundation and loss of coastal land, wetlands and Estuaries	Increased damage to/loss of coastal property and infrastructure and increased insurance premiums	Coastal and Marine Systems
More hot days and heat waves	Increased frequency of fire danger index reaching high extreme, coupled with berg-wind conditions	Risk of major and widespread loss of standing stocks and threats to financial sustainability of existing Operations	Forestry sector
More hot days and heat waves	Increased morbidity and mortality among elderly and infirm (e.g. HIV/AIDS patients)	Increased strain on health services	Social & Economic Systems
Higher mean temperatures	Coupled with increased rainfall, spread in range of diseases and vectors, including cholera, malaria and bilharzia.	General increase in occurrence of disease; exacerbation of effects on people with HIV/AIDS, the elderly and the poor.	Social & Economic Systems
Increased storm severity/ Extreme weather events.	Increased storm surges coupled with sea level rise and flooding from both climate change causes and catchment hardening.	Direct threat to livelihoods, services and infrastructure in coastal low lying areas.	Social & Economic Systems
Increased storm severity/ Extreme weather events.	Coupled with more intense rain, catchment hardening due to urban development, and reduced integrity of water catchments: increased risk of flooding or flash floods	Direct threat to infrastructure within flood-prone areas; Direct threat to human life.	Social & Economic Systems
More hot days and heat waves	Increased frequency of fire danger index reaching high extreme	Increased fire frequency increases direct threat to human life; threats to livelihood and infrastructure.	Social & Economic Systems
More hot days and heat waves	Increased morbidity and mortality among elderly and infirm (e.g. HIV/AIDS patients)	Direct threat to livelihoods and social services	Social & Economic Systems
Higher mean temperatures	Increased evaporation, reduced soil moisture, reduced runoff and river base flow.	Compounded by reduced MAP, systemic water shortages will limit economic growth potential to the	Social & Economic Systems

Climate Change Manifestation	2 <sup>nd</sup> Order Impact	3 <sup>rd</sup> Order Impact	Systems / sectors / Infrastructure
		south-west.	
Sea level rise	Coupled with storm surges and flood events exacerbated by catchment hardening, inundation and wave damage to coastal low lying areas.	Direct threat to livelihoods, services and infrastructure in coastal low lying areas.	Social & Economic Systems
Increased storm severity/ Extreme weather events.	Crop damage from hail and wind and heavy rain	Increased risk of crop failure; threats to commercial and subsistence agriculture, rural livelihoods and food security.	Social & Economic Systems
Longer dry spells and increased likelihood/severity of droughts	Increased risk/frequency of dry land crop-failure; Increased mortality and reduced productivity among livestock.	Threats to commercial and subsistence agriculture, rural livelihoods and food security.	Social & Economic Systems
More hot days and heat waves	Heat waves coupled with dry conditions may increase the risk of uncontrollable shack fires in informal settlements	Threat to human life. Threats to urban livelihoods and increased strain on urban disaster management systems.	Social & Economic Systems
Increased storm severity/ Extreme weather events	Increased frequency of storm Surges	Reduced safety of personnel and increased frequency of injury or loss of life	Transport infrastructure

The ECCRS further recommends the following adaptation and mitigation measures in response to climate change:

**Table 5.30 Mitigation measures**

Adaption Category	Adaption Objective
Coastal Infrastructure and Livelihoods	<ul style="list-style-type: none"> <li>Increased resilience of coastal infrastructure and resources to the effects of sea-level rise, storm-surges, flooding and increased sea temperature (fisheries).</li> <li>Improved response to the impacts of extreme coastal events.</li> </ul>
Water Scarcity	<ul style="list-style-type: none"> <li>Mainstreaming climate change induced water scarcity in institutional decision-making and planning in water stressed areas in the District.</li> <li>Effective water resources management and efficient water use throughout the District.</li> </ul>
Flood management	<ul style="list-style-type: none"> <li>Flood prevention</li> </ul>

	<ul style="list-style-type: none"> <li>Reducing vulnerability to flooding events;</li> <li>Improved response to the impacts of flooding events</li> </ul>
Responses to increased risk of wildfires	<ul style="list-style-type: none"> <li>Improved wildfire prevention and suppression</li> </ul>
Managing the effects of increased temperature on human lives	<ul style="list-style-type: none"> <li>Societal adaptation to human health impacts from temperature increases associated with climate change.</li> </ul>
Food security	<ul style="list-style-type: none"> <li>Incorporating Climate Change acclimatization and resilience in provincial food security programmes.</li> </ul>

Mitigation Category	Mitigation Objective
Mainstreaming GHG (Greenhouse Gas) Mitigation in Local Government and in Industry	<ul style="list-style-type: none"> <li>Mainstreaming GHG Mitigation in decision-making at all levels of government</li> <li>Promoting GHG Mitigation in Local Government Operations</li> <li>Promoting Greenhouse Gas Reporting in Industry</li> </ul>
Promotion of Renewable Energy in the District	<ul style="list-style-type: none"> <li>Create an enabling environment for investment in implementation and use of clean energy in the District</li> </ul>
Mitigation and opportunities for sustainable livelihoods	<ul style="list-style-type: none"> <li>Facilitate integrated lead projects that promote sustainable livelihoods and local economic development while achieving (tradable) emission reductions</li> </ul>
Mitigation in Solid Waste and Wastewater Treatment	<ul style="list-style-type: none"> <li>Reduction in organic waste to landfill, renewable energy from waste, and methane use or destruction</li> </ul>
GHG mitigation in transport	<ul style="list-style-type: none"> <li>Facilitate shift to low greenhouse gas modes of transport and transport systems.</li> </ul>

## 5.16 SARAH BAARTMAN DISASTER RISK MANAGEMENT PLAN

### 5.16.1 Disaster Management

The Disaster Risk Management Assessment for the Sarah Baartman District was completed in June 2009. The primary purpose of the document was to review the existing Disaster Risk Management Assessment with a view to identifying communities and infrastructure at risk and further prioritize disaster risks for the Sarah Baartman District Municipality. From this assessment a Disaster Management Plan was developed, this plan will be reviewed in 2014/15 due to changes in risk in further assessments done.

Following the assessment exercise, the disaster risks identified to be high priority for the district were

- Fires
- Storm
- Hazardous Materials Accidents

Although the risk calculation undertaken indicated the above disaster risks for the District Municipality, Consideration was also given to those disaster risks that will affect Local Municipalities only. Based on

those contingency plans were developed for those disaster risks, where after Disaster Plans were developed.

a) *Fires*

In respect of the fire hazard, the Sarah Baartman District Municipality, undertook a separate functionality assessment to have the best mechanism to deal with prevention, mitigation of, and response to fires. It is on the basis of this assessment that a strategy was undertaken. This is dealt with more under the Fire Services section.

b) *Storm*

The district Municipality has developed contingency plans for all Municipalities who have this hazard identified as a disaster risk.

c) *Hazardous Material Accidents*

Due to the fact that, this disaster risk is directly linked to Fire Services, it is also dealt with more under Fire Services.

The SBDM has a Disaster Management Centre that has an uninterrupted power supply situated at the Sarah Baartman District offices. This centre is linked to other emergency centres and has a fully functional communication system for use in cases of disaster. The centre conducts education awareness campaigns and has close relations with the Local Municipalities as a means of managing the development of high risk. These close relations enable the centre to respond timeously to disasters and risk. There are no emergency procurement procedures in the Disaster Management Plan however these will be addressed in the review.

## 5.16.2 **Fire Services**

Council has a legislative mandate, in terms of section 84 1 (j) of the Municipal Structures Act, to:

- Plan, coordinate and regulate fire services.
- Provide the fighting of specialised fires, such as Mountain, veldt and chemical fires.
- Co-ordinate the standardization of Infrastructure, vehicles equipment and procedures
- Train Fire officers

SBDM undertook a functionality assessment on how best to deal with the function, within its limited resources, and the function currently performing directly all other functions except the fighting of specialised fires, which is done on an agency basis by Municipalities. The SBDM has a District Fire Co-ordinator in its employment which acts as chief fire officer. There are no tariffs adopted for fire services by SBDM as the these no longer apply.

The district Municipality is providing continuous support and capacity to municipalities to deal with the fighting of fires, including dealing with Hazardous Chemical spillages.



In addition, training of Municipal fire officers, on both firefighting and the handling of Hazardous Material Spillage is a priority of the district in this field.

The District Municipality has further ensured that all fire fighting vehicles in the district are being standardised throughout its area.

## **5.17 HEALTH PLAN**

### **5.17.1 Primary Health Care**

Schedule 4 of the Constitution of the Republic of South Africa, Act No. 18 of 1996, accorded Primary Health Care (PHC) Services to the Province as an area of exclusive provincial competency.

The National Health Council resolved in line with the National Health Act of 2003, that the Primary Health Care services performed by various Municipalities within the Eastern Cape Province must revert to the Department of Health (ECDoH) and further resolved that PHC Services would again be devolved to Local Government in 2014 after the standardisation of the service is completed.

The National Health Council resolution was effectively implemented in Sarah Baartman District on 01 January 2011.

All nine (9) Local Municipalities in Sarah Baartman District area including Sarah Baartman District Municipality entered into Transfer Agreements with ECDoH to transfer the Primary Health Care Services with effect 01 January 2011.

### **5.17.2 Municipal Health Services**

The SBDM has become the responsible service authority for Environmental Health Services (EHS) now defined as Municipal Health Services in accordance with the National Health Act, Act 61 of 2003 from 01 July 2004 in terms of the revocation of Section 84(3) authorizations under the Municipal Structures Act, Act 117 of 1998.

The SBDM took a decision that local municipalities are better positioned to be the agents of the district in rendering Municipal Health Services. The SBDM has thus finalized and entered into Service Level Agreements (PPSLA) which is renewed annually with local municipalities that have the capacity to render EHS on its behalf, namely Kouga, Blue Crane Route (BCR), Camdeboo, Makana, Ndlambe, Kou-Kamma and Sundays River Valley.

The Ikwezi, and Baviaans Municipalities are serviced by two (2) Environmental Health Practitioners (EHP) that are employed by the SBDM

The main Components of Environmental Health are:

- Active Environmental Educations sessions and Awareness Campaigns/Programmes;
- Water quality monitoring;
- Waste Management and Pest/Vector Control;
- Food control, including quality monitoring;

- Health surveillance of premises;
- Surveillance and prevention of communicable diseases;
- Environmental pollution control;
- Disposal of the dead.

This service as rendered by the SBDM, excludes Port Health, Malaria Control and Hazardous Substances these are the competency of the Eastern Cape Department of Health (ECDoH). Due to the size of the geographical area currently serviced, the best mechanism employed to effectively manage Environmental Health is through intergovernmental relations and joint management with the above listed Local Municipalities.

Aspects relating to the objectives and strategies of the Environmental Health function as provided by the SBDM may be viewed in Chapter 2 of this document.

### 5.17.3 CONCLUSION AND WAY FORWARD

SBDM currently is only responsible for rendering Municipal Health Services (MHS) throughout the district and through the appointment of the LMs as implementing agents of MHS.

SBDM would remain a District Health Authority (DHA) in line with the Eastern Cape Health Act, Act 10 of 1999 and the National Health Act, Act 61 of 2003. This means that the District Health Council (DHC) will remain and convened by SBDM Portfolio Councillor for Health. The DHC is a political structure made up of Portfolio Councillors for Health from all SBDM nine (9) LMs and would mainly play an oversight role on PHC services.

The SBDM is a licensing authority for Air Quality management however the function is performed by DEDEA through a service Level Agreement.

## 5.18 HUMAN RESOURCE MANAGEMENT PLAN

The Human Resource Management Plan (a Strategic Document for 2009 – 2014) (HRMP) was developed by the Sarah Baartman District Municipality's Corporate Services and Finance Department in May 2009. The HRMP is the Sarah Baartman District Municipality's (SBDM) Statement of how the institution by means of its employees and politician's will achieve the objectives as set out in the Integrated Development Plan (IDP). The SBDM has a strategic mandate to alleviate poverty which demands a stringent focus by the SBDM on critical services to the Local Municipalities that comprise the district. These services include:

- Infrastructure Development
- Economic Development
- Community Services
- Capacity Building & Support to Local Municipalities
- Institutional Development

In order for SBDM to efficiently achieve its strategic goals and objectives, the institution requires an effective Human Resource Management Structure to service its Departments and the Local Municipalities with efficient HRM services. Functions include:

- Recruitment
- Selection
- Retention
- Job Analysis
- Training and development
- Motivation and Employee Wellness
- Dispute Resolution
- Conflict Resolution
- Contracting
- Organizational Rationalization

The HRMP therefore aims to ensure that SBDM employees can achieve their best to deliver excellent services.

The Plan is intended to be a framework which sets out the contribution of the Human Resource Management Department to other departments in achieving SBDM aims and objectives, with clear indication of priorities.

### 5.19.1 Skills Development Plan

The objectives of the Skills Development Plan are to train and build capacity among the staff of the SBDM. The SBDM acknowledges that the continuous growth and development of its staff is fundamental to its future success as an organization. Whilst most of the current staff complement is new to the sphere of local government, it is important to note that most of these new recruits are young, enthusiastic and willing to learn. As may be seen in the project template on Effective Local Governance, provision is made for the training of the internal staff. Furthermore, a 'Knowledge Resource Centre' - reflected on the same project template - will provide the staff with on-site access to knowledge and information to empower them and to build their capacity. It is clear that the SBDM is serious about staff development and it is dedicated to the development of a culture of learning within the institution.

The municipality has a SDF responsible for compilation and implementation of the annual training plan commonly known as the WSP.

This plan involves obtaining and annually completing a skills audit questionnaire which is signed off by Manager and subordinate.

This questionnaire is also supplemented by the quarterly performance reviews conducted internally which identify skills gaps that requires interventions in the form of training or enhancing capacity to fulfil the function.

### 5.19.2 Employment Equity Plan

The SBDM has formulated an Employment Equity Plan, which includes the personnel development and training policy. This plan will be revised as circumstances require. The gender component that is outlined in the Integrated Poverty Reduction and Gender Equity Programme highlights the SBDM's concern with the employment of women.

This is part of its commitment to rectify the imbalances of the past. The SBDM's current organizational structure reflects its commitment to employment equity and placing women in strategic positions. Council has a 5 year plan which was approved in August 2010. Council reports implementation annually either 01 October or at the 12 January each year.

## 5.19 RECORDS MANAGEMENT SYSTEM

The municipality has an archives section which maintains its records in a manner which makes document usage efficient. An audit file is developed annually in accordance with the requirements from National treasury and is provided to the Auditor General together with the Annual Financial Statements on the 31 August each year.

**Table 4.31 Human Resource Plan**

DEVELOPMENT PRIORITY 1 – INFRASTRUCTURE DEVELOPMENT			Strategies for Support	Related Projects	Comment
					Infrastructure Investment can only be supported with the general Human Resource Provisioning and Administration processes
DEVELOPMENT PRIORITY 2 – CAPACITY BUILDING & SUPPORT TO LOCAL MUNICIPALITIES			Strategies for Support	Related Projects	Comments
<b>OBJECTIVE 1 :</b> Maximize the potential of SBDM LM's and District Municipality to effectively and efficiently deliver services to their communities			1) Building in-house capacity at SBDM & in LM's so that they can perform their functions & strengthen institutional system	<ul style="list-style-type: none"> <li>○ Skills Audit</li> <li>○ Training needs analysis</li> <li>○ Capacity Building projects</li> <li>○ Training &amp; Development</li> </ul>	
HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Conducting of the Skills Audit	<ul style="list-style-type: none"> <li>▪ Develop employee competency/Skills profile</li> <li>▪ Develop employee competency/skills dictionary</li> <li>▪ Development of the skills audit tools</li> </ul>	SDF and SHR Officer		<ul style="list-style-type: none"> <li>▪ Field workers</li> <li>▪ IT support</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Conduct skills audit report</li> <li>▪ Develop personal development plans</li> </ul>				
Conduct training needs analysis	<ul style="list-style-type: none"> <li>▪ Develop training needs analysis tools</li> <li>▪ Conduct training analysis</li> <li>▪ Develop needs analysis report</li> </ul>	SDF and SHR Officer		<ul style="list-style-type: none"> <li>▪ IT support</li> </ul>	
Development of WSP	<ul style="list-style-type: none"> <li>▪ Collect information from and liaise with LGSETA</li> <li>▪ Consolidate information from skills audit and training needs analysis reports &amp; personal development plans</li> <li>▪ Develop the SBDM WSP</li> <li>▪ Submit the WSP to LGSETA</li> </ul>	SDF and SHR Officer		<ul style="list-style-type: none"> <li>▪ Necessary information from LGSETA</li> </ul>	

HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Undertake Workforce Planning	<ul style="list-style-type: none"> <li>▪ Design recruitment adverts</li> <li>▪ Conduct short listing</li> <li>▪ Conduct interviews reports with recommendation to the council</li> </ul>	SHR officer, HR Manager			
Compile training & development programme	<ul style="list-style-type: none"> <li>▪ Consolidate information from Skill Audit reports, PDP's &amp; WSP</li> <li>▪ Compile the training &amp; development programme</li> </ul>	SDF			
Conduct training & capacity building in policy implementation & legislative compliance matters	<ul style="list-style-type: none"> <li>▪ Develop training material</li> <li>▪ Arrange for training logistics</li> <li>▪ Conduct the training and training impact assessment</li> </ul>	Consultant			
<b>DEVELOPMENT PRIORITY 2- CAPACITY BUILDING &amp; SUPPORT TO LOCAL MUNICIPALITIES</b>			<b>Strategies for Support</b>	<b>Related Projects</b>	<b>Comments</b>
<b>OBJECTIVE 1:</b> Maximize the potential of SBDM LM's and District Municipality to effectively and efficiently deliver services to their communities			To improve the performance of low capacity LMs in respect of Organizational and HR arrangements	<ul style="list-style-type: none"> <li>○ Conducting HR Audits</li> <li>○ Policy/Procedure development</li> <li>○ Review of Organograms</li> </ul>	On request and demand the select LM's will be given assistance with the activities and survey related to

					these projects.
HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Conduct HR audit	<ul style="list-style-type: none"> <li>▪ Develop HR audit tools</li> <li>▪ Conduct HR audit</li> <li>▪ Develop HR audit report</li> </ul>	SHR Officer and HR Manager		<ul style="list-style-type: none"> <li>▪ IT support</li> <li>▪ Support from departmental Directors/Managers (Chasers)</li> </ul>	
Policy & Procedure Development	<ul style="list-style-type: none"> <li>▪ Develop Policy/Procedure checklist</li> <li>▪ Submit the checklist to LM's for verification process</li> <li>▪ Develop a gap analysis report with recommendations to LM's</li> <li>▪ Assists LM's in developing HR Policy/Procedure Manual</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHR Officer and HR Manager</li> </ul>		<ul style="list-style-type: none"> <li>▪ Support and buy- in from LM's HR Managers/Officers</li> <li>▪ Support from the internal &amp; external Consultants</li> </ul>	



HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Reviewing Organizational Structures	<ul style="list-style-type: none"> <li>▪ Collect information &amp; documentation</li> <li>▪ Consult with LM's HR Practitioners</li> <li>▪ Review the Structures</li> <li>▪ Develop and submit a review report with recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ SHR Officer and HR Manager</li> </ul>		<ul style="list-style-type: none"> <li>▪ Corporate Services and Finance Director's Support</li> <li>▪ IT Support</li> <li>▪ LM's HR Directors Support</li> </ul>	
<b>DEVELOPMENT PRIORITY 3- ECONOMIC DEVELOPMENT</b>			<b>Strategies for Support</b>	<b>Related Projects</b>	<b>Comment</b>
<b>OBJECT 3:</b> To develop and enhance technical and life skills in line with labour market demands of the district in strategic sectors and the region at large			Partner with key players in Human Resources and skills developments	<ul style="list-style-type: none"> <li>○ Coordination of in-house skills development</li> <li>○ Development of LM's HR Development Strategy</li> <li>○ Assist in the Implementation of the HRD Strategy</li> </ul>	On request by the Economic Development Department and on demand the in-house projects/assignments in assisting will be executed
HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Conduct a specialized Training needs analysis and skills Audit	<ul style="list-style-type: none"> <li>▪ Development of Training Need Analysis/Skills Audit tools</li> <li>▪ Administration of</li> </ul>	SDF and the HR Manager		<ul style="list-style-type: none"> <li>▪ IT Support</li> <li>▪ Director ED Support and information sharing</li> </ul>	

	<p>Tools</p> <ul style="list-style-type: none"> <li>▪ Data Capturing analysis and interpretation</li> <li>▪ Development &amp; submission of a report with statistics and recommendations</li> </ul>			<ul style="list-style-type: none"> <li>▪ Printing support</li> </ul>	
Develop Training Schedule	<ul style="list-style-type: none"> <li>▪ Consolidate employee database and statistics</li> <li>▪ Consult with departmental Heads</li> <li>▪ Get approvals from line Managers on Employee training needs</li> <li>▪ Develop and verify the training schedules with relevant custodians and line</li> </ul>	SDF		<ul style="list-style-type: none"> <li>▪ IT Support</li> <li>▪ Departmental line Manager support</li> <li>▪ Printing support</li> </ul>	

HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required	
Coordinate training and skills Programmes	<ul style="list-style-type: none"> <li>▪ Organize training facilities in-house or externally</li> <li>▪ Consult and verify training logistics</li> <li>▪ Inform the employees and the supervisors of the training logistics and remind them of schedule thereof</li> </ul>	SDF		<ul style="list-style-type: none"> <li>▪ Telephone and Electronic Mailing</li> <li>▪ Training Budget</li> </ul>	
Develop Human Resource Development Strategy	<ul style="list-style-type: none"> <li>▪ Research and Consolidation of information</li> <li>▪ Conduct Benchmarking and analysis</li> <li>▪ Develop the HRD strategy</li> </ul>	Senior HR Officer and HR Manager		<ul style="list-style-type: none"> <li>▪ Corporate and Finance Services director support</li> <li>▪ Printing support</li> </ul>	
Assist in the Implementation of the HRD	<ul style="list-style-type: none"> <li>▪ Present and submit the HRD strategy to ED Director &amp; Manager</li> <li>▪ Develop and HRD Strategy Implementation Framework</li> <li>▪ Workshop the Director and Manager ED on the Strategy &amp; Framework</li> </ul>	Senior HR Officer and HR Manager		<ul style="list-style-type: none"> <li>▪ Corporate and Finance Services Director support</li> <li>▪ Printing support</li> </ul>	

DEVELOPMENT PRIORITY4 – COMMUNITY SERVICES			Strategies for Support	Related Projects	Comment
<b>OBJECTIVE 5:</b> Promote voluntary testing and counselling amongst the inhabitants of the SBDM area of jurisdiction			Maintain voluntary counselling and testing services in clinics	<ul style="list-style-type: none"> <li>○ Establish an Integrated Health &amp; Wellness Programme</li> <li>○ Develop Health &amp; Wellness Policy</li> <li>○ Develop VCT Strategy</li> </ul>	An internal HIV/Aids, Health & Safety Committees do exist only the EAP has not establish to form coalition to programme
HR Required Support	Activities in Support	Responsibility/Role Players	Time-frame	Resources Required	
Establish an Integrated Health & Wellness Programme	<ul style="list-style-type: none"> <li>▪ Conduct Research and Bench-marking</li> <li>▪ Consult all stakeholders for information sharing</li> <li>▪ In collaboration establish the Programme</li> </ul>	Senior HR Officer, HR Manager, Environmental Services Manager, Health Services Manager		<ul style="list-style-type: none"> <li>▪ Director; Health Services, Infrastructure &amp; Planning, Corporate and Finance support</li> <li>▪ Printing support</li> </ul>	
Develop Health & Wellness Policy	<ul style="list-style-type: none"> <li>▪ Conduct Research and reviews Best Practices</li> <li>▪ Consolidate information</li> <li>▪ Develop the Policy</li> </ul>	Senior HR Officer, HR Manager		<ul style="list-style-type: none"> <li>• Support from Manager Environmental Services, Health Services Manager                             <ul style="list-style-type: none"> <li>▪ Printing support</li> </ul> </li> </ul>	

HR Required	Activities in	Responsibility/Role	Time-frame	Resources	
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Support	Support	Players		Required	
Develop the VCT Strategy	<ul style="list-style-type: none"> <li>▪ Conduct benchmarking, research &amp; analysis</li> <li>▪ Information verification &amp; consolidation</li> <li>▪ Develop the VCT Strategy</li> <li>▪ Submit for review &amp; comment</li> <li>▪ Modify if necessary</li> <li>▪ Submit the final strategy</li> </ul>	Senior HR Officer, Health Services Director/Manager		<ul style="list-style-type: none"> <li>▪ Support from, HR Manager</li> <li>▪ Printing support</li> </ul>	
<b>DEVELOPMENT PRIORITY 4– COMMUNITY SERVICES</b>			<b>Strategies for Support</b>	<b>Related Projects</b>	<b>Comment</b>
<b>OBJECTIVE 6:</b> To ensure traditional surgeons and traditional nurses are trained in general health issues, HIV/AIDS prevention and sage practices			Ensuring training of lingcibi and amakhankatha in safe health practices	<ul style="list-style-type: none"> <li>○ Conducting Training Impact Assessment</li> <li>○ Conducting Trainer Impact Assessment</li> <li>○ Conducting trainer Impact</li> <li>○ Assist in Planning for training.</li> </ul>	
Conducting Training Impact Assessment	<ul style="list-style-type: none"> <li>▪ Develop training impact assessment tools</li> </ul>	SDF		<ul style="list-style-type: none"> <li>▪ Support from Senior HR Officer and HR</li> </ul>	

	<ul style="list-style-type: none"> <li>▪ Conduct the training impact assessment</li> <li>▪ Develop &amp; submit impact assessment report</li> </ul>			Manager	
Conducting Trainer Impact Assessment	<ul style="list-style-type: none"> <li>▪ Develop trainer impact assessment tools</li> <li>▪ Conduct the trainer impact assessment</li> <li>▪ Develop &amp; submit impact assessment report</li> </ul>	SDF		<ul style="list-style-type: none"> <li>▪ Support from Senior HR Officer and HR Manager</li> </ul>	
Assist in training planning	<ul style="list-style-type: none"> <li>▪ Provision of relevant information</li> <li>▪ Assist in skills development programmes coordination</li> <li>▪ Assist in capacity building programmes</li> </ul>	SDF		<ul style="list-style-type: none"> <li>▪ Support from senior HR Officer and HR Manager</li> </ul>	

This plan will be reviewed in the 2015/16 financial year.

## 5.20 THE SPECIAL PROGRAM EMPOWERMENT POLICIES AND STRATEGIC PLANNING FRAMEWORKS

The SBDM recognises that it has a critical role to play in addressing imbalances which exist and which have resulted in the vulnerable groups (youth, women and disable) being most adversely affected.

**The Special Program Policies** serve to guide the SBDM in creating opportunities which contributes to the empowerment of the vulnerable groups.

The accompanying **Strategic Planning Framework** which facilitates the translation of the policy into action must be read in conjunction with this policy.

The Special Programmes Empowerment Policy Framework:

The SBDM identified the vulnerability of women, youth and people living with disability within the municipality and recognized the importance of finding ways of responding effectively to their needs. As such, the municipality engaged in an exploratory exercise to determine how best to guide service delivery and human resource practices so that discrimination which the vulnerable groups confront is addressed to enable them access to and utilization of available opportunities to improve their life circumstances.

Following a desktop review of documentation, initial draft policy guidelines were developed. The information from these processes enabled the municipality to sketch out a more consultative process for developing Empowerment Policies which could be owned by officials working within the SBDM as well as key role-players within civil society.

The current team responsible for overseeing the implementation of this policy is the Municipal Manager, the manager responsible for Capacity Building & Support to Local Municipalities as well as the Special Programmes Officer.

All managers responsible for the various developmental priorities, including human resources will need to provide quarterly reports of the progress within their departments/units in terms of ensuring opportunities are created for women's empowerment. These reports will be developed according to clear reporting guidelines and be tabled at Council meetings.

The existing institutional arrangements will be reviewed in order to ensure that the institutional support established is feasible, thus reflective of the SBDM's commitment to promote and ensure women's empowerment.

The SBDM feels that its greatest contribution to supporting the vulnerable groups structures and forums is through the support of Capacity Building Initiatives.

The United Nations Development Programme (UNDP) defines 'capacity building' as *the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources and strengthening of managerial systems.*

Capacity building is a long-term, continuing process, in which all stakeholders participate such as ministries, local authorities, non-governmental organizations, professional associations, academics and others.

The SBDM will strive to build capacity on applying mainstreaming processes among staff within the SBDM as well as within the Local Municipalities and among key stakeholders.

In order to ensure that the policies are realized, the SBDM is determined to have clear strategic action plans accompany the Empowerment Policies, therefore Strategic Planning Frameworks are also developed to assist in the translation of the policies into action.

Strategic Planning Framework:

The Strategic Planning Frameworks, which accompanies the SBDM's Empowerment Policies, introduce key actions which should be considered in initiating the process of creating opportunities for the empowerment of the vulnerable groups who are:

- Citizens within the SBDM and Local Municipalities, as well as
- Employed within the SBDM and Local Municipalities

The Strategic Planning Frameworks outlines initial actions which the SBDM should undertake over the period 2009 – 2012. As these Strategic Planning Framework are a guide, all departments/ sectors/ units within the SBDM will need to adapt and further develop these plans to suit their particular circumstances.

The Strategic Planning Frameworks comprise of two components:

*Component 1: Strategic Plans in relation to the key municipal development priorities*

Within the Empowerment Policies, examples are provided which reflect possible ways of creating opportunities for the vulnerable groups' empowerment. These examples were drawn on as the initial actions which are required within the SBDM. Therefore, the examples are further elaborated upon in the plans below.

**i) Priority Area: Infrastructure Development:**

In terms of the Development Priority, Infrastructure Development, the SBDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Provision of water and sanitation;
- Promotion and improvement of public transport facilities and usage;
- Improvement of housing delivery and settlement planning with the LMs; and
- The integrated 2010/tourism infrastructure roll-out plan.



iii) **Priority Area: Capacity Building & Support to LMs:**

In terms of the Development Priority, Capacity Building & Support to LMs, the SBDM will prioritise the creation of opportunities for vulnerable groups' empowerment by focusing on:

- Representation and position of vulnerable groups within structures;
- Opportunities and support provided for training and educational programs;
- Enhancing skills to create opportunities to enable the vulnerable groups in communities to participate in discussions and decision making around provision of services;
- Developing accountability systems for ensuring prioritization of the vulnerable groups' empowerment.

iv) **Priority Area: Economic Development:**

In terms of the Development Priority, Economic Development, the SBDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Prioritising the creation of increased employment opportunities;
- Prioritising the vulnerable groups entrepreneurs in developing strategic sectors for purposes of economic growth;
- Establishing partnerships with institutions which encourage and promote the importance of the vulnerable groups' participation in economic development programs.

v) **Priority Area: Environmental Health:**

In terms of the Development Priority, Environmental Health, the SBDM will prioritise the creation of opportunities for vulnerable groups' empowerment by focusing on:

- Developing waste management strategies collaboratively with the vulnerable groups;
- Promoting environmental health education and awareness among the vulnerable groups;
- Providing development opportunities for the vulnerable groups' health professionals working in EHS.

v) **Priority Area: HIV/AIDS plan:**

In terms of the development priority 'HIV/AIDS plan', the SBDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Provision of prevention, treatment, care and aftercare programs;
- Promoting awareness of prevention, treatment, care and aftercare needs of the vulnerable groups;
- Formulation and implementation of HIV/AIDS plans for SBDM and LMS which address the prevention, treatment, care and aftercare needs of the vulnerable groups.

vi) **Priority Area: Disaster management:**

In terms of the development priority 'Disaster management', the SBDM will prioritise the creation of opportunities for the vulnerable groups' empowerment by focusing on:

- Formulation and implementation of an institutional management strategy framework responsive to the vulnerable groups' needs;
- Building their capacity in fire delivery services.

*Component 2: Strategic Plans in relation to key human resource functions*

Within the vulnerable groups' Empowerment Policy, recognition is given to the fact that the prioritization of the vulnerable groups' empowerment must extend to the way in which the SBDM operates in relation to its employees.

In so doing, the areas identified where contributions to the empowerment of the vulnerable groups within its structures are as follows:

- Recruitment and selection of employees
- Recruitment and selection of external service providers
- Training and development opportunities for employees
- Monitoring & evaluation of performance

## **5.21 HIV & AIDS SECTOR PLAN**

### **5.21.1 Background**

Sarah Baartman adopted its HIV and Aids Plan in 2008 and the plan is the culmination of all inputs from a range of partners and stakeholders. These Partners and stakeholders come from all nine local municipalities within Sarah Baartman, civil society and community based organizations that are united in their commitment to fight the HIV and Aids pandemic in Sarah Baartman.

The Primary aims of the plan were to:

- Reduce the rate of new HIV infections by 50% by end of 2011
- Reduce the impact of HIV and Aids on individuals, families, communities and society by expanding access to appropriate treatment, care and support to 80 % of all HIV positive people and their families by end of 2011

HIV and Aids Coordination is an issue that is very important to the District Municipality. SBDM has a District Aids Council that is led by the Executive Mayor and Supported by the Secretariat which consist of HIV and Aids Coordinators from the Local Municipalities, Sector Departments and Community Based Organisations.

SBDM is in the process of reviewing its HIV and Aids Strategy to align it to the National Strategy which was launched by President Jacob Zuma in 2013. The following programmes are championed by the HIV and Aids Coordinator:

- Establishment of Local Aids Councils
- Induction of the LAC
- Training of HIV and Aids Coordinators
- Forging partnership with relevant organisations
- Supporting Community Based Organisations
- Partnering with the Local Municipality in hosting of the District World Aids Day

a) *Special Programmes*

The office of the Special Programmes Officer is mandated to assist and coordinate all Special Programmes activities in the district. In line with the developmental role of Capacity Building and Support this office is tasked to ensure the capacity of the designated groups by undertaking the following:

- Establishment of forum of all designated groups
- Induction of forums
- Forging of partnership with relevant organisations and sector departments
- Support Community Based Organisations and Cooperatives
- Supporting and partner with LMs to host District Commemoration Days
- Support various youth, women and people with disabilities initiatives in the district

The office is in the process of reviewing mainstreaming strategies for all designated groups namely children, youth, people with disabilities, women, older persons and HIV & AIDS. It is anticipated that the plans will be reviewed no later than end of 2014.

## **5.22 COMMUNICATION PLAN**

Public Participation / Communication:

The Sarah Baartman District Municipality has a Communication Policy (available from the SBDM upon request) that seeks to enhance transparency and accountability as well as to encourage community participation.

Communication services at municipalities need to operate within a policy framework, which is developed within the prevailing local government legislation, while considering precedents set by prevailing norms and standards that guide the system of government communication generally. The Sarah Baartman District Municipality has developed communication as a strategic function and has established effective communication systems and structures. The municipality employs a dedicated Public Relations Officer in order to develop and implement intentional and planned communication programmes.

A publication entitled “Communication for development and better service delivery in the age of hope”, produced by the Department of Local Government and Traditional Affairs (DLGTA), the South African Local Government Association (SALGA) and Government Communication and Information Systems (GCIS) as well as the “Guidelines for Municipal Communications,” published by SALGA, sets out in detail how to successfully establish communication structures and functions in a municipality.

The communication function within the Municipality is currently being administered by the Department of Finance and Corporate services and includes the following activities:

- Promoting the Municipality by providing sufficient information at regular intervals to the media, public and staff about Municipal issues;
- Planning and coordinating municipal events, community meetings, project launches and handovers;
- Promoting and managing the Municipality's corporate identity and public image;
- Assisting and capacitating Local Municipalities from a communication point of view;
- Formulating, maintaining and implementing the Municipality's communication strategy, while also assisting the local municipalities in this regard; and
- Media and marketing material production and brand management.

Among the flagship projects of the Public Relations Officer is the production of a community newsletter called Sarah Baartman News. A total of 50 000 copies are produced and distributed throughout the District on a quarterly basis. The 17<sup>th</sup> consecutive edition was released in March 2014.

### **Communication as a strategic function**

The communication strategy of the Sarah Baartman District Municipality was compiled by the Public Relations Officer, in consultation with Government Communications and Information Systems (GCIS). The strategy is aligned to the Integrated Development Plan (IDP) in that the development priorities of the Sarah Baartman District Municipality inform the messaging and themes, amongst other things.

The communication strategy of the Sarah Baartman District Municipality is developed within the context of the 2009 – 2014 Medium Term Strategic Framework (MTSF), which stipulates ten (10) National Strategic Medium Term Priorities to guide all spheres of government with the allocation of resources, amongst other things. The ten strategic priorities are conceptualised and summarized as follows:

- Increasing growth and transformation of the economy to create decent work and sustainable livelihoods;
- Building economic and social infrastructure;
- Development and implementation of a rural development strategy linked to land and agrarian reform and food security;
- Strengthening the skills and human resource base;
- Intensifying the fight against crime and corruption;
- Building cohesive, caring and sustainable communities;
- Pursuing African advancement and enhanced international cooperation;
- Sustainable resource management and use; and
- Building a developmental state including improvement of public services and strengthening democratic institutions.

The MTSF further promotes the strengthening of the capacity of all spheres of government in order to:

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development; and
- Strengthen democratic institutions.

## Communication objectives

The communication objectives of the Sarah Baartman District Municipality seeks to support and express the priorities contained in the MTSF, which feeds into the overall vision of the Sarah Baartman District Municipality to be an innovative and dynamic municipality striving to improve the quality of life for all our communities. The communication objectives therefore include the following:

- To increase understanding of the work, role and mandate of the Sarah Baartman District Municipality amongst both internal and external stakeholders across the District.
- To encourage public participation in government processes and policies.
- To generate and maintain good relationships with the media.
- To manage potential risks faced by the Sarah Baartman District Municipality.
- To manage the reputation of the Sarah Baartman District Municipality.
- To influence negative perceptions of stakeholders by continually communicating service delivery achievements and successes.
- To facilitate and encourage two-way communication between the Sarah Baartman District Municipality and its stakeholders, both internal and external.
- Through the District Communicator's Forum (DCF), coordinate government communication programmes within the Sarah Baartman District.

## Communication channels

The channels/tools that are most appropriate for communicating with stakeholders of the Sarah Baartman District Municipality include the following:

### Electronic and digital channels

- Sarah Baartman District Municipality website
- Sarah Baartman District Communicator's Facebook profile
- Electronic internal newsletter
- Email

### Media

- Community newspapers in the Sarah Baartman District Municipality
- Eastern Cape regional newspapers
- National newspapers
- Community radio stations in the Sarah Baartman District Municipality
- Regional and national radio stations
- Television

### District Municipal publications

- Integrated Development Plan
- Annual report
- External stakeholder newspaper (Sarah Baartman News)
- Leaflets/pamphlets
- Media releases
- Local municipality rates statements (supporting campaigns like water usage, Census, electricity use etc.)
- Workshops and presentations

## Events and platforms

- Speeches delivered at events and Council meetings
- Internal meetings with employees
- Stakeholder meetings and public participation events (e.g. youth day celebrations)
- Media briefings
- Exhibitions and trade shows
- District Communicator's Forums
- Road shows

## Communication stakeholders

There are multiple and diverse audiences vying for the attention of the Sarah Baartman District Municipality. These audiences differ in respect of language preferences, location within the District, sophistication, interests, access to various media and relationship with the District Municipality. They include, but are not limited to:

- Councillors of the Sarah Baartman District Municipality
- Municipal officials of the Sarah Baartman District Municipality
- Councillors of the Local Municipalities within the jurisdiction of the Sarah Baartman District Municipality
- Municipal officials of the Local Municipalities within the jurisdiction of the Sarah Baartman District Municipality
- Communities of the Sarah Baartman District
- National Government Departments
- Provincial Government Departments
- Government Communication and Information Systems (GCIS)
- South African Local Government Association (SALGA)
- Community Development Workers and Ward Committees
- Non-profit organisation, faith-based organisations and community based organisations
- Parastatals (i.e. Blue Crane Development Agency, District Development Agency, Eskom, Transnet, Telkom)
- Rate payers associations
- Business sector
- Labour unions
- Media

Stakeholders are segmented and messages and communication channels are tailored for each group in order to ensure that stakeholders receive communication that is relevant to them. This approach also ensures that resources are strategically allocated.