

I NTEGRATED **D** EVELOPMENT **P** LAN



Joe Gqabi District Municipality

2022/23 – 2026/27 Financial Years

May 2022

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EXECUTIVE MAYORS FORWARD



Executive Mayor - Cllr N.P. Mposelwa

Following the August 2016 Local Government elections, the District adopted its five-year Integrated Development Plan (IDP) covering the period of 2022/23 – 2026/27 financial years. Thus, this document represents the five year plan of the District municipality aligned to the term of Council per Section 25 of the MSA. 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 an IDP Framework and Process Plan in June 2021 that guided the compilation of this IDP. 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.

Our District has a high rate of unemployment and poverty levels are very high sitting at above the rate of 45% for the youth. Our economy and social fabric has been ravaged by the Covid19. Tough we appreciate the recent rains, damages have been inflicted in homes, business and community and infrastructure such as roads has been destroyed. Inequality, poverty and underdevelopment are the ills that we need to attack in a coherent and coordinated manner.

This then means that we must strengthen service delivery and socio-economic development as guided by the District Development Model (DDM). DDM requires government departments and the private sector to work together in a coherent and integrated impact driven manner through common vision setting, coordinated priority setting and ONE Plan and ONE budget representing all of government in the District space. The Council adopted the first generation of the Joe Gqabi District DDM ONE Plan document in August 2021.

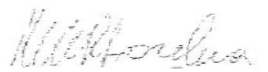
IN the spirit of DDM, the District must focus on aaligning and integrating all available resources to support the development of our District in an impact driven manner –with business, public and private partnerships being the driving force. As an economic repositioning catalyst, the District needs to develop a practical growth and development strategy looking at a long range time planning horizon. It is for this reason that we plan to develop a Joe Gqabi District 2060 Growth and Development Strategy. This strategy will drive all thinking and investment within the District space for government, private

sector and communities. Through various stakeholder interactions, priority interventions we have identified include the following:

- Agricultural development, agro-processing and other related value chains and development of irrigation schemes
- Renewable energy generation through wind and solar
- Tourism development and promotion
- Construction industry development
- Establishment of a District Skills and Training Centre and exposure to available opportunities
- Water harvesting in response to climate change and service sustainability
- Investment in bulk infrastructure provision, and
- SMME incubation

To further institutionalize DDM implementation in our District, the National Minister of Finance, Honourable Minister Godongwana has been appointed by the President to be the Joe Gqabi District National political champion. MEC of Health and MEC of Social Development were appointed by the Premier of the Eastern Cape of Provincial DDM Political Champions. The Executive Mayor and some members of the Mayoral Committee together with local municipality Mayors are the District Political Champions.

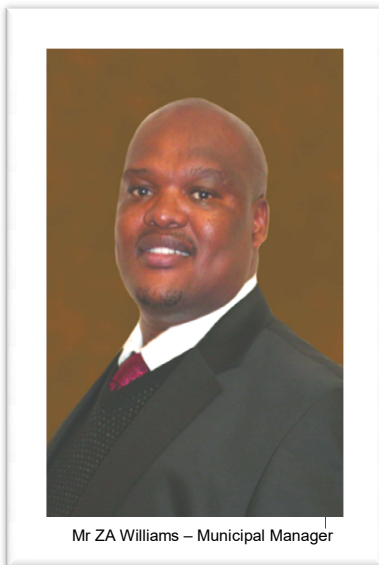
This IDP is a planning tool that will guide all our actions and activities over the term of Council. The DDM approach will unlock service backlogs and assist us in leveraging the requisite funding for the realization of the social and economic development aspirations of the District communities.



Executive Mayor
Cllr NP Mposelwa

Date: 26 May 2022

EXECUTIVE SUMMARY



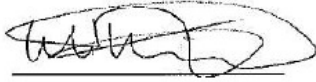
The year 2022/23 marks the start of the five year term of the current Council which is led by Her Worship, Cllr NP Mposelwa. The Joe Gqabi District municipality is a stable and well governed rural District municipality. From the 2014/15 financial year the District has received four CLEAN audit reports from the Auditor General. This is shared throughout the District. In the last financial year 2020/21, out of four Clean audit reports in the Eastern Cape Province, three of those are in the Joe Gqabi District municipality space. The Elundini and Senqu local municipalities received also received Clean audit opinions. The Walter Sisulu local municipality received a disclaimer as a result of post amalgamation modalities, which the current Council is ceased to resolve.

Through the Council strategic planning engagement, the following have been identified as key focal areas for the next five years:

- Concept of smart city to be developed and implemented
- Review the Spatial Development Framework and Develop Joe Gqabi 2060 Growth and Development Strategy
- Explore feasibility of appointing administrative staff in the Office of the Mayor and Speaker, subject to budget availability
- Introduce a seamless sustainability intervention for managing and maintaining CLEAN audit outcomes
- Systematically replace rental vehicles with own vehicles concomitant with a comprehensive vehicle management system
- Appoint Broad Management on fulltime-basis to improve motivation and institutional memory
- Need to consider relocating the IT Hub to Aliwal North
- Explore possibility of all District Offices and satellite centers to have video conferencing capabilities
- Rehabilitation of streets after pipe replacement through formal agreements with local municipalities and such be enforced
- Need to develop a strategy to retain skilled labour force
- JoGEDA to support Local Municipalities in developing economic development projects with a focus on investment attraction
- Traditional leaders to be part of DDM planning and implementation
- Fast-track the programme of water meter installations and water rangers

- Consider implementation of renewable energy for all JGDM offices and plants (in partnership with Dpt. of energy) to deal with load shedding threat and fuel energy prices
- Consider absorbing temporal WSP staff following normal HR processes, subject to budget availability
- District to work in partnership with Senqu and DEDEAT to safeguard and promote the Qhemerha Dinosaur site
- Consider holding a Youth and Women's summit
- Monitoring of security companies and consequence management must be implemented. Contracts to have liability insurance
- Water quality must be looked at especially monitoring of staff - Overtime management and staff supervision must be strictly implemented
- To enhance revenue the District will identify big consumers and implement aggressive collection measures
- Number of JoGEDA Board members to be reduced
- Career pathing measures must be integrated onto performance agreements of senior managers
- Explore implementation of marketing boards in all major towns throughout the District
- JoGEDA to explore extending implementing service function to other organs of state
- Require proactive disaster management approaches to ensure effectiveness of the service (in partnership with LMs)
- Marketing of the District and communication of District programmes on social media to be strengthened
- Vacancy rate must be reduced
- Bylaws to be aggressively implemented
- Routine honey sucking must be implemented
- District to implement servitude markers to avoid development over infrastructure services
- Secure political decision over shared services implementation between the District and local municipalities
- District to have programmes focusing on empowerment of women in tourism
- Women focused programmes, including establishing a mens' forum to be considered to deal with GBV issues
- Implement a programme to induct all councillors on JGDM profile and projects
- Explore having the town of ELLIOT and dordtrtch back in Joe Gqabi through Demarcation Board processes
- Fast track the sitting of the JoGEDA Board strategic discussions
- Need for long-term maintenance strategy for the silting of dams
- Develop a maintenance and disposal plan for unoccupied municipal buildings

- Working at Home Policy need to be strictly monitored
- Fast track the development of a fleet management unit
- Councillors & Traditional leaders to continue to drive awareness campaigns for community for pay for services
- DM to consider automated messaging for debt collection
- Develop bylaws on illegal connections and pre-paid meters



Mr ZA Williams
Municipal Manager

Date: 26 May 2022

CHAPTER ONE: SOCIO-ECONOMIC PROFILE

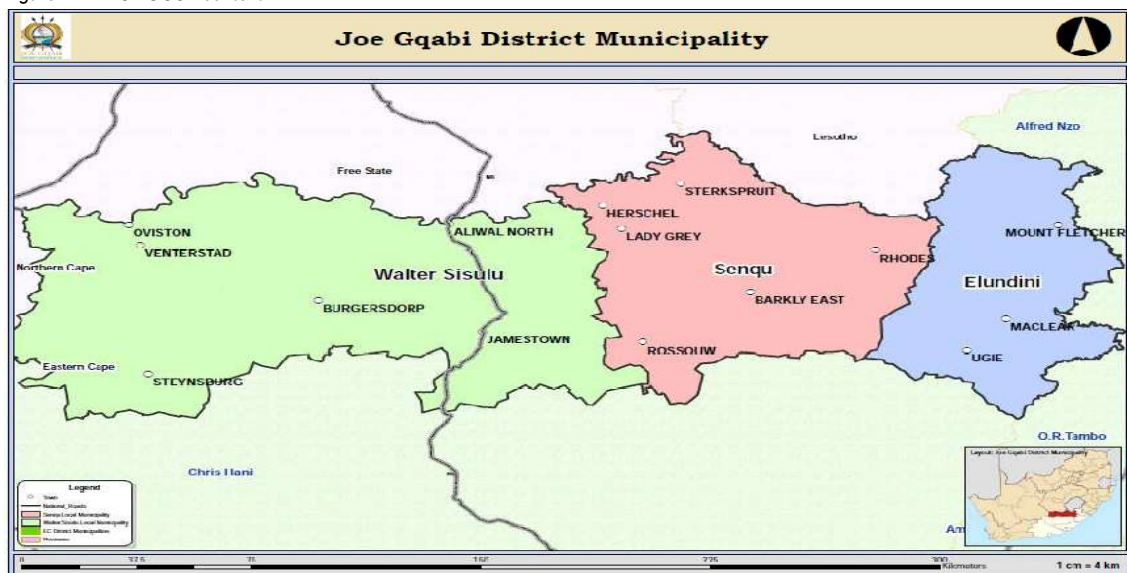
1.1 Introduction and background

1.1.1 The Locale

The Joe Gqabi District municipality (JGDM) is one of the six District Municipalities in the Eastern Cape Province in the Republic of South Africa. It borders the Free State Province and country of Lesotho to the north as depicted in 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 in the District of Aliwal North and murdered in 1981 in Zimbabwe, Harare), 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



1.1.2 Demography

This section of the document is aligned with the People Development Pillar of the District Development Model. Issues relevant to people development within the District space include issues of populations dynamics, health, education attainment levels matters relating to social safety nets.

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 Erstwhile Maletswai local municipality that stood at 16% between 2001 and 2011. This was followed by the Former Erstwhile 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	Decline
Elundini	137 394	138 141	144 929	0.6%	33 209	37 854	35 804	Decline
Senqu	135 734	134 150	140 720	0.33%	33 904	38 046	35 597	Decline
Walter Sisulu	68 621	77 477	87 263	1.4%	17 722	21 875	23 706	Decline

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

The population size for the district is projected to increase by 0.3% by 2025, from 334,976 to 335,962. However, it is important to note that over the last 10 years WSLM shown faster growth at an annual average rate of 1,5%, when compared to the rest of

the DM. This is expected given the socio-spatial configuration of the LM with the inclusion of Aliwal North in WSLM, as one of the Nodal Centres in Joe Gqabi DM.

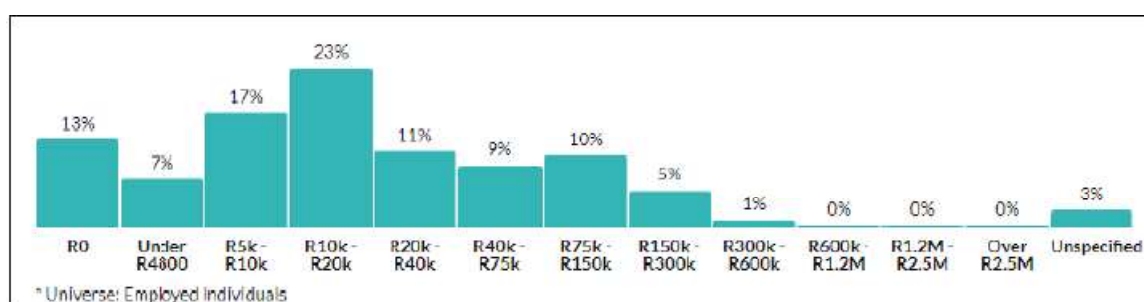
Whilst the cohort classified as Youth (15-35) is around 50% of the overall population, it is projected that this will decline by 2025. This will also see a decline in the share of the younger working adult (20 and 34) population in the DM by 2025.

In 2020, the Joe Gqabi District Municipality comprised of 110 000 households. This equates to an average annual growth rate of 1.11% in the number of households from 2010 to 2020. Percentage of people living in poverty in the district has not changed significantly and shows a marginal increase from 72.73% in 2010 to 73.06% in 2020.

The number of people with 'matric and a certificate/diploma' increased in the DM, with an average annual rate of 4.85%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.41%. In comparing the data between the DM, provincial and national, the number of people with a matric and a Postgrad degree constitutes 3.13% of the province and 0.24% of the national figure. The low level of education amongst the inhabitants of the district has a negative effect on both the employability of the labour force and the attractiveness of the district to investment which is reliant on skilled and highly skilled labour.

1.1.3 Income and Employment Levels

The annual total personal income is the sum of the total personal income for all households in a specific region. The definition of income is the same as used in the income brackets (Number of Households by Income Category), also including the income tax. For this variable, current prices are used, meaning that inflation has not been considered. The average income in Joe Gqabi was approximately R15 000 per annum, meaning most of the population lives in poverty. Annual income distribution in the District is shown below.



Source: ECSSEC, 2018

In 2016, there were 239 000 people living in poverty, using the upper poverty line definition, across Joe Gqabi District Municipality. 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.

Figure 2: Demographic and Socio-Economic Highlights

Demographics					Household Services				
		2011		2016			2011		2016
		Number	Percent	Number	Percent	Number	Percent	Number	Percent
Population		348 667		372 912					
Population growth					1.3				
Population profile									
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		20 323	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		09 882	20.2	06 419	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		183 743	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				
Access to housing									
Formal					58 907	60.4	66 225	69.6	
Traditional					33 738	34.6	24 367	25.6	
Informal					4 148	4.3	4 116	4.3	
Other					582	0.7	399	0.4	
Access to water									
Access to piped water					73 579	73.7	70 427	74.1	
No Access to piped 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					66 005	66.2	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					385	0.9	1 304	1.4	
Communal refuse dump					1 284	1.3	2 103	2.2	
Own refuse dump					54 572	54.7	53 335	56.1	
No rubbish disposal					13 677	13.7	4 755	5.0	
Rating of quality of municipal services									
Water (good)							35 780	41.5	
Electricity supply (good)							44 907	56.1	
Sanitation (good)							43 680	50.4	
Refuse removal (good)							29 514	43.8	
Ratio									
Dependency ratio							71.2	71.8	
Poverty head count ratio							0.0	0.0	
Sex ratio							88.8	88.8	
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						
Employment at municipality									
		2014		2015					
		Number	Percent	Number	Percent				
Full-time		443		595					
Part-time		43		105					
Vacant post		29		1					
Total		515		701					
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				
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					
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	26.4				
11 - 100				5 044	62.7				
100+				2 089	21.8				
Total				9 566	100.0				
Goat									
1 - 10				4 487	61.1				
11 - 100				4 073	48.3				
100+				229	2.6				
Total				8 789	100.0				
Type of agric activity									
Livestock production				20 154.0	77.5				
Poultry production				14 838.0	84.3				
Vegetable production				9 003.0	51.8				
Other				9 275.0	13.7				
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	78.6	82 833	87.9				
Access to Internet		17 880	17.9	6 456	6.9				

1.1.4 Population density

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

density can be observed in the Walter Sisulu local municipality with 6.48 people per square kilometer.

1.1.5 Population Structure

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

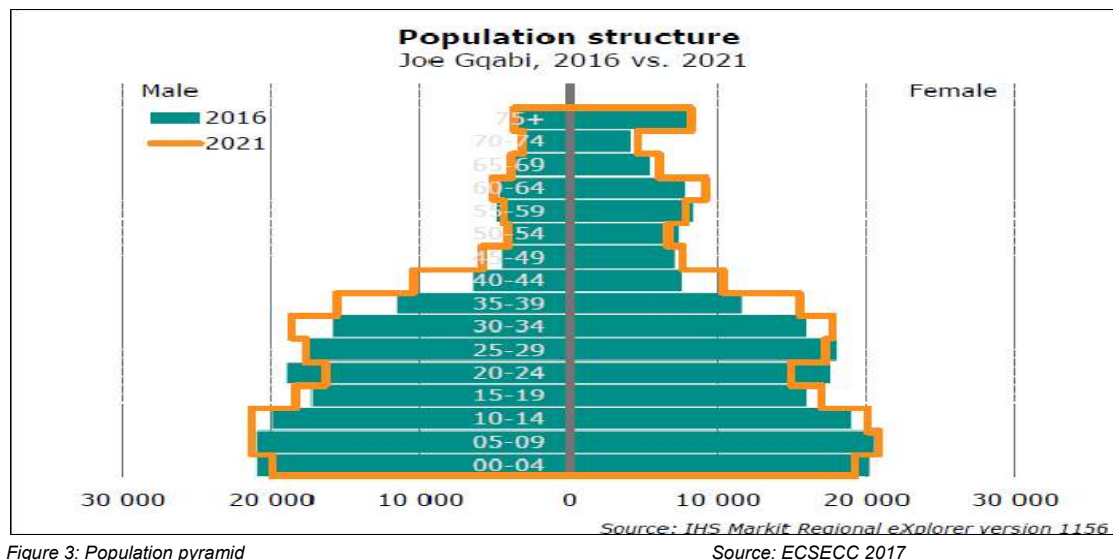


Figure 3: Population pyramid

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.

1.1.6 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.

1.1.7 Levels of Access to Basic Infrastructure

The sixth pillar of DDM is pertinent here as it seeks to address issues of Integrated Service Provisioning and Governance. The service provision element priority issues will be illuminated by establishing an understanding of access to basic services within

the District space. Basic infrastructure services are defined as water, sanitation, solid waste and electricity. The table below shows levels of backlogs within the District. Backlogs are defined as 'no access to the lower level of service'. Consider water, the minimum level of service is a communal standpipe within 200 meters of a household, a backlog therefore refers to households that do not have at least a communal standpipe within 200 meters of their household. See figure below.

Municipality	Water		Sanitation		Electricity		Roads	
	Served	Backlog	Served	Backlog	Served	Backlog	Total	Backlog
Elundini LM	-	-	-	-	26 559 h/h 55, 2%	21 523 h/h 44, 8%	750 km	525km
Senqu LM	-	-	-	-	36 890 h/h 85.66 %	6 171 h/h 14.34%	931 km	562 km
Walter Sisulu LM	-	-	-	-	22 757 h/h 96%	948 h/h 4%	357 km	318 km
JGDM	70 474 h/h 74.1%	24 632 h/h 25.9%	89 871 h/h 96%	5231 h/h 4%	86 206 h/h 90.6%	24 891 h/h 9.4%	2038 km 69%	1405 km 31%

Figure 4: Current level of access to services

1.1.8 JGDM Project Implementation In Municipalities

The Elundini local municipality area

- ◆ Over the last 5 years, JGDM has been implementing 13 capital projects in the ELM area, to the value of R 1'090'401'028;
- ◆ The project split is R642m for water projects (59%) and R449m for sanitation projects (41%);
- ◆ These include completed projects, projects currently under construction, and projects in the planning phase;
- ◆ 6 projects have been completed to the value of R478m
- ◆ 6 projects are currently under construction to the value of R593m;
- ◆ 1 project is in the planning phase to the value of R30m.

The Walter Sisulu local municipality area

- ◆ Over the last 5 years, JGDM has been implementing 24 capital projects in the WSLM area, to the value of R255m;
- ◆ The project split is R118m for water projects (46%) and R137m for sanitation projects (54%);
- ◆ These include completed projects, projects currently under construction, and projects in the planning phase;
- ◆ 17 projects have been completed to the value of R140m
- ◆ 6 projects are currently under construction to the value of R85m;
- ◆ 1 project is in the planning phase to the value of R30m.

- ◆ Over the last 5 years, JGDM has been implementing 13 capital projects in the SLM area, to the value of R 1'090'401'028;
- ◆ The project split is R642m for water projects (59%) and R449m for sanitation projects (41%);
- ◆ These include completed projects, projects currently under construction, and projects in the planning phase;
- ◆ 6 projects have been completed to the value of R478m
- ◆ 6 projects are currently under construction to the value of R593m;
- ◆ 2 projects are in the planning phase to the value of R500m.

1.1.9 Summary of past service delivery achievements

From the period 2016/17 financial year to date, the JGDM provided access to a basic level of potable water to 2 792 households. Access to basic level of potable water has remained at 70 474 h/h which represents 74.1%. This achievement is expected to drastically improve when the Orio (the funders) programme has commenced. The programme is aimed at providing access to a basic level of water to 107 villages in the Elundini local municipality.

The provision of water, especially in villages of the Elundini local municipality has been dependent on the grant funding that was committed by the Netherlands government (the Orio programme) following successfully application and motivation by the District for funding. The availability of this funding is subject to the requirements of the procurement by the Netherlands government and those of the District. The double approval process has caused a number of delays in the implementation of the programme leading to frustrations on the side of the District, Elundini local municipality and communities in that area. The District remains committed to addressing the remaining backlogs with regard to access to a basic level of water. Backlogs are found in the rural areas of the Elundini and Senqu local municipalities.

With regard to ensuring provision of good quality portable water for household consumption, compliance levels [in terms of SANS241] significantly improved from 93% in 2016/17 financial year compliance to 94% in the 2020/21 financial year against the compliance norm of 97%. Though the compliance levels are falling slightly lower than the norms and standards, the District outperformed a number of municipalities nationally and in the Province, including the metros. As far as sanitation service provisioning is concerned, the District has been performing extremely well. The number of households with access to sanitation service stands at 91 303 h/h which represents 96% access. All registered indigents receive free basic services on water and sanitation.

The District aims to provide effective and efficient disaster risk management, fire and rescue services which will be achieved through responding and addressing all reported fire and emergency incidents within the District. The performance on this function can be affected by the fact that other calls may be hoax calls as telephone calls are not tapped. This poses a challenge to the District as it has a potential to derail services to genuine areas of incidents that require responses. The District is able to respond to all reported fire incidents albeit the vastness of the District and inadequacy of resources

affect the timing of responses. The inability of local municipalities to assume ownership of their share in fire fighting services put additional pressure on the strained resources and capacity of the District. Initiatives to address this matter have been ongoing. Capacity to deal with Disaster Management veldt fires has been progressively built. Majority of towns have satellite stations closer to communities.

In terms of the function on Municipal Health Services (MHS), the District performs various functions, which include monitoring of various inspections ranging from waste, health premises, public premises, funeral parlour, etc. During this reporting period the District continued to monitor these establishments and waste management, including illegal dumping. EHPs were trained and workshopped on the performance of the MHS function with specific focus on the implementation of by-laws. Inspections of health establishment premises has continued with a focus on Covid19 awareness and compliance enforcement.

The District MHS has seen its performance recognized nationally. As a best practice Provincially and Nationally, the District has been invited by various institutions to share lessons learned. Stakeholders in the Eastern Cape and Free State have engaged the District on this aspect. The MHS bylaws of the Joe Gqabi District have been adopted by SALGA National as national generic by-laws. Empowering and addressing critical public health issues will lessen the burden of disease which if not addressed will have major financial implications and costs for the government. Effective and resourced MHS will improve the preventative measure and leads to happy and healthy communities.

The District is an implementing agent for the Department of Roads and Public Works (DPW). The function is performed at proclaimed Provincial roads in the Walter Sisulu local municipality falling under the jurisdiction of the former Joe Gqabi Region of DPW. The routine roads maintenance activities, as executed by the District in line with the Service Level Agreement (SLA) between the District and the DPW have been covering a three year period. The District met the annual targets of kilometers of gravel roads to be graded. JGDM has continued to grade proclaimed gravel roads in the WSLM as part of the Department of Roads and Transport SLA. 65 personnel are employed by the District on the Roads agency function of which 14 are permanent.

1.1.10 Socio – Economic Risks and Challenges

The following socio-economic issues and challenges within the district with regard to water services planning and provision have been identified:

- ◆ The poor quality of rural link roads in our municipalities (Sterkspruit, Maclear and Mt Fletcher)
- ◆ Potholes on our tarred roads which have been created by the recent heavy rains
- ◆ High levels of unemployment in our area due limited economic activity and Covid19
- ◆ Inability to address sewer and water challenges, especially in Elundini municipality due to limited MIG allocation
- ◆ Remaining low cost housing backlogs (RDP)

- ◆ Remaining electrification backlogs
- ◆ Inadequate support to emerging farmers and subsistence farmers (livestock improvement, land, etc)
- ◆ Severe impact of covid19 in all aspects of life
- ◆ Limited economic development and activity in the district area;
- ◆ Failure to improve the current state of infrastructure possesses a serious threat to the local economy development initiatives of both public and private institutions;
- ◆ Levels of service backlogs are a moving target as a result of growing settlements and towns;
- ◆ Illegal connections to upgrade household's levels in an unstructured and often damaging manner is rife;
- ◆ Existence of informal settlements in Barkly East and Sterkspruit and the related possible public and environmental health impacts;
- ◆ Land invasion; and
- ◆ High levels of unemployment and poverty
- ◆ No community radio station in the Elundini local municipality
- ◆ Network and connectivity challenges across the District

1.2 Economy

As with the rest of the world and the country, the economy JGDM has been severely affected by the covid19 pandemic. The unemployment rate has increased drastically to about 45% for the youth. The District Development model promotes creation of all of government action towards repositioning the District Space economies. The economic development programme that is driven by the District entity JoGEDA is seen as a potential game changer for the District. Successful implementation of the envisaged development trajectory will largely depend on creation of functional partnerships between government, business and civil society. Economic repositioning agenda must seek to alleviate the issues stated below.

1.2.1 Gross 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.

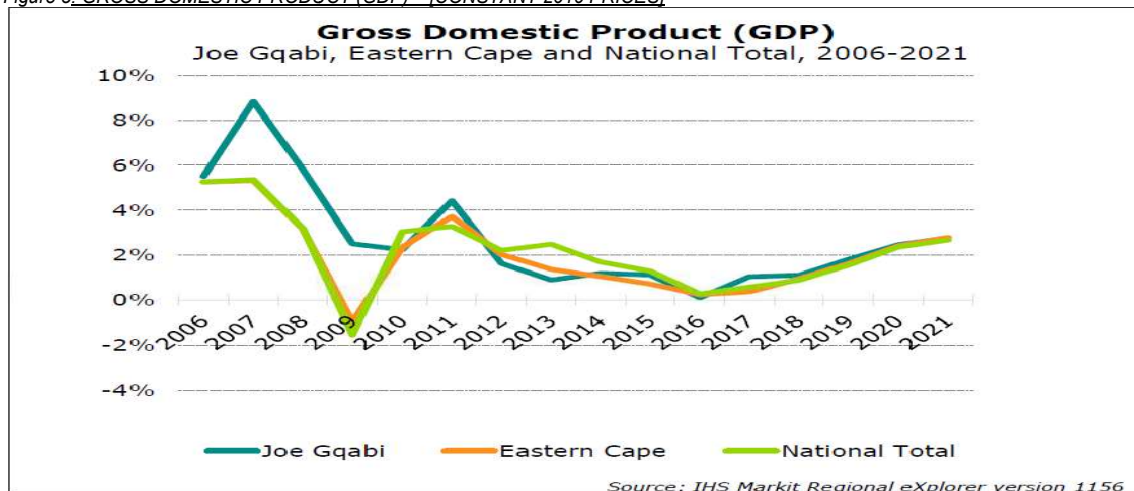
Table 3: GROSS DOMESTIC PRODUCT (GDP) SHARE AND GROWTH

	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 R2.1 billion growing from R 869 million in 2006. The figure below shows comparative performance of GDP growth between the JGDM, Provincial and National growth.

Figure 5: 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 the table 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 the figure below.

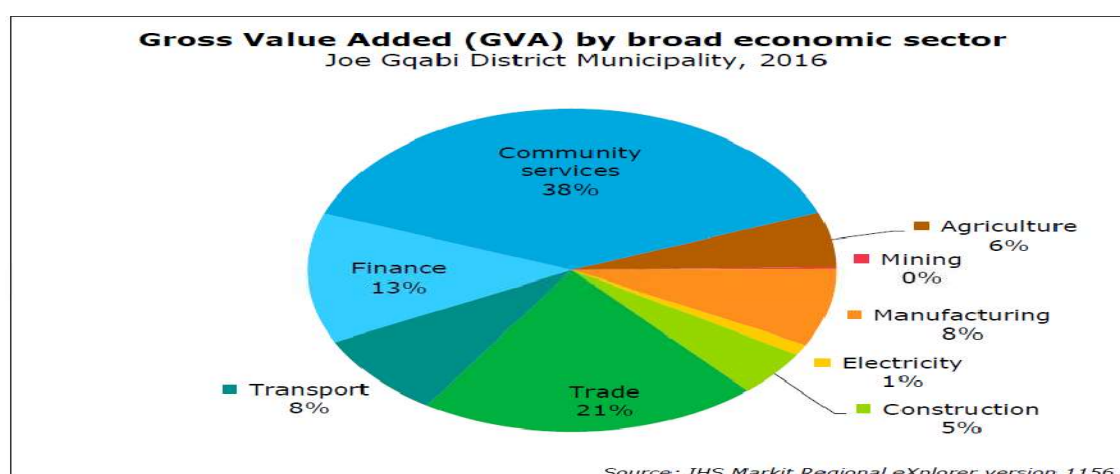


Figure 6: gross value added (GVA) by broad economic sector

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 figure below).

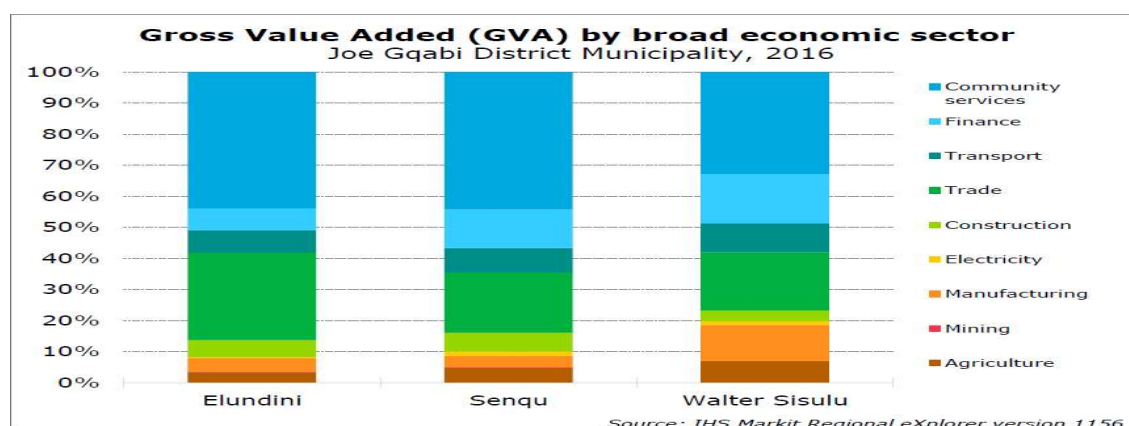


Figure 7: GVA contribution by sector

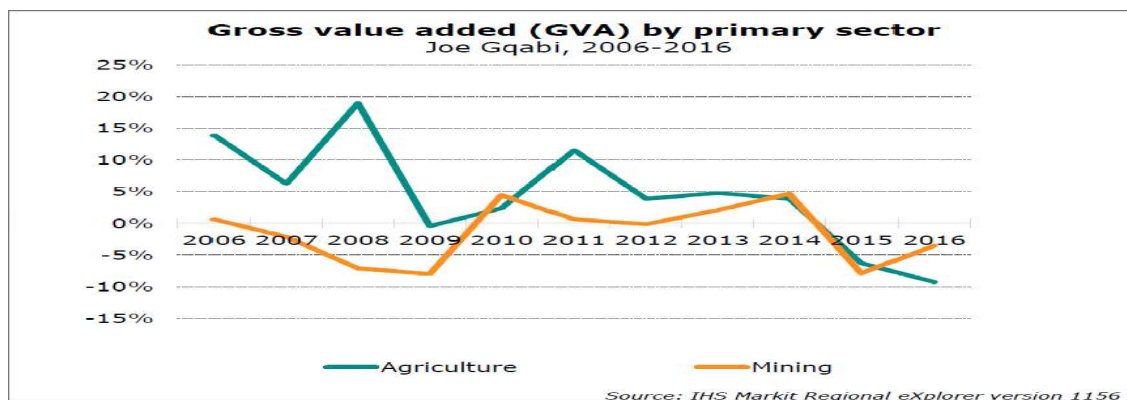
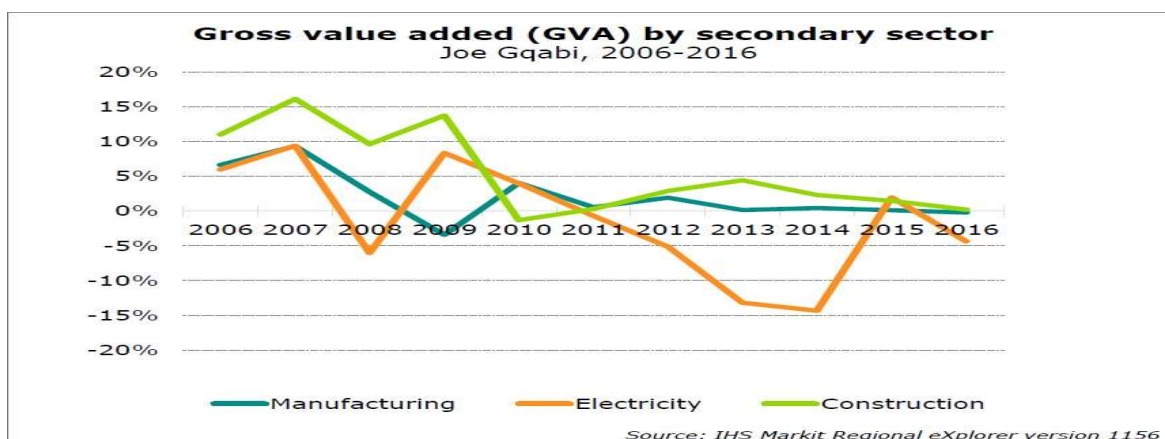


Figure 8: Primary Sector GVA growth

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector as shown in the figure below. 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.

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 figure represents the average growth rates in the GVA for these sectors in Joe Gqabi District Municipality from 2006 to 2016.

Figure 9: 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 figure below).

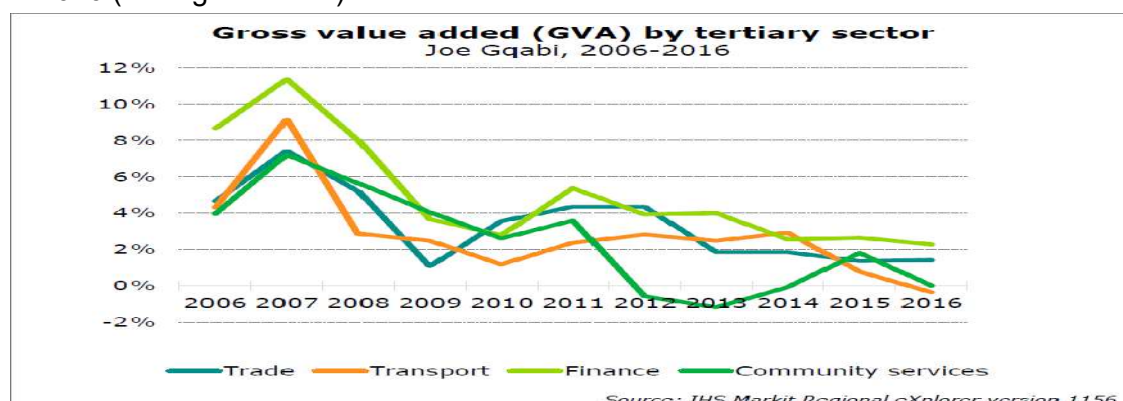


Figure 10: Tertiary Sector GVA growth

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%.

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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 below. 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

Figure 11: gross value added (gva) by economic sector [r millions, constant 2010 prices]

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.

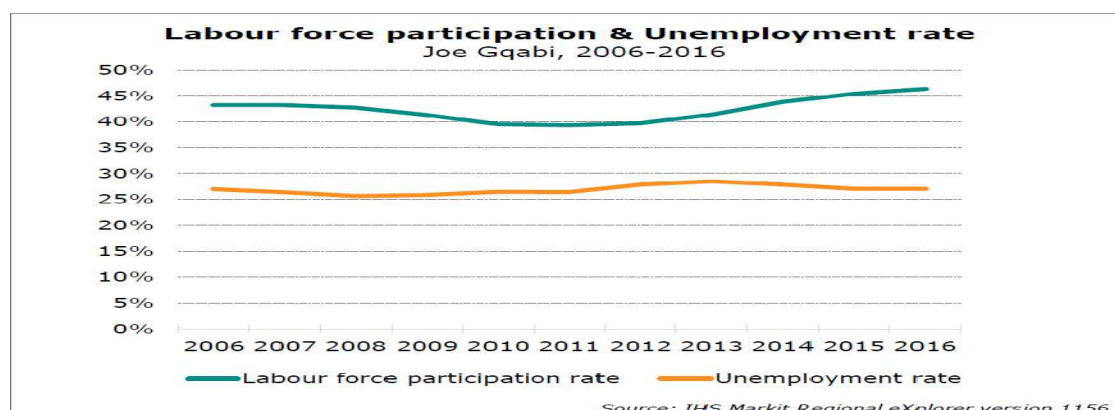


Figure 12: Labour Force participation

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 24% and increased overtime to 27% 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.

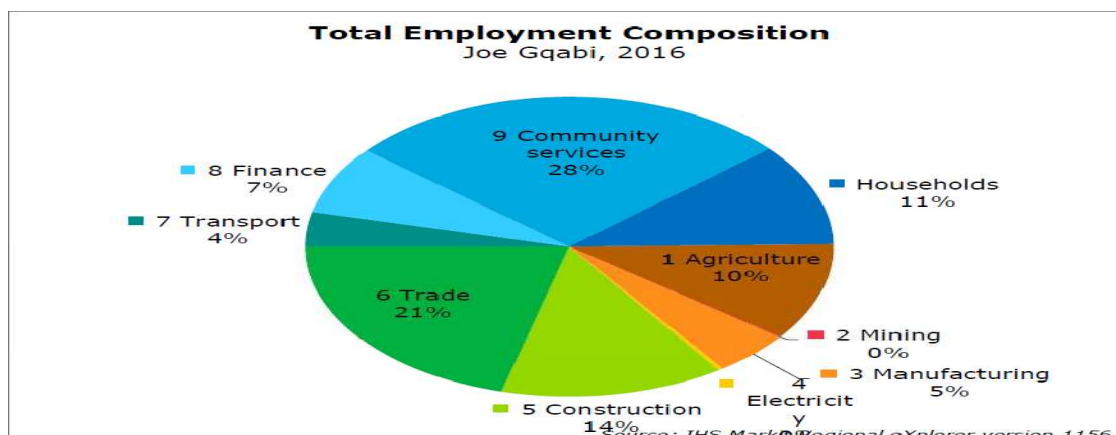


Figure 13: Total employment by economic sector

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.

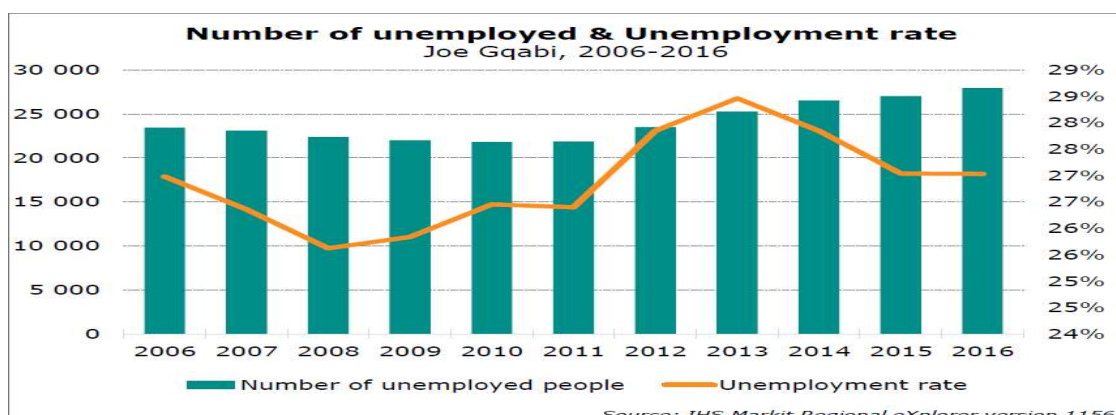


Figure 14: Unemployment and unemployment rate (official definition)

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).

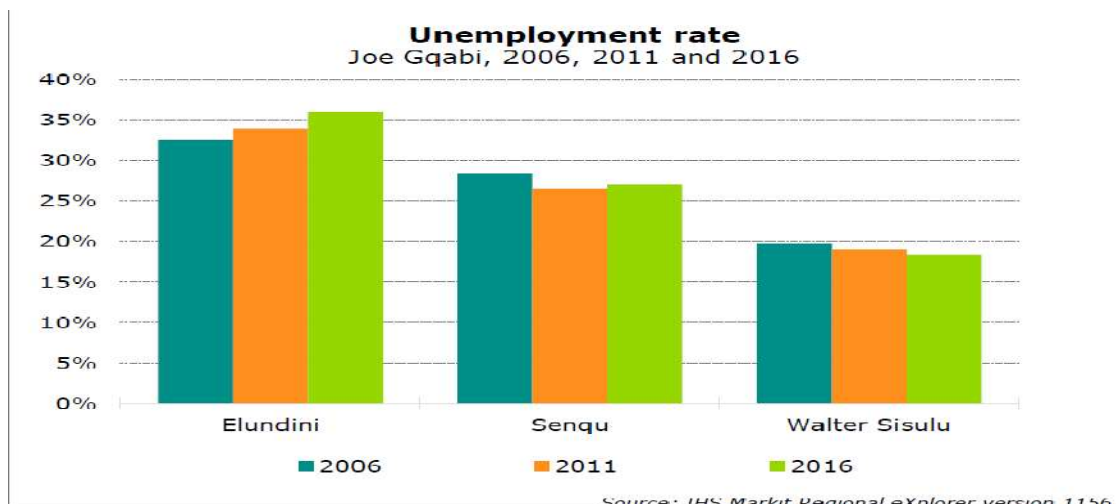


Figure 15: Unemployment Rate by LM

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. 14 households fall within the 0-2400 income category.

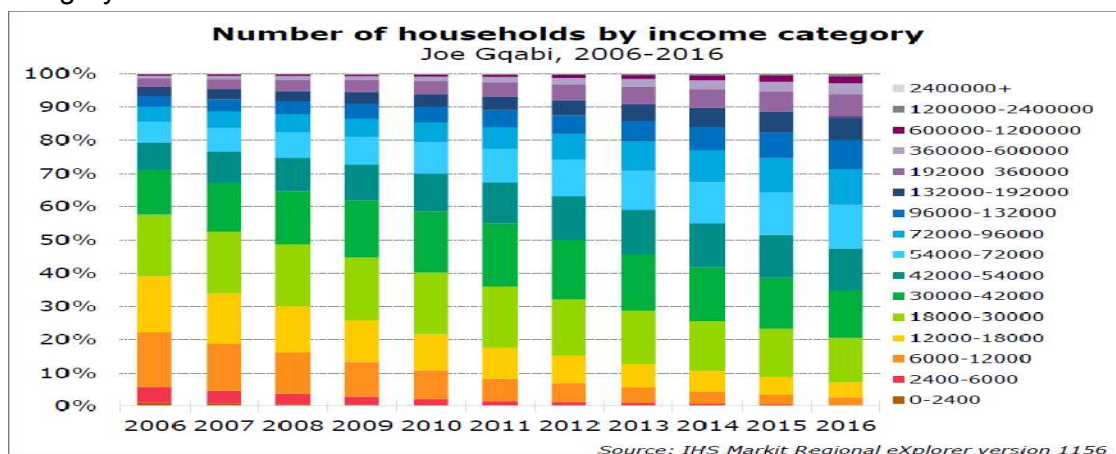


Figure 16 Households by income bracket

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. 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 reported 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.

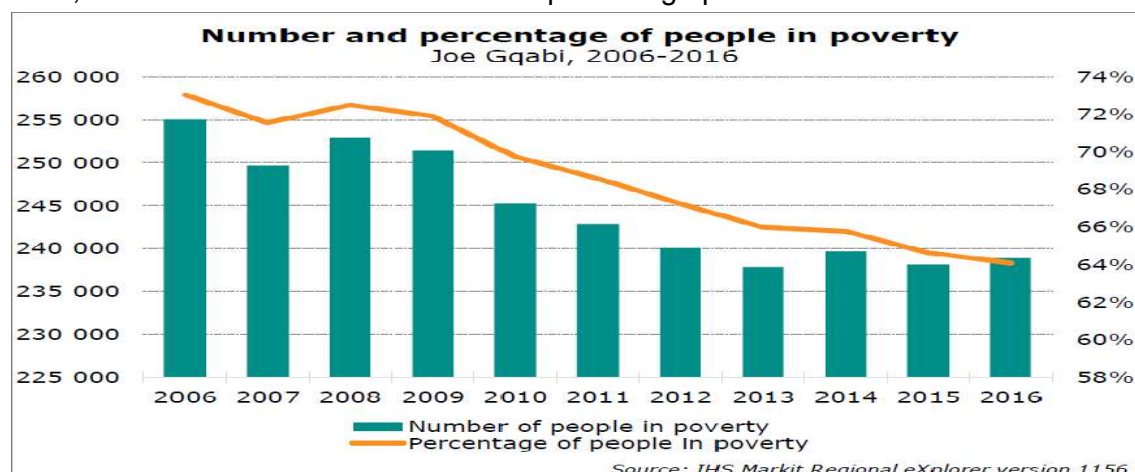


Figure 17: Number and percentage of people living in poverty

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.

1.2.2 Economy dynamics implications

Issue	Status Quo	Sectoral Intervention required
GDP	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	Implement labour intensive infrastructure development initiatives and mass job creation initiatives must continue

1.3 Long term vision, mission and values

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 of government and communities
- ◆ Enabling the building of partnerships with communities
- ◆ 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
- ◆ 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, combining their abilities in pursuit of a common cause.
- ♦ **Communication:** Two-way process of reaching mutual understanding in which participants not only exchange (encode-decode) information, news, ideas and sentiments 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.

1.4 Strategic objectives and development strategies

Strategic development objectives provide a practical statement of what the Joe Gqabi District Municipality wishes to achieve to work towards the attainment of its vision. The strategic development objectives seek to bridge the gap between the current reality and the vision through the identified systematic interventions taking into account the objectives outlined in the NDP, IUDF and DDM. Development Strategies provide answers to the question of how the District municipality will attain its objectives. Development strategies can be understood as the most appropriate ways and means to achieve the objectives.

Strategic Objective	Development Strategy	Key priorities	Partners	Key Sector Plans	Strategic Outcome
KPA 1: Service Delivery and Infrastructure Provision					
Provide access to basic services	Develop and maintain water and sanitation	Address bulk services backlogs	Development Finance Institutions	WSDP O&M Plan* Water	Improved quality of water and sanitation

Strategic Objective	Development Strategy	Key priorities	Partners	Key Sector Plans	Strategic Outcome
	infrastructure	Informed and systematic operations and maintenance	MISA Treasury COGTA DEDEAT	Services Master Plan Spatial Development Framework**	services Improved water services availability and sustainability
	Provide effective and efficient disaster risk management, fire and rescue services	Improved intervention readiness Effective IGR arrangements	COGTA PDMC Local Municipalities	Disaster Management Framework Disaster Management Plan*	Mitigated effects of fires and disasters
	Expand and fast-track provision of universal access to basic services	Address Backlogs Address service unplanned interruptions Compliance with by-laws	MISA Treasury COGTA SAPS	WSDP IWMP**	Improved access to water and sanitation Improved municipal health
KPA 2: Local Economic Development					
Facilitate and support job and poverty alleviation initiatives	Implement and expand implementation of EPWP and other job creation initiatives	Facilitate creation of job opportunities	All Government Departments and state entities	LED Plan**	Improved levels of economic activity in municipal economic spaces
	Support and facilitate rural development and poverty alleviation programmes	Creation of sustainable and vibrant communities	DALRRD SocDev Local municipalities JoGEDA	Tourism Plan Forestry Plan Joe Gqabi 2060 Growth and Development Strategy*	Improved ease of doing business within the municipal area
	Facilitate and actively participate in youth, women and people with disability, elderly and children development programmes	Mainstreaming of special groups	SocDev Office of the Premier DESRAC	Mainstreaming Strategy	Growing inclusive local economies
Facilitate and support regional economic development initiatives	Implementation of agricultural and tourism programmes	Support emerging farmers	JoGEDA DEDEAT DALRRD Local Municipalities	LED Plan**	Growing inclusive local economies
	Strengthening the development	Build a resilient economic	DEDEAT	LED Plan**	Improved levels of

Strategic Objective	Development Strategy	Key priorities	Partners	Key Sector Plans	Strategic Outcome
	agency	development special purpose vehicle	Office of the Premier Local Municipalities COGTA DTI		economic activity in municipal economic spaces
	Development of a long-term vision/plan	Strategic and systematic long term [infrastructure] investment decisions	ECSSEC Office of the Premier COGTA DBSA	Joe Gqabi 2060 Growth and Development Strategy* LED Plan IDP	Spatially coalesce and strategic development strategy
KPA 3: Financial Viability and Management					
Ensure sound and effective financial management and reporting	Comply with all statutory financial management and reporting requirements	Clean Audit outcomes	AGSA Treasury CoGTA	IT Framework Audit Charter	Improved municipal administration
	Implement revenue collection and enhancement strategy initiatives	Collect all revenue due Recover debt	Communities Business Institutions	Revenue enhancement strategy**	Financially viable institution
	Implement anti-fraud and anti-corruption measures	Identify and eliminate fraud and corruption	AGSA Treasury COGTA	Anti-fraud and anti-corruption Strategy*	Zero tolerance of fraud and corruption
	Develop and implement cost saving strategies	Efficient utilisation of budget	Treasury COGTA SALGA	Cost containment Regulations	Financially viable institution
KPA 4: Institutional Development and Transformation					
Improve human resource capacity and potential	Attract and retain skilled employees	Professionalism and competency	DPSA SALGA COGTA	Retention Strategy	Improved municipal capability
	Effectively empower communities and develop skills base within the District	Empowered communities	JoGEDA Department of Labour	Workplace skills Plan	Improved municipal capability
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Facilitate intergovernmental cooperation and coordination	Support and facilitate intergovernmental cooperation initiatives	Realise implementation impact	Office of the Premier COGTA Municipalities	DDM Concept and JGDM DDM One Plan	Integrated and coherent government
	Establish and maintain stakeholder	Bottom-up planning and implementation	COGTA	Public Participation strategy	Improved municipal responsiveness

Strategic Objective	Development Strategy	Key priorities	Partners	Key Sector Plans	Strategic Outcome
	engagement initiatives				ss
Establish and support municipal oversight systems, mechanisms and processes	Ensure and maintain corporate governance	Enhanced monitoring and evaluation capacity	SALGA COGTA		Improved council functionality Improved municipal administration
	Facilitate Implementation of programmes supporting special groups	Mainstreaming of special groups	SocDev Office of the Premier DESRAC	Mainstreaming Strategy	Socially coerce communities

*denotes plans/strategies that must be developed/**denotes old plans that exist albeit require to be reviewed

CHAPTER 2 SPATIAL DEVELOPMENT PATTERNS

2.1 Adoption of the Spatial Development Framework

The JGDM adopted a reviewed Spatial Development Framework (SDF) through Council Resolution in 2016. No new developments that necessitated a review. The focus of the latest review was updating the spatial information and maps contained in the document. Provisions of the Spatial Planning and Land Use Management Act of 2013 and compliance with SDF guidelines was also taken into account.

2.2 Natural Environment Analysis

a) Rainfall

The District is divided into four rainfall zones. Some of the higher mountain peaks receive between 800mm and 1200mm of rainfall a year. The eastern part of the District receives between 600mm and 800mm a year; the central part has between 400mm and 500mm; and the western part (Venterstad, Steynsburg and most of Burgersdorp) has less than 500mm a year. 500 mm of rain a year is regarded as the average amount required for sustainable (dry land) crop production. 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 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 Walter Sisulu Municipal area, where Oviston, Venterstad both lie within this low rainfall area. The low annual rainfall has impacted on 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, vegetation cover, increased veldt fires 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 +42⁰ C and -11⁰ 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 impact agricultural activities.

c) Rivers

The river systems within the District are commensurate with the rainfall and topography, with high concentration of perennial rivers in the eastern parts (Elundini Senqu Local Municipalities), and lower numbers in the more arid western parts (Walter Sisulu Local Municipality). The Kraai River forms the northwest border of the District and drains through from east to west through the Walter Sisulu Local Municipality. The Kraai River Catchment feeds the Orange River Catchment to the west. The Elundini Local Municipality falls into the Umzimvubu Water Catchment area which is a separate watershed from the rest of the District, and includes several smaller rivers, which flow into the KwaZulu Natal Province on the east. There is little to no information available regarding the current water quality of the rivers in the District. Many of the rivers have been impacted by high rates of soil erosion, due to poor agricultural practices, informal settlements and poor water management practices. Key sources pollutants include industrial effluent and waste water disposal, hydrocarbon contaminated storm water in urban areas, fertiliser and pesticides used in agriculture and high numbers of pit latrines.

c) Wetlands

Wetlands are defined by the Integrated Coastal Management Act (Act 24 of 2008) (ICMA) as “land, which is transitional between terrestrial and aquatic systems where the water table is usually at or near the surface, or the land is periodically covered with shallow water and supports vegetation typically adapted to life in saturated soils”. Wetlands are a critical part of our natural environment. They reduce the impacts offloads; absorb pollutants to improve water quality. Wetlands are found throughout the District, with the highest concentration in the eastern, high rainfall areas. These areas are threatened by agricultural and development activities, as they are heavily grazed by stock during the dry season and encroached upon by human settlement and forestry. Wetlands are also often ploughed for crops, as the higher water table and soil moisture content in the flatter areas are ideal for crops. Wetlands are becoming increasingly polluted by materials and chemicals washed in from upstream, including litter, sewage and contaminated storm water. The Joe Gqabi IDP notes an opportunity to apply Payment for Ecosystem Principles for water resource protection exists within the District to ensure the protection of wetlands and their associated critical ecosystems.

d) Terrestrial Vegetation

The eastern and northern areas of the District (Senqu and Elundini Local Municipalities) are characterised by high lying mountainous terrain associated with high species diversity and unique wetlands and small pockets of pristine grasslands. Most of this area is categorised as a level 1 or 2 CBA. These areas comprise predominantly 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 District are dominated by Karoo Escarpment Grassland, Aliwal North Dry Grassland, Besemkaree Koppies Shrubland and Eastern Upper Karoo vegetation. All vegetation within the District is classified as least threatened but is, for the most part, poorly conserved.

e) Waste Management

The district is responsible for monitoring waste management related issues. Waste disposal sites are operated by the three local municipalities:-

- Elundini LM has three landfill sites situated in Ugie, Maclear, and Mount

Fletcher.

- Walter Sisulu has 6 landfill sites wherein Steynsburg and Jamestown disposal sites are licensed for operation, Burgersdorp and Venterstad landfill site are licensed for closure. There is an operating Burgersdorp landfill site not licensed Aliwal North landfill site was licensed to operate for a year in 2009. Currently it operates illegally.
- Senqu LM has three landfill sites wherein Lady Grey and Barkly East sites are licensed to operate whereas Sterkspruit is licensed to close. Rossouw and Rhodes landfill sites are operating without license.
- The majority of landfills sites are non-compliant with the National Environmental Management Waste Act. These require licensing and a revision of operational procedures to align with legislated requirements.

There are currently challenges with waste management and with service backlogs within District due to a large rural population, poor access roads and a lack of waste management and disposal facilities. The Material Recovery Facility built by National Department of Environmental Affairs (DEA) at Elundini in 2011/12 is not yet functional partly due to a poor drainage system and waste disposal sites are managed through a Public-private partnership. There is a dry composting facility that was funded by DEA in Walter Sisulu local Municipality.

f) Air Quality Management

Agricultural and rural households are responsible for emissions related to biomass burning while urban areas have higher industrial and transport related emissions, resulting in SO, NO, CO and PM. The District has an Air Quality Management Plan (AQMP) that was adopted on 12 April 2016 and an Air Quality Officer (AQO) has been designated. The Plan is currently scheduled for a review. 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 and the District is looking at various capacity building initiatives in order to take over the function.

There is one Air Emission License (AEL) in Elundini local municipality and there are no Air Quality Monitoring Stations within the District Municipality. The greatest concern of atmospheric emissions and pollution within the District is processing factories and vehicular emissions, specifically from the transport sector. Industrial activity within the District is not of concern when accounting for air pollution as it is a small economic sector; however industries such as Bokomo and PG Bison are found within the District. Encouragingly, the PG Bison facility has a high quality air pollution control mechanism. Agricultural activities that pose a threat to the air quality within the District are veld and forest fires. Domestic burning of wood, coal and paraffin, waste burning and tyre burning contribute to air pollution but not to the same extent as surrounding Districts.



LEGEND
 Air Quality Monitoring Stations
 Atmospheric Emission Licence Facilities

Source: Department of Environmental Affairs. 2017

Figure 18: Air Quality Monitoring Stations
AND EMISSIONS LICENCE FACILITIES

g) Climate Change

The Joe Gqabi District Municipality recognises climate change as a threat to the environment, its residents, and to future development. Therefore the district has prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan. The Climate Change Vulnerability Assessment and Response Plan were developed in March 2019 through the Local Government Climate Change Support (LGCCS) program (<http://www.letsrespondtoolkit.org/>). The LGCCS is led by the Department of Environmental Affairs and is part of the International Climate Initiative.

Through this program key climate change vulnerability indicators for the Joe Gqabi District Municipality were identified. These indicators demonstrate areas that maybe at high risk of climate change impacts.

A summary of the key vulnerability indicators is provided in the table below.

Sector	Name Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
Agriculture	Change in grain (maize, wheat & barley) production	Yes	High	Low
Agriculture	Increased risks to livestock	Yes	High	Low
Agriculture	Reduced food security	Yes	High	Low
Agriculture	Change in Fodder production	Yes	High	Low
Biodiversity and Environment	Loss of High Priority Biomes	Yes	High	Low
Biodiversity and Environment	Increased impacts on environment due to land-use change	Yes	High	Low

Biodiversity and Environment	Loss of Priority Wetlands and River ecosystems	Yes	High	Low
Human Health	Increased Occupational health problems	Yes	High	Low
Human Settlements, Infrastructure and Disaster Management	Loss of industrial and labour productivity	Yes	High	Low
Human Settlements, Infrastructure and Disaster Management	Increased impacts on strategic infrastructure	Yes	High	Low
Human Settlements, Infrastructure and Disaster Management	Increased impacts on traditional and informal dwellings	Yes	High	Low
Human Settlements, Infrastructure and Disaster Management	Increased isolation of rural communities	Yes	High	Low
Human Settlements, Infrastructure and Disaster Management	Increased risk of wildfires	Yes	High	Low
Human Settlements, Infrastructure and Disaster Management	Decreased income from tourism	Yes	High	Low
Water	Increased impacts of flooding from litter blocking storm water and sewer systems	Yes	High	Low

Based on the key indicators identified in the table above, the following sub-projects and actions are prioritised as a response to each of the indicators.

h) Agriculture

The Joe Gqabi District Municipality's agricultural sector will be adversely affected by climate change. Increased temperatures, drought, and the increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in a loss of livestock. The following key agricultural objectives and projects were identified.

Objective	Project	Priority
Manage food insecurity	Eastern Cape Department of Rural Development and Agrarian Reform, Social Development, Department of Rural Development and Land Reform and COGTA to subsidise vulnerable subsistence farmers (about R5000/farmer) in order to assist with production inputs, mechanisation and infrastructure for a period of 3 years. This project should take place throughout the District and result in farmers producing approximately R3,500 of produce per month.	Priority
Manage the change in fodder production	The Eastern Cape Department of Rural Development and Agrarian Reform, Joe Gqabi District Municipality, Department of Environmental Affairs and the Department of Agriculture, Fisheries and Forestry to implement programmes such as land care and the eradication of alien species in order to promote good land use management. This project should take place over a period of 3-5 years to allow for the rehabilitation of grazing areas.	Priority

i) Biodiversity and Environment

Climate change predictions include the shifting of biomes across South Africa. Climate change predictions include the shifting of biome across South Africa. In the Joe Gqabi

District Municipality, it is projected that, with the changes in climate under a high-risk scenario, the Savanna biome will replace large areas of the Grassland biome. Terrestrial, wetland, and river ecosystems and their associated species will be negatively impacted. Furthermore, development and changes in land use will impact negatively on the environment in the District.

The following key biodiversity objectives and projects were identified:

Objective	Project	Priority
Manage Loss of High Priority Biomes	Include a biodiversity chapter in the District's Integrated Development Plan.	Priority
Manage Increased impacts on environment due to land-use change	Department of Rural Development and Agrarian Reform, Department of Agriculture Fisheries and Forestry, Mondi and community members are currently eradicating alien plants (wattle) in Chevy-Chase, Elundini Local Municipality. Project to be completed by 2019.	Priority
Manage Loss of Priority Wetlands and River ecosystems	Working for Wetlands in collaboration with the Department of Environmental Affairs and Joe Gqabi District Municipality is currently rehabilitating wetlands in Gatberg, Elundini Local Municipality. Project to be completed by 2019.	Priority

j) Human Health

Climate change impacts affect the social and environmental determinants of health and will therefore affect human health in several ways in the Joe Gqabi District Municipality. Projected temperature increases due to climate change will negatively affect the young and elderly population of the district. People working in the informal sector usually work outdoors and are therefore exposed to all weather elements and are particularly vulnerable to temperature increases.

The following key human health objectives and projects were identified:

Objective	Project	Priority
Manage the increasing occupational health problems.	The HR Department in all Local Municipalities to embark on a consultative process for developing an inclement weather policy.	Priority
	Provide ongoing trainings in order to instruct, inform and supervise increasing occupational health problems.	Priority

k) Disaster Management, Infrastructure and Human Settlements

Climate change impacts will affect Disaster Management, Infrastructure and Human Settlements in several ways in Joe Gqabi District Municipality. Increases in the severity of storm events and increase in flooding will damage infrastructure which may result in a loss of industrial productivity and service delivery disruptions. The impacts of storm events will particularly affect communities located in informal settlements, on flood plains and where there is poor drainage infrastructure. In addition, communities in rural areas that depend on subsistence farming may be unable to grow crops that they have grown in the past due to the changing climate. It is predicted that there will therefore be an increase in rates of rural-urban migration. Rural communities may also become more physically isolated due to extreme events impacting on key infrastructure.

The following key human settlement objectives and projects were identified:

Objective	Project	Priority
Manage potential increased impacts on strategic infrastructure.	Local Municipalities and the Department of Public Works to develop resistant infrastructure for roads and bridges within five years.	Priority

Manage increased impacts on traditional and informal dwellings	The Department of Human Settlements and Local Municipalities to replace mud house structures in all three Local Municipalities	Priority
Manage potential increase migration to urban and peri-urban areas.	All government departments and sectors to provide basic infrastructure, service delivery and create employment opportunities in rural areas on an ongoing basis.	Priority
Manage potential increased risk of wildfires	Install lightning protectors and interceptors for households in all three Local Municipalities	Priority

I) WATER

Water resources are the primary medium through which climate change impacts will be felt by South Africans. Climate change will affect Joe Gqabi District Municipality's water accessibility, quantity, and quality. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity.

The following key water objectives and projects were identified:

Objective	Project	Priority
Manage the increased impacts of floods due to litter blocking the sewer system.	The Walter Sisulu Local Municipality and Joe Gqabi District Municipality have funded a sewer system project in Aliwal North.	Priority
Manage the increased impacts of floods due to litter blocking the sewer system.	Local Municipalities to ensure continuous maintenance of sewer and bulk water supply systems.	Priority

m) Alternative Energy Sources

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

n) 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. Certain areas 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.

o) 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 to support the development of irrigation schemes in the areas of Senqu, Elundini and Walter Sisulu local municipalities.

It is important to note that although Elundini has the highest percentage of arable land, its agricultural sector has the lowest (4%) of GGP contribution. This is due to the subsistence nature of agriculture in the area and highlights the physical potential for commercial agriculture growth.

There is limited land available that can sustain intensive agricultural practices. Land identified as prime and unique agricultural land should be preserved for agricultural use in order to enhance food security and therefore economic welfare. It is therefore important that residential and industrial development does not expand these areas

p) 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.

q) Geology and 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.

r) 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 veld types found in the District covering three biomes and eight vegetation types. 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.

s) 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 Zaaron 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.

Unsuitable agricultural practices such as increasing irrigation in areas of poor soils and cash crop cultivation in marginal areas, is another threat to biodiversity in JGDM. The continuation of degradation of the District’s land cover increases erosion throughout the District. This is especially evident in Senqu and Elundini, but also prevalent in Walter Sisulu Municipality where there is an increase of the Karoo scrubland.

Unsustainable agricultural practices such as increasing irrigation in area of erosive/loose soils also contribute to erosion and undermine cash crop cultivation in marginal areas. Very little is being invested into land-care in proportion to the amount of degraded land. Ongoing urbanization and the growth of informal settlements around urban centers is increasing pressure on the environment and stretching infrastructure

beyond capacity limits. The municipal area has no dedicated persons looking at environmental issues. Fire, especially in the grassland areas to the east of the District is another factor affecting the environment. In addition, plantations continue to threaten wetlands and indigenous forest patches.

Another threat to biodiversity in the district is the invasion of alien species particularly along water courses and sand mining. Such threats impact on the district water quality and quantity, as well as agriculture.

2.3 Development Corridors and Linkages

TYPE	LOCATION
Primary Corridor	N6 route
Secondary Corridor	R58, through Venterstad, Burgersdorp to Aliwal North, past Lady Grey and through Barkley East R56, through Steynsburg, linking through Maletswai Local Municipality and linking to Elundini Local Municipality (Elliot - Ugie – Maclear – Mount Fletcher)
Tertiary Corridor	R390, linking Steynsburg with Venterstad R391, which leads to Burgersdorp R392, through Dordrecht, Herschel, Sterkspruit and beyond R344, off the N2 and linking into the R56 R396, through Indwe, Barkley East, Rhodes, Maclear and beyond

The map below indicates the Primary Corridor, Secondary Corridors and Tertiary Corridors within the Joe Gqabi District.



Corridors n Linkages

Legend

-  District Centre
 Sub-District Centre
 Local Centre
 Sub-Local Centre
 N2
 Primary Corridor
 Secondary Corridor
 Tertiary Corridor
 Major roads
 Settlements
 Wards

Date: March 2015

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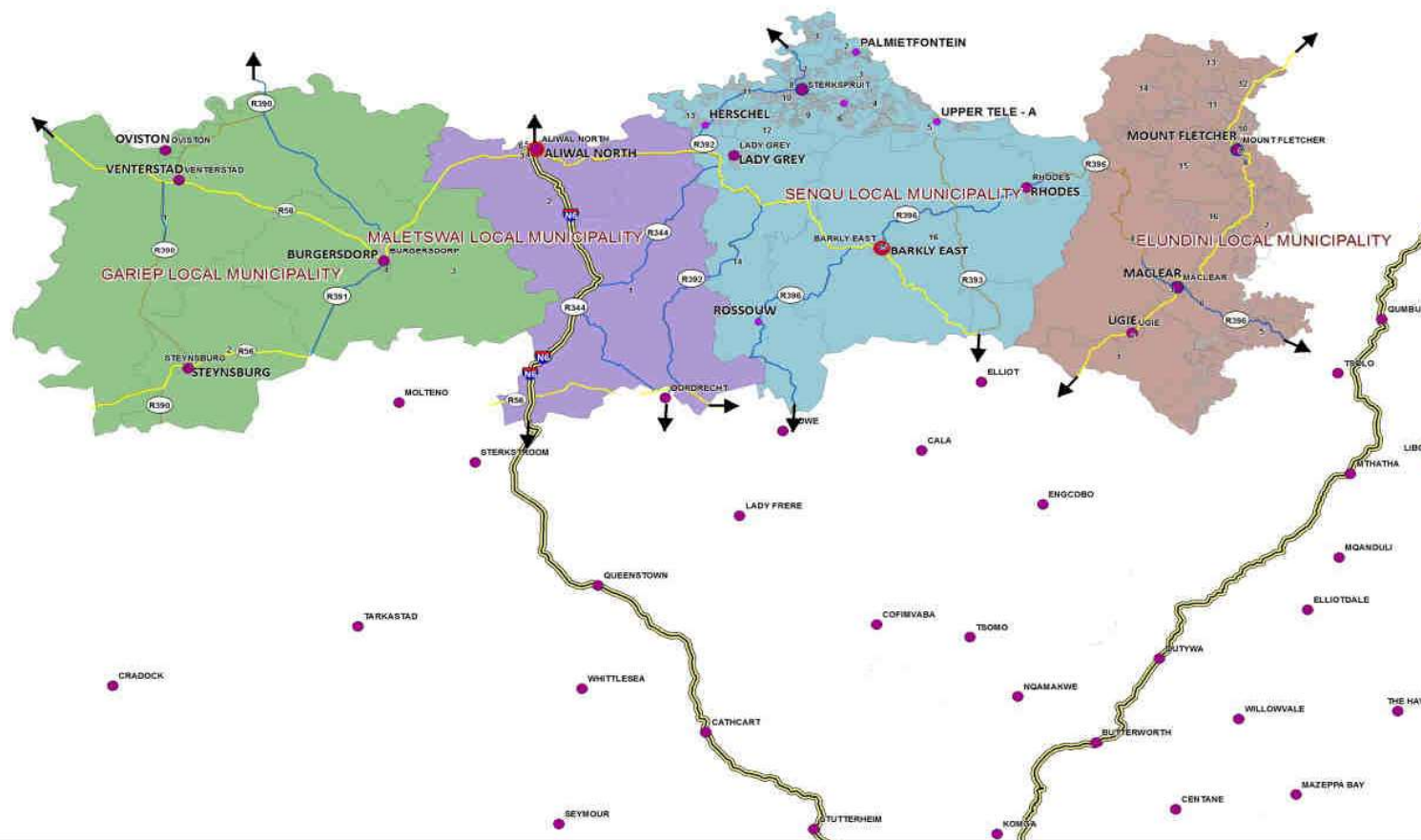
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Limits of Liability and Warranty Disclaimer

This data is for information purposes only
no liability shall devolve upon the local authority
or it's officials though the use thereof.



2.4 Environmental Opportunities

Some district areas are endowed with scenic beauty that has significant potential for agriculture and tourism sectors. In addition, a number of endemic species contributes to the potential of the District. In addition, climatic, soil and topographic aspects show that Elundini has an environment more suited to a variety of agricultural activities.

Environmental opportunities could present themselves in the form of aquaculture where farming aquatic species should be investigated. In addition, the production of clean-energy (solar and wind) and the feasibility thereof needs to be determined as it would result in the production of sustainable energy for the District. Opportunities also exist for clean development mechanism projects, directly related to sewage treatment and waste resource management.

To deal with environmental management matters, the District adopted an Environmental Management Plan in 2011, implementation of the working for water and wetlands programmes and an integrated waste management plan that needs review.

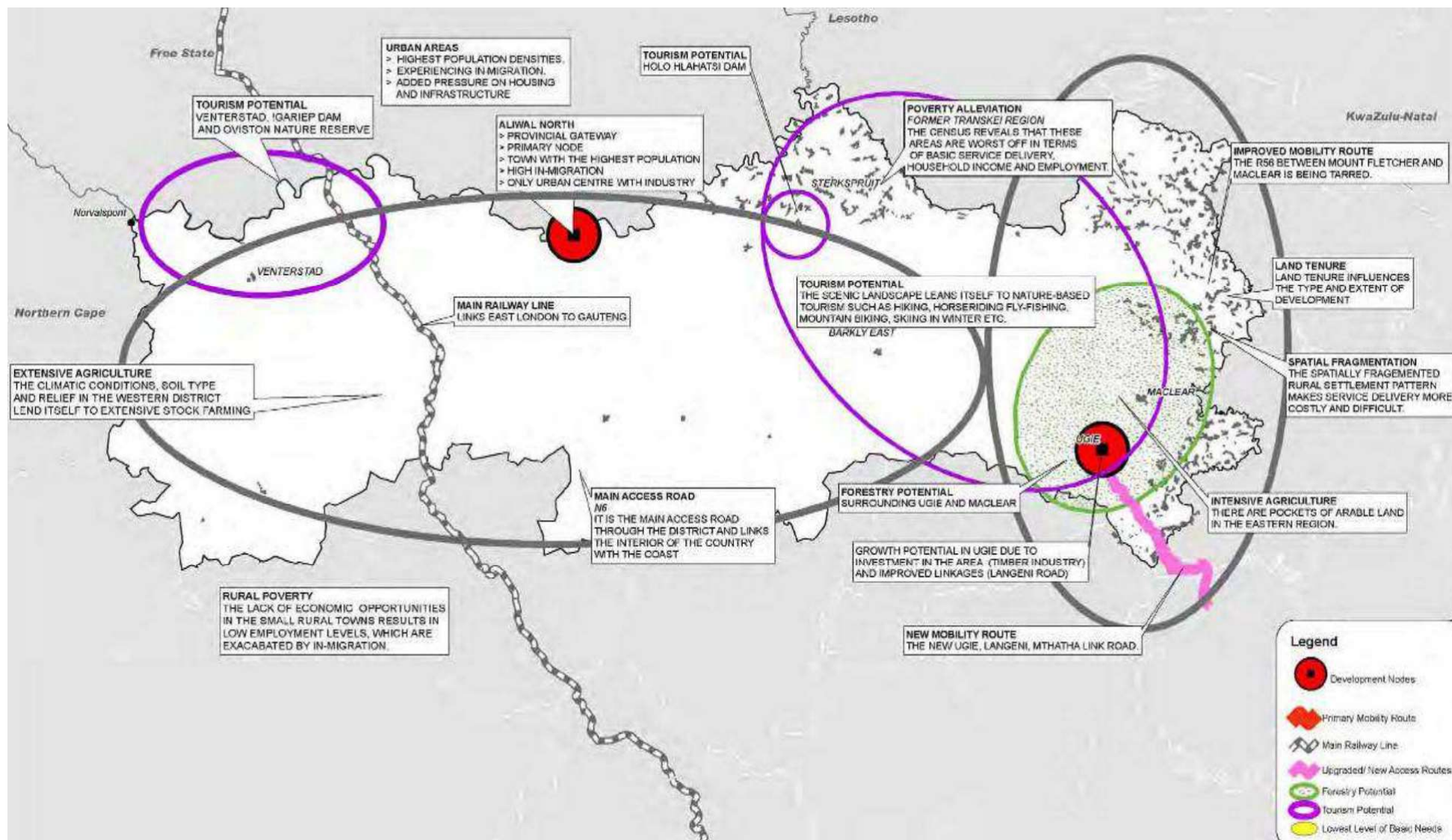


Figure 19: Spatial Priorities



Figure 20: Senqu Sustainable Development Plan

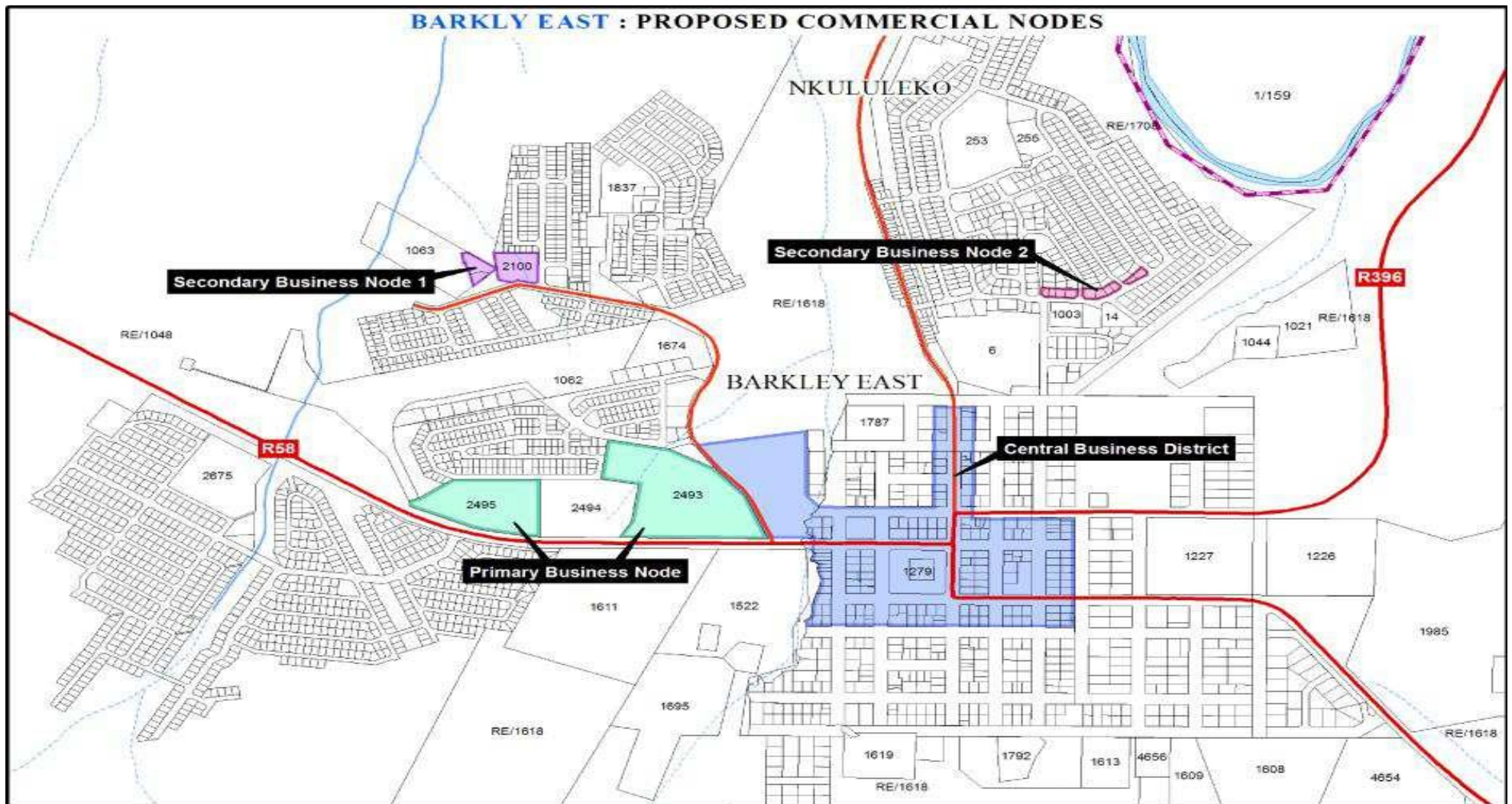


Figure 21: Barkly East town revitalisation: proposed commercial nodes

2.5 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 6: 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 optimize 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

2.6 Small Towns revitalization and environmental principles

a) 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.

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

development. In terms of the Joe Gqabi LED Strategy CBD Revitalization has been prioritised in District and Sub-District Centers. “CBD Revitalization Programmes” need to take place in the towns of Aliwal North, Barkley East, Maclear, Sterkspruit and Mount Fletcher. The Senqu local municipalities has commenced with revitalisation initiatives for Sterkspruit and Barkly East towns.

2.7 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. One of the primary benefits of the EMP is that it provides various tools that will enhance environmental conversation. The Environmental profile which details the status on environment within the District was developed by DEA. 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 centers, 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 the sea reas.

- 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 areas

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. 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. In all three major towns of the Senqu local municipality, 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.

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. The DEA has employed youth community programme coordinators to assist local municipalities to deal with identification and rectification of waste challenges prone areas such as illegal dumping. The programme aims at promoting clean and safe environment.

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 the table below.

Table 7: Status of waste sites and illegal dumping areas within the District

Local Municipality	Total Number of illegal dumping areas	Number of illegal areas monitored during the month	Number of illegal dumping areas added during the month	Number of illegal dumping areas complying
ELUNDINI	59	59	0	06
WALTER SISULU	200	200	0	39
SENQU	94	94	0	33
TOTAL-JGDM	353	353	0	78

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 District Municipal Health services by-laws were developed and gazetted in March 2019 for implementation. Fines and penalties will be imposed on offenders. 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. In order to integrate issues of air quality, environmental management, climate change and waste forum, the District has merged all these into a District Environmental forum. The Forum 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.

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 assesses capital projects for EIA requirements covering the MTEF period. No new projects will require an EIA as all are projects are multiyear projects.

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. The World Environmental Health day which seeks to provide public awareness on environmental health is also hosted annually.

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. Trade effluent is applicable to abattoirs, sewer systems, filling stations, and industry within the District

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 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. The District has appointed an acting Manager Natural Resource Management based in the Maclear satellite office.

2.8 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. In partnership with DEA the District developed a Climate Change mitigation and adaptation response plan in 2018. Within the context of the District, the following are the common anthropogenic sources of greenhouse gases (GHG):

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

The burning of veldt and fuel wood from sustainable sources is not considered as a source of GHG, as CO² 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.

2.9 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 8: 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
Walter Sisulu	Yes	District	N/A	No	No	Yes	Sharing of forms/templates
Senqu	Yes	District	N/A	Yes	Yes	Yes	Provision of training to MPT and AO members
Elundini	Yes	District	N/A	Yes	Yes	Yes	Initiation of the whole process for Walter Sisulu municipality Senqu municipality has appointed the authorised official while Elundini municipality is finalizing the process.

CHAPTER THREE: SERVICE DELIVERY

3.1 JGDM as Water Services Authority

The Joe Gqabi District Municipality is a Water Services Authority thus it is responsible for the provision of water supply and sanitation to the community within its area of jurisdiction as per the stipulations of the Water Services Act (Act 108 of 1997) and abstracts water from a number of surface and groundwater sources as provided for in the National Water Act (36 of 1998). In line with DDM One Plan, this section deals with matters of infrastructure engineering.

The Water Services Provision and Project Management development functions of the municipality currently resides within the Technical Services Department and the relationship with the Water Services Authority (housed in the Department: Community Services) is managed through a Service Level Agreement. Water Services Planning is therefore undertaken within the DM with the assistance of the PMU unit and specialist service providers.

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 reviewed WSDP in July 2019. The subsequent annual review is being undertaken and will be adopted by Council in May 2022. Master plans for both water and sanitation for the entire District and for each town covering 10 to 20 year horizon were developed through DBSA funding. These plans cover sectoral demands based on projection of the development of each town taking into account Spatial Development Frameworks and IDPs of municipalities, including development priorities of sector departments.

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. The reengineering exercise is reviewing the capacity of the PMU unit. The positions of PMU accountant, EPWP coordinator, and ISD coordinator have been proposed as part of the reengineering process. .

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. The JGDM indigent policy and registers are in place and implemented

to provide FBS. The JGDM has also developed 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.

Currently there is PMU Manager, two project Managers, an intern and administrator. 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.

Joe Gqabi District Municipal water supply is characterized by house and yard connections in all the urban centres with communal stand pipes in the informal settlements and rural areas.

There is a need for an improved level of service within the informal settlements. However, the cost of providing this improved level of service results in very high costs, causing major financial implications. The water supply to informal settlements is in the form of standpipes while for sanitation there is a range of sanitation technology solutions that can be implemented, based on the specific conditions of the settlement.

Considerable investment by the municipality has enabled the improvement of the access to sanitation to approximately 96% of its population through the construction of VIP toilets. Conversely, access to water continues to be a challenging target due to the funds being invested in extending existing water supply systems of the rapidly growing villages and procurement delays.

The rural areas of Elundini municipal area has the most water supply backlogs followed by the Sterkspruit villages in Senqu Local Municipality. Furthermore, the two areas of Mt Fletcher and Sterkspruit are the two areas with a rapidly growing peri-urban settlements which will further increase both water and sanitation backlogs.

Table 9: JGDM backlogs as of July 2021

Performance Indicator	2020/21		New as at the beginning of Municipal Financial Year	Baseline as at the beginning of 2021/22
		Increased		

	Planned	Actual	Backlog	Access (Increment for this FY)	Cumulative Total Served	Percentage Served (Based on the Cumulative Total)
Number of households provided with basic level of potable water (Output)	500	0	24 680	0%	70 427	74,1%
Number of households provided with basic level of sanitation (Output)	1 675	1 675	2 104	1,8%	93 003	97,8%

The following assumptions have been applied regarding the water supply backlogs:

- ◆ Households directly sourcing water from unprotected springs, rainwater harvesting tanks, streams, rivers, dams or water vendors are deemed to form of the backlogs; and
- ◆ Households with a yard connection in urban areas, and rural settlements with water supply stand pipes within 200m in rural areas are deemed to be having access to water supply.
- ◆ In terms of access to sanitation services, the following assumptions have been applied:
- ◆ Households with flush toilets, septic tanks or VIP latrines are deemed to be having access; and
- ◆ Households using unventilated pit latrines, buckets or no infrastructure are deemed to be unserved.

The mushrooming of informal settlements around the urban centres continues to contribute to the growing number of both water supply and sanitation backlogs. The provision of temporary water services has long term financial and sustainability implications for both the municipality and the applicable communities.

Strategies to eradicate backlogs

- ◆ Elundini Rural Water Supply project entails the development of groundwater standalone schemes in all the villages with no access to water supply.
- ◆ Senqu Rural Water Supply projects involve the extension of the water supply network of both the Sterkspruit Regional and the Jozana Water Supply Schemes together with the development of springs and/or boreholes in Sterkspruit and Herschel.
- ◆ Rossouw requires the development of new groundwater systems and extension of the current water supply network.

- ◆ The provision of stand pipes to the informal settlements of Aliwal North and Burgersdorp towns in the Walter Sisulu Local Municipality.
- ◆ Elundini and Senqu Rural Sanitation Projects will continue with construction of VIP toilets for the eradication of backlogs in rural areas.
- ◆ The Ugie Bulk Sanitation project will address the urban backlogs and the removal of the communal septic tanks and the urban VIP toilets.
- ◆ The Maclear bulk sanitation project will also contribute to the removal of the septic tanks and VIP toilets in the urban settlements of Maclear.
- ◆ Collaborate with Senqu LM in the eradication of the bucket toilets in the informal settlements of Barkly East and Lady Grey

Table 10: 5 year backlog eradication strategic priorities

	Project/initiative name	Purpose	Locality	Allocated budget (R)	Comment
1	Senqu Rural Water	Wall-to-wall eradication of water challenges	Senqu, all wards, all villages	R500m	Project divided into 8 work packages, of which 6 have been registered with MIG and secured funding. Consultants and contractors on site
2	Elundini Rural Water	Wall-to-wall eradication of water challenges	Elundini, all wards, all villages	R230m	This is the COGTA-ORIO co-funded project. Consultants and sub-consultants in the process of completing the final designs.
3	Alternative energy solutions (vs. diesel, ESKOM grid) for infrastructure development	Reduce energy costs and secure infrastructure	District Wide	TBA	This strategy to be achieved through the design changes on current and future projects looking at wind and solar energy.
4	Elundini Rural sanitation programme	Complete outstanding villages and incomplete projects	Wards and villages not yet served	R100m	Complete the outstanding villages without toilets, problematic toilets and unfinished projects.
5	Senqu Rural sanitation programme	Complete outstanding villages and incomplete projects	Wards and villages not yet served	R100m	Complete the outstanding villages without toilets, problematic toilets and unfinished projects.
6	Provision of bulk services to unblock housing and economic development, support growth of the towns	To resolve bulk services challenges and unlock development	Towns of WSLM, Senqu and Elundini. Lady Grey, Sterkspruit	R450m	MasterPlan has been developed. There are MIG projects specifically focusing on bulk infrastructure in towns (Maclear – R280m; Burgersdorp; Aliwal – R170m). Also RBIG funded interventions in Sterkspruit (Regional WWTW – R230m) and Lady Grey (New Zachtevelei dam – R400m).

	Project/initiative name	Purpose	Locality	Allocated budget (R)	Comment
7	Implement 3-year SLA with ECDOT	Comply with SLA conditions	WSLM	R78m for 3 years(R24m, R26m and R28m)	Aim to perform and secure further extensions of the SLA.
8	Replace rental fleet with own fleet – disaster fleet (fire engines?)	To minimize cost and risk in using rented vehicles	District wide	TBA	Focusing on buying purpose-made disaster and fire vehicles
9	Improve security at infrastructure assets	To secure and reduce vandalism of infrastructure assets	District Wide	TBA	Investigate and implement various innovative technologies such as cameras, motion sensors, etc.
10	Improve transfer process of assets for O&M, enhance asset management of infrastructure	To reduce reliance of consultants for this function	District Wide	R5m	This work is required for the compilation of the AFS and is subjected to the AG's audit every year.
				R1 463m	

Tab

Water Resources

Most of the towns in JGDM have adequate surface water resources to cater for their respective demands with a number of them supplemented by ground water resources during periods of increased consumption and/or drought. A few small towns together with rural standalone schemes are only supplied from ground water resources which need to be properly managed to ensure sustainable water supply.

Table 11. JGDM water supply systems

Area Name	Source(s)	Name of WTW	Design Capacity (ML/d)	Additional information
Aliwal North	Orange River, Island Spa Dam and boreholes	Aliwal North	14.7	Old infrastructure, comprehensive pipe replacement project needs funding. Need for an alternative source.
Barkly East	Langkloof River, Commonage Dam	Barkly East	4.5	
Burgersdorp	Stormbergspuit River, JL De Bruin Dam, Chiappinisklip Dams (1 & 2)	Burgersdorp	2.0	Currently on water restrictions with water supplied at 5:00 – 12:00 daily
Lady Grey	Lady Grey Dam, Witfontein Dam and 14 boreholes	Lady Grey	4,80	
Jamestown	Skulkspruit River and Jamestown Off-Channel Dam	Jamestown	1,44	Old water network. WTW needs an upgrade to increase capacity.
Maclear	Aucamp Dam, Maclear Dam and Mooi River	Aucamp	0.72	
		Mooi River	0.7	
Mt Fletcher	Mt Fletcher Weir (not dam)	Mt Fletcher	6.7	
Rhodes	Rhodes Dam	Rhodes	0.5	WTW to be refurbished under WSIG
Rossouw	Borehole	N/A		
Oviston	Gariiep Dam	Oviston	2,60	Currently being refurbished under MIG
Sterkspruit	Sterkspruit Dam (Jozanashoek Dam)	Sterkspruit	12.0	
		Jozana	1.08	
Steynsburg	Teeubus Fish River Channel	Steynsburg	2.0	Old water supply network
Ugie	Wildebeest River	Ugie	6.0	WTW to be refurbished under WSIG

Strategies

- ◆ Finalization of the repairs to the wall of the Chiappinisklip Dam 1 and connect Chiappinisklip Dam 2 to the Burgersdorp water supply system.
- ◆ Develop a secure and long-term raw water source for Burgersdorp and Rossouw.
- ◆ Conduct dam safety inspections to inform the development of operating rules.

- ◆ Establish a groundwater monitoring programme for all the springs and boreholes (urban and rural) including verification of yields and water quality of all boreholes.
- ◆ Develop and implement Water Safety Plans for each town.
- ◆ Review all the municipal water use license authorizations.

State Of Water Services Infrastructure

Operation and maintenance of the existing water supply and sanitation services scheme in both rural and urban settings is posing a major challenge to the municipality and as a result some schemes are dysfunctional at present. Infrastructure needs to be augmented or replaced in order to maintain and improve the current level of service.

The JGDM has 14 Wastewater Treatment Works (WWTW). Two of these (Burgersdorp and Aliwal North) are in the process of renewal of licensing and the application process has been commenced. This process is driven internally without service providers. The Mooi river licensing is in the process of renewal and all other 16 WTW are licenses.

There is a need for the rehabilitation of the dilapidated infrastructure in order to enhance service delivery, revenue collection and also facilitate local economic and housing development initiatives of the three local municipalities. Rehabilitation projects are to be initiated and ongoing refurbishment and maintenance programme which will ensure sustainability of these schemes.

Substantial amount of money has been invested on the refurbishment of municipal wastewater infrastructure and also the construction of new facilities. However, a total of six (6) of the 10 municipal wastewater treatment works are in a dysfunctional resulting in environmental degradation and exposing communities to health hazards.

The land invasion and rapidly growing informal and peri-urban settlements on the outskirts of the Aliwal North, Mt Fletcher and Sterkspruit have a potential to put strain on the water and sewer infrastructure in those towns due to increase water demand and increased sewer loads.

The development of the comprehensive district-wide Water and Sanitation Master Plan, and the annual water loss reports clearly outlines and quantifies the extent and required investment that will enable the effective maintenance of current municipal infrastructure and the development of new infrastructure in order to achieve wholesome water supply and sanitation service coverage and effective water services provision.

Priority Strategies

- ◆ Improve the functionality of the wastewater treatment works to reduce environmental and public health impact
- ◆ Enhancement enforcement of by-laws in terms of dealing with illegal connections together with the theft and vandalism of municipal infrastructure.

- ◆ Ensure that an operations and maintenance programme is implemented for rural water supply schemes.
- ◆ Improved protection, safeguarding and housekeeping of municipal strategic water services municipal infrastructure
- ◆ Improved customer interaction and communication to improve fault reporting and outreach initiatives.
- ◆ Implementation of the Prepaid Meter Programme into the applicable rural areas.
- ◆ Implementation of the municipality's Water and Sanitation Master Plan.
- ◆ Properly investigate the choice of technologies for future wastewater treatment works.
- ◆ Effective collaboration with the relevant department and local municipalities in the planning and development of housing projects.

The revenue collection rate of below 30% together with the dependence on Equitable Share and grants places the municipality at risk with regards to generating adequate funding to provide for higher levels of water services to its community. The prepaid meter programme has potential to improve the revenue collection performance of the municipality and also inadvertently reduce household consumption.

Priority Strategies

- ◆ Develop and implement revenue enhancement strategies
- ◆ Enhanced implementation of the Prepaid Meter Programme (urban and rural)
- ◆ Annual reconciliation of the government institutions water consumption and payment thereof.
- ◆ Consumer awareness to improve payment for water services.
- ◆ Ensure that the bulk water charges debt is properly serviced and cleared.
- ◆ Ensure that the Indigent Register is updated and utilized.
- ◆ Increased investments in maintenance in order to enhance operational efficiencies and infrastructure longevity

Customer Care

The municipal Customer Care Centre is functional and centrally based in Barkly East but the customer interaction and responsiveness can be improved. The municipality does not have an effective community awareness and education programme that will ensure that the public has a better understanding of JGDM processes, plans and activities. The municipality has a functional and effective team in Finance Department that attends to metering and billing issues including attending to customer complaints

Strategies

- ◆ Link customer care and communication strategy with community education and awareness programme of the municipality.
- ◆ Establish partnerships with relevant government departments, local municipalities and traditional leaders in community education and awareness campaigns.

- ◆ Conduct annual customer satisfaction surveys in collaboration with LMs

Associated Services

Joe Gqabi District Municipality provides water services to the schools, police stations, magistrate courts, prisons, clinics and hospitals accordingly to the allocation of each facility i.e. to all the facilities allocated within the Urban Edge are provided with high level of service while the ones in the rural areas are provided as per RDP standards. In line with the demographics and economic activities of the district, the public amenities are largely found in the urban areas. There are a number of public institutions such as clinics, schools, and police stations in the traditional and rural areas.

The long-term strategic objectives linked with the associated services and public amenities include:

- ◆ Development of a detailed information regarding these water users through collaboration with the relevant departments especially the Department of Education;
- ◆ Ensure that they are effectively metered, billed and revenue is collected from the responsible government departments;
- ◆ MHS to monitor all public premises to ensure compliance to health requirements and water quality standards;
- ◆ Improve the response to complaints for the servicing of septic tank; and
- ◆ Collaborate with Department of Public Works on the operations and maintenance of their wastewater treatment facility in Mt Fletcher.

The municipality has developed the Water and Sanitation Services By-laws (2015) in order to regulate the water supply and sanitation services within the district's municipal area in alignment with the Water Services Act (108 of 1997) and the applicable regulations. The main implementation of the by-law has been towards the following:

- ◆ Assessment of building plans, rezoning applications and housing development projects;
- ◆ Permits for the disposal of sewage from mobile toilets to municipal sewage works;
- ◆ Issuing of compliance notices for illegal connections and encroachment on municipal servitudes;

Strategies

- ◆ Review of the Water and Sanitation Services by-laws (2015) to ensure relevance.
- ◆ Appointment and training of personnel to improve enforcement of by-laws.
- ◆ Respond to all non-compliances to water, sanitation and environmental management legislation and policies.

Strategic Risks, Challenges And Recommendations

There are a number of strategic current and potential potential risks that can impede the district from achieving its water supply and sanitation services provision objectives and targets:

Table 12. Strategic risks and challenges

RISK/ CHALLENGE	IMPACT/ CONSEQUENCES	CURRENT MEASURES	REQUIRED INTERVENTION
Inadequate budget for operations and maintenance, and also capital projects	- Non-operational and poorly maintained municipal infrastructure - Poor water supply and sanitation services delivery - Pollution of the environment from sewer spillages - Loss of water and revenue - Delayed eradication of backlogs	Utilization of MIG and WSIG funding for developing new and maintain existing infrastructure	Lobbying for additional funding through the Master Plan
Functionality of rural water supply schemes	- Poor water supply and sanitation services provision - Protests and vandalism of infrastructure	Local based Operators Centralized diesel management	Convert diesel pumps to electricity Establish regional water schemes
Insufficient qualified process controllers (PCs)	- Poor operations and maintenance of municipal infrastructure - Poor water supply and sanitation services provision	Internal and external training of process controllers	Improved recruitment and training of process controllers
Inadequate by-law implementation	- Public and environmental health impact - Disruption of water supply and sanitation services	Collaboration with LM Awareness campaigns for traditional leaders	Appointment of Compliance Officers Peace Officer Training Review & update of by-law
Illegal connections, theft and vandalism of municipal infrastructure	- Water supply disruption - Loss of revenue	Collaboration with SAPS Prepaid meter programme	Prosecution of criminal cases Policy for rural water connections
Land invasion and informal settlements	- Increased water demand and - Illegal connections - Costly, unplanned and unsustainable temporary water supply and sewer services	Collaboration with LM Awareness campaigns for traditional leaders	Integrated planning between district, local municipalities and traditional leaders
Emptying and disposal of VIP toilets in Maclear, Rhodes and Rossouw	Public health nuisance	Use of honey suckers	Establishment of VIP waste sites Community awareness

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. 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 components include:

- ◆ A dam at the Ntabelanga site with a storage capacity of 490 millionm³;
- ◆ A dam at the Lalini site with a storage capacity of 232 millionm³;
- ◆ 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. An illustration of the dam is depicted in the figure below.

Figure 22: Primary bulk water pipeline, pumping stations and command resevoirs



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

The Upper Orange – Proposed Verbeedingskraal Dam

The Orange River System is a significant water resource in South Africa. The drainage of JGDM in the western portion (the bulk of the drainage) forms part of MWA 13 (Upper Orange). The DWShasrecentlycompletedareconciliationstrategyfortheUpperand

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 Verbeedingskraal Dam. The implementation date of either of these options will be dependent on the implementation date of the Ecological Preferred EWR, by approximately 2026. The decision is also contingent on another decision, namely the Feasibility Study outcome of the Vioolsdrift Dam in the lower Orange River near the border with Namibia.

5-Year Strategic Priorities - Projects/Initiatives Planned For Implementation

	Project/initiative name	Purpose	Locality	Allocated budget (R)	Comment
1	Senqu Rural Water	Wall-to-wall eradication of water challenges	Senqu, all wards, all villages	R500m	Project divided into 8 work packages, of which 6 have been registered with MIG and secured funding. Consultants and contractors on site
2	Elundini Rural Water	Wall-to-wall eradication of water challenges	Elundini, all wards, all villages	R230m	This is the COGTA-ORIO co-funded project. Consultants and sub-consultants in the process of completing the final designs.
3	Alternative energy solutions (vs. diesel, ESKOM grid) for infrastructure development	Reduce energy costs and secure infrastructure	District Wide	TBA	This strategy to be achieved through the design changes on current and future projects looking at wind and solar energy.
4	Elundini Rural sanitation programme	Complete outstanding villages and incomplete projects	Wards and villages not yet served	R100m	Complete the outstanding villages without toilets, problematic toilets and unfinished projects.
5	Senqu Rural sanitation programme	Complete outstanding villages and incomplete projects	Wards and villages not yet served	R100m	Complete the outstanding villages without toilets, problematic toilets and unfinished projects.

	Project/initiative name	Purpose	Locality	Allocated budget (R)	Comment
6	Provision of bulk services to unblock housing and economic development, support growth of the towns	To resolve bulk services challenges and unlock development	Towns of WSLM, Senqu and Elundini. Lady Grey, Sterkspruit	R450m	MasterPlan has been developed. There are MIG projects specifically focusing on bulk infrastructure in towns (Maclear – R280m; Burgersdorp; Aliwal – R170m). Also RBIG funded interventions in Sterkspruit (Regional WWTW – R230m) and Lady Grey (New Zachtevlei dam – R400m).
7	Implement 3-year SLA with ECDOT	Comply with SLA conditions	WSLM	R78m for 3 years(R24m, R26m and R28m)	Aim to perform and secure further extensions of the SLA.
8	Replace rental fleet with own fleet – disaster fleet (fire engines?)	To minimize cost and risk in using rented vehicles	District wide	TBA	Focusing on buying purpose-made disaster and fire vehicles
9	Improve security at infrastructure assets	To secure and reduce vandalism of infrastructure assets	District Wide	TBA	Investigate and implement various innovative technologies such as cameras, motion sensors, etc.
10	Improve transfer process of assets for O&M, enhance asset management of infrastructure	To reduce reliance of consultants for this function	District Wide	R5m	This work is required for the compilation of the AFS and is subjected to the AG's audit every year.

CHAPTER 4: LOCAL ECONOMIC DEVELOPMENT

4.1 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.

4.2 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.

4.3 Joe Gqabi Economic Development Agency

JoGEDA was established by Council as a special purpose vehicle to identify, initiate, consolidate, promote, facilitate and implement catalytic or high impact projects intended to contribute to the growth and economic prosperity of the entirety of the District. JOGEDA is mandated to extract optimal economic value from the Joe Gqabi district intrinsic economic output from its natural endowments and all economic sectors such as:

- Agriculture and Agro-processing,
- Tourism and Tourism Enterprise Development,
- Light Manufacturing,
- SMME Development and Investment Promotion,
- Property and Infrastructure Development

The focus of the Agency going forward will be on the following catalytic projects:

Project Name	Project Description	Budget Spent	Comments
RAFI programme	Increase crop yield	R5,2 million	72 Ha harvested and currently 60 Ha is under production
Potato Project	Assist local farmers on potato production	R60 000	2 farmers have planted and the progress is monitored
Elundini Middle-income	Building of adequate middle-income housing	Nil	Project concept has been completed and awaiting funding for underground services
Senqu Peach Project	Increase peach produce	R100 000	Social Facilitation has been conducted
SMME Development Programme	Assist Emerging Small Businesses around the Joe Gqabi District	R6,6 million	118 SMME's trained and recruited 20 to be trained in the 2021/22 FY

Project Name			Project Description	Budget Spent	Comments
District Wide Project	Wool		Contribute to an improvement in the wool quality produced in the district.	R50 000 (Other costs absorbed by SP)	Sheering shed in Ndefela is currently operational
Aliwal North Hospital	Private		Development of Private Hospital as a development catalyst	R100 million	The license was issued in 2016 by the Department of Health and currently an investor is currently being sourced.
Maize Meat Hub			Development of the red meat value chain	R4 million	Department of Rural Development and Land Reform has funded the project and Secondary Co-op has been formed and a technical partner is being sourced to operate the Feedlot.
Senqu Property Development	Commercial		Sterkspruit Town revitalization	R 35 million	Investor has been sourced and committed to the project. The resettlement of illegal occupants is underway.
Tourism Route	Liberation		Preservation of Liberation Heritage	R 1 million	The project is at its infancy stage

ELUNDINI MIDDLE-INCOME HOUSING

The Joe Gqabi District Municipality (JGDM) and its local municipalities have an obligation to provide adequate housing for the citizens of the district. In striving to fulfill this obligation, Elundini Local Municipality, signed a memorandum of understanding with JoGEDA to facilitate the process for middle-income housing to be developed in Ugie. This decision passed as a council resolution. A partially-serviced site of 16.5 hectares forming part of erf 2886 in the Ugie central business district was identified and set aside for this development. JoGEDA is focusing on re-strategising by appointing consortium that will lead the project on risk and recoup on implementation stage. This strategy is aimed at mitigating risk for the agency while ensuring that the project is viable as the consortium. The impact of the nationwide lockdown on the economy still needs to be fully assessed and how it might affect the full implementation of this project, since the dependency is the ability of the market to purchase. A feasibility study/ market analysis is to be executed by the service provider.

MAIZE MEAT HUB

The 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 Joe Gqabi District. The project also aims to encourage Black emerging livestock and maize farmers to effectively participate in the formal maize and red meat farming, while linking them to potential markets.

The feedlot would be run on a cost recovery basis for a proposed period of 3 years until, thereafter self-sustainable. The proposal is crafted with understanding that it would not possible to run a commercially viable entity with 1000 cattle standing. This would be a

learning project, to which JoGEDA and JGDM would analyse lessons learnt and replicate the programme other local municipalities

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.

DISTRICT-WIDE PEACH AND STONE-FRUIT PROJECT

According to Hortgro, during the 2018 season, Eastern Cape produced roughly 26 900 number of trees at about 36 Ha of land. A study conducted by Urban Econ Development Economists, Joe Gqabi District Municipality (JGDM) presents a numerous of agricultural enterprise opportunities, including a conclusion that stone fruit (peaches) is one of the enterprises which are highly suitable at Senqu Local Municipality. However, within Senqu Local Municipality peaches are produced by households in their small gardens mostly consumption and possibly sell the surplus. There has been no commercialisation of the peach produce in the area or even produced at a large scale, nor quality of the current produce has been tested for formalised markets.

ELUNDINI POTATOE PROJECT

This particular initiative between the Agency and Umnga Farmers Coop has brought together 22 historically disadvantaged farmers from the Ugie area. A total land about a thousand hectares was made available and each farmer allocated +/-50 hectares on average for the production of seed potatoes. This project has a potential to bring about massive uptick in the economic fortunes of the town as well as the Elundini LM as it aims to create jobs and bring about food security.

For this venture to be successful, current market prices indicate that to farm a thousand hectares of seed-potatoes, an amount of R160 000 000.00 is required and a further R40 000 000.00 for mechanization. According to Potato SA, potato production costs five to six times more than growing maize. Because it is so expensive to produce potatoes, access to finance becomes a great importance.

The project aims to:

- produce good quality seed potatoes to sell in formal and informal markets in the Ugie area and beyond.
- ensure commercialization of seed potato production by emerging farmers in Ugie, expanding area under production and adopting sustainable production practices.
- to bring about massive uptick in the economic fortunes of the town as well as the Elundini LM as it will create jobs and bring about food security.

DISTRICT-WIDE WOOL PROJECT

Eastern Cape is one of the highest wool producing provinces in the country. According to latest wool statistics from Cape Wool SA, Eastern Cape accounts for roughly 38.6% of the national wool production. Joe Gqabi District Municipality (JGDM) is the second highest wool producing District in the province behind Chris Hani District Municipality (CHDM). JGDM accounts for 21.1% provincially and 8.1% nationally for wool production.

Despite a considerable increase in the district's production and good quality, there are still many challenges encountered by communal wool farmers. The challenges range from lack of adequate equipment to sort and class wool to lack of information relating to wool production and price trends.

The project aims to:

Contribute to an improvement in the quality of the wool produced in the district.

- Facilitate formation of strategic partnerships with key industry role-players to leverage for training, research, information sharing, equipment, etc.
- ensure that wool farmers of the District are well informed of latest industry trends

ALIWAL NORTH PRIVATE HOSPITAL

Aliwal North Private Hospital was then reignited through Board resolution to form part of catalytic projects to be facilitated by JoGEDA. An opportunity has since emerged for JoGEDA to facilitate the development of Aliwal Private Hospital through a private investor and organised grouping of local doctors. A meeting was held with a group specialist doctors and general practitioners who are practising in town. An investment company shall be formed in order house the investment interests of the two groupings of doctors which shall hold major shareholding in Aliwal Private Hospital. The project involves the development of a 50-100 bed Private Hospital in Aliwal North. The project was conceptualized as part of a process of filling a big gap that exists in Joe Gqabi District for a state-of-the-art healthcare facility that would complement the public healthcare facilities currently operational in the area. Site identified is a hospital that is no longer operational, with building owned by the Congregation of Sisters of Holy Cross hospital.

RAFI-PROGRAMME

The **RAFI** is a commercial initiative formed to enhance cooperative enterprises in the Eastern Cape in an attempt to assist agricultural cooperatives through development of industries in rural towns and far flung areas of the Province. It seeks to support the ailing primary production of the emerging and small holder farmers in the Province. It promotes the use of direct planting methods which supports increase in yields.

In the District the programme is piloted in Elundini local municipality. The pilot started in 2019/20 financial in Lower Tsitsana (88ha) and Hlankomo (113 ha). The Hlankomo site covered an area of 113 hectares with white maize and the Lower Tsitsana site covered an area of 88 hectares of soybeans. The District set aside a budget of R4,2 million for this programme. The areas identified have proven to be suitable for the planted crops. To further this programme social mobilization has been identified as an area of focus. The plan is to extend the programme to cover about 30 000 hectares over a period of time.

POST COVID19 ECONOMIC RECOVERY

The District has adopted the following five point plan as its strategy to deal with post Covid19 recovery.

DEDEAT's priorities areas for regional economic recovery include two key focus areas under the district support to SMMMEs, business enterprises and informal businesses KRA:access to DSBD and dtic business support programme and access to DEDEAT financial business support programs have been prioritized.

LIVESTOCK IMPROVEMENT PROGRAMME

The District has identified Livestock Improvement Programme which is meant to benefit previously disadvantaged farmers in the District who are situated in the communal areas, commonages and on farms. It is meant to improve the quality of their livestock in order for them to become major role players in the formal markets. It provides rams and bulls to improve the genes of the livestock. Through this programme the District purchased 40 dohne marino rams which were allocated to breeding schemes in Sterkspruit and 5 shearing sheds in My Fletchers. The District budgeted an amount of R300 000. Going forward the District intends to purchase 15 pure marinos and 15 dohne marinos at a cost of R300 000. This intervention will lead to improvement in wool and meat production.

In support of the District initiatives a programme to develop custom feedlots throughout the District which are meant to assist local farmers for fattening before market. Currently the programme has established 3 feedlots (Maclear, Bluegums and Aliwal North). The Maclear and Blue Gums feedlots are in the process of being operationalised.

The Agripark programme is a programme meant to industrialise rural economies by making previously disadvantaged farmers main players in the agriculture and agro processing value chain. The programme is driven by the Department of Agriculture, Land Reform and Rural Development. The RAFI, feedlot and the livestock improvement programmes of the District are geared towards supporting the implementation of the RAFI programme.

4.4 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 NekPass.

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

Today the road is more usually travelled in a comfortable 4x4 vehicle, but it still presents a

challenge, particularly in winter when heavy snowfalls are common. Local advice regarding weather and road conditions should be heeded before attempting this spectacular pass. Key tourist activities in **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 canals.

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

4.5 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 Gariiep, 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.

4.6 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 13: 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
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4.7 SMMEs 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 are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. Moreover, an invoice based payment system was introduced to link SMMEs and Cooperatives to funding sources in partnership with ECDC and the District Municipality. The programme is currently being implemented. With a view of promoting and regulating economic development, focusing on the entertainment sector, the District has developed and gazetted generic liquor by-laws that are applicable throughout the District.

4.8 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.

4.9 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

CHAPTER 5: DISASTER MANAGEMENT

5.1 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 linked to the frequent snow incidents within the District, led to the development and approval of an incidence protocol that 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 diarrhea. 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 centers function optimally hence further investment in this regard would be required. More funding is required for other centers 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 GEM³ 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 and Districts 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 14: Community vulnerabilities

ORIGIN	PHENOMENA
Geological hazards	Earth tremors
Hydro-meteorological hazards	Floods Tornadoes Drought Veld fires Severe snowfalls Galeforce 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.

5.2 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.

5.3 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

5.4 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) firefighters 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.

5.5 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.

CHAPTER SIX: INTEGRATED SECTORAL PROGRAMS

6.1 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.

6.2 Tourism Plan

JGDM 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.

The dinosaur 'bone bed' site near remote Qhemerha village is being hailed by scientists as one of the biggest fossil collections in the world. The site is home to a massive dinosaur graveyard in the Eastern Cape, and in South Africa. Geologists and palaeontologists from Wits University, Birmingham and Oxford Universities have unearthed a number of fossils from different species of dinosaur at Qhemerha village. This development has a massive potential to boost tourism and downstream businesses to the Senqu municipal area in the District.

There are two main route developments in the District namely: the Maluti and the Friendly N6 Tourism Routes. 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 travelers. The Gariep Dam area is a developing tourism area and

is strongly linked to conservation initiatives and establishment in the area as well as the Gariep Dam.

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

6.3 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.

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.

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 R45m.
Abattoir	Cost benefit analyses to either upgrade current smaller-abattoirs or build large abattoir near proposed feedlot.	
Grain silos in Elundini	Due diligence of best method and place for storage. Also private sector investment. OVK or ECAC might be interested to invest. ASGISA also possible agent to drive process	R100,000 Private sector investment of R30 million depending on 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 = R30mil. 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.	

6.4 FORESTRY PLAN

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 m³ of finished boards daily. Forestry ownership statistics within the District are shown in the table below.

Table 15: 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.

6.5 SMMEs and Cooperatives Development Strategy

The institution has developed an SMME and Cooperatives Strategy, which is focusing on targeted support for SMMEs, and cooperatives. SEDA will be utilised as a special vehicle for the implementation of the strategy. Currently SMMEs are supported through a collaborative effort between the District, local municipalities, ECDC, DEDEA and SEDA. This strategy encompasses matters pertaining to business expansion and retention.

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.

6.6 HIV and AIDS Strategy

The HIV and AIDS Strategic Plan was adopted in September 2008 and the review for 2021 was finalised and adopted by Council. 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.

SECTION 7: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

7.1 Executive and Council

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.

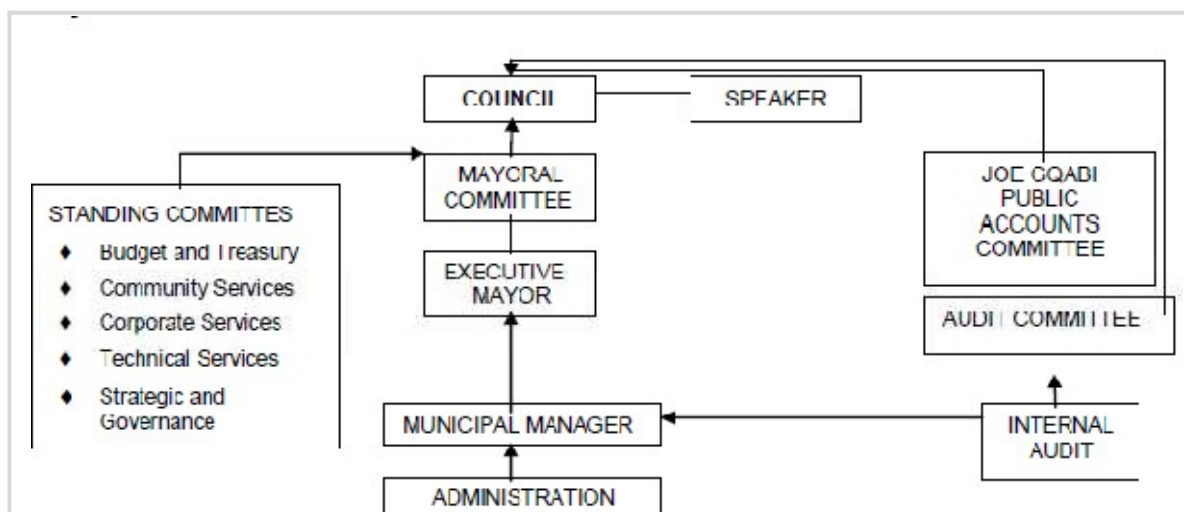


Figure 23: Oversight and Political structure of the District

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 Directly elected and PR 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.

The Municipal Manager and his Top Management team of seven Senior Managers administratively lead the institution. All Senior Manager positions are filled. 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 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 Senior Managers, including the Municipal Manager, have signed performance agreements with the institution and are reviewed annually in line with the IDP and budget.

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.

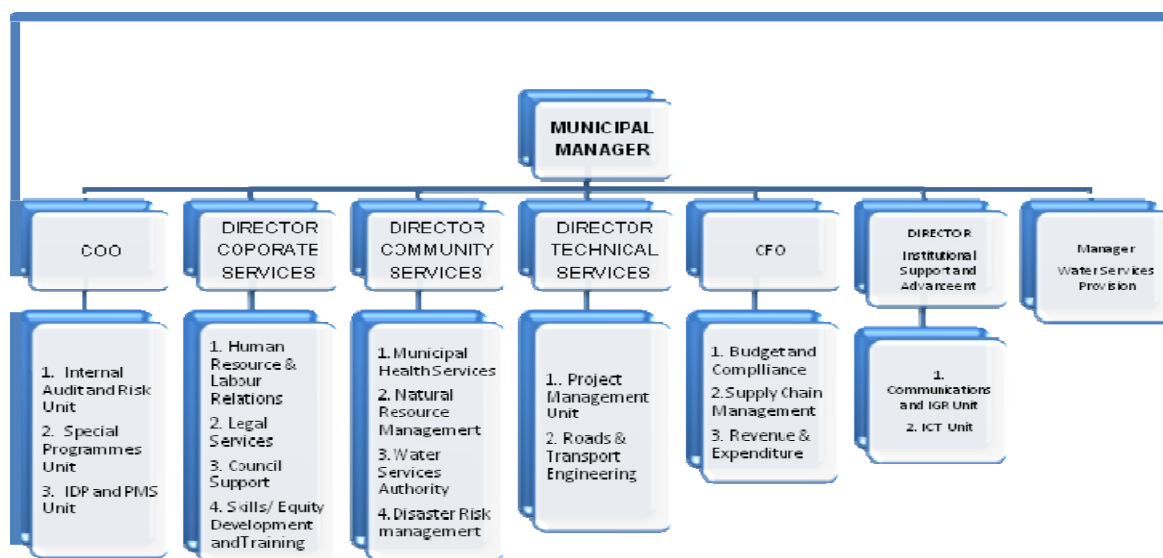


Figure 24: High-level organogram

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, including the Municipal Manager, are filled and vacancies are filled within a period of three months where this is operationally possible.

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 within Water and Sanitation Services, Internal Audit, LED, Financial Management, and risk management. The Municipality is currently in the process of an organisational development review / re-engineering process in order to ensure inter – and intra departmental alignment. This

process is aimed at ensuring that the organisational structure of the municipality is structured in a manner that will ensure the achievement of strategic objectives and service delivery targets.

The table below shows an approximation of vacant posts per Department, though this remains a moving target due to ongoing recruitment and resignations.

Table 16: Vacancies per Department

Office of the Municipal Manager		Technical Services		Corporate Services		Financial Services		Community Services		ISA		WSP	
F	V		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													

7.2 Human capital development strategies and policies

Human Resource Strategy

The JGDM is currently embarking on an Organizational Development (OD) Process. This involves the total overall of the organizational structure and the alignment of functions to improve the ability of the municipality to effectively deliver services. 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 serves as a guide for the type of programmes that could be implemented to address the problem of skills shortage in the District, among other activities is learnership, skills programmes, Recognition of Prior Learning (RPL), Internships and busurries, 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 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.

Workplace Skills Development Planning

The institution has developed and approved a Workplace Skills Plan. The 2020/21 Workplace Skills Plan is developed and approved yearly and submitted. 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 trainings and capacity building programs 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, Skills development LEVY act 6 OF 1999, and Employee Equity act No 55 of 1998, and South African Qualification Authority 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, improvements in water quality in the District have been observed following training of youth on process control. The Skills Development Unity is fully operational with all required personnel. Training committee is functional effective and meet quarterly. This committee deals with all training matters including implementing all training recommendations. The criteria which are followed by the committee for selection of candidates and trainees include needs skills audit, analysis, prioritisation and approval by the committee. The committee also plays an effective role when it comes to compliance is adhere to by monitoring and oversight of training plan.

The District implemented various training plans which focused on AET, 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.

Employment Equity Planning

The Employment Equity Plan (EEP) of the District was completed in July 2014 which covers the period up to June 2019. The review has been develop and submitted for approval covering 2019 to 2024. 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 Employment And 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.

Recruitment, Selection and Appointment Policy

JGDM Council approved recruitment selection and appointment policy in May 2020. 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.

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.

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 2020. 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:

Scarce:

- Infrastructure asset management
- Water services and process control
- Municipal finance
- Civil engineering

Critical:

- OHS
- LED and Tourism
- Municipal finance
- Audit and procurement

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.

Career Management and Succession Planning

The incumbent and immediate Supervisors/Managers are required to implement career assessment through action plan to identified employees with potential. Career assessment will help in identifying 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. Training interventions and 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. Career Management plan and Succession Policy were revised and presented to Council in May 2020.

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.

Human Resource Policies

To improve the management of the institution policies adopted by Council 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 that have been adopted by Council. The Human Resource policies are reviewed annually and were approved by Council in May 2020. The policies are also assessed by the DLGTA support team to ensure that all gaps and cross-referencing is compliant and congruent. As part of the annual audit process, IT audit outcomes are auctioned through an action plan which is monitored by the ICT Steering Committee.

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 Occupational Health and Safety Officer has been appointed and further to that within the technical services Department, there is a dedicated post for OHS which has been filled.

R 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.

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.

7.3 Governance

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 17: 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 representative s, 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 municipal 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

Structure	Composition	Terms of reference
		Local

Community Consultation

Various community and stakeholder participation initiatives are undertaken on an ongoing basis. The Executive Mayor's Community consultation programme with the community was conducted in Elundini and Senqu local municipalities. The Walter Sisulu local municipality was visited by the Exco of the Province and this will be followed up by other community engagement sessions. The District also participates in Mayoral Outreaches of the local municipalities. Issues identified through these engagements range from matters District and local municipality competence to those of other spheres of government. Key issues include lack of water and sanitation services, high youth unemployment, rising crime rate and poor condition of roads.

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

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

- ◆ Unavailability of water and sanitation bulk services is negatively affecting economic and social development in affected town esp. Maletswai)
- ◆ Illegal connections and vandalism
- ◆ Issue of Disaster affected houses not getting resolved
- ◆ Key issues around water access relate to no access, not functioning pumps (mechanical or non-availability of diesel), required spring protection, infills
- ◆ Issues around sanitation include no access, toilets beyond their usable life, sewer overflows, incomplete toilet projects
- ◆ Need to be proactive to deal with war on leaks
- ◆ Inadequate communications whether planned or emergency interruption

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.

with the communities and stakeholders. Four languages are being utilized in communicating with the public namely (English, Afrikaans, IsiXhosa, and Sotho). A challenge observed during implementation of the strategy relates to ensuring maximum participation by the public as well as by all the key stakeholders. An improvement in this regard has however been noticed. The District has developed and adopted a petitions policy as part of the strategies aimed at improving community participation.

Community Development Workers and Ward Committees

Following the Local Government election a programme to establish ward committees is underway. There is a CDW for each ward, though in some cases there may be vacancies that are filled as and when required. Mechanisms are in place to improve relations between CDWs and the local municipalities as far as reporting is concerned. The relations are cordial between ward committees and CDWs.

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

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.

War Rooms

Table 18: 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

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.

Complaints Management System

The District adopted a Complaints Management Policy in May 2020. 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 2020 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.

7.4 Intergovernmental Relations

District Development model (DDM)

Under the District Development Model all three spheres of government coordinate and integrate development plans and budgets and mobilise the capacity and resources of government and civil society, including business, labour and community, in pursuit of inclusive growth and job creation. The District Development Model aims to improve the coherence and impact of government service delivery with focus on 44 Districts and 8 Metros around the country as development spaces that can be used as centers of service delivery and economic development, including job creation.

The District Development Model builds on the White Paper on Local Government (1998), which seeks to ensure that “local government is capacitated and transformed to play a developmental role”. The White Paper says developmental local government “is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison.

As far as DDM implementation progress is concerned, the following can be reported:

- National and Provincial political champions were appointed
- Executive Mayor, political leadership and Management were workshopped on DDM
- Mayors of local municipalities and MMs participated in the workshops
- District Strategic Planning session was workshopped on DDM
- District Profile has been finalised
- Geo-referenced projects were collated and submitted
- Deputy Minister of COGTA held workshops with JGDM in September and October 2020 as part of engagements and implementation of DDM
- A technical committee to drive the process has been established
- A draft process plan timeschedule has been drafted
- Annual schedule of Technical Committee meetings has been developed

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.

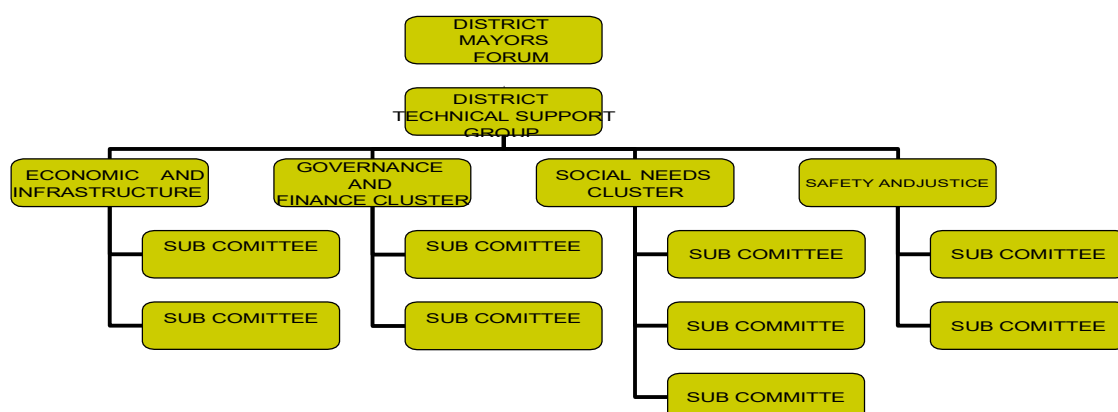


Figure 25: District IGR Structures

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.

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.\

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 2020. 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 annual 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 stock 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 19: 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 disabled person in processes of IDP
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 people with disabilities Learnership of in IDP
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

Women	Youth empowerment and development	People living 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

Anti-corruption and anti-fraud

The Council adopted an Anti-corruption and Anti-fraud policy and strategy in May 2022, 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.

CHAPTER EIGHT: INTERGOVERNMENTAL ALIGNMENT

8.1 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. See tables below.

Table 20: 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	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 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
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 healthcare 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	Outcome7: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 OT7: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	Outcome3:AllpeopleinSAare&feelsafe 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: OT6: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 OT11:Ensuring basic infrastructure is in place and properly maintained OT6: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 management plans to reduce water losses	Improve the	Strategic Priority 2: Massive programme to build social and economic infrastructure	Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land and 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

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 OT1:Facilitate the eradication of municipal service backlogs inschools	-	-	-	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
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 OG4:Utilisecommunitystructurestoprovide 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	Social protection and building safer communities	-	Output 5: Put supportmeasures in place to ensure that at least 90%ofallwardcommitteesare fully functional by2014 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	Ensure integrated planning and performance management Facilitate community participation in the affairs of the municipality

	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			Output 6: Improve audit outcomes of municipalities Output6: 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	
	competency norms and standards and acting against incompetence and corruption OT7:Ensureeffectivespendingofgrantsfor funding extension of access to basic services OT12:EnsureCouncilsbehaveinwaysto restore community trust in local government OG 12: Continue to develop performance monitoring and management systems				

Table 21: Alignment between the National, Provincial and JGDM programmes

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome Agreement	9 JGDM Strategic Objectives
1. Speed 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 Implement 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	Improve human capacity
3. Improve the health profile of society	Outcome 2: Along & 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 healthcare for all	Strategic Priority 5: Improving the Health profile of the Province	-	Facilitate development healthy and inclusive society

MTSF	12 Priority Outcomes and role of Local Government	National Development Plan	Provincial Strategic Priorities	Outcome Agreement	9JGDM Strategic Objectives
4. 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 OT7: 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 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. Mass ive programmes to build economic and social infrastructure	Outcome 6: An efficient, competitive & responsive infrastructure network Local Government role: OT6: 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 OT11: Ensuring basic infrastructure is in place and properly maintained OT6: 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 Priorities	Strategic	Outcome Agreement	9JGDM Strategic Objectives
	rehabilitation of essential 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 OT1: 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 Priorities	Strategic	Outcome Agreement	9JGDM Strategic Objectives
10. Build	Outcome 9: Responsive, accountable, effective & efficient Local Government system Outcome 12: 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 OG4: 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	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 Output 6: Reduce municipal debt	Ensure integrated planning and performance management Facilitate community participation in the affairs of Output 6: Reduced municipal over-spending on operational expenditure Output 6: Reduced municipal under-spending on capital expenditure Outcome 6:
	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 OT7: Ensure effective spending of grants for funding extension of access to basic services OT12: Ensure councils behave in ways to restore community trust in local government OG 12: Continue to develop performance monitoring and management systems					

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 22: 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

▪ 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	C o o r d i n a t i o n structures are in place

CHAPTER NINE: FINANCIAL MANAGEMENT AND VIABILITY PLAN

9.1 Financial Plan

The 2022/23 MTREF Budget has been drafted with requirements of the MFMA, which are set out below. More importantly, the District Municipality is cognizant 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 2022. 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 municipality had its 2022 Strategic Planning session during March 2022. The budget therefore endeavors to encapsulate deliberations at various Strategic Planning sessions held in March 2022. 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 draft 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 surplus of the Final Budget is calculated as follows:

SUMMARY OF THE INCOME AND EXPENDITRE				
	Draft Budget 2022/23	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25
Total Revenue (excluding capital transfers and contributions)	667 322 604,00	686 822 604,00	708 972 364,00	740 265 374,00
Total Expenditure	636 753 998,00	656 441 889,00	662 296 797,00	687 382 284,00
Surplus / (deficit) - Operational	30 568 606,00	30 380 715,00	46 675 567,00	52 883 090,00
Total Capital Expenditure	292 133 650,00	269 183 650,00	237 206 100,00	288 296 750,00
Total Capital Funding	286 233 650,00	264 233 650,00	237 206 100,00	288 296 750,00
	(5 900 000,00)	(4 950 000,00)	-	-
Surplus / (deficit) - Total	24 668 606,00	25 430 715,00	46 675 567,00	52 883 090,00

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.

You will note in the table above that the MTREF Budget no longer have Depreciation and Debt Impairment added back. This is due to National Treasury requiring that both these line items be funded from Service Charges. As evident from the table above, the municipality has a budgeted surplus of R25 million.

The table below highlights the differences in Revenue between the 2022/23 Draft Budget and the 2022/23 Final Budget:

Description	Draft Budget 2022/23	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25
Grants & Subsidies Received - Capital	246 233 700,00	234 233 700,00	237 206 100,00	288 296 750,00
Grants & Subsidies Received - Operational	377 206 300,00	389 206 300,00	398 699 900,00	416 136 250,00
Income for Agency Services	480 000,00	480 000,00	520 000,00	420 000,00
Interest Earned - External Investments	8 707 874,00	8 707 874,00	9 091 021,00	9 500 117,00
Interest Earned - Outstanding	54 691 617,00	54 691 617,00	57 076 576,00	59 623 071,00
Rental of Facilities and Equipment		5 000 000,00		
Other Revenue	3 849 237,00	6 349 237,00	11 412 232,00	11 965 531,00
Nett Service charges	222 387 576,00	222 387 576,00	232 172 635,00	242 620 405,00
Service Charges	480 047 409,00	480 047 409,00	501 169 500,00	523 722 131,00
Less: Free Basic Services	(257 286 399,00)	(257 286 399,00)	(268 607 001,00)	(280 694 317,00)
Less: Revenue Foregone	(373 434,00)	(373 434,00)	(389 864,00)	(407 409,00)
Grand Total	913 556 304,00	921 056 304,00	946 178 464,00	1 028 562 124,00

The Revenue of R 921 million 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	Draft Budget 2022/23	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25
	R'000	R'000	R'000	R'000
Equitable share	334 540	334 540	355 541	377 446
Infrastructure				
Municipal infrastructure grant	180 246	180 246	188 638	197 565
Regional bulk infrastructure grant	15 000	15 000	20 000	40 000
Water services infrastructure grant	60 000	60 000	38 000	60 610
Rural roads assets management systems grant	2 338	2 338	2 347	2 432
FMG	1 500	1 500	1 500	1 500
Expanded public works programme integrated grant	1 314	1 314	-	-
Municipal Systems Infrastructure Grant	4 262	4 262	3 640	3 640
Working for water/wetlands - SLA	-	-	-	-
Department of Roads and Transport - SLA	24 000	24 000	26 000	21 000
Total	623 200	623 200	635 666	704 193

As evident from the table above. The only change in revenue is the inclusion of gains from the sale of property, plant and equipment amounting to R2.5 million and rental of facilities and equipment amounting to R5 million.

No confirmation have been received from the Department of Environmental Affairs, resulting in the relevant income and being excluded from the Draft Budget and Final Budget

The tariff on Service Charges increased based on the cost. 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.
 Service Charges increased as result of the yearly increase
 Free Basic Charges comprises of the free 6KL provided to all indigents;
 Revenue foregone comprising of free 3KL provided to pre-paid consumers have been provided for.

The table below provides a high level summary of the Expenditure line items:

Description	Draft Budget 2022/23	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25
Contracted Services	52 589 300,00	59 997 057,00	68 682 301,00	71 112 154,00
Debt Impairment	89 045 313,00	89 045 313,00	92 963 307,00	97 146 656,00
Depreciation and Amortisation	87 807 225,00	87 807 225,00	91 663 742,00	95 788 611,00
Employee Related Costs	256 257 429,00	255 713 897,00	267 532 762,00	279 571 731,00
Finance Charges	9 669 500,00	9 669 500,00	8 140 248,00	8 506 560,00
Transfers and Subsidies Paid	5 956 932,00	14 040 470,00	5 651 192,00	5 680 496,00
Other Materials	27 096 550,00	28 516 550,00	30 699 795,00	31 378 343,00
Other Operating expenditure	100 998 654,00	104 318 782,00	89 307 693,00	90 197 467,00
Remuneration of Councilors	7 333 095,00	7 333 095,00	7 655 757,00	8 000 266,00
Total	636 753 998,00	656 441 889,00	662 296 797,00	687 382 284,00

- The MFMA circular no 85, 86, 91, 94, 98, 99, 107, 108, 112 and 115 issued by National Treasury, was applied in budgeting for operating expenditure, however strict measures were implemented toward non essential expenditures due to the current economical situation and the municipalities cash flow challenges.
- The Budgeted Employee Related Costs increased by 4.8%, as per the Salary and Wage Collective Agreement. The Employee Related Costs increase from the adjustments budget to the draft budget per the table above however did not increase with 4.8% due to measures which would be implemented in order to curb overtime expenditure.
- Other operating expenditure relates to the expenditure directly linked to operational grants allocated to the municipality. The following projects are included in other operating expenditure:
 - R 500 000 allocated for Women's Programmes;
 - R 580 000 allocated for HIV and Aids, Elderly and Disability Programmes;
 - R 181 000 allocated toward the Wifi Project;
 - R 200 000 allocated for the Mayoral Cup;
 - R 2.1 million allocated for the Sondela Festival (R1.5 million funded by ticket sales);
 - R 500 000 for livestock improvement project;
 - R 200 000 is allocated to the State of the District Address;
 - R 500 000 is allocated to the Youth Programme;
 - R 350 000 is allocated to the Tourism Programmes;
 - R 80 000 is allocated to the Provincial Integrated Anti Poverty Strategy
 - R 500 000 is allocated to the Tourism development project – Qhemegha Dinosaur project in Sterkspruit;
 - R 350 000 is allocated for Public Participation;

- R 1.5 million is allocated for Community Works Programme
- R 1.314 million is allocated to EPWP (funded by the conditional grant).
- R 1.894 million is allocated toward the training of communities, councillors and officials.

- Grants and subsidies paid relates to the following allocations:

- Mayoral projects amounting to R150,000.00;
- Pauper Burials amounting to R507,000.00;
- R 154 950 allocated in support of Local Municipalities; and
- Transfer to JoGEDA amounting to R13 million

Additional transfers to JoGEDA are as follows:

- R 1.5 million allocated to the RAFI Project (included in other operating expenditure); and
- R 500 000 is allocated as part of to the SMME support and training programmes (included in other operating expenditure)

- Operational Repairs and Maintenance amount to R73.8 million. The bulk of the costs is allocated to employee costs (R 53 million) due to the shift of effecting repair and maintenance of assets in-house. This is 11.24%, more than 10% of the Operating Expenditure. This ratio has been preferred over the 8% norm in relation to Property, plant and equipment due to the high value of the municipality's Property, plant and equipment.

Please see table below:

Audited Property, plant and Equipment	1 837 169 826
Repairs and maintenance at 8%	146 973 586
Equitable share	334 540 000
Repairs and maintenance as a percentage of Equitable Share	44%

Using the norm would have required that the municipality commit 44% of the equitable share to repairs and maintenance.

- Included in Contracted Services are the following MIG funded operational projects:

- Senqu Rural Sanitation Programme, amounting to R6 million; and
- Elundini Rural Sanitation Programme, amounting to R6 million.

- The municipality budgeted for a collection rate on service charges of 50% on consumers with conventional meters and 100% on consumers with pre-paid water meters. According to Provincial Treasury the norm is to allocate the remaining 50% as a provision for debt impairment. The municipality has however only applied the 50% to Residential Consumers.

CAPITAL PROJECTS:

- The funding sources of all the capital projects are included above.
- The capital projects are inclusive of VAT

Description of Project	Draft Budget 2022/23	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Funding Source
Furniture and Office Equipment	400 000,00	600 000,00	-	-	Own
Computer Equipment	2 500 000,00	2 500 000,00	-	-	Own
Vehicles	40 000 000,00	30 000 000,00	-	-	Borrowing
Machinery and Equipment	3 000 000,00	1 750 000,00	-	-	Own
Intangible Assets	-	100 000,00	-	-	MIG Top Slice
Total Capital Assets	45 900 000,00	34 950 000,00	-	-	
Sterkspruit: Upgrading of WTW and Bulk Lines	-	-	-	187 686 750,00	MIG
Elundini Rural Water Programme (ORIO)	17 500 000,00	7 500 000,00	20 000 000,00	-	MIG
Jamestown Bucket Eradication and Sanitation Phase 2	25 000 000,00	22 402 591,00	2 002 404,00	-	MIG
Aliwal North Water Treatment Works Holding Dams	18 000 000,00	7 000 000,00	23 000 000,00	-	MIG
Provision of Sanitation Infrastructure for Ugie: Phase 1	18 000 000,00	10 000 000,00	20 000 000,00	-	MIG
Maclear Water Treatment & Distribution Upgrade (AC Pipe Replacement)	10 000 000,00	10 000 000,00	-	-	MIG
Senqu Rural Water Supply: Work Package 1	8 000 000,00	7 000 000,00	8 000 000,00	-	MIG
Senqu Rural Water Supply: Work Package 2	8 000 000,00	7 000 000,00	8 000 000,00	-	MIG
Senqu Rural Water Supply: Work Package 3	8 000 000,00	7 000 000,00	8 000 000,00	-	MIG
Senqu Rural Water Supply: Work Package 4	8 000 000,00	-	14 000 000,00	-	MIG
Senqu Rural Water Supply: Work Package 5	8 000 000,00	7 000 000,00	8 000 000,00	-	MIG
Senqu Rural Water Supply: Work Package 6	8 000 000,00	7 000 000,00	8 000 000,00	-	MIG
Senqu Rural Water Supply: Work Package 7	8 000 000,00	7 000 000,00	8 000 000,00	-	MIG
Lady Grey Water Supply: New Trunk and Reticulation					
Water Mains for KwziNaledi & Transwilger	6 000 000,00	-	10 000 000,00	-	MIG
Aliwal North Asbestos Pipe Replacement	9 233 650,00	-	10 000 000,00	-	MIG
Telle River Bulk Water Supply Scheme: Planning Project	1 500 000,00	-	2 203 696,00	-	MIG
Aliwal North Bulk Water Infrastructure for Housing Development	10 000 000,00	-	10 000 000,00	-	MIG
Maclear Upgrading of Bulk Water Services	-	-	20 000 000,00	-	MIG
Maclear Upgrading of Bulk Sanitation	-	60 331 059,00	-	-	MIG
Sterkspruit Regional Waste Water Treatment Works	15 000 000,00	15 000 000,00	20 000 000,00	40 000 000,00	RBIG
Refurbishment of WTW	15 000 000,00	15 000 000,00	-	-	WSIG
District Wide Refurbishment of WWTW	5 000 000,00	5 000 000,00	-	-	WSIG
Augmentation of Clear Water Storage	15 000 000,00	15 000 000,00	-	-	WSIG
District Wide WCDM	25 000 000,00	25 000 000,00	38 000 000,00	60 610 000,00	WSIG
Total Capital Projects	246 233 650,00	234 233 650,00	237 206 100,00	288 296 750,00	
Total	292 133 650,00	269 183 650,00	237 206 100,00	288 296 750,00	

Water Services Infrastructure Grant

The budget allocation for the 2023/24 and 2024/25 has been listed under the District Wide WCDM project due to the unavailability of the breakdown per project for the relevant financial years. The breakdown of the outer years will be listed upon approval of the relevant year's business plan.

Municipal Infrastructure Grant

The budget allocation for the 2024/25 financial year has been listed under the Sterkspruit: Upgrading of WTW and Bulk Lines project, due to the unavailability of the breakdown per project for the relevant financial year. The breakdown will be listed upon receipt of the updated draft implementation plan up to the 2024/25 financial year. Changes from the draft budget is as result of changes in the infrastructure implementation plan.

BUDGET / CASH MANAGEMENT:

- Due to financial constraints, the municipality were not able to budget for all operational and capital inputs.
- Departments provided wish lists, indicating 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.

TARIFFS:

The municipality embarked on cost reflective tariff structure during 2014/2015. Since 2014/2015 the tariffs were cost reflective and during 2017/2018 pre-paid tariffs was introduced for water and sanitation. The tariff structure changed during the 2018/2019 year to enable the municipality to charge a higher tariff during periods when the district experience scarcity of water.

The proposes increase is a 6% increase on all Tariffs, excluding businesses.

9.2 Financial Management Strategy

a) Institutional level

The municipality has reviewed its financial policies and the reviewed policies were adopted with the IDP and Budget in March 2022. 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 though enhancement measures are being implemented.

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, InzaloEMS, 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 to the implementation of Pre-paid water meters, which will improve on the collection of monies due.

9.3 Financial Prudence by Council

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

- All moveable assets to be managed to ensure that they are being used productively
- That obsolete equipment be sold.
- Effective budget management to provide cost savings where at all possible
- The introduction of a revised organogram and still achieving the target of staff expenditure not being more than 40% of total budgeted operational expenditure
- Paying all creditors within 30 days
- Debtors turnover rate of 30 days
- Compile a five-year maintenance plan to ensure that equipment is always in a good condition.
- Finalizing the Financial Turn Around Strategy of the municipality
- The budget strategy is always to follow a Zero based budget
- Conservative approach to budgeting linked to critical needs that have significant positive impact on the institution and/ or community
- Portion of equitable share to be used for infrastructure projects
- Surplus required as at end result of the budget process
- Equitable share is an unconditional grant used for the implementation of DM powers and functions

9.4 Performance indicators and benchmarks

Borrowing Management

Capital expenditure in local government can be funded by capital grants, own-source revenue and long term borrowing. The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. As with all other municipalities, Joe Gqabi District Municipality's borrowing strategy is primarily informed by the affordability of debt repayments.

The structure of the Municipality's debt portfolio is dominated by annuity loans. The following financial performance indicators have formed part of the compilation of the 2022/23 MTREF:

- *Capital charges to operating expenditure* is a measure of the cost of borrowing in relation to the operating expenditure. It can be seen that the cost of borrowing has increased from 1.5 percent to 1.6 percent. While borrowing is considered a prudent financial instrument in financing capital infrastructure development, this indicator will have to be carefully monitored going forward as the Municipality will eventually reach its prudential borrowing limits.
- *Borrowing funding of own capital expenditure* measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by way of borrowing.

The Municipality's debt profile provides some interesting insights on the Municipality's future borrowing capacity. Firstly, the use of amortising loans leads to high debt service costs at the beginning of the loan, which declines steadily towards the end of the loan's term.

Safety of Capital

- *The gearing ratio* is a measure of the total long term borrowings over funds and reserves. The ratio has been consistent at 0.04 percent.

Liquidity

- *Current ratio* is a measure of the current assets divided by the current liabilities and as a benchmark the Municipality has set a limit of 1, hence at no point in time should this ratio be less than 1. For the 2022/23 MTREF the current ratio is 2:1. The estimated levels are better than industry norms.
- *The liquidity ratio* is a measure of the ability of the municipality to utilize cash and cash equivalents to extinguish or retire its current liabilities immediately. Ideally the municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. A negative liquidity ratio needs to be considered a pertinent risk for the municipality as any under collection of revenue will translate into serious financial challenges for the Municipality. As part of the longer term financial planning objectives this ratio will always have to be set at a minimum of 1 which will be exceeded in the MTREF.

Other Indicators

- Employee costs as a percentage of operating revenue has decreased from 39 percent to 37 percent for the 2022/23 financial year.

9.5 Free Basic Services: basic social services package for indigent households

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality. Only registered indigents qualify for the free basic services.

A summary of the free basic services package is set out below:

- All registered indigents, including consumers in the rural areas, will receive 6 kl of water per month fully subsidised.
- All registered indigents, including consumers in the rural areas, will only be charged a flat rate for Water and Sanitation consumption and not a step tariff.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

9.6 Financial Policies

Overview of budget related-policies

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

Review of credit control and debt collection procedures/policies

The Credit Control and Debt Collection Policy has been approved by Council in May 2012 and reviewed annually. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the possible revisions will include the increasing of the credit periods for the down payment of debt. In addition emphasis will be placed on latest legislation changes and court rulings to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

The 2020/21 MTREF has been prepared on the basis of achieving an average debtors' collection rate of 40 percent on current billings (30 percent on conventional consumers and 100 percent on pre-paid consumers). In addition, the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the Municipality's cash levels.

Asset Management, Infrastructure Investment and Funding Policy

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the Municipality's revenue base.

Within the framework, the need for asset renewal was considered a priority and hence the capital programme was determined based on renewal of current assets versus new asset construction.

Further, continued improvements in technology generally allows many assets to be renewed at a lesser 'real' cost than the original construction cost. Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation. The Asset Management, Infrastructure and Funding Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. In addition the policy

prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality's system of delegations. With the implementation of mSCOA, virements from repairs and maintenance to operating expenditure will not be possible. This is to improve the municipality's ratio to Property, plant and equipment or total operating expenditure, which has been below the recommended threshold in recent years.

Cash Management and Investment Policy

No changes were made to the Municipality's Cash Management and Investment Policy. The aim of the policy is to ensure that the Municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves.

Tariff Policy

The Municipality's tariff policy provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policy have been approved on various dates and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation over the next two years.

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

Revenue enhancement, Credit Control and Debt Collection Policy

The municipality has a credit control policy to ensure with the MFMA and MSA. The Credit Control and Debt Collection Policy were approved by Council in May 2020. 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.

While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher

collection rate. Some of the possible revisions will include the increasing of the credit periods for the down payment of debt. In addition emphasis will be placed on latest legislation changes and court rulings to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

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 2020 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. A Contracts officer is employed. Only one post of contracts coordinator is vacant and budgeted. Legal services also provide support in monitoring and enforcement of contracts. On average, procurement processes take about 49 days turnover. This includes advertising, bid committee processes and appointment period.

Emergency procurement measures are stipulated in the SCM policy to enable the Council to deal with all unplanned procurement requirements including disasters and other urgent situations, 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.

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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.

CHAPTER TEN: PERFORMANCE MANAGEMENT SYSTEM

10.1 Adoption of the Policy

The District PMS Policy was adopted by Council in May 2020 and it is reviewed annually. The Performance Management Framework of the District as adopted by Council in 2011. 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.

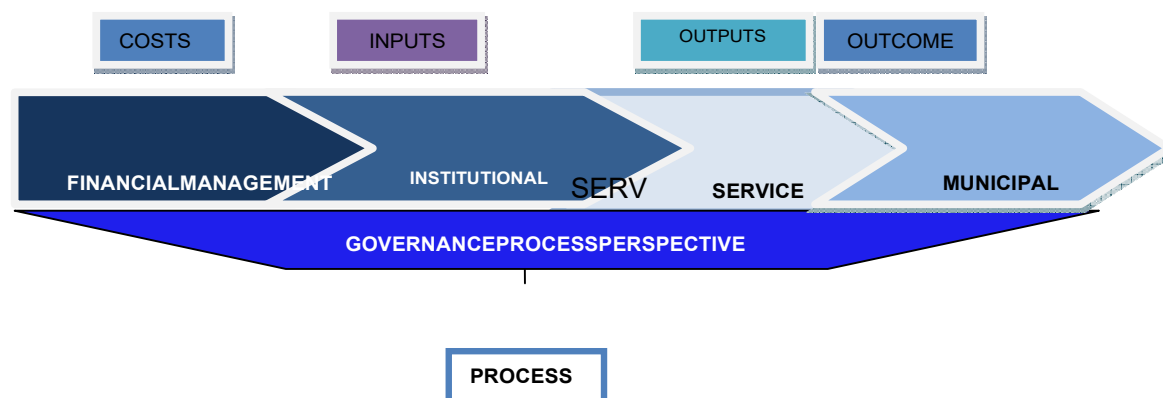
10.2 Purpose of the Policy

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.

10.3 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.



10.4 Different Scorecards 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. In the 2018/19 financial the cascading exercise was further cascaded to Task Grade 11-15.

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.

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.

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.

Supervisor Scorecards (Task grade 11-15)

Furthermore, the Sectional Scorecards will be cascaded down to individuals starting from TASK GRADE 11-15. A scorecard that is refined between line supervisor and incumbent should be developed. The scorecard is made up of two sections. The first section will focus on specific job

content performance targets. The second section will focus on behavioural aspects. All staff will be assessed on both sections. . All targets are set according to the SMART principles and are translated into the practical aspect of each job.

10.5 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.

10.6 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. Implementation monitoring occurs through Section 71, Section 52d, Section 72, and the annual reports. These reports are presented before Council quarterly and are forwarded to the prescribed stakeholders for the purposes of oversight and accountability.

10.7 Measurable performance indicators and targets

KPA 1: SERVICE DELIVERY AND INFRASTRUCTUREPROVISION

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
STRATEGIC OBJECTIVE			Provide access to basic services							
PROGRAMME / STRATEGY					SD01: Develop and maintain water and sanitation infrastructure					
SD01-01	% compliance with SANS 241 for drinking water quality	94%	95%	95%	95%	95%	95%	95%	95%	WSP
PROGRAMME / STRATEGY					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	01:01	01:01	01:01	01:01	01:01	Community Services
PROGRAMME / STRATEGY					SD03: Expand and fast-track provision of universal access to basic services					

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
SD03-01	% of households earning less than R1100 (national indigent declaration) 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)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	100% of registered households (indigents)	Finance
SD03-02	% of households with access to basic level of water	74.1%	74.1%	85.7%	76.4%	78.7%	81%	83.4%	85.7%	Technical services
SD03-03	% of households with access to a basic level of sanitation	94.54%	96%	104%	97.8%	99.2%	100%	103%	104%	Technical services
SD04-01	Number of inspections on health establishment premises	1 inspection of 33 health establishment premises inspected	2 of 60 health establishment premises inspected	2 of 60 health establishment premises inspected per annum	2 of 60 health establishment premises inspected	2 of 60 health establishment premises inspected	2 of 60 health establishment premises inspected	2 of 60 health establishment premises inspected	2 of 60 health establishment premises inspected	Community Services
SD05-01	Number of kilometers of gravel roads	1931	2000km	10 000km	2000km	2000km	2000km	2000km	2000km	Technical Services

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
	graded									

KPA 2: LOCAL ECONOMICDEVELOPMENT

KPI NUMBE R	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
					2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
STRATEGIC OBJECTIVE			Facilitate and implement job creation and poverty alleviation initiatives							
PROGRAMME / STRATEGY					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	365	650	3 250	650	650	650	650	650	Technical Services & WSP
PROGRAMME / STRATEGY					LED02: Support and facilitate rural development and poverty alleviation programmes					

KPI NUMBE R	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)		2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
LED02-01	Number of hactores cultivated on the RAFI programme	72 Hactores	60 Hactores	300 Hactores	60 Hactores	60 Hactores	60 Hactores	60 Hactores	60 Hactores	OMM
LED02-02	Number of rams/bulls procured and handed-over to emerging farmers	0	30 rams/bulls	100 rams/bulls	20 rams/bulls	20 rams/bulls	20 rams/bulls	20 rams/bulls	20 rams/bulls	OMM
PROGRAMME / STRATEGY					LED03: Facilitate and actively participate in youth, women and people with disability development programmes					
LED03-01	Number of capacity building workshops for SMMEs and Coops (youth, women and people with disabilities)	3 capacity building workshops	2 capacity building workshops	10 capacity building workshops	2 capacity building workshops	2 capacity building workshops	2 capacity building workshops	2 capacity building workshops	2 capacity building workshops	OMM
LED03-02	Number of SMMEs trained	23 SMMEs	20 SMMEs	100 SMMEs	20 SMMEs	20 SMMEs	20 SMMEs	20 SMMEs	20 SMMEs	JoGEDA
STRATEGIC OBJECTIVE		Facilitate and support regional economic development initiatives								
PROGRAMME / STRATEGY					LED04: LED04: Strengthening the development agency					
LED04-01	Number of JoGEDA projects progress information sessions held with local municipalities	New indicator	New indicator	20 Information sessions held	4 Information sessions held	4 Information sessions held	4 Information sessions held	4 Information sessions held	4 Information sessions	JoGEDA

KPI NUMBE R	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)		2022/23 FY	2023/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
	and stakeholders								held	
LED04-02	Develop and implement JGDM 2060 Growth and Development Strategy	New indicator	New indicator	JGDM 2060 Growth and Development Strategy developed and implemented	Funding Secured	JGDM 2060 Growth and Development Strategy approved by Council	Growth and Development Summit held	Growth and Development Summit Progress Report tabled before Council	Growth and Developm ent Summit Progress Report tabled before Council	OMM & JoGEDA

KPA 3: FINANCIAL VIABILITY AND MANAGEMENT

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)		2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/2 7 FY	
STRATEGIC OBJECTIVE		Ensure sound and effective financial management and reporting								
PROGRAMME / STRATEGY					FM01: Comply with all statutory financial management and reporting requirements					
FM01-01	% of capital budget actually spent on capital projects	81%	100%	100% per annum	100%	100%	100%	100%	100%	Technical Services

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
					2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
	identified in the IDP									
FM01-02	Cost coverage ratio	0.06	2.02	2.02	2.02	2.02	2.02	2.02	2.02	Finance
FM01-03	Debt coverage ratio	2.69	2.03	2.03	2.03	2.03	2.03	2.03	2.03	Finance
FM01-04	Outstanding service debtors to revenue ratio	4.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	Finance
FM01-05	% of budget actually spent on implementing workplace skills plan	100%	100%	100%	100%	100%	100%	100%	100%	Corporate Services
FM01-06	% of operational budget allocated for repairs and maintenance	8%	8%	8%	8%	8%	8%	8%	8%	Finance
PROGRAMME / STRATEGY					FM02: Implement revenue collection and enhancement strategy initiatives					
FM02-01	% of billed revenue collected	15%	30%		40%	50%	60%	70%	80%	Finance

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
					2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/2 7 FY	
		2020/21 (Audited Actual)	2021/22 FY (Plan)							
PROGRAMME / STRATEGY					FM03: Implement anti-fraud and anti-corruption measures					
FM03-01	Ratio of identified cases of fraud and corruption acted on	01:01	01:01	01:01	01:01	01:01	01:01	01:01	01:01	Corporate Services

KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

KPI NUMBER	KEY PERFORMANC E INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodia n
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)		2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/2 7 FY	
STRATEGIC OBJECTIVE			Improve human resource capacity and potential							
PROGRAMME / STRATEGY					ID01: Effectively empower and develop skills base within the District					
ID01-01	Number of people from employment equity target groups employed in the	6	11	11	11	11	11	11	11	Corporate Services

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
	three highest levels of management in compliance with EEP									
ID01-02	Number of internships & learnership opportunities created	62	48	240	48	48	48	48	48	Corporate Services
ID01-03	% of budgeted and funded vacant posts	74%	100%	100% Annually	100%	100%	100%	100%	100%	Corporate Services
PROGRAMME / STRATEGY					ID02: Maintain conducive working conditions for staff					
ID02-01	Number of LLF meetings held	0	4	20	4	4	4	4	4	Corporate Services

KPA 5: GOOD GOVERNANCE AND PUBLICPARTICIPATION

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
STRATEGIC OBJECTIVE		Facilitate intergovernmental cooperation and coordination								
PROGRAMME / STRATEGY					GG01: Support and facilitate in intergovernmental cooperation initiatives					
GG01-01	Number of DIMAFO meetings held	1	2	10	2	2	2	2	2	ISA
PROGRAMME / STRATEGY					GG02: Establish and maintain stakeholder engagement initiatives					
GG02-01	Number of Council meetings held	11	11	55	11	11	11	11	11	Corporate Services
GG02-02	Number of Mayoral outreach programs held in each Local Municipality	1 Mayoral outreach held in Elundini Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality per annum	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	1 Mayoral outreach held in each Local Municipality	OMM
PROGRAMME / STRATEGY					GG03: Ensure and maintain corporate governance					
GG03-01	Compile 2019/20 FY annual report	Draft Annual Report approved by Council in May 2021	2020/21 FY Annual Report approved by Council	Annual Report approved by Council by March annually	Prior year Annual Report approved by Council	Prior year Annual Report approved by Council	Prior year Annual Report approved by Council	Prior year Annual Report approved by Council	Prior year Annual Report approved by Council	OMM

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
GG03-02	Compile 2023/24 FY MTEF Budget	2019/20FY MTEF Budget approved by Council	2020/21FY MTEF Budget approved by Council	MTEF Budget approved by Council annually	MTEF Budget approved by Council	MTEF Budget approved by Council	MTEF Budget approved by Council	MTEF Budget approved by Council	MTEF Budget approved by Council	Finance
GG03-03	Compile 2023/24 FY IDP	2021/22 FY final reviewed IDP approved by Council	2021/22 FY final reviewed IDP approved by Council	IDP review approved by Council annually	IDP review approved by Council	IDP review approved by Council	IDP review approved by Council	IDP review approved by Council	IDP review approved by Council	OMM
GG03-04	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager including the Municipal Manager	8	8	8 annually	8	8	8	8	8	OMM
GG03-05	Clean audit outcomes achieved	Clean audit outcomes achieved	Clean audit outcomes achieved	Clean audit outcomes achieved annually	Clean audit outcomes achieved	Clean audit outcomes achieved	Clean audit outcomes achieved	Clean audit outcomes achieved	Clean audit outcomes achieved	All Directors
GG03-06	Number of MPAC meetings held	4	4	20	4	4	4	4	4	OMM

KPI NUMBER	KEY PERFORMANCE INDICATOR	KPI Baseline		Five Year Target (2022/23 – 2026/27 FY)	5 Year Annual Targets					Custodian
					2022/23 FY	203/24 FY	2024/25 FY	2025/26 FY	2026/27 FY	
		2020/21 FY (Audited Actual)	2021/22 FY (Plan)							
GG03-07	Number of Audit and Performance Committee meetings held	5	5	25	5	5	5	5	5	OMM
PROGRAMME / STRATEGY					GG04: Facilitate Implementation of programmes supporting special groups					
GG04-01	Hold District Mayor's Cup	Hold District Mayor's Cup held	Hold District Mayor's Cup	District Mayor's Cup held annually	District Mayor's Cup held	District Mayor's Cup held	District Mayor's Cup held	District Mayor's Cup held	District Mayor's Cup held	OMM

CHAPTER ELEVEN: PROJECTS AND PROGRAMMES

11.1 JGDM Capital Works Plan

No	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
		MIG											
1	S/EC/17626/20/23	Senqu Rural Sanitation Programme: Phase 6	Senqu	Sanitation	Construction of VIP Toilets	Dibinkonzo; Ntsimekweni; Ezintatyaneni, Bluegums; Bambospruit, JORDAN, Jozanashoek; Jozanasdam; Magwiji; Sunduza, MAKHUMHSA, MBONISWENI, Tienbank, MFINCI, FRANCE, Zola, Esilindini, MOUNTAIN VIEW, Tienbank, Makheteng, NGQUBA, Lepota, Kroomspruit, NEW REST, Bebeza, Ndungunya,	Construction:<=25%	R132 220 684	MIG	Operational	R 6 000 000	R 0	R 0
2	S/EC/15490/18/20	Elundini Rural Sanitation Programme: Phase 6	Elundini	Sanitation	Construction of VIP Toilets	Montgomery, Nyibiba, Ncwangele, Upper Tsitsana, Mission, Maduguru, Ngqwaneni, Lower Ntywenka, Nkolosana, Ngcele Gungwini Sommeville, Upper Esinxako, Lower Esinxako, Mokgalong, Koebung, Seqhobong, Ntuku, Tabase/Maluti Village	Construction:<=25%	R 173 519 999	MIG	Operational	R 6 000 000	R 0	R 0

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
3	W/EC/14718/17/23	Elundini Rural water Programme (ORIO)	Elundini	Water	Construction of rural water supply infrastructure	107 Villages in Elundini LM	Design & Tender	R 143 813 803	MIG	CAPITAL	R 7 500 000	R 20 000 000	R 20 000 000
4	S/EC/14606/10/16	Jamestown Bucket Eradication and Sanitation Phase 2 (Sewer Lines)	WSLM	Sanitation	Construction of sewer reticulation in Jamestown and Masakhane	James Calata (Jamestown)	Construction:<=25%	R 50 193 464	MIG	CAPITAL	R 22 402 591	R 2 002 404	R 5 000 000
5	W/EC/12333/11/18	Maclear Water Treatment & Distribution Upgrade (WTW)	Elundini	Water	Construction of WTW in Malear	Nqnqarhu (Maclear)	Design & Tender	R 226 644 753	MIG	CAPITAL	R 0	R 20 000 000	R 10 000 000
6	S/EC/15418/17/20	Bulk Sanitation Infrastructure Upgrade for Maclear Phase 3B	Elundini	Sanitation	Construction of gravity main sewer line, Sewage Pump station and rising sewer line to the WWTW	Nqnqarhu (Maclear)	Construction:<=25%	R 60 447 551	MIG	CAPITAL	R 60 331 059	R 0	R 10 000 000
7	W/EC/12333/11/18	Maclear Water Treatment & Distribution Upgrade (AC Pipe Replacement)	Elundini	Water	AC Pipe replacement in Maclear town	Nqnqarhu (Maclear)	Construction:<=25%	R 95 995 638	MIG	CAPITAL	R 10 000 000	R 0	R 0
8	W/EC/16755/19/21	Aliwal North Water Treatment Works Holding Dams	WSLM	Water	Construction of 40MI earth dams in Aliwal North WTW	Maletswai (Aliwal North)	Design and Tender	R 29 185 579	MIG	CAPITAL	R 7 000 000	R 23 000 000	R 10 500 000

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
9	S/EC/16603/20/22	Provision of Sanitation Infrastructure for Ugie: Phase 1	Elundini	Sanitation	Construction of sewer network in Ugie Park and Extension, outfall gravity sewer line and refurbishment of WWTW	Ugie	Design and Tender	R 27 478 319	MIG	CAPITAL	R 10 000 000	R 20 000 000	R 10 500 000
10	W/EC/18462/21/24	Senqu Rural Water: Work Package 1	Senqu	Water	Develoment of water schemes for villages without water in ward 1: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and communal standpipes	Walaza (Drayini, Mrifi, lower Mgqwetha, upper Mgqwetha, Platform, Ntatyana, Mabeleni, Mfityi, Mbobo 1 (Sqithini, Rasiyeni, Ntanbakusuku, Mdeni), Mbobo 2 (Mboleni), Bikizana (Mabaleni, Ntatyana) Ndofela (Mayisela, Mabheleni, Dolosi)	Design and Tender	R 82 987 000	MIG	CAPITAL	R 7 000 000	R 8 000 000	R 11 000 000
11	E/EC/18565/21/24	Senqu Rural Water: Work Package 2	Senqu	Water	Develoment of water schemes for villages without water in ward 2,4,5,6,13 &15: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and communal standpipes	Mkhunyazo (Ward 4), New Hillside (Ward 4), Old Hillside (Ward 4), Etyinindi (Ward 6), Letsoesi (Ward 6), Mtere (Ward 6), Ndungunyeni (Ward 6), Fort Hook (Ward 5), Sketsheni (Ward 5), Ntubeni (Ward 5), Sdakini (Ward 5), Rock Cliff (Ward 15), Henge Ext (Ward 2), Marakaneng (Ward 13) and Witterbergen (Ward 13)	Design and Tender	R 123 848 088	MIG	CAPITAL	R 7 000 000	R 8 000 000	R 11 000 000

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
12	W/EC/18461/21/24	Senqu Rural Water: Work Package 3	Senqu	Water	Develoment of water schemes for villages without water in ward 2,3,5,6,7 & 9: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and communal standpipes	Bikizana (Ward 3), Ekra (Ward 3), Hobeng (Ward 3), Zola (Henge) (Ward 2), Magalagaleni (Ward 2), Mtsila (Ward 6), Ndingashe (Ward 2), Ngxingweni (Ward 6) and Thobale (Ward 6), Qhoboshane (Ward 3), Sitoromo (Ward 2), Macacume (Ward 7), Dumzela (Ward 2), Mission (Ward 5), Hinana (Ward 9), Luhambeni (Ward 9),	Design and Tender	R 76 309 845	MIG	CAPITAL	R 7 000 000	R 8 000 000	R 11 000 000
13	NYR	Senqu Rural Water: Work Package 4	Senqu	Water	Develoment of water schemes for villages without water in ward 3,4,5,6 and 15: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and communal standpipes	Mfinci (ward 3), Daweni (ward 3), Blikana (ward 4), Lusizini (ward 4), Sidakeni (ward 4) Zola (ward 4) Misono (ward 5), Kwamadume (ward 5), Mahlabathini (ward 5), Zingxengele (ward 5), Kwasphambo (ward 5), Phelandaba (ward 5), Rockcliff (ward 15), Mdlambona (ward 6)	Not Registered	R 68 432 899	MIG	CAPITAL	R 0	R 14 000 000	R 11 000 000
14	W/WEC/18630/21/23	Senqu Rural Water: Work Package 5	Senqu	Water	Develoment of water schemes for villages without water in ward 5: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and	Thuteng, Trusting, Sgingqini, Matsoseng, Dikotsong, KwaRob, Nxamangele, Mazizini, Edwaleni, Kwamundu, Matafazaneni, Mkhuzo, Nkawulweni, Trappan and Upper Bebeza	Design and Tender	R 54 594 823	MIG	CAPITAL	R 7 000 000	R 8 000 000	R 11 000 000

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
					communal standpipes								
15	W/EC/18704/21/24	Senqu Rural Water: Work Package 6	Senqu	Water	Develoment of water schemes for villages without water in ward 5, 12, 13 & 17: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and communal standpipes	Lower Joveleni (Ward 17), Mtshisa (Ward 17), Upper Joveleni (Ward 17), Qhoboshaneni (Ward 12), Sigcawini (Ward 13), Sigcawini (Ward 13), Dwaleni (Ward 6), Moyeni (Ward 8), Masekeleng (Ward 17), Fleyini (Ward 17), Lahla (Ward 17), Mabalana (Ward 17), Mpoki (Ward 6), Maqheyeni (Ward 5), White City (Ward 5) and Magozini (Ward 13).	Design and Tender	R 31 945 218	MIG	CAPITAL	R 7 000 000	R 8 000 000	R 11 000 000
16	W/EC/18657/21/25	Senqu Rural Water: Work Package 7	Senqu	Water	Develoment of water schemes for villages without water in ward 2,6,7,10,12, & 18: Project entails raw water source development (e.g. Boreholes, Springs, etc). Development of pipeline and communal standpipes	Dulcies Nek Ward 6, Mbini Ward 6, Bamboespruit Ward 7, Majokong Ward 7, Rooisand Ward 7, Enteni Ward 7, Esilindini Ward 12, Bensonvale Ward 12, Magwiji Ward 12, Magadla Ward 12, Jozanas Nek Ward 12, Madakane Ward 18, Nqutu Ward 2, Maralaneng Ward 7	Design and Tender	136514258	MIG	CAPITAL	R 7 000 000	R 8 000 000	R 11 000 000

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
						and Makheteng Ward 10							
17	NYR	Lady Grey Water Supply: New Trunk and Reticulation Water Mains for KwziNaledi & Transwilger	Senqu	Water	The project is aim at making the Lady Grey water network to more efficient and arragement the network for Water Conservation and Demand Management (WCDM). The scope includes installation of PRV Valves, Isolation valves, pipework and break pressure tanks.	Lady Grey	Not Registered	27 486 722.00	MIG	CAPITAL	R 0	R 10 000 000	R 11 000 000
18	NYR	Aliwal North Asbestos Pipe Replacement	WSLM	Water	AC Pipe replacement in Aliwal North town	Maletswai (Aliwal North)	Not Registered	138 405 341.36	MIG	CAPITAL	R 0	R 10 000 000	R 10 000 000
19	NYR	TELLE RIVER BULK WATER SUPPLY SCHEME	Senqu	Water	The project is aimed at providing the northern areas of Sterkspruit with surface water from the Telle River: The project entails the construction of dam wall in Telle river, abstraction point, pump house and associated pipework	Sterkspruit	Not Registered	R 630 000 000	MIG	CAPITAL	R 0	R 2 203 696	R 10 000 000

No	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
20	NYR	Aliwal North Bulk Water Infrastructure for Housing Development	WSLM	Water			Not Registered	R 88 458 265	MIG	CAPITAL	R 0	R 10 000 000	R 13 686 800
21	N/A	PMU ADMIN.	Senqu						MIG	CAPITAL	R 9 012 350	R 9 431 900	R 9 878 200
		TOTAL									R 180 246 000	R 188 638 000	R 197 565 000
		RBIG (DWS)											
29	ECR046	Sterkspruit Regional Bulk Sanitation	Senqu	Sanitation			Design	240 000 000,00	RBIG	CAPITAL	R 15 000 000	R 20 000 000	R 40 000 000
30	TBA	Lady Grey Bulk Water Supply	Senqu	Water			Design	260 000 000,00	RBIG	CAPITAL	R 0	R 0	R 0
		TOTAL									R 15 000 000	R 20 000 000	R 40 000 000
		WATER SERVICES INFRASTRUCTURE GRANT (WSIG)											
31		DC14_P101 63-101_District Wide Refurbishment of WWTW	WSLM	Sanitation			Planning	20 000 000,00	WSIG	CAPITAL			
32		Pre-paid Water Meters	District wide	Water			Planning	1 000 000,00	WSIG	CAPITAL			
33		DC14_P101 62-101_District Wide Telemetry	District wide	Water			Implementation	15 000 000,00	WSIG	CAPITAL			

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
		System											
34		Electro-mechanical asset replacement	District wide	water			Planning	4 000 000,00	WSIG	CAPITAL			
35		Aliwal North pipe replacement	WSLM	Water			planning	5 000 000,00	WSIG	CAPITAL			
36		DC14_P101 62-102_Rural Rudimentary Water Supply	District wide	Water			Planning	5 000 000,00	WSIG	CAPITAL			
37		DC14_P101 62-103_Refurbishments of WTWs	District wide	Water			Implementation	5 000 000,00	WSIG	CAPITAL			
38		DC14_P101 62-104_Argumentation of Clear Water Storage	Senqu	Water			Planning	7 000 000,00	WSIG	CAPITAL			
39		DC14_P101 62-105_Acquire Bulk Meters	District wide	Water			Tender	7 000 000,00	WSIG	CAPITAL			
		TOTAL									R 60 000 000	R 38 000 000	R 60 610 000
		DBSA FRONT-LOADING LOAN WITH MIG FUNDS											
40	W/EC/12333/11/18	Maclear Water Treatment &	Elundini	Water			Tender	R 226 644 753	DBSA Frontloading	CAPITAL	R 10 000 000		R 0

No .	Project Number	Project Name	Lm	Project Type:	Project Description	Area/ Villages	Project Status	Approved Budget	Source Of Funding	Budget Implication	Projected Expenditure for 2022/23 (incl. VAT)	Projected Expenditure for 2023/24 (Incl. VAT)	Projected Expenditure for 2024/25 (Incl. VAT)
		Distribution Upgrade (WTW & AC Pipe Replacement)											
		TOTAL									R 10 000 000	R 0	R 0

TRANSPORT INFRASTRUCTURE-DoT

Project Name	Challenge	Strategy	Project Description	Location	Approved Budget	Number of Beneficiaries	Projected start and completion date
Framework	Insufficient budget	Road maintenance contract for 36 months	Pothole repairs and maintenance on R390, Routine Road Maintenance on Provincial Gravel Roads	Walter Sisulu LMA	R 8 326 500	30% sub-contracted to local SMME's	01 April 2022- 31 March 2023
Re-gravel MR00717	Insufficient budget	Plant Hire	5km Re-gravelling on MR00717	Walter Sisulu LMA	R 2 000 000	04	01 April 2022- 31 March 2023
JGDM SLA	None	Service Level Agreement	Routine Road Maintenance on Provincial Gravel Roads	Walter Sisulu LMA	R 16 000 000	All rural communities	01 April 2022- 31 March 2023
Framework	Insufficient budget	Road maintenance contract for 36 months	Pothole repairs and maintenance on Surface Road R392. Routine Road Maintenance on Provincial Gravel Roads	Senqu LMA	R 9 350 000	30% sub-contracted to local SMME's	01 April 2022- 31 March 2023
Re-gravel DR08521	Insufficient budget	Plant Hire	3km Re-gravelling on DR08521	Senqu LMA	R 1 200 000	04	01 April 2022- 31 March 2023
Re-gravel MR0716	Insufficient budget	Plant Hire	6km Re-gravelling on MR0716	Senqu LMA	R 2 400 000	04	01 April 2022- 31 March 2023
Re-gravel DR08516	Insufficient budget	Plant Hire	3.5km Re-gravelling on DR08516	Senqu LMA	R 1 400 000	04	01 April 2022- 31 March 2023

Framework	Insufficient budget	Road maintenance contract for 36 months	Routine Road Maintenance on Provincial Gravel Roads	Elundini LMA	R 9 500 000	30% sub-contracted to local SMME's	01 April 2022- 31 March 2023
Re-gravel DR08074	Insufficient budget	Plant Hire	4.5km Re-gravelling on DR08074	Elundini LMA	R 1 800 000	04	01 April 2022- 31 March 2023
Re-gravel DR08075	Insufficient budget	Plant Hire	4.5km Re-gravelling on DR08075	Elundini LMA	R 1 800 000	04	01 April 2022- 31 March 2023
Re-gravel DR08209	Insufficient budget	Plant Hire	3.5km Re-gravelling on DR08209	Elundini LMA	R 1 400 000	04	01 April 2022- 31 March 2023
Household Contractor Programme	Lack of equipment – gravel, tools, PPE	The Department to procure enough equipment	Maintenance of Roads	All 3 Local Municipalities	R 36 682 861	5300	01 April 2022- 31 March 2023
Supervisors	Need for proper monitoring	Recruitment of staff	Monitoring and supervision of all EPWP participants.	All 3 Local Municipalities	R10 244 364	207	01 April 2022- 31 March 2023
Data Capturers	-		Data capturing and maintenance and reporting	Aliwal North	R514 168	08	01 April 2022- 31 March 2023
Road Rangers	Need for proper monitoring	Recruitment of staff	Remove stray animals from the road.	All 3 Local Municipalities	R3 306 084	90	01 April 2022- 31 March 2023
Project Name	Challenge	Strategy	Project Description	Location	Approved Budget	Number of Beneficiaries	Projected start and completion date
Scholar Transport Monitors	Need for Proper Monitoring	Recruitment of staff	Monitoring compliance of operators and reporting.	All 3 Local Municipalities	R3 072 524	120	01 April 2022- 31 March 2023

Walking Bus	Need for Proper Monitoring	Recruitment of staff	Assist School Children with crossing of roads	Mt. Fletcher Maclear Sterkspruit	R1 281 646	50	01 April 2022- 31 March 2023
SHE Cleaners	-		Clean and maintain cleanliness in offices to curb the spread of Covid-19.	Aliwal North Maclear Sterkspruit Steynsburg	R676 540	26	01 April 2022- 31 March 2023
Taxi Rank Cleaners	-			Aliwal North	R126 736	05	01 April 2022- 31 March 2023

COMMUNITY SAFETY

Department	Total number of Projects 2021/22 FY	Total Rand value
Department of Community Safety	12 Social crime prevention programmes: Mt Fletcher (May 21) Lady Grey (Jun 21) Aliwal North (July 21) Phumalanga (Aug 21) Rhodes (Sept 21) Burgersdorp (Oct 21) Ugie (Oct 21) Palmietfontein(Nov 21) Venterstad (Nov 21) Jamestown (Feb 22) Kat Kop (Mar 22) Zamuxolo (Mar 22)	R240 000
	08 Policing Accountability engagements Burgersdorp(May 21) Kat Kop (Aug 21) Sterkspruit(Sept 21) Barkly East (Oct 21) Maclear (Nov 21) Steynsburg(Nov 21) Maletswai(Feb 22) Ugie(Mar 22)	R120 000

Human Settlements

Department	Total number of Projects	Total Rand value
Department of Human Settlement		
	Stekspruit 4000 - (600 units Phase 4)	R4 800 000,00
	Stekspruit 4000 - Planning	R4 000 000,00
	Stekspruit 4000 - (500 units Phase 5)	R4 000 000,00
	Sterkspruit - 4000 Subs Phase 1 {506} (Senqu Ward 10)	R67 750 870,00

Department	Total number of Projects	Total Rand value
	Sterkspruit - 4000 Subs Phase 1 {539} (Senqu Ward 09)	R71 956 500,00
	Maclear - Sinxako 486 Subs (Phase 1)	R67 459 230,00
	Maclear - Mbidlana 300 Subs (Phase 1) Plannig	R49 500 000,00
	Mount Fletcher - Kuebung 290 Subs (Phase 1) Planning	R45 687 196,97
	Maclear - Mqokolweni 305 Subs (Phase 1) Plannig	R50 325 000,00
	Steynsburg - 530 units (530 Top Structure - Ceiling and Electricity)	R9 626 745,90
	Aliwal North - Dukathole 188 (141)	R26 798 109,90
	Aliwal North - Dukathole 172 Subs (Phase 1)	R24 639 000,00
	Aliwal North - Dukathole 172 Sites (08 Military Veterans)	R2 072 418,00
	Aliwal North - Hilton 59 units (Phase 1)	R11 812 266,56
	Barkly East 298	R19 651 677,00
	Bugersdorp - 123 units	R22 806 201,03
	Burgesdorp - Mzamomhle - 140 (Phase 2)	R0,00
	Jamestown 304 Subs (Phase 1) Planning & Services	R16 934 624,00
	Dukathole 550 - Aliwal North Hilton 550 Housing Project	R41 523 926,00
	Steynsburg 220	R27 200 000,00
	Joe Gqabi Extention 4000 (BNG) Planning	R0,00
	Mount Fletcher Thembeni 2400 units (Phase1) Planning	R0,00
	JOE GQABI 500-Emergency (150 subs Phase 4)	R25 000 000,00
	JOE GQABI 500-Emergency - 60 emergency Phase 3)	R6 964 632,00
	Maclear - Elundini 100 Subs Destitute (-97 Subs)	R8 008 000,00
	Joe Gqabi - Senqu Destitute 100 units (-99 + 1)	R13 053 150,00
	Bugersdorp - Sportsfield	R2 290 000,00
	Lady Grey 50	R8 000 000,00
Provincial Departments		
	28	R631 859 547,36
Department	Total projects	Total Rand value

DEPARTMENT OF HOME AFFAIRS

Department	2023/23 FY Total number of Projects	Total Rand value
	Management of immigration services within the District:	R 100 000.00

	❖ Conduct monthly operations local municipalities with relevant stakeholders (SAPS, LABOUR, MUNICIPALITY) to check compliance with Immigration act.	
	Birth Registration within 30 days: ❖ 3230 birth should be registered within 30 days in the District.	Operational Budget
	Smart ID Application for 16years and above: ❖ 19200 SIDC application should be collected.	Operational Budget
	High Schools to be visited in the District: ❖ 103 schools to be visited to enable learners with ID's.	R 120 000. 00

Community Safety and liaison

ACTIVIT	AREA	MUNICIPALITY	BUDGET(000)
Conduct Service Delivery Evaluation at police stations	Tabase Zamuxolo Tabase Ugie	Elundini	18
	Phumalanga Palmietfontein Lady Grey Rossouw	Senqu	NC
	James Calata Maletswai Venterstad	Walter Sisulu	NC
Conduct unannounced visit at 19 police stations	Eight(8) police stations	Elundini	18
	Five(5) police stations	Senqu	NC
	Six(6) police stations	Walter Sisulu	NC
Assessment of the implementation of Domestic Violence Act by police	Mt Fletcher Maclear Katkop Mbizeni Zamuxolo	Elundini	12
	Sterkspruit Barlky East	Senqu	NC
	Burgersdorp James Calata Maletswai Steynsburg Venterstad	Walter Sisulu	NC
Implementation of Court Watching Brief Programme	Ugie Maclear	Elundini	10
	Burgersdorp	Walter Sisulu	NCI
Conduct social crime prevention programmes	Katkop Maclear Mt Fletcher Ugie	Elundini	60
	Barlky East Phumalanga Rossouw Sterkspruit	Senqu	50
	Aliwal North James Calata Maletswai Venterstad	Walter Sisulu	50
Support municipalities on	-	Elundini	40

ACTIVIT	AREA	MUNICIPALITY	BUDGET(000)
functioning of Community Safety Forums	-	Senqu	40
	-	Walter Sisulu	30
Assessment of the functionality Community Police Forum	Ugie	Elundini	5
	Tabase		
	Zamuxolo		
	Lady Grey	Senqu	NCI
	Palmietfontein		
	Phumalanga		
	Rossouw		
	Sterkspruit		
	Jamestown	Walter Sisulu	NCI
	Maletswai		
	Steynsburg		
	Venterstad		

Agriculture, land Reform and Rural Development

Indicator and target	Project name	Activities planned for 2022/2023	Targeted Quarter
Number of infrastructure projects completed to support production (AVMP & RVCP)	Khiba shearing shed	Construction of Khiba shearing shed	Q3
	Steynsburg Commonage	Infrastructure refurbishment	Q4
Number of infrastructure projects completed to support FPSUs	Elundini FPSU	Mechanization storage sheds	Q4
Number of FPSUs supported towards functionality	Elundini FPSU	Procurement of maize production inputs Procurement of shearing shed equipment	Q3
	Senqu FPSU	Procurement of 8 ton truck Procurement of 10 HA fencing material	Q2-Q4
	Walter Sisulu FPSU	Procurement of piggery feed and medication	Q2
Number of farms supported through the Land Development Support Programme	Vaalkop	Infrastructure development	Q4
	Hillhead 2	Infrastructure development	Q4
	Mamohato Primary Cooperative	Infrastructure development	Q4
	Vlakfontein	Infrastructure development	Q2
	Hillhead 1	Infrastructure development	Q3
	Wepener	Infrastructure development	Q4
Number of farms supported through the Land Development Support Programme	Mtsamai Projects	Acquisition of livestock Infrastructure development	Q4
	Krommedraai	Acquisition of livestock Infrastructure development	Q4

	Lelie kloof	Acquisition of livestock Infrastructure development	Q4
	Prada	Acquisition of livestock Infrastructure development	Q4
Number of hectares acquired	Clanville Farm	R5 675 000.00	Q3
	Wilgeboom Farm	R5 000 000.00	
Number of hectares allocated	Clanville Farm	N/A	Q4
	Wilgeboom Farm	N/A	Q4

DEPARTMENT OF SOCIAL DEVELOPMENT

SUB-PROGRAMME	LOCATION	PURPOSE	BENEFICIARIES
CARE AND SUPPORT SERVICES TO OLDER PERSONS	Elundini, Nqanqaru Ugie Mt Fletcher	Design and implement integrated services for the care, support and protection of Older Persons.	180 - Older persons accessed community based programs. 36 Older persons accessing community support services. 60-Older persons accessed community based programs. 10 - Older persons accessing community support services. 120 - Older persons accessed community based programs. 20 - Older persons accessing community support services.
CARE AND SUPPORT SERVICES TO OLDER PERSONS	Walter Sisulu, Maletswai Burgersdorp Venterstad	Design and implement integrated services for the care, support and protection of Older Persons.	26 - Older persons accessed residential (Homes) 40 - Older persons accessed community based programs. 15 - Older persons accessing community support services. 22 - Older persons accessed residential (Homes) 40 - Older persons accessed community based programs. 10 - Older persons accessing community support services. 40 - Older persons accessed community based programs. 10 - Older persons accessing community support services.
CARE AND SUPPORT SERVICES TO OLDER PERSONS	Walter Sisulu, Steynsburg Jamestown	Design and implement integrated services for the care, support and protection of Older Persons.	18 - Older persons accessed residential (Homes) 40 - Older persons accessed community based programs. 15 - Older persons accessing community support services. 20 - Older persons accessed community based programs. 10 - Older persons accessing community support services.

CARE AND SUPPORT SERVICES TO OLDER PERSONS	Senqu, Sterkspruit Barkley East Lady Grey	Design and implement integrated services for the care, support and protection of Older Persons.	260 - Older persons accessed community based p 52 - Older persons accessing based care and support servi 20 - Older persons accessed community based p 20 - Older persons accessing based care and support servi 60 - Older persons accessed community based p 20 - Older persons accessing based care and support servi
SERVICES TO PERSONS WITH DISABILITIES	Elundini, Nqanqaru Ugie Mt Fletcher	Implement integrated programs and provide services that promote well-being and socio economic empowerment of persons with disabilities	100 – Persons accessing com rehabilitation services 150 - Persons accessing com rehabilitation services 20 - Persons with disabilities residential facilities 170 - Persons accessing com rehabilitation services
SERVICES TO PERSONS WITH DISABILITIES	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	Implement integrated programs and provide services that promote well-being and socio economic empowerment of persons with disabilities	150 - Persons a community base rehabilitation ser 160 - Persons a community base rehabilitation ser 150 - Persons a community base rehabilitation ser 160 - Persons a community base rehabilitation ser 100 - Persons a community base rehabilitation ser
SERVICES TO PERSONS WITH DISABILITIES	Senqu, Sterkspruit Barkley East Lady Grey	Implement integrated programs and provide services that promote well-being and socio economic empowerment of persons with disabilities	170 - Persons a community base rehabilitation ser 160 - Persons a community base rehabilitation ser 150 - Persons a community base rehabilitation ser

HIV AND AIDS	Elundini, Nqanqaru Ugie Mt Fletcher	Implement integrated community based care programmes and services aimed at mitigating the social and economic impact of HIV and AIDS through prevention and psychosocial support programmes.	02 – Implemente social and Beha programmes 200 – Beneficiar through social B change program 250 – Beneficiar psychosocial sup services 11 – Implemente social and Beha programmes 390 – Beneficiar through social B change program 200 – Beneficiar psychosocial sup services 22 – Implemente social and Beha programmes 850 – Beneficiar through social B change program 400 – Beneficiar psychosocial sup services
HIV AND AIDS	Walter Sisulu, Maletswai Burgersdorp Venterstad	Implement integrated programs and provide services that promote well-being and socio economic empowerment of persons with disabilities	11 – Implemente social and Beha programmes 400 – Beneficiar through social B change program 350 – Beneficiar psychosocial sup services 11 – Implemente social and Beha programmes 298 – Beneficiar through social B change program 200 – Beneficiar psychosocial sup services 11 – Implemente social and Beha programmes 328 – Beneficiar through social B change program 280 – Beneficiar

			psychosocial support services
HIV AND AIDS	Walter Sisulu, Steynsburg Jamestown	Implement integrated programs and provide services that promote well-being and socio economic empowerment of persons with disabilities	02 – Implement social and Behavioural change programmes 223 – Beneficiaries through social Behavioural change programme 50 – Beneficiaries psychosocial support services 11 – Implement social and Behavioural change programmes 350 – Beneficiaries through social Behavioural change programme 280 – Beneficiaries psychosocial support services

HIV AND AIDS	Senqu, Sterkspruit Barkley East Lady Grey	Implement integrated programs and provide services that promote well-being and socio economic empowerment of persons with disabilities	11 – Implemente social and Beha programmes 650 – Beneficiar through social B change program 300 – Beneficiar psychosocial sup services 11 – Implemente social and Beha programmes 384 – Beneficiar through social B change program 400 – Beneficiar psychosocial sup services 02 – Implemente social and Beha programmes 210 – Beneficiar through social B change program 16 – Beneficiar psychosocial sup services
SOCIAL RELIEF	Elundini, Nqanqaru Ugie Mt Fletcher	To respond to emergency needs identified in communities affected by disaster not declared or any other undue hardship through provision of material support	50 – Beneficiarie benefited from D relief programme 800 – Learners r sanitary pads th integrated schoo programmes 43 – Beneficiarie benefited from D relief programme 500 – Learners r sanitary pads th integrated schoo programmes 55 – Beneficiarie benefited from D relief programme 1080– Learners sanitary pads th integrated schoo programmes

SOCIAL RELIEF	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To respond to emergency needs identified in communities affected by disaster not declared or any other undue hardship through provision of material support	35 – Beneficiaries benefited from D relief programme 520– Learners received sanitary pads through integrated school programmes 30 – Beneficiaries benefited from D relief programme 325– Learners received sanitary pads through integrated school programmes 23 – Beneficiaries benefited from D relief programme 216– Learners received sanitary pads through integrated school programmes 30 – Beneficiaries benefited from D relief programme 270– Learners received sanitary pads through integrated school programmes 23 – Beneficiaries benefited from D relief programme 195– Learners received sanitary pads through integrated school programmes
	Senqu, Sterkspruit Barkley East Lady Grey	To respond to emergency needs identified in communities affected by disaster not declared or any other undue hardship through provision of material support	60 – Beneficiaries benefited from D relief programme 1149– Learners received sanitary pads through integrated school programmes 45 – Beneficiaries benefited from D relief programme 600– Learners received sanitary pads through integrated school programmes 40 – Beneficiaries benefited from D relief programme

			450– Learners received sanitary pads through integrated school programmes
SOCIAL RELIEF	Senqu, Sterkspruit Barkley East Lady Grey	To respond to emergency needs identified in communities affected by disaster not declared or any other undue hardship through provision of material support	60 – Beneficiaries benefited from D relief programme 1149– Learners received sanitary pads through integrated school programmes 45 – Beneficiaries benefited from D relief programme 600– Learners received sanitary pads through integrated school programmes 40 – Beneficiaries benefited from D relief programme 450– Learners received sanitary pads through integrated school programmes
CARE & SUPPORT TO FAMILIES	Elundini, Nqanqaru Ugie Mt Fletcher	Programmes and services to promote functional families and prevent vulnerability in families	100 – Families participated in Family Preservation 05 – Family members united with their 40 – family members participated in programmes 130 – Families participated in Family Preservation 04 - Family members united with their 50 -family members participated in programmes 130 – Families participated in Family Preservation 08 - Family members united with their 120 -family members participated in programmes

CARE & SUPPORT TO FAMILIES	Walter Sisulu, Maletswai Burgersdorp Venterstad	Programmes and services to promote functional families and prevent vulnerability in families	100 – Families p Family Preserva 1- Family memb with their familie 120 -family mem participated in p programmes 80 – Families pa Family Preserva 03- Family mem united with their 70 -family memb participated in p programmes 70 – Families pa Family Preserva 04- Family mem united with their 70 -family memb participated in p programmes
CARE & SUPPORT TO FAMILIES	Walter Sisulu, Steynsburg Jamestown	Programmes and services to promote functional families and prevent vulnerability in families	128 – Families p Family Preserva 08- Family mem united with their 130 -family mem participated in p programmes 90 – Families pa Family Preserva 01- Family mem united with their 60 -family memb participated in p programmes

CARE & SUPPORT TO FAMILIES	Senqu, Sterkspruit Barkley East Lady Grey	Programmes and services to promote functional families and prevent vulnerability in families	160 – Families p Family Preserva 20- Family mem united with their 130 -family mem participated in p programmes 210 – Families p Family Preserva 10- Family mem united with their 175 -family mem participated in p programmes 67 – Families pa Family Preserva 04- Family mem united with their 85 -family memb participated in p programmes
CHILD CARE AND PROTECTION	Elundini, Nqanqaru Ugie Mt Fletcher	Implement integrated programmes and services that provide for the development, care and protection of the rights of children.	25 – Cases of ch reported 622 – Children v foster care order 20 – Children pla care 400 – People ac Prevention and I Intervention prog 01 – Children re for adoption 05 – Cases of c reported 563 – Children v foster care order 20 – Children pla care 400 – People ac Prevention and I Intervention prog 05 – Cases of c reported 804– Children w foster care order 10 – Children pla care 400 – People ac Prevention and I Intervention prog 01 – Children re

			for adoption
CHILD CARE AND PROTECTION	Walter Sisulu, Maletswai Burgersdorp Venterstad	Implement integrated programmes and services that provide for the development, care and protection of the rights of children.	6– Cases of child abuse reported 523– Children with foster care orders 20– Children placed in care 01 – Children in re-unified with their families 1800 – People accessed Prevention and Intervention programme 01 – Children referred for adoption 6– Cases of child abuse reported 235 – Children with foster care orders 09– Children placed in care 500 – People accessed Prevention and Intervention programme 01 – Children referred for adoption 2 – Cases of child abuse reported 119– Children with foster care orders 10– Children placed in care 500– People accessed Prevention and Intervention programme 01 – Children referred for adoption

CHILD CARE AND PROTECTION	Walter Sisulu, Steynsburg Jamestown	Implement integrated programmes and services that provide for the development, care and protection of the rights of children.	08 – Cases of child abuse reported 160 – Children with foster care orders 04 – Children placed in foster care 01 – Children in re-unified with their families 300 – People accessed Prevention and Intervention programme 01 – Children referred for adoption 02– Cases of child abuse reported 176– Children with foster care orders 05– Children placed in foster care 01 – Children in re-unified with their families 100 – People accessed Prevention and Intervention programme 01 – Children referred for adoption
	Senqu, Sterkspruit Barkley East Lady Grey	Implement integrated programmes and services that provide for the development, care and protection of the rights of children	20 – Cases of child abuse reported 1280 – Children with foster care orders 105 – Children placed in foster care 800– People accessed Prevention and Intervention programme 01 – Children referred for adoption 06 – Cases of child abuse reported 219 – Children with foster care orders 15 – Children placed in foster care 03– Children in re-unified with their families 340 – People accessed Prevention and Intervention programme 03 – Cases of child abuse reported 270 – Children with foster care orders

			24 – Children placed in foster care 400 – People accessed Prevention and Intervention programmes
CHILD CARE AND PROTECTION	Senqu, Sterkspruit Barkley East Lady Grey	Implement integrated programmes and services that provide for the development, care and protection of the rights of children	20 – Cases of child abuse reported 1280 – Children in foster care orders 105 – Children placed in foster care 800 – People accessed Prevention and Intervention programmes 01 – Children referred for adoption 06 – Cases of child abuse reported 219 – Children with foster care orders 15 – Children placed in foster care 03 – Children in re-unified with their families 340 – People accessed Prevention and Intervention programmes 03 – Cases of child abuse reported 270 – Children with foster care orders 24 – Children placed in foster care 400 – People accessed Prevention and Intervention programmes
EARLY CHILDHOOD DEVELOPMENT - ECD	Elundini, Nqanqaru Ugie Mt Fletcher	Provision of comprehensive Early Childhood Developmental Programmes and services	- 01 – registered private facilities
	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	Provision of comprehensive Early Childhood Developmental Programmes and services	01 – Funded SDPs 15 – Children benefited from funded SDPs 01 – Funded SDPs 15 – Children benefited from funded SDPs

EARLY CHILDHOOD DEVELOPMENT - ECD	Senqu, Sterkspruit Barkley East Lady Grey	Provision of comprehensive Early Childhood Developmental Programmes and services	01 - Funded SDCC 23 - Children benefited from funded SDCC
CRIME PREVENTION & SUPPORT	Elundini, Nqanqaru Ugie Mt Fletcher	Implement social crime prevention programmes and provide probation services targeting children, youth and adult offenders and victims.	300 – People reached through social crime prevention programmes 01 – People in contact with the law who completed diversion programmes 355 – People reached through social crime prevention programmes 01 – People in contact with the law who completed diversion programmes 375– People reached through social crime prevention programmes 02 – People in contact with the law who completed diversion programmes
CRIME PREVENTION & SUPPORT	Walter Sisulu, Aliwal North Burgersdorp Venterstad	Implement social crime prevention programmes and provide probation services targeting children, youth and adult offenders and victims.	400 – People reached through social crime prevention programmes 02 – People in contact with the law who completed diversion programmes 275– People reached through social crime prevention programmes 02 – People in contact with the law who completed diversion programmes 46 – children in contact with the law who accessed care programmes 275 – People reached through social crime prevention programmes 01 – People in contact with the law who completed diversion programmes

CRIME PREVENTION & SUPPORT	Walter Sisulu, Steynsburg Jamestown	Implement social crime prevention programmes and provide probation services targeting children, youth and adult offenders and victims.	275 – People reached through social crime prevention programmes 01 – People in contact with the law who completed diversion programmes 275 – People reached through social crime prevention programmes 01 – People in contact with the law who completed diversion programmes
CRIME PREVENTION & SUPPORT	Senqu, Sterkspruit Barkley East Lady Grey	Implement social crime prevention programmes and provide probation services targeting children, youth and adult offenders and victims.	700 – People reached through social crime prevention programmes 06 – People in contact with the law who completed diversion programmes 400 – People reached through social crime prevention programmes 03 – People in contact with the law who completed diversion programmes 370 – People reached through social crime prevention programmes 05 – People in contact with the law who completed diversion programmes
VICTIM EMPOWERMENT	Elundini, Nqanqaru Ugie Mt Fletcher	Implement integrated programmes and services to support, care and empower victims of violence and crime in particular women and children.	155 – Victims of violence accessing services 16 – Victims of crime who accessed sheltering services 350 – People reached through integrated Based Prevention Programmes

			30 – Victims of domestic violence accessing services 02 – Victims of Crime who accessed sheltering services 250 – People reached through integrated Community Based Prevention Programmes 50 – Victims of domestic violence accessing services 02 – Victims of Crime who accessed sheltering services 450 – People reached through integrated Community Based Prevention Programmes
VICTIM EMPOWERMENT	Walter Sisulu, Maletswai Burgersdorp Venterstad	Implement integrated programmes and services to support, care and empower victims of violence and crime in particular women and children.	20 – Victims of domestic violence accessing services 01 – Victims of Crime who accessed sheltering services 40 – Human trafficking victims who accessed services 400 – People reached through integrated Community Based Prevention Programmes 07 – Victims of domestic violence accessing services 01 – Victims of Crime who accessed sheltering services 260 – People reached through integrated Community Based Prevention Programmes 12 – Victims of domestic violence accessing services 02 – Victims of Crime who accessed sheltering services 260 – People reached through integrated

			Based Preventive Programmes
VICTIM EMPOWERMENT	Walter Sisulu, Steynsburg Jamestown	Implement integrated programmes and services to support, care and empower victims of violence and crime in particular women and children.	05 – Victims of violence accessing services 01 – Victims of crime who accessed sheltering services 250 – People reached through integrated Based Preventive Programmes 10 – Victims of violence accessing services 02 – Victims of crime who accessed sheltering services 300 – People reached through integrated Based Preventive Programmes
VICTIM EMPOWERMENT	Senqu, Sterkspruit Barkley East Lady Grey	Implement integrated programmes and services to support, care and empower victims of violence and crime in particular women and children.	300 – Victims of violence accessing services 05 – Victims of crime who accessed sheltering services 600 – People reached through integrated Based Preventive Programmes 20 – Victims of violence accessing services 01 – Victims of crime who accessed sheltering services 260 – People reached through integrated Based Preventive Programmes 65 – Victims of violence accessing services

			02 – Victims of Crime who accessed sheltering services 300 – People reached through integrated Community Based Prevention Programmes
SUBSTANCE ABUSE PREVENTION & REHABILITATION	Elundini, Nqanqaru Ugie Mt Fletcher	Implement integrated services, support for substance abuse, prevention, treatment and rehabilitation	800 – People reached through substance abuse prevention programmes 10 – Users who accessed substance Use Disorder(SUD) treatment service 400 – People reached through substance abuse prevention programmes 04 – Users who accessed substance Use Disorder(SUD) treatment service 1500 – People reached through substance abuse prevention programmes 05 – Users who accessed substance Use Disorder(SUD) treatment service
SUBSTANCE ABUSE PREVENTION & REHABILITATION	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	Implement integrated services, support for substance abuse, prevention, treatment and rehabilitation	300 – People reached through substance abuse prevention programmes 03 – Users who accessed substance Use Disorder(SUD) treatment service 300 – People reached through substance abuse prevention programmes 01 – Users who accessed substance Use Disorder(SUD) treatment service 260 – People reached through substance abuse prevention programmes 02 – Users who accessed substance Use Disorder(SUD) treatment service 319 – People reached through substance abuse prevention programmes

			prevention progr 01 – Users who substance Use Disorder(SUD) t service 275 – People re through substan prevention progr 01 – Users who substance Use Disorder(SUD) t service
SUBSTANCE ABUSE PREVENTION & REHABILITATION	Senqu Sterkspruit Barkley East Lady Grey	Implement integrated services, support for substance abuse, prevention, treatment and rehabilitation	1300 – People r through substan prevention progr 15 – Users who substance Use Disorder(SUD) t service 275 – People re through substan prevention progr 01 – Users who substance Use Disorder(SUD) t service 360 – People re through substan prevention progr 08 – Users who substance Use Disorder(SUD) t service

SUBSTANCE ABUSE PREVENTION & REHABILITATION	Senqu Sterkspruit Barkley East Lady Grey	Implement integrated services, support for substance abuse, prevention, treatment and rehabilitation	1300 – People reached through substance prevention programmes 15 – Users who substance Use Disorder(SUD) treatment service 275 – People reached through substance prevention programmes 01 – Users who substance Use Disorder(SUD) treatment service 360 – People reached through substance prevention programmes 08 – Users who substance Use Disorder(SUD) treatment service
COMMUNITY MOBILIZATION	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	Building safe and sustainable communities through the creation of strong community networks, based on principles of trust and respect for local diversity, and nurturing a sense of belonging and confidence in local people through Financial and management support, Community Mobilization, Supporting socio- economic well-being of individuals and communities & People engagement and involvement	300 –People reached programmes 01 –Communities org development 350 –People reached programmes 01 –Communities org development 320 –People reached programmes 02 –Communities org development 240 –People reached programmes 01 –Communities org development 211 –People reached programmes 01 –Communities org development

COMMUNITY MOBILIZATION	Senqu, Sterkspruit Barkley East Lady Grey	Building safe and sustainable communities through the creation of strong community networks, based on principles of trust and respect for local diversity, and nurturing a sense of belonging and confidence in local people through Financial and management support, Community Mobilization, Supporting socio-economic well-being of individuals and communities & People engagement and involvement	600 –People reached programmes 02 –Communities org development 212 –People reached programmes 01 –Communities org development 200 –People reached programmes 01 –Communities org development
INSTITUTIONAL CAPACITY BUILDING & SUPPORT	Elundini, Nqanqaru Ugie Mt Fletcher	To capacitate NPOs and Coops towards creating well managed and sustainable organizations within the communities with special emphasis on Basic Bookkeeping, Financial Management, Project Management and Resource mobilization	04 – NPOs capacitat 02 –Cooperatives tra 03 – NPOs capacitat 02 –Cooperatives tra 05 – NPOs capacitat 02 –Cooperatives tra

	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To capacitate NPOs and Coops towards creating well managed and sustainable organizations within the communities with special emphasis on Basic Bookkeeping, Financial Management, Project Management and Resource mobilization	05 – NPOs capacitat 05 – NPOs capacitat 05 – NPOs capacitat 02 – NPOs capacitat 03 –Cooperatives tra 03 – NPOs capacitat
INSTITUTIONAL CAPACITY BUILDING & SUPPORT	Senqu, Sterkspruit Barkley East Lady Grey	To capacitate NPOs and Coops towards creating well managed and sustainable organizations within the communities with special emphasis on Basic Bookkeeping, Financial Management, Project Management and Resource mobilization	08 – NPOs capacitat 02 –Cooperatives tra 02 – NPOs capacitat 02 – NPOs capacitat 01 –Cooperatives tra

POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOOD	Elundini, Nqanqaru Ugie Mt Fletcher	To provide Programmes and Services through interventions such as Food For All (DSD feeding programmes included Community Nutritional Development Centers; Social Cooperatives; Income Generating Projects and Community Food Security)	10 – Households acco security programmes 120 –People accessi programmes(centre b 05 – CNDC participa initiatives 05 – Cooperatives lin 05 – People benefiti 05 – Households acco security programmes 12 – Cooperatives lin
POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOOD	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To provide Programmes and Services through interventions such as Food For All (DSD feeding programmes included Community Nutritional Development Centers; Social Cooperatives; Income Generating Projects and Community Food Security)	05 – Cooperatives lin 05 – Cooperatives lin 05 – Cooperatives lin 150 –People accessi programmes(centre b 05 – CNDC participa initiatives 03 – Cooperatives lin
POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOOD	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To provide Programmes and Services through interventions such as Food For All (DSD feeding programmes included Community Nutritional Development Centers; Social Cooperatives; Income Generating Projects and Community Food Security)	05 – Cooperatives lin 05 – Cooperatives lin 05 – Cooperatives lin 150 –People accessi programmes(centre b 05 – CNDC participa initiatives 03 – Cooperatives lin

COMMUNITY BASED RESEARCH AND PLANNING	Elundini, Nqanqaru Ugie Mt Fletcher	To provide communities an opportunity to learn about the life and conditions of their locality through household and community profiling and uplift the challenges and concerns facing their communities, as well as their strengths and assets to be leveraged to address their challenges leading up to the development of Community Based Plans.	300 – Households pr 01 – Community bas 01 – Communities pr 200 – Households pr 01 – Community bas 01 – Communities pr 500 – Households pr 02 – Community bas 02 – Communities pr
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COMMUNITY BASED RESEARCH AND PLANNING	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To provide communities an opportunity to learn about the life and conditions of their locality through household and community profiling and uplift the challenges and concerns facing their communities, as well as their strengths and assets to be leveraged to address their challenges leading up to the development of Community Based Plans.	150 – Households pr 01 – Community bas 01 – Communities pr 300 – Households pr 01 – Community bas 01 – Communities pr 240 – Households pr 02 – Community bas 02 – Communities pr 360 – Households pr 01 – Community bas 01 – Communities pr 120 – Households pr 01 – Community bas 01 – Communities pr
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COMMUNITY BASED RESEARCH AND PLANNING	Senqu, Sterkspruit Barkley East Lady Grey	To provide communities an opportunity to learn about the life and conditions of their locality through household and community profiling and uplift the challenges and concerns facing their communities, as well as their strengths and assets to be leveraged to address their challenges leading up to the development of Community Based Plans.	1000 – Households p 02 – Community bas 02 – Communities pr 221 – Households pr 01 – Community bas 01 – Communities pr 200 – Households pr 01 – Community bas 01 – Communities pr
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YOUTH DEVELOPMENT	Elundini, Nqanqaru Ugie Mt Fletcher	To Create an environment to help young people to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Leadership and Life-skills, National Youth Service, Youth Service Centres, Inter-generational programmes and Support Structures	01- Youth development 02 – Youth participation 100 – Youth participation programmes 01- Youth development 02 – Youth participation 100 – Youth participation programmes 02- Youth development 10 – Youth participation 100 – Youth participation programmes
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YOUTH DEVELOPMENT	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To Create an environment to help young people to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Leadership and Life-skills, National Youth Service, Youth Service Centres, Inter-generational programmes and Support Structures	01- Youth development 10 – Youth participation 100 – Youth participation programmes 01- Youth development 10 – Youth participation 80 – Youth participation 01- Youth development 05 – Youth participation 80 – Youth participation 01- Youth development 05 – Youth participation 100 – Youth participation programmes 01- Youth development 04 – Youth participation 100 – Youth participation programmes
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YOUTH DEVELOPMENT	Senqu, Sterkspruit Barkley East Lady Grey	To Create an environment to help young people to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Leadership and Life-skills, National Youth Service, Youth Service Centres, Inter-generational programmes and Support Structures	03- Youth development 17 – Youth participation 300 – Youth participation programmes 01- Youth development 03 – Youth participation 140 – Youth participation programmes 01- Youth development 10 – Youth participation 100 – Youth participation programmes
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WOMEN DEVELOPMENT	Elundini, Nqanqaru Ugie Mt Fletcher	To create an environment to help women to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Intervention Programmes and Services (Leadership and Life-skills, Service Centres, Inter-generational programmes and Support Structures)	80 – Women particip programmes 50 – Women particip programmes 200 – Women partic programmes 01 – Women livelihoo
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WOMEN DEVELOPMENT	Walter Sisulu, Maletswai Burgersdorp Venterstad Steynsburg Jamestown	To create an environment to help women to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Intervention Programmes and Services (Leadership and Life-skills, Service Centres, Inter-generational programmes and Support Structures)	25 – Women particip programmes 25 – Women particip programme 25 – Women particip programme 70 – Women particip programme 30 – Women particip programme
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WOMEN DEVELOPMENT	Senqu, Sterkspruit Barkley East Lady Grey	To create an environment to help women to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Intervention Programmes and Services (Leadership and Life-skills, Service Centres, Inter-generational programmes and Support Structures)	70 – Women particip programme 40 – Women particip programme 50 – Women particip programme 01 – Women livelihoo
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