



WALTER SISULU
LOCAL MUNICIPALITY
Botho Humanity Ubuntu

Integrated Development Plan

2017/18 – 2021/22 Financial Years

REVIEWED 2018/2019

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ACRONYMS

ABET:	Adult Basic Education and Training
AG:	Auditor General
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
CLARA:	Community Land Rights Act
CLO:	Community Liaison Officer
CTO:	Community Tourism Organization
DEAET:	Department of Economic Affairs Environment and Tourism
DEAT:	Department of Environmental Affairs and Tourism
DLA:	Department of Land Affairs
DHLGTA:	Department of Housing, Local Government & Traditional Affairs
DM:	District Municipality
DOA:	Department of Agriculture
DoE:	Department of Education
DORA:	Division of Revenue Act
DoRT:	Department of Roads and Transport
DPLG:	Department of Provincial and Local Government
DME:	Department of Minerals and Energy
DPW:	Department of Public Works
DoSD:	Department of Social Development
DSRAC:	Department of Sports, Recreation, Arts & Culture
DTI:	Department of Trade and Industry
DTO:	District Tourism Organization
DWAF:	Department of Water Affairs and Forestry

ECDC:	Eastern Cape Development Corporation
ECDoH:	Eastern Cape Department of Health
ECSECC:	Eastern Cape Socio Economic Consultative Council
ECTB:	Eastern Cape Tourism Board
ECPB:	Eastern Cape Parks Board
EIA:	Environmental Impact Assessment
EPWP:	Expanded Public Works Programme
ESTA:	Extension of Security of Tenure Act
EU:	European Union
GGP:	Gross Geographic Product
GDP:	Gross Domestic Product
GRAP:	General Regulations on Accounting Practice
HCW:	Health care worker
HDI:	Human Development Index
HR:	Human Resources
ICASA:	Information & Communications
ICT:	Information and Communication Technologies
IDP:	Integrated Development Plan
IDT:	Independent Development Trust
IGR:	Intergovernmental Relations
IMATU:	Independent Municipal Alliance Trade Union
ISETT:	Information Systems, Electronics and Telecommunications Technologies
ISRDP:	Integrated and Sustainable Rural Development Programme
IWMP:	Integrated Waste Management Plan
JIPSA:	Joint Initiative on Skills Acquisition
JGDM:	Joe Gqabi District Municipality
JoGEDA:	Joe Gqabi Economic Development Agency
KPI:	Key Performance Indicator

LED:	Local Economic Development
LM:	Local Municipality
LRAD:	Land Redistribution and Agricultural Development
LTO:	Local Tourism Organization
MDB:	Municipal Demarcation Board
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
NHBRC:	National Home Builders Registration Council
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
RSS:	Rapid Services Survey (conducted by Fort Hare for the Office of the Premier in 2006)
SALGA:	South African Local Government Association
SANRA:	South African National Roads Agency
SAPS:	South African Police Services
SCM:	Supply Chain Management
SDBIP:	Service Delivery and Budget Implementation Plan
SDF:	Spatial Development Framework

SLA:	Service Level Agreement
SMME:	Small, Medium & Micro Enterprises
SPU:	Special Programmes Unit
THETA:	Tourism and Hospitality Education and Training Authority
WSDP:	Water Sector Development Plan
WSLM:	Walter Sisulu Local Municipality
3Rs:	Reduction Reuse Recycle



CLLR B KHWEYIYA, MAYOR

It is with the greatest pleasure that I, Councillor Bulelwa Khweyiya, Mayor of Walter Sisulu Local Municipality, present Council's Integrated Development Plan (IDP) for the 2017/18 fiscal year.

As Council of a newly established entity, ensuing from the amalgamation of the former Gariep Local Municipality and Maletswai Local Municipality, we arrive post factum with the groundwork already having been laid by these two erstwhile municipalities. I will therefore begin by expressing my most humble gratitude to the Councils of these two respective former municipalities for the sterling work done in consulting our communities to participate in the IDP and budget planning process for the 2017/18 financial year.

I will also take this opportunity to thank the community of Walter Sisulu Local Municipality and all our valued stakeholders for their relentless support and input to ensure the realisation of our vision to become "A Socially and Economically developed community with an improved quality of life for all residents."

Integrated Development Planning is central to local governance in driving processes to ensure service delivery to residents of a municipality. It has been developed as a consolidated municipal-wide planning tool that provides a framework for the planning of future development in a municipality. It ensures horizontal and vertical co-ordination and integration across the three spheres of government: National, Provincial and Local. Furthermore, Integrated Development Planning drives community participation in local planning processes.

As a newly established entity, the Walter Sisulu Municipal Council fully acknowledges the mammoth task that lies ahead. It is indeed no child's play to integrate two municipalities, with their respective challenges, to work as one. However, as Council we want to reassure our communities that we are here to ensure a better life is realised by all our communities. We are and will remain steadfast in our mission to:

"Expedite service delivery to the people, stimulate a sustainable economic base and ensure equitable access to resources through sound governance."

Walter Sisulu Local Municipality has a 5-year IDP document in place, which outlines the vision, mission, strategic goals and development initiatives that will direct the work of the Council in the period ahead. Council reviews this document annually, through consultations with our communities, to ensure that it remains a strategically relevant document that speaks to and addresses the needs of our people. The people of Walter Sisulu Local Municipality can therefore rest assured that Council will always keep abreast of their needs.

Ladies and gentlemen.

I hereby present this IDP document to the community of Walter Sisulu. Council would like to encourage all residents, and our stakeholders at large, to familiarise themselves with the contents herein. This is a product of a collective effort achieved through our IDP Process Plan and your support thereof. We appreciate your contribution and urge you to continue to partake in local government processes to ensure effective, democratic and participatory governance.

Together we move South Africa forward!

I thank you. Ndiyabulela. Kea leboha.

Councillor B Khweyiya

Mayor of Walter Sisulu Local Municipality



It is important to indicate from the outset that the compilation of this IDP has happened against the backdrop of an organisation that has been placed under provincial intervention in terms of Section 139(1)(b) and Section 139(5) of the Constitution of the Republic of South Africa, 1996. Whereas the intervention team comprising the Administrator and the Acting CFO (seconded from the Provincial Treasury) was introduced by the Hon MEC for Co-operative Governance and Traditional Affairs (COGTA) to Municipal Council and the community on the 16th February 2018, the Administrator only assumed office on the 23rd February 2018 and the Acting CFO on the 26th February 2018. The Administrator has been given powers and functions as stipulated in the Terms of Reference (attached as Annexure "A" for ease of reference) which entail being responsible for the finances, and corporate services of the municipality as well as fulfilling the role of Municipal Manager (MM) and therefore serving as head of administration and accounting officer of Walter Sisulu Local Municipality (WSLM), pending the filling of the vacant position of MM.

On the very first day of his assumption of duty, the Administrator met with the IDP team of COGTA and WSLM and decided that the IDP Process Plan needed to be reviewed as its implementation targets had not been adhered to. A special Council meeting was convened and a revised IDP Process Plan was duly adopted. It is heartening that the Honourable Mayor has ably embarked on IDP consultations with communities across the length and breadth of the municipality. The issues raised by community members and civil society organisations will be taken into account when the final IDP for 2018/19 is adopted by Municipal Council before the end of June 2018.

This document represents the Integrated Development Plan (IDP) of WSLM for the ensuing financial year as required by Section 25 of the Local Government: Municipal Systems Act, 2000. The current term of Council covers the period of 2018/19 - 2021/22 financial years. This document represents a new dawn of hope for the communities, business and all stakeholders within the Walter Sisulu Local Municipality. We have confidence in the potential of the municipality to realise its set service delivery objectives and targets. However, it must be borne in mind that WSLM has enormous challenges that demand urgent and resolute attention and commitment. Having received a disclaimer audit opinion during the last financial year, all key stakeholders of WSLM must understand that we have declared 'business unusual'. As we seek to achieve better results, we now expect all hands on deck in respect

of all the national key performance areas of the municipality. All areas of dysfunctionality will be addressed as a matter of urgency and importance.

Going forward, key initiatives that must be undertaken include a focus on building strong leadership, reducing unnecessary expenditure, building capacity of staff members and making sure that we uplift the morale of all workers thereby making sure that staff placement is embarked upon in earnest, enlisting the support of communities and stakeholders so that their role in local government can be more effective. To give effect to this new paradigm and strategic trajectory characterised by high performance, good governance, excellence and integrity, WSLM held an epoch-making strategic planning session in April 2018. Unfortunately, that session was abruptly disrupted when Hon Cllr Babalwa Ndika was shot dead on 18 April 2018; may her soul rest in peace!

The National Development Plan (NDP) urges all South Africans to unite behind the country's programme to tackle the triple challenge of unemployment, poverty and inequality. The NDP 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:

- Building 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 focus to ensure attainment of an improved audit opinion;
- Ensuring sound financial management, with a particular focus on improving revenue collection, fiscal discipline and building internal capacity;
- Building capabilities by attracting and retaining a highly skilled and professional local government administration;
- Developing and strengthening the local economy so that it would be able to create jobs and promote job placements, especially for the youth and unemployed graduates;
- Supporting and promoting SMMEs and emerging businesses through facilitation and support;
- Intensifying the fight against fraud and corruption; and
- Intensifying the fight against the scourge of HIV and AIDS and other diseases.

Furthermore, it is noteworthy that the municipality has the potential to attract investments there is a commitment to exploit that advantage. To this end, WSLM will convene an Investors' Conference during the first quarter of the 2018/19 financial year. The Investors' Conference will showcase opportunities that might serve as a catalyst for transforming the municipality into a tourist Mecca. By the same token, we are resolute on depleting the huge debtor book of WSLM. To this end, this matter, among other things, is on the radar screen of the administration hence there is an unswerving commitment to the implementation of WSLM's financial recovery plan.

Let me also take this opportunity and salute our Honourable Mayor, Honourable Councillors, ward committees, communities, sector departments, civil society organisations, management and staff for the support given to the IDP process.

Let us all heed the clarion call of our President when he said: “*Thuma mina!*” In this vein, we regard the reviewed IDP as our strategic roadmap that will be implemented with passion, focus and meticulous attention to detail.

Finally and most importantly, I would like to thank the Almighty God for the opportunity to serve His people!

KHAYO MPUNGOSE
ADMINISTRATOR

1.1 Vision and Mission

Vision: A socially and economically developed community with improved quality of life for all residents by 2030

Mission: To Expedite quality service delivery to the people through stimulating sustainable economic base and sound governance.

Core Values

The core values of the Walter Sisulu local municipality are as follows:

- Accessibility
- Transparency
- Accountability
- Integrity
- Passion
- Excellence
- Partnership and
- Resilience

The municipal values support and are inspired by the Principles of *Batho Pele* with their emphasis on creating a caring and responsive government. They are briefly described below.

Accessibility: Ensure access to municipal services is afforded to all communities and the municipality is accessible to interact and be responsive to communities

Transparency: Ensure commitment to open governance framework based on effective assimilation and dissemination of full, accurate and timely information with regard to budgets, performance and reporting

Accountability: Ensure effective consultation, service levels and standards, courteousness, regular feedback and positive sympathetic responses

Passion: commitment to serve our stakeholders with distinction with respect to councillors and staff interaction and service to our communities;

Excellence: Ensuring that quality, timeous and equitable services are delivered to all the wards and stakeholders of the municipality.

Partnerships: Institutionalize partnerships with all our stakeholders within the municipalities and beyond.

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

Resilience: A commitment to the cause, despite the obstacles

Municipal Service Delivery Pillars

This vision is underpinned by the following pillars:

- Infrastructure Development
- Economic Development
- Integrated Planning
- Human Capital
- Revenue Enhancement

1.2 Geographic Location

The Walter Sisulu local municipality (WSLM) has five towns namely, Aliwal North, Jamestown, Burgersdorp, Steynsburg and Venterstad. The WSM is located in the Eastern Cape Province in the western side of the Joe Gqabi District Municipality, WSLM is located south Free State Province and is bordered by Senqu Local Municipality to the East, Xhariep local municipality to the north, Molteno to the southeast, Takastard to the south, Middelburg to the Southwest. The Orange River separates the WSLM municipality from both the Northern Cape and the Free State Provinces. The area of the WSLM local municipality covers an area of 13280.2 km². With regard to key road networks, the R58 runs through Venterstad, Burgersdorp and Aliwal North and the N6 runs through Jamestown and Aliwal North to Bloemfontein in the north and East London to the South.

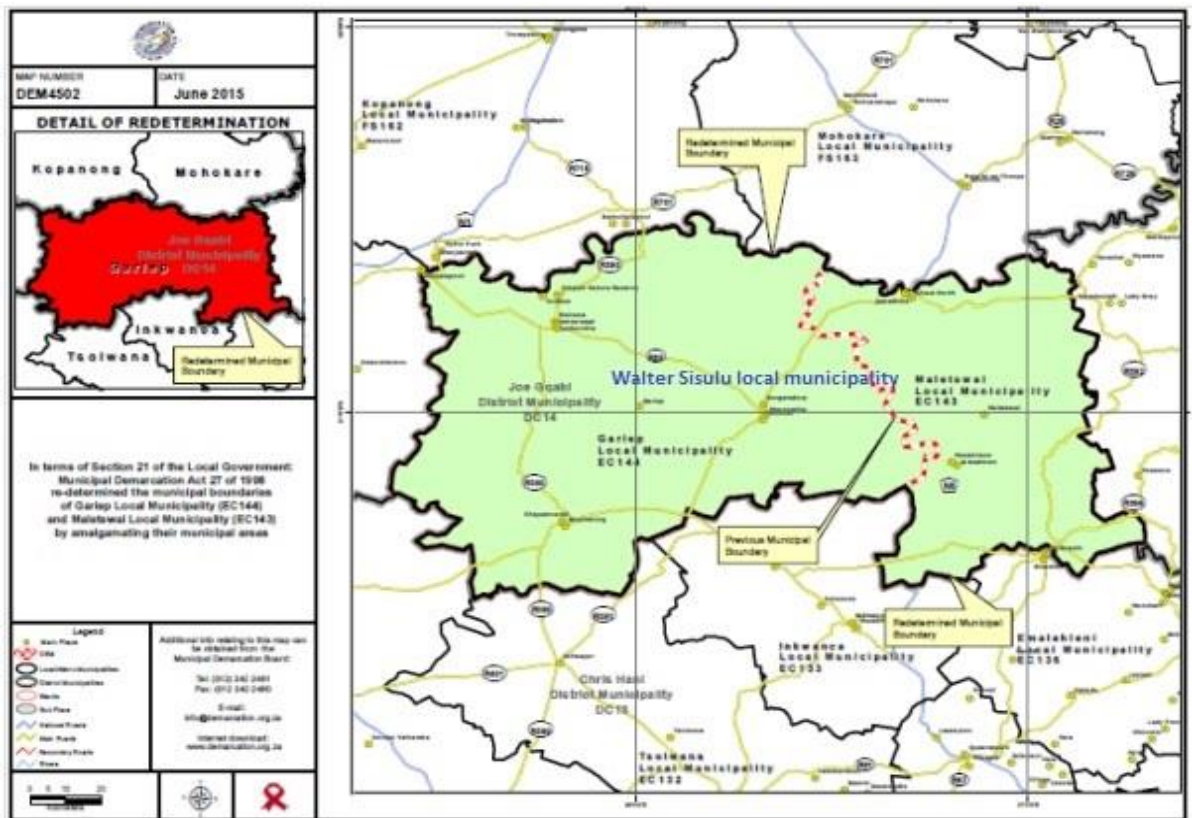


Figure 1: Local municipal Area

The seat of the WSLM is in Burgersdorp with administrative units in all five towns which are managed by unit managers. A town that comprises the Walter Sisulu Local Municipality are, Aliwal North, Burgersdorp, Jamestown, Steynsburg and Venterstad. According to the revised population estimates based on the 2011 (Statistics South Africa, 2011), the Walter Sisulu local municipality has a population of approximately 77 477 (compared to the 2001 Census estimate of 68 621), However the current survey of 2016(Source StatsSA) shows an increase between 82 000 and 87 263. This population accounts for 22% of the total population residing in the Joe Gqabi District, making it the least populous local municipality in the district (refer to table 1 below).

Table 1: Population and total households

Municipality	Population			Number of households		
	2001	2011	2016	2001	2011	2016
JGDM	341 750	349 768	372 192	84 835	97 775	95 107
Elundini	137 394	138 141	144 929	33 209	37 854	35 804
Senqu	135 734	134 150	140 720	33 904	38 046	35 597
Walter Sisulu	68 621	77 477	87 263	17 722	21 875	23 706

Source: StatsSA 2001, 2011 and 2016

The Walter Sisulu local municipality increased the most population, with an average annual growth rate of 1.4%; the Elundini local municipality had the second highest growth, with an average annual growth rate of 0.6%. The Senqu local municipality had the lowest average annual growth rate of 0.33%.

Based on the present age-gender structure and the present fertility, mortality and migration rates, ECSSEC projects that the population of the JGDM to grow at an average annual rate of 1.1% from 373 000 in 2016 to 393 000 in 2021. The average annual growth rate in the population over the forecasted period for Eastern Cape Province and South Africa is 1.0% and 1.4% respectively. The Eastern Cape Province is estimated to have average growth rate of 1.0% which is lower than the Joe Gqabi District Municipality. South Africa as a whole is estimated to have an average annual growth rate of 1.4% which is higher than that of Joe Gqabi's growth rate.

1.3 Access to services

Access to services is shown in the tables 2 – 5

Table 2: Toilet facilities

Municipality	Flush toilet		Chemical toilet		Pit latrine		Bucket		None	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
EC145: Walter Sisulu	78.4	86.8	2.6	3.6	4.7	1.7	3.7	1.1	10.5	3.1

Source: StatsSA 2016

Table 3: Households with access to water

Municipality	Access to piped water		No access to piped water	
	%			
Walter Sisulu	98.1	95.4	1.9	4.6

Source: StatsSA 2016

Table 4: Refuse removal

Municipality	Removed by local authority at least once a week	Removed by local authority less often	Communal refuse dump	Own refuse dump	No rubbish disposal

	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Walter Sisulu	82.0	83.4	0.7	3.6	0.9	0.7	12.7	9.7	2.9	2.3

Source: StatsSA 2016

Table 5: Electricity

Municipality	Lighting %				Cooking %			
	Electricity		Other		Electricity		Other	
	2011	2016	2011	2016	2011	2016	2011	2016
Walter Sisulu	87.4	88.0	12.6	12.0	20.2	85.8	79.8	14.2

Source: StatsSA 2011 and 2016

Since Census 2011 and a concerted effort from the Walter Sisulu to improve services, the CS 2016 picture, consolidated for the DM is displayed in table 6 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 6: CS 2016 Water Sources and Supplies

Sources of Water	Walter Sisulu
Piped (tap) water inside the dwelling/house	11392
Piped (tap) water inside yard	8679
Piped water on community stand	2181
Borehole in the yard	699
Rain-water tank in the yard	94
Neighbours tap	170
Public/communal tap	202
Water-carrier/tank	29
Borehole outside the yard	195
Flowing water/stream/river	3
Well	0
Spring	0
Other	60
Total	23706

Source: JGDM WSDP Review, 2017

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 7: Formal and Informal Water Supplies in JGDM

Nature of Source	Walter Sisulu
Formal Sources	99.34%
Informal Sources	0.66%
Total	100%

Water Service overview

Table 8: Water Provision and Backlogs in Walter Sisulu LM

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	1909	2464	11.25%
Urban	258	2067	16851	19176	87.65%
Rural	0	0	0	0	0.00%
Grand Total	413	2468	18996	21877	100.00%
Percentage	1.9%	11.3%	86.8%	100.0%	

Source: StatsSA 2011

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

Table 9: Water Provision and Backlogs in Walter Sisulu LM

Walter Sisulu	None/Unspecified	Adequate Supply	Total	Backlog per Category
Urban	1322	20985	22307	97.60%
Traditional	0	0	0	0.00%
Farms	33	1341	1374	2.40%
Total	1354	22326	23681	100.00%
Fraction	5.72%	94.28%	100.00%	

Source: StatsSA 2016

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 Service overview

Some 5016 households have received a sanitation facility that complies with the RDP standard. The backlog has been reduced from 53.3% to 36.1%. The amalgamation of Former Gariiep and Former Maletswai LMs has necessitated the consolidation of the Census 2011 status of two erstwhile municipalities to produce a consolidated profile for the new Walter Sisulu LM which is shown below.

Table 10: Sanitation Provision and Backlogs in Walter Sisulu LM

Gariep	No Service	Below RDP	RDP	Above RDP	Total	Backlog per Category
Rural	1124	312	196	818	2450	36,6%
Urban	1045	1443	440	16493	19421	63,4%
Total	2169	1755	636	17311	21871	100,0%
Percentage	9,9%	8,0%	2.9%	79.2%	100,0%	
Cumulative	9,9%	17,9%	20.8%	100,0%		

Source: StatsSA 2011

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

Table 11: Sanitation Provision and Backlogs in Walter Sisulu LM

Level of Service Parameter	Census 2011	Census 2011 %	CS 2016	CS 2016 %
Those with an Adequate Level of Service	17947	82.06%	21712	91.59%
Those without an Adequate Level of Service	3924	17.94%	1993	8.41%
Total	21871	100,00%	23706	100,00%

Source: StatsSA 2016

The consolidated incidence of backlogs in Walter Sisulu LM stands at 8.41% of households without an adequate sanitation facility, representing some 1993 households.

Housing

Table 12: Type of dwellings

Municipality	Traditional dwelling		Formal dwelling		Informal dwelling		Other	
	2011	2016	2011	2016	2011	2016	2011	2016
	%							
EC145: Walter Sisulu	0.6	0.0	90.2	89.3	8.6	10.1	0.6	0.6

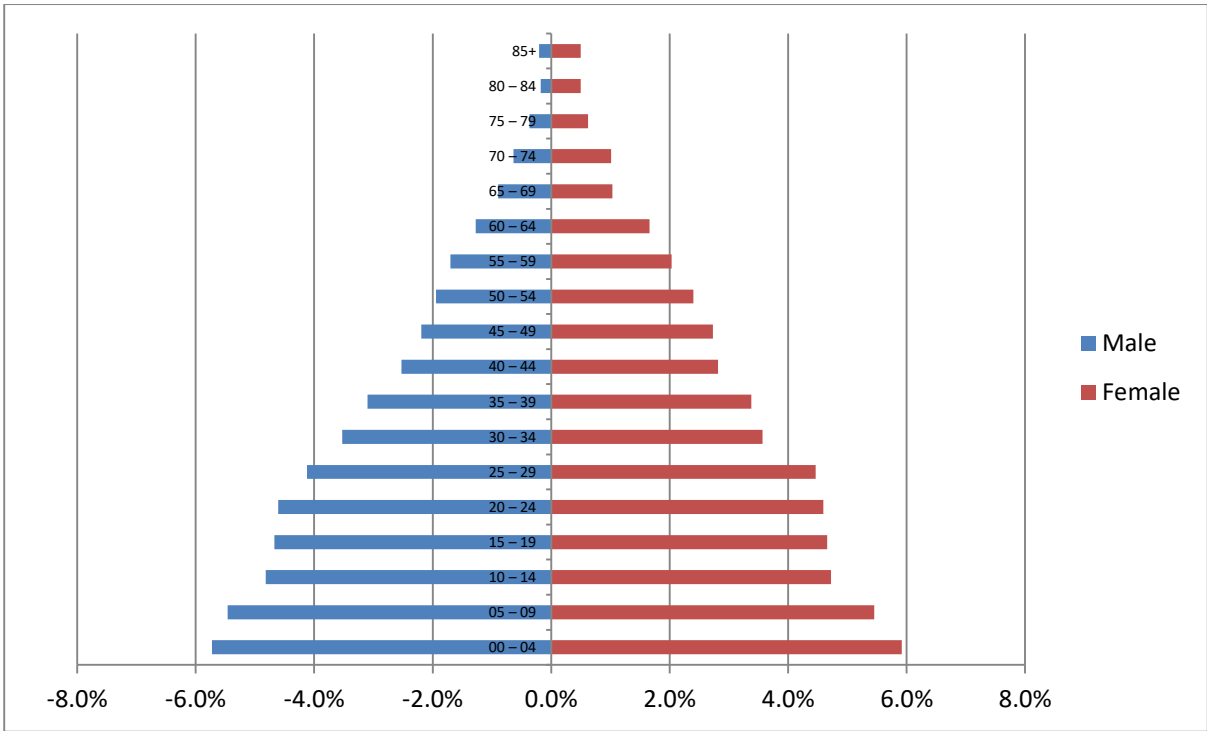
Source: StatsSA 2011 and 2016

The WSLM is made up of eleven (11) wards with eleven (11) ward councillors and eleven PR councillors (11) as follows:

WARD NO.	Councillor	AREAS IN THE WARD
Ward 1	Cllr. Z. D. Mangali	Venterstad town, Oviston, Sunnyside, Nozizwe, Lyciumville and Teebus
Ward 2	Cllr. Z.G. Mqokrwana	Khayamnandi, West Dene, Greenfield
Ward 3	Vacant	Mzamomhle, (Mountain View, Chankcele), Portion of Masakhane, Kroonvlei, Knapdaar, Burgersdorp town portion
Ward 4	Cllr. M.N. Solani	Thembisa, Mzamomhle and Part of Eureka
Ward 5	Cllr. L.B. Nkunzi	Thembisa and Steynsburg Town,
Ward 6	Cllr. Z. E. Masina	Area 13, Block H1 and Chris Hani
Ward 7	Cllr. M. Mdumisa	Egqili Sites (Chris Hani Portion), Block F - Zwelitsha, Dukathole Block C and D, Graded, Block B and E – Polar Park portion and Block G portion
Ward 8	Cllr. X. Mabusela	Block G (Vergenoeg), Block H2 and the Police Station Portion
Ward 9	Cllr. D. de Jongh	White City, Hilton, Springs, Portion of Aliwal North town, and the Bird Eye view
Ward 10	Cllr M.W. Mokhoabane	Joe Gqabi, Soul City and Hongerbult
Ward 11	Cllr. K.S. Lange	Arborview portion, Springs portion, Farming community, Jamestown portion and Masakhane Portion

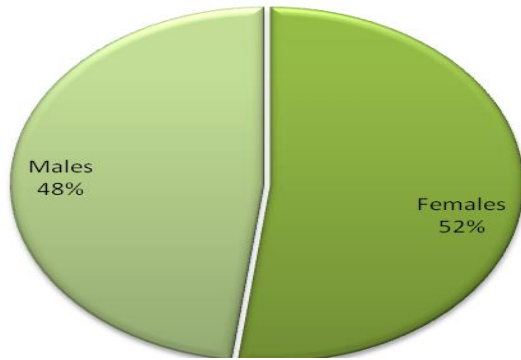
1.4 Demographic analysis

Below is a population pyramid of the WSLM. The figures show that the pyramid is bulging in the 10-19 years and this is suggesting a spurt of population growth over the next decade or two because the said age group will enter their child bearing years. It also suggests that more services such as schools, care homes, maternity services etc. will be required. The majority of the population within this group is women. Within the working age group, 15 – 64 years, the population increases and as it gets to the age 64 upwards there is a decline. The age group between 0 and 09 represents the majority of the population. Between 09 and 14 there is a slight decline.



Ages	Male	Female	Grand total
00 – 04	4436	4585	9021
05 – 09	4229	4223	8452
10 – 14	3731	3660	7391
15 – 19	3620	3608	7228
20 – 24	3570	3560	7130
25 – 29	3191	3460	6651
30 – 34	2734	2762	5496
35 – 39	2402	2616	5018
40 – 44	1957	2182	4139
45 – 49	1698	2113	3811
50 – 54	1504	1858	3362
55 – 59	1318	1576	2894
60 – 64	985	1285	2270
65 – 69	696	802	1498
70 – 74	493	784	1277
75 – 79	282	484	766
80 – 84	138	384	522
85+	160	388	548

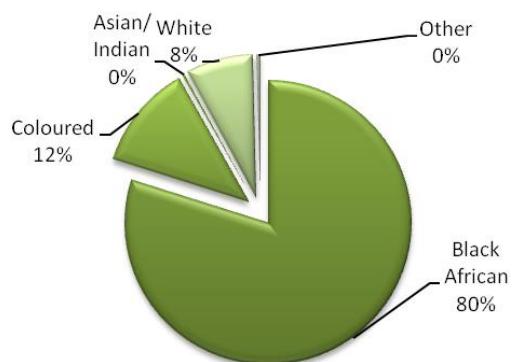
It can be concluded that the age group distribution within the municipality shows that there is a high dependency. The dominance of the age group younger than 16 is very high which could indicate high dependence on social grants. Issues relating to availability of education institutions, sport facilities, etc. need to be put into consideration within the development agenda within the municipality.



The Pie Chart below indicates that gender ratio in WLSM is comprised of 47.3% males and 52.7% are females (StatsSA). In all the wards the females are dominating and this suggests a future population growth and more demand services from the municipality

1.5 Population Distribution per race

Below is a pie chart which indicates the total black African population of WLSM at sixty one thousand eight hundred and ninety nine (61 899), Coloured at nine thousand two hundred and forty four (9244), Asian/Indian at two hundred (200) and white population at five thousand eight hundred and forty (5 840). The Indian/Asian and others form the lowest proportions of the population with the former accounting for 0.3% and the latter 0.4%. The black African population makes about 80% of the total population followed by coloured population at 12% and white at 8%.



1.6 Implications for economic growth

It is clear that HIV/AIDS have numerous effects and a massive social and economic impact. One of these is that it will push up the dependency ratio. There are also reductions in efficiency and productivity, as people that are HIV positive tend to be less economically active than those who are not. A study conducted by Booysen and Molelekoa of 2001 in KZN found that on average 27 days production are lost in a 2-year cycle due to sick leave, and visits to clinic and hospitals. There is also the implication of a loss of skills and experienced labour. Due to the shortage of highly skilled individuals in the economy, as well as the rampant demand for certain skills any losses of these individuals including from HIV/AIDS will have a large effect

and will see the economy constrained by a skills shortage as well as creating upward pressure on skilled wages.

The low level of household income is to be expected given the low employment rate and that the majority of occupations are in unskilled work. In addition with low-income levels people tend to spend what they earn right away on necessities. As a result there is little income available for improving their situation through education or investment and in addition not enough is saved for retirement increasing the dependency burden others. Expansion of welfare grants has had a tremendous impact on average household income throughout the region.

Table 12: GROSS DOMESTIC PRODUCT (GDP) SHARE AND GROWTH

	2016 (Current prices)	Share of district municipality	2006 (Constant prices)	2016 (Constant prices)	Average Annual growth
Elundini	2.10	20.10%	1.22	1.43	1.60%
Senqu	3.07	29.42%	1.61	2.09	2.61%
Walter Sisulu	5.27	50.48%	2.50	3.54	3.55%
Joe Gqabi	10.44		5.33	7.06	

Source: IHS Markit Regional Explorer version 1156

The Walter Sisulu had the highest average annual economic growth, averaging 3.55% between 2006 and 2016, when compared to the rest of the municipalities within the Joe Gqabi District Municipality. The Senqu local municipality had the second highest average annual growth rate of 2.61%. Elundini local municipality had the lowest average annual growth rate of 1.60% between 2006 and 2016. The greatest contributor to the Joe Gqabi District Municipality economy is the Walter Sisulu local municipality with a share of 50.48% or R 5.27 billion, increasing from R 1.84 billion in 2006. The economy with the lowest contribution is the Elundini local municipality with R 2.1 billion growing from R 869 million in 2006. Figure 4 below shows comparative performance of GDP growth between the JGDM, Provincial and National growth.

1.7 Summary of Population Concerns

Issue	Status Quo	Proposed Sector intervention
Overall population	Stable population growth throughout the municipality with an exception of Aliwal North where there was increment of 16% High numbers of people with no schooling	Water Services Development Plan to prioritise long term investment into the growth areas. Highest number of people is the youth and the economically active group of the society. EMP to deal with increasing population matters High indigence population High dependence on grants

		Low levels of knowledge, high indigence rates, low levels of economic growth in the area
Gender and age	Youth constitute more than 51% of the total population and 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

1.8 Legal Imperative

According to the Constitution of the Republic of South Africa (Act 106 of 1996), Section 152 and 153, local government is in charge of the development process in municipalities and municipal planning. The Constitution provides the primary overarching framework within which Local Government planning must be understood. The Constitution gives Local Government a mandate to provide democratic and accountable Government for all communities; ensure the provision of services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy environment and encourage the involvement of communities and community organizations in the matters of Local Government.

In terms of Section 35 (1) (a) of the Municipal Systems Act of 2000 (MSA), an IDP adopted by the Council of a municipality is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. As provided for in Schedules 4 and 5 of the Constitution (1996) and the Municipal Structures Act of 1998 there are areas of competence that fall within Local, Provincial and National Spheres of government. The IDP is therefore the local expression of the entire government's plan of action. Therefore, all projects and programmes implemented by all government Departments should find expression in the IDP.

The annual review and amendment of the Integrated Development Plan is guided by Section 34 of the Municipal Systems Act which requires that a Municipal Council must review its Integrated Development Plan (IDP) annually in accordance with an assessment of its performance measurements, and to the extent that changing circumstances so demand a

review. The Council may also amend its Integrated Development Plan in accordance with a prescribed process.

The Process Plan of the Walter Sisulu local Municipality was adopted in August 2017, Council resolution number: 10/08/2017/scm All matters required in terms of Section 27 and 28 of the Municipal Systems Act, Act 32 of 2000 (MSA) are dealt with in detail in the adopted Framework and Process Plan. The Framework Plan provides guidance to the local municipalities and most importantly, it serves as an alignment mechanisms between the District and local municipal planning and budget processes.

Subsequent to the amalgamation of the Maletswai and Gariiep local municipalities the new municipality Walter Sisulu local Municipality adopted this document as its five-year Integrated Development Plan (IDP).

1.9 IDP AND BUDGET PLANNING PROCESS

MILESTONE	ACTIVITY & PURPOSE	RESPONSIBILITY	TIMEFRAME
PROJECTS AND PRIORITISATION			
	Council adoption of the IDP Process Plan for the development of the 2017/2022 by council resolution number: Council adopts budget timetable for 2018/2019 financial year	Municipal Manager/ Chief Financial Officer	30 June 2018
	Submit process plan to National Treasury and Provincial Treasury	Municipal Manager	7 July 2018
	Draft Annual Performance Report inclusive of the Annual Financial Statements to Audit Committee submitted to Audit Committee	Municipal Manager/ Chief Financial Officer	03 August 2018

SITUATION ANALYSIS		
All Sector Plans to be reviewed commence with situation analysis	Municipal Manager/ Chief Financial Officer and IDP Section	30 June 2018
Issue Directors with Budget Assumptions, Policy Guidelines, Instructions and IDP Guidelines and requirements	Municipal Manager/ Chief Financial Officer	30 October 2018
Council Orientation Workshop(Briefing session)	Municipal Manager- All Directors	18 August 2018
First advert for the IDP Representative Forum meeting, Advertise the IDP Outreach Programme	Municipal Manager	25 August 2018
1 ST IDP Steering Committee Meeting	Mayor, Municipal Manager, Finance + Chairpersons, All Directors and IDP+ Budget Personnel	25 August 2018
1 ST IDP Representative Forum Meeting outlining and seeking buy in on the process plan Submit to the relevant Stakeholders	Mayor, Speaker, All Councillors, Municipal Manager, All Directors IDP personnel and Communications, Sector Departments and Ward Committees	29 August 2018
<ul style="list-style-type: none"> • Submit Q1 SDBIP Report to the Municipal Manager • Q1 Performance Evaluation 	All Directors Municipal Manager	20 October 2018

	IDP Community Outreach-Confirm Community Needs and Priorities	Municipal Manager/IDP	09 October 2018 – 26 October 2018
	Advertisement of the Second IDP Representative Forum Meeting	IDP Section	03 November 2018
	Submit budget request to CFO by all Directorates	All Directors	27 December 2018
	Council Orientation Workshop(Briefing session)	Municipal Manager- All Directors	
	2 nd IDP Steering Committee Meeting	Honourable Mayor, Municipal Manager and IDP Section, Ward Committees all Departments	08 November 2018
	2 nd IDP Representative Forum Meeting <ul style="list-style-type: none"> • Service Delivery Achievements and gaps • Presentation of community needs • Presentation of status quo of sector plans 		14 November 2018
	Draft IDP Status Quo submitted to Executive Committee	Municipal Manager	In line with the Annual Calendar of the institution for 2018

	Draft IDP Status Quo submitted to Council for noting	Honourable Mayor, Municipal Manager	29 March 2019
	PROJECTS AND PRIORITISATION PHASE		
	Presentation of the adjustment budget to the Management Team	CFO	18 January 2019
	All projects finalised and submitted to the Municipal Manager	All Directorates	20 January 2019
	<ul style="list-style-type: none"> • Midyear Assessment Report be submitted to the Municipal Manager • Submit 2nd Quarter SDBIP to the Municipal Manager 	All Directors CFO	10 January 2019
	<ul style="list-style-type: none"> • Municipal Budget adjustment consolidated by the Financial Services Directorate • Submit amendments to the SDBIP to the Municipal Manager 	All Directors	25 January 2019
	<ul style="list-style-type: none"> • Midyear Workshop • Performance Evaluation 	Municipal Manager Municipal Manager	31 January 2019
IPED STANCO & EXCO	Tabling of Annual Report, Midyear Assessment Report and Budget Adjustment, amended SDBIP	Municipal Manager	23 January 2019

COUNCIL MEETING	<p>Tabling of Annual Report, Midyear Assessment Report and Budget Adjustment to council</p> <p>Draft IDP Status quo Report to Council, amended SDBIP (for noting)</p>	Hon Mayor, Municipal Manager	27 January 2019
OVERSIGHT MPAC	<p>Consideration of Annual Report, Midyear Assessment Report and Budget Adjustment</p> <p>amended SDBIP(for oversight)</p>	MPAC Chairperson, Corporate Services Director,	14 February 2019
STRATEGIC PLANNING PHASE	Directorate Strategic Planning Sessions	STANDING COMMITTEES	10 – 26 January 2019 (STANCOs to choose suitable dates)
	<p><u>Strategic Planning Session</u></p> <ul style="list-style-type: none"> • Evaluate status quo • Review strategies and indicators • Review Policies • Align Indicators with PMS Framework 	<p>Municipal Manager</p> <p>Directors</p> <p>IDP Sub directorate</p>	5 – 7 February 2019
INTEGRATION	<p>Integrate all departmental and sector projects</p> <p>Integrate all IDP sector plans</p>	<p>All sector departments</p> <p>IDP- Sub directorate</p>	12 – 16 February 2019
	Advert for the 3 rd IDP rep Forum	IDP- Sub directorate	03 March 2019
	<p>Standing Committee Financial Services</p> <p>Standing Committee (consider Draft IDP & budget)</p>	Municipal Mnager and CFO	13 March 2019
	3 RD IDP Steering Committee Meeting	Hon Mayor	13 March 2019

	3 rd IDP Representative Forum Meeting Presentation of Strategies and Projects	Municipal Manager	20 March 2019
EXCO MEETING	Submit Draft IDP and Draft Budget to EXCO	Municipal Manager CFO	22 March 2019
COUNCIL MEETING	Tabling of the draft IDP and draft Budget to Council	Hon Mayor & EXCO	29 March 2019
SUBMIT TO MEC FOR COMMENTS	Submit the draft IDP & Draft Budget to COGTA MEC and other relevant Depts. for comments	Municipal Manager, CFO and IDP Sub directorate	06 April 2019
	Advertise draft IDP, draft Budget, Outreach programme and the tariffs	Municipal Manager, CFO and IDP Sub directorate	06 April 2019
	IDP/Budget Outreach	Honourable Mayor/ IDP Sub directorate	09 to 26 April 2019
	Submit 3 rd Quarter SDBIP Report to the Municipal Manager	All Directors	13 April 2019
	Advertisement for the 4 th Representative Forum	Municipal Manager and IDP Sub directorate	04 May 2019
	4 th IDP/Budget Steering Committee 4 th IDP Representative Forum	Hon Mayor Municipal Manager	02 May 2019 08 May 2019
	Align Budget to IDP re: submissions made by the Community, Provincial Treasury, National Treasury etc	Chairperson & Financial Services Standing Committee, CFO	10 May 2019
EXCO MEETING	Consideration of submissions made by Community, Treasury,	Municipal Manager/ CFO	16 May 2019

	Prov Treasury, Final IDP and Budget		
COUNCIL MEETING	Consideration of submissions made by Community, NTreasury, Prov Treasury, Final IDP and Budget, Approval of the IDP Process Plan	Hon Mayor, Municipal Manager	18 May 2019
	Approval of the IDP/Budget by the Council	Hon Mayor, Municipal Manager	05 June 2019
PUBLICITY	Advertise the approved Annual budget, IDP and tariffs,	Municipal Manager	08 June 2019
SUBMISSION	Submit to relevant Stakeholders the IDP and Budget, Submit Institutional SDBIP to the Mayor for approval,	Municipal Manager	08 June 2019

1.10 IDP ASSESSMENT FOR 2016/17 and 2017/18

KPA	RATING 2016/17	Rating 2017/18
Spatial Development Framework	Not Assessed	Medium
Service Delivery	High	Medium
Financial Viability	Not Assessed	Medium
Local Economic Development	High	High
Good Governance & Public Participation	High	High
Institutional Arrangements	High	Medium
Overall Rating	High	High

MEC COMMENTS

1.1.1. IDP Assessment findings and Action plan for 2017/18 IDP

KPA: Service Delivery & Infrastructure

KPA	Finding/Issue	Recommendation	Responsible DPT	External Department	time frame
1.1.1 Spatial Development Framework	<ul style="list-style-type: none"> The Municipality does not have a Council adopted SDF 	<ul style="list-style-type: none"> The Municipality need to draft new SDF for the new entity 	Technical	Cogta	June 2018
1.1.2 Access to Land and Human settlement Development	<ul style="list-style-type: none"> Municipality has not reflected the availability of credible land report audit. There is no indication of availability of control mechanisms in place to deal with land invasion threats. There is no indication of budgetary provision of planned housing projects. 	<ul style="list-style-type: none"> The Municipality need to develop a new by-law. The Walter Sisulu Municipality needs to be extended to new entity. The Municipality needs to interact with the Human Settlement Department to provide this information 	<p>Technical</p> <p>Technical</p>	Human Settlement	<p>June 2018</p> <p>June 2018</p>
1.1.3 Natural Environment Analysis	<ul style="list-style-type: none"> IDP doesn't reflect the presence of an air quality management plan as contemplated in Section 15(2) if NEMA. 	<ul style="list-style-type: none"> The Municipality to reflect the presence of an air quality management plan 	Technical		March 2018

	<ul style="list-style-type: none"> • There is no indication of any projects that address environmental challenges. • There is no indication of Availability of a plan to address degradation and revitalization. 	<ul style="list-style-type: none"> • The municipality to indicate/mention projects that addresses environmental challenges • The Municipality to source funding and develop a plan to address degradation and revitalization 	Community Services Community Services		March 2018 June 2019
1.1.4 Roads & Storm water management	<ul style="list-style-type: none"> • The Municipality has not reflected on either availability of Rural Road Asset Management or its usage. 	<ul style="list-style-type: none"> • Department of transport has to acknowledge the responsibility to conduct workshops regarding of PRAMS 	Technical	Transport	June 2018
1.1.5 Public Transport	<ul style="list-style-type: none"> • Municipality did not reflect on planned and budgeted non-motorized facilities 	<ul style="list-style-type: none"> • The Municipality to clearly stipulate a need for future non – motorized facilities 	Technical		June 2018
1.1.6 Waste Management Services	<ul style="list-style-type: none"> • The IDP has no indication on the availability of Integrated Waste Management Plan as contemplated in Section 11of NEMA Waste Act of 2008 	<ul style="list-style-type: none"> • The Department of Economic affairs must assist the municipality to expedite compliance to the prescribed Act and appoint a person to perform the functions 	Technical Services	Economic Affairs	June 2018,Appointment of a person awaiting placement of staff

	<ul style="list-style-type: none"> • There is no reflection on a designated person to render environment related issues within the municipality. • The Municipality is not operating Fire Services full-time • Municipality has not reflected neither the existence of Integrated community forum nor availability of safety community plan 	<ul style="list-style-type: none"> • The Municipality is advised to consider to developing its own Disaster Management Plan as required by the disaster management Amendment Act. • The municipality to consider operating Fire Services full time • The municipality to reflect on the existence of Integrated safety community 	Technical Services		
1.1.7 Energy	<ul style="list-style-type: none"> • Municipality has not indicated efforts made in investigating alternative sources of renewable energy 	<ul style="list-style-type: none"> • The municipality to indicate efforts made in investigating alternative sources of renewable energy 			

<p>1.1.8 Disaster Management/Emergencies and Fire Services</p>	<ul style="list-style-type: none"> Disaster management centre has not conducted vulnerability and risk assessment both natural and man-made. The Municipality has failed to develop a Disaster Management Plan. 	<ul style="list-style-type: none"> The disaster management centre to conduct vulnerability and risk assessment both natural and man-made The municipality to source funding and develop disaster management plan 	<p>Technical Services</p>	<p>JGDM</p>	<p>June 2018</p>
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2. KPA: Financial Viability

KPA	Issue	Recommendation	Progress		
2.1.1 Compliance Issues	<ul style="list-style-type: none"> The Municipality has not reviewed and adopted its prescribed statutory finance policies, however municipality is in process of promulgating and gazetting its by-laws. The Municipality does not have separate Bank accounts for conditional grants. 	<ul style="list-style-type: none"> Municipality is urged to speed up its processes The Municipality should have separate bank accounts for conditional grants and reflect that in the IDP 			
2.1.2 Expenditure Matters	<ul style="list-style-type: none"> Municipality exceeded Councillors Remuneration and employee cost norm and standards Municipality disclose their shortfalls of not paying their creditors within 30 days 	<ul style="list-style-type: none"> 			
2.1.3 Alignment	<ul style="list-style-type: none"> Budget, outer years and projects not provided or included in the IDP Document 	<ul style="list-style-type: none"> Municipality must attach SDBIP in the IDP 			

2.1.4 Valuation	<ul style="list-style-type: none"> No Budget allocated to appoint a service provider to conduct a general valuation 	<ul style="list-style-type: none"> Municipality should do budget adjustment for the appointment of service providers as they didn't make provision for that in the Budget. Municipality must Publish property valuation Roll in the website and reflect in the IDP 			
2.1.5 Financial reporting	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Municipality must reflect in the IDP document on the compilation and submission of financial reporting 			

KPA	Issue	Recommendation	Progress
SPATIAL DEVELOPMENT FRAMEWORK	Is the SDF for the greater Walter Sisulu Local Municipality?	The Municipality does not have an SDF of the greater Municipality, However the municipality need to request an assistance from DEDEA, DEA and District Municipality to start the process of	The municipality to go on tender

		developing institutional SDF.	an	
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2.1 Adoption of the SDF

The framework for the Spatial Development Framework (SDF) is that of the principal settlement strategy, which supports the view that potential development in the rural and urban areas should be managed on the basis of nodes and areas of development, namely:

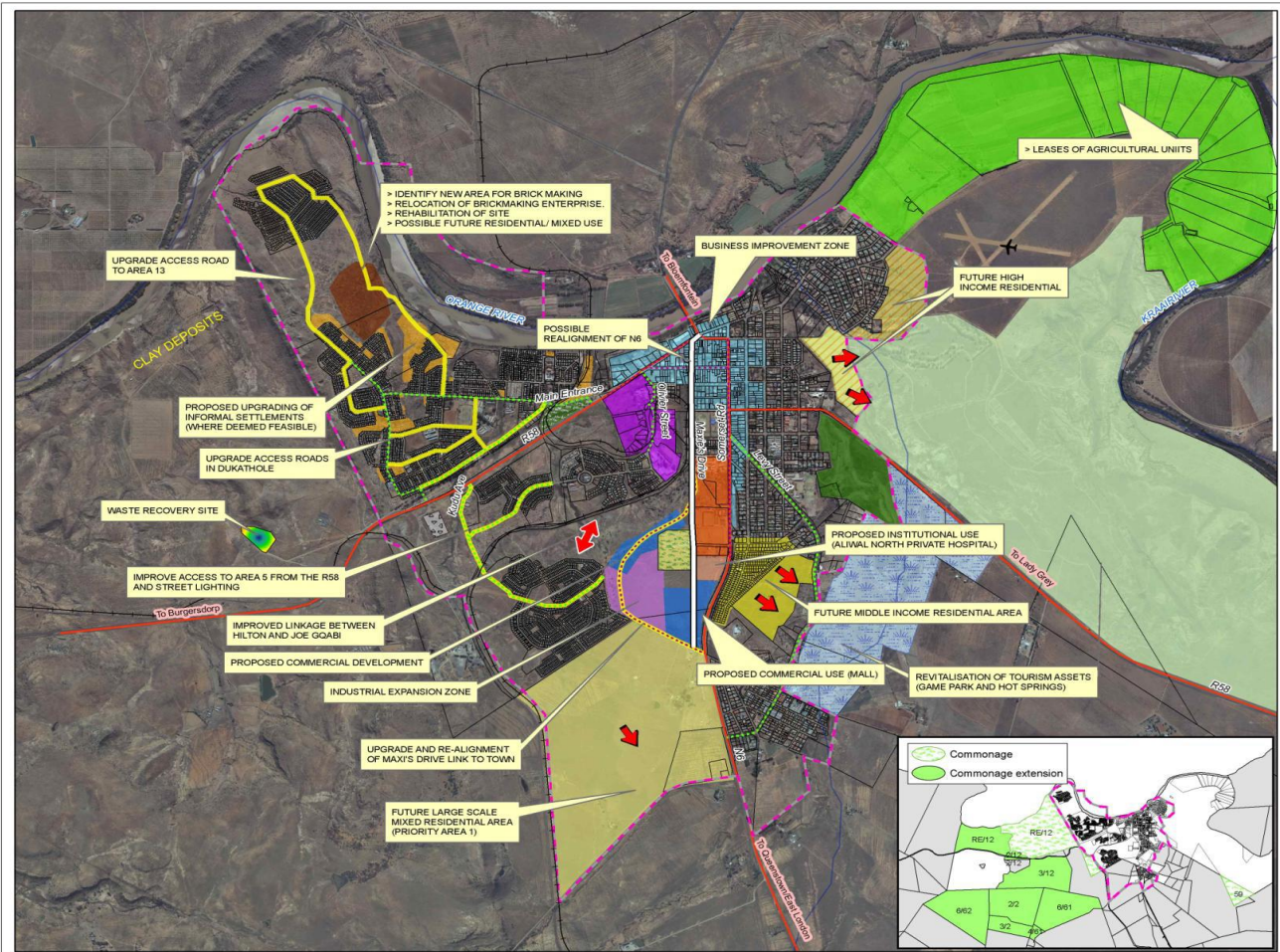
- A focus on developing nodes and areas where economic opportunities and resources exist, or where such opportunities can be stimulated
- Investment should target areas where the economic opportunities and returns are greatest
- Inter-departmental investment linkages should be identified in order to maximize benefits and achieve a coordinated effort
- Social expenditure on basic infrastructure for basic needs should be specified as spin-offs from economic development investments, wherever possible.

The SDFs of the former Gariiep local Municipality is a draft that was developed and tabled to council INSTITUTIONAL TRAS in 2008 and the SDF of former Maletswai local municipality was adopted by Council in 2012 respectively. A recommendation for the adoption of the District SDF which was reviewed in 2016 has been made. The review process for the WSLM will be completed in the 2017/18 financial year subject to availability of funds. The SDF is fundamental in unlocking the land development potential to achieve the following key issues; basic needs and spatial fragmentation; linkages and Access; land Use and environmental Management; coordination of Integrated capacity & Planning System; and sustainable socio-economic and infrastructure development.

The SDF identifies nodal points to guide future planning, these are Central Business Districts (CBDs) – Burgersdorp (ward 4 and 5); Steynsburg (ward 2) and Venterstad (ward 1 and 2); Entertainment Node - Lake Gariiep Resort (Ward 1), JL de Bruin Dam (Resort) (Ward 11) and Tee bus (Ward 1); Minor Mixed Land Use Nodes - Taxi rank Burgersdorp (Ward 4) and a proposed One Stop Centre and Mobility Routes (Ward 9) - N6 East London to Bloemfontein, R58 Burgersdorp – Aliwal North and N1 Gauteng to Cape Town. These require investment in bulk infrastructure and tourism establishment

The SDF establishes four key issues namely:

- Land Availability
- Sustainable Socio-Economic Development
- Sustainable Infrastructure Development
- To co-ordinate an Integrated Planning System and Capacity Building



MALETSWAI LOCAL MUNICIPALITY
Spatial Development Framework Review (2)

PLAN 1:
ALIWAL NORTH SDF PROPOSALS

- Airstrip
- Urban Edge
- Roads**
- Activity Street
- Major Linkage Road
- Mobility Route
- Road Upgrades
- Proposed N6 realignment
- River
- Spatial Proposals**
- Proposed Low/Middle Income Res.
- Proposed Middle/High Income Res.
- Proposed High Income Res.
- Business Improvement Zone
- Proposed Commercial Zone
- Industrial Expansion Zone
- Proposed Hospital
- Formalisation of Informal Areas
- Golf Course Extension
- Landscape Memorial Garden
- Land Use**
- Game Park
- Intensive Agriculture
- Present Industrial
- Agricultural Development Centre
- Brick Fields
- Cemetery
- Golf Course
- Hot Springs
- Institutional Zone
- Taxi Rank

Date: Feb 2012
 Project Ref: 1405
 Ref: d/1405 Maletswai_SDF/

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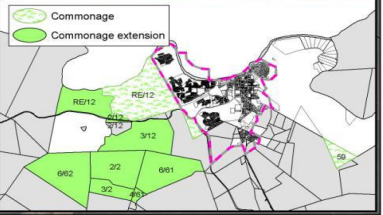
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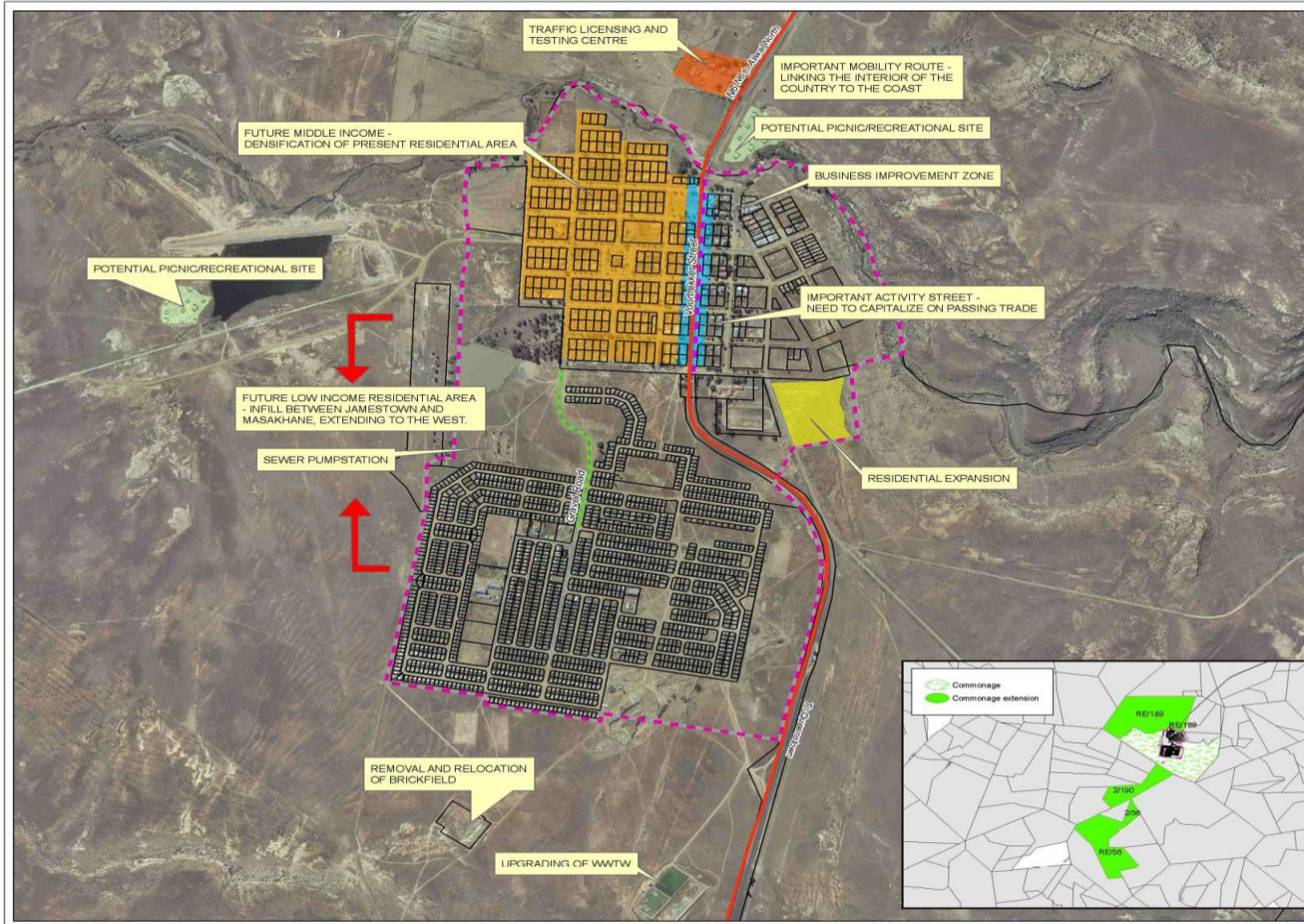
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MALETSWAI LOCAL MUNICIPALITY
Spatial Development Framework Review (2)

PLAN 2:
JAMESTOWN SDF PROPOSALS

Legend:

- Urban Edge
- Cadastrals
- Roads**
 - Activity Street
 - Linkage Road
 - Mobility Route
- Spatial Proposals**
 - Business Upgrade Zone
 - Densification of Residential Area
 - Picnic Site
 - Residential Expansion
 - Traffic License Testing

Metadata:

Date: Feb 2012
 Project Ref: 1405
 Ref: G/1405 Maletswai_SDF/

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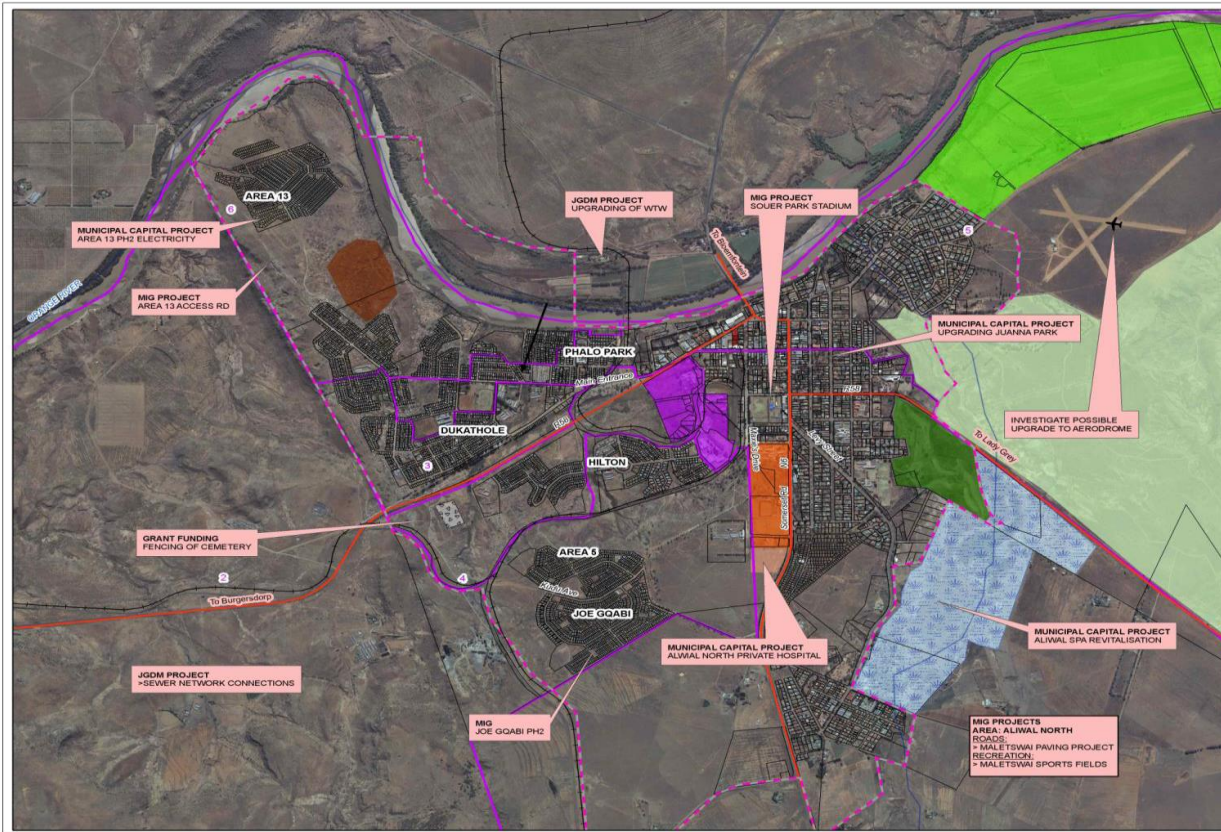
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MALETSWAI LOCAL MUNICIPALITY
Spatial Development Framework Review (2)
PLAN 3:
ALIWAL NORTH PROJECTS / PRIORITIES

Legend

- Airstrip
- Urban Edge
- Mobility Route
- River
- Cadastrals
- Ward Boundaries
- Proposed Hospital

Land Use

- Game Park
- Intensive Agriculture
- Present Industrial
- Brick Fields
- Cemetery
- Golf Course
- Hot Springs
- Institutional Zone
- Taxi Rank

Date: Feb 2012
 Project Ref: 1405
 Ref: d/1405 Maletswai_SDF/

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0 235 470 940 Meters

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MALETSWAI LOCAL MUNICIPALITY
Spatial Development Framework Review
PLAN 4:
JAMESTOWN SDF PRIORITIES

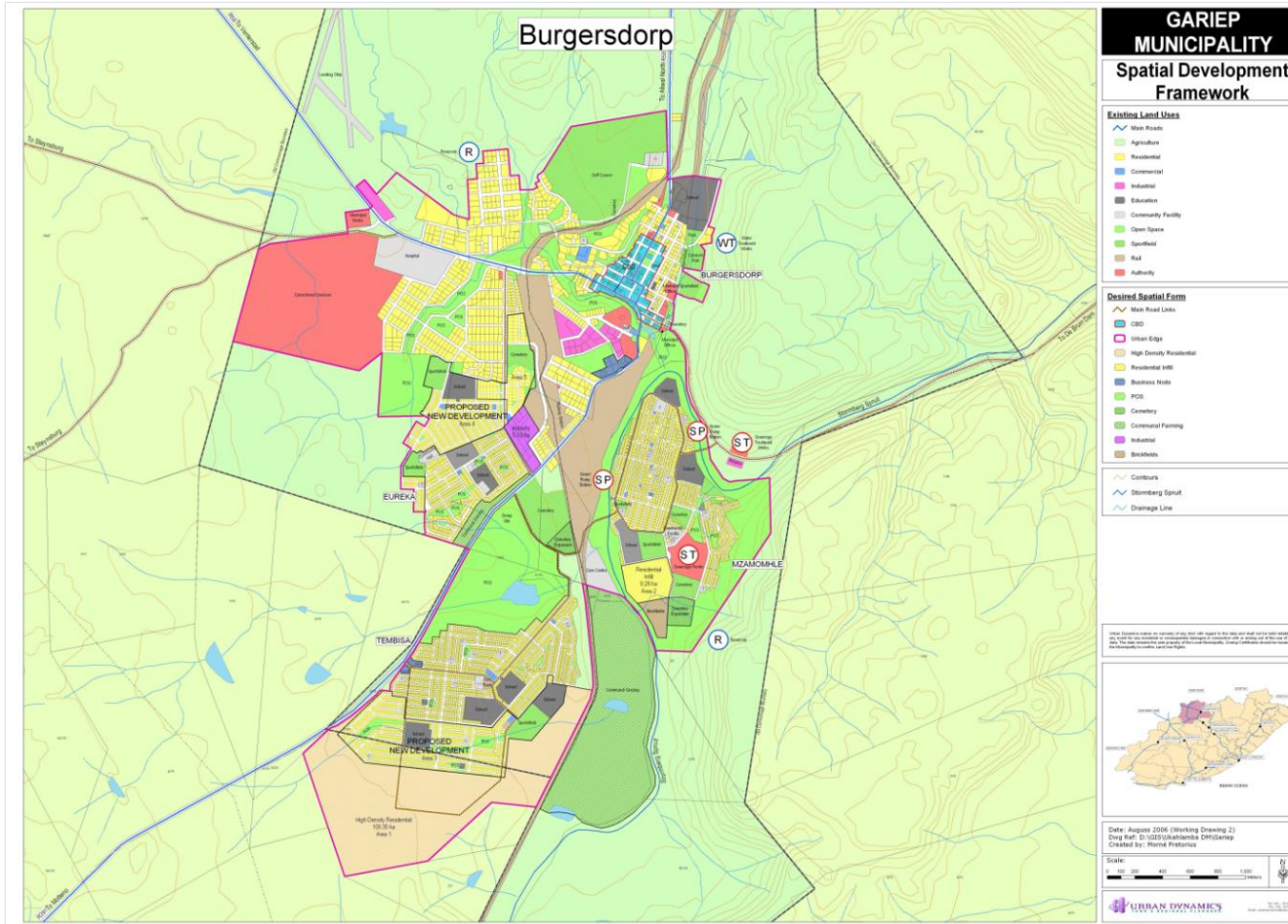
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 - Cadastrals
 - Roads**
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 - Linkage Road
 - Mobility Route
 - Spatial Proposals**
 - Business Upgrade Zone
 - Densification of Reside
 - Picnic Site
 - Traffic License Testing

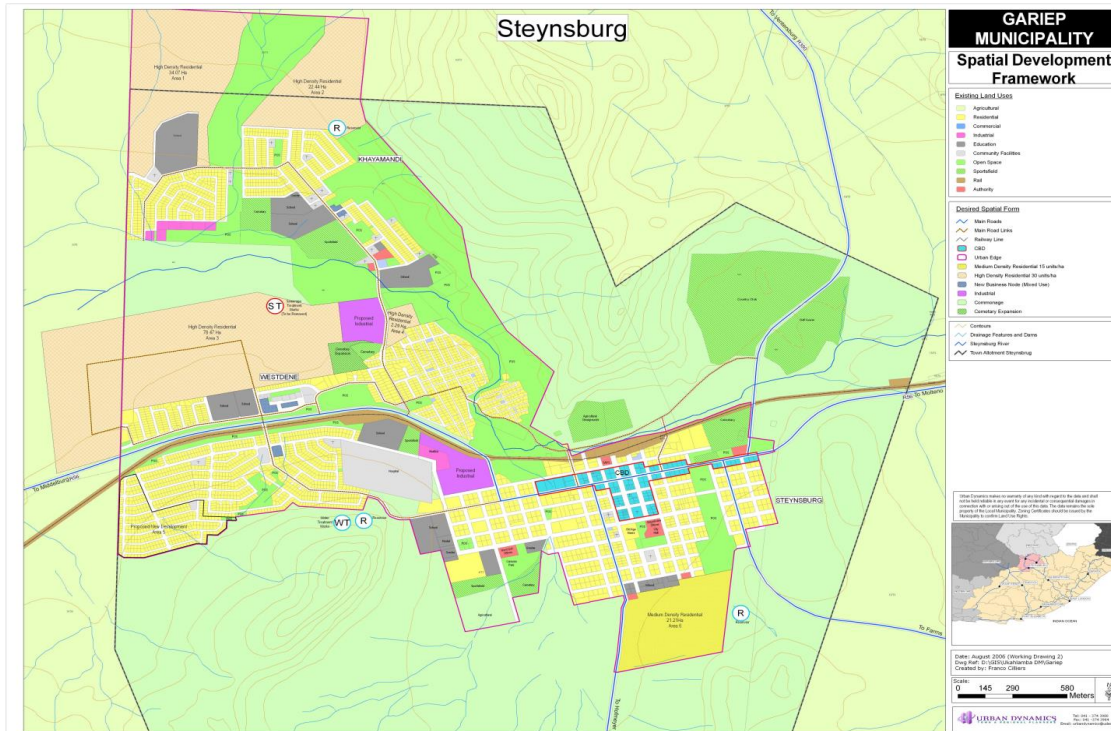
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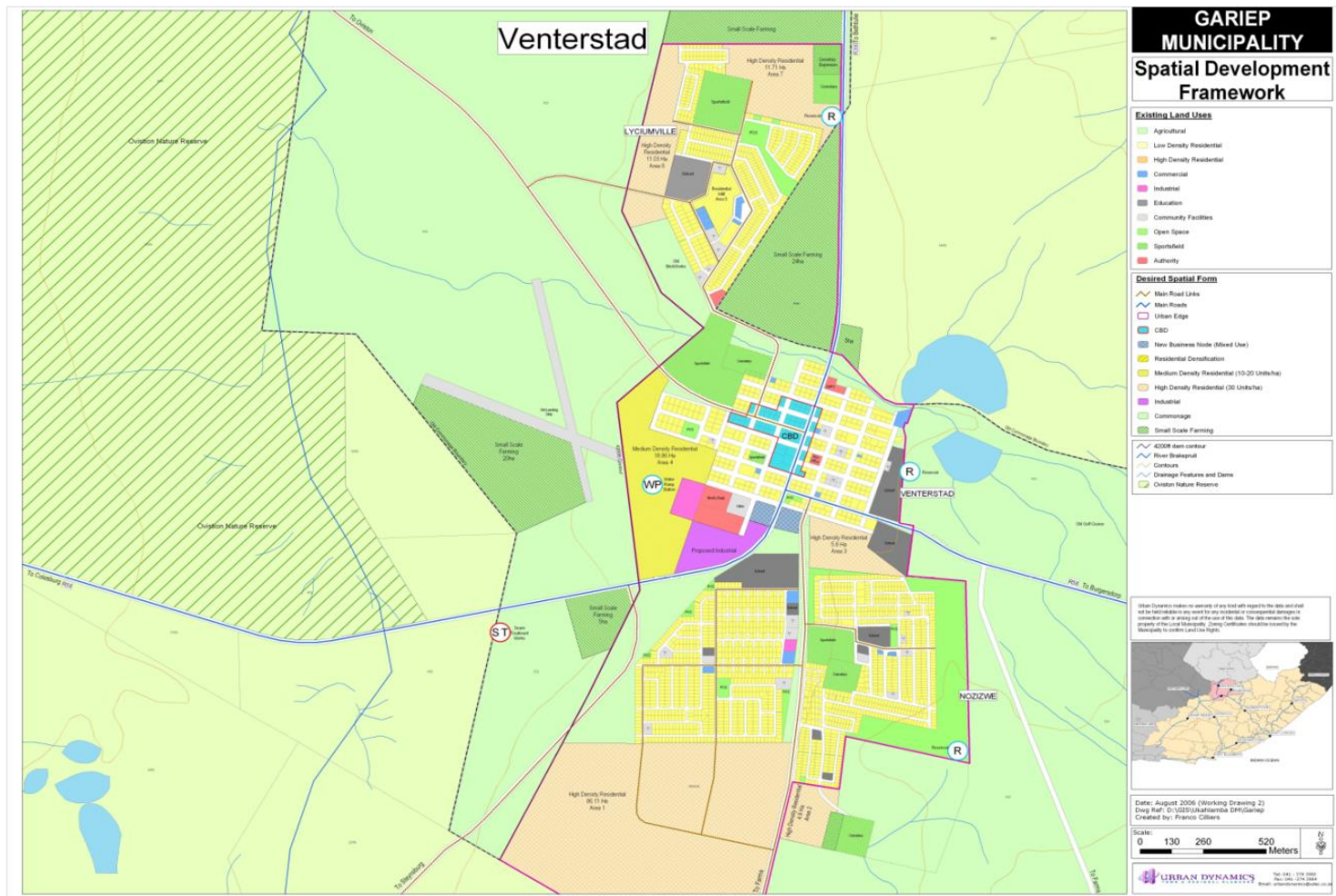
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The key identified nodes within the municipality are Aliwal North, Burgersdorp, Jamestown, Venterstad and Steynsburg. As far as the spatial investment within the municipality is concerned there is a need for improved bulk infrastructure investment in Aliwal North and Burgersdorp. In Jamestown, Venterstad and Steynsburg key spatial investment consideration must include improving social services throughout. The development pressures in the townships such as Joe Gqabi and Thembisa require investment in reticulation and improving the capacity of bulk.

2.2 SDF and Land Use Management Systems

As required in Section 26 of the Municipal Systems Act, the Spatial Development Framework is to include guidelines that will inform the development of an appropriate Land Use Management System (LUMS), based on the different requirements (i.e. need for land use management or development control) of different areas within a Municipality. The inter-relationship between the IDP, the Spatial Development Framework and the Land Use Management System is illustrated in the diagram below:

The Land Use Management Programme addresses the on-going need for the municipality to engage in proactive land use management in both urban and rural areas, in order to ensure that land development occurs in an orderly and sustainable manner.

The Land Use Management Programme addresses the on-going need for the municipality to engage in proactive land use management in urban areas, in order to ensure that land development occurs in orderly and sustainable manner.

The current structure of land in the municipality is as follows:

- Farms: 8786 km²
- Urban commonages: 61 km²
- Conservation: 71 km²
- Average land price for farmland is estimated R 1270 per hectare.

The municipal layout plan has reserved land for future development in all five towns. The municipal SDF provides guidelines and indication of projected future plans for the unlocking development and various land uses within the municipality. The projections indicate that in ward one house should be built eastwards of the township, west of ward 2 in Steynsburg town and in ward 3 west of the Thembisa Township.

The Settlement Planning & Land Reform Programme within the Spatial Development Framework is established to identify key projects relating to planning of new or existing settlements, and related land development needs. The projects identified in this Programme relate to the identified needs to accommodate influx into the WSLM area, and to cater for the livelihood needs of the poorest residents in the area.

2.3 Priority Spatial Development Issues

Priority Issues	Spatial Development Implication	Spatial Development Objectives	Budgeted amount (2017/18 FY)
Ensuring Urban Efficiency	This refers to the need to consider the inter relationship between the various development needs in order for the Urban centres (Aliwal North, Burgersdorp Jamestown, Steynsburg and Venterstad) to function with optimum efficiency.	Well structured, compact, efficient and sustainable urban centres, creating places where residents are able to realise their full potential.	
Land Development Needs (rapid urbanization)	This refers to the current problem of Informal settlement formation especially in Dukathole.	Appropriate land and services developed for communities requiring settlement assistance	R1,050,000.00 (Jamestown 250 units funded by Dept. of Human Settlements)
Development of Tourism potential	This refers to the need to target tourism projects and initiatives that have potential for growth and to generate economic spin-off	Aliwal North, Burgersdorp and is a recognised and desirable tourism destination.	R15, 000.000 (Funded by DEA)
Environmental Management	This refers to the sustainable use of the natural environment and the protection/ conservation of environmentally sensitive areas.	Sound environmental practices are followed and environmentally sensitive areas are protected.	R15, 000.000 (Funded by DEA)

2.4 Important development nodes and corridors

The municipality's Spatial Development Framework takes into cognisance of the need to plan for Urban Efficiency, the optimum usage of limited resources and sustainability thereof, hence it considers the need to focus limited public resources in areas of greatest opportunity to create maximum impact. These areas that are identified are referred to as Nodes [which comprise of existing and proposed nodal points where mixed land uses and high intensity activities can or

do take place] and Corridors [that can comprise of Activity Corridor, Activity Street and Mobility Route].

The reviewed SDF identifies points to guide future planning. The following classes of nodes and corridors, some of which are either in existence or proposed, have been identified for the municipality, as specific areas or geographic localities where the municipality needs to prioritise its spending, resources and investment.

Node Type	Geographic Area or Description of Locality
Central Business Districts (CBDs)	<ul style="list-style-type: none"> • Aliwal North • Jamestown
Entertainment Node	<ul style="list-style-type: none"> • Hot Springs/ Aliwal and Islands Spa area (Aliwal North)
Minor Mixed Land Use Nodes	<ul style="list-style-type: none"> • Taxi rank (Aliwal North) • Future Commercial Development along Maxie's Drive near Joe Gqabi township

Node Type	Description of Locality
Activity Streets	<ul style="list-style-type: none"> • Somerset Street (Aliwal North) • Robinson Road (Aliwal North) • Barkly Street (Aliwal North) • Maxie's Drive (Aliwal North) • Bantu Street (Dukathole) • Voortrekker Street (Jamestown)
Mobility Routes	<ul style="list-style-type: none"> • N6 East London-Jamestown- Aliwal North – Bloemfontein • R58 Burgersdorp – Aliwal North – Lady Grey
Major linkage roads Aliwal North:	<ul style="list-style-type: none"> • Road from Brickworks to Town • Second access road to Dukathole • Main road in Dukathole • Road joining Maxie's Drive and R 58 Road from Aliwal North to Burgersdorp • Young Street
Central Business Districts	<ul style="list-style-type: none"> • Burgersdorp; Steynsburg and Venterstad
Entertainment Node	<ul style="list-style-type: none"> • Lake Gariiep Dam/Resort • JL de Bruin Dam (Resort) and Tee bus
Minor Mixed Land Use Nodes	<ul style="list-style-type: none"> • Taxi rank Burgersdorp and a proposed One Stop Centre
Mobility Routes	<ul style="list-style-type: none"> • N6 East London to Bloemfontein, R58 Burgersdorp – Aliwal North and N1 Gauteng to Cape Town.

Due to its strategic location, Aliwal North which is one of the main town is enormously position as the gateway and economic centre of the district municipality. This therefore places more attention to the municipality, henceforth; the Spatial Development Framework of Joe Gqabi District municipality positions Aliwal North as its primary node because of its economic potential.

2.5 Potential Areas for Investment

The following are the areas that have a potential of attracting investment as noted in the Spatial Development Framework:-

- The primary node Aliwal North: Aliwal Spa,
- Jamestown
- Land for Commercial purposes
- Game reserves
- JL de Bruin
- Lake Gariep Resort
- Tee Bus

2.6 Environmental Principles

In general, when considering applications for land development, the following environmental principles are considered:

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

these are planned and designed to accommodate treatment volumes from the defined nodal development areas and may not have sufficient capacity to accommodate additional volumes. In all cases the environmental impacts associated with the waste disposal and sanitation systems will need to be assessed as part of the project Environmental Impact Assessment (EIA).

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

Pristine habitats: Developments must not be situated adjacent to rivers designated as being pristine, near pristine or stressed. The National Environmental Management Act is one of the applicable pieces of legislations.

3.1 INTRODUCTION

Local Economic Development (LED) and Integrated Development Plan (IDP)

Local economic development practise and strategy must translate the IDP vision, programmes and priorities into a desired municipal economic status and should inform public and private sector investment priorities.

The IDP should inform the LED practise and strategy of what affects our people (their immediate and long term wishes), different stakeholder interest and required interventions to have an inclusive economic growth.

In essence, the IDP must inform local economic development practise via the LED strategy and local economic development programmes must find expression in the municipal Integrated Development Plan.

The statutory principles for developmental local government are contained in the legislation of the Municipal Systems Act of 2000. The Local Government Municipal Systems Act (32 of 2000) sets out the internal systems of municipalities that enable municipalities to operate in such a way that they move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all. In Section 26 of the Act (32 of 2000) it is stipulated that each local municipality must formulate an integrated development plan (RSA, 2000).

LED is one of the dimensions within the IDP and therefore, local municipalities are legally obliged to plan and pursue LED activities. A key component of the Act is the issue of Integrated Development Planning of which LED is regarded as a core aspect. The Integrated Development Plan (IDP) is conceptualised as a tool to assist municipalities to achieve their development mandates. LED is an essential part of the developmental mission of local government, and it is linked to the overall approach to planning and public investment (Cogta, 2000).

3.2 Local Economic Development: A perspective

Local economic development means different things to different people, LED can be defined as a process by which public, business and non-governmental sectors work collectively to create better conditions for economic growth and employment generation. The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. The ability of communities to improve the quality of life, create new economic opportunities and fight poverty depends upon them being able to understand the processes of LED, and act strategically in the changing and increasing competitive market economy (Swinburn et al., 2006:1).

LED is an outcome, based on local initiative and driven by local stakeholders. It involves identifying and using primarily local resources, ideas and skills, to stimulate economic growth and development. The aim of LED is to create employment opportunities to the benefit of all residents. LED is an ongoing process and encompasses all stakeholders in a local community involved in a number of different initiatives, aimed at addressing a variety of socio-economic needs in that community.

LED's aim is to address a socially and economically unacceptable situation (National LED Framework, 2003).

The White Paper on Local Government (1998) introduced the concept of developmental local government. This concept is defined as a local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives (RSA, 1996a). The policy document makes it quite clear that local government is not responsible for creating jobs. Instead, it will be responsible for ensuring that overall economic and social conditions of the locality are conducive to the creation of employment opportunities. Therefore, local government is charged with creating an enabling environment (Nel, 2001).

The Constitution of the Republic of South Africa (Act No 108 of 1996) establishes local government as a separate sphere of government responsible for service delivery, and imposes a specific set of responsibilities on national and provincial spheres of government to support and strengthen the capacity of municipalities. Section 152 and 153 of the Constitution (Act 108 of 1996) defines one of the objectives of local government as to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community to promote social and economic development of the community. Several basic needs rights of the community are stipulated by the Constitution, which have to be addressed or ensured by government (RSA, 1996b).

3.3 The role of the municipality in LED

The role of a municipality in local economic development can be summarised as follows:

ROLE	DESCRIPTION
Co-ordinator	<i>In this role, the municipality acts as a co-ordinating body. An important tool for co-ordination is the Integrated Development Plan, which draws together the developmental objectives, priorities, strategies and programmes of a municipality. IDP can be used to ensure that LED Initiatives are co-ordinating with other municipal programmes, and approximately linked to national and provincial initiatives.</i>
Facilitator	<i>In this role the municipality improves the investment environment in the area. This could be done through streamlining development, or improving planning procedures and zoning regulations.</i>
Stimulator	<i>In this, role municipalities stimulate business creation or expansion. The municipality may provide premises at low rentals to small enterprises or compile brochures on local investment opportunities, or promote a particular sector or activity in a key venue.</i>
Entrepreneur	<i>In this role the municipality takes on the full responsibility of operating a business enterprise. A municipality can also enter into a joint venture partnership with the public, private sector or a civil society entity.</i>

Source: National LED Framework, 2003.

3.4 Guiding Principles for Local Economic Development Strategy

Local Economic Development offers local government, the private sector, the not for profit sectors and the local community the opportunity to work together to improve the local economy. They share their views (around a round table) and put together in a framework that will guide their future aspirations going forward.

Developing an LED strategy requires that a municipality does an analysis of the existing Situation, look at opportunities for growth and decide on the best strategies to achieve their goals. Given the diversity of economic challenges and the range of possible programmes, LED strategies are likely to entail considerable variations.

A guiding principle should be that local economies should prioritise programmes that will create the most impact in view of their goals (Swinburn & Murphy, 2007:4). Some key components that should be incorporated include:

- ❖ A balanced set of hard and soft infrastructure programs, i.e. meeting needs for transport, energy, water, waste management and telecommunications networks as well as social needs for educations, training, business support and healthy lifestyles;
- ❖ A project implementation table that clearly identifies individual projects with appropriate goals, sources of funding, implementing agency, start date and project duration;
- ❖ Clear statements of the nature and requirements of each project, along with expected outputs and outcomes. These can be used as a benchmarking mechanism for monitoring the progress and output of project as it is implemented;
- ❖ A table that clearly identifies LED project partners, funding sources, project duration, target groups and commencement and expected completion dates;
- ❖ The plans should document the conceptual links from vision to projects. This will keep the logic consistent and will help in reviewing progress in realising the vision;
- ❖ Plans should reflect the resources that partners bring to LED projects and further resources required to achieve goals; and
- ❖ Projects should identify the risks that could hinder progress and consider methods to contain or manage these (Swinburn & Murphy, 2007:4); and,
- ❖ A summary table highlighting priority initiatives and sectors earmarked for investment with budgets and plans to attract investors.

The following are some key strategies that a municipality can put in place to meet its economic growth goals:

Strategy	Aim	Intervention
Development and maintenance of infrastructure and services	Create an enabling environment, Save time, cost and Technology	The provision of: reliable, cost effective municipal service delivery by choosing a service delivery mechanism that targets the under-served. Efficient infrastructure maintenance. Municipal provision of social amenities and facilities (public parks, recreation and pre-school facilities). Effective housing and settlements policy.

Retention and expansion of existing services	Assist local businesses to improve their productivity and increase market share	Development of local business skills training. Providing advice, capital and technological support. Developing under-exploited sectors that have comparative advantages. Changes in zoning and fast-tracking development applications.
Increase spending on products of the local economy	To stem the outflow of money from poor areas	Encourage communities to buy local. Funding special events and festivals. Providing infrastructure using local labour and locally manufactured materials. Promoting employee training within local businesses and communities.
Human capital development and productivity	Ensuring that economic development brings social benefits.	General and customised training within lead sectors. Basic and advanced skills development. Targeted procurement policies.
Community economic development	Support poverty reduction in low income communities and organisations	Promote safe savings collectives and financial services, community based environmental management and maintenance schemes, and urban farming projects. Support SMME development by providing business infrastructure, service subsidies, and technical support.
Linkage of profitable growth to redistributive development financing	To ensure that businesses investment benefits in disadvantaged communities and areas	Example: Banks or other financial institutions opening a branch in a wealthier area should do so in a low-income neighbourhood or to invest some of their turnover in local small businesses (Corporate Social Responsibility of private).

Source: Cogta, 2001

3.5 WALTER SISULU MUNICIPAL AREA - ECONOMIC ANALYSIS

This section seeks to reflect on the current economic developments in the Walter Sisulu municipal area with the view of providing a strong conceptual and empirical basis for policy-making, especially in turbulent times such as these. It provides economic development information related to the triple challenge of poverty, inequality and unemployment.

This information highlight performance and trends of selected development indicators and set the basis for planning, action prioritisation to improve the lives of people in our area.

This information serves as a diagnosis that articulates key questions which should be addressed by this long-term plan (the IDP) and other strategic documents for the development of the Walter Sisulu municipal area. Trend analysis in this section shows the extent to which this municipal area has recovered from the economic meltdown in 2009.

This section is informed by the WSLM Socio Economic Review and Outlook 2017 Report compiled by ECSECC that draws heavily from the analysis compiled by IHS Global Insight. It uses both the data provided by the IHS Regional Explorer and the analysis provided in the Rex Publisher. Additional information was drawn from the International Monetary Funds (IMF) for global economic outlook and Statistics South Africa (Census 2011 Census and 2016 Community Survey) for demographic data. Statistics South Africa, the official data provider does not provide labour and economic statistics at local and districts levels. Therefore, the document drew labour and economic data from IHS Global Insight (IHS, 2017).

3.6 THE LOCAL ECONOMY (PAST and FORECAST)

The economic state of Walter Sisulu municipal area is put in perspective by comparing it on a spatial level with its neighbouring municipal areas, Joe Gqabi District area, Eastern Cape Province and South Africa. This municipal area does not function in isolation from Joe Gqabi, Eastern Cape Province, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

3.7 Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

The Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies. It can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

In 2016, the Walter Sisulu municipal area's GDP was R5.27-billion (up from R1.84-billion in 2016) and that represents 50.48% contribution to the Joe Gqabi District municipal area's GDP of R10.4-billion in 2016, an increase in contribution from 47.56% in 2016.

In 2016, the Walter Sisulu municipal area achieved an annual growth rate of 0.18% which is a very similar GDP growth than the Eastern Cape Province's 0.25%, but is lower than that of South Africa, where the 2016 GDP growth rate was 0.28%. Contrary to the short-term growth rate of 2016, the longer-term average growth rate for Walter Sisulu (3.55%) is significantly higher than that of South Africa (2.12%). The economic growth in Walter Sisulu peaked in 2007 at 9.42%.

GROSS DOMESTIC PRODUCT OF WALTER SISULU AND THE REST OF JOE GQABI, 2016

% of WALTER SISULU GDP	% of SENQU GDP	% of ELUNDING GDP
51%	29%	20%

Source: IHS Markit Regional eXplorer version 1156

Walter Sisulu had the highest average annual economic growth, averaging 3.55% between 2006 and 2016, when compared to the rest of the regions within Joe Gqabi District. The Senqu local area had the 2nd highest average annual growth rate of 2.61% and Elundini local area had the lowest average annual growth rate of 1.60% between 2006 and 2016.

3.8 Economic Growth Forecast

It is expected that Walter Sisulu area will grow at an average annual rate of 1.89% from 2016 to 2021. The average annual growth rate in the GDP of Joe Gqabi District and Eastern Cape Province is expected to be 1.84% and 1.62% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.61%, which is lower than that of the Walter Sisulu.

In 2021, Walter Sisulu's forecasted GDP will be an estimated R 3.89 billion (constant 2010 prices) or 50.3% of the total GDP of Joe Gqabi District. The ranking in terms of size of the Walter Sisulu will remain the same between 2016 and 2021, with a contribution to the Joe Gqabi's GDP of 50.3% in 2021 compared to the 50.1% in 2016. At a 1.89% average annual GDP growth rate between 2016 and 2021, Walter Sisulu ranked the second compared to the other regional economies.

GROSS DOMESTIC PRODUCT - REGIONS WITHIN JOE GQABI DISTRICT, 2006 To 2021, SHARE AND GROWTH

AREA	2021 (Current Prices)	% share of DM	2006 (Constant Prices)	2021 (Constant Prices)	Average Annual Growth
Walter Sisulu	7.46	96.47%	2.50	3.89	2.99%
Elundini	2.89	37.42%	1.22	1.52	1.50%

Senqu	4.42	57.21%	1.61	2.32	2.45%
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Source: IHS Markit Regional eXplorer version 1156

Gross Value Added by Region (GVA-R)

The Walter Sisulu's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

GROSS VALUE ADDED - BY BROAD ECONOMIC SECTOR - WALTER SISULU, 2016 [R BILLIONS, CURRENT PRICES]

	Walter Sisulu	Joe Gqabi	Eastern Cape	National Total	WS as % of DM	WS as % of EC	WS as % of SA
Agriculture	0.3	0.5	5.9	94.4	62.9	5.6	0.35
Mining	0.0	0.0	0.5	306.2	20.2	0.7	0.00
Manufacturing	0.5	0.7	36.3	517.4	74.5	1.5	0.10
Electricity	0.1	0.1	6.2	144.1	56.2	0.9	0.04
Construction	0.2	0.4	13.2	154.3	38.2	1.3	0.11
Trade	0.9	1.9	61.5	589.7	45.0	1.4	0.15
Transport	0.4	0.8	27.5	389.2	55.3	1.6	0.11
Finance	0.7	1.2	60.5	981.7	61.2	1.2	0.10
Community Services	1.5	3.6	89.7	984.1	42.9	1.7	0.17
TOTAL INDUSTRIES	4.7	9.4	301.2	3.871.2	50.2%	1.6%	0.12%

Source: IHS Markit Regional eXplorer version 1156

In 2016, the community services sector is the largest within Walter Sisulu accounting for R 1.54 billion or 32.8% of the total GVA in the local economy. The sector that contributes the second most to the GVA is the trade sector at 18.6%, followed by the finance sector with 15.9%. The sector that contributes the least to the economy of Walter Sisulu is the mining sector with a contribution of R 3.08 million or 0.07% of the total GVA.

GROSS VALUE ADDED by BROAD ECONOMIC SECTOR - WALTER SISULU, 2016 [PERCENTAGE COMPOSITION]

BROAD ECONOMIC SECTOR	% of CONTRIBUTION
Community services	33%
Trade	19%
Finance	16%

Manufacturing	11%
Transport	9%
Agriculture	7%
Construction	4%
Electricity	1%
Mining	0%

Source: IHS Markit Regional eXplorer version 1156

The community sector, which includes the government services, is generally a large contributor towards GVA. When looking at all the regions within the Joe Gqabi District, it is clear that the Walter Sisulu contributes the most community services towards its own GVA, with 42.90%, relative to the other regions within Joe Gqabi District. The Walter Sisulu contributed R 4.71 billion or 50.24% to the GVA of Joe Gqabi District. The Walter Sisulu also contributes the most of the overall GVA of Joe Gqabi District.

Historical Economic Growth

For the period 2016 and 2006, the GVA in the construction sector had the highest average annual growth rate in Walter Sisulu at 5.38%. The industry with the second highest average annual growth rate is the finance sector averaging at 4.88% per year. The mining sector had an average annual growth rate of 1.05%, while the electricity sector had the lowest average annual growth of -2.61%. Overall a positive growth existed for all the industries in 2016 with an annual growth rate of 0.04% since 2015.

GROSS VALUE ADDED by BROAD ECONOMIC SECTOR - WALTER SISULU LOCAL MUNICIPALITY, 2006, 2011 AND 2016 [R MILLIONS, 2010 CONSTANT PRICES]

	2006	2011	2016	Average Annual Growth
Agriculture	116.3	173.4	171.3	3.94%
Mining	3.4	3.2	3.8	1.05%
Manufacturing	317.3	364.1	374.5	1.67%
Electricity	29.2	32.9	22.4	-2.61%
Construction	62.3	92.4	105.1	5.38%
Trade	419.9	539.1	601.2	3.65%
Transport	212.1	260.3	287.5	3.09%
Finance	335.8	457.1	540.4	4.88%
Community Services	781.1	1,004.3	1,102.5	3.51%
TOTAL INDUSTRIES	2,277.3	2,923.7	3,208.8	3.49%

Source: IHS Markit Regional eXplorer version 1156

The tertiary sector contributes the most to the Gross Value Added within the Walter Sisulu at 76.7%. This is slightly higher than the national economy (68.6%). The secondary sector contributed a total of 16.3% (ranking second), while the primary sector contributed the least at 7.0%.

Sector	% Contribution	Broad Economic Sectors
Tertiary	77%	- Agriculture - Mining
Secondary	16%	- Manufacturing - Construction - Electricity
Primary	7%	- Community services - Trade - Finance - Transport

Source: IHS Markit Regional eXplorer version 1156

- Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 20.1%. The mining sector reached its highest point of growth of 8.0% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -9.5%, while the mining sector reaching its lowest point of growth in 2008 at -6.4%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.
- Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 9.4%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 16.2% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2016 of -2.5%, while construction sector reached its lowest point of growth in 2016 and with a 0.3% growth rate. The electricity sector experienced the highest growth in 2007 at 7.4%, while it recorded the lowest growth of -14.8% in 2014.
- The trade sector experienced the highest positive growth in 2007 with a growth rate of 7.5%. It is evident for the transport sector that the highest positive growth rate also existed in 2007 at 9.3% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 11.1% and recorded the lowest growth rate in 2016 at 2.3%. The Trade sector also had the lowest growth rate in 2016 at 1.1%. The community services sector, which largely consists of government, experienced its highest positive growth in 2007 with 7.5% and the lowest growth rate in 2016 with 0.3%.

Sector Growth Forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

**GROSS VALUE ADDED by BROAD ECONOMIC SECTOR - WALTER SISULU, 2016-2021
[R MILLIONS, CONSTANT 2010 PRICES]**

	2016	2017	2018	2019	2020	2021	Average Annual Growth
Agriculture	171.3	185.5	198.9	195.0	201.0	206.5	3.81%
Mining	3.8	3.9	3.9	3.9	3.9	4.0	0.93%
Manufacturing	374.5	373.4	379.4	385.6	396.3	408.7	1.76%
Electricity	22.4	22.1	22.0	22.3	22.9	23.6	1.08%
Construction	105.1	106.7	108.9	111.3	114.6	119.3	2.56%
Trade	601.2	605.7	616.1	630.0	650.2	672.4	2.26%
Transport	287.5	290.4	295.5	300.8	309.6	319.5	2.13%
Finance	540.4	542.4	552.9	566.3	581.9	598.7	2.07%
Community Services	1,102.5	1,115.2	1,115.0	1,126.4	1,143.5	1,166.7	1.14%
TOTAL INDUSTRIES	3,208.8	3,245.3	3,283.4	3,341.6	3,424.0	3,519.3	1.86%

Source: IHS Markit Regional eXplorer version 1156

The agriculture sector is expected to grow fastest at an average of 3.81% annually from R171 million in Walter Sisulu to R206 million in 2021. The community services sector is estimated to be the largest sector in 2021, with a total share of 33.2% of the total GVA (as measured in current prices), growing at an average annual rate of 1.1%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of 0.93%.

- The primary sector is expected to grow at an average annual rate of 3.75% between 2016 and 2021.
- The secondary sector growing at 1.90% on average annually.
- The tertiary sector is expected to grow at an average annual rate of 1.72% for the same period.

3.9 THE TRESS INDEX

The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.

In 2016, Walter Sisulu's Tress Index was estimated at 53.1 which are lower than the 58 of the Joe Gqabi District and lower than the 58 of the EC province. This implies that - on average - Walter Sisulu is more diversified in terms of its economic activity spread than the province's economy as a whole.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

LOCATION QUOTIENT

A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.

For 2016, Walter Sisulu:

- Has a very large comparative advantage in the agriculture sector.
- The community services sector has a comparative advantage.
- The trade also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent.
- Has a comparative disadvantage when it comes to the mining and electricity sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately area currently does not have a lot of mining activity, with an LQ of only 0.00826.

3.10 LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

The working age population in Walter Sisulu in 2016 was 54 200, increasing at an average annual rate of 1.48% since 2006. For the same period the working age population for Joe Gqabi District increased at 1.05% annually, while that of Eastern Cape Province increased at 1.04% annually. South Africa's working age population has increased annually by 1.55% from 31.1 million in 2006 to 36.2 million in 2016.

Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure.

Walter Sisulu's EAP was 33 700 in 2016, which is 39.16% of its total population of 86 000, and roughly 32.58% of the total EAP of the Joe Gqabi District. From 2006 to 2016, the average annual increase in the EAP in the Walter Sisulu was 1.92%, which is 0.165 percentage points higher than the growth in the EAP of Joe Gqabi District for the same period.

In 2006, 37.2% of the total population in Walter Sisulu were classified as economically active which increased to 39.2% in 2016. Compared to the other areas in Joe Gqabi District, Walter Sisulu had the highest EAP as a percentage of the total population within its own area relative to the other areas. On the other hand, the Elundini area had the lowest EAP with 22.6% people classified as economically active population in 2016.

Labour Force Participation Rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population.

The Walter Sisulu's labour force participation rate increased from 59.54% to 62.19% which is an increase of 2.6 percentage points. The Joe Gqabi District increased from 43.17% to 46.28%, Eastern Cape Province increased from 47.58% to 47.93% and South Africa increased from 56.37% to 58.77% from 2006 to 2016. Walter Sisulu's labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2006 to 2016 and Walter Sisulu had a higher labour force participation rate when compared to South Africa in 2016.

In 2016 the labour force participation rate for Walter Sisulu was at 62.2% which is slightly higher when compared to the 59.5% in 2006. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2006, the unemployment rate for Walter Sisulu was 19.8% and decreased overtime to 18.3% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Walter Sisulu.

Walter Sisulu had the highest labour force participation rate with 62.2% in 2016 increasing from 59.5% in 2006. Elundini municipal area had the lowest labour force participation rate of 38.7% in 2016, this increased from 38.4% in 2006.

Total Employment

Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

In 2016, Walter Sisulu employed 28 500 people which is 37.63% of the total employment in the Joe Gqabi District (75 700), 1.95% of total employment in Eastern Cape Province (1.46 million), and 0.18% of the total employment of 15.7 million in South Africa. Employment within Walter Sisulu increased annually at an average rate of 2.09% from 2006 to 2016. Walter

Sisulu's average annual employment growth rate of 2.09% exceeds the average annual labour force growth rate of 1.92% resulting in unemployment decreasing from 19.79% in 2006 to 18.32% in 2016 in the municipal area.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - WALTER SISULU AND THE REST OF JOE GQABI, 2016 [NUMBERS]

	Walter Sisulu	Elundini	Senqu	Total of Joe Gqabi
Agriculture	3,120	2,120	2,720	7,963
Mining	24	23	27	75
Manufacturing	1,500	1,050	1,060	3,622
Electricity	100	92	45	237
Construction	3,020	4,140	3,190	10,358
Trade	5,420	4,860	5,520	15,802
Transport	973	1,040	808	2,823
Finance	2,410	1,680	1,480	5,566
Community Services	8,050	6,150	6,680	20,874
Households	3,860	1,680	2,830	8,366
TOTAL:	28,500	22,900	24,400	75,686

Source: IHS Markit Regional eXplorer version 1156

Walter Sisulu employs a total number of 28 500 people within its municipal area; it also employs the highest number of people within Joe Gqabi District. The local municipality that employs the lowest number of people relative to the other municipal areas within Joe Gqabi District is Elundini with a total number of 22 800 employed people.

In Walter Sisulu the economic sectors that recorded the largest number of employment in 2016 were the community services sector with a total of 8 050 employed people or 28.3% of total employment in the local municipality. The trade sector with a total of 5 420 (19.0%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 24.3 (0.1%) is the sector that employs the least number of people in Walter Sisulu, followed by the electricity sector with 100 (0.4%) people employed.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR - WALTER SISULU, 2016 (%)

TOTAL EMPLOYMENT COMPOSITION

BROAD ECONOMIC SECTOR	% of EMPLOYMENT
Community services	28%
Trade	19%
Finance	9%
Manufacturing	5%
Transport	3%
Agriculture	11%

Construction	11%
Electricity	0%
Mining	0%
Households	14%

Source: IHS Markit Regional eXplorer version 1156

Formal and Informal Employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Walter Sisulu counted 21 500 in 2016, which is about 75.43% of total employment, while the number of people employed in the informal sector counted 7 000 or 24.57% of the total employment. Informal employment in Walter Sisulu increased from 6 600 in 2006 to an estimated 7 000 in 2016.

In 2016 the *trade sector* recorded the highest number of informally employed, with a total of 2 750 employees or 39.29% of the total informal employment. This can be expected as the barriers to enter the trade sector in terms of capital and skills required is less than with most of the other sectors. The *manufacturing sector* has the lowest informal employment with 435 and only contributes 6.21% to total informal employment.

FORMAL AND INFORMAL EMPLOYMENT BY BROAD ECONOMIC SECTOR - WALTER SISULU, 2016 [NUMBERS]

BROAD ECONOMIC SECTOR	FORMAL EMPLOYMENT	INFORMAL EMPLOYMENT
Community services	6,810	1,240
Trade	2,670	2,750
Finance	1,890	521
Manufacturing	1,070	435
Transport	459	514
Agriculture	3,120	N/A
Construction	1,480	1,540
Electricity	100	N/A
Mining	24	N/A
Households	3,860	N/A

Source: IHS Markit Regional eXplorer version 1156

Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

In 2016, there were a total number of 6 170 people unemployed in Walter Sisulu, which is an increase of 656 from 5 510 in 2006. The total number of unemployed people within Walter Sisulu constitutes 22.07% of the total number of unemployed people in Joe Gqabi District. Walter Sisulu municipal area experienced an average annual increase of 1.13% in the number of unemployed people, which is better than that of the Joe Gqabi District which had an average annual increase in unemployment of 1.77%.

In 2016, the unemployment rate in Walter Sisulu (based on the official definition of unemployment) was 18.32%, which is a decrease of -1.48 percentage points. The unemployment rate in Walter Sisulu is lower than that of Joe Gqabi. Comparing to the Eastern Cape Province it can be seen that the unemployment rate for Walter Sisulu was lower than that of Eastern Cape which was 29.34%. The unemployment rate for South Africa was 26.33% in 2016, which is an increase of -0.563 percentage points from 25.77% in 2006.

When comparing unemployment rates among regions within Joe Gqabi District, Elundini municipal area has indicated the highest unemployment rate of 36.0%, which has increased from 32.5% in 2006. It can be seen that the Walter Sisulu had the lowest unemployment rate of 18.3% in 2016, this decreased from 19.8% in 2006.

3.11 INCOME and EXPENDITURE

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

In 2016, it is estimated that 13.89% of all the households in the Walter Sisulu municipal area were living on R30, 000 or less per annum. In comparison with 2006's 45.77%, the number is more than half. The R54, 000 to R72, 000 income category has the highest number of households with a total number of 2 870, followed by the R72, 000 to R96, 000 income category with 2 690 households. Only 2.6 households fall within the R0 to R2, 400 income category.

For the period 2006 to 2016 the **number of households earning** was more than R30, 000 per annum has increased from 54.23% to 86.11% and the number of households with income equal to or lower than R6, 000 per year has decreased by a significant amount.

Walter Sisulu municipal area recorded an average annual growth rate of 11.77% (from R 1.54 billion to R 4.68 billion) from 2006 to 2016, which is more than both Joe Gqabi's (10.69%) as well as Eastern Cape Province's (9.52%) average annual growth rates. South Africa had an average annual growth rate of 9.05% (from R 1.26 trillion to R 3 trillion) which is less than the growth rate in Walter Sisulu.

The **total personal income** of Walter Sisulu amounted to approximately R 4.68 billion in 2016. The African population group earned R 2.83 billion, or 60.33% of total personal income, while the White population group earned R 1.4 billion, or 29.81% of the total personal income. The Coloured and the Asian population groups only had a share of 9.44% and 0.42% of total personal income respectively.

When looking at the **annual total personal income** for the regions within Joe Gqabi District, Walter Sisulu had the highest total personal income with R 4.68 billion which increased from R 1.54 billion recorded in 2006. Elundini municipal area had the lowest total personal income of R 3.85 billion in 2016, this increased from R 1.44 billion in 2006.

The **per capita income** in Walter Sisulu in 2016 is R 54,400 which is higher than both the Eastern Cape (R 37,800) and of the Joe Gqabi District (R 34,100) per capita income. The per capita income for Walter Sisulu (R 54,400) is higher than that of the South Africa as a whole which is R 53,800.

PER CAPITA INCOME BY POPULATION GROUP - WALTER SISULU AND THE REST OF JOE GQABI DISTRICT, 2016 [RAND, CURRENT PRICES]

	AFRICAN	WHITE	COLOURED
Walter Sisulu	39,900	244,000	47,900
Elundini	25,300	N/A	44,000
Senqu	27,600	187,000	42,700

Source: IHS Markit Regional eXplorer version 1156

The Index of Buying Power (IBP) is a measure of a region's overall capacity to absorb products and/or services.

Walter Sisulu area has a 0.2% share of the national population, 0.2% share of the total national income and a 0.2% share in the total national retail, this all equates to an IBP index value of 0.0016 relative to South Africa as a whole. Joe Gqabi has an IBP of 0.0045, were Eastern Cape Province has and IBP index value of 0.091 and South Africa a value of 1 relative to South Africa as a whole.

The considerable low index of buying power of the Walter Sisulu suggests that the local municipal area has access to only a small percentage of the goods and services available in all of the Joe Gqabi District area. Its residents are most likely spending some of their income in neighbouring areas.

Between 2006 and 2016, the index of buying power within Walter Sisulu area increased to its highest level in 2016 (0.001552) from its lowest in 2006 (0.00127). It can be seen that the IBP experienced a positive average annual growth between 2006 and 2016. Although the buying power within Walter Sisulu is relatively small compared to other regions, the IBP increased at an average annual growth rate of 2.02%.

3.12 DEVELOPMENT

HUMAN DEVELOPMENT INDEX (HDI) is a composite relative index used to compare human development across population groups or regions.

In 2016 Walter Sisulu had an HDI of 0.625 compared to the Joe Gqabi with a HDI of 0.564, 0.596 of Eastern Cape and 0.653 of National Total as a whole. Seeing that South Africa recorded a higher HDI in 2016 when compared to Walter Sisulu which translates to worse human development for Walter Sisulu compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.79% and this increase is lower than that of Walter Sisulu (2.76%).

In terms of the HDI for each area within the Joe Gqabi District, Walter Sisulu has the highest HDI, with an index value of 0.625. The lowest was recorded in the Elundini municipal area with an index value of 0.535.

GINI COEFFICIENT is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.

In 2016, the Gini coefficient in Walter Sisulu was at 0.606, which reflects a decrease in the number over the ten-year period from 2006 to 2016. The Joe Gqabi District and the Eastern Cape Province had a Gini coefficient of 0.587 and 0.617 respectively. When Walter Sisulu is contrasted against the entire South Africa, it can be seen that Walter Sisulu has a more equal income distribution with a lower Gini coefficient compared to the South African coefficient of 0.628 in 2016. This has been the case for the entire 10 year history.

GINI COEFFICIENT BY POPULATION GROUP - WALTER SISULU, 2006, 2016 [NUMBER]

	AFRICAN	WHITE	COLOURED
2006	0.57	0.49	0.56
2016	0.58	0.44	0.54
Annual Average Growth (2006-2016)	0.29%	-1.12%	-0.43%

Source: IHS Markit Regional eXplorer version 1156

It can be seen, from the above table, that the Gini coefficient for the African population group increased the most amongst the population groups with an average annual growth rate of 0.29%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -1.12%.

In terms of the Gini coefficient for each of the municipal areas within the Joe Gqabi District, Walter Sisulu has the highest Gini coefficient, with an index value of 0.606. The lowest Gini coefficient can be observed in the Elundini with an index value of 0.555.

POVERTY

The upper poverty line is defined by StatsSA, as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area, and is balanced directly to the official upper poverty rate as measured by StatsSA.

In 2016, there were 44 000 people living in poverty, using the upper poverty line definition, across the Walter Sisulu municipal area - this is 3.96% lower than the 45 900 in 2006. The percentage of people living in poverty has decreased from 61.25% in 2006 to 51.21% in 2016, which indicates a decrease of 10 percentage points.

In 2016, the population group with the highest percentage of people living in poverty was the White population group with a total of 0.7% people living in poverty, using the upper poverty line definition. The proportion of the White population group, living in poverty, decreased by 0.554 percentage points, changed from 0.73% in 2006 to 0.18% in 2016. In 2016 57.04% of the African population group lived in poverty, as compared to the 68.45% in 2006.

In terms of the percentage of people living in poverty for each of the municipal area within the Joe Gqabi District, Elundini has the highest percentage of people living in poverty, with a total of 69.5%. The lowest percentage of people living in poverty can be observed in the Walter Sisulu with a total of 51.2% living in poverty, using the upper poverty line definition.

POVERTY GAP RATE

The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Walter Sisulu amounted to 28.4% in 2016 - the rate needed to bring all poor households up to the poverty line and out of poverty.

In 2016, the poverty gap rate was 28.4% and in 2006 the poverty gap rate was 31.2%, it can be seen that the poverty gap rate decreased from 2006 to 2016, which means that there were improvements in terms of the depth of the poverty within Walter Sisulu.

In terms of the poverty gap rate for each of the municipal areas within the Joe Gqabi District, Elundini had the highest poverty gap rate, with a rand value of 30.6%. The lowest poverty gap rate can be observed in the Walter Sisulu with a total of 28.4%.

TOURISM

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

In Walter Sisulu, the business, relative to the other tourism, recorded the highest average annual growth rate from 2006 (4 190) to 2016 (3 960) at -0.56%. Visits to friends and relatives recorded the highest number of visits in 2016 at 17 700, with an average annual growth rate of -1.51%. The tourism type that recorded the lowest growth was Leisure /holiday tourism with an average annual growth rate of -3.32% from 2006 (4 980) to 2016 (3 550).

The visits to friends and relatives at 62.58% has largest share the total tourism within Walter Sisulu. Business tourism had the second highest share at 13.99%, followed by leisure /holiday tourism at 12.53% and the other (medical, religious, etc.) tourism with the smallest share of 10.90% of the total tourism within Walter Sisulu.

ORIGIN OF TOURISTS

The number of trips by tourists visiting Walter Sisulu from other regions in South Africa has decreased at an average annual rate of -1.62% from 2006 (27 800) to 2016 (23 600). The tourists visiting from other countries decreased at an average annual growth rate of -1.78% (from 5 640 in 2006 to 4 710). International tourists constitute 16.60% of the total number of trips, with domestic tourism representing the balance of 83.40%.

TOURISTS BY ORIGIN - WALTER SISULU, 2016 [PERCENTAGE]

Domestic tourists	83%
International tourists	17%

Source: IHS Markit Regional eXplorer version 1156

BEDNIGHTS BY ORIGIN OF TOURIST

A bed night is the tourism industry measurement of one night away from home on a single person trip.

BEDNIGHTS BY ORIGIN OF TOURIST - WALTER SISULU, 2006-2016 [NUMBER]

	Domestic tourists	International tourists	Total tourists
2006	176,000	55,600	231,000
2011	186,000	51,700	237,700
2016	107,000	52,100	159,100
Average Annual Growth	-4.87%	-0.64%	-3.69%

2006-2016			
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Source: IHS Markit Regional eXplorer version 1156

From 2006 to 2016, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -4.87%, while in the same period the international tourists had an average annual decrease of -0.64%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -3.69% from 231 000 in 2006 to 159 000 in 2016.

TOURISM SPENDING

In their Tourism Satellite Account, StatsSA defines tourism spending as all expenditure by visitors for their trip to the particular region. This excludes capital expenditure as well as the shopping expenditure of traders (called shuttle trade). The amounts are presented in current prices, meaning that inflation has not been taken into account.

Walter Sisulu had a total tourism spending of R 129 million in 2016 with an average annual growth rate of 4.7% since 2006 (R 81.3 million). Joe Gqabi District had a total tourism spending of R 384 million in 2016 and an average annual growth rate of 4.3% over the period. Total spending in Eastern Cape Province increased from R 9.3 billion in 2006 to R 12 billion in 2016 at an average annual rate of 2.6%. South Africa as whole had an average annual rate of 7.7% and increased from R 127 billion in 2006 to R 267 billion in 2016.

TOURISM SPEND PER RESIDENT CAPITA

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

In 2016, Walter Sisulu had tourism spend per capita of R 1,500 and an average annual growth rate of 3.30%, Walter Sisulu ranked highest amongst all the areas within Joe Gqabi in terms of tourism spend per capita. The municipal area that ranked lowest in terms of tourism spend per capita is Elundini with a total of R 793 which reflects an increase at an average annual rate of 4.69% from 2006.

INTERNATIONAL TRADE

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

The merchandise export from Walter Sisulu municipal area amounts to R 9.77 million and as a percentage of total national exports constitutes about 0.00%. The exports from Walter Sisulu constitute 0.19% of total Walter Sisulu's GDP. Merchandise imports of R 54.1 million constitute about 0.00% of the national imports. Total trade within Walter Sisulu is about 0.00% of total national trade. Walter Sisulu had a negative trade balance in 2016 to the value of R 44.4 million.

Analysing the trade movements over time, total trade increased from 2006 to 2016 at an average annual growth rate of 60.47%. Merchandise exports increased at an average annual rate of 164.77%, with the highest level of exports of R 16.9 million experienced in 2015.

Merchandise imports increased at an average annual growth rate of 57.85% between 2006 and 2016, with the lowest level of imports experienced in 2008.

When comparing the Walter Sisulu with the other municipal areas in the Joe Gqabi District, Walter Sisulu has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 63.9 million. This is also true for exports - with a total of R 9.77 million in 2016. Elundini had the lowest total trade figure at R 421,000. The Elundini also had the lowest exports in terms of currency value with a total of R 421,000 exports.

ACTIONS INFORMED BY THE ECONOMIC ANALYSIS

The economic analysis as conducted by the Eastern Cape Socio Economic Consultative Council (ECSECC) paints a picture of a municipal area faced with high rate of unemployment, poverty, inequality, low levels of entrepreneurship and innovation and majority of people rely on social grants for their livelihoods.

This dire situation calls upon, chiefly, the Walter Sisulu Local Municipality supported by the Joe Gqabi District Municipality, provincial government (relevant departments and state owned entities) and national government (relevant departments and state owned entities) to take a lead in creating a suitable environment for inclusive economic development and sustainable job creation.

Through this IDP, in the short to medium term (5-years), the municipality seeks to develop programmes that will reverse the negative situation that is drawn by this local economic profile and achieve a long term sustainable growth that will improve the quality of life of the people of Walter Sisulu in general and the poor in particular.

Communities must see accelerated and inclusive economic development, job creation, empowerment (especially for women and youth), small and medium enterprise development and support for innovation finding expression in this IDP.

KEY STRATEGIC AREAS OF INTERVENTION:

In order to grow the economy (inclusive economic growth), enhance entrepreneurship and innovation, build a competitive small and medium business sector, reduce unemployment, poverty and lack of technical skills, there are 7 (seven) key strategic programmes of intervention, which the Walter Sisulu Local Municipality will prioritise in the short to medium term (2018/19 to 2022/23 FY).

GOAL	To create suitable conditions for economic growth and coordinate all stakeholders in building a sustainable and inclusive local economy that creates decent employment opportunities.
STRATEGIC OBJECTIVE	To create enabling conditions for economic growth, investment attractions, business retention and expansion, SME development, increase tourist's arrivals and local innovation.
FOCUS AREA	Small and Medium Enterprise Development

Key strategic programmes (key growth sectors) that have capacity to build and create an inclusive local economy:

STRATEGIC PROGRAMMES	STRATEGIES
Agriculture and land reform	<ul style="list-style-type: none"> ➤ Facilitate development of economic infrastructure related to agriculture (for small scale farmers), ➤ Organise relevant sector departments to provide information and technical support on land reform programmes, ➤ Encourage young people and support, especially women, to take agriculture as a business sector of choice, ➤ Support agricultural related special projects, ➤ Support aspiring and inspired small farmers to establish agricultural entities (co-op's, etc.).
Tourism	<ul style="list-style-type: none"> ➤ Encourage development of township based tourism products (township tourism), ➤ Promote our area as a tourism destination of choice, ➤ Attend tourism exhibitions and expos to market our offering, ➤ Support existing and coordinate development of new events (festivals, crafts market, etc.) to attract tourists into the area, and ➤ Support tourism related special projects.
Renewal Energy	<ul style="list-style-type: none"> ➤ Open up to community, public and private sector requests for investigation or feasibility studies, ➤ Support, participate and invest in such projects, ➤ Participate in platforms organised by the provincial and/or national government entities, ➤ Conduct community educational and awareness raising sessions on climate change, ➤ Advocate and encourage local SME's to invest in this sector.
Fishing	<ul style="list-style-type: none"> ➤ Facilitate development of related infrastructure in viable communities, ➤ Support related special projects aimed at transforming this industry, ➤ Encourage women and young people to take a lead in this industry, ➤ Organise relevant government entities to provide technical and financial support, ➤ Linkage with established projects and market,
Investment promotion	<ul style="list-style-type: none"> ➤ Providing incentives for 1st time catalytic (high impact) investment opportunities, ➤ Undertaking feasibility studies on bankable/catalytic projects based on municipal assets and functions (to fast-track service delivery),

	<ul style="list-style-type: none"> ➤ Facilitating Community Public Private Partnership targeting non-core municipal function or assets, ➤ Undertaking a business retention and expansion programme (BRE), ➤ Providing incentives to attracted investors to attract additional and complimentary investment.
Skills development	<ul style="list-style-type: none"> ➤ Developing new management, technical and life-skills in line with labour market demands of the local municipality, its key sectors and the region at large, ➤ Re-aligning skilled production and capacity building programmes to meet existing labour market shortages through re-training and re-orientation, ➤ Creating surplus labour capacity to meet existing and future business and investment growth demands, ➤ Improving the existing employability of the unemployed person including youth, women, undergraduates and postgraduates through targeted learnership or experiential opportunities, and ➤ Develop business and management skills within the area to promote the commercialisation of informal, subsistence and emerging entrepreneurs/businesses.
Trade and services	<ul style="list-style-type: none"> ➤ Support the growth of this sector by procuring goods and services locally, ➤ Enforce procurement of goods and services locally by service providers contracted by the municipality, ➤ Transform this sector by setting annual procurement targets (% of rand value spent as against the total municipal budget), ➤ Provide technical and non-financial support to develop 'emerging suppliers and manufacturers', ➤ Undertake a 'small contractors development programmes' (sub-contracting and direct contracting on municipal infrastructure projects),

LED FRAMEWORK, STRATEGIES and PROJECTS

Local Economic Development Strategy

The Walter Sisulu Local Municipality has no comprehensive local economic development strategy (a strategy development after the amalgamation of the erstwhile Maletswai and Gariiep Local Municipalities – the two municipal strategies were outdated), it is the plan of the municipality to have the strategy developed by end of the 2018/19 financial.

Municipal Institutional Arrangements for LED

Walter Sisulu Local Municipality has configured a new organisational structure and the Local Economic Development Sub-Directorate is placed in the Office of the Municipal Manager.

The sub-directorate will have 4 (four) responsible officers make it functional, namely: a Manager and 3 (three) respective coordinators for Tourism, Agriculture and Enterprise Development.

Developing the Small Towns and Township Economy

The following economic development strategic programmes (trade & services, skills development, tourism, agriculture & land reform) linked with infrastructure development programmes (water & sanitation, electricity, roads, storm water drainage, SME infrastructure, environmental protection, etc.) and small and medium enterprise development programmes (financial and non-financial support) will strengthen our drive to develop the 'small-towns and township economies'.

In implementing these key programmes and projects, the municipality will improve services and facilities for residents, businesses and visitors, protect township environment, reduce crime and attract investment opportunities.

Business Retention and Expansion (BR&E)

In the interim, Walter Sisulu Local Municipality is implementing the BR&E programme that was developed for the erstwhile Maletswai Local Municipality, a Walter Sisulu BR&E will be developed at the later stage.

The overall goal of the BR&E programme is to stimulate local economic development and create employment opportunities by retaining and expanding existing business.

The following are key issues raised by the survey conducted as part of the BR&E programme finalised in November 2012:

- Fast track the revitalisation of the Aliwal Spa Holiday Resort,
- Facilitating a single and representative local business chamber,
- Developing a communication plan and platform for the local business and government engagements,
- Develop local skills,
- Transparent supply chain management (procurement) processes, Infrastructure development (land and services), and
- Development of an industrial park.

Six (6) task teams, representative of the municipality and the business sector, have been established, namely:

- ✓ Communication Plan
- ✓ Land Audit

- ✓ Strengthening of Business Forums (with an aim of creating a single business association)
- ✓ Aliwal Spa Revitalisation Project
- ✓ Technical Skills Development
- ✓ Business Investment Attraction

Job Creation Mechanisms (EPWP and CWP)

In its endeavours to fight poverty and unemployment, the municipality has developed a mechanism to create labour intensive job opportunities in the infrastructure (roads, construction, etc.) and environment (refuse removal), and all these are EPWP accredited and an incentive grant is received from the National Department of Public Works.

EPWP, CWP and MPWP (municipal public works programme) driven job creation mechanisms will be coordinated by, chiefly, by the Local Economic Development Sub-Directorate and project management will done by the Project Management Unit housed in the Technical Directorate.

Job Creation Targets (EPWP, CWP & MPWP):

	2018/19	2019/20	2020/21
EPWP 1 (DoT)	1438	1500	1600
EPWP 2 (Any other)	150	220	250
Community Works Programme	1500	1650	1815
Municipal Public Works Programme	70	100	150
TOTAL	3158	3470	3815

Red Tape Reduction (RTR)

Red Tape can be defined as rules, regulations, and/or bureaucratic procedures and processes that are excessively complex and which impose unnecessary delay(s), inaction and/or costs that exceed their benefits, and/or are no longer effective in achieving the purpose for which they were originally created. Red Tape results in undesirable economic, business and/or social impacts or outcomes. Red Tape involves excessive, or unevenly enforced, regulation or rigid conformity to formal rules that is considered redundant or bureaucratic and hinders or prevents effective action or decision-making.

Walter Sisulu LM has no Red Tape Reduction Plan or Strategy in place, as yet.

Stakeholder Engagement

The municipality engages a number of relevant stakeholders on a one-on-one basis and when required all stakeholders are convened under one roof. Going forward, the municipality will facilitate the establishment of a Local Economic Development Roundtable (a forum dedicated to relevant stakeholders for local economic development) which will convene twice a year to deal with all matters economic development.

The municipality also engages with these stakeholders during the IDP & Budget consultation processes and By-Law(s) development processes.

These are stakeholders we interact with:

- Agricultural Associations
- Liquor Traders
- Business (Trade) Forums
- Contractors' Associations
- Tourism Associations
- Taxi Associations
- Youth and Women Economic Empowerment Fora's
- Hawkers (Informal Traders)

Strategic Projects

Project	Sector	Location	Champion
Aliwal Spa Holiday Resort	Tourism	Aliwal North	WSLM
Buffelspruit Game Reserve	Tourism	Aliwal North	WSLM
Die Berg Game Reserve	Tourism	Burgersdorp	WSLM
JL De Bruin Resort	Tourism	Burgersdorp	WSLM
Lake !Gariiep Resort	Tourism	Oviston	WSLM
Animal Feedlot	Agriculture	Aliwal North	DRDAR
Ikhala TVET Recapitalisation	Academic	Aliwal North	DHET
Government Complex	Offices	Aliwal North	DPW
Maletswai Solar	Renewable Energy	Aliwal North	Private Investors
Shopping Centre(s)	Retail	Aliwal North	Private Investors
Private Hospital	Health	Aliwal North	Private Investors

Municipal Budget linked Performance Indicators (KPIs)

ACTION	Beneficiary Wards	Timelines	KPI	Budget Amount
Develop a local economic development strategy	All	1 year	% completion of the LED strategy development	R800 000.00
Create work opportunities through municipal and public works programmes	All	1 year	Number of work opportunities created	R1 000 000.00 (municipal own)
Tourism marketing	All	1 year	Number of tourism marketing initiatives undertaken	R100 000.00
Improve municipal owned tourism infrastructure		1 year	Number of municipal linked tourism infrastructure improved	R1 000 000.00 (municipal own)
Local small contractors development	All	1 year	Number of local small contractors developed	
Develop a Small Contractors Development Plan	All	1 year	Number of small contractor development plan developed	
Small enterprise development support	All	1 year	Number of small enterprises provided with development support	
Convene LED Roundtables	All	1 year	Number of local economic development roundtables convened	
Organise local suppliers information sessions	All	1 year	Number of local supply information session organised	
Source external funding for economic	All	1 year	Number of economic development projects that	

development projects			received approval for funding	
Craft a 'Hawkers (Informal Economy) Development Plan	All	1 year	Number of plans developed	
Monitor external funded projects' implementation	All	1 year	Number of project monitoring sessions attended	
Cooperate with other entities on economic development (ED)	All	1 year	Number of cooperation meetings on ED attended	

4.1 Introduction

President Cyril Ramaphosa State of the Nation Address placed the focus on an **Integrated Infrastructure Development Programme, which aims to promote a shared, job-creating growth path for South Africa.** In his State of the Nation Address on 21 February 2017 President Jacob Zuma intensify his focus on the **National Development Plan (NDP) which aims to tackle the problems of poverty, inequality and unemployment.** He stated that the NDP is a roadmap to a South Africa where all will have water, electricity, sanitation, jobs, housing, public transport, adequate nutrition, education, social protection, quality healthcare, recreation and a clean environment. He urged all South Africans to work towards the realisation of NDP vision.

The Walter Sisulu Municipality will exhaust all its energy to ensure that it progress towards the realisation of providing basic services to all its citizens. The results of the empirical study conducted under the auspices of the Directorate of Cooperative Governance and Traditional Affairs (COGTA) will also be used as a source

CAPACITY TO DELIVER INFRASTRUCTURE SERVICES

The Technical services Directorate have a capacity to deliver infrastructure services to the community of the municipality. The table below illustrates the staff:-

Staff complement in the technical services

	Approved positions	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1.	Director	1	1	0
2.	Assistant Manager	1	1	0
3.	Human Settlement Housing and Land use Manger	1	1	0
4.	Housing Officers	3	3	0
5.	PMU Manager	1	1	0

	Approved positions	Number of approved and budgeted posts per position	Filled posts	Vacant posts
6.	Institutional Social Development	1	1	0
7.	Foremen	6	5	1
8.	Superintendent	2	1	1
9.	Tool men	4	4	0
10.	Linesman	1	1	0
11.	Shift workers	17	16	1
12.	Drivers	10	10	0
13.	Operators	4	4	0
14.	General Workers	87	67	20
Total		133	111	23

Table 1: Staff compliments

PROJECT MANAGEMENT PLAN

The Municipality has designed a business plan on Project Management Unit (PMU) to effectively and efficiently manage all MIG projects. The Institutional Social Development (ISD) function is performed in the technical services department by an ISD officer. The Directorate performs the social facilitation role and community mobilisation in the implementation of all infrastructure projects. Among other responsibilities, the Functions of ISD Officer are:

- Establishment of Project steering Committee
- Facilitation of employment on projects
- Ensure that projects implementation runs smooth

ENVIRONMENTAL IMPACT ASSESSMENT ON CAPITAL PROJECTS

The Environmental Impact Assessment (EIA) is conducted in all the development Capital projects that are taking place within the municipality before they commence. This is in compliance with the National Environmental Management Act. The projects earmarked for this financial year (2018/19) do not need the EIA, due to the fact that the municipality will be developing or upgrading the existing roads network from Gravel to Interlocked paved road surfacing.

4.2 Service Delivery and Infrastructure

Water Provision

In terms of the adjustment of powers and function between district and local municipalities, Joe Gqabi District Municipality (JGDM) is the Water Services Authority (WSA) and this then translates that the provision of water and sanitation solely lies as a district function.

Service level agreement

Water service provision has been taken over by the District. The Joe Gqabi District Municipality has taken over the provision and billing of water and sanitation to all the local municipalities including Walter Sisulu Local Municipality.

Water Service Backlogs in Joe Gqabi District Municipality.

Local Municipality	Total Population	No access to piped water	Access to piped water
Elundini	138 141	46,7%	53.3%
Senqu	134 150	18,9%	81.1%
Walter Sisulu	77 477	3.8%	96.2%
Total	349 768		

Table 2: Water Service Backlogs in Joe Gqabi District

In estimating these water backlogs, the following assumptions have been applied:

People sourcing water from springs, rainwater tanks, streams, rivers, dams or water vendors as deemed to be unsafe; and people with stand-piped and borehole water supply within the radius of 200m are deemed to be serviced.

Water Challenges

A number of water related challenges exist, like insufficient storage capacity in Dukathole, Venterstad, Block H1, Area 13, Joe Gqabi, Hilton and Springs.

Old infrastructure like reticulation pipes needs to be replaced, also limitation and capacity constraints at local level to provide water services. Water interruptions and sometimes unavailability remains a challenge in Burgersdorp. There is also a lack of insufficient contingency plans to accommodate new bulk infrastructure with old connecting infrastructure – the replacement costs are extremely high due to lack of insufficient budget on operational and maintenance.

Moreover, the new housing developments, and private developments are placing an enormous strain on old and over utilised infrastructure. In a nutshell, the upgrading of the water

reticulation system in Aliwal North and Burgersdorp is planned. Joe Gqabi District Municipality appointed the Amothole Water and they have finalised the Water and Sanitation Master Plan for Aliwal North, which depicts all problem areas in terms of water and sanitation provision. However, the plan needs to be revised in the context of amalgamation to include the whole area of the municipality to cover areas such as Burgersdorp, Venterstad and Steynsburg.

During 2017/18 financial years, the District Municipality has received funding via the Drought Relief programme, to ensure that areas that are having water storage problems are actually eradicated. The areas that were identified within the Walter Sisulu Area were the following:

- Steynsburg Reservoir and Refurbishment of Boreholes
- Venterstad Reservoirs refurbishment
- Burgersdorp Sump and New Reservoir including the refurbishment of boreholes

(b). Water Infrastructure Maintenance

The 858 housing section in Jamestown is currently getting water from stand pipes since the completion of chemical purification plant and dam construction. House connections with meters will have to be provided during the construction of the water borne sewerage system, of which JGDM secured R38m (for both Water and Sanitation provision). Two general assistants manage the water purification works. Water purification plant operator’s posts will have to be created on the organogram for Jamestown area by JGDM.

Sanitation Provision

L.M	Population	Flush toilet	Not Flushed toilet
Elundini	138 141	14,5	85,5
Senqu	134 150	16,2	83,8
Walter Sisulu	77 477	69.3	30.7
Total	349 768		

Table 3: Sanitation Provision

The following assumptions have been applied in estimating sanitation backlogs:

People with flush toilets, septic tanks, chemical toilets or VIP latrines are deemed to be serviced; and people using unventilated pit latrines, buckets or infrastructure are deemed to be serviced.

(a). Sanitation Infrastructure Maintenance

The Sewer Treatment Works in Aliwal North was refurbished in 2002 and 2005. The critical challenges are experienced with regard to bulk sewer and reticulation, especially Dukathole, Springs, Tembisa and some areas in the Aliwal North and Venterstad towns. This is being observed on regular blockages noticed and experienced throughout the operation and maintenance.

The Municipality has temporarily stopped additional sewer household's connection in Springs area and some sections of the Central Business District due to incapacity of pipes to carry the sewer flow even on off peaks. This process has negative impact on the economic growth of the town.

The WSA has been notified about the sewer challenges and registered a project on MIG as a result. The project is currently awaiting directorate of Water and Sanitation for approval on technical report, which was submitted to the former Maletswai Municipality for comments and we are confident that should funds be made available sewer crises would be substantially reduced. The new housing development that is underway and other housing projects that are imminent will certainly exert more stress to the reticulation system.

During 2017/18 financial years, the District Municipality has received funding via the Drought Relief programme, to ensure that areas that are having sanitation problems are actually eradicated. The areas that were identified within the Walter Sisulu Area were the following:

- Phola Park Pump Station was refurbish and upgraded
- Nursery Pump Station was also refurbished
- Bulk Sewer line from N6 to the Nursery Pump station was done.
- Refurbishment of the Waste Water treatment Plans were also attended too.

4.3 Free Basic Units

The District Municipality is providing free basic water- 6 kilolitres of water per households. WSLM is providing 50 kilowatts electricity for grid –based households. The FBS unit is placed under finance Directorate with two dedicated staff member.

There is an integration of plans and indigent registers between the district and local municipality through the FBS steering committee. The indigent register is updated annually. The indigent steering committee sits quarterly, is functional and portfolio head of finance chairs it.

SUMMARY OF INDIGENT POLICY

In compliance with the prescribed policy the municipality is providing free or subsidised basic services to 6999 households who normally struggle to pay their accounts. There is an Indigent Policy that is reviewed annually and qualifying applicants must register for FBS at the municipality. After lodging an application it will be assessed and approved. An income declaration or proof of registration as an unemployed person, support the indigent application rendering the register credible. The policy was adopted in June 2017 by the Council and reviewed annually in June 2018. The summary of the policy and approved list of indigent is published for public comments.

Current Indigent household

Town	Total Consumers	Indigent Consumers	Non-Indigent	% Indigent	Cost
Burgersdorp	4423	2228	2544	42%	R 768 755.27 per month
Venterstad	2072	1020	1218	41%	R 349 397.02 per month
Steynsburg	2482	970	1673	32%	R330 986.17 per month
Aliwal North	4423	1927	2544	42%	R per month
Jamestown	2072	854	1218	41%	R per month
Total	15472	6999	9197	39%	R1, 449 138.46 per month

Table 4: Indigent households

Free Basic Services

The total number of households receiving free basic services and the services that the municipality is offering during the 2018/19 financial year are reflected below in table 15.

Total number of households receiving free basic services

Electricity	Refuse
50Kw per month	R117.98 Basic Charge

Table 5: Households Receiving FBS

Free Basic Energy

As for Free Basic Energy, the Council approved for 100 households for an alternative energy to be piloted. This was followed by procurement of green gel and stoves – this project was completed. The Municipal electrical distributing equipment is old and dilapidated, like kiosks, mini-sub, and old types of cables which battles to manage with the demand especially during high demand seasons.

The following table represents the energy source for lighting at Walter Sisulu Areas:

Energy sources for lighting in Walter Sisulu Areas:										
	Electricity		Gas		Paraffin		Candles		Solar and other	
	Census 2001	RSS	Census 2001	RSS	Census 2001	RSS	Census 2001	RSS	Census 2001	RSS
	%	%	%	%	%	%	%	%	%	%
WSLM	74.8	89.2	0.3	1.4	11.0	9.4	13.7	-	0.3	0.0

Table 6: Energy Sources

Roads and Storm-water

The Roads Master plan for the Municipality was developed and endorsed by old Councils(Former Gariep and Maletswai) in 2008 and it is reviewed annually. The roads master plan was derived from the District Integrated Transport Plan (ITP). It forms the basis for planning and resource allocation. The District Integrated Transport Plan (ITP) was developed and adopted in 2008 and reviewed in 2011, the municipality is currently having draft .Storm water Master Plan that was developed for Dukathole area plans for other areas are being considered, However the Walter Sisulu Local Municipality is in a process of integrating the two different Master plans and will be tabled to council in October 2018. For the purpose of this document, the municipality has divided roads into four (4) distinct categories, namely – National, Provincial, Access roads and Streets.

It should also be stated the municipality is actually faced with number of challenges when it comes to the issue of roads maintenance. There are resources available on the site of the municipality to ensure that all roads network of the municipality are properly maintained especially the surfaced as well as gravel roads.

The municipality is actually intending to engage the District Municipality as well as the Department of Roads and Public Works in order to sign an agreement for the maintenance of municipal gravel roads network.

(a). National Roads

National roads are the responsibility of South African National Roads Agency Limited (SANRAL). The “friendly” N6 is the only national road traversing the municipality and recent surveys carried out, clearly illustrate that its condition is generally good as it has been rehabilitated in recent past. The road between Jamestown and Aliwal North was recently upgraded by SANRAL and is completed. The Directorate of public works has committed funding in 2015/16 for road network at Aliwal North which is approximately 770km, (595km is District Roads and 173.53 is National Roads). Two provincial roads called R58 and R56 has been transferred to SANRAL since January 2015, R58 was upgraded in 2017, this project assisted the community because this project included 3 Bus shelters that were constructed by SANRAL in Venterstad, they built one on the entrance of the town from Burgersdorp, one from the Bethulie side, one from the Colesburg side and one in Oviston

The upgrading of R58 between Venterstad and Burgersdorp has been completed. These included the resurfacing of the routes that are passing within the CBD of the Burgersdorp as well as Venterstad area.

Also the route R390 between Hofmeyr and Steynsburg has been completed.

The plans to upgrade R391 and as well as R61 are currently underway, with the anticipation that the construction of the R391 will commence during the month of April 2019.

(b). Provincial Roads

The provincial trunk road that links Aliwal North to Burgersdorp is in a fairly good condition; however certain sections of it still need improvement. The road linking Aliwal North, Lady Grey, Barkly East and Elliot is rapidly deteriorating from lack of regular maintenance also the road linking Venterstad and Steynsburg is rapidly deteriorating.

To aggravate the situation, this area has the second highest rainfall figures in the region and has had to have the road scraped in severe snow, and this has led to the deterioration of the road. This road forms an integral part of the east-west linkage across the District and a key element of the Madiba Corridor, linking Port St John’s, Mthatha (N2) through to the N1 at Colesburg.

The provincial roads do have the grass cut at the sides of the roads and have had their crash barriers repaired in a number of places. Patching of potholes has however not been at the pace necessary to prevent accidents and unnecessary wear and tear on vehicles.

(c). Access Roads

Municipalities in terms of the Municipal Structures Act 117 of 1998 maintain Access Roads; however there is a significant challenge around capacity, knowledge, resources and magnitude of the backlogs for them to effectively implement such service. The Municipality bought a Grader and Tipper truck in 2008 with intentions of internally repairing roads that are mostly in residential areas. On the other hand, farm roads largely remain the responsibility of the provincial department with Joe Gqabi District Municipality being the implementing agent. There are road maintenance teams based in different areas of the District repairing farm roads as standalone farm roads programme.

(d). Streets

Streets within towns are the responsibility of the relevant local authority. To improve streets upgrading service delivery, the Municipality has 1x TLB, 1 x Motor Grader and 1 x Tipper truck particularly for streets upgrading and maintenance. The Municipality embarked on the programme of resealing the Streets funded by the JGDM. The MIG funded some of the projects in the greater Municipality *e.g. paving projects few streets in Aliwal North and Burgersdorp (Nkosana, Lietsiso, recreational, Mathebe, Ntsoetsanyane, Petunia streets and Eureka access road, Jamestown Masakhane as well as Nozizwe Access Roads are currently underway). The municipality has put aside 18 Million from its MIG 2018/19 for the paving of Khayamnandi area in Steynsburg and One street in Aliwal North*

The Walter Sisulu has three functional taxi ranks e.g. the municipality through the Technical Service Directorate manages Dukathole, Burgersdorp and Steynsburg. These taxi ranks. The district municipality is engaging the Directorate of Public Works to amend the current Service Level Agreement to include maintenance of municipal of streets.

The municipality is using taxis as a transport mode and this covers the area of WSLM and does not have to transport people and therefore no need for bus shelters.

(e). Areas for prioritized intervention covered by Roads Master Plan

- Significantly improve system of road maintenance of gravel roads
- Improved maintenance of key mobility corridors
- Resolution around road classification

- Source funding for improved road maintenance

It is important to note that, road maintenance can in some instances be labour intensive and this provides an opportunity for poverty alleviation. Furthermore, the maintenance of roads does have an economic impact both through the actual maintenance (where local contractors could be involved) through the spin-off of increase income for agriculture and tourism.

The amendment on the DORA allows the municipality to make use of its MIG allocation for the maintenance of the roads network only. This process must be followed in the same manner as the registration of any capital project. It is then Technical service view that the municipality should look at the option as one of the options that will help in speeding up the maintenance of the road network within the municipality.

(f). Implementation of EPWP policy

The Municipality adopted EPWP policy, which is reviewed annually which seeks to ensure that all capital projects are implemented through labour intensive methods. The policy also aims to provide an enabling environment for the municipality to increase and expand the implementation of the EPWP to other sectors. The Directorate of Public Works has allocated funding in 2018/ 19 financial year period.

(g). Non-motorised transport

Provision is made for non-motorised transport at the Municipality. The municipality constructed sidewalks in Venterstad (Nozizwe) Burgersdorp (Thembisa), and in Aliwal North (Dukathole). The sidewalks in Burgersdorp and Venterstad were constructed through MIG funding when the municipality was paving access roads in 2015/2016 financial year, SANRAL constructed sidewalk in Aliwal North and bus stop along R58 in 2017/18 financial year.

(h). Transport Forum

The Municipality manages its roads infrastructure through road transport forum, the road transport forum is functional and it meets quarterly. The political head of technical Services chairs this forum

(i). Testing station

There are vehicle-testing stations in Aliwal North and Burgersdorp with grade A and B respectively, which administers driving licenses and roadworthiness of vehicles. A vehicle identification unit is also functional. There are some challenges when it comes to the testing

station; currently the Burgersdorp Testing Station has since been closed for a number of months ago. This can have some negative impact in terms of services delivery.

4.4 Electricity and Energy

The Municipality developed Electricity Master Plan. All the electrical developments done were guided by the plan. The municipality has an electricity distribution license for Burgersdorp, Aliwal North, Steynsburg and Venterstad. However, Jamestown, Nozizwe, Khayamnandi townships are distributed by Eskom. In an endeavour to develop the electrical network and substation, the Municipality have recently completed the construction of the sub-station in Aliwal North. This then resulted in the upgrading of the electricity capacity from 11kv to 22kv. The upgrading of the network reticulation however remains a challenge. The Directorate of Energy grand funding only focuses in universal access and not network upgrading. The Directorate has allocated R9 000 000 in 2017 / 18 for electrification program an this programme assisted households.

The electrification of 452 units in the area of Soul city has since been completed as well. There are some few households that are having some challenges in terms of electricity purchase, but the municipality is working on it.

Energy Source

The household's electricity connections in Walter Sisulu LM for 2011 are 86.5 % which is above the district average of 69, 0 % and provincial average of 75, 0 %.i.e. all people who reside in formal houses are connected to electricity except for the new housing project that are not yet completed.

(a). Electrical Challenges

The challenges are predominantly on issues related to old infrastructure i.e. overhead lines, underground cables, small sized cables and mini-substation

(b). Electrical Opportunities

There are significant social and economic spin-offs from the improved supply of electricity to communities. All the nodes as identified in the Spatial Development Plan (rural and urban nodes) must be effectively supplied with an efficient service.

Pounds

The Municipal pound in Burgersdorp does not meet the required standards as per the SPCA Regulation, dealing with the impounding of stray animals. The Municipality is working towards meeting the required standards of SPCA regulations.

The municipality will train staff to carry out this function by capitalizing on existing internal human capacity. Temporal facilities will be made available for Venterstad, Steynsburg, Aliwal North and Jamestown to impound stray animals as an interim measure until they can be transported to the Burgersdorp pound.

Areas of prioritized intervention

The municipality has prioritized the following as areas of intervention:

Considering pound as a revenue component

- Training to be done through LGSITA or DRDAR – Skills training
- Upgrade the pound and implement by-law dealing with stray animals
- Identification of a suitable site to impound animals in Steynsburg , Venterstad, Aliwal North and Jamestown
- Partnership with SPCA.
- Engagements with JGDM for funding

4.5 Municipal Health

Municipal Health Services is a power and function of the district municipality in terms of the National Health Act, 61 of 2003. The municipality focuses on issuing business licenses, cutting overgrown erven, enforcement of bylaws and related national legislation.

Health

The Primary Health Care function included immunization, communicable and endemic disease prevention, maternity care, screening of children, Integrated Management of Childhood Illness (IMCI) and child healthcare, health promotion, family planning and oral health care services. Primary Health Care services have since been transferred to the Department of Health with effect from July 2011. All personnel and movable assets were transferred with a formal transfer agreement. This excluded the fixed assets like buildings which are now rented by the Department with an option to maintain. The municipality is remaining with a responsibility to facilitate reasonable access of the service to the community.

There is a hospital in Burgersdorp, Aliwal North and one in Steynsburg. These hospitals all have hospital boards that meet on quarterly basis and they are chaired by Community Services Department political head and this structure is functional. The process for accreditation of the Burgersdorp and Aliwal North hospital as an ARV Centres has been completed and there is a fully functional wellness clinic. To counter the lack of a Hospital in Venterstad, the Venterstad Clinic was declared a Centre of Excellence with the understanding that it would remain operative to render 24 Hour care services. The attributed functionality of a Centre of

Excellence is not fully realized therefore a maternity obstetric Unit has been operationalized since December 2010 as an on-call service. In addition, five clinics (Burgersdorp, Eureka, Mzamomhle, Nozizwe, Steynsburg, Khayamnandi) and three mobile clinics (stationed in Venterstad, Steynsburg and Burgersdorp) service the municipal area. The community have also raised the need for the satellite clinic at Thembisa (presently housed in and operating from a hall), to be upgraded to a fully-fledged clinic. Broad Reach made a commitment to erect a fully-fledged clinic, that complies with the standards prescribed by the National Department of Health and this needs to be pursued. In all the mentioned clinics there are clinic committees that sits on monthly basis and chaired by community members. The sister in charge of a clinic is the secretariat of that structure to assist in typing minutes.

Health challenges

- High number of staff vacancies – retention and scarce skills (Systemic problem)
- Responsiveness to emergency services
- Maintenance of building
- Opening and closing times of health centers
- Inadequate space and privacy in the operation centres
- Unavailability of a hospital in Venterstad
- Clinics servicing large volumes of people
- Signage to the clinics

4.6 Service Delivery and Community Services

Community Halls

Council has passed a Policy to deal with Booking Conditions for Halls and Sport Facilities. The purpose of the Policy is to make the social facilities accessible to the community and at the same time to bring in revenue that can contribute to the maintenance of these assets. Maintenance plan for all amenities has been developed with funds set aside for this purpose.

Respective communities have access to a Community Hall within its ward. However, some halls need to be upgraded to the extent reflected below.

Table 7: Community Halls upgrading

LOCATION	WARD	NEED IDENTIFIED
Venterstad Town Hall	Ward 1	Major repairs and maintenance
Nozizwe Community Hall	Ward 1	Major Repairs and maintenance
Oviston Community Hall	Ward 1	Major repairs and maintenance
Venterstad Sport Ground Hall	Ward 1	Repairs and maintenance
Masakhane Community hall	Ward 11	Extension of hall
Burgersdorp Rugby Hall	Ward 03	Installation of air conditioning facility Fitting of ceiling Fitting of curtains
Burgersdorp Town Hall	Ward 11	Upgrading -finished
Khayamnandi Community Hall	Ward 2	Repairs and maintenance
Steynsburg Town Hall	Ward 05	Major Repairs and maintenance
Hilton Community Hall	Ward 09	Repairs and maintenance
Joe Gqabi Community Hall	Ward10	Repairs and maintenance
Joe Slovo Community Hall	Ward 8	Repairs and maintenance
Mzamomhle Community Hall	Ward 4	Upgrading of the hall
Thembisa Community Hall	Ward 5	Implementation of phase
Eureka Community Hall	Ward 5	Major Repairs and maintenance
Greenslade Community Hall	Ward 7	Major Repairs and maintenance
Mzingisi Bhilisho Community Hall	Ward 7	Repairs and maintenance
Area 13 – No Hall	Ward 6	To be prioritised for construction

Sports and Recreation Facilities

The Municipality has sports facilities in all areas and maintenance should be prioritized. A significant investment has been made however the following sports facilities need upgrading.

Table 8: Sports facilities in need of upgrading

Ward	Sports facilities	In need of upgrading	Action
Ward 5	Thembisa sports field	Yes	Lobby funding from DSRAC, Dept of Human Settlement and other potential sources
Ward 1	Venterstad sports field, phase II	Phase 2 completed	Utilization and maintenance plan.
Ward 1 to 3	Swimming pool	Yes	Lobby funding from DSRAC and other potential sources
Ward 2	Steynsburg sports field	Yes	Lobby funding from DSRAC and other potential sources
Ward 1	Oviston tennis court and swimming pool.	Yes	Follow up on submitted business plan with DSRAC
Ward 1	Sports field facility in Nozizwe	Yes	Business Plan submitted to National Lottery
Ward 2	Steynsburg indoor sport centre	New	Develop a utilization plan
Ward 3	Danie Craven Sports field project (Burgersdorp)	Yes	Lobbied funding from Nat. lottery to upgrade the Stadium. (Construction Started)
Ward 6	No sport facility	Need for a new project	To lobby funding for upgrading
Ward 7	Sports facility	Yes	To lobby funding for upgrading
Ward 8	Dukathole Stadium	Yes	Lobby funding from DSRAC, Dept of Human

Ward	Sports facilities	In need of upgrading	Action
			Settlement and other potential sources
Ward 8	Maletswai Stadium	Yes	Lobby funding from DSRAC, Dept of Human Settlement and other potential sources
Ward 9	Sauer Park Stadium	Yes	Budgeted
Ward 9	Hilton Stadium	Yes	Lobby funding from DSRAC, Dept of Human Settlement and other potential sources
Ward 09	Hilton Sports field	Yes	Lobby funding from DSRAC, Dept of Human Settlement and other potential sources
Ward 10	Springs Cricket field	Yes	Lobby funding from DSRAC, Dept of Human Settlement and other potential sources
Ward 11	Sarah Moroosi	Phase 2	Budgeted (Construction stage)
All wards	Fencing of cemeteries	Yes	MIG
All wards	Public toilets	Yes	Source funding

Libraries

Library services reside within Community Services Department. Library services are a Provincial competency that is performed on an agency basis by Walter Sisulu Local Municipality. There are eight libraries in WSLM; one is located in Venterstad, two in Steynsburg and three in Burgersdorp, one in Aliwal North and one in Jamestown. All libraries have been equipped with ramps to allow easy access to people with special needs except the Eureka library in Burgersdorp. Libraries are managed by the municipality through Service Level Agreement entered into with the Department of Sport, Recreation, Arts & Culture

(DSRAC). All libraries are capacitated with librarians and assistant librarians reporting to the Manager Libraries.

Project name	New project	Source of funding	of	Period	Area
Erection of memorial	New project	DSRAC		2018/2019	Dukathole

Table 9: Library Stats

Name of Library	Aliwal North	Burgersdorp	Eureka	Jamestown	Martin Luther Jr.	Mzamo mhle	Steynsburg	Venterstad	Total
Adults	491	517	144	93	35	38	194	300	1812
Juniors/ Youth	144	80	39	65	31	80	100	74	613
Total	635	597	183	158	66	118	204	374	2425

Budget

The Department of Sports, Recreation, Arts and Culture allocated an amount R1 497 000 for the current financial year.

The municipality is in the process of providing access to internet in all libraries.

Areas for prioritized intervention:

- Facilitate connectivity for the implementation of an electronic system/ICT
- Lobby for 100% funding of library services by DSRAC including personnel
- Training and development of staff

Cemeteries

Walter Sisulu has got graveyards in all towns in total they are 22, operational 9 and 13 closed/old however Burgersdorp and Venterstad is in need of land. Most of them need to be fenced.

4.7 Solid Waste Management

Walter Sisulu Local municipality utilises the Integrated Waste Management Plan (IWMP) of the Joe Gqabi District Municipality which was adopted in 2005 but is in the process of developing its own with the assistance of DEDEAT. Currently the municipality is collecting

refuse from 22004 formal households, 92 business premises, and 1600 Informal households. The municipality collects refuse once a week per household. Furthermore, the municipality is in possession of 2 refuse trucks for collections and 6 tractors with trailers for collection of garden refuse and illegal dumping.

All in all, waste management consists of collection, transportation and disposal of solid waste. In Venterstad, Burgersdorp, Aliwal North, Steynsburg, Jamestown waste management services are rendered on a weekly basis to most residents in the urban areas. Moreover, skip bins are located in strategic areas where illegal dumping is rife, as well as, in informal residential areas [for communal waste collection]. These are the elements of the IWMP of the Joe Gqabi District Municipality.

The municipality waste department is structured as follows:

- 1 Manager
- 1 Officer
- 5 Supervisors
- 10 Drivers
- 88 General workers

The fleet in this section is as follows:

- 2 Compactor trucks
- 5 Tractor and trailer
- 5 Bakkies
- 1 Frontend Loader

Table 9: Waste Management Projects

Project Name	New project	Source of funding	Period	Area
5 refuse trucks	New project	Budget	2018/2019	Aliwal North, Burgersdorp, Steynsburg, Jamestown, Venterstad
23 thousand Refuse bins	New project	Budget	2018/2019	Aliwal North, Burgersdorp, Steynsburg,

				Jamestown, Venterstad
3 Bulldozer for the landfill sites	New project	Budget	2018/2019	Walter Sisulu LM
3 Front end loaders	New project	Budget	2018/2019	Walter Sisulu LM
Licensing of landfill sites	New project	Budget	2018/2019	Aliwal North, Burgersdorp, Venterstad
Fencing of landfill sites	New project	Budget	2018/2019	Aliwal North, Burgersdorp, Venterstad
Pick it up project	New project	Budget	2018/2019	Aliwal North, Burgersdorp, Steynsburg, Jamestown, Venterstad
Transfer station	New project	Source funding	2018/2019	Aliwal North
Rehabilitation of landfill sites	New project	MIG	2018/2019	Aliwal North, Burgersdorp, Venterstad
Construction of landfill sites	New project	MIG	2018/2019	Aliwal North, Burgersdorp, , Venterstad

(a). Social Acceptability of waste management

The municipality manages 2 fully functional solid waste disposal sites – one is in Jamestown, one in Steynsburg. All these sites have permits and they are operational. The municipality has 3 closure waste sites with a licences i.e Burgersdorp 1 and Burgersdorp 2 and Venterstad. The Aliwal North waste license lapsed in 2009.

(b). Compliance with legislation

The Aliwal North, Burgersdorp and Venterstad waste sites are not fully compliant with either its applicable permit conditions or national legislation or both, e.g. the cells are filled with raw waste i.e no separation, daily covering and compaction. The municipality has reviewed and effectively implemented the Integrated Waste Management by-laws that are compliant with the current National Environment Management Waste Act (NEM:WA) of 2008. The waste management by-laws are not enforced due to non-availability of trained and appointed peace officers.

(c). Waste Challenges

Here are the waste related challenges experienced:

- Partial adherence to the permit conditions applicable to the waste disposal sites.
- Lack of capacity in terms of implementation waste hierarchy.
- The design of the site (Aliwal North) does not withstand the capacity of waste disposed on daily basis, and thus has negative implication on the life span of the site.
- The rest of other waste sites (Burgersdorp and Venterstad) were not engineered sites hence they have closure waste licenses.
- There are no weigh bridges to measure the incoming waste disposed as it is required by the Waste Information System Regulations.
- Poor access control in all landfill sites.
- Improper waste budgeting

(d). Waste Opportunities

The management, collection, control and disposal of waste can be an economic activity with spin-offs for poverty alleviation and improved environmental management. This could be successfully done if there is separation at source *i.e.* reduce, reuse and recycle. The municipality has Environmental Education Centre, Material Recovery Facility (MRF), Buy-back centre and Composting facility as means of waste diversion from disposal. MRF and Buy-back centre are operational.

(e). THREATS

- The Municipality have two landfill sites and two licence for landfill and one
- There is no leachate management plan; we are using the Joe Gqabi plan.
- Refuse are removed 100% from all households four times per month and daily from businesses.

- The municipality is currently using a Trade Effluent Policy of the municipalities as it is in a process of developing for WSLM.

(f) Waste Management Forums

The municipality is participating in the Joint Environmental Management Forum co-chaired by DEDEAT and Municipality, District Environmental Management Forum chaired by JGDM, and Provincial Environmental Quality Management Forum chaired by Provincial Waste Officer. All forums seat quarterly.

(g) Community Capacity Initiatives

There is a public awareness programme through education that is carried by the Municipality in all wards, the mitigation of illegal dumping and training of personnel. Public education outreaches were conducted in all wards by the staff in collaboration with the councillors and the ward committees on Environmental Management Issues: Waste Management and Air Pollution.

4.9 Environmental Analysis

Walter Sisulu Municipality's objective with regards to environmental management is to ensure conservation of natural resources that exist within its area of jurisdiction. Its function is derived and governed by the fundamental right to a clean environment as enshrined in the South African Constitution, a range of environmental and related legislations including, but not limited to the National Environmental Management Act of 1998 as amended.

4.9.1 Topography and slopes --- Drainage

Lowlands characterize the area with gentle slopes towards the south and southwest. Drainage patterns are towards the Orange River and Gariep Dam in the north. Burgersdorp, Venterstad and Steynsburg are prominent drainage features. Soils are dominated by clay and soils with shallow effective depths and characterized by high erodibility. The Orange River and Gariep Dam are major drainage features with a catchment area of approximately 37 000km². Venterstad and Oviston are situated in close proximity to the dam's flood level. The irrigation, farming and recreational possibilities of the dam and the river should be prioritized.

From Aliwal North westwards there are large flat plains of land that are interspersed with steep mountains and hills. Although very little land is suitable for cultivation, much land can be used for grazing. The scenery dictates / influences the type of land use activities that occur *i.e.* the type of agricultural activities. Agriculture is limited to specific land pockets. More than half of Maletswai LM is covered by strongly structured clayey soils. These soils can be classified into red or other coloured soils. More than 32% of the LM consists of red soils and 20% is coloured. The soil in Maletswai LM is greatly arid in its nature. In Maletswai area, soil is generally shallow and weakly developed. Crop and horticultural production in most of Maletswai area is severely limited (even with irrigation) due to the dominant soil types.

4.9.2 Climate

Moderate to fairly harsh climatic conditions prevail in the area with rainfall varying between 400 to 500mm per annum, falling mostly between October and March. Summer temperatures vary from an average maximum of 30°C to an average minimum of 15°C. Winter maximums and minimums are 15°C and -1°C, respectively. Prevailing wind direction is generally westerly to north-westerly, with equally dominant south-easterly winds during summer months.

Climate Change Strategy

The municipality is in the process of developing a Climate Change Strategy; the strategy will be used as a planning document and is to be incorporated into all sector plans. The strategy will look at climatic trends of the area and add new climatic data to try and determine future climatic trends; thus will assist with planning purposes.

Currently to manage climate change issues the municipality uses the district Environmental Plan and the Provincial Climate Change Strategy.

Projects that will emanate from the strategy will include developing educational posters to raise awareness about climate change both with staff and scholars throughout the area. The educational posters for schools will be developed for grades 10-12 as a supplementary education tool for teachers teaching subjects like natural sciences. Awareness campaigns will assist both with mitigation and adaptation to a phenomenon which will affect us and generation to come.

4.10 Biodiversity

Vegetation in the area is typical of Grassland Biome, which is a characteristic on the high central plateau of South Africa. A single layer of grasses dominates grasslands; however the amount of cover depends on rainfall and the degree of grazing. The area is dominated by the Eastern Mixed Nama Karoo vegetation with strong pockets of South-Eastern Mountain Grassland north of Steynsburg and in the eastern portion of the municipality. Pressure on biodiversity is due to alien invasive plant species replaces sensitive ecosystems.

The municipality has beautiful scenery of mountains and manmade dams in Oviston for tourism attraction, potential industrial growth and investment.

The municipality Burgersdorp Nature Reserve that is not effectively managed so as to attract tourism in the area and also to generate revenue during hunting seasons to manage the wild game so as to ensure the carrying capacity is maintained.

4.10.1 South Eastern Mountain grasslands

Key environmental parameter: this sweet grassland type is important land owing to suitable winter grazing. However, injudicious, selective grazing can convert it to sour-veld or result in the invasion of Karro Fynbos elements.

Economic uses: mainly grazing for sheep and cattle.

4.10.2 Dry Sandy Highveld Grasslands

Key environmental parameters: this grassland merges with the bordering Kalahari Thornveld to the west. Ackocks mapped the area west of Wessel born as Kalahari Thornveld due to the sandy soils of Kalahari origin, but floristically and structurally the vegetation today is grassland.

Economic uses; the erratic summer rainfall makes this a high risk area for agronomy. Crops, such as maize have replaced the grazing for which this area is better suited.

4.10.3 Eastern Mixed Nama Karoo

Key Environmental parameters: the north east region of eastern mixed nama Karoo is the only Karoo type in which fire is important in shaping the communities. This type has the highest rainfall of all the Karoo types and thus ecotonal to grassland. As a result it is very sensitive to grazing pressure and depending on stocking density and rainfall conditions, may resemble either grassland or Karoo.

Economic uses are too dry for crop production; however, this is the prime sheep and goat grazing area, producing much wool and meat. Irrigation along the Orange River is important; some of the dams on the Orange River occur in this vegetation type.

4.11 Geology and Mining

The geological units occurring in the area are mainly alluvium, dolerite, mudstone and sandstone. The area is generally characterized by deep soils with clay content. This gives way to shallow soils on red clay with poor drainage capabilities.

Mining (stone quarries and sand mining) is done illegally; needs permitting in terms of the Minerals and Petroleum Resources Development Act (stone, gravel, clay). Heavy mining (quarries and borrow pits); mining sites are left un-rehabilitated and this causes erosion and sedimentation of rivers. Mining sites are not licensed and therefore no one is obligated to rehabilitate the site. They pose a safety risk for local communities.

4.12 Water Resources

Water resources include Rivers, streams, and wetlands. Water resources need to be adequately monitored in order to safeguard both human and animal health.

Issues:

- Contaminated rivers and streams
- Potential loss of aquatic biodiversity
- Human health and environmental risks associated with poor water quality
- Eutrophication of water bodies/ water courses/ catchment
- Potential loss of recreational use of fresh water resources due to poor water quality
- Lack of monitoring programme for, pesticides and other hazardous pathogens content of rivers and streams

Main Causes:

- Inadequate, overloaded or defective sewage treatment infrastructure
- Lack of adequate storm water management
- Inadequate sanitation and leaching of human waste from informal settlements into water
- Leaching of pollutants from landfills

4.13 Air Quality

Air quality management in South Africa has recently undergone a major revision, with a shift from the source based air quality management approach under the Atmospheric Pollution Prevention Act (No. 45 of 1965) (APPA) to an ambient based approach under the National Environmental Management: Air Quality Act (No. 39 of 2004)(AQA). This change in air quality management approach has also seen a change in the responsibility for air quality management being devolved down from the national level to the local authority level (district and metropolitan municipalities).

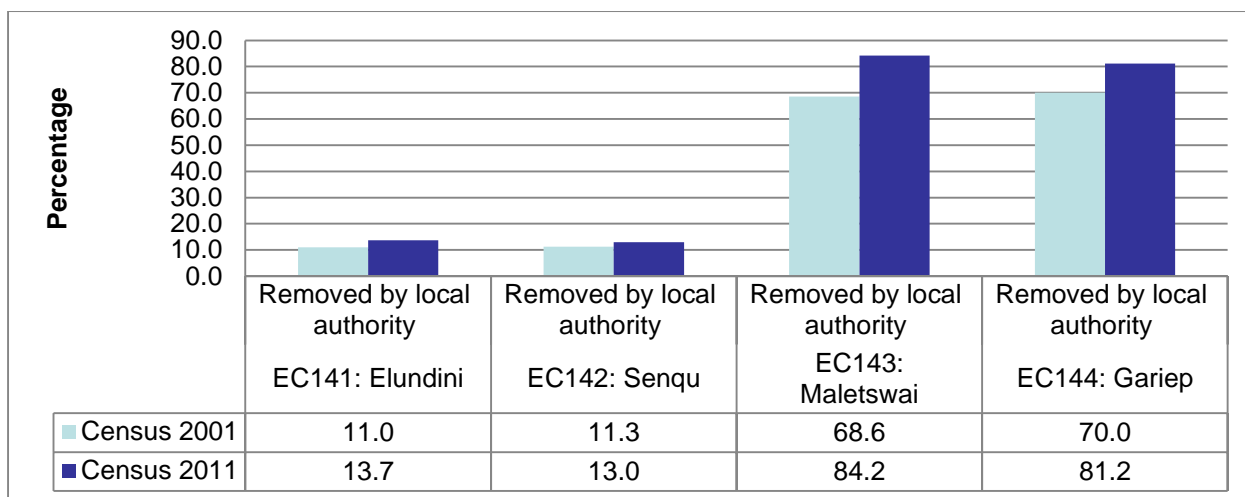
Under the new Act each local authority is responsible for the development and implementation of an air quality management plan as part of their Integrated Development Plans (IDP). The terms of reference for the AQMP (JGDM) have already been developed.

Causes:

- The public transport sector (taxis, trucking, buses) are responsible for emitting pollutants in the form of exhaust fumes.
- Burning of waste in landfill sites.
- Uncontrolled, extensive and unnecessary burning of grasslands.
- Lack of public awareness of air quality issues and legislated pollution prevention.
- Lack of appropriately skilled monitoring and enforcement

4.14 Solid Waste Management**4.14.1 District Wide Refuse Removal**

Gariiep and Maletswai municipalities do not have rural areas hence the high percentage of refuse removal reflection in both 2001 and 2011 census (see graph 9). In Gariiep all households are serviced every week.



Source: StatsSA Census

2011

Graph 1: Refuse Removal Status

4.14.2 Status of the Integrated Waste Management Plan

The municipality relies on and shares the District Integrated Waste Management Plan to guide integrated waste management at the local level. The Plan was adopted by Council in 2011 and a process to review has been initiated. Realising the limited capacity internally, initiatives to source and lobbying funding for the development of the institution's IWMP have yielded no positive results thus far.

During 2012/13 concerted efforts were considered to dispose of waste in a manner that does not adversely affect the environment. The Waste Management Policy shifted the focus away from a purely disposal function to the pursuit of waste avoidance, reduction, re-use and recycling. The plan identified the potential of a small scale composting project in Burgersdorp which will be explored further when the Gariep Waste Management Plan is developed. The plan is well implemented and assisting the communities and the livestock.

Gariep Local Municipality in exercising its executive authority to deliver all elements of waste management activities according to section 9 (1) of National Environmental Management; Waste Management Act , 2008 focuses on waste removal, (collection and transportation), street cleansing and waste disposal services relatively in compliance with National and Provincial Norms and Standards. The by – laws and focus areas include, *inter alia*: management of landfill sites, combating illegal dumping, creation of awareness and education on waste management and lastly recycling although still on a small scale. The Municipality has not reached the stage of separating and compacting waste as contemplated by legislation. Currently, waste is disposed of in a Municipal landfill site.

Following the requirement that all Municipalities must carry out waste management services, a Waste Management Officer was appointed. Moreover funding has been received for employment of additional staff on a temporal basis. The roles assigned to the officer encompass monitoring compliance of waste management activities in the Municipality, waste management planning and reporting, monitoring of adherence to norms and standards in the

delivery of waste activities and lastly enforcement of by – laws and prohibition of illegal dumping.

Department of Economic Development and Environmental Affairs are currently assisting in the monitoring and compliance with National Environmental Management Waste Act (NEMWA) and they assist in the implementation of educational programmes on waste management to schools and the community at large. The District Municipality runs a forum for all waste management officers and relevant directors from the four local municipalities.

The issues of illegal dumping are addressed by the waste management by-laws as there are fines attached for enforcement purposes. The following by-laws were adopted in November 2012 and are in line with NEMWA 2009:

- Dumping and littering
- Refuse removal, refuse dumps and solid waste disposal
- Waste management
- Air pollution control

The District waste management forum is coordinated at JGDM and all the local municipalities in the district form part; the forum seats on quarterly basis. The municipality established local waste management forum in June 2012 and the role players include waste management section, IDP unit, DEDEA, DEA, businesses and ward committees. Waste management awareness campaigns are held in schools on quarterly basis.

4.14.3 Percentage of people accessing refuse collection service

Refuse Collection services accessibility has grown by 10.4% since 2009 (See table 21).

Table 10: Refuse Collection Status

REFUSE COLLECTION SERVICES	
2001 CENSUS	2011 CENSUS
69.3 %	80.3%

Solid waste disposal services are rendered on a weekly basis to all 80.3% of the urban households in Gariep. The municipality does not render services to 19.7% households in the farming community which constitutes its backlog. These are mostly commercial farms and the occupants dispose of their own waste some utilising indigenous mechanisms. According to the Statistics South Africa Community Survey 2007, about 5.5% of households in Gariep make use of a communal refuse dump. There are 9 770 households in Gariep and all of these households are accessing waste management service i.e. house to house collection of waste.

4.14.4 Frequency of Collection

Household’s collection is conducted once a week and at businesses at least twice a week. The service is quite reliable guided by the roster which is strictly adhered to. When and where

there's a down time, employees resume as a soon as possible after the repairing of the collection tractors:

- There is pervasive underpricing for the waste services provided to the community and businesses;
- There is no sufficient budget for waste management activities within the institution;
- Clearing of illegal dump is performed in house sparingly due to non-availability of equipment and manpower.

The Municipality has the responsibility to ensure that all waste generated within the municipal area is collected, disposed of or recycled in accordance with the Municipal systems Act and that such collection and disposal or recycling takes account of the Waste Management hierarchy in the following:

- **Reduce:** Avoidance , waste minimization and waste reduction through our conscious educational programs and awareness campaigns, emphasis is put on waste avoidance, though this seem impractical we also put emphasis on waste minimization i.e. Communities are taught how to create less waste e.g. use tap water, instead of bottled water and ending with a useless bottle afterwards
- **Re-use:** Also through awareness campaigns emphasis is put on ways of re-using our waste e.g. utilize an empty ice-cream container as a tool box etc.
- **Recycle:** Initiatives are made to promote recycling, in Gariep municipality. Plans are in e living, the pipeline to mediate between recyclers and the market
- **Disposal:** Land-fill management and operation
- Waste is being classified e.g. green waste and rubble used as capping material and is temporarily stored for this purpose

The municipality is currently storing Green Waste for composting purposes in the Old Sewer pond in Burgersdorp with the main aim being to enhance sustainable development and the regulation of the provision of municipal service by a service provider

Through the use of EPWP incentive grant the municipality managed to intensify awareness on the above, 51 young people with metrics were appointed as casual workers to conduct house to house education including businesses.

4.14.5 Implementation of South Africa Waste Management System

Initiatives to establish and maintain waste management information system which records how waste is managed within the municipal area are in place. The information system entails information on waste generators, volumes that get disposed of, equipment utilised in order to facilitate monitoring of performance by municipality to enable future planning.

4.14.6 Landfill sites

The three major towns each has a landfill site, currently they are all licensed. In Burgersdorp two landfill sites are licensed for closure, the currently utilized and an old site. Steynsberg is licensed for operation and Venterstad is licensed for closure. Monitoring of the landfills has been intensified. Landfill sites are demarcated and spotters have been assigned by the municipality to control access and to record waste volumes at all three landfill sites. Initiatives

are in the pipeline for recording volumes of waste going into landfills on a daily basis as well as monitoring the class of waste going to the landfills.

Other initiatives that are being implemented include:

- Signage (No dump signs)
- Landfill/Dump site
- Signage at the landfills
- Erf – Composting areas
- Recycling area
- Name and portfolio of the operator
- Training of all the operators of our landfills

4.14.7 Strategies employed to reduce, re-use and recycle

The Municipality has appointed a manager that will work with general workers on waste. Gariep municipality together with DEDEA have implemented a plan to create awareness around the dangers of illegal dumping and have identified options for possible recycling projects. Continuous cleaning campaigns are being implemented in all schools within the Gariep area.

A bottle recycling project is being implemented; recycling of boxes can be profitable but requires sufficient storage space and an accessible market. The closest market outlet is in Bloemfontein therefore high mass or bulk will have to be accumulated to yield a sizable profit. One of the propositions being looked at is to merge Steynsburg and Burgersdorp recyclable paper groups with the view of collectively collecting sufficient waste to cut costs and attract markets.

There is no formal recycling project at the moment, but there are residents that are reclaiming in the Burgersdorp landfill site. They are dealing mainly with steel and tin. The municipality is in the process of formalising them through the Local Economic Development Unit. There have been initiatives taken to attract the market (buyback centre) to the Gariep area (Master Recyclers).). Advocacy has been the main tool used to sensitize the community about the 3 Rs (Reduce, Reuse and Recycle Partnerships are yet to be developed with Free State recyclers in pursuance of an economic development initiative and this has shown remarkable progress.

4.14.8 Service rendered internally or externally

Gariep Local Municipality in an effort to efficiently carry out one of the objects of Local Government of providing a safe and healthy environment exclusively renders waste management services internally however on a minimal scale.

4.14.9 National target

The information below serves as the national targets influencing municipal targets:

- Securing ecologically sustainable development while promoting justifiable economic and social development.

- Avoiding and minimizing the generation of waste.
- Reducing, re-using, recycling and recovering waste.
- Promoting and ensuring the effective delivery of waste services.
- Treating and safely disposing of waste as a last resort.
- Remediation of land where contamination presents a significant risk of harm to health or the environment.
- Achieving integrated waste management planning.
- Sound budgeting and financial management for waste services.
- Adequate staffing and capacity for waste management.
- Effective monitoring and reporting on performance with waste functions.
- Effective compliance with and enforcement of waste regulations.
- Ensure that people are aware of the impact of waste on their health, well-being and the environment.

The Municipality has prioritised protection and improvement of the municipal environment of Steynsburg, Venterstad and Burgersdorp to improve the quality of life and conserve its biophysical and socio-economic resources. The spatial development further poses restrictions on development that should not be permitted if it will:

- Damage or degrade valuable natural resources and / or sensitive ecosystems such as wetlands, rivers, streams and estuaries, sensitive dune areas, sensitive coastal areas, special plant communities and habitats of threatened species of fauna and flora
- Cause unacceptable visual damage
- Cause unacceptable pollution of air, water or land, or nuisance by way of smell, noise or light
- Cause or increase danger, from flooding, erosion (of soil and / or coastline) or road traffic
- Destroy, sterilise or prejudice the use or enjoyment of an important resource, such as the best agricultural land, water, landscape, townscape, wildlife, cultural or historic sites and objects, recreational assets or potential, or tranquillity or be inefficient in the use of water or other natural resources, or impose an unacceptable load on existing or potential water supplies and other natural resources.

4.14.10 Available Resources

Waste Management section has 29 general workers responsible for collection, disposal and cleaning illegal dumping areas together with spotting in the landfill sites. There are supervisors staggered in three administration units. Overall coordination is performed by the Waste Management Officer headed by Community Service Director who provides a strategic direction for the entire department including waste Management Section. There is huge skills gap and some of the personnel are not trainable due to low literacy level.

This section does not receive maximum performance due to insufficient availability of equipment for collection of waste both domestic and garden waste. The available equipment is shared between Technical Services and Community Services.

Waste management plants and equipment comprise various device machines used for treating, converting, disposing and processing wastes from various sources. These can be

classified on the basis of the type of waste to be disposed like organic, inorganic, biodegradable, and so forth or on the basis of source of waste like electronic waste, medical waste. Further, the management of wastes can include processing solid, liquid, gaseous or radioactive substances, with different methods and equipment needed for each.

4.14.11 Waste Disposal

There are no transfer stations currently and only one landfill site is permitted. Refuse is collected with tractors and trailers. Two other functional sites are not permitted nor licensed according to DWA. The Department of Environmental Affairs appointed Consulting Engineers to assess Gariep's waste facilities in 2010 and to make recommendations which are contained in the Gariep Readiness Report. The Report indicates that Gariep has five landfill sites and all of these were assessed and the findings are reflected in the under listed recommendations tabulated per landfill site. The municipality has the responsibility of purchasing refuse plastic bags six times per cycle for all households and the distribution is conducted once in two months; the cost per cycle is R80 000 and the total budget comes to the tune of R480 000.

4.14.12 General Challenges

With regard to waste management the municipality has identified the following challenges:

- Disposal of waste is a significant challenge and this is leading to lack of compliance with legislation, water, air and aesthetic pollution which is not good for both economic and social development
- Enforcement of by laws is still our greatest challenges as they are not yet effected therefore severe punishments cannot be imposed to offenders
- Cost effectiveness of current services is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning
- There is insufficient personnel and lack of skills
- Personnel are not actually trained in waste management; they lack skill to perform their duties optimally
- Lack of funding to purchase refuses collection equipment
- Unavailability of Integrated Waste Management Plan impedes implementation of waste management initiatives
- Informal recycling initiatives.
- Disposal of waste is a critical challenge and this is leading to lack of compliance with legislation, water, air and aesthetic pollution which is not good for both economic and social development
- Cost effectiveness of current services is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning
- Lack of sanitary landfill sites.

4.14.13 Areas with solid waste removal

Gariep municipality is responsible for waste management which includes street sweeping collection, transportation and the disposal of solid waste. The landfill sites in Burgersdorp, Venterstad and Steynsburg are currently operating. There are forty four officials working in the Refuse Removal Section. Two tractors with trailers are in use in Burgersdorp (1 needs to

be repaired) and three edge cutters and one kudu mower. In Steynsburg there are three tractors with trailers and one kudu mower (currently not working). Venterstad has one small mower and one tractor in working order but not road worthy

4.14.14 Waste Removal

According to the National Waste Management Strategy the National target is that all households including in rural areas must receive the basic service i.e. collection of household waste. This target has been reached since 100% of households in Gariiep have access to the waste services.

The level of service is absolute basic i.e. collection, transportation and disposal. There is no separation at source and recycling initiatives are still at conceptualization to give effect to the objectives of the “Waste Act” although.

All areas within Gariiep Local Municipality are receiving the minimum level of waste management services as presented below (table 22). Waste service standards are depicted in table 23.

Table 11: Waste removal frequency

TOWN	AREA	FREQUENCY
Burgersdorp:	Buitendag	Once a week
	Mzamomhle	Once a week
	Eureka	Once a week
	Harmony	Once a week
Steynsburg	Westdene	Once a week
	Town	Once a week
	Greenfields	Once a week
	Khayamnandi	Once a week
Venterstad	Nozizwe	Once a week
	Lycumville	Once a week
	Town	Once a week
	Oviston	Once a week

Table 12: Waste Service Standards

WARD 1: VENTERSTAD					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Nozizwe	1272	1272	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation

WARD 1: VENTERSTAD					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Lyciumville	502	502	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Venterstad Town	316	316	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Oviston	301	301	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
WARD 2: STEYNSBURG					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Khayamnandi	1295	0	1500	86%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Westdene	227	0	250	91%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Greenfield	625	625	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
WARD 3: BURGERSDORP AND STEYNSBURG					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Burgersdorp Town	550	550	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Steynsburg Town	1079	1079	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
WARD 4: MZAMOMHLE AND EUREKA					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Mzamomhle	1330	1330	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
Eureka	515	515	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation
WARD 5: TEMBISA					
Name of settlement	Number of households	Service Level			Intervention required
		Above RDP	Below RDP	% Service Level	
Tembisa	999	999	0	100%	Refuse removal equipment (trucks, loaders and compactors) Refuse bins for each to introduce separation

The service standards rated above only applies to waste collection; avoidance, reduction and separation recycling are not yet implemented as according to waste hierarchy. Collection is done to all households at least once a week.

The opportunities around waste accrue from the management, collection, control and disposal of waste can be an economic activity with spin-offs for poverty alleviation and income generation, waste minimization and recycling, skill development, job creation and improved environmental management.

4.14.15 Management of Landfill Sites

The Old Burgersdorp landfill site and Old Oviston disposal site have both ceased to operate but still require rehabilitation works; building rubble is disposed at Burgersdorp old disposal site therefore it must be fenced to prevent illegal dumping. The Oviston site is not fenced or gated. The closed waste disposal sites at Burgersdorp and Oviston must be rehabilitated in terms of a Closure Plan and it will have to be established whether these sites have a secondary end use. According to the minimum requirements as reflected in the National Environmental Management Act, 1998 (Act No.107 of 1998) all landfill sites must be fenced, access controlled, all volumes going to the landfill should be measured and closure permits obtained for the old landfill sites.

The municipality has three operational landfill sites in all three units (Burgersdorp, Venterstad and Steynsburg Landfill Sites) with only one fully licensed (Steynsburg Landfill site) and operating in compliance with the minimum conditions prescribed by the NEMA.

Venterstad is operating without permit although registered in the Municipal Infrastructure Grant (MIS) for development in 2014/2015. Gariiep municipality applied and received approval for MIG funding to develop a new landfill site at Venterstad to cater for Venterstad and Oviston. The project cost is estimated at approximately R 2.4 million; the site is currently not fenced and this poses a challenge to animals since access is not controllable. The Gariiep SDF has identified land for the establishment of new landfill sites which is inclusive of Venterstad.

Burgersdorp landfill site although fenced is not permitted and operates in an old quarry. Environmental Impact Assessment and risk assessment study is in progress for the determination of a new landfill site. Three sites have been identified in line with the Municipal Spatial Development Framework. The Municipality will be appointing a service provider to conducting all the preliminary studies and planning towards the development of Burgersdorp and Venterstad Landfill sites as envisaged.

To regularize the sites, preliminary costing pertaining to the permitting, construction, operation and closure of these existing waste disposal sites in accordance with the DWAF Minimum Requirements, 1998 are reflected (see table 24).

Table 13: Waste sites costing and recommendations

Landfill Location	Regularize need	Amount	Recommendation
Old Burgersdorp	Closure Licence	R9,298,541.00	Rehabilitate
Old Oviston	Operating Licence	R2,128,636.00	Rehabilitate
Burgersdorp (In use)	Operating Licence	R2,486,536.00	Identify new site
Venterstad (In use)	Operating Licence	R1,424,656.00	Identify new site
Steynsburg (In use)	Operating Licence	R2,969,152.00	Also to serve Oviston

The municipality has identified the following areas for prioritized intervention:

- Development of Burgersdorp and Venterstad Landfill Site
- MSA Section 78 assessment to determine a suitable service delivery mechanism given the prevailing situation of lack of capacity
- Development of Waste management Plan
- Purchase of fleet
- Rehabilitation and closure of old disposal sites in Burgersdorp and Oviston
- Intensification of educational programs
- Signage to be erected in all three towns
- Employees need to be skilled and trained in waste management
- Fencing of waste management site at Venterstad
- Waste and Environmental by laws

4.14.16 Environmental Stakeholder Priorities

Priority issues raised by stakeholders across the municipality and during community based planning include the following issues (only issues relevant to environmental management are included the following:

- Environmental Protection
- The natural environment must be taken into account in all stages of project cycles
- Environmental sustainability must be taken into account.
- Efforts be made to conserve and rehabilitate land, biodiversity and historic places
- The protection of the environment is key to the economic growth of the area
- Waste Management, food hygiene, cleanliness and health safety should receive attention

Environmental Challenges

- **Waste management:** Lack of consistence on education and awareness, there are numerous cases of illegal dumping; at times community members with full knowledge and access to such facilities still dump at illegal localities.
- Lack of coordination of environmental management activities
- Lack of environmental by-laws

- Lack of funding
- **Sewage spillages:** Sewerage spillages (water and land pollution) are also not properly monitored. These are the most frequent type of environmental pollution. Unfortunately, their frequency is very high due to poor management and insufficient funding for maintenance.
- Environmental awareness is limited
- Environmental issues are not prioritized
- No guidelines or monitoring of subcontractors
- No environmental guidelines/awareness for contractors
- No formal process for responding to non-compliances
- Lack of communication on pollution event.

The municipality has identified the following areas for prioritized intervention:

- Environmental awareness training
- Improved enforcement
- Environmental guidelines
- Job specific training (e.g. identification of hazardous waste)
- Legal updates on environmental legislation
- Have people dealing specifically with environmental management
- Funding environmental related projects.
- Environmental Awareness Projects
- Wetlands month in February yearly
- Water week in March yearly
- Environmental week in June yearly
- Arbor Week in September yearly

5.1 Disaster Management

Disaster Management is the function of the Joe Gqabi District Municipality. There is a Management Policy and Framework for the whole of Joe Gqabi District Municipality including Walter Sisulu Local Municipality. There is a Disaster Management Satellite Operational centre which services Aliwal North, Jamestown, Burgersdorp, Steynsburg, Venterstad and farm areas – and these centres cater for disaster management such as fire fighting. The centre operates on a full time basis. The chief fire officer was appointed at a District level. There is an agreement between the municipality and the Disaster Management unit of the District Municipality and adjacent municipalities on fire fighting, and there is a constant interaction.

The district disaster management unit informs management of disasters within the municipality as per the district plan. The District Disaster Management Centre located in Aliwal North municipality has developed strategies and programmes for vulnerable people and risks. With regard to disaster management bylaws the municipality utilises the district fire bylaw.

The Municipality has a functional Disaster/Risk Management committee that seats quarterly and is chaired by a councillor.

5.2 Managing high risk developments

The District Disaster management unit plays an advisory role through constant engagement with the affected parties, e.g. the use of landfill strip as well as Aliwal Spar. Although the municipality has not established a functional disaster management unit, risks assessments and awareness campaigns for both fires and national disasters are conducted. Local fire associations also assist in conducting risks assessments.

5.2.1 Fire services tariffs

Fire services tariffs were developed, adopted and implemented at the district level with the community fire safety bylaws.

The Disaster Satellite Offices (Aliwal North and Burgersdorp) are functional, but with limited staff of one Disaster Management Officer in each office. The district has seconded two fire fighters who are trained in Basic Fire Fighting Level 1 and 2 together with First Aid Levels 1 and 2 by the District Disaster Management Unit. They were also afforded an opportunity to be capacitated on Hazard awareness and containment in cases of spillages. Data base of trained volunteers is available although there is greater need for a refresher course.

Major incidents reported in the past year were related to drowning due to heavy rains and floods structural fires, and veldt fires and few were related to storm at normally leads to collapse of buildings. Turnaround around time has been slow due to unavailability of equipment. Awareness campaigns are also implemented although on a small scale and had a minimum impact due to unavailability of promotional material.

Shortage of ambulances remains a critical challenge in the area; there is only one ambulance per town responsible for both referrals and emergencies. An intervention for provision of additional ambulances has been forwarded to the Office of the MEC for consideration.

Risk areas include veld/forest fires in the mountains and the farm areas.

Areas for prioritized intervention

The municipality has prioritized the following as areas of intervention:

- Revival of structures as mandated by the Disaster Management Act
- Provision of equipment and capacity building
- Clarification of roles and responsibilities regarding fire fighting through signing of memorandum of understanding
- Provision of support for farm fire fighting committees
- Lobby for the provision of three additional ambulances

5.2.2 Veld and forest fires

There is a plan of the district to address veld and forest fires and other kinds of the disasters (floods and oil spillages).

5.2.3 Environment Management: Air Quality Management

Walter Sisulu Local municipality utilises the Environmental Management plan (EMP) of the District Municipality. The Air Quality Management function is performed totally by the JGDM and they have offices of environmental Health Practitioners in Aliwal North and Burgersdorp that services the entire municipality. The Municipality does not have its own AQMP, we are currently using the one of JGDM which Walter Sisulu LM actively participated in its development.

The EMP details the State of the Environmental Report (SOER). The municipality is committed to ensure environmental sustainability through developing environmental planning tool such as the environmental framework, aquatic ecosystem, ecological infrastructure and wetlands bioregional plans.

Climate change strategy

The municipality is in the process of sourcing funding for developing a Climate Change Strategy; the strategy will be used as a planning document and is to be incorporated into all sector plans. The strategy will look at climatic trends of the area and add new climatic data to try and determine future climatic trends; thus, will assist with planning purposes. Currently to manage climate change issues the municipality uses the district Environmental Plan and the Provincial Climate Change Strategy.

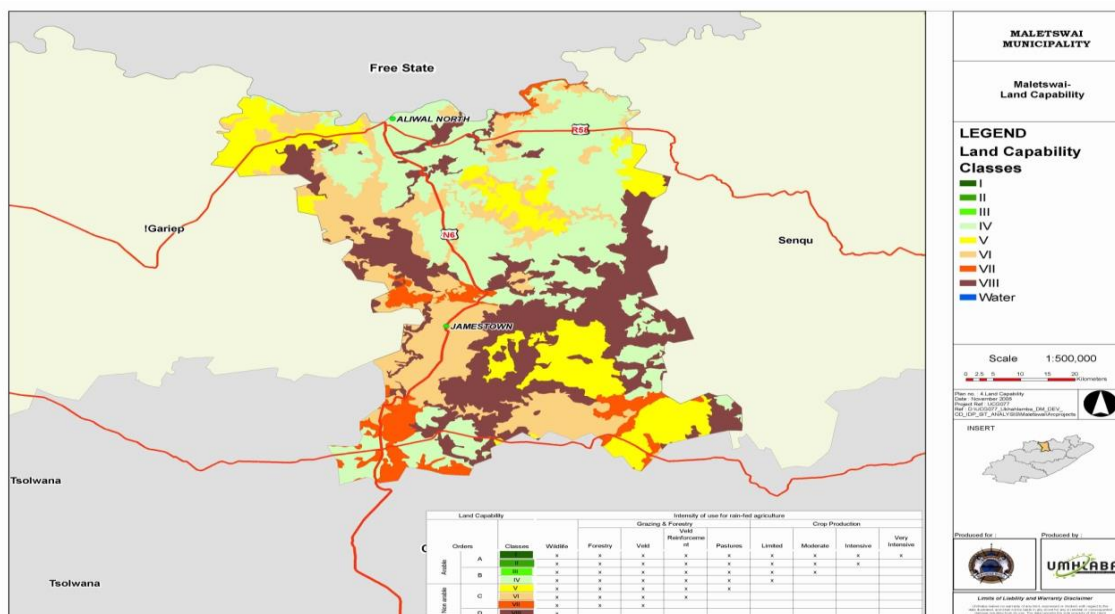
Projects that will emanate from the strategy will include developing educational posters to raise awareness about climate change both with staff and scholars throughout the area. The educational posters for schools will be developed for grades 10-12 as a supplementary education tool for teachers teaching subjects like natural sciences. Awareness campaigns will

assist both with mitigation and adaptation to a phenomenon which will affect us and generation to come. In influencing climate change the Municipality is implementing the following projects:

- Solar energy project Dreunberg
- Geysers as a plan going forward
- Promotion of none motorized mode of transport
- Implementing Recycling Project
- Waste management project

5.2.3.1 Biodiversity

The municipality has beautiful scenery of mountains and manmade dams in Oviston for tourism attraction, potential industrial growth and investment. The future middle housing development are expected in Aliwal North and Burgersdorp as it is one of the areas with better resources and this is expected in 2018/19 financial year. The advantage of the available land it has got all services like bulk water and electricity Maletswai Local Municipality has the second highest percentage of arable land (with limitations) in its coverage (32.9%) after Elundini Local Municipality at 42.9%. The diagram (below) indicates the land capability in Walter Sisulu Local Municipality and particularly in Aliwal North, which foreshadows those areas which are suitable for cultivation and grazing, in accordance with the 8 standards categories of land capability.



Vegetation in the area is typical of Grassland Biome, which is a characteristic on the high central plateau of South Africa. A single layer of grasses dominates grasslands; however the amount of cover depends on rainfall and the degree of grazing. The area is dominated by the Eastern Mixed Nama Karoo vegetation with strong pockets of South-Eastern Mountain Grassland north of Steynsburg and in the eastern portion of

the municipality. Pressure on biodiversity due to alien and indigenous invasive plant species replaces sensitive ecosystems.

- The municipality has beautiful scenery of mountains and manmade dams in Oviston for tourism attraction, potential industrial growth and investment.

South Eastern Mountain grasslands

- Key environmental parameter: this sweet grassland type is important land owing to suitable winter grazing. However, injudicious, selective grazing can convert it to sourveld or result in the invasion of karroidfynbos elements.
- Economic uses: mainly grazing for sheep and cattle.

Dry Sandy Highveld Grasslands

- Key environmental parameters: this grassland merges with the bordering Kalahari Thornveld to the west. Ackocks mapped the area west of Wessel born as Kalahari Thornveld due to the sandy soils of Kalahari origin, but floristically and structurally the vegetation today is grassland.
- Economic uses; the erratic summer rainfall makes this a high risk area for agronomy. Crops, such as maize have replaced the grazing for which this area is better suited.

Eastern Mixed Nama Karoo

Key Environmental parameters: the north east region of eastern mixed nama Karoo is the only Karoo type in which fire is important in shaping the communities. This type has the highest rainfall of all the Karoo types and thus ecotonal to grassland. As a result it is very sensitive to grazing pressure and depending on stocking density and rainfall conditions, may resemble either grassland or Karoo.

Agricultural activities in Walter Sisulu Local Municipality include livestock farming, piggery, crop production, Ostriches, emerging and commercial farming.

LAND STATS IN GARIEP LM

Commonages	13'344 ha	Land Capability Livestock farming (non arable land suitable for grazing)
Game Farms/Nature Reserves	16'000 ha	
Black owned	9854 ha	
White owned	844'475 ha	
Municipal owned	883'673 ha	

Name of Farm	Size in ha	Location
Waterval	1182	Burgersdorp
Siberia	897	“
Helvetia (de wet)	1140	“
Dunkeld	1230	“
Quarry (Commonage)	?	“
Eureka (Commonage - brickmaking)	?	“
Twee Koppies	1249	Venterstad (5246 ha)
Kareefontein	1394	“
Bravo (Lekkerdraai)	560	“
Moreson	836	“
Tolkop	1207	“
Vlakdrift	?	“
Oviston (Golf Course)	?	“
Retreat	2211	Steynsburg
Kliphewel	1436	Steynsburg

Farmers	Farming Activities
Approximately 190 farmers for about 6000 ha of land	Livestock production Crop Farming Poultry Piggery

The number of cattle's, goats and sheep's in Walter Sisulu Local Municipality per unit

Livestock				TOTAL
Cattle	1231	1120	940	3291
Sheep	5492	563	356	6411
Goats	1284	460	500	2244
	8007	2143	2736	11946

Geology and Mining

- The geological units occurring in the area are mainly alluvium, dolerite, mudstone and sandstone. The area is generally characterized by deep soils with clay content. This gives way to shallow soils on red clay with poor drainage capabilities.
- Mining (stone quarries and sand mining) is done illegally; needs permitting in terms of the Minerals and Petroleum Resources Development Act (stone, gravel, clay). Heavy mining (quarries and borrow pits); mining sites are left un-rehabilitated and this causes erosion and sedimentation of rivers. Mining sites are not licensed and therefore no one is obligated to rehabilitate the site. They pose a safety risk for local communities.

Agricultural Infrastructure

The infrastructure is fair and usable in the area, However there are areas that need to renovated and or revamped

- Roads - The roads to the commercial and emerging farmers is in good condition as it is maintained by the District Municipality
- Electricity – Electricity is the main challenge particularly with emerging farmers and it is where the government need to assist
- Housing – Houses for farmers in the commonages areas are not available as these people reside in the Townships
- Water – Stock water is the main challenge currently because of scarce rain and the boreholes are dry and some of the windmills were destroyed by the strong winds of the area, Earth dams no longer visible because of poor maintenance
- Fencing – Fencing is no longer the main challenge even though in some areas next to the townships remains a challenge

- Handling facilities – They are all in good conditions however need to be built even in other areas of the municipality

5.2.3.2 Water Resources

Water sources of Walter Sisulu Local Municipality include Gariep Dam, Rivers, Boreholes and streams. Water resources need to be adequately monitored in order to safeguard both human and animal health.

Issues:

- Contaminated rivers and streams
- Potential loss of aquatic biodiversity
- Human health and environmental risks associated with poor water quality
- Eutrophication of water bodies/ water courses/ catchment
- Potential loss of recreational use of fresh water resources due to poor water quality
- Lack of monitoring programme for, pesticides and other hazardous pathogens content of rivers and streams

Main Causes:

- Inadequate, overloaded or defective sewage treatment infrastructure
- Lack of adequate storm water management
- Inadequate sanitation and leaching of human waste from informal settlements into water
- Leaching of pollutants from landfills

Oviston Nature Reserve

1. Oviston (Oviston Nature reserve) and Aliwal North (Buffelspruit nature reserve) areas are the protected areas in Walter Sisulu Local Municipality, the size of the reserve- Oviston Nature Reserve is 16000ha and Buffelspruit is 1330ha

2. Protection of the resources

- Game management- internal culling
 - External culling
 - SA Hunting Packages
 - Game Capture
- Tourism Management- Lodges
 - Picnic
 - Game viewing point
 - Angling club
 - Entrance
- The animals are counted on annual basis
- Field ranger patrol the reserve daily basis and report to management
- Collect ecological information
- Fence – in some areas of the reserve fence comply with CAE- Certificate of Adequate Enclosure. Field rangers patrol fence on a daily basis and report damage on

the fences. The Management of these reserves liaise with Department of Environment Affair for permits

1. Climate

Moderate to fairly harsh climatic conditions prevail in the area with rainfall varying between 400 to 500mm per annum, falling mostly between October and March. Summer temperatures vary from an average maximum of 30°C to an average minimum of 15°C. Winter maximums and minimums are 15°C and -1°C, respectively. Prevailing wind direction is generally westerly to north-westerly, with equally dominant south-easterly winds during summer months.

2. Advisory

Most models are showing the development of an El-Niño toward autumn through to the winter season albeit ENSO's limited influence during this time of the year, particularly the winter season. More relevant conditions that drive the climate system of our regions are not clearly unfolded as yet. Thus the forecasts remain uncertain for rainfall and temperature conditions for the large part of South Africa. The forecasting system is showing a tendency of wetter late-autumn season for the south-western part of South Africa with a likelihood of well above normal rainfall conditions. As we go to the winter season the probabilities for above-normal rainfall condition is persisting. The temperature forecasts show a tendency for cooler conditions for most of the country toward the winter season with no clear direction for the autumn season. Other international forecasting systems indicate a tendency of a warmer autumn for most parts of South Africa.

3. Recommendation

There are indications for the extreme wet conditions for the south-western part of the country despite the confidence level of the forecast being low. It is highly recommended that shorter timescale forecasts be monitored for the development of conditions that may change or strengthen the current forecast as some of the climate drivers may change their behaviour in a relatively short period.

4. State of Climate Drivers

Observations show that ENSO is currently at weak El-Niño condition. Most of the forecast model's predictions indicate the strengthening of [El Niño](#) condition through the austral autumn to winter seasons. The impact of ENSO on the climate of our region is more noticeable during the austral summer season. The Indian Ocean Dipole ([IOD](#)) remains in a neutral phase through autumn toward winter. The IOD is found to influence rainfall activity in our region particularly during spring. The Southern Annual Mode ([SAM](#)) is predicted to remain in the positive phase for the coming few weeks. The SAM is found to affect South African rainfall by regulating the south/north ward positioning of the mid-latitude Jet stream and transport of associated air masses from the southern Atlantic Ocean and its impact is more pronounced in winter. (Source: South African Weather Service: 24March 2017)

5.3 Human Settlement

Housing function is vested with the Provincial Department of Housing. The Housing Sector Plan was adopted and reviewed and identified objectives, strategies and areas of intervention. The Department of Housing reviewed the Housing Sector plan during the 2014/15 financial year;

The housing section comprised of the following:

1 x Human Settlement and Land Use Manager, 2 x Senior Housing Officer (1 X Aliwal North and 1 x Burgersdorp) and 3 x housing Officers (1x Burgersdorp, 1x Venterstad and 1x Steynsburg) and 3 Housing clerks, 2x Aliwal North.

The physical area is characterized by a distinctive settlement and land use pattern, encompassing five urban settlements, with areas outside of the urban area consisting of commercial farms. The prevalence of extensive farming in the district historically resulted in the formation of service centres, i.e. Aliwal North, Jamestown, Venterstad, Steynsburg and Burgersdorp along the main transport routes. These urban centers offer services and retail facilities to the surrounding rural hinterland.

Urban settlement growth has resulted in the provision of low cost housing thereby creating a significant shortage of available middle income houses, especially in the towns. Likewise, there is also a need to improve the central business districts of these areas to stimulate economic growth in the retail and manufacturing sectors.

In all five of the towns there are a large portions of vacant land that is suitable for residential development. Ownership is vested in the municipality which will expedite land release for housing development. Land for future housing development has been identified near Joe Gqabi in Aliwal North, Jamestown, Greenfields in Steynsburg, Takalani in Venterstad and Eureka, Thembisa, Oviston and Burgersdorp Town. The future development that attracts more development is Burgersdorp and Aliwal North.

The municipality has approved planning maps as well as an asset register for land. The valuation roll was updated in 2016 however suppliers are currently updating the valuation roll and the Land Asset Register is updated on a monthly basis. Both have been placed under the custodianship of Budget and Treasury. The draft SDF has proposed identified low, medium and high density development in all five towns. The population density is very low in the Walter Sisulu area and although limited in-migration from Karoo has occurred there is no large scale land invasion experienced in the area hence plan for land invasion policy is in a developmental stage (Building control by – law).

In terms of land claims the municipality had 4 claims submitted and were dealt with effectively and therefore there is no land claim to hinder progress on housing development; the entire area earmarked for housing delivery belongs to the municipality. The municipality has a draft Comprehensive infrastructure plan that was developed in 2017 May. The Comprehensive

Infrastructure Plan (CIP) indicates the level of service that the municipality will provide for land parcels for current and future use.

The municipality has a 1.6 percentage of informal settlement; most of the areas are formal in nature with proper structures such as bricks and new technology.

Human settlement Types

Statistics from South Africa's Community Survey 2011 provides data on the types of main dwellings in Walter Sisulu Local Municipality. It is indicated that there are 22004 households in Walter Sisulu Municipality who live in a house or brick structure on a separate stand or yard.

Table 1: Types of main dwelling in Walter Sisulu LM

	Hou seho lds	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11
House or brick structure on a separate stand or yard	9,511				2,007	2,000	1,119	1,230	1,362	1,793		
Traditional dwelling/hut/structure made of traditional materials	85				49	9	8	4	6	8		
Flat in block of flats	371				7	50	22	196	76	20		
Cluster house in complex	19				4	1	-	11	3	-		
Townhouse (semi-detached house in a complex)	53				4	-	1	32	16	-		
Semi-detached house	167				12	-	2	23	124	7		
House/ flat/ room in backyard				218	1	22	28	61	66	40		
Informal dwelling (shack, in backyard)	430				12	65	77	22	37	217		
Informal dwelling (shack not in backyard e.g. in an informal or squatter settlement or on a farm)	1,180				22	14	137	524	20	463		
Room/flatlet on a property or larger dwelling/ servants quarters/ granny flats	22				1	1	3	9	7	1		

	Hou seho lds	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11
Caravan/ tent	1					-	-	-	1	-	-	
Other	50					15	4	1	5	17	7	
Total Households	12,105					2,134	2,167	1,398	2,115	1,733	2,557	

(b). Human Settlement Backlog

The demand for housing is increasing in the former Maletswai area, due to increased migration patterns from the farms, neighbouring towns and other parts of the province and the decentralization of provincial and National Government Directorates it is estimated that the municipality would need to provide 12 000 housing units in keeping up with the current demand.

(c). Informal settlements

The plan below indicates that there are approximately 1 600 informal settlement structures in Aliwal North and Steynsburg and no informal structures in Jamestown and Venterstad. There are moves in place to address the whole housing backlogs in the municipality, and also, ensure that everyone is housed in a conducive place.

The following table presents a summary of all the spatial proposals:

Table 2: Spatial Proposals/Housing Backlog

Housing Type	Town	Location	Type of Project	Estimated No. of sites
Low Cost/ Subsidy Housing/ In Situ Upgrading / Formalisation	Aliwal North	Block H, Hilton, Phola Park and Chris Hani		550 infill sites
	Aliwal North	420 sites (part of Area 13), 101 sites IDT	Subsidised housing	521 units
		Rectification of Consolidation(90+87)	Subsidised housing	146 units
		Area 13(26 non commissioned)	Subsidised housing	26
	Jamestown	250	Subsidised	250

Housing Type	Town	Location	Type of Project	Estimated No. of sites
	Aliwal North and Jamestown	172 Dukathole, 140 Block B Hilton 94 and 244 Old Masakhane	Rectification	650
BNG	Aliwal North	Joe Gqabi Extension	BNG (Incl. middle to high)	4000
Middle to High Income residential	Aliwal North	Bird's Eye View	Private Developer	284 units
	Aliwal North	Arborview	Private Developer	24 units
Emergency Houses	N/A	N/A	N/A	N/A

While some of the above projects are still at a conceptualisation phase while others having been in the early phases of planning – they have been identified by the IDP and Spatial Development Framework (SDF) of the municipality. The provision of houses remains the sole responsibility of the Dept. human settlements and municipality only plays the facilitating role. The facilitation responsibilities of the municipality include but not limited to:-

- the identification of suitable land for housing development
- nature and type of service levels both bulk /internal through CIP
- engaging communities on suitable types of houses to be built
- compiling of beneficiary list and submission to the Dept. of human settlements for scanning and approval
- engaging other sector dept. for provision of other services

The Multi-Year Housing Development Plan Data prepared by Urban Dynamics for Directorate of Human Settlements in 2003, indicates that Walter Sisulu Local Municipality has the highest number of households still residing in informal dwellings.

Table 3: Urban Dynamics

ITEM	NUMBER OF HOUSEHOLDS
Households informal dwellings Aliwal North	12219
Households informal dwellings Aliwal North	1500
Households in formal dwellings Jamestown	2,308
Households informal dwellings Jamestown	0
Households informal dwellings Burgersdorp	-
Households in informal dwellings Burgersdorp	-
Households in formal dwellings Steynsburg	-
Households informal dwellings Steynsburg	100
Households informal dwellings Venterstad	-
Households informal dwelling Venterstad	-

The following table represents the level of informal housing in Walter Sisulu Local Municipality. This table only reflects informal housing in urban areas and does not take into account traditional houses in the townships and informal dwellings thereof.

Table 4: Level of Informal Housing in Walter Sisulu LM

Level of Informal housing in Maletswai		
	Census 2001	RSS 2006
	% households	% households
Eastern Cape	10.9	5.7
Joe Gqabi DM	6.9	5.0
Walter Sisulu Local Municipality	30.5	19.6

To deal with the massive migration of people from the farms to the towns and those who reside in the informal settlements due to housing shortage there is rental space in the town and those who do not qualify are put on the waiting list.

There are 9 housing projects, consisting of 3,450 units, have been approved to the value of R85, 684, 074.00 in the Aliwal North and Jamestown area, only 7 have been completed.

The table below reflects the subsidies that were received by Maletswai municipality:

Table 5: Housing Projects in Aliwal North and Jamestown

Project/Town	No. houses	Total amount	Balance at 31 Dec 2007	Comments
Aliwal North Area - 5 R/L 1 project no 425	1,220 units	R29,197,400	R27,799	Completed
Aliwal North: Hilton – R/L 2	89 units	R2,675,375	82,011	2 outstanding
Aliwal North: Dukathole project no. 040	330 units	5,958,072	366,070	Completed
Aliwal North: Dukathole Cons. Project no. 757	100 units	3,898,400	3,898,400	Completed
Aliwal North: Area 13.	300 units	10,546,437	135,000	Completed
Jamestown	359 units	6,141,780	365,048	Completed
Masakhane R/L 2 Project no. 509 -	858 units	25,109,6109	113,500	Completed
Dukathole	743 units			Under Construction

5.4 Control of land invasion

The municipality is in full control of land invasion and no new informal settlements are allowed. When a shack dweller acquires a formal house it is expected that the dweller dismantles the shacks and leaves the land vacant. The municipality is applying the Prevention of illegal Eviction from and Unlawful Occupation of Land Act 19 of 1998.

5.5 Land Claims

There are no land claims that may hinder housing development within municipal jurisdiction.

Walter Sisulu Local Municipality Land Issues

The 30% PLAS target is 263 500 hectares. In terms of financial costs, using R2500 as a cost per hectare, this translates into: 263500 hectares x R2500 = R6'587 500'00 in 5 years. Per annum, about 52700 hectares of land must be transferred at a cost of R131'750 000'00.

The following challenges were identified in relation to Land:

- Land is needed to accommodate about 5000 urban housing units
- Additional land is needed for the extension of commonages
- Land for off-farm land tenure for farm workers

- Little has taken place in the municipality in relation to land reform
- Restitution claims not yet completed
- No database of farm workers who need on-farm land tenure.

Land Reform Targets

The Area Based Land Reform Planning in Walter Sisulu Local Municipality should take the following land needs into consideration:

- **Housing:** For housing developments about 195 hectares of land are required. Moreover, the provision of land tenure security for farm workers' households, mostly of farm.
- **Agriculture:** Speeding up the finalization of outstanding rural restitution claims.
- **Land Degradation:** Access to more land for animal grazing in order to reduce land degradation.

5.6 Land Audit

The District developed an Area Based Plan in 2010 and issues of land audit, commonages, land ownership, land redistribution, land restitution and land tenure reform.

Table 6: Land Reform Situation

Land Situation	WSLM
Communal	0
Farms	8786
Redistributed	327
Percentage	3.7
Restitution Claims	4
State land	0
	61
Forestry, conservation	77
TOTAL AREA	8929
30% PLAS Target	2635
30% Target per annum	527
Est. cost per annum (at R2500 per hectare	52700ha x R2500 =R131'750'000

Source: District Area Based Plan 2010

5.7 Land Revitalization

The municipality has started a programme in this financial year which is funded by the Directorate of Environmental Affairs (DEA) with 15 million to rehabilitate the land degradation in Jamestown.

5.8 Credible land audit

There is an area based plan for all Municipalities designed in 2010 and in addition there is a land asset register which is audited annually.

5.9 GIS

The municipality is relying on the District to get Geographical information report on its data. The municipality is getting maps on environmental sensitive areas, geographical locations etc.

5.10 Housing demand

According to the study conducted there is an immediate demand of 14282 houses in all wards.

6.1 Political Structure

Walter Sisulu Local Municipality is a Category B Municipality (Local Municipality) and comprises 22 Councillors, including the Mayor and the Speaker; 15 Councillors represent the African National Congress (ANC), 5 Councillors represent the Democratic Alliance (DA), 1 Councillor represents the Economic Freedom Fighters (EFF) and 1 Councillor represents the Maletswai Civic Association (MCA), of the 22 Councillors, 11 are Ward Councillors for the respective wards, with the remaining 11 being Proportional Representative Councillors of their respective political parties in Council.

The Municipality has a Collective Executive System combined with a Ward Participatory System. The former allows for the exercise of executive authority through an Executive Committee in which executive leadership is collectively vested, and the latter allows for matters of concern to the wards to be dealt with by Ward Committees established by the wards.

Within the context of the above, the Mayor and Speaker both hold office as full time public office bearers; this enables the Mayor to provide political leadership and direction to the municipal bureaucrats and the Speaker, as Chairperson of Council, to ensure oversight, accountability, integrity, discipline of office, and the efficient running of Council meetings.

Whereas, the Municipal Council must, within the municipality's financial and administrative capacity and having regard for practical considerations exercise the municipality's executive and legislative authority and use the resources of the Municipality in the best interests of the community where developmental decisions are made to meet the needs and improve the quality of life of the citizens living in Walter Sisulu as regulated in the delegation framework.

Council meetings [with the exception of in-committee] are open to members of the public. Ordinary Council meetings take place at least four times per annum, whereas, Special Council meetings are convened when important issues arise that require urgent attention of the Council. On the other hand, the standing committees (Section 79 & 80) of Council are established and being reviewed from time to time, to strengthen the oversight role of Council on the performance of the administration. The standing committees sit monthly and are chaired by Executive Committee members except for the MPAC. The municipality does have other adhoc Committees that are chaired by other councillors not necessary by the members of the executive committee.

On 23 August 2016, the following standing committees were approved:

Executive Committee

Hon. Cllr. Bulelwa Khweyiya (Chairperson)

Cllr. Nora Ngubo

Cllr. Daan Hartkopf

Cllr. Vania Davids

Technical Services Committee

Cllr Nora Ngubo (Chairperson)

Cllr Moahlodi Mokhoabane

Cllr Babalwa Ndika

Cllr Xolani Mabusela

Corporate Services Committee

Cllr Vania Davids (Chairperson)

Cllr Zwelithini Mqokwana

Cllr Yandiswa Zweni

Cllr Mavuyelile Solani

Financial Services Committee

Cllr Daan Hartkopf (Chairperson)

Cllr Zuzani Masina

Cllr Zukiswa Mangali

Cllr Mxolisi Mdumisa

Cllr Vuyisile Schoeman

Community Services Committee

Hon Cllr Bulelwa Khweyiya (Chairperson)

Cllr Margaret Mtshingana

Cllr Lukhanyo Nkunzi

Cllr Evin Theron

Municipal Public Account Committee (MPAC)

Cllr Zwelithini Mqokwana (Chairperson)

Cllr Zukiswa Mangali

Cllr Mavuyelile Solani

Cllr Zukiswa Mangali

Cllr Vuyisile Schoeman

Office Of the Municipal Manager

Cllr Mavuyelile Solani (Chairperson)

Cllr Vania Davids

Hon Cllr Bulelwa Khweyiya

Cllr Daan Hartkopf

Cllr Nora Ngubo

Ethics & Rules Committee

Cllr Yandiswa Zweni (Chairperson)

Cllr Margaret Mtshingana

Cllr Mavuyelile Solani

Performance Committee

Cllr Babalwa Ndika

The seat of Council is situated in Burgersdorp. The Municipality consists of 11 Ward Committees constituted by 10 Ward Committee members per ward, bringing it to a total of 110 Ward Committee members, which significantly contribute to the participatory interface between the community and Council. The Councillors, as part of their political mandate, ensure that the needs of the community are reflected in the Integrated Development Plan (IDP) - and that these are prioritised and translated into strategic objectives and strategies, which inform the development projects for implementation in the Service Delivery and Budget Implementation Plan (SDBIP). The relations between the Ward Committee and ward community are cordial. Meetings are regularly held to tackle the problems that emanate within wards.

6.2 SETTING OBJECTIVES AND STRATEGIES IN TERMS OF THE KEY PERFORMANCE AREAS OF THE 5-YEAR LOCAL GOVERNMENT STRATEGIC AGENDA

For the Walter Sisulu Local Municipality to effectively address its priorities, it was decided that the strategic objectives and strategies would be structured and linked to programmes and projects in the format of the 5-year Local Government Strategic Agenda, also taking into considerations of the Outcome 9 outputs, and Local Government 10-point plan. The Key Performance Areas are listed as follows.

- 1. KPA 1: Basic Service Delivery**
- 2. KPA 2: Institutional Development and Transformation**
- 3. KPA 3: Local Economic Development;**
- 4. KPA 4: Financial Viability**
- 5. KPA 5: Good Governance and Public Participation;**

The Local Government 10-point plan, in which the municipality takes into consideration focuses on the following:

1. Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management.
2. Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED).
3. Ensure the development & adoption of reliable and credible Integrated Development Plans (IDPs).
4. Deepen democracy through a refined Ward Committee model.

5. Build and strengthen the administrative, institutional and financial capabilities of municipalities.
6. Create a single window of coordination for the support, monitoring and intervention in municipalities.
7. Uproot fraud, corruption nepotism and all forms of maladministration affecting local government.
8. Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system.
9. Develop and strengthen a politically and administratively stable system of municipalities.
10. Restore the institutional integrity of municipalities.

In view of the foregoing, Outcome 9 [on the other hand] promotes a responsive, accountable, effective and efficient local government system. Moreover, outcome 9 arose from principles of the best performing municipality as envisaged in the Local Government Turn-Around Strategy (LGTAS). Amongst the key outputs of Outcome 9 are the following:

- Output 1: Implement a differentiated approach to municipal financing, planning and support
- Output 2: Improving access to basic services.
- Output 3: Implementation of the Community Work Programme
- Output 4: Actions supportive of the human settlement outcome
- Output 5: Deepen democracy through a refined Ward Committee model
- Output 6: Administrative and financial capability
- Output 7: Single window of coordination

In view of the above strategies, Walter Sisulu Local Municipality, commits itself of serving with passion, and thus improving access to essential and basic service – furthermore, with limited resources but yet committed in removing infrastructure backlogs. Furthermore, the municipality is committed in partnering with [all] stakeholders, government Directorates, community and others in society in ensuring that an integrated service is provided for the inhabitants of greater Walter Sisulu Local Municipality thus minimising the cost of providing the service and investing in areas that have the economic potential.

6.3 MAINSTREAMING OF SPECIAL GROUPS

There is a functional Special Programmes Unit that exists in Walter Sisulu Local Municipality. Youth, people with disabilities, women and elderly have been mainstreamed in the Integrated Development Plan of the municipality as a priority issue. The Special Programmes Unit forums are in place and are functional. Budget for mainstreaming is divide into youth programmes R40 000, Elderly R30 000, people living with disabilities R30 000.

YOUTH

There is no budget allocation in 2017/18 for the implementation of the Garden of Eden Project, which is progressing well. This is a sustainable pottery craft making initiative, which is expected to generate sustainable income. The Umlawu Youth Printing Project is an existing initiative that designs and copies motives onto T- Shirts, creates calendars which are laminated for re-sale to the public. The project constitutes 5 project members who are all active and the project is progressing well.

The unemployed youth also benefited from the beautification programmes in all five towns Buy Back Centre, the municipality has initiated the Orange River project in Aliwal North that was identified as priority of youth in their Indaba in Aliwal North.

HIV AND AIDS

HIV and AIDS is a cross cutting issue with no boundaries, which has an impact on youth, women, elderly and local economic development. It has a serious global, national and regional social, economic and health impact, and it contributes to the deepening of poverty. The Eastern Cape Aids Council has adopted theses five quantified goals as part of reducing the AIDS prevalence:

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- 1) Reduce HIV incidence in the EC by 50% (from 1, 14% to 0, and 74%)
- 2) Reduce TB incidence by 50% and STI incidence by 50%
- 3) Initiate at least 80% of eligible patients on antiretroviral treatment, with 70% alive and on treatment five years after initiation.
- 4) Reduce the number of new TB infections, as well as the number of TB deaths, by 50% (from 62 865 in 2010 to 31 443 in 2016)

According to the available information, HIV prevalence in the Walter Sisulu Local municipal jurisdiction is estimated to be around ten percent (10%) with every forty (40) individuals presenting themselves to test for HIV, four (4) are positive. Over four thousand (4000) individuals are on antiretroviral treatment (ART).

The Walter Local Municipality Integrated Development Plan (IDP) has identified HIV and AIDS as one of the municipal priority areas. The IDP also recognizes the fact that the HIV pandemic has serious repercussions in the socio-economic development of the municipality. To combat its effect there is a Draft HIV and AIDS strategy which will be tabled to Council during the 2018/19-financial year.

The HIV / Aids awareness campaigns are conducted internally and externally. The municipality invest in its communities and its workplace through implementation of community and workplace HIV/ Aids programs. The Directorate of Health peer educators assist in identifying Directorate needs and implementation of Directorate HIV/ Aids programs. They also assist in condom distribution and monitoring of consumption of condoms. The prevention programmes are aimed at preventing new HIV, STI and TB infections and re-infections to those already infected.

Walter Sisulu Local Municipality will establish Local Aids Council that will sit on quarterly which consist of all government Directorates and NGO's where stakeholders report on HIV / Aids programs. The role of the municipality is to coordinate HIV / Aids programs in the local area.

6.4 INTER-GOVERNMENTAL RELATIONS (IGR)

The working relations between sector departments and the municipality have been consistently cordial. Whilst some sector departments attend the IDP Representative Forum, others do not. Officials who lack the requisite authority to take decisions on behalf of their departments represent some of those who attend. This is an area that requires much attention. On the other hand, the Local Communicators Forums (LCF), an IGR structure comprised of the municipality's communicators, sector department communicators, Community Development Workers and Ward Committees has not been established for Walter Sisulu Local Municipality, however, in this regard, the ward-based War Rooms aims to address similar objectives.

6.5 INTER-MUNICIPAL PLANNING PROGRAMS

LAKE GARIEP INITIATIVE:

The Lake! Gariiep Development Initiative (LGDI) concept was created out of a need from communities, municipalities and provincial government structures to integrate conservation and development initiatives around the Gariiep Dam Complex into a single initiative for the development of the area and poverty alleviation. To achieve this a Tri-District Alliance, comprising the Joe Gqabi, Pixley ka Seme and Xhariep District Municipalities was established in 2002 to a) explore the potential cross boarder opportunities, b) influence national and provincial policies affecting the area, and c) enter into joint ventures for mutual development.

While this project was initiated in 2002 no progress has been made with regard to its implementation.

While not part of the LGDI, the private sector tourism product owners surrounding the Gariep Dam have developed a marketing plan around the products centred on the Gariep Dam called the Lake Gariep Route. This route incorporates and consolidates a number of different tourist activities and accommodation establishments in the towns of Bethulie, Burgersdorp, Colesburg, Donkerpoort, Edenburg, Gariep Town, Novalspont, Oviston, Philippolis, Smithfield, Springfontein, Steynsburg, Trompsburg and Venterstad. This route is now being marketed by the private sector by means of a website and brochures.

The following project seeks to facilitate cooperation between the various role-players in the LGDI as well as improve relationships with the private sector, thereby promoting the Lake Gariep as a tourist destination. Part of this project includes the establishment of key infrastructure to promote the Gariep Route.

Projects that out of this initiative are the Fishery project in Venterstad, construction of tourism office in Bethulie and VanderKloof Dam.

SERVICE LEVEL AGREEMENTS

The Council entered into a service level agreement with the Ikhala Public FET College on the placement of their students for experiential learning and sharing of resources and expertise in the area of Human resource management.

Furthermore, moves are already afoot to conclude a Service Level Agreement with the Joe Gqabi Economic Development Agency on the management of the Aliwal Spa and development of a private hospital in Aliwal North. The SLA with the Directorate of Roads and Transport on the provision of vehicle testing and driving license services is still operational. The Directorate of Sport, Recreation, Arts and Culture renewed its SLA with the municipality on the provision of library services to the communities. There is no Service level agreement between Joe Gqabi and Walter Sisulu Local Municipality on billing of water and sanitation as Joe Gqabi has taken the billing function.

6.6 COMPLAINTS MANAGEMENT SYSTEM

(a) Suggestion boxes

A suggestion box can be found in each of the municipal offices - Jamestown, Aliwal North, Burgersdorp, Steynsburg and Venterstad. The Municipality has developed a functional website where people are encouraged to submit their complaints, suggestions and compliments on the performance of the municipality and on service delivery. The suggestion boxes are cleared on a weekly basis and suggestions/comments/complaints escalated to the relevant Directorates for attention.

(b) Social Media

The Municipality has active social media platforms: Facebook, Twitter, Instagram and YouTube used to engage with the public, as well as to manage complaints raised on a daily basis by the community. The social media platform predominantly used for the purpose of Complaints Management is the Municipality's Facebook page. The page is checked daily (weekdays) for complaints and all posted reports are escalated to the relevant department for attendance. This platform is also used for the purpose of notifying the public about power outages, water outages, public meeting, etc.

(c) Presidential Hotline

The President of the Republic of South Africa launched the Presidential Hotline nationally in 2009. It is instrumental in defining a government that understands the needs of its people and responds faster to those needs. The initiative does not ask if government will or is able to provide the services. It focuses on how government should improve the service by working faster and smarter. Members of the public are allowed to raise issues pertaining to delivery of services, fraud and corruption. This will obviously assist in unblocking service delivery matters. Currently this service is not operational at the municipality, owing to a shortage in human resource to carry out this function.

6.7 SOCIAL COHESION

Social cohesion is about improving a way the community interacts – ensuring that all its members can participate in social activities and access services without suffering a sense of exclusion (*Botho Humanity Ubuntu*) based on their ethnic background, faith, disability or age. It is a way to promote interaction and understanding between different groups of people in society, and through this generates a sense of trust and community spirit.

In this regard, the Walter Sisulu Local Municipality Mayoral Cup competition is aimed at sports development for the youth, Gospel Competition that harnesses young people from all races, and a Christmas Party for the Elderly held annually. These programmes contribute to Nation building programs. The tournament also assists with the following:

- Regenerates positive moral values of young people both in school and out of school;
- Promotes healthy and positive lifestyle;
- Elevates the profile of sports, recreation, arts and culture in the area;
- Focuses on mass participation in sporting activities at provincial level;

- Enables youth expose exclusive talents and gifts and last but not least minimizes crime rate, teenage pregnancy, substance abuse and HIV/AIDS pandemic.

Various sector departments play an important role such as funding and technical support in this socially driven activity.

ANTI –FRAUD AND CORRUPTION STRATEGY

The council will adopt anti-fraud and corruption strategy in 2017/18 financial year as one way of strengthening its fight against fraud and corruption. The roll out plan will be entailed in the strategy itself. As a build up to its adoption and a way of raising employees’ awareness about the existence of such policies, a workshop will be held comprising municipal officials and employees. There will be Fraud and Corruption committee which will meet on a quarterly basis.

The Risk Committee Charter will be developed and the committee will also ensure the implementation of the fraud prevention plan.

6.8 MUNICIPAL AUDIT

The Municipal Manager is responsible for preparation and fair presentation of the financial statements to the Auditor General in a manner required by the Municipal Finance Management Act,56 of (Act No 2003).Below please find the table showing Audit opinions of erstwhile local municipalities and one audit report of Walter Sisulu Local Municipality

MUNICIPALITY	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Gariep Local Municipality	Adverse	Qualified	Qualified	Qualified	Not Applicable
Maletswai Local Municipality	Qualified	Unqualified	Unqualified	unqualified	Not Applicable
Walter Sisulu Local Municipality	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Anticipated audit outcome is to maintain Unqualified with no matters of emphasis

INTERNAL AUDIT FUNCTION

Each municipality has an internal audit unit, which must advise the accounting officer and report to the audit committee on matters relating to a range of financial issues and performance management. The internal audit function may be outsourced if the municipality requires assistance to develop its internal capacity and the council has determined that this is feasible or cost effective. Walter Sisulu municipality is in the process of establishing a fully functional internal audit unit.

The internal audit unit is operating in line with the approved institutional charter which is aligned to section 165 and circular 65 of the Local Government Municipal Finance Management Act; Act 56 of 2003. The internal auditor's scope of work is embedded into their risk – based internal audit plan each financial year.

INTERNAL AUDIT CHALLENGES

Communities want more assurance around stewardship and accountability in their respective municipalities. To effectively do this is still a challenge. Section 165 and 166 of the Municipal Finance Management Act, 2003, put an obligation on all municipalities to establish audit committees and internal audit units. The costs of establishing internal audit units and audit committees can be high especially if well-qualified staff is needed.

The risk of not establishing internal audit functions is that there is diminished accountability around funds being received and spent. There is increased risk of problems (with high financial and human resource costs) occurring that could have been prevented. High tendency not to comply with MFMA and DORA reporting compliance, which might result in that funds be withheld.

INTERNAL AUDIT LEGISLATION

Municipal Finance Management Act, 2003 (Act 56 of 2003)

MFMA Circular 65

Reports on good governance

6.9 AUDIT AND RISK COMMITTEE

The Municipality does not have an audit & risk committee yet, however, processes are underway to establish the Audit & Risk Committee for the municipality, however the municipality does have risk management officer who conducts risk management on quarterly basis and risk charter and risk register has been developed.

Maintaining of Audit File

There is a clear AFS process plan developed taking all latest standards in consideration. Furthermore; maintaining of all necessary records is crucial and the Municipality is making sure that a proper audit file exist and ready for audit.

Annual Financial Statements Road Map

Date	Required	Responsible	Progress to date
	Memo to Municipal Manager: Disposal of Obsolete Assets	CFO	
	List of Obsolete Assets	BTO Manager	
	Inform the auctioneers of intention to sell	CFO/BTO Manager	
	Prepare Summary List of all items to be disposed of	BTO Manager	
	Prepare advert on intention to dispose of	Senior Procurement Officer/BTO Manager	
	Auction Advert placed on newspaper (2 weeks)	Senior Procurement Officer/BTO Manager	
	Auction of Obsolete Assets	Douglas and Botha	
2017/05/16	Memorandum to All Departments regarding Supply Chain	BTO Manager	
	restriction in respect of acquisition of goods effective 30 May 2017		
2017/05/26	Consolidate AFS of Gariep & Maletswai	BTO Manager	
2017/06/15	Submit Count procedures to the Auditor General	AGSA/Finance dept.	
2017/06/19	Mubesko Update on Directives regarding Unbundling	Luhann/EMS	
2017/06/30	Roll forward of the prior AFS	BTO Manager	

2017/06/30	Update on Roll forward and project unbundling	CFO/BTO Manager	
31/05/2017	Closing off/cut-off payment to creditors	All depts..	
2017/06/30	Closing off receipting of all revenue	Finance	
2017/06/30	Billing for June 2015	Revenue	
2017/06/30	Biological Assets count	AGSA/Tech Dept/Finance Dept.	
2017/06/30	Inventory count	AGSA/Finance/Electrical Depts.	
2017/06/30	Asset Count (High Risk/Value assets 100% count)	AGSA/Finance Dept/All Depts	
2017/07/07	Submission of latest Trial Balance to BTO Manager	Manager Finance	
2017/07/14	Payment of Creditors	Expenditure / Supply Chain	MIG o/s invoices (Neo to do recon on MIG)
2017/07/14	Fixed Assets Register ready for audit	Assets Clerk / Internal Audit	
2017/07/14	Prepare a trial balance and submit to BTO Manager	BTO Manager/ Raletula	FMG balance will be allocated to ACC function. MSIG (Neo to do recon)
2017/07/14	Supporting schedules (All balances and tra	Finance dept	

	nsactions)		
2017/07/14	Work-in-progress list/Incomplete projects - Commitments	Finance/Technical/Community	
2017/07/14	Balancing Salary Control Account		
2017/07/14	Balancing Salary Advance Control Account	B Lesiea	
2017/07/14	Balancing All Creditors Control Accounts	B Lesiea	
		B Lesiea	
2017/07/14	Account for Retention on Capital Projects		
2017/07/14	Account for Grants on Capital Projects - Recognition	N Raletula	
2017/07/14	Account for all other Grants - Recognition	N Raletula	
2017/07/14	Account for Interest on Investments - Recognition	N Raletula	
2017/07/14	Account for Interest on Loans - Recognition	N Raletula	
		N Raletula	
2017/07/17	Reconciliation of Rental Registers		
2017/07/17	Reconciliation of Hall Deposits Register	Y Lisa	
2017/07/17	Recociliation of Sportsfield Deposits Register	Y Lisa	
2017/07/17	Reconciliation of Debtors Control Accounts	Y Lisa	
		Y Lisa	
2017/07/17	Analysis of Sale of Game		
2017/07/17	Values for Game	Jurie Wessels	

		Jurie Wessels	
2017/07/24	Provision for Landfill sites calculations		
2017/07/24	Preparation of the Unauthorised, F&W Expenditure	Finance dept	
2017/07/25	Employee Benefits Calculations	Finance dept	
2017/07/25	All Provisions	Finance dept	
2017/07/25	Depreciation	Finance dept	
2017/07/28	Putting together an audit file	Finance dept	
	All contracts for the year		
	List of Leases (Split between Operating and Finance)	Internal audit unit	
	Age Analysis (Debtors and Creditors)	Internal audit unit	
	Leave Accruals (complete list of all employees)	Internal audit unit	
	Approved and contracted in commitments	Internal audit unit	
	Approved but not yet contracted in commitments	Internal audit unit	
		Internal audit unit	
2017/08/04	Finalize Preparation of Closing Journals	Internal audit unit	
2017/08/04	Submit Trial Balance to BTO Manager		
		BTO Manager/ Finance Dept	
2017/08/07	BTO Manager to compile AFS	BTO Manager/ N Raletula	
		BTO Manager/ N Raletula/Finance dept	
2017/08/10	Draft AFS submission by BTO Manager to Siyanda for Review		

2017/08/14	Siyanda submits draft AFS with recommendations post review		
2017/08/18	Presentation of AFS to Management by BTO Manager	Finance dept	
2017/08/18	Copy sent Internal Auditors for comment	Kobus	
		Finance dept	
		Municipal Manager	
2017/08/21	Submission of AFS to Audit Committee for comments		
2017/08/22	Submission of AFS to AGSA for overview analysis/comments		
2017/08/10	Refinement of AFS/adjustment for comments made	Municipal Manager	
2017/08/14		Municipal Manager	
2017/08/18	Discussion of AFS with Management	Finance Dept	
2017/08/18			
	Discussion of AFS Audit Committee	Finance Dept	
2017/08/21	Final Adjustment of AFS	Finance Dept	
2017/08/22			
2017/08/10	Submission of AFS to AGSA + Audit file	Mubesko/Finance Dept	
2017/08/14	Submission of Annual Performance Report + Evidence file		
		Finance Dept	
		Municipal Manager	

6.10 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Council established council Oversight Committee in accordance with section 129 of the MFMA on the 23 August 2016. The committee meets on a quarterly basis and is composed of the following members: Cllr Z Mqokwana as the Chairperson, Cllr Z Mangali, Cllr M Solani & Cllr

V Schoeman and there is a vacant position of the late Cllr B Ndika. MPAC strengthens the oversight arrangements in the municipality and to ensure the efficient and effective use of municipal resources.

WARD COMMITTEES

Section 152 of the Constitution of the Republic of South Africa, 1996, places the participation of communities at the centre of service delivery as well as other matters of Local Government. The Local Government Municipal Structures Act, 117 of 1998 and the Municipal Systems Act, 32 of 2000 provides the legislative framework for the establishment of Ward Committees. Section 73(3) of the Municipal Structures Act provides that:-

“A Metro or Local Council must make rules regulating the procedure to elect members of a Ward Committee, taking into account the:-

- need for women to be equitably represented in a Ward Committee;
- need for a diversity of interests in the ward to be represented;
- circumstances under which those members must vacate office; and
- frequency of meetings of Ward Committees.”

With a ward participatory system, in terms of Section 12 Notice of 2016, the establishment of Ward Committees is of essence to achieve a participatory democracy in such a framework.

Ward Committees for Walter Sisulu Local Municipality were established through a process that began in November 2016 calling for the nomination of Ward Committee members, which culminated in the election of Ward Committees throughout the 11 municipal wards. Ward Committees are functional and chaired by the Ward Councillor across all 11 wards and there are cordial relationship between ward committees and the communities. All ward committees sits once a month and ward meetings are also held on monthly basis. Through the Mayoral outreach programmes and IDP REP Forums the ward committees and communities contribute towards the development of IDP as council considers their contributions. The ward committees receive a sitting allowance of R1000.

War Rooms

The MEC for local government extended public participation through the War Room introduction .The concept of War Rooms is bringing all departments that exist in a ward together and try to resolve issues and departments in this platform introduce also new programmes. The War Room consists of all departments in the area, Ward Cllr, all ward committee members and the CDW's, and community based organisations that exist in the ward. The War rooms were launched in 2016 September in the Walter Sisulu Local Municipality and only ward 9 was not launched. The chairperson of each war room is the Ward Councillor and the secretariat job is performed by the CDW. The war rooms are functional in the area, however in the last 2 months they could not sit as per their programme due to unforeseen circumstances

COMMUNITY DEVELOPMENT WORKERS (CDWS)

To date the municipality and the province (DLGTA) has signed and developed the Memorandum of Understanding (MoU) so as to effectively implement a framework on the utilization of community development workers by the three spheres of government. The Office

of the Municipal Manager took full responsibility in undertaking communication and a Communication Strategy is in place.

The Community Development Workers are appointed as government agents to assist Councillors and Ward Committees for change. There are currently Ten (10) Community Development Workers within Walter Sisulu Local Municipality and there is a vacant post of Community Development Worker in Ward 3. A challenge remains with the co-ordination and control as well as accountability of Community Development Workers to the Municipality; however they are visible in all municipal operations and IDP processes. The municipality and the province have developed and signed a Memorandum of Understanding (MoU) for effectiveness and efficiency of CDWs. Sector plans

The following sector plans need to be developed for Walter Sisulu Local municipality:

Local Economic Development strategy

District Water Services Development Plan

Integrated Waste Management Plan.

HIV/AIDS and Mainstreaming Strategy

Special Programmes Strategy

Environmental Management Plan

Spatial Development Framework

Housing Sector Plan

Roads Master Plan

Electricity Master Plan

Workplace Skills Plan

Manual on Recruitment and Selection

Community Based Plans

Fire Services Plan

Tourism Sector Plan

Integrated Transport Plan

Public Participation Strategy and Policy

Ward Committee Plan and Policy

Revenue Enhancement Strategy

Debt Recovery Plan

6.11 MARKETING & COMMUNICATION STRATEGY

A Draft Marketing and Communication Strategy and Action Plan were developed for Walter Sisulu Local Municipality for the 2017/18 financial year and presented to the IPED Standing Committee in November 2017, which in turn recommended its tabling to Council for adoption. The Strategy is a roadmap for the enhancement of national government's message and call to the "Back to Basics" approach. It also ensures that a participatory democracy amongst the citizens of Walter Sisulu Local Municipality is strengthened, so that they participate fully in the affairs of government.

As part of the Communication Strategy, Environmental Scanning is done bi-annually and a Customer Satisfaction Survey done annually across all 11 wards. Moreover, the Municipality produces an external newsletter for each quarter of the financial year.

Information sharing with the public is done through various media, including the Mayor's Radio slot conducted on a quarterly basis, publishing of articles in the local newspapers, through the distribution of marketing and communication material (flyers & posters) through the assistance of Ward Committees, as well as through official social media platforms.

Our Communication Strategy is there to strengthen the integration of communication and to ensure coherent messaging through leadership of mechanisms including Masiphathisane War Rooms, Local Communication Fora, and communication support to other government departments operating in the Walter Sisulu municipal area.

More significantly, the Communication Strategy is for insuring that the social distance between the local community and the municipality's political structures, political office bearers and administration is narrowed.

The process to identify municipal stakeholders was carried out between August and November 2016 where a call was made through the media for the registration of municipal and ward-based stakeholders of Walter Sisulu Local Municipality to register on the municipal database.

Municipal stakeholders are clustered according to these 10 sectors:

Sports, Arts & Culture

Women

Religious Groupings

Senior Citizens, Environment, Health & Welfare

Education

Tourism, Business & Informal Traders

Ratepayers & Civic Associations

Farmers & Agricultural Associations

Employment & People with Disabilities

COMMUNICATIONS POLICY

A Draft Communications Policy has also been developed and presented before the IPED Standing Committee in November 2017. The Standing Committee for IPED recommended the policy to Council for adoption. The Walter Sisulu Local Municipality Communication Policy is aligned to, and largely informed by, the communications policies of the Provincial and National spheres of government. It is benchmarked against government's national Communication Policy that was extensively consulted on throughout government by the Government Communication and Information System (GCIS) as custodians of government communication throughout all the three spheres of government

MUNICIPAL COMMUNITY SAFETY FORUM

Community Safety Forums of the erstwhile Maletswai and Gariep were merged to form one Walter Sisulu Local Municipality forum in August 2016. The forum is chaired by a Councillor. Walter Sisulu Municipality is committed in ensuring that Walter Sisulu CSF is functional. An Integrated Community Safety Plan is in place and is implemented.

Safety and Security issues for Walter Sisulu Local Municipality: There are six police stations within Walter Sisulu Local Municipality. There is a need for additional mobile police stations.

Burgersdorp police station: It is reported that there is high rate of Assault GBH at Burgersdorp and the highly affected area is Thembisa. This kind of crime is emanating from liquor abuse. Community Police Forum is functional and is of assistance in community policing and social crime prevention campaigns.

Steynsburg: It is reported that there is high rate of Assault GBH and stock theft at Steynsburg. The highly-affected area is Greenfield and Zwide. Liquor abuse and presence of many taverns contribute in these assault crimes. Community Police Forum is functional and is of assistance in community policing. Numbering of houses, upgrading of roads and installation of high mast lights by Municipality at Green field can make it easy for police when they are attending complaints and patrols.

Venterstad

Venterstad is highly affected by assaults common and assault GBH, rapes and murder. House breaking is also escalating. Stock theft on farms is also a problem. The areas that are highly affected are Oviston and Nozizwe. Community Police Forum is functional and is of assistance in community policing. Insufficient street lights at Nozizwe township and businesses at un-zoned areas contribute in crime.

Jamestown

It is reported that there is high rate of assault in Jamestown and the highly-affected area is Masakhane Township. This kind of crime is emanating from liquor abuse. Community Police Forum is functional and is of assistance in community policing and social crime prevention campaigns.

Aliwal North

It is reported that there is high rate of assault and the highly-affected area is Aliwal North and Joe Gqabi township. This kind of crime is emanating from liquor use. Community Police Forum is functional and is of assistance in community policing and social crime prevention campaigns.

Maletswai Police Station

It is reported that there is high rate of assault and the highly-affected area is Dukathole Township. This kind of crime is emanating from liquor abuse. Community Police Forum is functional and is of assistance in community policing and social crime prevention campaigns.

6.12 Data Collection:

In earnest, the CBP work started in October 2012 in both erstwhile Maletswai and Gariep Municipalities with the following activities:

- Conducting desk top analysis (socio-economic status and municipal infrastructure)
- Training of ward based field researchers (24 ward committee members)
- Community survey (400 households)
- Business interviews (20 businesses)
- Agricultural sector interviews (40 farmers)
- Sector Directorates interviews (15 Directorates)

The municipality is in the process of developing the new CBP's in October 2018.

7.1 Municipal Administration

Walter Sisulu Local Municipality has satellite offices in Aliwal North, Jamestown, Steynsburg and Venterstad and each office has a unit Manager responsible for day to day administration feeding into the main office in Burgersdorp. The administration of Walter Sisulu Local Municipality is headed by the Municipal Manager and his appointment is formalized by an Employment Contract. Annual Performance Agreements for the Municipal manager and Section 56 managers were developed and aligned to the 2018/19 IDP for submission to the Mayor subsequent to the approval of the IDP and budget. The senior management team's strength lies in their versatility both in terms of skills and experience, in addition, the political and administration governance are driven by the same goals which has resulted in a close relationship between the two structures.

The alignment between the strategic objectives of employment contracts and performance agreement is realized through SDBIP, IDP, individual scorecards for Managers, key performance indicators, annual and quarterly targets. With regard to underperformance improvement measures are contained in the performance report, with key issues being the review of SDBIP.

Based on a proposed benchmark of 1 municipal official for every 100 residents, Walter Sisulu Local Municipality has a staff per capita ratio of 1:100. This is a very sound staff to resident ratio in, which should result in better service provision.

7.2 Human Resource Management Strategy/Plan

The Municipality has been identified as one of the municipalities that fall under Municipal Infrastructure Support, in the process of assisting with the plan together with the District municipality. Walter Sisulu Local Municipality will have to develop a Comprehensive Human Resources Policy that will be reviewed on annual basis; the adoption of the plan will be done in 2017/ 18 year; currently the Municipality is using those of erstwhile Gariiep and Maletswai. The strategy is dealing with the following matters:

- Staff establishment and structure
- Recruitment, selection, appointment and probation
- Promotion, demotion, transfer and relocation
- Retrenchment, resignation and retirement
- Relevant and suitable sections; for instance public participation unit will be assigned with a new dedicated personnel to strengthen customer care profiling.

The key long term development plans include Agriculture, attainment of clean audit, improvement of service delivery, performance and reporting management, oversight responsibility, Tourism, Financial Management

The human resource plan of the municipality was developed and will respond to the long-term development needs by including them in the WSP, recruitment, train and the retention policy

7.3 Local Labour Forums

The Local Municipality has managed to establish its Local Labour forum through the assistance of the district municipality. The Local Labour Forum meet on quarterly basis and there are sound working relations between employer and trade unions as the meetings are sitting as per their schedule.

7.4 Information Technology (IT)

The Technology Unit of the municipality are fully functional and currently the management understands that information is one of the most important assets in the municipality. Timely and accurate information is imperative towards the success of the organization. For this reason, management has determined a need for, and is committed to; ensuring proper information confidentiality and security in this organization and the municipality is running the unit under the supervision of 1 ICT Manager supported by a technician and an administrator. The policy is adopted in June 2018.

7.5 Availability of Skilled Staff

The municipality have about 527 staff members; of which 21 (twenty one) are councillors and the position of the Municipal Manager is vacant and 2 section 56 managers. A number of 5(five) Interns, the numbers of those without Grade 12 certificate are 194, those in possession of senior certificate are 74 and those have tertiary/accredited professionals training are 121 were reviewed under WSP with results available by end of August 2018. However, table 9 below demonstrates the previous status in the last three columns.

Table 1: Summary of skills audit report

Total number of staff	Number of staff without Grade 12	Number of staff with Senior Certificate only	Number of staff with Tertiary/accredited professionals training	Contract workers
527	194	74	121	67

7.6 Organizational Structure

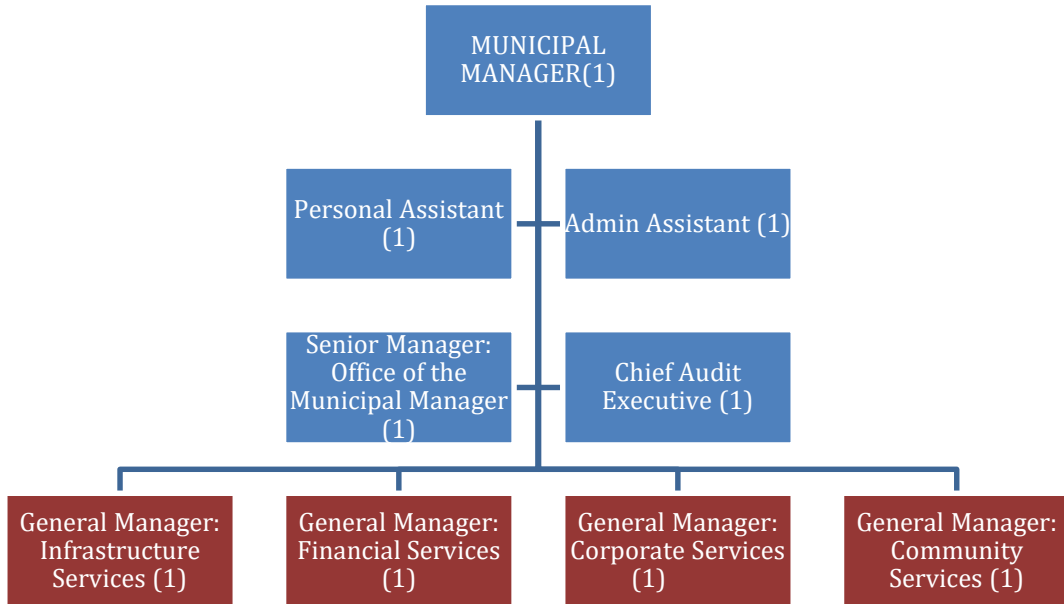
The high level Municipal Organizational Structure was approved in June 2018 after thorough consultation with unions and that will enable management to develop an aligned organogram with the IDP and the powers and functions of the municipality.

The Council will approve IDP and final budget for 2018/19 in June 2018; the proposal included total salaries and employee related costs.

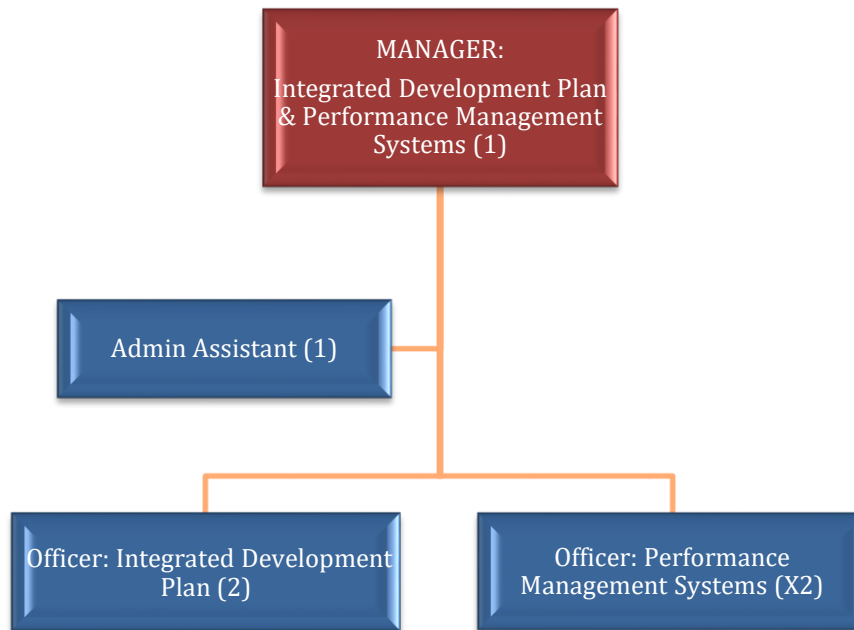
- The current Municipal organizational structure (top level is shown in figure 5) comprises of 580 filled positions which are divided into the following Departments:
- Office of the Municipal Manager
- Corporate Support Services

- Community Services
- Technical Services
- Budget and Treasury Office

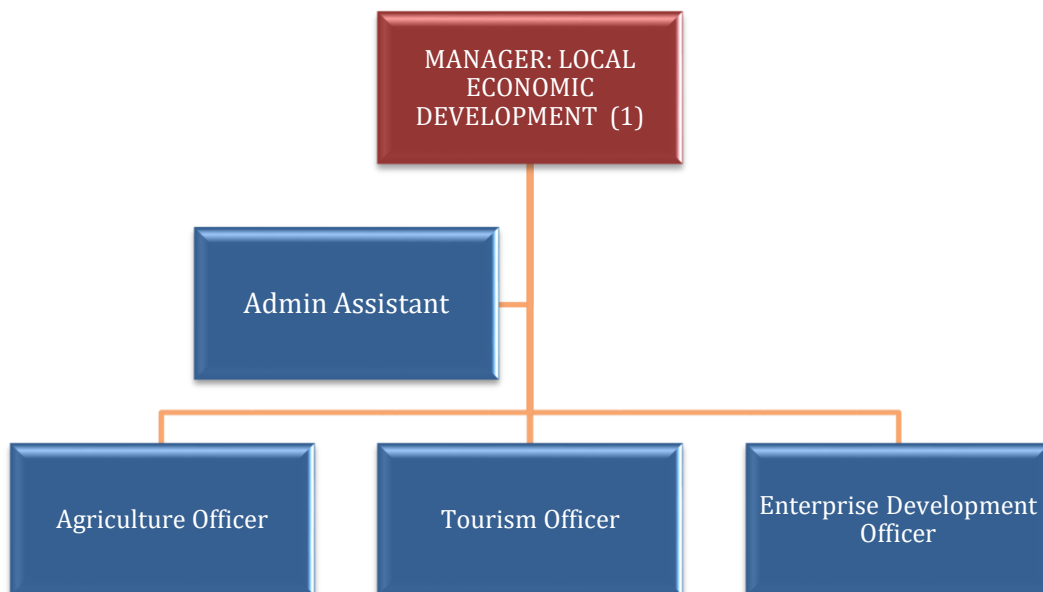
OFFICE OF THE MUNICIPAL MANAGER



INTEGRATED DEVELOPMENT PLAN & PERFORMANCE MANAGEMENT SYSTEMS



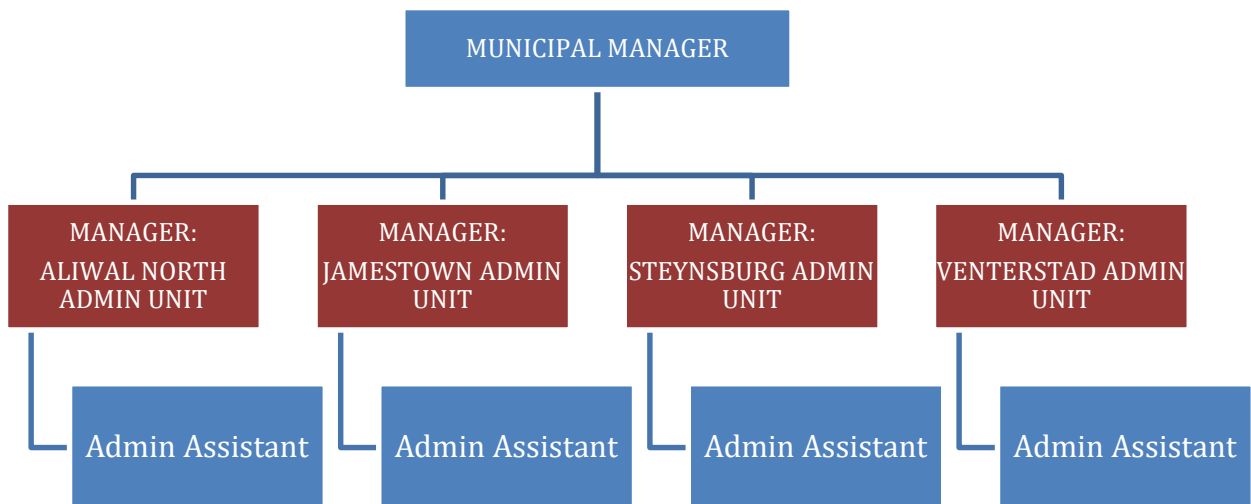
LOCAL ECONOMIC DEVELOPMENT



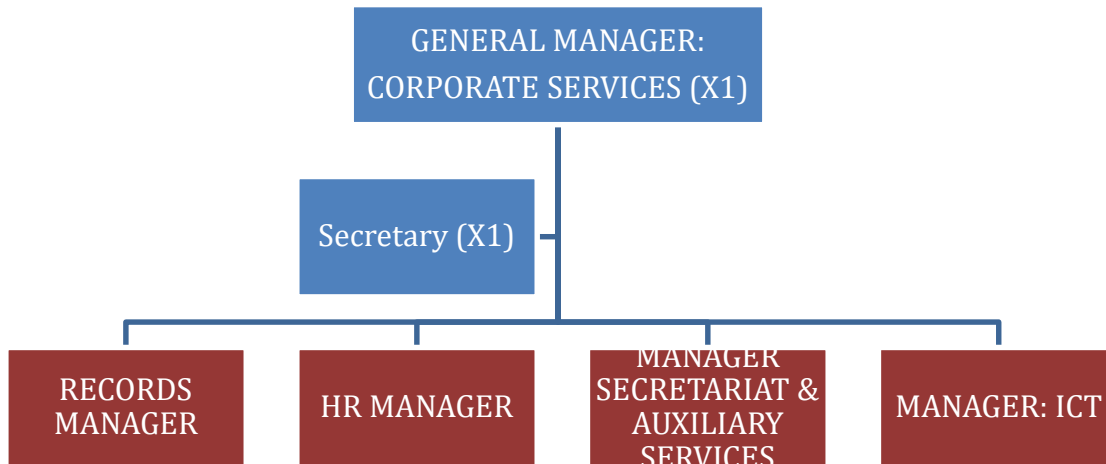
INTERNAL AUDIT



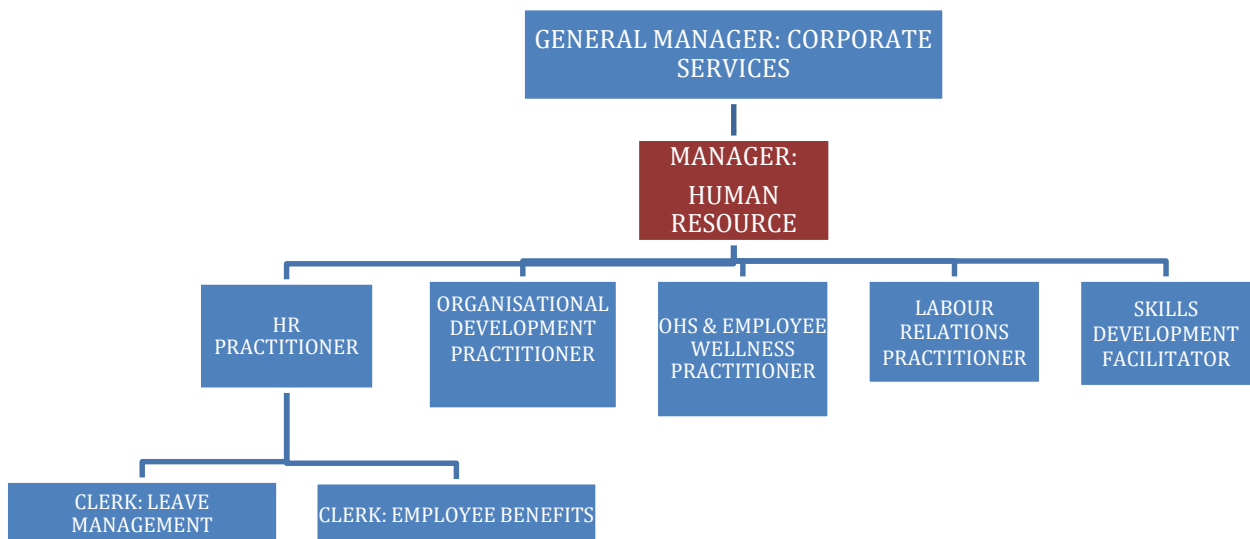
UNIT MANAGERS



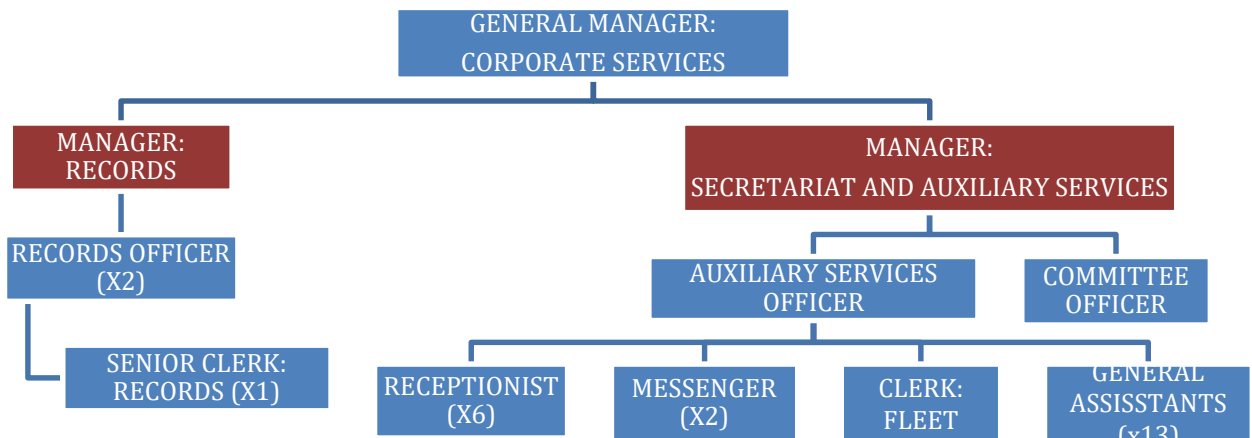
CORPORATE SERVICES DEPARTMENT



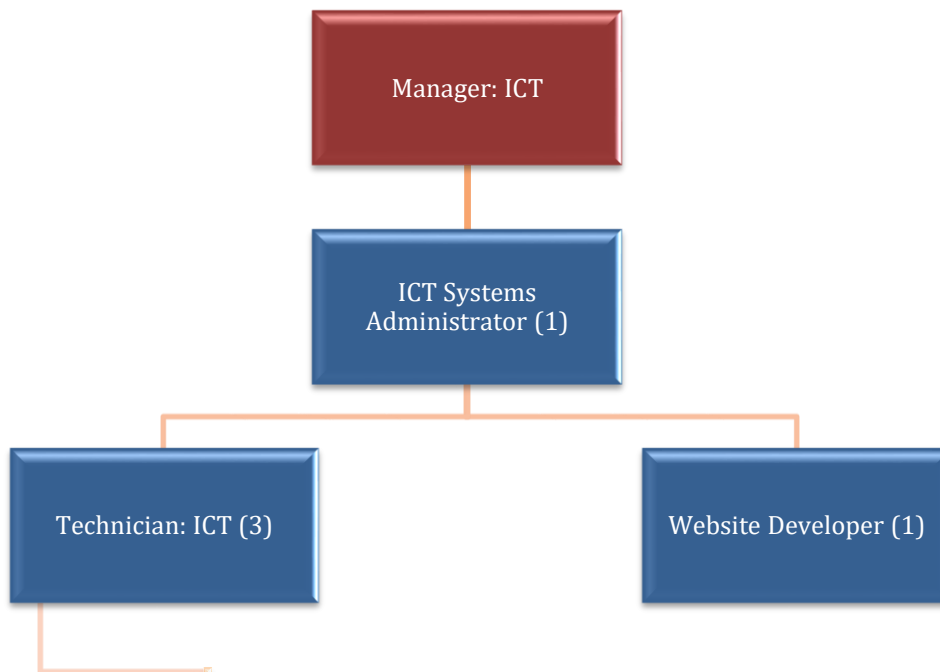
HUMAN RESOURCE MANAGEMENT & DEVELOPMENT



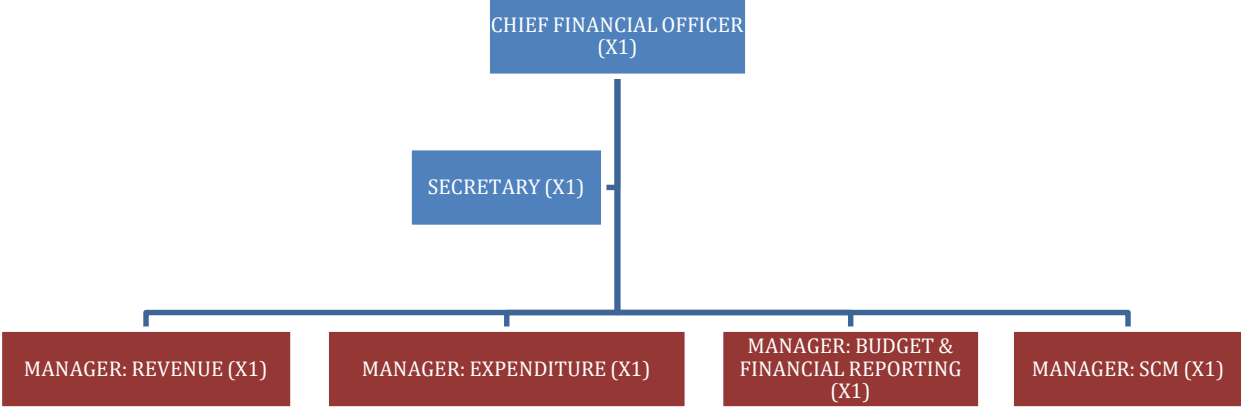
RECORDS AND SECRETARIAT & AUXILIARY SERVICES



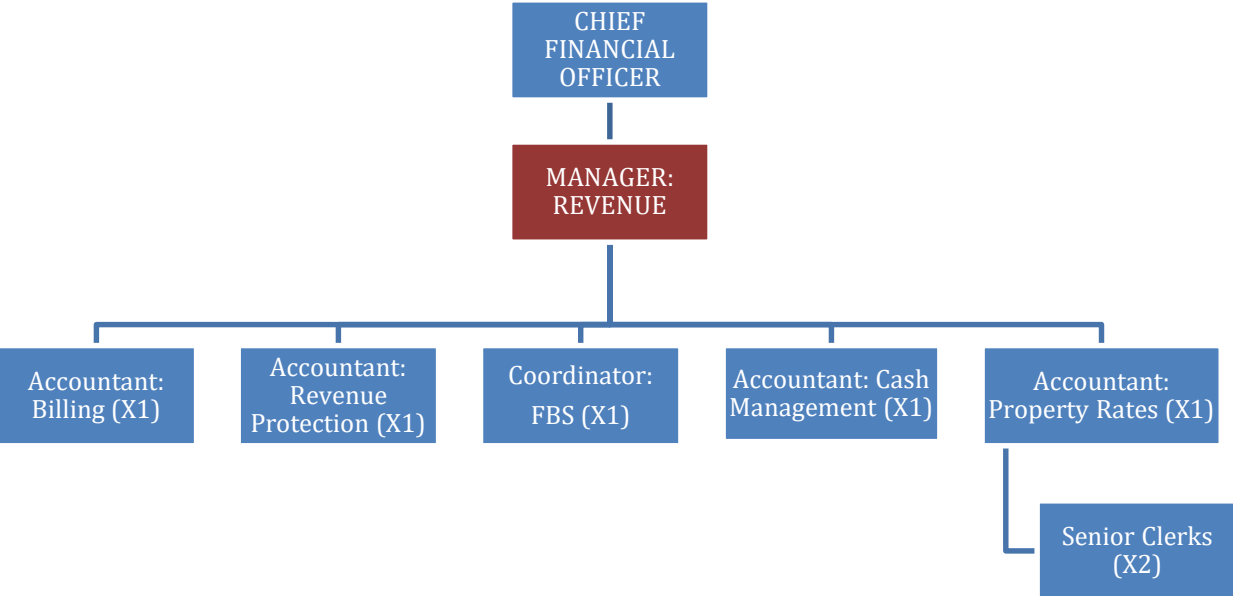
INFORMATION AND COMMUNICATION TECHNOLOGY



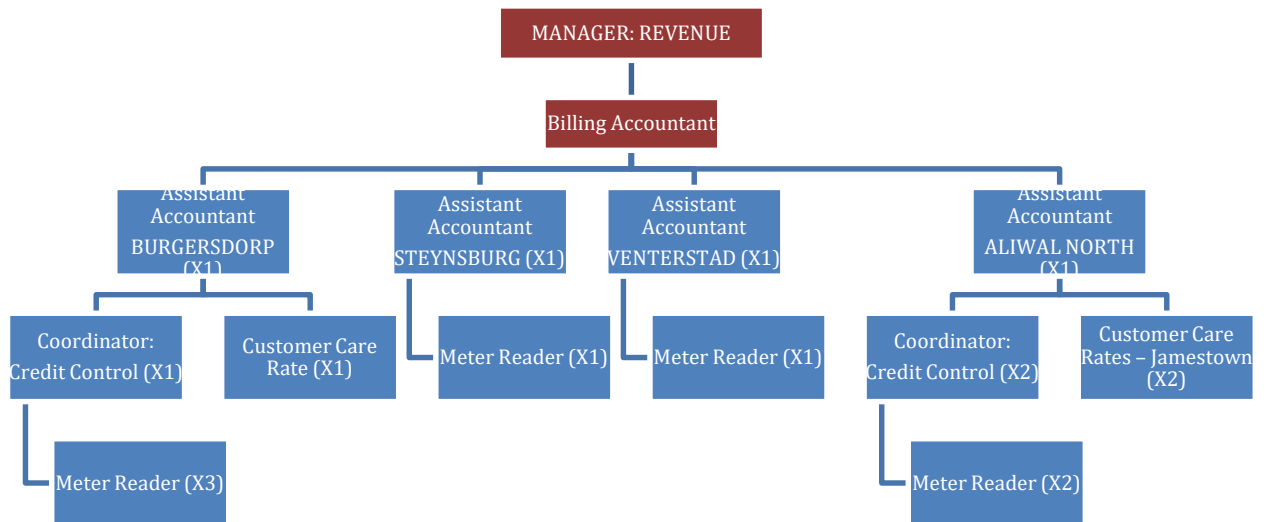
FINANCIAL SERVICES DEPARTMENT



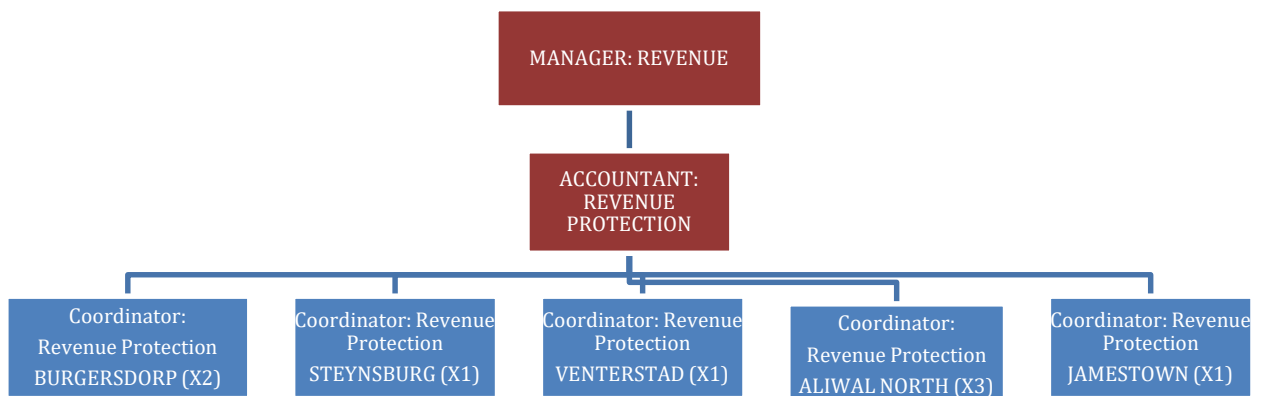
REVENUE MANAGEMENT



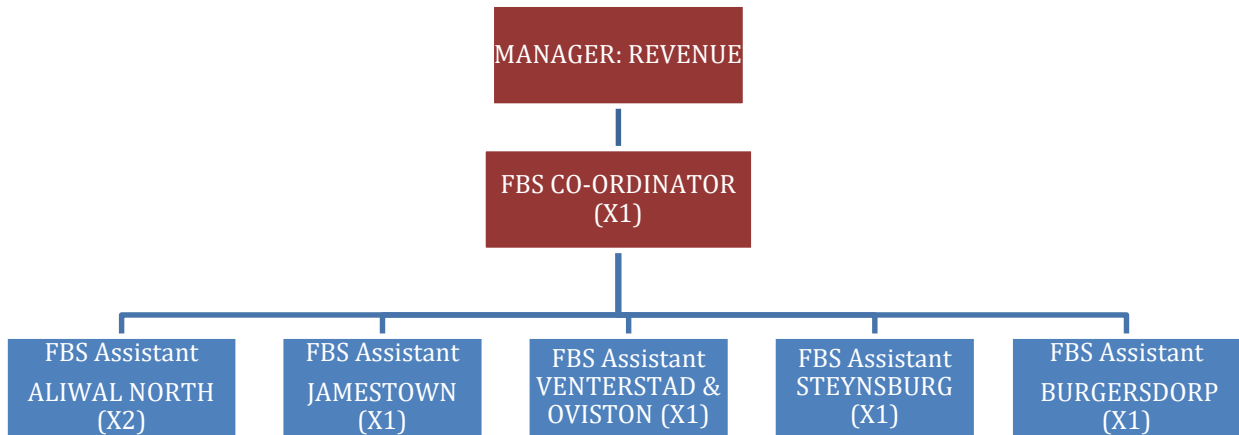
REVENUE MANAGEMENT (*Billing*)



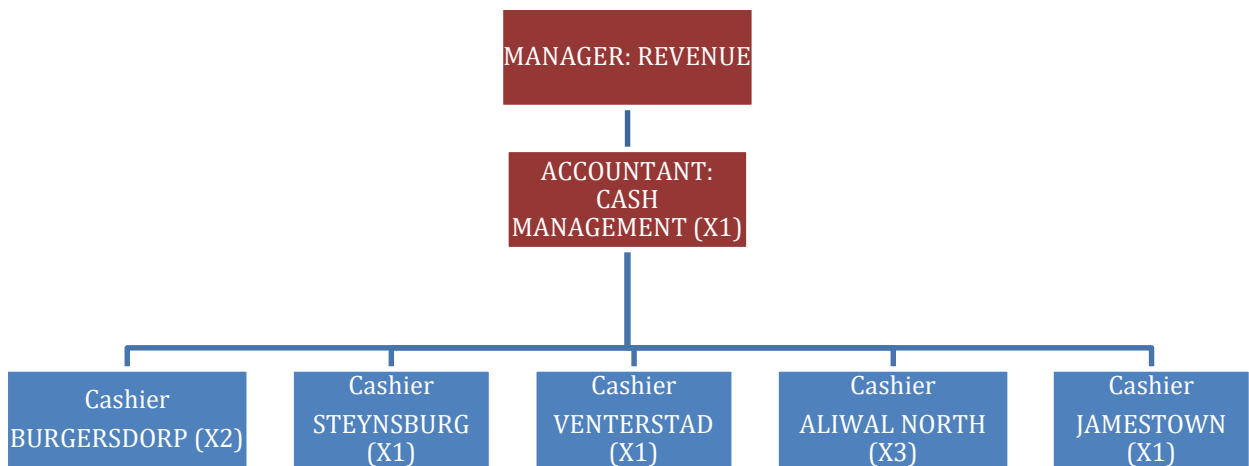
REVENUE MANAGEMENT (*Revenue Protection*)



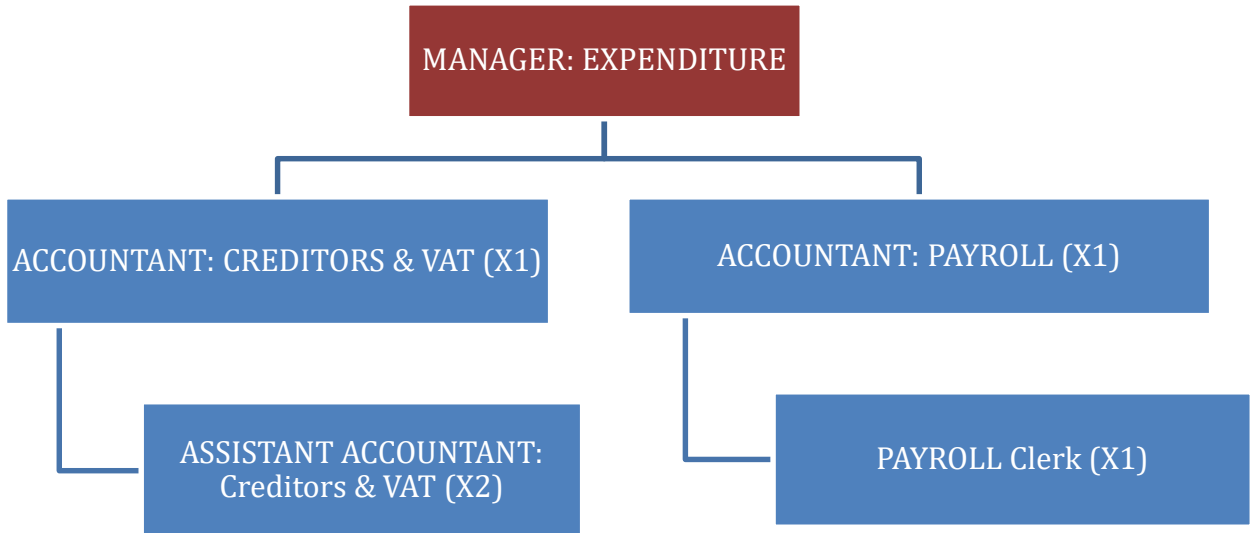
REVENUE MANAGEMENT (*Free Basic Services*)



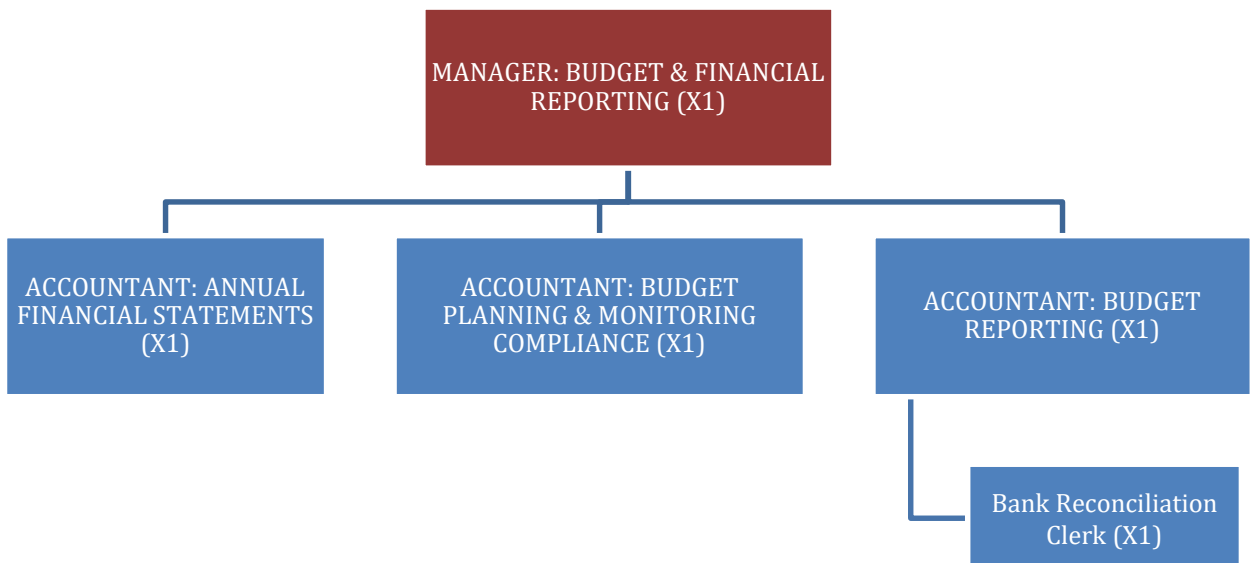
REVENUE MANAGEMENT (*Cash Management*)



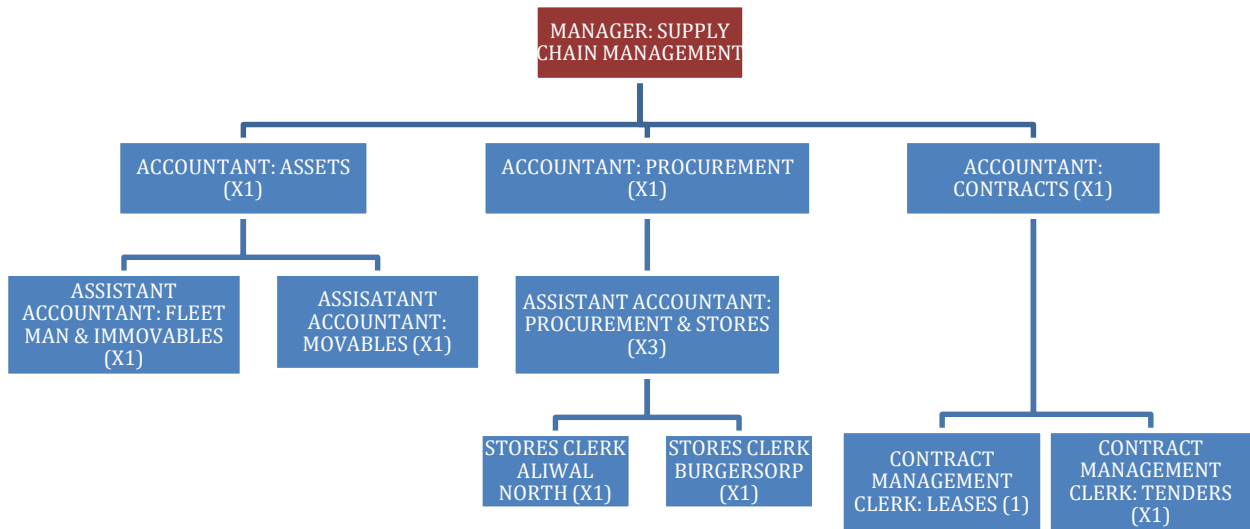
EXPENDITURE MANAGEMENT



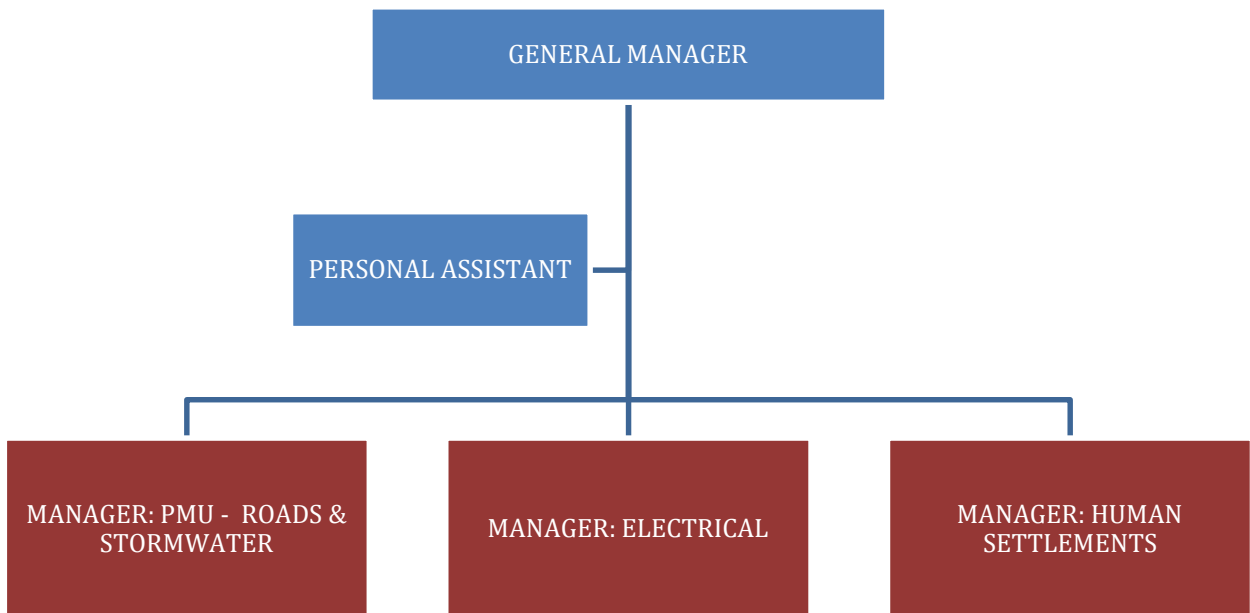
BUDGET & FINANCIAL REPORTING



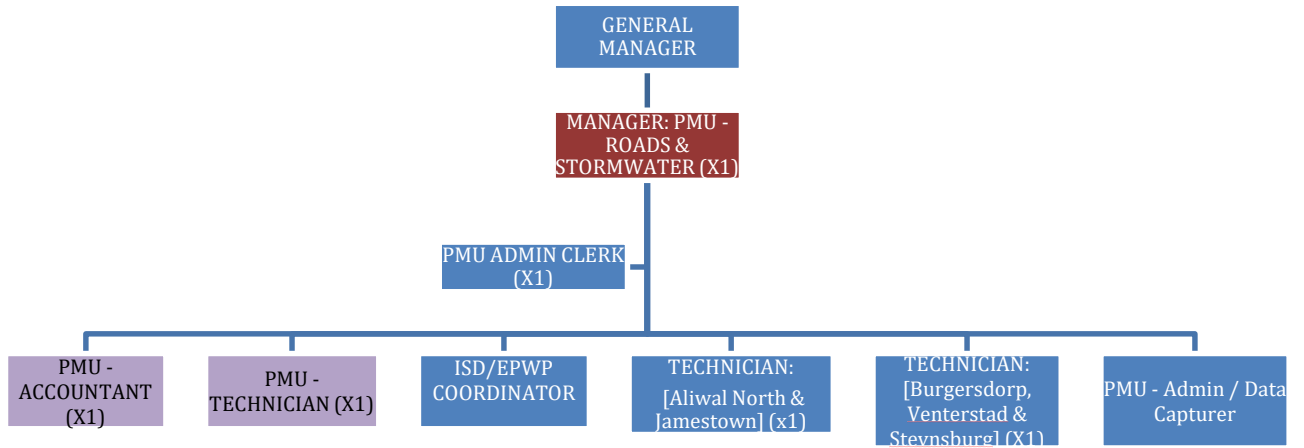
SUPPLY CHAIN MANAGEMENT



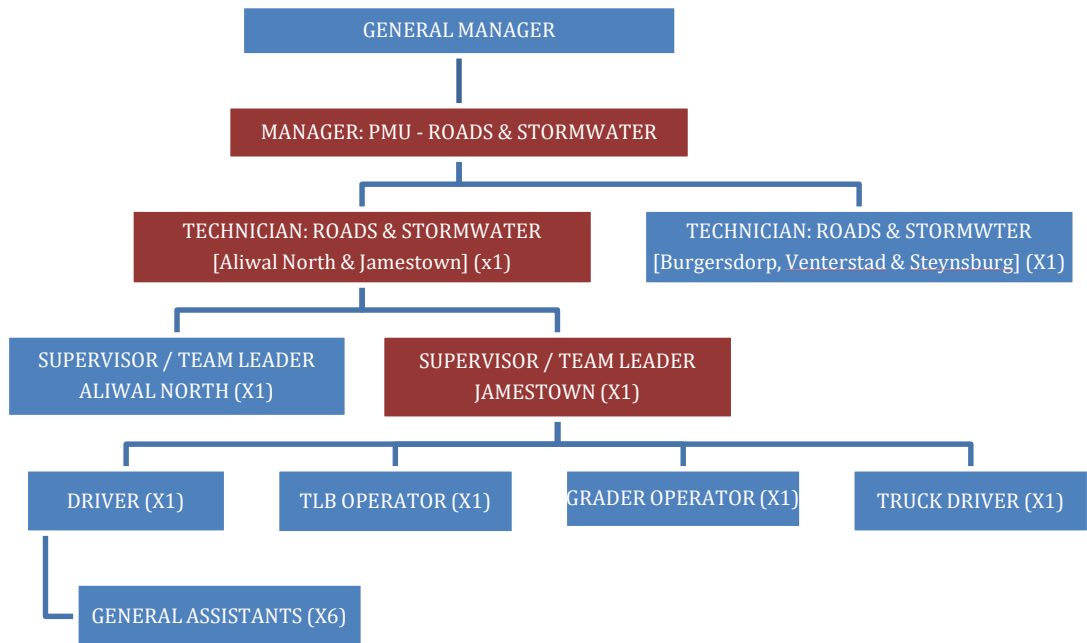
INFRASTRUCTURE SERVICES DEPARTMENT



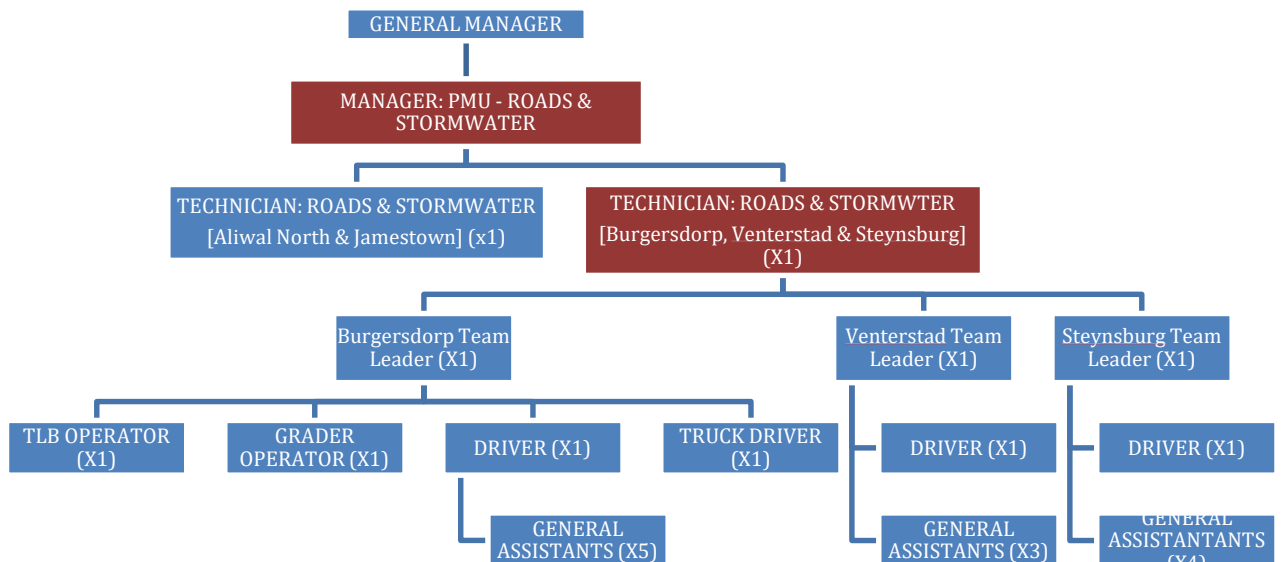
PMU – ROADS & STORMWATER



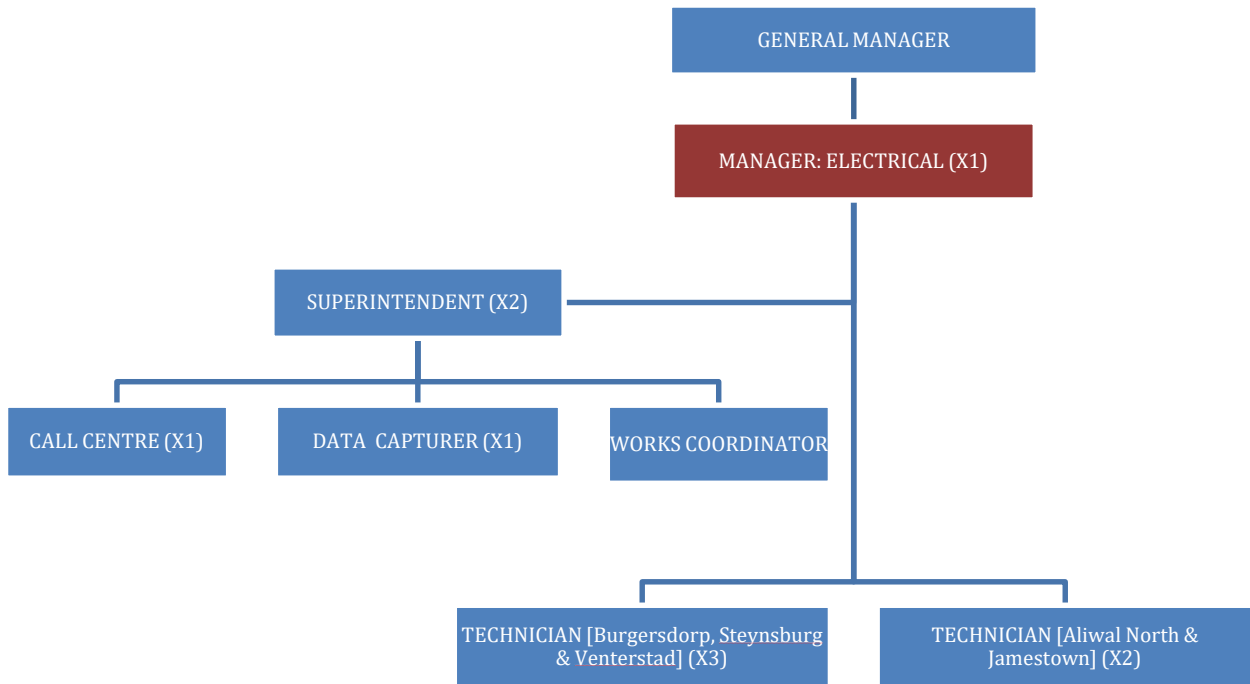
PMU – ROADS & STORMWATER [Aliwal North & Jamestown] (Continues)



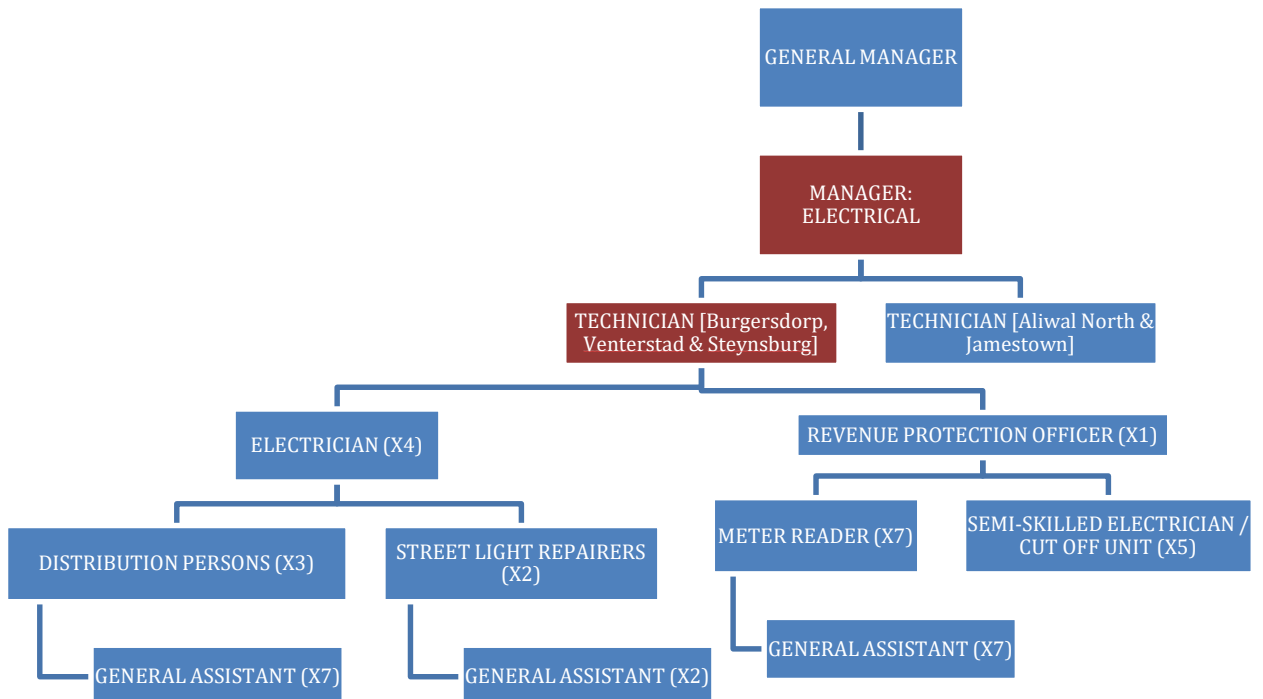
PMU – ROADS & STORMWATER [Burgersdorp, Venterstad & Steynsburg]



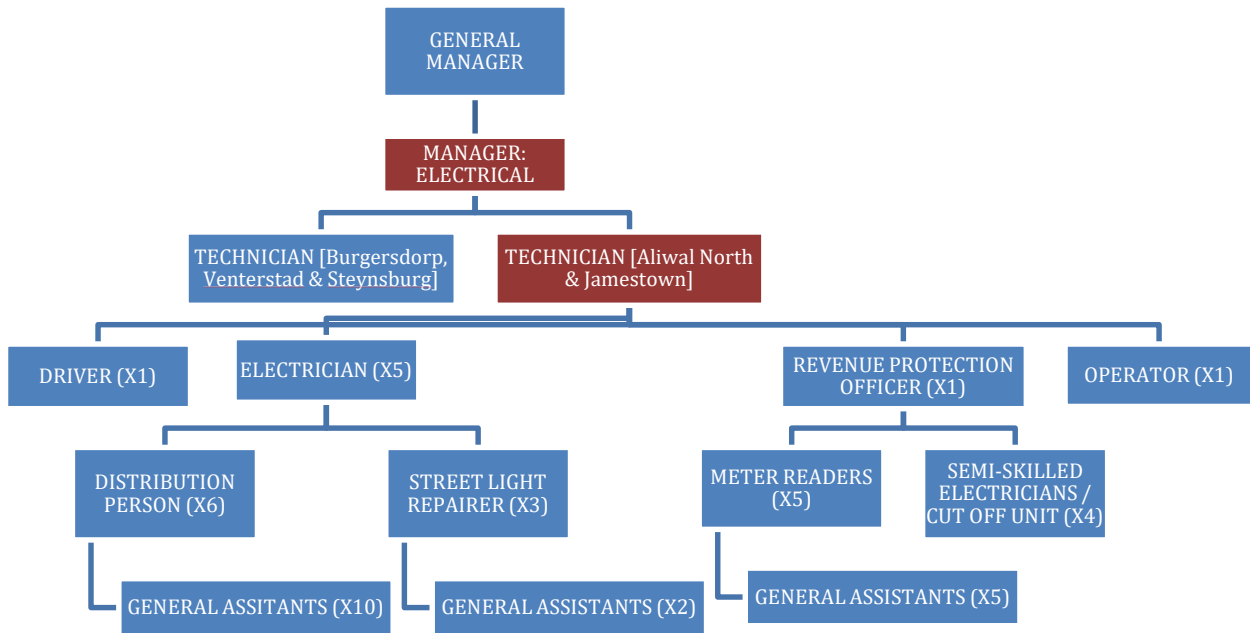
ELECTRICAL SECTION



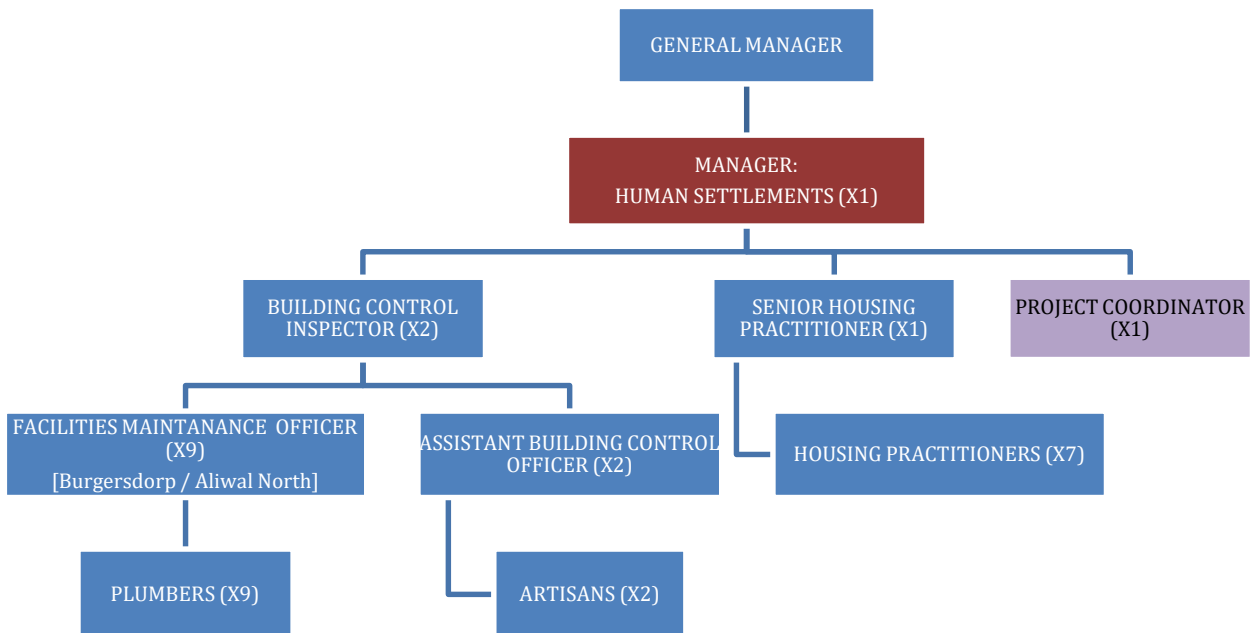
ELECTRICAL SECTION *[Burgersdorp, Venterstad & Steynsburg]*



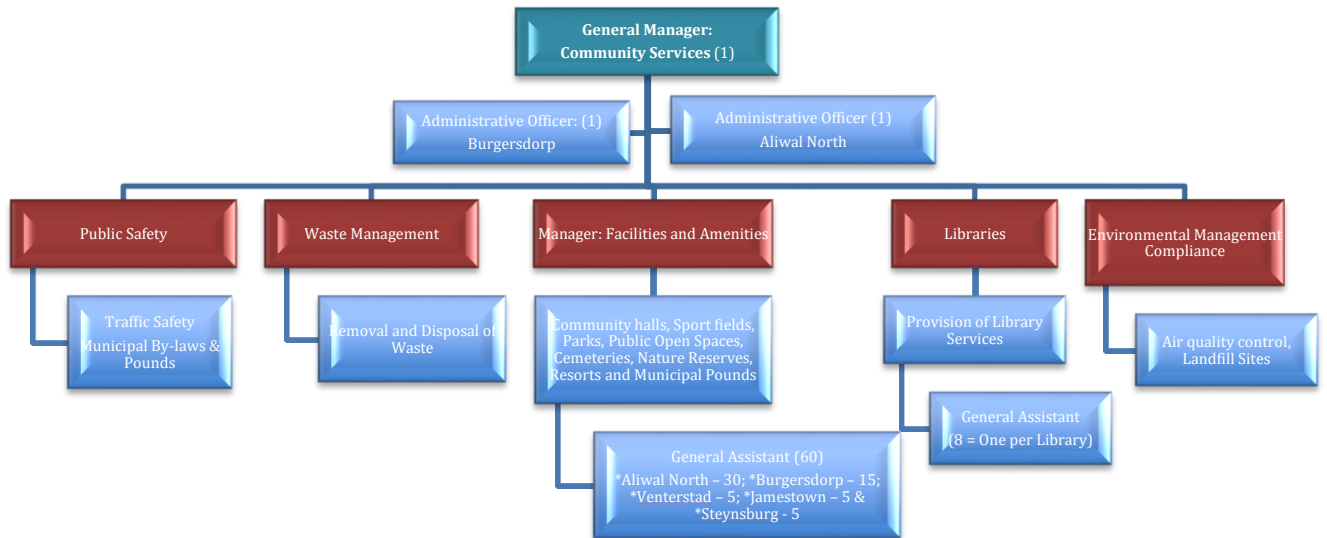
ELECTRICAL SECTION *[Aliwal North & Jamestown]*



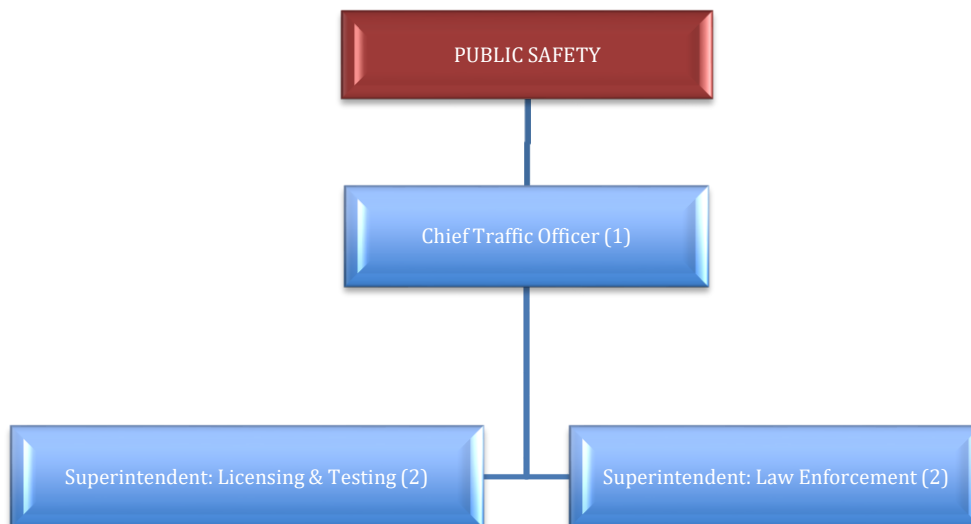
HUMAN SETTLEMENTS



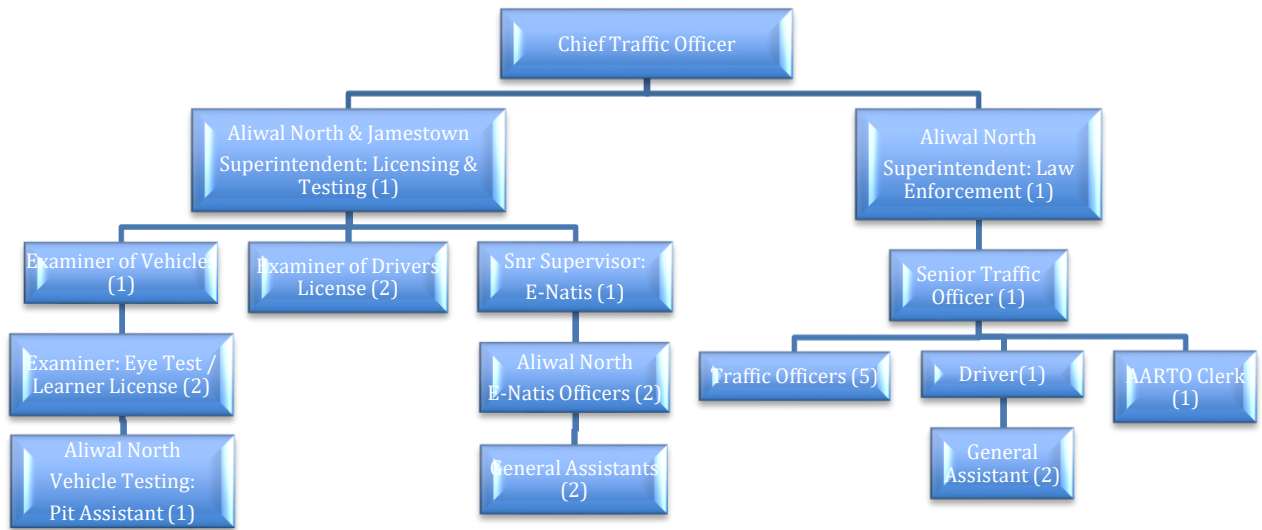
COMMUNITY SERVICES DEPARTMENT



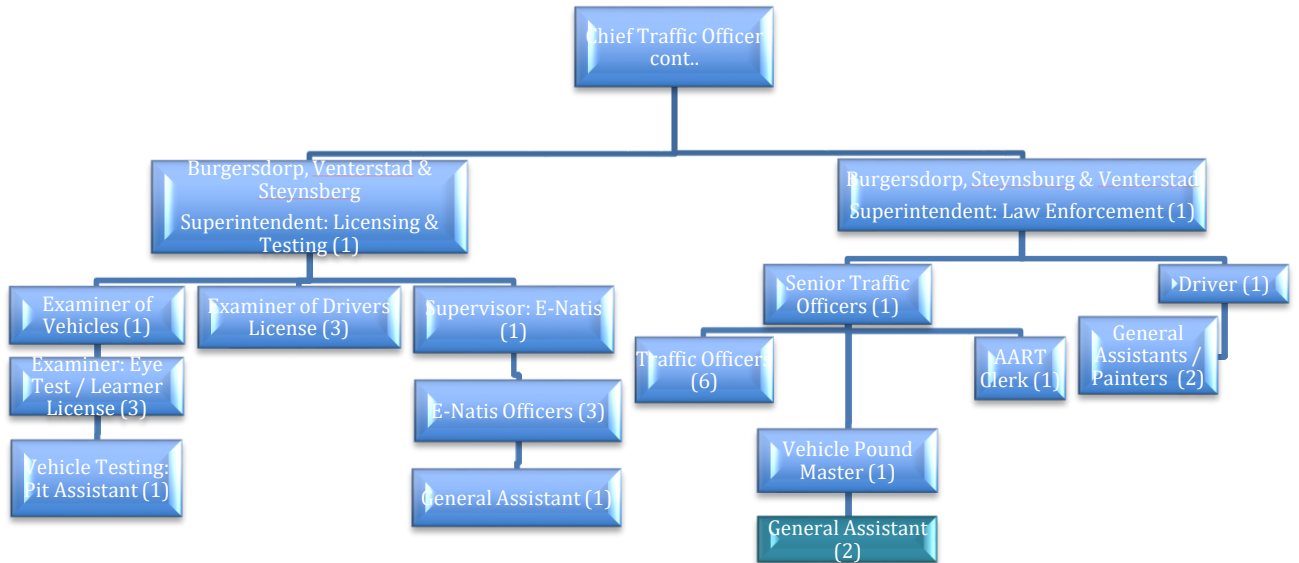
PUBLIC SAFETY



PUBLIC SAFETY (Continues)



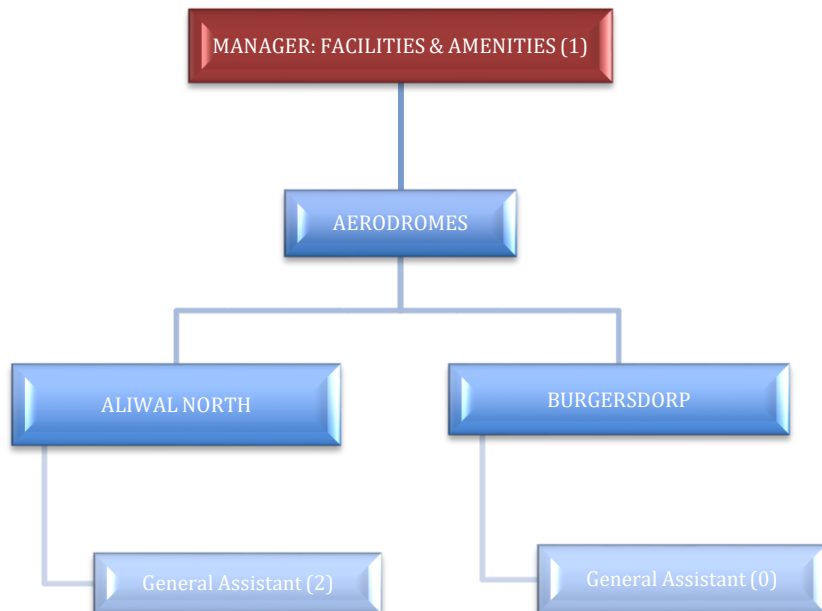
PUBLIC SAFETY (Continues)



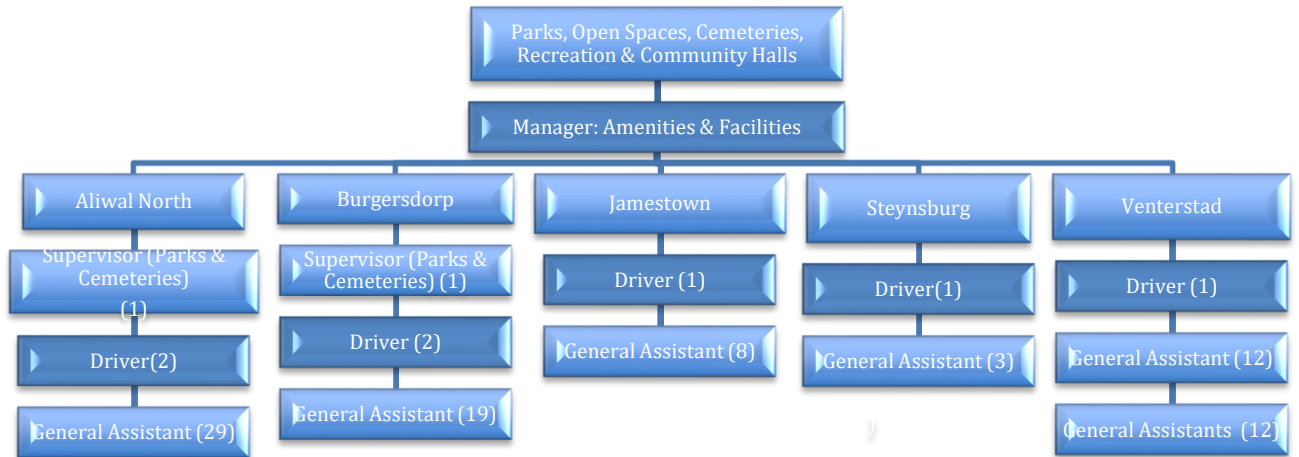
WASTE MANAGEMENT



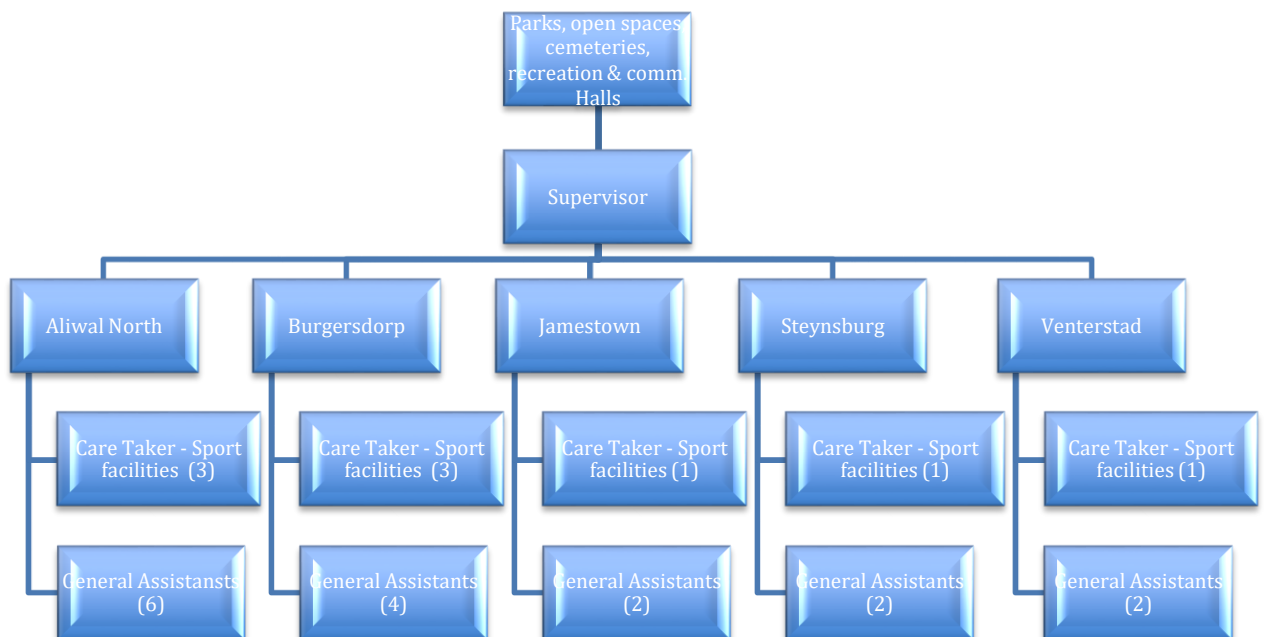
FACILITIES & AMENITIES



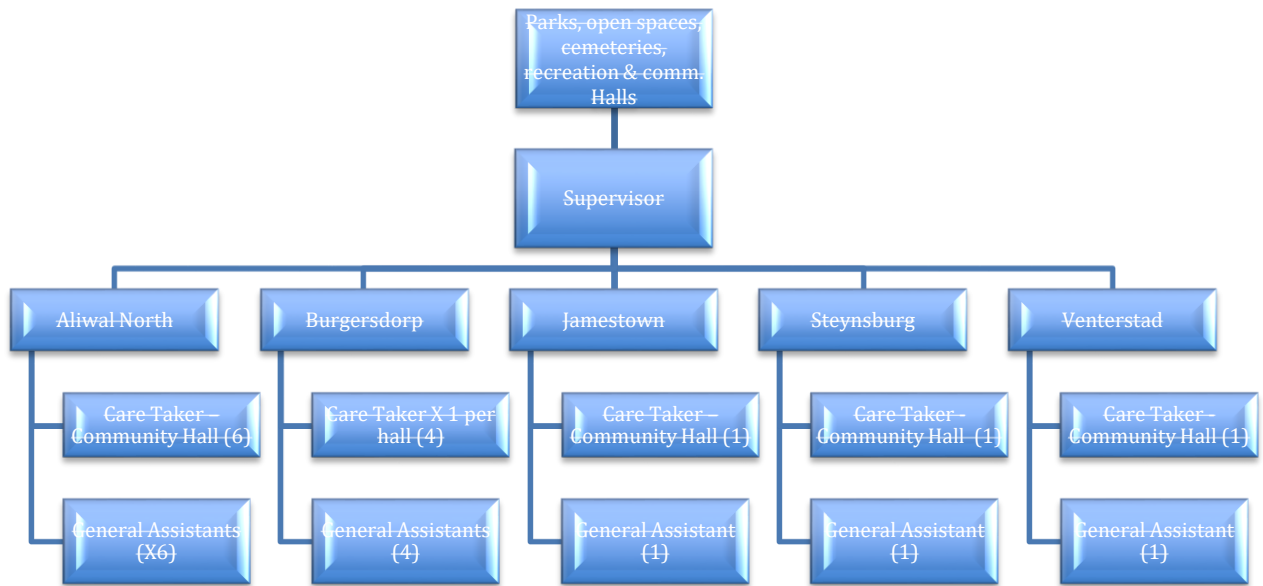
FACILITIES & AMENITIES *(Parks & Cemeteries)*



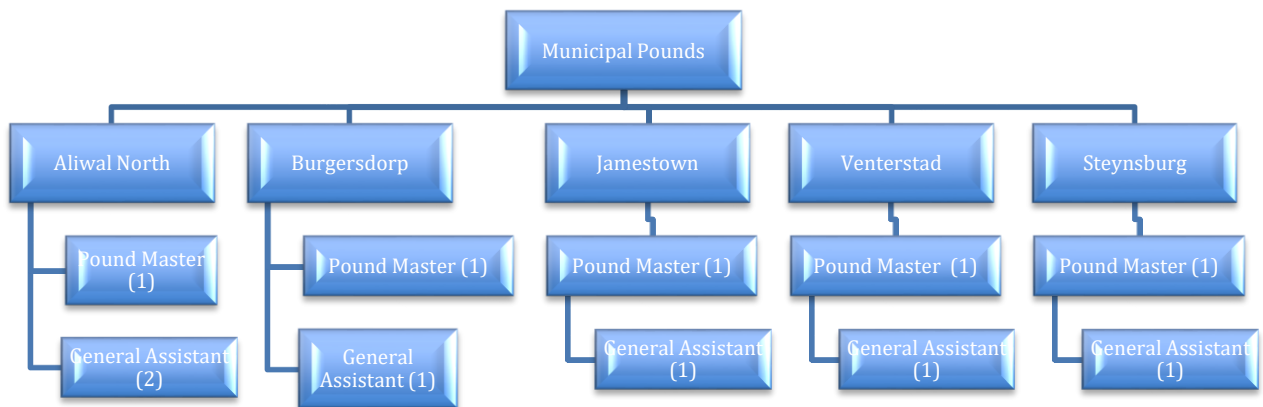
FACILITIES & AMENITIES *(Sport Facilities)*



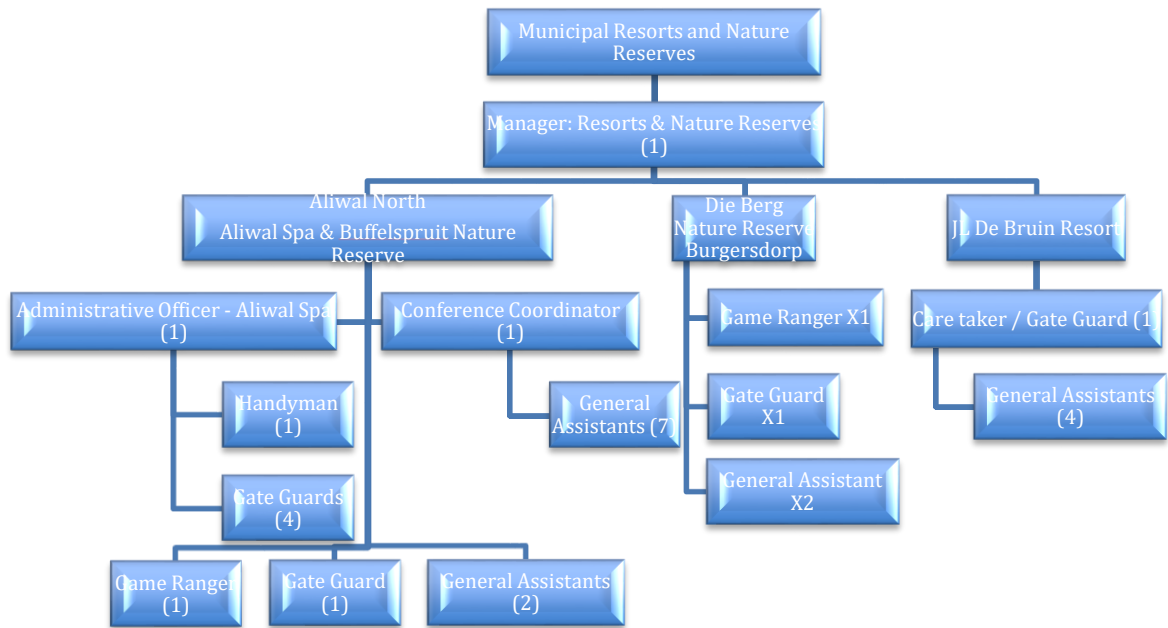
FACILITIES & AMENITIES (Community Halls)



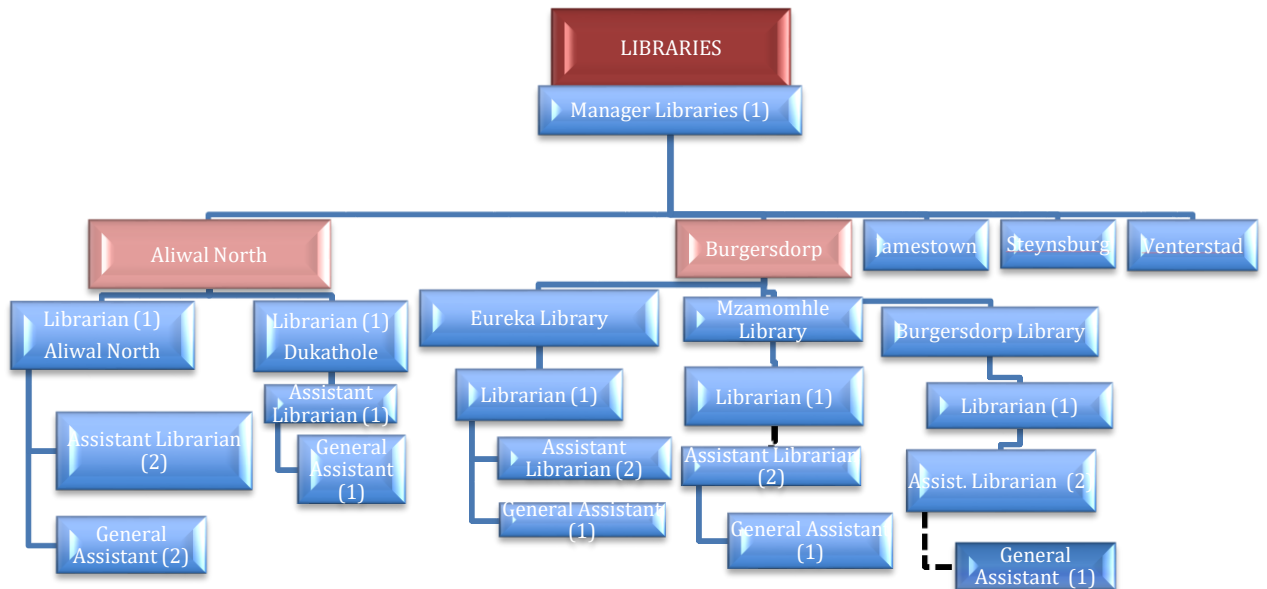
FACILITIES & AMENITIES (Municipal Pounds)



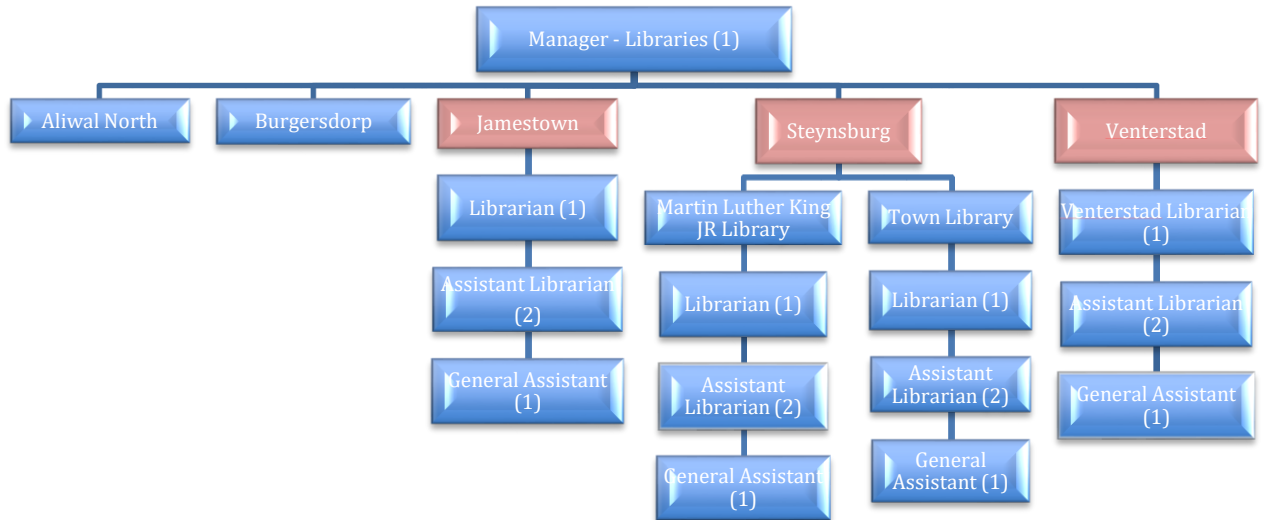
FACILITIES & AMENITIES (Municipal Resorts & Nature Reserves)



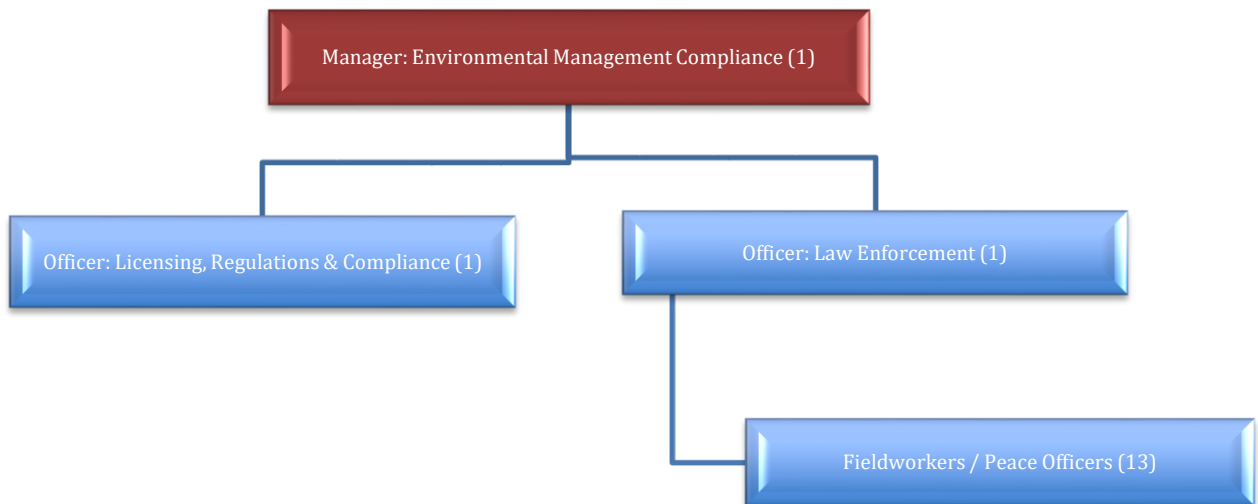
LIBRARIES



LIBRARIES (Continues)



ENVIRONMENTAL MANAGEMENT COMPLIANCE



ENVIRONMENTAL MANAGEMENT COMPLIANCE *(Continues)*

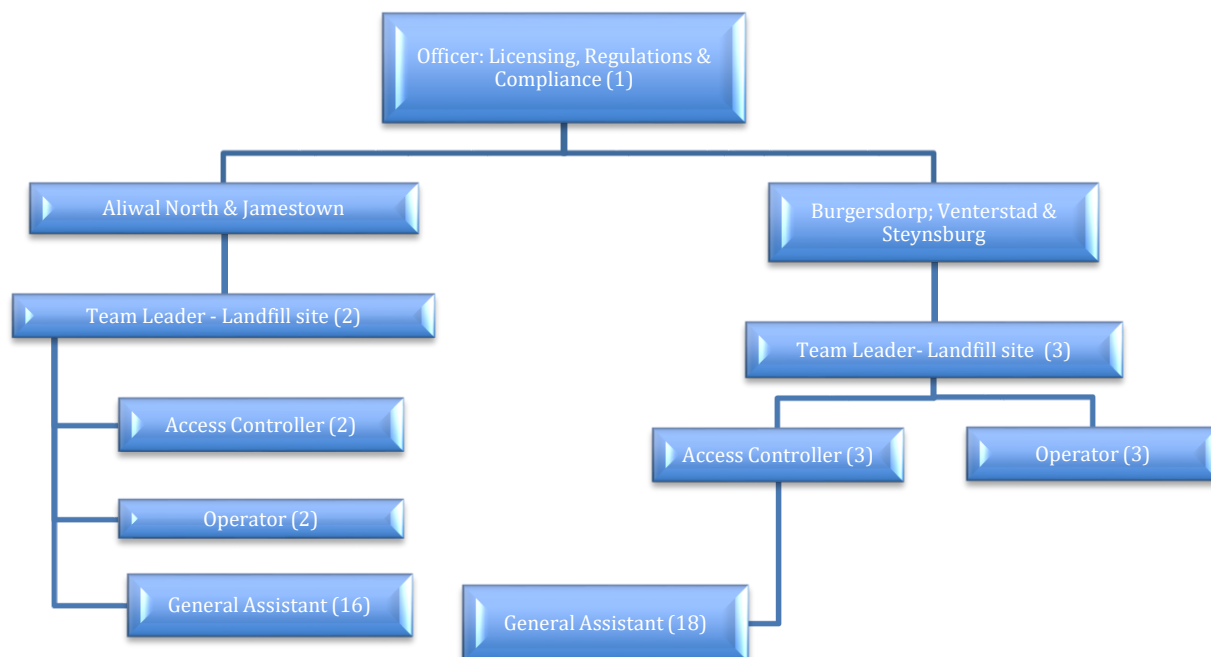


Table 2: Staff complement per department

Directorate	Total posts	Total warmbodies	Filed	Vacant	Number budgeted for	Directorate functions	Comment	Period of vacancy
Municipal Manager's Office	30	27	27	03	30	Accounting Officer, IDP/PMS, Audit, Risk, LED, Communications, Marketing and Public participation	Municipal Manager post is vacant, it was advertised and interviews were held. Currently the Administrator has	5 Months

Directorate	Total posts	Total warmbodies	Filled	Vacant	Number budgeted for	Directorate functions	Comment	Period of vacancy
							been seconded	
Corporate Services	35	36	36	01	36	Human Resources and Development, Administration and Records, Council Committees Management.	Director post is vacant. The post was advertised and interviews were held. Currently the JGDM seconded somebody	18 MONTHS and has been advertised
Technical Services	132	132	132	0	132	Electricity, Public Works, Housing Administration, Project Management Roads and storm water management	Director position filled	N/A

Directorate	Total posts	Total warmbodies	Filled	Vacant	Number budgeted for	Directorate functions	Comment	Period of vacancy
Community Services	206	206	206	0	206	Traffic Management, Libraries, Parks and Gardens, Community facilities Resorts, and nature reserves Refuse, Cleansing and grave yards	Director position filled	N/A
Financial Services	42	42	42	0	42	Budget Office, Revenue and Income Management, Expenditure Division, Supply Chain Management.	Director position vacant. The post was advertised and interviews were held. Currently Treasury seconded somebody	9months and has been advertised

7.7 Critical and Scarce Skills

The municipality does not have financial and human resource capacity on the following scarce skills:

- Town Planners
- Engineers
- Electrical engineer

AVAILABILITY OF JOB DESCRIPTIONS

Council appointed a service provider to assist the municipality with the development of job descriptions and the process was completed successfully. Technical staff registered with professional bodies is shown in table 6 below:

Table 3: Technical staff registered with professional bodies

Technical Service	Total number of technical service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
0	2	3	0	0
Community Services	Total number of Community Service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
0	1	1	0	0

The following are on contract:

- Municipal Manager – Vacant – Administrator seconded by Coga
- Director Community Services – 14 December 2019
- Director Technical services – Expires November 2019
- Director Corporate Services – Vacant – The Acting Director is seconded by JGDM
- CFO – Vacant – The acting CFO seconded by Treasury
- (5) interns from Budget and Treasury office – Expires 2018
- LED Coordinator – Month to month contract
- ICT Intern –Month to Month
- BTO Manager – Resigned
- Manager Electrical – Expires 2018
- Speaker Driver – Expires December 2019
- PA Mayor and the Speaker Month to Month contracts
- Casuals 176- Month to Month contract

Staff Turnover

From July 2017 to June 2018 one termination was made, one (1) death, four (4) resignations. No vacancies were filled.

8% of the budget is reserved for repairs and maintenance.

7.8 Employment Equity Plan

Table 12 below depicts the Equity profile in Walter Sisulu Local municipality as at August 2016.

Table 4: Employment Equity profile

Item	African s	Coloureds	White s	%	Challenge	Achievement	Target 2016/17
MM Office	10	0	0				
Female	4	0	0				
Male	6	0	0				
TOTAL	10	0	0				
BUDGET AND TREASURY OFFICE	32	6	4				
Female	14	3	3				
Male	18	3	1				
TOTAL	32	06	04				
Corporate SUPPORT DPT	36	0	0				
Female	24	0	0				
Male	12	0	0				
TOTAL	36	0	0				
COMMUNITY SERVICES DPT	194	10	2				
Female	100	4	0				
Male	94	6	2				
TOTAL	194	10	02				
TECHNICAL SERVICES DPT	119	12	1				
Female	21	4	0				
Male	98	8	1				
Total	119	12	01				
Institutional Planning and Economic Development	20	2	0				
FEMALES	02	1	0				
MALES	18	1	0				
TOTAL	20	02	0				

The table indicates that African constitute (83.6%), the second largest percentage group is Coloureds at (12.6%), with Whites at (3.8%).

7.9 Workplace Skills Plan

A Workplace Skills Plans of both erstwhile Gariep and Maletswai were approved by council and were designed to address the skills challenges in the Budget and Treasury Office, Corporate, emerging contractors and the unemployed communities, however the municipality is in a process of consolidating the plans. The Workplace Skills Plan will be reviewed and submitted annually to training committee and the Department of Labour. The municipality has a dedicated Skills Development Facilitator responsible for workplace skills programme and a skills

committees will be merged and will seat on quarterly basis. The other priority of the municipality is based on the legislated training for BTO, Section 56 Managers and middle managers; the training committee decides on the criteria as and when required and advise the municipal Manager.

All skills development activities are governed by the annual Workplace Skills Plan, as required by the Local Government SETA (LGSETA). A skills audit will be conducted in January among all staff members, responding to requests for training received from staff, and aimed at addressing the needs of employees. The response formed the basis for the training plan for the 2017/18 financial year.

Below are some of the trainings undertaken by Councillors and Staff members in the past:

- 19 Employees in different Directorates have been registered for Municipal Finance Management Programme NQF Level 6 (Funded by LGSETA through Discretionary Grant for 5 Officials the Municipality will be paying for 14 Officials)
- 3 Employees in different Directorates have been registered for Municipal Governance Learnership Programme (with the assistance of Joe Gqabi District Municipality)
- 22 Councillors have been registered for Community Leadership NQF Level 4 Skills Programme (Funded by LGSETA through Discretionary Grant)
- 80 Ward Committees have been registered for Ward Committee Governance (with the assistance of Local Government SETA) The Municipality will top up for 30 Ward Committees.
- 15 Employed and 10 unemployed community members from different wards have been registered for Electrical Engineering (Funded by LGSETA through Discretionary Grant)
- 15 Employed and 15 Unemployed community members from different wards have been registered for Plumbing Skills Programme (Funded by LGSETA through Discretionary Grant).
- ICT Cobit 2 Officials have been registered the Programme is Funded by LGSETA through Discretionary Grant
- Officials and Portfolio Head: Corporate Services were trained on Employment Equity with the support of Joe Gqabi District Municipality

A municipality has the functions and powers assigned to it in terms of sections 156 and 229 of the Constitution. These functions and powers are divided between the district municipality and the local municipalities established within its area of jurisdiction. Section 84 (a) to (p) of the Structures Act defines the functions and the powers that are assigned to District Municipalities. The Minister may authorize (under certain circumstances) a local municipality to perform a district function and power and the Member of the Executive Council for local government may (under certain circumstances) adjust specified functions and powers between the district and a local municipality in its area.

The MEC for Local Government adjusted the functions and powers between Joe Gqabi district municipality and Walter Sisulu local municipality, as published in the Provincial Gazette No. 1890 on 9 May 2008, to the extent reflected hereunder;

Function	JGDM	Walter Sisulu	Allocated Budget	Number of Employees
Air pollution	X			
Building regulations		X		
Child Care facilities		X		
Electricity reticulation	X (unknown until REDZ finalized)	X		
Fire Fighting	X	X		
Local Tourism	X	X		
Municipal airports		X		
Municipal Planning	X	X		
Municipal Health Services	X			
Municipal Public Transport		X		
Pontoons and Ferries		X		
Storm water		X		
Trading regulations		X		
Water (potable)		x		
Sanitation		x		
Schedule 5 part b				
Beaches and amusement facilities		X		
Billboards and the display of adverts in public places		X		
Cemeteries, Crematoria and funeral parlours		X		

Function	JGDM	Walter Sisulu	Allocated Budget	Number of Employees
Cleansing		X		
Control of public nuisances		X		
Control of undertakings that sell liquor to the public		X		
Facilities for the accommodation, care and burial of animals		X		
Fencing and fences		X		
Licensing of dogs		X		
Licensing and control of undertakings that sell food to the public		X		
Local amenities		X		
Local sport facilities		X		
Markets		X		
Municipal abattoirs		X		
Municipal parks and recreation		X		
Municipal roads		X		
Noise pollution		X		
Pounds		X		
Public places		X		
Refuse removal, refuse dumps and solid waste disposal		X		
Street trading		x		
Street lighting		x		
Traffic and parking		x		

Function	JGDM	Walter Sisulu	Allocated Budget	Number of Employees
Additional agency functions performed				
Licensing of vehicles		X		
Primary Health Care	X	X (excluding Elundini)		
Road maintenance	X			

7.10 CODE OF CONDUCT ADHERENCE BY CLRS

The policy was developed and adopted in September 2016 and reviewed in June 2018. There are various Codes of conduct and codes of good practice applicable to both employers and employees. The municipality adheres to the code of conduct. All Cllrs and employees have signed the code of conduct.

Furthermore, there is the code of good practice concerning dismissal which was promulgated in terms of the Labour Relations Act (Schedule 8). This Code deals with the key aspects of dismissal for reasons related to conduct and capacity of employees.

The code of conduct promulgated in terms of the Municipal Systems Act, deals with the manner in which a municipal councillors and employee must conduct themselves in order to ensure that municipal duties and functions are performed in good faith, honesty, transparency and at all times acts in such a way that the credibility and integrity of the Municipality is not compromised. Table 41 shows current disciplinary cases.

Table 53: Disciplinary Cases

Outstanding	Status
1. Two cases on misconduct	Completed

7.11 Succession Plan

In Walter Sisulu Local Municipality, succession planning simply means making the necessary arrangements to ensure that suitably qualified people are available to fill posts which will arise within any specific department over forthcoming years and therefore mentoring is relatively done. The purpose of this policy is to mitigate disruption of services rendered by the municipality when employees resign by appointing suitably trained staff in key posts.

Currently the municipality has a succession plan that has been consulted to unions, Management and general workers. Council adopted this policy in June 2018.



8.1 Millennium Development Goals

The United Nations (UN) Millennium Development Goals (MDGs) have served as the preeminent focus of international development efforts for the past 15 years. The aim of the MDGs was to create a development framework focused on improving health, education, and gender equality among the poorest people, and halving the incidence of absolute poverty while arresting environmental degradation by 2015, with a set of eight time-oriented goals, each with numerical indicators. With the MDG framework coming to conclusion at the end of 2015, the 17 new (SDGs) (see below) that form the UN 2030 Agenda for Global Development under the title of 'Transforming our World' mark a new era of global development strategy beginning in 2016. They apply to all nations, developed and developing, bridging governments, civil society, and the private sector to create innovative ways to achieve sustainable development while 'leaving no-one behind.'

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Ensure availability and sustainable management of water and sanitation for all
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts*
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalize the global partnership for sustainable development

8.2 Government Priorities

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

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

8.3 Alignment between the National, Provincial and WSLM programmes

The WSLM 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 WSLM (see table 27 below). These Strategic focus areas also clearly linked to the social and economic development trajectory of the municipality as informed by the communities.

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
<p>1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods</p>	<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>	<p>Expand the economy to ensure it creates jobs</p>	<p>Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</p>	<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>	<p>Create a conducive environment for economic growth and create job opportunities</p>
<p>2. Strengthen the skills & human resource base</p>	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled & capable workfKorce to support an inclusive growth path</p> <p>Local Government role:</p>	<p>Improve the quality of education, training and innovation</p>	<p>Strategic Priority 4: Strengthen education, skills and human resource base</p>	<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>	<p>Build human resource capacity for institutional and community development by 2017</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
	<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>				
<p>3. Improve the health profile of society</p>	<p>Outcome 2: A long & 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>	<p>Ensure quality health care for all</p>	<p>Strategic Priority 5: Improving the Health profile of the Province</p>	<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>	<p>To contribute to the health and safety of communities in Walter Sisulu Local Municipality</p> <p>Improve organizational cohesion and effectiveness</p>
<p>4. A comprehensive rural development</p>	<p>Outcome 7: Vibrant, equitable, sustainable rural communities</p>	<p>Create an inclusive and</p>	<p>Strategic Priority 3: Rural development,</p>	<p>Output 3: CWP - Create work opportunities to contribute to the target</p>	<p>Create a conducive environment for economic</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
<p>strategy linked to land and agrarian reform and food security</p>	<p>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>	<p>integrated rural economy</p>	<p>land and agrarian reform and food security</p>	<p>of 4.5 million EPWP job opportunities by 2014</p>	<p>growth and create job opportunities</p>
<p>5. Intensify the fight against crime and corruption</p>	<p>Outcome 3: All people in SA are & feel safe</p> <p>Local Government role:</p> <p>OT 4: Improve procurement systems to eliminate corruption and ensure value for money</p> <p>OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</p>	<p>Reform and public service and fighting corruption</p>	<p>Strategic Priority 6: Intensifying the fight against crime and corruption</p>	<p>Output 7: Review and amend local government legislation, policy and regulations where necessary</p>	<p>Build an efficient, effective, accountable and responsive local government system by 2017</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
<p>6. Massive programmes to build economic and social infrastructure</p>	<p>Outcome 6: An efficient, competitive & responsive economic infrastructure network</p> <p>Local Government role:</p> <p>OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</p> <p>OT 6: Improve maintenance of municipal road networks</p> <p>OT 11: Ensuring basic infrastructure is in place and properly maintained</p> <p>OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand</p> <p>OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure</p>	<p>Improve the infrastructure</p>	<p>Strategic Priority 2: Massive programme to build social and economic infrastructure</p>	<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>Create a conducive environment for economic growth and create job opportunities</p> <p>Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
	<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>				
<p>7. Build cohesive, caring and sustainable communities</p>	<p>Outcome 8: Sustainable human settlements and improved quality of household life</p>	<p>Reversing the spatial effects of apartheid</p>	<p>Strategic priority 8: Building cohesive, caring and sustainable communities</p>		<p>Improve organizational cohesion and effectiveness</p>
<p>8. Pursue regional development, African advancement and enhanced international cooperation</p>	<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>Promote a culture of participatory and good governance.</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
	OT 1: Facilitate the eradication of municipal service backlogs in schools				
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			Provide access to adequate cost effective sustainable basic services by 2016
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	<p>Outcome 9: Responsive, accountable, effective & efficient Local Government system</p> <p>Outcome12: An efficient, effective & 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</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</p>	<p>Build an efficient, effective, accountable and responsive local government system by 2017</p> <p>Improve financial</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
	<p>capacity and sophistication of the municipality</p> <p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT12: Comply with legal financial reporting requirements</p> <p>OT12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</p>			<p>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</p>	<p>management in the municipality by 2017</p>

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	Walter Sisulu Strategic Objectives
	<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>			repairs and maintenance	

IDP STRATEGIC OBJECTIVES AND ALIGNMENT

Walter local municipality resolved to align it with the twelve National Outcomes and National Development Plan (2030), government mandate, and national, provincial and District strategic objectives and priorities. The Provincial Growth and Development Plan and the Provincial Strategic Framework have also been considered. The municipality will maintain a local focus with an emphasis on municipal priorities and strategies within the resource constraints that exist in the municipality. Table 28 outlines the strategic objectives and development strategies of the municipality.

Walter Sisulu local municipality resolved to align its twelve National Outcomes and National Development Plan (2030), government mandate, national, provincial and District strategic objectives and priorities. The Provincial Growth and Development Plan and the Provincial Strategic Framework have also been considered. The municipality will maintain a local focus with an emphasis on municipal priorities and strategies within the resource constraints that exist in the municipality. Table 28 outlines the strategic objectives and development strategies of the municipality.

For the Walter Sisulu Local Municipality to effectively address its priorities, it was decided that the strategic objectives and strategies would be structured and linked to programmes and projects in the format of the 5-year Local Government Strategic Agenda, also taking into considerations of the Outcome 9 outputs, and Local Government 10-point plan

IDP Strategic Objectives

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME
KPA 1 INFRASTRUCTURE AND BASIC SERVICE DELIVERY			
Eradicate current infrastructure backlogs and improve access to municipal services	Increase household access to electricity	BSD 18	Sustainable and improved services delivery to all households
	Construct, upgrade and maintain municipal roads and access roads	BSD 18	
	Improve municipal land use management	BSD 18	
	Facilitate sustainable environmental management and conservation	BSD 18	
	Ensure safe and eco-friendly and clean	BSD 18	

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME
	environment		
	Maintain and refurbish municipal amenities and properties	BSD 18	

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME
	Increase access and optimal usage of library services	BSD 18	
	To render effective traffic control	BSD 18	Road safety and law enforcement
Eradicate current infrastructure backlogs and improve access to municipal services	Facilitate transfer of ownership of houses (pre-1994 housing stock)	BSD 18	
	Facilitate transfer of ownership of houses (pre-1994 housing stock)	BSD 18	
	Capitalization of electricity metering	BSD 18	
	Construct and resurface Roads and access roads		
KPA 2 LOCAL ECONOMIC DEVELOPMENT			
	Create and expand Job creation and poverty alleviation mechanisms	LED18	Reduced poverty, inequality and

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME
Create a conducive environment for economic growth and the reduction of unemployment			unemployment
	Support development of SMMEs and cooperatives	LED18	
KPA 3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Build and enhance human resource capacity for institutional and community development	Implement skills development and capacity building initiatives	MTO D1 8	Improved organizational stability and sustainability
	Create conducive workplace environment	MTOD1 8	
Build an efficient, effective, accountable and responsive local government system by 2017	Ensure continuous engagements with communities, civil society and stakeholders	MTOD1 8	
	Improve Document Management System	MTOD1 8	
	Skills development and capacity building	MTOD1 8	
	Recruitment of critical vacant positions and Interns	MTOD1 8	
Improve organizational cohesion and effectiveness	Instil adherence to Municipal Disciplinary Code	MTOD1 8	

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME
Build human resource capacity for institutional and community development by 2017	Skills development and capacity building	MTOD1 8	
	Skills development and capacity building	MTOD1 8	
	Continuous Ward committee members training	MTOD1 8	
Improve organizational cohesion and effectiveness	Promote Performance Management System amongst councillors and officials	MTOD1 8	
	Instil adherence to municipal policies and bylaws	MTOD1 8	
	Build and maintain enabling ICT infrastructure	MTOD1 8	
	Develop and improve records management system	MTOD1 8	
KPA 4 FINANCIAL VIABILITY AND MANAGEMENT			
Improve financial viability and management	Ensure revenue enhancement and budget management	FV18	Improved financial management
STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME

STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	PROGRAMME NUMBER	INTENDED OUTCOME
	Develop and implement effective financial management policies, procedures and systems	FV18	and accountability
	Ensure effective and compliant Supply Chain Management system	FV18	

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
Promote a culture of public participation and good governance	Ensure and maintain clean governance	GG&PP 18	Entrenched culture of accountability and clean governance
	Ensure continuous engagements with communities	GG&PP 18	
	Implement programmes supporting special groups		
Build an efficient, effective, accountable and responsive local government system	Support community participation structures and mechanisms	GG&PP 18	
	Ensure compliance with governance and reporting frameworks	GG&PP 18	

The Municipal Systems Act 32 of 2000 requires a municipality to include a financial plan, including a 3-year budget, in the annual Integrated Development Plan. In essence this financial plan is a medium term strategic framework on how the municipality plans to deliver services, within financial means. The Council's strategic objective of service delivery includes the persistence of the acceptable levels of service as well as the improvement in those areas where it lacks acceptable levels. The balancing act is to achieve these objectives with available financial resources, and to always consider the effect of tariff adjustments on the community at large, and specifically the poor. In addition, the municipality has not escaped the effect of the global economic downturn, as well as the recently announced tariff increases by ESKOM, and this makes the achievement of the service delivery objectives so much more difficult.

The municipality does recognise the funding role of the National and Provincial Governments, with contributions from these spheres of governments through grants and subsidies being 25.06% of total revenue and 24.56% of total expenditure. An indication of the municipality's commitment is that, [it] grant rebates on service charges. In addition to these rebates and discounts, which provides for free basic services to the poor. The total number of indigents is 6499 for entire Walter Sisulu local municipality; the municipality contributes 4.6% of the total expenditure towards free basic services. This, together with the funding as mentioned above, are also symptomatic of the level of unemployment and poverty in the region, and Walter Sisulu municipality assists in National – and Provincial programs aimed to improve the situation within the means of the Constitutional mandate. The operations and Maintenance budget of the municipality amounts to 2.7%

All government spheres priorities for service delivery needs to be aligned and this is to a large degree achieved through the Integrated Development Planning process, whereby, communities give input into service needs and which is being incorporated into the IDP. The different spheres of government then allocate resources to these requirements – this however, prevails when pecuniary resources permit.

The municipality's infrastructure development objectives are to have services at acceptable levels to all, and for this purpose the budget for 2018/19 provides for road paving and storm water projects totalling to R18 008 000 which will also contribute to the national priority of safety. While the municipality recognizes the need for the extension of services through infrastructure development, it should also recognise the need for the maintenance of these

infrastructures and to this end provide in the capital program for replacement of some of the ageing vehicles and equipment. However, to provide for the capital is probably not that problematic, but to find the funds to maintain infrastructure and other assets properly in the operating budget, without overburdening consumers and ratepayers, is the big concern. It is common knowledge that the first place where funds are cut when other expenditure items increase to such an extent that a reduction in expenditure is necessary, is on maintenance votes. In this budget, maintenance expenditure equates to 2.7% of operating expenditure, which is lower than the national average, but the pressure on this type of expenditure is increasing every year.

In view of the above, the effect of the ESKOM bulk tariff increases and the limitations set by NERSA on the electricity increases to be applied by the municipality - the ESKOM bulk tariff increases for the current year is set at 6.84%, subject to NERSA approval while the increase allowed. The municipality is NERSA licensed and is responsible for electricity reticulation in all towns.

9.1 2 – 3 YEAR FORECAST

The budget is prepared in the format prescribed in the Budget Regulations and complies with the requirements of Generally Recognised Accounting Practices (GRAP). Full budgetary compliance in all aspects of the regulations and GRAP will take time, as systems, and especially obtaining statistical information, needs to be adapted, but already this year much more information is available and incorporated in to this budget. The annual financial statements process plan (roadmap) is attached)

EC 145 Projects – Direct Transfers

	2018/ 19	2019/ 20	2020/ 21
	R 000	R 000	R 000
Equitable Share	R 47 866	R 52 361	R 56 894
Municipal Infrastructure Grant	R 18 570	R 18 872	R 19 710
Integrated National Electrification Programme	R 5 231	R 5 120	R 6 400
Special Support for Councillor Remuneration & Ward Committees	R 4 811	R 5 052	R 5 293
Expanded Public Works Programme	R1 517	-	-
FMG	R 4 315	R 3 000	R 2 000
Libraries	R 1 947	R 2 175	R 2 295
Total	R 84 257	R 86 580	R 92 592

Effect of the annual budget

The budgets as presented here reflect comparative information.

	2018/2019	2019/2020	2020/2021
Subsidy District Municipality	Budget	Budget	Budget
Water	0	0	0
Sewerage	0	0	0

Table 1: Effect of the Annual Budget

The water services function was taken over by the district municipality.

9.2 FINANCIAL POLICIES

The following policies are reviewed annually and the last review was adopted by Council in June 2018 financial year, the policies will be promulgated into by-laws and gazetted. Adopted policies are as follows:

- Accounting policy
- Comprehensive SCM Policy
- Irregular, fruitless and wasteful expenditure policy
- Fleet Management policy
- Asset management and disposal policy
- Cash receipts and banking
- Cash management and payment of creditors
- Borrowing and raising of debt
- Budget
- Supply chain Management policy
- Cost estimation
- Indigent Policy

- Free Basic Services Policy
- Credit control and debt collection
- Customer care
- Donations, sponsorships and grants
- Financial reporting
- Liability of the Municipality for damages sustained or incurred by Councillors and officials
- Internal audit
- Investment policy
- Financial support for disposing of the dead
- Rates
- Reimbursement of mobile phone costs
- Risk management
- Subsistence and travelling
- Comprehensive HR Policy
- Tariff Policy
- Long-Term financial plan Policy
- Infrastructure investment and capital projects Policy

The long-term financial plan should be reviewed each year to update assumption, projections and related policies. It is imperative to mention that all policies mentioned above were promulgated to law and all amendments thereof will undergo the same process. Key issues to be included are:

- Revising the long term financial plan for events that may have impacted during the recent past;

Review outcomes and achievements of the past few years' financial performance as per the audited financial statements;

Reviewing and discussing the financial objectives, indicators and assumptions;

Reviewing the past and summarize long term financial outlook;

Highlighting the current overall financial position and liquidity situation;

Highlighting financial challenges and constraints;

Discuss strategies to deal with the challenges, and to maintain financial viability and capacity to sustain services;

Highlight overall finding mix and implications for own revenue and external funding;

Highlight compliance with MFMA and other relevant legislation.

Tariff Policies

The annual review is conducted in consideration with adoption of the budget and the following also applies:

- Determine the charges and tariffs for municipal services rendered by or on behalf of the Municipality
- Review and consider changes to this policy
- Consider the latest budget MFMA reforms
- Monitor implementation of this policy
- Submit recommendations to the Council regarding the review and amendment of this policy; and
- Regularly report to the Council regarding the implementation of this policy.

Rates Policies

- The Municipality imposes the property rate on the market value of all rate-able property as recorded in the valuation roll and supplementary valuation roll. The Council pledges to limit each annual increase in property rates as far as practicable to the increase in the consumer price index during the year proceeding the financial year to which the increase relates, except when the approved IDP provides for a bigger increase.
- When determining the rate for each financial year Council take into account:

- The aggregate burden of rates and service charges on property owners in the various categories of property ownership
- The extent to which this burden is or remains competitive with the comparable burden in other municipalities within the economic region
- The Council shall further, when determining the rate for each financial year, strive to ensure that the aggregate budgeted revenues from property rates, less revenues forgone and any contributions to the provision for bad debts, equal at least 25% of the Municipality's aggregate budgeted net revenues for the financial year concerned. By doing so, the Municipality will ensure that its revenue base and the collectability of its revenues remain sound. The creditors are paid on 30 days however due to the financial constraints sometimes the municipality is not able to pay as per the commitment.

Supply Chain Management

- The municipality has a functional supply chain management unit. It consists of the head of the unit an accountant and two assistant accountants. All bid committees exist (Specification Committee; Evaluation Committee and Adjudication Committee) as required by law and meets all the national standards requirements. The policy is reviewed on an annual basis and where deemed fit by the Municipal Manager proposed amendments are submitted to Council. The small unit has been established for the implementation of the policy; it operates under the direct supervision of the Chief Financial Officer. The municipality has the section in the supply chain that deals with contract management; however the municipality is still not sure where this unit should be reporting and extensive study is underway to see how other municipalities are dealing with contract management.
- The Policy provides systems for the following:
 - Demand management
 - Acquisition management
 - Logistics management
 - Disposal management
 - Risk management.

9.3 CREDIT CONTROL AND DEBT COLLECTION

Walter Sisulu Municipal Council approved a Credit control and Debt Collection Policy and procedures in 2016 and is reviewed annually, the last reviewed was in June 2018. The principles supported by the policy are, amongst others:

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected Councillors are responsible for policy-making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies
- All customers must complete an application form, formally requesting the municipality to connect them to service supply lines. Existing customers may be required to complete new application forms from time to time, as determined by the Municipal Manager
- A copy of the application form, conditions of services and extracts of relevant council's credit control and debt collection policy and by-laws must be handed to every customer on request at such fees as may be prescribed by the Council
- Enforcement of payment must be prompt, consistent and effective
- Billing is to be accurate, timorously and understandable
- The customer is entitled to reasonable access to pay points and to a variety of reliable payment methods
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal
- Unauthorised consumption, connection and reconnection, the tampering with or theft of meters, service supply equipment and the reticulation network and any fraudulent activity in connection with the provision of municipal services will lead to disconnections, penalties, loss of rights and criminal prosecution
- The collection process must be cost-effective
- Results must be regularly and efficiently reported by the Municipal Manager and the Mayor

The Policy document covers:

- Duties and Functions of the Council, the Mayor. Municipal Manager, Ward Councillors, and of Communities, ratepayers and residents
- Area of Application
- Application of Services
- Customer Service Agreements
- Deposits and Guarantees
- Accounts and Billing
- Metering of Consumable Services
- Valuation of Properties
- Customer Assistance Programmes
- Communication
- Payment Facilities and Methods
- Enquiries and Appeals
- Municipal Service Account Certificate: Tenders for Business
- Restraint on Transfer of Property
- Debt Collection
- Handing Over
- Cheques Marked As “Refer To Drawer”
- Persons Placed Under Administration/Liquidated
- Training
- Disconnections and Restriction Procedure
- Estate Accounts
- Meter Readings
- Theft and Fraud
- Reporting and Performance Management

- Income Collection Target
- Application of the Policy.

9.4 LONG TERM FINANCIAL PLAN

9.4.1 Cash Management

An annual estimate of the Municipality's cash flows is divided into calendar months, based on the service-delivery and budget implementation plan(s) of the Municipality and its departments and at least an update is done on a monthly basis. The cash flow estimate indicates the following:

- The amount of surplus revenues that may be invested.
- The amount investments will have to be liquidated.
- If applicable, either long-term or short-term debt must be incurred.

9.4.2 Financial Recovery Plan/ Revenue Enhancement Plan

The municipality has developed this strategy in January 2017 and is currently under review through assistance from the National department of Co-operative Governance and Traditional Affairs. The purpose of this strategy is to ensure that all possible avenues are explored to maximize the receipt of any monies available to Council by way of intergovernmental transfers and Grants or Donations, including expanding the billing database and maximizing income opportunities on every registered serviced site within the LM's jurisdiction.

The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processes of Council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements.

The third component of the strategy focuses on maximising the registration of households eligible for participation within the Free Basic Services programme of Council, this component is aimed at arresting spiralling debts associated with this user group, and limiting consumption of services in line with the FBS allocation threshold.

The municipality has employed and or partnered with a service provider to clear off the challenges pertaining to revenue. This is one of the means the municipality is using for the

financial recovery plan. Furthermore, the municipality has gone in depth in attending to its financial issues.

Financial performance as per the adopted mid term assessment (2017/2018) reveals that the organization will not achieve the anticipated revenue inflows underpinning the budget framework adopted. The targeted debt collection rate over the 2018/19 MTREF is positioned at 90%.

9.4.3 Billing

Walter Sisulu Local Municipality has effective monthly billing system however there are still some teething challenges in terms of consistency and accuracy. As for the compliance with the MFMA reforms, the system is up to date and the municipality complies fully. The billing is done on monthly basis; the meters are read for 15 days then on the 15th of each month the accounts are issued to the customers. The following are some of the challenges experienced:

- Morbidity of consumers
- Death
- Child headed households
- Destitute families
- Farm billing
- Old data

9.4.4 Valuation Rolls

Walter Sisulu is implementing the municipal property rates act. The Municipal Valuation roll was adopted and implemented by Council since 1 July 2009. The general valuation has been conducted during the 2013/14 financial year. The municipality was assisted by the Department of Local Government and Traditional Affairs in conducting the valuation. The current valuation is implemented on 01 July 2014. Consultation processes with relevant stakeholders were held. Furthermore an interim valuation was conducted for the previous years and the municipality is on track for the next general valuation as prescribed by the MPRA. The supplementary valuation was conducted and the result thereof was updated in the existing valuation as per MPRA. The new GV is in a process of being developed for the preparation of the new municipality. The municipality will be implementing its valuation roll with effect from 01 July 2019.

9.4.5 Internal Control System

The municipality has developed an effective internal control system. However, this is a process and not an event therefore it will always be reviewed and improved continuously.

9.4.6 Payments of Municipal Services and Rates and Taxes

The payment level remains a critical challenge due to the following socio-economic situation:

- High level of unemployment
- High level of indigent consumers
- Inaccurate Billing/ reading of meters

Enforcement of credit control policies and bylaws will become key in achieving our targets during the 2018/19 financial year. This is due to the fact that 62% of the municipality's operating revenue is likely to come from billed revenue.

9.4.7 Revenue Enhancement Achievements

- Improved accuracy on billing
- Eliminated inconsistency from the past financial management system
- Reduced disagreement between customers and municipality on consumer account and improved debt collection

The municipality has developed an annual financial process of revenue enhancement plan that has been approved by the council and it is closely monitored by the acting Chief financial officer. The key focus is on the following

- Customer Data Base integrity
- Billing Integrity
- Debt integrity
- Service Delivery integrity
- Business Process Integrity
- Financial Integrity

The following are the benefits of the plan

Maximization of revenue potential

Prevention of losses as a result of incorrect or inadequate information

Reinstatement of integrity into the local government business

Enhanced and improved relationship between the customer and the municipality

Development of local capacity to take local government into the future in a sustainable manner

A cost effective and dynamic solution and model for local government

9.4.8 Investment Management

The municipality makes investments for period longer than 12 months only in line with the municipal investment regulations and gain the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes. The aim is to:

- Preserve and safeguard its investments
- Invest in diversity of instruments and at a diversity of institutions in order to spread and minimize risk
- Take into account the Municipality's liquidity needs.

9.4.9 Borrowing Policy

Reference is made to short term and long term debt. The short-term debt must be paid off within the financial year and may not be renewed or refinanced, whether its own debt or that of any other entity, where such renewal or refinancing will have the effect of extending the short-term debt into a new financial year.

In accordance with the MFMA long-term debt may be incurred; the purposes for which long term debt may be incurred are capital expenditure on property, plant or equipment that will be used for achieving the objects of local government contained in section 152 of the Constitution or to re-finance existing long-term debt. Before long-term debt may be incurred, Council must take a resolution approving the debt agreement.

9.5 ASSET MANAGEMENT AND GRAP COMPLIANCE

The municipality (as erstwhile Maletswai and Gariep) has for the first time in 2011/2012 financial year produced a GRAP compliant asset register and it is up dated annually in terms of the latest accounting standards. The following are some of the more significant programmes that have been identified:

- The implementation of a fixed asset register and asset control system as well as the maintenance thereof

- This programme involves the formulation of policies regarding fixed assets, the capture of all assets onto this system and the maintenance of this system in terms of GRAP requirements.

9.5.1 The development of a comprehensive asset and risk insurance policy

This policy ensures that a comprehensive insurance strategy is developed and implemented. This project is contingent on the restructuring of all insurance activities performed within Walter Sisulu Municipality and the transfer and centralization of these activities to and within the Budget and Treasury Department. Council has approved a comprehensive risk register within Walter Sisulu Municipality.

9.6 Payment of Creditors

The municipality is currently not able to pay its creditors within 30 days as stipulated by the MFMA. Sometimes this is due to disputes between the municipality and the creditor, but mostly it is because of the current cash flow challenges. The age creditor's analysis is reflected in Annexure Creditors Payments schedule. The municipality on average is paying its creditors on 120 days.

9.7 Draft By – laws

The municipality is currently using by laws of the erstwhile municipalities. However, the consultation on the amalgamation of the different by laws has been initiated and hence have the following draft by laws:

Table 2: By - laws

By – law no.	Name
1.	Customer Care and Revenue Management
2.	Electricity Supply
3.	Encroachment on municipal properties
4.	Funeral Parlors, Cemeteries and crematoria
5.	Liquor Trading
6.	Outdoor signs and advertising and other
7.	Prevention of nuisance and keeping of animals
8.	Public amenities
9.	Storm water management
10.	Building Control
11.	Air Pollution

12.	Child Care Facilities
13.	Commonage
14.	Community Fire Safety
15.	Delegation of powers
16.	Dumping and littering
17.	Fences and Fencing
18.	Municipal abattoirs
19.	Municipal Airports
20.	Parking – meter and parking - ground
21.	Property rates
22.	Refuse removal, refuse dumps and solid waste disposal
23.	Roads and traffic
24.	Storm Water Management
25.	Street Trading
26.	Waste Management
27.	Work in Road Reserve
28.	Fixed Assets
29.	The Spatial and Land use Management

9.8 Audit Action Plan

The Municipality has taken the necessary strategic steps in addressing pertinent issues that were raised by the Auditor General in the 2 erstwhile municipalities:-

	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
1	Financial Sustainability	Risk and Governance	Improving the municipal liquidity by ensuring that current	Management	30 June 2017	Management is updating the financial recovery plan in

			assets are in excess of current liabilities			consultation with all stakeholders
2	Amalgamation of the two municipalities	Governance	Compliance with the Municipal Demarcation Board notices and requirements	Management	03 August 2016 onwards	Consultation with the Department of Co-operative Governance and Traditional Affairs (CoGTA) is continuing and adherence to all notices issued by CoGTA is in place
3	Unauthorised Expenditure	Expenditure	Expenditure limitations within the budget and financial management budget locking system	Budget and Treasury Office Manager	On going	Budget adjustments indicators have been identified and overall budget revision exercise has been conducted
4	Fruitless and Wasteful Expenditure	Expenditure	Compliance with legislation and payment within the 30 days required period.	Chief Financial Officer	On going	Financial viability is limiting the efforts of paying within 30 days, however financial recovery plan put in place

			Consequence management			will address the challenge
5	Irregular Expenditure	Compliance	Compliance with all legislation	Management and Council	On going	Management and council is regularly reminded of the adherence to policies and legislation
6	Restatement of Corresponding figures	Cut-Off	Adhere to cut off procedures at year end through the timely identification of all supporting documents	Management	30 June 2016	A road map or plan was drafted as a guide for processes to be followed for monthly, quarterly and year end cut-offs
7	Material losses on Electricity	Risk and Governance	Avoid illegal connections, tampering and all other root causes of the electricity losses	Technical Services Directorate	On going	Consultations with Eskom and Consumers is being considered to identify technical and non-technical losses
8	Debt Impairment	Accounts Receivable	Evaluation and assessment of individual classes of accounts receivable to determine indicators of impairment	Chief Financial Officer	Quarterly	All accounts receivables are classified in accordance to its characteristics or similarity for ease identification of impairment

						indicators. Write-offs motivations are submitted to council for approval
9	Oversight internal audit function was not performed effectively	Internal Audit	Effective Internal audit unit that will enhance the functionality of the audit committee	Municipal Manager	Quarterly	A new audit committee has been appointed by council to ensure that the internal audit oversight function is performed effectively

#	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
1.	Irregular Expenditure	Compliance	Compliance with all legislation. Systems will be put in place to identify all irregular expenditure	Management and Council	On going	Management and council is regularly reminded of the adherence to policies and legislation.
2.	Restatement of corresponding figures	Cut-Off	Adhere to cut off procedures at year end through the timely identification of all supporting documents	Management	30 June 2016	A road map or plan was drafted as a guide for processes to be followed for monthly, quarterly and year end cut-offs
3.	Material Losses	Risk and Governance	Avoid illegal connections, tampering and all other root causes of the electricity losses	Technical Services Directorate	On going	Consultations with Eskom and Consumers is being considered to identify technical and non-technical losses
4.	Material underspending of the budget	Expenditure	Compliance with budget circulars and principles. Application of virement policies and transfer of funds	Chief Financial Officer	30 June 2017	Identified indicators of under spending to perform the virement and transfers

#	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
5.	Fruitless and Wasteful Expenditure	Expenditure	Compliance with legislation and payment within the 30 days required period. Consequence management	Chief Financial Officer	On going	Financial viability is limiting the efforts of paying within 30 days, however financial recovery plan put in place will address the challenge
6.	Unauthorised Expenditure	Expenditure	Expenditure limitations within the budget and financial management budget locking system	Budget and Treasury Office Manager	On going	Budget adjustments indicators have been identified and overall budget revision exercise has been conducted
7.	Going Concern or Financial Sustainability	Risk and Governance	Improving the municipal liquidity by ensuring that current assets are in excess of current liabilities	Management	30 June 2017	Management is updating the financial recovery plan in consultation with all stakeholders
8.	Debt Impairment	Accounts Receivable	Evaluation and assessment of individual classes of accounts receivable to determine indicators of impairment	Chief Financial Officer	Quarterly	All accounts receivables are classified in accordance to its characteristics or similarity for ease identification of impairment

#	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
						indicators. Write-offs motivations are submitted to council for approval
9.	Merger	Amalgamation of the two municipalities	Amalgamation of the two municipalities	Amalgamation of the two municipalities	Amalgamation of the two municipalities	Amalgamation of the two municipalities
10	Material non-compliance with the Pension Fund Act	Non compliance	Payment arrangement with the pension funds and compliance with pension funds act	Municipal Manager	On going	None. Negotiations are continuing on payment arrangements
11	Reliability of reported performance information	Internal Controls	Timely submission of supporting documents	All	On going	An audit file with all the supporting documentation and explanations will be provided to the Auditor General on request
12	Expenditure Management	Expenditure	Payment within 30 days and payment arrangements for debt in excess of 30 days	CFO	On going	Payments arrangements has been made with key service providers with exception of pension funds. Further negotiations

#	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
						are on ongoing with other key suppliers. Payment is generally not done within 30 days due to inadequate cashflows
13	Consequence Management	Governance	Investigation of the root cause of the expenditure incurred should be conducted by the committee established by Council and holding personnel liable where applicable	Municipal Manager and Council	On going	Municipal Public Accounts Committee has been established and is yet to investigate
14	Human Resource Management	Governance	Conclude performance agreements and provide sufficient audit evidence and supporting documents	Director Corporate Services	30 June 2017	wip
15	Budgets	Expenditure	Budget locking and discussion of the budget constraints by the Budget Steering Committee	Municipal Manager/CFO	Quarterly	No meetings were held to date

#	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
16	Strategic Planning and Performance	IDP	Afford all stakeholders adequate opportunity to make submissions on IDP matters and provide such evidence to the Auditor General	IPED	Budget and IDP process	Work in progress
17	Annual financial statements and annual report	Misstatement of the Annual Financial Statements	Submission and preparation of the annual financial statements in accordance with the GRAP standards. Correction of all prior year errors and disclosure of the errors in the comparative opening balances	CFO	30 June 2017	WIP
18	Procurement and Contract Management	Compliance and Internal Controls	Competitive bidding processes should be followed and the supporting documents to be provided to the Auditor General	CFO	30 June 2017	wip

#	Audit Finding	Classification	Solution to the problem	Responsible Person	Due Date	Progress to date
19	Asset Management	Internal Controls	Fixed Assets Registers will be revised and prepared using an electronic system and checked against the requirements of GRAP	CFO	30 June 2017	wip
20	Leadership	Governance	Oversight Role, Discipline, internal controls and compliance	Municipal Manager	On going	wip
21	Financial Performance and Management	Performance	Timely clearance of the suspense accounts, completeness of accounting records, correction of material misstatements	CFO	On going	wip
22	Governance	Risk and Internal Audit	Appointment of an effective audit committee, Evaluation of Risk, Implementation of the internal audit plan and prevention of fraud	Municipal Manager	On going	wip

10. INTRODUCTION

Performance Management System (PMS) is one of the key mechanisms through which the municipality aims to improve organisational performance [and that of its individuals] to enhance service delivery. The Performance Management Systems Policy Framework will be adopted by Council in August 2016 and reviewed on an annual basis aimed at:

- improving performance against municipality's goals by establishing performance culture;
- improving individual officials' awareness, understanding of their work objectives & performance standards expected of them;
- ensuring individuals know how their performance against these standards is perceived;
- improving communication between supervisors and their staff;
- evaluating performance fairly and objectively;
- providing opportunities to identify individual development needs and to devise, in conjunction with supervisors, plans to address those needs;
- facilitating the effective management of unsatisfactory performance; and □
Providing a basis for decisions on possible rewards.

10.1.1 Scorecards

The application of the PMS will be cascaded to a level below s56 managers in consultation with the Unions. The municipality intends on implementing three (3) levels of the scorecard. This is the Institutional Scorecards, Departmental Scorecard, and Sectional Scorecards. Each of these levels is briefly described below:

Institutional Scorecard

The IDP is aligned with the strategic objectives, output targets and outcomes. The Institutional Scorecard will be used to measure performance of the municipality in terms of implementation of Walter Sisulu Local Municipality Service Delivery and Budget Implementation Plan. The institutional scorecard will provide 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 delineated on the budget and IDP. The IDP is linked with the

SDBIP as well as key performance indicators and targets. Lastly, the Municipal Manager will utilise Institutional Scorecard as a basis for reporting to the Mayor, Council and most importantly to the Public through quarterly reports, Mid-Year assessments, Annual Report and performance assessment.

Departmental Scorecard

The Departmental Scorecard will measure and monitor performance of the line Departments. This constitutes the scorecard of the Department Directors by providing a comprehensive picture on the implementation and evaluation of the Departmental actions and projects, which are directly linked to the objectives, indicators and targets derived from the institutional scorecards. Performance reporting in the form of quarterly reports will be presented to the Municipal Manager, Standing Committees of Council and Council. Departmental meetings will be held monthly.

Sectional Scorecards

The Sectional Scorecards will measure and monitor performance of Departmental Sections. This will constitute the scorecard of the sectional heads. Sectional heads are reporting to the Department Director. Reports on the sectional scorecards will be compiled quarterly for inputs onto the Departmental and Institutional SDBIP. Sectional meetings will be held monthly.

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

IDP STRATEGIC OBJECTIVES	Programme	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Build and enhance the human resource capacity of the municipality	Develop staff establishment / organisational structure for the WSLM	MTOD18	Corporate Services	Number of organograms approved by Council	Council Resolution and Organogram	1	1	1	1
Ensure effective and efficient governance	Ensure and maintain clean governance	MTOD18	Corporate Services	Number of OHS Committee meetings held	Minutes and attendance registers	New Indicator	6	12	12
Build human resource capacity for institutional and community development by 2019	Implement Skills development and capacity building initiative	MTOD18	Corporate Services	Percentage of a municipality's budget actually spent on implementing its workplace skills plan.		40%	100%	100%	100%

IDP STRATEGIC OBJECTIVES	Programme	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Build human resource capacity for institutional and community development by 2019	Implement Skills development and capacity building initiative	MTOD18	Corporate Services	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	Skills Audit, registration form and end results obtained	2	100%	100%	100%
Build human resource capacity for institutional and community development by 2019	Human Resource strategic planning	MTOD18	Corporate Services	Number of Human Resource Strategic Plans developed	One approved HR Strategy	0	1 HR Strategy	1x Reviewal	1 x reviewal

IDP STRATEGIC OBJECTIVES	Programme	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Build human resource capacity for institutional and community development by 2019	Recruitment of critical vacant positions and Interns	MTOD18	Corporate Services	Number of vacant critical positions filled	Appointment letters	0	0	4	4
Build human resource capacity for institutional and community development by 2019	Recruitment of critical vacant positions and Interns	MTOD18	Corporate Services	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.	Appointment letters	2	4	6	6

IDP STRATEGIC OBJECTIVES	Programme	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Build human resource capacity for institutional and community development by 2019	Skills development	MTOD18	Corporate Services	Number of skills audits conducted	Complete Skills audit forms	New indicator	1	1	1
Improve organizational cohesion and effectiveness	Instil adherence to Municipal Disciplinary Code	MTOD18	Corporate Services	Number of staff workshops on disciplinary code held	Attendance registers. Agenda and report	0	4 workshops	2	2
Build human resource capacity for institutional and community development by 2019	Skills development and capacity building	MTOD18	Corporate Services	Number of Workplace Skills Plan (WSP) submitted to LGSETA	1 WSP	1	1	1	1

IDP STRATEGIC OBJECTIVES	Programme	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Build human resource capacity for institutional and community development by 2019	Skills development and capacity building	MTOD18	Corporate Services	Number of Councillors who would undergo training in different programmes	Skills Audit report, expenditure report training application of Councillors	3	22	22	22
Build human resource capacity for institutional and community development by 2019	Skills development and capacity building	MTOD18	Corporate Services	Trainings for officials		68	78	85	90
Build human resource capacity for institutional and community development by 2019	Continuous Ward committee members training	MTOD18	Corporate Services	Number of Ward Committee members trained	Skills Audit report, expenditure report training application of ward committees	110	110	110	110

IDP STRATEGIC OBJECTIVES	Programme	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Build human resource capacity for institutional and community development by 2019	Ensure continuous engagements with communities, civil society and stakeholders	MTOD18	MM's Office	Number of IDP Documents submitted to council	Council Agenda or Minutes when IDP was Tabled in Council	1	1	1	1
Build human resource capacity for institutional and community development by 2019	Ensure continuous engagements with communities, civil society and stakeholders	MTOD 18	MM's Office	Number of Section 72 reports performance submitted to Council	Section 72 performance report and council resolution	1	1	1	1
Build human resource capacity for institutional and community development by 2019	Ensure continuous engagements with communities, civil society and stakeholders	MTOD 18	MM's Office	Number of institutional Performance reports submitted to Council	Quarterly performance reports	New indicator	4	4	4

Build human resource capacity for institutional and community development by 2019	Ensure continuous engagements with communities, civil society and stakeholders	MTOD18	MM's Office	Number of Annual Performance Reports tabled before Council	Council Resolution and approved APR	1	1	1	1
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IDP STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Eradicate current infrastructure backlogs and improve access to municipal services	Construct and resurface Roads and access roads	BSD 18	Technical Services	Number of square meters potholes filled	pothole quarterly report	4	700 m ²	350 m ²	400 m ²
Managing the continuous supply of electricity		BSD 18	Technical Services	Percentage of 3 phase and 1 phase pre – paid bulk meters installed	Meter change	New indicator	100%	100%	100%
Improve financial management in the municipality	Capitalization of electricity metering	BSD 18	Technical Services	Percentage reduction in electricity loss	Report on Electricity Losses	5%	18%	18%	18%
Eradicate current infrastructure backlogs and improve access to municipal services	Capitalization of electricity metering	BSD 18	Technical Services	Number of street lights maintained	Fault register and work instructions	40%	100%	100%	100%

Eradicate current infrastructure backlogs and improve access to municipal services	Capitalization of electricity metering	BSD 18	Technical Services	Percentage of electrical faults attended within 24 hours of reporting	Fault register and work instructions	70%	100%	100%	100%
Eradicate current infrastructure backlogs and improve access to municipal services	Construct and resurface Roads and access roads	BSD 18	Technical Services	Kilometres of gravel roads maintained	Quarterly report submitted to section 79 committee	40km	50km	55km	60km
Eradicate current infrastructure backlogs and improve access to municipal services	Construct and resurface Roads and access roads	BSD 18	Technical Services	Kilometres of storm water channels maintained	Quarterly report submitted to section 79 committee	32km	35km	35km	30km
	Capitalization of electricity metering	BSD 18	Technical Services	The percentage of households with access to basic level of electricity	Monthly electricity monitoring report	89%	100%	100%	100%
Eradicate current infrastructure backlogs and improve access to municipal services		BSD 18	Technical Services	Upgrading of Burgersdorp sport facility	PAC Monthly reports, council quarterly reports and	New Indicator	100%	100%	100%

					completion certificate				
Eradicate current infrastructure backlogs and improve access to municipal services	Maintenance and upgrading of existing infrastructure	BSD 18	Technical Services/Finance	Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Monthly reports and annual report	89%	100%	100%	100%

IDP STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
To render effective traffic control	Traffic Control	BSD 18	Community Services	Number of traffic fines issued	copy of fine, report	150	1600	1700	1800
Eradicate current infrastructure backlogs and improve access to municipal services	To render effective traffic control	BSD 18	Community Services	Number of planned roadblock conducted	Approved Operational plan	2	4	4	4
Eradicate current infrastructure backlogs and improve access to municipal services	Ensure safe, eco-friendly and clean environment	BSD 18	Community Services	Number illegal waste sites removed	before and after pictures, reports	4	10	10	10
Eradicate current infrastructure backlogs and improve access to municipal services	Ensure safe, eco-friendly and clean environment	BSD 18	Community Services	Number of waste management surveys conducted	Waste management survey report	New indicator	1	1 update	1update
Eradicate current infrastructure backlogs and improve access to municipal services	Ensure safe, eco-friendly and clean environment	BSD 18	Community Services	Number of Integrated Waste Management	Approved IWMP	New indicator	1	1 reviewal x	1 reviewal x

				Plans Developed					
Eradicate current infrastructure backlogs and improve access to municipal services	Ensure safe, eco-friendly and clean environment	BSD 18	Community Services	Percentage households with access to basic level of solid waste removal	Quarterly Report	78%	94%	94%	94%
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Increase access and optimal usage of library services	BSD 18	Community Services	Percentage increase of membership at municipal libraries	Monthly reports and statistics	5%	10%	10%	10%
Eradicate backlogs in order to improve access to services and ensure proper operations and maintenance	Increase access and optimal usage of library services	BSD 18	Community Services	Number of Service level Agreement signed with the DSRAC for library services	Signed SLA	1	1	1	1
Eradicate current infrastructure backlogs and improve access to municipal services	Maintenance and refurbish municipal amenities and properties	BSD 18	Community Services	Number of cemeteries maintained	Before and after pictures, inspection reports	28	12	12	12

Eradicate current infrastructure backlogs and improve access to municipal services	Maintenance and refurbish municipal amenities and properties	BSD 18	Community Services	Number of open spaces maintained	Before and after pictures, inspection reports	New indicator	15	15	15
Eradicate current infrastructure backlogs and improve access to municipal services	Law enforcement	BSD 18	Community Services	Number of law enforcement campaigns conducted	Invites, attendance registers	New indicator, warnings issued	4	4	4

KPA 3: LOCAL ECONOMIC DEVELOPMENT

DEVELOPMENT STRATEGY	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Develop a local economic development strategy	LED 18	MM's Office	% completion of the LED strategy development	Strategy	New indicator	100% (1)	1 x Review	1x Review

create work opportunities through municipal and public works programmes	LED 18	MM's Office	Number of work opportunities created	Attendance registers and employment contract	250	220	300	350
tourism marketing	LED 18	MM's Office	Number of tourism marketing initiatives undertaken	One report and attendance register	1	3	3	3
improve municipal linked tourism infrastructure	LED 18	MM's Office	Number of municipal linked tourism infrastructure improved	Infrastructure report	New indicator	1	N/A	N/A
local small contractors development	LED 18	MM's Office	Number of local small contractors developed	Development report	New indicator	20	25	30
develop a Small Contractors Development Plan	LED 18	MM's Office	Number of small contractor development plans developed	One Small Contractors Development Plan	New indicator	1	1 Review	1 Review

small enterprise development support	LED 18	MM's Office	Number of small enterprises provided with development support	Development report	New indicator	50	60	70
convene roundtables	LED 18	MM's Office	Number of local economic development roundtables convened	Minutes and attendance register	New indicator	3	3	3
organise local suppliers information sessions	LED 18	MM's Office	Number of local supply chain information session organised	Attendance register	New indicator	3	3	3
source external funding for economic development projects	LED 18	MM's Office	Number of economic development projects that received approval for funding	Funding application and approval plan	New indicator	4	N/A	N/A

to ensure project growth and sustainable economic development	LED 18	MM's Office	Craft a 'Hawkers (Informal Economy) Development Plan	Number of Hawker plans developed	Plan	New indicator	1	N/A
Monitor external funded projects' implementation	LED 18	MM's Office	Number of project monitoring sessions attended	Monitoring report	New indicator	12	12	12
Cooperate with other entities on economic development (ED)	LED 18	MM's Office	Number of cooperation meetings on ED attended	Minutes & report	New indicator	12	12	12

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP STRATEGIC OBJECTIVES	DEVELOPMENT STRATEGY	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2018/2019	Annual Target 2019/2020	Annual Target 2020/2021
Improve organizational cohesion and effectiveness	Engage communities through surveys and other means	GG&PP 18	MM's Office	Number of customer care satisfactory surveys conducted	Customer care satisfaction report	0	1	1	1
Contribute to the fight against HIV/Aids	External Awareness on HIV/AIDS	GG&PP 18	MM's Office	Number of Local Aids Council (LAC) meetings convened	Quarterly reports	0	4	4	4
Contribute to the fight against HIV/Aids	External Awareness on HIV/AIDS	GG&PP 18	MM's Office	Number of HIV/Aids Awareness campaigns conducted	Awareness reports and attendance register	New indicator	2	2	2
Contribute to the fight against HIV/Aids	External Awareness on HIV/AIDS	GG&PP 18	MM's Office	Number of HIV/AIDS internal awareness campaigns conducted	Awareness reports and attendance register	New indicator	2	2	2

Contribute to the fight against HIV/Aids	External Awareness on HIV/AIDS	GG&PP 18	MM's Office	Number of TB and Chronic illness awareness campaigns conducted	Awareness reports and attendance register	New indicator	2	2	2
Contribute to the fight against HIV/Aids	External Awareness on HIV/AIDS	GG&PP 18	MM's Office	Number of World AIDS day celebrations held	Reports, pictures	New indicator	1	1	1
To ensure good governance	Oversight	GG&PP 18	MM's Office	Number of Audit Committee meetings held	Attendance register, agenda and report	1	4	4	4
To ensure good governance	Oversight	GG&PP 18	MM's Office	Number of Internal Audit Reports submitted to Council.	Internal Audit Report & Council resolution	1	4	4	4
To ensure good governance	Oversight	GG&PP 18	MM's Office	Number of Audit Committees established	Attendance register, agenda and report	New indicator	1	N/A	N/A

To ensure good governance	Oversight	GG&PP 18	MM's Office	Number of risk assessments conducted	Risk assessment report	0	1	1	1
To ensure good governance	Oversight	GG&PP 18	MM's Office	Number of risk registers updated quarterly	Risk Register	0	4	4	4
Promote a culture of participatory and good governance.	Support systems to Ward Councillors	GG&PP 18	Office of the Municipal Manager	Number of ward profiling conducted	Ward Profiling reports	New indicator	11	n/a	n/a
Promote a culture of participatory and good governance.	Support systems to Ward Councillors	GG&PP 18	Office of the Municipal Manager	Number of environmental scanning conducted	Environmental Scanning Report	New indicator	2	2	2

MONITORING AND REVIEW

The Performance Management will be monitored and reviewed by presenting quarterly reports to Standing Committees, Executive Committee, MPAC and Council. Subsequent to the tabling of quarterly performance reports to Council, the Institutional quarterly performance reports will be published on the website for community reporting.

QUALITY ASSURANCE ON PERFORMANCE INFORMATION

The Municipality will on an on-going 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. 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 which will be established.

IDP Sector Departments Projects 2018/19:

DIRECTORATE:		HUMAN SETTLEMENTS						
PROJECT PROGRAMME DESCRIPTION	OR NAME/	WARD OR LOCALITY	RESPONSIBLE DEPT., MANAGER OR AGENT	.PHASED .ONGOING .PERIODIC	PROGRAMME	BUDGET		
						2017/18	2018/19	2019/20
Dukathole 140		07	Human Settlements	Phased	Completed	R 2 500 000		
Dukathole 172 + 8 Military Veterans		07	Human Settlements	Phased		R 15 273 000		
Hilton 94 (59)		09	Human Settlements	Periodic	Completed	R 5 320 000		
Burgersdorp 123		03 + 05	Human Settlements	Periodic	Completed	R 2 115 000		
Venterstad 500 (58 units in Oviston)		01	Human Settlements	Periodic		R9 675 000		
Destitute 30 units			Human Settlements	Periodic		R 860 000	-	
Steynsburg 220		02	Human Settlements	Periodic		R 3 492 000	-	
Aliwal North 550		05	Human Settlements	On-going	Planning	R 21 330 000	-	
Steynsburg 530 Ceilings and Electrical Install		02	Human Settlements	Periodic	Construction	R 6 300 000		
TOTAL COST ESTIMATE/ PROVISION:						R64 615 000		

DIRECTORATE:				DEPARTMENT OF PUBLIC WORKS			
PROJECT OR PROGRAMME NAME/ DESCRIPTION	WARD OR LOCALITY	RESPONSIBLE DEPT., MANAGER OR AGENT	.PHASED .ONGOING .PERIODIC	PROGRAMME	BUDGET		
					2017/18	2018/19	2019 /20
Paul Kruger	Steynsburg	Dept of Public Works	Ongoing			R17 895 705.74	
Cluster offices	Aliwal North	Dept of Public Works	Ongoing			R87 892 475.54	
Ex / CPA		Dept of Public Works	Completed	Conversion to form new offices for 6 departments		-	
Mpumelelo Mfundisi	Burgersdorp	Dept of Public Works	Phased	Construction of school		R17 570 167	

Phahameng		Dept Public Works	Phased	Construction		R10 532 777	
Phambili Mzontsundu	Venterstad Burgersdorp	Dept of Public Works	Phased			R20 692 592	
TOTAL COST ESTIMATE/ PROVISION						R 154 583 717.28	-

Walter Sisulu LM 2018/2019 Capital Projects

Primary Funder	Project ID Number	Project Name (Project description)	MIG Expenditure Forecast
			2018/19
MIG	230134	Steynsburg link road	R 8 356 500
MIG	231607	Construction of Paved roads in Aliwal North	R 8 356 500
MIG		Top Slice PMU 5%	R 928 500
LED		Public Toilets in Aliwal North and Burgersdorp	R 928 500
TOTAL			R 18 570 000

DIRECTORATE:		DEDEAT						
PROJECT OR PROGRAMME DESCRIPTION	WARD OR LOCALITY	RESPONSIBLE DEPT., MANAGER OR AGENT	.PHASED .ONGOING .PERIODIC	PROGRAMME	BUDGET			
					2018/19	2019/20	2020/21	
Maletswai – Working on Waste	Aliwal North	DEA	Completion stage	Waste minimization through composting	R 5 000 000			
Maletswai – Buffelspruit Nature Reserve Revitalization	Aliwal North	DEA	Completion stage	Building of chalets to promote tourism in the area	R 15 000 000			
Youth Environmental Services	Venterstad	DEA	On-going	Training on hospitality, hunting and environmental monitors	R 404 736			
Ukhuni Upholstery	Aliwal North	ECDC Funding/Imvaba	Periodic	Manufacturing and services	R 408 896.01			
Kwakhanya	Steynsburg	Imvaba Fund	Periodic	Sewing services	R 250 000			
TOTAL COST ESTIMATE/ PROVISION:					R21 063 632.01			

Huis Van Der Horst Old Age Home	9	Dept. of Social Dev.	Planning	Old Age Home	R1 344 000	R1 080 000	-
Huis Dirk Postma Te Huis	3	Dept. of Social Dev.	Planning	Service Centre	R 528,000	R552 000	-
Miriam Steyn Home for the Aged	2	Dept. of Social Dev.	Planning	Service Centre	R 408,000	R456 000	-
Ikhwezi Mphahlalatsane Service Centre	7	Dept. of Social Dev.	Planning	Service Centre	R 135,000	R120 000	-
Sonwabile Pensioners	6	Dept of Social Dev.	Planning	HIV& Aids	R 81,000	R72 000	
Masakhane Old Age Service Centre	11	Dept of Social Dev.	Planning	HIV & Aids	R 108,000	R96 000	
Songuluntu Service Centre	1	Dept of Social Dev.	Planning	ECDC	R 81,000	R72 000	
Nceduluntu Service Centre	2	Dept of Social Dev.	Planning	ECDC	R 148,500	R132 000	
Ekuphumleni Elderly Centre	3	Dept of Social Dev.	Planning	ECDC	R 108,000	R96 000	

Goeie Hoop Dienste	1	Dept of Social Dev.	Planning	ECDC	R 54,000	R48 000	
Greenfields Service Centre	2	Dept of Social Dev.	Planning	ECDC	R 67,500	R84 000	
Umthunzi Wokuphumla Service Centre	5	Dept of Social Dev.	Planning	ECDC	R 81,000	R72 000	
CMR Aliwal North	4	Dept. of Social Dev.			223,915	R168 000	
CMR Burgersdorp	3	Dept of Social Dev.			223,915	R168 140	
Gloria in Exelsis (PEIP)	9	Dept of Social Dev.			285,117.00	R273 023	
Nazareth Haven	2	Dept of Social Dev.			236,810.00	R230 720	
Burgersdorp Partners in Sexual	5	Dept of Social Dev.			236,810.00		
Luthando	A/North	Dept of Social Dev.				R177 750	
Immanuel DCC	A/North	Dept. of Social Dev.		DCC		R711 000	
Khanyiso DCC	A/North	Dept of Social Dev.		DCC		R74 655	
St Pauls Creche	A/North	Dept of Social Dev.		Creche		R106 650	
Sacred Heart	A/North	Dept of Social Dev.				R167 085	
St Martin	A/North	Dept of Social Dev.				R177 750	

Good Tree	A/North					R142 200	
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Siyakhula Early Learning	A/North					R71 100	
Inkqubela Education Centre	Burgersdorp					R177 750	
Yoluntu Educare	Burgersdorp						
Nomzamo Educare	Burgersdorp	Dept. of Social Dev.					
Nobuhled Day Centre	Burgersdorp	Dept of Social Dev.					
Akanani Pre school	Burgersdorp	Dept of Social Dev.					
St Margaret	Burgersdorp	Dept of Social Dev.				R142 200	
Khululani Creche	Jamestown	Dept of Social Dev.					
Fezeka	Jamestown	Dept of Social Dev.				R177 750	
Masibulele	Jamestown	Dept. of Social Dev.				R177 750	
Lingelethu Educare	Steynsburg	Dept of Social Dev.				R159 975	
Sonskyn Educare	Steynsburg	Dept of Social Dev.				R106 650	
Kabourterland	Steynsburg	Dept of Social Dev.				R71 100	
Koinonia DCC	Venterstad	Dept of Social Dev.				R159 975	

Nolundi	Venterstad					R177 750	
Siyafunda	Venterstad	Dept. of Social Dev.				R106 650	
Lithalethu Pre school	Venterstad	Dept of Social Dev.				R142 200	
Uiltjies	Venterstad	Dept of Social Dev.				R71 100	
HB Early child development	Aliwal North	Dept of Social Dev.				R71 100	
Bokamoso development centre	Aliwal North	Dept of Social Dev.				R71 100	
Caring Hands HCBC	1	Dept of Social Dev.			236,810.00	R230 720	
Vuyo James Disability Centre	6	Dept. of Social Dev.			168,332		
Ikamvalethu NCB	Steynsburg	Dept of Social Dev.			218,131	R343 024	
Qhayiyalethu Special Day Care Centre	5	Dept of Social Dev.			82,000	R79 200	
Vukuzenzele Special Day Care Centre	5	Dept of Social Dev.			61,500	R79 200	
Injongo Lukhanyo Special Day Care	6	Dept of Social Dev.			82,000	R92 400 (R52 800 +R39 600)	

Living Waters HCBC	5	Dept. of Social Dev.			236,889.00	R244 002	
Noncedo CBO	1	Dept of Social Dev.			236,889.00	R244 002	
Ilithalethemba HCBC	5	Dept of Social Dev.			236,889.00	R244 002	
Caring Hands HCBC	1				236,889.00	R244 002	
Steynsburg Family Resource Centre	2				181,248	R189 751	
Goodwill Safety Shelter	4				608,716		
Maletswai One Stop Centre	2				1,000,000	R1 000 000	
Burgersdorp Victim Support Centre	2				133,413	R160 000	
Aliwal North Victim Support Centre	11				21,302	R140 000	
Venterstad Victim Support Centre	1				22,681	R165 000	
Maletswai Victim Support Centre	9				83,587	R21 808	

Men Against Crime	2				59,332	R150 000	
Aliwal North Teenagers Against Drug Abuse	All				145,687		
Walter Sisulu Youth Centre	A/ North				-	R232 000	
Seymour Victim Support Centre	2				79,620	R145 000	
CNDC	1				-	R190 000	

SCATEC Solar Projects

1. Khululeka – Holistic ECD Programme
2. Partners in Sexual Health – Youth Development
3. Untamed Expressionz – Youth Development
4. Foundation for Alcohol Related Research (FARR) – FASO prevention/ Health
5. Sweet Pea Youth Development – Youth Development
6. Adopt a school foundation - Infrastructure

DEPARTMNET OF TRANSPORT JOE GQABI DRAFT PROJECT LIST 2018/19 FY

NO	NAME OF PROJECT	BUDGET	SECTOR	ESTIMATED START DATE	ESTIMATED END DATE
1	Scholar Patrol Monitors	187 000	Social	18-Apr-18	31-Mar-19
2	Weekend Rangers	132 000	Infrastructure	02-Apr-18	31-Mar-19
3	Grid Gates	70 400	Infrastructure	05-Apr-18	31-Mar-19
4	Walking Bus		Social	01-Apr-18	31-Mar-19
5	Monitoring Practitioners		Social	01-Apr-18	31-Mar-19
6	Weekdays Road Rangers		Social	01-Apr-18	31-Mar-19
7	HHC	66799824	Infrastructure	01-Apr-18	31-Mar-19
8	NYS	1587600	Social	01-Mar-18	31-Aug-19
9	RRM ELUNDINI	21724610	Infrastructure	28-Apr-17	28-Oct-19
10	RMM / IRM SENQU	34000000	Infrastructure	01-Apr-17	31-Oct-19
11	Car Wash		Social	01-Apr-18	31-Mar-19

12	Paving of Sidewalks in Barkly East		Infrastructure	01-Apr-18	31-Mar-19
13	SLA Joe Gqabi DM (WSLM)	402 204	Infrastructure		
14	SLA Elundini		Infrastructure		
15	RMC/IRMBSENQU		Infrastructure		27-Oct-19
16	RMC TAR: GARIEP	2 046 054	Infrastructure		

DLRC PROJECTS 2018/19



rural development
& land reform

Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

District Municipality	Local Municipality	Farm Name	Property description	Hectares	Proposed Commodity in line with APAP	Programme	Estimated Budget for Land acquisition (As per valuation report or asking price)	District Status	Comments
Joe Gqabi	Senqu	Lucern	Portion 2(Wonderfontein) and Portion 4(Coetzeeskraal) of the Farm Coetzees Kraal no 75	166.5955	Livestock	PLAS	R 800 000.00	Planning Stage	Q 3
Joe Gqabi	Walter Sisulu (Former Gariep)	Dwaalfontein	Portion 5(Morsfontein)Portion of Portion 3 of the farm Morsfontein no 69 and Portion 2(Palmskop) of the farm Morsfontein no 69	632.4488	Livestock	PLAS	R2 850 000. 00	Planning Stage	Q 3
Joe Gqabi	Elundini	Snowyside	Portion 1 of Mount Sephton, portion 2 of Rob Roy and remainder of the farm SNOWYSIDE NO 250	1286.8181	Livestock	PLAS	R5 500 000.00	Valuation	Q1
Joe Gqabi	Senqu	Coetzeeskraal	FarmPortion 2(Wonderfontein) and Portion 4(Coetzeeskraal) of the Farm Coetzees Kraal no 75	299.7377	Livestock	PLAS	R 1 196 000.00	Planning Stage	Q 3
Joe Gqabi	Walter Sisulu (Former Gariep)	Kalkoenkrans	Portion 3 of the farm Kalkoenkrans no 101	1696.5814	Livestock & crop	PLAS	R 7 500 000.00	Planning Stage	Q 2
TOTAL BUDGET				4082. 1815			R17 846 000. 00		

District Municipality	Local Municipality	Farm Name	Property description	Hectares	Proposed Commodity in line with APAP	Programme	Estimated Budget for Land Acquisition (As per valuation report or asking price)	District Status	Comments
Joe Gqabi (5)	Senqu	Mangali	remainder of the farm Coetzeeskral No. 75 situated in the division of Wodenhouse, portion 3 of the farm Coetzeeskral no 75, portion 1 of the farm Waterval	708.7485	Vegetables, beef , wool and milk	1 House Hold , 1 Hectare	R1 090 545.80	Paid	Paid busy with procurement
Joe Gqabi (8)	Walter Sisulu	Rietfontein Farm	Remainder of farm Reitfontein No. 174	1743.8992	Wool, mutton, beef	1 House Hold , 1 Hectare	R 1 370 545.80	Paid	Paid busy with procurement
Joe Gqabi (15)	Walter Sisulu	Malibuye CPA	remainder of the farm Wilgespruit No.26 in the Division of Aliwal North	1330.250	Wool, mutton, beef	1 House Hold , 1 Hectare	R 1 779 122.70	Paid	Paid busy with procurement
TOTAL BUDGET				3782.8977			R4 240 214.30		

District Municipality	Local Municipality	Farm Name	Property description	Hectares	Proposed Commodity in line with APAP	Programme	Estimated Budget for Land Acquisition (As per valuation report or asking price)	District Status	Comments
Joe Gqabi	Senqu	Lady Grey Commonage		500	Livestock	Commonage	R2 500 000. 00	Planning	Profiling in progress
Joe Gqabi	Walter Sisulu	Gariep commonage		850	Livestock and crop	Commonage	R3 500 00. 00		To facilitate the initial meeting
Joe Gqabi	Elundini	Mount Fletcher commonage		700	Livestock & crop	Commonage	R3 000 000. 00	Planning	To facilitate the initial meeting
Joe Gqabi	Elundini	Ugie Commonage		750	Livestock & crop	Commonage	R2 500 000. 00	Planning	To facilitate the initial meeting
Joe Gqabi	Walter Sisulu (former Gariep)	Burgerdorp Commonage		650	Livestock & crop	Commonage	R2 500 000. 00	Planning	To facilitate the initial meeting
TOTAL BUDGET							R14 000 000. 00		

					in line with APAP		(As per valuation report or asking price)		
Joe Gqabi	Elundini	Elundini FPSU	Mcwangele Argic Coop, Gqaqhala Project 1 Massive Food Production and Ezingonyameni Project	120	Crop Production	Agri Park	R 1 550 000	R 531 791,32	Mechanization could not be done due to late delivery of crop production inputs
Joe Gqabi	Senqu	Senqu FPSU	Tapuleng Argic Project, Highlanders Livestock Farmers & Herschel Wool Growers Association	40	Crop Production and Livestock	Agri Park	R1 620 000	R 993 489,96	Two phases of Mechanization were only done in Tapuleng (Ploughing & disking), Animal Handling facility Delivered & Shearing shed equipment to be delivered on Thursday 15-03-2018
Joe Gqabi	Senqu	Ikhwezi Lokusa Textile	Ikhwezi Lokusa Textiles	N/A	Non Agric Project	Enterprise Development	R 500 000	0.00	Project was approved upon implementation there was budget

Joe Gqabi	Walter Sisulu, Senqu & Elundini	Joe Gqabi & Recyclers	Maletswai Recyclers, Sterkspruit Recyclers, Washota Recyclers & Maclear	N/A	Non Agric Project	Enterprise Development	R 900 000	0.00	Project was approved upon implementation there was budget
Total							R 4 570 000	R 1 525 281,28	Mechanization processes tha we not done are the results o the budget not spent



Province of the
EASTERN CAPE
EDUCATION

JOE GQABI DISTRICT
STERKSPRUIT

**INFRASTRUCTURE PROJECTS 16/17 AND
18 FINANCIAL YEAR**

UNDER CONSTRUCTION Continued

Programme	Project Name	Description	Municipality	Location/Village	Approved Budget	Start Date	Finish Date	Status/Progress
Under Construction (DPW)	Phambili mzontshundu	Renovations and additions	Maletswai	Jamestown	R 39 500 000.00	1 April 15 Started 14 November 2016	31 March 15 End 17 July 18	49 % Progress on site.
Under Construction (DPW)	Pahameng	ECD	Maletswai	Jamestown	R 10 532 775.78	1 April 15 Started 09 September 2016	31 March 17 End 02 August 2017	38 % Progress on site. The contractor terminated Until further Notice.
Under Construction (DPW)	Khiba	Renovations and additions	Senqu	Khiba	R 19 8000 000.00	1 April 15 Started 14 November 15	1 March 17 End 07 June 2017	47 % Progress on site.
Under Construction (DPW)	Nkopane	New classrooms and ablution facilities	Senqu	Nkopane	R 32 000 000.00	1 April 15 04 November 2015	31 March 18 End 07 July 2018	5 % Progress on site

Programme	Project Name	Description	Municipality	Location/Village	Approved Budget	Start Date	Finish Date	Status/Progress
Under Construction (DPW)	Mpumelelo mfundisi ps	Upgrade and additions	Maletswai	Burgersdorp	R 38 600 000.00	02 November 16	06 April 18	39 % slow progress on site.

UNDER CONSTRUCTION

Continued

Programme	Project Name	Description	Municipality	Location/Village	Approved Budget	Start Date	Finish Date	Status/Progress
DOE Disaster Projects	Pelandaba jss	General Repairs \$Renovations	Senqu	Phelandaba	R 3,562,860.24	06 February 17	06 March 18	10 % Slow Progress on site. Contractor not paid due to non-payments by the departmental.
DOE Disaster Projects	Tembalethu jss	General Repairs \$Renovations	Senqu	Hoita	R 2,388,040.08	06 February 17	06 March 18	30 % Progress on site. Works order delays so the contractor started late.
DOE Disaster Projets	Mahedi jss	General Repairs & Renovations Prefab Classroom Block.	Senqu	Palmitfontain	R 6,855,399.95	06 February 17	06 Mrch 18	55 % Progress on site.
DOE Disaster Projects	Belmore ps	Repairs & Renovations Prefab Classroom	Gariep	Belmore ps	R 2,124,470.00	06 February 17	06 July 17	Practical Completion.

2018/19 NEW PROJECTS

Project Identifier	Education District	Strategic Priority	Project Name (B5)	Local Municipality	Status	Total Project Cost (R '000)	MTEF 2017/18 (R'000)
200600046	SterkSPruit	Refurbishment	Bikizana JS School	Senqu		2,589	1,812
200600049	SterkSPruit	Refurbishment	Blikana SS School	Senqu	SDP Approval	2,683	573
200600152	SterkSPruit	Realignment	Ebenezer Nyathi SS School	Senqu	SDP Approval	2,369	711
200600352	SterkSPruit	Combined Priority	Kwagcina Junior Secondary School	Senqu	SDP Approval	71,200	6,120
200600984	SterkSPruit	ECD	Maruping Public School	Gariep	SDP Approval	1,000	1,000
200600476	SterkSPruit	Realignment	Mehlomakhulu	Senqu	SDP Approval	3,133	940
200600606	SterkSPruit	Additional Classrooms	Nompumelelo SS School	Senqu	SDP Approval	664	199
200600649	SterkSPruit	Additional Classrooms	Nyatela SS School	Senqu	SDP Approval	2,467	740
200600662	SterkSPruit	ECD	Pelomosa Primary School	Maletswai	SDP Approval	2,737	2,737
200600791	SterkSPruit	Realignment	St Mary's SP School	Senqu	SDP Approval	3,102	931

200600792	SterkSPruit	Refurbishment	St Michael's JS School	Senqu	SDP Approval	3,617	362
200600817	SterkSPruit	ECD	Tapoleng JS School	Senqu	SDP Approval	3,719	1,116
200600828	SterkSPruit	ECD	Thaba Lesoba JS School	Senqu	SDP Approval	1,000	1,000
200600832	SterkSPruit	Additional Classrooms	Thembaletu Jp School	Senqu	NO PROGRESS	543	163
200600844	SterkSPruit	ECD	Tienbank SP School	Senqu	SDP Approval	51,543	1,000
200600998	SterkSPruit	Additional Classrooms	Tsekana SP School	Senqu	SDP Approval	690	207
200600894	SterkSPruit	ECD	Vulamazibuko Primary School	Maletswai	SDP Approval	3,600	3,600
200600897	SterkSPruit	ECD	Vumile Primary School	Maletswai	SDP Approval	3,500	3,500

DONOR PROJECTS

Programme	Project Name	Description
Early Child Development	Maruping	Construction of new grade r. The project is about 70 % complete.
Early Child Development	Burgersdorp Primary (Eureka)	Construction of new grade r. The project is about 69 % complete.
Early Child Development	Mzimkhulu	Construction of new grade r. The project is about 65 % complete.

