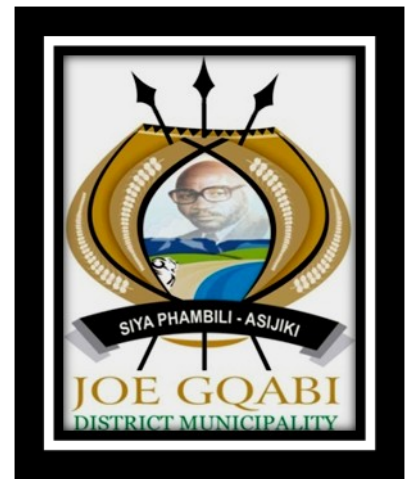


**JOE GQABI  
DISTRICT  
MUNICIPALITY**



**IDP**      **2017/18 FY**  
**2021/22 FY**

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## Acronyms

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AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated and Shared Growth Initiative
BBBEE	Broad-based Black Economic Empowerment
CASP	Comprehensive Agricultural Support Programme
CBO	Community-Based Organization
CIDB	Construction Industries Development Board
CTO	Community Tourism Organisation
DEAT	Department of Environmental Affairs and Tourism
DEDEA	Department of Economic Development Environment Affairs
DLA	Department of Land Affairs
DLGTA	Department of Housing, Local Government & Traditional Affairs
DM	District Municipality
DME	Department of Minerals and Energy
DoE	Department of Agriculture
DoE	Department of Education
DORA	Division of Revenue Act
DoRT	Department of Roads and Transport
DoSD	Department of Social Development
DPLG	Department of Provincial and Local Government
DPW	Department of Public Works
DSRAC	Department of Sports, Recreation, Arts & Culture
DTI	Department of Trade and Industry
DTO	District Tourism Organisation
DWAF	Department of Water Affairs and Forestry
ECDC	Eastern Cape Development Corporation
ECDOH	Eastern Cape Department of Health
ECPB	Eastern Cape Parks Board
ECSECC	Eastern Cape Socio Economic Consultative Council
ECTB	Eastern Cape Tourism Board
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
ESTA	Extension of Security of Tenure Act
EU	European Union
GGP	Gross Geographic Product
GRAP	General Regulations on Accounting Practice
HDI	Human Development Index
HR	Human Resources
ICT	Information and Communication Technologies
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IMATU	Independent Municipal and Allied Trade Union
ISRDP	Integrated and Sustainable Rural Development Programme
IWMP	Integrated Waste Management Plan
JGDM	Joe Gqabi District Municipality
JIPSA	Joint Initiative on Priority Skills Acquisition
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution and Agricultural Development
LTO	Local Tourism Organisation
LUPO	Land-Use Planning Ordinance
M&E	Monitoring & Evaluation
MAFISA	Agriculture Microcredit Fund
MFMA	Municipal Finance & Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAFCOC	National African Federation of Chambers of Commerce
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDI	Previously Disadvantaged Individual
PGDP	Provincial Growth and Development Plan
PHC	Primary Healthcare
PMS	Performance Management System
PPP	Public-Private Partnership
RDP	Reconstruction and Development Plan
RDS	Rural Development Strategy
RSS	Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SANRA	South African National Roads Agency
SAPS	South African Police Services
SCM	Supply Chain Management

## FOREWORD BY THE EXECUTIVE MAYOR



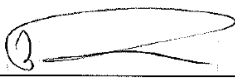
Executive Mayor - Cllr. Z. I. Dumzela

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

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

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

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

  
Cllr Z.I. Dumzela  
Executive Mayor

Signed:

Date: 30 March 2017

## Preface by the Municipal Manager



Municipal Manager - Z.A. Williams

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

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

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

South Africa's blueprint for development, the National Development Plan (NDP), urges all South Africans to unite behind a country's programme to tackle unemployment, poverty, inequality and other challenges facing our country. The NDP therefore is at the centre of our strategic socio-economic development objectives and programmes.

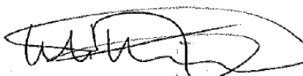
Thus, this IDP will enable us to focus our attention on the following priorities:

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

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

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

The District has functional structures in place that can assist in this regard. The District will continue to implement youth development programmes such as internships, learnerships and workplace learning programmes, recruitment of unemployed graduates and implementation of training programmes that include community member in order to contribute towards development of a sustainable and capacitated government. The role of the Joe Gqabi Development Agency and a development of a long term economic development strategy for the District will enhance and accelerate the realisation of our socio-economic development ideals.



Z.A. Williams  
Municipal Manager

Signed:

Date: 30 March 2017

# The Local Context

## SECTION 1: THE STRATEGIC DIRECTION

### 1.1 Vision and Mission

#### Vision:

The vision of the Joe Gqabi District Municipality is:

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

#### Mission:

The mission of the District is:

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

This mission is premised on the following key elements:

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

\* **Teamwork:** Cooperative effort, on the part of individuals and a group of people, acting together and inputting their abilities, all for achieving of a common cause.

\* **Communication:** Two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, news, ideas and feelings but also create and share meaning.

\* **Perseverance:** Commitment, hard work, patience, endurance in spite of challenges and difficulties in ensuring that a defined course of action is attained.

\* **Competence:** A cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or variety of situations.

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

### VALUES

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

- \* **Integrity:** Conduct the municipality's business in a fair, responsible, flexible, equitable and honest manner.

## 1.2 DEVELOPMENT OBJECTIVES AND STRATEGIES

### KPA 1: INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY

#### Strategic objective:

Provide access to basic services

#### Strategies:

- ✦ Develop and maintain new water and sanitation infrastructure
- ✦ Provide responsive and efficient disaster management, emergency and rescue services
- ✦ Expand and fast-track the provision of universal access to basic services
- ✦ Render effective municipal health services

### KPA 2: LOCAL ECONOMIC DEVELOPMENT

#### Strategic objective:

Facilitate and implement job creation and poverty alleviation initiatives

#### Strategies:

- ✦ Implement and expand implementation of EPWP and other job creation initiatives
- ✦ Support rehabilitation of all road networks throughout the District
- ✦ Implement working for water and working for wetlands
- ✦ Support and facilitate rural development and poverty alleviation programmes
- ✦ Facilitate and actively participate in youth and women development programmes

#### Strategic objective:

Facilitate and support regional economic development initiatives

#### Strategies:

- ✦ Identify, support and implement economic development flagship and anchor projects
- ✦ Facilitate and support local economic development initiatives

- ✦ Support and participate in initiatives geared towards revitalization of towns and settlements
- ✦ Strengthen tourism development and related businesses.

### KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

#### Strategic objective:

Improve human resource capacity and potential

#### Strategies:

- ✦ Effectively empower and develop the Council's workforce and communities
- ✦ Attract, retain and develop a base of scarce skills
- ✦ Maintain good working conditions for staff

### KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

#### Strategic objective:

Ensure sound and effective financial management and reporting

#### Strategies:

- ✦ Comply with all statutory financial management and reporting requirements
- ✦ Implement anti-fraud and anti-corruption measures
- ✦ Implement revenue collection and enhancement initiatives

### KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#### Strategic objective:

Facilitate intergovernmental cooperation and coordination



**Strategies:**

- ✦ Support and participate in intergovernmental cooperation initiatives
- ✦ Create and maintain stakeholder engagement initiatives
- ✦ Provide support to local municipalities
- ✦ Facilitate environmental management and conservation

**Strategic objective:**

Communicate effectively with communities

**Strategies:**

- ✦ Ensure effective internal communications and communication with communities
- ✦ Work closely with traditional leaders in socio-economic development initiatives of communities

**Strategic objective:**

- ✦ Establish and support municipal oversight systems, mechanisms and processes

**Strategies:**

- ✦ Implement and enforce performance management
- ✦ Ensure and maintain clean governance

**Strategic objective:**

Facilitate the development of a healthy and inclusive society

**Strategies:**

- ✦ Facilitate Implementation of HIV and AIDS programmes
- ✦ Facilitate Implementation of programmes supporting the special groups (SPU)

## SECTION 2: BRIEF SOCIO-ECONOMIC OVERVIEW

### 2.1 Geography and Population dynamics

#### a) Geography

The Joe Gqabi District Municipality (JGDM) is one of the six District Municipalities in the Eastern Cape Province in the Republic of South Africa. It borders the Free State Province and country of Lesotho to the north as depicted in figure 2 below. The District is located to the west of Alfred Nzo, north of OR Tambo and Chris Hani District Municipalities and to the east of the Northern Cape Province.

It lies approximately 34km north of Queenstown and its northern border is formed by the Orange River, which also forms the southern boundary of the Free State. It consisted of four local municipalities: Elundini, Gariiep, Maletswai and Senqu. Resulting from the municipal amalgamation process, Gariiep and Maletswai have been consolidated into a new entity called Walter Sisulu local municipality. The seat of the Walter Sisulu Municipality is in Burgersdorp.

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

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

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

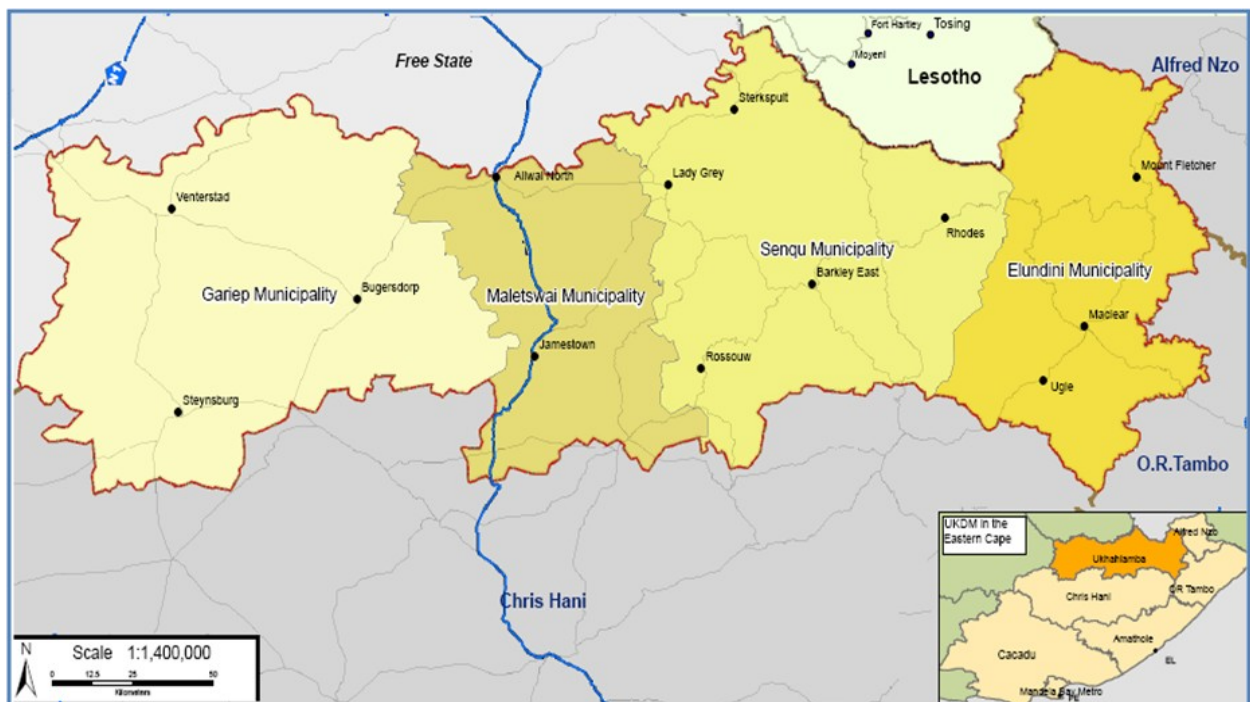


Figure 2: Joe Gqabi District Municipality

## 2.2 DEMOGRAPHY

### **a) Population**

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

**Table 1: Population and total households**

Municipality	2001	2011	% growth		Number of households		
			1996 - 2001	2001 - 2011	2001	2011	% Change
JGDM	341 750	349 768	8.2	2.3	84 835	97 775	15
Elundini	137 394	138 141	3.7	0.5	33 209	37 854	14
Senqu	135 734	134 150	6.7	-1.2	33 904	38 046	12
Maletswai	37 307	43 800	29.2	16.0	9 488	12 105	22
Gariiep	31 314	33 677	11.2	7.3	8 234	9 770	16

Source: Census 2001 and Census 2011

**Table 2: Gender and age distribution**

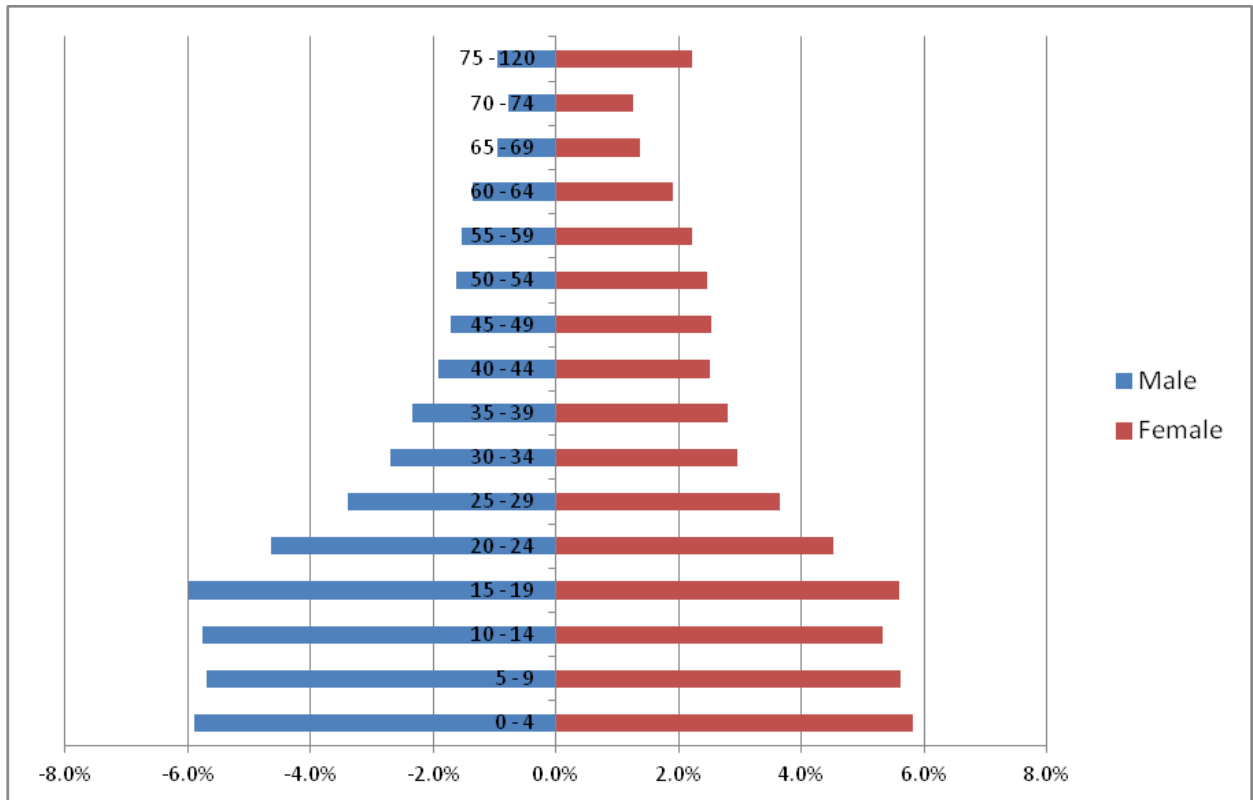
Municipality	<15 yrs		15-64 yrs		65+ yrs		Males per 100 Females	
	2001	2011	2001	2011	2001	2011	2001	2011
JGDM	38.7	34.1	54.0	58.4	7.3	7.5	87.2	89.8
Elundini	42.0	35.4	50.3	56.4	7.7	8.3	84.9	90.1
Senqu	38.0	34.0	54.5	58.3	7.5	7.7	88.5	88.0
Maletswai	33.0	32.4	60.9	62.1	6.0	5.5	88.4	89.9
Gariiep	33.6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

Source: Census 2011

### b) Population Pyramid

A graphical illustration that shows the distribution of various age groups in the District is depicted in figure 3 below. This pyramid provides a clear depiction of age and sex distribution of the District population.

In terms of the stages of demographic transition model, the District pyramid appears to be at the third stage, which shows stationary growth and mortality particularly in the 25 to 75+ years cohorts. Moreover, the pyramid shows that the population is generally older on average indicating a generally longer life expectancy, low death rates and low birth rates.



**Figure 3: Population pyramid**

Source: Derived from Census 2011

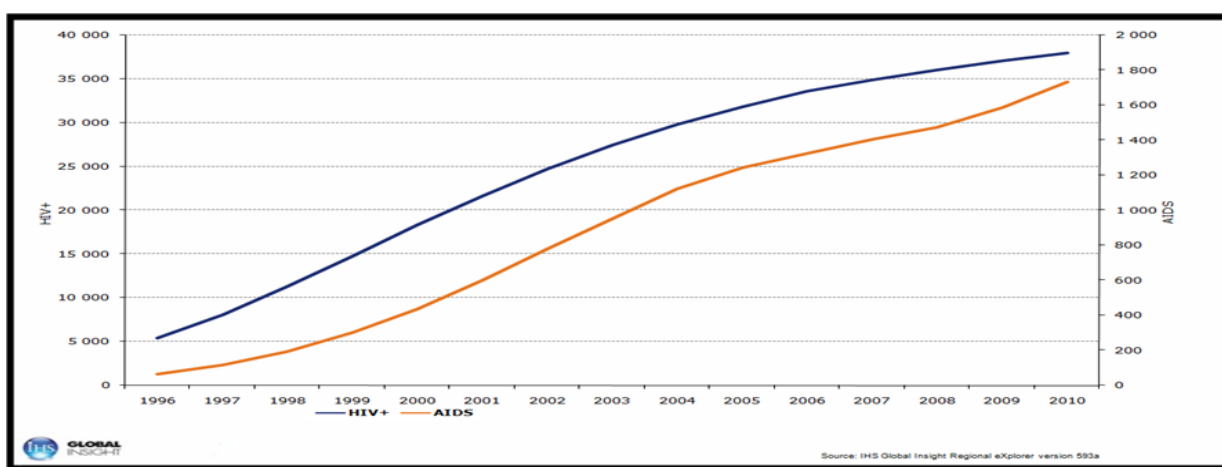
### c) HIV and AIDS

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

The JGDM has registered high levels of HIV prevalence, as depicted in figure 4 below. Some of the Municipalities have prevalence that is higher than the national and provincial averages.

### d) Migration Patterns

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



**Figure 4: HIV and AIDS prevalence within the District**

### e) Demographic implications

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

Eastern Cape population by gender				
	Male		Female	
	2011	2016	2011	2016
	%			
<b>Joe Gqabi</b>	47.3	47.32	52.7	52.68
EC141 : Elundini	47.4	48.26	52.6	51.74
EC142 : Senqu	46.8	46.16	53.2	53.84
EC145 : Walter Sisulu	48	47.6	52	52.4

Dependency ratio		
	Dependency ratio	
	2011	2016
	%	
<b>Joe Gqabi</b>	71.2	71.8
EC141 : Elundini	77.3	75.7
EC142 : Senqu	71.5	72.4
EC145 : Walter Sisulu	61.5	64.5

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

Eastern Cape population by age									
	0–14 (Children)		15–34 (Youth)		35–64 (Adults)		65+ (Elderly)		
	2011	2016	2011	2016	2011	2016	2011	2016	
	%								
<b>Joe Gqabi</b>	34.1	36.79	33.4	40.32	25	15.36	7.5	7.53	
EC141 : Elundini	35.3	37.45	32.4	39.82	24	14.56	8.3	8.16	
EC142 : Senqu	34	36.87	34	40.35	24.3	14.98	7.7	7.8	
EC145 : Walter Sisulu	32.1	35.54	34.2	41.11	27.7	17.3	6	6.05	

Eastern cape population by language												
	Afrikaans		English		IsiXhosa		IsiZulu		Sesotho		Other	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%											
<b>Joe Gqabi</b>	5.9	5.17	1.6	0.69	70.4	75.37	0.3	0.16	20.2	18.17	1.6	0.45
EC141 : Elundini	1.7	1.34	1.6	0.47	69.9	73.61	0.3	0.18	25	24.04	1.5	0.36
EC142 : Senqu	2.4	2.03	1.3	0.35	74.3	78.53	0.2	0.2	20.2	18.46	1.6	0.43
EC145 : Walter Sisulu	19.4	16.52	2.3	1.58	64.5	73.21	0.2	0.08	11.8	7.99	1.8	0.62

## 2.3 Access to services

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

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

Households with access to water				
	Access to piped water		No access to piped water	
	%			
<b>Joe Gqabi</b>	73.7	74.1	26.3	25.9
EC141 : Elundini	52.2	61.7	47.8	38.3
EC142 : Senqu	81.2	72.2	18.8	27.8
EC145 : Walter Sisulu	98.1	95.4	1.9	4.6

<b>Refuse removal</b>												
	<b>Removed by local authority at least once a week</b>		<b>Removed by local authority less of-ten</b>		<b>Communal refuse dump</b>		<b>Own refuse dump</b>		<b>No rubbish disposal</b>		<b>Other</b>	
	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>
	<b>%</b>											
<b>Joe Gqabi</b>	28.2	34.1	0.9	1.4	1.3	2.2	54.7	56.1	13.7	5.0	1.2	1.2
EC141 : Elundini	12.3	22.4	1.4	0.2	1.5	1.5	64.5	63.5	18.7	9.4	1.5	3.0
EC142 : Senqu	12.6	13.0	0.5	1.0	1.3	4.0	69.5	79.5	15.0	2.4	1.3	0.1
EC145 : Walter Sisulu	82.0	83.4	0.7	3.6	0.9	0.7	12.7	9.7	2.9	2.3	0.7	0.4

<b>Electricity</b>								
	<b>Lighting</b>				<b>Cooking</b>			
	<b>Electricity</b>		<b>Other</b>		<b>Electricity</b>		<b>Other</b>	
	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>	<b>2011</b>	<b>2016</b>
<b>Joe Gqabi</b>		80.6		19.4		74.0		26.0
EC141 : Elundini		62.8		37.2		50.5		49.5
EC142 : Senqu		93.2		6.8		89.4		10.6
EC145 : Walter Sisulu		88.0		12.0		85.8		14.2



## Access to sanitation services

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

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

**Table 7: Type of dwelling by sanitation facilities**

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

## Levels and Standards of Service

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

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

The SFfWS introduced the Water Ladder concept in 2003 as an aspirational vision to progressively increase service levels over time until all households may have access to full service levels. The intermediate step, namely yard taps appears to be favoured by the DWS as the next drive. The implementation of this has been anticipated in the Medium Term Strategic Framework (2014 to 2019) of national government.

## Water Services backlogs

The water supply service landscape in the JGDM is depicted in the series of tables below, all based on Census 2011. Each table depicts the situation per local municipality and a consolidated table for the district is also included.

Water provisioning in the Elundini LM indicated that 29.6% was formalised while some 70.1% ranged from boreholes to more variable and uncontrolled sources. Tankered supplies have a higher probability of being of a good quality, but regularity is difficult to control and maintain. More effort and resources need to be applied to improve the water supply systems and consequent level of service. Elundini is one of the most populous areas in the JGDM and had a lower incidence of formal water supplies.

**Table 1-1: Elundini Water Supply**

<i>Consumer Designation</i>	<i>Regional/local water scheme (operated by municipality or other water services provider)</i>	<i>Bore-hole</i>	<i>Springs</i>	<i>Rain water tank</i>	<i>Dam/pool/stagnant water</i>	<i>River/stream</i>	<i>Water vendor</i>	<i>Water tanker</i>	<i>Other</i>	<i>Grand Total</i>
<b>Formal residential</b>	7 725	126	114	247	145	446	112	2 268	230	11 413
<b>Informal residential</b>	2	9	-	-	-	99	-	2	39	151
<b>Traditional residential</b>	3 187	5 529	4 502	1 255	2 213	6 309	710	724	609	25 038
<b>Farms</b>	33	144	210	76	52	185	12	39	9	760
<b>Parks and recreation</b>	4	10	1	1	38	12	-	8	-	74
<b>Collective living quarters</b>	10	-	-	-	-	-	-	-	-	10
<b>Industrial</b>	-	-	-	-	-	-	-	-	-	0
<b>Small holdings</b>	-	-	-	-	-	-	-	-	-	0
<b>Vacant</b>	170	103	39	8	11	34	3	9	18	395
<b>Commercial</b>	84	-	-	-	1	-	-	-	1	86
<b>Grand Total</b>	11 215	5 921	4 866	1 587	2 460	7 085	837	3 050	906	37 927
<b>Fraction</b>	29,6%	15,6%	12,8%	4,2%	6,5%	18,7%	2,2%	8,0%	2,4%	100,0%
<b>Cumulative Fraction</b>	29,6%	45,2%	58,0%	62,2%	68,7%	87,4%	89,6%	97,6%	100,0%	

Water provisioning in the Elundini LM indicated that 29.6% was formalised while some 70.1% ranged from boreholes to more variable and uncontrolled sources. Tankered supplies have a higher probability of being of a good quality, but regularity is difficult to control and maintain.

District-wide, an estimated 77% of residents had water sources that provide a measure of control of quality, with 79% in a position where the municipality had the jurisdiction to control water supply and quality. An estimated 21% of households and consumers were subject to own or no control of water supply and quality.

Water provisioning in the JGDM indicated that 53.8% were formalised while some 46.2% ranged from boreholes to more variable and uncontrolled sources. Tankered supplies have a higher probability of being of a good quality, but regularity is difficult to control and maintain. More effort and resources need to be applied to improve the water supply systems and consequent level of service, particularly in the eastern portions where the bulk of the population resides.

### Community Survey 2016 Water Supply and Sources

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

**Table: CS 2016 Water Sources and Supplies Picture, JGDM**

Sources of Water	Elundini	Elundini Fraction	Senqu	Senqu Fraction	Walter Sisulu	WS Fraction	TOTAL	JGDM Fraction
Piped (tap) water inside the dwelling/house	3 965	11,02%	2 874	8,07%	11 392	48,06%	18 232	19,13%
Piped (tap) water inside yard	3 750	10,42%	13 085	36,76%	8 679	36,61%	25 515	26,77%
Piped water on community stand	11 208	31,14%	3 973	11,16%	2 181	9,20%	17 362	18,22%
Borehole in the yard	85	0,24%	542	1,52%	699	2,95%	1 327	1,39%
Rain-water tank in yard	1 042	2,90%	2 971	8,35%	94	0,40%	4 107	4,31%
Neighbours tap	122	0,34%	3 015	8,47%	170	0,72%	3 308	3,47%
Public/communal tap	3 176	8,83%	2 758	7,75%	202	0,85%	6 136	6,44%
Water-carrier/tanker	335	0,93%	338	0,95%	29	0,12%	702	0,74%
Borehole outside the yard	487	1,35%	803	2,26%	195	0,82%	1 485	1,56%
Flowing water/stream/river	8 151	22,65%	3 450	9,69%	3	0,01%	11 603	12,18%
Well	761	2,11%	1 613	4,53%	0	0,00%	2 374	2,49%
Spring	2 858	7,94%	133	0,37%	0	0,00%	2 992	3,14%
Other	51	0,14%	42	0,12%	60	0,25%	153	0,16%
<b>TOTALS</b>	<b>35 992</b>	<b>100,00%</b>	<b>35 597</b>	<b>100,00%</b>	<b>23 706</b>	<b>100,00%</b>	<b>95 296</b>	<b>100,00%</b>

In terms of formalisation, the bulk of water sources in the DM are now formalised and that trend will continue upwards, as depicted in the table below:

JGDM continues to make great strides in service provision in a very constrained environment. The following decade will see a marked change in the picture with respect to water sources and the improvement of availability and reliability.

**Table 1-7: Formal and Informal Water Supplies in**

<i>Nature of Source</i>	<i>Elundini</i>	<i>Senqu</i>	<i>Walter Sisulu</i>	<i>JGDM</i>
<b>Formal Sources</b>	64,26%	76,94%	99,34%	77,72%
<b>Informal Sources</b>	35,74%	23,06%	0,66%	22,28%
<b>Total</b>	100,00%	100,00%	100,00%	100,00%

## Service backlogs

### Water

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

**Table 1-8: Water Provision and Backlogs in JGDM, Census 2011**

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

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

**Table 1-9: CS 2016 Access to Water in JGDM**

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

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

Service levels per LM are depicted in the tables below.

**Table 1-10: Water Provision and Backlogs in Elundini LM**

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

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

**Table 1-11: Water Provision in Elundini according to CS 2016**

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

Reasons will be interrogated with respect to this picture and the DM will continue in plans and interventions.

Senqu is described in the table below.

**Table 1-12: Water Provision and Backlogs in Senqu LM**

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

The situation in Senqu is that 18.9% of households receive below the RDP level of service. Effort was required to improve the coverage to the basic level of service. In the 5 years since 2011, the picture has deteriorated as per the table below.

**Table 1-13: Water Provision and Backlogs in Senqu according to CS 2016**

Senqu LM	None/Unspecified	Adequate Supply	Total	Backlog per Category
Urban	303	5 306	5 609	2,86%
Traditional	10 182	18 886	29 068	96,14%
Farms	106	922	1 027	1,00%
<b>Total</b>	<b>10 590</b>	<b>25 114</b>	<b>35 704</b>	100,00%
Fraction	29,66%	70,34%	100,00%	

The backlog has been increased from 18.9% to 29.66%. with 96% of it in the rural traditional areas. Since August 2016, Melatswai and Gariep Local municipalities have been amalgamated into a single new municipality called the Walter Sisulu Local Municipality. The consolidated picture for WSLM in 2011 is depicted below:

**Table 1-16: Water Provision and Backlogs in Walter Sisulu LM, Census 2011**

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

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

**Table 1-17: Water Provision and Backlogs in Walter Sisulu LM, CS 2016**

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

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

## Sanitation

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

**Table 1-18: Sanitation Provision and Backlogs in JGDM**

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

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

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

**Table 1-19: Sanitation Provision and Backlogs, JGDM in CS 2016**

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

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

The table below shows the picture in Elundini in 2011

**Table 1-20: Sanitation Provision and Backlogs in Elundini LM**

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

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

CS 2016 returned the following picture in Elundini LM in 2016:

**Table 1-21: Sanitation Provision and Backlogs in Elundini, CS 2016**

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

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

The situation in Senqu LM is described below:

**Table 1-22: Sanitation Provision and Backlogs in Senqu LM**

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

Service levels below the RDP standard also had a high incidence in the Senqu LM in 2011. An estimated 53.3% of households were below the RDP standard of supply.

The recent situation, as per CS 2016, is described in the table below.

**Table 1-23: Sanitation Provision and Backlogs in Senqu LM, CS 2016**

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

Some 5 016 households have received a sanitation facility that complies with the RDP standard. The

The amalgamation of Gariep and Maletswai LMs has necessitated the consolidation of the Census 2011 status of the two erstwhile LM's to produce a consolidated profile for the new Water Sisulu LM, portrayed below:

**Table 1-28: Sanitation Provision and Backlogs in Walter Sisulu LM, Census 2011**

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

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

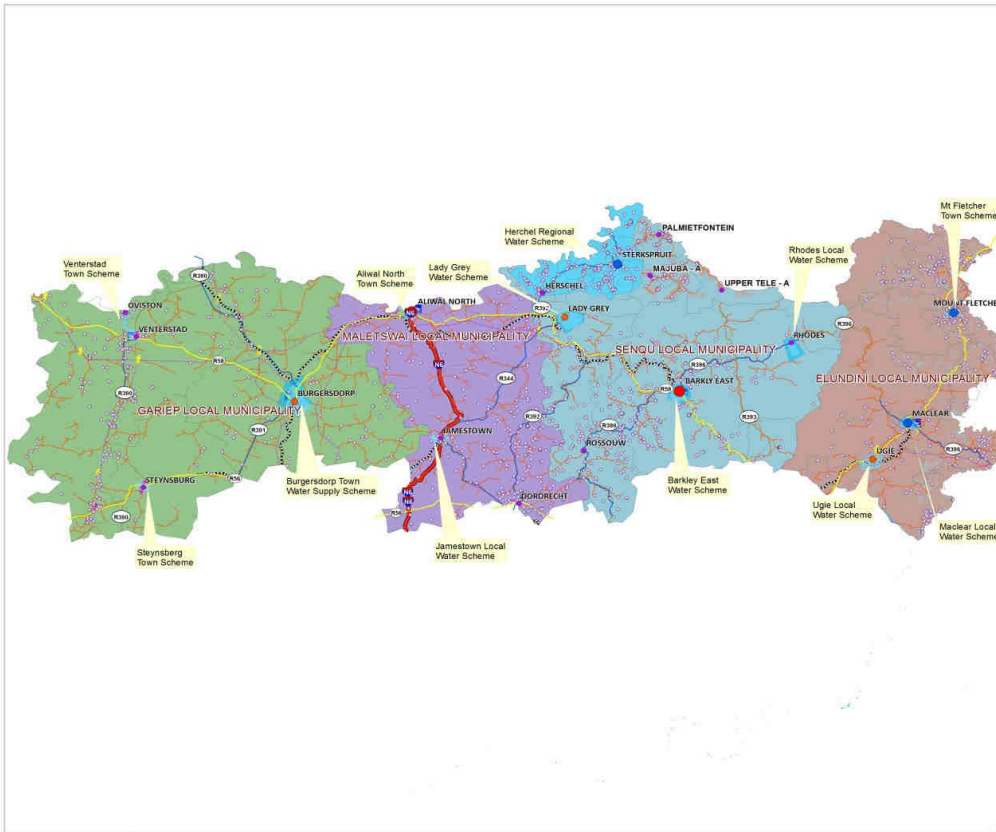
**Table 1-29: Sanitation Provision and Backlogs in Walter Sisulu LM, CS 2016**

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

The consolidated incidence of backlogs in Walter Sisulu LM stands at 8.41% of households without an adequate sanitation facility, representing some 1 993 households.

There is substantial work that must be undertaken in the JGDM area to eradicate water and sanitation backlogs. The situation in sanitation was dire in the Elundini area in 2011, but some impressive strides have been made between 2011 and 2016. This has and continues to receive the attention of the JGDM and will require substantial financing to improve and eradicate.





**IEG GOABE**  
Spatial Development Framework

**Infrastructure Framework**

**Legend**

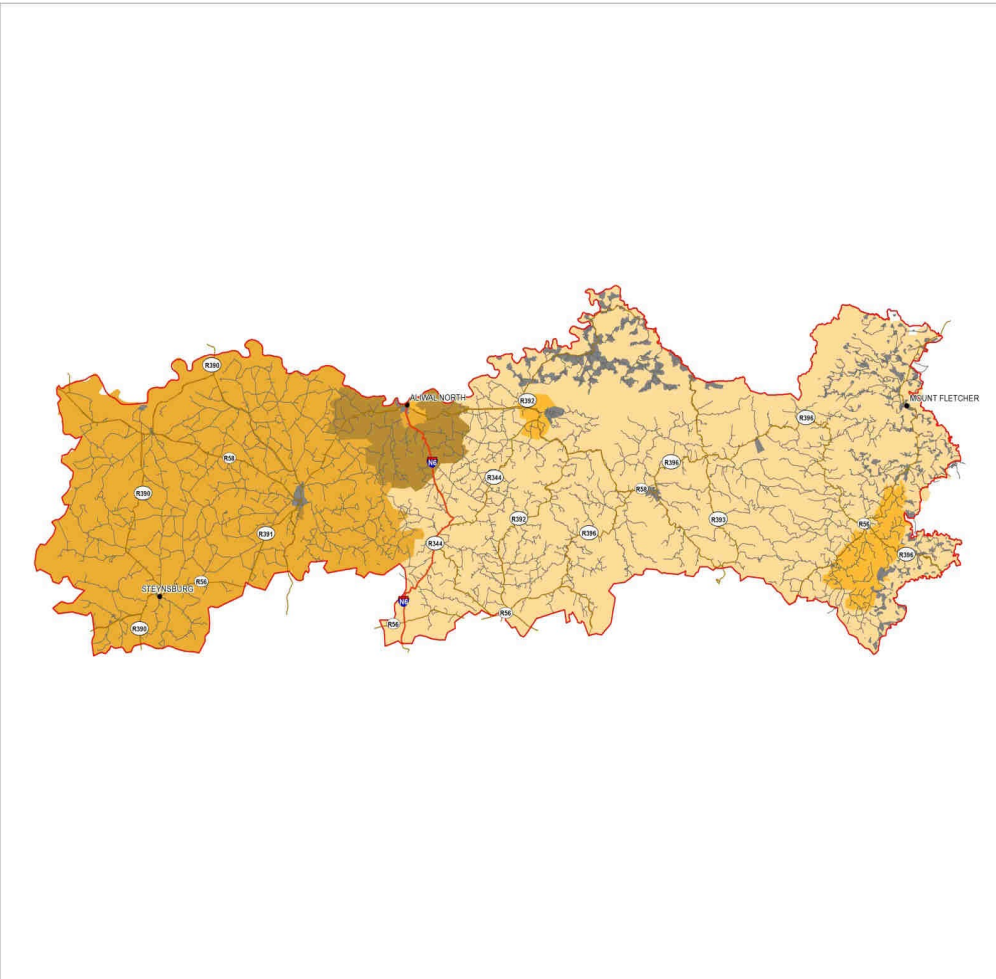
- Water Scheme
- Town Scheme
- Local Centre
- Sub-Local Centre
- Settlements
- Roads
- Primary Center
- Secondary Center
- Tertiary Center
- Access
- Station M1 & 2m
- Station M2 & 3m
- Station M3 Line
- Station M4 Line
- National Roads
- Major roads
- Minor Regional Overlay
- Big Water Projects
- Settlements

**Date: March 2015**

**Insert:**

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**IEG GOABE**  
Spatial Development Framework Review

**Sanitation Map**

**Legend**

- District Municipality selection
- Major towns
- National Roads
- Major roads
- Major Roads
- Access Roads
- Settlements
- People with Flush Toilets**
- Less than 2000 people
- Less than 5000 people
- Less than 7000 people
- Less than 8000 people

**Date: March 2015**

**Insert:**

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## 2.3 Housing

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

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

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

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

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

## Types of dwellings

Prior to sketching out the service delivery statistics, it is important to provide a breakdown of households per municipality in terms of dwelling type as shown in table 5. From the table above it is evident that about 90% of households within the District reside in a dwelling type of a house or brick/concrete block structure and traditional dwelling/hut/structure made of traditional materi-

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

**Table 5: Type of dwelling per municipality**

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

Source: StatsSA 2011

## 2.4 Education

The District has prioritised education as it is very critical to the eradication of poverty. This will assist to provide better opportunities for employment which leads to household poverty reduction. The low levels of education within the region increases the levels of dependency on government grants and this becomes a vicious cycle of poverty and underdevelopment. Table 14 shows that about 76% of the District population has an education level of not more than grade 12. This is the largest proportion of the population. education is about 1% of the population.

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

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

### Highest level of edu-

	No schooling		Some pri-		Completed		Some secon-		Matric		Higher	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%											
<b>Joe Gqabi</b>	14.7	8.0	24.4	18.0	7.2	6.8	33.2	41.4	14.3	19.6	5.8	5.3
EC141 :	16	5.8	26.3	20.7	7.6	7.4	32.8	44.0	11.9	16.5	4.9	4.5
EC142 :	14.5	10.7	25.2	17.7	7.2	5.9	34.3	41.1	13.3	19.1	5.1	4.9
EC145 :	12.7	7.4	20	14.4	6.5	7.1	32.2	37.9	19.6	25.0	8.4	7.1
Walter Sisulu												

# Service Delivery

## Section 3: Water and sanitation

### a) Water Services

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

#### Operational Planning

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

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

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

#### Water Services Development Plan and Sub-Plans

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

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

#### Capacity of the District

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

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

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

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

## **Management and Operations**

### **General Operations**

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

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

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

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

### **Licensing and Operation of Wastewater Treatment Works**

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

### **The State of Bulk Infrastructure**

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

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

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

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

### **The Mzimvubu Water Project**

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

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

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

Main infrastructure components include:

- A dam at the Ntabelanga site with a storage capacity of 490 million m<sup>3</sup>;
- A dam at the Lalini site with a storage capacity of 232 million m<sup>3</sup>;
- A tunnel and power house at Lalini dam site for generating hydropower;
- Centralised water treatment works at Ntabelanga dam site;
- Bulk water infrastructure to convey water to domestic and irrigated agriculture consumers; and
- Flow gauging stations to measure the inflow and outflow from the dams as well as to monitor the implementation of the Reserve.

JGDM will engage in all forums where this project is discussed to ensure that the needs of the municipality are captured in this project and to ensure that any dis-benefits are minimised or eliminated.

All illustration of the dam is depicted below.



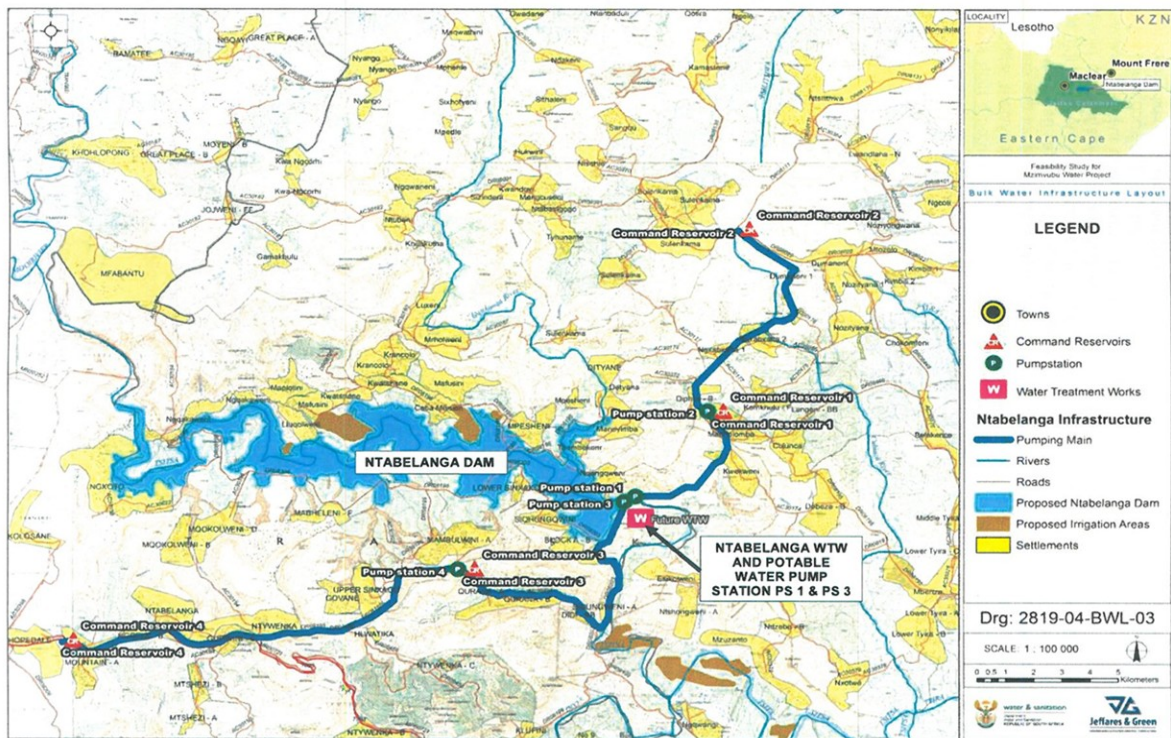


Figure 9-7: Primary Bulk Potable Water Pipelines, Pumping Stations and Command Reservoirs

DIRECTORATE: OPTIONS ANALYSIS

### The Upper Orange – Proposed Verbeedingskraal Dam

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

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

Figure ... shows the study area. The implications for the JGDM are as follows:

- ✦ The Kraai River appears to be fully covered in abstraction authorisations. It is also one of the last pristine rivers in the country with no impoundments developed on it. This status quo is proposed to be kept in place.
- ✦ While the Verbeedingskraal Dam is proposed upstream of Aliwal North, the dam's certainty is unclear and subject to further studies and other feasibilities. Its timeline also appears to be beyond 10 years.
- ✦ The Orange River system appears to be over-subscribed, with the only option for additional yield coming possibly from improvement in the efficiency of current users who can improve efficiency and conserve water.
- ✦ The Verbeedingskraal Dam can assist Aliwal North where the town's supply/abstraction rights can be shifted from the current point to a supply from the dam. This can assist greatly with the siltation loads that are currently hamstringing operations and treatment. This is however far in the future and interim measures must be instituted for silt management and drought mitigation.

## Backlog Eradication Approaches

### General Challenges and Possibilities

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

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

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

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

The JGDM has applied the former approach, preceded by a hydro-census in Elundini and in Senqu LMs. The much lower hurdle costs to address small local schemes means that backlog eradication can occur on a wide front as opposed to large projects which on their own require substantial chunks of a capital programme and can also hog/deplete the programme and funding for many years.

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

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

### Realistic Programming

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

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

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

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

- Deferred Maintenance
- Refurbishment and Upgrades
- Renewals

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

### Infrastructure Investment

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

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

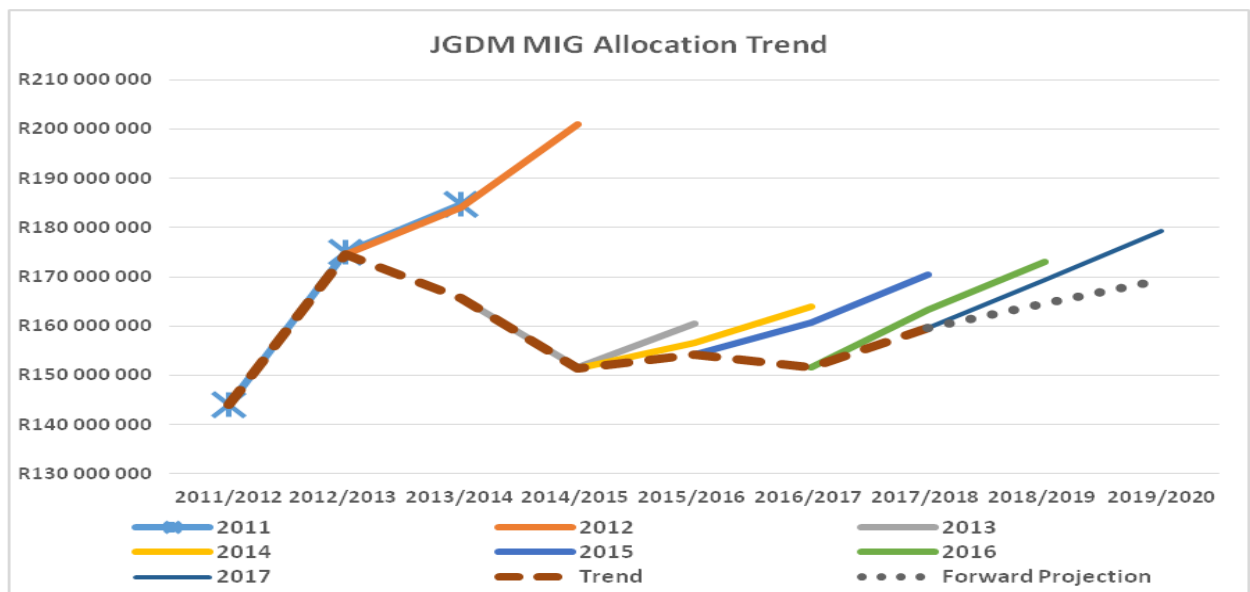
- COGTA
- ORIO

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

### MIG Allocations

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

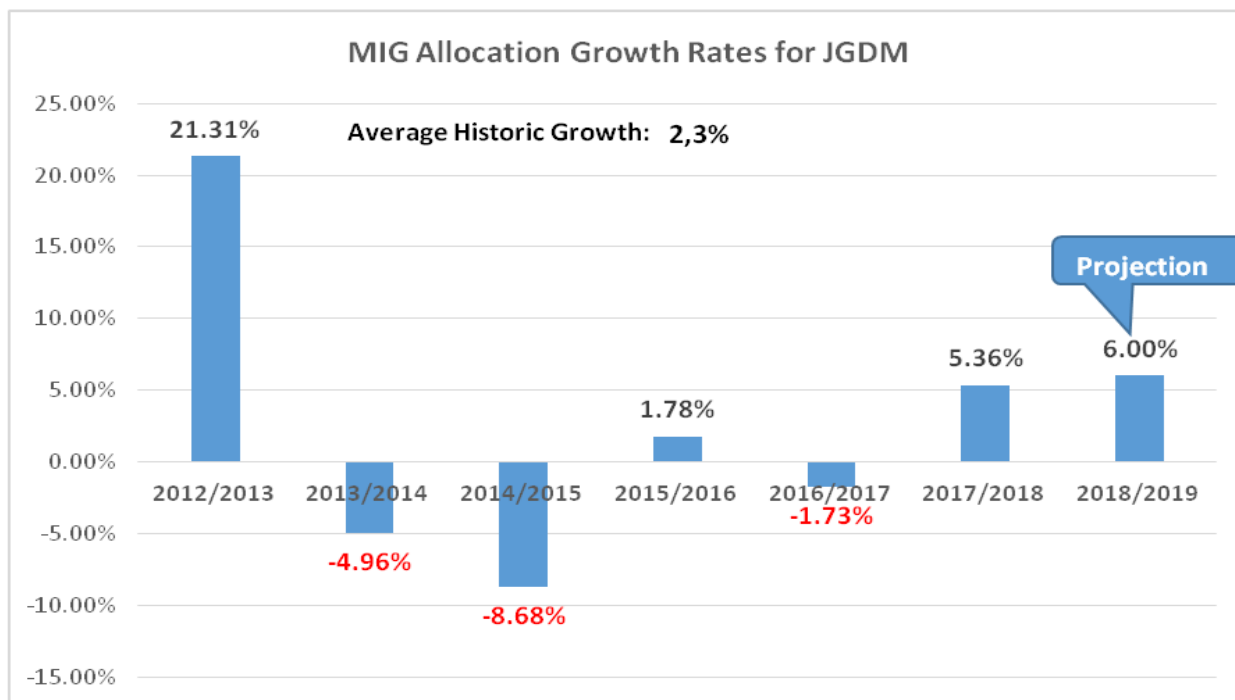
A concern has been the slow growth in MIG allocations per annum and the discernibly unpredictable trend in allocations that is not following Division of Revenue Bill (DoraB) projections as demonstrated by the graphic below. The MIG allocations have been static for a few years and are slowly ticking up/increasing within the last year.



This trend makes future projections difficult and to err on the side of caution, long-term forward projections must be at a muted 3%, which coincides with Governments medium term realistic GDP target.

The current economic situation is more likely to mute short-term capital increases to JGDM in general and be reflected in slow MIG growth. The current economic situation is more likely to mute short-term capital increases to JGDM in general and be reflected in slow MIG growth.

Figure 1-4: Historical MIG Growth Rates for JGDM



## Project Planning

A separate capital project planning list is available, but will be influenced by decision criteria that will come from the above list and Council guidance.

## Infrastructure Direct Investment

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

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

Table 1-31: Infrastructure Investment Plan

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

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

**Table 1-32: Recent Capital Programme**

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

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

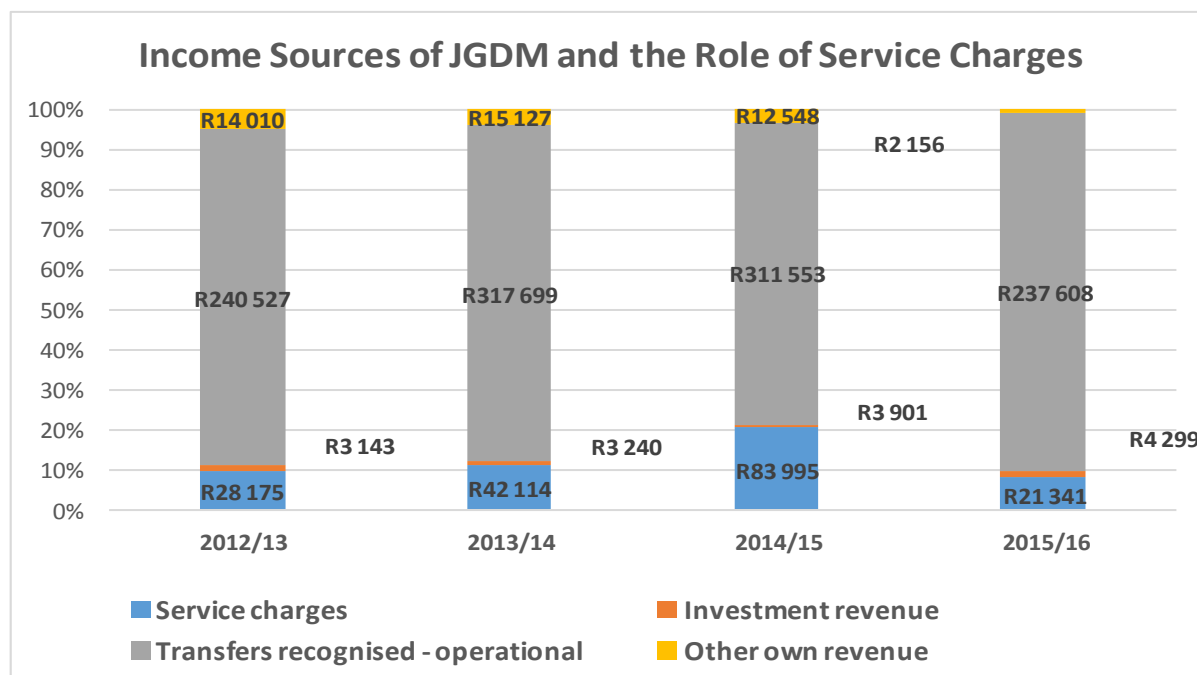
### WSA Planning and Systems Improvement

The WSA and WSP management has responded to a set of issues, concerns and challenges facing the Water Services undertaking of JGDM and has generated a set of responses in the form of Objectives, Strategies, Programmes and Projects. These are attached as Annexure XXX [To be filled in]. The programmes and project include mostly soft interventions that speak to the policies, plans, systems other initiatives that will enable to the Water Services to systematically

### Cost Recovery for Water and Sanitation

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

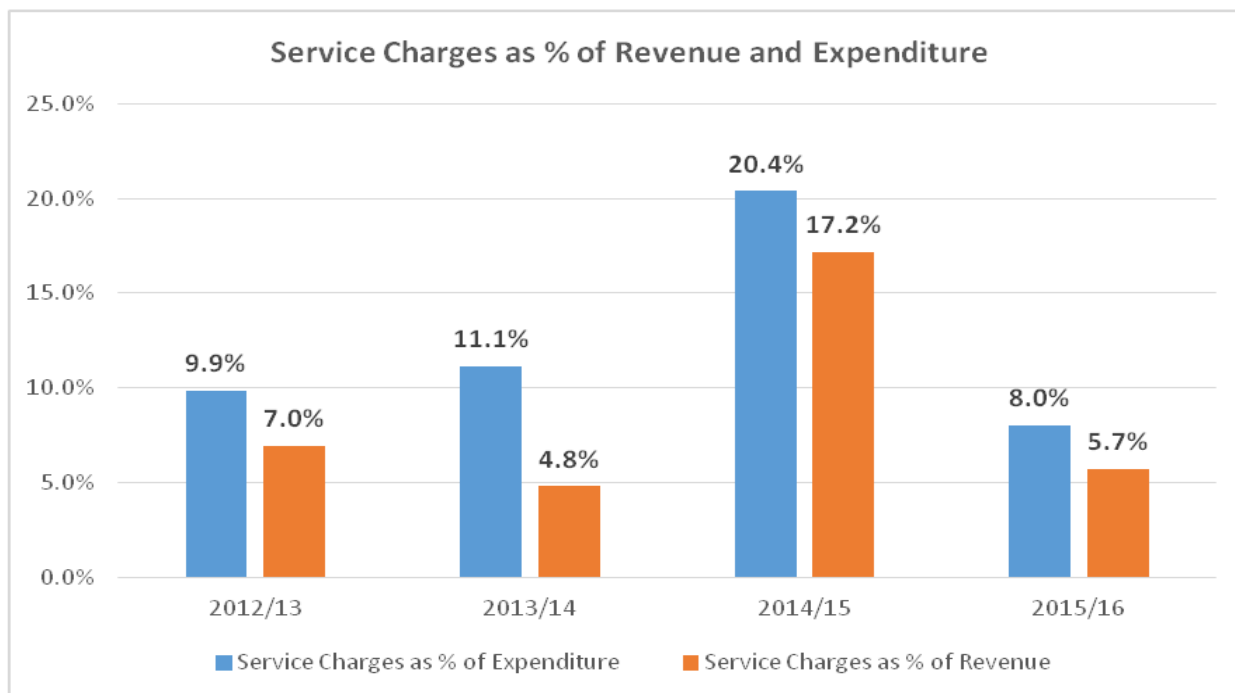
### Joe Gqabi DM Operational Income Sources and Contributions



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

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

### Service Charges as Ratio of Revenue and Expenditure



### Water Quality Monitoring

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

#### Blue Drop Performance History

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

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

### Green Drop Performance History

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

Note: NA= Not Assessed

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

### Free Basic Services

The provision of free basic services (FBS) is an established national policy and this is strengthened through fiscal support for the provision of basic services. Free basic services are intended for households that are deemed indigent, either through a means test or through deeming provisions. Means testing is generally the preferred mode of identification. Indigent households are required to register and meet the criteria for indigence. The LM's in JGDM have indigent policies and registers in place and implement FBS. The JGDM has also developed an indigent policy to cover the services that all within its executive authority. Water and Sanitation is the key service provided by JGDM. This policy, adopted in May 2014, is reviewed annually. The indigent register is required to be renewed annually due to the mobility of persons and regular changes in the economic situation of households.

The FBS package for water and sanitation serves as an income support programme and also improves the human capabilities of households. The FBS level for water is 6 000ℓ/ household/month. The district has also estab-

### Water Conservation and Demand Management Interventions

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

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

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

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

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

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

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

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



Wastewater works are currently restricted to the urban centres. Isolated schemes are restricted to the rural areas and local “hospital” schemes. This is influenced by limited water supply and affordability constraints in the rural areas. If the trend of poor wastewater systems continues unabated, the environment will be compromised. The Green Drop Assessment does however represent an opportunity in that it specifies goals and criteria that could be used as the basis of an “action plan” to address gaps in the sector. The “System” approach for the preparation of Risk Abatement Plans and Water Safety Plans engenders a culture of holistic system management and this must be made a mandatory undertaking on an annual basis in the municipality

### Water Balance

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

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

Total physical losses present a real opportunity as these can be reduced markedly. Billing has already been identified and will be pursued with vigour.

Another appointment was recently made for a service provider to take the WCWDM initiatives forward through on the ground interventions.

The status of services coverage is initially derived from the 2011 national census. The backlog status is not static and can improve or deteriorate based on population dynamics for specific areas. Settlement structure also plays a key role in the evolution of services backlogs.

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

The implications are that the DM runs the risk of creating services at certain levels while people may be migrating out in the long run, thus creating future “stranded assets”. It is thus important to understand the long-term trend or push/pull factors between the JGDM and the urban centres of the country, with long term socio-economic trends. The past history of human development seems to indicate that urbanisation appears to be almost inevitable and planning needs to reflect this possibility.

# Spatial Development Framework

## Section 4: SPATIAL DEVELOPMENT FRAMEWORK

### BIOPHYSICAL FRAMEWORK

#### Environment

The Environmental Spatial Framework is primarily based on the Eastern Cape Biodiversity Conservation Plan and emphasises the need to protect natural resources; achieve food security by preventing loss of valuable high potential agricultural land; and connect development to the availability of sustainable water resources.

Strategies in achieving an Environmental Spatial Framework include the following:

- ✦ Universal ‘wall to wall’ mapping of the spatial distribution of environmental conservation areas and natural resources;
- ✦ Investigate, identify and map strategic renewable energy potential areas and manage development to ensure such areas remain available for future energy needs; and
- ✦ Distribute the Environmental Spatial Guidelines and Legislative Frameworks to all spatial development decision makers, to promote awareness and ensure compliance.

#### Guidelines within CBA Areas and High Priority Conservation Areas

Strategically the following land-use principals should apply:

- ✦ Avoid land use that results in vegetation loss in critical biodiversity areas.
- ✦ Maintain large intact natural patches – try to minimize habitat fragmentation in critical biodiversity areas.
- ✦ Maintain landscape connections (ecological corridors) that connect critical biodiversity areas.
- ✦ Maintain ecological processes at all scales, and avoid or compensate for any effects of land uses on ecological processes.
- ✦ Plan for long-term change and unexpected events, in particular those predicted for global climate change.
- ✦ Plan for cumulative impacts and knock-on effects.

- ✦ Minimize the introduction and spread of non-native species.
- ✦ Minimize land use types that reduce ecological resilience (ability to adapt to change), particularly at the level of
- ✦ water catchments.
- ✦ Implement land use and land management practices that are compatible with the natural potential of the area.
- ✦ Balance opportunity for human and economic development with the requirements for biodiversity persistence.

✦

#### E1.1.2 Guidelines outside CBA Areas

Outside of the Critical Biodiversity Areas and high priority conservation areas are key physical environmental attributes which should be avoided or at least be red-flagged in considering further development. These include:

- ✦ Areas of steep slopes (>15% or 1 : 5) where slope stability and erosion threaten development;
- ✦ Wetlands, dams, river systems and estuaries where the emphasis must be placed on conserving the surface and
- ✦ groundwater environment;
- ✦ Development or activities within the coastal protection zone should be consistent with the principles and
- ✦ objectives of the White Paper for Sustainable Coastal Development and the Coastal Zone Management Act;
- ✦ High potential and unique agricultural land which needs to be managed as a means to ensure food security; and
- ✦ Cultural Heritage features and landscape quality which often underpin the tourism economy.
- ✦ Development outside the urban edge should only be contemplated if real environmental benefits can be demonstrated or appropriate off-sets are provided.

## Climate Change

Climate Change is regarded by many as the most significant environmental challenge in our era and is already having and will continue to have far reaching impacts on human livelihoods. As a result, policy and development plans must take cognizance of the implications of a changing climate and develop strategies for both mitigation and adaptation for a changing climate.

The Department of Economic Development and Environmental Affairs commissioned a strategic planning study on climate change for the Eastern Cape Province (DEDEA, 2011). The study showed that the Eastern Cape is expected to experience highest temperature increases towards the north-west interior, while lowest increases are likely along the coast. Associated with the higher temperature, will be increases in evaporation rates and increased intensity of droughts.

In the recently released National Climate Change White Paper, the South African government regards climate change as one of the greatest threats to sustainable development; and believes that climate change has the potential to undo or undermine many of the positive advances made in meeting South Africa's own development goals.

Joe Gqabi District is guided by the Eastern Cape Climate Change Strategy. The Joe Gqabi District Municipality has experienced over the past 3 years water scarcity issues linked to a lack of rainfall which was exacerbated by the strengthening El Nino phenomenon over the summer month . Drought mitigation interventions have been implemented by the Water Services Authority over the past three years. There is no formally documented drought mitigation plan, however significant attention to drought interventions have been undertaken to reduce the impact on the public.

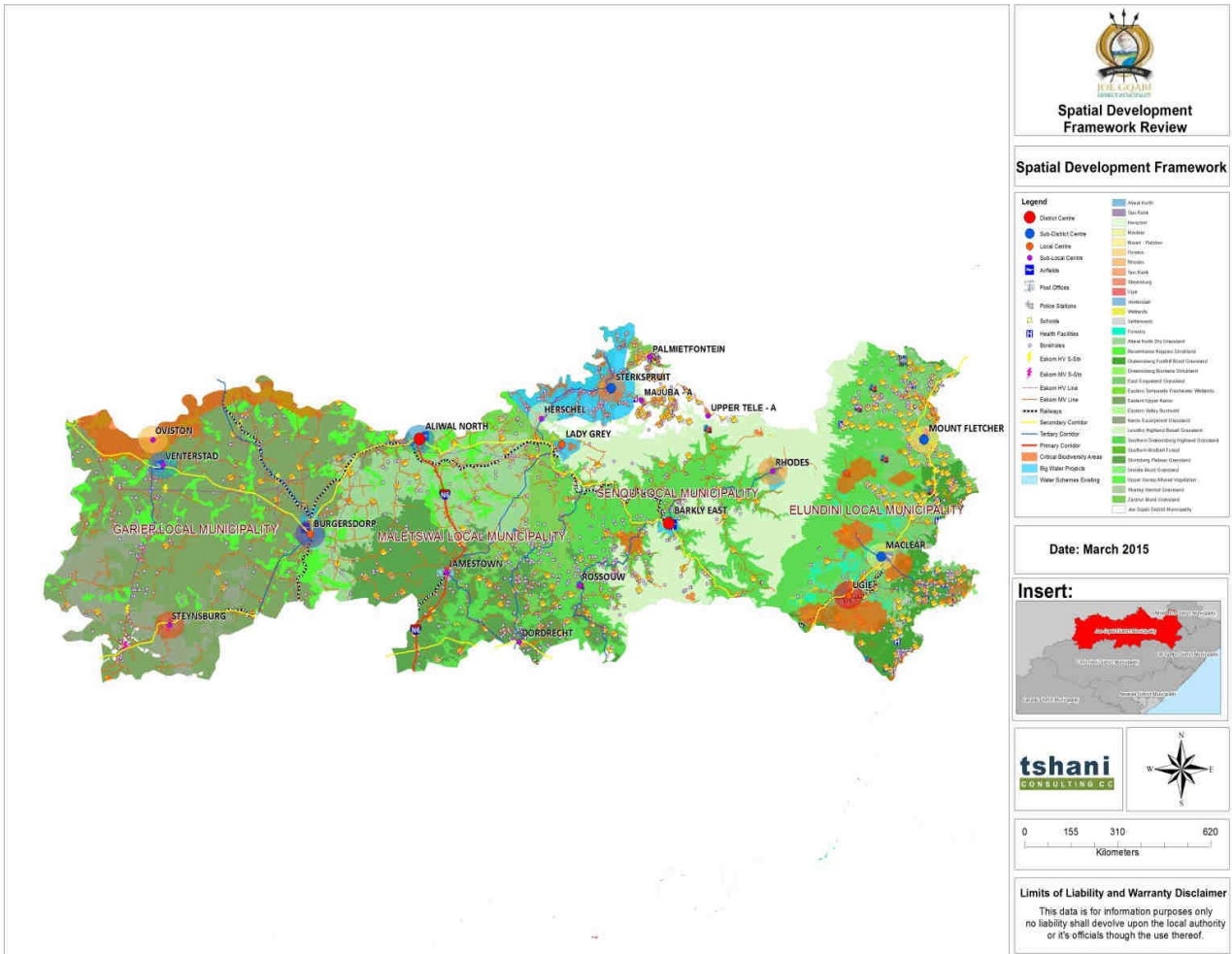
As far as climate change matters are concerned, the District's Environmental Management Plan deals with the matters that may lead to climate change at a local level. Within the context of the District, the following are the common anthropogenic sources of greenhouse gases (GHG):

- ✦ Burning of fossil fuels
- ✦ Deforestation
- ✦ Agriculture (enteric fermentation and manure management, rice paddies, fertilizers)
- ✦ Changes to land use and wetlands Landfills and anaerobic sewage ponds
- ✦ Chlorofluorocarbons (CFCs) in refrigeration systems and fire suppression systems
- ✦ wood burning would be considered as a contributor towards GHG emissions. The following are some likely impacts that JGDM may experience as a result of climate change:
  - ✦ Increased temperature
  - ✦ Change in rainfall patterns

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

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

The map below represents the Spatial Development Framework Plan for the Joe Gqabi District.



## Agriculture

Agriculture can be divided into commercial and communal agriculture. Commercial agriculture dominates most of the District (excludes Elundini and Senqu). Most of the activities are livestock based with cultivation and cropping farming a secondary item. Farm workers live on the farms, some spanning many generations. Socio-economic Conditions are better than the conditions in the low-income areas in towns. Families stay together and there is access to farm produce and a better quality of life. Farm worker dwellings are satisfactory but generally lack suitable sanitation facilities. Communal type agriculture is mainly practiced in the Elundini and Senqu areas and involves farming of livestock, crops and vegetables. This type of agriculture has decreased over the last years mainly due to poverty, lack of skills, difficulties in accessing loan funding and poor equipment and facilities.

Joe Gqabi District is a very good area for animal production and large numbers of livestock occur in the District. Elundini currently has the highest number of cattle and goats and Gariep the highest number of sheep. Wool farming has been identified as having potential. Game farming exists around Venterstad and Steynsburg. Livestock includes goats, sheep and cattle. Production is however low and has been contributed to the following:

- ✦ Currently livestock roam freely.
- ✦ No selection practices and control of breeding time are being implemented.
- ✦ Fencing is poor therefore animals are often lost and/or *stolen*.

Four key factors inhibiting agriculture development have been identified:

- ✦ *Production limitations*
- ✦ *Access to credit*
- ✦ *Human capacity*
- ✦ *Market access*

### E1.3.1 Land Capability

### Forestry

The following section is used to highlight the agricultural potential of the area. Land Capability is determined by the collective effects of soil, terrain and climate features. It indicates the most intensive long-term and sustainable use of land for rain-fed agriculture and at the same time highlights the permanent limitations associated with the different land use classes. It is therefore a more general term and conservation orientated than land suitability.

#### Land suited to Cultivation

Class I: Land very suitable for intensive and well adapted cultivation

Class II: Land suitable for intensive cultivation

Class III: Land for moderate well adapted cultivation

Class IV: Poorly adapted cultivation

#### Land with Limited Use – Generally Not Suited to Cultivation

Class V: Intensive grazing

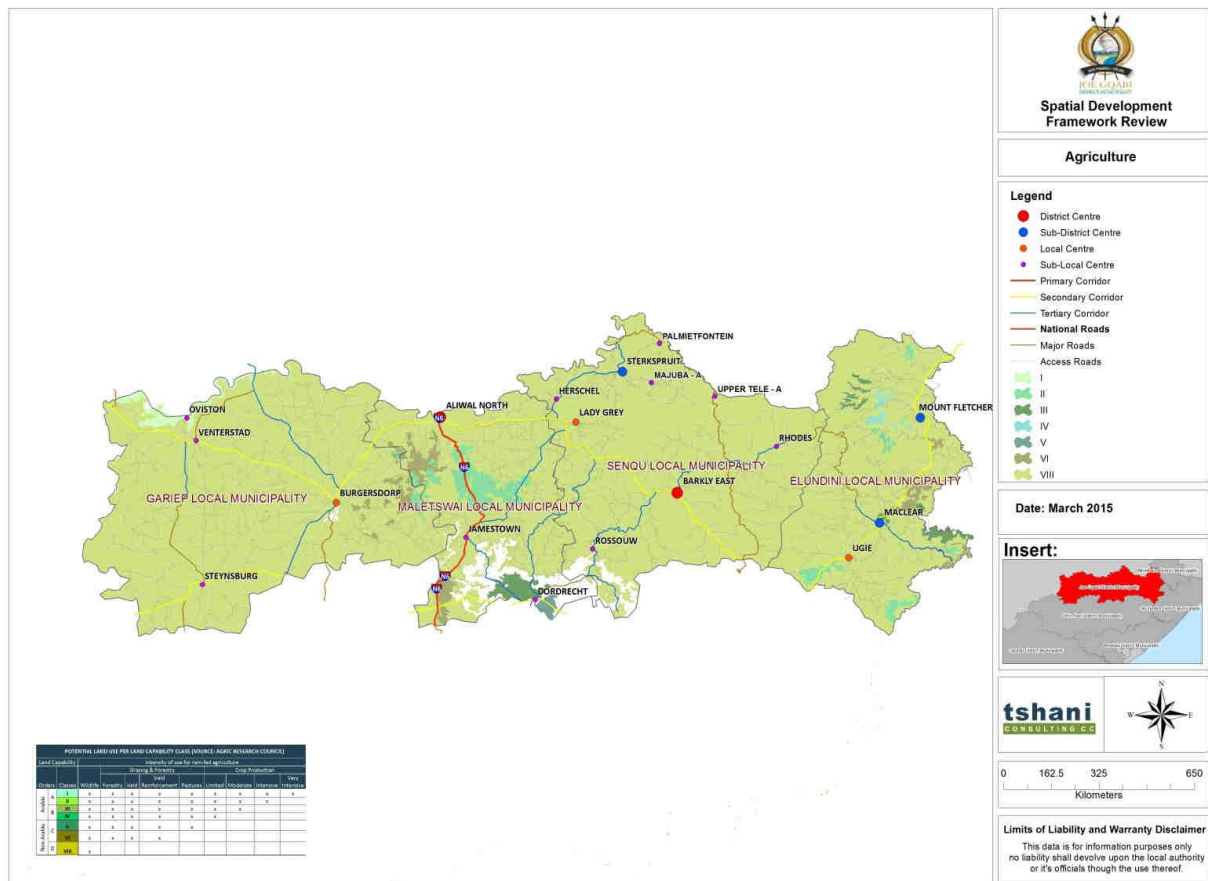
Class VI: Moderate grazing

Class VII: Light grazing

Class VIII: Wildlife

Forestry development should be focused in the Elundini Local Municipal area which has some 250 000 ha that is climatically suitable for afforestation. However, due to terrain and topographical restrictions, other competing land uses such as agriculture, conservation, human settlement and the availability of water, the maximum area with a potential for new afforestation is approximately between 20 000 to 25 000 Ha.

For planning purposes, consideration needs to be given to areas of land that would not be planted such as roads, firebreaks and riparian zones as well people's likely interest in growing trees. Based on this, a target of 10,000 ha is set for new afforestation in the Elundini area. Although this is considered to be a realistic target it can only be reached if the required forestry support services are provided and commercial incentive exists to grow trees. Through a concerted effort this target could be reached over a 10 to 15-year period. Three-quarters of the potentially suitable areas for afforestation are within the communal areas, it is unlikely that this target could be achieved by focusing on community afforestation in these areas only. To meet this target a portion of new afforestation would have to take place within the freehold areas that have been identified as being suitable for this purpose.



There are large areas of wattle jungles that could be converted into managed compartments without any real change in land use as the areas are effectively under trees already. Wattle jungle conversion in Elundini presents an estimated opportunity of 4 000 to 5 000 ha of new plantations, this being about nearly 50% of the potential area of new plantations as these wattle areas are within the areas considered to be suitable for forestry. The Local Municipality of Senqu has a small area (approximately 1 250 ha) on the southern extremity, bordering on the Emalahleni Local Municipal area (Chris Hanu District), that is climatically suitable for commercial afforestation.

Only a small proportion of this could in practice be afforested due to terrain and topographical restrictions and other competing land uses. Nevertheless, there may well be a few hundred hectares that could be developed here. The availability of water is not a restriction to forestry development. However, the area is far from any timber processing market and is

### Environmental Recommendations

- ✦ Spatial mapping of ‘environmental biodiversity areas.
- ✦ Universal ‘wall to wall’ mapping of the spatial distribution of environmental conservation areas and natural resources.
- ✦ Investigate, identify and map strategic renewable energy potential areas.
- ✦ Promote awareness and ensure compliance of Environmental Spatial Guidelines and Legislative Frameworks.
- ✦ Minimize habitat fragmentation in critical biodiversity areas.
- ✦ Maintain ecological corridors.
- ✦ Minimize the introduction and spread of non-native species.



## Local Economic Development

INFRASTRUCTURE INVESTMENT: PROJECTS AND PROGRAMMES	
Economic Infrastructure and Tourism Development	Tourism Routes
	Signage
	CBD Revitalization in primary and secondary nodes
Transport Capacity Development	EPWP (Infrastructure maintenance)
	Implement Integrated Transport Plan
	Rail linkages
Effective Water and Waste Management Promotion	Water Capacity Report
	Implement Integrated Waste Services Development Plan

Source: JGDM LED Strategy

INSTITUTIONAL DEVELOPMENT	
LED Capacity Development	District LED support structures
	Guidelines for implementation of LED and feasibility studies
	LED skills development
Communication Development	District Communication Policy around economic issues
District Institutional Mainstreaming	Identify and support strategic partnerships
	Needs assessment of government departments
	Widen the influence of the District Liaison Committee
Environmental Capacity Development	Environmental capacity building within LM's
Investment Conducive Strategy Creation	Develop and implement District Marketing and Development Plans for all sectors
	SMME and Microenterprises Strategy
	Co-operative Strategy
	Skills Development Strategy
Spatial Prioritisation	Tri-district Gariiep Dam Development
	Development around nodes identified in SDF
	Forward and spatial planning
District Economic Support Mechanisms	Provision of market and baseline information to aid investors
	Mentorship and support of emerging sectors
Enabling Local Sector Development	Red tape reduction programme and awareness around government processes
	Buy-local Campaign
	Value chain analysis around Tourism and other sectors

<b>INVESTMENT PROMOTION: PROJECTS AND PROGRAMMES</b>	
Investment Conducive Strategy Creation	Develop and implement District Marketing and Development Plans for all sectors
	SMME and Microenterprises Strategy
	Co-operative Strategy
	Skills Development Strategy
Spatial Prioritisation	Development around nodes identified in SDF•
	Forward and spatial planning
District Economic Support Mechanisms	Provision of market and baseline information to aid investors
	Mentorship and support of emerging sectors
Enabling Local Sector Development	Red tape reduction programme and awareness around government processes
	Buy-local Campaign
	Value chain analysis around Tourism and other sectors
	Local procurement and supply chain policies
Source: JGDM LED Strategy	

<b>SECTOR DEVELOPMENT</b>	
Enabling Environment Creation	By-laws
	Expansion of EPWP (Landcare, livestock improvement programme)
	Stock theft
Implementation of prioritized sector strategies	Implement Tourism Sector Plan
	Implement Area Based Policy for Land Reform
Development of Sector Strategies	Forestry Development Plan
	Agro-processing Strategy
	Development of an Energy and Electrification Plan

<b>ENVIRONMENTAL MANAGEMENT</b>	
Environmental Protection	Implement Waste Management Plan
	Investigate spin-off opportunities around Waste Management Plan
	Develop a municipal wide Health Management Plan

<b>ENVIRONMENTAL MANAGEMENT</b>	
	Establishment of a high altitude conservation and development area
	Investigate environmental legislation and by-laws
Biodiversity Assessment	Develop a Biodiversity Conservation Plan
	Mzimvubu Impact assessment
Expansion of Rehabilitation Programmes	Expansion of EPWP (Working for water, working for wetlands)
Source: JGDM LED Strategy	

## Sector Profile

### Agriculture

Majority of land outside of the three urban settlements in **Elundini local Municipality** is utilised for agricultural purposes, primarily forestry. Biophysical conditions (e.g. high rainfall) have dictated agricultural patterns in Elundini. Elundini is also known for its cattle, sheep, potatoes, cabbages and maize production. Agriculture in the communal areas surrounding Mount Fletcher in **Elundini** is characterised by small scale farming with limited outputs. High livestock mortality rates and inadequate fencing, as well as problems experienced with water reticulation are experienced by farmers.

A number of government programmes in **Elundini** have been instituted, some with varying degrees of success. These programmes include Massive Food Production: farmers reported limited success, with the farmers only registering a profit one year out of the programmes five years of operation. Problems with delays in delivery of seeds and tractors led to crop

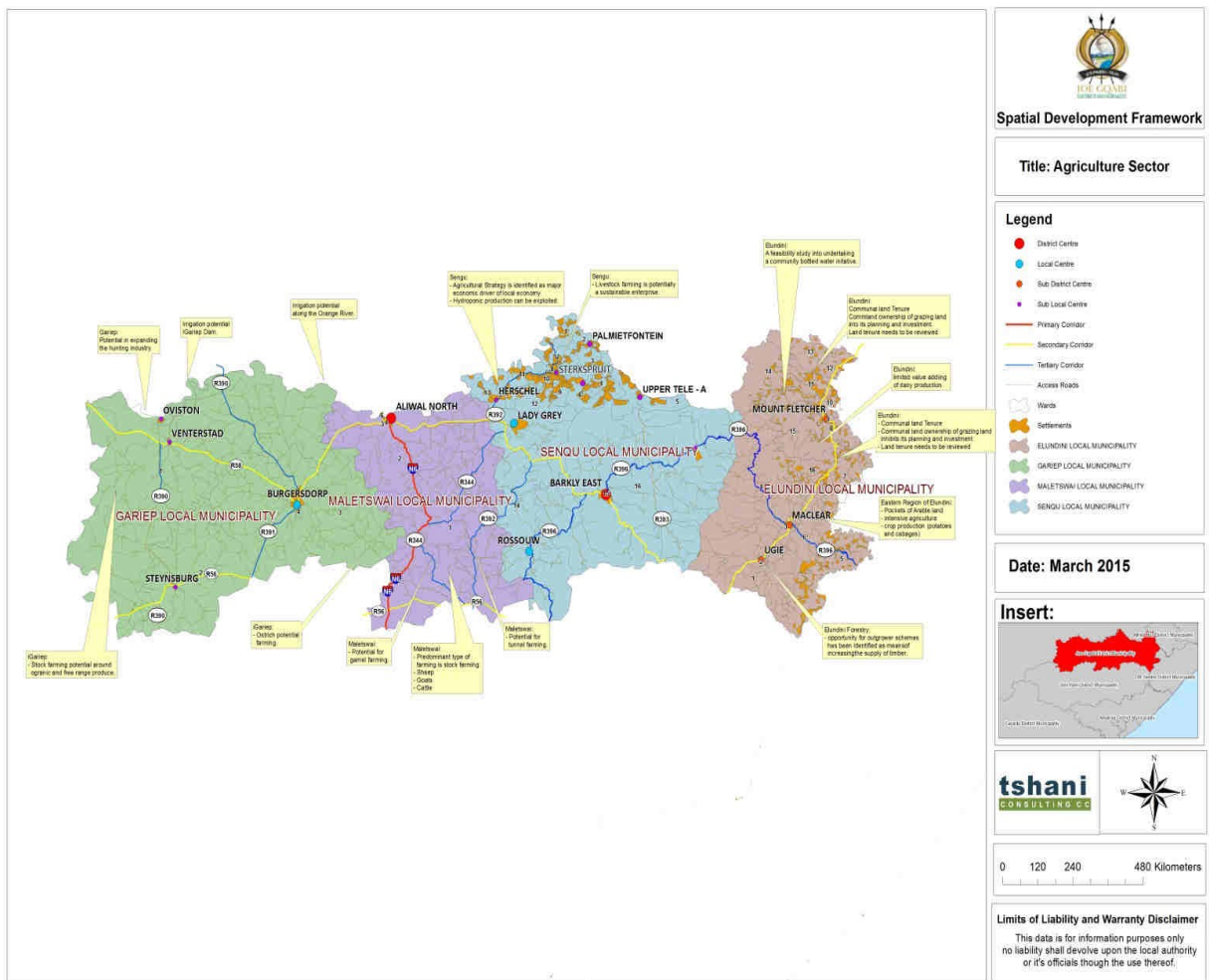
Commercial farmers in **Elundini** practice both livestock and crop farming. Livestock farmers produce mainly beef cattle and sheep. Crop production is focused on the cultivation of potatoes, maize and cabbages. There are a handful of farmers that keep dairy cattle that produce roughly 200,000 litres of milk per month. The milk is sold to the milk depots in Ugie and Maclear. Milk depots have indicated that the local fresh milk and maas market is saturated, but there is potential to expand their market into the former Transkei. Produce include:

- ✦ Wool
- ✦ Beef
- ✦ Potatoes and Cabbages
- ✦ Dairy
- ✦ Hides and Skins
- ✦ Bottled Water

Livestock farming in **Senqu Local Municipality** is potentially a sustainable enterprise, as there are local areas where irrigation-fed enterprises are possible, including the area around Sterkspruit. Commercial farming is mainly in small stock (sheep and limited numbers of goats) together with some cattle farming. Limitations to commercial agricultural development, beyond the predominance of subsistence agriculture, lie in the limited extent of arable land. Production in selected fruit and a marginal production of dry beans and grain sorghum have been identified for **Senqu**.

Agricultural potential in former **Gariiep Local Municipality** lies in expanding the hunting industry as well as using water accessed from the Orange River for irrigation. There is considerable potential, due to the large tracts of land, to expand stock farming in the area. Stock farming should be focused around organic and free range produce. The main types of farming in **Gariiep** include sheep (for wool and meat); Cattle (both dairy and stock, but mainly stock) and Maize. There is also limited ostrich farming (primarily for meat) in the south-eastern part of **Gariiep**, near Jamestown. Game farming in **Gariiep** is still undeveloped, with only a few farmers exclusively rearing game for meat and hunting purposes.

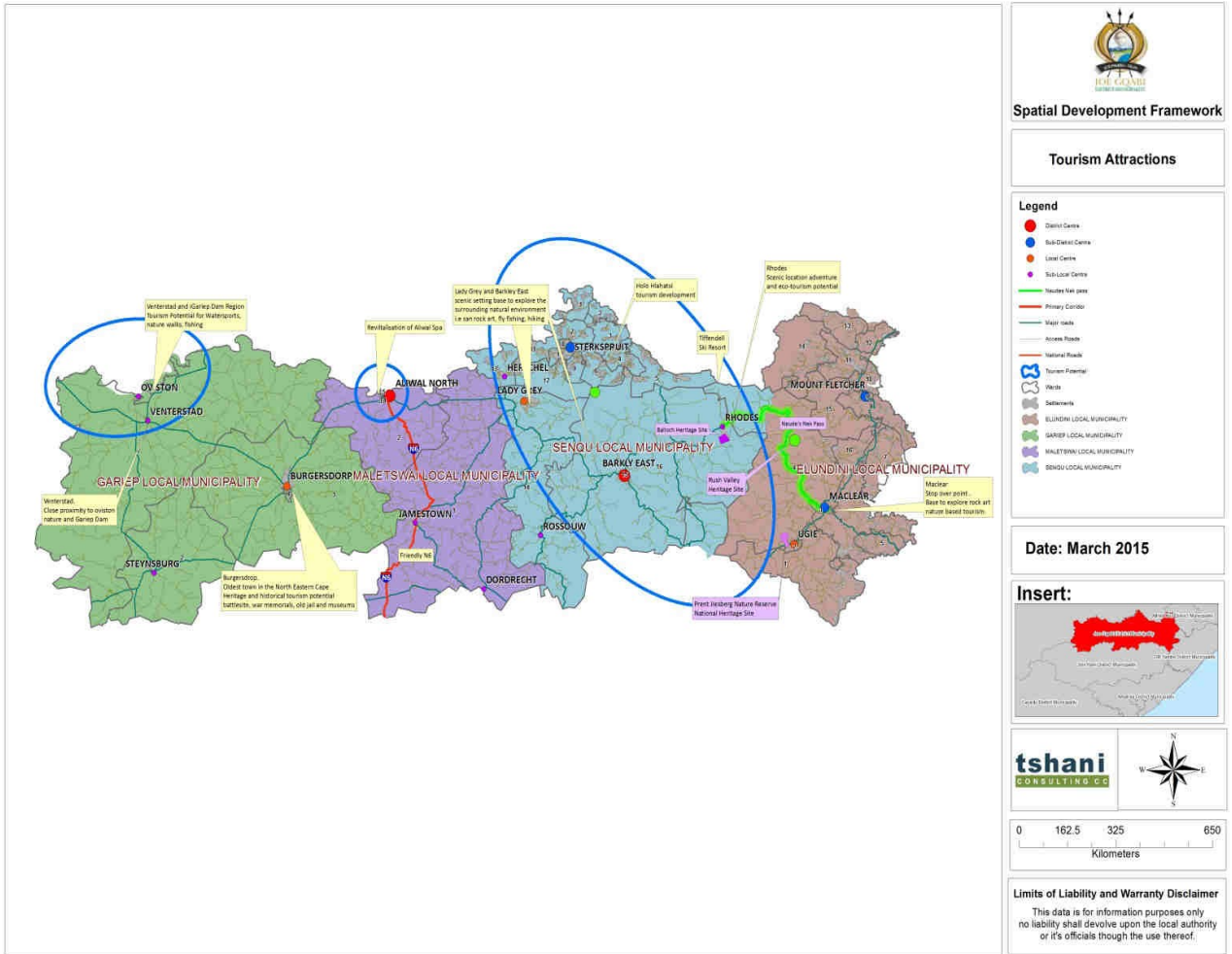
The former **Maletswai** economy is relatively well established and shows potential for growth, particularly in the agriculture and agro-processing sectors. The most predominant type of farming in **Maletswai** is stock farming namely, sheep, goat and cattle farming. Crop farming is not supported in **Maletswai**, due to extremely high temperatures in the summer and low temperatures in the winter. Wool is sold through agents to the wool exchange in Port Elizabeth. There are currently approximately 70 (seventy) emerging farmers in **Maletswai** who predominantly farm in stock farming. Game farming has been identified as another potential opportunity in the agricultural sector.



## Agricultural Recommendations

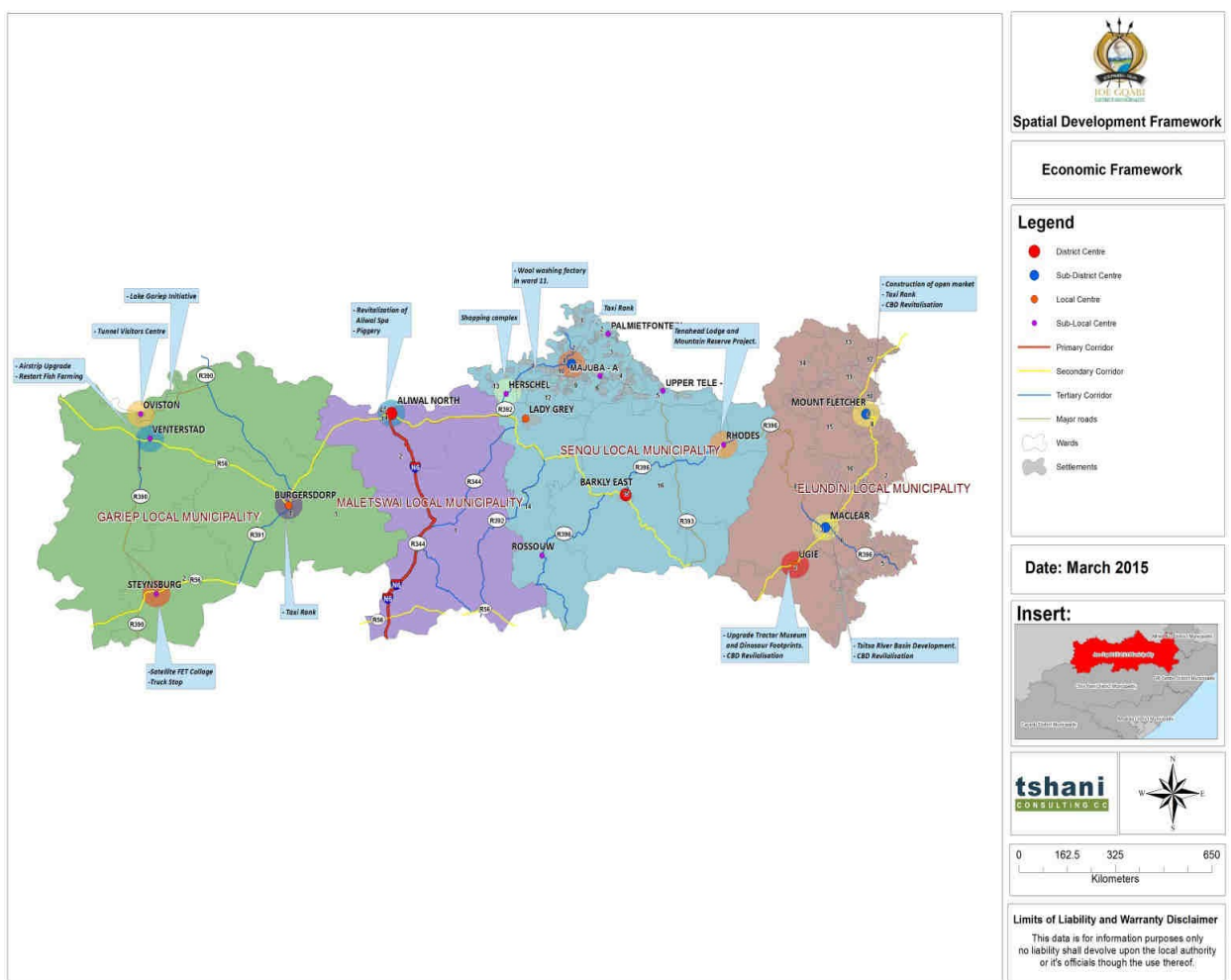
- ✦ livestock production interventions for correct marketing, dipping, health care, range land management, breeding and selection for improved quality, as well as shearing/classing facilities and practices in the District.
- ✦ Regular implementation of dipping and internal parasite control in the District.
- ✦ High potential of wool farming production throughout the District.
- ✦ Maize production in Elundini Local Municipality.
- ✦ To boost the commercial, emerging and subsistence agricultural sectors in **Elundini Local Municipality**.
- ✦ Facilitate the introduction of an agricultural mentorship programmes in **Elundini Local Municipality**.
- ✦ Investigate the feasibility and viability of three (3) agro-processing industries in **Gariep Local Municipality** e.g. abattoir, tannery, wool washing and spinning.
- ✦ Develop fish hatchery and processing plant in **Gariep Local Municipality**.
- ✦ To support small scale farmers in **Maletswai Local Municipality** to access land and improve their working ability and increase output.
- ✦ Assist small scale farmers in **Maletswai Local Municipality** to acquire land and capacity development programmes in order to improve their output (crop and animals).
- ✦ Communal shearing shed and equipment at ThabaLesoba in **Senqu Local Municipality**.
- ✦ Renovation of communal shearing sheds in Sterkspruit (**Senqu Local Municipality**).
- ✦ Facilitation of fencing, stock water system and animal handling facilities in Barkley East (**Senqu Local Municipality**).

The map below indicates the tourism attractions situated within the Joe Gqabi District



The large geographic size of **Gariiep** makes it necessary for residents to regularly utilise the transport industry, particularly minibus taxis. Most individuals however still walk to work or school. There are no private postal services in **Gariiep**. The South African Post Office has offices all three towns. While the residents of **Gariiep** have access to the Internet connection, speeds are slow.

The expansion of the transport sector is inhibited by the poor quality of roads which can lead to severe damage to vehicles. The taxi industry also lacks adequate shelters and amenities in major towns particularly Burgersdorp and Steynsburg. The transportation and communication sector includes activities related to land, water and air transport, as well as post and telecommunications. The most predominant mode of transport is the use of taxis. The transportation sub-sector is anticipated to rapidly grow, as the landing strip has been planned for development and upgrading.



## Tourism

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

LIST OF ATTRACTIONS IN ELUNDINI LOCAL MUNICIPALITY	
	Attractions
Rural	<p><i>Naude's Nek Pass</i></p> <p><i>Dinosaur footprints</i></p> <p><i>800 rock art sites</i></p> <p><i>Rivers: Wildebeest, Mooi, Pot, Tsitsa, Tsitsana, Lusi</i></p> <p><i>Rush Valley: Wattle crane breeding site</i></p>
Maclear	<p><i>Sivewright sandstone bridge over the Mooi river</i></p> <p><i>The old NG Church</i></p> <p><i>World War 1 Memorial</i></p> <p><i>The Standard Bank building</i></p> <p><i>The Magistrates Court</i></p> <p><i>Methodist Church</i></p> <p><i>Anglican Church</i></p> <p><i>The Old Mill</i></p>
Mount Fletcher	<p><i>Tsitsa River Falls</i></p> <p><i>Tsikelets Waterfall</i></p> <p><i>Memorial to SimphweMazwai</i></p>
Ugie	<p><i>Prentjissberg Natural Heritage Site</i></p> <p><i>Inxu/Wildebeest River sandstone bridge</i></p> <p><i>Tractor Museum</i></p> <p><i>MTR Orphanage</i></p> <p><i>Eastern Cape Agricultural Co-operative Building</i></p> <p><i>Inxu River falls</i></p> <p><i>Trout dams</i></p>

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

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

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

The most significant tourist attraction in the Municipality is the Gariep Dam and in addition there to is the Oviston Nature Reserve. Lake Gariep is very underdeveloped and there are opportunities to introduce a number of water based recreational activities, nature walks and fishing. Game hunting for both meat and sport is also a significant draw card, as International game hunters can bring in much needed income for farmers. Another unique attraction in the Gariep LM is white water rafting in the existing irrigation canals.

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

Adventure activities, including:

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

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

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

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

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

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

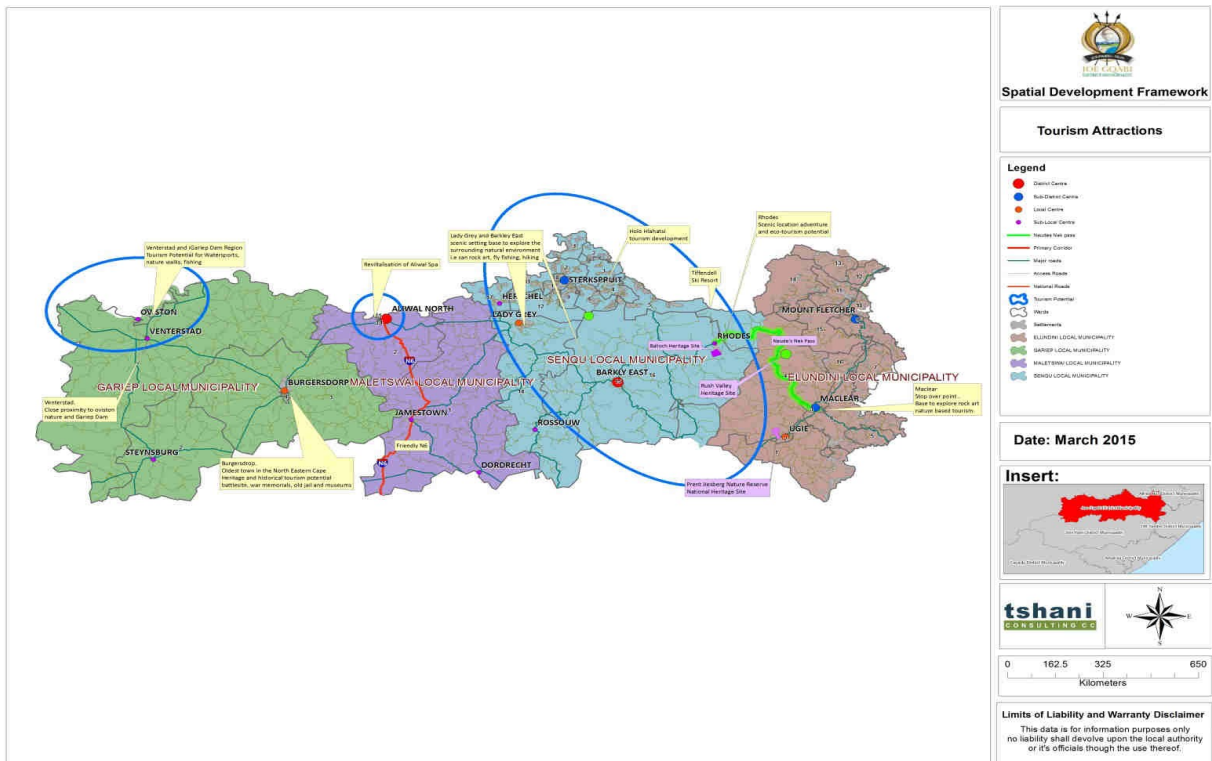
Opportunities exist in **Senqu** for developing a tourism route, linked to the revitalization and upgrade of Sterkspruit, to cater for shopping tourists and day-travels from Lesotho. Potential also exists around the Tiffendell and Rhodes area for it to be developed into a high altitude national park or conservation area. There are also a number of rivers with an abundance of trout, which can be further developed to focus on the fly-fishing tourist market. There are two significant heritage sites located within **Elundini Local Municipality**, being the Rush Heritage Site and Prentjiesberg National Heritage Site. There is potential for a stopover point at Maclear to explore rock art (nature based tourism).

The tourism sector is a significant sector in **Maletswai** in terms of GGP contribution and employment creation; and it is important to understand significant features of tourism, so as to capitalise on opportunities within the municipal area. The product identification process of the Tourism Sector Plan of **Maletswai Local Municipality** identified three (3) main tourism products that should be prioritised for development, which include:

- ✦ The redevelopment and revitalisation of the Aliwal Spa Holiday Resort
- ✦ Historical Tours
- ✦ The Aliwal Bridge Tourism Toll Project
- ✦ A large number of the tourism products are based in Aliwal North and there are minimal tourism products .



The map below indicates the tourism attractions situated within the Joe Gqabi District



### Tourism Routes

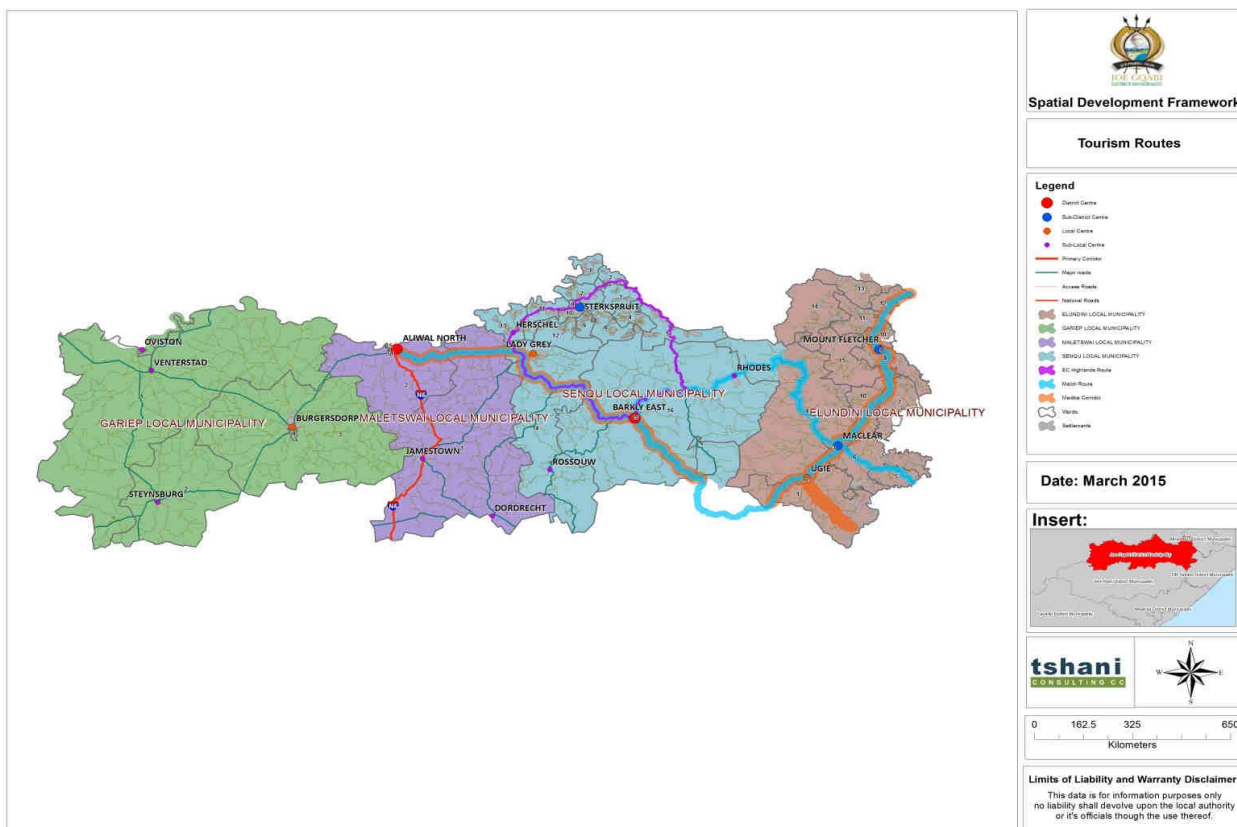
The following tourism routes, as depicted on the map below, have been identified within the Joe Gqabi District:

- ✦ **Eastern Cape Highlands Route:** Lady Grey, via Joubert's pass, to Barkly East, forming a loop back up to Sterkspruit and Herschel.

**Maloti Route:** The Route covers substantial areas of Lesotho, Eastern Cape and the Eastern Free State and seeks to increase the flow of visitors to these areas. Focusing on the mountains and the interesting people who inhabit them, the Maloti Route provides travellers with an opportunity to experience a diversity of cultures including Basotho, English, Xhosa and Afrikaans. The Maloti Route is an idyllic meander through awe inspiring natural beauty and picturesque mountains where you can visit friendly villages and towns, follow where dinosaurs prowled and left footprints, enjoy arts and crafts of the highest quality, fly fish, visit renowned rock art sites

- ✦ or just soak up the breathtaking scenery. For the more adventurous there are ski slopes, horse trails, 4 x 4 and hiking trails.
- ✦ **Madiba Corridor:** The defined area of the Madiba Corridor has extraordinary natural assets, ranging from the Great Karoo landscape around Lake Gariesep, to the Southern Free State grasslands and Alpine landscapes of the spectacular Southern Drakensberg, to the coastal areas of the equally scenic Wild Coast. A further defining feature, and perhaps the feature that distinguishes the area the most from others, is the fact that the area is home to most of the leaders of the recent political struggles of our country. This struggle history is however not restricted to recent history, but encapsulates much of the history of the South African political struggles, be it from the days of the San, the Griquas, the tribal upheavals, frontier wars and Boer – British strife, to the recent victory over.

The map below is indicative of the various tourism routes within the Joe Gqabi District.



### Tourism Recommendations

The projects and programmes identified for in **Elundini Local Municipality** are as follows:

- ✦ Investigate and sponsor a tourism event i.e. Forest Festival, Adventure Trail Run, Motorbike Rally)
- ✦ Upgrade of Naudes Nek, Bastervoed Pass and R56
- ✦ Upgrade and support Tractor Museum and Dinosaur footprints
- ✦ Promote Agri-Tourism
- ✦ Investigate development of the Madiba Corridor
- ✦ All key tourism attractions in **Gariep Local Municipality** should be upgraded and maintained on a regular basis.
- ✦ A historical tour be investigated in **Gariep** incorporating several of the various towns major historical attractions
- ✦ Promote attractions such as **Gariep** Dam and the historical town of Burgersdorp
- ✦ Investigate a Visitors Centre at the 82.8km Orange River tunnel, from Oviston.

- ✦ o Develop tourism route and attractions in **Gariep Local Municipality**. This project proposes establishing a
  - ✦ new tourism route between the Gariep Dam, Venterstad, Steynsburg and Burgersdorp. Part of this project would include upgrading of roads and attractions along the route, coordinating signage,
  - ✦ developing of promotional material and the promotion of the route itself.
  - ✦ Construction of chalets at Oviston Nature Reserve

- ✦ Revitalization of the Aliwal Spa in **Maletswai Local Municipality**.
- ✦ Revitalization of the Buffelspruit Nature Reserve in **Maletswai Local Municipality**.
- ✦ To market **Maletswai** as a preferred tourism, business and conferencing destination.
- ✦ Market the Senqu Local Municipality as a tourist destination
- ✦ Upgrading of the following key tourist access roads in **Senqu Local Municipality**:
  - ✦ R58 between Aliwal North and Lady Grey
  - ✦ R726 between Sterkspruit and Zastron
  - ✦ R393 between Sterkspruit and Telle Bridge Border Post
  - ✦ Access roads to Rhodes and Wartrail/New England
  - ✦ Grading and maintenance of the eight passes in **Senqu Local Municipality**
- ✦ Develop new and upgrade existing picnic sites and viewing points in **Senqu Local Municipality**

## Social Facilities

Access to social services such as education facilities and health facilities are very important. Plans prepared indicate the spatial distribution of schools, clinics and police stations. It should be noted that this assessment does not focus on the current state or qualitative aspects of these facilities.

### Educational Facilities

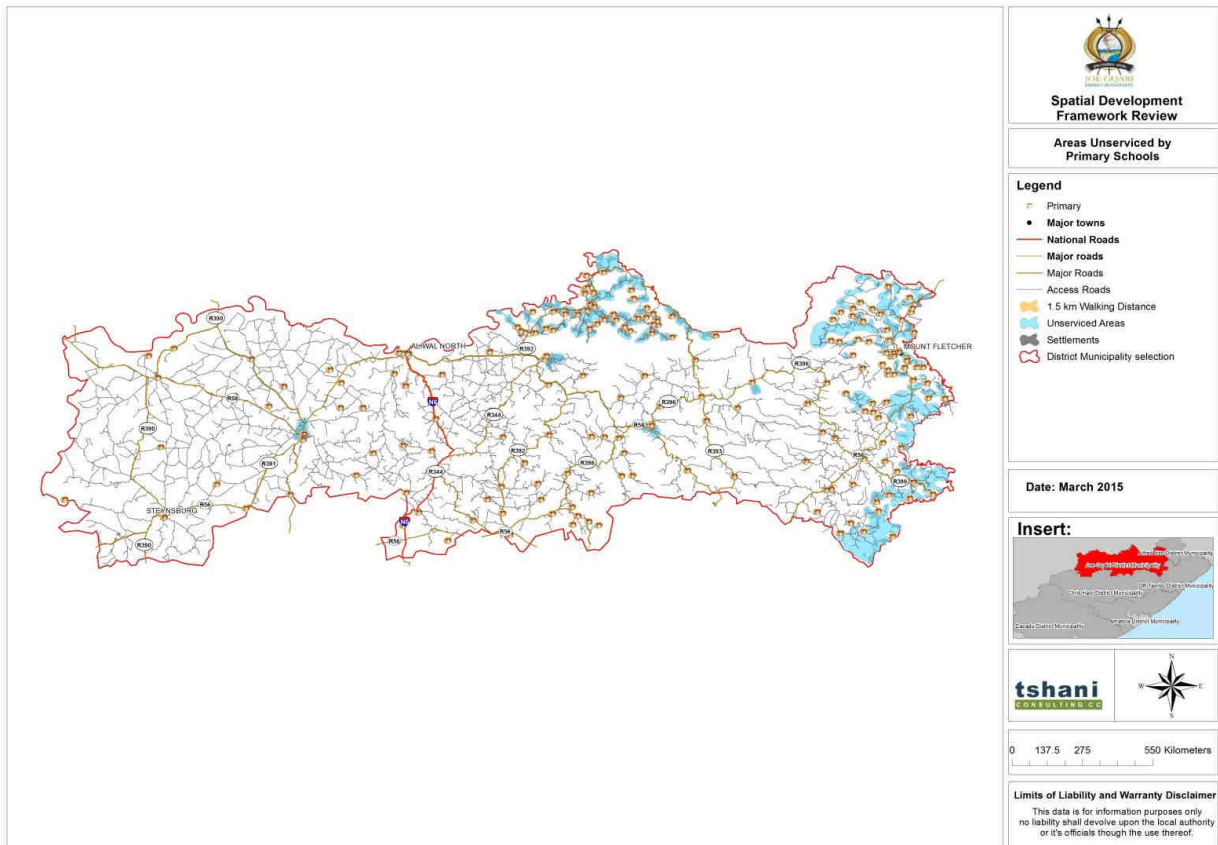
The spatial footprint of educational facilities closely follows the settlement distribution, with high numbers of these facilities in Elundini and Senqu Local Municipalities.

## Primary Schools

In terms of the CSIR Guidelines for Human Settlement and Design the access distance for primary schools is 1.5 kilometers; as a result there are areas in close proximity to the settlements which are unserved (see map below).

### Secondary Schools

In terms of the CSIR Guidelines for Human Settlement and Design, the access distance for secondary schools is 2.25 kilometers; as a result the following map depicts areas in close proximity to existing settlements which are unserved.



### E2.4.2 Clinics

It is once again evident that the spatial footprint of clinics/health facilities closely follows the settlement distribution, with higher numbers of health facilities in Elundini and Senqu Local Municipalities. Clinics/Health facilities in other local municipalities are clustered around the town. The access distance for clinics is 1.5 kilometres.

### Police Stations

The distribution of Police Stations serving the communities within the Joe Gqabi District Municipality is depicted on the adjacent plan. The access distance for Police Stations ranges from 8km in urban areas, 15km in peri-urban areas and 24km in rural areas. A higher number of Police Stations exist in Elundini Local Municipality.

## BUILT ENVIRONMENT

### Spatial structuring elements

Spatial Structuring Elements are used to manage and guide future development into certain patterns, which will lead to a better and more efficient District in the future. The structuring elements are clustered into the following main components:

#### Development Nodes

Nodes are generally described as areas of mixed land use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services.

Nodes are usually located at nodal interchanges to provide maximum access and usually act as catalysts for new growth and development. Joe Gqabi District is served by the District Centre of Aliwal North, with sub-District centres to the north, west and east of the District. The following categories of nodes, as indicated in the table below.

#### Small Town Revitalisation

No CBD Revitalization Plans are currently in place throughout the District. The CBD's in the District need to be revitalized so as to attract more business and tourists to these areas. It is recommended that urban renewal plans be developed for the CBD's of all District and Sub-District Centres in the District. These plans should consider transportation, urban design, environmental, engineering and market related economic opportunities for re-development. In terms of the Joe Gqabi LED Strategy CBD Revitalization has been prioritised in District and Sub-District Centres.

TABLE NO. 6: CATEGORIES OF NODES		
TYPE	LOCATION	FUNCTION OF SETTLEMENTS AND ASSOCIATED TYPICAL LAND USES
District Centre	<ul style="list-style-type: none"> <li>▶ Aliwal North</li> <li>▶ Barkley East</li> </ul>	<ul style="list-style-type: none"> <li>▶ District-level Administration centre</li> <li>▶ Major district service centre for commercial and social goods and services</li> <li>▶ Centre of educational excellence</li> <li>▶ Industrial centre for value-adding processes and local-based manufacturing</li> <li>▶ Residential development covering full range of economic bands (High-income - Low-income)</li> </ul>
Sub-District Centres	<ul style="list-style-type: none"> <li>▶ Maclear</li> <li>▶ Sterkspruit</li> <li>▶ Mount Fletcher</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 full range of economic bands (Middle-income - Low-income)</li> </ul>

TABLE NO. 6: CATEGORIES OF NODES		
TYPE	LOCATION	FUNCTION OF SETTLEMENTS AND ASSOCIATED TYPICAL LAND USES
		<ul style="list-style-type: none"> <li>▶ Potential for value-adding agro-industrial processes</li> <li>▶ Potential for event-related tourism events</li> </ul>
<b>Local Centres</b>	<ul style="list-style-type: none"> <li>▶ Ugie</li> <li>▶ Burgersdorp</li> <li>▶ Lady Grey</li> </ul>	<ul style="list-style-type: none"> <li>▶ Municipal-scale Administrative Centre</li> <li>▶ Local-scale service centre for commercial and social goods and services</li> <li>▶ Residential development covering full range of economic bands (Middle-income - Low-income)</li> <li>▶ Potential for value-adding agro-industrial processes</li> </ul>
<b>Sub-Local Centres</b>	<ul style="list-style-type: none"> <li>▶ Steynsburg</li> <li>▶ Rhodes</li> <li>▶ Rossouw</li> <li>▶ Dordrecht</li> <li>▶ Jamestown</li> <li>▶ Oviston</li> <li>▶ Venterstad</li> <li>▶ Herschel</li> <li>▶ Qoboshane/Palmietfontein</li> <li>▶ Majuba – A</li> <li>▶ Hillside – E</li> <li>▶ Upper Telle - A</li> </ul>	<ul style="list-style-type: none"> <li>▶ Minor Administrative Function</li> <li>▶ Minor service centre for social goods and services</li> <li>▶ Focused support of local economic initiatives-agriculture-based</li> </ul>
<b>Rural villages</b>	<ul style="list-style-type: none"> <li>▶ Rural villages</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>

### Development Corridors and Linkages

The notion of development corridors, both as structuring elements to guide spatial planning, as well as special development areas with specific types of development potential, has been well established internationally. Typically, development corridors have been identified as roads or other transport routes along which existing and/or potential land developments at a higher than average intensity (can) occur. Development corridors can also be refined and described variously as indicated in the table.

TABLE NO. 7: DEVELOPMENT CORRIDORS	
TYPE	LOCATION
<b>Primary Corridor</b>	<ul style="list-style-type: none"> <li>▶ N6</li> </ul>
<b>Secondary Corridor</b>	<ul style="list-style-type: none"> <li>▶ R58, through Venterstad, Burgersdorp to Aliwal North, past Lady Grey and through Barkley East</li> <li>▶ R56, through Steynsburg, linking through Maletswai Local Municipality and linking to Elundini Local Municipality (Elliot - Ugie – Maclear – Mount Fletcher)</li> </ul>
<b>Tertiary Corridor</b>	<ul style="list-style-type: none"> <li>▶ R390, linking Steynsburg with Venterstad</li> <li>▶ R391, which leads to Burgersdorp</li> <li>▶ R392, through Dordrecht, Herschel, Sterkspruit and beyond</li> <li>▶ R344, off the N2 and linking into the R56</li> <li>▶ R396, through Indwe, Barkley East, Rhodes, Maclear and beyond</li> </ul>

## Special Development Areas

Special Development Areas are geographical areas where the District municipality would need to prioritise and place its development efforts and capital expenditure. The following Special Development Areas have been identified for the Joe Gqabi District Municipality.

<b>TABLE NO. 8: MALETSWAI LOCAL MUNICIPALITY SPECIAL DEVELOPMENT AREAS</b>	
<b>AREA</b>	<b>PROPOSALS</b>
Aliwal North	Public-funded housing
	Middle – High / High income housing
	Industrial expansion
	Business improvement District and expansion of CBD
	Commercial Development
	Re-alignment
	Upgrading
Jamestown	Public-funded housing (infill)
	Middle income housing
	Commercial potential

<b>TABLE NO. 9: SENQU LOCAL MUNICIPALITY SPECIAL DEVELOPMENT AREAS</b>	
<b>AREA</b>	<b>STRENGTHS</b>
Sterkspruit	Managed expansion of urban area
	Mass housing programme
	Sustainable human settlements
	Land management and administration
Barkley East	Manage and limit urbanisation
	Focus on insitu upgrade
	Infrastructure upgrade and maintenance
	Environmental management
	Urban aesthetics
Lady Grey	Manage and limit urbanisation
	Focus on in situ upgrade
	Infrastructure upgrade and maintenance
	Environmental management
	Urban aesthetics
Rossouw	Manage and limit urbanisation
	Support densification and consolidation of existing settlements
	Infrastructure upgrade and maintenance
Rhodes	Limit urbanisation

<b>TABLE NO. 9: SENQU LOCAL MUNICIPALITY SPECIAL DEVELOPMENT AREAS</b>	
<b>AREA</b>	<b>STRENGTHS</b>
	Limit extension
	Infrastructure upgrade and maintenance
	Environmental management
	Urban aesthetics

TABLE NO. 10: GARIEP LOCAL MUNICIPALITY SPECIAL DEVELOPMENT AREAS	
AREA	STRENGTHS
Venterstad	Promote integrated expansion of residential areas and limit urban sprawl
	Utilise agricultural and irrigation potential of the dam to strengthen economic sustainability of Venterstad
Oviston	Promote and encourage tourism and secondary job creation opportunities
	Promote expansion of medium income residential development
Steynsburg	Promote and encourage the strengthening of the commercial component or CBD
	Promote and encourage expansion of the tourism industry and tourism related facilities
	Promote residential densification
	Promote the management of the commonage
Burgersdorp	Contain future development within the urban edge
	Integrate residential areas based on principles of sustainability
	Promote and encourage commercial and administrative development within the demarcated business node
	Promote residential densification and strengthen business development in Mzamomhle, Eureka and other lower income residential areas
	Promote the expansion of the commonage area

TABLE NO. 11: ELUNDINI LOCAL MUNICIPALITY SPECIAL DEVELOPMENT AREAS	
AREA	STRENGTHS
Mount Fletcher	Business opportunities i.e. Filling station, retail, etc.
	Formalisation
	Proposed alternative road
	Future business expansion
	Future residential expansion
	Opportunity for densification and infill in Ethembeni
	Improved access road
	Linkage between the rural settlement and the town
Maclear	Proposed mixed land use (office and retail)

TABLE NO. 11: ELUNDINI LOCAL MUNICIPALITY SPECIAL DEVELOPMENT AREAS	
AREA	STRENGTHS
	Proposed commercial and retail land use on current caravan park site
	Enterprise development zone – transition zone with mixed land use (light industrial, institutional and commercial)
	Agriculture land – possible alternative land use – recreational or sportsfield
	Possible future low income residential expansion
	Business improvement district
	Possible golf course extension
	Proposed high income residential area
	Potential tourism route ( Naudesnek pass)
	Minor infill
Ugie	PG Bison processing plant
	Proposed shopping complex
	Business district expansion to the east
	Proposed new cemetery site
	Proposed business, commercial and light industrial complex
	Proposed new low income residential
	Proposed commonage extension
	Proposed link road to improve access to the eastern townships and consolidate the town
	Improved access to Takalane and Ugie Park Ext
	Proposed alternative site for solid waste site
	Site for A-Grade Testing Station
	New truck stop
	Future middle income residential extension
	New Prentijisberg residential ext.
Potential for tourism accommodation surrounding the dam	
Preservation of historical architecture to retain the character and aesthetics of the town	
Possible future high income residential expansion	































The roles and responsibilities of JGDM with regards to water services provision are set out below:

**Ensure Access** - JGDM must ensure the realisation of the right to access to water services, particularly basic water services (stepping up the ladder) subject to available resources by seeing that appropriate investments in water services infrastructure are made;

**Planning** - JGDM must prepare water services development plans to ensure effective, efficient, affordable, economical and sustainable access to water services which promote sustainable livelihoods and economic development (stepping up the ladder);

**Regulation** - JGDM must regulate water services provision and water services providers within their area of jurisdiction and policy and regulatory frameworks set by the Department of Water and Sanitation (DWS) through the enactment of by-laws and regulation of contracts;

**Provision** - JGDM must ensure the provision of effective, efficient and sustainable water services (including water conservation and demand management) either by providing water services themselves or by selecting, procuring and contracting with external water services providers. The provision of water services also includes communication activities related to, amongst other things, sensitive hygiene promotion and the wise use of water



















































































































































































































































































































## **SECTION 5: LOCAL ECONOMIC DEVELOPMENT**

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

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

### **5.2 District Planning Framework**

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The National Spatial Development Perspective, National Development Plan, the mandate of local government, Provincial Growth and Development Strategy and 2007 Growth and Development Summit inform the District planning framework. The key development areas and objectives for the District include:

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

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

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

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

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

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

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

### **Aliwal Spa**

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

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

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

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

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

### **Maize Meat Hub Feedlot**

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

### **Senqu Plastic Manufacturing**

The Agency is intending to revitalise the poly vinyl chloride (PVC) plastic pipe manufacturing project located in the small town of Lady Grey. JoGEDA intends to revive the project to ensure it is well positioned to become a competitive and self-sustainable manufacturing factory which creates employment in the region. JoGEDA seeks to attract both the private and public sectors to invest and



participate in the development of the project. There have been engagements with the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) and CSIR to repackage the feasibility and business plan for the project.

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

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

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

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

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

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

### **Investment Strategy**

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

### **Facilitation of skills development**

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

Some of the strategic partnerships that have been secured include:

- CSIR is providing expertise for the development of the feasibility study, business plan and the operationalization of the Aliwal Spa and Senqu Plastic Manufacturing.
- ECDC is providing funding towards the development of the feasibility study and business plan for the Aliwal Spa.
- National Department of Tourism is providing funding towards the infrastructural upgrades or renovations on the Aliwal Spa.
- REID and NAMC also provide technical expertise to complete a business plan for the development of the Maize Meat Hub Feedlot. A draft business plan has been developed and a

service provider was also appointed to conduct EIA.

- GIZ is also providing technical expertise to refine a feasibility study and business plan for the development of the Gariiep Middle income housing project.

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

## **5.5 Competitive and Comparative Advantage**

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

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

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

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

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

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

The District is one of the major wool producing areas in the country. Wool is transported to Port Elizabeth for sale. Wool is sold into a global market and it has been difficult in the past to make an

impact in this area. Wool processing (in Maletswai - which is advantaged by the N6 link to East London, and Gariep), livestock husbandry (Elundini and Gariep), maize (Elundini, and Senqu) and dry land Lucerne (Senqu) have all shown signs of being suitable. However, commercialising these activities and enhancing productivity remains a major challenge. There are currently initiatives geared towards establishing wool washing facility in the Elundini municipal area.

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

## 5.6 Land Reform

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

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

**Table 1: Potential projects in Joe Gqabi district**

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

Source: AREA BASED PLAN 2010

## 5.7 LED Marketing and Communication

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

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

## 5.8 SMME and Cooperatives

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

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

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

### **5.9 Institutional Arrangements**

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

### **5.10 Business Retention Strategy**

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

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

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

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

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

thousand people Senqu and one thousand people from each of the other two municipalities will benefit from the programme.

An extract of the LED Implementation plan is contained below and the detailed plan is contained in the LED Strategy.

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

## 6.2 Electrification

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### 6.2.1 Service provision

In most urban settlements, the local municipalities are responsible for reticulation. However, in the rural areas and some of the townships Eskom is the supplier. The District does not supply electricity. There are significant challenges where the local municipalities are the service provider mainly over maintenance.

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

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

Briefly electrification challenges for the District generally are:

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

## 6.3 Road Maintenance

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### Key road networks

In terms of the Integrated Transport Plan (ITP), which was adopted by Council in 2004 and reviewed in 2011, the road network in JGDM can be divided into National, Trunk, Main Roads, and Access Roads. Only one National road, the N6 from Aliwal North to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries. The N6 national road passes through Aliwal North and Jamestown. The N6 is the main access road through the District and links the interior of the country with the Eastern Cape coastal areas. The N6 road is under the jurisdiction of the South African National Road Agency Limited and is in a good condition.

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

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

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

### **Roads maintenance**

The District is currently implementing roads maintenance function in Gariiep and Maletswai municipalities on behalf of the Department of Roads and Transport. The current agreement has been extended for the 2016/17 financial with a budget of R32 million covering capital and operational requirements. During the past year, the District formalised the appointment of 72 casual workers who have been working in the roads section for some time.

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

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

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

### **Non-Motorized Transport**

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

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

## **Storm water**

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

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

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

## **6.4 Railways**

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

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

## **6.5 Waste Management**

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The District municipality has prioritized the review of the Integrated Waste Management Plan (IWMP). The plan was endorsed by DEDEAT. The existing plan was adopted by Council in 2005 and is now



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

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

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

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

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

### **Service Backlog**

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

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

At Lady Grey, health care waste is found on the site in direct contravention of the permit conditions. In addition to this, most of the sites are in contravention of the Occupational Health and Safety Act. This

risk applies not only to the staff working on these sites but extends to the public, especially scavengers who frequent most of the sites.

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

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

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

In areas where waste management services are rendered, the collection and transportation aspects are done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Maletswai LM and certain areas of Gariep local municipality. As far as the status of waste sites is concerned, the current situation among formal waste sites is shown in table 33 below.

Table 2: Status of waste sites within the District

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

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

The Maletswai local municipality has effective waste management by-laws that are implemented and

enforced. A process to ensure existence and enforcement of the by-laws in the other municipalities will be facilitated through the District Waste Forum, which meets quarterly.

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

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

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

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

## **6.7 Municipal Health Services**

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### **Status of the Service**

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

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

### **Prioritised areas for intervention**

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

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

- Premises inspections especially of early childhood development centres are needed.

## 6.8 Social Infrastructure

### Health

There are 11 hospitals and 50 clinics, with at least 2 clinics in each magisterial District. The most densely populated Mt. Fletcher and Sterkspruit areas have 17 and 16 clinics respectively. The District has about 998 hospital beds, with a service supply average of about 328 people per bed. The population of the District receives health services from fixed and mobile clinics and in District hospitals.

There is one fixed clinic for every 6745 people and 1 hospital bed for every 338 people. This is within the norm but the distribution of these facilities leads to inequities in access to health care. The number of clinics and hospitals within the District is reflected in table 34. There is a strong correlation between the incidence of diarrhoea among children under 5 years and poor households in case of those without clean water supply and formal sanitation. HIV/AIDS counselling has improved in the District with all fixed clinics in Joe Gqabi now offering Voluntary Counselling and Testing. The problem of re-infection and repeated treatment still exists with the low percentage of STI contact tracing.

**Table 3: Number of Hospitals and Clinics**

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

Source: Department of Health

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

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

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

- Improve quality of care provided in hospitals and clinics
- Promote Healthy lifestyles in the community
- Control and reduce incidence of communicable diseases including HIV/AIDS, TB and Sexually Transmitted Diseases
- Reduce incidence of non-communicable diseases
- Improve emergency and patient transport systems, particularly in rural areas

- Establish 24 hour clinic services for maternities and emergencies (Ugie, Polmietfontein) and improve access to mobile Clinic Services at Elundini
- Improve condition of buildings: Empilisweni Taylor Bequest and Lady Grey hospitals
- Improve infrastructure for accommodation of staff with scarce skills
- Improve functionality of health committees
- Improve access roads: Umlamli hospital, Ndofela , Pelandaba and Queen Noti Clinics
- Improve access to ARV sites
- Re-open nursing colleges

## Safety and Security

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

Burglary and Assault are the most commonly reported crimes in all the municipalities. These crimes, combined, account for 71% of all crime in the Eastern Cape. Arson and Malicious damage to property is also quite high in this province as shown in table 35. Stock theft is a major problem in poor rural communities and is highest in Elundini.

**Table 4:** Crime Statistics

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

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

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

- Human trafficking

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

## Housing

Table 36 below reflects the housing status quo in all local municipalities in the District. Based on this it can be seen that the majority of informal settlements are in the Maletswai area. It is however anticipated that with the rapid growth of the forestry sector in Elundini municipal area, this will increase the number of households living in informal housing in the municipality due to immigration of job seekers.

**Table 5: Housing Status Quo in the District**

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

Source: StatsSA Community Survey 2007

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

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

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

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

## Education

Joe Gqabi has higher than the national average of people between 5-24 years attending school but lower than the national average for those attending tertiary education. Approximately 25.5% of the District population does not have any form of training or education, with 40.2% only having completed grades 3-7. Only 3.3% of the population has completed Grade 12 compared to 6.6% in the Eastern Cape. Only 1.7% of the District population has obtained a tertiary qualification. Figure 23 below shows an update in terms of progress in education attainment within the District.

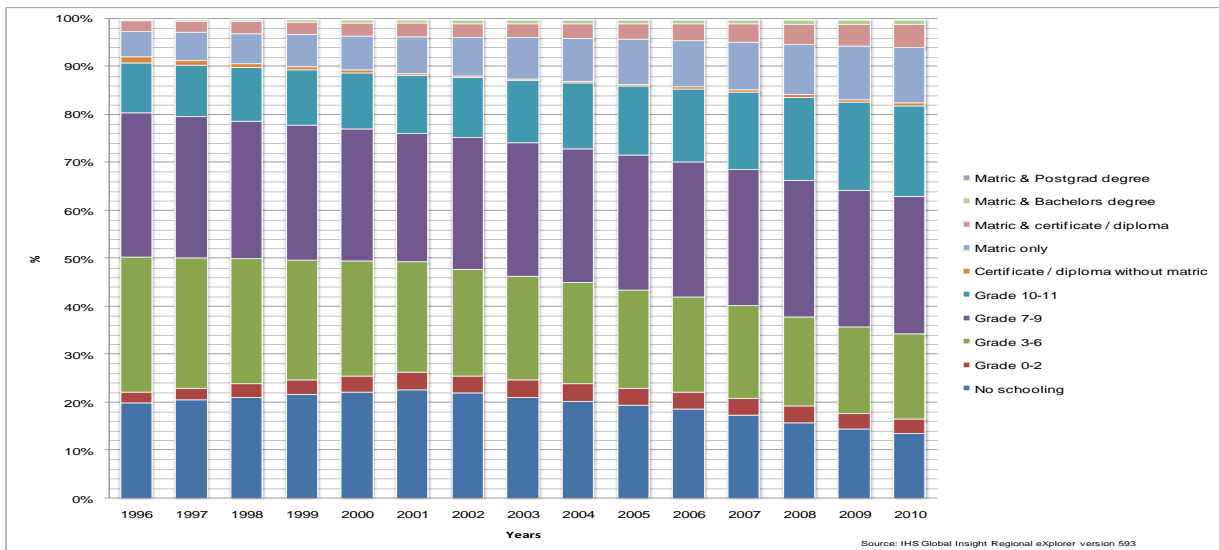


Figure 1: Education attainment

Elundini has the largest proportion of people having only received primary education, while the Gariep area has the highest proportion of people (31.5%) having never received any form of education. Table 37 below shows the number of schools in the District in 2007.

**Table 6: The number of schools in the District in 2007**

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

Source: Department of Education

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

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



provision of education in the rural areas of the Eastern Cape. The majority of the population is without education due to a number of factors that include but are not limited to inadequate number of schools and institutes of higher learning, affordability and lack of access.

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

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

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

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

- ABET schools should be established in all settlements

## 6.9 Public Facilities

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

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

The overall District area does not enjoy an even supply of proper sports and recreation facilities except, those located in the main towns. Even those in towns need upgrading. The sports fields in the townships have been vandalized. A detail of community facilities within the District is shown in table 38 below.

**Table 7: Community Facilities in the District**

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

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

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

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

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

## SECTION 7: DISASTER MANAGEMENT

### 7.1 Disaster management

The District adopted its Disaster Management Policy and Framework in 2009 to deal disaster management and planning within the District. A process to develop a District Disaster Management Scientific Assessment Plan has been initiated. Vulnerability and risk assessment form part of the terms of reference of the plan. A Disaster management Plan was adopted in 2005.

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

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

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

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

The JGDM has an infrastructure and Incident Command System (ICS), which is utilised as the incident command system. The next phase development of the ICS will add connection capabilities to the early warning system. The District was a pilot for the GEM<sup>3</sup> System installed by the Province but the system is not linked to other municipalities, as it is the first of its kind and does not match with existing systems.

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

ORIGIN	PHENOMENA
Geological hazards	Earth tremors

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

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

## **7.2 Fire fighting**

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

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

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

### **7.3 Disaster risk assessment**

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

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

Strategies for community vulnerabilities and risks identified include:

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

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

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

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

### **7.5 Disaster bylaws**

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

## **SECTION 8: OTHER OPERATIONAL PLANS AND STRATEGIES**

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

### **8.1 Area Based Plan for Land Reform**

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

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

## **8.2 Pavement Management Plan**

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

## **8.3 Tourism Plan**

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

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

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

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

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

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

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

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

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

#### **8.4 Environmental Management Plan**

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

The terms of reference for the development of the District Air Quality Management Plan (AQMP) have been developed. The District is an authority in terms of air quality monitoring. The necessary financial resources and capacity to implement the function are still lacking. Consequently, the licensing function is currently administered by the Provincial DEDEAT.

In the JGDM the most significant industrial contributors to air pollution in general have been identified as processing factories and the transport sector (exhaust fumes), which release toxic waste gases as a result of the combustion of fuels. Industrial activities are not a serious concern as these remain low, but include industrial processing by the following: Bokomo, PG Bison and DairyBell.

Generally, domestic contributors to air pollution are associated with wood, coal, waste and tyre



burning. In addition, agricultural practices, involving indiscriminate veldt or forest burning of extensive areas, results in poor air quality and associated health issues. Burning of waste at local municipalities is also problematic (see table 39). JGDM may not be subjected to the same pollution load as other districts, which are more intensely industrialised. The EMP sets clear indicators and targets that relate to air quality management that should be monitored by the District.

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

**Table 8:** Air quality Issues and Causes

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

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

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

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

## 8.6 Freshwater Resources

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### Resources

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

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

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

- The Senqu (Lesotho) / Orange (South Africa) River catchment with a natural Mean Annual Runoff (MAR) of 4 012 Mm<sup>3</sup>/a,
- The Mzimvubu River Catchment (the Tsitsa, Tina and Kinira tertiary catchments feed the Mzimvubu River), with a natural MAR of 2 897 Mm<sup>3</sup>/a, and
- The Kraai River Catchment with a natural MAR of 956 Mm<sup>3</sup>/a.

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

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

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

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

## **8.7 Water Quality**

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

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

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

## **8.8 Wetland systems in JGDM**

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

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

Commercial tree plantations in the 57,544 ha catchment have a significant impact on water flow into

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

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

## **8.9 Erosion**

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

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

## **8.10 Mining**

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

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

## **8.11 Faunal diversity**

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

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

## **8.12 Vegetation type**

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

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

### 8.13 Invasive alien species

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

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

#### Protected areas

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

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

### 8.14 Agricultural Plan

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

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

A conservative estimate of GGP contribution from Agriculture shows that more than R1, 45 billion is contributed by agriculture. The survey amongst businesses in JGDM shows that out of their 2009 turnover of R1, 8 billion, agriculture contributes 72%. It is therefore clear that the economy of most towns depend on agriculture. Agriculture is the next largest employer and, as indicated in Table 9, provides 16.3% of formal jobs (Down from 24.1% in 1996). Alarming is the decline in agricultural jobs versus the increase in government jobs.

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

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

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

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

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

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

#### Summary of opportunities and recommendations for commercial agriculture

Opportunities

Action plans

Costs

Feedlot	Due-diligence Must be a private sector initiative. Municipality should provide enabling environment such as electricity, access to roads and services.	R100,000 Private sector investment of R45 mil.
Abattoir	Cost benefit analyses to either upgrade current smaller abattoirs or build large abattoir near proposed feedlot.	
Grain silos in Elundini	Due diligence of best method and place for storage. Also private sector investment. OVK or ECAC might be interested to invest. ASGISA also possible agent to drive process	R100,000 Private sector investment of R30 million depending size.
Grain mill	Investigate possibility of small mills in hands of small entrepreneurs or one large mill. Whatever the case; marketing of products should be of high quality and establish combined marketing Cooperative if micro mills option is followed. Again, a large mill should be privately owned.	Small mills R100,000 up to millions depending on size and additional infrastructure
Apple production at selected locations	Agree and adopt strategy to produce apples between private sector and investors. Obtain interest from commercial producers and or companies. Decide on action plans and prepare detailed business plans	Buss. Plan: R1 mil. Investment: R150, 000 per ha x 200 ha minimum = R30 mil. Small packhouse: R10 mil.
Agri tourism	<ul style="list-style-type: none"> <li>◆ Integrated planning</li> <li>◆ Develop routes</li> <li>◆ Branding of area</li> <li>◆ Upgrade facilities</li> </ul>	
Production of niche products such as berries or other high value produce for the export market	<ul style="list-style-type: none"> <li>◆ Identify markets</li> <li>◆ Develop business plans</li> <li>◆ Branding of region and products</li> </ul>	
Small scale processing for niche and processed products	◆ Small-scale processing of wool, weaving of special products and marketing at international markets. Need for hand-made products are huge in Europe	
Medicinal plants and essential oils Cultivation methods adapted to new technology	<ul style="list-style-type: none"> <li>◆ Explore possibilities, find markets and develop business plans for implementation</li> <li>◆ Increase in fertilizer and high fuel prices increased inputs. Adoption of new technology such as minimum or no tillage on cultivated land should be promoted and implemented. This will increase biological activity in soil with net positive effect in long run – and reduction in input costs.</li> </ul>	

### **8.13 Development of the District Agripark**

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

Commodities were identified through a review of the status quo of agricultural activities and



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

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

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

**Wool:**

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

**Maize:**

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

**Red Meat:**

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

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

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

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

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

## 8.15 Forestry Plan

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

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

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

of the plantation is planted with gum trees. The Fort Usher and Lehana are eucalyptus plantations as well as being community plantations. They are both significantly smaller than Ntywenka at only 250 and 94 hectares respectively

With regard to timber production and processing, the PG Bison chipboard plant in Ugie started production in April 2008. The current intake of the board mill is 317,000 tons /annum and produces 650 m<sup>3</sup> of finished boards daily. Forestry ownership statistics within the District are shown in table 40.

**Table 9: Forestry Ownership**

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

Source: Eastern Cape Forestry Profile, DWAF, 2007

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

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

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

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

The most significant private investment in the forest industry in Joe Gqabi has been the construction of the PG Bison chipboard mill at Ugie in Elundini. This investment was worth more than R1.4 billion and created an estimated 1,600 direct jobs during the construction phase. The board mill produces chipboard and laminated panels. The current intake of the board mill is 317,000 tons /annum. At full

rotation the plantations owned by PG Bison this will produce an estimated 460 000m<sup>3</sup>/annum, but the plant need 560 000 m<sup>3</sup>/annum to run at full capacity. Currently the plant produce 650 m<sup>3</sup>/day of finished boards, but can produce 1000 m<sup>3</sup>/day.

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

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

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

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

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

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

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

## **SECTION 9: FINANCIAL MANAGEMENT AND VIABILITY PLAN**

The surplus of the Draft Budget is calculated as follows:

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

In prior years it was a concern that the depreciation is not cash backed. As result of the implementation of mSCOA, municipalities are required to have cash backed depreciation relating to operating assets. The depreciation relating to operating assets amount to R 4 million

The table below highlights the differences in Revenue between the tabled Adjustment Budget and Budget:

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

The Revenue of R 737,725 million includes:

- Grants and subsidies received are as per the Government Gazette, DoRA and service level agreements signed with various departments:

**LOCAL GOVERNMENT MTREF ALLOCATIONS**

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

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

It should be noted that the allocation included for Working for water and wetlands and Department of Roads and Transport are based on service level agreements signed with the respective departments. We have not received a new working for water and wetlands SLA and the current budgeted amount is based on the prior year SLA

The Equitable share allocation has been increased with R15 million

RBIG has allocated R6 million for the 2017/18 financial year.

The province has allocated a total amount of R50 million for 2017/18.

- Services Charges have previously the Service Charges was reduced for to include the collection rate, mSCOA do not allow for this and Service Charges sales and revenue foregone are budgeted for based on the number of the average number of KL sold per consumer multiplied by the number of consumers. The basic charge is calculated by multiplying the number of the relevant meter with the relevant basic charge.

The Basic charge and Consumption charge for Service Charges was increased by 6%.

Treasury requires a reason for any increase in excess of 6,45%



The table below highlights the differences in Expenditure between the approved Adjustment Budget and Draft Budget:

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

- The MFMA circular no 85 and 86, issued by National Treasury, was applied in budgeting for operating expenditure, however strict measures were implemented toward non essential expenditures due to the current economical situation and the municipalities cash flow challenges. The circular advised that municipalities take into consideration 6.4% CPI inflation growth for 2017/18.
- The actual Employee cost to date has been decreased by the 1.9%. This is largely due to provision made for the implementation of the Department of Environmental Affairs shared fire services, resulting in no provision being made for employee costs relating to fire services. Thus resulted in a reduction of employee costs of R 8 million.
- A reclassification from contracted services to general expenditure was made due to the definition of contracted services.
- Other operating expenditure relates to the expenditure directly linked to operational grants allocated to the municipality. The following projects are included in other operating expenditure:
  - R 1 million for the Sondela Festival;
  - R 3 million per annum is budgeted for in order to provide free access to Wifi in remote areas within the district;
  - R 100,000 for Mayor Priority Projects;
  - R 600,000 for livestock improvement project;
  - R 300,000 has been allocated per annum to the Urban Revitalisation Project;
  - R 300,000 allocated to the 2017/18 SODA;
  - R 440,000 for Intergovernmental Relations and International relations;
  - R 400,000 for Public Participation;



- R 1,8 million has been allocated in facilitating and support of economic development initiatives;
  - R 840,000 for Tourism awareness, marketing and SPU programmes;
  - R 8.5 million has been allocated to JoGEDA to assist with there operations.
  - R 2.227 million has been allocated to EPWP.
  - R 2 million has been allocated to employee unemployed graduates in the district; and
  - R 2,2 million has been allocated toward the training of communities, councillors and officials.
- 
- Grants and subsidies paid relates to the allocation of R 14 million to the Shared Fire Services Project and Pauper Burials.
  - Operational Repairs and Maintenance amount to R29 million. The bulk of the costs is allocated to employee costs due to the shift of effecting repair and maintenance of assets in-house.
  - Depreciation has decreased by 0.08 percent, in order to prepare a more realistic budget by align the budgeted amount to be more reflective of the 2015/16 actual figures.
  - Debt impairment has remained unchanged.

### **CAPITAL PROJECTS:**

- The funding sources of all the capital projects are included above. It should be noted that no loans are anticipated for the next three financial periods.
- The own funded assets are depended on the cash collection as indicated above.
- The capital projects are inclusive of VAT

#### CAPITAL BUDGET

Description of Project	Budget - 2017/18	Budget - 2018/19	Budget - 2019/20	Funding Source
Furniture and Office Equipment	270 000,00	70 000,00	-	Own
Computer Equipment	752 000,00	750 000,00	750 000,00	Own
Computer Softwar	520 000,00	500 000,00	500 000,00	Own
Machinery and Equipment	900 000,00	-	-	Own
<b>Total Capital Assets</b>	<b>2 442 000,00</b>	<b>1 320 000,00</b>	<b>1 250 000,00</b>	
Ugie Bulk Water Infrastructure Phase 2	R 10 000 000	R 13 000 000	R 15 000 000	MIG
Mt Fletcher Villages - Bulk Water Supply Scheme	R 5 000 000	R 9 999 000	R 6 313 000	MIG
Sterkspruit: Upgrading of WTW and Bulk Lines	R 10 000 000	R 10 000 000	R 10 000 000	MIG
Senqu Rural Water Programme	R 25 000 000	R 25 000 000	R 25 000 000	MIG
Elundini Rural Water Programme	R 20 000 000	R 20 000 000	R 20 000 000	MIG
Jamestown sanitation Phase 2	R 10 000 000	R 15 000 000	R 15 000 000	MIG
Maclear Upgrading of Bulk Water Services	R 10 400 000	R 18 817 000	R 25 000 000	MIG
Maclear Upgrading of Bulk Sanitation	R 10 490 000	R 17 000 000	R 26 625 000	MIG
<b>Ukhahlamba Planning Studies</b>	<b>R 1 000 000</b>	<b>R 1 000 000</b>	<b>R 1 000 000</b>	<b>MIG</b>
Sterkspruit Regional Bulk Sanitation	R 2 500 000	R 10 000 000	R 10 600 000	RBIG
Lady Grey Bulk Water Supply	R 3 500 000	R 13 000 000	R 29 400 000	RBIG
Lady Grey - Partial construction of a new dam as long term solution and associated pumping mains to WTW	25 000 000,00	-	-	PT
Burgersdorp - Construction of portable water supply pipeline from Steynsburg Water Treatment Works to Burgersdorp	25 000 000,00	-	-	PT
Elundini VIP toilets	7 000 000,00	-	-	WSIG
Senqu Rural Water Supply Scheme	5 000 000,00	-	-	WSIG
Elundini Water Treatment Works Refurbishment	5 000 000,00	-	-	WSIG
WSLM Implementatoin of telemetry system and development of an alternative water source for Maletswai	32 500 000,00	-	-	WSIG
SLM Implementatoin of telemetry system.	6 500 000,00	-	-	WSIG
ELM Implementatoin of telemetry system.	8 500 000,00	-	-	WSIG
<b>Total Capital Projects</b>	<b>222 390 000,00</b>	<b>152 816 000,00</b>	<b>183 938 000,00</b>	
<b>Total</b>	<b>224 832 000,00</b>	<b>154 136 000,00</b>	<b>185 188 000,00</b>	

- Please note that the breakdown of the WSIG for the 2018/19 and 2019/20 financial years have not been provided

## 9.2 Financial Management Strategy

### **9.2.1 Institutional level**

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

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

### **9.2.2 Financial Environment**

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

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

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

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

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

### **9.2.3 Projected Budget**

[to be inserted]

## **9.4 Financial Prudence by Council**

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In dealing with revenue enhancement and financial recovery, the District has developed a strategy of funding deficit in the short term. A Revenue Enhancement Strategy, which also deals with financial recovery was adopted by Council in 2015. These plans require prioritising the following actions over the short to medium term:

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

#### **9.4.1 Financial Policies**

##### **a) Indigent Assistance**

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

##### **b) Asset Management Policy**

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

It will:

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

- Ensure maintenance of Council assets

### **c) Credit Control and Debt Collection Policy**

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

### **d) Banking (Cash Management) and Investment Policy**

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

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

The investment policy of the municipality is therefore aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The policy was reviewed in May 2014 and on a yearly basis. The effectiveness of the investment policy is dependent on the accuracy of the municipality's cash management programme, which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such revenues are surplus.

### **e) Budget Policy**

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

### **f) The Fraud and Anti-Corruption Policy**

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

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

#### **g) Tariff and Rates Policy**

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

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

#### **h) Supply Chain Management Policy**

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

A Supply Chain Management Unit is in place and is responsible for the centralised SCM processes. As per the SCM standards and norms, all SCM committees are in place and functional. The organisational structure has made provisions for separation of duties. Contracts Management is located within the SCM unit. Legal services also provide support in monitoring and enforcement of contracts.

On average, procurement processes take about 49 days turnover. This includes advertising, bid committee processes and appointment period.

Emergency procurement measures are stipulated in the SCM policy to enable the Council to deal with all unplanned procurement requirements including disasters and other urgent situations. Funding arrangements are also clearly specific in the plan. This is done in line with the National Treasury norms and standards. In case of emergencies the SCM policy of the District also allows Council to implement emergency procurement measures as per the Disaster Management Act and Treasury Regulations.

**i) Funding and Reserves Policy**

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

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

**9.4.2 Status of policies**

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

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

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

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

### **10.2 Government agenda**

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

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

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

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

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

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

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

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The District has managed to maintain a high-level alignment and linkages between its programmes and those of national and provincial government. The twelve (12) outcomes



of government have also been taken into account. The relationship between the medium term strategic framework (MTSF), 12 Priority Outcomes and role of Local Government, Provincial Strategic Priorities, Outcome 9 Agreement inform the Strategic Focus Areas of the JGDM (see table 57 below). These Strategic focus areas are also clearly linked to the social and economic development trajectory of the District as informed by the District communities.

**Table 10: Alignment between the National, Provincial and JGDM programmes**

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Local Government role:</p> <p>OT 4: Design service delivery processes to be labour intensive</p> <p>OT 4: Ensure proper implementation of the EPWP at municipal level</p> <p>OT 11: Creating an enabling environment for investment</p> <p>OT 9: Implement the community work programme</p>	Expand the economy to ensure it creates jobs	Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	<p>Output 3: CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p>Output 3: CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	Facilitate and implements Job Creation And Poverty Alleviation
2. Strengthen the skills & human resource base	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled &amp; capable workforce to support an inclusive growth path</p> <p>Local Government role:</p> <p>OT 5: Develop and extend intern and work experience programmes in municipalities</p> <p>OT 5: Link municipal procurement to skills development initiatives</p>	Improve the quality of education, training and innovation	Strategic Priority 4: Strengthen education, skills and human resource base	<p>Output 6: Support access to basic services through improved administrative and HR practices</p> <p>Output 1: Support municipalities in filling critical positions</p>	Improve human capacity
3. Improve the health profile of society	<p>Outcome 2: A long &amp; healthy life for all South Africans</p> <p>Local Government role:</p> <p>OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p> <p>OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>	Ensure quality health care for all	Strategic Priority 5: Improving the Health profile of the Province	-	Facilitate the development of healthy and inclusive society
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p>Local Government role:</p> <p>OT 7: Facilitate the development of local markets for agricultural produce</p> <p>OT 7: Promote home production to enhance food security</p>	Create an inclusive and integrated rural economy	Strategic Priority 3: Rural development, land and agrarian reform and food security	-	Facilitate and support regional economic development initiatives

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
5. Intensify the fight against crime and corruption	<p>Outcome 3: All people in SA are &amp; feel safe</p> <p>Local Government role:</p> <p>OT 4: Improve procurement systems to eliminate corruption and ensure value for money</p> <p>OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p>	Reform and public service and fighting corruption	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Ensure effective financial management and reporting
6. Massive programmes to build economic and social infrastructure	<p>Outcome 6: An efficient, competitive &amp; responsive economic infrastructure network</p> <p>Local Government role:</p> <p>OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</p> <p>OT 6: Improve maintenance of municipal road networks</p> <p>OT 11: Ensuring basic infrastructure is in place and properly maintained</p> <p>OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand</p> <p>OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure</p> <p>OT 10: Ensure effective maintenance and rehabilitation of infrastructure</p> <p>OT 10: Develop and implement water management plans to reduce water losses</p>	Improve the infrastructure	Strategic Priority 2: Massive programme to build social and economic infrastructure	<p>Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement</p> <p>Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity)</p> <p>Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement</p>	<p>Universal Access to Basic Services</p> <p>Build economic and Social Infrastructure</p>
7. Build cohesive, caring and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities	-	Build social fabric
8. Pursue regional development, African advancement and enhanced international cooperation	<p>Outcome 11: Create a better South Africa, a better Africa and a better world</p> <p>Local Government role:</p> <p>OT 1: Participating in needs assessments</p> <p>OT 8: Participate in the identification of suitable land for social housing</p> <p>OT 1: Facilitate the eradication of municipal service backlogs in schools</p>	-	-	-	Facilitate Intergovernmental Cooperation

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
9. Sustainable resource management and use	<p>Outcome 10: Protect and enhance our environmental assets and natural resources</p> <p>Local Government role:</p> <p>OT 10: Ensure development does not take place on wetlands</p> <p>OT 10: Run water and electricity saving awareness campaigns</p>	Transition to a low carbon economy	-	-	Facilitate Environmental management and conservation
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	<p>Outcome 9: Responsive, accountable, effective &amp; efficient Local Government system</p> <p>Outcome 12: An efficient, effective &amp; development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Local Government role:</p> <p>OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p> <p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT 12: Comply with legal financial reporting requirements</p> <p>OT 12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</p> <p>OT 7: Ensure effective spending of grants for funding extension of access to basic services</p> <p>OT 12: Ensure councils behave in ways to restore community trust in local government</p> <p>OG 12: Continue to develop performance monitoring and management systems</p>	Social protection and building safer communities	-	<p>Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014</p> <p>Output 5: find a new approach to better resource and fund the work and activities of ward committees</p> <p>Output 1: Implement a differentiated approach to municipal financing, planning and support</p> <p>Output 6: Improve audit outcomes of municipalities</p> <p>Output 6: Reduce municipal debt</p> <p>Output 6: Reduced municipal over-spending on operational expenditure</p> <p>Output 6: Reduced municipal under-spending on capital expenditure</p> <p>Outcome 6: Increase municipal spending on repairs and maintenance</p>	<p>Ensure integrated planning and performance management</p> <p>Facilitate community participation in the affairs of the municipality</p>

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

<b>Millennium Development Goals /SDGs</b>	<b>JGDM Strategic Focus Areas</b>	<b>Key District Programmes</b>
<ul style="list-style-type: none"> <li>▪ Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self- employment and sustainable community livelihoods.</li> </ul>	Job Creation And Poverty Alleviation	EPWP Implementation Coordination structures are in place
<ul style="list-style-type: none"> <li>▪ Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.</li> </ul>	Rural development Environmental conservation and protection Intergovernmental Coordination	Focused coordination of rural development initiatives
<ul style="list-style-type: none"> <li>▪ Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.</li> </ul>	Human Resource Development	Skills development
<ul style="list-style-type: none"> <li>▪ Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.</li> </ul>	Build social fabric	Mainstreaming
<ul style="list-style-type: none"> <li>▪ Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service.</li> </ul>	Build economic and Social Infrastructure Universal Access to Basic Services Effective planning and reporting	Functioning of oversight structures Improved Service delivery
<ul style="list-style-type: none"> <li>▪ Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.</li> </ul>	Build social fabric	HIV and AIDS programmes coordination
<ul style="list-style-type: none"> <li>▪ Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.</li> </ul>	Sound and transparent governance	Anti-fraud and anti-corruption measures are in place
<ul style="list-style-type: none"> <li>▪ Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.</li> </ul>	Intergovernmental Coordination	Coordination structures are in place

## SECTION 11: SHORT TO MEDIUM TERM DEVELOPMENT PRIORITIES

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

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

Vehicles

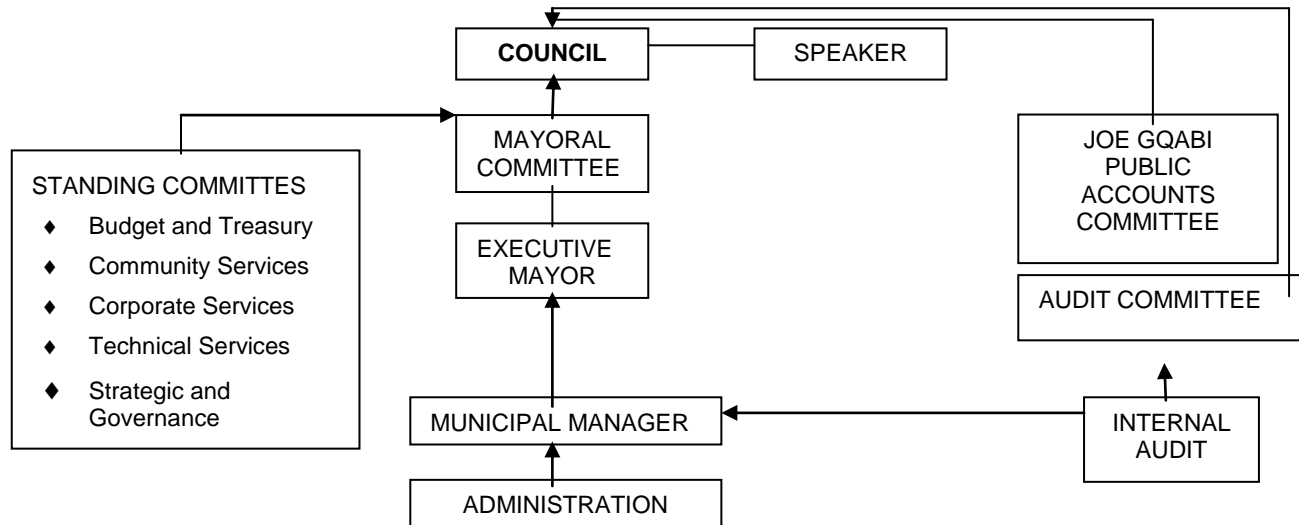
Increase OHS Capacity by appointing additional OHS personnel	Support function located within Corporate Services (HR)	TBA
Increase capacity in the Labour Relations Office by appointing the Labour Relations Officer	Support function located within Corporate Services (HR)	TBA
Establishment of Fleet Management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

## SECTION 12: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

### 12.1 Executive and Council

#### 11.1.1 Political Structure of the District

Joe Gqabi District Municipality is a category C municipality with four municipalities within its jurisdiction. The District has a history of stable Councils. The political structure is depicted in figure 23 as follows:



**Figure 2:** Oversight and Political structure of the District

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

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

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



### 12.1.2 Top Management

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

### 12.1.3 Organogram

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

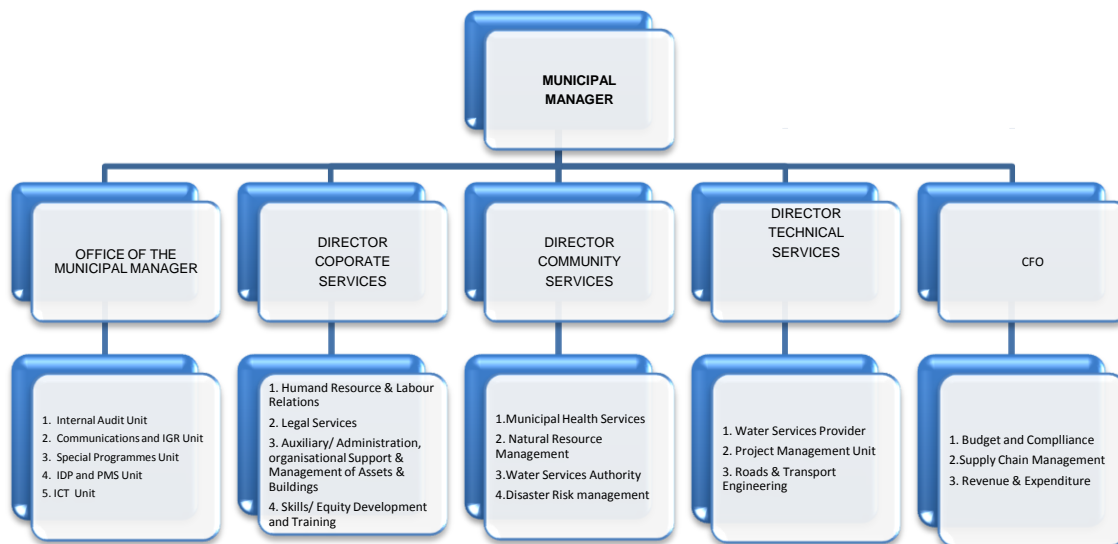


Figure 3: High-level organogram

The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram that would satisfy the functional needs of the institution. A full organogram was adopted with the IDP and Budget in May 2014. This ensured that all positions in are taken into account in the budget. All position in all five Departments are filled and vacancies are filled within a period of three months when as they are available. All employees have job descriptions, which were re-evaluated during the TASK process in 2012. The total cost to populate the organogram is about R149 844 000.

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

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

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

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

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

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

The institution has developed and approved a Work Skills Development Plan. The 2016/17 Workplace Skills Plan review was submitted in April 2015. The plan identifies training needs aligned to the scarce skills and IDP implementation processes.

Joe Gqabi District Municipality has a skills development function whose role is to provide accredited tuition, trainings and workshops to employees of all municipalities, Councillors and the community members. This service is provided with due adherence to the Skills

Development Act No. 97 of 1998, Employee Equity act No 55 of 1998 , and South African Quality Assurance Act No. 58 of 1995.

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

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

The District implemented various training plans which focused on ABET, financial management, management development programme and leadership, municipal governance, specialised technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy. In the past financial year the municipality spent about R957 516 and the cost for the 2015/16 financial year is projected to be R 1 911 360 from the discretionary grant. The training report for the last financial year and the projection for the current year are detailed in table 58 below. Funding from LGSETA and from other stakeholders is also detailed in the same table. Community training schedule is shown in table 42.

**Table 42:** Skills development schedule

2013/14 FY		2014/15 FY		2013/14 FY		2014/15 FY	
Councillors and traditional leaders				Staff			
Trained	Completed	Trained	Completed	Trained	Completed	Trained	Completed
43	43	28	28	187	187	370	370

**FUNDING RECEIVED FROM LGSETA AND OTHER STAKEHOLDERS**

2013/14 FY				2014/15 FY			
LGSETA		Discretionary		LGSETA		Discretionary	
Received	Spent	Received	Spent	Received	Spent	Received	Spent
R397 268	R397 268	R0	R0	R307 023	R307 023	R0	R0

**Table 11: Community Training Schedule**

TRAINING TYPE	TRAINED PEOPLE	
	2012/13 FY	2013/14 FY
Elementary category	355	

Technical and trade workers	6	
Ward committees	220	159
ABET	40	
TOTAL	621	333

### **12.1.6 Employment Equity Planning**

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

### **12.1.7 Recruitment, Selection and Appointment Policy**

Joe Gqabi District Council approved recruitment selection and appointment policy in March 2014. The overall aim of the recruitment, selection and appointment process is to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resources needs of the Council. The policy is aimed at giving effect to the Affirmative Action Policy Principles and adheres to the Employment Equity Act and the Labour Relations Act 66 of 1995. The policy covers fair and equitable recruitment, recruitment processes, recruitment procedure, selection and appointment process, as well as screening.

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

### **12.1.8 Code of Conduct and Enforcement**

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

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

### **12.1.9 Scarce Skills and Retention Strategy**

The Scarce Skills and Retention Policy for JGDM has been in existence since Council

approval on 27 September 2008 and a recent review was adopted in May 2014. The purpose of the policy is to provide suitable incentives and recognition to staff in order to facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. The identified scarce and critical skills include the following:

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

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

#### **12.1.10 Succession Planning**

The incumbent and immediate Supervisors/Managers are required to identify skills gaps and gaps in experience in order to determine the necessary steps to be taken, which will ensure that these incumbents achieve the necessary skills and experience necessary, to be able to be eligible for future positions of this nature. Formal Personal Development Plans are established and incorporated into the Performance Management System thereby ensuring every effort is made towards realizing these aspirations and potential. The reviewed Succession Policy was presented to Council in May 2016.

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

#### **12.1.11 Employee Assistance Programme**

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

### **12.1.12 Human Resource Policies**

To improve the management of the institution policies adopted include Recruitment and Selection Policy, IT Policy, Overtime, Relocation, Health and Safety, Harassment policies, Alcohol and Drug, Working Hours policy, Attendance Register Policy, Gifts and Gracia Policy, Rent Subsidy policy, Promotion and transfer policy, Employee Assistance Policy, Standby Policy, Subsistence and travel, Uniform and protective clothing, Supply Chain Management Policy. This is not an exhaustive list of the policies available for the better management of the institution. The Human Resource policies are reviewed annually and were approved by Council in May 201. The policies are also assessed by the DLGTA support team to ensure that all gaps and cross-referencing is compliant and congruent.

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

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

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

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

### **12.1.15 Legal Services**

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

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

## 12.2 Governance

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### 12.2.1 Public participation

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

Structures such as DIMAFU, IDP and Budget Representative Forum, IDP and Budget Steering Committee, Ward Committees, IGR Structures are effective. Table 61 depicts presents the District wide institutional arrangements focusing in terms of structure, composition and terms of reference aspects. The clusters are in a process of being reviewed to ensure maximum impact and functionality.

**Table 12:** IDP Institutional structures

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

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



### 12.2.2 Community Consultation

Various community and stakeholder participation initiatives are undertaken on an ongoing basis. The Executive Mayor's Community consultation programme with the community was conducted in November 2014 in all four local municipalities. The District also participates in Mayoral Outreaches of the local municipalities. Issues identified through these engagements range from matters District and local municipality competence to those of other spheres of government. Key issues include lack of water and sanitation services, high youth unemployment, rising crime rate and poor condition of roads.

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

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

- ◆ Water and sanitation issues in most ward.
- ◆ Toilets done by Mvula trust not completed in ward 12 Jozenasneck
- ◆ Water supply interruptions and poor pressure issues
- ◆ Poor communication on water related issues
- ◆ Employment of local youth when implementing projects
- ◆ Contractors leaving site before completion
- ◆ Non-payment of employees by the Mvula Trust
- ◆ No response on rectification of reported disaster struck houses and preschool
- ◆ Existing toilets projects are left incomplete
- ◆ Some areas are still without the sanitation service
- ◆ Poor network coverage in some areas
- ◆ Dysfunctional water pumps in Burgersdorp and surrounding areas
- ◆ Require sanitation facilities at temporal shelters in Aliwal North
- ◆ Inspect compliance of all shops in all wares in Aliwal North and Jamestown
- ◆ Upgrade more areas to water-borne sanitation

- ◆ There are areas (mainly villages) without water at all
- ◆ Water from the taps looks dirty in Maclear
- ◆ Bucket toilets not getting emptied when full
- ◆ VIP toilets projects left without being completed and some are collapsing
- ◆ VIP toilets getting flooded on rainy days
- ◆ No response on rectification of houses affected by Disaster
- ◆ High unemployment rates
- ◆ Limited support provided to SMMEs
- ◆ No clarity on employment criteria in projects
- ◆ No clarity on District plan for addressing water and sanitation challenges in the municipality
- ◆ Water sources shared with animals
- ◆ Water access points are located in areas further away from some community members
- ◆ Some boreholes are not working
- ◆ Some sanitation projects left incomplete leaving open holes
- ◆ Address reporting water issues and ensure that all areas have access and improve communication with communities
- ◆ Address all non-payment issues relating to water and sanitation projects employees (including runners)
- ◆ Further facilitate response to the resolution of reported disaster issues
- ◆ Ensure timely completion of all projects and improve communications when there are challenges
- ◆ Improve communication on projects progress and plans to address backlogs
- ◆ Resolve water pump issues around Burgersdorp
- ◆ Address the issue of flooding toilets
- ◆ Continue to implement natural water source protection initiatives
- ◆ Monitor functionality of boreholes
- ◆ Address reporting water issues and ensure that all areas have access and improve communication with communities
- ◆ Address all non-payment issues relating to water and sanitation projects employees (including runners)
- ◆ Further facilitate response to the resolution of reported disaster issues

- ◆ Ensure timeous completion of all projects and improve communications when there are challenges
- ◆ Improve communication on projects progress and plans to address backlogs
- ◆ Resolve water pump issues around Burgersdorp
- ◆ Address the issue of flooding toilets
- ◆ Continue to implement natural water source protection initiatives
- ◆ Monitor functionality of boreholes

### **12.2.3 Public Participation Strategy**

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

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

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

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

### **12.2.4 Community Development Workers and Ward Committees**

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

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

### **12.2.5 Involvement of Traditional Leaders**

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

### **12.2.6 Communication Strategy**

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

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

### **12.2.7 Thusong Centres**

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

### **12.2.8 Complaints Management System**

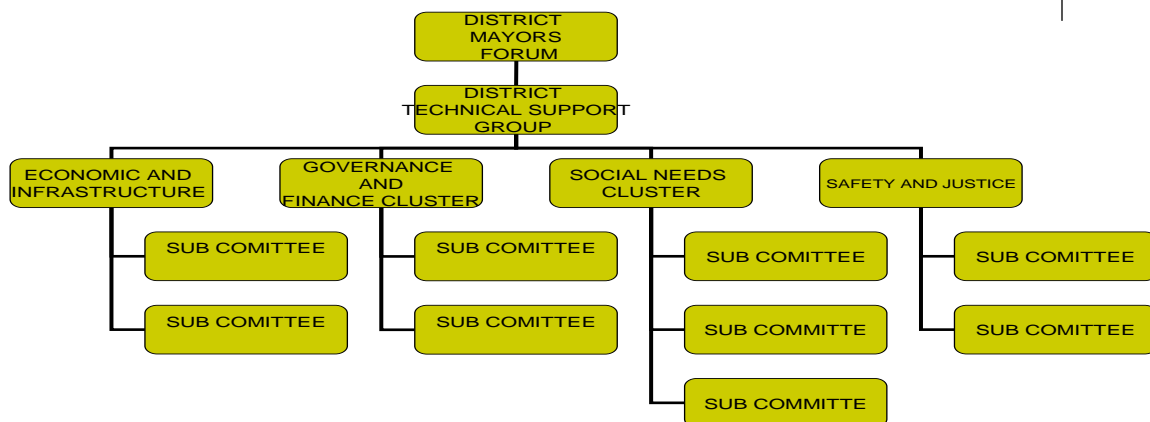
The District adopted a Complaints Management Policy in May 2014. In enhancing the

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

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

### 12.2.9 Intergovernmental Relations

An intergovernmental relations framework policy was adopted by Council as a means to strengthen relations between all spheres of government. The District has established various intergovernmental structures (figure 25). All clusters meet quarterly though issues relating to unavailability of other stakeholders remain as a challenge for some clusters.



**Figure 4:** District IGR Structures

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

### 12.2.11 Other Committees within the District

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

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

#### **12.2.12 State Institutions within the District**

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

#### **12.2.13 HIV and AIDS Strategy**

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

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

All health facilities in the District are accredited ARV sites. These include clinics and hospitals. Within the District, HIV and AIDS prevalence 100has dropped from 29, 9% down to 27, 9% according to the District Information System (DHIS). The District's message is clear: "We have to stop the spread of HIV & AIDS".

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

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

- Improve sectoral collaboration and commitment with emphasis on implementation.

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

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

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

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

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

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

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

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

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

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

### Sondela Youth Festival

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

### Executive Mayor's Cup

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

### Women empowerment

The month of August is recognised all over the world as a women's month. Women across the globe take stalk and reflect on the challenges still remaining and achievements made with



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

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

### Youth Development

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

Women	Youth empowerment and development	People living with disabilities
Establish a volunteer training programmes	Participate fully in NYDA activities, youth parliament and June 16 celebrations	Ensure participation of disabled person in IDP processes
Ensure women involvement in moral regeneration initiatives	Revive youth structures, where absent establish new structures	Establish a consortium of people living with disabilities
Increase means of provision of care by women to the elderly persons	Ensure capacitation of youth structures to participate in planning and decision making process	Targeted recruitment of people with disabilities in Learnership
Position women to easily	Ensure creation of sustainable	Establish disability

assist in social upliftment/development service in their communities

economic environment with opportunities for young people

friendly schools across

Ensure women involvement in childcare initiatives

Preferential procurement policies reviewed and contain opportunities for young people

Establish maintenance Unit equipment for disable people in all health facilities

Increase awareness on the involvement of women in service delivery initiatives

Ensure provision of skills training and target recruitment of young people for Learnership programmes

Establish and set up a driving school for people with disabilities through the district

Ensure skills training to position women to preferential procurement opportunities

Establish resource canters to increase awareness raising and information points

Design, construct and build houses that meets the needs of people with disabilities

Ensure existence of SPU supporting structures to ensure effective service delivery

Prioritise budget towards the needs of people with disability

Provide relevant skills training to women and their newly recruited assistants/volunteers

Convene special sport games in the district, including in the major and SALGA games

Establish and resuscitate women's structures in all the communities.

Create job opportunities for people with disabilities

Ensure maximum capacitation and participation of women in all forums, CLOs and development initiatives

Proposed Budget R200 000

Proposed Budget R 500 000

Proposed Budget R30 000

### 12.2.15 Anti-corruption and anti-fraud

The Council adopted an Anti-corruption and Anti-fraud policy and strategy in May 2014, which is being reviewed annually. The aim of the policy is to ensure that the Council concentrates its efforts in preventing fraud and corruption, rather than only responding to it. The policy requires all role-players within the municipality and dealing with the municipality to

refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law. The plan is effective as evidenced by the fact that all the reported cases in the past financial years were dealt with and concluded.

### 12.2.16 Approval, Monitoring and Evaluation Tools

Monitoring tools for the implementation of the IDP include, monthly budget statements that are submitted to the Executive Mayor and Provincial Treasury, quarterly reports to Council on service delivery and the financial state of the municipality, midyear budget and performance assessment report and Annual Report as shown in table 62 below. These reports, once adopted by Council, are made available to communities through the communications environment described above.

**Table 13:** Approval, monitoring and Evaluation Tools

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

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

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

### 12.2.17 IDP Approval and Marketing

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

2014. This process follows a joint standing committee of all sections within the District municipality, the Mayors of local municipalities and the members of the executive committees from local municipalities to precisely check and agree on the contents of the IDP. The marketing of these documents is undertaken through physically delivering them to libraries, to the municipalities, tribal authorities, and announcing their availability in convenient and accessible places. The community's members who are not able to write their comments will be assisted by the IDP offices, CDWs as well as the ward committee members.

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

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

#### **12.2.19 Internal Controls**

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

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

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

#### **12.2.19 The Audit Committee**

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

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

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

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

#### **12.2.20 Performance Appraisal Committee**

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

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

#### **12.2.21 Oversight Committee**

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

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

#### **12.2.22 Delegation Framework**

Joe Gqabi District municipality has a Council adopted delegation framework which was adopted in November 2009. The framework was further reviewed in 2014. The framework

covers the delegation of functions between the political and administrative arms of the institution.

### **12.2.23 Information Technology and Records Management**

The District Information and Communications Technology is functional and provide support to the District and local municipalities through the District IT Unit. The internet and intranet are well maintained and updated as and when required. For audit purposes, a Preparation Audit File (PAF) and Operation Clean Audit Report (OPCAR) are managed through the intranet which is accessible to all audit steering committee members page. This allows for easy access to information during audit.

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

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

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

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

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

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

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The District PMS Policy was adopted by Council in May 2015 and it is reviewed annually. The Performance Management Framework of the District as adopted by Council in August 2011 guides the Policy. The performance management system is directly linked and aligned with the IDP as well as key performance indicators and targets and are in line with the Municipal Systems Act of 2000 as amended and its Regulations.

### **13.2 Purpose of the Policy**

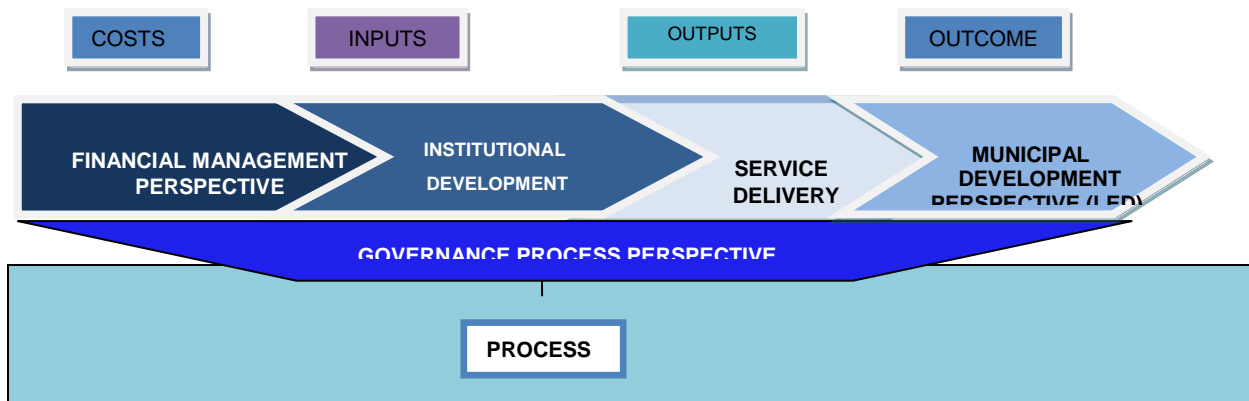
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The purpose of the Policy can be summed up as follows:

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

### 13.3 Performance Management Model

International experience in both the private and the public sectors has shown that traditional approaches to measuring performance, which have been heavily reliant on only financial measures, are severely lacking. In order to assess an organization’s performance, a balanced view is required, which incorporates a multi-perspective assessment of how the organization is performing as seen by differing categories of stakeholders. To ensure this balanced multi-perspective examination, the District has adopted a “Balanced Municipal Scorecard Model” to guide the performance management in the entire municipal organization as shown in figure 22 below.



**Figure 5:** Schematic representation of the Municipal Scorecard Model

### 13.4 Different Scorecard Levels

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

#### 13.4.1 The Institutional Scorecard

The Institutional Scorecard will be used to measure performance of the District municipality in terms of implementation of the District’s Service Delivery and Budget Implementation Plan (SDBIP). The institutional scorecard will provide an overall picture of performance of Council

as a whole, reflecting performance on its strategic priorities thereby giving effect to the implementation and monitoring of objectives, key performance indicators and targets as defined in the Joe Gqabi Integrated Development Plan and budget. Performance reports are compiled and tabled before Council quarterly. The reports include the institutional scorecard and scorecards of all the five Section 56 Managers.

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

#### **13.4.2 The Departmental Scorecards**

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

#### **13.4.3 Sectional Scorecards**

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

### **13.5 Performance Auditing**

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



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

### **13.6 Performance Monitoring and Review**

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The District has established a functional and effective M&E unit. Monitoring of the implementation and evaluation of IDP objectives is conducted through the SDBIP. The SDBIP is directly aligned with the strategic objectives performance indicators and targets as contained in the IDP.

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

## 2.1 Quarterly Projections of Service Delivery Targets and Performance Indicators

### 2.1.1 KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
<b>Provide access to basic services</b>	SD01 Develop and maintain water and sanitation infrastructure	SD01-01	% compliance with SANS 241 for drinking water quality	93%	97%	97%	97%	97%	97%	97%	BDS report	WSP
		SD01-02	Number of Blue Drops achieved	2	Unknown	2	2	2	2	2	Annual score results from DWA	WSP
	SD02-01	Ratio of fire incidents responded to as a proportion of entries in the Occurrence Book	01:01	01:01	01:01	01:01	01:01	01:01	01:01	01:01	Report to top Management as per the Incident Occurrence Book	Community Services
	SD03-01	% of households earning less than R1100 per month with access to free basic services (water and sanitation)	100%	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	1.Council Resolution 2.List of Beneficiaries 3.Report to top Management	Finance

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		SD03-02	% of households with access to basic level of water	78%	82%	87%	tbd	tbd	tbd	tbd	Report to Mayco	Community Services
		SD03-03	% of households with access to a basic level of sanitation	90%	tbd	tbd	tbd	tbd	tbd	tbd	Report to Mayco	Community Services
		SD05-01	Number of kilometres of gravel roads graded per quarter as per the DRPW SLA	3321km	2800km	2800km	2800km	2800km	2800km	2800km	Report to Mayco	Technical Services
		SD06-01	% of budget spent of 2016/17 National Financial Year allocation on implementation of Working for Wetland rehabilitation programme	68%	100%	100%	100%	100%	100%	100%	1. Grant expenditure report 2. Income and Expenditure report	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual (unaudited))	2017/18 FY Target	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		SD06-02	% of budget spent of the National FY allocation of alien plants eradication programme (working for water)	36%	100%	100%	100%	100%	100%	100%	1. Grant expenditure report 2. Income and Expenditure report	Community Services
	SD04Render effective municipal health services	SD04-01	1 monthly inspections per quarter on each of urban waste site	New Indicator	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	12 inspections of 13 waste sites	Waste Inspection report	Community Services
		SD04-02	Number of quarterly inspections on food premises	New Indicator	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	4 Inspections in each formal food premises in 210 premises	Inspection report

**KPA 2: Local Economic Development**

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
<b>Facilitate and implement job creation and poverty alleviation initiatives</b>	LED01 Implement and expand implementation of EPWP and other job creation initiatives	LED01-01	Number of jobs created through municipality's local economic development initiatives including capital projects	2380	2000	2000	2000	2000	2000	2000	Quarterly report to Mayco	Technical Services
	LED02: Support rehabilitation of all road networks throughout the District	LED02-01	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	OMM
	LED:03 Implement working for water and working for wetlands	LED03-01	Number of jobs created through municipality's local economic development initiatives including working for water and working for wetlands	2494	1256	1256	1256	1256	1256	1256	1256	Quarterly report to Mayco

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	LED04 :Support and facilitate rural development and poverty alleviation programmes	LED04-01	Number of initiatives implemented on livestock improvement	N/A	New Target	9	1	3	3	2	Report to Standing Committee	OMM
	LED05:Facilitate and actively participate in youth and women development programmes	LED05-02	Number of information sharing session held	N/A	New Target	9	1	3	3	2	Report to Standing Committee	OMM
		LED06-03	Number fo unemployed graduates exposed to skills development	New	New	tbd	bd	bd	bd	bd	tbd	tbd

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
<b>Facilitate and support regional economic development initiatives</b>	LED06: Identify, support and implement economic development flagship and anchor projects	LED06-01	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	OMM
	LED07: Facilitate and support local economic development initiatives	LED07-01	Number of Cooperatives supported on applying for funding through development funder	N/A	New Target	4	4	4	4	4	Report to Standing Committee	OMM
		LED07-02	% Rand value of contracts awarded to JGDM located SMMEs and emerging business	New	New	30%	30%	30%	30%	30%	tbd	All
		LED07-03	Number of local business support initiatives undertaken	New	New	tbd	bd	bd	bd	bd	bd	All

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		LED07-04	% of all contracts where 30% of the contract amount is allocated to JGDM located SMMEs and emerging business	New	New	100%	100%	100%	100%	100%	tbd	All
	LED08: Support and participate in initiatives geared towards revitalization of towns and settlements	LED08-01	Number of sessions and partnerships coordinated on revitalization of towns	N/A	New Indicator	1	1	1	1	1	Report to Standing Committee	OMM
	LED09: Insert tourism development strategy	LED09-01	Number of Tourism marketing , trainings and awareness campaigns conducted	N/A	New Indicator	3 Awareness Campaigns and 10 BnB's graded	3 Awareness Campaigns and 10 BnB's graded	3 Awareness Campaigns and 10 BnB's graded	3 Awareness Campaigns and 10 BnB's graded	3 Awareness Campaigns and 10 BnB's graded	Report to the Standing	OMM



### KPA 3: Financial Viability and Management

STRATEGIC OBJECTIVE	PROGR AMME	KPI NUMBER	KEY PERFORMANC E INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
<b>Ensure sound and effective financial management and reporting</b>	FM01: Comply with all statutory financial management and reporting requirements	FM01-01	% of a municipality's capital budget actually spent on capital projects identified for 2016/17 financial year in terms of the municipality's IDP	100%	100%	100%	100%	100%	100%	100%	Income and expenditure report	Technical Services*
		FM01-02	Cost coverage ratio	1.08	2.02	2.02	2.02	2.02	2.02	2.02	S71 Report to Council	Finance
		FM01-03	% of budget actually spent on implementing workplace skills plan	94%	100%	100%	100%	100%	100%	100%	Income and Expenditure report	Corporate Services

STRATEGIC OBJECTIVE	PROGR AMME	KPI NUMBER	KEY PERFORMANC E INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		FM01-04	% of operational budget spent on repairs and maintenance	63%	100% of allocated budget for repairs and maintenance	100% of allocated budget for repairs and maintenance	100% of allocated budget for repairs and maintenance	100% of allocated budget for repairs and maintenance	100% of allocated budget for repairs and maintenance	100% of allocated budget for repairs and maintenance	Income and Expenditure report	Finance
		FM01-05	Debt coverage ratio	1.74	2.03	2.03	2.03	2.03	2.03	2.03	S71 Report to Council	Finance
		FM01-06	Outstanding service debtors to revenue ratio	2.35	1.8	1.8	1.8	1.8	1.8	1.8	Debtors Report	Finance
		FM01-07	Annual Financial statements developed by August 2017	Annual Financial Statements developed by August 2015	Annual Financial Statements developed by August 2016	Annual Financial Statements developed by August 2017	Annual Financial Statements developed by August 2017	Annual Financial Statements developed by August 2017	Annual Financial Statements developed by August 2017	Annual Financial Statements developed by August 2017	1. AFS 2. Proof of submission to AG	Finance

STRATEGIC OBJECTIVE	PROGR AMME	KPI NUMBER	KEY PERFORMANC E INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		FM01-07	% of operational budget actually spent	97%	100%	100%	100%	100%	100%	100%	and Expenditure report 2. Audited	Finance
		FM01-09	% spent conditional on grants	100%	100%	100%	100%	100%	100%	100%	Income and expenditure report	Technical Services
	FM02-01	FM02: Implement revenue collection and enhancement strategy initiatives	% improvement in revenue collection	19%	6%	6%	6%	6%	6%	6%	S71 Report to Council	Finance
	FM03-01	FM03: Implement anti-fraud and anti-corruption measures	No. of SCM quarterly reports submitted to the Council	N/A	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	4 reports	SCM reports submitted to the Council

#### KPA 4 Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	RESPONSIBLE DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
<b>Improve human resource capacity and potential</b>	ID01: Effectively empower and develop the Council's workforce and communities	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP	9	9	2	2	2	2	2	Quarterly report to Mayco	Corporate Services
		ID01-02	Number of Councillors training initiatives undertaken	N/A	3	3	3	3	3	3	1. Attendance registers 2. Quarterly training reports to Training Committee Report to Mayco	Corporate Services
		ID01-03	Number of unemployed graduates and recruit unemployed for experiential	New	New	tbd	bd	bd	bd	bd	bd	bd

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	RESPONSIBLE DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
			purposes									
		ID01-04	Number of internships, work intergrated learning & learnerships created	66	53	53	53	53	53	53	53	Quarterly report to Mayco
	ID03: Maintain good working conditions for staff	ID04-01	Number of LLF meetings held	5 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	1. Minutes 2. Attendance Registers

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

STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE		
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target				
<b>Facilitate intergovernmental cooperation and coordination</b>	GG01: Support and participate in intergovernmental cooperation initiatives	GG01-01	Number of DIMAFO meetings held	Not Achieved	2 meetings	2 meetings	2 meetings	2 meetings	2 meetings	2 meetings	2 meetings	1. Minutes 2. Attendance Register	OMM	
	GG02: Create and maintain stakeholder engagement initiatives	GG02-01	Number of Council meetings held	9 meetings	9 meetings	9 meetings	9 meetings	9 meetings	9 meetings	9 meetings	9 meetings	1. Minutes 2. Attendance Register	Corporate Services	
		GG02-02	Conduct Community satisfaction survey	Community Survey Conducted	Community Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction Survey conducted	Community Satisfaction report to top management	OMM
		GG02-03	Number of Mayoral outreach programs held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	Outreach report	OMM

STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE	
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target			
	GG03:Work closely with traditional leaders in socio-economic development initiatives of communities	GG03-01	Number of traditional leaders forum meetings held	2 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	1. Minutes 2. Attendance Register	OMM
	GG04:Ensure and maintain clean governance	GG04-01	2015/16 FY Annual Report approved by Council	2013/14 FY Annual Report approved by Council	2014/15 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	1. Copy of approved Annual Report. 2. Council Resolution approving the Annual Report	OMM
		GG04-02	2017/18 MTRF Budget approved by Council	2015/16 MTRF Budget approved by Council	2016/17 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	2017/18 MTRF Budget approved by Council	Council Resolution adopting the budget

STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
		GG04-03	2017/18 FY IDP approved by Council	2015/16 final reviewed IDP approved by Council	2016/17 final reviewed IDP approved by Council	2017/18 IDP reviewed and approved by Council	2018/19 IDP reviewed and approved by Council	2019/20 IDP reviewed and approved by Council	2020/21 IDP reviewed and approved by Council	2021/22 IDP reviewed and approved by Council	1. Copy framework and Process Plan 2. Council resolutions	OMM
		GG04-05	2015/16 FY Annual Report approved by Council	2013/14 FY Annual Report approved by Council	2014/15 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	2015/16 FY Annual Report approved by Council	1. Copy of approved Annual Report. 2. Council Resolution approving the Annual Report	OMM
		GG04-06	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal	7	7	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager	Number of signed performance agreements for Directors & Managers directly reporting to the	Number of signed performance agreements for Directors & Managers directly reporting to the	Number of signed performance agreements for Directors & Managers	Number of signed performance agreements for Directors & Managers directly reporting	7 signed performance agreements	OMM



STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
			Manager			including the Municipal Manager	Municipal Manager including the Municipal Manager	Municipal Manager including the Municipal Manager	directly reporting to the Municipal Manager including the Municipal Manager	to the Municipal Manager including the Municipal Manager		
		GG04-07	Number of Institutional Risk Assessment conducted	N/A	New Indicator	1 Institutional Risk Assessment conducted	1 Institutional Risk Assessment conducted	N/A	N/A	N/A	1. Attendance Register 2. Institutional Risk Register	
		GG04-08	Attain clean audit outcomes	2013/14 FY unqualified audit achieved	2014/15 FY unqualified audit achieved	2014/15 FY unqualified audit achieved	N/A	N/A	Clean audit attained	N/A	Audit report	

STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
	GG05: Establish and support municipal oversight systems, mechanisms and processes	GG05-01	Number of Joe Gqabi Municipal Public Accounts Committee (MPAC) meetings held	4 meetings	4 meetings	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	1. Minutes 2. Attendance Register	OMM
		GG05-02	Number of Audit and Performance Committee meetings held	4 meetings	6 meetings	5 meetings	1 meeting	2 meetings	1 meeting	1 meeting	1. Minutes 2. Attendance Register	OMM
		GG06-01	Number of institutional quarterly performance reports tabled before Council per quarter	4 Quarterly SDBIP reports and 1 Annual Performance Report	4 Quarterly performance reports	4 Quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before Council	1 quarterly institutional performance reports tabled before Council	Council resolutions

STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		ANNUAL TARGETS					Evidence	DIRECTORATE
				2015/16 FY (Actual)	2016/17 FY (Actual unaudited)	2017/18 FY TARGET	2018/19 FY Target	2019/20 FY Target	2020/21 FY Target	2021/22 FY Target		
<b>Facilitate the development of a healthy and inclusive society</b>	GG07: Facilitate Implementation of programmes supporting the special groups (SPU)	GG07-01	Annual District Mayoral Cup held	1 Annual Mayoral cup held	1 Annual Mayoral cup held	Annual District Mayoral cup held	N/A	N/A	N/A	Annual District Mayoral cup held	Report to the Standing Committee	OMM
		GG07-02	Development of Concept document towards sustaining Sondela Youth Art Festival	N/A	New Indicator	Development of Concept document towards sustaining Sondela Youth Art Festival	N/A	N/A	Development of Concept document towards sustaining Sondela Youth Art Festival	N/A	Report to the Standing Committee	OMM
	GG09: Facilitate Implementation of HIV and AIDS programmes	GG07-03	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	To be determined	OMM

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

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

MIG/EC201 10052	Senqu Rural Sanitation Programme	Senqu	Sanitation	Construction	R 102 761 477	MIG	OPERATIONAL	R 25 000 000	R 10 000 000	R 10 000 000
EC2012012	Senqu Rural Water Programme	Senqu	Water	Registered	R 85 000 000	MIG	CAPITAL	R 20 000 000	R 25 000 000	R 25 000 000
MIG/EC201 00001	Elundini Rural Sanitation Programme	Elundini	Sanitation	Construction	R 182 117 245	MIG	OPERATIONAL	R 24 712 000	R 24 500 000	R 20 000 000
EC2011008 1	Elundini Rural Water Programme	Elundini	Water	Registered	R 143 813 803	MIG	CAPITAL	R 20 000 000	R 20 000 000	R 20 000 000
MIG/EC408 4	Steynsburg Waterborne Sanitation PHASE 3	Gariep	Sanitation	Tender	R 24 108 039	MIG	CAPITAL	R 0	R 0	R 0
EC2010000 4	Jamestown sanitation Phase 2	Maletswai	Sanitation	Tender	R 38 550 081	MIG	CAPITAL	R 10 000 000	R 15 000 000	R 15 000 000
EC2012142	Maclear Upgrading of Bulk Water Services	Elundini	Water	Tender	R 95 995 638	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 15 000 000
EC2012141	Maclear Upgrading of Bulk Sanitation	Elundini	Sanitation	Tender	R 49 006 769	MIG	CAPITAL	R 10 000 000	R 10 000 000	R 15 000 000

TBA	Mt. Fletcher Town Sanitation Infrastructure Upgrade	Elundini	Sanitation	Registration	TBA	MIG	CAPITAL	R 400 000	R 7 814 000	R 10 000 000
TBA	Mt. Fletcher Town Water Infrastructure Upgrade	Elundini	Water	Registration	TBA	MIG	CAPITAL	R 490 000	R 7 000 000	R 11 625 000
					R 1 132 700 733			R 145 602 000	R 157 314 000	R 166 625 000
	PMU					MIG	OPERATIONAL	R 5 000 000	R 5 000 000	R 5 500 000
EC2010000 1	Ukhahlamba Planning Studies	District wide	Water/ Sanitation	implementation	R 2 500 000.00	MIG	CAPITAL	R 1 000 000	R 1 000 000	R 1 000 000
	TOTAL							R 151 602 000	R 163 314 000	R 173 125 000
ZE C05 c	MWIG (DWS) District WCDM Project	District Wide	Water/ Sanitation	Planning	3 500 000.00	MWIG	OPERATIONAL	R 0	R 0	R 0
	TOTAL RBIG (DWS)							R 0	R 0	R 0
ECR046	Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation	Planning	120 000 000.00	RBIG	CAPITAL	R 2 500 000	R 23 547 000	R 15 000 000
TBA	Lady Grey Bulk Water Supply	Senqu	Water	Planning	37 000 000.00	RBIG	CAPITAL	R 10 445 000	R 30 000 000	R 41 512 000
	TOTAL							R 12 945 000	R 53 547 000	R 56 512 000
	WATER SERVICES INFRASTRUCTURE GRANT (WSIG)									
	WSIG projects	District wide	Water	Construction	21 604 000.00	DWA	CAPITAL	R 71 828 000	R 84 400 000	R 123 400 000

TOTAL

RHIG (DWS)

Elundini rural sanitation	Elundini	sanitation	Planning	4 500 000.00	DHS	OPERATIONAL	R 4 000 000	R 4 500 000	R 5 000 000
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SUSTAINABLE SERVICE DELIVERY INFRASTRUCTURE PROJECTS (COGTA EC)

Construction of a weir and associated pipeline length of 11km to convey water to the existing Lady Grey Dam	Senqu	Water	Planning	R 3 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Lady Grey - Construction of a new reservoir of minimum of 72 hour storage capacity	Senqu	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Lady Grey - Development of boreholes and connection into the new reservoir	Senqu	Water	Planning	R 2 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Lady Grey - Partial construction of a new dam as long term solution and associated pumping mains to the WTW	Senqu	Water	Planning	R 65 000 000	Prov Treasury	CAPITAL	R 40 000 000	R 25 000 000	R 0
Burgersdorp - Replacement of aging mains with pipeline of suitable modern material	Gariep	Water	Planning	R 10 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Burgersdorp - Development of groundwater sources (boreholes) and associated civil works to connect to the existing infrastructure	Gariep	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Burgersdorp - Construction of a new reservoir for a required minimum storage of 48 hours	Gariep	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Burgersdorp - Construction of potable water supply pipeline from Steynsburg Water Treatment Works to Burgersdorp	Gariep	Water	Planning	R 65 000 000	Prov Treasury	CAPITAL	R 40 000 000	R 25 000 000	R 0
Burgersdorp - Basic refurbishment of JL de Bruin Dam	Gariep	Water	Planning	R 2 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Steynsburg - Connection of new development in the upper section of the town to the existing water supply system (the new WTW)	Gariep	Water	Planning	R 5 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0

Aliwal North - Upgrade of the Springs-Nursery Sewer Pump station and Abberview –Nursery Pumpstation outfall sewers	Maletswai	Sanitation	Planning	R 9 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Aliwal North - Upgrade of the Nursery Pumpstation	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Aliwal North - Upgrade of the Nursery pumpstation to Polar Park Sewer Pumpstation sewer pumping line	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Aliwal North - Upgrade of the Polar Park Sewer Pumpstation pumping capacity	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
Aliwal North - Upgrade of the sewer gravity line from Polar Park to Waste Water Treatment Works	Maletswai	Sanitation	Planning	R 6 000 000	Prov Treasury	CAPITAL	R 0	R 0	R 0
TOTAL							R 80 000 000	R 50 000 000	R 0



**JOE GQABI DM: DROUGHT INTERVENTION BUSINESS PLAN FOR NATIONAL SUPPORT (UNFUNDED)**

Description of Damaged Infrastructure (as indicated on the Conditions for application of the grant)	Estimated cost per item (as indicated in the guide for application for funding that was discussed to all participants)	What needs to be done immediately to assist communities	Contribution from the Municipality. <i>(This can be the budget allocated for repairs/replacement, expenditure incurred or both. It is most applicable to services that the municipality is responsible for.)</i>		Contribution from the Provincial Sector departments. <i>(This can be the either the budget allocated for repairs/replacement, expenditure incurred by the sector or both.)</i>			Total contribution	Estimated Additional funding required for immediate intervention	Estimated Additional funding required for post disaster recovery and rehabilitation
			Budget already allocated	Expenditure to date	Budget already allocated per item (from the provincial sector department) e.g. tankers allocated or DWA assisted with fixing of Sewer treatment plant	Source	Expenditure to date (if any)			
Emergency water supply to identified rural villages in Elundini	1400000	Elundini LM borehole refurbishment, equipping and deeper drilling x7 ( boreholes) x R300 000 ea based on prior years costs but also including concrete covers and borehole measuring equipment	nil	nil				0	1400000	nil
Water demand and conservation of 10 leaking reservoirs in Elundini	8000000	Elundini LM Repair and replacement of 10 leaking reservoir of various sizes averaged at R800k ea	nil	nil	8000000	MWIG (2016/17)	None. specifications At	8000000		nil
Emergency water supply to identified rural villages in Elundini	450000	Borehole refurbishment on standalone scheme Tabatlala	nil	nil	450000	DWS		450000		nil
Emergency water supply to identified rural villages in Elundini	450000	Borehole refurbishment on standalone scheme Mangoalaneng	nil	nil	450000	DWS		450000		nil
Emergency water supply to identified rural villages in Elundini	450000	Initiate decommissioned borehole in Mnt Fletcher town	nil	nil	450000	DWS		450000		
Improving storage capacity of the Maclear Dam while the dam was dry. It has since filled with	8000000	Desludging or increasing capacity of the dam by removal of sludge from the dam. This cost is based on engineering estimates for just desludging but not transporting the sludge from the dam	nil	nil	nil	nil	nil	0		8000000

some rain										
Emergency water supply to Maclear	9000000	Small transfer scheme to transfer water from the Mooi River to one dam. Cost based on BoQ and engineers estimate.	nil	nil	9000000	MIG	Received invoice of R4.5m to date	9000000		
Water demand and conservation in Maclear town	8000000	WDCM in Maclear once water is restored. Engineering estimate is between R4 and R8m based on a business plan	nil	nil	nil	nil	nil	0	8000000	
Emergency water supply to identified rural villages in Elundini	7000000	Elundini LM Rudimentary water supply to 25 villages at (400 000 X 25 = )	nil	nil	7000000	MWIG	nil	7000000		
Emergency water supply to identified rural villages in Elundini	49800000	Elundini LM Rudimentary water supply to 83 villages at (600 000 X 83 = R49800000)	nil	nil	nil	nil	nil	0		49800000
Improving storage capacity of the Mnt Fletcher Dam while the dam was dry. It has since filled with some rain	2400000	Desilting of Mnt Fletcher dam and borehole development to secure water for the scheme. Cost based on prior years costs	nil	nil	2400000	MWIG	R 2 400 000. Complete	2400000		
Emergency water supply to identified rural villages in Senqu	9500000	Sterkspruit rudimentary water supply in stand alone schemes	nil	nil	9500000	MIG	Appointed service provides	9500000		
Emergency water supply to identified rural villages in Senqu	500000	Hillside borehole refurbishment	nil	nil	500000	DWS		500000		
Emergency water supply to identified rural villages in Senqu	500000	Rossouw borehole refurbishment & new/ deeper drilling.	nil	nil	500000	DWS		500000		
Emergency water supply to identified rural villages in Senqu	450000	Rhodes Borehole development and equipping	nil	nil	nil	nil		0	450000	
Improving storage capacity in Rhodes	1000000	Rhodes Lei dam development	nil	nil	nil	nil		0		1000000
Improving storage capacity in Barkly East	1000000	Barkly East Lei Dam refurbishment	nil	nil	nil	nil		0		1000000
Improving storage capacity in Lady Grey	1000000	Witfontei Dam refurbishment	nil	nil	nil	nil	Have term tender available to be used	0	1000000	
Water supply to lady grey	approved allocated (R2.5m in	Lady Grey water source development	nil	nil	Approved	RBIG				underway

	2015/16 for IRS)									
Emergency water supply in Lady Grey	18400000	Lady Grey Boreholes Pump Stations and Storage Reservoirs	nil	nil	18400000	PT	At appointment stage	18400000		
Improving storage capacity in Aliwal North	10000000	Maletswai LM Aliwal North storage. And reinstate the Aliwal Spa pipeline	nil	nil	nil	nil		0	10000000	
Improving storage capacity in Aliwal North	5000000	install a sluice gate in the weir to allow for scouring to occur to manage silt at the abstraction point	nil	nil	nil	nil		0		5000000
Emergency water supply to Aliwal North	5000000	Drill deep boreholes and equip private boreholes	nil	nil	5000000	MWIG	Awaiting invoices. Work almost complete	5000000		
Emergency water supply to Burgersdorp	62300000	Obtain stability in the water system of Burgersdorp: ensure sustainable water services for current and future developments including refurbishing Chiappianisklip dam, boreholes, storage, new electrical supply and a sump	nil	nil	62300000	PT	Appointed for some of the work. Others at specifications	62300000		
Emergency water supply to Burgersdorp	4500000	Obtain stability in the water system of Steynsburg to sustainable water services for current and future developments	nil	nil	4500000	PT	Appointed for some of the work. Others at specifications	4500000		
Emergency water supply to Burgersdorp	RBIG application underway, funding requirement not yet known.	Obtain long term security for Burgersdorp	nil	nil	nil	nil		0		underway
Water demand and conservation management in the district	7600000	Drought quick wins	nil	nil	7600000	MWIG	Spent approximately R2m over the past month	7600000		
Water demand and conservation management in the district	8011000	WCDM meters	nil	nil	8011000	MWIG	Complete	8011000		
Emergency water supply	25000000	Water carting	nil	nil	nil	nil	Have term tender available to be used. Would like to redirect PT funding for the 2016/17 year to this but have not had approval of application	0	25000000	
Emergency water supply	2200000	Install 150 communal jojo tanks to allow for water carting to deliver to central points	nil	nil	2200000	DWS		2200000		
Mitigation of future drought implications	5050000	Hydrocensus to determine status of all ground and surface water capacities (	nil	nil	nil	nil		0		5050000

		dams and boreholes) for potable water. Install gauge plates on dams. Ground water management plan								
Emergency water supply	8000000	1 water tanker per local municipal area at R2m each	nil	nil	8000000	DWS	Using DWS hired vehicles at present, 3 of our own, hiring local municipality trucks and then some service providers	8000000		
<b>GRAND TOTAL</b>	269961000				154261000			210270000	45850000	69850000

## EC Treasury Joe Gqabi Disaster Relief

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

			this matter	to the existing infrastructure – Planned for 2015/16.
				4. Construction of a new reservoir sized for a 48hour storage.
				5. Construction of a clear water pipeline from Steynsburg WTW to Burgersdorp – planned for 2016/17 to 2017/18.
	Obtain stability in the water system of Steynsburg: ensure sustainable water services for current and future developments	April 2015 to March 2016	The WSA has allocated responsibility to the PMU for implementation of this matter	1. Connection of a newly established area to existing bulk water supply (New water supply system).
	Obtain Stability in the Waste Water Management System of Aliwal North: ensuring sustainable water services for current and future developments	April 2015 to March 2016	The WSA has allocated responsibility to the PMU for implementation of this matter	1. Upgrading of the existing outfall sewer from Springs to Nursery Sewer Pumpstation 2. Upgrading of the Nursery Sewer Pumpstation and the Waste Water Treatment Works
Support for development of Gariep and Maletswai Municipalities	Development support for Maletswai	April 2015 to March 2016	JGDM will procure and spend the funds for the benefit of the LM	1. Streets refurbishment for Aliwal North 2. Completion of the fencing of key community halls 3. Upgrading the sports track in Aliwal
	Development support for Gariep	April 2015 to March 2016	JGDM will procure and spend the funds for the benefit of the LM	1. Street refurbishment to key community facilities 2. High mast lighting at vicinities of identified schools

### Part 3: Monitoring and evaluation

PERFORMANCE AND IMPLEMENTATION MONITORING	Monthly progress reporting and monitoring by a committee chaired by the Water Services Authority and attended internally by the PMU, MHS, WSP, Disaster and Finance. Reports on the progress of projects as well as expenditure will be tabled. JGDM will also attend the provincial meetings around the programme and present regular reports.
PROCUREMENT	Emergency procurement and the use of existing term tenders from DWS where possible will be utilised. Where other

programmes of a similar nature are underway changes to the scope of works and or extension of contracts may be made. These will be treated on a case by case basis. Maletswai is already on tender for street programme. Section 32 will be used where possible and tenders by other municipalities /entities utilised

REPORTING

Monthly narrative progress report including finance report of any grant funds received will be provided as per the grant conditions by the receiving authorities. These will be provided after the 10<sup>th</sup> working day of the month.

PROJECT EVALUATION

The municipality will adhere to evaluation requirements as set out in the conditions of the grant.

Part 4: Financial implications

OBJECTIVE

ITEM

BUDGET ( R millions)

TIMEFRAME

15/16 16/17 17/18

1. Obtain stability in the water systems of Lady Grey: ensure sustainable supply and ability to store water for current and limited future development	1. Construction of a weir and associated pipeline length of 11km to convey water to the existing Lady Grey Dam	3			8 months
	2. Construction of a new reservoir of minimum of 72 hour storage capacity	5			8 months
	3. Development of boreholes and connection into the new reservoir	2			8 months
	4. Partial construction of a new dam as long term solution and associated pumping mains to the WTW	0	40	25	24 months
2. Obtain stability in the water system of Burgersdorp: ensure sustainable water services for current and future developments	1. Replacement of aging mains with pipeline of suitable modern material	10			8 months
	2. Development of groundwater sources (boreholes) and associated civil works to connect to the existing infrastructure	5			8 months
	3. Construction of a new reservoir for a required minimum storage of 48 hours	5			8 months
	4. Construction of potable water supply pipeline from Steynsburg Water Treatment Works to Burgersdorp	0	40	25	24 months
3. Obtain stability in the water system of Steynsburg: ensure	5. Basic refurbishment of JL de Bruin Dam	2			4 months
	1. Connection of new development in the upper section of the town to the existing water supply system (the new WTW)	5			8 months

sustainable water services for current and future developments				
4. Obtain stability in the waste water management system of Aliwal North: ensuring sustainable water services for current and future developments	1. Upgrade of the Springs-Nursery Sewer Pump station and Arbourview –Nursery Pumpstation outfall sewers	9		8 months
	2. Upgrade of the Nursery Pumpstation	6		8 months
	3. Upgrade of the Nursery pumpstation to Phola Park Sewer Pumpstation sewer pumping line	6		8 months
	4. Upgrade of the Phola Park Sewer Pumpstation pumping capacity	6		8 months
	5. Upgrade of the sewer gravity line from Phola Park to Waste Water Treatment Works	6		8 months
5. Maletswai development support	1. Street refurbishment Aliwal north	11.2		8 months
	2. Fencing of community hall	3.6		8 months
	3. Sports track upgrading	0.2		8 months
6. Gariiep Development support	1. Street refurbishment to key community facilities	10		12 months
	2. High mast lighting in vicinities of identified schools	5		8 months
	TOTAL	100	80	40

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

Project Name	Project Description	Budget	Progress made	Challenges
Maletswai Waste Management Project	To improve environmental management service in accordance with the Environmental Legislation	R1 000 000.00	Project Gazetted and will be funded in 2016/17	To obtain required documents from LMs
Working for water programme	Removal and elimination of alien plant species as part of water conservation programme	R11 506 000	Annual programme	None

**Department of Rural Development and Agrarian Reform**

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

DRDAR: PLANS 2016/17: INFRASTRUCTURE



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

DRDAR: PLANS 2016/17: FOOD SECURITY

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

DRDAR: PLANS 2016/17: LAND CARE

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

## Department of Human Settlements

ANNUAL TARGET FOR 2016/17

### KEY

### PERFORMANCE

### INDICATOR

MILITARY 40

VETERANS

FLISP, INDIVIDUAL 30

SUBSIDIES,

SOCIAL & RENTAL

HOUSING

DESTITUTE AND 108

VULNERABLE

DISASTER CASES 93

HOUSES 713 (INCLUSIVE OF  
DEST & DISASTER CASES)

FULL SERVICES 284

PARTIAL SERVICE 713

RECTIFICATION 300

BUDGET R 138,21 million

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

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

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

Project	Scope	Target	Budget	Status
1. Rhodes 200	87	66	R 6,995mil	Construction
2. Sterkspruit 4000	4000	100	R 9,666mil	Bid Evaluation Stage
3. Barkley 298	298	142 sites	R 1,200mil	Contractor is recently appointed by JGDM
4. Senqu Destitute 100	100	45	R 4,250mil	Bid Evaluation Stage (Tender Advert- 16 February 2016)
5. Disaster	100	27	R 2,125mil	Bid Evaluation Stage (Tender Advert- 16 February 2016)
6. Barkley East 802	Title Deeds	300 Title Deeds	R 400 000	Active
TOTAL		238 Top Structures & 142 Services	R 24 236mil	

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

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

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

Project	Scope	Target	Budget	Status
1. Burgersdorp 130 (123)	123	67	R 13,50 mil	Construction

2. Gariiep Destitute 50 Housing Project	50	10	R 1,70 mil	Construction
3. Steynsburg 220 Housing	220	142 sites	R 4,53 mil	Funding approved
4. Burgersdorp 955 & Venterstad 500	1429	294	R 9,06 mil	Terminated & Contractor has been appointed.
5. 28 Disaster Units & Ceiling of 140 Houses in Burgersdorp.	28	28 units	R 3,92 mil	Contractor has been appointed
6. Military Veterans	To be confirmed	20		4 already confirmed by DMV & the rest to be confirmed
Burgersdorp Sport Field	1	1	R 3,00 mil	ECDHS is securing Funds
<b>TOTAL</b>		<b>113</b>	<b>R 37,72 mil</b>	

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

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

	2.4 HIV/AIDS (Elundini, Maletswai & Senqu) SUB TOTAL	8x Home Community Based Care (HCBC) 8	@ R262 500 each R 2 100 000	R 2 100 000 R 2 100 000
3	3.2 CARE & SUPPORT TO FAMILIES (Elundini, Gariep) SUB TOTAL	1x Family Resource Centre 2x Family Preservation Program 3	R 120 000 R 100 000 R 80 000 R 300 000	R 300 000 R 300 000
	3.3 CHILD CARE PROTECTION (Maletswai and Gariep) SUB TOTAL	3x Child Protection Organisations 3	R 895 660 R895 660	R 895 660 R895 660
PROGRAMME	SUB - PROGRAMME	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG
3	3.4 ECD & PARTIAL CARE (Maletswai, Gariep, Senqu and Elundini) SUB TOTAL	116x ECD Centres (3460 Beneficiaries) 1x Non Centre Based (30 beneficiaries) 117 NPOs	R 10 120 500 @ 195 days R200 000	R 10 120 500 R200 000 R 10 320 500
PROGRAMME	SUB - PROGRAMME	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG
	3.5 CHILD & YOUTH CARE CENTRES (Maletswai and Senqu)	2x CYCCs (Shelter & Children's Home) (50 Beneficiaries) 2	R495 940 (Shelter) R824 140 (Children's Home) R1 320 080	R1 320 080 R1 320 080
	3.6 COMMUNITY BASED ORG (Maletswai, Gariep and Senqu) SUB TOTAL	1x Community Based – Cluster Foster Home 1x Empilweni Home Community Based Org (Child Protection Services) 2	R225 000 R32 000 R335 230	R257 000 R335 230 R592 230
PROGRAMME	SUB - PROGRAMME	ORG RECOMMENDED	BUDGET ALLOCATION PER RECOMMENDED ORG	ALLOCATION PER SUB PROG

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

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

SUB-PROGRAMNE ALLOCATED AMOUNT

YOUTH DEVELOPMENT	R200 000
SUSTAINABLE LIVELIHOODS	R682 200
WOMEN DEVELOPMENT	R251 423
TOTAL ALLOCATION	R1 133 623

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

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

## APPENDIX A: SUMMARY OF SECTOR PLAN RELATED INFORMATION

NO	SECTOR PLANS & POLICIES	STATUS OF THE PLAN	YEAR OF REVIEW	COUNCIL APPROVAL
1	SPATIAL DEVELOPMENT FRAMEWORK	REVIEWED	2009 (IN REVIEW)	YES
2	DISASTER MANAGEMENT PLAN	TO BE DEVELOPED		NO
3	AREA BASED PLAN (ABP) FOR LAND REFORM	NEW	2010	YES
4	INTEGRATED TRANSPORT PLAN (ITP)	NEW	2010	YES
5	TOURISM PLAN	NEW	2010	YES
6	ENVIRONMENTAL MANAGEMENT PLAN	NEW	2011	YES
7	WATER SERVICES DEVELOPMENT PLAN (WSDP)	NEW	2016	YES
8	INTEGRATED WASTE MANAGEMENT PLAN	BEING REVIEWED	2005	YES
9	PAVEMENT PLAN	DEVELOPED	2005	YES
10	PUBLIC PARTICIPATION STRATEGY	NEW	2016	YES
11	HIV AND AIDS PLAN	NEW	2016	YES
12	JOE GQABI WOMEN'S DEVELOPMENT	NEW	2008	YES
13	COMMUNICATION STRATEGY	NEW	2016	YES
14	WORKPLACE SKILLS DEVELOPMENT PLAN	REVIEWED	2016	YES
15	GENDER MAINSTREAMING STRATEGY	NEW	2016	YES
16	SOUTHERN DRakensBURG SUSTAINABLE PLAN		2005	YES
17	EMPLOYMENT EQUITY PLAN	REVIEWED	2016	YES
18	HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT PLAN	REVIEWED	2016	
19	PERFORMANCE MANAGEMENT FRAMEWORK	REVIEW	2011	YES
20	RECRUITMENT, SELECTION STRATEGY	NEW	2016	YES
21	SCARCE SKILLS AND RETENTION STRATEGY	NEW	2016	YES
22	SUCCESSION PLAN	NEW	2016	YES
24	PERFORMANCE MANAGEMENT POLICY	NEW	2016	YES
25	EMPLOYEE ASSISTANCE PROGRAMME	NEW	2016	YES
26	TOURISM STRATEGY	NEW	2010	YES
27	OCCUPATIONAL HEALTH AND SAFETY PLAN	NEW	2016	YES
28	ANTI CORRUPTION STRATEGY	REVIEWED	2016	YES
29	ORGANIZATIONAL STRUCTURE	REVIEWED	2016	YES
30	LED STRATEGY	NEW	2015	YES
31	BRakensBERG HIGH ALTITUDE PLAN		2005	YES
32	COMPREHENSIVE INFRASTRUCTURE PLAN	NEW	2009	YES
33	BUDGET		2016	YES
34	PROCESS PLAN AND FRAMEWORK PLAN		2015	YES
35	DELEGATION FRAMEWORK	NEW	2016	YES
36	SDBIP		2016	YES
37	AGRICULTURAL PLAN	NEW	2011	YES
38	FORESTRY PLAN	NEW	2011	YES
39	JGDM WOMENS DEVELOPMENT PLAN	OLD	2008	YES
40	SPU MAINSTREAMING STRATEGY	REVIEWED	2016	YES
41	EPWP POLICY	NEW	2016	YES
	FINANCIAL POLICIES (REVIEWED ANNUALLY)			

1	FUNDING [AND RESERVES] POLICY	NEW	2016	YES
2	FLEET MANAGEMENT SCHEME POLICY	NEW	2016	YES
3	CREDIT CONTROL POLICY	NEW	2016	YES
4	SUPPLY CHAIN MANAGEMENT POLICY	NEW	2016	YES
5	FRAUD PREVENTION PLAN	NEW	2016	YES
6	ACCOUNTING POLICY [CASH MANAGEMENT]	NEW	2016	YES
7	BUDGET POLICY	NEW	2016	YES
8	BANKING AND INVESTMENT POLICY (cash management)	NEW	2016	YES
9	ASSET MANAGEMENT POLICY	NEW	2016	YES
10	VIREMENT POLICY	NEW	2016	YES
11	TARRIF POLICY	NEW	2016	YES
12	JGDM WRITE-OFF POLICY	NEW	2016	YES
13	INDIGENT ASSISTANCE POLICY	NEW	2016	YES



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

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

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

### Assessment results for past years

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



## Appendix C: Powers and Functions

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

FUNCTION	JOE GQABI	ELUNDINI	MALETSWAI	SENQU	GARIEP
Air pollution		Yes	Yes	Yes	Yes
Building regulations		Yes	Yes	Yes	Yes
Child Care facilities		Yes	Yes	Yes	Yes
Electricity reticulation		Though agreement with Eskom			
Fire Fighting	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	
Municipal airports		Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes
Municipal Health Services	Yes	No	No	No	No
Municipal Public Transport	Regulation	Yes	Yes	Yes	Yes
Pontoons and Ferries					
Storm water		Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes
Water (potable)	Yes				
Sanitation	Yes				
Schedule 5 part b					
Beaches and amusement facilities		NO	NO	NO	NO
Billboards and the display of adverts in public places		Yes	Yes	Yes	Yes
Cemeteries, Crematoria and funeral parlours		Yes	Yes	Yes	Yes
Cleansing		Yes	Yes	Yes	Yes
Control of public nuisances		Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public		Yes	Yes	Yes	Yes
Facilities for the accommodation, care and burial of animals		Yes	Yes	Yes	Yes
Fencing and fences		Yes	Yes	Yes	Yes
Licensing of dogs		Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public		Yes	Yes	Yes	Yes
Local amenities		Yes	Yes	Yes	Yes
Local sport facilities		Yes	Yes	Yes	Yes
Markets		Yes	Yes	Yes	Yes
Municipal abattoirs		Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes
Noise pollution		Yes	Yes	Yes	Yes
Pounds		Yes	Yes	Yes	Yes
Public places		Yes	Yes		Yes
Refuse removal, refuse dumps and solid waste disposal		Yes	Yes	Yes	Yes
Street trading		Yes	Yes	Yes	Yes
Street lighting		Yes	Yes	Yes	Yes
Traffic and parking		Yes	Yes	yes	Yes
Licensing of vehicles		Yes	Yes	Yes	Yes
Primary Health Care	No	No	No	No	No
Road maintenance	Yes (Agent: DORT)				
Libraries		Yes	Yes	Yes	Yes

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

## Appendix D: Municipal Turnaround Strategy

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

### MUNICIPAL ADMINISTRATION AND HUMAN RESOURCE

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

### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Functionality of Ward Committees and CDWs	Each local municipality has functional ward committees. Ward committees have been trained. All municipalities have signed the MoU on reporting of CDWs	None Financial constraints None.	None. Financial support. None.
Broader public participation policies and plans	JGDM has developed and approved Community Participation Strategy.	None	None.
Public Communication Systems	Communications Unit is in place and functional.	Inadequate capacity	Capacity building and financial support
No customer care policy	A Service Charter was approved by Council in March 2011. Customer care and petitions policies are being developed.	None.	None.
Petitions /complaint management	Customer care centre is functional.	None. None.	None. None.
No toll free number	Toll-free number is functional.		
Front Desk interface mechanisms	Front desk of the municipality has been staffed	None.	None.
Delegation of functions between political and administration	Delegation Framework and register is reviewed annually.	None.	None.

## DISASTER MANAGEMENT & FIRE SERVICES

Implementation of Disaster Management Policy Framework	Policy Framework developed and adopted by Council.	None.	None.
Development of Disaster Management Plans	TOR and a bid document to conduct a Scientific Risk Assessment Study for development of Disaster Management Plan.	Financial constraints.	Financial support.
Establishment of Disaster Management Centres	The bid document has been developed and GeoTech report was completed An Amount of R5.1 Million was approved and later reallocated due to financial constraints.	Financial constraints.	Financial support.
Establishment and functioning of emergency and fire services along strategic routes	R9.2 million was secured for the equipment. Fire engines and a rescue response vehicle have been procured. Staff has been recruited and trained.	Considering the distances between towns for response operations the district is unable to reach its Target of <30 Min to an incident.	Complete Section 78 study

## BASIC SERVICE DELIVERY

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

## FINANCIAL MANAGEMENT AND VIABILITY

Revenue enhancement strategy	Water services taken over by the District from Local Municipalities Revenue enhancement strategy was adopted by Council in 2014	Outstanding debt	Recovery of debt
Debt management (creditors)	More than 95% of creditors are paid within 30 days.	Cash flow challenges	Facilitation of Cogta process
Cash flow management	Poor cash flow status. No cash backed grants.	Poor cash flow	Financial support
Capital expenditure	100% expenditure of MIG over the last five years	Need more funding for backlog eradication.	Financial support
Audit Action plan	Maintained unqualified audit opinion for four financial years	Unauthorised and irregular expenditure.	None
Submission of Annual Financial Statements	AFS are submitted on time. AFS process plan is in place and implemented.	None.	None.
Asset register developed.	Asset register has been reviewed using correct unbundling system in compliance with GRAP 17. JGDM Asset Register is GRAP compliant	None.	None.
Supply Chain Management policy.	Policy approved and reviewed annually.	None.	None.
Audit Committee	The Audit committee is functional and meets at least quarterly.	None.	None.
Internal Audit Unit	Internal audit function is established and functional. Services are co-sourced.	Internal capacity building.	None.

ECONOMIC DEVELOPMENT

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

## Appendix E: Audit Action Plan

The record of audit opinions for the District and its local municipalities from the 2008/09 financial year and the 2014/15 financial year are as depicted in below.

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

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

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

Auditor-General Report on Service Delivery Performance Year 2014/15 FY	
Status of audit report:	<b>CLEAN</b>
<b>Non-Compliance Issues</b>	<b>Remedial Action Taken</b>
None.	None.



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