



SENQU MUNICIPALITY



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IDP
2017-
2022

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MAYORS FOREWORD

I am pleased to introduce the IDP for 2017 to 2022. The IDP contains the programmes and targets that Council wishes to obtain in its 5-year term. Communities have expressed their needs and issues through outreaches and ward meetings.

The implementation and success of the IDP will rely on strong and constant interactive partnerships with sector departments, private business and traditional leaders. The financial viability of the Municipality is dependent on increasing the rate base. This can only happen through the implementation of vision 2030 which will result in the formalisation and incorporation of villages around existing urban areas into the formally proclaimed towns. The existing overcrowded CBD in some urban areas must be addressed through the implementation of small town regeneration programmes. Other urban areas with decaying CBD's need to be revived through the implementation of small town regeneration programmes. However, this can only be achieved through strong partnerships with the private and government sectors as well as adherence by residents to bylaws, traffic and building legislation.

The vision of Council for the next 5 years is to ensure that the Municipality delivers the services that it is tasked to render and remain financially viable by collecting revenue from residents who are able to pay for services and subsidise those who are unable to afford to pay for services.



Cllr N.Mposelwa

Mayor

EXECUTIVE SUMMARY

PURPOSE OF THIS DOCUMENT

The basic purpose of Integrated Development Planning is to achieve faster and more appropriate delivery of services and provide a framework for economic and social development in a municipality. Integrated Development Planning creates a planning environment that allows for the integration and alignment of government's delivery priorities and objectives and is aimed at eliminating the development legacy of the past.

This document contains the development priorities of Council for its term of five years and forms a commitment between the municipality and its residents about how and where development will take place.

DEMOGRAPHIC STATISTICS

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statssa, Census 2011). The 2016 household survey indicates a population of 140 720 (Statssa, 2016)

The majority of the population is still centred around the former Transkei homeland with Sterkspruit at the centre. The majority still reside in rural areas as opposed to urban area. This includes rural villages and farm households. The population density is estimated at 16.12 persons per km squared.

However, household numbers are increasing from 33 904 (2001) to 38 046 (2011). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011. However, the 2016 household survey indicates a decline to 35 597 (Statssa, 2016).

The corresponding need for infrastructure and social services has not declined due to the high number of indigent people. This means that there is a risk that the equitable share contribution will remain insufficient to provide basic services as set out in the Constitution.

SOCIO –ECONOMIC SUMMARY

Data from the 2011 Community Survey indicates that the average unemployment rate of the Senqu Municipality is 35.5 %. This only includes people that are actively searching for work. Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed while the district average is 23.54%. Including those not actively seeking for work, unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively. The dependency rate is 71.4% (Statssa, 2011)

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. The reason for negative formal employment growth can be attributed to:

- ❑ Poor performance of agriculture, trade and manufacturing sector;
- ❑ Over-dependency on the services sector;
- ❑ Recession and global environment.

However, also of concern is the quality of available jobs in Senqu. For example, a majority of the informal and formal employment is in the Agriculture and Trade sector, if one excludes the services sector. These jobs are not high paying and therefore do not necessarily provide a good quality of life. In addition, they are directly affected by climate change and job losses can be sudden.

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1 600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month. This is indicative of Senqu's low economic base, a factor that makes it less attractive to investors. This has negative repercussions for the economy and the municipality as more and more people cannot afford to pay for their livelihoods and services.

SERVICE DELIVERY PERSPECTIVE

70 % of households live in a formal dwelling and 68.5 % own their own dwelling. The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 with water which is under 20% (Statssa, 2011)

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below. However, this situation is improving with the District implementing sanitation projects.

Apart from the backlog, Senqu is experiencing problems with decaying and poorly designed water and sanitation systems that were not designed to cope with the additional demands placed upon them and which have come to the end of their lifespan. Illegal water connections also create problems with water pressure. These problems have led to the phenomenon of false droughts whereby there is insufficient water to meet the demand due to limited water storage facilities.

The electrification and telecommunication network in Senqu is insufficient with poor quality experienced in many areas. The main problem with the electrification network in town is the high amount of leakage. Waste management remains a problem with insufficient staff and old vehicles which constantly break down. In addition, the waste sites are poorly maintained and recycling initiatives are small due to the limited budget available. The construction of new waste sites is being delayed by sourcing communal ground and non-approved EIA's.

Environmental management is poor due to limited staff and budget and many by laws are not enforced due to the factors already mentioned. Many town planning by laws are broken and illegal land invasion occurs on a regular basis. However, Peace Officers have been trained and new bylaws are being produced with monetary penalties so enforcement should improve.

Maintenance of roads and bridges in the rural area is minimal due to limited funding from provincial sector departments. This has led to decaying infrastructure which actually needs to be reconstructed rather than maintained. Rural people struggle to access services due to this especially during the rainy

period when the roads become impassable and flooded. Access to clinics and schools remains a challenge as people still have to walk long distances and the quality of the service is limited.

MUNICIPAL PRIORITIES

- 1 Roads
- 2 Basic service delivery
- 3 LED
- 4 Sport
- 5 Vision 2030

CHAPTER ONE: SPATIAL & DEMOGRAPHIC ANALYSIS

SPATIAL CHARACTERISTICS OF THE AREA

Table 1: Spatial Characteristics

Descriptio n	Specifics
Area	7329km ² .
Neighbour s	Walter Sisulu (W), Emalahleni & Sakhisizwe (S), Elundini (E) and Kingdom of Lesotho (N).
Towns	Major: Sterkspruit, Lady Grey & Barkly East
Hamlets	Rossouw, Rhodes & Herschel
Villages	85
Topograph y	Mountainous. Slopes steeper than 1:8 as part of the southern Drakensberg range. The highest point in the Eastern Cape, Ben MacDhui at 3001m above sea level occurs in the municipality (JGDM Environmental Plan).
Catchment area	Orange river catchment.
Geology	Karoo Supergroup Basaltic lavas of Drakensberg Group Beaufort, Molteno, Elliot & Clarens Groups of sandstone & shale (JGDM Environmental Plan)
Climate	Temperature fluctuations of between 42°C and - 16°C in summer. In winter the minimum temperature can vary between -7°C and -1°C.

Description	Specifics																														
	<p>Annual average of 150 days of frost.</p> <p>Rainfall varies from between 1000mm and 1400mm of rainfall a year to about 600mm in the lower lying areas (JGDM Environmental Plan)</p>																														
Soils	<p>Degraded areas due to communal grazing lands not being well maintained or protected under the previous dispensation. The primary cause is the overstocking of livestock and inappropriate grazing methods. (JGDM Environmental plan)</p>																														
Vegetation	<p>There are five vegetation types found in Senqu:</p> <ul style="list-style-type: none">• Dry Sandy Highveld Grassland• Moist Cold Highveld Grassland• Afro Mountain Grassland• Alti Mountain Grassland. It is important for grazing and generally occurs in water catchment areas• Moist upland Grassland. This is important for maize farming and forestry.																														
Land use cover	<ul style="list-style-type: none">• Total cultivated area of arable land of 47 319, 21 Ha. Dry land under commercial Production has 18 178, 39 Ha;• Commercial Irrigated Land of 3 866, 57 Ha• Semi Commercial (Commonages) has 25 274, 25 Ha (Information supplied by the Department of Agriculture).• Limited land available that can sustain intensive agricultural practices. <p>(it should be noted that all maps pertaining to this summary are contained in the SDF which is a separate document.)</p>																														
Agriculture	<table><tr><th>Agriculture</th><th colspan="2">2011</th><th colspan="2">2016</th></tr><tr><th></th><th>Number</th><th>Percent</th><th>Number</th><th>Percent</th></tr><tr><td>Agricultural households</td><td></td><td></td><td>9 921,0</td><td>27,9</td></tr><tr><td>Cattle</td><td></td><td></td><td></td><td></td></tr><tr><td>1 - 10</td><td></td><td></td><td>2 746</td><td>56,4</td></tr><tr><td>11 - 100</td><td></td><td></td><td>948</td><td>19,5</td></tr></table>	Agriculture	2011		2016			Number	Percent	Number	Percent	Agricultural households			9 921,0	27,9	Cattle					1 - 10			2 746	56,4	11 - 100			948	19,5
Agriculture	2011		2016																												
	Number	Percent	Number	Percent																											
Agricultural households			9 921,0	27,9																											
Cattle																															
1 - 10			2 746	56,4																											
11 - 100			948	19,5																											

Description	Specifics					
		100+ Total Sheep 1 - 10 11 - 100 100+ Total Goat 1 - 10 11 - 100 100+ Total Type of agric activity Livestock production Poultry production Vegetable production Other			1 173 4 867 596 985 1 321 2 902 1 657 1 601 82 3 340 7 233,0 3 567,0 3 384,0 3 349,0	24,1 100,0 20,5 33,9 45,5 100,0 49,6 47,9 2,5 100,0 75,1 46,8 54,4 13,1

ENVIRONMENTAL OPPORTUNITIES

- Beautiful mountainous scenery for adventure and agricultural tourism
- Possibility of off grid and cleaner sources of electricity such as wind (JGDM Environmental Management Plan 2011).

ENVIRONMENTAL ASPECTS & CHALLENGES

- Alien vegetation. The municipality struggles with crack willow which grows along the Kraai river and sucks up litres of water
- Firewood collection. Persons collect firewood indiscriminately breaking down trees. In addition, the indiscriminate burning of grasslands creates air pollution and loss of biodiversity. It is impossible to determine the extent of air pollution as the municipality does not have **an air quality management plan** as it is not a licensing authority
- The location of dipping tanks. Many of these dipping tanks are located near streams which can poison water supplies

- Borrow pits which are not adequately rehabilitated
- Drainage culverts placing can either hinder or promote gulley erosion
- The waste water treatment works at Lady Grey are only 200 m from a farm dam which could contaminate the water supply. The waste treatment works in Sterkspruit are inadequate for the need and frequent sewerage spills occur into the Sterkspruit River. The Barkly East sewerage ponds are located adjacent to a wetland and contamination could kill many animals. The proximity of waste water treatment works at both Lady Grey and Barkly East to rivers poses a risk as they could be susceptible to potential flood damage
- Soil erosion which is the highest in the JGDM due to marginal soils being utilised for inappropriate agricultural practises.
- The registration and management of solid waste disposal sites
- Lack of recycling at waste sites
- Burning of waste and inadequate collection of waste leading to illegal dumping. Lack of capacity, both financial and human to act on environmental issues
- Lack of capacity to implement environmental by-laws
- Inappropriate land and hygiene practises leading to increased sedimentation and entrophication and pollution of fresh and groundwater sources.
- Increased invasion by alien and undesirable species like Slangbos and blue bush near Lady Grey. Limited protection of environmental sensitive areas
- Poor and crumbling sanitation infrastructure (JGDM Environmental Management Plan 2011)

PROTECTION OF NATURAL ASSETS

Whilst the municipality is blessed with some of the most beautiful alpine scenery which is one of the prime factors for its tourism industry, very little is done to protect the environment and it lies in the hand of individual land owners to conserve this fragile environment.

The municipality has a huge quantity of sandstone which is being mined and cut into bricks for building. A project in Hershel has received funding from DEDEA for this purpose. A large quantity of

sand is constantly mined for the making of bricks. The Municipality does not fund any projects which utilises these assets without a mining permit.

The District Municipality is running projects in the area to fence off and conserve springs. In general, environmental protection of assets is stressed in the SDF and the Municipality adheres to this in the planning of new developments. The protection of environmental assets is poor due to lack of human and financial resources.

THE IMPACT OF CLIMATE CHANGE

In 1990 South Africa was responsible for about 1.2 % of the total warming effect which placed it within the top ten contributing countries in the world. The carbon dioxide equivalent emission rate per person in South Africa is about 10 T of Carbon dioxide and above the global average of 7 T per person per year. A recent study by the Countries Studies Project predicts that climate change will cause mean temperature increases in the range of between 1 to 3 degrees centigrade by the mid-21st century with the highest increases in the most arid parts of the country. A broad reduction of between 5 to 10 % decrease has been predicted for summer rainfall regions like Senqu. This is likely to be accompanied by an increased incidence of drought and floods with prolonged dry spells followed by intense storms. A marginal increase in early winter rainfall is predicted for the winter rainfall region. A rise in sea level is also predicted of about 0.9 m by 2100 (DEAT website 2000-2005)

Whilst there might be some debate on the effect of climate change, it is clear that the health sector, maize production, plant and animal biodiversity, water resources and rangelands are areas most vulnerable to climate change.

The main effects for Senqu would be:

- Water scarcity may increase in some areas. It is estimated that even without climate change, South Africa will use up most of its surface water resources within the next few decades. Climate change may also alter the magnitude, timing and distribution of storms that produce flood events.
- Frequency of livestock disease outbreaks could be affected
- Maize production will decrease as the climate becomes hotter and drier resulting in the decrease of about 10 to 20 % over the next 50 years.
- Decrease in biomes by 38 to 55 % by 2050, decrease in species and an expansion of insect pests such as the brown locust (DEAT website 2011)

CLIMATE CHANGE STRATEGY

1. Temperature increase

An increase in temperature will have a greater impact on communal farmers as a recent study done by CEEPA indicates that farmers with larger areas of ground will be better able to withstand the effects of climate change. Senqu will therefore be focussing its efforts on training small scale farmers how to compensate for this increase by changing their farming methods and practises.

Senqu Municipality will look at the possibility of developing building bylaws for people regarding insulation of their houses such as double glazing and the alignment of the building to the sun. This will help in decreasing costs of heating and cooling. This still needs to be investigated to determine the economic feasibility of enforcing the regulations in an economically depressed region.

2. A fall in precipitation

A fall in precipitation of between 2 to 8 % by 2050 and 4 to 8 % by 2100 will affect dryland farms as well as small scale farmers, as it is estimated that crop net revenues will fall by 1.7 % to 5.3 % per hectare for the whole of South Africa. It also suggests that an annual increase of 1 degree centigrade will have a positive impact on annual crop net revenues for all farms except dryland. The increase in temperature will affect crop farm net revenues negatively in the summer farming season but positively in the winter season (CEEPA, 2006 Climate change and African agriculture).

Senqu Municipality will work with farmers to develop strategies that will increase the positive impacts while reducing the negative impacts for all types of farming.

In addition, the Municipality will look at increasing the amount of water storage in the area and implementing by laws which will legislate that all householders have tanks on their property to collect rainfall. There will also be an increase in the maintenance budget for roads, bridges and storm drainage.

DEMOGRAPHIC/ POPULATION ANALYSIS

Population & Household Figures

The 2011 census figures give Senqu Municipality a population of 134 150 compared to the 2001 Census estimate of 135,141 (Statssa, Census 2011). This indicates that the population is decreasing. The population decrease can be attributed to out migration as people move to seek jobs and schooling and increasing urbanisation which is linked to decreased family sizes and women giving birth at older ages. The Municipality however disputes the accuracy of these figures as due to the scattered and mountainous nature of the municipality, the rural population was not adequately accounted for in the census.

The Eastern Cape in 2015 has a population of 6 916 200 which makes up 12,6% of the national total (Statssa 2-16). Provincially, for the period 2011–2016 it is estimated that approximately 243 118 people will migrate from the Eastern Cape (Statsaa 2016).

However, household numbers are increasing from 33 904 (2001) to 38 046 (2011). This is due to the effects of urbanisation and participation in a world economy which means that the cost of large families and households are prohibitive. This is shown in the statistics which show that the average household size has dropped from 4 in 2001 to 3.5 in 2011.

Table 2: Average Household Size

Municipality	Total population			No of H/holds			Average h/hold size		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	324118	336413	337853	71162	84835	97775	4.6	4	3.5
Elundini	134077	135389	131656	29549	33209	37854	4.5	4.1	3.5
Senqu	129673	134326	131981	28056	33904	38046	4	4	3.5
Maletswai	31529	36087	41272	6990	9488	12105	4.5	3.8	3.4
Gariep	28840	30611	32944	8567	8234	9770	4.4	3.7	3.4
EC Total	6036337	6163009	6246143	1303287	1481640	1687385	4.6	4.2	3.7

Source: Statssa Census 2011

The dominant home language is Isi Xhosa, isiHlubi, seSotho, Afrikaans and English. A larger part of isiHlubi speakers can be found around the Sterkspruit area.

Rural vs. Urban Population

According to the 2001 Census 86% of households are rural in nature. Whilst it is difficult to determine this figure with any accuracy from the 2011 census, indications are that it is at least around 70 %.

This dynamic is shifting with the phenomenon of urban in migration occurring in Senqu Local Municipality. The majority of which is situated around the town of Sterkspruit (SDF 2012). This simply means that people are moving to live in villages which are expanding towards the urban centre of Sterkspruit. The concept of a rural countryside with scattered homesteads is disappearing to be replaced by many villages growing towards each other creating rural urbanisation.

There is an also an out migration of people both out of the rural areas to the urban areas and from JGDM to other districts. An inward migration from Lesotho to Mt Fletcher and Sterkspruit is also being experienced (Joe Gqabi WSDP 2010).

POPULATION BY RACE AND SEX

The male to female ratio has remained stable at 88. Males make up 46.8 % of the total population which means that females make up the majority of the population.

Table 3: Sex ratio 1996, 2001 and 2011.

Municipality	Male			Female			Sex ratios - no of males per 100 females		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	150341	159192	165443	177657	182557	184325	85	87	90
Elundini	60613	63090	65482	74275	74304	72658	82	85	90
Senqu	60936	63709	62804	70322	72025	71346	87	88	88
Maletswai	14751	1701	20735	17491	19806	23065	84	88	90
Gariep	14041	14892	16420	15569	16422	17256	90	91	95
EC Total	2840235	2906521	3089701	3307009	3372130	3472353	86	86	89

Source: Statssa Census 2011

In terms of wards under the 2011 demarcation, – Ward 2 is the most populous ward followed by ward 10 which includes the town of Sterkspruit. Ward 2 also has the biggest gap between male and female populations (Statssa 2011).

GENDER, RACIAL AND AGE DISTRIBUTION

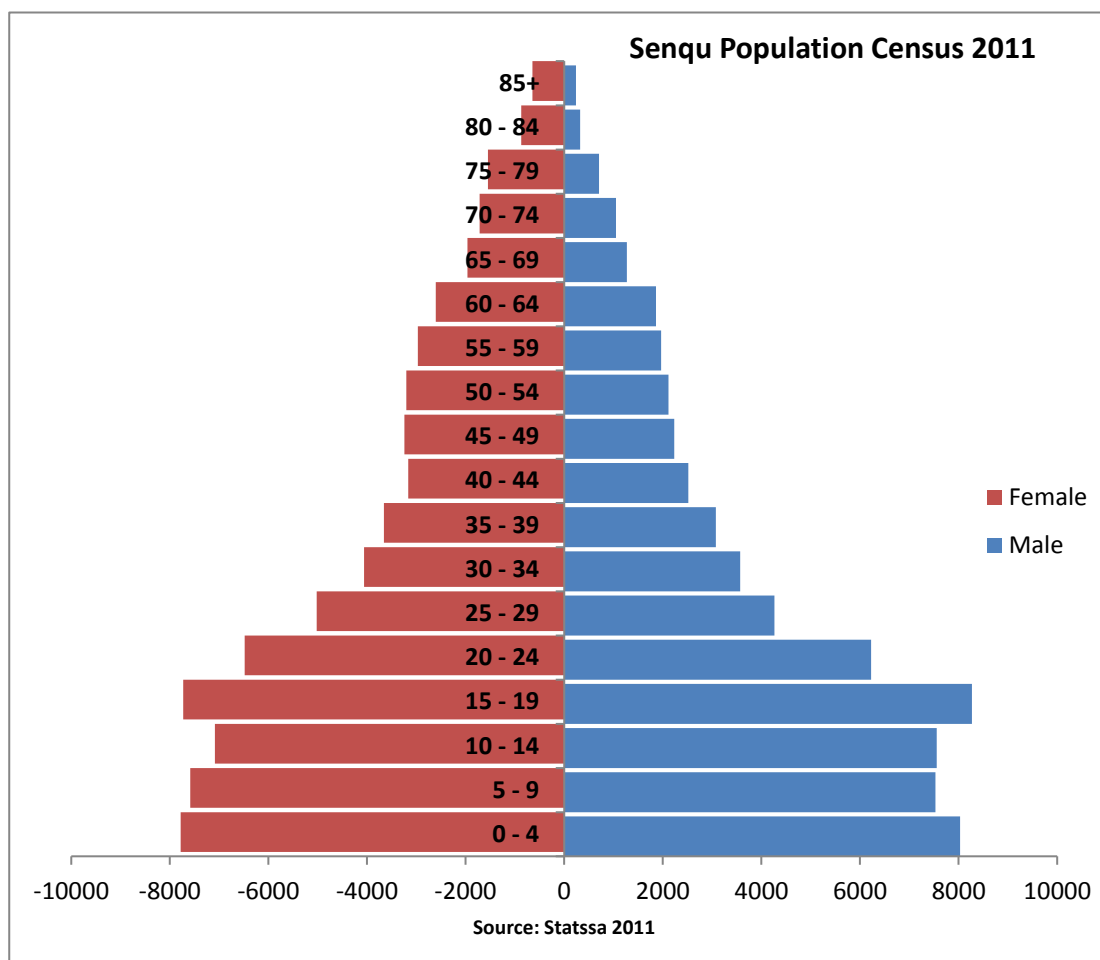


Chart: 1 Population pyramid

Approximately 34 % of the municipal population falls in the below 15 years' age group. This is a drop of 4 % from 2001. 58.3 % of the population fall within the 20-65 age category which can be seen as the economically active sector of the population (Statssa census 2011). This suggests continuing population growth in the area with a need for educational facilities and a focus on education and skills training (SDF 2011). The age group 65 and above has grown slightly from 7.5 % (2001) to 7.7 % (2011). The percentage of the dependant population and elderly is just over 40 % which should indicate that the population is able to support itself. This is borne out by the fact that the dependency ratio has dropped from 83.5 % (2001) to 71.4 % in 2011.

Table 4: Dependency ratios

0-14	15-64	65+	Dependency ratios
------	-------	-----	-------------------

1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
55079	51591	45577	67083	73958	78245	8356	10185	10328	94	83.5	71.4

Source Statssa 2011

The number of males per 100 females has decreased slightly from 88.5 in 2001 to 88 in 2011. This may be ascribed to migrant and commuter labour which has resulted in many households having a woman as the head of the household and the chief breadwinner living away from the home. These impact on the type of development that may occur, especially with regards to manual labour-type employment (SDF 2011). The good news is that female headed households have dropped from 52.2 % (2001) to 50.5 as can be seen in the table below (2011).

Table 5: Female headed households

Municipality	1996		2001		2011		% of Female headed households		
	Women headed H/H	Total H/H	Women headed H/H	Total H/H	Women headed H/H	Total H/H	1996	2001	2011
Joe Gqabi	38205	71084	43651	84835	47646	96645	53.7	51.5	49.3
Elundini	17675	29533	18610	33209	19418	37293	59.8	56	52.1
Senqu	15514	28018	17696	33904	19077	37754	55.4	52.2	50.5
Maletswai	2631	6978	4160	9488	5243	11909	37.7	43.8	44
Gariep	2385	6556	3185	8234	3909	9699	36.4	38.7	40.3
EC Total	646164	1301964	754023	1481640	825846	1664654	49.6	50.9	49.6

Source: Statssa 2011

It should be noted that child headed households have also dropped. However, this statistic should be treated with caution as these households tend to shy away from officialdom.

Table 6: Child headed households

Municipality	1996			2001			2011		
	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H	Children headed H/H	Total H/H	% child headed H/H
Joe Gqabi	2214	71162	3.1	1759	84835	2.1	1176	97775	1.2
Elundini	1103	29549	3.7	781	33209	2.4	540	37854	1.4
Senqu	915	28056	3.3	804	33904	2.4	503	38046	1.3
Maletswai	95	6990	1.4	109	9488	1.1	78	12105	0.6
Gariep	101	6587	1.5	64	8234	0.8	55	9770	0.6
EC Total	29900	1303287	2.3	19210	1481640	1.3	16712	1687385	1

Source: Statssa 2011

In terms of race the Black African population are in the majority. In fact, over 90 % of the population are Black African followed by Whites who are just slightly higher than the coloured population. This indicates

that the municipality must ensure that the majority of its communication to the public is in the relevant African languages apart from English and Afrikaans.

Table 7: Race Groups by sex

	Male	Female	Grand Total
Black African	60925	69619	130544
Coloured	792	818	1609
Indian or Asian	199	62	261
White	756	776	1532
Other	133	71	204
Grand Total	62804	71346	134150

Source: Statssa 2011

POPULATION PROJECTIONS

Between out migration and HIV/Aids, there is a decrease in the population growth rate of the area. From 1996 to 2001 there was a positive growth rate of 0.67. This has decreased to -0.12 from 2001 to 2011 (Statssa, Census 2011). Nationally, the estimated overall growth rate increased from approximately 1,28% between 2002 and 2003 to 1,65% for 2014–2015. The growth rate for females is lower than that of males (Statssa, 2016).

Table 8: Population growth rates

Municipality	Total population			Pop growth rate 1996-2001	Pop growth rate 2001-11
	1996	2001	2011		
Joe Gqabi	327998	341750	349768	0.8	0.2
Elundini	131888	137394	138141	0.4	0.1
Senqu	131258	135734	134150	0.7	-0.1
Maletswai	32242	37307	43800	2.9	1.6
Gariep	29610	31314	33677	1.1	0.7
EC Total	6147244	6278651	6562053	0.4	0.4

Source: Statssa 2011

According to the DBSA (Provincial Population Projections, 2000) projected population growth rate for Senqu will vary depending on a High population growth rate (HPGR) scenario that does not take the impact of HIV & Aids into account as opposed to a Low population growth rate (LPGR) that does take HIV & Aids into account. The table outlining the different scenarios is contained below.

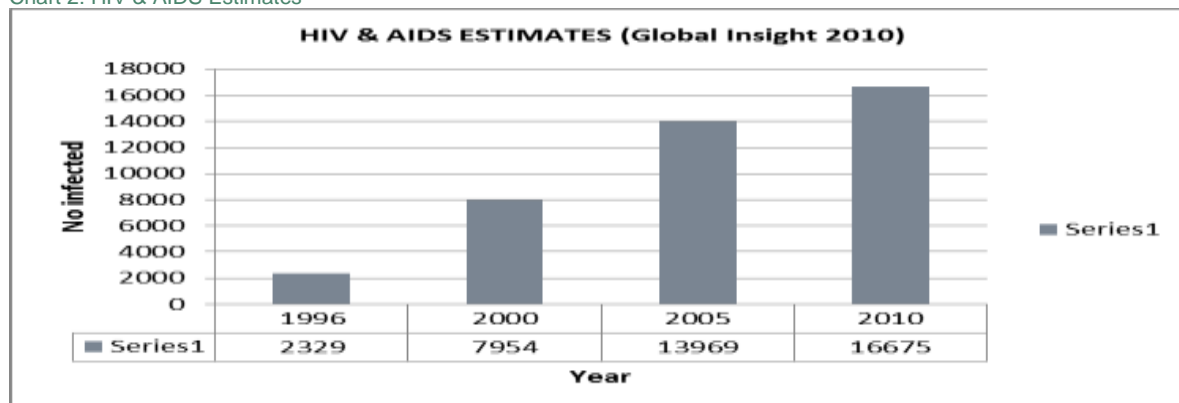
Table 9: indicating projected population growth

	Projected population	
HPGR @ 2,21 % 2001 to2006	137,307	141,615
LPGR @ 0,95% 2001 to2006	137,307	139,113
HPGR @ 2,02% 2006 to 2011	141,615	145,991
LPGR@0,31% 2006 to 2011	139,113	139,723

Source: (DBSA 2000)

HIV & AIDS INFECTION RATE ESTIMATES

Chart 2: HIV & AIDS Estimates



Source: Global Insight 2010

HIV & Aids infection rate has increased slightly but if you take it that 16 675 out of estimated population of approximately 145,991 are infected, then the measures taken to decrease the infection are having an effect. The total rate of infection for the DM as a whole is 18 % (JGDM HIV & AIDS Outreach 2012). Nationally the estimated overall HIV prevalence rate is approximately 11,2%(Statsaa 2016). For adults aged 15–49 years, an estimated 16,6% of the population is HIV positive (Statsaa,2016).

POPULATION DENSITY

The population density for Senqu Municipality is estimated at 16.12 persons per km squared (SDF 2011). The major population density is around Sterkspruit with much of the total population living in the Sterkspruit sub-region (SDF 2011). This is due to the fact that this area is the former Transkei Homeland where Black Africans were forced to live under Apartheid. The less dense population areas are essentially commercial farmland. From a strategic perspective, therefore it may be developmentally wise to focus on higher level investment in housing, social and services infrastructure in this area as this is where there will most likely be optimum usage of resources, benefitting the greatest number of people. The majority of the Senqu population reside in rural areas. This includes rural villages and farm households.

MIGRATION PLAN

Senqu Municipality has no migration plan in place as funding still has to be sourced for this. This does have to be addressed as the municipality borders on the Kingdom of Lesotho and has many illegal aliens who reside within the municipal area. The Municipality is looking at partnerships with government departments on how to address this issue as it is both a problem in that resources are drained and no taxes paid but also an opportunity in terms of trade and skills being imported into the region.

Another in-migration which is occurring is that of Bangladeshi and Chinese nationals who run and operate many of the small shops in rural areas. This does create problems when they rent or run shops out of RDP houses. The money generated by them does not return to the economy, as in general they either buy in bulk from Lesotho or in Bloemfontein. The Departments of Trade and Industry, Home Affairs and SARS need to assist the municipality in ensuring that the region benefits from these economic activities. It needs to be noted that these shop keepers are a boon to local communities as they provide a service which the community would otherwise be forced to travel long distances to access.

POPULATION CONCERNS

The municipality has a very high youthful population which indicates a high need for employment. There is also a greater need for secondary and tertiary education in the region. However, the only tertiary opportunities are offered outside the region. The traditional employment opportunities in agriculture and the commercial sector for low skilled workers do not appeal to the better educated and more global orientated youth of today. This is why the municipality in its LED strategy is aiming to develop entrepreneurs in various service sectors in order to cater for this gap. However greater assistance is required from the Department of Education and Higher Education to provide the necessary skills and institutions to build the entrepreneurial mind set.

The other population concern is that of the influx of Lesotho citizens. The border is porous and there has always been traditional movement between the two countries unhindered by border posts. As a result, there is a greater demand for educational, health and housing. Thus, all of these departments come under pressure to provide services for persons who have been born in South Africa and lived here but without any documentation. In a sense these people are not foreigners but are in fact South Africans. Their illegal status causes many social problems for them and their families and the Department of Social Development is often faced with abandoned children without papers.

INCORPORATION OF POPULATION ISSUES INTO PLANNING

Table 10: Population issues and efforts to mitigate

Issue	Status Quo	Proposed Sector intervention
Overall population	Stable population growth throughout the District	Increase in housing need to be reflected in the HSP
Gender and age	Youth consitute more than 51% of the total population 55% of population are females	Youth development to be strenghtened. LED Strategies to have relevant youth development initiatives
HIV and AIDS	High levels of prevalence	Focus on awareness campaigns and access to

		treatment Strengthen and implement the HIV and AIDS Strategy
Migration	Higher out-migration rate which is above provincial rate	Local Economic Development strategy to deal with business retention and attraction. Introduce small town regeneration programmes

Table 11: MDG

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

CONCLUSION

The implications of the population studies of Senqu indicate a youthful population with low skills levels and high unemployment. The majority of the population live in rural villages and rely on social grants. There is high migration to the more urban areas inside and outside the municipality for employment and educational opportunities. The high out migration to areas outside the municipality has an annual season with persons returning for Easter and Christmas holidays. Persons also tend to return to the traditional areas when they are faced with illnesses that require high caring from relatives.

CHAPTER TWO: SOCIO – ECONOMIC AND LED ANALYSIS

ECONOMIC OVERVIEW

South Africa is currently in an economic depression. Economic growth is low and inflation is high. International rating agencies are constantly adjusting the country financial status and in February 2016 there was a danger that the country might be downgraded to junk status. The threat remains high.

The Eastern Cape Province has however bucked the trend and shown a slight increase in growth as can be seen in table 12 below.

Table 12: Annual Growth rate

	2013	2014	2015	2016	2017
Annual Growth rate	1.1	1.4	2.2	2.4	2.6
GDP (R billion)	226.07	229.24	234.29	240.01	246.34

Source: ECSECC 2015

The District Municipality with the highest GVA-R growth rate in 2013 was Alfred Nzo at 3.5 % followed by Joe Gqabi DM at 2.7 %. This is actually a skewed result due to the fact that their economies are small and their higher growth rates are due to the growth of a smaller economic base (ECSECC,2015).

Table 13: Regional Gross Value added (GVA -R)2

District Municipality	GVA-R (R Bill)	2015 GVA Growth rate
Sarah Barman	10.8	2.1 %
Amatole	12.5	2.2 %
Chris Hani	10.1	1.4 %
Joe Gqabi	5.1	1.7 %
OR Tambo	18.4	2.4 %
Alfred Nzo	9.8	3.5 %
Nelson Mandela Metro	43.0	0.5 %
Buffalo City Municipality	28.9	1,2 %

Source: ECSECC 2015

More people were employed in the Eastern Cape in the year up to the 3rd Quarter of 2014 than in 2013. There was an increase in the number of employed by 84 000 (a 6 % increase in employment). This was due to government and community services. Provincial unemployment then declined from 30.4 % to 29.5 % which is still higher than the national employment rate of 25.4 %.

Unfortunately, the youth contribute towards 35 % of the provincial working age expansion. Youth make up 57.3 % of the employment rate and the number of discouraged workers rose by 12 % between 2013 and 2014. (ECSECC,2015)

The economy of JGDM is relatively small contributing only 0.3 % to the South African economy and 3.7 % to the Eastern cape economy. The performance of the district has been satisfactory over the past decade or so with an average growth from 2000 to 2013 of 5 %. The 2008-2009 recession had a marginal effect overall performance and growth rates grew by 2 % as opposed to a national average of -1.5 % and a provincial average of -1%. The tertiary sector is the largest contributor to the municipality's economy with a contribution of 80.7%. this is followed by the secondary sector (14.8%) and the primary sector (14.5%) (ECSECC,2014 JGDM Economic Profile).

ECONOMIC INDICATORS

The Senqu **local economy** generates around one quarter (25.7%) of total District GVA, representing the second largest contribution after Elundini (39.0%) and being closely comparable to Maletswai share (24.3%) of the JGDM economy. From 2000 to 2010, the local economy has grown at an average rate of 3.0%pa, while the District and provincial economies has averaged 5.6%pa and 3.2%pa, respectively, over the same period. In respect of total **formal employment** in the District, Senqu makes a relatively higher contribution (27.9%), again ranking second to Elundini (36.7%) and above the contributions of Maletswai (22.2%) and Gariep (13.2%).

TABLE 14: SUMMARY OF LOCAL ECONOMIC INDICATORS, 2000-2010

GVA at basic prices (R'm) (Constant 2005 prices)	District Share of EC (% 2010)	Senqu Share of DM (% 2010)	Senqu Share (% 2010)	Shift in Share of DM (2000- 10)	Growth (%pa) (2000- 10)	GPI (2000-10)	LQ (2010)
TOTAL	3.61	25.74	100.00	-7.16	3.03	78.24	1.00
Primary: Total	7.94	30.27	5.74	-1.23	-3.17	96.09	1.18
Agriculture, forestry & fishing	8.09	29.56	5.46	-1.52	-3.24	95.11	1.15
Mining & quarrying	4.66	55.65	0.29	11.02	-1.87	124.69	2.16
Secondary: Total	2.68	20.50	11.98	-9.30	5.47	68.79	0.80
Manufacturing: Total	2.22	20.95	8.17	6.74	6.55	75.66	0.81
Utilities: Total	5.09	13.11	0.79	-30.76	-6.32	31.14	0.51
Tertiary: Total	3.73	26.45	82.28	-7.07	3.34	78.92	1.03
Trade: Total	3.14	19.88	9.01	-12.04	-4.03	61.99	0.77
Transport: Total	2.89	20.45	5.62	-4.67	4.60	72.50	0.79
Finance: Total	4.42	24.97	27.86	1.47	12.72	84.23	0.97
Services: Total	3.70	31.42	39.79	-3.30	1.69	87.07	1.22

Source: Global Insight 2010

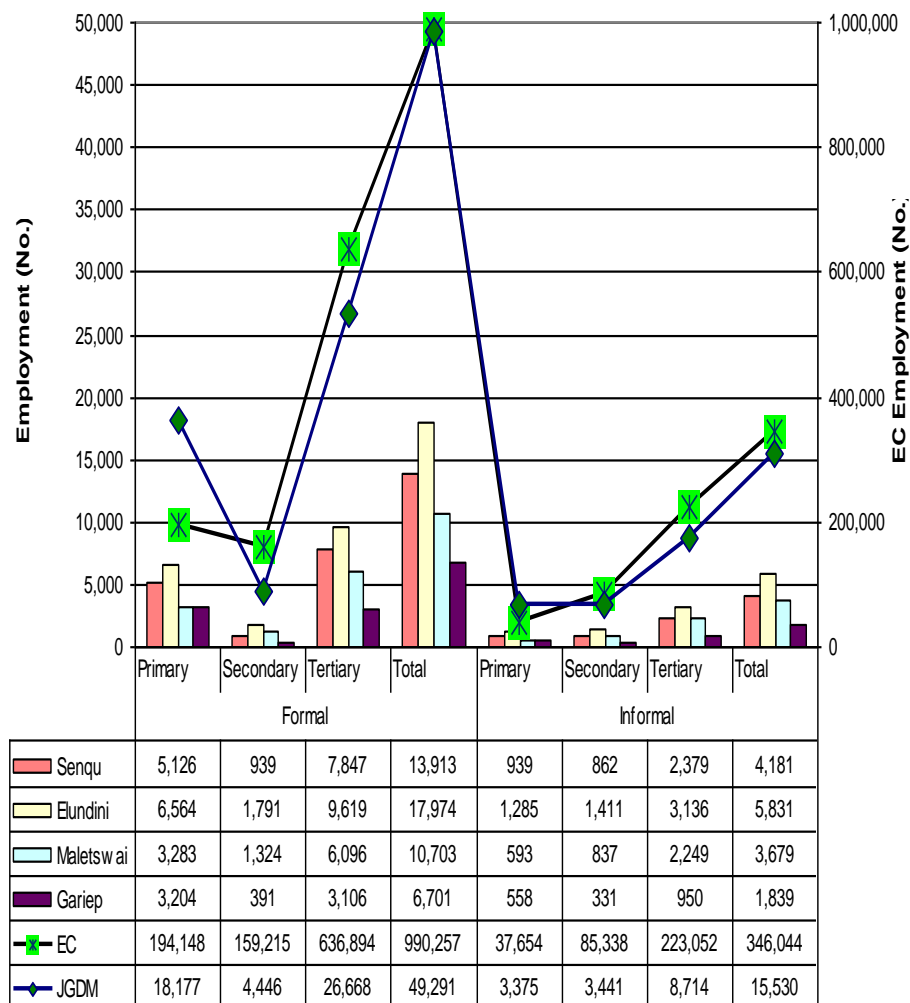
Economic Growth, Structure and Sectors

The **tertiary sector** contributes the greatest share of GVA (82.3%) and formal employment (68.8%) to the Senqu local economy. As reflected in the table 14, the Senqu economy claims a comparative advantage in the primary sector, with a location quotient (LQ) of 1.18, where both Agriculture (LQ: 1.15) and particularly Mining (LQ: 2.16) are claimed as advantages.

The local economy further claims a **comparative advantage** in the tertiary sector, with a modest location quotient of 1.03, principally owing to the relative strength of the Community (LQ:1.20) and General Government (LQ:1.23) Services. While no comparative advantage in the secondary (LQ: 0.80) sector emerges, several **Manufacturing sub-sectors are claimed as advantages**, notably the Radio and instrumentation (LQ: 3.88) and Furniture and other manufacturing (LQ: 2.65) industries, with less pronounced advantages (LQs) also claimed for the following manufacturing sub-sectors: Electrical machinery and apparatus (1.86); Petro-chemical products (1.72); Transport equipment (1.08); and Textiles, clothing and leather goods (1.02).

Community services and General government (Services) accounts for the bulk (39.8%) of local GVA and for 37.4% of all local formal employment. The dominance of Services contributes to the concentration of the local economy (Tress Index: 63.48), as well as of the District economy which has a tress index of 58.28. Given that diversification is essential for a robust and resilient economy, the promotion of economic development across a range of sectors, away from the current concentration on Services, will mitigate against negative seasonal or sectoral impacts.

Chart 3: Employment by Main Sector and area, 2010 Global insight 2010



Considering **tress indices** for Senqu, from 1995 (63.60), through 2000 (63.41) and 2005 (61.47), the local economy was becoming less concentrated (more diversified), but has since reversed that trend to become more concentrated (63.48) in 2010. This reversal arguably owes to the continued dominance of Services coupled with the increased prominence of a second sector, namely Finance (27.9%). The only other sectors to have increased their share of GVA contribution to the local economy, from 2005 to 2010, are Manufacturing, from 7.1% to 8.2%, and Construction, from 2.2% to 3.0%. **The Finance sector**

has grown, since 2000, to displace both Community services (13.6%) and General Government (26.2%) as the largest sectoral contributor (27.9%) to Senqu GVA in 2010, although Services (considering both Community and Government sectors together) does retain its overall dominance in the local economy. The profile of formal employment differs from that of GVA, where Services is marginally dominant in Senqu (37.4%) and Maletswai (30.8%), followed closely by Agriculture at 36.3% and 30.4% respectively. By contrast, Agriculture dominates formal employment in Elundini (36.3%) and particularly Gariep (47.6%), followed by Services at 30.6% and 29.7% respectively.

Finance, like Services, is not strictly a driving sector in that no new productive value is generated, although both can play significant roles, as services, in facilitating (or limiting) an enabling environment conducive to local economic development. Beyond these dominant service-related sectors, potential local economic drivers emerge as Mining and quarrying together with the Manufacturing sub-sectors of Electrical machinery and Transport equipment. The latter industries emerge as leading (GPI >100) comparative advantages (LQ >1; positive shift in share) and further claim higher than average growth rates, with the notable exception of Mining. Agriculture, while being claimed as a comparative advantage (LQ: 1.15), emerges as a lagging sector (GPI: 95.11) and reflects negative growth (-3.2%pa) as well as relative loss in share (-1.5%) of the District economy.

While **Mining** emerges as a relatively significant economic sector in terms of performance, no corroborating information regarding mining, quarrying or related activities, such as sand-winning, is found in the Senqu IDP (2011). Mining generates a comparatively small contribution to both GVA (0.3%) and formal employment (0.5%) in Senqu, but does emerge as a leading (GPI: 124.69) comparative advantage (LQ: 2.16; 11.0% shift in share) in the District.

The other primary sector of **Agriculture**, in spite of a lagging performance (GPI: 95.11) and negative shift in share (-1.52%), makes a relatively significant contribution to local GVA (5.5%) compared to the District (4.8%) and particularly the Province (2.1%). Moreover, Agriculture's contribution to formal employment in Senqu (36.3%) and in the JGDM (36.6%), contrasted with 19.3% provincially, represents more than one third of local formal employment. Further, Senqu is characterised by a strong presence of subsistence agriculture, which does not contribute directly to the formal economy but does enhance local food security and survivalist economics at household level, and further presents opportunities for skills development and growth in small-scale agricultural development.

The Senqu IDP (2011) notes that commercial farming is mainly in small stock (sheep and limited numbers of goats) together with some cattle farming. Limitations to commercial agricultural development, beyond the predominance of subsistence agriculture, lie in the limited extent of arable land in Senqu – one of the most degraded areas in South Africa – although intensive production of selected fruit with related processing and packaging opportunities, as well as marginal production of dry beans and grain sorghum, have been identified for Senqu. (JGDM 2010; UKDM 2009)

The District LED Strategy (UKDM November 2009) identifies **route tourism** as a significant opportunity for the District as a whole, where Senqu is presently the most developed tourism destination and where eco and adventure tourism offer the greatest potential for further development. Furthermore, Tourism was identified as a leading product for the Senqu local economy in 2004 (ECO 2006), with scenic beauty, hiking and wildlife attractions, and trout fishing, together with South Africa's only ski resort at Tiffendell. Along the tourism value chain there is potential for developing SMMEs, particularly in respect of small scale accommodation facilities and tourism products and services, including crafts and entertainment and guiding. A further local economic opportunity relates to local procurement in respect of services, products and supplies such as furniture, bottled water and services such as repairs and maintenance.

The Senqu IDP (2011) **identifies Agriculture and Tourism** as the major economic drivers of the local economy. Conventional and traditional agricultural practices may offer limited returns, recognising the local environmental limitations; However, alternative intensive practices, notably hydroponic production, can be exploited, particularly where enabled by good water quality. Where such is realisable, further advantages required for exploiting growth in intensive agricultural production include marketing together with reliable and affordable transport, as well as quality food hygiene packaging and processing processes that conform to national, and ideally international, standards.

Tourism does emerge as a key potential economic sector, and economic driver, particularly with the inclusion of the country's only ski resort, Tiffendell. The Senqu IDP (2011) notes that mountain tourism is the most active tourism node, albeit 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. Tourism is not a distinct economic sector but a consumption-based service industry that encompasses many different economic activities. As a general rule, tourism figures are included within the tertiary sector, particularly Trade (Wholesale and retail trade, and Catering and accommodation) which generates 9.0% GVA (8.6% trade; 0.4% catering) and 9.7% formal employment (8.8% trade; 0.9%

catering) in 2010. However, the Trade sector has declined over the past 10 years in respect of GVA (-4.0%pa) and formal employment (-2.5%pa). Informal sector 'employment' in Trade has also declined (-0.5%pa) although this decrease applies to the catering sub-sector (-10.4%pa), whereas the trade sub-sector has grown (0.1%pa) and now accounts for around one third (33.5%) of all informal 'employment'.

EMPLOYMENT

The structure of the local economy in respect of formal employment has undergone some shifts from 2000 to 2010. Services remains dominant and Utilities and Mining remain as the least prominent employers. Agriculture has shifted from being the largest employer (46.9%) in 2000 to being second-largest (36.3%) in 2010. The most significant growth is seen for the Finance sector, increasing from 2.9% to 7.5% formal employment over the last decade (7.5%pa). Positive growth is further recorded for the Mining (6.7%pa) and Manufacturing (5.9%pa) sectors. However, employment in Mining remains marginal, increasing from only 40 to 76 workers, from 2000 to 2010. Manufacturing employment increases from 267 to 471 workers over the same period. Further, all manufacturing sub-sectors have seen positive rates of growth in formal employment, which is also seen for the sector's GVA contribution in 2010.

Formal employment and GVA contributions, by sector, are reflected in the tabulated figures with greater detail for the local economy, by sector, summarised below.

TABLE 15: SENQU FORMAL EMPLOYMENT AND GVA CONTRIBUTION (2010) AND GROWTH (2000-2010)

Sector	GVA (Current Prices) Contribution			Formal Employment Contribution		
	R'm	(%)	%pa (2000-10)	No.	(%)	%pa (2000-10)
Primary: Total	69.1	5.74	-3.17	5,126	36.85	-4.64
Agriculture	65.7	5.46	-3.24	5,051	36.30	-4.74
Mining	3.4	0.29	-1.87	76	0.54	6.66
Secondary: Total	144.3	11.98	5.47	939	6.75	0.72
Manufacturing	98.4	8.17	6.55	471	3.39	5.85
Utilities	9.6	0.79	-6.32	34	0.25	-7.00
Construction	36.3	3.01	9.87	434	3.12	-2.10
Tertiary: Total	990.8	82.28	3.34	7,847	56.40	-0.66
Trade	108.5	9.01	-4.03	1,347	9.68	-2.47
Transport	67.6	5.62	4.60	255	1.84	-0.65
Finance	335.6	27.86	12.72	1,042	7.49	7.45
Community Services	163.4	13.57	2.51	2,455	17.64	-1.85
General Government	315.7	26.22	1.30	2,748	19.75	-0.59
TOTAL	1,204.2	100.00	3.03	13,913	100.00	-2.27

Source: Global Insight 2010

Informal sector data is notoriously unreliable and, by its very nature, not conducive to quantification. Drawing on available estimates, informal sector 'employment' in Senqu is concentrated in the tertiary sector (56.9%), centred on Trade (34.7% - 33.5% trade; 1.2% catering), followed by Agriculture (22.5%), Construction (15.6%), then Community, social and personal services (15.0%). Growth in informal sector 'employment', at -0.5%pa, is similarly negative albeit less considerable than that in the formal sector (-2.3%pa), from 2000 to 2010. The top performing sectors in terms of local informal employment growth are Finance (16.0%pa), Manufacturing (8.6%pa), Transport (7.9%pa) then Construction (6.5%pa).

Small Business Sector

According to the Joe Gqabi SMME Survey (3Sixty, 2010), the Senqu small business community is characterised by the following trends:

- 72% are in trade/ tourism sector followed by agriculture (16.7%)
- Only 22.2% are VAT registered
- Only 22.2% are Income Tax registered
- More than 50% sole traders followed by Coops 22.2%
- About 83.3% employed less than 5 people
- Only 33.3% had a valid business plan
- Only 38.9% had received a pre-start up training
- About 50% required advice, training and business plan support
- 55.6% do not know where to get business support and advice
- 72.2% are not members of an association
- Only 16.7% participate in DM procurement database
- 77.8% believe procurement access is not easy
- Only 50% of Senqu SMMEs are registered in Senqu supplier database

This indicates a sector that is highly vulnerable, informal and in need of a stronger support system if any meaningful growth is to be realised.

COMPARATIVE AND COMPETITIVE ADVANTAGES

Competitive advantages

- **Basic Services and Infrastructure**

The local municipality performs above District average in respect of access to all **basic services** but refuse removal, where only 13.45% households in Senqu enjoy regular municipal refuse collection services. The majority of Senqu households enjoy access to the RDP minimum levels of basic services in respect of housing (95.16%), energy (66.28%) and sanitation (56.13%). In Senqu's favour is the considerable allocation of local government equitable share, at R79.2m in 2011/12, which equates to around R627 per capita. The provision of regular water supplies is however a challenge due to illegal connections.

- **Tourism**

- **Scenic beauty, hiking and wildlife attractions and trout fishing.**

- South Africa's **only ski resort at Tiffendell**. Tiffendell Ski Resort is the only ski resort in South Africa and is uniquely positioned to capture the local skiing market. Opportunities exist to promote Tiffendell as a venue for international events such as the World Snowing Boarding Championships.
 - Reopening of the **historic railway line** between Aliwal North and Barkly East passing through Lady Grey is also a unique development options that will attract tourists;
 - The area has a well-developed road network that enters beautiful valleys and mountains. It is favoured by off road enthusiasts, trail runners and mountain bikers.

- **Agriculture**

Wool production and agriculture

Agriculture is one of the major economic drivers of the local economy and considered one of the New Growth path's job drivers. The total cultivated area of arable land is 47 319, 21 Ha, dry land under commercial Production has 18 178, 39 Ha; commercial irrigated Land of 3 866, 57 Ha, semi commercial (Commonages) has 25 274, 25 Ha (Information supplied by the Department of Agriculture). In general, however the area has limited land available that can sustain intensive agricultural practices. The area is more suited towards stock farming than crop production due to its mountainous profile, short growing season and shallow erodible soils. However, where soils are suitable dryland crops such a beans, maize, sorghum and cabbage can be produced. Fodder is also grown for winter feed and Lucerne is grown under irrigation on many commercial farms. Stocking rates tend to be low due to the mountainous area but sheep, cattle and goats are in the majority. Accurate stock rates could not be received from the Department. In general, agricultural infrastructure has been installed in the former homeland and communal region but farmers still express needs in particular for fencing, tractors, stock dams, shearing sheds and dip for the dipping tanks. The most common complaint is for roads to be fixed in all commercial and communal areas and especially to the lands. The former homeland is also being invaded by plants which reduce grass from growing and affect animal health like the jointed cactus and Slangbos. DRDAR will be starting programmes to eradicate the cactus and DEDEA have funded projects to eradicate Slangbos but more needs to be done as it is spreading throughout the district.

Stock theft remains a constant threat to both commercial and non-commercial farmers. A positive note is the growth of farming co-operatives building relationships with commercial farmers to utilise underutilised communal land such as the Tugela co-operative near Sirisena.

In 2010/11, 46 099 196 kilograms of greasy wool was produced in South Africa. Out of this the Eastern Cape produced 14 300 585 kilograms. The Barkly East magisterial district produced 897 677 kilograms and the Lady Grey district 197 727. The entire Transkei produced 3 467 686 kilograms. In 2011/12, 44 807 741 kilograms were produced out of which the Eastern Cape produced 13 950 406 kilograms. Barkly East 876 812, Lady Grey 178, 107 and the Transkei 3,357,008 (Cape Wool production figures 2010-2012). This makes Senqu one of the largest producers of wool in the Eastern Cape. Its climate and topography makes it well suited to expand this type of farming.

- **Bottling of fresh spring** water is a potential niche. Senqu has pure, clear water that is already being bottled on a small scale. Potential may exist for further expansion.
- **Strategic location and proximity to** Lesotho provides development opportunities near the Telle Bridge border post as well as for the revitalisation and upgrade of Sterkspruit. These provide major tourism development opportunities for both Senqu and Lesotho. The proximity of the area to Lesotho, the Free State allows it to tap into these potential markets as well as being only 60 km from the N6 route from East London to Johannesburg allows it to ship goods relatively easier.

Comparative advantages

- **LED Support System**

The Senqu Municipality has a dedicated LED Unit located within its planning department. The Unit is responsible for coordination and facilitation of LED processes in Senqu as well as advise Council on LED matters. The LED Unit is fully staffed.

Senqu is one of the key partners of the Joe Gqabi Economic Development Agency (JoGEDA) which is tasked to drive special economic development projects on behalf of the district municipality and the four local municipalities in Joe Gqabi. With respect to Senqu, the Agency has prioritised commercial property development and plastic manufacturing as its immediate flagship projects. Its other partners are the local tourism organization (Senqu Tourism Association) and the Small Enterprise Development Agency (SEDA) which provides support services to tourism enterprises and other small businesses in the area. Other partners include the JGDM, ECDC, DLGTA, DEDEA and the Department of Agriculture.

- **EPWP, CWP & Enterprise development**

EPWP & CWP programmes are operated very effectively in the municipality. Enterprise development is however struggling as SMME's and Co-operatives struggle to become financially viable. The municipality continues however to support these initiatives through its percentages in its supply chain management policy.

CHALLENGES

- **Geographic Challenge**

The majority (86%) of the Senqu population lives in predominantly rural areas consisting of rural villages and farm households. The average population density is 3.24 households per square kilometre, lower than the district and provincial population density of 3.27 and 3.89 households per square kilometre, respectively. The population density is 17.23 persons per square kilometre - indicating that people are scarcely located, making it extremely costly and difficult to provide the prerequisite services and conditions to address unemployment and poverty.

- **Dependency Challenge**

For every formally employed person there are 8.08 people that depend on the same income resources in Senqu. However, despite a large potentially economic active population (57% or 72 003 people), the economy is unable to provide the required economic and employment opportunities for all these people. In the current form and conditions, the local economy can only provide employment and economic opportunities for only a quarter (25.13%) of the potentially EAP.

- **Poverty Challenge**

Despite experiencing positive economic growth between 2000 and 2010, Senqu's economy has been unable to create meaningful benefits for the poor. The poverty rate is 62.93% - much higher than the provincial average of 53.61%. Dependency on social grants is highest in Senqu (37.42%) compared to the district (34.46%), provincial (31.54%) and national (22.68%). Also, the state of household savings reveals a high degree of indebtedness (-R464) for Senqu which further exacerbates the poverty challenge.

Although the Municipality has and continues to support a number of poverty alleviation projects, in many instances the impact of these poverty alleviation projects remains unknown. This is why the Municipality completed a poverty alleviation strategy for the 2014/15 financial year.

- **Employment Challenge**

Based on the official definition, more than one third (30.34%) of the economic active group in Senqu is unemployed while the district average is 23.54%. Including those not actively seeking for work,

unemployment in Senqu is as high as 65% compared to 54% and 48% for the district and Eastern Cape respectively.

Between 2000 and 2010 formal employment growth was negative at -2.27%, performing worse than the district (-1.23%) and province (-0.21%) respectively. However, also of concern is the quality of available jobs in Senqu. These jobs are not high paying and therefore do not necessarily provide a good quality of life.

- **Income Challenge**

With about 50.25% of the households earning no income at all and 21.39% earning between R1 and R1600 per month, almost two thirds of Senqu households are indigent. Of these, more than one quarter of households (6134) earn R400 or less per month.

- **Literacy Challenge**

Only 58.66% of the adult population can read and write compared to the provincial 66.7% and national average of 73.62%.

- **Skills Challenge**

Majority of adult population (32.21%) are unskilled. There is a major shortage of technical skills (currently only 0.19%). However, Senqu has a relatively high proportion of professionally skilled persons (23.46%) compared to the district (15.49%) and province (13.53%).

- **Infrastructure and Land Challenge**

While Senqu performs above district average in respect to all basic services with the exception of refuse removal where only 13.45% households are provided with the municipal refuse collection services, infrastructure backlogs remain an area of constraint that must be addressed to unlock better growth and new investments into the area. For example: -

- Surfacing the 562-km gravel road backlog and improving maintenance on existing access roads and bridges;

The effect of migration into urban areas such as Sterkspruit is also putting major strain on existing infrastructure in these areas. A more integrated approach addressing social, economic and infrastructural issues is critical.

- **Land**

The Senqu Municipality has communal land in the former Transkei homeland situated around Herschel and Sterkspruit, bordering on Lesotho. The land tenure in this area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities

with the Department of Agriculture distributing PTOs. The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland (Senqu SDF 2009).

The majority of the municipal land is unimproved grassland (75.6%), with only 6.6% of the area used for cultivation purposes. Approximately 13% of the surface area is classified as degraded: that is, it has previously been subjected to poor land use and management practices (e.g. overgrazing or inappropriate cultivation methods). Only 1.1% of the surface area is developed as built areas, including the urban areas of Sterkspruit, Lady Grey and Barkly East, as well as the rural settlements. Senqu has major challenges relating to land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel people are invading land and building informal settlements in order to move closer to urban amenities or receive housing with freehold tenure especially farm workers. There is also the land redistribution challenge that Senqu must meet. For example, to be able to meet the 30% redistribution target by 2014, 166 000 ha will need to be redistributed at 33 000 per annum at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010).

- **Growth Challenge**

Between 2000 and 2010 average growth was 3.03%. Despite outstripping the average population growth (-0.89%) for the same period, this growth has not been sufficient to cause any significant dent on unemployment and poverty. It is also far below the national target of 4% to 7% required to necessary positive employment growth.

SKILLS AND EDUCATION LEVELS

In general skills levels are low, with the majority of residents reliant on government/community services for employment or primary economic activities such as agriculture. 40 111 beneficiaries receive grants with a value of R 32 480 001 paid out monthly. It must be remembered that 41 854 people actually receive grants but as they are children only their parents are counted as beneficiaries (SASSA 2013).

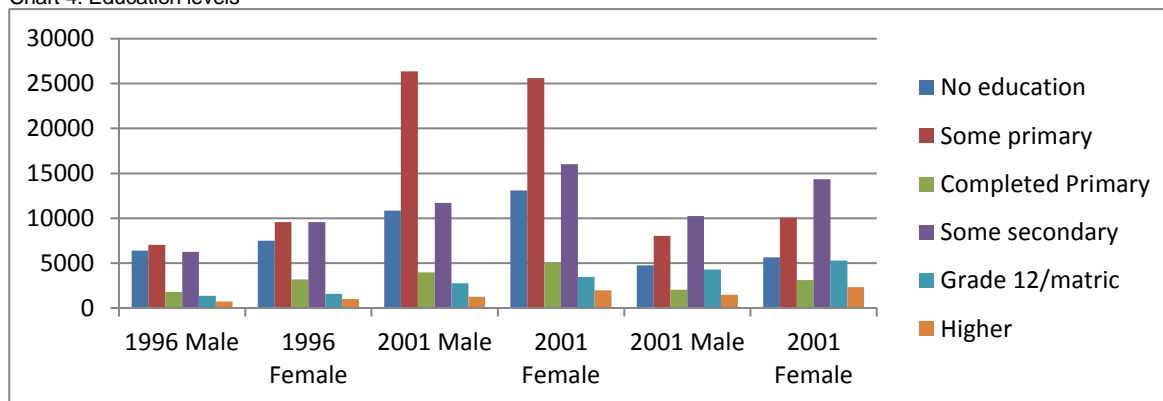
Skills and Professions

An indication of **skills and professions** is afforded by the 2007 Community Survey (StatsSA 2009). Considering only the survey population for which a profession is specified, the dominant occupational group across all areas is 'Elementary', applicable to almost one third of the Senqu (32.21%) and JGDM (31.78%) economies, as well as the Elundini (32.93%) and Maletswai (32.79%) economies. The Province (24.30%) and Gariep (23.76%) reflect proportions closer to one quarter for "elementary occupations".

“Professionals” are the next most prominent occupation within Senqu (23.46%) as well as for Elundini (14.36%), the District (15.49%) and the Province (13.53%). By contrast, “Skilled agricultural and fishery workers” are well represented in Gariiep, while “Service workers; shop and market sales workers” are next most prominent, after elementary occupations, for Maletswai (11.91%). Service and sales workers account for around one tenth (9.71%) of Senqu professions, followed closely by “Craft and related trades workers” (8.94%) then skilled agricultural workers (8.88%), while “Technicians and associate professionals” (0.19%) are the least represented in the local economy.

About 39% of Senqu Municipality workforce is made up of elementary or unskilled workers, the largest percentage in the District. Senqu Municipality has low levels of senior management and technical staff, 3% and 4% respectively. This corresponds with low levels of educational facilities in the area and indicates a need for skills development and education programmes. SLM has the second lowest levels of education behind Elundini Local Municipality in the District, with 58.85% of the population having only received a primary school education. SLM area has 153 schools of which 68 are Primary, 17 are Secondary, 63 are Combined and 5 are ECD. SLM has the lowest levels of education, with 47% of the population having only received a primary school education as can be seen in the chart below. There is only one tertiary education facility (FET College) in the Municipality in Sterkspruit

Chart 4: Education levels



Source Statssa 2011

This chart indicates that the number of illiterate people is steadily declining and the Municipality is doing well in achieving the goal of universal primary school access. It is also good to note the increase in secondary and tertiary education.

Table 16: No of persons aged 5-24 attending educational facilities

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	25766	26890	52656	27123	27336	54460	23262	21904	45166
Not attending	6110	7845	15954	7878	7546	15425	5509	6226	17735

Total	33875	34735	68610	35001	34883	69884	28771	28130	56900
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Source: Statssa 2011

Attendance of educational facilities is also increasing as can be seen in the table above. An analysis of education by wards indicates that Ward 10 (Sterkspruit) has the highest number of people with tertiary education, followed by wards 8, 19 (Barkly East), 11 (Herschel) and 14 (Lady Grey). Ward 2 has the highest number of people with no education, followed by Ward 19 (Barkly East), 16 (Rhodes) and Ward 9.

EMPLOYMENT RATES

The tables below indicate that there has been a decrease in the unemployment rate to 35.5 %. However, it should be remembered that the unemployment rate does not include the persons who have been looking for employment and are now discouraged. As a result, the unemployment rate is actually higher. What is also a worrying factor being the high youth unemployment rate of 43.6 %.

Table 17: Official employment status Age 15-64

	Male	Female	Total
Employed	9478	8774	18252
Unemployed	4478	5559	10037
Discouraged work-seeker	3029	4372	7401
Other not economically active	18455	23034	41488

Source: Statssa 2011

Table 18: Unemployment and youth unemployment rate

Municipality	Unemployment rate			Youth Unemployment	
	1996	2001	2011	2001	2011
Joe Gqabi	51.6	53.2	35.4		
Elundini	60.5	63.7	44.4		
Senqu	59.1	54.5	35.5	63.1	43.6
Maletswai	27.5	37.4	26.7		
Gariep	34.4	43.8	25.8		
EC Total	48.2	54.3	37.4		

Source: Statssa 2011

HOUSEHOLD INCOME AND POVERTY LEVELS

Much of the Senqu population earn no income of between R 1 and R 1 600 per month. The data from the Census 2011 indicates that 15.98 % of the households in Senqu earn no income and that a further 7.17% earn between R1 and R 4800 per month as can be seen in the table below:

Table 19: Income categories

	Eastern Cape	Senqu
No income	264,309	6,081
R 1-R 4 800	98,769	2,729

R 4 801- R 9 600	165,799	4,609
R 9 601- R 19 600	384,579	10,680
R 19 601 – R 38,200	343,052	8,010
R 38 201 – R 76,400	164,896	2,756
R 76,401 – R 153,800	113,971	1,615
R 153,801 - R307,600	86,222	1,009
R 307,601 – R 614,400	46,463	380
R 614,401 – R 1,228,800	12,310	86
R 1,228.801 – R 2,457,600	3,895	51
R 2,457,601 or more	3,080	38

Source: Statssa 2011

This poor socio –economic situation is further exacerbated by the high dependency ratio. The HDI and Gini coefficient also indicate the poor socio-economic conditions which exist in Senqu.

Table 20 :HDI

Human Development Index (HDI)				
	1996	2000	2005	2010
African	0.39	0.40	0.42	0.42
White	0.83	0.83	0.81	0.84
Coloured	0.45	0.43	0.46	0.49
Total	0.41	0.41	0.43	0.44

Source: Global Insight 2010

Table 21: Gini coefficient

Gini coefficient				
	1996	2000	2005	2010
African	0.54	0.58	0.59	0.55
White	0.59	0.54	0.49	0.42
Total	0.57	0.59	0.61	0.57

Source: Global Insight 2010

STAKEHOLDER INVOLVEMENT

The Municipality has an Economic Development Forum. The aim of the forum is to:

- Provide LED facilitation and support within the Senqu municipality
- Advise on development choices by understanding the local context enough to validate claims made about local potential
- Mobilise local stakeholders
- Facilitate local partnerships within and between local public and private organisations
- Develop an annual work plan to implement the LED strategy that is reported on quarterly
- Assist with and advise on local economic development initiatives
- Coordinate all local economic development initiatives within the municipality

- Provide information and create awareness about LED within the municipality
- Monitoring and evaluation of local economic development projects

The forum meets quarterly. Other stakeholder forums include the LTO, small farmer's association and agricultural forum. However, these forums require more capacitation and engagement to keep the functioning effectively.

The Municipality engages with sector departments through District Support team meetings on a quarterly basis and IDP Representative Forum meetings.

INVESTMENT ATTRACTION, SMALL TOWN REVITALISATION AND POLICY FRAMEWORK

The Municipality is expending great effort to attract investors to the municipal areas by ensuring that towns are kept clean and that grass and trees are cut and pruned regularly. Senqu has won several awards in the cleanest town competition.

In addition, the municipality has spent its neighbourhood development grant on beautifying the entrance to Lady Grey by planting trees and providing pathways linking the township to the CBD. The emphasis in Sterkspruit is on consolidation of neighbouring settlements into the existing town and resolving land tenure issues. A small-town regeneration plan has been developed for Sterkspruit and Barkly East. Community parks in Lady Grey funded by DEA are in the process of being built. The lack of available land is preventing the development of similar parks in Sterkspruit.

The policy framework regarding businesses is in the process of being revisited in order to determine areas of hindrance for business development. These include the bylaws on building control regulations, business and street trading, liquor trading, preparation of foods at registered private kitchens and taxi ranks and taxi ranking. This is all part of the Municipality's drive to assist the development of business in the area including the ultimate adoption of informal trading regulations and the draft trade and investment policy.

EXPANDED PUBLIC WORKS & COMMUNITY WORKS PROGRAMME

Senqu municipality has successfully implemented the EPWP programme. The objectives of the EPWP programme are as follows:

- To create job opportunities through reviewing the manner that municipalities implement existing projects/programmes

- To identify and propose programmes that will contribute to additional job creation opportunities
- To ensure that the proposed job creation programmes form part of the service delivery mandates of the municipality

These principles have been incorporated into the municipality's efforts to increase employment opportunities for its residents. Projects consist of basic road maintenance, paving of streets, picking up refuse, pothole repair and storm water channel maintenance. Over 196 jobs have been created in 2011,2012,2013. 252 jobs were created in 2014/15 for mass job and 450 on MIG projects. Future projects include maintenance of municipal property, cleaning in urban areas, storm water management in townships and data collection. However, management is currently in the process of revising the current EPWP and CWP programmes to ensure that sustainable work opportunities are created and that graduates from the programme acquire skills which increase their employment activities. The CWP programme has been increased to provide jobs for 2000 participants in 2 wards.

The EPWP policy was adopted by Council on the 25th October 2012. The policy outlines the institutional arrangements for implementing EPWP, roles and responsibilities, the employment opportunities, training and EPWP target, conditions of employment, target groups and reporting process. The Director of Technical Services is responsible for implementing EPWP but the co-ordination will be done by the EPWP Steering Committee. The Committee will consist of all director's and all relevant sector heads. The responsibility of the Committee will be to:

- Coordinate the overall municipal wide coordination of EPWP and related issues
- Review the EPWP policy
- Setting departmental EPWP targets
- Enabling environment for the successful implementation of EPWP
- Reporting to the management meeting
- Monitoring and evaluation of the EPWP programme
- Setting of performance standards
- Compiling a EPWP management plan

The EPWP framework for Phase 3 will be adopted by Council in May 2016.

An amount of R 6,480,000 was budgeted for the 2014/15 financial year and a similar amount for 2015/16.

LED PRIORITIES & SPATIAL REALITIES

The map below from the draft SDF 2016 indicates the relationship between the LED priorities and the spatial realities.

ALIGNMENT BETWEEN THE NSDP, SDF, NGP & LED STRATEGY

Table 22: Alignment between the NSDP, SDF, NGP & LED Strategy

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
Innovation and experimentation.	<ul style="list-style-type: none"> Not applicable 	Jobs driver 3: Seizing the potential of new economies	
Production: High value, differentiated goods (not strongly dependent on labour costs).	<ul style="list-style-type: none"> Not applicable 	Jobs driver 3: Seizing the potential of new economies	
Production: Labour-intensive, mass-produced goods (more dependent on labour costs and/or natural resource exploitation).	<ul style="list-style-type: none"> Formal agricultural sector in Senqu Need for investigating further the potential for intensive, irrigation-fed agriculture in under-developed rural settlement areas Land most suited to crop production is found in the Sterkspruit area Stock farming is assessed as the agricultural activity with the highest potential, if correctly managed. 	<p>Jobs driver 2: main economic sectors</p> <p>Jobs driver 3: Seizing the potential of new economies</p>	<p>Development Thrust 3: Sustainable Livelihoods</p> <p>Development Thrust 2: Enterprise Development</p>
Public services and administration.	<ul style="list-style-type: none"> Barkly East and Lady Grey are centres for District and Local Government administration 	Job driver 4: investing in social, capital and public services	<p>Development Thrust 3: Sustainable Livelihoods</p> <p>Development Thrust 4: Skills Development</p> <p>Development Thrust 5: Institutional Development</p>
Retail and services.	<ul style="list-style-type: none"> Sterkspruit is a high order regional service centre, 	<p>Job driver 1 infrastructure</p> <p>Jobs driver 5: spatial development</p>	Development Thrust 1: Locality Development

NSDP Category	Applicability in Senqu Municipal Area	New Growth Path	LED Strategy
	providing access to goods and services to a large catchment population.		
Tourism.	<ul style="list-style-type: none"> There are areas with development potential as tourism sites of interest relating to the Drakensberg and the Maloti Tourism Route. 	Jobs driver 2: main economic sectors	Development Thrust 2: Enterprise Development

LED STRATEGY

The municipality has a LED strategy which was adopted in June 2013.

LED Strategy Objectives

This 5-year Senqu LED Strategy aims to achieve the following economic outcomes:

- Achieve and maintain a minimum annual growth rate of 5.5 % from 2016 and beyond;
- Reduce unemployment to 20% by 2017.
- Reduce current poverty rate to 52% by 2017.
- Improve black-ownership and participation in the mainstream economy, in particular within the priority sectors of tourism and agriculture.
- To build strong and sustainable LED capacity, institutions and resources.

High Level LED Performance Baseline (2012 – 2017)		
Indicator	2012 (Current)	2017 (Target)
GVA Growth	3.03% pa	5.5% pa (min)
Unemployment	30.34%	20%
Poverty	62.93%	52%

Figure: SLED Strategy 2012 Performance Baseline

LED Strategy Development Thrusts

The Senqu LED Strategy (2013) has 5 integrated LED development thrusts and priorities

Development Thrust 1: Locality Development

The Locality Development Programme will be premised on achieving the following outcomes:

- ❑ Making the municipal area more attractive to investors, tourists and individuals;
- ❑ Improving the physical and environmental appeal of the area

Development Thrust 2: Enterprise Development

The purpose of Enterprise Development Programme is to:

- ❑ Create a conducive environment for existing, new and start-up businesses;
- ❑ Improve profitability, competitiveness and sustainability of locally-based enterprises;
- ❑ Prioritise development of key growth and employment sectors eg Agriculture, Tourism and Green Economy.

Development Thrust 3: Sustainable Livelihoods

The purpose of the sustainable livelihoods programme is to:

- ❑ Provide the poorest of the poor with alternative livelihood options
- ❑ Support income generation activities for the poor
- ❑ Facilitate job creation projects that will benefit the poorest of the poor

Development Thrust 4: Skills Development

The purpose of the skills development priority is to:

- ❑ Build the necessary skills base for economic growth and development;
- ❑ Improve employability and active economic participation;
- ❑ Support key growth and employment sectors.

Development Thrust 5: Institutional Development

LED institutional development in Senqu is designed to:

- ❑ Improve municipal capacity to coordinate and facilitate LED processes;
- ❑ Establish appropriate mechanisms to implement this LED strategy;
- ❑ Mainstream LED across municipal functions and activities
- ❑ Foster sustainable partnerships with key and relevant stakeholders
- ❑ Improve monitoring and evaluation of LED projects and initiatives.

Table 23: LED Implementation Plan
To be updated

CURRENT LED UNIT STAFFING AND BUDGET

Municipality has an LED Unit which is based in the Directorate: Development & Town Planning Services Directorate. The Unit has 1 Enterprise Development Officer, 1 Tourism Officer, Administrator and a Social Enterprise Development Officer post. It is headed by the IPED Manager.

Add funding

CONCLUSION

The LM's lack of annual growth has resulted in an unprecedented high unemployment in the Senqu area with high dependence on government grants. This coupled with access to basic household and community services which is below optimal creates tension amongst communities who compete for relatively scarce resources. Therefore, it becomes absolutely crucial that the municipality creates conducive conditions for job creation and participation in agricultural activities by availing land for development.

Businesses are not growing as SMME's as they do not receive strategic support from government institutions. Areas for great concern are centred around food security and land reform. The tourism sector is underdeveloped and needs strategic intervention to revive and contribute to the local economy meaningfully. In this regard a responsible tourism sector plan has to be developed which could provide direction to optimise the potential that exist in the area. Agriculture remains central to the development of the area. However, it has to be done in conjunction with other programmes. Land administration and town planning seem to have been relegated to the background of the municipal priorities. This approach does impact negatively on the development trajectory of the municipality.

CHAPTER THREE: BASIC SERVICE DELIVERY

SLA's AND OTHER INSTITUTIONAL ARRANGEMENTS

Community Services has an SLA with DSRAC. In terms of the SLA Senqu runs the library service on behalf of DSRAC. This SLA is signed annually. Technical Services has an SLA regarding electricity sales with ESKOM whereby the municipality procures electricity from ESKOM and then sells it via its internal network to urban customers.

SPATIAL ANALYSIS AND RATIONALE

Spatial Structuring Elements

Spatial structuring elements are important design concepts which guide the planning process and are used to identify areas or special features of areas that allow Senqu Local Municipality (SLM) to rationalise the extent of their responsibility to carry out municipal planning. These spatial structuring elements enable the Municipality to identify areas where different types of land uses would be permitted and/or discouraged and thus form the building blocks that guide future planning in the municipality. The Senqu Spatial Development Framework proposes to make use of seven spatial structuring elements, as follows: -

- The concept of **Development Nodes**
- The concept of defined **Urban Edges**
- Areas where **Environmental Constraints** apply
- Municipal **Open Space** System
- **Precinct**
- **Activity Street**
- **Activity Corridor**

The key functions of the Structuring Elements are to facilitate the following:

- Containment of urban sprawl (urban sprawl implies higher per capita cost when providing essential services and loss of valuable agricultural or natural land);
- Promotion of urban and social integration by creating compact urban areas (these are areas where the mixing of compatible land-uses and a wide range of urban activities/facilities are accommodated within walking distance of living areas, which contributes to the accessibility of economic, social and recreational opportunities to the community);
- Promotion of acceptable higher densities (higher densities imply more efficient use of available urban land, natural resources and service infrastructure);

- Creation of quality urban environments through urban renewal and landscaping (priority should be given to the conservation and reuse of buildings, infrastructure and materials and the beautification of the urban environment through intensive landscaping);
- Reduction of the need for traffic movement and promotion of pedestrian and non-motorized movement patterns (the price signals of transport, such as construction costs and cost of petrol given by the transport market, because they ignore environmental costs, mislead the users into believing that personal mobility is cheaper than it really is); and
- Restoration and maintenance of a defined sense of place (urban areas must reflect the culture-historical character of the area and its people and unique local land uses).

Major Structuring Elements

Background

Structuring elements to a large extent, dictate the location of development, the nature thereof and direction of growth in a municipal area. This mainly refers to the natural environment and certain man-made issues that were established over many years. These structuring elements as well as the Spatial Guiding Principles of this document would generate the future restructuring of the spatial pattern and shape within the service area.

- Natural Environment, including agricultural activities, mining activities, tourism activities and the indication of water bodies;
- Built Environment, including the settlement hierarchy, main road system, airports and railway links, development nodes and corridors.

For each settlement area, the following information and directives are provided:

- Background information on the settlement area;
- Indication of existing strategic objectives;
- Detailed map of rural area plus applicable SPC's;
- Map of urban settlement area indicating the following:
 - Urban edge;
 - Higher order roads;
 - Potential vacant development areas within the urban areas and the description thereof; and
 - The major existing land uses.

The major physical and manmade structuring elements are:

Bio-Regional Planning

SLM falls within an Area of Co-operation according to the provincial conceptual bio-regional boundaries. In these areas, where municipal boundaries do not correspond with bio-regional parameters, the municipality needs to cooperate with its neighbouring areas.

Bio-regional planning has gained increasing importance in recent years as a methodology for simply and effectively addressing the issue of land use management in regional planning. Four main land use management zones or areas can be identified.

a. Core Areas

These are based on the principle that there are important areas of biodiversity and ecosystems services functioning that should be disturbed as little as possible, for example:

- Mountain and river catchment areas;
- Wetlands;
- Sensitive coastlines; and,
- Important or rare areas of biodiversity.

In some instances, it may be appropriate to identify ecological corridors which help to link and ensure the viability of separated areas of important biodiversity.

b. Buffer Areas

Around these core areas are buffer areas of less ecological importance where extensive agriculture and other primary activities such as mining may be carried out according to sustainable principles.

c. Intensive Agricultural Areas

Due to the important role that intensive agriculture plays in ensuring food security, providing low skilled employment and its scarcity in SA, which is an arid country, this activity is identified as a separate bioregional planning zone.

d. Urban Development Areas

Outside of these areas are locations suitable for urban development where a high degree of land transformation can occur but taking care to ensure that the pre-conditions for effective settlement development are met. The bioregional planning zones provide a high-level land use guideline that can successfully be used to inform regional and urban development patterns.

Special Development Areas

Special Development Areas (SDAs) are geographical areas of interest which have been earmarked for investment in order to achieve both the objectives of SLM's Integrated Development Plan and the related objectives of the Spatial Development Framework. SLM would need to prioritise its development efforts and capital expenditure in these areas in order to optimise the development potential of these areas.

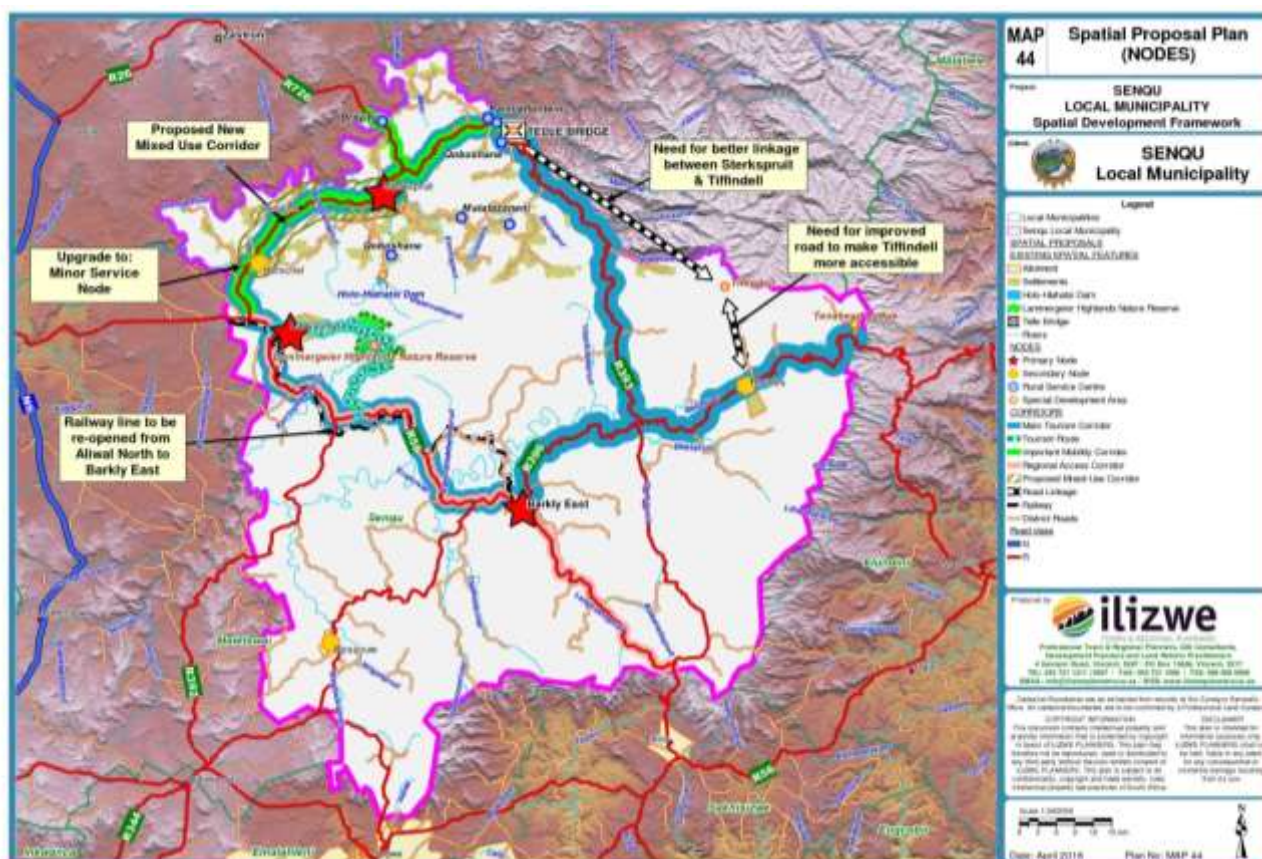
Development Nodes

Development nodes are generally described as areas of mixed-use development, usually having a higher intensity of activities involving retail, office, commercial and residential land uses. These are the places where most interaction takes place between people and organisations, enabling the most efficient transactions and exchange of goods and services. Nodes are also areas where vast numbers of people from peripheral areas and isolated rural

communities are able to buy certain goods and services which would not be attainable in their communities and villages. Nodes act as focal areas of business and social services.

Nodes are usually located on main transport routes to provide maximum access and usually act as catalysts for new growth and development in areas adjacent to the nodes. As such, they are areas where the following should be prioritised: -

- *Appropriate levels of development investment in infrastructure.*
- *Appropriate land use management to promote preferred development outcomes.*



No towns in SLM have been identified as major nodes on a provincial level. However, on a municipal level the different towns play important and very particular roles and local nodes with specific characteristics can be identified.

The GVA and the settlement categories developed was used to identify these nodes. Most of the GVA in the SLM is generated in Sterkspruit.

Table 24: Main Settlements, their Primary Economic Base, Potential Needs and Investment Required.

SETTLEMENT	POPULATION	ECONOMIC BASE	POTENTIAL NEED	INVESTMENT TYPE
Sterkspruit	Large	Retail and commercial services	High Development Potential High Need	Infrastructure, education, entertainment, middle income housing and social facilities
Lady Grey	Medium	Agriculture and administration	High Development Potential High Need	Infrastructure (especially water), business services and social

SETTLEMENT	POPULATION	ECONOMIC BASE	POTENTIAL NEED	INVESTMENT TYPE
				facilities
Barkly East	Small	Agriculture	High Development Potential High Need	Basic services, formal housing, industry and agro-processing
Rhodes	Very small	Agriculture	Low Development Potential High Need	Basic services, tourism, social facilities and infrastructure
Herschel	Small	Agriculture	Medium Development Potential High Need	Mixed use developments, social facilities, infrastructure and low to middle income housing
Rossouw	Very small	Agriculture	Low Development Potential High Need	Infrastructure, social and housing

Based on the above information and the vision, mission, objectives and spatial strategies, the 6 main settlements have been classified as follows:

The classification of the SLM towns as specific nodes does not only indicate current trends, but also the desired future function of these settlements. The following roles are envisaged for the above towns:

Barkly East:

Agri-processing (related to local raw agricultural products).
Agriculture related services such as repair and servicing of farm equipment.
Wholesale and retail
Administrative centre
Financial intermediation, insurance, real estate and business services
Potential Industry & Manufacturing (Brick Making Plant, Proposed Iron Ore/Steel Smelter and associated light support enterprises).
Tourism/Heritage and Hospitality Centre. (resorts, eco estates and golf estates)
Infrastructure services.
Community, social and personal services
Transport, storage and communication centre.

Lady Grey

Intensive and extensive agriculture (Expanded Community Hydroponic Schemes)
Residential Function
Tourism (Potential River Adventure Resort and Historical/Heritage sites)
Community services.

Sterkspruit

Business and tertiary services
Wholesale and retail
Administrative centre
Infrastructure services.
Social and community services
Secondary and tertiary education
Epicentre of SLM's wool market

Residential Function

Rhodes

Municipal storage and related services

Tourism/Heritage and hospitality centre. (resorts, eco estates and ski resort accommodation)

Infrastructure maintenance services.

Community, social and personal services

Transport, storage and communication centre.

Rossouw

Rural service node

Primary school

Herschel

Rural service node

Postal services

For these nodes to be strengthened it is crucial that public investment be directed to these nodes. However, nodes do not function in isolation, and it is important to strengthen the linkages between them through the development of corridors and the upgrading of transport infrastructure.

Protected and Development Restricted Areas

Introduction

Due to the general agricultural character of SLM, the protection of land runs hand in hand with the development of nodes and the infill and densification of urban settlements. It is thus not solely about restricting development in certain areas, but also about promoting development in others. As long as sustainable settlements with adequate housings and services are not created, protected areas will always be in danger of being degraded / transformed.

Municipal Open Space System

An open space system results from a planning process that is innovative, scientific, and most importantly community driven. Open space planning and decision-making must reflect community values, respond to citizens' needs and address broader community goals. Whilst incorporating sound environmental science regarding ecosystems and the connection between land and water resources, participation by community residents of all backgrounds and diverse interests should simultaneously drive the planning and design process.

Definition

The definition of a Municipal Open Space System (MOSS), as proposed by the Metropolitan Spatial Development Framework (2000), aptly describes this concept as follows:

"A Metropolitan Open Space System (MOSS) is an inter-connected and managed network of open space, which supports interactions between social, economic and ecological activities, sustaining and enhancing both ecological processes and human settlements. MOSS comprises public and private spaces, human-made or delineated spaces, undeveloped spaces, disturbed 'natural' spaces, and undisturbed or pristine natural spaces."

Tourism-related Conservation Elements

The following tourist attractions, points of interest and areas where outdoor activities are available and need to be promoted and protected:

LADY GREY / BARKLY EAST

1. Lammergeyer Highlands Reserve
2. Joubert's Pass
3. Naude's Neck
4. Barkly Pass
5. Otto Du Plessis Pass
6. Lady Grey Dam
7. Barkly East Museum
8. Anglo Boer War Sites
9. Ancient Rock Art Sites
10. Tiffindell Ski Resort
11. Karmmelkspruit
12. Witteberg Mountain Rang
13. Dutch Reformed Church – National Monument
14. Glen Doone, Kantienpoort, Karmmelkspruit, Majuba

STERKSPRUIT

1. Mapetla Mohapi Monument
2. Bushmen Painting
3. Wittenbergen Missionary Station
4. Lundean's Nek

RHODES

1. Wartrail and New England
2. Wild Mountain Country
3. Bell, Kraai and Bokspruit Rivers
4. Flora and Fauna
5. Fly fishing and Trout fishing
6. Volunteershoek Pass
7. Carlislehoek Pass
8. Unique Hunting Trophy Room

Urban Edges


The concept of an urban edge is most commonly used to identify the outer limits of areas where the Municipality would prefer to see an urban level of development. The SDF proposes that an Urban Edge be defined for each area beyond which it is envisaged that lower density rural development will be favoured.


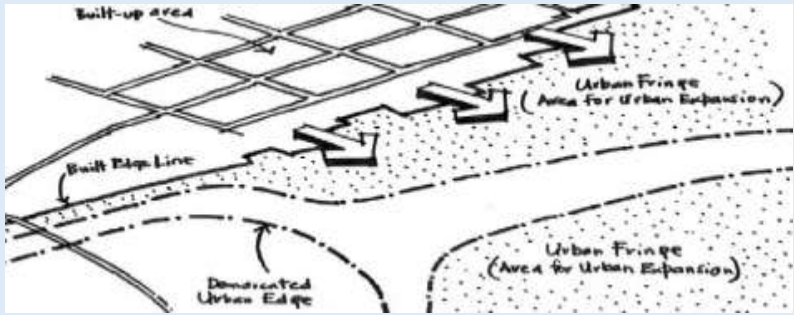
Finally, one of the primary functions of the Urban Edge is to protect valuable agricultural land from being eroded by urban sprawl. For this purpose, *agricultural land is seen as all land zoned for agricultural purposes plus all land (whether zoned or not) that was defined as agricultural land in terms of the Subdivision of Agricultural Land Act (Act No. 70 of 1970) and land currently used for either commercial or non-commercial agricultural purposes:*




excluding land identified in the Spatial Development Framework for non-agricultural development.




- **Tourism Corridor:** is a mobility route linking areas of greater intensity from a tourism point of view. This type of corridor will generally have a lot of points of interest along its route and many land uses such as B&Bs, heritage sites, camping sites, rock art caves, nature reserves, wildlife, beautiful landscapes and scenery amongst other things.
- **Mixed-use Corridor:** is an activity corridor which is geared towards the development of mixed uses along a mobility route. The mixed-use corridor is used in the context of this SDF to bring goods, services and social facilities closer to the people. This also allows for economic opportunities to reach a larger number of people in having them spread along a route instead of them being focused on one particular point (Senqu Draft SDF 2016).


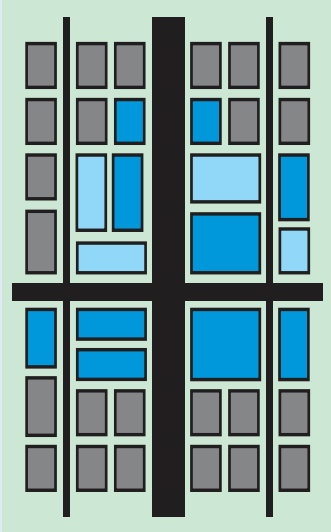
Table 25: Short descriptions of each Spatial Structuring Element, as well Design Guidelines for the implementation of these guidelines.

SPATIAL STRUCTURING ELEMENT		LOCATION	DEVELOPMENT GUIDELINES
MUNICIPAL NODE These are the primary and secondary nodes in a municipality and are towns of significance in terms of scale, location, impact, diversity and agglomeration of functions.		Barkly East	All new developments linked to government administrative, personal services, retail, industrial, manufacturing, transport, beneficiation & agri-processing should be directed to Barkly East.
		Lady Grey	All new developments linked. (Municipal administrative, retail, industrial, storage, transport, agriculture, tourism, adventure and agri-processing) should be directed to Lady Grey.
		Sterkspruit	All new developments linked to services, retail, industrial, commercial and education.
		Rhodes	Tourism, adventure and agriculture
		Herschel and Rossouw	Local services. Government support. Intervention plans to re-position the economy from a social to an economic one.

SPATIAL STRUCTURING ELEMENT	LOCATION	DEVELOPMENT GUIDELINES
<p>URBAN EDGE</p> <p>The Urban Edge is the demarcated outer boundary of urban areas and marks the transition between urban and rural land-uses.</p> <p>The Urban Edge is demarcated to manage, direct and control the outer limits of development and protect valuable natural environments and resources. It is also an important tool to contain urban sprawl and ad hoc low-density development, which adds to the life cycle costs of urban areas and places an unnecessary heavy burden on communities. The urban edge consists of the following components:</p> <p>Urban Edge Line:</p> <p>The Urban Edge Line is the demarcated outer boundary within which urban expansion can be accommodated within a defined period of time.</p> <p>Built Edge Line:</p> <p>The Built Line defines the outer boundary of the existing built up area and will always be contained by, or coincide with, the Urban Edge Line.</p>	<p>Barkly East</p> <p>Lady Grey</p> <p>Sterkspruit</p> <p>Herschel</p> <p>Rhodes</p> <p>Rossouw</p>	<p>The key objectives of the urban edges are to prevent the transformation and fragmentation of high potential agricultural land. For LM to consider non-agricultural development to be undertaken on agricultural land, applicants have to provide assurance that such development would not fragment high potential agricultural land. The proposed development must, therefore, imply a direct, or indirect, positive impact on, for example, regional tourism, agriculture, environmental conservation and the interest of previously disadvantaged people. The urban edges identified will be applicable for a ten-year period (2017 to 2027).</p>  

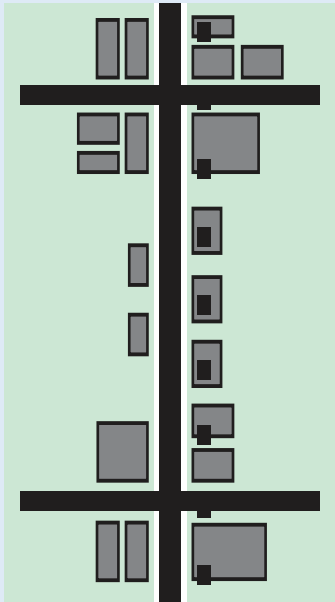
SPATIAL STRUCTURING ELEMENT		LOCATION	DEVELOPMENT GUIDELINES
<p>Urban Fringe:</p> <p>The Urban Fringe is the area located between the Urban Edge Line and the Built Edge Line. The Urban Edge is significant because it is the area in which urban expansion must be accommodated.</p>			
<p>PRECINCTS</p> <p>Precincts are special use areas, which are dominated by a primary activity with an appropriate diversity of land-uses closely associated with the primary activity.</p>		<p>Barkly East</p> <p>Lady Grey</p>	<p>The Agri-Industrial Precinct has been established to concentrate industrial activities related to the local agricultural industry and agricultural service industry.</p> <p>The development of an Agri-Industrial Precinct Development Plan is crucial for the effective development of this Precinct.</p>
		<p>Barkly East</p> <p>Lady Grey</p>	<p>Barkly East and Lady Grey has the potential and infrastructure to develop into an industrial precinct. The Industrial Precinct has been established to concentrate industrial activities related to beneficiation, storage and transport. The development of an Industrial Precinct Development Plan is crucial for the effective development of this Precinct.</p>

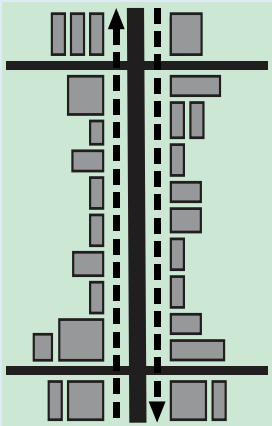
SPATIAL STRUCTURING ELEMENT	LOCATION	DEVELOPMENT GUIDELINES
		<p>Barkly East poses a relatively well-structured central business area and it is crucial that none the intensity of use is lost through the development of retail or commercial activities outside of the proposed CBD Precinct. In order to guide the development of the CBD, a CBD Design Framework should be developed for Barkly East. Until a Design Framework is developed all developments should follow the following guidelines:</p> <ul style="list-style-type: none"> • All developments must contribute to high quality public environment; • Large parking lots adjacent to streets should not be permitted; • Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space; • Land uses on the ground floor of buildings must have an extroverted public façade (e.g. shops, restaurants etc.); and • Site layout and building designs must take cognisance of and support public transport, cyclist and pedestrian movement.
		<p>Sterkspruit and Lady Grey has a small central business area that is not structured optimally and not well connected. In order to guide the development of the CBD, a CBD Design Framework should be developed focussing on strengthening its link to the Activity Spine. Until a Design Framework is developed all developments should follow the following guidelines:</p>
		<ul style="list-style-type: none"> • All developments must contribute to high quality public environment; • Large parking lots adjacent to streets should not be permitted; • Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space; • Land uses on the ground floor of buildings must have an extroverted public façade (e.g. shops, restaurants etc.); and • Site layout and building designs must take cognisance of and support public transport, cyclist and pedestrian movement.

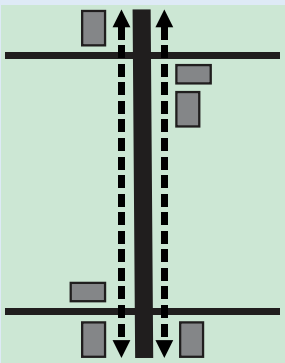
SPATIAL STRUCTURING ELEMENT		LOCATION	DEVELOPMENT GUIDELINES	
SETTLEMENT UPGRADE ZONES Settlement Upgrade Zones are areas in a settlement where there is little coherent structure and a low-quality urban environment. In these zones, Neighbourhood Nodes, Activity Streets and Mobility Streets are used to restructure the settlement in combination with improved service provision and beautification of the settlement.		Barkly East Lady Grey Sterkspruit Herschel	Apply the Development Guidelines of the individual components in combination with the guidelines provided.	
NEIGHBOURHOOD NODES Nodes are characterised by a concentration of mixed-use activities around a central core. Nodes, public transport and the public spaces in and between nodes are important urban elements which can be used to restructure areas where		Barkly East Lady Grey Sterkspruit Herschel	Many of the settlements in the LM, especially in the low-income and informal areas, have no sense of place, legibility or special focus. The aim of the Neighbourhood Nodes is to concentrate compatible and supporting uses in specific areas, creating a concentration of users that make other economic functions more sustainable. In order to ensure the set objectives, the following guidelines should be applied: <ul style="list-style-type: none"> • Concentrate public facilities; • Promote the development of mixed use; • Create safe and interesting public settings; and 	

economic activities have been dispersed and where there is no sense of place, legibility or special focus.			<ul style="list-style-type: none"> • Ensure that the interfaces with adjoining lower intensity residential developments are treated sensitively.
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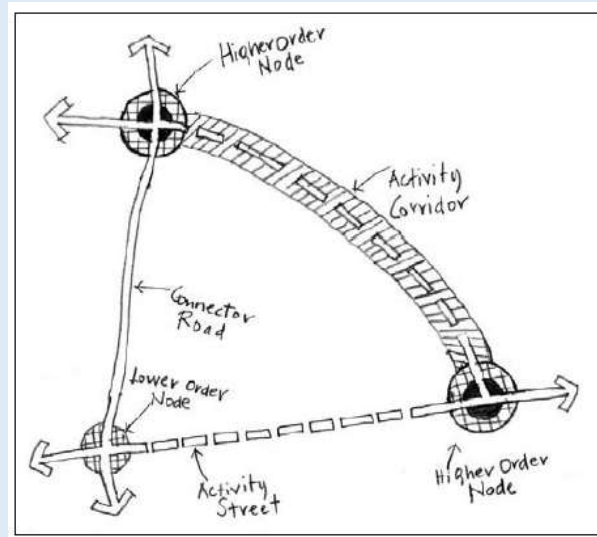
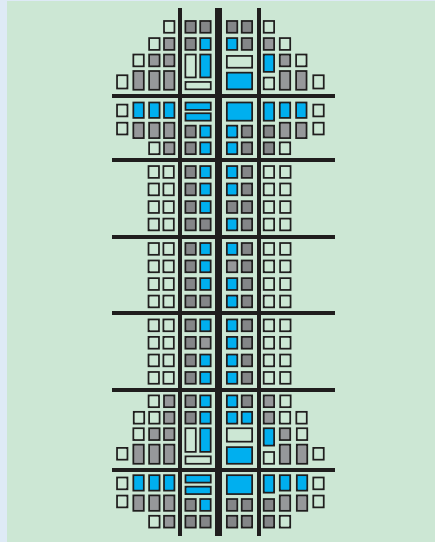
SPATIAL STRUCTURING ELEMENT	LOCATION	DEVELOPMENT GUIDELINES
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<p>DEVELOPMENT CORRIDOR</p> <p>A development corridor is an extensive and complex linear development system of regional or municipal significance. It comprises a central movement axis with supporting movement infrastructure and high intensity land development. Direct access to land uses is usually not possible along the central movement axis (but high visibility is a major feature) and the corridor therefore also comprises linear activity spines that provide access to development.</p> <p>The width of the corridor is usually restricted to walking distance on either side of the central axis (e.g. 600m on either side). Development corridors can either accommodate specialised activities (e.g. industrial corridor) or mixed uses (retail, businesses, offices, high density residential etc.).</p>		<p>Barkly East</p> <p>Lady Grey</p> <p>Sterkspruit</p> <p>Herschel</p>	<p>Agri-processing and Beneficiation Corridor along the corridor.</p> <p>Focus on tourism/adventure industry as well as agriculture / agri-processing. There is a dire need for social development and the upgrading of the settlements along these corridors.</p> <p>The aim of the Agri-processing and Beneficiation Corridor it to not only strengthen the local agricultural economy but to expand it from predominantly primary to the secondary economy. In order for this initiative to be successful the following need to be in place:</p> <ul style="list-style-type: none"> • Re-opening of railway stations along the R58; • Restore and redevelop existing agri-processing facilities along the R58 / R396; • Promote new agri-processing initiatives along the R58 and R396; • Development of bicycle lanes to facilitate the movement of the workforce; and • Improve public transport along the R58 and R396, as well as road to Sterkspruit and through Herschel
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SPATIAL STRUCTURING ELEMENT	LOCATION	DEVELOPMENT GUIDELINES
<p>ACTIVITY SPINE</p> <p>An activity spine is an urban linear development area made up of a single central movement axis with intense activity along it.</p> <p>Linear development allows for land use and transportation to support each other. With the</p> <p>higher intensity of development, more people and business will be located next to the activity spine, which means that the use of public transport and existing movement infrastructure becomes more efficient. The movement axis is usually a higher order road of city-wide importance, but it must achieve a balance between promoting access, creating pedestrian-friendly environments and accommodating traffic mobility.</p>		<p>Sterkspruit, Lady Grey and Barkly East have nodal areas, connected to each other by higher order roads that are not used optimally, even though they possess high levels of accessibility and visibility. The development of an Activity Spine along these roads will allow for (1) a concentration of uses along the spine, and (2) a more efficient movement infrastructure. The following guidelines for the development Activity Spines are proposed:</p> <ul style="list-style-type: none"> • Mixed land-uses along the spine; • Interface with adjoining lower-intensity residential developments to be treated sensitively; • Urban design guidelines to be used to guide the development along the spine; • Pedestrian/cyclist-oriented environment to be created, with traffic-calming for cars as and where appropriate; • High accessibility to land-uses; • High density development with mixed uses to be promoted in suitable locations along these routes; and • On-street parking to be provided as and where appropriate.

<p>MOBILITY ROAD</p> <p>Mobility roads primary serves intra-municipal traffic. While this route is characterised by through traffic, trends indicate pockets of mixed use development located alongside. It serves as an important linkage between urban activity areas.</p>		<p>The aim of the development of Mobility Roads in Sterkspruit, Lady Grey and Barkly East is to facilitate the movement of the residents to and from their places of work and play. The following guidelines need to be applied in order to achieve this:</p> <ul style="list-style-type: none"> • Pedestrian/cyclist-oriented environment with traffic calming for cars where possible • and appropriate; • Nodal development with a mixed use character (development at intersections) along • the route; • Limited direct access; and • Improve public transport along the Mobility Road.
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SPATIAL STRUCTURING ELEMENT	LOCATION	DEVELOPMENT GUIDELINES
<p>ACTIVITY STREET</p> <p>Activity streets are linear development areas along smaller, local streets. The focus in this type of development is predominantly on the land-use mix and on enhancing pedestrian movement. Traffic mobility is not an important consideration and fast moving traffic on activity streets is avoided. Land-uses tend to be retail and service-oriented.</p>	<p>Barkly East</p> <p>Lady Grey</p> <p>Sterkspruit</p>	<p>The development of Activity Streets in the LM settlements will allow for a concentration of land-uses along prominent spines inside local neighbourhoods, providing structure to the general dispersed nature of public facilities and retail opportunities in the LM. The following guidelines for the development of Activity Streets are proposed:</p> <ul style="list-style-type: none"> • Low-intensity mixed land-uses with a focus on community services and economic opportunities;



- A focus on low to medium-density residential developments;
- The interface with adjoining lower intensity residential developments to be treated sensitively;
- A focus on pursuing a pedestrian/cyclist-oriented



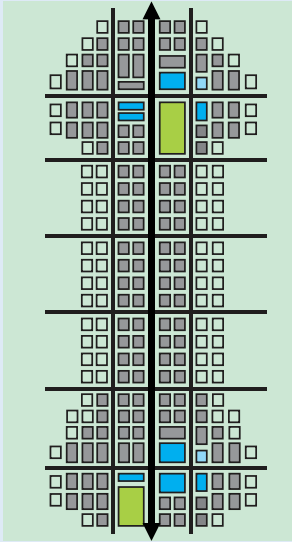
environment; and

- 'Good urban design-guidelines' need to be used to guide the development along the street.

SPATIAL STRUCTURING ELEMENT

LOCATION

DEVELOPMENT GUIDELINES

<p>MOBILITY STREET Mobility streets are proposed as structuring elements focussed on facilitating safe pedestrian and bicycle movement in the Settlement Upgrade Zones, through the provision of sidewalks along roads or pedestrian routes through public open space, vacant land and buffers. These Mobility Streets in combination with Activity Streets link up all the Neighbourhood Nodes, and through the provision of street lighting, street furniture and trees, create high intensity use streets that are not only safer for the communities, but may in time allow for the development of mixed land-uses along the spines.</p>		<p>Barkly East</p> <p>Lady Grey</p> <p>Sterkspruit</p>	<p>The development of Mobility Streets in the main LM settlements aim to provide focus with regard to the upgrading of the public environment and development of pedestrian and bicycle-friendly environments. The following guidelines for the development of Mobility Streets are proposed:</p> <ul style="list-style-type: none"> • Sidewalks and bicycles lanes; • Street lighting; • Public furniture; • Link up public open spaces; • Planting of trees; and • Public transport.
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SETTLEMENT DEVELOPMENT FRAMEWORKS

The reason for defining a settlement model – or “typical forms of settlement” – is to allow for the establishment of a range of spatial planning and servicing options that Senqu Local Municipality could endorse and make available to prospective beneficiaries of a land development process.

It is acknowledged that the range of settlement models is more easily contemplated in a ‘Greenfields’ situation. However, the models are not only for new developments, but can be used to broadly identify and categorise existing settlements in order to shape planning and support interventions in these areas. The models that have been developed are also applicable to infill developments and also applicable to densification strategies.

The following are the proposed settlement models:

Model 1: Settlements within the Urban Edge

Development Parameters	Spatial Application	Livelihoods Base
<ul style="list-style-type: none"> Small erf sizes (300m² or less, depending on nature of development and setting). A dwelling in terms of Provincial housing parameters. Township layout. Highest <u>feasible</u> Level of Service (LOS - linked to affordability [means] of client community). Freehold title, rent-to-buy or leasehold on individual household basis. Provision of neighbourhood level services and facilities within the community. 	<ul style="list-style-type: none"> For areas located within urban edges or within the fabric of existing urban development (in-fill). Good access to high order goods, services and facilities (e.g. hospitals, commercial districts etc.). Located for integration with main commuter transport networks and tar road access. Located for integration with existing water and sanitation networks servicing the urban setting. 	<ul style="list-style-type: none"> Income generation in the informal sector through use of own skills. May have access to municipal commonage (if available). Livelihood support through small business development, or other municipal LED programmes (such as job creation programmes). Urban economic opportunities for employment in the formal and informal sector.

Model 2: Low Density Peri – Urban / Rural Village Settlement

Development Parameters	Spatial Application	Livelihoods Base
<ul style="list-style-type: none"> Erf sizes: Sizes of existing residential sites in settlements are accepted. New residential sites to have site sizes in the range of 500-1,000m², depending on local conditions and provisions of local planning processes. In new settlements top structure support to be provided, but can be provided in follow up phase of development. In existing settlements top structure support is optional, depending on financial availability and development priorities Settlement design options should be available for selection by community. In appropriate circumstances, can combine household/residential sites with arable allotments (i.e. larger site sizes). Township layout is one alternative. LOS likely to be lower than full urban LOS, depending on proximity to existing networks. Will 	<ul style="list-style-type: none"> New developments located in defined Rural <i>Settlement Areas</i>. Existing settlements that get prioritised to be developed within parameters as set out within this table (allowing some flexibility based on local realities and development priorities). Daily / weekly commuting for work & to existing service/facility nodes. Location of settlement and suitability of type of settlement to be related to existing infrastructure networks – i.e. base on principle of “Maximise Existing Opportunities/Build on Strengths”. Access to urban centre for access to goods and services should be good but is likely to mean travel from the urban periphery. 	<ul style="list-style-type: none"> A defined objective of providing a household subsistence level based on at least the economically defined ‘minimum household subsistence level’. The intention would be to support multiple livelihood options. This would include families potentially having employment in nearby farms or in close by urban employment, by participating in LED projects/enterprises on the commonage, and through access to land for small scale gardening, and access to the commonage for grazing. Specifically, this model will allow space for on-site gardens and access to grazing & arable lands (where possible) on commonage. Commonage planning needs to take account of LED opportunity development. Commonage ideally to be state/LA-owned and managed by a

Development Parameters	Spatial Application	Livelihoods Base
<p>also be impacted on by how community prioritises subsidy expenditure.</p> <ul style="list-style-type: none"> Tenure/titling options can be individual or group options (e.g. CPA or further options to be provided by CLRB). Provision of neighbourhood level services and facilities within the community. This model is seen to offer the potential to densify and develop into the urban model over time, should communities so desire. If densification occurs it must be done within parameters of improvements in LOS and access, as well as a sustainable livelihood base. 	<ul style="list-style-type: none"> Should have good public transport access, but could be gravel road access. New rural settlements should avoid impacts on high potential agricultural land as far as is possible within each municipal area, taking account other spatial factors. New settlement location should not be adjacent to key agricultural enterprises (as assessed within the local context) – i.e. must be compatible with surrounding land uses. 	<p>commonage management committee under municipality guidance.</p> <ul style="list-style-type: none"> But access to commonage capped according to defined parameters (i.e. the objective of minimum household subsistence levels taking account the community's economic position – this practically means that communities with better alternative economic opportunities may have less commonage while more destitute communities may have more).

Model 3: Productive Farming (Small / Medium / Large)

Development Parameters	Spatial Application	Livelihoods Base
<ul style="list-style-type: none"> In line with DRDLR policy framework – must meet the criteria for LRAD support. Dwelling will usually be existing farm buildings but any further development comes from LRAD grant or own contribution. Employment needs of farming enterprise determine scale of permitted settlement on-site. Infrastructure is owner's responsibility within property boundaries. Layout is based on farming operations. Individual or Group ownership (freehold/CPA or other). No provision of community services other than that usually provided in commercial farming areas (e.g. farm school service local district). 	<ul style="list-style-type: none"> Can be located on any piece of land within the Municipality. Can be located within a larger zone where special planning provision has been made for the reservation of a land parcel for productive agricultural use. Land to have established agricultural potential. Within communal areas could be on commonage or on PTO/Quitrent held land by agreement of land rights holders. Land should be able to provide water needs for households. No municipal provision. 	<ul style="list-style-type: none"> Predominately agricultural production, but households may also utilize other economic related skills or opportunities to enhance agricultural income. Business Plan for farming to set out livelihoods base for beneficiaries. The emphasis is on productive use of the land not subsistence, so beneficiaries must demonstrate an interest and skills in farming for profit/surplus.

The *comparative* development parameters applicable *between* the above outlined models are set out below: -

Comparison of Broad Development Parameters of Models 1 – 3

Broad Development Parameter	Model No.	Model 1	Model 2	Model 3
Primary Source of Development Funding		<ul style="list-style-type: none"> State Housing Development Subsidy State Infrastructure Grants Own funds 	<ul style="list-style-type: none"> DRDLR Settlement & Commonage Grants State Housing Development Subsidy 	<ul style="list-style-type: none"> DRDLR Subsidy Beneficiary contribution Institutions (Land Bank etc.)

Broad Development Parameter	Model No.	Model 1	Model 2	Model 3
			<ul style="list-style-type: none"> State Infrastructure Grants 	
Location		<ul style="list-style-type: none"> Urban infill area / Within Urban Edge 	<ul style="list-style-type: none"> In defined Rural Settlement Areas 	<ul style="list-style-type: none"> Outside defined Rural Settlement Areas Within an area where specific provision has been made for restriction of land use for production.
Responsibility for Servicing		<ul style="list-style-type: none"> Local Government 	<ul style="list-style-type: none"> Local Government 	<ul style="list-style-type: none"> Private
Dominant Land Use		<ul style="list-style-type: none"> Urban mixed land uses with requisite support uses. 	<ul style="list-style-type: none"> Mixed (residential and agriculture) 	<ul style="list-style-type: none"> Farming enterprises
Livelihoods Base		<ul style="list-style-type: none"> Primarily the urban economy 	<ul style="list-style-type: none"> Mixed (urban and land-subsistence) 	<ul style="list-style-type: none"> Primarily Agriculture
Investment Priority		<ul style="list-style-type: none"> Higher order infrastructure Housing Community facilities 	<ul style="list-style-type: none"> Land Basic Level of Service (LOS) infrastructure Livelihood opportunities 	<ul style="list-style-type: none"> Land Agricultural infrastructure

Table 25: Land Use Zone Policy Guidelines

LAND USE ZONE	LAND USE PERMITTED	POLICY GUIDELINES
Outside the Urban Edge Irrigation Schemes	<ul style="list-style-type: none"> Intensive agriculture New farmer settlements Small farming units Sustainable agriculture-related practices e.g. hydroponics and nurseries Agricultural industry Resort and Tourism related 	<ul style="list-style-type: none"> Agricultural Industry and Resort and Tourism-related developments may not be undertaken that would result in the complete loss intensive agricultural land. Where development applications are inconsistent with the LM SDF, the onus is on the applicant to prove, through a Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA), that the relevant application is consistent with the overarching objectives and directives of the SDF. New development must be undertaken with design guidelines provided by DRD&LR toolkit. Subdivided unit must be capable of sustaining productive/economic farming. Must be self-sufficient with regard to provision of services, or appropriate municipal services contribution must be determined by the Municipality.
Outside the Urban Edge Eco-Estate Development	<ul style="list-style-type: none"> Extensive agriculture Resort and Tourism related Agricultural Industry 	<ul style="list-style-type: none"> Where development applications are inconsistent with the LM SDF, the onus is on the applicant to prove, through a Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA), that the relevant application is consistent with the overarching objectives and directives of the SDF. New development must be undertaken with design guidelines provided by DRD&LR toolkit. Must be self-sufficient with regard to provision of services, or appropriate municipal services contribution must be determined by the Municipality.
Agri- Industry Precinct	<ul style="list-style-type: none"> Industrial activities related agri-processing. Industrial activities that provide support to the agri-processing and the agricultural community. Service centres for agricultural industry. 	<ul style="list-style-type: none"> Must be undertaken in accordance with site-specific design and planning guidelines. All industrial activities must be regulated and managed in accordance with sustainability standards (e.g. ISO 14001). Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF. New development must be undertaken in line with the agri-Industry Precinct Development Plan.

LAND USE ZONE	LAND USE PERMITTED	POLICY GUIDELINES
Industrial Precinct	<ul style="list-style-type: none"> Industrial activities related beneficiation, storage and transport. Light industrial. 	<ul style="list-style-type: none"> New development must be in line with the Industrial Precinct Development Plan. New developments must be undertaken in accordance with site-specific design and planning guidelines. All industrial activities must be regulated and managed in accordance with sustainability standards (e.g. ISO 14001). Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Extractive Industry	<ul style="list-style-type: none"> Industrial activities related extraction beneficiation, storage and transport. Heavy industrial. Mining 	<ul style="list-style-type: none"> Must be undertaken in accordance with site-specific design and planning guidelines. All industrial activities must be regulated and managed in accordance with sustainable standards (eg. ISO 14001) Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Central Business District	<ul style="list-style-type: none"> High intensity, mixed land uses including business, community facilities and social services. High density residential development. 	<ul style="list-style-type: none"> New developments must be in line with the CBD Precinct Development Plan. If the CBD Precinct Development Plan has not yet been developed new developments must be in line with the following guidelines: <ul style="list-style-type: none"> All developments must contribute to high quality public environment. Large parking lots adjacent to streets should not be permitted. Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space. Land uses on the ground floor of buildings must have an extroverted public façade (e.g. shops, restaurants etc.). Site layout and building designs must take cognisance of and support public transport, cyclist and pedestrian movement. Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.

LAND USE ZONE	LAND USE PERMITTED	POLICY GUIDELINES
Mixed Use	<ul style="list-style-type: none"> ▪ Business ▪ Offices ▪ Community facilities ▪ High density residential 	<ul style="list-style-type: none"> ▪ New developments must be undertaken in line with the following design guidelines: <ul style="list-style-type: none"> ○ All developments must contribute to high quality public environment. ○ Large parking lots adjacent to streets should not be permitted. ○ Buildings should be placed as close to street boundaries as possible to facilitate pedestrian movement and to define and shape the public space. ○ Land uses on the ground floor of buildings must have an extroverted public façade (e.g. shops, restaurants etc.). ○ Site layout and building designs must take cognisance of and support public transport, cyclist and pedestrian movement. ▪ Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
Low Density Residential	<ul style="list-style-type: none"> ▪ One dwelling per erf. ▪ Other uses supporting residential areas such as schools, churches and other community facilities. 	<ul style="list-style-type: none"> ▪ New developments must be undertaken with design guidelines provided in DRD&LR toolkit. ▪ Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.
New Residential Extension	<ul style="list-style-type: none"> ▪ Low and medium-density. ▪ Other uses supporting residential areas such as schools, churches and other community facilities. 	<ul style="list-style-type: none"> ▪ New developments must be undertaken with design guidelines provided in DRD&LR Toolkit. ▪ Where development applications are inconsistent with the prescribed uses, the onus is on the applicant to prove, through the undertaking of an Impact Study, that the relevant application is consistent with the overarching objectives of the SDF.

PREFERRED LAND USE OUTCOMES IN SPECIAL DEVELOPMENT AREAS

In order to provide a user-friendly yet flexible guide to land use management, it is proposed to apply the concept of **Preferred Land Use Outcomes** in relation to identified **Special Development Areas (SDAs)**, which are areas that are identified on the basis of their broadly defined characteristics.

It is proposed that for ease of administration, it is possible to outline the Preferred Land Use Outcomes (the types of land uses or the range of different land uses that are preferred in an area) and the range of legislation governing land use management tasks by referring to broadly defined Special Development Areas.

The SDAs identified within the Senqu Municipal area are noted as follows: -

- (i) The Lammergeyer Game Reserve**
- (ii) The Tiffindell Ski Resort**
- (iii) Joanna's Hoek Dam**
- (iv) Telle Bridge Border post**

Given the understanding that the Senqu Municipality will, in time, proceed to the formulation of a single, integrated Land Use Management System, it is proposed that the identification of Preferred Land Use Outcomes and other relevant information for each SDA will serve as a platform for a new Land Use Management System to proceed with detailing appropriate zoning and other land use management instruments, in future.

GENERAL POLICIES AND GUIDELINES FOR LAND DEVELOPMENT IN SENQU

The following general policies and guidelines are to be applicable to land development in the Senqu Municipal area: -

- The following basics Disaster Management guidelines: -
 - No development should take place on land within the 1 in 100-year flood line. In certain cases, exemption may be granted for development up to the 1 in 50-year flood line (but commonly only in cases where existing development has occurred).
 - Development is prohibited on slopes steeper than 18% (or 1-in-5 gradients), with exemptions on merit in certain cases being permitted, except in the case of public-funded housing developments.
 - Engineering Geotechnical reports should be undertaken prior to planning of new areas for settlement/development.

- Wherever possible mitigation steps should be taken to prevent informal settlement development within 1: 100-year flood areas. Where such settlement has occurred, appropriate steps should be taken to clear the area and secure it from future settlement.
- Controlled Areas around municipal and infrastructure installations such as Waste Disposal Sites; Waste Water Treatment Works etc. shall stipulate minimum distances from installations within which specified land use development shall not take place, based on environmental and health considerations.
- A Controlled Area shall be established around any Airstrip/aerodrome to include the following stipulations: -
 - Areas where $L_{Rdn} = 55$ dBA: Residential developments not allowed; nor are other noise-sensitive uses such as hospitals, educational institutions, conference facilities and places of worship;
 - Areas where $L_{Rdn} = 60$ dBA: Commercial uses are permitted, including retail/shopping, offices, consulting rooms.
 - Areas where $L_{Rdn} = 65$ dBA: Commercial/Industrial uses are permitted, including CBDs, motor trade, warehousing. Also agricultural uses involving livestock and breeding and cemeteries.
 - Areas where $L_{Rdn} = 70$ dBA: Industrial activities are permitted; i.e. manufacturing, assembly, repairing, packaging, bus depots, builders' yards etc.
 - Areas where $L_{Rdn} = 75$ dBA: Agricultural land uses not involving livestock are permitted, as well as picnic facilities and open space (vacant land).
 - Areas where $L_{Rdn} = 80$ dBA: Prohibited area; i.e. no land development to be permitted.
 - Any land uses proposed within the 55 dBA and 60 dBA noise contours surrounding an airport must be referred to the Airport Authority and/or the Airports Company of South Africa (ACSA) for approval.
- For the purposes of settlement planning, the standards for settlement design and development set out in the *Guidelines for Human Settlement Planning and Design* (the so-called "Red Book" compiled by CSIR Building and Construction Technology, 1998) be adopted and used in the scrutiny of relevant land developments.
- All land developments should be undertaken in accordance with an approved Layout Plan and/or Site Development Plan. After approval, only minor deviations from the applicable plan are to be permitted
- The National Building Regulations are applicable in all land development areas.

- The Development Principles and Norms and Standards set in terms of Chapter 2 of the Spatial Planning and Land Use Management Act, 16 of 2013 are applicable to every land development application.

HUMAN SETTLEMENT

The housing backlog in the Senqu municipality is determined as 10 761 with 1 752 in the urban area and 9009 in the rural area (Housing Sector Plan HSP 2011). The plan is in the process of being reviewed. There are no military veterans on the Department's database for Senqu. The quantified housing demand is based on information from the 2001 Census, 2007 Household survey and DWA Structure count and can be summarised as follows:

Table 26: Housing demand

Rural	Social & Rental	Informal Settlements	Child headed households
8340	381	1 641 (3200)	566

Source: StatsSA, 2007

To deal with the housing challenge, the Department has implemented the following projects:

- Sterkspruit 4000 units
- Barkly East 298

The table above does represent a true picture of the informal settlements in the area. (HSP 2011). The number of child headed households from the 2007 census is probably overstated but it is a good indication. The housing section of DTPS maintains a housing demand schedule based on information received from Ward councillors.

Census 2011 indicates that 70 % of households live in a formal dwelling and 68.5 % own their own dwelling.

Table 27: Formal and Informal dwellings

% Formal Dwellings		% H/Holds Owned	
2001	2011	2001	2011
71	70.2	68.2	68.5

Source: StatsSA, 2011

Table 28: Types of main dwelling

Municipality	Formal dwellings			Informal dwellings			Traditional dwellings		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	38962	50714	58957	4261	5940	4150	27224	28029	33987
Senqu	17245	24053	26718	1441	1498	1920	9063	8323	9066
EC Total	620970	762575	1065849	145038	166423	130405	522647	549204	476314

Source: StatsSA, 2011

The majority of residents live in formal dwellings whilst the amount living in traditional dwellings remains constant. There has however been a growth in informal dwellings.

Table 29: Type of ownership

Municipality	Owned and paid off		Owned but not paid off		Rented		Tenure status	
	2001	2011	2001	2011	2001	2011	2001	2011
Joe Gqabi	4245	54987	7181	4980	8364	11533	26875	18751
Elundini	17173	21604	1381	1828	2012	3413	12643	7587
Senqu	19917	24256	3205	1803	1932	2980	8850	6267
Maletswai	2306	4696	1247	685	2633	2779	3302	2954
Gariep	3020	4431	1349	654	1787	2361	2080	1942
EC Total	690880	855042	15560	151103	178540	252216	456614	328732

Source: Statssa, 2011

The municipality does not have a land GIS but this will be done by the Town Planner. All services available on land (erven) are held by the Finance department. The social viability and amenities of settlements is determined by the Department of Human Settlement in conjunction with the Municipality as settlement plans are drawn up per settlement as the municipality only acts as an agent. There are no blocked projects in Senqu.

LAND TENURE & DEMAND FOR LAND

Senqu Municipality consists of both communal and individually owned tenure land in the former Transkei situated around Herschel and Sterkspruit. The land tenure in the former homeland area is a mixture of freehold, quit rent and PTO. Land tenure and rights in this area have traditionally been vested in traditional authorities with the Department of Agriculture distributing PTO's.

The rest of the area is either freehold tenure in the former RSA towns or commercially owned farmland. 1712 ha is under communal tenure and 5000 under commercial farmland (JGDM ABP 2010). The major challenges experienced in the area are land invasions of municipal owned or state land. This is due to lack of land being offered for sale and people being unable to afford land but wishing to be closer to prospective employment and urban amenities in the urban areas of Barkly East and Lady Grey. In the smaller rural hamlets of Rhodes, Rossouw and Herschel, people are invading land and building informal settlements in order to move closer to urban amenities or receive RDP housing.

The area based plan of JGDM 2010 states that the need for land for arable land and grazing has decreased in rural areas and changed to a need for land for residential sites. The main issues in rural areas are farm workers looking for security of tenure, clarification of land tenure in communal areas, certainty of land rights where they overlap and lastly the firm establishment of women's rights. In urban areas, the need is for residential sites and services, upgrading of informal settlements and tenure security (JGDM ABP, 2010).

The SDF has identified land in all towns for future housing developments. A land audit has been undertaken by the housing Unit which is 90% credible.

LAND REDISTRIBUTION

Land in South Africa is being redistributed through PLAS (Proactive Land Acquisition Strategy). This means that the state proactively looks for suitable agricultural land, buys it and then leases it to identified beneficiaries for a few years until it is satisfied that they can run the land effectively. In order to meet the land redistribution target of 30 %; 166 000 ha will need to be redistributed at a total cost of R 83 million if the price remains at around R 2500 per hectare (JGDM ABP 2010). However, the ABP clearly states that an emerging farmer will only succeed if the farm concerned contains both mountain and low lying ground. This means that the farms to be redistributed should be carefully sourced in Senqu.

In addition, the Department must look at the variety of land needs and tenure and formulate appropriate responses, The ABP advocates redistribution occurring along the R 58 and tenure reform around the R 392 where there are immense struggles created by overlapping land rights. This affects development in the area as much time is spent trying to ascertain who owns the land rights. An example of this is the housing project in Herschel where the project was delayed due to land right disputes.

LAND INVASIONS & ADMINISTRATION

Land invasions are becoming increasingly prevalent especially in Sterkspruit and Herschel. The municipality is in the process of updating its current land bylaws and serving notice on all land invaders. Signs warning against land invasion have been erected. In addition, the municipality has taken persons to court over land invasions and fenced off areas of potential invasions. Municipal outreaches and roadshows have constantly outlined the problems created by land invasions and warned residents against it. The Municipality has also held many meetings with traditional leaders around land issues and is utilising the NDPG funding to consolidate settlements around Sterkspruit to ensure that communities can receive title deeds.

MIGRATION

About 84 % of people in Senqu had lived in the same dwelling for at least 5 years before the 2007 Survey. Almost 5 % had moved into their dwelling in the previous 5 years (HSP 2011). Most of those who had moved, moved from another location in the Eastern Cape province. About 627 people moved from Gauteng to Senqu and 205 moved from the North West Province. 175 of the people moving into Senqu came from outside of South Africa. The municipality has no migration plan in place and does not feel that it is a necessity due to the limited number of migration and informal settlements. The current housing delivery is meeting the demand.

Settlement Type

Almost 80 % of residents live in tribal settlements and 6.2 % on farms. Just over 10 % live in urban settlements and 3.7 5 in informal settlements (StatsSa, 2011). 14.3 % live in urban areas and 85.7 % in non-urban areas (Statssa, 2011). The table 30 below from the 2013 Housing plan indicates how households are divided.

Table 30: Settlement types

Dwelling	Dwelling type		Av. no of rooms	Av no of people
	Count	Col N %	Mean	Mean
House or brick structure on a separate stand or yard	21 381	60.9%	3.8	4.0
Traditional dwelling	10 783	30.7 %	2.3	3.7
Flat in a block	948	2.7 %	2.9	2.4
Town house	129	0.4 %	3.5	2.0
Flat in back yard	0	0 %	-	-
Informal dwelling in backyard	410	1.2 %	2.1	3.3
Informal dwelling not in backyard	1 231	3.5 %	1.3	2.6
Room/flat let on shared property	34	0.1 %	5.0	2.0
Caravan or tent	41	0.1 %	4.0	5.0
Private ship or boat	0	0%	-	-
Worker hostel	65	2 %	1.0	5.0
Other	33	2 %	4.4	6.5
Total	35 105	100 %	3.2	3.8

Source: Senqu Housing Plan 2013

INFORMAL SETTLEMENTS

There is only 1 informal settlement in Nkululeko in Barkly East as in general shacks are primarily based in back yards.

There are approximately 280 informal settlement structures in Barkly East, 20 in Rhodes and none in Rossouw. There are approximately 2 900 functionally urban rural settlement households on the outskirts of Sterkspruit (HSP 2013). The majority of houses in the area are of bricks with just over 2000 informal structures. Ward 15 has the highest number of informal structures of 332. This is a mainly rural ward set in a commercial farming area apart from the township of Nkululeko in Barkly East. This is followed by Ward 16 with 261. Ward 16 consists of Barkly East then Ward 14 with 163 in Lady Grey (Statssa, 2011).

CAPACITY TO MANAGE HOUSING DELIVERY

The Municipality does not have an accredited housing department. In terms of the Standard Charter of Accounts (SCOA) the Municipality has absorbed the staff into the directorate Development & Town Planning Services. It is looking at accreditation and in the meantime the Municipality will play its role in managing housing beneficiaries as well as identifying and allocating land and prioritising municipal services for identified areas.

LAND POTENTIAL & CONSTRAINTS

It is envisaged that preliminary and detailed feasibility assessment of both land and infrastructure potential will in future form part of the project readiness assessment before capital funding is allocated. With further review and refinement of the HSP, information should be acquired to enable yield calculations on strategic land parcels.

The procedures for accessing communal land for future development are guided by the Interim Protection of Informal Land Rights Act. Once a community resolution has been obtained, it is the responsibility of the Department of rural Development and Land Reform to issue formal authorisation for the release/ transfer of land. These processes are both time consuming and costly with many examples of the process never reaching a conclusion. The normal willing buyer/willing seller or alternatively expropriation procedures (with compensation) apply when accessing privately owned land for settlement development or municipal commonage purposes.

ANALYSIS OF HOUSING NEED

The housing backlog is based on that of the CSIR IDEA 2000 concept based on the 1996 census. This is seen as the most accurate of the housing backlog. The housing backlog is determined as 10 761 with 1 752 in the urban areas and 9009 in the rural area (HSP 2013:31).

Table 31: Housing needs

INSTRUMENTS	OUTCOME & TARGETS			OTHER
	Rural	Social & Rental	Informal Settlements	Child Headed H/Holds
TOTAL	8 340	381	1 641 (3 200)	566

Rural Housing				
Social & Rental				
Incremental				
Financial				

Source: HSP 2013

Around 10 771 households in Senqu presently live within rural, rental or informal structures and earn below R 6 400 per month per household. It is realistic to assume that this represents an indication of the number of households that are eligible from an income perspective for a housing grant. Of the above total of 10 771 households, 10 287 earn below R 3 200 per month, which makes them eligible for the full subsidy amount.

Over 60 % reside in brick structures which indicates that urbanisation is occurring and that towns are providing a space for temporary residents which is indicated by the growing number of rental accommodation.

The presence of 381 households residing in informal flats and backrooms indicates a clear demand for rental accommodation in urban areas. The 1 272 households residing in informal settlements clearly indicates a demand for informal settlement upgrade or rental housing. The rural settlements around Sterkspruit have shown significant densification due to influx into the urban area with large numbers of informal structures being erected. It is estimated that approximately 2 900 structures require formalisation. There are currently 566 child headed households (Senqu HSP, 2013:37).

LAND REQUIREMENTS FOR FUTURE DEVELOPMENT

Existing rural settlements are not requiring more land. Social and rental housing should ideally be accommodated on underutilised land parcels central to the urban areas with good access to existing social and infrastructure facilities and services. Feasibility assessments will be required to determine the

potential for in-situ formalisation of informal settlements. The alternatives for responding to the needs of child headed households needs to be considered before the need can be determined.

Parcels of land for future housing needs have been identified around the towns of Sterkspruit, Barkly East and Lady Grey. The land identified in Sterkspruit is near the ESKOM development and near the area identified for light industry. Unfortunately, the area has been invaded and a court interdict provides against any future development until the dispute is resolved. The area is not serviced with any infrastructure apart from Rhodes.

In Barkly East an area of the commonage near the old rehabilitated solid waste site has been identified for future development as well as land near the entrance of town. The land is not serviced. In Lady Grey the area near Kwezi-Naledi has been identified for development. The areas are at the back of the current township and is not yet serviced.

CHALLENGES

- **Demand for land.** There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit yet no land is demarcated and available for future development in these areas. The available sites are not serviced. In addition, much of the land for development falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries.
- **Land invasions.** Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town
- **Beneficiaries.** On completion of projects many houses can 't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will, create problems as the municipality then has to decide which family member is entitled to the house. In addition, some persons fraudulently receive RDP houses to which they are not entitled too.
- **Vandalism.** Many RDP houses are vandalised before the project is complete
- **Shoddy workmanship.** Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses have to be rectified

- **No integration of settlements.** Housing developments are planned without future growth in mind like schools, clinics and churches
- **Refection of illegal shelters.** House owners continue to build squatter shacks in their back yards.
- **Illegal usage of RDP houses.** Many house owners illegally rent their houses out or sell them which results in the growth of many spas a shops.
- **No fencing provided for houses.** RDP houses do not cater for fencing with the result that roadside fences get stolen for this purpose.
- **Overlapping land rights** create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to a 4-year land claim dispute.
- **Unfiled building plans.** Land owners just build according to their wants without consulting the municipality
- **Disaster Houses.** The municipality is not responsible for disaster but finds that many of the reported structures do not get fixed by the Department.

INTERVENTIONS

By law enforcement. The municipality is in the process of restructuring some bylaws to prevent land invasions and the building of illegal structures without building permission.

Densification. The municipality is working with service providers to densify Sterkspruit by amalgamating it with the surrounding villages and increasing the current municipal boundaries. This will take some time as the land belongs to traditional authorities.

Private partnerships whereby developers buy land parcels to survey and develop it for middle income buyers.

PROJECTS

The Departments overall project list reflects the following projects for Senqu Municipality.

Table 32: Housing Projects delivered

Description	Subsidies	Approval date
Herschel- Orangefontein	200	29 Sept 1995
Barkly East	511	1 August 1997
Lady Grey – PHP	1000	20 Feb 2001
Herschel R/land Phase 2	7000	30 November 2001

Lady Grey Hillside	608	29 July 2004
Lady Grey Existing Houses	50	26 April 2007
Lady Grey Hillside	397	27 June 2008
Barkly East	802	13 July 2009
Rhodes rectification	25	13 July 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009
Lady Grey Edgar	194	28 August 2009
Barkly East	802	30 September 2010
Rhodes	250	15 July 2011

Table 33: Future Projects

Project Type	Project Name	No of units	Budget	Implementing Agent
Integrated Residential Development Programme	Sterkspruit	4 000	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit Mid-Income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Sterkspruit rental stock	500	ECDOHS	ECDOHS
Community Residential Unit	CRU Pilot		ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East mid-income	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East rental stock	500	ECDOHS	ECDOHS
Integrated Residential Development Programme	Barkly East	298	ECDOHS	ECDOHS

Source: Senqu HSP 2013

HEALTH SERVICES

Current situation

Senqu Health Sub-District consists of 4 hospitals (Cloete Joubert in Barkly East, Lady Grey Hospital, Mlamli and Empilisweni in Sterkspruit), 20 fixed clinics, 1 Satellite clinic, 8 Mobile clinics, 5 health posts and 2 community based services in Sterkspruit and 1 in Barkly East serving all the farms at Senqu. A nurses training college Lilitha was opened at the Empilisweni Hospital in Sterkspruit in 2014. A large number of people in Senqu remain without access to healthcare, as there are few mobile services in the areas of Sterkspruit due to the dilapidated state of the road infrastructure. The Rossouw area is currently served by the mobile clinic of the NGO- Donald Woods Foundation which has a contract with the Department of Health. The Donald Woods Foundation provides much of the necessary health care and primary health care information for farm workers in the Barkly East area. It is hoped that this agreement will continue.

In Ward 2 the application for construction of a new clinic is in the priority list at head office because the clinic is too dilapidated for renovations. Dental services are available at Empilisweni Hospital. Applications have been submitted for construction of new clinics at Ndofera, Esilindini, Khiba villages and the renovation of clinics: Musong, Pelandaba, Herschel and Esilindini.

CHALLENGES

- **Poor infrastructure** – The road to Mlamli – a major hospital is in a very bad condition. Poor maintained gravel roads, lack of or limited water, sanitation, electricity and communication systems, poorly maintained health care buildings, health care equipment and nurse accommodation frustrate health delivery

Inadequate budget

Inability to attract and retain health professional staff. There are a high number of staff vacancies

Inadequate Mobile services

No 24 hour PHC facilities

Poor quality of service delivery – long queues and demotivated, overworked and uncaring staff - drugs and essential clinic supplies not available

Inadequate emergency services. There are not enough ambulances to serve the whole area.

No Road signs to clinics: Masibulele (Upper Telle), Musong, Pelandaba, Hillside, Ndofera,

Bensonvale, Sunduza, Esilindini, Hlomendlini & Witterbergen.

No Speed humps next to Sterkspruit Town Clinic

INTERVENTIONS

- **Committed** Professional staff
- **Good community participation** structures do exist
- **Good policies and procedures** around health care
- **Improvement in key health statistics** over the past 5 years
- **Introduction of VCT, PMTCT and ART services** is occurring across the municipality

TELECOMMUNICATIONS

Current situation

Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that cannot access these facilities because they can't receive signals behind the mountains. From the table below it can be seen that the majority of residents utilise cell phones rather than fixed lines which means that they rely on good network coverage. Computer and internet usage is on the increase mainly due to the new smart cell phones which include internet and computer technology.

Interventions

The municipality has written to Sentech, all the cell phone companies and the SABC to ask for more radio, TV and cellphone towers to be built in these areas. The reception in Rhodes has been improved with the installation of a new tower.

Table 34: H/H with a radio, TV, computer, cellphone, landline and internet

Municipality	Radio		TV		Computer		Cellphone		Landline		Internet
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2011
Joe Gqabi	53004	58123	20735	52161	1472	6060	12525	77949	6034	4132	17594
Elundini	20642	21328	4229	14424	187	1301	3939	29466	886	745	5252
Senqu	20289	22158	7486	21351	392	1721	4743	31167	1277	931	6822
Maletswai	6421	8127	4705	9070	517	1825	2352	9810	1848	1181	3481
Gariep	5652	6510	4315	7316	376	1213	1491	7505	2023	1274	2039

EC Total	952523	1031168	577346	1066990	60065	200664	317980	138209	232800	165434	406738
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Source : Statssa, 2011

COMMUNITY FACILITIES

SPORT AND RECREATION FACILITIES

Current situation

The Municipality has no proper sport and recreation facilities except those located in the main towns. However, some sportsfields are being built in rural areas like Kwa Gcina and Zava. Lady Grey, Sterkspruit and Barkly East have facilities that have been built and one in Sterkspruit (Patrick Shibane was renovated in 2013/14 as well as the facility in Barkly East as they suffered from vandalism). With the high percentage of youth in the population make-up it is essential to provide sports and recreation facilities.

Interventions

The Municipality has put in floodlights in Lady Grey and is also engaged in a programme funded by the German government which promotes sportsfield development in rural areas. In addition, the allocated 15 % of MIG funds will be utilised for building more rural sportsfields.

Barkly East and Sterkspruit facilities were renovated and upgraded.

INDOOR COMMUNITY RECREATIONAL FACILITIES

Current situation

Under the old ward demarcation, there was an indoor community recreational facility built in each ward. However, 3 new wards have been added and the boundaries have changed which means that these facilities are no longer centrally located. The municipality has prioritised these wards and the rebuilding of indoor community recreational facilities in Lady Grey and Sterkspruit. These facilities are important for social cohesion as they are used for community meetings, to house indoor sports like badminton as well as being utilised for arts and cultural events like dancing.

Communities would like more of these facilities and pay points to be built. There is a Thusong Centre, formerly known as MPCC, located in Sterkspruit that houses various government departments. In addition, the facilities will now include a Councillors Office in order to improve governance.

Table 35: Community facilities audit

Ward	Indoor community recreational facility	Condition
1	Ndofela	Good
2	Storomo	Good
3	Makalakeng	Good built 2013/14
4	Makumsha	Good needs ceiling and door fixed
5	Rossouw Hillside Phelendaba	Rossouw was renovated but needs water and electricity. Good needs ceiling and electricity Good
6	Majuba Musong	Good Good
7	Thaba Lesoba	Good needs ceiling
8	Mokhesi	Good
9	Ngquba	Good. Built in 2015/16
10	Bunga Hall Tienbank	The Bunga Hall was renovated in 2013/14. The current facility is no longer adequate and requires rebuilding. Tienbank is good.
11	Bluegums	Good needs electricity and ceiling
12	Magadla	Good. Built in 2015/16
13	Molweni Bantwana – Herschel Zava	Require water and electricity but renovated in 2013/14 Good but needs ceiling
14	Transwilger Lady Grey Kwezi Naledi	Transwilger needs upgrading and money has been set aside. Lady Grey hall is inadequate and requires renovating. Kwezi Naledi needs a ceiling

15	Nkululeko Rhodes	Nkululeko is in good condition and the new hall in Rhodes was handed over in June 2013 but has no electricity..
16	Barkly East Town Hall Fairview	The hall needs renovating The hall has been earmarked for renovations in 2016
17	Voyizana Sunduza	Good but requires ceiling Needs repairing
SPORTSFIELDS		
14	Lady Grey stadium	Good but needs some maintenance
16	Barkly East stadium	Good just completed renovating
10	Patrick Shibane	Just completed renovations
2	Kwa-Gcina sports fields	Good
13	Zava Sportsfields	Good
LIBRARIES		
16	Barkly East	Need some repair
14	Lady Grey	Good
13	Herschel	Good. Needs electricity
10	Sterkspruit	Good built 2014/15

Source: Senqu Community Services 2017

Interventions

The Municipality is busy ascertaining where facilities have to be built in the newly demarcated wards. The 15 % of MIG funding for sports facilities has been set aside to build more indoor recreational facilities.

LIBRARIES

Current Situation

There are libraries in Lady Grey, Barkly East and Sterkspruit and satellite libraries in Rhodes and Rossouw. A librarian is needed in Rhodes. The municipality runs this service as an agency function for the Department of Sports, Arts and Recreation. More funding is however required for this service to fulfil the demand of school and university learners. A new library has been opened in Sterkspruit as the old facility was too small. The Herschel facility was opened in 2013 but still requires water and electricity.

SAFE & SECURE ENVIRONMENT

Current Situation

The Municipality is promoting the use and development of community police forums to solve crime in rural areas. The use of drugs is increasing in these areas according to community forums. The Integrated Community Safety forum has been revived. The municipality does however participate in the CPF's.

Interventions

The SAPS has been approached regarding the high levels of crime and they are looking into the possibility of increasing the number of satellite stations in the area.

WASTE MANAGEMENT

Current Situation

Senqu Municipality have two (2) registered /licenced landfill site Lady Grey & Barkly East for operational. Sterkspruit licenced for closure. The municipality is currently busy with the EIA for Rhodes & Rossouw, they are currently operating as illegal dumping sites. Herschel there is no landfill site or illegal dumping site

However, refuse removal is only operated in Barkly East, Sterkspruit, Rhodes and Lady Grey on a weekly basis. Only 11.2 % of households were served in 2007 and the percentage of serviced households increased from 17.2% in 2001 to 22.6 % in 2007 (Statssa, 2007). The situation has not improved much as shown in the 2011 statistics below. This is due to the lack of machinery and staff even though improvements have occurred in both. In fact, statistics show that only 4807 households are serviced on a weekly basis. It is planned that there should be a refuse transfer centre in all rural areas so that the service can be expanded to urban areas.

Table 36: Refuse removal

Municipality	Local authority			Communal/own refuse			No rubbish disposal		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14683	19750	28226	40458	49457	54991	14584	15628	13382
Elundini	2699	3664	5194	17337	21312	25044	8850	8232	7048
Senqu	2392	3817	4918	19778	24256	26985	5391	5831	5698
Maletswai	5147	6509	10194	1587	1832	1355	167	1148	454
Gariep	4444	5760	7919	1758	2057	1627	175	418	182
EC Total	473774	583307	733472	524656	648410	732060	283375	249923	190156

Source: Statssa: 2011

An analysis of collection in the wards reflects that the majority of the collection is in designated urban areas. In general waste is collected once a week from households and twice a week from businesses in Lady Grey, Barkly East and Rhodes. The households in Barkly East produce 4508 kg a day and 137 T a month as opposed to 9 T in Herschel, 9 t in Rhodes, 3 t in Rossouw and 101 T in Lady Grey. 2147 households are served in Barkly East, 149 in Herschel, 1591 in Lady Grey, 144 in Rhodes, 57 in Rossouw and 539 in Sterkspruit (IWMP 2013).

The municipality is struggling to meet all the legislation pertaining to the management of waste sites. Sterkspruit is an unlicensed site which has no access control, is unfenced with waste remaining uncovered and burnt. Lady Grey site is licenced and classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell. The Barkly East site is classified as GSB. There is no plant or equipment to properly cover and compact waste and waste is incinerated and disposed in a cell but is fenced with no access control (IWMP, 2013). In Rhodes, the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. The waste is incinerated and disposed in a cell. In Rossouw the site is unlicensed but Terreco Environmental CC have been appointed to undertake the licensing process. Burning of waste occurs on site and it is situated next to the Wasbank River. Herschel has no landfill site and Terreco Environmental CC have been appointed to undertake the EIA process for the development of a landfill site (IWMP, 2013). Medical waste for the 4 hospitals and 14 clinics is collected by a company called Compass Waste organised by the Department of Health.

The Sterkspruit waste site is reaching the end of its life cycle and the municipality has identified a site in the nearby village of Silindini. The land has been expropriated but the community prevented an EIA from being undertaken as they don't want the land to be used as a waste site.

Challenges

- **Permitted sites.** Lady Grey and Barkly East are currently the only permitted sites
- **Contravention of the Occupational Health and Safety Act.** This risk applies not only to the staff working on this sites but extends to the general public especially scavengers who frequent most of the sites. The Waste Manager is working on the problems of trying to find a solution for waste collection and management at Rossouw and Rhodes and make them together with Sterkspruit compliant with legislation.
- **Limited waste collection services.** Waste services (collection) only offered to urban residents.
- **Recycling and waste avoidance initiatives.** There are very few recycling initiatives in the municipality, extracting less than 1 % of the potential recyclable material. No initiatives are underway for waste avoidance. However new projects for 2014/15 include facilitating the process of developing approved and licenced solid waste sites in Sterkspruit, Rossouw, Rhodes and Herschel. Purchasing of mini refuse skips for Sterkspruit town and purchasing of refuse bins has occurred. In addition, waste awareness campaign was conducted.
- The **Joe Gqabi District waste forum** co-ordinates all waste issues in the district.
- **Contravention of legislation.** The disposal of waste is a significant challenge and this is leading to a lack of compliance with legislation, water, air and aesthetic pollution. The landfill sites do not comply with DWA's minimum requirements. There is no facility available to dispose of hazardous material. No technical intervention and limited planning for medium to long term planning with regard to facilities, equipment and human resources.
- **Plans and policies.** The municipality does not have a **leachate management plan** as waste is stored on site in a cage on a cement floor until it is incinerated and then burnt. **A trade effluent policy** has been developed. The **integrated waste management plan** has been reviewed and adopted in 2013. Waste by laws for Senqu are insufficient. By-Laws have been gazetted but do not comply with NEMA and were submitted to Corporate Services for reviewal. The air quality management plan is currently being developed in a district level, which will be cascaded to local municipality
- **Cost effectiveness and waste administration of current services** is poor mainly due to a history of lack of investment in the service in terms of equipment, staff, and planning. There is also a lack of knowledge regarding the remaining lifespan of the landfill sites. There is a lack of formal data

in terms of the efficiency of collection. There are inadequate records maintained on the quantities and types of waste collected and disposed.

- **Illegal dumping.** Many shop owners particularly in Sterkspruit dump their waste on the sidewalk on day when waste is not collected. In order to counteract this municipality has promoted the usage of cages and collects waste more frequently in the centre of town. The municipality has also taken action against shop owners who persist in this action. However illegal dumping in open fields and borrow pits continues. In Barkly East and Lady Grey garden refuse and building rubble are the main contents of illegal dumping. There is no initiative currently underway to address illegal dumping.

Interventions

Increased equipment. A tip truck and TLB were bought in the 2011/12 FY to complement the existing operational TLB and tip truck. Weighbridges were installed in Barkly East and Lady Grey in the 2013/14 FY.

A waste awareness campaign has been launched in the Municipality to make people aware of reducing, recycling and reusing waste to prevent unnecessary collection of waste. Particular emphasis is placed on the hazards of illegal dumping. However, more funding is required to equip all waste sites adequately with equipment and personnel and to be able to successfully monitor the amount of waste entering the area. JGDM is assisting through workshops and clean up campaigns.

Integrated waste management plan and recycling. The plan proposes recycling options particularly in Sterkspruit. The Waste Manager is in the process of trying to co-ordinate waste activities in such a manner that recycled waste can be collected from Rossouw and Rhodes and brought to a main site like Barkly East until collection becomes economically feasible. However, this is proving to be difficult as recycling companies are put off by the distance they would have to travel to collect the waste. In spite of this recycling projects have been started in Barkly East, Sterkspruit and Lady Grey. The Lady Grey recycling deals primarily with bottles.

Funding. MIG Money has been set aside in the budget for the construction of new compliant waste management sites particularly in Sterkspruit and Barkly East. In addition, the annual operations and maintenance budget is used for day to day activities.

EIA's and new sites. A new site has been proposed for Rhodes but objections were received from the community and a new site has to be found. In Rossouw the EIA has been done on the proposed site and submitted for an ROD. The EIA has yet to be concluded for Hershel and Sterkspruit.

WATER AND SANITATION

Current situation

Joe Gqabi DM is the WSA and WSP. Therefore, no SLA has been signed between the municipality and District.

Senqu has the highest unserved population in the JGDM area. This is due to the fact that most of the population is centred in the former Transkei homeland which experienced a very low level of service before 1994.

Table 37: RDP Water and Sanitation Services Backlog in JGDM

JGDM Total Population	Senqu Total population	Water			Sanitation	
		No water	Below RDP standard	Above RDP standards	Served	Unserved
308,363	118,174	15,586	21,330	81,258	65,034	53,140
	Percentage	13.2	18.0	68.8	55.0%	45.0
	JGDM	28,676	81,257	198,431	161,717	146,646
	Percentage	9.3	26.4	64.3	52.4	47.6

Source: (STATSSA 2007and JGDM WSDP 2011)

The 2011 census reveals that Senqu has an unserved population of 7 209 households out of 38 046 which is under 20%. The area is however prone to droughts. Water sources are the Jozanashoek dam, Lady Grey dam, Barkly East dam, boreholes and rivers.

Table 38: Access to piped tap water

Municipality	Piped water inside yard			Piped water on communal stand			No access		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	14464	22616	42057	19667	26204	31726	36521	36014	26310
Elundini	1792	3017	6855	4613	7892	13670	22893	22300	18677
Senqu	2650	7406	15897	12411	13832	15290	12794	12666	7209

Maletswai	5548	5997	10063	896	2706	2465	514	785	234
Gariep	4474	6197	9332	1747	1774	302	321	263	190
EC Total	465041	560233	857310	245551	376172	498339	583712	545235	391617

Source: Statssa 2011

Whilst most of the population does receive water, sanitation provision which was lagging behind lags with 45 % being unserved has improved with just under 6000 households having no access as can be seen in the table below.

Table 39: Households by type of toilet facilities

Municipality	Flush/chemical toilet			Pit latrine			Bucket toilet			No toilets		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	7920	14589	30544	27502	27396	47224	6656	7819	1744	28436	35031	17119
Elundini	783	2768	5505	12096	11476	22702	1778	2137	271	14650	16829	8810
Senqu	919	3791	7183	14558	15386	23476	1519	2215	648	10713	12512	5996
Maletswai	4315	4902	10004	327	183	752	854	624	76	1662	3779	1461
Gariep	1903	3128	7852	521	351	294	2704	2843	749	1411	1911	852
EC Total	408138	527935	797898	419896	405737	595587	82699	84484	41872	383792	463484	225010

Source: Statssa 2011

Although the LM has more water available than the requirements, it is not spread in such a manner as to satisfy the need everywhere. The towns that have been experiencing water shortages are:

- Herschel
- Lady Grey
- Rossouw

The towns that have just enough water to satisfy the demand and might experience water shortages in the near future are:

- Sterkspruit RWS

The provision of water services is in the urban areas only, as a Water Services Provider appointed until 31 July 2012 by the Joe Gqabi District Municipality, who are the Water Services Authority.

The level of services provided in the WSP area is mostly of high quality with connections to the yard and into the house itself. Sterkspruit and Rhodes have the highest standard of water followed by Barkly East and then Lady Grey. Water is available 24 hrs/day in the area of jurisdiction but the rural areas experience many lengthy outages.

Water Sources

Senqu's main towns are served from dams such as the Barkly East dam and Lady Grey dam. Sterkspruit is served by Jozanashoek dam. Rhodes and Rossouw draw water from boreholes. The communal areas are serviced with water from rivers such as the Orange, Kraai and Telle. Villages and farms also make use of springs. The threat of drought however is a constant threat as there is no water source or dam that is large enough to meet the growing demand for treated potable water.

Challenges

- **Broken water pipes**, non-functioning pipes, water unavailability and poor pressure.
- **Backlog eradication** is the main challenge facing the JGDM, especially in the rural areas of Elundini and Senqu. An estimated R 149,603,738 for water and R 93,901,795 for sanitation is required for Senqu backlog eradication
- **Operation and maintenance of existing water services** schemes is also posing a major challenge to this municipality and as a result some schemes are dysfunctional at present. There is a high need for ongoing refurbishment and maintenance programme which will ensure sustainability of these schemes.
- **Permanent Water Treatment Works in Barkly East**
- **Lady Grey bulk water supply requires urgent attention.** This is in planning stage
- **Capacitating staff.** Staff training to be intensified and competent staff employed as incomplete reporting received.
- **No Superintendent in Barkly East.**
- **Water backlogs and illegal connections in the rural area.** The Joe Gqabi District Municipality needs to get additional funding in order to eliminate backlogs in the rural area and legalese illegal connections.
- **Rehabilitation of the Barkly East & Rhodes reticulation networks.**
- **Installation of section & bulk metering.** Although the programme has already started, the Joe Gqabi District Municipality needs to URGENTLY install metering as soon as is possible in order to achieve accurate water balancing
- **Insufficient vehicles/Replacement.**
- **Bulk supply to be established for Rossouw, as it has a serious water shortage.**
- **Bulk supply to be rehabilitated for Rhodes as current supply is insufficient during high demand periods.**

- **Lady Grey dam silt weir.** This weir needs to be cleared of silt in order to prevent more silt entering the dam, thereby reducing the Lady Grey Dam lifespan.
- **Installation of sufficient fire hydrants (all towns)** in order to reduce potential disaster risk.
- **Pressure & storage problems in Lady Grey.** A reservoir (at least 1.5 MI) needs to be investigated and erected under the Water Treatment Works in order to ensure a sufficient water reserve for Lady Grey and to reduce pressure problems in the higher part of town.
- **No movement on the Orange River Macro Water Scheme project.** The Joe Gqabi District Municipality needs to allocate a political and administrative champion in order to facilitate funding for this project.
- **Water Pressure problems in Rhodes.**
- **No capital funding for network extensions.**
- **No capital funding for spares purchases.**
- **Fencing of dams and water source protection.**
- **Land problem in Sterkspruit with regard to reservoir construction encroachment.** The Water Services authority need to meet with the stakeholders and get a mutual way forward as soon as is possible. This may involve a land swap.

Interventions

Borehole standalone schemes. Water backlogs may be eradicated by means of the development of borehole standalone schemes.

VIP's. Sanitation backlogs will be eradicated by means of implementing VIP's. Projects will be prioritised by focussing on villages with the highest sanitation concern first. It is anticipated that a regional construction approach will be followed to maximise the benefit of scale in terms of price, timeframes and quality (JGDM WSDP 2010).

Table 40: Progress to date

	Indicator Name	Total Number of household/ customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Numbers of Households/ customers reached during the Financial Year	Percentage of achievement during the year
1	Percentage of households with access to potable water	73%- 26 280 (Rural)	9720 H/Hs(Rural)	O – Done on request	8 651 (Urban) WSA (Rural)	100% (Urban) WSA (Rural)

				WSA(Rural)		
2	Percentage of indigent households with access to free basic potable water	100% (urban) 73% (Rural)	0 9720 H/Hs(Rural)	All services H/Hs receive 6kl free	8 651 (Urban) WSA (Rural)	100% (Urban) WSA (Rural)
3	Percentage of clinics with access to potable water	100% (Urban) WSA (Rural)	0 WSA (Rural-Unknown)	All clinics within jurisdiction receive potable water	3 (Urban) WSA (Rural-Unknown)	100% (Urban) WSA (Rural-Unknown)
4	Percentage of schools with access to potable water	100%(Urban) WSA (Rural-Unknown)	0 (Urban) WSA (Rural-Unknown)	All schools within the area of jurisdiction have potable water	9 (Urban) WSA (Rural-Unknown)	100% (Urban) WSA (Rural-Unknown)
5	Percentage of households using buckets	Estimated at 6 % (informal areas)	2 013	WSA	2013 WSA Capital project	0%

Source: Senqu Technical Services 2016 (update)

ROADS, TRANSPORT AND STORMWATER

Table 41: Roads in the Senqu area

Local Municipality	National Roads	Surfaced Trunk Roads	Surfaced Main Roads	Unsurfaced Main Roads	Surfaced District Roads	Unsurfaced District Roads	Minor Roads	Municipal and Access Roads	LM Total Length (km)
Elundini	138.89	-	51.98	96.46	37.45	593.49	526.49	671.38	2,116.14
Gariep	185.40	46.40	123.69	176.40	27.63	1,070.18	1,065.95	798.67	3,494.33
Maletswai	213.14	-	-	173.53	-	595.95	625.87	599.50	2,207.98
Senqu	116.37	-	9.17	290.93	73.01	931.36	767.16	817.36	3,005.37
District Total	653.80	46.40	184.84	737.32	138.09	3,190.98	2,985.47	2,886.91	10,823.82

Source: Department of Public Works and Roads, 2013

The table above refers to the kilometres of roads in the entire Joe Gqabi District. From this it can be seen that Senqu has the longest amount of unsurfaced main roads and access roads. In fact, Senqu has the second longest road length after Gariep.

Tarred roads

The provincial trunk road, the R58 is in a bad condition and will be moved to SANRAL. Rock falls are also common on the road after heavy rainfalls. This affects tourism as this is the main entrance into the municipality. As such it needs to be a provincial priority. The R 393 between Lady Grey and Sterkspruit is in good condition but roaming livestock due to stolen or poor fencing remain a hazard for drivers in spite of the newly introduced road rangers. The road to Tele Bridge has recently been upgraded (JGDM ITP 2010).

Gravel/ Unsurfaced Roads

Most of provincially maintained gravel roads have deteriorated significantly to the level where they need extensive regravelling and low level bridges need repair or replacing. The end result is people being unable to access goods and services or having to pay high prices for transport of goods and persons due to poor or impassable roads.

The Municipality has prioritised certain roads for regravelling and priority upgrading.

Tourism roads

- R 396 from Barkly East to Rhodes as this is an important tourist destination
- Access roads to the 7 gravel passes of Lundean's neck, Jouberts, Otto du Plessis, Carlisle'shoek DR 03230, Volunteers (MN 20635), Bastervoetpad, and Naude'snek (R 396). These passes incorporate 3 of the highest passes in South Africa. In addition, the roads lead to Tiffindell ski resort – the only ski resort in South Africa.
- DR 393 to Lundean's neck and Sterkspruit from Barkly East
- Upgrade of DR 03214, DR 03221, DR 3222
- Airstrip at Rhodes

Access roads to hospitals and villages

- Khiba T 526 road

- Coville T 510 road
- Mlamli T 606 road
- Manxeba T 511 road.

Access Roads

Access Roads are maintained by municipalities in terms of the Municipal Structures Act however this is not financially viable for Senqu Municipality. The municipality inherited a backlog of maintenance of existing access roads as well as many villages which don't have access roads. Due to the small tax base of the area and high unemployment' the municipality is heavily reliant on the MIG grant to fund repair, maintenance and building of access roads.

Senqu is responsible for all access and municipal roads in its area. The balance of the roads falls under the powers and functions of the Department of Roads and Public Works (DoRPW). The level of road services in rural areas is low, where most roads are gravel. The Municipality has engaged its municipal wards to identify priority access roads that need tarring. These however will still require a massive financial injection. Current gravel roads backlog in Senqu is 562km.

Streets

Streets within towns are the responsibility of the relevant local authority. Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access.

Rail network

The railway line between Aliwal North and Barkly East is unused even though the tracks are still in place (JGDM ITP 2010). Attempts have been made to revive the track for steam train enthusiasts as it contains 2 out of the 3 railway reverses known in the world whereby the train reverses up a zigzag pattern to the top of a mountain.

Airfields

The only airfield which can be recognised as such lies in Barkly East but is not maintained by the municipality.

There has been an investigation into a new airstrip to be located 10km south west of Rhodes near the R 396 funded by ECDORT for tourists to the Tiffindell ski resort but whether this will occur or not remains to be seen (JGDM ITP 2010).

Non-motorised transport

A significant number of persons in Senqu rely on either bicycles or walking to reach their destinations. As a result, the municipality has paved most of the pavements in the main towns and some pedestrian walkways leading from the former townships into the town. Few pedestrian crossings and poorly lit streets and paths are some of the hazards faced by pedestrians. However the Department of Roads and Public Works has just allocated funding to the Municipality for the building of sidewalks in urban areas in the new financial year in the Hershel and Sterkspruit area which will assist pedestrians.

PUBLIC TRANSPORT

The Herschel Taxi association has 164 registered members owning 293 vehicles with 158 operating licenses and runs on 20 local and national routes. Public transport operations in Barkly East and Lady Grey are small and relatively stable. In Sterkspruit no direct travel between villages is allowed and all trips must begin or end in the central rank at Sterkspruit. It is the busiest hub. The most utilised trips are to Thaba Lesoba, Voyizana, Qhoboshane, Jozanashoek and Umlami. National destinations are Aliwal North, Johannesburg, Welkom, Bloemfontein, Queenstown and Secunda.

Road worthiness and licensing

Senqu provides a road worthy and licencing service at the Traffic Testing Station in Barkly East and licencing service at Sterkspruit and Lady Grey

STORM WATER MANAGEMENT & ACCESS ROADS

The municipality on an annual basis targets certain priority areas for the construction of storm water as per the maintenance plan. The Technical Services department in conjunction with the Community Services Department implements the regular cleaning and maintenance of the existing stormwater infrastructure. Funding has been requested to undertake a stormwater plan in order to highlight the requirements for future and existing stormwater needs.

Challenges

- **Chronic underfunding** and the constant deterioration of roads due to high rainfall conditions
- **Breakdown of** old out dated road machinery
- Not all villages, schools and clinics have **decent access roads**
- Not all streets in townships are **tarred or paved**
- Limited number of **pedestrian bridges**
- No **cycle lanes**
- **Limited lighting** of pedestrian walk ways although Council is slowly eliminating the backlog in urban areas.
- **Poor** road markings and potholes
- **Limited road signage** especially in rural areas
- **Commuter facilities are primitive.** Bus shelters were built in 2000 in Barkly East and Lady Grey by DoT. The current taxi rank in Barkly East is informal with no amenities and needs upgrading to an area with shelters for waiting passengers. Lady Grey has no taxi facilities but a public toilet and bus stop has been built through the NDPG. Sterkspruit has a taxi rank.
- **Noncompliance of bakkie transporters.** These needs to be made legal as these are the only vehicles which are viable on the bad rural road network (JGDM ITP 2010).
- **Limited machinery and staff** to meet the storm water function especially in rural areas.
- **Fencing of commonage and communal lands along the main R 58 route and road to Sterkspruit.** The fences are constantly being stolen by community members especially RDP housing developments to fence their yards.

Interventions

- **A Roads and Stormwater Master Plan** was developed to categorise roads and determine which ones are priorities. However further work is required to develop a workable plan and not just an annual maintenance plan. The policy allows for sustainable roads (interlock paving) and was approved in 2015. In addition, on an annual basis Ward Councillors indicate which roads and bridges require attention in their areas.
- **Paving** of township streets as part of an EPWP project and paving of sidewalks in all CBD's and the linkages between the townships as part of the pavement management system. This assists pedestrians who do not utilise vehicular transport. The Municipality is also in the process of trying to find funding for a brick and paving brick interlocking project which will provide locally made bricks for the future Senqu paving projects.
- **Upgrading of 3km** of gravel road a month in all wards determined by the community and

Ward Councillor.

- **New road machinery** and Operators.
- **Installation of street lights** in towns such as Herschel
- **Non-motorised transport.** The neighbourhood development grant will be used to assist with the building of more pedestrian bridges and walk ways. This will also allow for cycling paths. Funding is also set aside for the lighting of pedestrian walk ways.
- **Cleaning of storm water** drains on an annual basis in urban areas
- **Funding, operations and maintenance.** MIG funds are used to build new roads whilst own resources are used to repair and maintain roads and bridges.
- **JGDM Integrated Transport Plan, 2010.** The LM utilises the DM's Integrated Transport Plan as it is not a transport authority and is not required to have a plan.
- **Roads Forum.** The municipality has launched the forum which deals with roads. The forum is run by the Technical Services Department and meets on an adhoc basis. Transport related issues are dealt with at the District Transport Forum

ELECTRICITY AND ENERGY

Current situation

Although most of the Senqu communities have access to electricity, there are some communities that still need to be electrified either in the form of electricity installation or in upgrading of their existing lines as most of the lines particularly in Sterkspruit and surrounding villages are low voltage. These are mainly in new housing developments. Council is in the process of compiling an exact backlog list for ESKOM. The most worrying ward is Ward 5 which is near Lundean's Neck where residents do not have electricity at all.

The Senqu Municipality has a licence agreement with the National Energy Regulator of South Africa. In terms of this agreement, Senqu is responsible for supplying electricity to Sterkspruit, Lady Grey and Barkly East. Rural areas (including Rhodes and Herschel) are supplied by ESKOM. However, the Municipality is seeking a licence to supply rural areas. Within the licensed area, the Senqu Annual Report (2011) notes that "the standard of service is mediocre".

Major electricity backlogs are noted in rural areas where 11 498 households do not have access to basic electricity services. Other electricity supply challenges include high leakages attributed to aging infrastructure, poor metering and incorrect accounting. The speed of rural electrification by ESKOM is far too slow, especially in non-grid areas. A master plan has been developed for electricity but its implementation has been delayed by insufficient resources. However, upgrading of infrastructure has occurred annually since 2012 and should be completed by 2019 if resources are available, over 81.8 % of the municipality has been served (Statssa, 2011).

Table 42: Electricity Usage

Municipality	Lighting			Cooking			Heating		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Joe Gqabi	18907	36392	67433	6895	12626	55150	6287	9368	22186
Elundini	2332	3738	17533	625	1320	13216	598	934	4947
Senqu	8139	21041	30866	1725	4590	24499	1517	3593	9633
Maletswai	3688	5387	10190	2302	3373	9506	2142	2788	4615
Gariep	4748	6226	8844	2243	3343	7929	2030	2054	2991
EC Total	421952	740753	1265759	309362	419243	1047718	278832	353776	527265

Source Statssa 2011

For lighting the majority of residents use electricity with 31 038 using electricity and only 104 for solar. For cooking electricity use still is dominant with 24 640. However, when it comes to heating paraffin is the main fuel with 16 839 (Statssa, 2011). Council is in talks with ESKOM though about the provision of solar heaters in current and future housing developments.

Electrical challenges

- **Limited funding for Maintenance and upgrading of infrastructure** in areas managed by the municipality
- **Limited voltage** in the rural areas does not support large scale economic growth
- The implementation of **free basic services** for electrical supply
- Getting communities to accept **non- grid electricity**
- Number of **schools, clinics** and other social facilities that don't have a regular supply of electricity (if any supply at all)
- **Affordability** of the service
- **Difficulty** in obtaining electricity cards as vendors are far from rural areas
- **Electricity losses - 3,783,161 Kwh (Down from 5.6Mwh in previous year) due to theft, poor**

metering, poor networks and incorrect accounts. Total; loss 7.21%

- **Insufficient maintenance funding.** Council needs to increase the maintenance budget
- **Electricity backlogs in the rural areas (Eskom) - specifically non-grid areas) being addressed too slowly.** Eskom is licensed for these areas and therefore needs to apply for increased funding in order to eliminate the above.
- **Insufficient funds to obtain full staff complement.**
- **Asset control in terms of GRAP is proving problematic.** Staff vacancies need to be filled immediately
- **Electrification of street lights at Rhodes.** The Electrification of street lights was discussed with Eskom. They refused permission to use their Infrastructure to fit the street lights. Therefore, the amount to do the street lights and construct our own Infrastructure increases to about R 4 000 000 to R 6 000 000. The Community also refuse to have electrical street lights. Therefore, an alternative is available whereby solar lights are installed but that will double the expenses to R 8 000 000.
- **Electrification of street lights at Rossouw.** The Electrification of street lights was discussed with Eskom. They refused permission to use their Infrastructure to fit the street lights. The amount to do the street lights and construct our own Infrastructure increases to about R 4 000 000. **Barkly East 804 New House Street lights.** The Electrification of street lights was discussed with Eskom. They refused us permission to use their Infrastructure to fit the street lights. The amount to do the street lights and construct our own Infrastructure will be about R 4 000 000.
- **Elisha Ward 10 Extension of Electrification.** Electrification towards the new development of Housing Infrastructure. Senqu Municipality is responsible for the requested area to supply electricity. Eskom is currently busy supplying the Houses next to Senqu border line with electricity. Therefore, the Community came with the request that they now also demand electricity due to the fact that the newly developed area of Eskom receives electricity.
- **Prepaid metering.** There is a request for Prepaid Meters from the Community of the Senqu Area (Barkly East / Lady Grey / Sterkspruit). The cost for the prepaid meter installation towards the Community must be funded by the Municipality or alternative funds provided. The customers are unable to pay for the prepaid meters provided. The Smart Prepaid meter is more than double the cost of a not compatible Smart Prepaid meter. The cost for a Smart Prepaid Meter is R 1 500 per meter. Therefore, funds are needed to accommodate the request of the community.
- **Smart meter system to be installed in Future.** The decision taken is that all prepaid meters purchased from now onwards will be Smart Meter compatible. This is to minimise the wasteful and fruitless expenditure in future when Senqu municipality changes to the Smart metering system. Thus, a large amount of Funding needs to be requested in order for this request to become a reality in the future.
- **Eskom vs Senqu Municipality electrification boundaries.** There is no confirmed agreement registered at NERSA or Eskom or Senqu Municipality around the Demarcation area of the supply of Electricity to the community. Funding is needed to get a service provider to investigate and do all the necessary documentation to establish these demarcation areas and register it at NERSA as agreed to by Eskom vs Senqu Municipality.
- **Solar geysers.** The installation and continuation of the disrupted solar geyser installation programme.

Interventions

- **Eskom** electrification plan
- **Department of Trade and Industry** assisting with the promotion of renewable sources of energy
- The Technical Services Departments wishes to install a **computerised asset management system** which will allow it to accurately gauge the depreciation of electrical and road infrastructure and equipment. This will assist in improving budgeting planning for the Department.

Table 43: Progress to date

	Indicator Name	Total Number of household/ customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the Financial Year under review (actual numbers)	Numbers of Households/ customers reached during the Financial Year	Percentage of achievement during the year
1	Percentage of households with access to electricity services	Est 95% in urban Est 68% in rural	923 in urban (new housing projects) Estimated 11 500	0 367	400 new connections 385 (Rural)	100%
2.	Percentage of indigent households with access to basic electricity services	100% of applicants (Urban) 100% of applicants (Rural – 22.5%)	0 11 498(Rural)	847 (47% of total consumers- Urban)	847 (Urban) 11498 (Rural)	100%
3	Percentage of indigent households with access to free alternative energy sources	1% (Urban – Rossouw pilot Project (Paraffin & candles)	0	85	85	100%

Source: Technical Services 2016 (update)

RENEWABLE ENERGY

In general, however the municipality and ESKOM have to increase efforts to make the community more conscious and aware of the benefits of renewable energy. Solar is not popular due to the high theft of solar panels but wind turbines could be used provided that the turbines are designed to withstand the high wind speeds and hail encountered in the area. The Municipality has investigated photovoltaic, but is unable to meet any type of demand, only a couple of lights. The expense to the long term benefit is not worth the cost.

ENVIRONMENTAL LEGISLATION/EIA's

The Municipality strives to adhere to all environmental legislation and conducts EIA's where necessary and prescribed by law in order to ensure sustainable service delivery. EIA's are budgeted for in all project plans where necessary. For the forthcoming year, EIA's are required for the following:

PROJECT NAME	EIA REGULATIONS WHICH MAY BE TRIGGERED	LISTED ACTIVITY
Access roads	LN 1 Activity 24	<p>This projects needs Environmental Authorization if it fits the following description</p> <p>The development of-</p> <p>(ii) a road with a reserve wider than 13,5 meters, or where no reserve exists where the road is wider than 8 metres;</p> <p>but excluding-</p> <p>(a) roads which are identified and included in activity 27 in Listing Notice 2 of 2014; or</p> <p>(b) roads where the entire road falls within an urban area.</p>
Cemeteries	LN 1 Activity 23	<p>This projects needs Environmental Authorization if it fits the following description</p> <p>The development of cemeteries of 2500 square metres or more in size.</p>
Bridge	LN 1 Activity 12	<p>This projects needs Environmental Authorization if it fits the following description</p> <p>The development of-</p> <p>(i) canals exceeding 100 square metres in size;</p> <p>(ii) channels exceeding 100 square metres in size;</p> <p>(iii) bridges exceeding 100 square metres in size;</p> <p>(iv) dams, where the dam, including infrastructure and water surface area, exceeds 100 square metres in size;</p> <p>(v) weirs, where the weir, including infrastructure and water surface area, exceeds 100 square metres in size;</p> <p>(vi) bulk storm water outlet structures exceeding 100 square metres in size;</p> <p>(vii) marinas exceeding 100 square metres in size;</p> <p>(viii) jetties exceeding 100 square metres in size;</p> <p>(ix) slipways exceeding 100 square metres in size;</p> <p>(x) buildings exceeding 100 square metres in size;</p> <p>(xi) boardwalks exceeding 100 square metres in size; or</p> <p>(xii) infrastructure or structures with a physical footprint of 100 square metres or more;</p> <p>where such development occurs-</p> <p>(a) within a watercourse;</p> <p>(b) in front of a development setback; or</p> <p>(c) if no development setback exists, within 32 metres of a watercourse, measured from the edge of a watercourse; -</p> <p>excluding-</p> <p>(aa) the development of infrastructure or structures within existing ports or harbours that will not increase the development footprint of the port or harbour;</p> <p>(bb) where such development activities are related to the development of a port or harbour, in which case activity 26 in Listing Notice 2 of 2014 applies;</p> <p>(cc) activities listed in activity 14 in Listing Notice 2 of 2014 or activity 14 in Listing Notice</p>

		3 of 2014, in which case that activity applies; (dd) where such development occurs within an urban area; or (ee) where such development occurs within existing roads or road reserves.
Community halls		It will depend on size and location of hall
Sport fields		The municipality must consult DEA and DEDEAT for advice since the footprint of the activity is less than 5 hectares
Solid waste sites		License needed

DISASTER MANAGEMENT

The Municipality has adopted a corporate disaster management plan in 2005. The district is currently busy with risk assessment and preliminary report is being presented to the communities for public participation. The district municipality is developing the disaster risk assessment to determine the municipal risk profile per local municipality informed by priority risk as well as identifying the vulnerable communities. The district municipality is participating in the planning structures for the high risk development. Emergency procurement procedures are in place guided by MFMA and SCM guidelines . Plans are in place to address spillages on the roads :Razzmataz is always available to clean the road, as for veldt fires control burning is done to arears with high risk and response is good.

The District Municipality has a chief fire officer. The District municipality has 6 personnel

- Manager
- Admin officer
- Four satellite officers(one in Senqu, one in Elundini and two in Walter Sisulu)

It has entered into Mutual Assistance Agreement with Alfred Nzo, Chris Hani district municipalities in the Province and Pixley Ka Seme District Municipality in the Northern Cape.

Senqu Municipality has no capacity to deal with disaster management and as a result the District Municipality has been providing fire services. It has adopted bylaws relating to fire services.

ISD & CAPACITY TO DELIVER

The municipality has an ISD Unit with one Officer. The Unit is located within Technical Services. The work of the Officer is to ensure that project steering committees are functional for all projects undertaken by the municipality and that the Ward councillor and Community are kept informed of all project progress. In addition, all community complaints are resolved by the Officer.

The Technical Services Unit houses the PMU which consists of a Manager, Technician and Administrator. The section is under sourced and requires the expertise of a qualified experienced engineer to deal with the huge number of projects they undertake.

The electrical section is run by a superintendent and the roads section by a Manager. The main problems in the electricity department are the sufficient resources to attract the necessary expertise. In order to prevent a loss of skills the department is training electricians in house. On the roads section the main problems apart from aging and deteriorating equipment like graders are the budget to maintain access roads as well as attract the necessary skills like grader operators.

FREE BASIC SERVICE PROVISION

The indigent register will be updated once the municipality has finished verifying all indigent information collected. The information available is not up to date but a Free Basic services Committee has been established and has become functional. This is a political committee and will assist the administration in updating information. at the end of May 2015. Although water and sanitation is a district function, they provide all indigent households with 6 kl water free a month and sanitation. For households with no access to electricity they are supplied 10 litres of paraffin and 6 candles per month.

The Municipality has budgeted the following for free basic services for 2015/16 year: (update)

Free Basic Services; Rates	1 700 000
Free Basic Services; Electricity	6 800 000
Free Basic Services; Refuse	4 846 200

The FBS unit functions are currently performed by the Debtors Officer with the assistance of staff in the Revenue Section. Indigent Steering Committees are in place although not yet at full operational efficiency. There are no integration plans between the District and the Local Municipality.

CHAPTER FOUR: INSTITUTIONAL TRANSFORMATION

POLITICAL STRUCTURE

Senqu Municipality was established in terms of the Provincial Gazette Extraordinary, 28 February, Notice 22 of 2000 (with a number of subsequent amendments). Senqu Municipality is a Category B Municipality. Senqu Municipality was established to be a Collective Executive system type (MSA 117 of 1998)". Council currently consists of 34 Councillors of which 17 are Ward Councillors and 17 are Proportional Elective Councillors. In addition, Traditional Authorities form part of the Council. Council is responsible for taking political decisions in relation to service delivery issues and playing an oversight role. Council meetings occur once per quarter. Special Council meetings are only convened whenever there is an urgent issue that needs to be discussed and an urgent decision needed to be taken.

Executive Committee Meetings

It is constituted by the Mayor of the municipality as the Chairperson, Political Heads of the Standing Committees of various departments in the municipality and the top management of the municipality. The Mayor as the Chairperson convenes the meetings of the Executive Committee every month.

Standing Committees

The purpose of the Standing Committees is to discuss and recommend certain actions be implemented by the Executive Committee or Council. Standing Committees are as follows:

- Corporate and Support Services Standing Committee
- Development & Town Planning Services Standing Committee
- Technical Services Standing Committee
- Finance Standing Committee
- Community Services Standing Committee

These Standing Committees are chaired by the Portfolio Councillors who form part of the Executive Committee. The other members of the Standing Committees are Councillors elected by the Council; representative of all political parties, Traditional Leaders and the administration of the department concerned. Standing committees meet on a monthly basis.

POWERS AND FUNCTIONS

Power & Function	Senqu's Capacity	Responsible Department
Air Pollution	The Municipality has no financial resources to develop an air quality plan or engage specific staff for the function	Community Services
Building Regulation	The Municipality has engaged a building inspector but currently has limited resources to engage personnel and ensure implementation of by laws	Development & Town planning Services
Child care facilities	The Municipality is in the process of ensuring that current facilities meet minimum health and safety requirements	Community Services
Electricity and gas reticulation	The Municipality only has the licence to supply electricity within its urban areas. The rural areas are supplied by ESKOM. However, the Municipality is negotiating with NERSA to expand its licence to the rural areas.	Technical Services
Firefighting Services	The Municipality has the function but not the capacity to fulfil the service. The District Municipality has been fulfilling this role but is in the process of wanting to hand the function back to the local municipalities.	Community Services
Local Tourism	The Municipality promotes local tourism in the region and assists the activities of local tourism organisation	Development & Town planning Services
Municipal Airports	The Municipality has no designated airports.	
Municipal Planning	The Municipality has an IDP and SDF which is reviewed annually. All land management will be enforced as per SPLUMA regulations	Development & Town planning Services
Municipal Health Services	The Municipality only controls waste management as the District Municipality is responsible for food control, water quality, chemical safety, communicable disease control, vector control, environmental pollution control, disposal of the dead and control premises. This is because the District Municipality has the capacity as these areas form part of the Environmental Health Practitioners scope of work. The Municipality may only license a food premise after the District provides a permit indicating that the premise meets the standards required	Community Services
Municipal Public Transport	The municipality does not have this function as it does not operate any public transport and the District Municipality has the power to regulate passenger transport services. The Municipality has a roads forum and makes recommendations on operating licences' to the Department of Transport.	Technical Services
Pontoons, ferries, jetties, piers and harbours	The Municipality is not on the coast	

Power & Function	Senqu's Capacity	Responsible Department
Stormwater management systems in built up areas	The Municipality has the power and function	Technical Services
Trading regulations	The Municipality fulfils this function through various by laws	Community Services
Potable water and sanitation services	The Joe Gqabi District Municipality fulfils the role of both WSA and WSP	
Beaches and amusement facilities	The Municipality has no beaches but maintains its public spaces	Community Services
Billboards and display of advertisements in public places	The Municipality has by laws to regulate this activity but due to limited resources struggles to enforce them	Community Services
Cemeteries, funeral parlours and crematoria	The Municipality licences these premises once the District Municipality issues a certificate of compliance	Community Services
Cleansing	The Municipality regularly cleans streets and public spaces within the urban areas as it lacks capacity and resources to do so in rural areas	Community Services
Control of public nuisances	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Control of undertakings that sell liquor to the public	The Municipality has by laws pertaining to this function but lacks the capacity to enforce by laws	Community Services
Facilities for the accommodation, care and burial of animals	There are no pet cemeteries or kennels in the municipal area	Community Services
Fences and fencing	The Municipality ensures that public areas are fenced and safe and has by laws around fencing of properties	Community Services
Licensing of dogs	The Municipality does not license dogs but has by laws pertaining to the keeping of domestic pets	Community Services
Licensing and control of undertakings that sell food to the public	The District Municipality monitors the premises and issues certificates of compliance after which the Municipality may license the premise	Community Services
Local Amenities	The Municipality ensures that places are kept clean and mown and that community halls are functional but lacks the financial resources to ensure that all areas of scenic, natural, cultural and historical value and interest are well maintained	Community Services & Development & Town planning Services

Power & Function	Senqu's Capacity	Responsible Department
Local sport facilities	The Municipality maintains municipal owned sport facilities in the urban areas	Community Services
Markets	No markets exist in the municipal area	
Municipal abattoir	The Municipality does not own any abattoirs and the District Municipal Health services are responsible for ensuring that abattoirs in the area maintain hygiene standards	
Municipal parks and recreation	The Municipality ensures that places are kept clean and mown.	Community Services
Municipal roads	The Municipality does try to build and maintain municipal roads but due to decades of neglect the financial resources are insufficient to meet the demand.	Technical Services
Noise pollution	The Municipality lacks the resources to monitor noise pollution but there are by laws.	Community Services
Pounds	The Municipality is in the process of upgrading its pound in Lady grey to meet licencing standards.	Community Services
Public places	The Municipality does own commonages around the urban areas but struggles to enforce livestock management or prevent land invasion due to limited human and financial resources	Community Services
Refuse removal, refuse dumps and solid waste disposal	The Municipality does do refuse removal in urban areas but due to financial and human resource constraints fails to adhere to all waste management site regulations. However new waste sites will be constructed once the EIA's have been approved.	Community Services
Street trading	The Municipality has by laws pertaining to the function but has limited capacity to enforce the by laws	Community Services
Street lighting	The Municipality provides street lighting in urban areas.	Technical Services
Traffic and parking	The Municipality has limited capacity to control traffic within its area but does provide a drivers licence testing facility	Community Services

ADMINISTRATIVE STRUCTURE AND LOCATION

The Municipality has offices in the following towns with the main office located in Lady Grey.

Lady Grey	Barkly East	Sterkspruit	Rossouw	Rhodes
Main building DTPS & Community Services building Technical Services Department Tourism Office Library	Main building Traffic Department Library	Main office building Bunga hall offices MPCC	Community Hall	1 office

The current office accommodation is insufficient as the municipality has amended its organizational structure which has increased the number of staff establishment. Thus the 2nd floor of the DTPS & Community Services Office is being renovated to accommodate the need. Payment facilities for municipal services are rendered at the Main municipal building based in Lady Grey, Main municipal building in Barkly East and at the Offices in Sterkspruit.

Senqu Municipality implements its Integrated Development Plan through its administration structures headed by the Municipal Manager with the following Directorates:

- Municipal Manager's Office responsible for strategic management, communications and internal audit
- Directorate: Financial Services is responsible for expenditure, income, supply chain management, vehicle licencing and testing fees, fleet management and budget planning.
- Directorate: Corporate Services is responsible for administration, document management, labour relations, capacity building, maintenance of buildings and secretariat services for Council, IGR, special programmes and stakeholder relations.
- Directorate: Community Services is responsible for waste management, traffic, bylaw enforcement, cleansing, disaster management, community facilities and library services and commonage management.
- Directorate: Technical Services is responsible for electricity in urban areas, access roads, construction of capital infrastructure including MIG expenditure, ISD and storm water maintenance.
- Directorate: Development & Town Planning Services is responsible for PMS, IDP, LED, monitoring and evaluation, governance, risk management, GIS, EPWP, town planning, land administration and legal compliance.

The administration is headed by the Municipal Manager, Mr. Yawa. The top management consists of five Section 56 Managers, three males and two females who report directly to the Municipal Manager, Mr. Yawa. All Section 56 Managers have been appointed and will sign their annual Performance Agreements

aligned to the IDP, budget and SDBIP by 30 July 2017.

ORGANISATIONAL STRUCTURE

The new organogram for the Municipality will be approved on the 31st March 2017 and will be reviewed annually. The cost of filling the organogram and determining the cost of population will be determined in the draft. There are currently no vacant posts and all job descriptions have been approved apart from that of the Website Compliance & Content Administrator

Table 44: Total cost to populate organogram

To be filled after adoption of the organogram in March 2017

(Source Corporate Services)

Table 45: Filled and Unfilled posts per organogram (Source Corporate Services)

The organogram has 416 posts. Out of 244 are funded	NO OF POSTS PER DEPARTMENT	FUNDED VACANT POSTS	NOT FUNDED VACANT POSTS
Municipal Manager's Office	13	0	
DTPS	28	0	
Corporate and Support Services	39	0	
BTO	74	1 Officer: Demand Management	
COMMUNITY SERVICES	96	1 G/A Grass Cutter	
TECHNICAL SERVICES	166	4 2 X Heavy Duty Driver 1 X G/A Refuse 1 X Team Leader / Driver	
TOTAL	416	7	
			See attached documents: Benchmarking

To be filled after adoption of the organogram in March 2017

Table 46: New appointments for 2016/1 FY

To be filled after the adoption of the organogram

Source: Corporate Services 201

The table below indicates contract workers

Table 47: Contract Workers

DESIGNATION	DEPARTMENT	CONTRACT PERIOD	TERMINATION DATE
Municipal Manager	MM'S OFFICE	5 YEARS	TBF
Director: Corporate Services	MM'S OFFICE	5 YEARS	
Director: Community Services	MM'S OFFICE	5 YEARS	
Director: Technical Services	MM'S OFFICE	5 YEARS	
CFO	MM'S OFFICE	5 YEARS	
Director: Development & Town Planning Services	MM'S OFFICE	5 YEARS	
COO	MM'S OFFICE	5 YEARS	
Senior Audit Executive	MM'S OFFICE	5 YEARS	

Source: Corporate Services

EMPLOYMENT EQUITY

The Employment Equity Plan of the Municipality was approved in November 2016. It is implemented through the recruitment and selection process and through training and development.

Table 48: Employment Equity staffing levels including people with disabilities

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2			2	2						6
Senior management	5	1	0	2	5	1	0	4			18

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Professionally qualified and experienced specialists and mid-management	16				17	2					35
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	8			1	4						13
Semi-skilled and discretionary decision making	52	2			27	4					85
Unskilled and defined decision making	59	4			23	1					87
TOTAL PERMANENT	142	7		5	78	8		4			244
Temporary employees	5				5						10
GRAND TOTAL	147	7		5	83	8		4			254

Source:

Table 49: Employment Equity Goals
To be filled in

Source: EE Plan

In order to successfully implement the equity plan, the following resources will be required:

Source: EEP

For the 2016/17 year, the following training occurred

Source EE Plan

The **Employment Equity Forum** consisting

SKILLS RETENTION

The Municipality has skills retention and a scarce skills retention policy but experiences difficulties attracting these types of staff and keeping them due to the rural nature of the municipality and the fact that it can't offer competitive salaries. The scarce skills policy was approved by Council by the end of June 2013. The Scarce Skills Committee identifies the scarce and critical skills annually. The identified scarce skills at present are

HR STRATEGY & WSP

The Municipality does have an HR strategy. This was adopted

The HR strategy promotes recruitment and selection strategy, work place skills and employment equity, EAP, skills retention and lastly promotion and succession. The scope of the strategy includes induction training and staff orientation, implementation of the workplace skills plan, implementation of a training policy and study bursary scheme, succession planning and career pathing and employee assistance programme (EAP). The goal of the induction programme is to ensure that the new employee feel comfortable in his new working environment, becomes as productive as possible in the shortest possible period and is given every opportunity to succeed in his new job, without being set up for failure. The strategy for ensuring this is to: ensure that employees are recruited in accordance with a council approved recruitment and selection policy which takes into account the provisions of the employment equity act; implementing staff orientation interventions which means taking the employee through a step by step process to ensure that they become familiar with the municipal service as quickly as possible; presenting an induction training course that covers matters like the spheres of government, council structure and committee systems, organogram etc. and lastly training in the municipal IDP and PMS..

Implementation of the **WSP** means an annual compilation of the organisation's prioritised training needs based on the IDP. This is done by the **SDF**. The goals of the annually adopted WSP are to capacitate staff members by implementing training interventions based on identified needs and to comply with the skills development act. This is done by budgeting for training and reclaiming funds from the relevant SETA.

In order for training to occur the Training Committee makes recommendations to the necessary structure to approve the following:

- Bursaries for unemployed - The committee makes recommendations for the Municipal Manager to approve
- For staff training programmes and bursaries the approval is done by Director corporate services. After the implementation of trainings programmes the SDF compiles a report for the training committee members for notification
- Internships are pre-approved by Director Corporate Services and approved by Municipal Manager
- Trainees get selected through the normal recruitment and selection processes of the Municipality

A training policy and study bursary policy have been adopted by Council and the aim is to develop the knowledge, skills and attitudes of all municipal employees, set out the roles and responsibilities of those involved in training and lastly to assist financially disadvantaged employees to finance their own training and development. Ultimately this will ensure the optimum utilization of human resources at all levels of the organisation and contribute to the personal aspirations of the individual.

The succession planning and career pathing is to enable managers to plan for their staff requirements for forthcoming years. A policy has been developed which will ensure that the necessary arrangements are made to ensure that suitably qualified people are available to fill posts and that each staff member's potential is developed to its fullest extent and that there is a career mapped out for him in the municipal service. Lastly the employee assistance programme is to assist in the identification and resolution of productivity problems of employees impaired by personal concerns but not limited to health. The goals of the programme are to ensure that staff members with personal problems are offered counselling, guidance and assistance to overcome them, to ensure that hr staff are fully trained to provide this assistance where necessary and to promote the wellbeing, productivity and moral of all employees (HR Strategy, 2010)

HR policies consist of the recruitment and selection policy, the leave policy, bursary policy, remuneration policy, promotions and transfer policy, travel and subsistence policy, standby and overtime policy, relieving allowance policy.

Annually a skills audit is done and a WSP developed and adopted by Council. A training committee also assists in prioritising training. However due to lack of financial resources, the WSP is seldom completed on an annual basis.

Training conducted for the 2016/17 financial year was conducted at the cost ofemployed persons were trained and ... unemployed.

Table 50: Training 2016/17
To be filled

Source: WSP Reports 2016/17

All training programmes that are being implemented for Staff and Councillors are linked to the IDP objectives and they are effective for staff. As a result, they are able to perform their duties. Training consisted of:.....

INTERNAL CONTROL PROCEDURES

All Councillors and Administrative Staff were provided with copies of the code of conduct and were also workshopped on the Code. If the Code of Conduct is not adhered to by either staff or Councillors, disciplinary action is being instituted. No cases of a disciplinary nature were dealt with in the past year.

The Local Labour Forum is fully functional. It sits quarterly and sat on the ...

. It consists of 2 councillors delegated by Council, Municipal trade Unions, COO, Director Corporate Services and Corporate staff.

RECORD KEEPING & INFORMATION TECHNOLOGY

The Council has approved the Records Management Policy, Central Registry Manual and Access to Information Manual during its Council Meeting held on the 27 March 2013 which regulates the access to information. Furthermore, with the assistance of the Provincial Archivist from Department of Sports, Recreation, Arts and Culture training was conducted on the 12 June 2013 to the municipality's employees on the following aspects:

- ❖ Archival legislation and the role of Provincial Archives and Records Services
- ❖ Roles and responsibilities of users in File Plan implementation
- ❖ Importance of good record keeping practices
- ❖ Identification and care of different categories of records
- ❖ Allocation of reference numbers in correspondences
- ❖ Records maintenance
- ❖ Understanding the logic of the file plan

The IT Manager ensures that the IT policy is followed and that all staff members sign the policy acknowledging their role in keeping the municipal IT system safe from intruders. In addition, the server room is kept locked at all times.

PROTEST ACTIONS

No staff protest actions were held in the previous & current financial year.

Mitigating measures are as follows:

- There is a Strike Management Committee (which sits only when there is a protest action)- comprised of Corp Services Director/MM , LR & HR Practitioner, 1 Cllr & organised labour rep.
- There is Essential Services Agreement
- Provisions prescribed in the LRA, Act 66 of 1995 (ss 64 – 77) are / will be followed.

There have been no community protests in the past financial year.

INSTITUTIONAL COHESION

The Municipality run wellness days to promote institutional cohesion. A netball and soccer team have been developed to play at the SALGA games as well as play against other sector departments and municipalities. In addition, the Induction programme is also tailored to make employees feel part of the institution and promote institutional cohesion. Internal newsletters also help promote institutional cohesion. The Directorate Corporate Services has also undertaken a survey to gauge employee's satisfaction. A plan has been developed to target areas of dissatisfaction identified.

CHAPTER FIVE: GOOD GOVERNANCE & PUBLIC PARTICIPATION

IDP PROCESS PLAN

Introduction

Senqu Local Municipality has developed the IDP and Budget in accordance with the requirements as set out in the Local Government: Municipal Systems Act (MSA) 32 of 2000, the Local Government: Municipal Planning and Performance Management Regulations 2001 and the Municipal Finance Management Act 56 of 2003.

Adopted Process Plan

The MFMA Act 53 of 2003 (S21 1b) states that the Mayor must at least 10 months before the start of the budget year table in the Municipal Council a time schedule outlining key deadlines for the preparation, tabling and approval of the Budget and the Integrated Development Plan. The process plan was adopted on 31 August 2016. The Process Plan outlines the programme to be followed and provides details on issues specified in the Act.

The Local Government: Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 are specific to municipalities and are the key legislation for the development of the IDP. Other national sector legislations also contain various kinds of requirements for municipalities to undertake planning.

Some important National and Provincial guiding plans and policy documents for the IDP include the Medium-term Strategic Framework, the National Spatial Development Perspective (NSDP), the National Development Plan, the new Growth Path, the Eastern Cape Provincial Spatial Development Plan (ECPSP), the Eastern Cape Provincial Growth and Development Plan (ECPGDP) and the Ukhahlamba (now Joe Gqabi) District Growth and Development Summit (GDS).

IDP Process

The IDP Process is a continuous cycle of planning, implementation and evaluation.

Institutional arrangements and roles and responsibilities

The development of the IDP and Budget involves Municipal Officials, Councillors as well as stakeholders/actors outside the Municipality.

Institution	Role & responsibility
Council	Approves, adopts the IDP and budget Participates in M&E
Executive Committee	Decides on the Process Plan. Manages, co-ordinates and monitors the process and drafts the IDP and budget
IDP Manager	Drafting and co-ordination of the IDP process on a day to day basis
IDP and Budget Steering Committee	Provides technical expertise for the drafting of the IDP and budget
IDP Representative Forum	Provide community needs and priorities and indigenous knowledge. Act as a M&E mechanism

Other actors

ACTORS	ROLES AND RESPONSIBILITIES
Ward Councillors/Ward Committees (assisted by CDWs)	<ul style="list-style-type: none">• Major link between municipality and residents• Link the planning process to their wards or constituencies• Organize public consultation and participation• Represent the ward at the IDP & Budget Representative Forum• Analyse ward-based issues, determine priorities, negotiate and reach consensus.

Community	<ul style="list-style-type: none"> • Represents interests, contribute knowledge and ideas to the Representative Forum • Inform interest groups, communities and organizations • Analyse issues, determine priorities, negotiate and reach consensus • Participate in designing project proposals • Discuss and comment on the draft IDP • Monitor performance in implementation • Conduct meetings with groups, communities, etc. to prepare for and follow-up on relevant planning activities.
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Mechanisms for community and stakeholder participation

One of the main features about IDP and Budget Processes is the involvement of community and stakeholder organizations in the process. This was done through the:

- IDP Representative & Public Participation Forum to verify and add data
- Round Table
- District Municipality's Rep Forum to ensure that local priorities are adequately reflected on the District's IDP
- Ward Councillors and ward meetings to keep communities informed about the IDP progress (including Ward Committees and CDWs)
- Annual reports on municipal progress
- Mayoral outreaches
- Making the IDP document available to all units and in public places for public comments
- Municipal website.

English is used as a language of governance however in community meetings languages that are spoken in that community are used. Officials are responsible for arranging venues and transport for all wards to all meetings. Transport is arranged for Traditional Leaders, Designated Groups and Ward Committees at the cost of the municipality.

Mechanisms and procedures for alignment

The IDP Manager (Municipal Manager) and the Manager IPED of Senqu Municipality are responsible for ensuring smooth co-ordination of the IDP process and its alignment with the District's

IDP through bilateral discussions with affected sector departments and neighbouring Municipalities as well as IDP representative Forums. Inter-Governmental Forums such as the Joe Gqabi District IDP Representative Forum are also used to ensure that beneficial alignment of programmes and projects do occur.

Table 51: Detailed IDP and budget action plan

	Activity	Purpose	Responsibility	Time frame	Progress
1.	Develop draft IDP Process Plan and present to Council for adoption	Guide development of 2017-2021 IDP	Manager IPED	July – August 2016	Met
2.	Discuss process plan with IDP and Budget Steering Committee and Ex Co	To ensure that management and political leadership agrees on the IDP and budget timeframes	Manager IPED & BTO	August 2016 August 2016	
3.	IDP Representative Forum	To discuss process plan	Manager IPED	August 2016	
4.	Adopt Process Plan	To guide the planning, drafting, adoption and review of the IDP and budget Establish committees and consultation forums for the IDP and Budget process	Council	31 August 2016	Met
5.	Publish and make known Process Plan (i.e. key activities and deadlines)	Inform public of the process to be followed in developing the IDP	Manager IPED BTO	2 September 2016	Met
6.	Public engagement and consultation	Consult local communities on their development needs and priorities. This will be done on a ward by ward basis with the ward committees and Councillors	Manager IPED Public Participation Ward Councillors	15 September – 28 October 2016	
7.	District IDP, Budget & PMS Forum		JGDM IDP Manager	21 September 2016	
8.	District IDP & Budget Representative Forum		JGDM IDP Manager	6 October 2016	
9.	IDP Representative Forum	Finalise issues raised in the outreach with Communities	Manager IPED	2 November 2016	Postponed to 9 December 2016
10.	Collate information	Managers meet to collate information about community needs, develop templates and circulate to Middle Managers and Directors	Manager IPED, Manager Governance & Compliance, BTO	7 – 11 November 2016	Met
11.	Departmental Strategic sessions	Departments meet and develop 20-year vision with 5 year priorities, targets and programmes based on NDP and community needs	HOD's	14 – 18 November 2016	Met

12	Vision development	Management meet with Ex-Co to develop 20-year vision with 5 year priorities, targets and programmes	Manager IPED, Manager Governance & Compliance, BTO	21-22 November 2016	Postponed to February 2017
13	IDP & Budget Steering Committee	To look at the cost of the programmes vs available funding	Manager IPED BTO	29 November 2016	
14	District IDP, Budget & PMS Forum		JGDM IDP Manager	30 November 2016	
15	District IDP & Budget Representative Forum		JGDM IDP Manager	1 December 2016	
16	Report on mid-year and performance assessment	Evaluate performance of the municipality to guide future decisions as well as for the new financial year	Municipal Manager to report to Executive Committee	25 January 2017	Met
17	Draft Annual Report	Draft Annual Report to be completed.	Director D&TPS	27 January 2017	Met
18	Council	Council	Director Corporate Services	27 January 2017	Met
19	Advert for comments on draft Annual report	21-day comment period on annual report	Manager: Governance & Compliance	27 January – 17 February 2017	Met
20	Municipal strategic session	Define municipal objectives, strategies, objectives, targets and budget proposals. Refine adjustment budget proposals	Management & Executive Committee	30 January – 3 February 2017	Postponed 6-10 February 2017
21	IGR meeting	To meet and finalise budget propositions from Sector Departments	Manager IPED	9 February 2017	Cancelled
22	IDP & Budget Steering Committee Meeting	To meet and finalise budget proposals, incorporate information from the Strategic session and adjustment budget	Manager IPED BTO	21 February 2017	Postponed to March 2017
23	District IDP, Budget & PMS Forum		JGDM IDP Manager	22 February 2017	
24	Audit Committee	To finalise oversight report on draft Annual report	Audit Committee Chairperson	28 February 2017	Met
25	Special Council Meeting	To approve adjustment budget	Municipal Manager CFO	24 February 2017	Met
26	District IDP Representative Forum		JGDM IDP Manager	2 March 2017	
27	IDP Representative Forum	To meet and discuss draft IDP and budget	Manager IPED	7 March 2017	Postponed to 17 March 2017
28	IDP & Budget Steering Committee	Compile draft high level SDBIP	Manager IPED, Manager Governance & Compliance, BTO	16 March 2017	Met on 15 March 2017

29	Council	Mayor presents draft IDP, Budget and high level SDBIP to Council. Mayor presents final Annual report to council	Mayor	31 March 2017	
30	Departmental SDBIP sessions	To draft departmental SDBIP's	Departments HOD's	3 - 14 April 2017	
31	Advert for draft IDP and Budget. Advert for final Annual report adoption	Advert for comment period to appear on website, municipal notice boards and in newspapers. Draft IDP & Budget loaded on website	BTO Manager IPED Manager Compliance & Governance	7 April 2017	
32	Submission of draft IDP & Budget	To submit draft IDP and Budget to DLG&TA, Prov & Nat Treasury	BTO Manager IPED	7 April 2017	
33	Public outreach	Meet communities and receive inputs on the draft budget and IDP	Executive Committee Manager IPED	1-30 April 2017 1-8 May 2017	
34	Public comments	Meet communities and invite comments on the budget and IDP	Executive Committee Manager IPED	7 April – 7 May 2017	
35	District IDP, Budget & PMS Forum		District IDP Manager	3 May 2017	
36	District IDP Representative Forum		District IDP Manager	11 May 2017	
37	IDP & Budget Steering Committee	To finalise SDBIP and PMS targets	CFO Manager IPED	12 May 2017	
38	IDP Representative Forum	To discuss PMS targets	Mayor Manager IPED	16 May 2017	
39	Table municipal budget and 5 year IDP	Consolidate plans for delivery of services and attainment of the development trajectory of the municipality	Mayor	19 May 2017	
40	Final IDP to MEC and IDP summaries printed. Final Budget submitted	Submit final IDP and Budget to DLG &TA, Prov & Nat Treasury. Final IDP & Budget to go on website	Manager IPED BTO	29 May 2017	
41	Advert of IDP and budget adoption		Manager IPED BTO	26 May 2017	
42	SDBIP to Mayor	Mayor receives and agrees on SDBIP	Municipal Manager	16 June 2017	
43	SDBIP to Council	SDBIP given to Council for approval	Mayor	30 June 2017	
44	SDBIP made public	SDBIP made public. Put on website	Manager Compliance and Governance	10 July 2017	

IDP ASSESSMENT

KPA Assessment 2016/17	Progress
Institutional development <ul style="list-style-type: none"> • HRP responses to long term development goals 	Included
SERVICE DELIVERY <ul style="list-style-type: none"> • FBS • Vulnerability and risk assessment • DM co-operative agreements • Fire services tariffs • Elec – determine need • Look at renewable energy solutions • O&M for electricity reticulation and upgrade 	Included Included Included Included Included Included Included

Previous IDP Assessments

KPA	Rating 2012/13	Rating 2013/14	Rating 2014/15	Rating 2015/16	Rating 2016/17
Spatial Development Framework	High	High	High	High	High
Service delivery	High	High	High	High	High
Financial Viability	Medium	Medium	High	High	High
Local economic Development	High	High	High	High	High
Good governance & public participation	High	High	High	High	High
Institutional Arrangements	High	High	High	High	High
Overall Rating	High	High	High	High	High

PUBLIC PARTICIPATION

Public Participation Plan

The Municipality prepares a draft annual public participation plan to Council which goes to Council by the end of the 1st quarter for adoption. This was done as can be seen by the plan below for 2016/17. The plan reflects all the events which require the public to participate for all departments and the responsible person for the event.

Annual Public Participation Plan 2016-17	
July	
Ward Committee Meetings	Ward Councillors
Develop draft IDP Framework Plan and present to Council for adoption, June - August 2015	IDP
August	
Mayor tables in Council a time schedule outlining key deadlines for: preparing, tabling and approving the budget; reviewing the IDP (as per s 34 of MSA) and budget related policies and consultation processes at least 10 months before the start of the budget year 31 August 2016 .	Mayor
Ward committee meetings	Ward Councillors
Woman's month meetings	SPU
September	
Publish and make known Process Plan (i.e. key activities and deadlines), 6 September 2016	IDP & BTO
IDP Representative Forum to discuss process plan and review analysis	IDP
Municipal Round Table	CCO
Ward Committee Meetings	Ward Councillors
Public engagement ExCom outreach on the IDP	
Tourism awareness at schools	Tourism officer
Youth festival	SPU
October	
Public engagement Exco outreach on the IDP	IDP
Public Participation Forum/Round Table	COO
Ward Committee Meetings	Ward Councillor

November	
Economic Development Committee	LED
IDP Representative Forum to discuss and finalise outreach issues	IDP
Ward Committee Meetings	Ward councillor
Community Based Planning for Wards	IDP
16 days of activism against child and woman abuse activities	SPU
December	
IDP & Budget Steering Committee to discuss issues and revise and develop draft objectives, strategies and formulate draft project proposals with sector departments	IDP
Council finalises tariff (rates and service charges) policies for next financial year	CFO
Ward Committee meetings	Ward Councillors
Programme for people with disabilities	SPU
Community Based Planning for Wards	IDP
HIV & Aids day celebrations	SPU
January	
Ward committee Meetings	Ward councillors
Community Based Planning for Wards	IDP
February	
Economic Development Committee	LED
IGR Meeting to discuss project proposals and budgets with sector departments	IDP
Round Table & Public participation Forum	
Ward Committee Meetings	Ward Councillors
Community Based Planning for Wards	IDP
March	
IDP Rep Forum to discuss draft IDP	IDP
Mayor tables municipality budget, resolutions, plans, and proposed revisions to IDP at least 90 days before start of budget year	Mayor
Ward Committee Meetings	Ward Councillors
Municipal Round Table	CCO
April	

Public comments on IDP & Budget	BTO & IDP
Ward committee meetings	Ward Councillors
May	
IDP Representative Forum to discuss draft PMS targets	IDP & PMS
Economic Development Committee	LED
Council to consider approval of budget and plans at least 30 days before start of budget year,	Mayor
Ward committee meetings	Ward Councillors
June	
Municipal Round Table & Public Participation Forum	CCO
Ward Committee Meetings	Ward Councillors

Public Participation Framework/Strategy

The Public Participation Framework has been developed and sent to Council for adoption. The strategy was presented to both the IDP Representative Forum and the Public Participation Forum for comment. The framework outlines the roles and responsibilities of all stakeholders in public participation as well as the mechanisms for undertaking public participation. These include the guidelines for public events that must be followed as well as the processes that members of the public must follow if they wish to submit grievances or complaints.

Challenges and intervention for public participation

• Geographical –

The municipal area consists of 17 wards with many villages. Due to the mountainous terrain and the lack of infrastructure development during the homeland period, the road network is poorly conceived and as a result villages which should be directly connected are normally connected through rerouting to a main road. The Demarcation Board did not consider the terrain with the result that 1 ward has a village which is located almost 4 hours away by road as it falls on the other side of a mountain range.

• Infrastructure –

Due to the vastness of the terrain, it is difficult to find a central meeting spot in the ward which is

accessible to all by foot and has a facility large enough to accommodate all residents. The Municipality has ensured that all wards at least have one community hall.

- **Education levels –**

It is an ongoing process to educate the community about local government so that they can participate in an effective and efficient manner

- **Traditional leaders –**

The municipality has made a concerted effort to ensure that traditional leaders are included in all public participation events and in Council activities but many still see the municipality as undermining their role and will not work with them.

- **Communication -**

Due to the vastness of the area and mountainous terrain telecommunication networks are limited with the result that it is difficult to communicate with communities due to lack of telephone and email networks.

- **Financial-**

Although a budget is set aside for public participation under the IDP and budget vote, it is not enough as it is expensive to cater for the transport and food that is required for all these occasions. However, departments also have operational budget for their public participation occasions.

- **Sustainability –**

Many communities based organisations do not have a long life span due to in fighting or inactivity by members

- **Apathy –**

Members of the public do not feel the need to participate in government processes due to a variety of factors

Stakeholder Communication Strategy

The Municipality has a communication strategy which identifies and outlines which and how to communicate with stakeholders. It was adopted on the 27th March 2013. The adopted communication strategy relies on Ward Councillors, CDW's and the Executive Committee to ensure that information reaches the public. Other methods such as posters, loudhailers and the local radio station Ekepini and newspapers are used to keep the community informed. However due to financial constraints and the poor accessibility and poor network coverage of the region, some communities struggle to access information. As a result, the onus is on developing central points where billboards will be erected and information displayed on a regular basis.

The Communications Officer has been trained on website management so that the municipal website will be continually updated and remain relevant. Monthly newsletters are printed and distributed as well as quarterly newsletters. Outreaches such as the Executive Committee outreach will occur on a quarterly basis to ensure that the community are informed and can also relay complaints to the Mayor.

The municipality has increased the amount of funding that it has given to the communication section. As a result of this funding the municipality has improved its public address system and bought a public loudhailer system for vehicles. In addition, it has procured public notice boards to be located centrally in the wards and a tent.

A stakeholder register has been developed for the Public Participation Forum. This is attached as Annexure 3. The Public Participation Forum assists the municipality in its efforts to increase the effectiveness and efficiency of public participation by mobilising stakeholders.

Ward Committees

Ward committees have been formed for the 17 wards. Ward Committees are chaired by the Ward Councillors and consist of up to ten elected members. The purpose of the committees is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organizing consultation, disseminating information and encouraging participation from residents in the ward. The Ward Committees gather information from the communities during the IDP process which are forwarded to the IDP and Budget Steering Committee for consideration in the budget process. In addition, problems identified by the ward committees are forwarded to the Corporate Standing Committee for resolution by the responsible Department head. These then get elevated in this way to the Executive Committee and ultimately Council through attachments in the agenda of these meetings. Officials responsible for ward committees then feedback the Council resolutions to the Ward committees through Round Table meetings. Ward committees and Councillors are also utilised to mobilise ward members for the Executive Committee outreaches. In this way both the administration and the political arm of the Municipality are aware of issues raised by Ward committees. The Ward councillor is also assisted in gathering and resolving community issues through the newly launched war rooms in November 2016.

The Municipality underwent **ward based planning** on 9 December 2016. Wards were trained on the process and then sent back to the wards to verify information through ward meetings. The information was then submitted to DTPS. However wards have been lax in returning the information.

Ward committees have been trained. Funding has also been allocated on an annual basis to compensate ward committee members for their time but the suggested stipend amount from national treasury will not be met due to the financial constraints of the Municipality.

Wards and villages

Ward	Villages
EC142	Senqu
Ward 1	Mbobo, Bhikizana, Walaza, Ndofela
Ward 2	Storomo, Ndingishe, Makalakaleng, Gcina, Qhimira
Ward 3	Makalakaleng, Hohobeng, Ekra, Qhoboshane, Zwelitsha
Ward 4	Mkunyazo, Boomplaas, Hilside, Mfinci, Penhoek, Maqolwaneni
Ward 5	Rossouw, New England, Fort Hook, Hillside, Sidakeni
Ward 6	Mpoki, Musong, Dulciesneck, Majuba, Ndungunya, Rietfontein, Bultfontein
Ward 7	Macacuma, Thaba-Lesoba
Ward 8	Mokhesi, New Rest, Dontsi, Mogoabong
Ward 9	Ngquba, Kromspruit, Lipota, Hinana, Mapolo
Ward 10	Makhetheng, Sterkspruit, Tienbank, Matlapaneng
Ward 11	Ndibinkonzo, Entsimekweni, Skhisazana, Ezintatyameni, Bluegums, Kwa-, Meyi
Ward 12	Esilindini, Bamboespruit, Magadla, Jozanas Nek, Jozana's Hoek, Magwiji
Ward 13	Hershel, Coville, Zava, Naledi, Khiba, Nkopane, Mbonisweni, Mdlokovana
Ward 14	Khwezi Naledi, Lady Grey town, Transwilger
Ward 15	Rhodes, Rockcliff, Dangershoek Nomlengana, Mosheshsford
Ward 16	Barkly East town, Fairview, Zola
Ward 17	Sunduza, Bensonvale, Tapoleng, Masekeleng, Voyizana, Joveloni

Source: Municipal Demarcation Board 2016

Traditional leadership

The Municipality is committed to meeting with Traditional leaders to find solutions to the problem of acquiring sufficient land for development outside town boundaries. Traditional leaders are represented in Council and at all standing committees. The Municipality is experiencing some resistance from certain Traditional Leaders but in general the relationship between the Municipality and Traditional Leaders is good. Traditional Leaders have also increased their participation in

municipal planning forums such as IDP Representative & Public Participation Forums as well as Standing Committees and Council. 7 traditional leaders have been gazetted to attend Council and Standing Committee meetings which they do regularly. The Executive Committee has also made it a policy that nothing may be implemented in wards without the knowledge of Traditional Leaders.

SOCIAL COHESION

The Municipality has several social cohesion programmes. These involve door to door campaigns whereby the municipality and sector department target certain areas and run campaigns on problems being experienced in that area such as child headed households. A plan is then formulated to resolve these issues and all stakeholders state their commitment to resolving these issues.

The Municipality has also resuscitated the Mayoral Cup whereby all sports codes participate in their codes and the winners receive prizes and cups. The Youth festival was also launched in March 2013 whereby the youth are encouraged to showcase their talents in song and art. These will and have become annual events with the latest Mayoral Cup in April 2016.

The municipality participates in community policing forums in order to unite stakeholders to fight against crime. The municipality also forms part of the moral regeneration programme of the Presidency. The **Integrated Community Safety Forum** that was relaunched in June 2013 under the leadership of the Community Services Portfolio Councillor however needs to be resuscitated as it has failed to sit for a long time. The work of the new forum will be the development of an Integrated Community Safety Plan.

All of these programmes and public participation forums together assist in providing platforms whereby people can meet and discuss their differences and problems. This dialogue leads to nation building as people begin to realise that there is more that unites them than divides them. The Municipality has IGR structures such as the IDP Representative Forum whereby sector departments are engaged with in order to find solutions to service delivery issues. In addition, special meetings are arranged for departments to meet outside the IDP Rep Forum. Sector departments (national and provincial) are also engaged with through Munimec and the District IGR structures such as DIMAFO. Sector

departments are also contacted throughout the year to respond on community queries as well as participate in public participation programmes. In addition, engagement with provincial and national departments is facilitated through the Joe Gqabi District IGR structures such as the various committees like governance and administration which are attended by the municipality and the IDP Rep Forum.

The Municipality also participates in all SALGA structures where it can meet and discuss issues with other municipalities. These structures **facilitate inter municipal planning**. The Municipality is not currently engaged in any project which requires that it forges close linkages with other Municipalities. This has however happened in the past whereby the Municipality has assisted the now defunct Gariep municipality financially. In addition, the District DIMAFO structure provides a space for all Mayors and Municipal Managers to meet and discuss on issues which affect the District as a whole. Other relevant District forums are also attended by the Municipality such as the District Support Team, and Communicators Forum. There is no formal inter-municipal planning except for water, sanitation and road infrastructure which is discussed through the Water Forum and District Roads Forum.

OTHER PUBLIC PARTICIPATION FORUMS AND PLAYERS

IDP Representative & Public Participation Forum

This forum meets at least four times a year to discuss progress achieved on implementation as well as to give direction around the needs and requirements of the future as contained in IDP. The forum is chaired by the Mayor and is constituted by various government departments, interested parties, organised groups, CBO's, Ward committees and NGO's. Sector department participation is poor though.

CDW's

CDW's are another resource which the municipality utilises in order to improve public participation. However, the implementation of this programme remains problematic due to power struggles between ward committees and CDW's. The problem is exacerbated by the fact that CDW's report to and are paid by the Province which means that in essence the municipality has no administrative control over the actions of these individuals. The Municipality has attempted to alleviate the problem by having a quarterly **Round Table** meeting where issues pertaining to ward issues are discussed. It is chaired by the Speaker and consists of Ward Councillors, Traditional Leaders, LG & TA and CDW's.

Economic Development Forum

This forum meets on a quarterly basis and consists of all stakeholders involved in LED. They meet to discuss issues and challenges relating to the implementation of LED. It is chaired by a Portfolio Councillor. In addition, it will monitor the implementation of the LED strategy.

Communicator's Forum

This forum meets quarterly to discuss issues pertaining to communicators in the region. It consists of local municipal communicators, GCIS and media representatives.

COMPLAINTS & FRAUD MANAGEMENT

The Municipality has a Community Care Officer who mans the Presidential Hotline as well as regular liaising with Ward Councillors and Ward Committees to ensure that they are kept abreast of any developments and complaints originating in their wards. The Officer contacts the necessary department with the complaint and then monitors it to ensure that it is resolved.

The section is in the process of installing a complaints hotline which will be run by interns. In addition, the system will run annual customer satisfaction surveys as well as development a customer charter which outlines the level of service which customers can expect from the municipality. The complaint management system is electronic and a SEBATA system known as Issue Management. The Customer Care Officer enters the complaint into the system and assigns it to the responsible official to deal with. If the Official fails to deal with the complaint, the system after a set amount of time refers it to their superior until it eventually lands up with the Municipal Manager. The system is in the process of being implemented. Complaints boxes are also placed in all community halls and at Municipal Offices.

The municipality has an adopted customer care charter and policy which outlines how complaints should be dealt with. This is contained in Annexure 4.

The Municipality adopted its **fraud prevention plan** in December 2008. The plan outlines what is fraud, a code of conduct for employees and Councillors, procedures for reporting fraud and lastly protection of the whistle-blowers. The plan also outlines the policies and procedures that the municipality must implement in order to prevent fraud like supply chain management. The Internal and External Audit as well as the Audit committee are mandated to expose any evidence of fraud.

Most of the recommendations of the plan have been implemented and all employees are inducted about the Code of Conduct. The fact that Senqu has managed to receive an unqualified audit for 3 years indicates that the fraud prevention plan is effective. A few fraud cases have been dealt with in the past but they have been handed over to the SAPS and are now in the legal system.

AUDIT & OTHER COMMITTEES

Section 80 Committees

The only section 80 committee in Senqu is the Executive Committee, which sits monthly comprising of the Mayor, Chief Whip and Portfolio Councillors. This is because Senqu has an Executive Committee system. The Executive Committee has 5 sub committees each headed by a Portfolio Councillor. These are Technical services, finance, DTPS, community services and corporate services.

Section 79 Committees

- **MPAC Committee**

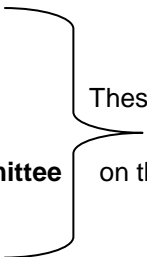
The MPAC Committee was set up to improve the oversight role of Council. It meets to discuss all issues related to oversight as well as develop the oversight report for Council on an annual basis. The Committee is headed by Cllr M. Mshasha and 6 Councillors. The committee now meets on a monthly basis until it is fully operational and will then meet quarterly

- **Mandate Committee**

- **Remuneration Committee**

- **Strategic and Governance Committee**

- **Ethics Committee**



These committees were approved by Council
on the 27th March 2013

OTHER COMMITTEES

Performance Audit Committee

This Committee meets to evaluate the performance of the municipality and \$ 56 employees on a quarterly basis. It consists of the members of the Audit committee.

AUDIT COMMITTEE AND AUDIT ACTION PLAN

The Municipality does have a functional and effective audit committee. The Audit committee is an oversight committee of the council. The committee fulfils its mandate through the use of the internal audit unit.

As one of its responsibilities, the audit committee oversees the internal audit unit and ensure that it approves an annual and / or three-year internal audit plan to guide the operations of the internal audit unit.

The audit committee submits its quarterly meeting dates to the council for approval and ensures that these meetings do take place.

The chairperson of the audit committee reports on the performance of the internal audit unit and the audit committee at the ordinary council after every quarterly audit committee meeting in accordance with the audit committee charter.

The chairperson of the audit committee also prepares an audit committee report on the Auditor General's Audit Report for submission to the MPAC and for inclusion to the Annual Report.

The Committee meets to discuss the annual plan/charter of the internal audit unit. A charter was developed. The quarterly performance reports from the departments are also discussed in this committee. The audit committee has an audit committee charter (ACC) which was approved by the council which guides its operations and this charter is reviewed every year.

The following are the audit opinion for Senqu Municipality for the past few years from 2011/12 financial year to date.

2011/12	2012/13	2013/14	2014/15	2015/16
Unqualified	Unqualified	Clean	Clean	Clean

The AG's recommendations on both the audit report and management report are populated in the audit action plan where corrective actions, start implementation date and final implementation date as well as the responsible department or section is indicated. The audit action plan is then used by the responsible individuals in order to ensure that corrective actions are being implemented immediately. The manager of the responsible department then monitors the implementation of the audit action plan every month. At the end of every quarter, the coordinating manager obtains the quarterly progress made on the implementation of corrective actions and submit the status to the Accounting Officer as a monitoring tool. The internal audit unit also requests this quarterly progress on the implementation of the corrective actions from the manager in the Municipal Manager's office, conduct their reviews in order to validate the credibility of the progress which is being reported to the Accounting Officer and issue an audit report to the management and presents the report to the audit committee in line with the approved annual internal audit plan for oversight.

The internal audit unit comprises of the following individuals:

The Chief Audit Executive (CAE);

1 x Internal Audit Supervisor;

1 x Senior Internal Auditor; and

2 x Internal Audit Interns

The internal audit unit has an internal audit charter which is reviewed every year and approved by the audit committee as well as the risk based annual operational internal audit plan which is approved by the audit committee.

The Chief Audit Executive reports at every quarterly audit committee meetings on the implementation of the annual operational internal audit plan, reviews the plan as and when necessary and resubmit it to the audit committee for approval.

The Municipality continues to implement the OPCAR (operation clear audit report) reporting template that monitors corrective matters undertaken to the prior year audit as well as PAF (preparation audit file) which sets in place the framework for all information to be collected for the 2016/17 financial year's audit. The municipality prepares an electronic audit file under the direction of the Chief Finance Officer. The order of documentation is placed in the order of financial statements as indicated in GRAP and hyperlinked to relevant line item of the financial statements. Furthermore, the Audit Action team consisting of key role-players in the audit is to continue its work to coordinate, resolve problems and share resources to continue with the improved audit results

There are some recurring financial issues raised by AG report. Recurring issues are mainly relating to non-compliance with waste management regulations as well as performance information. The audit action plan reflected in the table below is therefore based on the matters of emphasis as well as the areas of non-compliance identified in the Consolidated Audit

Table 52: Audit Action Plan

AUDIT FINDING	PROGRESS
During the performance of the understanding of the entity level controls it was noted that performance appraisals are not conducted for employees lower than middle management	The capacity of the unit to undertake these appraisals is being addressed
During the audit of predetermined objectives (measurability of targets) it was noted that some targets were not specific and measurable	Issue being dealt with in the new SDBIP
During the audit it was noted that the municipality does not maintain a register or record of quotations received as required by SCM regulations.	Register being kept
The municipality does not have the landfill site permits for the Barkly East, Rossouw and Rhodes landfill sites.	EIA's are being conducted to construct new sites
The municipal council did not adopt or amend the by-laws to give effect to the implementation and enforcement of its tariff policy after it was adopted by the special council on 29/05/2015 as the approved by-laws.	Bylaws being amended

The audit action plan has been developed and monitored on a quarterly basis by the Audit Committee to ensure that the departments concerned have corrected or put measures in place to ensure that these issues will not reoccur.

IT Steering Committee

This Committee consists of officials from every department and discusses issues relating to IT. This

includes the purchasing of software and hardware as well as problems being experienced with the expansion or current usage of the IT system. It meets quarterly.

Budget & IDP Steering Committee

This committee meets according to the annual IDP and budget process plan. It consists of top management officials from each department, Municipal Manager, Mayor and the Finance Portfolio Councillor. It is headed by the Finance Portfolio Councillor and discusses issues relating to the budget and IDP.

Top Management Meeting

This meeting is chaired by the Municipal Manager which meets monthly and discusses issues pertinent to the administration.

SUPPLY CHAIN COMMITTEES

Senqu has two committees viz the Specification/Evaluation Committee which ensures that the specifications are correct and in line with scm legislation and approves them for tender advertisements. The Committee also evaluates bids once tenders have closed and forwards their recommendations to the Bid Committee. The Bid Committee makes the final decision on all tenders except for tenders above R 10 million.

HR Committees

HR has several committees.

- **Local Labour Forum** which consists of selected management, Finance and Corporate Services Portfolio Councillors and the labour Unions to discuss labour issues
 - **Training Committee** to discuss the implementation and development of the WSP
 - **Employment Equity Committee** to discuss recruitment and selection based on EE principles
 - **Placement committee** which meet on an adhoc basis to discuss issues relating to the organisational structure
- **Occupational Health and Safety Committee** which discusses issues relating to the health and safety of officials and the buildings.

SPECIAL GROUPS

The Municipality has an SPU Officer and eventually the unit should receive additional staff. Portfolio Councillors for each area have been allocated from the Executive Committee

HIV and AIDS

An Officer is responsible for HIV and Aids co-ordination in the municipality. An **HIV and Aids Council** co-ordinates HIV and Aids activities in the region. The Council has developed an HIV & Aids mainstreaming policy which has been adopted by Council 27 March 2013. HIV and AIDS ward Committees headed by Ward councillors have been launched in every ward. Council has also adopted a HIV and AIDS strategy for the municipality.

Youth Council

The Youth Forum has just been reformed and a youth strategy and plan developed for the coming years. A ward youth committee has been launched for every ward. The municipality is increasing its funding to provide for youth projects and ensure that more youth are assisted to find employment through the youth database. The municipality is committed to channelling all job advertisements and bursaries funded by various departments through to Ward Councillors for distribution to the youth. An annual Youth festival is held

Elderly Forum

The municipality has developed a Forum which will implements an annual plan.

Women Forum

A women empowerment forum exists led by a Portfolio Councillor from the Executive Committee. A plan is done on an annual basis. The idea behind the forum is to ensure that women are empowered to take advantage of economic opportunities in the region. A ward based women committee has been launched for every ward.

Persons with Disabilities

Persons with a disability have their own forum, known as the **Disabled Forum** which like the others develops and implements an annual plan. A database has been developed to indicate disability types so that sector departments may utilise it to increase the level of employment amongst people with disabilities.

Mainstreaming and access to economic opportunity

The municipality's sector plans all acknowledge the fact that the Senqu population is youthful with a high degree of unemployment. In recognition of this the municipality's infrastructural projects sets youth targets in respect of youth, women and disabled. The municipality also tries where possible to implement job intensive projects. It is experiencing difficulty in promoting people with disabilities as the database of disabilities is not updated. In addition, most projects in the municipality tend to involve physical labour which excludes most type of disabilities. The poor educational facilities in the area for the disabled also precluded people from many types of work as they do not have the necessary work skills to engage in any decent work opportunities. Council adopted a mainstreaming strategy on the 27 March 2013.

CHAPTER SIX: WARD PRIORITIES AND PROJECTS

WARD PRIORITIES

Ward	Programme	Project	2018	2019	2020	2021	2022
1	Access road and culverts	From Roma to Magubudela and Thozama to Mangwaneni (Maintenance)	X				
	Sport fields	Mbobbo (construction),			X		
	Sport fields	Ndofela, Walaza, Bikizana (Blading and furrow)		X			X
	Community Halls	Ndofela (Renovations)				X	
2	Access roads	Palmietfontein to Storomo School, Qhoboshane and kwa-Gcina, Qhimira (Maintenance)	X				
	Sport fields	Qhoboshane, Palmietfontein and Qhimira (Blading and furrow)	X				
3	Access roads	Mfinci, Qhoboshane, Makalalakeng (Maintenance)	X		X		
		Ekra (Construction)					
	Sport fields	All villages	X				
4	Access roads	Mabele Makhumsha, Bebeza, Penhoek and Mkunyazo (Construction),		X	X		
	Footbridges	Mabele, Makumsha (Construction)		X	X		
	Community Halls	Mkunyazo (Construction)			X		
		Makumsha (Renovations-including Councillor Office)		X			
	Sport fields	Mabele, Makhumsha, Bebeza, Boomplaas, Penhoek, Mkunyazo (blading)	X				
5	Access roads	Construction & Footbridge – Clinic village to Sakhakude,		X			
		Hillside to Vreistat	X			X	

Ward	Programme	Project	2018	2019	2020	2021	2022
		Maintanance – Maqolwaneni, Phelandaba, Zingengele, Ntabamhlophe, Mission, Rossouw					
	Job creation						
	Sport fields	Hillside, Mission, Phelandaba, Rossouw, (blading and furrow)	X				
	Pre-schools	Phelandaba, Clinic Village					X
	Community Halls	Renovations & Councillors Office at Ntabamhlophe & Hillside				X	
	Fencing of cemeteries and access to cemeteries	Zingengele, Mission, Phelandaba, Clinic Village, Ntabamhlophe, Rossouw, Maqolwaneni, Hillside			X		
6	Access roads	Construction - Majuba, Rietfontein, Bultfontein, DulciesNek and	X				
		Maintenance of unfinished roads and foot bridges in Musong, Mpoki and Ndungunya			X		
	Community Halls	Renovation incl Councillor office Majuba hall				X	
	Pre-schools	Musong and Ndungunya/Letswisa					X
	Sport fields	Mpoki, Musong, Majuba, DulciesNek, Ndunguya, Rietfontein, Bultfontein (blading and furrow)	X				
7	Access roads and Colberts	Maintenance: From Hola to Doqaba; Mguli to Doqaba	X				
		Thaba Lesoba – Marallaneng –Trusting.	X				
	Sport fields	Bamboespruit, Thaba Lesoba, Macacuma (blading and furrow)	X				
8	Access roads	New Rest – Construction (paving),	X				
		Mokhesi & New Rest maintenance	X				

Ward	Programme	Project	2018	2019	2020	2021	2022
	Four corner culverts	New Rest to Lepota					X
	High mast lights	Mokhesi, New Rest			X		
	Pre-schools	Tapoleng					X
	Sport fields	Construction in Mokhesi and maintenance of Patrick Shibane Stadium.	X				X
9	Access roads	Kromspruit, Lepota, Ngquba, Mlamli – Maintenance	X				
	Footbridges	Lepota to Mokhesi and Tapoleng to Lepota.			X		
	Pre-schools	Zwelitsha.				X	
	Fencing of cemeteries and access roads	All villages.					X

10	Access roads	Tienbank, Ehlatini, Matlapaneng, Esilindini, Makhetheng; Tienbank roads: Mlamlali – Corner house and Dr Nkwali to Jordan.	X				
	Footbridges	Between Esilindini and Frans		X			
	Hawker stalls	Sterkspruit CBD (Phase 2)		X			
	Fencing of cemeteries and access to cemeteries	Extension, Matlapaneng, Ou Plaas top, Ekuzoleni, Tienbank.				X	
	Playgrounds	Makhetheng, Esilindini, Tienbank, Matlapaneng. (blading and furrow)	X				
	Pre-schools	Matlapaneng					X
	Community Hall	Upgrading of Bhunga hall to a City Hall		X			
	Speed humps	Esilindini/Mqhudini to esilarheni; Zwelitsha/Mfundweni Street; Extension.			X		
11	Access roads	Dibinkonzo Village: Smith to Sinobomi Project Kwelezinja to Ethala, Emjikelweni to Ethaleni and Emgqibeleni to Ezintatyaneni (All maintenance)	X X X				

	Community Halls	Renovation incl councillor offices Blue Gums		X			
	Sport fields	Construction of Blue Gums Sports Field				X	
12	Access roads	Roads- Jozana's Hoek, Hlomendlini, Esilindini, Magwiji, Jozana's Nek, Magadla (Maintenance) Foot bridges- Magwiji to Jozana's Hoek Jozana's Hoek to Mzomhle Munywini/Nodwengu	X			X	X
	High mast lights	Esilindini		X			
	Sport fields	Magwiji, Jozana's Hoek, Esilindini, Jozana's Nek, Hlomendlini (blading and furrow)	X				
	Fencing of cemeteries.	All villages					X
	Access to Cemeteries	All villages	X				
13	Access roads	Khiba, Coville, Mbonisweni, Herschel, Naledi, Zava, Thabakoloi, Nkopane, Mdlokovane (Maintenance)	X				

	Four corner colbert	Mbonisweni		X			
	High mast lights	Herschel (RDP houses) consider the smaller version (30m) pending the topography and reach			X		
	Sport fields	All villages (blading and furrow)	X				
	Fencing of cemeteries.	Naledi, Herschel, Zava, Thabakoloi, Nkopane					X
	Access to cemeteries	Naledi, Herschel, Zava, Thabakoloi, Nkopane, Khiba	X				
	Pre-school	Naledi				X	
	Community Halls	Renovation of Zava and Molweni Bantwana including Councillors offices					X
	Speed humps / Traffic calming	Ntongambini next to Herschel	X				
14	Slabs and lentiles	Khwezi-Naledi at Hillbrow, Steve Tshwete with dish drains		X			
	Paving of streets	Steve Tshwete Transwilger (One Street)	X	X			

		Khwezi-Naledi (One Street)		X			
	Speed humps	Steve Tshwete main road, town next to the hospital, Transwilger main road, Khwezi-Naledi hall	X				
	Renovation of stadium	Steve Tshwete					X
	Construction of new bridge	Next to Withuis				X	
	Pre-School	Extension of Zanoxolo Creche					X
	Land	For building middle-income houses and churches-Surveying of sites					
15	Paving of streets	Nkululeko, two streets			X		
	Access roads	Dangers' Hoek, Nomlengana, Sjorha, Rockcliff (Maintenance)	X				
	Formalising of informal settlement	Nkululeko township - Survey the required sites					
	Sport fields	Artificial pitch in Nkululeko Sport Ground -second phase. Dangers' Hoek, Nomlengana, Sjorha, Rockcliff (blading and furrow)	X				X
16	Land for purchase for business and residential sites	Boyce Nondala Location, Lulama Location					

	Revitalisation of Barkly East	Barkly East Town					
	Street paving	Boyce Nondala Location	X		X		
	Local economic development	Enterprise development for SMMEs Hawker stalls in Barkly East Town				X	
	Cemeteries (identification of land and establishment of cemeteries)	Boyce Nondala and Lulama Locations	X				
	Job creation	Barkly East, Boyce Nondala and Lulama Locations					
	Commonage	Boyce Nondala and Lulama Locations. Land and fencing of pastures. (Overall land availability is a key strategic issue in this ward) Securing of land Fencing	X		X		
	Pre-school	Boyce Nondala Location				X	
	Pedestrian crossing bridge	Crossing from Boyce Nondala to Lulama Locations	X				
	Community Hall	Renovation of Fairview		X			

17	Access roads and foot bridges	Access Roads- Bensonvale, Hinana, Tapoleng, Masekeleng, Sunduza, Joveleni (Maintenance) Foot bridges- Bensonvale to Masekeleng and Joveleni to Sunduza	X	X			
	Water storm drainage	Bensonvale, Joveleni	X				
	Fencing of cemeteries.	Joveleni, Hinana, Voyizana					X
	Access to cemeteries	Joveleni, Hinana, Voyizana	X				
	Fencing of arable land	Bensonvale, Hinana, Tapoleng		X			
	Job creation and youth development	All villages	X				
	Sports field	Construction of sports field at Showground, Tapoleng All villages (blading and furrow)	X			X	

SUMMARY OF WARD BASED PLANS

To be completed once the information has been submitted by Ward Councillors.

CHAPTER SEVEN: VISION & OBJECTIVES

VISION

"A unified, people-centred, developmental and vibrant municipality"

MISSION

In pursuit to achieve its vision, Senqu Municipality will :

- Promote a culture of good governance,
- Promote a culture of performance excellence,
- Develop and maintain appropriate and economically run infrastructure,
- Develop and retain human capital,
- Implement a zero-tolerance campaign against corruption,
- Promote a conducive environment to stimulate economic development,
- Implement appropriate financial management systems to ensure the continued growth and viability of the Municipality,
- Ensure regular and scheduled public interaction with communities to enhance accountability and people-centred planning,
- Provide basic service delivery needs to communities in an equitable manner,
- Encourage the maintenance of a safe and healthy environment,

VALUES

To achieve its mission, Senqu Municipality embraces the following values:

- People first (Batho pele)
- Integrity and honesty
- Transparency and fairness
- Accountability
- Excellence
- Humility
- Respect and tolerance for cultural diversity
- Discipline

VISION 2030

Senqu Municipality wants to improve the financial viability of the Municipality by increasing the revenue through the following:

- 1) Activating the rural economy by:

- Improving the condition of the Municipal road infrastructure through additional equipment and staff and signage of areas
- Engaging in partnerships with sector departments to improve road infrastructure
- Packaging tourism products per region and assisting tourism organisation to promote and market the area
- Ensuring that tourism owners are graded and maintain certain standards
- Increasing the reach of the Municipality in rural electrification
- Promoting the usage of alternate energy sources and investment by Independent power suppliers
- Engaging in partnerships with the relevant sector departments to fence off demarcated agricultural areas and decrease stock numbers for communal areas to recover grass
- Mentor projects on how to produce and market goods together with necessary business skills
- Encourage the procurement of goods and services from locally based businesses
- Engage and partner the private sector to create upstream and downstream agricultural industries like the Agri-parks
- Identifying available land for agricultural and residential purposes in partnership with traditional Leaders
- Formalising all rural villages so that those who can pay for services will

2) Develop and maintain urban areas to attract investors and residents by:

- Beautifying CBD areas through the planting of trees and flowers
- Creating jobs in waste industries through recycling
- Maintaining law and order through the enforcement of bylaws
- Regular maintenance of Municipal Buildings
- Creating partnerships with DPW to maintain their buildings in good order
- Fining residents for unsightly and uncared private residences and erfes
- Cutting grass along sidewalks and in cemeteries and parks on a regular basis
- Patch potholes and keep gravelled streets in good conditions
- Pave all new and existing urban roads
- Maintaining and developing new storm water drainage
- Engaging residents to develop underutilised and unserviced grounds
- Impounding stray animals

- Maintaining strict stock numbers on the commonage and rotating stock to maintain the veld condition of the commonage
- Improving and maintaining electrical infrastructure
- Forming partnerships with Sentech to improve and maintain the existing telecommunications network
- Improve and maintain telecommunications
- Involve residents in the maintenance and beautification of their environment
- Providing land for development purposes in conjunction with traditional leadership
- Formalising townships around existing urban areas and providing security of tenure
- Increasing the level and frequency of refuse collection
- Enforcing adherence to environmental legislation
- Building and maintaining parks and municipal sports facilities

3) Improve the functioning and transparency of the Municipality by:

- Implementing a performance management system that assesses all staff on an annual basis based on organisational and departmental targets
- Ensuring that community complaints are dealt with in a systemic manner
- Ensuring that an effective public participation system is developed and implemented
- Ensuring that all records and information are effectively filed and maintained
- Training officials in customer relations and how to deal with complaints
- Training officials to be able to communicate effectively in all 3 languages spoken in the area
- Utilising interactive social media platforms to keep residents updated on municipal plans and progress
- Ensuring that all bills are correct to encourage payment for services

4) Stimulating the local economy by:

- Engaging traditional authorities to participate in all development opportunities
- Engaging private business on development opportunities and what the municipality can do to assist
- Engaging with sector departments to increase FET and other tertiary institutions in the area

- Engaging with sector departments to improve the general level of education and health services offered in the area

MUNICIPAL PRIORITIES

The following municipal priorities were identified through the Mayoral outreach and IDP Representative & Public Participation Forum.

- 1 Roads
- 2 Basic service delivery
- 3 LED
- 4 Sport
- 5 Vision 2030

KEY PERFORMANCE AREAS

For the municipality to effectively deal with underdevelopment and poverty, the following Key Performance Areas were identified for measurable performance within a defined framework.

1. Good governance & public participation
2. Municipal transformation and institutional development
3. Municipal financial management and viability
4. Local economic development
5. Basic Service delivery and infrastructure

These 5 key performance areas are derived from the 5 year local government strategic agenda.

ALIGNMENT WITH DISTRICT, PROVINCIAL AND NATIONAL PRIORITIES

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
<p>2. Strengthen skills and human resource base.</p> <p>8. Pursuing African advancement and enhanced international cooperation.</p> <p>10. Building a developmental state including improvement of public services and strengthening democratic institutions.</p>		<p>Strategic Priority 2: Massive programme to build social and economic infrastructure.</p> <p>Strategic Priority 4: Strengthen education skills and human resources base.</p> <p>Strategic Priority 8: Building cohesive, caring and sustainable communities</p>	Municipal Transformation and Institutional Development	<p>Outcome 1: Quality basic education.</p> <p>Outcome 5: Skilled and capable workforce to support an inclusive growth path.</p> <p>Outcome 3: All people in SA are and feel safe.</p> <p>Outcome 9: Responsive, accountable, effective and efficient Local Government System.</p> <p>Outcome 12: An efficient, effective and development oriented public service and an empowered fair and inclusive citizenship.</p>
<p>5. Intensify the fight against crime and corruption;</p>		<p>Strategic Priority 6: Intensifying the fight against crime & corruption;</p>	Municipal Financial Viability and Management	<p>Outcome 9; Responsive, accountable, effective and efficient Local Government System</p>
<p>5. Intensifying the fight against crime and corruption.</p> <p>7. Build cohesive, caring and sustainable communities.</p> <p>8. Pursuing African advancement and enhanced international cooperation.</p> <p>10, Building a developmental state including improvement of public services and strengthening democratic institutions</p>	<p>Job driver 4: investing in social, capital and public services</p>	<p>Strategic Priority 6: Intensify the fight against crime and corruption.</p> <p>Strategic priority 8: Building cohesive and sustainable communities.</p>	Good Governance and Public Participation	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Outcome 9; Responsive, accountable, effective and efficient Local Government System.</p> <p>Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</p> <p>Outcome 11: Create a better South Africa, better Africa and a better world.</p>

Medium Term Strategic Framework	New Growth Path	Provincial Strategic Priorities	Senqu LM & Local Gov. KPA	Outcome
<p>1. Speeding up economic growth & transforming economy to create decent work and sustainable livelihoods;</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform & food security.</p>	<p>Jobs driver 2: main economic sectors</p> <p>Jobs driver 3: Seizing the potential of new economies</p>	<p>Strategic Priority 1: Speeding up growth & transforming the economy to create decent work & sustainable livelihoods;</p> <p>Strategic Priority 3: Rural development, land & agrarian reform and food security;</p> <p>Strategic Priority 2: Massive programme to build social & economic infrastructure.</p> <p>Strategic Priority 8: Building cohesive & sustainable communities.</p>	<p>Local Economic Development</p>	<p>Outcome 4: Decent employment through inclusive economic growth.</p> <p>Outcome 6: An efficient competitive and responsive economic infrastructure network.</p> <p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.</p> <p>Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>
<p>3. Improve health profile of the nation.</p> <p>4. Comprehensive rural development strategy linked to land and agrarian reform & food security.</p> <p>6. Massive programme to build economic & social infrastructure;</p> <p>9. Sustainable resource management and use.</p>	<p>Job driver 1 infrastructure</p> <p>Jobs driver 5: spatial development</p>	<p>Strategic Priority 5: Improve the health profile of the province.</p> <p>Strategic Priority 3: Rural development, land and agrarian transformation, and food security.</p> <p>Strategic Priority 2: Massive programme to build social and economic and infrastructure.</p>	<p>Basic Service Delivery and Infrastructure Development.</p>	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network.</p> <p>A long and healthy life for all South Africans.</p> <p>Outcome 8: Sustainable human settlements and improve quality of household life.</p> <p>Outcome 10: Protect and enhance our environmental assets and natural resources.</p>

It should be noted that no Municipal Turnaround Strategy is incorporated into the IDP as the municipality has completed the objectives noted in the strategy.

MUNICIPAL STRATEGIC DEVELOPMENT OBJECTIVES

The detailed inputs, indicators and outputs are contained in the SDBIP and score cards.

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 1: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT								
TRAFFIC & LAW ENFORCEMENT - BSD01	To increase revenue by constructing and operating a licensing centre in Sterkspruit from 1 July 2020	Construction of a licencing centre in Sterkspruit by 30 June 2020		Construction of Sterkspruit licencing centre	Operating a licensing centre in Sterkspruit	Operating a licensing centre in Sterkspruit	Operating a licensing centre in Sterkspruit	Community Services
	To contribute to revenue by annually operating a licensing centre in Barkly East.	To issue ...learners licence and undertake ...drivers tests In Sterkspruit and to issue ...learners licence and undertake ...drivers tests In Barkly East						
	To improve the efficiency of the traffic section to police non law abiding	To increase staff to 8 and purchase 3 vehicles and 3 speed measuring devices by 2019	2 vehicles and 2 speed measuring devices	1 vehicle and 1 speed trap	Issuing of fines	Issuing of fines	Issuing of fines	

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	motorists by increasing staff and equipment by 2019	To issue ...fines and update the fines register annually in all urban areas						
		To test ... vehicles for roadworthy in Barkly East on an annual basis						
	To ensure that municipal bylaws are enforced through trained Peace Officers by 1 July 2018.	Training of 4 Peace Officers by 2018 to enforce bylaws and report on it quarterly	4 Peace Officers trained	Quarterly reports on enforcement of bylaws in all urban areas	Quarterly reports on enforcement of bylaws in all urban areas	Quarterly reports on enforcement of bylaws in all urban areas	Quarterly reports on enforcement of bylaws in all urban areas	
ROADS BRIDGES AND TRANSPORT INFRASTRUCTURE- BSD02	To ensure the maintenance of existing access roads on a regular basis	1 adopted annual access road maintenance plan as identified by Ward Councillors and according to resources by 31 August	Quarterly reports on access road maintenance	Quarterly reports on access road maintenance	Quarterly reports on access road maintenance	Quarterly reports on access road maintenance	Quarterly reports on access road maintenance	Technical Services
		1 road team per urban area through the purchase and replacement of equipment and engagement of staff	Annual purchase and engagement of staff	Annual purchase and engagement of staff	Annual purchase and engagement of staff	Annual purchase and engagement of staff	Annual purchase and engagement of staff	

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		to increase the capacity of the unit						
INDOOR RECREATIONAL COMMUNITY FACILITIES - BSD03	To ensure that all communities have access to a central hall which is well maintained.	All current halls to be renovated and extended with ceilings and purchase of tables and chairs, Cllr offices and electrified by 2022 as identified through an adopted hall renovation plan	1 adopted hall renovation plan by August 2017 and the renovation of 3 halls.	3 halls renovated	3 halls renovated	3 halls renovated	3 halls renovated	Community Services
		Building of new MPC in Barkly East & upgrade of Sterkspruit MPC by 2020	*	Upgrade of Sterkspruit MPC	Barkly East MPC	*	*	
		Construction of 9 centrally located halls within walking distance of communities by 2022	Rietfontein, Bamboe, Mkunyawo	Mlamli, Mdlokovana	Bensonvale, Qhimirha	Extension of Bhunga Hall	Lady Grey	
CEMETRIES AND PAUPER BURIAL- BSD04	To construct and maintain cemeteries and registers as per the annual maintenance	1 annually adopted cemetery maintenance plan by 31 August for municipal established cemeteries in Senqu	Quarterly reports on cemetery maintenance	Quarterly reports on cemetery maintenance	Quarterly reports on cemetery maintenance	Quarterly reports on cemetery maintenance	Quarterly reports on cemetery maintenance	Community Services

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	plan and municipal cemeteries plan by 2022	To train staff and implement the cemetery register as part of Sebata software by 1 July 2018	1 implemented electronic cemetery register system	Annual report on cemetery register upgrading by 31May	Annual report on cemetery register upgrading by 31May	Annual report on cemetery register upgrading by 31May	Annual report on cemetery register upgrading by 31May	
		To build 25 new cemeteries as per the Municipal cemeteries plan by 2022	Rietfontein, Sterkspruit, Herschel, Barkly East, Esilindini	Entsimekweni, Kroomspruit, Skisazana, Musong, Dangers Hoek	Witterbergen, Hinana, Rockliff, Mlamli, Gcina	Ndofela, Majuba, Upper Telle, Nkopane, KwaMeyi	Penhoek, Ndungunya, Ekra, Nomlengana, Blikana	
		2 pauper burials conducted annually as per request	Annual report on pauper burials by 31 May	Annual report on pauper burials by 31 May	Annual report on pauper burials by 31 May	Annual report on pauper burials by 31 May	Annual report on pauper burials by 31 May	
SPORTS BSD05	To maintain all existing Municipal sportsfields in Senqu by 2022	1 annually adopted municipal sportsfield maintenance plan by 31 August	Quarterly reports on sportsfield maintenance	Quarterly reports on sportsfield maintenance	Quarterly reports on sportsfield maintenance	Quarterly reports on sportsfield maintenance	Quarterly reports on sportsfield maintenance	Community Services
	To ensure the construction and maintenance of 1 central sportsfield for each sporting region of Senqu by 2022	To upgrade 2 existing sportsfields and develop 3 central sportsfields by 2022	*	Upgrade of Patrick Shibane and Rhodes	Bluegums	Hillside	Bebeza	

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To ensure that one utilised sportsfield in a village as per a municipal sports audit is bladed and drainage furrows opened by 2022	Municipal sports audit on utilised sportsfields identification of 21 villages sportsfields to blade and open drainage furrows by 2022	To blade and open drainage furrows of 3 identified villages annually as per the Municipal sports audit	To blade and open drainage furrows of 3 identified villages annually as per the Municipal sports audit	To blade and open drainage furrows of 4 identified villages annually as per the Municipal sports audit	To blade and open drainage furrows of 5 identified villages annually as per the Municipal sports audit	To blade and open drainage furrows of 6 identified villages annually as per the Municipal sports audit	
LIBRARIES - BSD06	To provide library services to all residents	All urban areas to have well maintained libraries with staff	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Quarterly reports on individual libraries regarding usage	Community Services
PARKS AND PUBLIC OPEN SPACES - BSD07	To develop and maintain parks and caravan parks through an annual maintenance plan in Barkly East, Rhodes and Sterkspruit by 2021	4 developed parks, 1 renovated caravan park, 1 renovated park, 5 maintained parks by 2022	Barkly East caravan park to be established as urban park. Fencing and renovation of Rhodes caravan park. Annual maintenance plan by 31 August	Renovation of Nkululeko park & annual maintenance plan	Establishment of Rhodes Park & annual maintenance plan	Establishment of Sterkspruit Park & annual maintenance plan	Establishment of Rossouw Park & annual maintenance plan	Community Services
LICENSING AND CONTROL OF ANIMAL - BSD08	To maintain and control the commonages as per the commonage	No municipal commonage to exceed its annual animal carrying capacity as per the	Annual stock counting and removal of non paying and excess stock by 31 May	Annual stock counting and removal of non paying and excess stock by 31 May	Annual stock counting and removal of non paying and excess stock by 31 May	Annual stock counting and removal of non paying and excess stock by 31 May	Annual stock counting and removal of non paying and excess stock by 31 May	Community Services

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	management plan	adopted commonage management plan						
		Fenced camps and constructed water points as per the commonage management plan annual implementation plan	1 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	2 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	3 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	4 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	5 Annual Commonage management plan implementation plan adopted by 31 August. Quarterly implementation reports	
	To maintain and effectively operate the pounds as per legislation	1 well functioning compliant central municipal pound in Lady Grey	Quarterly Lady Grey pound reports	Quarterly Lady Grey pound reports	Quarterly Lady Grey pound reports	Quarterly Lady Grey pound reports	Quarterly Lady Grey pound reports	
		3 animal upgraded collection points in Barkly East, Rhodes and Sterkspruit	Upgrading of Barkly East	Upgrading of Rhodes	Upgrading of Sterkspruit			
WASTE MANAGEMENT BSD 09	To improve the quality of life for residents by increasing the % of households receiving basic refuse collection	Refuse collection from all h/holds in Barkly East, Lady Grey, Rhodes, Sterkspruit (Ext1 & Zwelitsha), Hershel & Rossouw by 2022 through an increase in staff and vehicles	Purchase of 3 compactor trucks	Purchase of 1 skip removal truck				Community Services

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		All h/holds provided with a waste receptacle in Barkly East, Rhodes, Sterkspruit (Ext1 & Zwelitsha), Hershel, Lady Grey & Rossouw by 2021	Barkly East 6000 bins	Rhodes & Sterkspruit	Hershel & Rossouw	Lady Grey		
		Conducted municipal audit on h/holds receiving refuse collection in order to determine indigents qualifying for FBS by 2018	Municipal audit conducted by 30 June 2018	Updated municipal audit by 15 December	Updated municipal audit by 15 December	Updated municipal audit by 15 December	Updated municipal audit by 15 December	
	To effectively manage and reduce waste in the Municipality by constructing waste sites in all urban areas, installing weighbridges, conducting education campaigns, increasing illegal dumping	Quarterly waste education and awareness campaigns in a community. (4 per year)	4 waste education and awareness campaigns	4 waste education and awareness campaigns	4 waste education and awareness campaigns	4 waste education and awareness campaigns	4 waste education and awareness campaigns	
		3 Operational Weighbridges at landfill sites in Sterkspruit, Lady Grey & Barkly East to indicate amount and type of waste.	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	Quarterly reports on weighbridge operations	

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	fines and implementing 1 buy back centre by 2022	4 refuse collection sites constructed in Rossouw, Hershel, Sterkspruit & Rhodes as well as closure of the old site in Sterkspruit						
		3 lined sites in BE, LG & Sterkspruit in accordance with NEMA	3 lined sites in BE, LG & Sterkspruit in accordance with NEMA					
		1 developed, adopted and implemented recycling plan including the construction on 1 municipal central buy back centre		Plan resourced	Plan implemented	Plan monitored	Plan monitored	
		Plan for all future waste needs including the Increase of LG & BE landfill sites		Plan resourced	Land acquired	Land surveyed	Application for construction funds	
		Illegal dumping fines increased to decrease dumping by 30 June 2018	Review of Bylaws by 30 June 2018					

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		1 Director signed Annual operation plan by 30 September on greening, street sweeping, litter collection and cutting of grass on sidewalks	1 implementation plan & quarterly implementation reports	2 implementation plan & quarterly implementation reports	3 implementation plan & quarterly implementation reports	4 implementation plan & quarterly implementation reports	5 implementation plan & quarterly implementation reports	
FREE BASIC SERVICES BSD10	% of households with access to basic levels of refuse removal and electricity	Purchase of 2 GPS to track FBS customers.	Purchase GPS					Technical Services
		Compilation of an indigent register and annual updating of the indigent register through the B\FBS Indigent Committee by 15 December	Data Collected & captured	Data updated	Data updated	Data updated	Data updated	Finance
		Annually report on the % of households earning less than 2 state pensions with access to free basic electricity of 50 kw per month and refuse removal by 30 June	Annual report	Annual report	Annual report	Annual report	Annual report	
ELECTRICITY AND STREET LIGHTING BSD11	To increase the usage of alternative energy	Provision of paraffin to identified villages	Ongoing as per need	Ongoing as per need	Ongoing as per need	Ongoing as per need	Ongoing as per need	Technical Services

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	resources by communities	as alternative energy sources						
	To increase the access of communities to a reliable electrical supply for usage and public safety	Retrofit street lights (884) in LG,BE & Sterkspruit to minimise consumption in urban areas	Dependent on DoE funding	Dependent on DoE funding	Dependent on DoE funding	Dependent on DoE funding	Dependent on DoE funding	
		Annual Xmas lights in BE,Hershel, Sterk & LG	Design	Purchase & erection				
		Replacement of LV Conductor in Sterkspruit	Ongoing as per need & available resources	Ongoing as per need & available resources	Ongoing as per need & available resources	Ongoing as per need & available resources	Ongoing as per need & available resources	
		Installation of AMI(Advanced Meter Infrastructure) in Sterkspruit, BE & LG in order to reduce electrical losses and improve income	Sterkspruit AMI completion dependent on resources	Lady Grey AMI completion dependent on resources	Barkly East AMI completion dependent on resources	AMI for possible other extensions	AMI for possible other extensions	
		Maintenance of electrical stores in BE,LG & Sterk to prevent theft and vandalism	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		New street lights at BE entrance from Elliot and LG, Sterkspruit at Mountain View and LG T junction	Design & construction start (Resource dependent)	Construction	Construction completion	*	*	
		Purchase of equipment to improve the units capacity.	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
		690 rural connections	R 5 000 000 approved by DoE for pre-engineering	Construction (DoE dependent)	Construction (DoE dependent)	Construction (DoE dependent)	Construction (DoE dependent)	
		Errection of 5 hazard lights in Sterk, BE & LG to enhance scholar safety	*	Procure & Install	*	*	*	
		Replace street lightning in Fairview & Lulama to allow access	*	Design	Construction	*	*	
OFFICE SPACE BDS12	To ensure that all municipal staff are adequately housed.	Renovation of the DTPS Building into Offices and construction of a municipal car port	Renovation of the DTPS Building and municipal car port by 30 June 2016	*	*	*	*	Corporate Services

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
LICENSING OF BUSINESSES BSD 13	To ensure that all businesses operating in the Municipality have licences and are operating according to legislation by 2022	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Annual audit of businesses in urban areas by 30 June	Community Services
		Demarcation of informal trading areas in Lady Grey by 30 June 2018	Demarcation of informal trading areas in Lady Grey by 30 June	*	*	*	*	
PRE-SCHOOLS BSD 14	To construct pre-schools in accordance of a Municipal conducted Audit on usage and maintenance of facilities	Municipal Audit on pre-schools conducted	Undertake municipal audit	Construct pre-schools per audit	Construct pre-schools per audit	Construct pre-schools per audit	Construct pre-schools per audit	Community Services
STORMWATER MANAGEMENT BSD 15	To implement holistic storm water management	Storm water management plan	Development of a storm water master plan for Senqu (resource dependent)	Annual stormwater maintenance & construction plan by 30 August	Annual stormwater maintenance & construction plan by 30 August	Annual stormwater maintenance & construction plan by 30 August	Annual stormwater maintenance & construction plan by 30 August	Technical Services
		Lining & upgrading of storm water main channel in Lady Grey and Rhodes and upgrading of culverts				Lady Grey & Rhodes stormwater		

Focus area and IDP No	Strategic Objective	New 5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		Insertion of lintels at storm water crossings (12 x crossings) in LG	Lady Grey lintels					
		Construction of new storm water infrastructure in Sterkspruit				Sterkspruit sw infrastructure construction		

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017-18	2018-19	2019-20	2020-21	2021-2022	
KPA 2: LOCAL ECONOMIC DEVELOPMENT								
TOURISM LED 01	To ensure the development and implementation of the reviewed tourism plan	Reviewed and implemented tourism plan	Reviewed tourism plan by 30 June 2018	Signage of tourism sites, marketing, support of local events and improving tourism infrastructure	Signage of tourism sites, marketing, support of local events and improving tourism infrastructure	Signage of tourism sites, marketing, support of local events and improving tourism infrastructure	Signage of tourism sites, marketing, support of local events and improving tourism infrastructure	D & TPS
LED 02	To review and implement the LED strategy	Reviewed and implemented LED strategy	Reviewed LED strategy plan by 30 June 2018	No of jobs created through the LED iniatives including capital projects (250) i.e. EPWP & CWP				D &TPS

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017-18	2018-19	2019-20	2020-21	2021-22	
				4 meetings with LED structures				
				Quarterly reporting on 30 % of all infrastructure projects to go to SMMES through sub contractors & buying of products				Finance

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 3: LOCAL MUNICIPAL FINANCIAL MANAGEMENT & VIABILITY								
SUPPLY CHAIN MANAGEMENT (ADMINISTRATION AND REPORTING) - MFMV01	To ensure that bid committees function in accordance with SCM legislation	To ensure that bid committees function in accordance with SCM legislation	Quarterly reports on bid committee functionality	Quarterly reports on bid committee functionality	Quarterly reports on bid committee functionality	Quarterly reports on bid committee functionality	Quarterly reports on bid committee functionality	Finance
	To comply with the MFMA prescriptions of supply chain management	Legislative compliance of supply chain management	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports	
	To create awareness around SCM processes with annual roadshows	1 roadshow a year in LG, Sterkspruit & BE	Annual roadshow in LG,BE & Sterkspruit	Annual roadshow in LG,BE & Sterkspruit	Annual roadshow in LG,BE & Sterkspruit	Annual roadshow in LG,BE & Sterkspruit	Annual roadshow in LG,BE & Sterkspruit	
	To ensure effective monitoring of stores through quarterly stock counts	Annual stock count report to CFO.	Annual stock count.	Annual stock count.	Annual stock count.	Annual stock count.	Annual stock count.	

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To decrease unauthorised, irregular, fruitless, wasteful expenditure and minor breaches through regular quarterly reporting to Council and monthly to the MM on minor breaches	Decrease in unauthorised, irregular, fruitless, wasteful expenditure (Council Q) and minor breaches (MM) monthly	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports	
ASSET MANAGEMENT - MFMV02	To ensure monitoring of Municipal Assets per Department through quarterly and annual asset checks and reporting	Annual asset count & fleet management report. Quarterly Departmental stock counts undertaken by departmental staff and reported to Department Directors	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Annual asset count & fleet management report. Quarterly Departmental asset counts undertaken by departmental staff	Finance
	To ensure compliance by developing and maintaining a fully GRAP compliant asset register	Fully GRAP Compliant Asset register	Fully GRAP Compliant Asset register				Development of asset management plan	
	To ensure that the Municipality's insurance portfolio is updated annually and that claims are reported upon monthly	Annual insurance portfolio update and monthly claim reports	Monthly reports of claims to CFO	Monthly reports of claims to CFO	Monthly reports of claims to CFO	Monthly reports of claims to CFO	Monthly reports of claims to CFO	
	To update the asset management policy annually	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	Updated asset management plan by 30 June	
	Annual disposal of redundant or damaged assets by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	Annual disposal sale by May	

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
FINANCIAL MANAGEMENT - MFMV03	To annually assess and report on the % of the budget spent on implementing its WSP and financial viability as expressed by the following ratios: A(debt coverage) = B (total op rev received) - C (op grants) divided by D (debt service payment due within the FY) A (outstanding service debtors to revenue) = B (total outstanding debt) divided by C(actual rev received for services) A (cost coverage) = B (all available cash at a particular time) + C (investments) divided by D (Monthly fixed opl expenditure)	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Annual report on financial ratios and norms by Q3 for previous year	Finance
	To annually report on the % of the Municipality's budget actually spent on capital projects identified a particular financial year in terms of the Municipality's IDP	Annual report by CFO	Annual report by CFO	Annual report by CFO	Annual report by CFO	Annual report by CFO	Annual report by CFO	
	To expand the municipal revenue base by providing accurate bills for services rendered	All bills are accurate and delivered and processed monthly	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	Monthly processing and delivery of bills by 15th of following month	

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To ensure that all electricity consumers are billed correctly through monthly meter reading.	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	All electricity meters in urban areas to be read 100 % by 30 of each month	
	To develop and implement a revenue enhancement strategy that will incorporate the moving of all residential customers and small business using below 60 Amp to prepaid	Developed and implemented strategy	Adopted strategy	Moving all residential customers to prepaid including small businesses using below 60Amp	Implementation	Implementation	Implementation	
	To comply with the MFMA prescripts by submitting various documents such as the AFS	MFMA compliance						
	To ensure financial viability by regular reports on the amount of expenditure on the capital and operational budget including conditional grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	To report monthly by 10th of following month on expenditure of capital and operational budget including grants	
	To expand and protect the municipal revenue base by implementing the valuation roll and increasing % of actual revenue collected	To implement the valuation roll and supplementary roll	Annual supplementary and develop valuation roll	Develop roll	Implement roll 1 July 2018/19 FY	Supplementary roll	Supplementary roll	

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To expand and protect the municipal revenue base by increasing % of actual revenue collected	95 % of actual revenue collected reported	95%	95%	95%	95%	95%	
PAYROLL - MFMV04	To ensure good payroll management and implementation	All salaries paid timeously as per Council schedule	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	All salaries to be paid by the 1st of the following month	Finance
BUDGET COMPILATION - MFMV05	To ensure compliance with the MFMA and MSA requirements regarding the adjustment budget and annual budget development and submission requirements	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Draft annual budget adopted by end March annually, final annual budget adopted by end May and adjustment by end February.	Finance
REPORTING - MFMV06	To develop and submit S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	To develop and submit financial part of S 71, S 72 & S 52 reports as per MFMA guidelines and prescripts	Finance
IT - MFMV07	To ensure a continually secure, effective and efficient ICT service through implementation of ICT policies and	Reports if there is more than 3 hours of downtime on the primary domain controller , email server, financial	Reports	Reports	Reports	Reports	Reports	Finance

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	plans and upgrading of ICT equipment	server (EMS) and backup server						
		Upgraded security of IT & server rooms and equipment including servers in all buildings						
		Usage of electronic signatures to prevent huge file storage requirements						
		To develop policies on using your own devices for municipal work .						
		Capacitation of staff through training and skills transfer						
	To ensure that disaster recovery plans are fully implemented	Virtualisation of servers for easy fail-over						
		To ensure that disaster recovery plans are fully implemented						
		Procure equipment for back up servers and batteries						
	To ensure that the Municipality moves towards e-governance and strives to be paperless by 2022	Capacitation of staff and Cllrs to utilise computers to prevent the printing of agendas (electronic administration)						

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 4: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT								
SKILLS DEVELOPMENT - MTID01	To align the HR strategy with the IDP priorities	To align the HR strategy with the IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Annual alignment of HR strategy with IDP priorities	Corporate Services
	To develop, adopt and implement the workplace skills plan (WSDP). To submit the skills plan and annual training report as legislated	To develop, adopt and implement the workplace skills plan (WSDP). To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	To submit the skills plan and annual training report as legislated	
EMPLOYMENT EQUITY - MTID02	To develop and implement the employment equity plan as per the set targets in accordance with the Employment Equity Act. To submit the annual report as legislated	To develop and implement the employment equity plan as per the set targets in accordance with the Employment Equity Act. To submit the annual report as legislated	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Quarterly reports on EE plan implementation. Submission of annual report	Corporate Services

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	No of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	No of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	Annual report on no of people from employer equity target groups employed in the 3 highest levels of organogram in compliance with a municipal approved employment equity plan	
RECRUITMENT, SELECTION AND EMPLOYEE MANAGEMENT - MTID03	To ensure that the organisational structure of the Municipality is aligned to its present and future staffing needs and requirements	Annual review of organogram	Annual review of organogram	Annual review of organogram	Annual review of organogram	Annual review of organogram	Annual review of organogram	Corporate Services
	To ensure effective management of staff through internal controls such as policies	Effective implementation of HR policies such as leave	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	Quarterly reports on adherence to HR policies such as leave, recruitment etc	

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
EMPLOYEE WELLNESS PROGRAMME - MTID04	To ensure the physical and mental well being of employees through the implementation of an employee wellness programme	Annual employee wellness programme by August	Annual employee wellness programme by August	Annual employee wellness programme by August	Annual employee wellness programme by August	Annual employee wellness programme by August	Annual employee wellness programme by August	Corporate Services
OCCUPATIONAL HEALTH AND SAFETY - MTID05	To ensure that all Senqu buildings and staff adhere to and implement OHS legislation	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	4 OHS meetings. Quarterly reports on adherence of staff and buildings to OHS. Annual OHS awareness campaign	Corporate Services

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
LOCAL LABOUR FORUM - MTID 06	To ensure a good relationship between management and employees through regular interactions on labour issues	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Functional LLF meetings quarterly	Corporate Services
LEGAL SERVICES – 07	To ensure a decrease in non-compliance by communities on by-laws and procedures through implementing necessary legal processes	Quarterly reports on legal processes to prevent non compliance with Municipal by-laws and procedures	Quarterly reports on legal processes to prevent non compliance with Municipal by-laws and procedures	Quarterly reports on legal processes to prevent non compliance with Municipal by-laws and procedures	Quarterly reports on legal processes to prevent non compliance with Municipal by-laws and procedures	Quarterly reports on legal processes to prevent non compliance with Municipal by-laws and procedures	Quarterly reports on legal processes to prevent non compliance with Municipal by-laws and procedures	Corporate Services
POLICIES AND BY-LAWS - MTID 08	To ensure compliance with legislation through the annual review of identified departmental policies, procedures, procedure manuals and bylaws	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by 30 June	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by 30 June	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by 30 June	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by 30 June	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by 30 June	Annual review of identified municipal policies, bylaws, procedures and procedure manuals annually by 30 June	Corporate Services

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
BUILDINGS - MTID 09	To ensure that municipal buildings and assets are maintained and secured through the implementation of an annual maintenance plan	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Development of annual maintenance plan by 30 August and quarterly implementation reports	Corporate Services
RECORDS MANAGEMENT - MTID10	To ensure that Municipal information is kept secure and filed and archived according to legislation	Fully functional electronic document system by 2022						Corporate Services
PERFORMANCE MANAGEMENT AND REPORTING - MTID11	To ensure that a system of departmental and individual performance management system is implemented by 2022	Implemented policy with quarterly performance reviews						D & TPS
		Signed performance agreements for S 56, Municipal Manager and Middle Management by end July annually						
		To compile and submit SDBIP and performance reports as per legislation on an annual basis						
		Compilation of S 46 by end of August annually						

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
SPATIAL PLANNING - MTID12	To implement SPLUMA regulations by 2020	Implemented adopted SPLUMA schedule						D & TPS
	To ensure adherence to town planning and building control legislation	Implemented town planning and building control legislation						
		Land invasion strategy & implementation thereof						
	To manage urbanisation of existing urban areas	To extend town boundaries to incorporate former communal villages to increase the rate base (Vision 2030)						
INTEGRATED DEVELOPMENT PLANNING - MTID13	To ensure development and adoption of the IDP and budget process plan and IDP s per legislated timeframes	Adopted IDP and budget process plan and reviewed IDP						D & TPS
	To co-ordinate meetings of the IDP Rep forum and IDP and Budget steering committee Meetings	Quarterly meetings of IDP Rep Forum and IDP & budget Steering Committee Meetings						
PMU REPORTING MTID14	To ensure infrastructure management and reporting	Annual reporting on the MIG expenditure						Technical

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
HOUSING MTID15	To ensure equitable access to housing for communities	To review and implement the housing sector plan by 30 June 2018	Housing sector plan					D & TPS
		Develop and implement a strategy on accreditation for the housing unit by 30 June 2020			Develop and implement a strategy on accreditation for the housing unit by 30 June 2020			
		To develop a strategy for bulk infrastructure for the development of integrated human settlements by 30 June 2019		Bulk infrastructure plan				

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
KPA 5: PUBLIC PARTICIPATION & GOOD GOVERNANCE								
RISK & FRAUD PREVENTION GGPP01	To undertake risk assessments and develop risk plans to combat or mitigate risk where possible	Developed and implemented departmental risk action plans including quarterly risk reports						D & TPS
	To implement the fraud prevention policy	Implemented policy						

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
COMPLIANCE GGPP02	To ensure compliance with all legislated deadlines such as MFMA & MSA, mSCOA regulations, IDP and budget dates	Developed annual compliance register						D & TPS
OVERSIGHT - GGPP03	To ensure quarterly sittings of MPAC and the Audit and Performance Committee and the annual preparation of an annual oversight report	Quarterly sittings of MPAC and the Audit and Performance Committee and the annual preparation of an annual oversight report by end of March						Office of the MM
	To ensure that Council, Exco and Top Management meetings are held quarterly and to track Council resolutions taken	Quarterly sittings of Council, Ex-Co and Top Management with tracked resolutions						Corporate Services
	To ensure that clean audit outcomes are maintained	Annual development and implementation of the audit action plan & dashboard						Office of the MM
		Annual development and implementation of an OPCAR						Finance
CUSTOMER CARE & PUBLIC PARTICIPATION GGPP04	To ensure that ward committees function effectively	4 quarterly meetings of ward committees & 4 round table meetings	4 quarterly meetings of ward committees & 4 round table meetings	4 quarterly meetings of ward committees & 4 round table meetings	4 quarterly meetings of ward committees & 4 round table meetings	4 quarterly meetings of ward committees & 4 round table meetings	4 quarterly meetings of ward committees & 4 round table meetings	Corporate Services

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To implement policies and procedures to ensure that residents have their service complaints dealt with in an transparent and timely manner	Implemented computerised customer care compliant system by 30 June 2018 and annual customer satisfaction surveys	Implemented computerised customer care compliant system by 30 June 2018	Annual customer levels of satisfaction external service provider	Annual customer levels of satisfaction external service provider	Annual customer levels of satisfaction external service provider	Annual customer levels of satisfaction external service provider	
	To ensure regular participation of the public in municipal planning through the public participation meetings	Annual adopted annual public participation plan by December. Annual update of stakeholder register. 4 round tables & 4 public participation forums & 2 outreaches. Mayoral budget speech	Annual Public Participation plan adopted by Council by Dec. Annual update of stakeholder register. 4 round tables & 4 public participation forums, 2 outreaches & Mayoral budget speech	Annual Public Participation plan adopted by Council by Dec. Annual update of stakeholder register. 4 round tables & 4 public participation forums, 2 outreaches & Mayoral budget speech	Annual Public Participation plan adopted by Council by Dec. Annual update of stakeholder register. 4 round tables & 4 public participation forums, 2 outreaches & Mayoral budget speech	Annual Public Participation plan adopted by Council by Dec. Annual update of stakeholder register. 4 round tables & 4 public participation forums, 2 outreaches & Mayoral budget speech	Annual Public Participation plan adopted by Council by Dec. Annual update of stakeholder register. 4 round tables & 4 public participation forums, 2 outreaches & Mayoral budget speech	
MAINSTREAMING - GGPP05	To ensure that the HIV & Aids strategy is implemented through HIV & Aids Council meetings and public participation	4 awareness campaigns, monthly condom distribution, 4 LAC meetings. Reviewal of strategy	Reviewal of strategy	4 awareness campaigns, monthly condom distribution, 4 LAC meetings. Reviewal of strategy	5 awareness campaigns, monthly condom distribution, 4 LAC meetings. Reviewal of strategy	6 awareness campaigns, monthly condom distribution, 4 LAC meetings. Reviewal of strategy	7 awareness campaigns, monthly condom distribution, 4 LAC meetings. Reviewal of strategy	Corporate Services

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
	To ensure that vulnerable groups such as the elderly, people with disabilities, youth and women are capacitated to engage in government planning activities	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	4 youth meetings, 4 women meetings and 4 elderly meetings	
	To increase community cohesion through activities such as sport and festivals	Annual Mayoral cup to develop sport in the Municipality and annual Youth Festival to promote community cohesion	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	Annual mayor cup to be held by 30 June	
			Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Annual Youth festival to be held by end of September	Office of the MM
COMMUNICATIONS & MARKETING, GGPP06	To develop and implement a communication and marketing strategy so that residents are informed and can participate in municipal activities	Development of social media platforms and a policy by June 2018						Office of the MM
		Update & maintain the Municipal website so it is complaint and user friendly						

Focus area and IDP No	Strategic Objective	5 year Target	Annual Goals					Responsible Department
			2017/18	2018/19	2019/20	2020/21	2021/22	
		4 stakeholder engagements a month, 16 radio engagements per year and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per year and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per year and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per year and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per year and 4 media opinion pieces	4 stakeholder engagements a month, 16 radio engagements per year and 4 media opinion pieces	

SUMMARISED MUNICIPAL CAPITAL BUDGET 2017/18

To be added

Consolidated overview of the MTREF R '000

To be added

REPAIRS & MAINTENANCE PER ASSET TYPE

To be added

5 YEAR COMPREHENSIVE INFRASTRUCTURE PLAN

To be added

SECTOR DEPARTMENT PROJECTS

Department of Environmental Affairs

Department of Rural Development and Land Reform

Department of Economic Development, Environmental Affairs & Tourism (DEDEAT)

ESKOM

Department of Tourism

Department of Roads & Public Works

Road	Cost	Cost
Tarring of Mlamli hospital road	June 2016	
R 56 Lady Grey to Barkly East slope stabilisation	August 2017	R 60 million
Maintenance of R56 Lady Grey to Barkly East		R 130 million

Provincial Treasury

Joe Gqabi District Municipality

	Project Name	Type	Budget	Funder	2017-18	2018-19
no						

MIG/EC1126	Sterkspruit: Upgrading of WTW and Bulk Lines	Water	R 110 000 000	MIG	R 10 000 000	R 10 000 000
MIG/EC20110052	Senqu Rural Sanitation Programme	Sanitation	R 102 761 477	MIG	R 10 000 000	R 10 000 000
EC2012012	Senqu Rural Water Programme	Water	R 85 000 000	MIG	R 25 000 000	R 25 000 000
EC20100001	Ukhahlamba Planning Studies	Water/ Sanitation	R 2 500 000.00	MIG	R 1 000 000	R 1 000 000
ZEC059	District WCDM Project	Water/ Sanitation	3 500 000.00	MWIG	R 0	R 0
ECR046	Sterkspruit Regional Bulk Sanitation	Sanitation	120 000 000.00	RBIG	R 23 547 000	R 15 000 000
TBA	Lady Grey Bulk Water Supply	Water	37 000 000.00	RBIG	R 30 000 000	R 41 512 000
	WSIG projects	Water	21 604 000.00	DWA	R 84 400 000	R 123 400 000
	Construction of a weir and associated pipeline length of 11km to convey water to the existing Lady Grey Dam	Water	R 3 000 000	Prov Treasury	R 0	R 0
	Lady Grey - Construction of a new reservoir of minimum of 72 hour storage capacity	Water	R 5 000 000	Prov Treasury	R 0	R 0
	Lady Grey - Development of boreholes and connection into the new reservoir	Water	R 2 000 000	Prov Treasury	R 0	R 0
	Lady Grey - Partial construction of a new dam as long term solution and associated pumping mains to the WTW	Water	R 65 000 000	Prov Treasury	R 25 000 000	R 0

Department of Rural Development & Agrarian Reform

Project	Ward	Budget	Completion date
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Renovation of Kromspruit shearing shed	17	210 000	August 2017
Renovation of Manxeba Shearing shed	12	190 000	August 2017
Renovation of Tugela Shearing shed	11	190 000	August 2017
Renovation of Hinana Shearing shed	9	120 000	August 2017
Renovation of Upper Telle Shearing shed	5	180 000	August 2017
Construction and equipment of Majuba Shearing shed	6	800 000	September 2017
Construction and equipment of Dulciesneck Shearing shed	6	800 000	September 2017
Construction and equipment of Lady Grey Shearing shed	14	800 000	September 2017
Retention of Skisizana shearing shed	11	80 000	March 2017

Department of Human Settlements

Project Name	No	Stage	Budget
Rhodes 230 Housing Project	87	Complete June 2017	6 552 000
Sterkspruit Senqu 100 destitutes	100	Construction. Complete September 2017	6 600 000
Joe Gqabi 500 emergency	11 units Phase 11 Sterkspruit	Construction complete September 2017	3 128 000
	20 units Phase 111	Construction	
Rossouw 102	102	Construction	1 400 000
Sterkspruit 4000	314 Phase I	Construction	4 319 539
	506 Phase II	Not yet commenced	5 005 000
	539 Phase III	Not yet commenced	13 389 500
Barkly East	298		1 746 000
Lady Grey	50	Rectification	150 000

Barkly East 802	802	Title deeds	50 000
Lady Grey 194 (200)	194	Title deeds	50 000

Department of Social Development

Name of Organisation	Beneficiaries	Ward	Location	Facility Type	Recommended Amount
Sterkspruit Victim Support	300+	8	Sterkspruit	Victim Support Centre	175 213
Macacuma Victim Support Centre	330+	7	Macacuma Village	Victim Support Centre	165 813
Herschel White Door Center	1000	12	Herschel	Victim Support Centre	170 313
Palmietfontein Victim Support Cent	150+	2	Palmietfontein	Victim Support Centre	173 013
Lady Grey White Door Centre	150+	14	Lady Grey	Victim Support Centre	162 013
Barkly East Friends to abuse	700	16	Barkly East	Victim Support Centre	145 913
Hillside White Door Centre of Hope	1000	5	Hillside Village	Victim Support Centre	390 570
Masiphilane HCBC	1173+	15	Barkly East	Home Community Based Care	236 889,00
Masabelane Education for Life Group	1223+	12	Herschel	Home Community Based Care	236 889,00
Barkly Family Preservation	371+	15	Barkly East	Family Preservation	136 432
Hughes Bequest Khaya Lokhanyo Cluster	12	15	Barkly East	Community Based Cluster Foster Home	225 000
Lukhanyo Childrens home	30	12	Herschel	Child Youth Care Centre	905 116
Emiplweni Home Community Based	3	6	Dulcies'Nek	Isibindi	399 300
Sterkspruit Teenage Against Drug Abuse	3 000+		Sterkspruit	Substance Abuse	145 687
Village of Hope	13 000+		Sterkspruit	Substance Abuse	32 253
CMR Barkly East	2	16	Barkly East	Welfare Org.	223 915

Sinobom Wellness	490	11	Entsimekweni Village	Welfare Org.	258 104
Lady Grey HCBC	480	14	Kwezi Naledi	Welfare Org.	258 104
Barkly East	450	14	Barkly East	Welfare Org.	258 104
Unathi SENAP	20	10	New Rest Location	Spec. Day Care Centre	82 000
Barkly East Disability Centre	20	16	Barkly East	CBR	92 200

LOCATION	WARD	PROJECT NAME	Max Cap	ECD PROGRAMME ALLOCATION
Walaza Village	1	Bongoletu Pre School	30	92 250
Ndofela Village	1	Ndofela Pre School	20	61 500
Mfinci Village)	4	Zamani Pre-school	25	76 875
Ntyhinindini Village)	4	Siyakhula 2 Pre-School	25	76 875
Boomplaas Village	4	Sinethemba Pre-School	20	61 500
Hillside Location	4	Nompumelelo Pre School	41	126 075
Makhumsha Village	4	Thembelihle Pre- School	9	27 675
Makhumsha Village	5	Thembelihle Pre- School	20	61 500
Bebeza Village	5	Sebatatso Pre School	25	76 875
Upper Tele	5	Masibulele Pre School	30	92 250
Phelandaba Village	5	Sakhakude Pre School	25	76 875
Phelandaba Village	5	Noluncedo Pre School	30	92 250
Mabele Village	5	Noncedo 2 Pre School	30	92 250
Majuba Village	6	Ilingelihle Pre- school	20	61 500
Macacuma Village	7	Uvuyolwethu Pre-School	20	61 500
Mokhesi Village	8	Siyakhula Pre School	45	138 375
Mokhesi Village	8	Siyakhula Pre School	13	39 975
Ngquba Village	9	Zamokuhle Pre-School	20	61 500
Tienbank Village	10	Sondelani Pre School	20	61 500
Sterkspruit	10	Masabelane Pre-School	25	76 875
New Rest Location	10	Khanya Pre School	30	92 250
Esilindini Village	10	Vulindlela Pre-School	50	153 750
New Rest Location	10	Khanya Pre School	17	52 275
Hlanjwa Village	11	Noncedo 1Pre School	25	76 875
Manxeba Village	11	Eziko Pre-School	30	92 250
Ntsimekweni Village	11	Tugela Pre - School	6	18 450
Magwiji Village	12	Simo Pre-School	11	33 825

Jozana's Hoek	12	Reamohetswe Pre School	28	86 100
Ntsimekweni Village	12	Tugela Pre - School	25	76 875
Magwiji Village	12	Simo Pre-School	20	61 500
Ntsimekweni Village	12	Noluya Pre-School	35	107 625
Zava Village	13	Zava Pre-school	25	76 875
Mdlokovana Village	13	Mdlokovana Pre-School	20	61 500
Khiba Village	13	Kuyasa Pre-School	20	61 500
Naledi Village	13	Bambanani Pre-School	30	92 250
Mbonisweni Village	13	Mbonisweni Pre-School	30	92 250
Khwezi Naledi	14	Luyolo Pre School	45	138 375
Transwilger	14	Transwilger Pre-School	30	92 250
Lady Grey	14	Yizanoxolo Pre-School	40	123 000
Zakhele	15	Rhodes Pre-School	30	92 250
Barkly East	16	Kidz First Edu-Care Centre	20	61 500
Lulama Hlanjwa	16	Kabouterland Day Care	12	36 900
Lulama Hlanjwa	16	Funny Bunny Day Care	37	113 775
Lulama Hlanjwa	16	Kabouterland Day Care	30	92 250
Lulama Hlanjwa	16	Sukey Greyvenstein	45	138 375
Lulama Hlanjwa	16	Sibabalwe Educare Center	45	138 375
Tapoleng Village	17	Ikakgeng Pre-School	30	92 250
Sunduza Village	17	Sunduza Pre-school	30	92 250

CHAPTER EIGHT: FINANCIAL PLAN 2017-2022

To be added

CHAPTER NINE: PERFORMANCE MANAGEMENT SYSTEM

MONITORING & EVALUATION SYSTEM & UNIT

The M&E unit consists of the Manager Governance and Compliance with a risk management Officer and an intern. The Unit is responsible for the development of the Institutional SDBIP, departmental SDBIP, S56 Managers scorecards and that of the line managers' scorecards. In order for administrative efficiency the PMS scorecard is combined with the SDBIP so that only one report is received. The SDBIP, PMS and IDP objectives, strategies, indicators and targets are aligned on an annual basis.

The evaluations for the 2015/16 financial year are still being completed in line with the PMS policy which states that Directors will only be formally assessed once the final annual report is approved. It is therefore impossible to accurately state what percentage of the SDBIP targets was met. Managers were also assessed.

In order to verify that targets are met, the responsible individuals submit quarterly reports with their portfolio of evidence to the Head of Department who checks it and submits it to the Manager Governance & Compliance. It is checked and a quarterly assessment is carried out. Formal assessment is only done in the second and fourth quarter.

MPAC

The MPAC has been trained again just to ensure that members are fully conversant with their roles and responsibilities. The Committee meets and discusses the departmental quarterly reports submitted by Directors and develops an annual S 46 report on performance assisted by the Manager Compliance and governance. As MPAC has improved its capacity so has its ability to interrogate the evidence provided by directors to support that targets have been met. As a result, in the 2016/17 financial year the compliance with reporting and submitting of evidence has been much improved.

PMS IMPLEMENTATION AND ROLL OUT

The Municipality has implemented an organisational PMS as per the policy adopted in 2009. Roll out to Managers below S56 occurred in 2014/15. It is expected that further roll out to personnel under managers will occur in the 2016/17 financial year.

ABRIDGED PERFORMANCE MANAGEMENT POLICY

The policy was adopted by Council on the 3rd July 2009.

- Applicability

This policy will be applicable to the following employees:

- All s56 Managers duly defined as per s56 of the Municipal Systems Act No 32 of 2000.
- All other Managers and staff who have negotiated fixed-term contracts;
- All other employees within Senqu Municipality for whom this policy is currently applicable in terms of the approved roll-out plan.

- Governance Issues

This policy and framework will be guided by the following governance and supporting structures:

- Council (required to adopt this policy);
- The Municipal Manager who facilitates the review and amendment of this policy;
- The Municipal Manager who assumes responsibility for the management and administration of performance management application; and
- The Performance Management Audit Committee and in their absence the Audit Committee.

PHASES WITHIN THE PERFORMANCE MANAGEMENT CYCLE

The Performance Management Cycle is an annual cycle, which extends from 1 July to 30 June, during which time performance is measured against performance targets. Through the process of planning, steps are taken to “plan” and set performance targets for the period under review. These targets will be ultimately linked to the achievement of the IDP objectives, which represent the targets of the Municipality as a whole.

These targets in turn, are reflected within the Municipal Scorecard (as high-level strategic objectives) which is further translated into departmental objectives (as reflected also within the SDBIP's or Service Delivery Budget and Implementation Plans. These, in turn, are translated into plans, which become increasingly operational, as they cascade from the senior Managers down to the lower levels. Each “subordinates” scorecard (depicting performance objectives and performance indicators) are drawn from the Manager's scorecard immediately above.

Linking employee Performance Management System to Human Resources Development

Every employee is required to have Action / Personal Development Plan (PDP) that is prepared at the end of the formal performance review. These plans should form a key part of the skills development planning process. Individual learning plans provide the opportunity for managers/supervisor and employees to jointly identify training and development needs in order to improve job performance and to support individual development.

The individual learning plan, which must be completed annually, records the actions agreed to improve performance and to develop skills and competencies. It must be developed to improve the ability of the employee in their current job but also to enable employees to take on wider responsibilities and extend their capacity to undertake a broader role where appropriate. Where applicable it should also contribute to enhancing the potential of individuals to carry out higher level jobs. This plan contributes to the achievement of continuous development of employees within the Municipality. Action/ Personal Development Plan should be used by the head of department to develop a comprehensive departmental skills plan. Managers are encouraged to use development activities other than training courses when preparing the learning plan. Such development activities may include:

MEASURING EMPLOYEE PERFORMANCE

The criteria to measure an employee's performance will be reflected on the scorecard as outputs (or agreed upon objectives, i.e. targets). This describes exactly what was required to be achieved during the year.

Performance Indicators for each output will be provided and will detail the evidence that will be required to assess whether or not the employee has achieved the required objective.

The Inputs are reflected as the knowledge, skills and behaviour required in order achieving these objectives i.e. the inputs or behaviour required.

Actual performance will be evaluated on evidence provision and a Portfolio of Evidence will be required to be presented for each individual in order to substantiate the achievement or non-achievement of required performance in all areas highlighted within the scorecard. A column entitled "Reason for Deviation" will be completed to indicate reasons for over or under achievement, so that ratings may be made within context.

WEIGHTINGS AND INDICATORS (Technical, CMC's and CCR's)

Indicators or inputs will be weighted according to the impact within each Key Performance area on the scorecard. As a standard rule of thumb and to ensure a balanced scorecard-type approach to performance management, 80% of the final score will be made up of the Technical Key Performance Areas for the position in question. CCR's (cross-cutting results) or Core Management Competencies (CMC's) will account for 20% of the final score. KPA's are scored out of 160 points for the technical aspect of the position and 40 points are allocated to the CMC's or CCR's. As in the case of all indicators, these inputs will detail the required targets and the evidence required in order to measure actual performance achieved against the desired objectives.

THE FINAL ASSESSMENT (June/July)

The final assessment for the Performance Cycle occurs during July (after the July – June annual term), however no ratification and payment of bonuses may be concluded until the Annual Report for the same period under review has been submitted to and ratified by Council.

The Performance Review Panel (Final Review)

The constitution of the Performance Management System Evaluation Committee will be as follows:

- Municipal Manager
- Mayor

- Portfolio Councillor for Corporate Services
- Portfolio Councillor for Budget & Treasury

Note: Should the Mayor not be able to attend, two (2) different Portfolio Councillors may be appointed to take his/her place.

- All s56 Managers
- Performance Management System Facilitator

It must be noted that all the s56 Managers will form part of this Evaluation Committee and will be part of the panel that reviews each Manager, including the Municipal Manager, in this way ensuring that a Peer Review takes place.

The Performance Management System Facilitator is appointed externally and it will be required of this person to remain responsible for monitoring and facilitating the process of review.

This person will consolidate the final results that will be presented to the Chairman for ratification and for final presentation to the appointed Audit Committee for approval and verification.

Note: The constitution of this panel will be required to change for lower levels and this reflects the level for s56's; Departments shall submit to the Top Management Meeting how their panels shall be constituted. Should there be a deviation to the panel constitution for any reason council must ratify such deviation

Portfolio of Evidence

Managers and staff will be required to provide evidence to support any formal evaluation of performance and will prepare for assessment meetings accordingly. It is critical to ensure that documentary evidence to support performance achieved, is obtained and filed in a folder termed a *Portfolio of Evidence*. This document is made available to both the Evaluation and Audit Committee, so that assessment results are able to be justified. SDBIP's may be used as supplementary evidence.

Recognition and Qualifying for Bonuses

s56 Employees

The Municipal performance regulations for s56 Managers promulgated in August 2006 in respect of the management of performance evaluation outcomes indicate that a performance bonus ranging between 5% and 14% of all-inclusive remuneration package may be paid in order to recognize **outstanding** performance.

Special Cases (s56)

S56's that entered into contracts prior to implementation of the Regulations Performance management system are treated as special cases in terms of section 39(2) of the regulations. One aspect of the contracts deal with payment of performance bonuses up to 20% ,in terms of contract arrangement this remains applicable. In determining the performance bonus, it must be noted that the relevant percentages will be required to be based on the overall rating calculated by using the applicable assessment rating calculator. Accordingly:

Special Cases

RATING	ASSESSMENT SCORE	PERFORMANCE REWARD
5	81 - 100	Total Package x 20% (full bonus)
4	66 - 80	Total Package x 20% x percentage (%) obtained in formal evaluation
3	51 - 65	Total Package x 20% x percentage (%) obtained in formal evaluation
2	36 - 50	Total Package x 20% x percentage (%) obtained in formal evaluation
1	Less than 35	No Reward

Other s56 Managers (In terms of Municipal performance regulations promulgated in August 2006)

- A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9% and
- 150 and above is awarded a performance bonus ranging from 10% - 14%.

On the "new" performance management system the Managers need to have their bonus worked out on the sliding scale framework. This score is now out of 200 points. Their bonus should be scored as follows:

Score / 200	% Bonus
130 (65%)	5
134 (67%)	6
138 (69%)	7
142 (71%)	8
146 (73%)	9
150 (75%)	10
154 (77%)	11
158 (79%)	12
162 (81% - 82 %)	13
166+ (83% +)	14

The KPA's must constitute 80% of the final score and the CCR's must constitute 20% of the final score. This means that the KPA's must be scored out of 160 and the CCR's must be scored out of 40 points.

Scoring

If the KPA's received an individual score based on the 5-point rating scale, then you would determine the weighted scores as follows :

Example :

If there were 6 individual indicators under a aspecific KPA, you use the 5-point rating scale for each individual indicator. If you scored 19 points out of a possible 30 (6 individual indicators multiplied by 5) and the weighted score was out of 15, the following is the method to calculate the final weighted score for the indicator : 19 divided by 30 multiplied by 15 = 9.5.

Merit Increases (s56)

Merit increases for Section 56 (special cases included) employees are determined by performance against targets. Once performance criteria have been established, performance targets are reviewed regularly. At the end of the financial year, actual performance is compared against the agreed performance targets to determine the magnitude of the merit increase. The merit increase is calculated as a percentage of the total annual package of the employee, as indicated in the table hereunder.

Score / 200	Merit increase
130 to 141 (65%70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75% - 80%)	3% of total package
162 to 165 (81 – 82%)	4% of total package
166+ (83% +)	5% of total package

Budgetary provision must be made on an annual basis for the payment of performance bonuses and merit increases as indicated above.

All other employees

Bonuses will be awarded between 2% and 5% of the total package.

- 80% achievement i.e. scores of 160 and above will be entitled to a performance bonus of 5%.
- 75% - 80% i.e. scores of 150 to 159 will receive a bonus of 4%.
- 73% - 75% ie. scores 146 to 149 will receive a bonus of 3%; and
- 70% - 72% ie. scores of 140 to 145 will receive a bonus of 2%.

Scores of below 70% will not receive a bonus.

Merit Increase (Employees below s56)

Merit increases for employees below s56 will be phased in once the necessary Budgetary provisions have been made and only employees achieving 80% and above will receive 1% of total package as a "once off" payment in lieu of a merit increase.

MANAGEMENT OF POOR PERFORMANCE

Poor performance will be required to be managed through ongoing coaching, however, formal coaching is required to be conducted during the September and March reviews.

Failing the required improvement in performance, the employees will be managed as per the terms of their performance contracts and agreements (as per s56 and fixed-term contract positions) whilst other employees will have performance managed as per the Disciplinary and Grievance Procedure and Code.

ANNEXURE 1: MUNICIPAL SECTOR PLANS, POLICIES & BY LAWS

To be updated and added

MUNICIPAL POLICIES

To be updated and added

MUNICIPAL BYLAWS

To be updated and added

ANNEXURE 2: ABRIDGED ORGANOGRAM

To be updated once the organogram has been approved

ANNEXURE 3: STAKEHOLDER REGISTER

To be added

ANNEXURE 4: CUSTOMER CARE

Customer Service Policy Statement:

Providing Goods and Services to Residents of Senqu Municipality

1. Our mission

The mission of Senqu Municipality is to provide community services that enhance our valued quality of life through equitable delivery of services; effective stewardship of our unique physical environment; cooperative planning and resources development and fiscal responsibility.”

2. Our commitment

In fulfilling our mission, Senqu municipality strives at all times to provide its goods and services in a way that is transparent, affordable, efficient , effective and relevant to the individual residents’ need and respects their dignity and independence.

3. Providing goods and services

Senqu Municipality is committed to excellence in serving all customers including people with disabilities and we will carry out our functions and responsibilities in the following areas:

3.1 Communication

We will communicate with people with disabilities in ways that take into account their disability.

We will train staff who communicate with customers on how to interact and communicate with people with various types of disabilities.

We will communicate with people in their own language

We will communicate in a concise manner avoiding all jargon to enable the customer to fully comprehend and understand the communication.

3.2 Telephone services

We are committed to providing fully accessible telephone service to our customers.

We will train staff to communicate with customers over the telephone in clear and plain language and to speak clearly and slowly.

3.3 Billing

We are committed to providing accessible invoices to all of our customers. For this reason, invoices will be provided in the following formats upon request:

Hard copy or e-mail.

We will answer any questions customers may have about the content of the invoice in person, by telephone or e-mail.

3.4 Goods and services provided

- Buying of pre-paid electricity

- Grave plot applications
- Building plans
- Town Planning zoning applications
- Cutting of grass on verges and parks
- Hire of commonage for grazing
- Hire of community halls
- Buying of vehicle licence discs
- Change of ownership of vehicles
- Writing of Learners Drivers licence
- Driving Licence tests
- Electrical connections
- Hiring of stadiums and sport facilities
- Street signs
- Impounding of stray animals
- Storm water drainage
- Street and access road maintenance
- Business applications

4. Notice of temporary disruption

Senqu Municipality will provide customers with notice in the event of a planned or unexpected disruption in the facilities or services. This notice will include information about the reason for the disruption, its anticipated duration, and a description of alternative facilities or services, if available.

The notice will be placed at all public entrances and service counters on our premises.

5. Training for staff

Senqu Municipality will provide training to all employees, volunteers and others who deal with the public or other third parties on their behalf, and all those who are involved in the development and approvals of customer service policies, practices and procedures.

Applicable staff will be trained on policies, practices and procedures that affect the way goods and services are provided. Staff will also be trained on an ongoing basis when changes are made to these policies, practices and procedures.

6. Feedback process

The ultimate goal of Senqu Municipality is to meet and surpass customer expectations. Comments on our services regarding how well those expectations are being met are welcome and appreciated.

Feedback regarding the way Senqu Municipality provides goods and services can be made by e-mail, verbally, suggestion box and feedback card. All feedback will be directed to the Customer Care Officer. Customers can expect to hear back in 3 working days.

Complaints will be addressed according to complaint categories already established in our municipal's complaint management procedures.

7. Modifications to this or other policies

We are committed to developing customer service policies that respect and promote the dignity and independence of people. Therefore, no changes will be made to this policy before considering the impact on the people concerned and discussing the proposed changes with them.

8. Questions about this policy

This policy exists to achieve service excellence to customers. If anyone has a question about the policy, or if the purpose of a policy is not understood, an explanation should be provided by, or referred to the Customer Care Officer

CUSTOMER CARE POLICY (condensed)

3. OBJECTIVES OF THE POLICY

With this policy Senqu Municipality aims to achieve the following objectives:

- To fulfil the human right of every citizen to be treated with dignity and respect
- To foster quality customer service standards for all citizens of the municipality
- To ensure satisfactory service delivery for the customers of the municipality
- To make people aware that the municipality values and encourages their input in activities of the municipality
- To promote equality, courtesy and delivering on the mandate of government for all our customers
- To comply with legislation
- To provide a quality service to all stakeholders interacting with the Municipality – the public, service providers, contractors, fellow staff members in every department and other government agencies.
- To ensure that customers are provided with the relevant information as and when is needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the full satisfaction of the client
- To ensure that customers, both internal and external to the Municipality receive a consistent and fair treatment at all times.
- To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers
- To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.

4. CUSTOMER SERVICE COMMITMENT

Senqu Municipality commits itself to maintaining quality customer service guided by these principles:

- To provide services of high quality standards to all our customers, by giving them value for their money
- To treat our customers with equity, professionalism and dignity at all times
- To maintain effective communication with our customers, by continuously engaging them on information that is of importance to them in terms of developments within the municipality
- To address all issues that are raised by our customers in the best possible manner, to ensure satisfaction and resolve matters directed to the municipality
- To employ knowledgeable staff who will assist customers, and be able to resolve their customer queries
- To promote and uphold confidentiality of all our customer queries, in order to make it safe for customers to come forward with any problems
- To ensure maximum utilisation of all resources so that service delivery is satisfactory to all customers

5. STANDARDS AND VALUES

5.1 The key objective is to ensure consistency in our customer service by:

- a. Providing a standard that is simple and user friendly.
- b. Providing a documented framework and guidelines.
- c. Developing performance targets which are reviewed regularly and gather feedback from staff, Councillors, our

partners and the public.

5.2 Waiting times

- a. After initial contact, customers will be given an indication of how long they can be expected to wait. If waiting times are to exceed 10 minutes, customer services staff must inform the customer.

5.3 Telephone calls

- a. Staff will aim to answer telephone calls within 15 seconds or after 2 rings, whichever is greater.
- b. Calls in departments and sections should be answered with:
 - Good morning / afternoon
 - Department and name - preferably surname or first name
- c. However staff in Customer Services or satellite/external offices should answer calls with:
 - Good morning / afternoon, the facility/site and their name.
- d. Staff should aim, wherever possible, to resolve the customer's enquiry at first contact.
- e. Telephones will be attended during published opening hours. If staff are away from their desk, phones should be diverted to another person / section or a message should be taken. Never leave the customer with the impression that you are "unable to assist him/her"
- f. In cases where a customer has a hearing impairment, arrangements can be made via the Customer Services department
- g. If members of staff need to telephone a customer, they will ask if it is convenient or arrange another time to call and keep the appointment. **THE SWITCHBOARD SHOULD NEVER BE USED** for this purpose.
- h. If a call is put on 'hold' the customer must be told why this is happening and kept updated if the waiting time is longer than expected.

5.4 Answer phones and voicemail

- a. Answer phones and voicemail may be used to ensure that telephone calls are answered. We will aim to provide the following:
 - Recorded messages from answer phones will provide customers with an alternative contact number or details.
 - Answer phone / voicemail will give the caller an option to leave a message.
- b. All Council messages must be responded to as soon as possible - ideally within 24 hours or the next working day if the message is left over a weekend, after hours or a public holiday.
- c. Staff / sections should update voicemail each day detailing whether available, on holiday or giving alternative contact details / numbers or forward calls to another number or colleague.
- d. Wherever possible the use of voicemail should be avoided. It is a sign of being too busy to attend to customers.

5.5 Written correspondence and notices

- a. Incoming written correspondence (fax and mail) will be acknowledged within three days (at maximum) and responded to in 10 working days (at maximum).

- b. Receipt of an email will be acknowledged in one (1) working day.
- c. The presentation and content of any written correspondence must be clear, easy to understand and jargon free, accurate and include a contact name and number.
- d. All issues raised by the customer will be acknowledged and responded to within the correspondence.
- e. In written communication with customers, the logo of the municipality must appear in all documentation and/or letters communicating information regarding the municipality
- f. All correspondences received must have a turnaround period of 5 days for answering, so that customers and stakeholders know feel priority from the municipality
- g. Written notices to the public must be placed on public areas where all public can access it, e.g. libraries, Thusong Service Centre, etc.

5.6 Complaints Procedure

- a. Staff will aim to resolve all concerns raised by the customer immediately and informally.
- b. Staff will inform the customer that if the informal resolution is not to their satisfaction, they may make a formal complaint and explain how to do this.
- c. Customers should have an acknowledgement of their complaint within three days and a full written reply within 15 days.
- d. Heads of Departments will analyze any complaints about the service in their respective units and take remedial action so that problems do not recur.
- e. These service failures may involve:
 - i. Unjustified delays.
 - ii. Failure to follow council policies, rules or procedures.
 - iii. Failure to provide a service according to Batho Pele principles
 - iv. Failure to tell people of their rights or entitlements.
 - v. Providing inaccurate or misleading advice

5.7 Publications

5.7.1 The following information will be available in council publications:

- a. Standards of service against targets.
- b. Progress on projects undertaken by the municipality
- c. Changes made to services as a result of feedback, complaints or consultation with relevant stakeholders.

5.8 Suggestions

- a. We will encourage customers, partners and staff to make suggestions through a suggestion book located at the Reception area
- b. Additionally, the council will inform customers of any changes made to services as a result of their suggestions
- c. Suggestions and complains should be acknowledged within 3 working days of receipt.
- d. Suggestions and complains should be addressed within 4 working days after acknowledgement
- e. Where concerns could not be addressed customers should be given valid reasons.

5.9 Customer Safety and Health

- a. All customers visiting council buildings will be provided with a safe environment.
- b. Where possible, buildings which receive members of the public will have a designated member of staff for (1) Health and Safety (2) First Aid and the details displayed.
- c. The Council shall at all times comply with Health and Safety guidelines as espoused in the OHSa No 85 of 1993.

5.10 Staff training and development

- a. We will ensure that staff receives continuous training to enable them to satisfy customer expectations and keep their skills up-to-date.

5.11 Staff name badges

- a. Where appropriate, staff will be neatly dressed to meet members of the public.
- b. Where appropriate, staff will wear printed name badges that specify their name and designation

5.12 Buildings and signage

- a. Buildings will be clearly signed internally and externally.
- b. Reception points will be attended during opening hours.
- c. Reception points will be welcoming, clean and tidy
- d. Reception points will display clear and accurate opening times.
- e. Details of services and personnel available will be displayed clearly in all reception areas.

5.13 Information / Communication

- a. Information for the public will be clear and reviewed regularly.
- b. Published information will be accessible to customers with specific needs and in line with the Promotion of Access to Information Act no. 2 of 2000
- c. Information to the public and other stakeholders should be sent timeously

5.14 Availability and access

5.14.1 We will ensure customers have easy access to information about:

- a. Opening times.
- b. Offices and addresses. c. Names of Managers.
- d. Facilities / services available. e. Access details.
- f. Means by which contact can be made. g. Out of hours contact details.

5.15 Staff conduct, awareness and safety

- a. Staff working at information centres must arrive on time at work and should never leave their centres unattended. Timeous permission should be sought from the immediate supervisor if a staff member wishes to leave the Information centre for whatever reason. The necessary disciplinary procedures shall be proffered against any staff member violating this clause.
- b. Staff will be courteous and polite and expect to be treated in the same way by customers.
- c. In any case of extended dispute, frontline staff must seek assistance from their immediate Supervisor who will liaise with the immediate Manager.
- d. We will ensure that procedures are in place to safeguard staff from both verbal and physical attack.
- e. We will take action - legal or otherwise - where verbal or physical attacks are made to staff.
- f. Staff shall at all times dress properly and wear their respective name badges for ease of identification by customers.
- g. In no time should staff, while at the Information centres answer cellphones. This is because cellphones are believed to be private and clients will have an impression they are not attended to.

5.16 Customer information provision

- a. Stored information will be made available in accordance with Promotion of Access to Information Act no. 2 of 2000
- b. Any communication will be clearly identified as Molemole Local Municipality with author, current date and any reference numbers.
- c. We will also promote the use of electronic service delivery to provide customers with information.

6. PERFORMANCE MONITORING & EVALUATION

- a. This policy will be reviewed every year to accommodate changing client's preferences
- b. We will have systems and processes in place that allow us to monitor and evaluate our performance and publicise our performance against standards.
- c. Senqu Municipality will ensure that systems are in place to monitor service performance against the set standards
- d. Information will be collected from internal staff, service providers and the public to obtain inputs for improving the system

7. CONCLUSION

This policy document shall achieve the following goals.

- Ensuring improved customer service approach
- Promote cohesion amongst service units
- Increase efficiency in service delivery level standards
- Promote the Local Government: Municipal Systems Act 32 of 2000, to promote to access of information by the public on municipal services
- To encourage customer inputs for service delivery and improvement
- To provide a better understanding on customer needs
- To serve, to satisfy and to promote equality of all customers and stakeholders of the municipality.

ANNEXURE 5: COUNCIL RESOLUTION FOR IDP PROCESS PLAN

To be added

ANNEXURE 6: COUNCIL RESOLUTION FOR IDP ADOPTION

To be added

ANNEXURE 7: COUNCIL RESOLUTION ON HR STRATEGY

To be added

REFERENCES

(update)

Auditor General's Management Letter 2016

ECSECC 2016

Global Insight Data 2010

Joe Gqabi Water Services Development Plan 2010

Joe Gqabi Environmental Management Plan 2006

Joe Gqabi Environmental Management Plan Draft December 2011

Joe Gqabi Disaster Management Framework 2005

Joe Gqabi Integrated Development Plan

Joe Gqabi Integrated Transport Plan 2010

Joe Gqabi Area Based Plan 2010

New Growth Path

National Development Plan

Senqu's Municipal turnaround strategy 2010

Draft Senqu Spatial Development Framework 2016

Senqu Integrated Waste Management Plan 2013

Senqu Human Resources Strategy

Senqu WSDP

Senqu Employment Equity Plan

Senqu HIV and Aids Mainstreaming Strategy 2013

Senqu CIP

Senqu PMS Framework 2011

Senqu LED Strategy 2013

Senqu Housing Sector Plan 2013

Senqu Tourism Plan 2013

Statssa Census 2011

Statssa Mid year population estimates 2016

DEAT website

ECSECC website

CEEPA⁷: Mapping the South African Farming sectors' vulnerability to climate change and variability

Copies of the Document or sector plans may be ordered electronically from the IPED Manager via an email request to viedgeb@senqu.gov.za or downloaded from the municipal website <http://www.senqu.gov.za>