INTEGRATED DEVELOPMENT PLAN

2018/19
FINANCIAL YEAR

JOE GQABI DISTRICT MUNICIPALITY

May 2018

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ACRONYMS

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

IWMP	Integrated Waste Management Plan
JGDM	JGDM
JIPSA	Joint Initiative on Priority Skills Acquisition
KPI	Key Performance Indicator
LED	Local Economic Development
LM	Local Municipality
LRAD	Land Redistribution and Agricultural Development
LTO	Local Tourism Organisation
LUPO	Land-Use Planning Ordinance
M&E	Monitoring & Evaluation
MAFISA	Agriculture Microcredit Fund
MFMA	Municipal Finance & Management Act
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NAFCOC	National African Federation of Chambers of Commerce
NEMA	National Environmental Management Act
NSDP	National Spatial Development Perspective
OTP	Office of the Premier
PDI	Previously Disadvantaged Individual
PGDP	Provincial Growth and Development Plan
PHC	Primary Healthcare
PMS	Performance Management System
PPP	Public-Private Partnership
RDP	Reconstruction and Development Plan
RDS	Rural Development Strategy
RSS	Rapid Services Survey
SAHRA	South African Heritage Resources Agency
SALGA	South African Local Government Association
SANRA	South African National Roads Agency
SAPS	South African Police Services
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SEDA	Small Enterprises Development Agency
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMME	Small, Medium & Micro Enterprises
SPU	Special Programmes Unit
TAS	Turn Around Strategy
TB	Tuberculosis
WSDP	Water Sector Development Plan

JOE GQABI DISTRICT MUNICIPALITY
COUNCIL 2016 - 2021
SIYA PHAMBILI - ASIJIKI
Z.I. DUMZELA (ANC)
Executive Mayor
E.M. LAKABANE (ANC)
Chief Whip & Portfolio Head : Financial Services
S. MEI (ANC)
Portfolio Head : Technical Services
D.D. MVUMVU (ANC)
Portfolio Head : Community Services
L.M. TOKWE (ANC)
Portfolio Head : Corporate Services
T.Z. NOTYEKE (ANC)
Speaker
Chieftain X.M.BEBEZA
Traditional Leader
Chief M.T.LEHANA
Traditional Leader
Chief M.G. MABANDLA
Traditional Leader
Chief N.MEHLOMAKHULU
Traditional Leader
Chief B.B.ZIBI
Traditional Leader
L.C. BOOKA (ANC)
Proportional Councillor
N.U. HOKWANA (ANC)
Directly Elected Councillor
B. KHWEYIYA (ANC)
Proportional Councillor
A.P. KWINANA (ANC)
Proportional Councillor
K. LANGE (ANC)
Proportional Councillor
M. MARUBELELA (ANC)
Proportional Councillor
N. MPOSELWA (ANC)
Proportional Councillor
B. MSUTHWANA (ANC)
Proportional Councillor
M. PHUZA (ANC)
Proportional Councillor
V.V. STOKHWE (ANC)
Proportional Councillor
M TELILE (ANC)
Proportional Councillor
D. HARTKOPF (DA)
Proportional Councillor
X.G. MAGCAI (DA)
Proportional Councillor
L. PILI (DA)
Proportional Councillor
A.M. VAN ZYL (DA)
Directly Elected Councillor
N.M. PHAMA
(SCA)
Proportional Councillor
M. YILIWE (SCA)
Directly Elected Councillor
N. NGENDANE
(EFF)
Directly Elected
N. NTAOPANE
(Independent)
Proportional Councillor
Joe Gqabi District Municipality | Private Bag X102| cnr Cole & Graham Street | Barkly East | 9786
Tel : 045-979 3000 | www.jgdm.gov.za | Customer Care : 0800 201 726
JOE GQABI DISTRICT MUNICIPALITY WATER

Foreword by the Honourable Executive Mayor

Executive Mayor - Cllr. Z. I. Dumzela

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

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

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

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

yardstick for the prioritisation of community needs, resource allocation, implementation and measurement of performances.

_____
Ald. ZI Dumzela
Executive Mayor

Executive Summary by the Municipal Manager

Municipal Manager - Z.A. Williams

This document represents the Integrated Development Plan (IDP) of the JGDM (JGDM) for the current term of Council as required by Section 25 of the Municipal Systems Act of 2000. The current term of Council covers the period of 2018/19 - 2021/22 financial years. This document represents a beacon of hope for the communities, business and all stakeholders within the JGDM. We have confidence in the ability of the institution to realise its set service delivery objectives and targets. The JGDM remains a shining model to its counterparts for having attained clean audit outcomes from the Auditor General in two consecutive years, which are the 2014/15 and 2015/16 financial years. An unqualified audit opinion was attained for the 2016/17 financial year. This can be attributed to strong leadership and management who are determined to respect the rule of law, apply good governance principles and adhere to stringent fiscal discipline. In this regard, the veracity of the information contained herein is, relatively, beyond reproach and users thereof must derive comfort and confidence from this fact.

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

South Africa's blueprint for development, the National Development Plan (NDP), urges all South Africans to unite behind a country's programme to tackle unemployment, poverty, inequality and other challenges facing our country. The NDP therefore is at the centre of our strategic socio-economic development objectives and programmes. Thus, this IDP will enable us to focus our attention on the following priorities:

- Build on achievements made in delivering basic services to the people by broadening access, quality and reliability.
- Putting people first and engaging with communities more frequently and clearly
- Delivering basic services in a more efficient and effective manner.
- Strengthening and improving on good governance and a refocus to ensure attainment of a clean audit outcome
- Ensuring sound financial management, with a particular focus on improving revenue collection and reducing outsourcing and build internal capacity
- Building capabilities by attracting and retaining a highly skilled and professional

local government administration.

- Develop and strengthen the local economy create jobs and promote job placements, especially for the Youth and unemployed graduates.
- Support and promotion of SMMEs and emerging businesses through facilitation and support
- Intensify the fight against fraud and corruption
- Promote education as the apex priority in our District through creation of an environment for finding solutions and implementation of educational free WIFI service at identified areas throughout the District

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

_____

ZA Williams
Municipal Manager

SECTION 1: THE LOCAL CONTEXT

1.1 Mission and vision

Vision:
An improved quality of life for all residents

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

This mission is premised on the following key elements:

- Stimulate the economy and fight poverty
- Meet basic needs and improve service delivery quality
- Enabling the building of capacity
- Fight fraud and corruption and ensure compliance
- Grow tourism and related businesses
- Grow pro-poor and labour intensive programmes
- Grow agriculture and downstream industries
- Promote sustainable development

1.2 Values of the District

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

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

1.3 Process followed

Following the August 2016 Local Government elections, the District adopted its five-year Integrated Development Plan (IDP) covering the period of 2017/18 – 2021/22 financial years. Thus, this document represents the first review of the five-year IDP of the Council. In terms of Section 35 (1) (a) of the MSA, an integrated development plan adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. The IDP is therefore the local expression of the entire government's plan of action. Therefore, all projects and programmes implemented by all government Departments should find expression in the IDP.

The District adopted a District IDP Framework and Process Plan in August 2017 that guided the compilation of this IDP. All three local municipalities within the District (Walter Sisulu, Senqu and Elundini) actively participated in the development of these plans. All matters required in terms of Section 27 and 28 of the Municipal Systems Act, Act 32 of 2000 (MSA) are dealt with in detail in the adopted Framework and Process Plan. The Framework Plan provides guidance to the local municipalities and most importantly, it serves as an alignment mechanisms between the District and local municipal planning and budget processes. The District and its local municipalities have in all material aspects adhered to the adopted Process Plans in conducting the IDP review, taking into account:

- The mandate of Local Government.
- National and Provincial Service Delivery indicators, targets, frameworks and plans, including the SDGs, 12 Outcomes of government, National Development Plan (NDP), Provincial Development Plan (PDP).
- Municipal Turn Around Strategies, Growth and Development Summit and the Back to Basics approach.
- Recommendations of the previous years' IDP assessments.
- Comments and inputs emanating from IDP processes and stakeholder engagements.
- Service delivery improvement measures, sector plans and the Council's strategic planning sessions.

SECTION 2: GEOGRAPHY AND POPULATION DYNAMICS

2.1 GEOGRAPHY

The JGDM (JGDM) is one of the six District Municipalities in the Eastern Cape Province in the Republic of South Africa. It borders the Free State Province and country of Lesotho to the north as depicted in the figure below. The District is located to the west of Alfred Nzo, north of OR Tambo and Chris Hani District Municipalities and to the east of the Northern Cape Province (see figure 1). It lies approximately 34km north of Queenstown and about 200 km south of Bloemfontein on the N6 road. The District is made up by three local municipalities; viz: Elundini, Walter Sisulu and Senqu. The JGDM covers an area of 25 663 km² and displays a diverse set of landscapes, from deeply incised mountainous terrains to flat far-reaching plains. Cities and towns that form the District are Aliwal North, Barkly East, Burgersdorp, Jamestown, Lady Grey, Maclear, Mount Fletcher, Oviston, Rhodes, Rossouw, Sterkspruit, Steynsburg, Ugie and Venterstad. The majority of the population speak *IsiXhosa* (2011 Census).

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

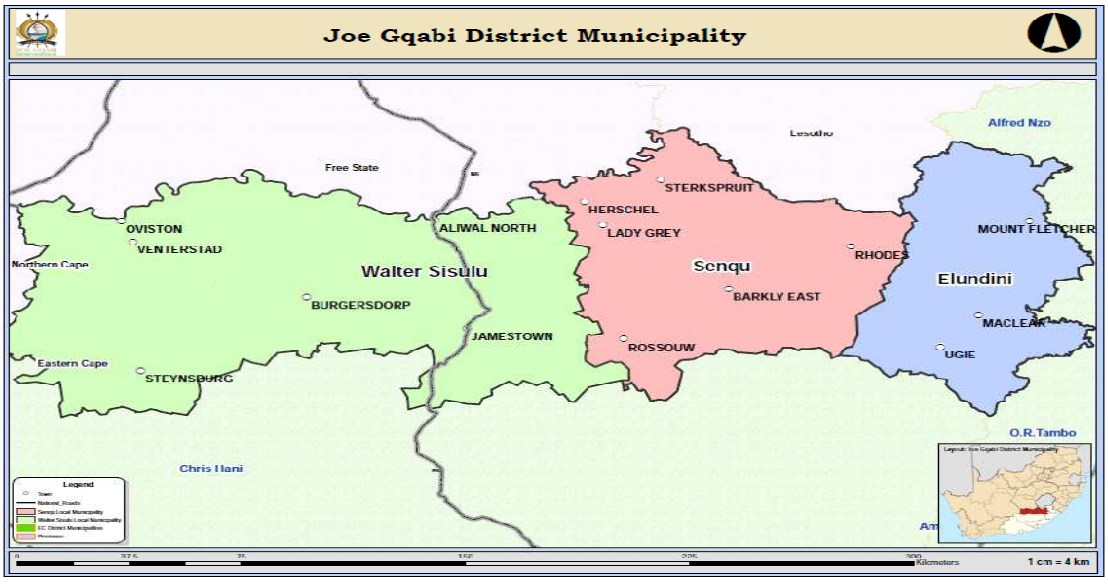


Figure 1: The local context

2.2 Demography

2.2.1 Population

The population of the District slightly increased from 341 750 in 2001 to 372 192 in 2016 representing a 9% growth (see table 1). There has been a modest growth compared to the 8.2% growth observed between 1996 and 2001 as depicted in the table below. The locality that has seen higher population growth is the former Maletswai local municipality that stood at 16% between 2001 and 2011. This was

followed by the Former Gariep local municipality at 7.3%. The Senqu local municipality observed a decrease of 1.2 % and in Elundini an insignificant growth of 0.5%.

Table 1: Population and total households

Municipality	Population				Number of households			
	2001	2011	2016	Growth / Decline	2001	2011	2016	Growth / Decline
JGDM	341 750	349 768	372 192	0.8%	84 835	97 775	95 107	
Elundini	137 394	138 141	144 929	0.6%	33 209	37 854	35 804	
Senqu	135 734	134 150	140 720	0.33%	33 904	38 046	35 597	
Walter Sisulu	68 621	77 477	87 263	1.4%	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 the Elundini local municipality had the second highest growth, with an average annual growth rate of The Senqu local municipality had the lowest average annual growth rate of

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.

Table 2: Population projections - 2016-2021

	Joe Gqabi	Eastern Cape	National Total	Joe Gqabi as % of province	Joe Gqabi as % of national
2016	373,000	7,010,000	55,700,000	5.3%	0.67%
2017	377,000	7,080,000	56,500,000	5.3%	0.67%
2018	381,000	7,160,000	57,400,000	5.3%	0.66%
2019	385,000	7,240,000	58,100,000	5.3%	0.66%
2020	389,000	7,310,000	58,900,000	5.3%	0.66%
2021	393,000	7,380,000	59,600,000	5.3%	0.66%
Average Annual growth 2016-2021	1.06%	1.05%	1.37%		

Source: IHS Markit Regional eXplorer version 1156

2.2.2 Population density

In 2016, Joe Gqabi District Municipality had a population density of 14.5 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the Nelson Mandela Bay with a total population density of 646 per square kilometre per annum. In terms of growth, Joe Gqabi District Municipality had an average annual growth in its population density of 0.65% per square kilometre per annum. In terms of the population density for each of

the regions within the Joe Gqabi District Municipality, Elundini local municipality had the highest density, with 28.9 people per square kilometre. The lowest population density can be observed in the Walter Sisulu local municipality with 6.48 people per square kilometre.

2.2.3 Key Demographic and Socio-Economic Highlights

Demographics	2011		2016	
	Number	Percent	Number	Percent
Population	348 667		372 912	
Population growth				1.3
Population profie				
Black African	326 901	93.8	352 041	94.4
Coloured	12 177	3.5	12 260	3.3
Indian or Asian	632	0.2	647	0.2
White	8 277	2.4	7 963	2.1
Population density				
Population by home language				
Afrikaans	20 325	5.9	18 889	5.2
English	5 693	1.6	2 514	0.7
IsiXhosa	242 943	70.4	275 521	75.4
IsiZulu	874	0.3	594	0.2
Sesotho	69 882	20.2	66 419	18.2
Other	5 475	1.6	1 637	0.5
Number of households	100 189		95 107	
Households size	3.5		3.9	
Gender				
Male	164 919	47.3	176 444	47.3
Female	183 748	52.7	196 468	52.7
Age				
0 - 14	118 841	34.1	137 176	36.8
15 - 34	116 561	33.4	150 369	40.3
35 - 64	87 009	25.0	57 281	15.4
65 +	26 256	7.5	28 086	7.5

Household Services	2011		2016	
	Number	Percent	Number	Percent
Access to housing				
Formal	58 902	60.4	66 225	69.6
Traditional	33 738	34.6	24 357	25.6
Informal	4 148	4.3	4 116	4.3
Other	682	0.7	399	0.4
Access to water				
Access to piped water	73 579	73.7	70 427	74.1
No Access to pipec water	26 208	26.3	24 680	25.9
Access to sanitation				
Flush toilet	26 995	28.0	32 401	34.1
Chemical	3 539	3.7	8 326	8.8
Pit toilet	46 943	48.7	45 608	48.0
Bucket	1 742	1.8	1 195	1.3
None	17 105	17.8	5 678	6.0
Energy for lighting				
Electricity	68 635	69.0	76 054	80.6
Other	30 896	31.0	18 348	19.4
Energy for cooking				
Electricity	56 005	56.2	69 652	74.0
Other	43 617	43.8	24 475	26.0
Access to refuse removal				
Removed by local authority at least once a week	28 134	28.2	32 425	34.1
Removed by local authority less often	886	0.9	1 304	1.4
Communal refuse dump	1 284	1.3	2 103	2.2
Own refuse dump	54 572	54.7	53 339	56.1
No rubbish disposal	13 677	13.7	4 755	5.0

Employment	2011		2016	
	Number	Percent	Number	Percent
Employed	51 295			
Unemployed	27 951			
Employment by industry				
Formal				
Informal				
Private Households				
Economically active population	79 246			
Labour force participation rate		38.9		
Absorption rate		25.2		
Unemployment rate		35.3		

Rating of quality of municipal services	2011		2016	
	Number	Percent	Number	Percent
Water (good)			35 760	41.5
Electricity supply (good)			44 907	55.1
Sanitation (good)			43 690	50.4
Refuse removal (good)			29 514	43.8

Ratio	2011		2016	
	Number	Percent	Number	Percent
Dependancy ratio		71.2		71.8
Poverty head count ratio		0.0		0.0
Sex ratio		89.8		89.8

Employment at municipality	2014		2015	
	Number	Percent	Number	Percent
Full-time	443		595	
Part-time	43		105	
Vacant post	29		1	
Total	515		701	

Agriculture	2011		2016	
	Number	Percent	Number	Percent
Agricultural households			28 129.0	29.6
Cattle				
1 - 10			8 636	64.7
11 - 100			3 210	24.0
100+			1 508	11.3
Total			13 354	100.0
Sheep				
1 - 10			2 433	25.4
11 - 100			5 044	52.7
100+			2 089	21.8
Total			9 566	100.0
Goat				
1 - 10			4 497	51.1
11 - 100			4 073	46.3
100+			229	2.6
Total			8 799	100.0
Type of agric activity				
Livestock production			20 154.0	77.5
Poultry production			14 836.0	64.3
Vegetable production			9 003.0	51.8
Other			9 275.0	13.7

Education	2011		2016	
	Number	Percent	Number	Percent
Level of education (20+)				
No schooling	27 411	14.7	15 038	8.0
Some primary	45 627	24.4	33 634	18.0
Completed primary	13 480	7.2	12 620	6.8
Some secondary	62 139	33.2	77 389	41.4
Grade 12/Matric	26 714	14.3	36 654	19.6
Higher	10 858	5.8	9 650	5.3
Other	739	0.4	1 742	0.9

Infrastructure	2011		2016	
	Number	Percent	Number	Percent
Access to telephone lines	4 187	4.2	2 702	2.9
Access to cellular phones	79 403	79.6	82 833	87.9
Access to Internet	17 880	17.9	6 456	6.9

Free Basic Services	2014		2015	
	Number	Percent	Number	Percent
Indigent Households	0		11 178	
Water	0		11 178	
Electricity	0		0	
Sewerage & Sanitation	0		11 178	
Solid Waste Management	0		0	

With 373 000 people, the Joe Gqabi District Municipality housed 0.7% of South Africa's total population in 2016. Between 2006 and 2016 the population growth averaged 0.65% per annum which is about half than the growth rate of South Africa as a whole (1.54%). Compared to Eastern Cape's average annual growth rate (0.83%), the growth rate in Joe Gqabi's population at 0.65% was slightly lower than that of the province.

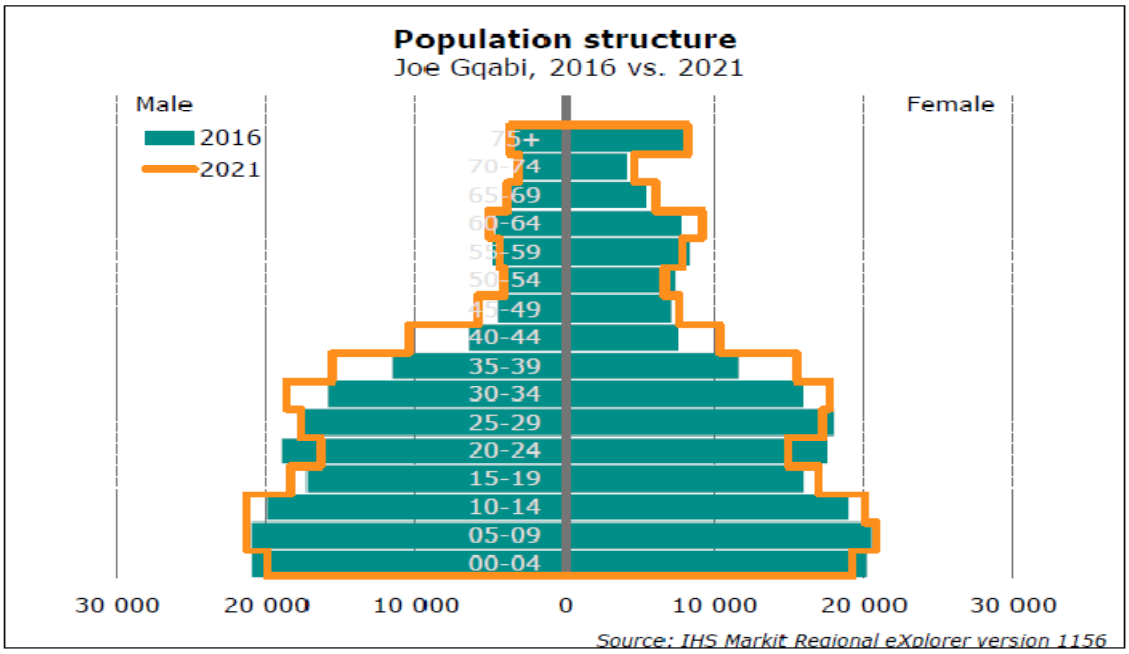
When compared to other regions, Joe Gqabi District Municipality accounts for a total population of 373,000, or 5.3% of the total population in Eastern Cape Province ranking as the most populous district municipality in 2016. The ranking in terms of the size of Joe Gqabi compared to the other regions remained the same between 2006 and 2016. In terms of its share Joe Gqabi District Municipality was very similar in 2016 (5.3%) compared to what it was in 2006 (5.4%).When looking at the average annual growth rate, it is noted that Joe Gqabi ranked sixth (relative to its peers in terms of growth) with an average annual growth rate of 0.7% between 2006 and 2016.

2.2.4 Migration Patterns

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

2.2.5 Population Structure

A graphical illustration that shows the distribution of various age groups in the District is depicted in the figure 2 below. This pyramid provides a clear depiction of age and sex distribution of the District population.



Source: ECSECC 2017

Figure 2: Population pyramid

The population pyramid reflects a projected change in the structure of the population from 2016 and 2021. In 2016, there was a significantly larger share of young working age people between 20 and 34 (28.0%), compared to what is estimated in 2021 (26.1%). This age category of young working age population will decrease over time. The fertility rate in 2021 is estimated to be slightly higher compared to that experienced

in 2016. The share of children between the ages of 0 to 14 years is projected to be significant smaller (31.3%) in 2021 when compared to 2016 (32.6%).

In 2016, the female population for the 20 to 34 years age group amounts to 13.8% of the total female population while the male population group for the same age amounts to 14.2% of the total male population. In 2021, the male working age population at 13.4% still exceeds that of the female population working age population at 12.7%, although both are at a lower level compared to 2016.

2.2.7 Demographic implications

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

2.3 Economy

2.3.1GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

With a GDP of R 10.4 billion in 2016 (up from R 3.87 billion in 2006), the Joe Gqabi District Municipality contributed 3.09% to the Eastern Cape Province GDP of R 338 billion in 2016 increasing in the share of the Eastern Cape from 2.72% in 2006. The Joe Gqabi District Municipality contributes 0.24% to the GDP of South Africa which had a total GDP of R 4.34 trillion in 2016 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2006 when it contributed 0.21% to South Africa. In terms of total contribution towards Eastern Cape Province the Joe Gqabi District Municipality ranked lowest relative to all the regional economies to total Eastern Cape Province GDP. This ranking in terms of size compared to other regions of Joe Gqabi remained the same since 2006. In terms of its share, it was in 2016 (3.1%) slightly larger compared to what it was in 2006 (2.7%). For the period 2006 to 2016, the average annual growth rate of 2.8% of Joe Gqabi was the second relative to its peers in terms of growth in constant 2010 prices. GDP contribution per municipality is shown in table 3 below.

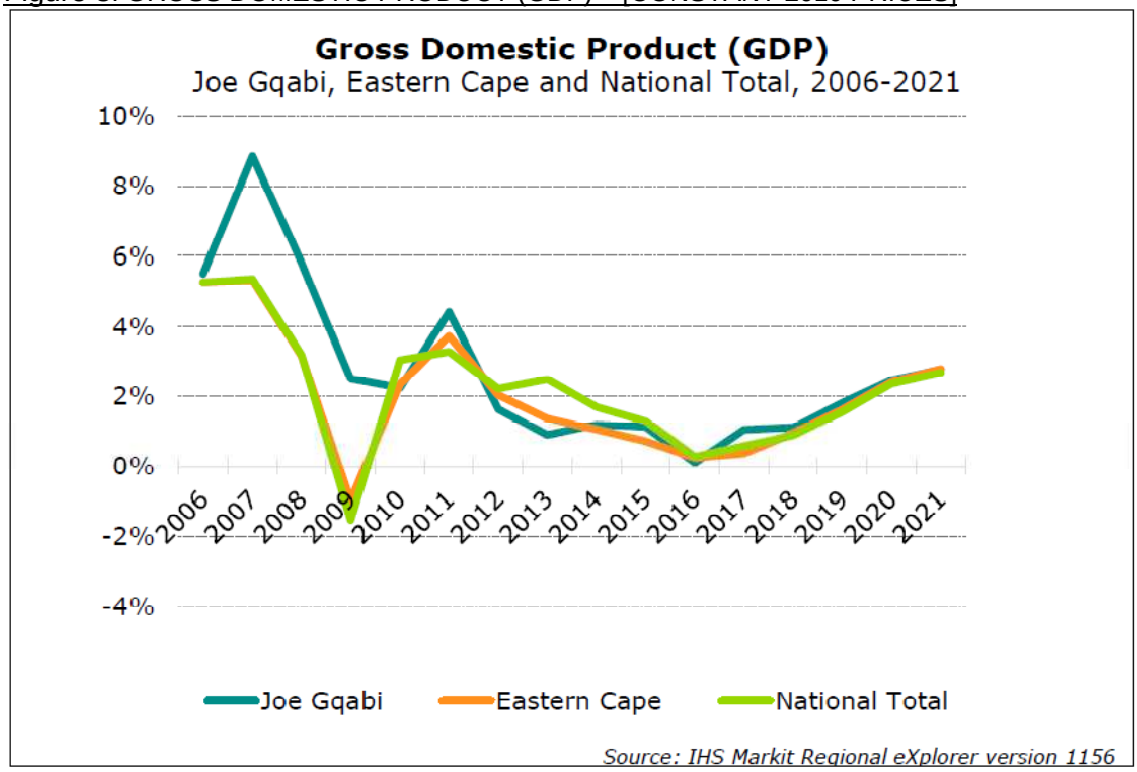
Table 3: GROSS DOMESTIC PRODUCT (GDP) SHARE AND GROWTH

	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 regions 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.

Figure 3: GROSS DOMESTIC PRODUCT (GDP) – [CONSTANT 2010 PRICES]



According to ECSSEC, it is expected that Joe Gqabi District Municipality will grow at an average annual rate of 1.84% from 2016 to 2021. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.62% and 1.61% respectively. The GDP share and growth per local municipality is shown in table 4 below.

Table 4: GROSS DOMESTIC PRODUCT (GDP) - SHARE AND GROWTH

	2021 (Current prices)	Share of district municipality	2016 (Constant prices)	2021 (Constant prices)	Average Annual growth
Elundini	2.89	*37.42%*	1.43	1.52	***1.28%***
Senqu	4.42	*57.21%*	2.09	2.32	***2.13%***
Walter Sisulu	7.46	*96.47%*	3.54	3.89	***1.89%***
Joe Gqabi	14.77		7.06	7.73	

Source: IHS Markit Regional eXplorer version 1156

In 2021, Joe Gqabi's forecasted GDP will be an estimated R 7.73 billion (constant 2010 prices) or 3.1% of the total GDP of Eastern Cape Province. The ranking in terms of size of the Joe Gqabi District Municipality will remain the same between 2016 and 2021, with a contribution to the Eastern Cape Province GDP of 3.1% in 2021 compared to the 3.0% in 2016. At a 1.84% average annual GDP growth rate between 2016 and 2021, Joe Gqabi ranked the second compared to the other regional economies.

In 2016, the community services sector is the largest within Joe Gqabi District Municipality accounting for R 3.6 billion or 38.4% of the total GVA in the district municipality's economy. The sector that contributes the second most to the GVA of the Joe Gqabi District Municipality is the trade sector at 20.8%, followed by the finance sector with 13.1%. The sector that contributes the least to the economy of Joe Gqabi District Municipality is the mining sector with a contribution of R 15.3 million or 0.16% of the total GVA as shown in chart 1 below.

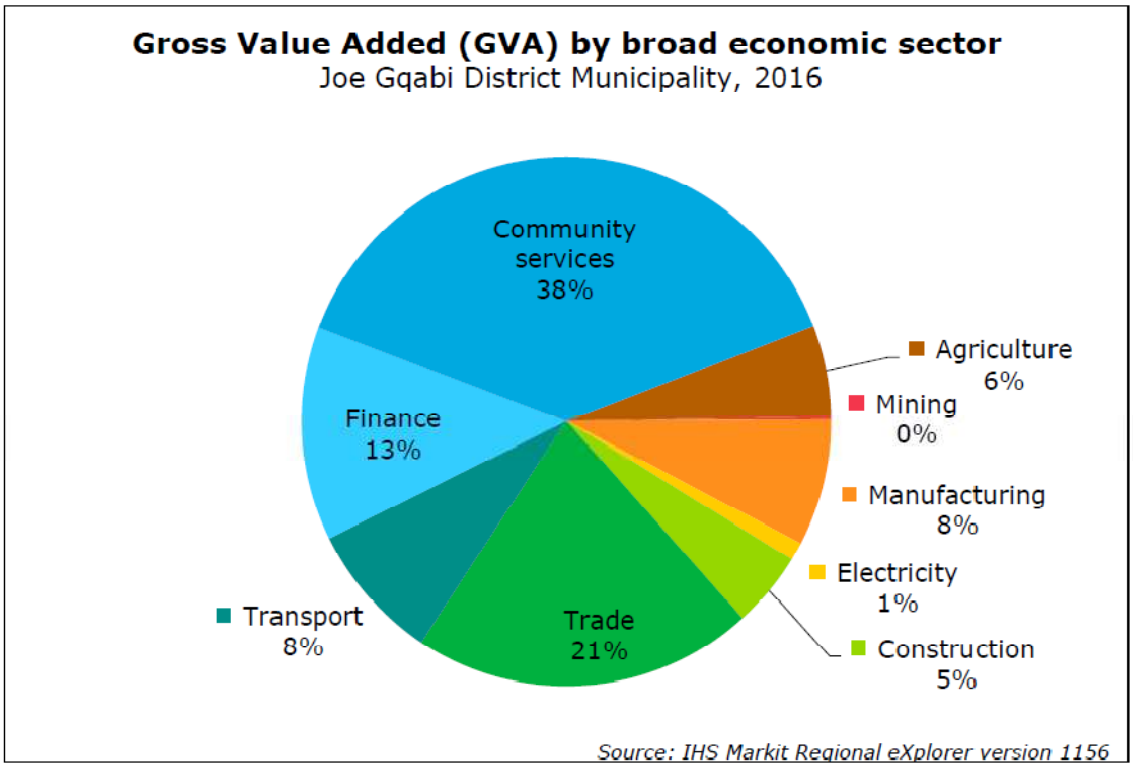


Chart 1: GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within Joe Gqabi District Municipality it is clear that community services sector within the Walter Sisulu local municipality contributed 42.90% towards its own GVA. The Walter Sisulu local municipality contributed R 4.71 billion or 50.24% to the GVA of Joe Gqabi District Municipality. The region within Joe Gqabi District Municipality that contributes the most to the GVA of the district municipality was the Elundini local municipality with a total of R 1.89 billion or 20.12% (see chart 2).

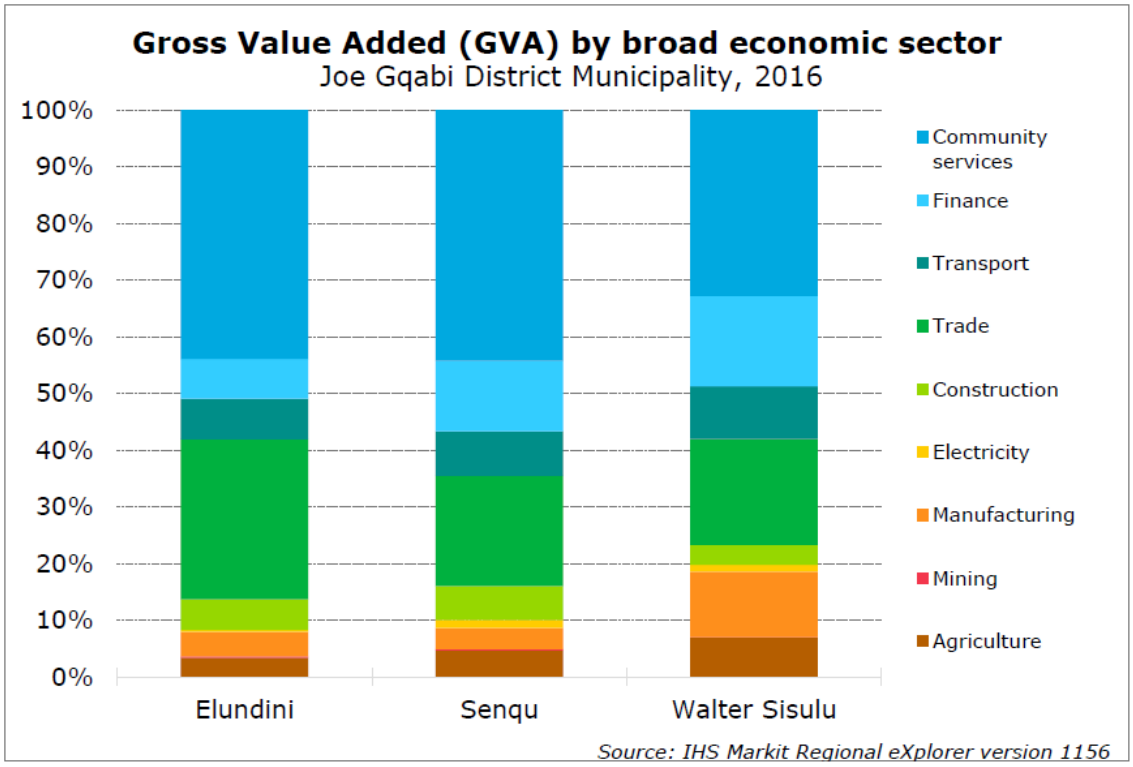


Chart 2: GVA contribution by sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector as shown in chart 2. The following chart represents the average growth rate in the GVA for both of these sectors in Joe Gqabi District Municipality from 2006 to 2016.

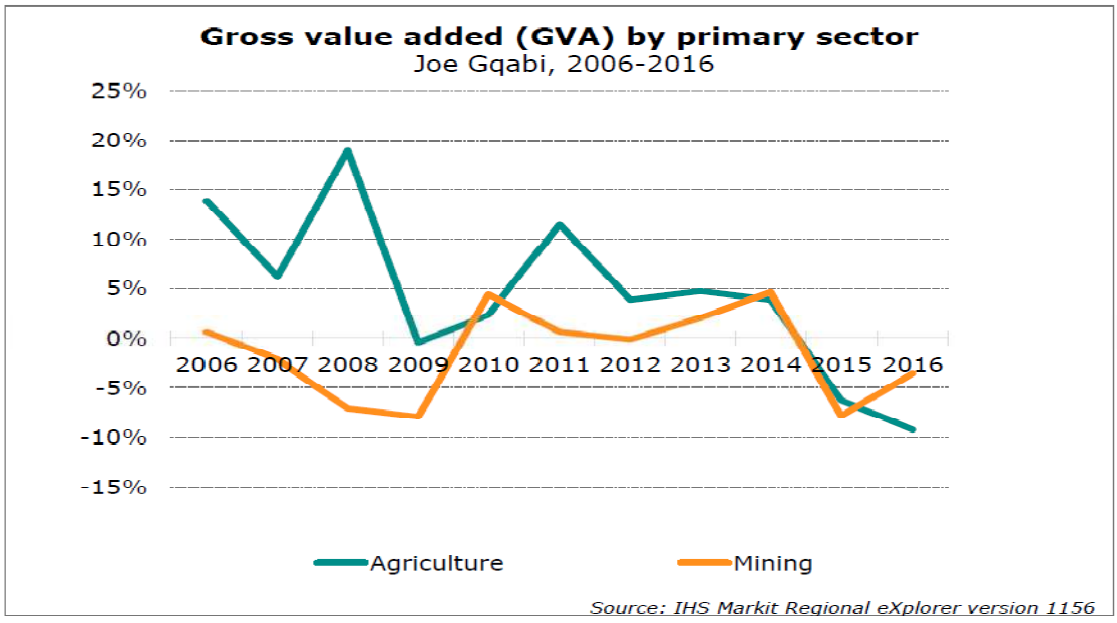


Chart 3: Primary Sector GVA growth

Between 2006 and 2016, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 19.0%. The mining sector reached its highest point of growth of 4.7% in 2014. The agricultural sector experienced the lowest growth for the period during 2016 at -9.3%, while the mining sector reaching its lowest point of growth in 2009 at -8.0%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Joe Gqabi District Municipality from 2006 to 2016.

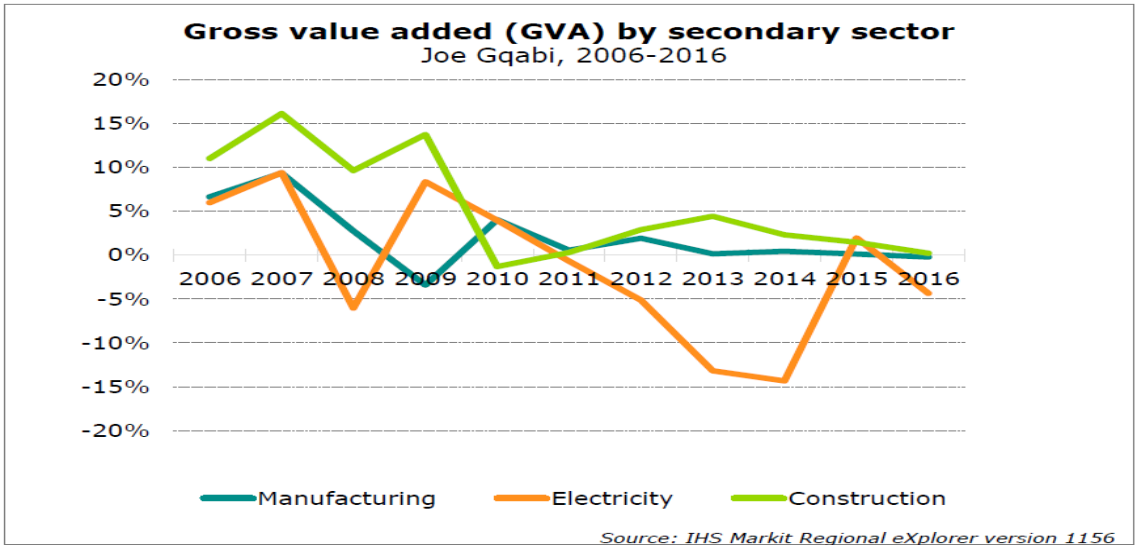


Chart 4 Secondary Sector - GVA growth

Between 2006 and 2016, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 9.3%. It is evident for the construction sector that the highest positive growth rate also existed in 2007 and it experienced a growth rate of 16.1% which is higher than that of the manufacturing sector. The manufacturing sector experienced its lowest growth in 2010 of -3.4%, while construction sector reached its lowest point of growth in 2010 a with -1.3% growth rate. The electricity sector experienced the highest growth in 2007 at 9.4%, while it recorded the lowest growth of -14.3% in 2014.

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Joe Gqabi District Municipality from 2006 to 2016 (see chart 5).

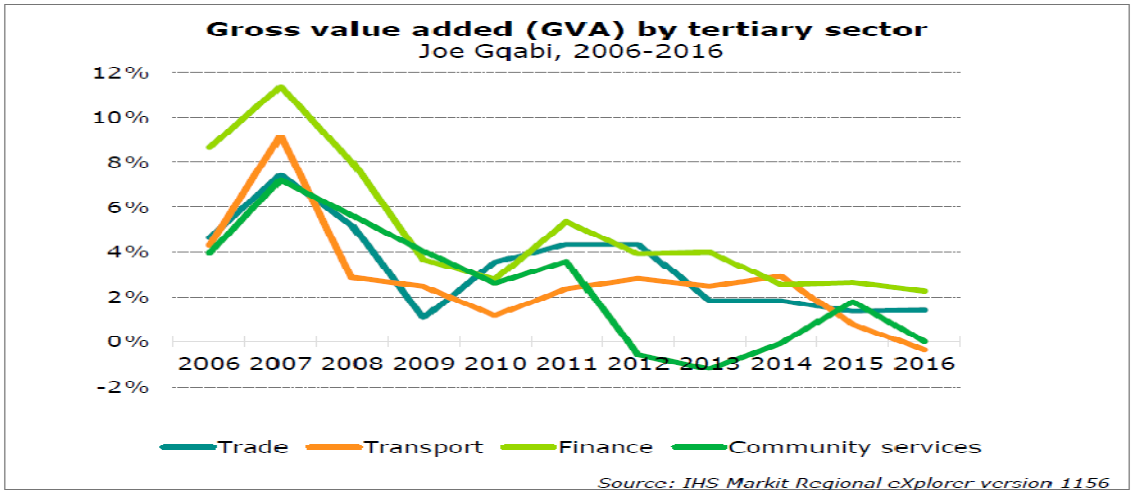


Chart 5: Tertiary Sector GVA growth

The trade sector experienced the highest growth in 2007 with a growth rate of 7.4%. It is evident for the transport sector that the highest growth rate also existed in 2007 at

9.1% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 11.4% and recorded the lowest growth rate in 2016 at 2.3%. The Trade sector had the lowest growth rate in 2009 at 1.1%. The community services sector, which largely consists of government, experienced its highest growth in 2007 with 7.2% and the lowest growth rate in 2013 with -1.2%.

The trade sector experienced the highest growth in 2007 with a growth rate of 7.4%. It is evident for the transport sector that the highest growth rate also existed in 2007 at 9.1% which is higher than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2007 when it grew by 11.4% and recorded the lowest growth rate in 2016 at 2.3%. The Trade sector had the lowest growth rate in 2009 at 1.1%. The community services sector, which largely consists of government, experienced its highest growth in 2007 with 7.2% and the lowest growth rate in 2013 with -1.2%.

The agriculture sector is expected to grow fastest at an average of 3.78% annually from R 286 million in Joe Gqabi District Municipality to R 345 million in 2021 as depicted in chart 6. The community services sector is estimated to be the largest sector within the Joe Gqabi District Municipality in 2021, with a total share of 38.6% 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 0.94%.

	2016	2017	2018	2019	2020	2021	Average Annual growth
Agriculture	286.2	309.6	316.7	325.3	335.3	344.5	***3.78%***
Mining	18.6	19.0	19.0	19.2	19.4	19.5	***0.94%***
Manufacturing	507.3	505.6	513.4	521.7	536.1	552.8	***1.73%***
Electricity	40.8	40.3	40.2	40.8	42.0	43.3	***1.21%***
Construction	274.9	278.8	284.7	291.0	299.6	312.0	***2.57%***
Trade	1,336.9	1,346.4	1,369.2	1,400.0	1,445.0	1,494.6	***2.25%***
Transport	515.2	520.6	529.7	539.3	555.3	573.2	***2.16%***
Finance	876.9	881.7	899.6	922.2	948.8	977.3	***2.19%***
Community services	2,569.8	2,601.8	2,599.6	2,625.7	2,663.0	2,714.2	***1.10%***
Total Industries	**6,426.5**	**6,503.8**	**6,572.1**	**6,685.3**	**6,844.5**	**7,031.4**	***1.82%***

Source: IHS Markit Regional eXplorer version 1156

Chart 6: GROSS VALUE ADDED (GVA) BY ECONOMIC SECTOR [R MILLIONS, CONSTANT 2010 PRICES]

2.3.2 LABOUR

The Joe Gqabi District Municipality's labour force participation rate increased from 43.17% to 46.28% which is an increase of 3.1 percentage points. The Eastern Cape Province increased from 47.58% to 47.93%, South Africa increased from 56.37% to 58.77% from 2006 to 2016.The Joe Gqabi District Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2006 to 2016. The Joe Gqabi District Municipality had a lower labour force participation rate when compared to South Africa in 2016.

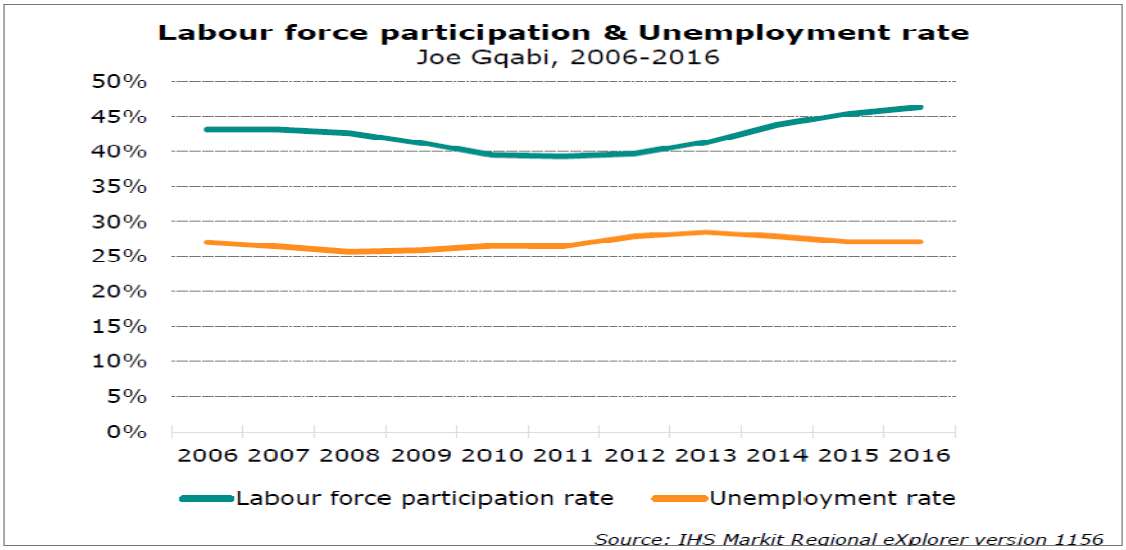


Chart 7: Labour Force participation

In 2016, the labour force participation rate for Joe Gqabi was at 46.3% which is slightly higher when compared to the 43.2% 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 Joe Gqabi was 27.0% and increased overtime to 27.0% in 2016. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Joe Gqabi District Municipality.

In 2016, Joe Gqabi employed 75 700 people which is 5.20% of the total employment in Eastern Cape Province (1.46 million), 0.48% of total employment in South Africa (15.7 million). Employment within Joe Gqabi increased annually at an average rate of 1.67% from 2006 to 2016.

Table 5: TOTAL EMPLOYMENT

	Joe Gqabi	Eastern Cape	National Total
2006	64,100	1,330,000	13,000,000
2007	65,300	1,350,000	13,500,000
2008	65,800	1,350,000	14,100,000
2009	64,000	1,320,000	14,000,000
2010	61,300	1,260,000	13,600,000
2011	61,500	1,260,000	13,800,000
2012	61,300	1,270,000	14,000,000
2013	63,900	1,310,000	14,500,000
2014	69,000	1,370,000	15,100,000
2015	73,200	1,430,000	15,500,000
2016	75,700	1,460,000	15,700,000
Average Annual growth			
2006-2016	***1.67%***	***0.91%***	***1.89%***

Source: IHS Markit Regional eXplorer version 1156

In Joe Gqabi District Municipality the economic sectors that recorded the largest number of employment in 2016 were the community services sector with a total of 20 900 employed people or 27.6% of total employment in the district municipality. The trade sector with a total of 15 800 (20.9%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 74.9 (0.1%) is the sector that employs the least number of people in Joe Gqabi District Municipality, followed by the electricity sector with 237 (0.3%) people employed.

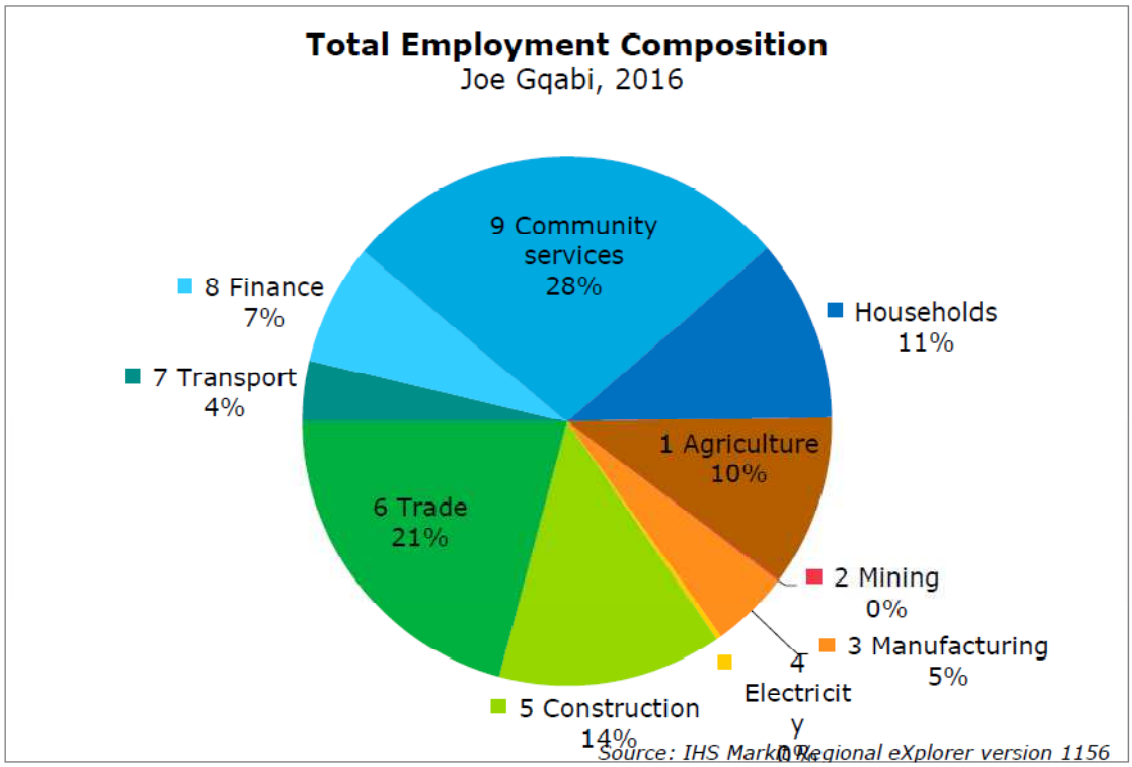


Chart 8: TOTAL EMPLOYMENT BYECONOMIC SECTOR

The number of formally employed people in Joe Gqabi District Municipality counted 53 600 in 2016, which is about 70.77% of total employment, while the number of people employed in the informal sector counted 22 100 or 29.23% of the total employment. Informal employment in Joe Gqabi increased from 20 000 in 2006 to an estimated 22 100 in 2016. In 2016, the unemployment rate in Joe Gqabi District Municipality (based on the official definition of unemployment) was 27.03%, which is an increase of 0.0529 percentage points. The unemployment rate in Joe Gqabi District Municipality is lower than that of Eastern Cape. 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.

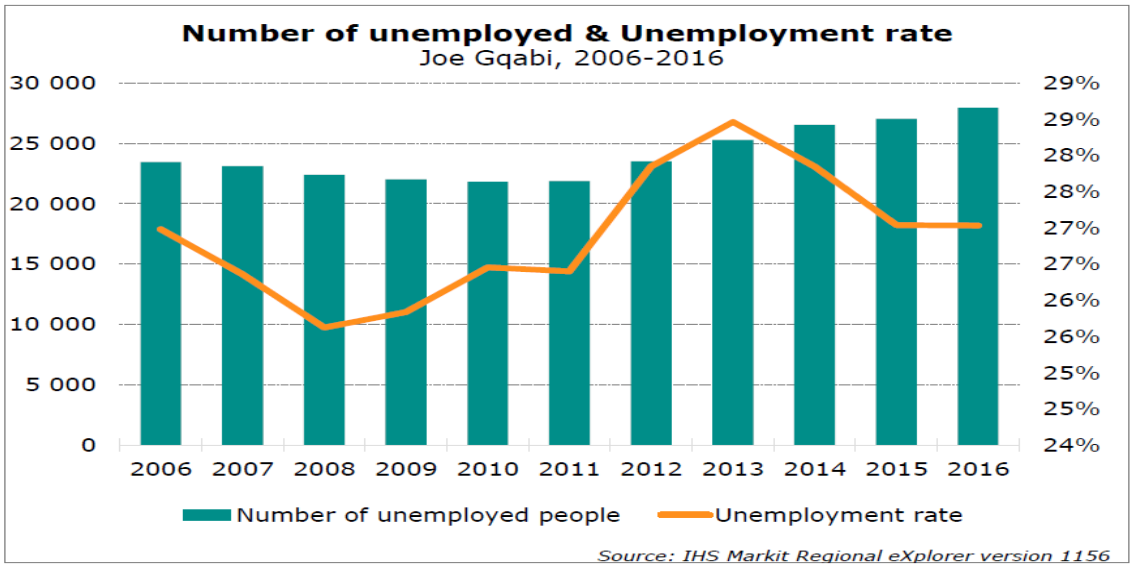


Chart 9: UNEMPLOYMENT AND UNEMPLOYMENT RATE (OFFICIAL DEFINITION)

When comparing unemployment rates among regions within Joe Gqabi District Municipality, Elundini local municipality 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

local municipality had the lowest unemployment rate of 18.3% in 2016, which decreased from 19.8% in 2006 (see chart 10).

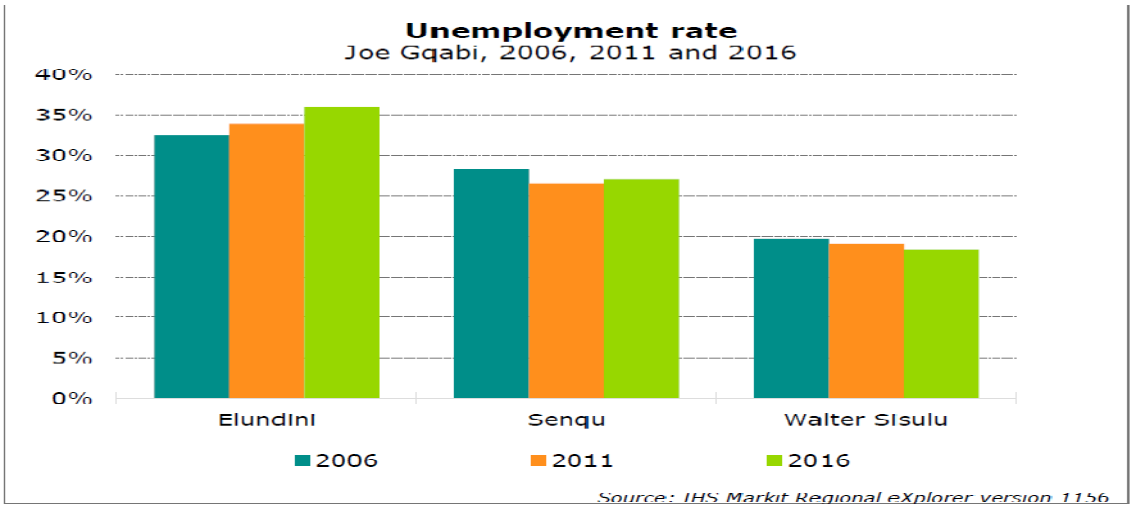


Chart 10: UNEMPLOYMENT RATE BY LM

It was estimated that in 2016 20.55% of all the households in the Joe Gqabi District Municipality, were living on R30, 000 or less per annum. In comparison with 2006's 57.55%, the number is about half. The 30000-42000 income category has the highest number of households with a total number of 15 000, followed by the 18000-30000 income category with 14 000 households. Only 14 households fall within the 0-2400 income category.

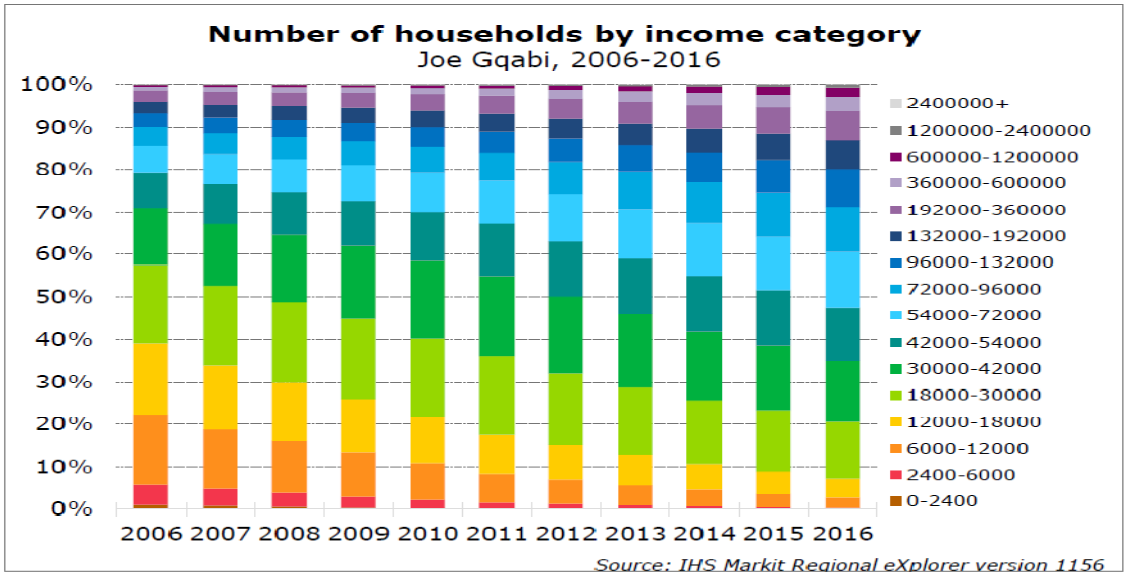


Chart 11: HOUSEHOLDS BY INCOME BRACKET

For the period 2006 to 2016 the number of households earning more than R30, 000 per annum has increased from 42.45% to 79.45%. It can be seen that the number of households with income equal to or lower than R6, 000 per year has decreased by a significant amount.

The total personal income of Joe Gqabi District Municipality amounted to approximately R 12.7 billion in 2016. The African population group earned R 10.2 billion, or 80.56% of total personal income, while the White population group earned R 1.82 billion, or 14.31% of the total personal income. The Coloured and the Asian population groups only had a share of 4.53% and 0.60% of total personal income respectively.

When looking at the annual total personal income for the regions within Eastern Cape Province it can be seen that the Walter Sisulu local municipality had the highest total personal income with R 4.68 billion which increased from R 1.54 billion recorded in 2006. It can be seen that the Elundini local municipality had the lowest total personal income of R 3.85 billion in 2016, this increased from R 1.44 billion in 2006.

In 2016, Joe Gqabi District Municipality had an HDI of 0.564 compared to the Eastern Cape with a HDI of 0.596 and 0.653 of National Total as a whole.

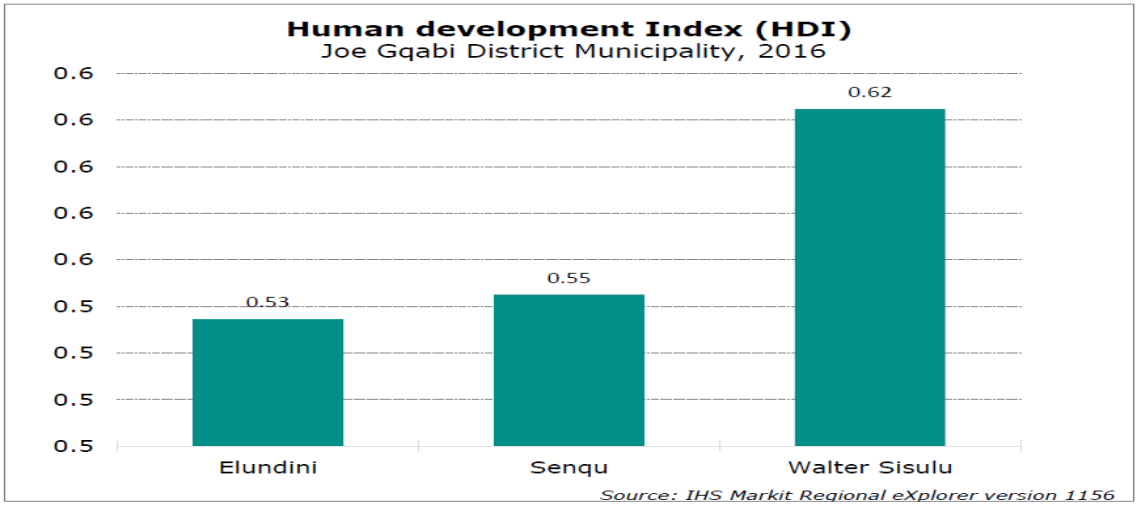


Chart 12: HUMAN DEVELOPMENT INDEX

In terms of the HDI for each the regions within the Joe Gqabi District Municipality, Walter Sisulu local municipality has the highest HDI, with an index value of 0.625. The lowest can be observed in the Elundini local municipality with an index value of 0.535.

In 2016, there were 239 000 people living in poverty, using the upper poverty line definition, across Joe Gqabi District Municipality - this is 6.33% lower than the 255 000 in 2006. The percentage of people living in poverty has decreased from 73.04% in 2006 to 64.09% in 2016, which indicates a decrease of 8.95 percentage points.

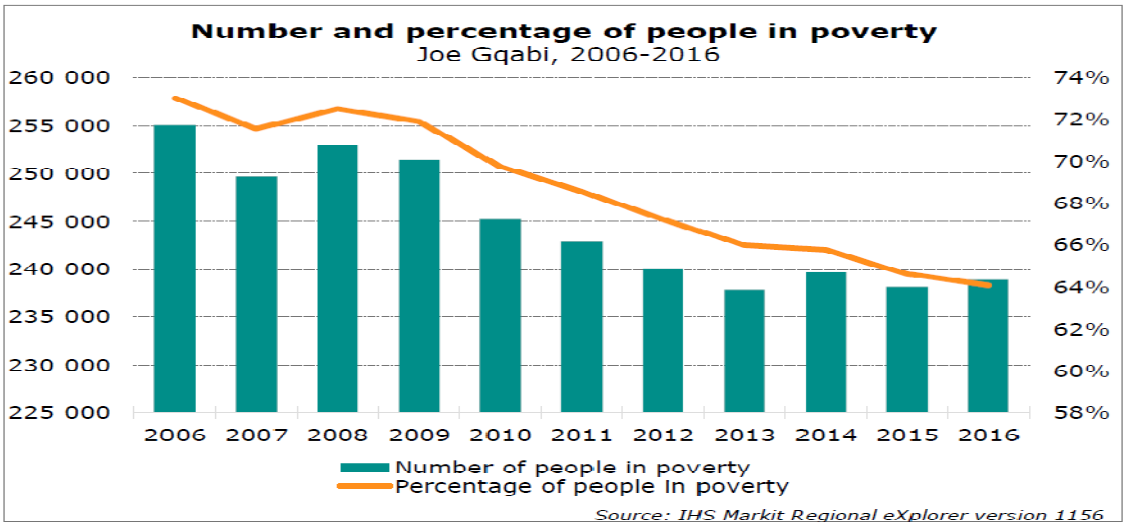


Chart 13: NUMBER AND PERCENTAGE OF PEOPLE LIVING IN POVERTY

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 0.243 percentage points, as can be seen by the change from 0.72% in 2006 to 0.48% in 2016. In 2016, 66.49% of the African population group lived in poverty, as compared to the 75.73% in 2006.

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

2.3.4 Economy Dynamics Implications

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

2.4 Access to services

Access to services is shown in the tables 6 – 9 below.

Table 6: Toilet facilities

Municipality	Flush toilet	Chemical toilet	Pit latrine	Bucket	None

	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Joe Gqabi	28.0	34.1	3.7	8.8	48.7	48.0	1.8	1.3	17.8	6.0
EC141: Elundini	12.0	14.9	2.9	17.3	60.6	58.5	0.7	0.0	23.8	7.1
EC142: Senqu	14.2	18.2	5.1	3.6	62.9	68.1	1.7	2.6	16.1	6.7
EC145: Walter Sisulu	78.4	86.8	2.6	3.6	4.7	1.7	3.7	1.1	10.5	3.1

Source: StatsSA 2016

Table 7: Households with access to water

Municipality	Access to piped water		No access to piped water	
	%			
Joe Gqabi	73.7	74.1	26.3	25.9
Elundini	52.2	61.7	47.8	38.3
Senqu	81.2	72.2	18.8	27.8
Walter Sisulu	98.1	95.4	1.9	4.6

Source: StatsSA 2016

Table 8: 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
	%									
Joe Gqabi	28.2	34.1	0.9	1.4	1.3	2.2	54.7	56.1	13.7	5.0
Elundini	12.3	22.4	1.4	0.2	1.5	1.5	64.5	63.5	18.7	9.4
Senqu	12.6	13.0	0.5	1.0	1.3	4.0	69.5	79.5	15.0	2.4
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 9: Electricity

Municipality	Lighting %				Cooking %			
	Electricity		Other		Electricity		Other	
	2011	2016	2011	2016	2011	2016	2011	2016
Joe Gqabi	69.0	80.6	31.0	19.4	43.6	74.0	56.4	26.0
Elundini	46.3	62.8	53.7	37.2	65.1	50.5	34.9	49.5

Senqu	81.1	93.2	18.9	6.8	35.6	89.4	64.4	10.6
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 JGDM to improve services, the CS 2016 picture, consolidated for the DM is displayed in table 10 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 10: CS 2016 Water Sources and Supplies

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

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 11: Formal and Informal Water Supplies in JGDM

Nature of Source	*Elundini*	*Senqu*	*Walter Sisulu*	*JGDM*
Formal Sources	64.26%	76.94%	99.34%	77.72%
Informal Sources	35.74%	23.06%	0.66%	22.28%
Total	100%	100%	100%	100%

Water Service overview

The census data extrapolated suggests that 74.07% of households in the JGDM area had access to at least the basic level of service in 2011. Universal access to a safe and wholesome water supply at regulated quality and quantity is a significant challenge for the JGDM due to the constrained budget allocations and particularly the low growth rates of the South African economy. Short and medium term measures such as protecting springs and boreholes and disinfection initiatives for unregulated surface water collection assist in the interim while the rollout of formalised basic services unfolds. This ensures "some water for all" in the meantime.

Table 12: Water Provision and Backlogs in JGDM

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

Source: StatsSA 2011

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

Table 13: Access to Water in JGDM

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

Source: StatsSA 2016

According to CS2016, there are more backlogs in terms of water than there were in 2011, now at 30.17%. It must also be noted that this figure includes those who responded as "do not know", at 2.9% of households and "Unspecified" at 1.9% of

households, amounting to a total of 5.8% of households. Therefore, at best, the water backlog may have remained static over the period from 2011 to 2016. Service levels per LM are depicted in the tables below.

Table 14: Water Provision and Backlogs in Elundini LM

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

Source: StatsSA 2016

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

Table 15: Water Provision in Elundini

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

Source: StatsSA 2016

Table 16: Water Provision and Backlogs in Senqu LM

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

Source: StatsSA 2016

The situation in Senqu is that 18.9% of households receive below the RDP level of service. Significant effort was required to improve the coverage to the basic level of service in the 5 years since 2011. The backlog has been increased from 18.9% to 29.66% with 96% of it in the rural areas. The consolidated picture for WSLM in 2011 is depicted below.

Table 17: 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	1 909	2 464	11,26%
Urban	258	2 067	16 851	19 176	87,65%
Rural	0	0	0	0	0,00%
Grand Total	413	2 468	18 996	21 877	100,00%
Percentage	1,9%	11,3%	86,8%	100,0%	

Source: StatsSA 2011

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

Table 18: Water Provision and Backlogs in Walter Sisulu LM

Walter Sisulu LM	None/Unspecified	Adequate Supply	Total	Backlog per Category
Urban	1 322	20 985	22 307	97,60%
Traditional	0	0	0	0,00%
Farms	33	1 341	1 374	2,40%
Total	**1 354**	**22 326**	**23 681**	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

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

Table 19: Sanitation Provision and Backlogs in JGDM

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

Source: StatsSA 2011

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

The CS2016 picture below shows that the JGDM's efforts to eradicate sanitation backlogs have progressed well in the five years since Census 2011. The backlog was indicated to stand at 25.12%. This translates to an additional 17 772 households

receiving sanitation between 2011 and 2016, at an average rate of 3 554 households per annum.

Table 20: Sanitation Provision and Backlogs

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

Source: StatsSA 2016

This delivery rate can improve with more funding and improved delivery mechanism and experience gained in the past. The backlog is still 23 937 units, implying an elimination of the currently defined backlog within 7 years, at about 2024. The table below shows the picture in Elundini in 2011.

Table 21: Sanitation Provision and Backlogs in Elundini LM

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

Source: StatsSA 2011

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

Table 22: Sanitation Provision and Backlogs in Elundini

Level of Service Parameter	Census 2011	Census 2011 %	CS 2016	CS 2016 %
Those with an Adequate Level of Service	14 544	38,49%	26 898	74,73%
Those without an Adequate Level of Service	23 238	61,51%	9 094	25,27%
Total	**37 782**	**100.00%**	**35 992**	100,00%

Source: StatsSA 2016

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

Table 23: Sanitation Provision and Backlogs in Senqu LM

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

Source: StatsSA 2016

Service levels below the RDP standard also had a high incidence in the Senqu LM in 2011. An estimated 53.3% of households were below the RDP standard of supply. The recent situation, as per CS 2016, is described in the table below.

Table 24: Sanitation Provision and Backlogs in Senqu LM

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

Source: StatsSA 2016

Some 5 016 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 Gariep and Former Maletswai LMs has necessitated the consolidation of the Census 2011 status of the two erstwhile municipalities to produce a consolidated profile for the new Water Sisulu LM which is shown below.

Table 25: Sanitation Provision and Backlogs in Walter Sisulu LM

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

Source: StatsSA 2011

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

Table 26: 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	17 947	82,06%	21 712	91,59%
Those without an Adequate Level of	3 924	17,94%	1 993	8,41%

Service				
Total	**21 871**	**100,00%**	**23 706**	**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 1 993 households. The situation in sanitation was dire in the Elundini area in 2011, but some strides have been made between 2011 and 2016. This has and continues to receive the attention of the JGDM and will require substantial financing to improve and eradicate.

Sanitation service Levels and Standards

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

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

2.5 Housing

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

2.3.4 HOUSEHOLD INFRASTRUCTURE

The region within the Joe Gqabi District Municipality with the highest number of very formal dwelling units is Walter Sisulu local municipality with 11 400 or a share of 64.95% of the total very formal dwelling units within Joe Gqabi District Municipality. The region with the lowest number of very formal dwelling units is Senqu local municipality with a total of 2 260 or a share of 12.88% of the total very formal dwelling units within Joe Gqabi District Municipality.

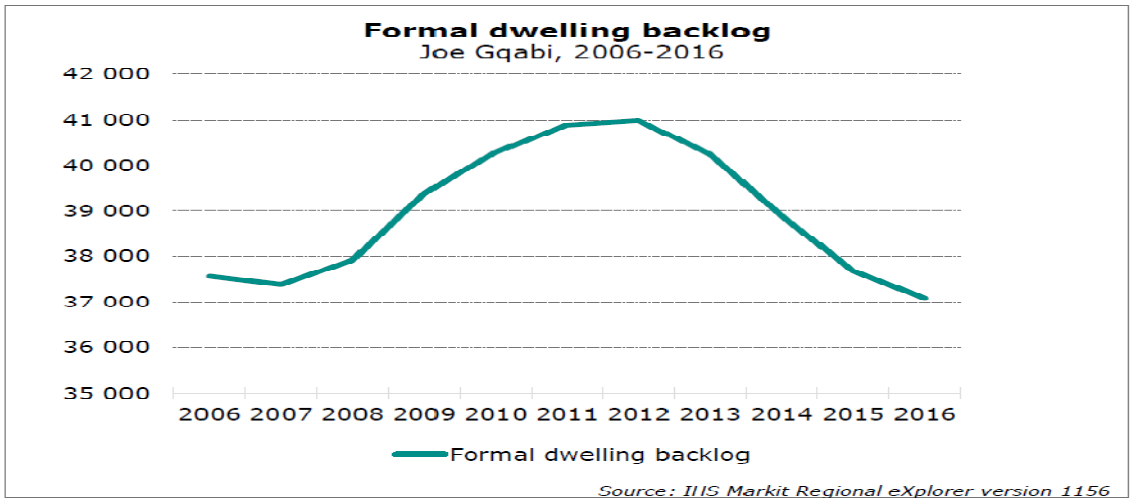


Chart 14: FORMAL DWELLING BACKLOG

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2006 the number of households not living in a formal dwelling were 37 600 within Joe Gqabi District Municipality. From 2006 this number decreased annually at -0.13% to 37 100 in 2016.

The Commission for Restitution of Land Rights in the Eastern Cape continues to settle the 1998 claims with both land and monetary compensation. The remaining 789 claims are mostly complex rural claims which may hinder human settlements and socio-economic developments in the context rural Districts such as the JGDM as it is mainly rural in character.

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

Table 27: Type of dwellings

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

Source: StatsSA 2011 and 2016

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

Table 28: Tenure status

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

Source: StatsSA 2011

Key issues identified for intervention by the Human Settlements include:

- Lack of land available for housing development. Explore expropriation of land in order to give priority to public interest and municipal development plans
- Assistance should be provided to the JGDM to conduct the planned land audit and land summit
- Facilitate and provide assistance in ensuring strict implementation of SPLUMA by-laws to control land invasion at the local municipality level
- Lack of bulk services on identified land for housing development
- Rectify poor quality of RDP houses as a result of poor workmanship, complete unfinished projects and identify bottlenecks in blocked housing projects
- Building of sustainable human settlements. Integrate housing developments and prioritise indigents in areas close to work opportunities.
- Ensure that all built houses are occupied.
- Use local labour and resources and ensure that joint-ventures when external contractors are being used.

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

The following summary tabulates human settlement projects that are mainly resulting from extensions of the existing townships that required to be unblocked.

Table 29: Blocked projects

Town/Local Municipality	AREA/WARD	Key activities
Walter Sisulu LM	Vula Vala (31 sites) Joe Gqabi (113 sites) Hilton Soul City (452) Dukathole Ward 6 (52 sites) Sites) Dukathole Ward 3 (49 Sites) and Dukathole Ward 3b	Confirmation and provisioning of Bulk Capacity. Finalisation of EIA process Designs for internal sewer & water reticulation
	Vula - Vala	Upgrade the whole existing internal reticulation
	Joe Gqabi Extension new land	Confirmation and provisioning of Bulk
	Future Development	Fast track land availability initiatives from private owners and traditional leaders
Walter Sisulu LM	Burgersdorp	Confirmation and provisioning of Bulk
Senqu LM	Sterkspruit & Herschel towns	Fast track land availability initiatives from private owners and traditional leaders
Senqu LM	Sterkspruit Town	Unavailability of Waste Water Treatment Plant (WWTW)
Elundini LM	Mt Fletcher	Provisioning of Waste Water Treatment Plant (WWTW)

2.6 Education

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

Within Joe Gqabi District Municipality, the number of people without any schooling decreased from 2006 to 2016 with an average annual rate of -5.15%, while the number

of people within the 'matric only' category, increased from 19,600 to 33,400. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.78%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 5.43%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

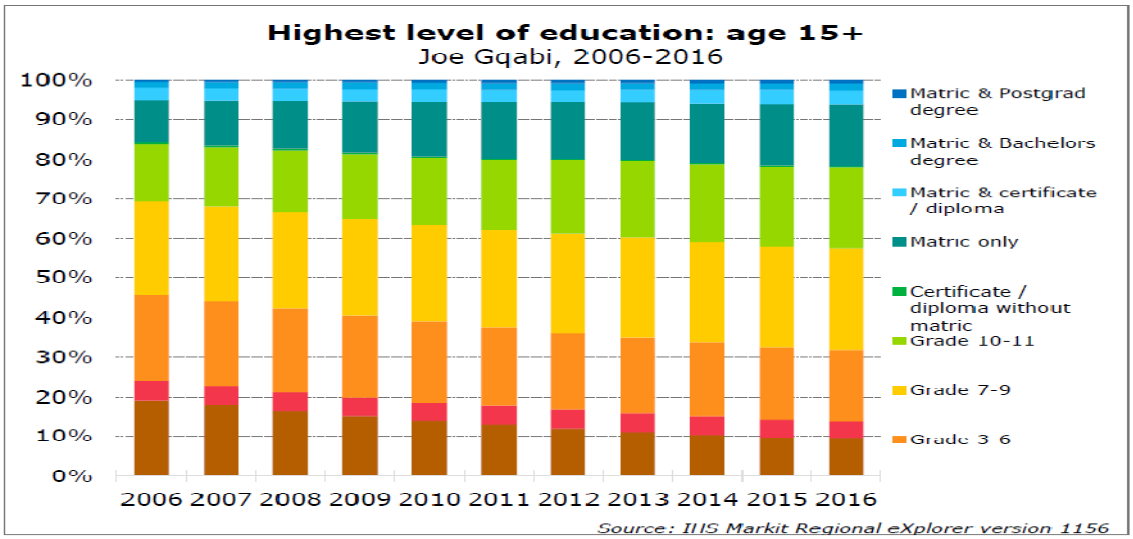


Chart 15: HIGHEST LEVEL OF EDUCATION

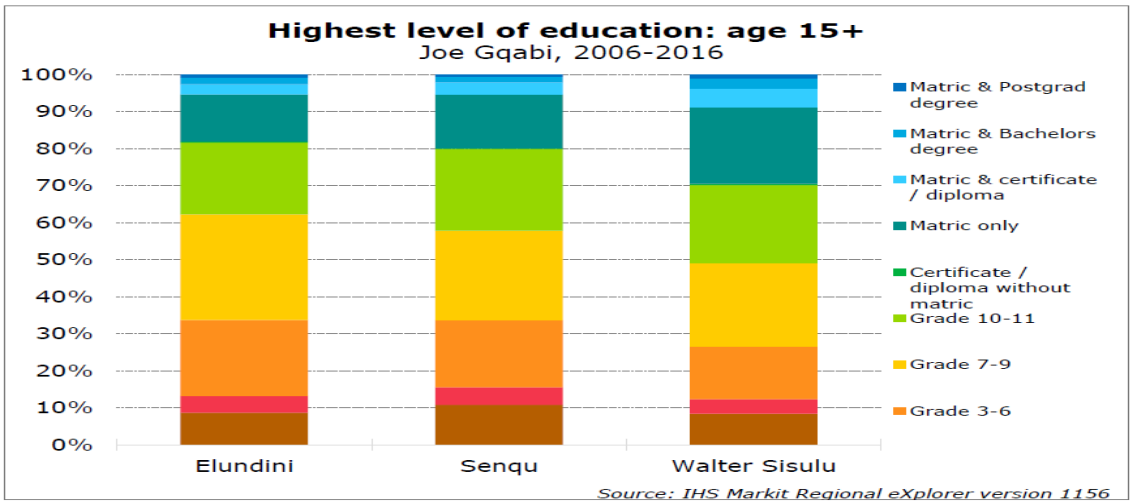


Chart 16: HIGHEST LEVEL OF EDUCATION BY MUNICIPALITY

Table 30: Education attainment

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

Source: StatsSA 2011

Table 31: Highest level of education for aged 20+

	No schooling		Completed primary		Some secondary		Matric		Higher	
	2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
	%									
Joe Gqabi	14.7	8.0	7.2	6.8	33.2	41.4	14.3	19.6	5.8	5.3
EC141: Elundini	16	5.8	7.6	7.4	32.8	44.0	11.9	16.5	4.9	4.5
EC142: Senqu	14.5	10.7	7.2	5.9	34.3	41.1	13.3	19.1	5.1	4.9
EC145: Walter Sisulu	12.7	7.4	6.5	7.1	32.2	37.9	19.6	25.0	8.4	7.1

Source: StatsSA 2011

The tables show a generally poor attainment of higher education in the District. This can be attributed to the lack of institutions of higher learning in the District. The low level of education amongst the inhabitants of the District clearly has a negative effect on both the employability of the labour force and the attractiveness of the District to external investment. The low average levels of education in the District are attributable to the poor provision of education in the rural areas of the Eastern Cape. Key issues that must be addressed include:

- Improving matric pass rates
- Eradication of mud schools in the region
- Conduct career Guidance in schools
- Improve scholar transport
- Upgrade public libraries
- Reopening of teacher training colleges
- Availability of preschools in all settlement
- More capacity building still needed in order to resource schools

- Capacity building of SGBs
- Improve the poor culture of Learning and Teaching in all schools
- Merging dysfunctional schools to be prioritise by MEC
- Scholar transport be provided in the event of distant schools but as a matter of policy primary schools to be built closer to communities
- Career guidance should be intensified to assist students with career choices
- Public libraries should be modified and respond to the current needs
- ABET schools should be established in all settlements

2.7 Health

The health district has 52 clinics serving 352 957(95%) uninsured population. It therefore means that there is 6787 population to a clinic and this meets the World Health Organisation (WHO) guidelines that require a population of 10 000 per clinic. There is however a need for more health posts as the district has small villages which cannot access health services as they are geographical located in areas that are far from any health facility, are inaccessible by mobile clinics, and in terms of their population do not meet the norms and standards to qualify for a clinic.

Table 32: PHC Facilities per Sub-District

Sub-Districts	Health Posts	Mobiles	Satellites	Clinics
Elundini Sub District	10	4	0	21
Maletswai Sub District	5	5	2	11
Senqu Sub District	2	8	2	20
District total	17	17	4	52

Source: DHIS Pivot tables

The district has eleven (11) Hospitals and three (3) of these have been gazetted as District Hospitals, the third one (Aliwal North Hospital) has 50 beds and is waiting gazetting. One hospital (Umlamli Hospital) has 74 beds, 50 of which are TB beds. This hospital is a decentralised MDR site and has been declared a Centre of Excellence.

*Table 33: **District Hospitals***

District Hospital	Description	Catchment Population	Number of beds
Aliwal North Hospital	Is a district hospital receiving referrals from the following feeder clinics: Poly clinic, Maletswai clinic, Hilton clinic, Block H clinic and Jamestown Clinic	34170	50
Empilisweni Hospital	Is a district hospital serving 18 fixed clinics and all mobile clinics operating in Sterkspruit. The hospital provides 80% of District Hospital Package.	117290	113
Umlamli Hospital	Is a referral for TB cases for the Senqu sub district clinics and hospitals in Senqu. It is now also a decentralised site for MDR reviews in the district. Umlamli Gateway refers clients to this hospital	10109	74
Taylor Bequest Hospital	Is a district hospital, it receives referrals from 10 clinics and supports the small hospital that is 90 kilometres from it.	54579	146

Source: Catchment population: DHER 2013/14

*Table 34**: Small hospitals in Joe Gqabi District***

District Hospital	Description	Catchment Population	Number of beds
Burgersdorp	Is a small hospital and has 4 feeder clinics	32135	23
Cloete Joubert Hospital	Is a small hospital small hospital receiving referrals from two clinics	14 375	25
Jamestown Hospital	Is a small hospital receiving referrals from 1 clinic	7396	10
Lady Grey Hospital	Is a small hospital with 4 feeder clinics, mobile clinic and cross-border self-referrals	6876	30
Maclear Hospital	Is a small hospital receiving referrals from 16 clinics	85918	48
St Francis Hospital (work with Aliwal North as a step-down facility)	Is a small hospital receiving TB referrals from Maletswai clinics and Aliwal Hospital	0	24
Steynsburg Hospital	Is a small hospital and is receiving referrals from 2 clinics	8018	23

According to the Government Gazette No. 34523 of 12 August 2011, hospitals are gazetted according to their size (number of beds). The hospitals in the table above are not gazetted as district hospitals, as they have less than 50 beds, the process is underway and they will be gazetted as Community Health Centres offering services such as:

- Maternal & Obstetric Unit
- Acute conditions - observation
- OPD/Trauma
- Chronic Care
- Oral Health
- Reproductive Health

Maclear Hospital serves the highest number of people compared to Empilisweni and Taylor Bequest Hospitals which have been gazetted as district hospitals. St Francis Hospital is about 3 kilometres from Aliwal North Hospital and is mainly as step down and for chronic care.

HV and AIDS Estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. In 2016, 44 800 people in the Joe Gqabi District Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.77% since 2006, and in 2016 represented 12.01% of the district municipality's total population. Eastern Cape Province had an average annual growth rate of 2.37% from 2006 to 2016 in the number of people infected with HIV, which is lower than that of the Joe Gqabi District Municipality. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67%.

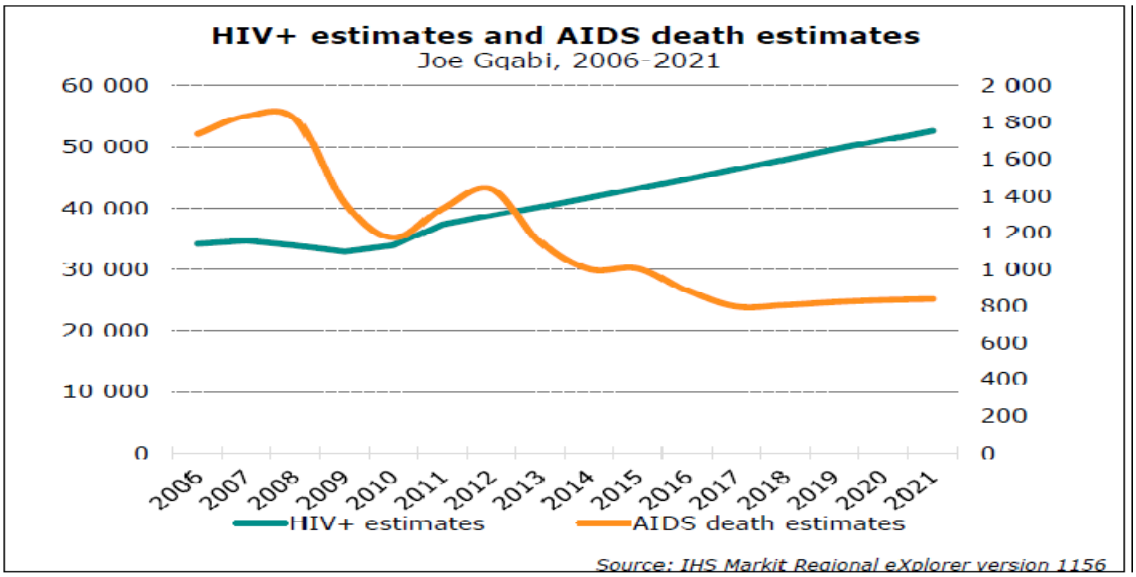


Figure 4: HIV and AIDS Estimated

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 1740 in 2006 and 882 for 2016. This number denotes a decrease from 2006 to 2016 with a high average annual rate of -6.55% (or -856 people). For the year 2016, they represented 0.24% of the total population of the entire district municipality.

The following table shows the breakdown of Antenatal Clients that visited facilities for the first time during their current pregnancy and were tested for HIV and their positivity rate.

Local Municipality	Facility	Antenatal client HIV 1st test positive rate	Antenatal client HIV 1st test	Antenatal client HIV 1st test positive
Walter Sisulu LM	ec Aliwal North Hospital	100	1	1
Elundini LM	ecMaclear Mobile 1	100	1	1
Elundini LM	ec Barkly East Mobile 2	25	4	1
Senqu LM	ec Sterkspruit Town Clinic	23.7	295	70
Elundini LM	ec St Augustine's Clinic	23.5	34	8
Senqu LM	ecBluegums Clinic	23.3	73	17
Senqu LM	ecEsilindini Clinic	23.1	78	18
Senqu LM	ecZenethemba Clinic	22.8	145	33
Elundini LM	ecMqokolweni Clinic	20	5	1
Senqu LM	ecMasibulele Clinic	19.7	66	13
Senqu LM	ecPalmietfontein Clinic	19.4	98	19
Elundini LM	ec Empilisweni Clinic	19.1	188	36
Walter Sisulu LM	ec Jamestown Clinic	18.8	80	15
Senqu LM	ecBensonvale Clinic	18.2	55	10
Walter Sisulu LM	ecMzamomhle Clinic (Albert)	17.9	28	5
Senqu LM	ec St Michael's Clinic	17.3	104	18
Senqu LM	ecPelandaba Clinic	17	47	8
Senqu LM	ecSonwaboZandile Clinic	16.7	102	17

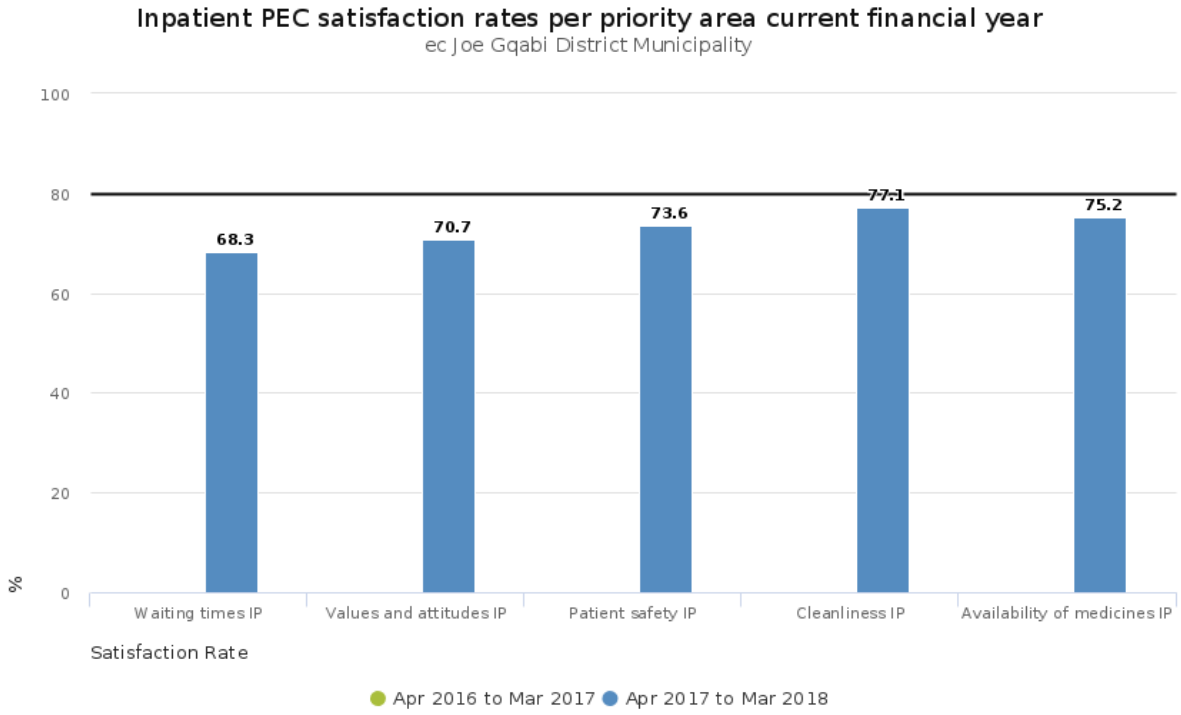
Local Municipality	Facility	Antenatal client HIV 1st test positive rate	Antenatal client HIV 1st test	Antenatal client HIV 1st test positive
Elundini LM	ecMaclear Clinic	16.5	127	21
Senqu LM	ec Herschel Clinic	16.1	62	10
Senqu LM	ecSunduza Clinic	16	25	4
Senqu LM	ec Hillside Clinic (Senqu)	15.7	51	8
Walter Sisulu LM	ecKhayamnandi Clinic	15.7	115	18
Elundini LM	ec Ulundi Clinic	15.2	33	5
Elundini LM	ecKatkop Clinic	15	60	9
Elundini LM	ec Lower Tsitsana Clinic	15	20	3
Walter Sisulu LM	ec Aliwal North Block H Clinic	14.8	108	16
Senqu LM	ec Umlamli Gateway Clinic	14.7	102	15
Senqu LM	ecMacacuma Clinic	14.3	14	2
Walter Sisulu LM	ec Poly Clinic	14.2	162	23
Walter Sisulu LM	ec Burgersdorp Clinic	14.1	71	10
Elundini LM	ec Queen Noti Clinic	14	43	6
Elundini LM	ecHlankomo Clinic	13.9	36	5
Walter Sisulu LM	ec Maletswai Clinic	12.9	155	20
Elundini LM	ecSonwabile Clinic	12.7	79	10
Walter Sisulu LM	ecThembisa Clinic	12.1	66	8
Elundini LM	ecHlangalane Clinic	11.5	26	3
Elundini LM	ec Taylor Bequest Gateway Clinic (Elundini)	11.5	485	56
Elundini LM	ecNcembu Clinic	11.4	35	4
Walter Sisulu LM	ec Eureka Clinic	11.3	71	8
Senqu LM	ecHlomendlini Clinic	10.5	19	2
Elundini LM	ecKungisizwe Clinic	10.5	19	2
Senqu LM	ecWittebergen Clinic	10	60	6
Elundini LM	ecMangoloaneng Clinic	9.8	61	6
Walter Sisulu LM	ec Hilton Clinic	9.6	166	16
Elundini LM	ecGqaqhala Clinic	9.5	21	2
Elundini LM	ecNgxaza Clinic	9.5	21	2
Walter Sisulu LM	ecVenterstad Clinic	9.4	117	11
Elundini LM	ecUmnga Flats Clinic	9.1	11	1
Walter Sisulu LM	ecVenterstad Mobile 1	8.3	12	1
Senqu LM	ec Robert Mjobo Clinic	7.8	102	8
Senqu LM	ec Senqu Mobile 1	7.7	13	1
Elundini LM	ecSeqhobong Clinic	7.5	40	3
Senqu LM	ec Rhodes Satellite Clinic	6.7	15	1
Elundini LM	ec Bethania Clinic	3.2	31	1

Source: WebDHIS2016/17 financial year

With regard to maternal mortality rate, there is a slight increase in the number of women that died in 2016 albeit it is still an improvement from the 128.7 experienced in 2014. Health education activities to the communities will be strengthened to assist in improving performance in this indicator. These are babies between 1-7 days old, including stillbirths. There has been a great decrease in the number of neonates that died during 2016 compared to the two previous years.

Patient Satisfaction Survey

A patient satisfaction survey conducted during the second quarter of 2017 shows that clients are generally satisfied with the services they receive. The district is working hard to improve this performance even further.



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

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

- Improve infrastructure for accommodation of staff with scarce skills
- Improve functionality of health committees
- Improve access roads: Umlamli hospital, Ndofela , Pelandaba and Queen Noti Clinics
- Improve access to ARV sites
- Re-open nursing colleges

2.8 Safety and Security

The prevalence of reported incidents of different categories of crime in the District reflects the general crime patterns seen in the whole of the Eastern Cape. There are 22 police stations in the District area. Burglary and Assault are the most commonly reported crimes in all the municipalities. These crimes, combined, account for 71% of all crime in the Eastern Cape. Arson and Malicious damage to property is also quite high in this province as shown in the table below. Stock theft is a major problem in poor rural communities and is highest in Elundini.

Table 35: *Crime Statistics*

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

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

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

- Moral Regeneration campaigns
- Safe school programme on identified schools
- Sport against crime
- Tourism safety
- Human trafficking

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

2.9 Public Facilities

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

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

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

Table 36: *Community Facilities in the District*

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

This results in some sports teams such as for tennis, netball, cricket, volleyball and rugby, arranging with the schools and/or town facilities. Soccer has limited playing grounds. There is a demand to create more space in our libraries in order to enable students to study in a more conducive environment. In addition to creating more space for studying purposes, municipal clinics should also be upgraded including providing adequate facilities to conduct counselling services.

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

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

2.10 Electrification

In most urban settlements, the local municipalities are responsible for reticulation. However, in the rural areas and some of the townships Eskom is the supplier. The District does not supply electricity. There are significant challenges where the local municipalities are the service provider mainly over maintenance. The Former Gariep local municipality is exploring a process of taking over the electricity service provision from Eskom. Most urban households and commercial farming areas in Former Gariep have access to electricity as well as streetlights. Although there is no electricity backlog in Former Gariep, access among nonurban households is erratic.

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

- Maintenance in areas managed by municipalities
- Revenue generation and payment of third parties
- Supply in the rural areas is not at a capacity to support economic growth
- The implementation of free basic electricity supply is still a challenge
- Some areas will need to be supplied with non- grid electricity particularly in Elundini and Senqu LM rural areas

- There are a number of schools, clinics and other social facilities that do not have a regular supply of electricity (if any supply at all) and this has an impact on the service they can offer
- Lack of an electrification plan for the District
- Additional infrastructure capacity is required to eradicate backlogs in the District, particularly areas in Elundini local municipality
- Service providers do provide free basic electricity but there is a challenge in extending the service to commercial farming and rural areas
- Electricity service providers would need to mobilise additional funding for electrification and maintenance requirements.

2.11 Roads and public transport

In terms of the Integrated Transport Plan (ITP), which was adopted by Council in 2004 and reviewed in 2011, the road network in JGDM can be divided into National, Trunk, Main Roads, and Access Roads. Moreover, the JGDM Council adopted a Rural Roads Asset Management (RRAMS) in 2011 together with the ITP. Only one National road, the N6 from Aliwal North to the far side of the Stormberg Pass (103 km), falls inside the JGDM boundaries. The N6 national road passes through Aliwal North and Jamestown. The N6 is the main access road through the District and links the interior of the country with the Eastern Cape coastal areas. The N6 road is under the jurisdiction of the South African National Road Agency Limited and is in a good condition.
There are 3,314 km of road under the jurisdiction of the Eastern Cape Provincial Department of Roads and Transport in the District municipal area. These roads are classified as Trunk Roads and Main Roads The most important trunk road is the R58, linking Barkly East, Lady Grey, Aliwal North and Burgersdorp. It is in good condition, though certain sections of the road need urgent improvement as potholes are developing. This is because this area has the second highest rainfall figures in the region and at times the road has to be scraped in severe snow and this leads to the deterioration of the road. The most important main roads (surfaced) are:

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

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

With regard to non-motorized transport, the following pedestrian related problem areas have been identified within the District in the following area:

- Burgersdorp - Pedestrian bridge across the trunk road between Burgersdorp and Steynsburg, raising of low water bridge in Mzamomhle

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

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

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

SECTION 3: SERVICE DELIVERY

3.1 Water and sanitation

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

a) Operational Planning

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

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

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

b) Water Services Development Plan and Sub-Plans

The Water Services Development Plan (WSDP) is a holistic and comprehensive infrastructure assessment and delivery plan to ensure that services are delivered as per the mandate of the local authority. A WSDP is a statutory plan covering a 5-year planning horizon for water services. The WSDP also addresses institutional and financial aspects of the local authority, including the assurance of service delivery viability. JGDM adopted a WSDP initially in 2008. Like the IDP, it is reviewed annually and as such, the last review and approval was in 2017.

The JGDM has also started the development of water and sanitation implementation plans. These plans provide a comprehensive analysis of the status quo in each service area, including information on backlogs, provision of free basic services and service levels in the municipal area. The basic capital financing mechanism for water services is the Municipal Infrastructure Grant (MIG), allocated by the national government in terms of a medium-term financing framework that covers a three-year window.

Allocations of MIG funding are inadequate to meet the needs to eradicate backlogs in the time desired by the municipality. The JGDM has however made great strides in coordinating the infrastructure needs, programming and funding within its area of jurisdiction.

c) Capacity of the District

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

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

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

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

d) Management and Operations

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

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

JGDM has a high incidence of poverty and this leads to low levels of tariff collections. Indigent households qualify for subsidies funded by the Equitable Share Grant to cover the cost of basic services as per approved indigent policy.

The District developed an indigent policy that guides the implementation of free basic services. Free basic services forum, which serves as a steering committee was established in 2012. However, the functionality of the forum has been identified as not consistent and in need of capacitation and support. The established ISD unit also serves as a free basic services unit. Support and oversight is also provided by the Water Services Authority within the District municipality.

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

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

e) Licensing and Operation of Wastewater Treatment Works

The JGDM has 14 Wastewater Treatment Works (WWTW). The District has made substantial progress in the licensing of these WWTW. The DM has used all resources at its disposal including the Rapid Response Unit (RRU) facility of DWA to expedite this process. The JGDM will use the facility to complete any outstanding work and to undertake more improvements.

f) State of Bulk Infrastructure

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

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

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

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

g) The Umzimvubu Water Project

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

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

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

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

JGDM will engage in all forums where this project is discussed to ensure that the needs of the municipality are captured in this project and to ensure that any negative impacts are minimised or eliminated. Al illustration of the dam is depicted in the figure below.

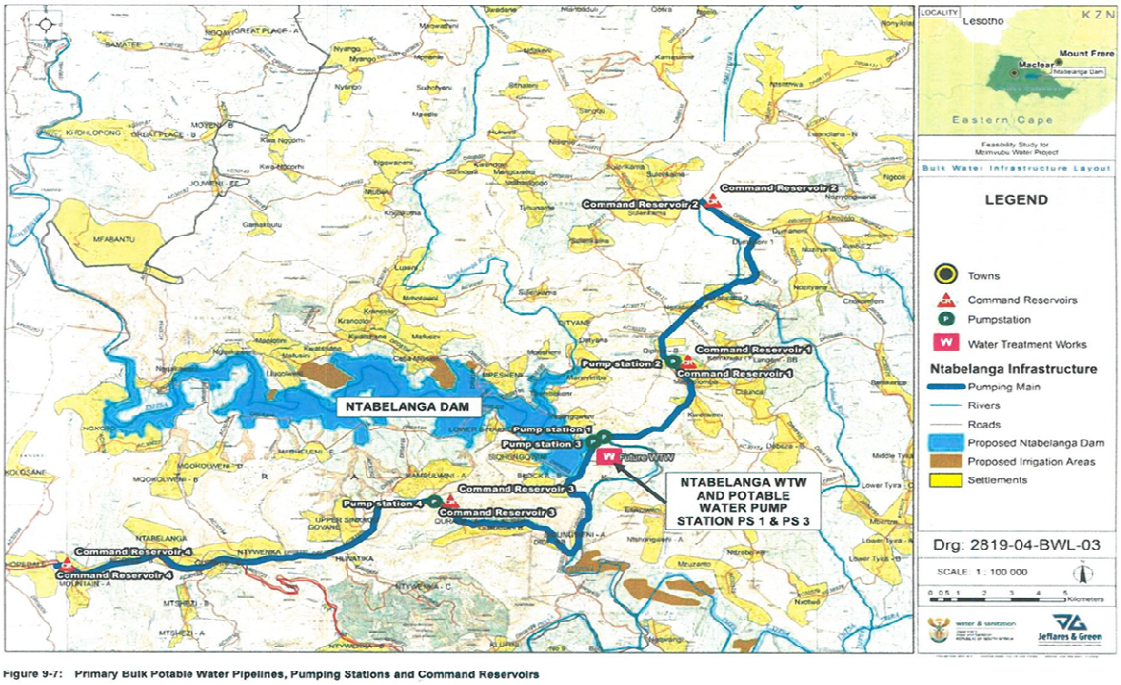


Figure 9-7: Primary Bulk Potable Water Pipelines, Pumping Stations and Command Reservoirs

Figure 5: Primary bulk water pipeline, pumping stations and command resevouirs

h) The Upper Orange – Proposed Verbeeldingskraal Dam

The Orange River System is a significant water resource in South Africa. The drainage of JGDM in the western portion (the bulk of the drainage) forms part of MWA 13 (Upper Orange). The DWS has recently completed a reconciliation strategy for the Upper and

Lower Orange schemes. The existing Orange River Project supplies water into the JGDM area through the Orange Fish River Tunnel. This is a conduit to supply irrigation needs and domestic needs down to Port Elizabeth. The Orange Fish River Tunnel is currently supplying the Steynsburg WTW with raw water. Oviston and Venterstad draw water directly from the Former Gariep Dam. These are the only urban areas in JGDM that benefit from the Former Gariep Dam. Aliwal North draws water directly from the river.

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

i) Backlog Eradication Approaches

General Challenges and Possibilities

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

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

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

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

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

Master planning is a critical tool for the development of backlog eradication

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

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

j) Realistic Programming

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

Table 37: Backlog eradication costs

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

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

- Deferred Maintenance
- Refurbishment and Upgrades
- Renewals

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

k) Infrastructure Investment

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

- Municipal Infrastructure Grant (MIG)
- Water Services Infrastructure Grant (WSIG)

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

- COGTA
- ORIO

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

l) MIG Allocations

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

A concern has been the slow growth in MIG allocations per annum and the discernibly unpredictable trend in allocations that is not following Division of Revenue Bill (Dora) projections as demonstrated by the graphic below. The MIG allocations have been

static for a few years and are slowly ticking up/increasing within the last year.

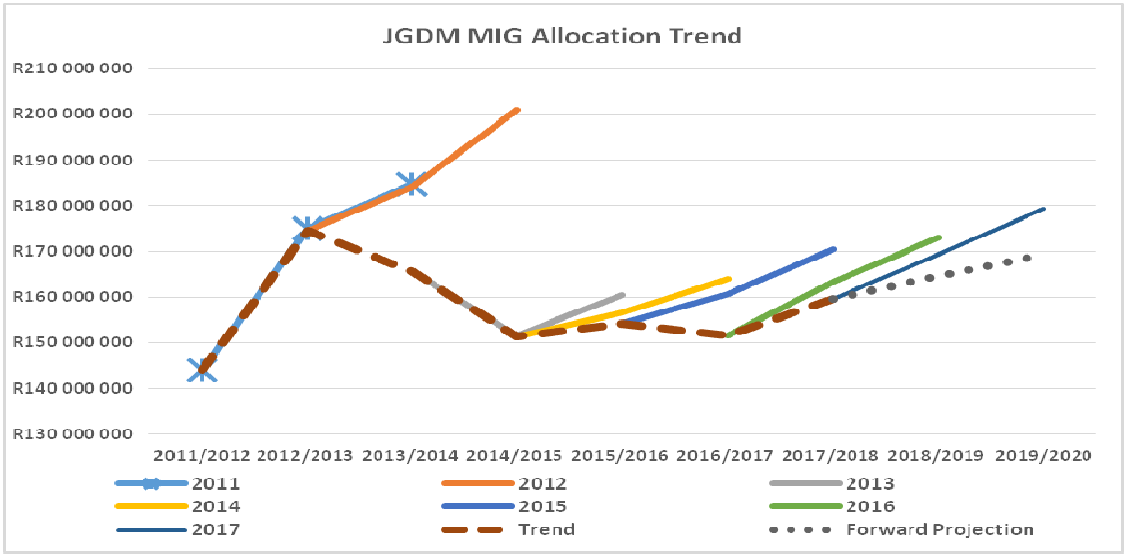


Figure 6: JGDM MIG Allocation

This trend makes future projections difficult and to err on the side of caution, long-term forward projections must be at a muted 3%, which coincides with Governments medium term realistic GDP target. The current economic situation is more likely to mute short-term capital increases to JGDM in general and be reflected in slow MIG growth. The current economic situation is more likely to mute short-term capital increases to JGDM in general and be reflected in slow MIG growth.

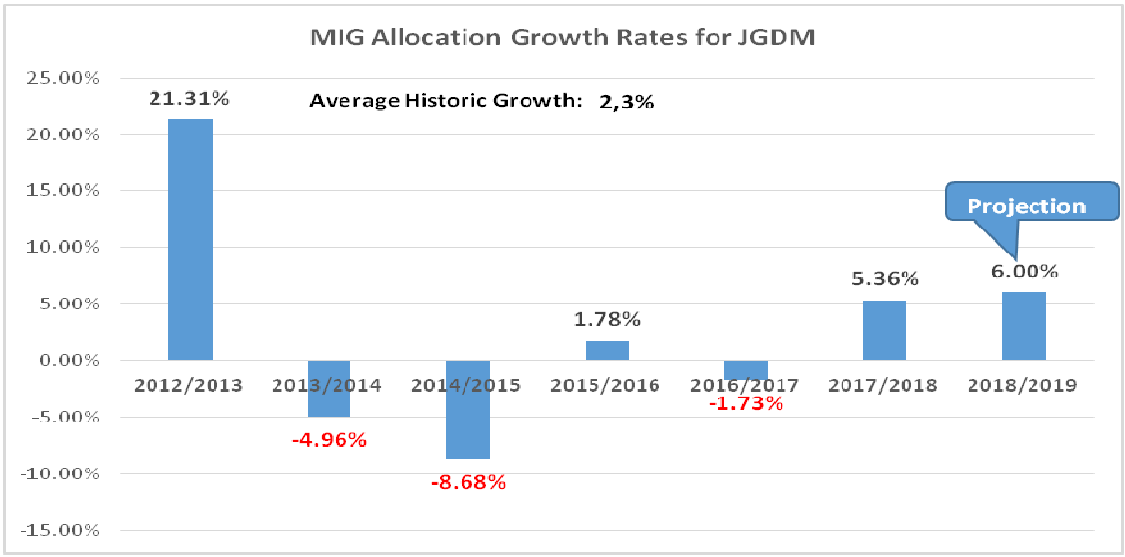


Figure 7: Historical MIG Growth Rates for JGDM

m) Infrastructure Direct Investment

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

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

Figure 8: Infrastructure Investment Plan

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

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

Figure 9: Recent Capital Programme

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

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

n) WSA Planning and Systems Improvement

The WSA and WSP management has responded to a set of issues, concerns and challenges facing the Water Services undertaking of JGDM and has generated a set of responses in the form of Objectives, Strategies, Programmes and Projects. The programmes and projects include mostly soft interventions that speak to the policies, plans, systems other initiatives that will enable to the Water Services to systematically tackle challenges facing the service and put it on a trajectory to long-term sustainability.

o) Cost Recovery for Water and Sanitation

The District is confronted with the challenges of service sustainability and efficiency. Low cost/revenue recovery and a combination of water losses and possibly excessive

storm water ingress lead to financial losses on multiple fronts, coupled with resource loss or depletion. The graph below shows that service charges make up a small component of total revenue, with grants dominating

Joe Gqabi DM Operational Income Sources and Contributions

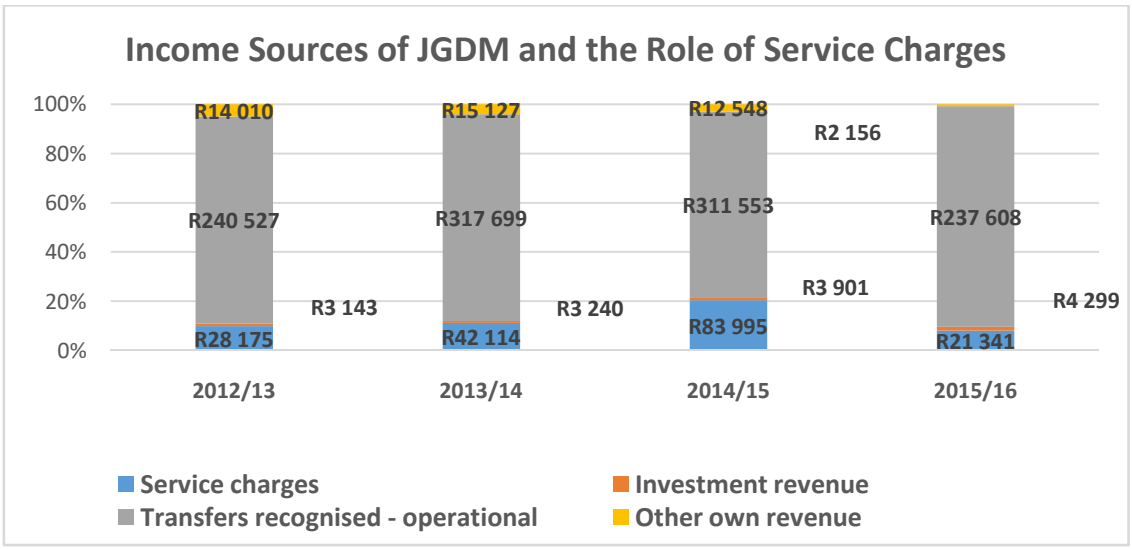


Figure 10: Income Sources and contributions

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

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

p) Service Charges as Ratio of Revenue and Expenditure

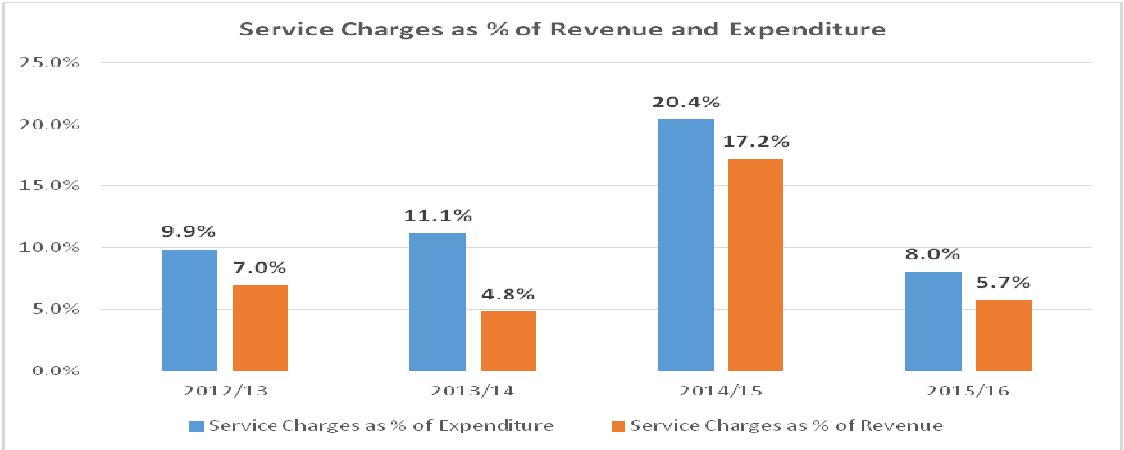


Figure 11: Service charges

q) Water Quality Monitoring

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

Table 38: Blue Drop Performance History

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

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

Table 39: Green Drop Performance History

Water Supply System	% Compliance	Green Drop Score 2009	Green Drop Score 2011	Green Drop Score 2013	Risk Rating 2011	Risk Rating 2012	Risk Rating 2013	Risk Rating 2014
Prentjisberg	95%	NA	30,60%	82,04%	33,30%	58,80%	35,30%	47,10%
Ugie	95%	NA	20,50%	39,69%	72,20%	47,10%	52,90%	70,60%
Maclear (AS)	95%	NA	26,50%	69,82%	72,20%	64,70%	35,30%	52,90%
Maclear (Ponds)	95%	NA	11,50%	61,42%	83,30%	47,10%	58,80%	52,90%
Mt Fletcher	95%	NA	10,00%	34,51%	83,30%	82,40%	64,70%	88,20%
Burgersdorp	95%	NA	32,00%	53,65%	100,00%	82,40%	58,80%	70,60%
Oviston	95%	NA	30,93%	41,69%	72,20%	94,10%	76,50%	88,20%
Venterstad	95%	NA	41,43%	47,13%	88,90%	70,60%	70,60%	52,90%
Steynsburg	95%	NA	28,68%	55,94%	83,30%	64,70%	64,70%	70,60%
Aliwal North	95%	NA	35,30%	46,98%	94,40%	68,20%	63,64%	72,70%
Jamestown	95%	NA	29,38%	48,91%	100,00%	88,20%	64,70%	82,40%
Lady Grey	95%	NA	13,30%	35,21%	50,00%	88,20%	70,60%	70,60%
Sterksprult	95%	NA	17,00%	37,07%	50,00%	100,00%	58,80%	88,20%
Herchell	95%	NA	10,50%	43,89%	66,70%	94,10%	58,80%	76,50%
Barkly East (Old)	95%	NA	0,00%	59,31%	66,70%	64,70%	52,90%	64,70%
Barkly East (New)	95%	NA	20,40%	62,83%	66,70%	70,60%	58,82%	58,80%
Note: NA= Not Assessed								

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

r) Free Basic Services

The provision of free basic services (FBS) is an established national policy and this is strengthened through fiscal support for the provision of basic services. Free basic services are intended for households that are deemed indigent, either through a means test or through deeming provisions. Means testing is generally the preferred mode of identification. Indigent households are required to register and meet the criteria for indigence. The LM's in JGDM have indigent policies and registers in place and implement FBS. The JGDM has also developed an indigent policy to cover the services that all within its executive authority. Water and Sanitation is the key service provided by JGDM. This policy was adopted in May 2017 and it is reviewed annually. The indigent register is required to be renewed annually due to the mobility of persons and regular changes in the economic situation of households.

The FBS package for water and sanitation serves as an income support programme and improves the human capabilities of households. The FBS level for water is 6 000ℓ/household/month. The District has also established a Free Basic Services forum with the purpose of coordinating and integrating the delivery of FBS in the District in an efficient and effective manner.

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s) Water Conservation and Demand Management Interventions

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

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

- Water Loss Control programme
- Asset Operations and Maintenance programme
- Catchment erosion prevention and mitigation programme
- Management and rehabilitation of wetlands programme
- Alien vegetation removal programme
- Accounting and Cost Recovery systems improvement programme
- Capacity building programme
- Public Information and consumer education programme

- Development of bylaws that will support the sustainable management of all water and sewage related resources
- Institutional arrangement establishment

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

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

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

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

- All rural households to be provided with rural sanitation facilities and appropriate services on an ongoing basis.
- Improve levels of communication to residents during times of poor water quality.

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

Water Safety Plans engenders a culture of holistic system management and this must be made a mandatory undertaking on an annual basis in the municipality

t) Water Balance

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

Table 40: Water balance

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

Total physical losses present a real opportunity as these can be reduced markedly. Billing has already been identified and will be pursued with vigour. Another appointment was recently made for a service provider to take the WCWDM initiatives forward through on the ground interventions. The status of services coverage is initially derived from the 2011 national census. The backlog status is not static and can improve or deteriorate based on population dynamics for specific areas. Settlement structure also plays a key role in the evolution of services backlogs.

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

The implications are that the DM runs the risk of creating services at certain levels while people may be migrating out in the long run, thus creating future “stranded

assets". It is thus important to understand the long-term trend or push/pull factors between the JGDM and the urban centres of the country, with long-term socio-economic trends. The past history of human development seems to indicate that urbanisation appears to be almost inevitable and planning needs to reflect this possibility.

Current Water Supply Situation

The good rainfall during the beginning of February 2018 has replenished the raw water sources in Aliwal North, Burgersdorp and Jamestown. The water is still supplied at specified intervals in order to enable the municipality to extend sustainable water supply to the communities in both Burgersdorp and Jamestown. However, these will be uplifted during the beginning of March 2018.

A number of areas in Aliwal North had water supply interruptions due to the high rainfall in the Orange River catchment that resulted in the siltation at the abstraction point of the water treatment works. Two boreholes were used to provide water to certain areas of the town and water-carting trucks were utilized to provide water to some communities.

In Burgersdorp, the water is still supplied *once a day in the morning from 04h00 until 10h00*, and the district has received funding from the Eastern Cape Provincial Treasury under its Drought Intervention Programme for amongst others to identify additional boreholes, refurbishment of the water supply network and also increase the storage capacity of the municipal drinking water. The high-lying areas of Thembisa Township are struggling to access water and the operations function of the District is working on the matter.

There is sufficient water to supply the urban centres of Maclear, Mt Fletcher and Ugie. The levels at the Maclear and Aucamp Dams 75% and 98% full; and the Mt Fletcher Weir/Dam is at 40% full. However, the silting of the dams is a challenge and a risk for the municipality.

At the moment there are approximately 80 boreholes that provide the rural communities residing in the villages of the municipal area and additional boreholes are being investigated to extend supply to those villages that have inadequate access to water supply.

The municipal drinking water quality in the Elundini municipal area is generally of a good standard and there are no significant incident reported.

In Maclear certain high lying areas do not receive municipal drinking water at sometimes due to pressure and the communities resort to the use of unprotected springs which can have negative public health impacts. The old water supply infrastructure has impacts on the operations and water quality in town.

The Greenfields Township is experiencing frequent sewer blockages due to the construction activities in the Maclear WWTWs.

Ugie:

- Filters in water treatment works
- There are leaking septic tanks in Popcorn Valley and Ugie Park. Repairs were done to the damaged septic tanks in Ugie Park and cement lids were installed in those with without any.
- Organic pollution in town: the pits filled with polluted water are a danger to the community and livestock.

Siltation of the Mt Fletcher weir will present a water supply challenge in times of high demand. Dredging was done on the weir and the sluice gates were refurbished.

Mt Fletcher bulk water supply project has been completed; the project involved the construction of water supply pipelines, reservoirs and standpipes.

The upgrading of the Maclear wastewater treatment works is ongoing under the MIG project “Maclear Upgrading of Bulk Sanitation”. The project will assist in enhancing the sanitation service levels in Maclear and surrounding areas.

The Elundini Rural Water Programme funded by MIG and IRIO will ensure water supply to 107 villages in the municipal area will be implemented over four (4) years (2017/18 - 2020/2021).

Elundini Rural Sanitation project for the provision of VIP toilets to the villages in the municipal area is ongoing although delayed.

The DWS’ Umzimvubu Water Project is proceeding and the TCTA is the Implementing Agent. On the 22 January 2018 their service provider was to conduct drilling activities to assess the geotechnical integrity of the Lalini Dam, water treatment works and river crossing in Ntabelanga Dam.

Sterkspruit: Water supply is sustainable except for the illegal connections; ISD addresses these illegal connections with councillors. There is difficulty in the diesel acquisition for borehole engines for the stand-alone groundwater supply schemes. Projects that were underway to improve water supply have stalled and there are no known interventions to revive these projects.

The Sterkspruit groundwater stand alone water supply schemes are functional well except for three villages (Bikizana, Mission and Penhoek) have not water due to a number of factors including boreholes that have dried up, affected by illegal connections, overused pump-stations, erratic diesel supply, diesel theft, infrastructure damaged through vandalism and broken down. These are currently being repaired and others included in the Quick Wins Project, and water carts are temporary in place for some of the affected villages.

Lady Grey: Water restrictions and water rationing is being implemented. Water supplied once every 48hours (16:00-20:00); Nine (9) boreholes utilized to supplement water supply (but 2 are low levels); Five (5) additional boreholes and storage reservoirs are being developed through Eastern Cape Provincial Treasury Drought Intervention Programme. We are using the too much diesel we need help in getting ESKOM to connect the main power. The New WTW is still not running and the old WTW is giving poor water quality. We need offices in all the areas for the staff meets under trees and it is unprofessional.

Rossouw: is currently on water restrictions due to drought conditions and water are provided once a day (16:00-20:00). Water is carted from Sterkspruit WTWs. There is one bore hole and it has very low levels. We need intervention ASAP.

Barkly East: The WTW cannot handle the high turbidity we need to get the new pipelines connected, new clarifiers, new high lift pump and storage to supply safe and

sufficient water to the community. The water currently is just enough for the community and there is no 48 hours storage so if the power is off there is no water.

Rhodes: The water supply is 100%. There is no water problem except for the WTW that needs upgrading, replace old brick-stone reservoir with a new one to increase storage and upgrade of raw water abstraction infrastructure.

Sterkspruit: Water conservation through the legalization and upgrade of illegal connections. Cost recovery after the upgrade and legalization of all bulk supply private water connections. A service provider has been appointed for the Quick Wins Project and SCM is addressing the challenge of the supply and management of diesel. Diesel theft issue was handed over to the police.

Lady Grey: Bulk raw water supply project will be moving to the construction phase soon; project is funded under the Department of Water and Sanitation's Regional Bulk Infrastructure Grant (RBIG) to build a dam that will increase the raw water availability of Lady Grey. JGDM need to communicate the future plans to the community that the water situation will improve and not stay the same.

Rossouw: There is insufficient underground water for the drilling of more boreholes and serious intervention is required to improve the water supply situation. Boreholes are running dry. There are other plans to supply water form a nearby stream. But a package water treatment facility is needed to handle high turbidity and additional storage and serious water availability planning.

CHALLENGES

There are a number of challenges that further exacerbate the current water services delivery situation which include:

- Ongoing vandalism of electricity together with water and sanitation infrastructure.
- Sewer spillages due to pressure on the sewer network and disposal of foreign objects into the network.
- Emptying of septic tanks
- Household use of two borehole water that does not meet health standards (i.e. hand-pump by the Place of Safety and Livestock borehole in the emerging farmers' commonage.
- Households with private borehole not using water in line with water restrictions (i.e. garden watering and selling water to other community members).
- Car washes not complying with water restrictions.
- Two schools and town clinic do not have back-up water facilities such as Jojo Tanks or other means of storing water.
- Compromised health and hygiene due to poor cleanliness in the households and environment.

SECTION 4: SPATIAL DEVELOPMENT FRAMEWORK

4.1 Adoption of the Spatial Development Framework

The JGDM Council adopted a reviewed Spatial Development Framework (SDF) in December 2016 which is in line with the SDF guidelines of both the MSA Regulations and SPLUMA. The SDF should be reviewed to enhance alignment with SPLUMA requirements. The focus of the review will be on updating the spatial information and maps contained in the document. Provisions of the Spatial Planning and Land Use Management Act of 2013 and Disaster risk assessment will also be taken into account**.**

4.2 Natural Environment Analysis

a) Rainfall

The District is divided into four rainfall zones. Some of the higher mountain peaks receive between 800mm and 1200 mm of rainfall a year. The eastern part of the District receives between 600mm and 800mm a year; the central area has between 400mm and 500mm; and the western area (Venterstad, Steynsburg and most of Burgersdorp) has less than 500mm a year. The average annual rainfall (1000 to 1400 mm per annum) within Joe Gqabi District Municipality decreases from east to west of the Drakensberg Mountain Range. In 2004, the highest annual rainfall has been recorded along the southern side of the escarpment, which covers Elundini and Senqu Local Municipalities. Mount Fletcher which is found within the Elundini LM falls within the wettest rainfall region. Rhodes, Ugie and Maclear all appear to lie on or close to the border between this rainfall region. The lowest annual rainfall (301mm to 400mm) occurs in the extreme western reaches of the Gariep Municipal area, where Oviston, Venterstad both lie within this low rainfall area. The low annual rainfall has affected agricultural potential within the district. The district has recently been affected by severe drought which has been a resultant of strong El-Nino weather condition. Such a condition has adversely affected the district and its impact has been felt severely on agriculture production, potable water, reduced vegetation, increased fire and more evaporation in certain areas, such as Lady Grey, Aliwal North, Rossouw and Burgersdorp. The district has experienced one of the top five driest years in 2015 for the past 93 years.

b) Temperature

The District is well known for its temperature fluctuations, ranging between $+42^0$ C and -11^0 C. On average, there are 150 days of frost during the year, usually between March and November and snow particularly in Senqu and Elundini. The snow has also been known to fall on the higher lying areas of Maletswai and Gariep local municipalities. The District is affected by seasonal frost and cold days that have a negative impact on agriculture. The area is only suitable for less sensitive crops due to this harsh climate. Elundini is lower in altitude and experiences warmer winters and this enables this part of the District to be more suitable for cultivation. However, varying seasonal temperatures affect agricultural activities.

c) Topography

Approximately 12% of the District area has slopes steeper than 1:8. From Aliwal North

large flat plains of land are interspersed with steep mountains and hills. Topography influences the type of agricultural activities that occur. The open flat areas in the west allow for extensive agriculture whereas in the east, agriculture is limited to specific land pockets. Although very little land is suitable for cultivation, grazing for farming stock is feasible.

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

d) Hydrology

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

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

e) Soils

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

Degradation is also high in the communal land areas of Elundini, and in small pockets within the Maletswai and Gariep local municipalities, with the primary cause found to be the overstocking of livestock and inappropriate grazing methods. The Department of Agriculture estimates that between 300 and 400 tons per hectare of soil are lost

annually in the District. In addition to the provision of infrastructure that enables the practice of controlled grazing, it is necessary to prioritize the rehabilitation of severely degraded areas, in particular in the Senqu area.

f) Vegetation

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

g) Land Capability

There is only 233 hectares of high potential arable land (class 1) in Joe Gqabi District. Elundini has the highest percentage of arable land (with limitations) in its coverage (42.9%), and this is followed by Maletswai (32.9%).With the low levels of rain-fed arable land for crop production in the District, irrigation schemes and stock farming will play a significant role in agriculture. This is evident in Gariep where only 0.8% of the land is suitable for rain-fed crop production; however, agriculture contributed 38% to the GGP in 2001, in the form of sheep farming and irrigation-based agriculture along the Orange River and Fish River Tunnel. The District intends supporting the development of irrigation schemes in the areas of Senqu, Maletswai and Elundini local municipalities. The Elundini municipal area has the highest percentage of arable land; its agricultural sector has the lowest (4%) of GGP contribution. This is due to the subsistence nature of agriculture in the area and highlights the physical potential for commercial agriculture growth.

h) Biodiversity

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

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

for Ecosystem Principles for water resource protection therefore exists to ensure the protection of vegetation types dominated by wetlands.

h) Community Capacitation on Environmental Issues

The District acknowledges and observes environmental calendar days. For instance, Arbour Day was celebrated in Jamestown in September 2015 and World Wetlands Day in February 2016. The Department of Environmental Affairs (DEA), Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) as well as Joe Gqabi District Municipality have successfully planned an environmental management workshop for district-wide officials and for all relevant local municipality officials. The focus of the workshop was on 2014 EIA Regulations and integration of environmental management issues during the service delivery. DEDEAT annually conducts environmental management competitions in schools in order to broaden the environmental awareness scope in learners (environmental awards). The District has effectively coordinated the Greenest Municipality Competition and has encouraged an effective participation of the local municipalities.

The National Department of Environmental Affairs has deployed personnel to support environmental management services within the district. Environmental Health Practitioners employed by the District monitor waste disposal sites, food premises, mortuaries and related premises. A budget for this function is ring fenced. All the elements of environmental analysis mentioned above, with regard to risks vulnerability and risk assessment were taken into account during the development of the SDF of the District.

Senqu Sustainable Development Plan

The Senqu Sustainable Development Plan (SSDP) for Sterkspruit and spatial development priority areas are shown in the figures below. The SSDP seeks to achieve the following spatial and socio-economic development objectives:

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

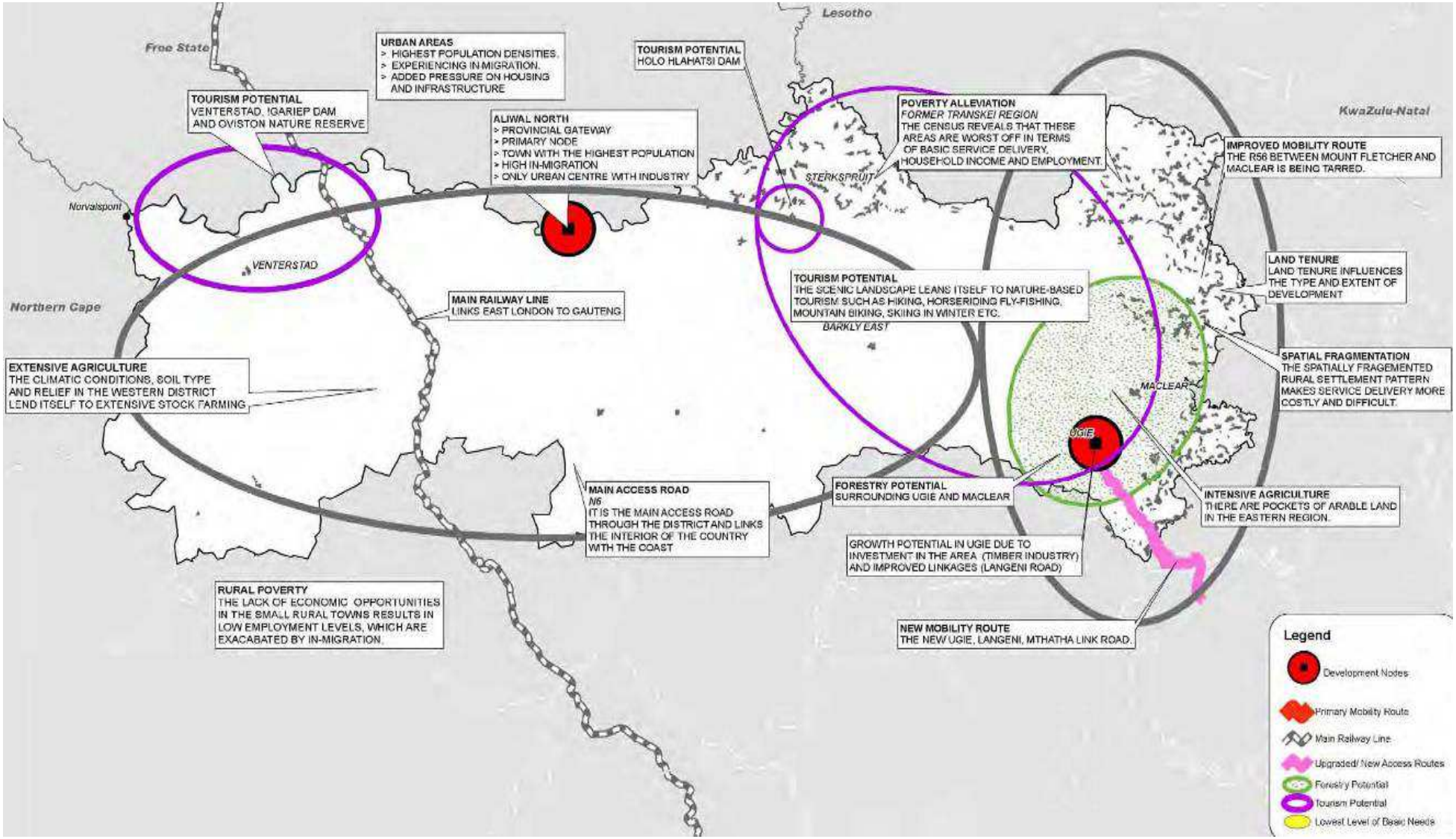

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Figure 12: Spatial Priorities

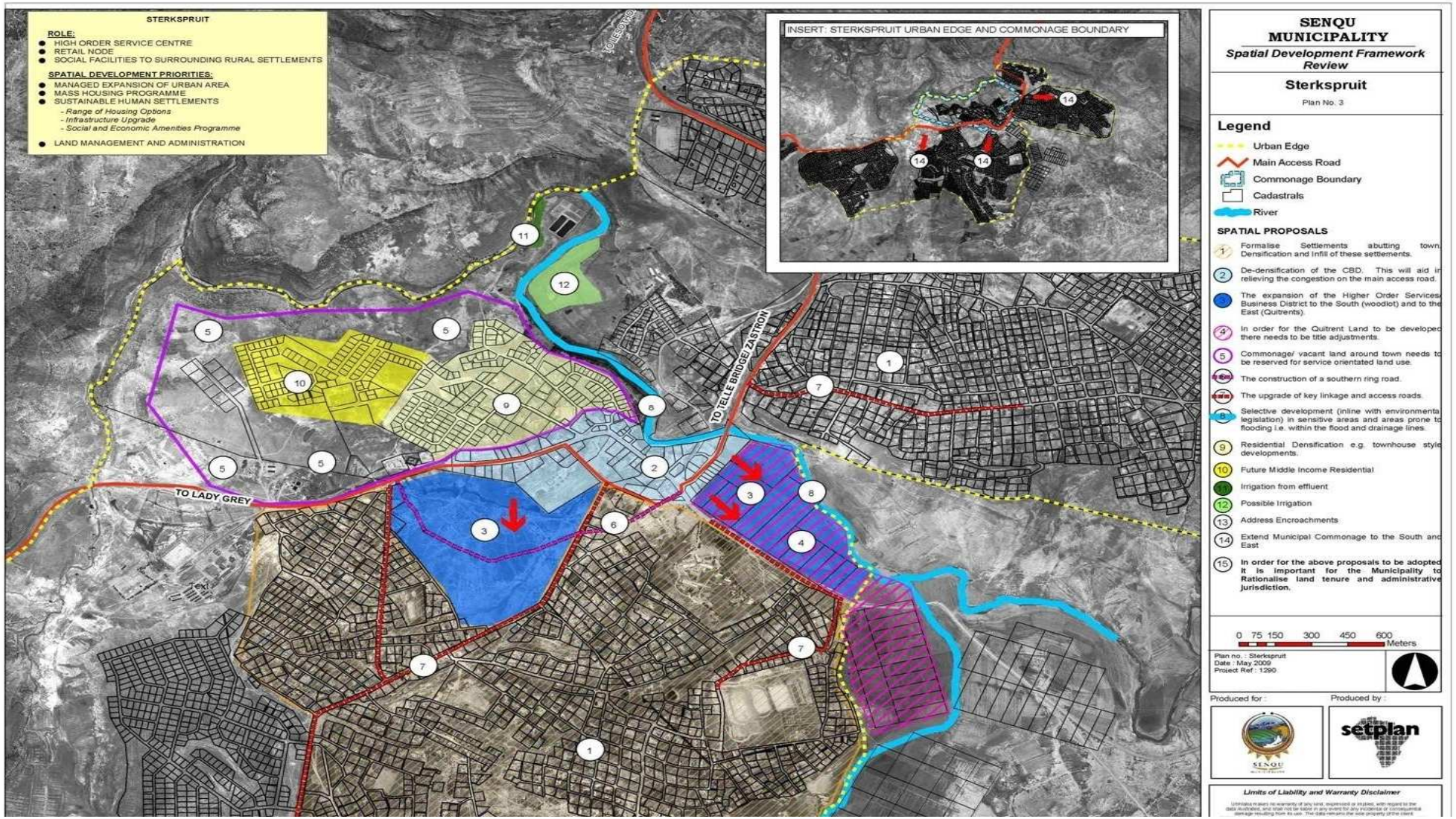

Figure 13: Senqu Sustainable Development Plan

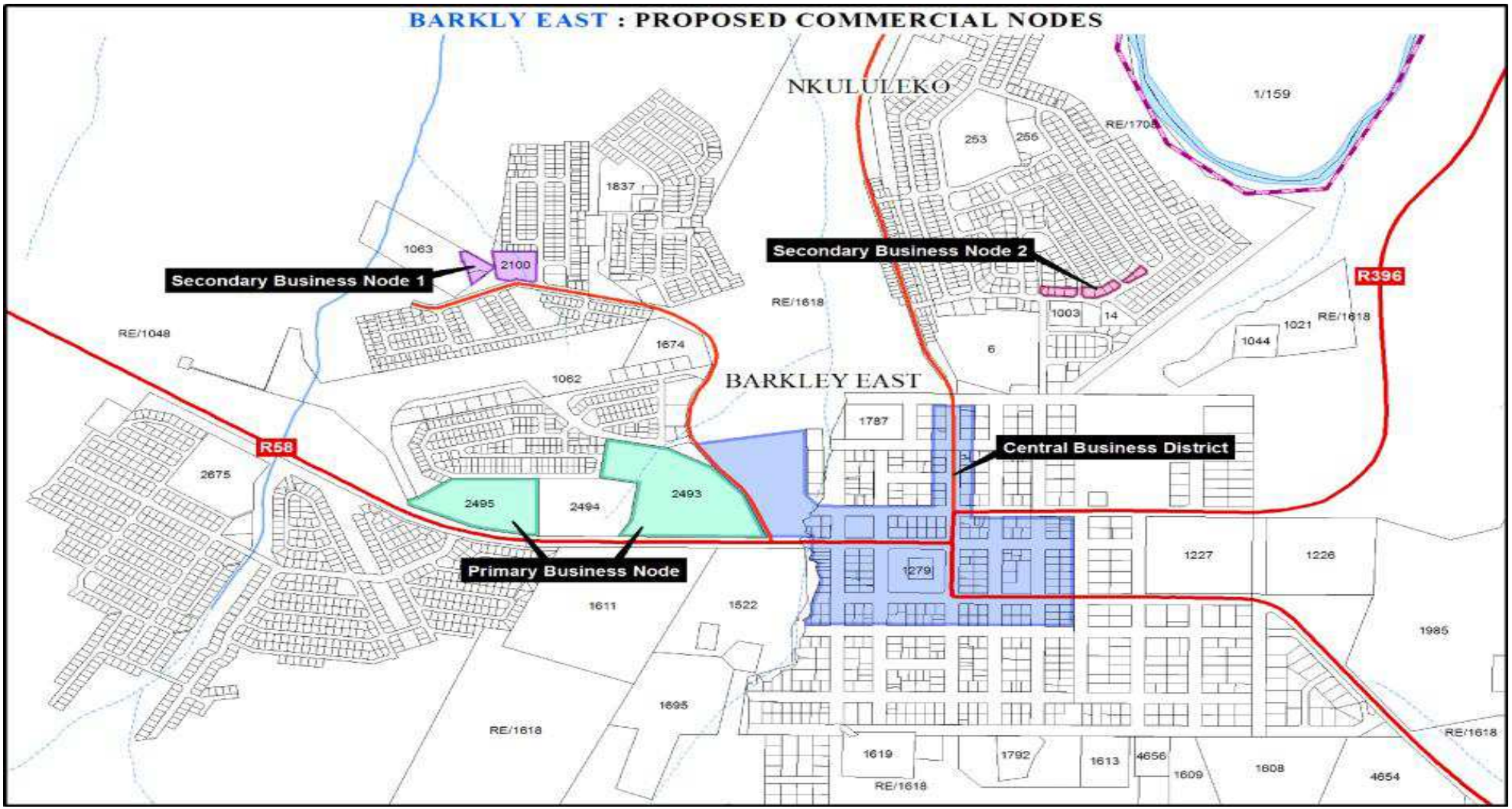

Figure 14: Barkly East town revitalisation: proposed commercial nodes

4.3 Land for future development

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

Table 41: *Unlocking land for future development*

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

4.4 Recycling and environmental principles

a) Recycling initiatives

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

b) Small towns revitalisation

The SSDP and Barkly East urban renewal proposals are some of the programmes that the District seeks to extend to the revitalisation and regeneration of nodal towns within the Districts, including Aliwal North, Barkly East, Maclear, Mt Fletcher, Burgersdorp, Venterstad and Steynsburg. Funding for the implementation of this plan is required.

Other small town regeneration initiatives include the Gariep municipality's development of town entrances, parks and memorial sites at a total cost of R 600 000 from DEDEAT Designs for this project have been developed and additional funding of R7m was secured from DEA in the previous financial years.

c) Environmental Management

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

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

An amount of more than R20 million has been allocated in the 2017/18 financial year budget for the implementation of the Municipal Health Services function including the Working for Water programme with a view of enhancing the environmental management programme of the District. Recycling initiatives are executed in partnership with DEDEA and local municipalities.

With regard to environmental by-laws, Elundini and Senqu municipalities have adopted Air and Noise pollution by-law though enforcement needs to be strengthened. The District has adopted fire safety by-laws. Capacity is being built for enforcement and creation of community awareness and peace officers have been recruited.

The District municipality has prioritized the review of the Integrated Waste Management Plan (IWMP). The plan was endorsed by DEDEAT. The existing plan was adopted by Council in 2005 and is now outdated. The District is in a process of applying for funding for its review from the Environmental protection and Infrastructure Programme (EPIP). Through implementation of the Plan, a PPP was initiated in Elundini municipality to outsource management of the Ugie landfill site and a possible extension to the other local municipalities in a period of four years. In the Former Maletswai local municipality, a recycling and buy-back centre as well as review of by-laws are underway. The MHS unit of the District is constantly monitoring all waste sites and illegal dumping activities weekly. In all three major towns, namely, Sterkspruit, Barkly East and Lady Grey, waste removal is rendered every day, except for the towns of Rhodes, where it is done twice per week. In Rossouw and for the villages of Sterkspruit no refuse is collected. Not all solid waste sites comply with the necessary required legislations.

At Lady Grey, health care waste is found on the site in direct contravention of the permit conditions. In addition to this, most of the sites are in contravention of the Occupational Health and Safety Act. This risk applies not only to the staff working on these sites but extends to the public, especially scavengers who frequent most of the sites.

In Walter Sisulu LM, garbage collection services are provided with convenient and affordable ways of collection like distribution of garbage bags to all households and actual refuse removal. Public awareness campaigns are regularly held with the assistance of DEDEA on health and safety hazards of illegal dumping and available options for garbage disposal. Clean-up of existing dumps and continuous erection of no dumping sign boards are carried out. The Former Gariep LM currently has three solid waste disposal sites to cater for this waste. These waste disposal sites are located in Burgersdorp, Steynsburg, and Venterstad. The Steynsburg waste disposal site is the only site in the District that is compliant with both the permit conditions and national legislation as set out by DWAF and DEAT. The remaining two sites in Burgersdorp and Venterstad do not have the required permits and are therefore operating illegally.

There are also three closed sites in Burgersdorp, Steynsburg and Oviston that are in need of rehabilitation in terms of the DWAF closure permit. Illegal dumping occurs on all three of these sites, and will continue until the sites are rehabilitated. In areas where waste management services are rendered, the collection and transportation aspects are done to a reasonable standard, although certain problems do occur with the disposal function, especially in the Elundini and Former Maletswai LM and certain areas of Former Gariep

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

Table 42: Status of waste sites within the District

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

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

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

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

Table 43: Status of waste sites

LM	No of sites	Activity
Senqu LM	Sterkspruit X 1	Issued Licence to Closure

Walter Sisulu LM	Burgersdorp X 2	Issued Licence to Closure
	Venterstad X 1	Issued Licence to Closure
	Steynsburg X 1	Issued Licence to Operate
	Jamestown X 1	Issued Licence to Operate

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

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

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

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

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

Municipalities budget for waste management services through MIG and MHS in the District. The annual operational and maintenance budget funds day to day operations. Operations include solid waste collection and disposal as well as constant monitoring of waste management matters by the District through its regulatory function over local municipalities. The waste management function at the District is performed by the appointed Manager Municipal Health Services and the Director Corporate Services within a regulatory context.

4.5 Climate change

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

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

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

- Increased temperature
- Change in rainfall patterns

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

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

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

4.6 SPLUMA implementation

The spatial planning and land use management legislative change and reform (as encapsulated by the SPLUMA) have brought significant changes. The most notable is the manner in which spatial planning and land use management decisions are to be made in the municipal sphere of government. The SPLUMA involves the consideration and

determination of all land use and land development applications to be categorized with certain identified categories of applications being decided upon by a Municipal Planning Tribunal and other categories of applications being decided upon by an Authorised Official (AO). In addition, the SPLUMA requires that all appeals of first instance decisions should be determined internally by the executive authority of the municipality as the Appeal Authority (AA). Thus, progress towards establishment and functionality of the District Tribunal can be summed up as follows:

Table 44: SPLUMA implementation progress

Tribunal establishment	Council Approval of Tribunal	Tribunal type	Functionality	By-law preparation	By-law adoption by Council	Qualified town planner	Impediments
JGDM	Yes	District	Establishment phase	N/A	N/A	Yes	▪ Clarity on role of traditional leaders ▪ Sharing of forms/templates ▪ Provision of training to MPT and AO members ▪ Initiation of the whole process for Walter Sisulu municipality ▪ Senqu municipality has appointed the authorised official while Elundini municipality is finalising the process.
Walter Sisulu	Yes	District	N/A	No	No	Yes	
Senqu	Yes	District	N/A	Yes	Yes	Yes	
Elundini	Yes	District	N/A	Yes	Yes	Yes	

SECTION 5: LOCAL ECONOMIC DEVELOPMENT

5.1 Adoption of LED Strategy

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

5.2 Platforms for Stakeholder and Community Participation

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

5.3 Joe Gqabi Economic Development Agency

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

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

JoGEDA has been appointed by the District Council to facilitate and promote investment and facilitate business retention within the District. Business expansion and retention strategy was piloted in Former Maletswai local municipality in 2012. Due to the high success rates of the project, a process to replicate the programme in other municipalities is being considered.

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

The JGDM has prioritised the following investment promotion and Economic Development Priority Programmes:

- Tourism Development

- Infrastructure and Properties
- Agri-business and Agri-park development
- Industrial Parks and Manufacturing
- Green Economy
- SMME Development
- Investment Promotion

a) Aliwal Spa

The Tourist resort was established around a series of mineral springs that produce water at temperatures of around 34 degrees Celsius which have extremely high concentrates of minerals and gases. The site of these hot mineral springs, 3km from the town of Aliwal North, includes complex of pools, buildings, playgrounds, caravan sites, playgrounds and dams that spread over an area of 90 ha. The resort has a potential to provide a wide range of products from wellness treatment centre to luxurious, spacious and elegantly furnished chalets and other outdoor activities. The main aim is to upgrade, expand and appropriately market the project for the benefit of Former Maletswai community and its municipality.

For the 2017/18 financial year, JoGEDA will focus mainly on resource mobilisation for the implementation of the business plan developed in 2015/16 financial year. The focus will also be on soliciting potential investors that would ensure the operationalisation of the Aliwal Spa. In 2017/18, an implementation plan for the Agency is to develop a tourist retreat. This focus contributes to the development of the Aliwal North town and will create new economic centres to inspire value chain growth.

b) Elundini Gap and Middle Income Housing

This project includes the development of 90 hectors of land in Maclear. The piece of land has been made available by the Elundini Local Municipality. The land has been earmarked for the middle-income housing development. The focus for 2017/18 is the development is looking for alternative site that affords possible property development where land is available to be sold to prospective homeowners.

c) Senqu Small Town Regeneration Project

Commercial property development opportunities have been identified and fully investigated in a feasibility study in various towns of the Senqu Local Municipality such as Barkly East, Lady Grey and Sterkspruit. The outcomes of the study show that various opportunities should be undertaken: Small to medium shopping centre, business support centres and office property development in these towns. Furthermore, Senqu Local Municipality has developed small town regeneration strategy for all its towns. A project will be identified from the Senqu Small Town Regeneration strategy for implementation by the Agency. The Agency is in the process of acquiring alternative land in which the Agency has been granted rights to develop commercial property.

d) Water and sanitation programme

The development agency proposed that the JGDM pass a resolution to extend an appointment of JoGEDA. The extension of mandate is to include for the assistance of the Water Services Provision section in implementation of its water and sanitation programme in the District Municipality's area of jurisdiction. The Joe Gqabi Economic Development Agency is willing and able to provide the services required by the District Municipality and confirms that it is suitably organised, qualified and experienced in the provision of the required services. The development agency will bring in the required resources to the programme to assist in addressing the water and sanitation services backlogs, improving the service delivery to local communities and contributing to sustainable development. Activities include supporting strategic policy development, as well as water services provision to rural communities in all Local Municipalities as will be required by the section from time to time. The envisaged assistance will be of Project Management and/or Implementing Agency in nature.

e) Aliwal North Private Hospital

Aliwal North Private Hospital project has been reignited through Board resolution to form part of catalytic projects to be facilitated by JoGEDA. This project has been in the radar of economic development of the Former Maletswai Local Municipality (MLM) and that of the District in general. There has been a need for a private hospital within the region and local municipality initially identified land parcel to be used for this envisaged development. This opportunity has since emerged for JoGEDA to facilitate the development of Aliwal Private Hospital through a private investor and organised grouping of local doctors.

f) Maize Meat Hub Feedlot

The essential purpose of the maize-meat hub in Elundini Local Municipality is to increase income and employment for beneficiaries by developing the red meat value chain in a region, which holds competitive advantage within livestock production. The proposed intervention was made in view of the existing market gaps and situational analysis that recommended a feedlot is setup in the JGDM. Through the project, JoGEDA aims to stimulate the involvement of historically disadvantaged farmers in partnership with commercial farmers in the formal maize and livestock industry in the province. Significant role players and stakeholders in the agriculture sector have agreed that there would be considerable value in developing a business venture that can involve the different types of communal cattle herds as well as the maize farmers. In 2017/18, an implementation of infrastructural programme by the Department of Rural Development and Land Reform will take place.

g) Agri-Business Support

For 2017/18 financial year the development Agency aims to support agricultural business in generation and economic growth by developing a competitive and sustainable agribusiness sector in JGDM and specifically focuses on the linking the market access with Cooperatives

and SMME's.

h) Senqu Industrial Park

The Agency is intending to revitalise the poly vinyl chloride (PVC) plastic pipe-manufacturing project located in the small town of Lady Grey. PVC pipes are the most used pipes in the construction, civil engineering, plumbing and general building industries. The venture can develop the manufacturing capacity in a short space of time. The product is envisaged to supply PVC pipes for the housing developments in the region. JoGEDA plans to revive the project to ensure it is well positioned to become a competitive and self-sustainable manufacturing factory, which will create employment in the region. JoGEDA seeks to attract both private and public investors to invest and participate in the development of the project and that the community attain maximum economic and investment returns. The focus for 2017/18 for the Agency will be on soliciting suitable operator that would ensure the operationalisation of the Senqu Industrial Park, which will incorporate other industrial companies to work within the industrial park for purpose of elevating poverty.

i) Ugie Industrial Park

The essential purpose of the Ugie Industrial Park in Elundini Local Municipality is to increase income and employment by developing the industrial hub in a region, which will hold competitive advantage within District. The proposed intervention was made in view of the existing market gap and the fact that the District does not have this kind of development oppose to other Districts. In 2016/17 financial year the Agency collaborated with the Coega Development Corporation (CDC) and Elundini Local Municipality (ELM) to develop a feasibility study for the project which will detail if the project can be viable in Ugie

For 2017/18 the development Agency aims to have these industrial parks being launched as business cases with an intention to generate an economic growth by developing a competitive and sustainable Industrial business sector in JGDM and specifically focuses on the linking the market access with Cooperatives and SMME's.

j) Renewable Energy Strategy

The agency has been mandated to develop a renewable energy strategy and package business opportunities in the renewable energy sector.

k) Entrepreneurial Skills Development

l) District Investment Strategy

The core mandate of the Agency is to attract direct and indirect investment into the region; key to this exercise is to further develop the existing investment policy into a more comprehensive document that speaks the unique characteristics that are prevalent in our local municipalities. The lack of bulk infrastructure remains a challenge in the JGDM and that requires innovative ways to find solution on how best the situation can be solved. The situation poses threat to the majority of projects especially the housing projects. Funding is a

challenge. IDC funding still outstanding yet all the funds that have been allocated for the projects are based on the availability of these funds. Issues such as land invasions pose a threat to the some of the projects. Lack of human and financial capacity remains a challenge for the Agency especially for the projects.

5.4 District-wide tourism attractions and opportunities

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

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

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

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

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

Burgersdorp is the oldest town in the north Eastern Cape and a number of heritage sites. With adequate marketing the town can be packaged with either a hunting/game drive experience or a **Former Gariep** Dam visit. The expansion of the Red River Route in **Former**

Gariep to include the Oviston Nature Reserve can be used as a catalyst to expand accommodation facilities along the Orange River. There is also the potential to include the Former Gariep House Boat as part of this experience. Adventure activities, including:

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

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

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

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

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

A number of accommodation establishments indicated that 4X4 routes were one of the principal reasons that tourists visited the **Senqu Local Municipality**. This is due to the topography and terrain of the municipality which provides visiting 4X4 enthusiasts with a wide

variety of both challenging and scenic routes which to enjoy. Situated within **Senqu Local Municipality** is the Balloch Natural Heritage Site because of the Cape and Bearded vulture colonies that nest in the basalt cliffs. Balloch is the half way stop over for the increasingly popular annual “Skyrun” and “Wartrail Tri -Challenge” which are extreme adventure race events.

Opportunities exist in **Senqu** for developing a tourism route, linked to the revitalization and upgrade of Sterkspruit, to cater for shopping tourists and day-travels from Lesotho. Potential also exists around the Tiffendell and Rhodes area for it to be developed into a high altitude national park or conservation area. There are also a number of rivers with an abundance of trout, which can be further developed to focus on the fly-fishing tourist market.

There are two significant heritage sites located within **Elundini Local Municipality**, being the Rush Heritage Site and Prentjiesberg National Heritage Site. There is potential for a stopover point at Maclear to explore rock art (nature-based tourism).

5.5 Competitive and Comparative Advantage

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

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

The District economy is highly dependent on agriculture. Comparative advantage and associated opportunities do exist in the agricultural sector because of labour surpluses, pockets of fertile land under-utilised irrigation potential. The deterioration of road networks is impacting very negatively on farming in the whole region. Farmers are struggling to get their produce to the markets and farm workers have to pay higher taxi fees due to the bad condition of the roads. The closing down of the railway system also increases transport costs because all inputs and products now have to be transported by road. This places an ever-increasing burden on the road infrastructure.

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

The continued incidence of stock theft (and deaths due to small predators) has resulted in many farmers changing their focus from small stock to large stock (cattle) and game which require fewer input costs and are relatively easier to manage. The District is one of the major wool producing areas in the country. Wool is transported to Port Elizabeth for sale. Wool is sold into a global market and it has been difficult in the past to make an impact in this area. Wool processing (in Former Maletswai - which is advantaged by the N6 link to East London, and Former Gariep), livestock husbandry (Elundini and Former Gariep), maize (Elundini, and Senqu) and dry land Lucerne (Senqu) have all shown signs of being suitable. However, commercialising these activities and enhancing productivity remains a major challenge. There are currently initiatives geared towards establishing wool washing facility in the Elundini municipal area.

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

5.6 Land Reform

It is important that the other redistribution programmes (LRAD, State Land Disposal, and Commonage Extension) be also accelerated. Similarly, restitution settlements also need to be urgently completed. A record of outstanding land claims at the District level that is reflected in the table below.

Table 45: Land Claims record

District municipality	Lodged claims	Settled claims	Outstanding claims
Alfred Nzo	84	57	27
Amathole	8 053	7 743	310
Sarah Baartman	7 137	5 891	246
Chris Hani	2 114	2 014	100
Joe Gqabi	117	89	28
OR Tambo	133	55	78
Total	17 638	16 849	789

5.7 SMME and Cooperatives

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

Council has committed itself to attaining the target of a minimum 30% local procurement.

Currently SMMEs and supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC and the District Municipality. The programme is currently being implemented. With a view of promoting and regulation economic development, focusing on the entertainment sector, the District has developed and gazetted generic liquor by-laws that are applicable throughout the District.

5.8 Institutional Arrangements

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

5.9 Expanded Public Works and Community Works Programme

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

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

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

SECTION 6: DISASTER MANAGEMENT

6.1 Disaster management

The District adopted and reviewed its Disaster Management Policy and Framework in 2009 to deal disaster management and planning within the District. A process to develop a District Disaster Management Scientific Assessment Plan has been initiated. Vulnerability and risk assessment form part of the terms of reference of the plan. In response to the frequent snow incidents within the District, an incidence protocol was developed in consultation with all stakeholders and adopted by Council in June 2013. This project is implemented by the District in partnership with SANRAL, with an interest on the N6 and R58 routes.

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

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

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

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

The Disaster Centre is in a process of developing the Cross Border Mutual Aid Agreements with neighbouring municipalities offering disaster and fire services in an attempt to cater for risks and community vulnerabilities which were taken into account during the review of the SDF are as follows:

Table 46: Community vulnerabilities

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

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

6.2 Fire fighting

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

The District is prone to runaway veldt fires as well as man-made fires that affect properties and buildings. In performing its function with regard to fire fighting, the District acquired customised fire fighting equipment in 2009 and a cost of R9 million. Further, fire fighting equipment which includes skid unit fire-engines for each local municipal area and two medium fire fighting engines as well as three major fire fighting engines were purchased for the areas with the highest fire risk namely; Aliwal North and Ugie as defined in the Spatial

Development Framework of the District. This investment will help build and strengthen the capacity of the District capacity to deal with veldt and forest fires within the region. A partnership agreement between the District and the Working on Fire programme is in place.

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

6.3 Disaster risk assessment

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

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

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

6.4 Disaster and fire services institutional arrangements

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

staff complement now stands at thirty seven (37). A Chief Fire Office was appointed. Fire fighting units are deployed in all the identified strategic areas within the District.

6.5 Disaster bylaws

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

SECTION 7: OTHER OPERATIONAL PLANS AND STRATEGIES

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

7.1 Area Based Plan for Land Reform

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

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

7.2 Pavement Management Plan

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

7.3 Tourism Plan

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

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

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

The most active tourism node is that of mountain tourism. Tiffendell ski resort forms a key node within this sector though the resort has had its own challenges recently. There are linkages to the Rhodes, Barkly East, Maclear, Ugie and Lady Grey areas. This node tends to be seasonably active. There is strong winter adventure tourism as well as Christmas and Easter activities. The Aliwal North tourism node tends to focus on a different market: government officials and travellers. The Former Gariep Dam area is a developing tourism area and is strongly linked to conservation initiatives and establishment in the area as well as the Former Gariep Dam.

There are limited tourism opportunities within the Sterkspruit and Mount Fletcher areas. However the Sterkspruit CTO is operational and accommodation is provided for government officials and short stay visitors. There is no tourism accommodation in Mount Fletcher. It is expected that the Holo Hlahatsi dam in the Sterkspruit part of Senqu may provide some limited tourism attraction. Joe Gqabi has developed a tourism plan, which focuses on product development, marketing, infrastructure development, human resource development, enabling environment, the tourism marketing and development. The tourisms strategy identifies the tourism products and the financial and human resources for the each financial year. The District tourism programmes budget is R38, 877,500 covering the next five financial years. R34 233, 000 out of R38 877,500 is the capital budget and the rest is the operational budget.

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

- The establishment of tourism routes and tours, with a clustering of tourism products that explore the diverse natural and cultural heritage within the District
- Development of Meetings, Incentives, Conventions, Exhibitions and events tourism in the District
- Development of iconic products in the District to attract more tourists
- Develop the arts and crafts sector in the District

- Further develop and market cultural/heritage/historical attractions in the District
- Development of tourism service providers.
- Encouragement of budget tourism in the District
- Promote and assist the development of the Freedom Trail and the Freedom Challenge
- Promote adventure, nature based and sports tourism in the District.
- Development and promotion of rail tourism

7.4 Environmental Management Plan

The District municipality developed an environmental plan in 2005 and it was reviewed and adopted in 2011. The Environmental management Plan covers the physical and biophysical environments (physiography, geology, soils, climate, hydrology and soil erosion, fauna and flora, the land use, land cover, land capability and conservation and the built environment). The terms of reference for the development of the District Air Quality Management Plan (AQMP) have been developed. The District is an authority in terms of air quality licensing. The necessarily financial resources and capacity to implement the function are still lacking. Consequently, the licensing function is currently administered by the Provincial DEDEAT.

In the JGDM the most significant industrial contributors to air pollution in general have been identified as processing factories and the transport sector (exhaust fumes), which release toxic waste gases as a result of the combustion of fuels. Industrial activities are not a serious concern as these remain low, but include industrial processing by the following: Bokomo, PG Bison and DairyBell. Generally, domestic contributors to air pollution are associated with wood, coal, waste and tyre burning. In addition, agricultural practices, involving indiscriminate veldt or forest burning of extensive areas, results in poor air quality and associated health issues. Burning of waste at local municipalities is also problematic. JGDM may not be subjected to the same pollution load as other Districts, which are more intensely industrialised. The EMP sets clear indicators and targets that relate to air quality management that should be monitored by the District.

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

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

Table 47: Key environmental management issues

JGDM	Elundini	Former Maletswai	Former Gariep	Senqu
Sanitation issues	Biodiversity	waste management	waste management	Land degradation/dongas
Waste management	waste management	sand mining	erosion	Waste management
Water resources	air quality	veldt fires	veldt fires	sand mining
	sand mining	Water resources	Water resources	veldt fires
				Water resources

7.6 Freshwater Resources

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

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

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

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

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

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

Lesotho and the Herschel District of the former Republic of Transkei.

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

The largest suppliers of water to the JGDM of these are the Former Gariep Dam, the Orange/Fish Tunnel and Holo Hlahatsi Dam.

7.7 Water Quality

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

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

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

7.8 Wetland systems in JGDM

There are numerous wetlands scattered around the local municipalities of JGDM. In the JGDM, wetlands are threatened by agricultural and development activities. In particular,

wetlands are heavily grazed by stock during the dry season. Wetlands are also often ploughed for crops as the higher water table and soil moisture content in the flatter areas is ideal for crops. Wetlands are also the receiving polluting materials from upstream litter and activities.

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

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

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

7.9 Erosion

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

Soils in Elundini and Senqu LM consist mostly of arenites and mudstones that have a medium erodibility index. Thus, the probability of erosion due to natural processes in these LMs is low and the degradation observed is probably due to human interference. It is important to note that most degradation occur within 5km of urban build-up. Although natural erosion does occur, the influence of human activity might play a larger role in this process. Understandably, human activity does increase around urban and rural developed areas. Care

should be taken on the impact of these activities on land degradation, as with time, these areas will become unsuitable for certain development purposes like agriculture or grazing.

7.10 Mining

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

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

7.11 Faunal diversity

Historical settlement in the JGDM has transformed the faunal landscape. Large mammals have largely been hunted out, although bird populations have possibly been less affected. In recent years, however, with the growth in the popularity of game farming, larger game species are being re-stocked. The impact of land use activities on large birds, such as cranes is an area of concern. Crane populations in the area have provided a focus for conservation efforts by Eskom and the Endangered Wildlife Trust in the form of the South African Crane Working Group at Joelshoek near Maclear. Wetlands provide an important habitat for these birds and should be regarded as a high conservation priority where they are known to feed and/or nest in significant numbers. Blue Cranes are also being threatened by farmers who try to control the Guinea fowl population by laying out poison.

7.12 Vegetation type

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

The biodiversity has been degraded through a number of processes, including poor grazing management of stock animals, crop ploughing on slopes and indirectly through the invasion of alien invasive plant species. Land degradation through unsustainable utilisation may directly impact on agricultural potential and therefore impact on food production and food

security. Land and soil restoration and rehabilitation therefore presents an opportunity to add value for future benefits. The District implements the working for water and working for wetlands programme which addresses land degradation and rehabilitation through protection of the natural environment and eradication of alien species. This programme also serves as a job creation programme under the EPWP concept.

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

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

7.13 Agricultural Plan

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

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

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

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

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

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

According to the 2003 official data, JGDM contributes about 2.6% to the total GGP of the Eastern Cape and that contribution declined to 2.34% for 2007 (URBAN-ECON, 2009).The total of land transferred or sold to black farmers until 2010 is 2.528123 hectares of which 2.463, 581 is agricultural . The total number of transferred farms is 111 farms. In terms of agriculture enterprise classification, the area can be divided as follows: Central area (70%): woollen sheep, cattle and maize (in that order), far western part (10%): woollen sheep; north eastern area (8%): Cattle, sheep and Maize (in that order); south eastern part (8%): sheep, goats, cattle and maize (in that order); and lastly the far eastern part (4%): Cattle, sheep and goats.

Summary of opportunities and recommendations for commercial agriculture

Opportunities	Action plans	Costs
Feedlot	Due-diligence Must be a private sector initiative. Municipality should provide enabling environment such as electricity, access to roads and services.	R100,000 Private sector investment of R45 mil.
Abattoir	Cost benefit analyses to either upgrade current smaller abattoirs or build large abattoir near proposed feedlot.	
Grain silos in	Due diligence of best method and place for	R100,000

Elundini	storage. Also private sector investment. OVK or ECAC might be interested to invest. ASGISA also possible agent to drive process	Private sector investment of R30 million depending size.
Grain mill	Investigate possibility of small mills in hands of small entrepreneurs or one large mill. Whatever the case; marketing of products should be of high quality and establish combined marketing Cooperative if micro mills option is followed. Again, a large mill should be privately owned.	Small mills R100,000 up to millions depending on size and additional infrastructure
Apple production at selected locations	Agree and adopt strategy to produce apples between private sector and investors. Obtain interest from commercial producers and or companies. Decide on action plans and prepare detailed business plans	Buss. Plan: R1 mil. Investment: R150, 000 per ha x 200 ha minimum = R30 mil. Small pack house: R10 mil.
Agri tourism	Integrated planning Develop routes Branding of area Upgrade facilities	
Production of niche products such as berries or other high value produce for the export market	Identify markets Develop business plans Branding of region and products	
Small scale processing for niche and processed products	Small-scale processing of wool, weaving of special products and marketing at international markets. Need for hand-made products are huge in Europe	
Medicinal plants and essential oils	Explore possibilities, find markets and develop business plans for implementation	
Cultivation methods adapted to new technology	Increase in fertilizer and high fuel prices increased inputs. Adoption of new technology such as minimum or no tillage on cultivated land should be promoted and implemented. This will increase biological activity in soil with net positive effect in long run – and reduction in	

	input costs.	

7.14 District Agri-park

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

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

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

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

Wool:

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

Maize:

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

Red Meat:

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

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

Table 48: Agri-park implementation plan

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

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

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

The site specific Business Plans for the Agri-Hub in Lady Grey and two priority Farmer Production Support Units (FPSUs) in Elundini/Mt Fletcher and Sterkspruit have been completed. These plans are providing different scenarios available for agro-processing in core (maize, wool and red-meat) and non-core (vegetables, fruit and lucerne) commodities. Business Plans will be tabled before Council for adoption. What remains now is the development of technical designs and layout plans for each of the sites by a team of experts with capabilities in Architecture and Civil Engineering appointed by the Department of Rural

Development and Land Reform (DRDLR). High level intervention will be required in this regard to urge the DRDLR to speed up this process so that Agri-Park investments can be sought and work can start without any further delays.

7.15 Forestry Plan

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

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

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

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

Table 49: *Forestry Ownership*

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

Source: Eastern Cape Forestry Profile, DWAF, 2007

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

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

PG Bison has publicly committed itself to create 3000 direct and indirect jobs in the local forest sector by 2013 and a further 940 jobs would need to be created to reach this target. The contribution of the forestry sector to the province's economy has yet to be fully established. Without detailed analysis of the income statements and costing reports of companies and government Departments, the impact can be partially estimated with regard to revenues generated, and salaries and wages. The Eastern Cape Forestry Sector Plan calculates that annual revenues of almost R1 billion (R 902 million) were generated by the forest sector in the Eastern Cape in 2007.

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

Chipboard for export is transported to Durban, while chipboard for domestic sale is transported to Johannesburg and Cape Town. Other timber processing activities in the District are limited to two small sawmills that produce wet off-saw timber products. In the past wattle was used to manufacture charcoal. However, all charcoal operations in the District have ended. An initiative to start a micro furniture manufacturing plant in Elundini in partnership with PG Bison is underway.

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

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

7.16 SMMEs and Cooperatives Development Strategy

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

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

SECTION 8: FINANCIAL MANAGEMENT AND VIABILITY PLAN

8.1 income and expenditure summary

The 2018/19 MTREF Budget has been drafted with requirements of the MFMA, which are set out below. More importantly, the District Municipality is cognisant of the financial environment in the National sphere. Drafting the budget has taken into account imminent exorbitant Eskom Tariff increases, the volatile Rand, sluggish economic growth, high rates of unemployment and uncertainty of fuel prices.

The budget has also noted the Hon. Minister of Finance's speech in February 2018. The budget also attempts to squeeze and cut costs and set revenue targets that need to be achieved to ensure a financially sustainable institution.

The budget also endeavours to encapsulate deliberations at various Strategic Planning sessions held at the beginning of March 2018. These include installation of meters, credit control and limiting the use of external service providers.

The Municipal Finance Management Act No. 56 of 2003 Section 16, read with Section 16(2) of the same act, requires a Municipality to the Municipal budgets under the following stipulated conditions

16. (1)the council of a municipality must for each financial year approve an annual budget for the municipality before the start of that financial year.

(2)In order for a municipality to comply with subsection (1), the mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

(3)Subsection (1) does not preclude the appropriation of money for capital expenditure for a period not exceeding three financial years, provided a separate appropriation is made for each of those financial years.

The surplusof the Final Budget is calculated as follows:

SUMMARY OF THE INCOME AND EXPENDITRE				
	Adjusted Budget 2017/18	**Budget 2018/19**	**Budget 2019/20**	**Budget 2020/21**
Total Revenue (excluding capital transfers and contributions)	554 315 598,00	559 014 947,47	509 333 316,64	563 408 591,23
Total Expenditure	535 688 287,47	568 824 489,24	518 617 699,20	565 678 238,32
Surplus / (deficit) - Operational	18 627 310,53	(9 809 541,77)	(9 284 382,56)	(2 269 647,09)
Total Capital Expenditure	218 488 636,00	225 422 134,00	243 485 575,00	239 040 419,00
Total Capital Funding	215 712 338,00	209 500 000,00	243 024 600,00	238 552 300,00
	(2 776 298,00)	(15 922 134,00)	(460 975,00)	(488 119,00)
Surplus / (deficit) - Total	15 851 012,53	(25 731 675,77)	(9 745 357,56)	(2 757 766,09)
Adding back Non-Cash items:				
Depreciation	46 371 942,00	49 456 514,65	52 408 937,46	55 553 473,71
Surplus / (deficit) - Total Cash	**62 222 954,53**	**23 724 838,88**	**42 663 579,90**	**52 795 707,62**

Concerns have recently been raised by National Treasury in relation to the amount of municipalities budgeting for a deficit in the Budgeted Statement of Financial Performance. The Joe Gqabi District Municipality is also one of these municipalities.

The National Treasury has requested municipalities over time via the annual MFMA Budget Circulars to consider tabling a surplus budget on the statement of operating performance to enable municipalities to augment the capital replacement fund (CCR) which can be used to contribute to the Internally Generated Funding as a source of funding for the Municipal Capital Budget. National Treasury is also of a view that a budgeted deficit is indicative that a municipality is living above the municipality's means. As evident from the table above, the municipality's deficit is as result of the Depreciation.

Budget Operating Deficit vs Depreciation

The Depreciation Budget for the MTREF, calculated on existing assets and planned procurements, is R49 million for 2018/19, R52 million and R55 million respectively for the two outer years.

The Municipality's depreciable asset base increases significantly on an annual basis as result of the significant capital investments in infrastructure within the District in the last ten years. The increase in the depreciable asset base increased the annual depreciation beyond normal tariff increases.

It would not be reasonable to pass this burden through to the inhabitants of the District. In order to soften the impact of the depreciation, a depreciation add-back is done as part of the tariff setting. This inevitably leads to a budgeted deficit on the Budgeted Statement of Financial Performance as is evident in the Summary of income and expenditure table above.

The depreciation in relation to operating assets amount to R 5.2 million, which is cash backed over the MTREF as evident from the Summary above.These funding will be placed in the Capital Replacement Fund (CCR) in order to finance future capital expenditure.

The Joe Gqabi District Municipality's Vision is "An improved quality of life for all residents" and because this vision is at the forefront of everything we do, the municipality strives to be sustainable. Due to this, the recent concerns raised by National Treasury will however be taken into consideration during the Adjustment and future Budget processes.

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

Description	Adjusted Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2020/21
Grants & Subsidies Received - Capital	215 712 338,00	209 500 000,00	243 024 600,00	238 552 300,00
Grants & Subsidies Received - Operational	397 599 400,00	368 285 922,00	315 692 400,00	358 149 220,00
Income for Agency Services	992 000,00	1 635 749,00	-	-
Interest Earned - External Investments	4 040 000,00	4 030 000,00	4 271 800,00	4 528 108,00
Interest Earned - Outstanding	15 386 333,00	24 018 138,67	25 459 226,99	26 986 780,61
Other Revenue	901 575,00	1 190 718,00	539 540,00	571 912,00
Nett Service charges	135 396 290,00	159 854 419,80	163 370 349,65	173 172 570,63
Service Charges	164 266 959,00	220 000 000,00	226 970 349,65	240 588 570,63
Less: Free Basic Services	(28 870 669,00)	(189 694 315,00)	(201 075 973,90)	(213 140 532,33)
Less: Revenue Foregone	-	(145 580,00)	-	-
Grand Total	**770 027 936,00**	**768 514 947,47**	**752 357 916,64**	**801 960 891,23**

The Revenue of R 768million includes:

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

LOCAL GOVERNMENT MTREF ALLOCATIONS			
Funding Sources	**Budget 2018/19**	**Budget 2019/20**	**Budget 2020/21**
	R'000	**R'000**	**R'000**
Equitable share	258 283	273 008	295 103
Municipal infrastructure grant	153 554	156 868	166 034
Rural roads assets management systems grant	2 185	2 314	2 448
Regional bulk infrastructure grant	-	40 000	42 200
Water services infrastructure grant	59 000	84 000	88 620
FMG	1 320	1 785	1 510
Expanded public works programme integrated grant	2 254	-	-
Provincial Treasury - Drought relief	40 000	-	-
Working for water/wetlands - SLA	15 160	-	-
Department of Roads and Transport - SLA	40 200	-	-
Total	**571 956,00**	**557 975,00**	**595 915,00**

It should be noted that the allocation included for Working for water and wetlands and Department of Roads and Transport are based on service level agreements signed with the respective departments. The SLA for Working for Water and Wetlands have not be signed to date.

The Equitable share allocation has been increased with R19 million. The Equitable share comprises of the following:

- Equitable share amounting to R223.89 million
- RSC Levyamounting to R34.38 million, comprising of R25 million included in the 2017/18 MTREF plus an additional R9.29 million

The District Received an additional R9.29 million. Treasury requires that the municipality report on the additional R9.29 million received and indicate how it has assisted the municipality with service delivery. The reason for the reporting is to indicate to Treasury that any additional funding will be towards service delivery

The R9.29 million has been ring fenced against the purchase of pre-paid water meters.

It would be ideal if Management could also identify a service delivery division which the RSC Levy could fund.

According to the Division of Revenue Bill no RBIG has been allocated to JGDMfor the 2018/19 financial year.

The province has allocated a total amount of R40 million for 2018/19.

Service Charges was reduced in order to include the collection rate, mSCOA do not allow for this and Service Charges sales, Free Basic Charges and Revenue Foregone are budgeted for based on the number of the average number of KL sold per consumer multiplied by the number of consumers. The basic charge is calculated by multiplying the number of the relevant meter with the relevant basic charge.

The Basic charge and Consumption charge for Service Charges was increased by 8% for Conventional Meters and 4% for Pre-paid Meters. Treasury requires a reason for any increase in excess of 6,45%

The major differences in Income per the table above are as result of the following:

- Capital and Operational Grants and subsidies received:

  R4 million MIG funds have been shifted from Operational Expenditure to Capital Expenditure; and

  Working for Water and Wetlands Operating income increase from R12 million to over R15 million.

- Interest Earned – Outstanding debtors;

  The Budget engagement indicated that interest on outstanding debtors were not adequately provided for. This has been corrected in the final budget.

- Other Revenue

  The increase is as result of the inclusion of Vehicle Rental Income.

- Net Services Charges

  The Budget engagement indicated that the municipality have not budgeted for indigents appropriately and in accordance with the Equitable Share allocation, which is allocated as follows:

  -Water and Sanitation Free Basic Services – R189.69 million;

  - Institutional – R19.68 million;

  - Community – R8.87 million; and

  - Net Impact Factor – R5.6 million.

  In order to ensure that the municipality's future Equitable Share allocations will not be negatively affected by this, provision for Free Basic Services has been corrected in the final budget.

  In addition Revenue foregone as result of the free 3KL provided to new pre-paid consumers have also been provided for.

The table below highlights the differences in Expenditure betweenthe tabled budget and proposed Final Budget:

Description	Draft Budget Year	Budget 2018/19	Budget 2019/20	Budget 2020/21
Bulk Purchases	9 730 000,00	10 000 000,00	10 313 800,00	10 932 628,00
Contracted Services	99 530 887,08	100 683 943,33	56 897 169,47	77 448 539,64
Debt Impairment	58 358 060,49	75 020 004,00	79 521 204,20	84 292 476,23
Depreciation and Amortisation	49 456 514,65	49 456 514,65	52 408 937,46	55 553 473,71
Employee Related Costs	204 954 174,24	204 357 707,46	214 946 485,22	227 843 274,33
Finance Charges	3 378 000,00	3 378 000,00	3 580 680,00	3 795 520,80
Grants and Subsidies Paid	9 305 000,00	9 305 000,00	9 361 291,38	9 646 968,86
Other Operating expenditure	111 352 719,41	110 318 672,64	84 905 205,50	89 081 455,23
Remuneration of Councilors	6 304 647,14	6 304 647,14	6 682 925,97	7 083 901,53
Total	552 370 003,01	568 824 489,24	518 617 699,20	565 678 238,32

- The MFMA circular no 85, 86 and 91, issued by National Treasury, was applied in budgeting for operating expenditure, however strict measures were implemented toward non essential expenditures due to the current economical situation and the municipalities cash flow challenges.
- Trade Unions and SALGA have not come to an agreement to date on the increase in employee costs. The Budgeted Employee Costs are have therefore been calculated at an increase of 7%.
- In order to cut costs contracted services were decreased for the 2018/19 Financial Year.
- Other operating expenditure relates to the expenditure directly linked to operational grants allocated to the municipality. The following projects are included in other operating expenditure:
    - R4.2 million allocated to the RAFI Project;
    - R 300 000 allocated for Youth Programmes;
    - R 30 000 allocated for Aids Programmes;
    - R 400 000 allocated for Women's Programmes;
    - R 100 000 allocated for Disability Programmes;
    - R 50 000 allocated for Elderly Programmes;
    - R 250 000 allocated for Tourism initiatives;
    - R 1 million allocated for Youth Development;
    - R 800 000 allocated for Public Participation;
    - R 250 000 allocated for Traditional Leaders;
    - R 95 000 allocated for the Mayoral Cup;
    - R 2 million allocated for the Sondela Festival;

- R 2 million is budgeted for in order to provide free access to Wifi in remote areas within the district;
- R 300,000 for livestock improvement project;
- R 500,000 is allocated to the 2017/18 SODA;
- R 1,7 million has been allocated in facilitating and support of economic development initiatives, including Urban Revitalisation;
- R 2.254 million has been allocated to EPWP.
- R 1.6 million has been allocated to employee unemployed graduates in the district; and
- R 3.1 million has been allocated toward the training of communities, councillors and officials.

- Grants and subsidies paid relates to the following allocations:
  - Mayoral projects amounting to R50,000.00;
  - Pauper Burials amounting to R5,000.00;
  - R 350 000 allocated in support of Local Municipalities; and
  - R 8.9 million has been allocated to JoGEDA.

- Operational Repairs and Maintenance amount to R31 million. The bulk of the costs is allocated to employee costs due to the shift of effecting repair and maintenance of assets in-house.

- Included in Contracted Services are the following MIG funded operational projects:
  - Senqu Rural Sanitation Programme: Phase 2 amounting to R18 million; and
  - Elundini Rural Sanitation Programme: Phase 2 amounting to R18 million

- The most significant change has been to the provision for Debt impairment. During the Budget engagement it was indicated that because the municipality budgeted for a collection rate on service charges of 40%, the remaining 60% should be included as a provision for debt impairment. The municipality has however only applied the 60% to Residential Consumers.

CAPITAL PROJECTS:

- The funding sources of all the capital projects are included above. It should be noted that no loans are anticipated for the next three financial periods.

- The own funded assets are depended on the cash collection as indicated above.
- The capital projects are inclusive of VAT

Description of Project	Draft Budget Year	Budget 2018/19	Budget 2019/20	Budget 2020/21	Funding Source
Furniture and Office Equipment	95 000,00	625 000,00	100 700,00	106 742,00	Own
Computer Equipment	750 000,00	1 200 000,00	-	-	Own
Computer Equipment	241 416,00	295 416,00	328 475,00	347 669,00	MIG Top Slice
Computer Software	230 000,00	230 000,00	31 800,00	33 708,00	Own
Website	-	100 000,00	-	-	Own
Municipal Building Improvements	-	600 000,00	-	-	Own
Vehicles	3 000 000,00	3 681 718,00	-	-	Own
Pre-paid Water Meters		9 290 000,00			RSC Levy
Total Capital Assets	**4 316 416,00**	**16 022 134,00**	**460 975,00**	**488 119,00**	
Ugie Bulk Water Infrastructure Phase 2	R 11 000 000	5 000 000,00	10 024 600,00	R 17 000 000	MIG
Sterkspruit: Upgrading of WTW and Bulk Lines	R 10 000 000	10 000 000,00	-	R 0	MIG
Senqu Rural Water Programme	R 23 000 000	13 000 000,00	9 000 000,00	R 10 000 000	MIG
Elundini Rural Water Programme (ORIO)	R 10 000 000	10 000 000,00	9 000 000,00	R 35 000 000	MIG
Jamestown sanitation Phase 2	R 12 500 000	13 500 000,00	3 000 000,00	R 732 300	MIG
Maclear Upgrading of Bulk Water Services	R 25 000 000	35 000 000,00	59 000 000,00	R 30 000 000	MIG
Maclear Upgrading of Bulk Sanitation	R 15 000 000	17 000 000,00	29 000 000,00	R 15 000 000	MIG
Mt Fletcher Bulk Water Supply Scheme Phase 2	-	7 000 000,00			MIG
Sterkspruit Regional Bulk Sanitation	-		20 000 000,00	20 000 000,00	RBIG
Lady Grey Bulk Water Supply	-		20 000 000,00	22 200 000,00	RBIG
Refurbishment of Burgersdorp WWTW	20 000 000,00	20 000 000,00			WSIG
District Wide Telemetry System	15 000 000,00	15 000 000,00			WSIG
Rural Rudimentary Water Supply (Mt Fletcher, Maclear and Ugie)	5 000 000,00	5 000 000,00			WSIG
Refurbishments of WTWs (Rhodes, Steynsburg, Jamestown)	5 000 000,00	5 000 000,00			WSIG
Argumentation of Clear Water Storage for Herschel and Rhodes	7 000 000,00	7 000 000,00			WSIG
Bulk Meters	7 000 000,00	7 000 000,00			WSIG
WATER SERVICES INFRASTRUCTURE GRANT			84 000 000,00	88 620 000,00	WSIG
Lady Grey - Sub project 4 Additional Storage and Boreholes	19 567 197,87	19 567 197,87	0	0	PT
Burgersdorp: Top Up WTW 6Ml Storage Reservoir	20 432 802,13	20 432 802,13	0	0	PT
Total Capital Projects	**205 500 000,00**	**209 500 000,00**	**243 024 600,00**	**238 552 300,00**	
Total	**209 816 416,00**	**225 522 134,00**	**243 485 575,00**	**239 040 419,00**	

- Please note that the breakdown of the WSIG funded projects for the 2019/20 and 2020/21 financial yearhave not been provided.

BUDGET / CASH MANAGEMENT:

Please see theOperating expenditure per Department (excluding Employee Related Costs, Debt Impairment and Depreciation)in the table below:

Department	Draft Budget Year	2018/19 Wish list	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget Shortfall
Community Services	37 657 764,40	41 426 622,00	40 555 980,33	28 349 700,00	30 050 682,00	870 641,67
Corporate Services	23 960 000,00	30 034 350,00	24 797 042,33	23 889 420,00	24 142 785,20	5 237 307,67
Financial Services	24 822 712,23	24 810 712,23	24 810 712,23	15 652 674,97	16 209 735,46	-
Institutional Support Advancement	14 228 000,00	14 228 000,00	14 228 000,00	13 513 260,00	13 940 055,60	-
Management Services	23 456 000,00	23 056 000,00	23 056 000,00	17 096 051,38	17 820 314,46	-
Technical Services	75 294 129,85	70 254 130,00	70 254 130,00	32 116 660,00	52 240 737,00	-
WSP	30 500 000,00	47 000 751,08	32 605 751,08	30 500 000,00	32 330 000,00	14 395 000,00
Grand Total	**552 370 003,01**	**589 327 438,42**	**568 824 489,24**	**518 257 999,20**	**565 302 956,32**	**20 502 949,33**

Please see the Capital expenditure per Department (excluding Grant funded expenditure) in the table below:

Department	Draft Budget Year	2018/19 Wish list	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget Shortfall
Community Services	3 055 000,00	5 398 717,92	3 766 718,00	58 300,00	61 798,00	1 631 999,92
Corporate Services	40 000,00	1 040 000,00	640 000,00	42 400,00	44 944,00	400 000,00
Financial Services	-	-	-	-	-	-
Institutional Support Advancement	980 000,00	1 980 000,00	1 430 000,00	31 800,00	33 708,00	550 000,00
Management Services	-	500 000,00	500 000,00	-	-	-
Technical Services	-	-	-	-	-	-
WSP	-	-	-	-	-	-
Grand Total	**4 075 000,00**	**8 918 717,92**	**6 336 718,00**	**132 500,00**	**140 450,00**	**2 581 999,92**

- Due to financial constraints, the municipality were not able to budget for all operational and capital inputs as indicated in the Budget Shortfall columns in the tables above.
- Departments indicated that this is the total additional funding required in order to execute their duties efficiently and effectively.
- This highlights the need for increased revenue collection, from all possible revenue generating avenues as well as the need for end users to do play their part in obtaining external funding.
- The municipality should therefore implement a similar practice, as implemented by Treasury.
- Departments should therefore be required to indicate how they will be spending their allocated budget in a modified Departmental Procurement Plan. Any money not spend by 31 December will be identified, circumstances for not spending reviewed and if required, budget will be transferred to other Departments.

Grants and subsidies paid relates to the allocation of Mayoral Projects, assistance to Local Municipalities, JoGEDA and Pauper Burials. Operational Repairs and Maintenance amount to R31 million is allocated based on the approved Repairs and Maintenance Plan. The bulk of the costs are allocated to employee costs due to the shift of effecting repair and maintenance of assets in-house. Depreciation has increased by 7 percent, in order to prepare a more

realistic and in line with capital acquisition projections.

8.2 Financial Management Strategy

a) Institutional level

The municipality has reviewed its financial policies and the reviewed policies were submitted to the rules and ethics committees during February 2018. A tariff restructuring for water and sanitation function has been implemented since 2007 so that income matches expenditure and to ensure there is funding for replacement costs and maintenance. The District is also investigating the possibility of recovering some service costs for Municipal Health Services (MHS) through the implementation of fines and certificate of acceptability. MHS policies will be developed and linked to bylaws.

Currently, the District has concluded and signed all service level agreements (SLAs) with WSPs on the supply, maintenance and revenue control with regard to water and sanitation. The SLA deals with financial management issues, such as cost recovery, metering, and billing. Billing is based on accurate data which status changes from time to time. Initiatives such as annual review of indigent registers and customer data are in place to ensure continued accuracy and consistency of billing data. The effectiveness of the billing systems have been assessed with the review of the revenue enhancement strategy (RES) and the WSDP review and the system is effective and efficient in billing consumers on a monthly basis as per norms and standards of revenue management tough enhancement measures are being implemented. It is however not an effective and efficient in ensuring revenue collection. The municipality has embarked on a project of installing pre-paid water meters in order to improve revenue collection.

b) Financial Environment

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

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

To further improve revenue management bulk and individual meters are prioritised for implementation in all towns and later in all served areas. This measure will be implemented in the shortest time possible. The focus shifted from the implementation of Pre-paid water meters within the Aliwal North Town area during 2016/2017 to the whole District, on a request basis at no charge to the consumers, which will improve on the collection of monies due.

8.3 Financial Prudence by Council

8.3.1 Financial Policies

Indigent Assistance

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

Asset Management Policy

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

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

Credit Control and Debt Collection Policy

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

Banking (Cash Management) and Investment Policy

The Council is the trustee of the public revenues, which it collects, and it therefore has an obligation to the community to ensure that the municipality's cash resources are managed effectively and efficiently. The Council therefore has a responsibility to invest these public revenues knowledgeably and judiciously, and must be able to account fully to the community about such investments.

The investment policy of the municipality is therefore aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not

needed for capital or operational purposes. The policy was reviewed in May 2017 and on a yearly basis. The effectiveness of the investment policy is dependent on the accuracy of the municipality's cash management programme, which must identify the amounts surplus to the municipality's needs, as well as the time when and period for which such revenues are surplus.

Budget Policy

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

The Fraud and Anti-Corruption Policy

This Anti-Corruption Strategy and Fraud Prevention Plan have been developed as an expression and commitment fight corruption. These plans are reviewed annually before the start of each financial year in May. It is also an important contribution to the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

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

Tariff and Rates Policy

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

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

Supply Chain Management Policy

The Policy will achieve the Empowerment goals of the institution by providing employment opportunities to HDI's and communities, enabling socio-economic transformation objectives to be linked to fair, transparent, equitable, competitive and cost effective procurement practices.

In this regard, empowerment goals are implemented with a view of promoting economic development focusing on the regional economy of the District. The policy is reviewed on annual basis.

A Supply Chain Management Unit is in place and is responsible for the centralised SCM processes. As per the SCM standards and norms, three SCM committees are in place and functional. The organisational structure has made provisions for separation of duties. Contracts Management is located within the SCM unit. Legal services also provide support in monitoring and enforcement of contracts. On average, procurement processes take about 49 day's turnover. This includes advertising, bid committee processes and appointment period.

Emergency procurement measures are stipulated in the SCM policy to enable the Council to deal with all unplanned procurement requirements including disasters and other urgent situations, which are not only limited to disaster situations. Funding arrangements are also clearly specific in the plan. This is done in line with the National Treasury norms and standards. In case of emergencies, the SCM policy of the District also allows Council to implement emergency procurement measures as per the Disaster Management Act and Treasury Regulations.

Funding and Reserves Policy

The Council has an objective of becoming a financially sustainable municipality. The policy sets standards and guidelines towards ensuring financial viability over the short and long term. It includes funding as well as reserves requirements. Borrowings Policy is part of the funding and reserves policy. The policy deals with long term borrowings for capital budget as well as repayment of long-term liabilities.

Annual review of financial policies

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

8.4 MSCOA Implementation

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

In compliance with the MSCOA implementation requirements, the District has implemented a new financial system following the passing of an mSCOA resolution. The mSCOA implementation plan was also approved. The CFO and budget Manager were appointed as the SCOA champions who are leading the implementation phases of MSCOA with the assistance and practical hands-on support of the MSCOA oversight committee which is constituted by the critical functionaries within the District together with Top Management. The Internal Audit Function is responsible for assessment of the progress made on planning,

design, development, testing and implementation of MSCOA against milestones as defined by the National Treasury and those milestones as identified in the JGDM mSCOA project plan.

SECTION 9: INTERGOVERNMENTAL ALIGNMENT

9.1 Government agenda

The strategic planning session that was held by the District in March 2016 with an objective of reviewing the adopted IDP, confirmed the service delivery goals, objectives and strategies of the District. In the next five years, government will build on the progress made in implementing the 2009 priorities which are:

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

Government will also continue to expand access to housing and basic services as part of the commitment to build integrated and sustainable human settlements. These goals require that government build a democratic developmental state capable of mobilising all sectors of society and the economy as well as boldly intervening in the economy in favour of workers and the poor. Working with all sectors of society, government will need to create conditions for the promotion of social cohesion and nation building and contribute to a better Africa and a just world. In localising the 2009 priorities of government the mandate for local government is informed by the following matters:

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

9.2 Alignment between the National, Provincial and JGDM programmes and SDGs

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

Table 50: *Alignment between the National, Provincial and JGDM programmes*

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	Outcome 4: Decent employment through inclusive economic growth Local Government role: OT 4: Design service delivery processes to be labour intensive OT 4: Ensure proper implementation of the EPWP at municipal level OT 11: Creating an enabling environment for investment OT 9: Implement the community work programme	Expand the economy to ensure it creates jobs	Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	Output 3: CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014 Output 3: CWP - Establish where feasible, functional cooperatives at the local level by 2014	Facilitate and implements Job Creation And Poverty Alleviation
2. Strengthen the skills & human resource base	Outcome 1: Quality basic education Outcome 5: Skilled & capable workforce to support an inclusive growth path Local Government role: OT 5: Develop and extend intern and work experience programmes in municipalities OT 5: Link municipal procurement to skills development initiatives	Improve the quality of education, training and innovation	Strategic Priority 4: Strengthen education, skills and human resource base	Output 6: Support access to basic services through improved administrative and HR practices Output 1: Support municipalities in filling critical positions	Improve human capacity

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
3. Improve the health profile of society	Outcome 2: A long & healthy life for all South Africans Local Government role: OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments	Ensure quality health care for all	Strategic Priority 5: Improving the Health profile of the Province	-	Facilitate the development of healthy and inclusive society
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all Local Government role: OT 7: Facilitate the development of local markets for agricultural produce OT 7: Promote home production to enhance food security	Create an inclusive and integrated rural economy	Strategic Priority 3: Rural development, land and agrarian reform and food security	-	Facilitate and support regional economic development initiatives
5. Intensify the fight against crime and corruption	Outcome 3: All people in SA are & feel safe Local Government role: OT 4: Improve procurement systems to eliminate corruption and ensure value for	Reform and public service and fighting corruption	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Ensure effective financial management and reporting

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	money OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws				
6. Massive programmes to build economic and social infrastructure	Outcome 6: An efficient, competitive & responsive economic infrastructure network Local Government role: OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport OT 6: Improve maintenance of municipal road networks OT 11: Ensuring basic infrastructure is in place and properly maintained OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure OT 10: Ensure effective maintenance and rehabilitation of infrastructure OT 10: Develop and implement water	Improve the infrastructure	Strategic Priority 2: Massive programme to build social and economic infrastructure	Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity) Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement	Universal Access to Basic Services Build economic and Social Infrastructure

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	management plans to reduce water losses				
7. Build cohesive, caring and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities	-	Build social fabric
8. Pursue regional development, African advancement and enhanced international cooperation	Outcome 11: Create a better South Africa, a better Africa and a better world Local Government role: OT 1: Participating in needs assessments OT 8: Participate in the identification of suitable land for social housing OT 1: Facilitate the eradication of municipal service backlogs in schools	-	-	-	Facilitate Intergovernmental Cooperation
9. Sustainable resource management and use	Outcome 10: Protect and enhance our environmental assets and natural resources Local Government role: OT 10: Ensure development does not take place on wetlands OT 10: Run water and electricity saving awareness campaigns	Transition to a low carbon economy	-	-	Facilitate Environmental management and conservation

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	Outcome 9: Responsive, accountable, effective & efficient Local Government system Outcome12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship Local Government role: OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality OG 4: Utilise community structures to provide services OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services OT12: Comply with legal financial reporting requirements OT12: Review municipal expenditures to eliminate wastage OT 9: Improve municipal financial and administrative capacity by implementing	Social protection and building safer communities	-	Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014 Output 5: find a new approach to better resource and fund the work and activities of ward committees Output 1: Implement a differentiated approach to municipal financing, planning and support Output 6: Improve audit outcomes of municipalities Output 6: Reduce municipal debt Output 6: Reduced municipal over-spending on operational expenditure Output 6: Reduced municipal under-spending on capital expenditure Outcome 6: Increase municipal spending on repairs and maintenance	Ensure integrated planning and performance management Facilitate community participation in the affairs of the municipality

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	competency norms and standards and acting against incompetence and corruption OT 7: Ensure effective spending of grants for funding extension of access to basic services OT 12: Ensure Councils behave in ways to restore community trust in local government OG 12: Continue to develop performance monitoring and management systems				

Table 51: mSCOA alignment

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Provide access to basic services	SD01: Develop and maintain water and sanitation infrastructure	WSP	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD02: Provide responsive and efficient disaster management, emergency and rescue services	Community Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD03: Expand and fast-track the provision of universal access to basic services	Finance	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD03: Expand and fast-track the provision of universal access to basic services	Community Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD03: Develop and maintain water and sanitation infrastructure	Technical Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD04: Render effective municipal health services	Community Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access
Provide access to basic services	SD05: Support rehabilitation of road networks in the District	Technical Services	9. Responsive, accountable, effective and efficient local government	Inclusion and access

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Facilitate and implement job creation and poverty alleviation initiatives	LED01: Implement and expand implementation of EPWP and other job creation initiatives	Technical Services	4. Decent employment through inclusive growth	Growth
Facilitate and implement job creation and poverty alleviation initiatives	LED02: Implement working for water and working for wetlands	Community Services	10. Protect and enhance our environmental assets and natural resources	Growth
Facilitate and implement job creation and poverty alleviation initiatives	LED03: Support and facilitate rural development and poverty alleviation programmes	OMM	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Growth
Facilitate and implement job creation and poverty alleviation initiatives	LED04: Facilitate and actively participate in youth, women and disability development programmes	OMM	14. A diverse, socially cohesive society with a common national identity	Inclusion and access
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Finance	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	WSP	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Technical Services	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	ISA	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Corporate Services	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	Community Services	4. Decent employment through inclusive growth	
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	OMM	4. Decent employment through inclusive growth	Growth
Facilitate and support regional economic development initiatives	LED06: Support and participate in initiatives geared towards revitalization of towns and settlements	OMM	8. Sustainable human settlements and improved quality of household life	Growth
Facilitate and support regional economic development initiatives	LED07: Strengthen tourism development and related businesses	OMM	7. Vibrant, equitable, sustainable rural communities contributing towards food security for all	Growth

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Technical Services	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Finance	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Corporate Services	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	Community Services	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM02: Implement revenue collection and enhancement initiatives	Finance	9. Responsive, accountable, effective and efficient local government	Growth
Ensure sound and effective financial management and reporting	FM03: Implement anti-fraud and anti-corruption measures	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Ensure sound and effective financial management and reporting	FM03: Implement anti-fraud and anti-corruption measures	Finance	9. Responsive, accountable, effective and efficient local government	Governance
Improve human resource capacity and potential	ID01:Effectively empower and develop the Council's workforce and communities	Corporate Services	5. A skilled and capable workforce to support an inclusive growth path	Governance
Improve human resource capacity and potential	ID2: Attract, retain and develop a base of scarce skills encourage skills transfer initiatives	Corporate Services	5. A skilled and capable workforce to support an inclusive growth path	Governance
Improve human resource capacity and potential	ID03: Maintain conducive working conditions for staff	Corporate Services	5. A skilled and capable workforce to support an inclusive growth path	Governance
Facilitate intergovernmental cooperation and coordination	GG01: Support and participate in intergovernmental cooperation initiatives	ISA	11. Create a better South Africa and contribute to a better Africa and a better world	Spatial integration

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Facilitate intergovernmental cooperation and coordination	GG02:Create and maintain stakeholder engagement initiatives	Corporate Services	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG02:Create and maintain stakeholder engagement initiatives	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG02:Create and maintain stakeholder engagement initiatives	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG03: Provide support to local municipalities	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG03: Provide support to local municipalities	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate intergovernmental cooperation and coordination	GG04: Facilitate environmental management and conservation	Community Services	10. Protect and enhance our environmental assets and natural resources	Governance
Communicate effectively with communities	GG05: Ensure effective internal communications and communication with communities	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Communicate effectively with communities	GG06:Work closely with traditional leaders	ISA	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	ISA	9. Responsive, accountable, effective and efficient local government	Governance

Strategic Objective	Programme	Department	MTSF Priority Outcomes	IUDF - Strategic Goals
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Technical Services	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Community Services	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Finance	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	Corporate Services	9. Responsive, accountable, effective and efficient local government	Governance
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	WSP	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate the development of a healthy and inclusive society	GG08: Facilitate Implementation of HIV and AIDS programmes	OMM	9. Responsive, accountable, effective and efficient local government	Governance
Facilitate the development of a healthy and inclusive society	GG09: Facilitate Implementation of programmes supporting the special groups (SPU)	OMM	9. Responsive, accountable, effective and efficient local government	Governance

Table 52: *Alignment between the National, Provincial and JGDM programmes*

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	**Outcome 4:** Decent employment through inclusive economic growth **Local Government role:** OT 4: Design service delivery processes to be labour intensive OT 4: Ensure proper implementation of the EPWP at municipal level OT 11: Creating an enabling environment for investment OT 9: Implement the community work programme	Expand the economy to ensure it creates jobs	**Strategic Priority 1:** Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	**Output 3:** CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014 **Output 3:** CWP - Establish where feasible, functional cooperatives at the local level by 2014	**Facilitate and implements Job Creation And Poverty Alleviation**
2. Strengthen the skills & human resource base	**Outcome 1:** Quality basic education **Outcome 5:** Skilled & capable workforce to support an inclusive growth path **Local Government role:** OT 5: Develop and extend intern and work experience programmes in municipalities OT 5: Link municipal procurement to skills development initiatives	Improve the quality of education, training and innovation	**Strategic Priority 4:** Strengthen education, skills and human resource base	**Output 6:** Support access to basic services through improved administrative and HR practices **Output 1:** Support municipalities in filling critical positions	**Improve human capacity**

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
3. Improve the health profile of society	**Outcome 2:** A long & healthy life for all South Africans **Local Government role:** OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments	Ensure quality health care for all	**Strategic Priority 5:** Improving the Health profile of the Province	-	**Facilitate the development of healthy and inclusive society**
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	**Outcome 7:** Vibrant, equitable, sustainable rural communities contributing towards food security for all **Local Government role:** OT 7: Facilitate the development of local markets for agricultural produce OT 7: Promote home production to enhance food security	Create an inclusive and integrated rural economy	**Strategic Priority 3:** Rural development, land and agrarian reform and food security	-	**Facilitate and support regional economic development initiatives**

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
5. Intensify the fight against crime and corruption	**Outcome 3:** All people in SA are & feel safe **Local Government role:** OT 4: Improve procurement systems to eliminate corruption and ensure value for money OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal by-laws	Reform and public service and fighting corruption	**Strategic Priority 6:** Intensifying the fight against crime and corruption	**Output 7:** Review and amend local government legislation, policy and regulations where necessary	**Ensure effective financial management and reporting**
6. Massive programmes to build economic and social infrastructure	**Outcome 6:** An efficient, competitive & responsive economic infrastructure network **Local Government role:** OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport OT 6: Improve maintenance of municipal road networks OT 11: Ensuring basic infrastructure is in place and properly maintained OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand OT 4: Ensure proper maintenance and	Improve the infrastructure	**Strategic Priority 2:** Massive programme to build social and economic infrastructure	**Output 2:** Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement **Output 2:** Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity) **Output 4:** Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement	**Universal Access to Basic Services** **Build economic and Social Infrastructure**

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	rehabilitation of essential services infrastructure OT 10: Ensure effective maintenance and rehabilitation of infrastructure OT 10: Develop and implement water management plans to reduce water losses				
7. Build cohesive, caring and sustainable communities	**Outcome 8:** Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	**Strategic priority 8:** Building cohesive, caring and sustainable communities	-	**Build social fabric**
8. Pursue regional development, African advancement and enhanced international cooperation	**Outcome 11:** Create a better South Africa, a better Africa and a better world **Local Government role:** OT 1: Participating in needs assessments OT 8: Participate in the identification of suitable land for social housing OT 1: Facilitate the eradication of municipal service backlogs in schools	-	-	-	**Facilitate Intergovernmental Cooperation**

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
9. Sustainable resource management and use	**Outcome 10:** Protect and enhance our environmental assets and natural resources **Local Government role:** OT 10: Ensure development does not take place on wetlands OT 10: Run water and electricity saving awareness campaigns	Transition to a low carbon economy	-	-	**Facilitate Environmental management and conservation**
10. Build a developmental state, including improving of public services & strengthening democratic institutions.	**Outcome 9:** Responsive, accountable, effective & efficient Local Government system **Outcome12:** An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship **Local Government role:** OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality OG 4: Utilise community structures to provide services OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service	Social protection and building safer communities	-	**Output 5:** Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014 **Output 5:** find a new approach to better resource and fund the work and activities of ward committees **Output 1:** Implement a differentiated approach to municipal financing, planning and support **Output 6:** Improve audit outcomes of municipalities **Output 6:** Reduce municipal	**Ensure integrated planning and performance management** **Facilitate community participation in the affairs of the municipality**

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	JGDM Strategic Objectives
	delivery issues OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services OT12: Comply with legal financial reporting requirements OT12: Review municipal expenditures to eliminate wastage OT 9: Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption OT 7: Ensure effective spending of grants for funding extension of access to basic services OT 12: Ensure councils behave in ways to restore community trust in local government OG 12: Continue to develop performance monitoring and management systems			debt **Output 6:** Reduced municipal over-spending on operational expenditure **Output 6:** Reduced municipal under-spending on capital expenditure **Outcome 6:** Increase municipal spending on repairs and maintenance	

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

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

Table 53: Alignment between SDGs and JGDM programmes

SDGs	JGDM Strategic Focus Areas	Key District Programmes
▪ Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self- employment and sustainable community livelihoods.	Job Creation And Poverty Alleviation	EPWP Implementation Coordination structures are in place
▪ Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.	Rural development Environmental conservation and protection Intergovernmental Coordination	Focused coordination of rural development initiatives
▪ Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.	Human Resource Development	Skills development
▪ Ensure that all South Africans, including, especially the poor and those at risk – children, youth, women, the aged and people with disabilities- are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.	Build social fabric	Mainstreaming
▪ Compassionate government service to the people, national, provincial and local public representatives who are accessible, and citizens who know their rights and insist on fair treatment and efficient service.	Build economic and Social Infrastructure Universal Access to Basic Services	Functioning of oversight structures Improved Service delivery

	Effective planning and reporting	
▪ Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV and AIDS, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.	Build social fabric	HIV and AIDS programmes coordination
▪ Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.	Sound and transparent governance	Anti-fraud and anti-corruption measures are in place
▪ Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.	Intergovernmental Coordination	Coordination structures are in place

SECTION 10: SHORT TO MEDIUM TERM DEVELOPMENT PRIORITIES

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

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

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

SECTION 11: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

11.1 Executive and Council

11.1.1 Political Structure of the District

JGDM is a category C municipality with three municipalities within its jurisdiction. The District has a history of stable Councils. The political structure is depicted in the figure below.

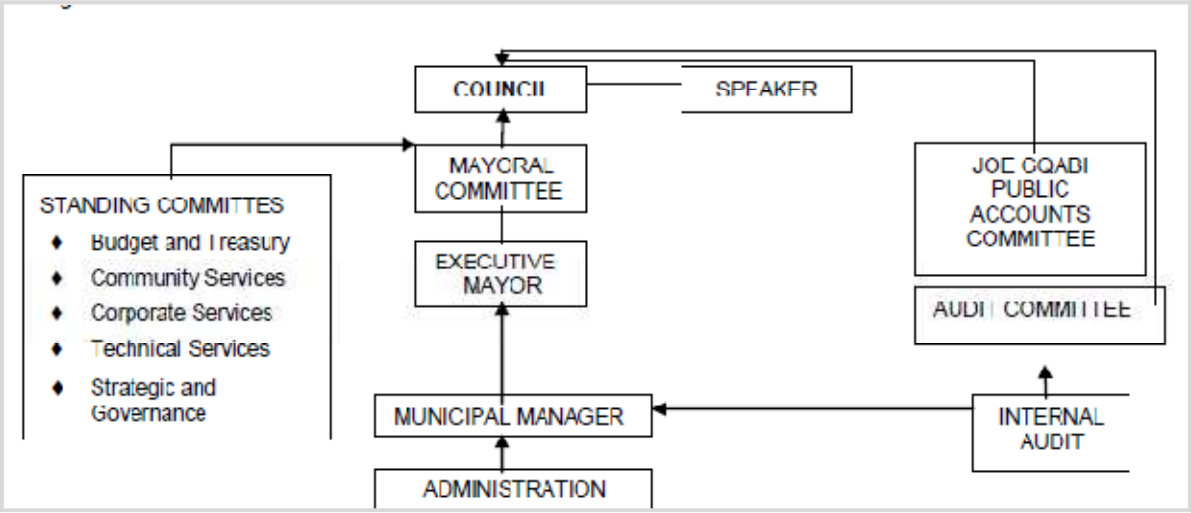

Figure 15: *Oversight and Political structure of the District*

The JGDM has an executive mayoral system. The District has five standing committees which are chaired by portfolio Councillors who head different portfolios ranging from community services and planning, corporate services, finance and technical services. These standing committees report to the Mayoral Committee that is chaired by the Executive Mayor. The Executive Mayor reports on the progress of implementation of Council resolutions to Council which is chaired by the Speaker of Council. The political component consists of the Executive Mayor, the Speaker, and 24 Councillors. Council established a Municipal Public accounts Committee (MPAC) in November 2011, which meets quarterly. One of the responsibilities of the MPAC is to ensure that Council and its structures are convened according to the Council calendar. Due to its stability, all Council structures meet as planned.

With regard to the frequency of meetings, the Council meets quarterly. The Mayoral committee meets monthly. The Standing committees meet monthly. Furthermore, for all the above-mentioned structures, special meetings are convened as and when necessary. The Municipal Oversight Committee (MPAC) meets quarterly as per approved Constitution. Various training initiatives to capacitate the MPAC were implemented in the past financial year and these initiatives are implemented continuously. The MPAC through assistance from the internal audit function has managed to assist in the improvement of financial controls and performance information in view of matters raised by the AG.

11.1.2 Top Management

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

11.1.3 Organogram

As mentioned above, the approved administrative structure which is aligned to the long-term development trajectory of the District consists of seven directorates as depicted in the figure below. All posts in the final organogram are budgeted for. The JGDM has attempted to streamline and prioritise posts in the organisational structure in line with cost containment measures.

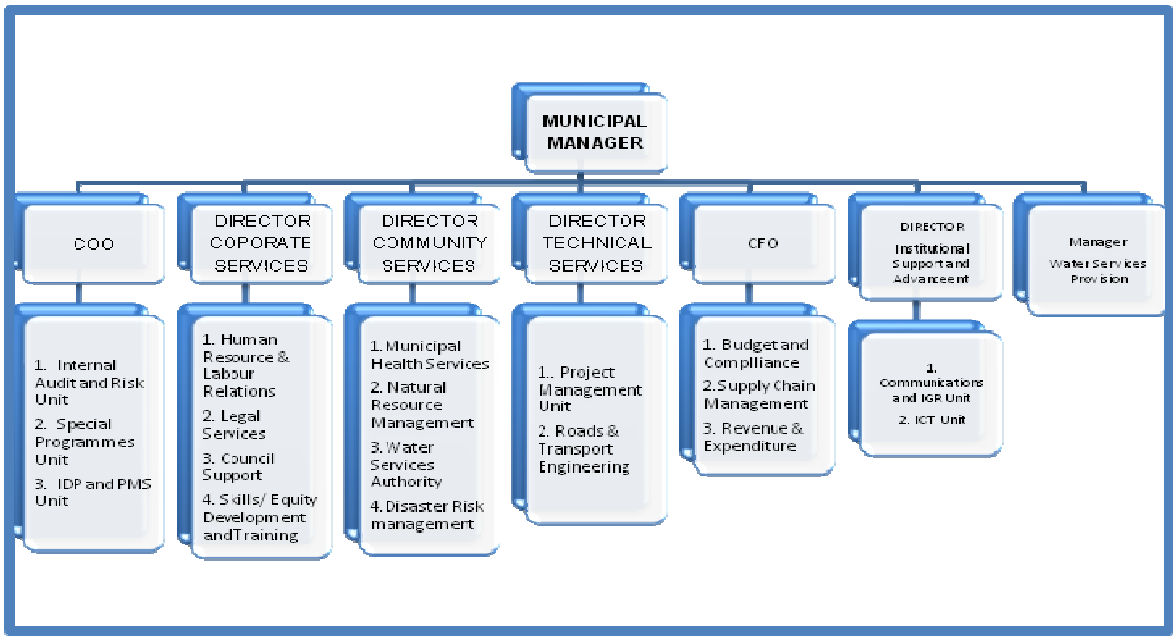

Figure 16: High-level organogram

The District Municipality has assessed its short to medium strategic and operational objectives and has developed an organogram that would satisfy the functional needs of the institution. A full organogram was developed and approved by Council. This ensured that all positions in are taken into account in the budget. All position in all seven Directorates are filled, with the exception of the CFO and Institutional Support and Advancement (ISA) and

vacancies are filled within a period of three months when as they are available. All employees have job descriptions, which were re-evaluated during the TASK process in 2012. Critical posts to be filled in the new financial year are CFO, ISA, fire and disaster services, water and sanitation services, Internal Audit, LED, Municipal Health Services, Financial Management, Council support/auxiliary services, communication and risk management. The table below shows an approximation of vacant posts per Department, though this remains a moving target due to ongoing recruitment and resignations.

Table 54: Vacancies per Department

Office of the Municipal Manager		Technical Services		Corporate Services		Financial Services		Community Services		ISA		WSP	
F	V	F	V	F	V	F	V	F	V	F	V	F	V
20	12	122	47	58	6	30	25	80	22	12	6	457	150
F = Filled V = Vacant													

11.1.4 Human Resource Strategy

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

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

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

11.1.5 Workplace Skills Development Planning

The institution has developed and approved a Work Skills Development Plan. The 2017/18 Workplace Skills Plan review was submitted in April 2017. The plan identifies training needs aligned to the scarce skills and IDP implementation processes. JGDM has a skills development function whose role is to provide accredited tuition, trainings and workshops to employees of all municipalities, Councillors and the community members. This service is provided with due adherence to the Skills Development Act No. 97 of 1998, Employee Equity act No 55 of 1998 , and South African Quality Assurance Act No. 58 of 1995.

As a response to the capacity challenges of the municipality, there is positive feedback as the quality of work has improved. As an example, improvement in water quality in the District have been observed following training of youth on process control. The post of Skills Development Facilitator has been filled and a training committee was established and the committee meets bi-monthly. This committee deals with all training matters including implementing all training recommendations. The criteria which is followed by the committee for selection of candidates and trainees include needs analysis, prioritisation and approval by the committee.

The District implemented various training plans which focused on ABET, financial management, management development programme and leadership, municipal governance, specialised technical skills, life skills, legal, LED and planning, Occupational Health and safety, administration, project management and computer literacy.

11.1.6 Employment Equity Planning

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

11.1.7 Recruitment, Selection and Appointment Policy

JGDM Council approved recruitment selection and appointment policy in May 2017. The overall aim of the recruitment, selection and appointment process is to attract, obtain and retain people with required competencies at minimum cost in order to satisfy the Human Resources needs of the Council. The policy is aimed at giving effect to the Affirmative Action Policy Principles and adheres to the Employment Equity Act and the Labour Relations Act 66 of 1995. The policy covers fair and equitable recruitment, recruitment processes, recruitment procedure, selection and appointment process, as well as screening.

11.1.8 Code of Conduct and Enforcement

The institution adheres to the codes of conduct for municipal officials and Councillors. It also implements the disciplinary code of practice as defined by the South African Local Government Bargaining Council. These codes of conduct are signed by new employees. Discipline is enforced in line with the SALGBC process and sanctions are implemented as recommended either through line function disciplinary processes or through formal disciplinary processes where hearings are held. Most disciplinary matters relate to absenteeism. There is full adherence to the code of conduct as evidenced by the reported and resolved cases affecting staff that were reported in the 2013/14 financial year, three were resolved. With regard to cases affecting Councillors, no cases were reported during the same period. As far as outstanding and finalised disciplinary cases.

11.1.9 Scarce Skills and Retention Strategy

The Scarce Skills and Retention Policy for JGDM has been in existence since Council approval on 27 September 2008 and a recent review was adopted in May 2017. The purpose of the policy is to provide suitable incentives and recognition to staff in order to facilitate the provision of a working environment which is conducive to meeting the needs of staff and which will ensure that required talent is sourced, acknowledged and retained. The identified scarce and critical skills include the following:

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

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

11.1.10 Succession Planning

The incumbent and immediate Supervisors/Managers are required to identify skills gaps and gaps in experience in order to determine the necessary steps to be taken, which will ensure that these incumbents achieve the necessary skills and experience necessary, to be able to be eligible for future positions of this nature. Formal Personal Development Plans are established and incorporated into the Performance Management System of the District thereby ensuring every effort is made towards realizing these aspirations and potential. The reviewed Succession Policy was presented to Council in May 2017.

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

11.1.11 Employee Assistance Programme

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

11.1.12 Human Resource Policies

To improve the management of the institution policies adopted include Recruitment and Selection Policy, ICT Policy, Overtime, Relocation, Health and Safety, Harassment policies, Alcohol and Drug, Working Hours policy, Attendance Register Policy, Gifts and Gracia Policy, Rent Subsidy policy, Promotion and transfer policy, Employee Assistance Policy, Standby Policy, Subsistence and travel, Uniform and protective clothing, Supply Chain Management Policy. This is not an exhaustive list of the policies available for the better management of the institution. The Human Resource policies are reviewed annually and were approved by Council in May 2017. The policies are also assessed by the DLGTA support team to ensure that all gaps and cross-referencing is compliant and congruent.

11.1.13 Occupational Health and Safety

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

11.1.14 HR Structures to Support Labour Relations

At the District Municipality, the Local Labour Forum has been established in terms of the bargaining Council agreement. The forum meets monthly and four meetings were held during

the last financial year. The District has two unions operating: South African Municipal Workers Union (SAMWU) and IMATU. These unions are also present in all the local municipalities. In both cases, there are no full time shop stewards. The Local Labour Forum (LLF) is functional and meetings are held quarterly and subcommittee meetings are held bi-monthly.

11.1.15 Legal Services

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

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

11.2 Governance

11.2.1 Public participation

The IDP preparation process requires an extensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development trajectory and alignment. Although municipalities are expected to establish participation structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms. Structures such as DIMAFU, IDP and Budget Representative Forum, IDP and Budget Steering Committee, Ward Committees, IGR Structures are effective. The table below depicts presents the District wide institutional arrangements focusing in terms of structure, composition and terms of reference aspects. The clusters are in a process of being reviewed to ensure maximum impact and functionality.

Table 55: *IDP Institutional structures*

Structure	Composition	Terms of reference
District Mayors Forum (DIMAFU)	Mayors and Municipal Managers of all municipalities Sector Departments	Monitor progress of preparation and implementation of IDPs and Budgets Ensure intergovernmental co-ordination and alignment between local and District municipalities' IDPs, Sector Departments' plans, budgets and related activities. Sector Departments to focus on providing financial resources and technical expertise on sector plans and issues as requested by DIMAFU.
IGR Clusters	Government representatives, identified stakeholders	Facilitate inter-governmental coordination in terms of planning, budgeting, implementation and monitoring
IDP and Budget Representative Forum	Chairperson: Mayor Councillors Representatives of Wards (in the case of the local municipalities) Representative of municipality wide organizations Government Departments	Represent the interests of constituents in the IDP and budget processes Provide an organizational mechanism for discussion, negotiation and decision making between the stakeholders including the municipal government Ensure communication between all stakeholder representatives including the municipal government. Monitor the performance of the planning and implementation processes. Participate in the process of setting up and monitoring "key performance indicators" in line with the Performance Management Manual.
Traditional Leaders Forum	Traditional leaders Political leadership Other co-opted stakeholders	Facilitate integration of community development needs in municipal planning
IDP and Budget Steering Committee	Chairperson: Municipal Manager CFO/BTO IDP Manager Political leadership - Mayoral Committee, Executive Committee or Council depending on local circumstances In the case of the District, it should include Municipal Managers from Local Municipalities	Considers the Budget and IDP Process Plan for the municipality Ensures that parameters are set and met Agrees on budget principles to be adopted Reviews budget submissions Monitors adherence to the Budget Process Plan Ensures public participation Provide ToR for the various planning activities Commissions research studies Considers and comments on: inputs from sub-committee, study teams and consultants inputs from provincial sector Departments and support providers Processes, summarizes and documents outputs Makes content recommendations Prepares, facilitates and documents meetings that sit at least 4 times per year The Budget Technical Committee should be responsible for the establishment of the Budget Local Consultation Forum by: ▪ Defining terms of reference and criteria for members of the Budget Local

		Consultation Forum; ▪ Informing the public about the establishment of the Budget Local Consultation Forum and request submission of applications from stakeholders/community groups indicating goals, objectives, activities, number of members, and constitution; ▪ Identifying: ▪ Additional stakeholders and marginalized/underrepresented groups that may need an "advocate" to represent their interests; • Potential advocates; • Resource persons: ; • Senior officials; ▪ Selecting potential groups/members based on the agreed criteria; ▪ Submitting proposed groups/members to Council for consideration; and ▪ Nominating members and informing the local community

11.2.2 Community Consultation

Various community and stakeholder participation initiatives are undertaken on an ongoing basis. The Executive Mayor's Community consultation programme with the community was conducted from May to August 2016 in all three local municipalities. The District also participates in Mayoral Outreaches of the local municipalities between March and May 2017. Issues identified through these engagements range from matters District and local municipality competence to those of other spheres of government. Key issues include lack of water and sanitation services, high youth unemployment, rising crime rate and poor condition of roads.

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

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

- Water and sanitation issues in most ward.

- Toilets done not completed in ward 12 Jozanasneck
- Water supply interruptions and poor pressure issues
- Poor communication on water related issues
- Employment of local youth when implementing projects
- Contractors leaving site before completion
- Non-payment of employees by the Mvula Trust
- No response on rectification of reported disaster struck houses and preschool
- Existing toilets projects are left incomplete
- Some areas are still without the sanitation service
- Poor network coverage in some areas
- Dysfunctional water pumps in Burgersdorp and surrounding areas
- Require sanitation facilities at temporal shelters in Aliwal North
- Inspect compliance of all shops in all wares in Aliwal North and Jamestown
- Upgrade more areas to water-borne sanitation
- There are areas (mainly villages) without water at all
- Water from the taps looks dirty in Maclear
- Bucket toilets not getting emptied when full
- VIP toilets projects left without being completed and some are collapsing
- VIP toilets getting flooded on rainy days
- No response on rectification of houses affected by Disaster
- High unemployment rates
- Limited support provided to SMMEs
- No clarity on employment criteria in projects
- No clarity on District plan for addressing water and sanitation challenges in the municipality
- Water sources shared with animals
- Water access points are located in areas further away from some community members
- Some boreholes are not working
- Some sanitation projects left incomplete leaving open holes
- Address reporting water issues and ensure at that all areas have access and improve communication with communities
- Address all non-payment issues relating to water and sanitation projects employees (including runners)
- Further facilitate response to the resolution of reported disaster issues
- Ensure timeous completion of all projects and improve communications when there are challenges
- Improve communication on projects progress and plans to address backlogs
- Resolve water pump issues around Burgersdorp
- Address the issue of flooding toilets
- Continue to implement natural water source protection initiatives
- Monitor functionality of boreholes
- Address reporting water issues and ensure at that all areas have access and improve communication with communities

- Address all non-payment issues relating to water and sanitation projects employees (including runners)
- Further facilitate response to the resolution of reported disaster issues
- Ensure timeous completion of all projects and improve communications when there are challenges
- Improve communication on projects progress and plans to address backlogs
- Resolve water pump issues around Burgersdorp
- Address the issue of flooding toilets
- Continue to implement natural water source protection initiatives
- Monitor functionality of boreholes

11.2.3 Public Participation Strategy

The District is in a process of developing a Public Participation Policy. The District Public Participation Strategy has been reviewed and it is also used as a stakeholder mobilisation strategy. The strategy guides community participation and engagement in the District. The strategy is effective. The municipality utilizes ward committees and Community Development Workers, traditional leadership and special group's forums, Local Economic Development forums, and agricultural forums for public participation.

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

11.2.4 Community Development Workers and Ward Committees

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

The meetings of the Executive Mayor with the communities ensure that all wards are represented through a ward committee member. This serves to ensure that all ward issues ware considered during IDP review and budgeting. In partnership with COGTA-EC, Ward committees will be capacitated through training for improving functionality of the war rooms and public participation in general.

11.2.5 Involvement of Traditional Leaders

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

11.2.6 War Rooms

Table 56: Status of war rooms

Municipality	Number of Wards	Number launched	Outstanding
Walter Sisulu	**11**	**11**	**None**
Senqu	**17**	**17**	**None**
Elundini	**17**	**13**	**01, 06, 13 & 17**
JGDM	**45**	**41**	**4 Wards**

Required intervention on the functionality of the war rooms can be summed up as follows:

- Non attendance by key stakeholders, including civil society and government Departments
- Vandalization of a war room offices
- Review of working tools for war room secretaries
- Training of municipal officials and government Departments officials
- Training of ward committee members, Councillors and CDWs to enhance integration into municipal planning system.
- Finalise audit of war rooms' functionality, including infrastructure
- Launching of the municipal and District war room
- Facilitation of the development of ward based plans through the war-rooms. The existing ward based plans need to be reviewed with the District playing a facilitation and coordination role.

11.2.6 Communication Strategy

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

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

11.2.7 Thusong Centres

The District has two Thusong Centres which are located in Sterkspruit and Burgersdorp

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

11.2.8 Complaints Management System

The District adopted a Complaints Management Policy in May 2017. In enhancing the implementation of the policy, a system to better manage all complaints and petitions has been established. This includes complaints book, presidential hotline, suggestion boxes, toll-free number and a customer care centre. The system is managed by the Directorate of Institutional Support and Advancement. Currently, four staff members are responsible for the customer care centre. Customer complaints are also addressed through outreach programmes. The District has also developed and adopted a Service Delivery Charter in May 2017 to further enhance its responsiveness and effectiveness.

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

11.2.9 Intergovernmental Relations

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

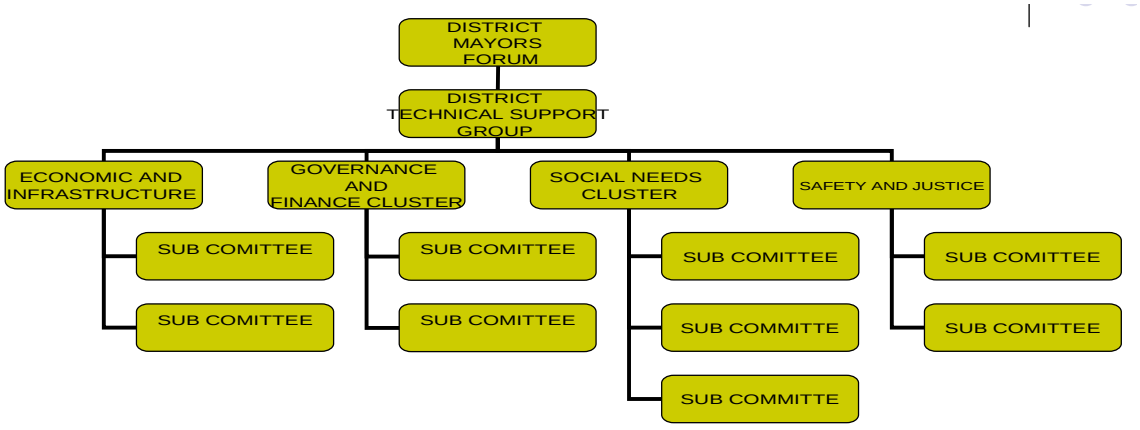

Figure 17: *District IGR Structures*

The District Mayors' Forum (DIMAFO) was established as a Section 79 Committee that is made up of the political leadership of municipalities. DIMAFO has evolved to include all Sector Departments. DIMAFO deals with issues relating to budget and IDP planning and

implementation, communications, IGR, Special Programmes as well as internal audit functions and statutory compliance issues. In this way, it serves to promote inter-municipal planning and coordination between the District and local municipalities.

11.2.11 Other Committees within the District

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

11.2.12 State Institutions within the District

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

11.2.13 HIV and AIDS Strategy

The HIV and AIDS Strategic Plan was adopted in September 2008 and the review for 2017 was finalised and adopted by Council in May. The strategy captures issues around nutrition, treatment, care and support for people living with HIV and aids, care and support for orphans and vulnerable children, promotion of human rights and justice. The plan specifies the budget and time framed activities aimed at dealing with HIV and AIDS pandemic.

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

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

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

11.2.14 Special Groups and Gender Mainstreaming

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

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

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

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

The review of the Special Groups Mainstreaming Strategy is in process and was finalised by May 2017. The Strategy contains activities, plans and programmes that are aimed at improving the conditions of the special groups, which includes women, youth, the elderly, and people with disabilities.

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

- The Executive Mayor's Cup of the District and local municipalities;
- Participation in the SALGA Games and mini-Olympics whereby different groups and ages participate;

- Wellness and Sports Day; and
- Cultural activities that identify and promote talent.

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

Sondela Youth Festival

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

Executive Mayor's Cup

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

Women empowerment

The month of August is recognised all over the world as a women's month. Women across the globe take stalk and reflect on the remaining challenges and achievements made with regard to social, political and economic empowerment of women. The District women empowerment is guided by a policy framework and a five-year development plan. Key programmes include preferential procurement, facilitation of establishment and monitor implementation of joint venture agreements, skills development, packaging and implementation of mentorship programmes, facilitating access to markets, funding and mobilisation of resources. The organisation's main objectives are to ensure meaningful

economic empowerment for women in the JGDM region through development and effective implementation of a well-packaged programme for women economic empowerment and ensure that such programme is successfully integrated with the IDP, various sector specific strategies and various government programmes on social and economic development.

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

Youth Development

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

Table 57: Special groups empowerment strategies

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

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

11.2.15 Anti-corruption and anti-fraud

The Council adopted an Anti-corruption and Anti-fraud policy and strategy in May 2017, which is being reviewed annually. The aim of the policy is to ensure that the Council concentrates its efforts in preventing fraud and corruption, rather than only responding to it. The policy requires all role-players within the municipality and dealing with the municipality to refrain from committing fraud and other acts of dishonesty against the institution assist in the nurturing of a fraud free environment at the work place, maintain absolute integrity in all dealings with the institution, comply with all internal controls, adhere to the principles and directives of the Code of Conduct and the Code of Ethics and the law. The plan is effective as evidenced by the fact that all the reported cases in the past financial years were dealt with and concluded.

11.2.16 Approval, Monitoring and Evaluation Tools

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

Table 58: *Approval, monitoring and Evaluation Tools*

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

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

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

11.2.17 IDP Approval and Marketing

The IDP, PMS Policy and the Budget were adopted by Council in May 2017. This represents a performance management system of the District. This process follows a joint standing committee of all sections within the District municipality, the Mayors of local municipalities and the members of the executive committees from local municipalities to precisely check and agree on the contents of the IDP. The marketing of these documents is undertaken through physically delivering them to libraries, to the municipalities, tribal authorities, and announcing their availability in convenient and accessible places. The community's members who are not able to write their comments will be assisted by the IDP offices, CDWs as well as the ward committee members.

11.2.18 Internal Audit and External Audit

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

11.2.19 Internal Controls

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

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

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

11.2.19 The Audit Committee

The Audit and Performance Committee is an independent statutory committee appointed by the Council of the JGDM to perform the duties as required by Section 166 of the Municipal Finance Management Act of 2003. The Audit Committee was also deals with auditing of performance information. The Audit Committee adopted appropriate formal terms of reference and an Audit Charter. The Charter regulates the affairs of the Committee in compliance with legislation, international standards and best practice. The terms of reference for the performance audit function, which was approved by Council in March 2011, have also been approved. The audit committee's role and responsibilities include statutory duties per the MFMA and further responsibilities assigned to it in terms of the adopted Audit Charter Internal Audit Annual Operational Plan and Audit Action Plan.

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

required.

11.2.20 Performance Appraisal Committee

The Council appointed the performance appraisal committee in terms of section 27 (4) (d) & (e) of the local Government Municipal Performance Regulations. It comprises of the Executive Mayor, Chairperson of the performance Audit Committee, the mayoral committee, the Municipal Manager from another municipality and a member of the ward committee.

It meets to discuss the annual performance report, reports by the internal auditor on performance implementation, and to assess and appraise the performance of Section 56 Managers and the Municipal Manager and make recommendations to Council if performance bonuses are to be paid. The basis of the assessment is the various performance reports such as monthly Section 71, quarterly SDBIP and budget performance report, midyear budget and performance assessments reports, Annual performance reports and Annual reports of the Municipality which presented to the Council as per legislation and these reports that are compiled and submitted to the relevant stakeholders.

11.2.21 Oversight Committee

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

The annual report was adopted by the Council in March 2018 and subsequently advertised for community comments in public spaces including municipalities, libraries and the website. The Mid Year Performance reports were prepared and submitted to Council in January 2016 and this assessment has informed adjustment budgeting processes.

11.2.22 Delegation Framework

JGDM has a Council adopted delegation framework which was adopted in November 2009. The framework was further reviewed in 2017. The framework covers the delegation of functions between the political and administrative arms of the institution.

11.2.23 Information Technology and Records Management

The District Information and Communications Technology is functional and provide support to the District and local municipalities through the District IT Unit. The internet and intranet are well maintained and updated as and when required as a record management tool. For audit purposes, a Preparation Audit File (PAF) and Operation Clean Audit Report (OPCAR) are managed through the intranet which is accessible to all audit steering committee members page. The Council has implemented a functional records and document managements system that is in line with legal prescripts and pest practice. This allows for easy access to information during audit. The District is exploring the implementation of electronic document management system.

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

- Financial Management Systems
- HR Management Systems
- Institutional Communications
- The hosting of Municipal Websites
- GIS System which contains cadastral information, environmental information, ward information, settlement type information, etc.

In terms of out of office connectivity requirements, a 3G solution was procured in order to supply the required connectivity options. The District developed an IT Master System Development Plan including development and annual review of the ICT governance framework and policy. This plan identified the priorities in terms of processes, procedures and provided recommendations that should be considered in order to ensure preservation, security, confidentiality, integrity and availability of municipal data. An anti-virus and internet security system is active and updated frequently to reduce the risk of internet threats.

SECTION 12: PERFORMANCE MANAGEMENT SYSTEM

12.1 Adoption of the Policy

The District PMS Policy was adopted by Council in May 2017 and it is reviewed annually. The Performance Management Framework of the District as adopted by Council in 2011 and gazetted in August 2015 and a review is due in 2017 due to the amalgamation of the former Maletswai and Walter Sisulu local municipalities. The performance management system is directly linked and aligned with the IDP as well as key performance indicators and targets and are in line with the Municipal Systems Act of 2000 as amended and its Regulations.

12.2 Purpose of the Policy

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

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

12.3 Performance Management Model

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

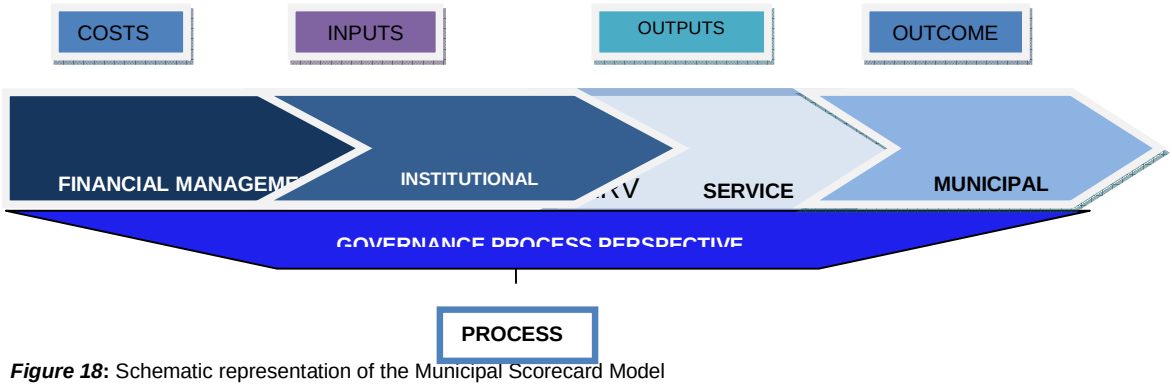

***Figure 18*:** Schematic representation of the Municipal Scorecard Model

12.4 Different Scorecard Levels

The District implements three levels of the scorecard. These are an organisational, Departmental and Sectional Scorecards. Due to available resources and the need to ensure that the performance management system is commensurate with available resources the Council has decided to cascade PMS down to one level below Section Managers from the 2017/18 financial year.

12.4.1 The Institutional Scorecard

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

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

12.4.2 The Departmental Scorecards

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

12.4.3 Sectional Scorecards

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

management to include other staff inclusive of all supervisors.

12.5 Performance Auditing

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

12.6 Performance Monitoring and Review

The District has established a functional and effective M&E unit which is responsible for facilitating the monitoring of the implementation and evaluation of IDP objectives in line with the approved SDBIP, IDP and budget. The SDBIP is directly aligned with the strategic objectives performance indicators and targets as contained in the IDP

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SECTION 13: FIVE –YEAR KEY PERFORMANCE INDICATORS AND TARGETS

13.1 KPA 1: Service Delivery and Infrastructure provision

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)	2018/19 FY Target		
Provide access to basic services	SD01: Develop and maintain water and sanitation infrastructure	SD01-01	% compliance with SANS 241 for drinking water quality	95.18%	97%	97%	BDS report	WSP
		SD01-02	Develop infrastructure Operations and Maintenance plan	New Indicator	New Indicator	Infrastructure Operations and Maintenance plan approved by Council	1. Council resolution. 2. Infrastructure Operations and Maintenance plan	WSP
	SD02: Provide SD02: Provide effective and efficient disaster risk management, fire and rescue services	SD02-01	Ratio of fire incidents timely responded to as a proportion of entries in the Occurrence Book.	01:01	01:01	01:01	Report to MayCo	Community Services
	SD03: Expand and fast-track provision of universal access to basic services	SD03-01	% of households earning less than R1100 per month with access to free basic services (water and sanitation)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	1.Billing report	Finance
		SD03-02	% of households with access to basic level of water	82%	88%	93%	Report to Mayco	Community Services
		SD03-03	% of households with access to a basic level of sanitation	94%	100%	100%	Report to Mayco	Community Services
	SD04: Render effective municipal health services	SD04-01	Number of monthly inspections on each of urban waste site	12 inspections of 12 waste sites	12 inspections of 13 waste sites	12 inspections of 12 waste sites	Waste Inspection report	Community Services

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)	2018/19 FY Target		
		SD04-02	Number of inspections on food premises	27 premises inspected 4 times 162 premises inspected 3 times 31 premises inspected 2 times 21 premises inspected 1 time (Total 241)	4 inspections of 210 premises	4 inspections of 210 premises	Inspection reports	Community Services
	SD05: Support maintenance of road networks in the District	SD05-01	Number of kilometres of gravel roads graded per SLA	2429km	2800km	2800km	1. Report to Standing Committee	Technical Services

13.2 KPA 2: Local Economic Development

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)	2018/19 FY Target		
Facilitate and implement job creation and poverty alleviation initiatives	LED01:Implement and expand implementation of EPWP and other job creation initiatives	LED01-01	Number of jobs created through local economic development initiatives including capital projects	888	2050	2050	1.Report to Standing Committee 2.Employment report to the funder	Technical Services & WSP
	LED02: Implement natural resource management programme	LED02-01	Number of jobs created through working for water and working for wetlands	1 228	1470	1470	1.Report to Standing Committee 2.Employment report to the funder	Community Services

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE (Baseline)		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY (Target)	2018/19 FY Target		
	LED03: Support and facilitate rural development and poverty alleviation programmes	LED03-01	Number of information sessions for SMMEs and Coorps held	New Indicator	1	1	Report to Standing Committee	OMM
	LED04: Facilitate and actively participate in youth, women and people with disability development programmes	LED04-01	Number of capacity building workshops for youth, women and people with disabilities	New Indicator	1	3	1. Report to Standing Committee	OMM
Facilitate and support regional economic development initiatives	LED05: Facilitate and support local economic development initiatives	LED05-01	Number of SMMEs trained	N/A	New	30	1. Certificates 2. Attendance Registers	JoGEDA

13.3 KPA 3: Financial Viability and Management

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE BASELINE		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Audited)	2017/18FY (Target)	2018/19 FY		
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	FM01-01	% of capital budget actually spent on capital projects identified in the IDP	84%	100%	100%	Income and expenditure report	Technical Services
		FM01-02	Cost coverage ratio	1.5	2.02	2.02	S71 Report to Council	Finance
		FM01-03	% of budget actually spent on implementing workplace skills plan	94%	100%	100%	Income and Expenditure report	Corporate Services
		FM01-04	% of operational budget allocated for repairs and maintenance	New Indicator	8%	8%	1. Approved budged	Finance
		FM01-05	Debt coverage ratio	1.4	2.03	2.03	S71 Report to Council	Finance
		FM01-06	Outstanding service debtors to revenue ratio	3.85	1.8	1.8	Debtors Report	Finance
		FM01-08	% of operational budget actually spent	86.5%	100%	100%	1. Income and Expenditure report 2. Audited AFS	Finance
		FM01-09	% of grants budget spent	100%	100%	100%	Income and expenditure report	Finance
	FM02: Implement revenue collection and enhancement strategy initiatives	FM02-01	% of billed revenue collected	New Indicator	40%	40%	1. Billing report 2. Report to Standing Committee	Finance

STRATEGIC OBJECTIVE	PROGRAMME / STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE BASELINE		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Audited)	2017/18FY (Target)	2018/19 FY		
	FM03: Implement anti-fraud and anti-corruption measures	FM03-01	Number of anti-fraud and anti-corruption workshops conducted	1	1	1	1. Attendance Register 2. Report to Standing Committee	OMM

13.4 KPA 4: Institutional Development and Transformation

STRATEGIC OBJECTIVE	PROGRAMME STRATEGY	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD	EVIDENCE	RESPONSIBLE DIRECTORATE
				2016/17 FY (Audited)	2017/18 FY (Target)	2018/19 FY Target		
Improve human resource capacity and potential	ID01:Effectively empower and develop skills base within the District	ID01-01	Number of people from employment equity target groups employed in the three highest levels of management in compliance with EEP	10	23	23	Report to Standing Committee	Corporate Services
		ID01-02	Number of internships & learnership opportunities created	70	53	50	1. Report to Standing Committee	Corporate Services
		ID01-03	Fill all budgeted vacant posts	N/A	New Indicator	All vacant budgeted posts filled	1. Report to management	Corporate Services
	ID02: Maintain conducive working conditions for staff	ID02-01	Number of LLF meetings held	4	4	4	1. Minutes 2. Attendance Registers	Corporate Services

13.5 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY Target	2018/19 FY Target		
Facilitate intergovernmental cooperation and coordination	GG01: Support and facilitate in intergovernmental cooperation initiatives	GG01-01	Number of DIMAFO meetings held	2	2	4	1. Minutes 2. Attendance Register	Institutional Support & Advancement
	GG02:Establish and maintain stakeholder engagement initiatives	GG02-01	Number of Council meetings held	11	9	9	1. Minutes 2. Attendance Register	Corporate Services
		GG02-02	Number of Mayoral outreach programs held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1. Attendance Registers 2.Outreach report	OMM
	GG03: Provide support to local municipalities	GG03-01	Number of IDP/PMS, IT and Internal Audit support initiatives for local municipalities	New Indicator	3	3	1. Report to Standing Committee 2. Attendance Registers	Institutional Support and Advancement & OMM
	GG04: Facilitate environmental management and conservation	GG04-01	Develop climate change adaptation plan	New indicator	New indicator	Climate change adaptation plan developed	1. Council Resolution 2. Approved Climate change adaptation plan	Community Services

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY Target	2018/19 FY Target		
• **Establish and support municipal oversight systems, mechanisms and processes**	GG05: Ensure and maintain corporate governance	GG05-01	Compile 2017/18 annual report	2016/17 FY Annual Report approved by Council	Annual Report approved by Council	Annual Report approved by Council	1. Approved Annual Report. 2. Council Resolution	OMM
		GG05-02	Compile 2019/20 FY MTEF Budget	2017/18 FY MTEF Budget approved by Council	2018/19 FY MTEF Budget approved by Council	2019/20 FY MTEF Budget approved by Council	1. Approved Budget 2.Council Resolution adopting the budget	Finance
		GG05-03	Compile 2019/20 FY IDP	2017/18 FY final reviewed IDP approved by Council	2018/19 reviewed IDP approved by Council	2019/20 FY IDP compiled and approved by Council	1. 2019/2020 IDP 2. Council resolution	OMM
		GG05-04	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal Manager	7	7	8	8 signed performance agreements	OMM
		GG05-05	Clean audit outcomes achieved	2015/16 FY Clean audit maintained	2016/17 FY Unqualified Audit opinion	2017/18 FY Clean audit outcomes achieved	Audit report	All Directors
		GG05-06	Number of MPAC meetings held	4	4	4	1. Minutes 2. Attendance Register	OMM
		GG05-07	Number of Audit and Performance Committee meetings held	5	5	5	1. Minutes 2. Attendance Register	OMM

STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	PAST PERFORMANCE Baseline		CURRENT PERIOD	EVIDENCE	DIRECTORATE
				2016/17 FY (Actual Audited)	2017/18 FY Target	2018/19 FY Target		
Facilitate the development of a healthy and inclusive society	GG06: Facilitate Implementation of programmes supporting special groups	GG06-01	Hold District Mayor's Cup	District Mayoral Cup held	Not Achieved	District Mayor's Cup held	1.Report to the Standing Committee	OMM
		GG06-02	Hold District Sondela Youth Festival	District Sondela Youth Festival held	N/A	District Sondela Youth Festival held	1. Report to Standing Committee	OMM

SECION 14: PROJECTS

14.1 JGDM three-year infrastructure Plan

CAPITAL PROJECTS:

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

THREE - YEAR CAPITAL WORKS PLAN (2017/18 TO 2020/21 FINANCIAL YEARS)

PROJECT NAME	LM	PROJECT TYPE: WATER SANITATION ROADS SOLID WASTE. STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	Project Status for example Not yet registered Design and Tender Construction indicate for any status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2017/2018 (Adjusted) (Incl. VAT)	Projected Expenditure for 2018/2019 (Revised) (Incl. VAT)	Projected Expenditure for 2019/2020 (Incl. VAT)	Projected Expenditure for 2020/2021 (Incl. VAT)
MIG										
Ugie Bulk Water Infrastructure Phase 2	Elundini	Water	Tender	R 100 243 070	MIG	CAPITAL	R 5 000 000	R 11 000 000	R 10 024 600	R 17 000 000
Mt Fletcher Villages - Bulk Water Supply Scheme	Elundini	Water	Construction	R 152 000 000	MIG	CAPITAL	R 9 000 000	R 0	R 0	R 0
Sterkspruit: Upgrading of WTW and Bulk Lines	Senqu	Water	Construction	R 110 000 000	MIG	CAPITAL	R 7 500 000	R 10 000 000	R 0	R 0
Senqu Rural Sanitation Programme	Senqu	Sanitation	Construction	R 102 761 477	MIG	OPERATIONAL	R 45 500 000	R 20 000 000	R 15 000 000	R 25 000 000
Senqu Rural Water Programme	Senqu	Water	Construction	R 85 000 000	MIG	CAPITAL	R 20 000 000	R 23 000 000	R 10 000 000	R 10 000 000
Elundini Rural Sanitation Programme	Elundini	Sanitation	Construction	R 182 117 245	MIG	OPERATIONAL	R 45 655 000	R 20 000 000	R 15 000 000	R 25 000 000
Elundini Rural Water Programme (ORIO)	Elundini	Water	Tender	R 143 813 803	MIG	CAPITAL	R 5 000 000	R 10 000 000	R 30 000 000	R 35 000 000
Jamestown sanitation Phase 2	WSLM	Sanitation	Construction	R 38 550 081	MIG	CAPITAL	R 4 000 000	R 12 500 000	R 8 000 000	R 732 300
Maclear Upgrading of Bulk Water Services	Elundini	Water	Construction	R 95 995 638	MIG	CAPITAL	R 4 000 000	R 25 000 000	R 40 500 000	R 30 000 000
Maclear Upgrading of Bulk Sanitation	Elundini	Sanitation	Construction	R 49 006 769	MIG	CAPITAL	R 8 000 000	R 15 000 000	R 20 000 000	R 15 000 000
Lady Grey Bulk Water	Senqu	Water	Construction	R 5 000 000	MIG	CAPITAL	R 0	R 0	R 0	R 0
PMU Top Slice					MIG	OPERATIONAL	R 6 070 000	R 7 054 000	R 7 843 400	R 8 301 700
Ukhahlamba Planning Studies	District wide	Water/Sanitation	implementation	R 2 500 000,00	MIG	CAPITAL	R 0	R 0	R 500 000	
TOTAL							**R 159 725 000**	**R 153 554 000**	**R 156 868 000**	**R 166 034 000**
RBIG (DWS)										
Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation	Design	120 000 000,00	RBIG	CAPITAL	R 3 000 000	R 0	R 20 000 000	R 20 000 000
Lady Grey Bulk Water Supply	Senqu	Water	Design	37 000 000,00	RBIG	CAPITAL	R 3 000 000	R 0	R 20 000 000	R 22 200 000
TOTAL							R 6 000 000	**R 0**	**R 40 000 000**	**R 42 200 000**

PROJECT NAME	LM	PROJECT TYPE: WATER SANITATION ROADS SOLID WASTE. STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	Project Status for example Not yet registered Design and Tender Construction indicate for any status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2017/2018 (Adjusted) (Incl. VAT)	Projected Expenditure for 2018/2019 (Revised) (Incl. VAT)	Projected Expenditure for 2019/2020 (Incl. VAT)	Projected Expenditure for 2020/2021 (Incl. VAT)
WATER SERVICES INFRASTRUCTURE GRANT (WSIG)										
Rural Household VIP toilets maintenance	District wide	Sanitation	Planning	7 000 000,00	WSIG	CAPITAL	R 7 000 000	R 0	R 0	R 0
Rural Water Supply (Sterkspruit & Rossouw)	Senqu	Water	Planning	5 000 000,00	WSIG	CAPITAL	R 5 000 000	R 0	R 0	R 0
Refurbishment of WTW's (Ugie & Maclear)	Elundini	Water	Planning	5 000 000,00	WSIG	CAPITAL	R 5 000 000	R 0	R 0	R 0
ZE059 MWIG District Wide WCDM Strategy (Telemetry)	District wide	Water	Planning	R 47 500 000	WSIG	CAPITAL	R 39 600 000	R 0	R 0	0
Top Up Burgersdorp WTW 6Ml Storage Reservoir	**WSLM**	**Water**	**Tender**	**R 7 900 000**	**WSIG**	**CAPITAL**	**R 7 900 000**	**R 0**	**R 0**	**R 0**
TOTAL							R 64 500 000			
HUMAN SETTLEMENTS										
Barkly East Water Infrastructure	**Senqu**	**Water**	**Construction**	**19 000 000,00**	**DHS**	**CAPITAL**	**R 14 000 000**	**R 0**	**R 0**	**R 0**
TOTAL							R 14 000 000	R 0	R 0	R 0
SUSTAINABLE SERVICE DELIVERY INFRASTRUCTURE PROJECTS (PROVINCIAL TREASURY)										
Lady Grey - Borehole Pumpstations and Storage Reservoirs	Senqu	Water	Construction	R 20 000 000	Prov Treasury	CAPITAL	R 10 000 000	R 0	R 0	R 0
Lady Grey - Sub project 4 Additional Storage and Boreholes	Senqu	Water	Construction	R 40 000 000	Prov Treasury	CAPITAL	R 40 000 000	R 19 567 198	R 0	R 0
Aliwal North - Outfall Sewer from Spa to Nursery PS	WSLM	Sanitation	Construction	R 5 000 000	Prov Treasury	CAPITAL	R 5 000 000	R 0	R 0	R 0
Aliwal North - Reconstruction of Nursery PS (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL	R 800 000	R 0	R 0	R 0
Aliwal North - Rehab gravity main NPS to Phola Park PS (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL	R 700 000	R 0	R 0	R 0
Aliwal North - Reconstruction pump main PPPS to WWTW (retention)	WSLM	Sanitation	Complete	R 1 000 000	Prov Treasury	CAPITAL	R 500 000	R 0	R 0	R 0
Aliwal North - Rehab of WWTW and Phola Park PS	WSLM	Sanitation	Construction	R 500 000	Prov Treasury	CAPITAL	R 500 000	R 0	R 0	R 0

PROJECT NAME	LM	PROJECT TYPE: WATER SANITATION ROADS SOLID WASTE. STREET LIGHTING. PUBLIC MUNICIPAL SERVICES	Project Status for example Not yet registered Design and Tender Construction indicate for any status	APPROVED BUDGET	SOURCE OF FUNDING	BUDGET IMPLICATION	Projected Expenditure for 2017/2018 (Adjusted) (Incl. VAT)	Projected Expenditure for 2018/2019 (Revised) (Incl. VAT)	Projected Expenditure for 2019/2020 (Incl. VAT)	Projected Expenditure for 2020/2021 (Incl. VAT)
Burgersdorp - replace water mains La Rochelle Street (retention)	WSLM	Water	Complete	R 500 000	Prov Treasury	CAPITAL	R 500 000	R 0	R 0	R 0
Burgersdorp - replace water mains Queenstown Road	WSLM	Water	Construction	R 1 000 000	Prov Treasury	CAPITAL	R 1 000 000	R 0	R 0	R 0
Burgersdorp - Chiapinnis Klip Dam rehabilitation (retention)	WSLM	Water	Complete	R 500 000	Prov Treasury	CAPITAL	R 500 000	R 0	R 0	R 0
Steynsburg - Koppie water supply	WSLM	Water	Planning	R 7 000 000	Prov Treasury	CAPITAL	R 4 000 000	R 0	R 0	R 0
Burgersdorp - replace water mains Rose Road	WSLM	Water	Construction	R 5 000 000	Prov Treasury	CAPITAL	R 5 000 000	R 0	R 0	R 0
Burgersdorp - Plantation sump	WSLM	Water	Construction	R 10 000 000	Prov Treasury	CAPITAL	R 11 500 000	R 0	R 0	R 0
Burgersdorp: Top Up WTW 6Ml Storage Reservoir	**WSLM**	**Water**	**Tender**	**R 18 853 986**	**Prov Treasury**	**CAPITAL**	**R 18 853 986**	R 20 432 802		
TOTAL							R 98 853 986	R 40 000 000	R 0	R 0

14.2 Department of Human Settlement

Project Names	Funding approved FY 2018/19	Status Quo	Potential Project Risks/Risk Mitigators	Commence- ment date	Contract Completion Date
Lady Grey - 50 Existing Houses	R 150 000,00	Pre-Planning	None	Not yet contracted	Not yet contracted
Aliwal North - Area 5 1218	R 150 000,00	Pre-Planning	Blasting in a Quarry opposite the site.	Not yet contracted	Not yet contracted
Jamestown 250 Subs	R 250 000,00	Planning	None	Not yet contracted	Not yet contracted
Aliwal North - 550 services	R 3 970 035,00	Planning	Land Issue	20 December 2017	30 January 2020
Aliwal North - 550 (158) Top Structures	R 15 816 710,00	Planning	Land Issue	20 December 2017	30 January 2020
Joe Gqabi Extention 4000 BNG	R 150 000,00				
Steynsburg - 220 Top Structures	R 8 690 500,00	Running		20 December 2017	30 January 2020
Aliwal North - Dukathole 172 subs (Phase 1)	R 1 564 290,00	Running			30 July 2018
Joe Gqabi - Senqu Destitute 100 - 99 subs)	R 2 607 150,00	Running		November 2016	May 2018
Project Names	Funding approved FY 2018/19	Status Quo	Potential Project Risks/Risk Mitigators	Commencement date	Contract Completion Date
Steynsburg - 530 Units	R 3 000 000,00	Running	None	20 December 2017	30 January 2020
Elundini 100 subs Destitute (- 20 subs)	R 7 905 335,00	Running	Double Handling & Difficult Terrain	November 2017	May 2018
Sterkspruit - 4000 Subs (Phase 1) - 506 units	R 18 267 415,00	Running		February 2017	February 2019

Sterkspruit - 4000 Subs (Phase 1) 539 units	R 17 844 035,00	Running		September 2017	September 2019
Sterkspruit - 4000 Subs (Phase 1) - 314 units	R 18 272 780,00	Running		September 2017	September 2019
Sinxako 486 Subs (Phase 1)	R 10 333 895,00	Running		27 November 2017	November 2019
Mbidlana 300 subs (Phase 1)		Planning			Cashflowed for outer years.
Mqokolweni 305 Subs (Phase 1)		Planning			Cashflowed for outer years.
Kuebung 290 Subs (Phase 1)		Planning			Cashflowed for outer years.
Joe Gqabi 500- Emergency - 150 destitutes - Ph 4	R 150 000,00		Prioritization of beneficiaries		No targets - budget is for planning items.
Rossouw R/Land Ph2 - 102 Subs (- Top Structure)	R 950 000,00	Contractor has Been Appointed			
Steynsburg - Destitutes 10 subs	R 869 050,00	Complete		November 2016	May 2018
Venterstad - Destitutes 10 subs	R 830 000,00	Running		November 2016	May 2018
Katkop 500 subs	R 2 987 157,00	Running			June 2018
Mangoloaneng 365 Units (Phase 1)	R 2 564 578,00	Running			June 2018
Joe Gqabi 500 (11subs) Sterkspruit 11 subs)	R 521 430,00	Running		November 2016	May 2018

14.3 Department of Education

Education District	Strategic Priority	Project Name (B5)	Local Municipality	Status	Total Project Cost (R '000)	MTEF 2017/18 (R'000)
SterkSPruit	Refurbishment	Bikizana JS School	Senqu		2,589	1,812
SterkSPruit	Refurbishment	Blikana SS School	Senqu	SDP Approval	2,683	573
SterkSPruit	Realignment	Ebenezer Nyathi SS School	Senqu	SDP Approval	2,369	711
SterkSPruit	Combined Priority	Kwagcina Junior Secondary School	Senqu	SDP Approval	71,200	6,120
SterkSPruit	ECD	Maruping Public School	Gariep	SDP Approval	1,000	1,000
SterkSPruit	Realignment	Mehlomakhulu	Senqu	SDP Approval	3,133	940
SterkSPruit	Additional Classrooms	Nompumelelo SS School	Senqu	SDP Approval	664	199
SterkSPruit	Additional Classrooms	Nyatela SS School	Senqu	SDP Approval	2,467	740
SterkSPruit	ECD	Pelomosa Primary School	Maletswai	SDP Approval	2,737	2,737
SterkSPruit	Realignment	St Mary's SP School	Senqu	SDP Approval	3,102	931
SterkSPruit	Refurbishment	St Michael's JS School	Senqu	SDP Approval	3,617	362
SterkSPruit	ECD	Tapoleng JS School	Senqu	SDP Approval	3,719	1,116
SterkSPruit	ECD	Thaba Lesoba JS School	Senqu	SDP Approval	1,000	1,000
SterkSPruit	Additional Classrooms	Thembalethu Jp School	Senqu	NO PROGRESS	543	163
SterkSPruit	ECD	Tienbank SP School	Senqu	SDP Approval	51,543	1,000
SterkSPruit	Additional Classrooms	Tsekana SP School	Senqu	SDP Approval	690	207
SterkSPruit	ECD	Vulamazibuko Primary School	Maletswai	SDP Approval	3,600	3,600
SterkSPruit	ECD	Vumile Primary School	Maletswai	SDP Approval	3,500	3,500

14.4 Department of Health

Infrastructure upgrades/renovations 2018/19

Sub-district	Facility	Description	Funding (R) 2018/19
Elundini	Tayler Bequest Hospital	Water supply & providing continuous pressure requirements	2 000 000
		Accommodation for Drs & other Health Professionals (8 x 2 bedroom units)	5 000 000
	Maclear hospital	Repairs, maintenance & roof replacement	4 500 000
Senqu	Empilisweni hospital	Connection of sewage to municipality & decommissioning of existing ponds	5 956 426
		Renovations & refurbishments (urgent repairs & maintenance)	6 000 000
	Ndofela Clinic	Renovations to existing clinic	1 600 000
	Lady Grey CHC	Upgrade & additions to OPD, MOU, Consulting rooms, Pharmacy, Waiting area & ablution facilities	10 000 000
Walter Sisulu	Steynsburg hospital	Pharmacy upgrade	2 000 000
District	Various facilities	Construction of new fencing & guardhouses at various facilities	3 000 000

Scheduled maintenance 2018/19

Level/Area	Facility	Description	Funding (R) 2018/19
District	District Hospitals	Scheduled maintenance & repairs	5 625 000
		Scheduled maintenance to generators	2 500 000
		Scheduled maintenance to laundry equipment	2 500 000

		Scheduled maintenance to kitchen equipment	2 500 000
		Scheduled maintenance to Autoclaves, sterilizers (Theatre)	2 500 000
		Medical equipment repairs & preventative maintenance	1 250 000
		Scheduled maintenance to Vacuum & Compressed Medical Gas Supply	2 500 000
		Scheduled maintenance to various Fire Detection & prevention	1 500 000
		Scheduled maintenance to various Theatre HVAC	4 000 000
		Scheduled maintenance to various Wet Services, Plumbing & WWTS	2 000 000
	Mortuaries	Scheduled maintenance to Refrigeration, Mortuaries & Heat Pumps	2 500 000
	Clinics & Small Hospitals (CHCs)	Medical equipment repairs & preventative maintenance on high risk equipment	625 000

Equipment & other projects 2018/19

Level	Item	Description	Funding (R) 2018/19
District	Radiology Services	Procurement & installation of new medical imaging and services	5 000 000
	Medical Gas System	Installation of new medical compressed air, oxygen, vacuum & vacuum systems	
	Commissioning of facilities	Procurement of new medical equipment and furniture for existing hospitals	2 500 000
		Procurement of Health Technology for Ideal Clinics	1 000 000

Province	Clinical Engineering Services	Condition assessments, workshops & spares stock mobilisation, inspective preventative maintenance, HT Commissioning, Skills transfer and contract management	6 200 000
	Technicians Training	Clinical Engineering Technicians Workshops (EPWP)	2 225 000

Appendix A: Summary of issues raised during previous IDP Assessment

1. SPATIAL PLANNING, LAND AND HUMAN SETTLEMENT

Issue	Assessment comment	Responsible Department
Is the Planning Tribunal a stand-alone or a joint tribunal	Functional however it is in the establishment phase	SALGA COGTA DRDLR
Does the IDP reflect the presence of an air quality management plan (AQMP) as contemplated in Section 15(2) of the NEMA: Air Quality Act 39 of 2004	Information must be updated to indicate progress on the AQMP	JGDM
Is the municipality a licensing authority?	DEDEAT licensing authority as per SLA pate 89	DEDEAT
Is there evidence indicating an attempt to develop environment planning tools such as SOER, EMFs, Coastal Management Plans, aquatic ecosystem, ecological infrastructure, wetlands bioregional plans and associated EMPs?	Review to done.	DEDEAT, DEA

2. SERVICE DELIVERY AND INFRASTRUCTURE PLANNING

Issue	Assessment Comment	Responsible
Is there an Approved Integrated Transport Plan?	ITP needs to be reviewed as it was last approved 2004	JGDM
Does the municipality have an WMP as contemplated in section 11 of the NEMA: Waste Act 59 of 2008	Review be undertaken	DEA/ DEDEAT
Has Municipality reviewed the adopted Disaster Management Framework?	The Municipality needs to urgently look into reviewing the framework as this is very old.	COGTA Disaster Management Centre
Does the municipality have landfill sites? How many are operational and how many are licensed? If not licensed when will they	JGDM regulates and monitor compliance the	

be licensed. • Indicate level of compliance (license and management)	local municipalities Page 69,70 , they indicate the target of 80% compliance of all landfill sites	
Has the Municipality adopted a disaster management plan?	The Municipality intended to develop a plan but funding allocated to this was deviated to drought relief. This is contained on Page 85 of the IDP document The Municipality needs to prioritize this process as this is mandatory	COGTA Disaster Management Centre
Does the municipality an infrastructure maintenance plan?	In plans but not budgeted for assistance is required.	COGTA(MISA)

3. FINANCIAL PLANNING AND BUDGETS

Issue	Assessment Comment	Responsible
Does the municipality collect its revenue more than 50% from the consumers in terms of financial norms and standards?	Currently the municipality is collecting 19% (Pg. 103)	JGDM
Is the municipality servicing its loans as per service level agreement as prescribed by Section 46 of MFMA, 2003? (where applicable)	The municipality does not have existing loans currently but this must be reflected in the IDP	

4. LOCAL ECONOMIC DEVELOPMENT

Issue	Assessment Comment	Responsible
a) Is the socio – economic analysis underpinned by quality assured data? (Source and up-to-date).	Negative figures on the horizontal axis of the population pyramid need to be converted to positive numbers	

e) Does the socio-economic analysis capture income distribution in the economy?	The table needs to be re-done to clearly specify the income categories	
l) Has the municipality set targets for enterprise development support e.g. SMME and Cooperatives?	Quantify the number of SMM's that are planned to be supported in the IDP document	

5. GOOD GOVERNANCE & PUBLIC PARTICIPATION

Issue	Assessment Comment	Responsible
f) What were the findings on predetermined objectives and compliance issues?	There are no findings from the AG.	
Are sectoral implications of population patterns and trends identified?	The municipality must be consistent with the trends in all sector plans. This will show progress and lagging behind programmes.	JGDM
Do the sector plans take SDGs, B2B, NDP, PDP and 12 Outcomes & targets into consideraton?	The planning must be aligned to the priority strategies like B2B. B2B must be aligned throughout the document.	JGDM

6. NSTITUTIONAL ARRANGEMENTS

Issue	Assessment Comment	Responsible
Is PMS implementation cascaded to other levels thereof? If not state challenges	not cascaded to all levels	JGDM

Appendix B: Powers and Functions

The JGDM is legislated to perform a number of functions as shown below. The core service delivery functions of the District municipality are water, sanitation, municipal health services and disaster management. All the allocated functions are performed by the District. The high-level organogram of the District also serves to show that the District has established and institutionalised each function in line with its powers and functions. In addition, the District shares the responsibility on tourism, planning, and fire fighting with its local municipalities. Additional powers and functions are allocated to the District municipality through service level agreements such as the roads function in which there is an active agreement between the Department of Roads and Transport with the District Municipality whereby the District maintains gravel roads in the Former Gariep and Former Maletswai areas.

FUNCTION	JOE GQABI	ELUNDINI	FORMER MALETSWAI	SENQU	FORMER GARIEP
Air pollution		Yes	Yes	Yes	Yes
Building regulations		Yes	Yes	Yes	Yes
Child Care facilities		Yes	Yes	Yes	Yes
Electricity reticulation		Though agreement with Eskom			
Fire Fighting	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	
Municipal airports		Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes
Municipal Health Services	Yes	No	No	No	No
Municipal Public Transport	Regulation	Yes	Yes	Yes	Yes
Pontoons and Ferries					
Storm water		Yes	Yes	Yes	Yes
Trading regulations		Yes	Yes	Yes	Yes
Water (potable)	Yes				
Sanitation	Yes				
Schedule 5 part b					

Beaches and amusement facilities		NO	NO	NO	NO
Billboards and the display of adverts in public places		Yes	Yes	Yes	Yes
Cemeteries, Crematoria and funeral parlours		Yes	Yes	Yes	Yes
Cleansing		Yes	Yes	Yes	Yes
Control of public nuisances		Yes	Yes	Yes	Yes
Control of undertakings that sell liquor to the public		Yes	Yes	Yes	Yes
Facilities for the accommodation, care and burial of animals		Yes	Yes	Yes	Yes
Fencing and fences		Yes	Yes	Yes	Yes
Licensing of dogs		Yes	Yes	Yes	Yes
Licensing and control of undertakings that sell food to the public		Yes	Yes	Yes	Yes
Local amenities		Yes	Yes	Yes	Yes
Local sport facilities		Yes	Yes	Yes	Yes
Markets		Yes	Yes	Yes	Yes
Municipal abattoirs		Yes	Yes	Yes	Yes
Municipal parks and recreation		Yes	Yes	Yes	Yes
Municipal roads	Yes	Yes	Yes	Yes	Yes
Noise pollution		Yes	Yes	Yes	Yes
Pounds		Yes	Yes	Yes	Yes
Public places		Yes	Yes		Yes
Refuse removal, refuse dumps and solid waste disposal		Yes	Yes	Yes	Yes
Street trading		Yes	Yes	Yes	Yes
Street lighting		Yes	Yes	Yes	Yes

Traffic and parking		Yes	Yes	yes	Yes
Licensing of vehicles		Yes	Yes	Yes	Yes
Primary Health Care	No	No	No	No	No
Road maintenance	Yes (Agent: DORT)				
Libraries		Yes	Yes	Yes	Yes

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

The political and administrative seat of JGDM is Barkly East. The District Office is located in Barkly East. There are satellite offices that are spread throughout the local municipalities of the District. All seven Municipal Departments are located in Barkly East. Only specific sub-functions of Departments operate from the satellite centres and no challenges have been identified which eliminates any challenges with regard to the management of the satellite centres. All satellite centre Managers are part of the main office District Management team and participate in same processes.

Appendix C: Municipal Turnaround Strategy

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

MUNICIPAL ADMINISTRATION AND HUMAN RESOURCE			
MUTAS targets	Progress achieved thus far	Challenges encountered	Intervention needed
a) Recruitment and selection policies and procedures	Policies developed and reviewed annually	None.	None.

developed b) Policy on suspension of employees developed	Collective Agreement Procedures are used	None.	None.
Address vacancies in S56 positions	All S56 Positions are filled.	None.	None.
Address vacancies in technical positions (Planners, Engineer)	All budgeted positions are filled.	Financial constraints.	Financial support.
All S56 with signed Performance Agreements and submitted to the Department.	Agreements are signed timeously annually submitted to relevant authorities.	None.	None.
Development of a Performance Management System Framework	PMS Framework is in place. PMS has been cascaded to middle management.	None.	None.
Job descriptions are not in place as per DCOGTA requirements Skills development plan for employees	All job descriptions were completed during the job evaluation process. Skills Development Policy has been developed.	None.	None.
a) LLF meetings must be convened as planned	LLF is functional and meetings are convened.	None.	None.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION			
Functionality of Ward Committees and CDWs	Each local municipality has functional ward committees. Ward committees have been trained. All municipalities have signed the MoU on reporting of CDWs	None Financial constraints None.	None. Financial support. None.
Broader public participation policies and plans	JGDM has developed and approved Community Participation Strategy.	None	None.
Public Communication Systems	Communications Unit is in place and functional.	Inadequate capacity	Capacity building and financial support

No customer care policy Petitions /complaint management No toll free number	A Service Charter was approved by Council in March 2011. Customer care and petitions policies have been developed. The communication and IGR Unit is responsible for petitions and complaints management. Customer care centre is functional. Toll-free number is functional.	None. None. None.	None. None. None.
Front Desk interface mechanisms	Front desk of the municipality has been staffed	None.	None.
Delegation of functions between political and administration	Delegation Framework and register is reviewed annually.	None.	None.
DISASTER MANAGEMENT & FIRE SERVICES			
Implementation of Disaster Management Policy Framework	Policy Framework developed and adopted by Council.	None.	None.
Development of Disaster Management Plans	TOR and a bid document to conduct a Scientific Risk Assessment Study for development of Disaster Management Plan.	Financial constraints.	Financial support.
Establishment of Disaster Management Centres	The bid document was developed and GeoTech report was completed An Amount of R5.1 Million was approved and later reallocated due to financial constraints.	Financial constraints.	Financial support.
Establishment and functioning of emergency and fire services along strategic routes	R9.2 million was secured for the equipment. Fire engines and a rescue response vehicle have been procured. Staff has been recruited and trained.	Considering the distances between towns for response operations the District is unable to reach its Target of <30 Min to an	Complete Section 78 study

		incident.	
BASIC SERVICE DELIVERY			
Access to water	75% of households have access to basic level of water service. This has improved from 64.3% in 2009/10 Financial Year. Blue drop status attained for Ugie and Sterkspruit WTW.	Ageing infrastructure, which is about 50 years old. Bulk water and sanitation infrastructure operating at over capacity. Poor water systems, especially in deep rural areas where traditional water. Financial sustainability, ensuring full cost recovery and debt management at a fair tariff and financing of capital investment	Additional funding to address backlog, operations, and maintenance requirements.
Access to sanitation	75% of households have access to basic level of sanitation service. An improvement from 52.4% in 2009/10 Financial Year.		
Access to Free Basic Services	An indigent policy exists. The local municipalities have indigent registers and policies in place and implement free basic services for energy as well as waste disposal. These are in terms of the national guidelines.	Indigent registers are reviewed annually in partnership with the local municipalities to ensure integration of plans and data between District and LMs	Require Technical and financial support with cleansing and verification of Indigent data.
FINANCIAL MANAGEMENT AND VIABILITY			
Revenue enhancement strategy	Water services taken over by the District from Local Municipalities Revenue enhancement strategy was adopted by Council in 2014	Outstanding debt	Recovery of debt
Debt management (creditors)	More than 95% of creditors are paid within 30 days in terms of financial norms and standards.	Cash flow challenges	Facilitation of COGTA process
Cash flow management	Poor cash flow status. No cash backed grants.	Poor cash flow	Financial support

Capital expenditure	100% expenditure of MIG over the last five years	Need more funding for backlog eradication.	Financial support
Audit Action plan	Maintained unqualified audit opinion for four financial years	Unauthorised and irregular expenditure.	None
Submission of Annual Financial Statements	AFS are submitted on time. AFS process plan is in place and implemented.	None.	None.
Asset register developed.	Asset register has been reviewed using correct unbundling system in compliance with GRAP 17. JGDM Asset Register is GRAP compliant	None.	None.
Supply Chain Management policy.	Policy approved and reviewed annually.	None.	None.
Audit Committee	The Audit committee is functional and meets at least quarterly.	None.	None.
Internal Audit Unit	Internal audit function is established and functional. Services are co-sourced.	Internal capacity building.	None.
ECONOMIC DEVELOPMENT			
Municipal contribution to LED	District focusing on job creation through EPWP implementation Vacant posts are being filled	Lack of funds	Financial support to implement programmes.
District LED Strategy adopted by Council.	Strategy approved in Feb 2010. A review is in progress.	Lack of funds	Financial support to implement programmes.
Regeneration of declining local economies	JoGEDA has been established and priority intervention programmes have been identified.	Inadequate budget.	Financial support.
Staff vacancy rate	The rate is often below 10 employees. All budgeted vacant posts are filled as and when they	None.	None.

	are available, where possible		
Public awareness and access to policies/regulations	The District utilises its website and local newspapers to public information on policies and other information	None.	None.
Co-ordination of functional partnerships	LED sectoral structures are operational and meetings are held quarterly.	None.	Facilitation of partnerships

Appendix D: Audit Action Plan

The record of audit opinions for the District and its local municipalities from the 2012/13 financial year and the 2016/17 financial year are as depicted in below.

Municipality	2012/13	2013/14	2014/15	2015/16	2016/17
Joe Gqabi	Unqualified	Unqualified	CLEAN	CLEAN	Unqualified
Former Gariep	Adverse	Qualified	Qualified	Qualified	Disclaimer
Former Maletswai	Unqualified	Unqualified	Unqualified	Unqualified	
Senqu	Unqualified	Clean	Clean	Clean	Clean
Elundini	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
JoGEDA	Unqualified	Unqualified	Clean	Clean	Clean