



**O.R. TAMBO
DISTRICT MUNICIPALITY**

**INTEGRATED DEVELOPMENT PLAN
2019/20 REVIEW**

FOREWORD BY THE EXECUTIVE MAYOR

EXECUTIVE MAYOR COUNCILLOR N. METH

The O.R. Tambo District Municipality (ORTDM) had once again embarked on the processes of reviewing its Integrated Development Plan (IDP) 2019/20 in line with the Municipal Systems Act (Act no.32 of 2000) and the Municipal Finance Management (Act 56 of 2003). The review followed the consultative processes with the stakeholders to appreciate and understand the socio-economic challenges of the municipality as well as emerging trends. This further inculcated participation of the communities in order to consolidate their views as required by the policies and prescripts guiding the genesis of Local Governance in the Country.

This IDP document therefore is a culmination of a lengthy process of consultation with the stakeholders and it carries the aspirations of the district masses. It is a beacon of hope, directing the municipality in its collective endeavour of building a better life for all. It further serves as a building block for our Vision 2030, the District Development Plan (DDP) adopted by our Council in 2017.

Together with the stakeholders of the region such as civil society, labour, business, and political parties; we identified and recognise the challenges that undermine the democracy breakthrough which are unemployment, poverty and inequality. Over the year we commit to strive and ensure that our Vision of “A **prosperous, vibrant, innovative and people-centred district**” is realised by the people of the district at large.

Embracing the broader municipal Vision the IDP 2019/20 document presents programme and projects aimed at:-

- Providing **Clean Quality Drinking Water** and **Decent Sanitation** services. The municipality as a water services authority commit to implement projects that bring water and sanitation service to its communities which for decades were deprived access to these services;
- Promoting radical economic transformation and creating vibrant communities. The District has embarked on a number of Economic programmes to ensure an Economy that Grows with its People – An Economy for Jobs. The District is also accelerating its efforts to unlock economic development in the three key sectors of **Agriculture, Tourism** and **Manufacturing**;
- Promoting Education, Health, Safety and Social Development Issues. Education is pivotal to economic prosperity, therefore a door to success, and collectively to escape the “poverty trap”;
- Promoting Sports, Recreation, Arts and Culture as means for Social Cohesion. These are diverse programmes enhancing our mandate as a caring sphere of Government;
- Instilling good governance and achieving clean administration. This will ensure that there are functional governance structures of accountability; and
- Building stable institution to deliver services. The district will forge ahead with its strategy to recruit the

qualified, competent and skilled staff to execute its agenda. This will further be complemented by skilling the young people for them to be ready to assist in this broader agenda.

As this IDP is the building-block towards achieving the District Development Plan Vision 2030 and beyond it makes the firm commitment to remove/ unblock constraints for project implementation.

The IDP 2019/20 takes that into account the urgent need for development, unity and jobs, and hence the theme for this year is – “Sustainable Partnerships and Collaborations to grow O.R. Tambo District together”.

The year 2019 marks 25 years of Democracy and holds great promise for our Country, our Province and our District. We are eager to experience the **New Dawn** as inspired by the President, His Excellency, Mr Cyril Ramaphosa when he stated that “We are one people, committed to work together to find jobs for our youth; to build factories and roads, houses and clinics; to prepare our children for a world of change and progress; to build cities and towns where families may be safe, productive and content. We are determined to build a society defined by decency and integrity, that does not tolerate the plunder of public resources, nor the theft by corporate criminals of the hard-earned savings of ordinary people”.

Therefore, the leadership of the District both political and administratively are taking the heed to the call made by the President during the State of The Nation Address of to continue embracing the spirit of “**Thuma Mina**” in the onward march towards equality, freedom and prosperity for all.

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COUNCILLOR N. METH
EXECUTIVE MAYOR

OVERVIEW BY THE MUNICIPAL MANAGER

MUNICIPAL MANAGER: O.N. HLAZO

This Integrated Development Plan Review 2019/20 is the product of a process that took a period of not less than ten (10) months. It started from the adoption of the framework and process plan back in August 2018 as well as robust consultations with stakeholders. The drafting processes happened through stakeholders and communities engagement at various platforms such as strategic planning, IDP representative forums and roadshows. Inputs from these sessions have shaped the municipal focus and its agenda over the financial year. The content of the document lift issues highlighted as requiring attention by both stakeholders and communities. These include:-

- Improvement of Quality of Water & Sanitation Services
- Improve the functionality of water schemes
- Expansion of Water Services to non-serviced areas
- Maintenance of VIP toilets t
- Creation of job opportunities
- Strengthening partnerships
- Agriculture and food production.

The above issues have been embraced and are at the centre of what the district municipality would be executing over the year. As much service delivery had remained the priority for the year under review, the leadership of the district further prioritized issues of governance such as promotion of accountability and sound financial management; instilling a culture of performance and forging

relations with its communities. This IDP 2019/20 therefore balances the service delivery and elements of governance. It has the particular focus on clean administration and improving the image of the organization.

Unique in this IDP 2019/20 is its focus on initiatives of **Food Production, Support to Corporate and Small Medium Enterprise Development**. The district heed from the National Government call of “**Radical Economic Transformation**”. It commits its strategies and resources in initiating the structured approach to fight the triple challenges of **Poverty, Inequality and Unemployment**.

I wish to note that, the IDP as presented has been assessed by COGTA and is confirmed that it is aligned to the budget and to other planning instrument such as Spatial development Framework, Water Service Development Plan, Integrated Transport Management Plan etcetera.

As the Accounting Officer of the municipality I therefore commit that I will steer the entire management and staff towards the execution of the strategies and priorities outlined in this Plan.

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O.N. HLAZO
MUNICIPAL MANAGER

EXECUTIVE SUMMARY

The Integrated Development Plan (IDP) is the principal strategic instrument of a municipality that gives effect to its developmental mandate as enshrined in the Constitution of the Republic of South Africa (1996). The concept of integrated planning has cemented itself as the strategic process within modern day local government as an effective way of ensuring that limited resources of a municipality are being optimised to improve the livelihoods of communities. The external focus of an IDP is to identify and prioritize the most critical developmental challenges of the community whilst organizing internal governance and institutional structures in order to address those challenges.

The IDP is a five-year plan which clearly stipulates the vision, mission and strategic objectives of Council and is reviewed annually to adjust to the changing socio-economic, infrastructural and environmental dynamics and the needs of communities. The IDP guides and informs all planning and development initiatives whilst it forms the basis of the Medium Term Revenue & Expenditure Framework (MTREF) or the Budgeting. One of the key objectives of integrated development planning is to co-ordinate improved integration of programmes and projects across sectors and spheres of government in order to maximize the impact thereof on the livelihoods of the community.

The O.R. Tambo District Municipality adopted its IDP for the term beginning 2017 - 2022 in May of 2017. The preparation of the IDP Review is annually preceded by the Council approved the process plan for the IDP and Budget preparation. The process plan serves to guide the developing or review of the IDP and to ensure integration between the development of the IDP and the Budget. It

needs to be noted that Budget enables achievement of the IDP objectives and targets as the strategic planning tool of the Municipality. The District IDP realizes the Local Government Key Performance Areas as outlines in the local government strategic agenda. It therefore clustered its priorities in line with the five (5) Key Performance Areas namely Basic Service Delivery, Financial Viability and Management, Local Economic Development, Good Governance and Public Participation and Municipal Institutional Transformation and Development.

The review of IDP and budget at O.R. Tambo District Municipality included a number of community consultations through the IDP Representative Forum. The IDP representative forum provided a platform for capturing and consolidating the community and stakeholder inputs during the review of objectives, strategies and targets for the 2019/20 financial year. The Mayoral Lekgotla session held in March 2019, provided a platform for the participation of all local municipality Mayors, portfolio councilors responsible for planning and Municipal Managers, in the review of the District's IDP. Further to that a Strategic Planning Session was convened in March 2019, where Sector Departments and various stakeholders were invited to share their planned projects and programmes to be implemented in the District space for 2019/20.

This IDP therefore have taken into account the comments/ inputs from the public. These inputs as well as the commitments made by the District Municipality are central in informing the IDP priorities, objectives, targets and budgeting.

The reviewed IDP embraces the principles for strategic planning at local government. It does this within the auspices of the National Development Plan, the Provincial Development Plan and the District Development Plan. It realizes the Back 2 Back framework for local

government as well as the broader strategic, regulatory and policy framework applicable to local government. It also aligns with the Integrated Urban Development Framework (IUDF), a critical urban policy for the local government sector in South Africa. The long term development agenda and spatial vision of the District is encapsulated in the Spatial Development Framework (SDF) which provides the guidelines for a land use management system to achieve the long term strategic intentions.

The MTREF budget is informed by the IDP and linked to specific Service Delivery & Budget Implementation Plan (SDBIP) targets to ensure that development is achieved in a coordinated manner which works towards a longer term developmental agenda. Lastly, the reviewed IDP appreciates the principles and the format expected in terms of the Municipal Standard Chart of Accounts Regulations (mSCOA) (2014), and therefore provides, seamless linkages with the MTREF Budget and SDBIP.

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LIST OF ABBREVIATIONS AND ACRONYMS

A/A:	Administrative Area	DWAF:	Department of Water Affairs and Forestry
AG:	Auditor General	EAP:	Economically Active Population
AGSA:	Auditor General South Africa	ECD:	Early Childhood Development
B2B:	Back to Basics	ECDC:	Eastern Cape Development Corporation
BCM:	Budget Cycle Matrix	ECDOT:	Eastern Cape Department of Transport
CAA:	Civil Aviation Authority	ECPTA:	Eastern Cape Parks and Tourism Agency
CBD:	Central Business District	ECSECC:	Eastern Cape Socio Economic Consultative Council
CCMDD:	Central Chronic Medicines Dispensing and Distribution	EIA:	Environmental Impact Assessment
CDW:	Community Development Worker	ELIDZ:	East London Industrial Development Zone
CFO:	Chief Financial Officer	EMP:	Environmental Management Plan
CIDB:	Construction Industry Development Board	EMS:	Emergency Medical Services
COGTA:	Cooperative Governance and Traditional Affairs	EPWP:	Expanded Public Works Programme
CPMD:	Certificate in Public Management and Development	FDI:	Foreign Direct Investment
CSIR:	Council for Scientific and Industrial Research	FIS:	Focused Intervention Study
DBSA:	Development Bank of South Africa	FPA:	Fire Protection Area
DCF:	District Communication Forum	FY:	Financial Year
DCoG:	Department of Cooperative Governance	GDP:	Gross Domestic Product
DEDEAT:	Department of Economic Development Environmental Affairs and Tourism	GHGs:	Greenhouse Gases
DFA:	Development Facilitation Act	GRAP:	Generally Recognised Accounting Practice
DM:	District Municipality	GVA:	Gross Value Added
DMP:	Disaster Management Plan	HDI:	Human Development Index
DPSA:	Department of Public Service and Administration	HLOS:	High Level Operating System
DRA:	Disaster Risk Assessment	HPRS:	Health Patient Registration System
DRDAR:	Provincial Department of Rural Development and Agrarian Reform	HR:	Human Resources
DRDLR:	National Department of Rural Development and Land Reform	HSP:	Housing Sector Plan
DRM:	Disaster Risk Management	ICT:	Information and Communications Technology
DTI:	Department of Trade and Industry	IDP:	Integrated Development Plan
DWA:	Department of Water Affairs	IGR:	Inter-Governmental Relations
		IPCC:	Intergovernmental Panel on Climate Change
		IPTN:	Integrated Public Transport Network
		IS:	Information Systems
		ITCC:	Integrated Transport Coordinating Committee
		ITP:	Integrated Transport Plan

IWMP:	Integrated Waste Management Plan	MTEF:	Medium Term Expenditure Framework
KFPM:	Kei Fresh Produce Market	MTREF:	Medium Term Revenue and Expenditure Framework
KPA:	Key Performance Area	MuniMEC:	Intergovernmental body consisting of CoGTA MEC and all Mayors of the Province
KPI:	Key Performance Indicator	MWIG:	Municipal Water Infrastructure Grant
KSDLM:	King Sabata Dalindyebo Local Municipality	NDP:	National Development Plan
LCC:	Land Capability Classes	NEMA:	National Environmental Management Act
LED:	Local Economic Development	NEMWA:	National Environmental Management Waste Act
LG:	Local Government	NGO:	Non-Governmental Organisation
LGE:	Local Government Elections	NHI:	National Health Insurance
LGSETA:	Local Government Sector Education and Training Authority	NKPI:	National Key Performance Indicator
LLF:	Local Labour Forum	NLTA:	National Land Transport Act
LM:	Local Municipality	NMDC:	National Disaster Management Centre
MAAP:	Management Audit Action Plan	NMDF:	National Disaster Management Framework
MANCO:	Management Committee	NMT:	Non-motorised Transport
MAYCO:	Mayoral Committee	NQF:	National Qualifications Framework
MR:	Mobility Route	NSDP:	National Spatial Development Perspective
MDGs:	Millennium Development Goals	NSDS:	National Skills Development Strategy
MEC:	Member of the Executive Council	NTSS:	National Tourism Sector Strategy
MFMA:	Municipal Finance Management Act	OHS:	Occupational Health and Safety
MHS:	Municipal Health Services	ORTDM:	O.R. Tambo District Municipality
MIG:	Municipal Infrastructure Grant	PC:	Primary Corridor
MISA:	Municipal Infrastructure Support Agency	PDP:	Provincial Development Plan
MM:	Municipal Manager	PE:	Performance Enabler
MMC:	Member of Mayoral Committee	PFMA:	Public Finance Management Act
MOM:	Municipal Oversight Model	PHC:	Primary Health Care
MOA:	Memorandum of Agreement	PIDS:	Provincial Industrial Development Strategy:
MOU:	Memorandum of Understanding	PIPTNMP:	Provincial Integrated Public Transport Network Management Plan
MPA:	Marine Protected Area	PMO:	Project Management Office
MPAC:	Municipal Public Accounts Committee	PMS:	Performance Management System
MRM:	Moral Regeneration Movement	PMU:	Project Management Unit
MSA:	Municipal Systems Act	PN:	Primary Node
mSCOA:	Municipal Standard Chart of Accounts		

PT:	Public Transport	WMA:	Water Management Area
PTA:	Provincial Tourism Authority	WSA:	Water Services Authority
RBIG:	Regional Bulk Infrastructure Grant	WSP:	Water Services Provider
RRAMS:	Rural Roads Assessment Management Systems	WSDP:	Water Services Development Plan
SAIMSA:	Southern Africa Inter-Municipal Sports Association	WWF:	World Wildlife Fund
SALGA:	South African Local Government Association		
SANDF:	South African National Defense Force		
SANRAL:	South African National Roads Agency		
SAPS:	South African Police Service		
SASSA:	South African Social Security Agency		
SCM:	Supply Chain Management		
SDBIP:	Service Delivery and Budget Implementation Plan		
SDF:	Spatial Development Framework		
SDGs:	Sustainable Development Goals		
SEA:	Strategic Environmental Assessment		
SMME:	Small, Medium and Micro Enterprises		
SOC:	State Owned Corporation		
SONA:	State of the Nation Address		
SOPA:	State of the Province Address		
SoP:	Separation of Powers		
SPLUMA:	Spatial Land Use Management Act		
SPU:	Special Programmes Unit		
SRACH:	Sports, Recreation, Arts, Culture and Heritage		
SR-TF:	Special Routes- Tourism Focus		
TN:	Tertiary Node		
UNFCCC:	United Nations Framework Convention on Climate Change		
VIP:	Ventilated Improvement Pit		
WBOT:	Ward Based Outreach Team		
WBPI:	Ward Based Planning and Information System		
WCSEZ:	Wild Coast Special Economic Zone		

O.R. Tambo District Offices

The O.R. Tambo District Offices are located in Mthatha, with disaster centres located throughout the District.

O.R. Tambo House

Nelson Mandela Drive
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5100

Tel: 047 501 6400

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Website: www.ortambodm.gov.za

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

The O.R. Tambo District Municipality approved its five (5) year Integrated Development Plan for the current term of Council (2017 – 2022) in May 2017. This year marks the third year of its implementation, which is also known as the mid term. The IDP is the strategic plan of the municipality and it is developed and approved every five years at the beginning of a new term of Council. The IDP spells out the priorities, objectives, strategies and programmes of the Council. The Council determines the vision and mission of its elected term informed by its political mandate and response to the service delivery situation in its area of jurisdiction. The following vision and mission was adopted by the O.R. Tambo Council:

Vision:

A prosperous, vibrant, innovative and people-centered district

Mission:

To provide core sustainable services and support in fulfilling its mandate through a developmental local government approach. The O.R. Tambo District Municipality shall pursue a socio-economic development agenda that will provide an improved quality of life and affirm the dignity of its people.

The O.R. Tambo Council also adopted the following values to guide the ethos of public service in the municipality.

Table 1: O.R. Tambo Values

O	Objective
L	Leadership
I	Industrious and Innovative
V	Virtuous
E	Ethical and Excellence
R	Respect, Responsible and Responsive
T	Tenacious and Transparent
A	Accountable
M	Meticulous
B	Bold and Brave
O	Openness

This year’s IDP Review signifies the start of the third financial year (2019/2020) under the current term of Council. It has been developed in accordance with the relevant legal requirements as a strategic development plan that seeks to enable real development, sustainable livelihoods and affordable service delivery for all in sustainable human settlements by:

- Energizing and mobilizing the municipality as a development actor;
- Guiding and directing all development in the municipal area;
- Focusing and shaping municipal budgeting and resource allocation; and

- Informing the strategic and sector planning and budgeting processes of the national and provincial spheres of government and State-Owned Enterprises operating in the jurisdiction of the municipality.

The following sections outline the legislative framework for developing and reviewing IDPs as well as the alignment framework through which the O.R. Tambo District Municipality relates to the Eastern Cape Province, the National Government and the Global environment.

1.2 LEGISLATIVE AND POLICY FRAMEWORK

The Constitution of the Republic of South Africa (1996 Section 152(1) (a)–(e) regulates and directs the operations and existence of local sphere of government. The Constitution specifies that a municipality must strive to:

- provide democratic and accountable government for local communities;
- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment; and
- encourage the involvement of communities and community organisations in the matters of local government.

The Constitution of the Republic of South Africa (1996) herein after referred to as The Constitution mandates municipalities to structure and manage their administration, budgets and planning processes to prioritise the basic needs of the community, in order to promote social and economic development of the community. It further requires

municipalities to participate in national and provincial development programmes.

In order to realise the above objectives, the Local Government: Municipal Systems Act (Act 32 of 2000) was enacted. Section 25 of this Act stipulates that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality (i.e. the IDP) which:

- Links, integrates and coordinates plans taking into account, proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis for the annual budgets;
- Complies with the provisions of Chapter 5 of the Act; and
- Be compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In addition, Section 26 of the MSA stipulates that an IDP must include:

- The municipal council's vision, inclusive of critical developmental and transformation needs;
- An assessment of the existing level of development in the municipality;
- The council's developmental priorities and objectives, including its local economic development aims;
- The councils' development strategies, which must be aligned to national and provincial sector plans;

- A spatial development framework which must include basic guidelines for a land use management system;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for the next three years; and
- The municipality's key performance indicators and performance targets.

The Municipal Planning and Performance Management Regulations, published in terms of the Municipal Systems Act (Act 32 of 2000) in August 2001, set out the following additional requirements for an IDP:

- An institutional framework for the implementation of the IDP to address the municipality's internal transformation needs;
- The clarification of investment initiatives;
- The specification for developmental initiatives including infrastructure, physical, social and institutional development; and
- All known projects, plans and programmes to be implemented within the municipality by any organ of state.

The Municipal Finance Management Act 56 Of 2003 (MFMA) seeks to ensure closer alignment between the municipality's annual budget and its IDP. In order to achieve this, put in place a range of measures to do so, including:

- Alignment in the processes of budget and IDP preparation;
- The pursuit of greater credibility in terms of the ability to afford/pay for development proposals put forward in the IDP;
- The preparation and approval of a Service Delivery and Budget Implementation Plan (SDBIP) shortly after approval of the budget and the IDP; and

- The introduction of link between the IDP, the budget and the performance management contracts of senior officials.

The Municipal Standard Chart of Accounts Regulations (2014) (mSCOA) prescribes the method and format that municipalities should apply to record and classify all expenditure (capital and operational), revenue, assets, liabilities, equity, policy outcomes and legislative reporting. Through this chart, transactions are expected to be recorded across seven (7) segments: project, funding, function, item, region, costing and standard classification. This IDP has been developed in line with the mSCOA compliance framework

1.3 ALIGNMENT WITH NATIONAL AND PROVINCIAL PLANS AND PRIORITIES

This section covers the following policy documents which influence integrated development planning in the O.R. Tambo District Municipality:

- The National Development Plan
- Back-to-Basics Local Government Strategy (B2B)
- The Integrated Urban Development Framework (IUDF)
- The Medium Term Strategic Framework (2014 – 2019)
- The New Economic Growth Path
- The Provincial Development Plan
- The Provincial Economic Development Strategy
- The Provincial Spatial Development Framework
- Sustainable Development Goals

1.3.1 The National Development Plan

The National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030. According to the NDP, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

The NDP diagnostic set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- Too few people work
- The quality of school education for black people is poor
- Infrastructure is poorly located, inadequate and under-maintained
- Spatial divides hobble inclusive development
- The economy is unsustainably resource intensive
- The public health system cannot meet demand or sustain quality
- Public services are uneven and often of poor quality
- Corruption levels are high
- South Africa remains a divided society.

The NDP then sets out the following development objectives to be achieved by 2030:

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero; and

- Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

The NDP identifies the following enabling milestones to be achieved by the country:

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.

- Realise a food trade surplus, with one-third produced by small-scale farmers or households. Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

In order to achieve the desired development by 2030, the following critical actions are required.

- A social compact to reduce poverty and inequality, and raise employment and investment.
- A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
- Boost private investment in labor-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
- An education accountability chain, with lines of responsibility from state to classroom.

- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- Interventions to ensure environmental sustainability and resilience to future shocks.
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
- Reduce crime by strengthening criminal justice and improving community environments.

The O.R. Tambo District Municipality's long term strategic planning is inspired by the vision of the NDP and its development objectives and service delivery programmes are designed to give effect to the NDP.

1.3.2 Back-to-Basics (B2B) Local Government Strategy

The National and Provincial government introduced a B2B policy imperative which has to be inculcated in government institutions' planning instruments. Municipalities also were required to inculcate 'B2B into their planning instruments and monitor their implementations. The B2B Local Government Strategy) was developed in 2014 by the DCoG and Traditional Affairs. According to the Strategy at the most basic level, municipalities are expected to:

- put people and their concerns first and ensure constant contact with communities through effective public participation platforms;
- create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency;
- be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability;
- ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities;
- build and maintain sound institutional and administrative capabilities administered and managed by dedicated and skilled personnel at all levels.

The ORTDM council endorsed the B2B document. It further resolved that each municipal Key Performance Areas (KPAS) must be aligned to the B2B priorities and be reported on. In line with the B2B, heads of departments were assigned responsibilities to ensure the implementation of it. It is in that spirit that the ORDM district municipality's IDP of 2018/2019 in its Chapter One, ensures that it is aligned to the NDP, the National Outcomes and the B2B priorities. Reports on the implementation of the IDP through the SDBIP realises the B2B model as the policy imperative. The Department of Cooperative Governance (DCoG) assesses the IDP in terms of its alignment to the B2B strategy.

The building blocks for the B2B Strategy are as follows:

- Good Governance - Good governance is at the heart of the effective functioning of municipalities;
- Public Participation - Measures will be taken to ensure that municipalities engage with their communities;
- Financial Management - Sound financial management is integral to the success of local government;
- Infrastructure Services - The planning, implementation and maintenance of basic infrastructure is critical for sustaining basic standards of living and economic activity in our towns and cities; and
- Institutional Capacity - There has to be a focus will be on building strong municipal administrative systems and processes.

1.3.3 The Integrated Urban Development Framework

The Integrated Urban Development Framework was approved by cabinet in April 2016. It is a policy initiative of the Government of South Africa, coordinated by the Department of Cooperative Governance and Traditional Affairs (CoGTA). The framework discusses how the South African urban system can be re-organised, so that our cities and towns become more inclusive, resource efficient and good places to live, shop, work and play as per the vision outlined in the NDP.

The IUDF seeks to foster a shared understanding across government and society and how best to manage urbanization and achieve the goals of economic development, job creation and improved living conditions for our people.

The IUDF responds to Sustainable Development Goals and in particular to Goal 11: making cities and human settlements inclusive, safe, resilient and sustainable. It also responds to various chapters in the NDP especially in Chapter 8, '**Transforming human settlements and the national space economy**'.

The IUDF's overall outcome is spatial transformation. It intends reversing the inefficient spatial patterns in a way that promotes both social and economic development while protecting the environment. It proposes an urban growth model of compact, connected and coordinated cities and towns as opposed to fragmented development. Land, transport, housing and jobs are key structuring elements critical for the attainment of the outcome.

The vision of the IUDF is to **achieve "liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive where residents actively participate urban life"**.

Its strategic goals are:

- Inclusion and access;
- Inclusive growth;
- Effective governance; and
- Spatial integration

The overall objective of the IUDF is to create efficient urban spaces by:

- Reducing travel costs and distances;
- Aligning land use, transport planning and housing;
- Preventing development of housing in marginal areas;
- Increasing urban densities and reducing sprawl;
- Shifting jobs and investment towards dense peripheral townships; and

- Improving public transport and the coordination between transport modes.

Although the outcome that relates specifically to Local Government is Outcome 9, the local government sphere has a role to play in all the 14 outcomes, which are indicated in **Table 1** below.

Table 2: Fourteen Government Outcomes

Outputs	Key Spending Programmes	Role of Local Government
Outcome 1: Improve the quality of basic education		
<ol style="list-style-type: none"> 1. Improve quality of teaching and learning. 2. Regular Assessments to track progress. 3. Improve early childhood development. 4. A credible outcomes-focused accountability system 	<ul style="list-style-type: none"> ▪ Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over ▪ Assess every child in grades 3, 6 and 9 every year. ▪ Improve learning and teaching materials to be distributed to primary schools in 2014. ▪ Improve maths and science teaching 	<ul style="list-style-type: none"> ▪ Facilitate the building of new schools by : ▪ Participating in needs assessments ▪ Identifying appropriate land ▪ Facilitating zoning and planning processes ▪ Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and

Outputs	Key Spending Programmes	Role of Local Government
		installing connections
Outcome 2: Improve health and life expectancy		
<ol style="list-style-type: none"> 1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30-40 per 1000 births. 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness 	<ul style="list-style-type: none"> ▪ Revitalise primary health care ▪ Increase early antenatal visits to 50%. ▪ Increase vaccine coverage. ▪ Improve hospital and clinic infrastructure ▪ Accredite health facilities ▪ Extend coverage of new child vaccines. ▪ Expand HIV prevention and treatment. ▪ Increase prevention of mother-to-child transmission. ▪ School health promotion increase school visits by nurses from 5 to 20%. 	<ul style="list-style-type: none"> ▪ Many municipalities perform health functions on behalf of provinces. ▪ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments. ▪ Municipalities must continue to improve Community Health Services infrastructure by providing clean water, sanitation and waste removal services.

Outputs	Key Spending Programmes	Role of Local Government
	<ul style="list-style-type: none"> • Enhance TB treatment 	
Outcome 3: All People in South Africa are Protected and Feel Safe		
<ol style="list-style-type: none"> 1. Reduce overall level of crime. 2. An effective and integrated criminal justice system. 3. Improve investor perceptions and trust. 4. Effective and integrated border management. 5. Improve perception of crime among the population. 6. Integrity of identity of citizens and residents secures 7. Cyber-crime combated 	<ul style="list-style-type: none"> • Increase police personnel. • Establish tactical response teams in provinces • Upgrade IT infrastructure in correctional facilities. • ICT renewal in justice cluster • Occupation-specific dispensation for legal professionals. • Deploy SANDF soldiers to South Africa's borders. 	<ul style="list-style-type: none"> • Facilitate the development of safer communities through better planning & enforcement of municipal by-laws. • Direct the traffic control function towards policing high-risk violations – rather than revenue collection.

Outputs	Key Spending Programmes	Role of Local Government
Outcome 4: Decent Employment through Inclusive Economic Growth		
<ol style="list-style-type: none"> 1. Faster and sustainable inclusive growth. 2. More labour-absorbing growth. 3. Strategy to reduce youth unemployment. 4. Increase competitiveness to raise net exports and gross trade. 5. Improve support to small business and cooperatives. 6. Implement expanded public works programme. 	<ul style="list-style-type: none"> ▪ Invest in industrial development zones. ▪ Industrial sector strategies: automotive industry; clothing and textiles. ▪ Youth employment incentive ▪ Development training and systems to improve procurement. ▪ Skills development and training. ▪ Reserve accumulation. ▪ Enterprise financing support. ▪ New phase of public works programme. 	<ul style="list-style-type: none"> ▪ Create an enabling environment for investment by streamlining planning application process. ▪ Ensure proper maintenance and rehabilitation of essential services infrastructure. ▪ Ensure proper implementation of the EPWP at municipal level. ▪ Design service delivery processes to be labour intensive. ▪ Improve procurement systems to eliminate corruption and ensure value for

Outputs	Key Spending Programmes	Role of Local Government
		<p>money.</p> <ul style="list-style-type: none"> ▪ Utilise community structures to provide services.
Outcome 5: A Skilled and Capable Workforce to Support Inclusive Growth		
<ol style="list-style-type: none"> 1. A credible skills planning institutional mechanism. 2. Increase access to intermediate and high-level learning programmes. 3. Increase access to occupational-specific programmes (especially artisan skills training). 4. Research, development and innovation in human capital. 	<ul style="list-style-type: none"> ▪ Increase enrolment in FET colleges and training of lectures. ▪ Invest in infrastructure and equipment in colleges and technical schools. ▪ Expand skills development learnerships funded through sector training authorities and National Skills Fund. ▪ Industry partnership projects for skills and technology development. ▪ National Research 	<ul style="list-style-type: none"> ▪ Development and extend intern and work experience programmes in municipalities. ▪ Link municipal procurement to skills development initiatives.

Outputs	Key Spending Programmes	Role of Local Government
	Foundation centres excellence, and bursaries and research funding.	
Outcome 6: An Efficient, Competitive and Responsive Economic Infrastructure Network		
<ol style="list-style-type: none"> 1. Improve competition and regulation. 2. Reliable generation, distribution and transmission of energy. 3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports. 4. Maintain bulk water infrastructure and ensure water supply. 5. Information and communication technology. 	<ul style="list-style-type: none"> ▪ An integrated energy plan successful independent power producers. ▪ Passenger Rail Agency: Acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers. ▪ Increase infrastructure funding for provinces for the maintenance of provincial roads. ▪ Complete Gauteng Freeway Improvement Programme. 	<ul style="list-style-type: none"> ▪ Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services. ▪ Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport. ▪ Maintain and expand water purification works and waste water treatment works in line with growing demand. ▪ Cities to prepare o receive the

Outputs	Key Spending Programmes	Role of Local Government
6. Benchmark each sector.	<ul style="list-style-type: none"> ▪ Complete De Hoop Dam and bulk distribution. ▪ Nandoni pipeline. ▪ Invest in broadband network infrastructure. 	<ul style="list-style-type: none"> ▪ devolved public transport function. ▪ Improve maintenance of municipal road network.
Outcome 7: Vibrant, Equitable and Sustainable Rural Communities and Food Security		
<ol style="list-style-type: none"> 1. Sustainable agrarian reform and improved access to markets for small farmers. 2. Improve access to affordable and diverse food. 3. Improve rural services and access to information to support livelihoods. 4. Improve rural employment opportunities. 5. Enable institutional 	<ul style="list-style-type: none"> ▪ Settle 7000 land restitution claims. ▪ Redistribute 283 592ha of land use by 2014. ▪ Support emerging farmers. ▪ Soil conservation measures and sustainable land use management. ▪ Nutrition education programmes. ▪ Improve rural access to services by 2014: <ul style="list-style-type: none"> ▪ Water: 92% to 100%. ▪ Sanitation: 69% to 100%. 	<ul style="list-style-type: none"> ▪ Facilitate the development of local markets for agricultural produce. ▪ Improve transport links with urban centres so as to ensure better economic integration. ▪ Promote home production to enhance food security. ▪ Ensure effective spending of grants for funding extension of access to basic

Outputs	Key Spending Programmes	Role of Local Government
environment for sustainable and inclusive growth.	<ul style="list-style-type: none"> ▪ Refuse removal: 64% to 75%. ▪ Electricity: 81% to 92%. 	services.
Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life		
<ol style="list-style-type: none"> 1. Accelerate housing delivery. 2. Improve property market. 3. More efficient land utilization and release of state-owned land. 	<ul style="list-style-type: none"> ▪ Increase housing units built from 220 000 to 600 000 a year. ▪ Increase construction of social housing units to 80 000 a year. ▪ Upgrade informal settlement: 400 000 units by 2014. ▪ Deliver 400 000 low-income houses on state-owned land. ▪ Improve urban access to basic services: <ul style="list-style-type: none"> • Water: 92% to 100%. • Sanitation: 69% to 100%. 	<ul style="list-style-type: none"> ▪ Cities must wait to be accredited for the housing function. ▪ Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements. ▪ Participate in the identification of suitable land for social housing. ▪ Ensure capital budgets are appropriately prioritized to maximum existing services and extend services.

Outputs	Key Spending Programmes	Role of Local Government
	<ul style="list-style-type: none"> • Refuse removal: 64% to 75%. • Electricity: 81% to 92%. 	
Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government System		
<ol style="list-style-type: none"> 1. Differentiate approach to municipal financing, planning and support. 2. Improve access to basic services 3. Community work programme. 4. Support for human settlements outcome. 5. Refine ward committee model to deepen democracy. 6. Improve municipal financial administrative 	<ul style="list-style-type: none"> ▪ Municipal capacity-building grants. ▪ Systems improvement. ▪ Financial management (target: 100% unqualified audits). ▪ Municipal infrastructure grant. ▪ Electrification programme. ▪ Public transport & systems grant. ▪ Bulk infrastructure & water grants. ▪ Neighbourhood development partnership grant. ▪ Increase urban density. 	<ul style="list-style-type: none"> ▪ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality. ▪ Implement the community work programme. ▪ Ensure Ward Committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues. ▪ Improve

Outputs	Key Spending Programmes	Role of Local Government
<p>capability.</p> <p>7. Single window of coordination.</p>	<ul style="list-style-type: none"> ▪ Informal settlements upgrades. 	<p>municipal financial and administrative capacity by competency norms and standards and acting against incompetence and corruption,</p>
<p>Outcome 10: Protection and Enhancement of Environmental Assets and Natural Resources</p>		
<p>1. Enhance quality and quantity of water resources.</p> <p>2. Reduce greenhouse gas emissions,</p> <p>3. Mitigate climate change impacts and improve air quality.</p> <p>4. Sustainable environmental management.</p> <p>5. Protect biodiversity.</p>	<ul style="list-style-type: none"> ▪ National water resource infrastructure programme. ▪ Expanded public works environmental programmes. ▪ Biodiversity and conservation. 	<ul style="list-style-type: none"> ▪ Develop and implement water management plans to reduce water losses. ▪ Ensure effective maintenance and rehabilitation of infrastructure. ▪ Run water and energy saving awareness campaigns. ▪ Ensure development does not take place on

Outputs	Key Spending Programmes	Role of Local Government
		wetlands.
<p>Outcome 11: A Better South Africa, a Better and Safer Africa and World</p>		
<p>1. Enhance Africa agenda and sustainable development.</p> <p>2. Enhance regional integration</p> <p>3. Reform global governance institutions</p> <p>4. Enhance trade and investment between South Africa and partners</p>	<ul style="list-style-type: none"> ▪ Proposed establishment of South African Development Partnership Agency. ▪ Defence: peace support mechanisms ▪ Border control: upgrade inland ports of entry. 	<ul style="list-style-type: none"> ▪ Ensuring basic infrastructure is in place and properly maintained. ▪ Creating an enabling environment for investment.
<p>Outcome 12: A development orientated public service and inclusive citizenship</p>		
<p>1. Improve government performance</p> <p>2. Government wide performance and monitoring</p> <p>3. Conduct comprehensive expenditure</p>	<ul style="list-style-type: none"> ▪ Performance monitoring and evaluation ▪ Stats SA, Census 2011: Reduce undercount. ▪ Sports and Recreation: Support mass participation and 	<ul style="list-style-type: none"> ▪ Continue to develop performance monitoring and management system. ▪ Comply with legal financial reporting requirements. ▪ Review municipal

Outputs	Key Spending Programmes	Role of Local Government
<p>review.</p> <p>4. Celebrate cultural diversity</p>	<p>school sport programmes.</p>	<p>expenditures to reduce wastage.</p> <ul style="list-style-type: none"> ▪ Ensure Municipal Councils behave in ways that restore trust in local government.
<p>Outcome 13: An inclusive and responsive social protection system</p>		
<p>1. Reforming the social welfare sector and services to deliver better results</p> <p>2. Improving the provision of Early Childhood Development</p> <p>3. Deepening social assistance and extending the scope for social security</p> <p>4. Strengthening community development interventions</p>	<ul style="list-style-type: none"> ▪ Social Grants System (social welfare) ▪ Early Childhood Development Programme ▪ Community workers ▪ Thusong Programmes 	<ul style="list-style-type: none"> ▪ Poor relieve to vulnerable groups through Equitable Share allocations (Indigent Management Programmes) ▪ Facilitation of social welfare interventions at ward level

Outputs	Key Spending Programmes	Role of Local Government
<p>Outcome 14: Nation building and social cohesion</p>		
<p>1. Fostering Constitutional values</p> <p>2. Equal opportunities, inclusion and redress</p> <p>3. Promoting social cohesion across society through increased interaction across race and class</p> <p>4. Active citizenry and leadership</p>	<ul style="list-style-type: none"> ▪ Stakeholder forums ▪ Strategy to strengthen families ▪ Campaigns to promote charter on good values 	<ul style="list-style-type: none"> ▪ Strengthening social cohesion awareness and programmes at a local levels

1.3.4 The New Growth Path

The New Growth Path is a macro-economic policy aimed at enhancing growth, employment creation and equity. Central to the New Growth Path is a massive investment in infrastructure as a critical driver of jobs across the economy. This calls for all spheres of government to prioritise job creation by ensuring that all programmes have an element of job creation.

The New Growth Path:

- identifies five key areas for large-scale public investment and job creation, i.e. Energy, Transport, Communication, Water, and Housing;
- regards the infrastructure programme as a trigger to build a local supplier industry for the manufacture of the components for the build-programme;
- identifies specific measures, particularly changes to procurement policy and regulations, to ensure delivery on its targets; and
- highlights as risks the fragile global recovery, competition and collaboration with the new fast-growing economies, and competing domestic interests.

The 5 (five) other priority areas are identified as key contributors to job creation in partnerships between the State and the private sector.

These are.

- **Green Economy:** Expansions in construction and the production of technologies for solar, wind and bio-fuels are supported by the draft Energy and Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade;

- **Agriculture:** Jobs will be created by addressing the high input costs and up-scaling processing and export marketing. Support for smallholders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits Government to unblocking stalled land transfers, which constrain new investment;
- **Mining:** This includes a call for increased mineral extraction, improvements in infrastructure and skills development and beneficiation, which can create large-scale employment. It foresees the establishment of a State-owned mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector;
- **Manufacturing:** The focus is on re-industrialisation of the South African economy through innovation, skills development and reduced input costs in the economy. A target of doubling of South Africa's research and development investment to 2% of gross domestic product by 2018 is set; and
- **Tourism and other High-Level Services:** The framework regards these areas as holding significant employment potential, and calls for South Africa to position itself as the higher education hub of the African continent.

1.3.5 The Eastern Cape Provincial Development Plan (2030)

The Eastern Cape Provincial Development Plan (2030) (PDP) is derived from the NDP (2030) and is intended to provide creative responses to the Eastern Cape's developmental challenges.

According to the PDP, a sustainable future for the Eastern Cape rests on people-centered development to achieve the following five related goals:

- an inclusive, equitable and growing economy for the province;
- an educated, innovative and empowered citizenry;
- a healthy population;
- vibrant, equitably enabled communities;
- capable agents across government and other institutional partners committed to the development of the province.

These goals will be pursued with a focus on rural development to address inherited structural deficiencies. The legacy of apartheid has left the rural regions of the Eastern Cape underdeveloped, with an urban economy that is unduly stressed and experiencing slow growth.

To realise the plan's developmental goals, the province has identified four catalytic flagships that will establish a sound foundation for other developments to flourish on. The following catalytic initiatives cut across various sectors and integrate the efforts of many role-players. These are:

- **Llima Labantu** – the first catalytic flagship initiative is an agricultural development initiative that aims to revive the rural economy and encourage other areas of development in the province;

- **Ematholeni** (children first) - the second catalytic flagship initiative aims to give all children a quality start to development and learning, providing a solid foundation for a future of equal opportunity. This foundation begins from the level of early childhood development (ECD);
- **Infrastructure** - the third catalytic flagship initiative focuses on the provision and maintenance of infrastructure for spatially equitable social and economic development. This includes social infrastructures (human settlements, public institutions) and economic infrastructures (irrigation systems, factories, production technology, equipment and systems), as well as information and communication technology;
- **Building human and institutional capabilities for local development action** -the fourth catalytic flagship initiative aims to build human and institutional capabilities for inclusive and meaningful local development action.

1.3.6 Eastern Cape Provincial Economic Development Strategy

The Eastern Cape Provincial Economic Development Plan (ECPEDP) was formulated in 2017 to provide a provincial wide economic development framework. The Strategic Framework for the PEDS is intended to deepen and enhance the economic development component of the Provincial Development Plan which is the overarching provincial integrative framework. The framework is summarized in the figure below:

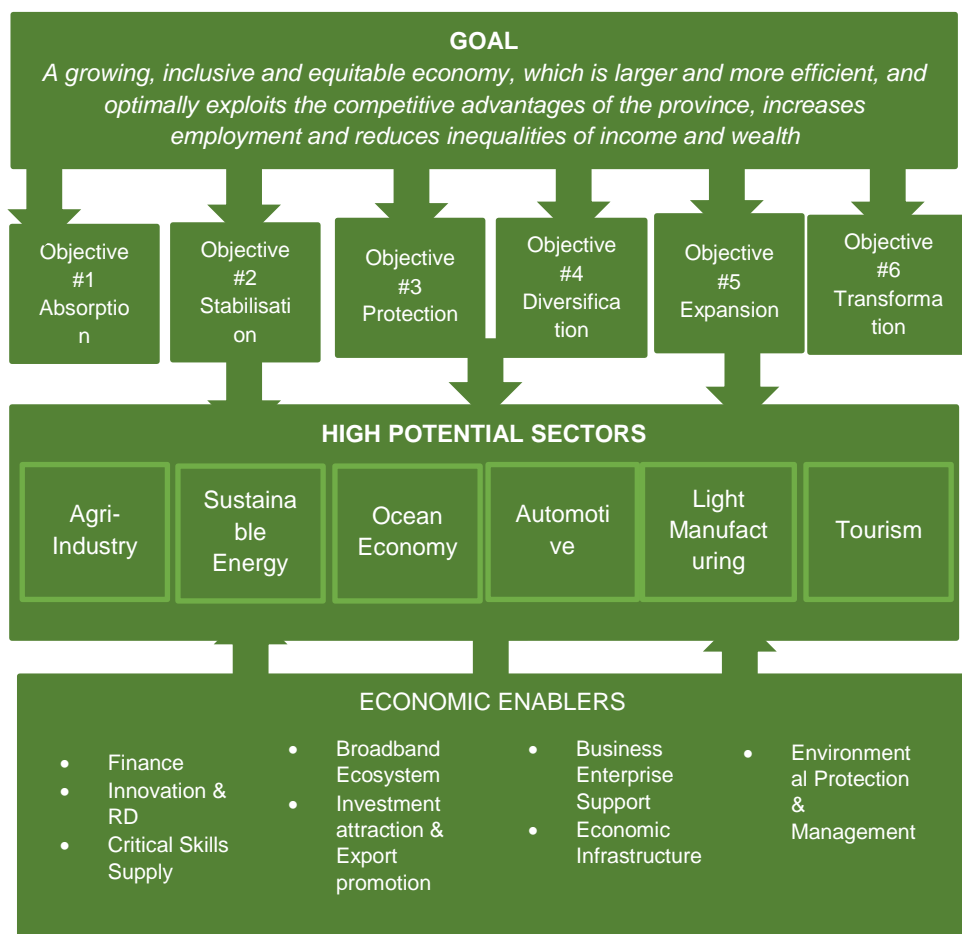


Figure 1: ECPEDP Framework

A key element of the PEDS is the strategy’s strategic goal. This is the first step to implementing the strategy and thus solving the inherent problems prevalent in the provincial economy.

In alignment with the Provincial Development Plan, the strategic, long-term goal and vision of the PEDS is:

“A growing, inclusive and equitable economy, which is larger and more efficient, and optimally exploits the competitive advantages of the province, increases employment, and reduces inequalities of income and wealth.”

This strategic goal is in accordance with the original problem statement set out for PEDS namely that of **“poverty, inequality and unemployment”** as both a cause and effect of low economic development.

To give effect to the strategic goal, six strategic objectives have been identified and are designed in such a way as to capture the priority issues impacting on the Eastern Cape economic development. These overarching objectives in turn feed into specific targets, high potential sectors, programmes and projects.

Objective #1: Improve the absorption capability of the provincial economy by growing the number of jobs in the local economy, particularly from a low-skills base and amongst women, youth and people living with disabilities.

Objective #2: Stabilisation of vulnerable and declining sectors as a result of the economic crisis and deindustrialisation.

Objective #3: Protection and safeguarding productive capacity of existing industries and current jobs.

Objective #4: Diversification of the economy by deliberate efforts geared towards spreading employment and investment over a wide-range of economic activities.

Objective #5: Expansion through increasing the productive capacity of the province by investing in enabling infrastructure and innovation capabilities.

Objective #6: Transformation by broadening the ownership of capital and assets; income distribution; and spatial distribution of industrial activity based on regional competitive and comparative advantages.

In order to achieve the above-mentioned objectives, six critical economic sectors have been prioritized by the province viz;

- Agri-industry
- Sustainable energy
- Ocean economy
- Automotive industry
- Light Manufacturing
- Tourism.

The O.R. Tambo District Municipality is in a unique comparative advantage wherein the five of the above-mentioned sectors can be supported to grow (with the exception of automotive industry). The O.R. Tambo District Municipality has since developed its District Development Plan which is aligned to the Eastern Cape Provincial Economic Development Strategy.

1.3.7 Eastern Cape Provincial Spatial Development Strategy

The Provincial Spatial Development Framework was developed by the Department of Cooperative Governance and Traditional Affairs (CoGTA). Its key objective is to set out a broad framework for investment in a spatially orientated approach to give effect to the successful implementation of the Provincial Development Plan Vision 2030.

At the national sphere, the policy provisions of the Green Paper on Development and Planning (1999), the White Paper on Spatial Planning and Land Use Management (2001) and the National Spatial Development Perspective are the key instruments framing and shaping current spatial planning and development in the Eastern Cape. These introduced a unitary planning system applicable in both urban and rural areas across South Africa and defined the content of spatial planning and land use management for the purposes of the Municipal Systems Act.

The Provincial Spatial Development Plan intends to achieve the following:

- Provision of a co-ordinating provincial spatial framework to direct public sector investment towards a common vision and set of objectives;
- Provision of a broad policy framework to give direction to all other development agencies in the Province regarding the priorities of government;
- Enable public investment programmes to be more efficient;
- Opportunities to create an environment within which communities and the private sector can operate more effectively to achieve sustainable economic growth in the Province;

- Protection of the natural environmental systems;
- Efficient use of resources at Provincial Level;
- Prevention of duplication of effort by different departments and spheres of government; and
- Enable District Municipalities and Local Authorities to work within a broad policy framework when preparing and updating Integrated Development Plans (IDPs) and Spatial Development Framework Plans (SDFs).

Underpinning the vision of the PSDF are a set of general and overarching core values additional to those contained in the NSDP; identified as the following:

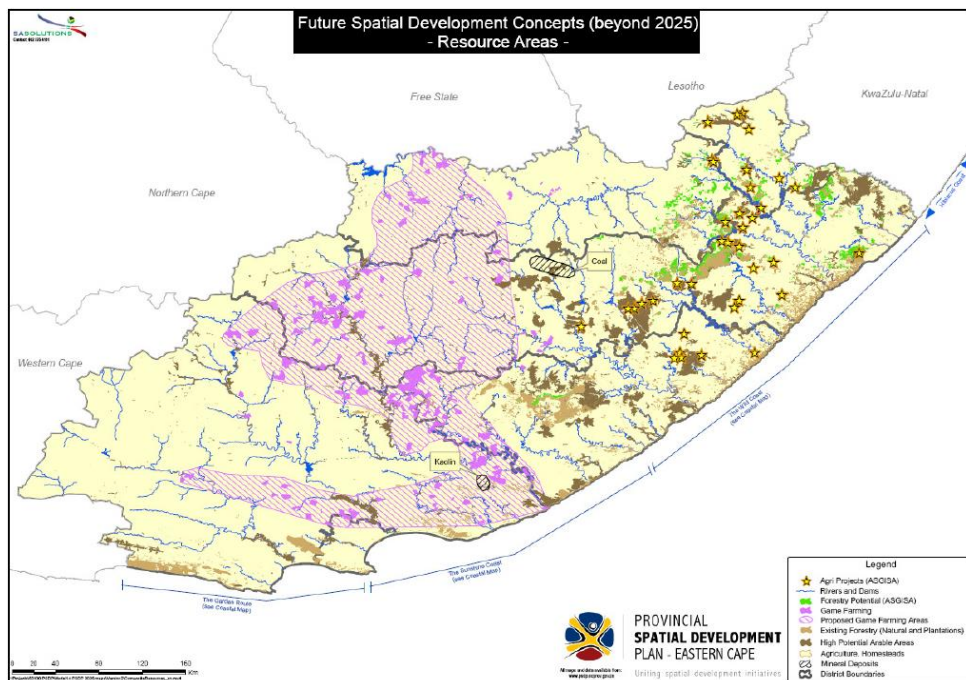
- Environmental integrity and sustainability;
- Safeguarding all natural resources;
- Densification;
- Integrated Land Use;
- Economy and efficiency of development;
- Achieving synergy and linkages between urban and rural areas;
- Participatory community based planning as a basis of going forward; and
- Emphasis being placed on “brownfield” development before adopting “greenfield” development.

The more detailed core values and principles in each spatial framework include:

- Active involvement in planning and development by all stakeholders, including communities and Traditional Leaders;
- Efficiency, sustainability of infrastructure with equal access to basic services for all;

- Infrastructure development to promote socio-economic development, achieve positive cost benefits and economic spin offs;
- Local beneficiation of produce and raw materials from agricultural production;
- Increased economic infrastructure to create an investment friendly environment and enhanced connectivity with the region, nation and global markets;
- Professionalism in human resources achieved through education and capacity building;
- Human resources sustainability through equal opportunities, fairness, support, mentorship and skills transfer;
- Compact integrated human settlements with access to basic services, amenities and social facilities; and
- Integrated spatial development plans (SDFs) which are the principal development management tool for all stakeholders, across the wall to wall municipalities.

In terms of Spatial Development Principles, the provincial spatial planning approach is guided by the District and Local Spatial Development Frameworks (SDFs) and the various Area Based Plans (ABPs) which are prepared and reviewed on a regular basis. It is of crucial importance (to attain integrated delivery) that these SDFs become the integrated spatial development plans of all municipalities, reflecting all projects within the municipal and government sector plans, providing strategic spatial proposals for the municipality on a ‘wall to wall basis’.



Source: Eastern Cape Spatial Development Strategy (2017)

Figure 2: EC Spatial Development Plan

1.3.8 Sustainable Development Goals (SDGs)

The United Nations Conference on Sustainable Development in 2015 produced the document titled "The future we want", which gave the mandate that the **sustainable development goals** should be coherent with and integrated into the United Nations development agenda beyond 2015. It reiterates commitment to freeing humanity from poverty and hunger as a matter of urgency, and progress from the work of the MDGs.

Its overarching objectives are poverty eradication and promoting sustainable patterns for the consumption, production, protection and management of the natural resource base of economic and social development. There are 17 set goals that were endorsed to be implemented by 2030. These are:

- end poverty in all its forms everywhere;
- end hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- ensure healthy lives and promote well-being for all at all ages;
- ensure inclusive and equitable quality education and promote lifelong learning;
- opportunities for all;
- achieve gender equality and empower all women and girls;
- ensure availability and sustainable management of water and sanitation for all;
- ensure access to affordable, reliable, sustainable and modern energy for all;
- promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- reduce inequality within and among countries;
- make cities and human settlements inclusive, safe, resilient and sustainable;
- ensure sustainable consumption and production patterns;
- take urgent action to combat climate change and its impacts;
- conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat

desertification, and halt and reverse land degradation and halt biodiversity loss;

- promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and strengthen the means of implementation and revitalize the global partnership for sustainable development.

1.3.9 State of the Nation Address 2019

The President of the Republic delivered the State of the Nation Address on the 7th February 2019. In the speech, the President addresses the issue of jobs, the economy in general and the question of land expropriation and free education.

Below is a summary of the key points made by the President.

The national priorities emanating with the SONA 2019 were considered by the O.R. Tambo District Municipality in the process of reviewing the IDP for implementation in the 2018/2019 Financial Year.

1.3.10 State of the Province Address 2019

Following the State of the Nation Address, the Eastern Cape Premier delivered the State of the Province Address (SOPA) on the xx February 2019.

Below is a summary of the key points made by the Premier:

The O.R. Tambo District Municipality is directly impacted by some of the provincial priorities, programmes and projects identified in the SOPA. Chapter 6 of this review outlines some of the sector programmes and projects that will be implemented in the district.

1.4 OVERVIEW OF THE IDP PROCESS

As indicated under the section on legislative framework, Section 25 of the Municipal Systems Act, 2000, requires of each Municipal Council to prepare and adopt an IDP. Section 35 of the Act defines this legally-mandated IDP as the principal strategic municipal planning document, which must guide all other plans, strategies and resource allocation, investment and management decisions in the municipality. Section 36 of the Act stipulates that a municipality must give effect to its IDP and conduct its affairs in a manner which is consistent with the plan.

1.4.1 IDP Framework and Process Plan

Section 27 of the MSA, 2000, stipulates that the preparation of a DM's IDP must commence with the formulation of a Framework Plan, which has to provide a guiding and coordinating framework for the LM's within its area of jurisdiction, in the preparation of their own IDPs. Once this has been done, municipalities are required to prepare process plans outlining the manner in which the preparation of their IDPs is to be undertaken. This process plan has to include:

- A program with timeframes,
- Specifying the different steps to be followed;
- An outline of the mechanisms, processes and procedures for consultation and participation by communities, traditional

leaders, government departments and other role-players in the IDP preparation process;

- The organisational arrangements that are and will be put in place to facilitate the preparation of the IDP;
- Any plans and planning requirements that are binding on the IDP preparation process and the IDP itself;
- Mechanisms and procedures for alignment between District and Local Municipal IDP preparation processes, as well as with plans, strategies, frameworks and programmes in the national and provincial spheres of government; and
- Financial requirements and commitments for the IDP preparation process.

On the 28 of August 2018, the O.R. Tambo District Municipality, after due consultation with the local municipalities, approved the District Framework and the process plan to guide and inform the IDP and Budget preparation processes.

1.4.2 Organisational Arrangements

While the Mayor and the Municipal Manager were responsible for managing and drafting the municipality’s IDP, a range of other role-players were also involved in the process. **Table 2** below sets out the roles and responsibilities of these role-players:

Table 3: Role Players and their Responsibilities in the IDP Preparation Process

ROLE PLAYER	ROLES AND RESPONSIBILITIES
COUNCIL	<ul style="list-style-type: none"> ▪ Approve and adopt the process and framework plans as well as the IDP. ▪ Monitor the implementation and approve any amendments of the plan when necessary.
EXECUTIVE MAYOR	<ul style="list-style-type: none"> ▪ Overall management, coordination and monitoring of the process and drafting of the IDP, which she assigns to the municipal manager. ▪ Presents draft framework and process plans to council for adoption. ▪ Political coordination and management of the resulting implementation programme. ▪ Presents draft reviewed IDP to the Municipal Council for approval and adoption.
IDP REPRESENTATIVE FORUM	<ul style="list-style-type: none"> ▪ Provides an organisational mechanism for discussion, negotiation and decision-making between stakeholders. ▪ Represents the interests of their constituencies in the IDP review process. ▪ Monitors the performance of the planning and implementation process.
MUNICIPAL MANAGER	<ul style="list-style-type: none"> ▪ Manages and coordinates the entire IDP process, as assigned by the Executive Mayor. ▪ Facilitates the horizontal and vertical alignment of the District IDP preparation and review process. ▪ Chairs the IDP steering committee. ▪ Coordinates the IDP with national and provincial government department initiatives to ensure proper alignment of programme.

ROLE PLAYER	ROLES AND RESPONSIBILITIES
IDP STEERING COMMITTEE	<ul style="list-style-type: none"> Provides technical and advisory support in the IDP development process. Monitors and evaluates effective management of IDP. Ensures strategic management of the implementation programme. Monitors programme expenditure against budget. Commissions research studies and business plans for projects.
IDP COORDINATORS FORUM	<ul style="list-style-type: none"> Ensures alignment between the IDPs of the District Municipality and between Local Municipalities in the district. Ensures alignment (through the Provincial Department of Local Government as official point of entry) between municipalities in the O R Tambo District and Provincial Government and National Government line departments as and where relevant.
PROVINCIAL GOVERNMENT DEPARTMENTS	<ul style="list-style-type: none"> Ensure that sector plans are aligned with and are part of the District IDP. Prepare their plans, strategies and budgets guided by and in support of the IDPs prepared by the District Municipality and the Local Municipalities in the district.
SECTOR FORUMS	<ul style="list-style-type: none"> Ensure that each sector's input is incorporated in the IDP. Develop sector strategies and programme for the next five years with all the relevant role-players.

1.4.3 Process Followed

In order to develop a credible IDP document, the Council approved an IDP process plan. The diagram below depicts an annual high level process plan towards the development of the IDP. A detailed IDP, PMS and Budget schedule of activities illustrating the key activities that need to be carried out during the preparation of the IDP 2019/2020, is contained in **Annexure A**

Figure 3: IDP Process Plan

Preparation	Situational Analysis	Strategic Planning	Public Participation	Approval
 Approval of IDP process plan IDP Representative Forum	 Institutional wide situational analysis IDP Representative Forum	 MayCo Lekgotla Mega Strategic Session IDP Representative Forum Draft IDP	 District wide IDP roadshows NT Benchmarking IDP Representative Forum	 Council approval of final IDP 2019/20 Review
Sep - Oct	Nov - Dec	Jan - Mar	Apr - May	May

1.4.4 Measures and Procedures for Public Participation

The IDP Representative Forum is the main organizational mechanism for discussion, negotiation and decision-making by stakeholders in the municipal area. The forum includes:

- Councillors, Mayors and Municipal Managers of all constituent municipalities;
- Representatives of organised role-playing groups and NGOs;
- Senior officials from national and provincial government departments; and
- Municipal Heads of Departments.

The IDP Representative Forum was convened on the following dates:

- 29 August 2018;
- 5 December 2018;
- 28 March 2018; and
- May 2019

A Mayoral Lekgotla was held on 03 - 04 March 2019. A district-wide strategic planning session was convened on the 06 – 08 March 2019. This planning session included the participation of all municipalities in the district, provincial and national sector departments, traditional leaders, O.R. Tambo District Ambassadors, organised labour, business, Further Education and Training institutions, Universities, non-governmental organisations, faith based organisations and other civic organisations.

All meetings where the IDP was discussed were public and appropriate public notices were issued by the municipality prior the meetings.

1.4.5 Summary of issues raised from the IDP and Budget (2019/2020 Review) Roadshows

The O.R. Tambo District Municipality conducted its IDP and Budget road shows from April 2019 to May 2019. The road shows were in line with the legislative prescripts to ensure that communities have inputs in the municipal planning. It also serves as a mechanism for strengthening performance management and accountability that involves members of society and stakeholders. Community members participated at the IDP road shows.

In its approach the municipality partnered with the five local municipalities in conducting these road shows. This process is intended to ensure that there is integrated and seamless service delivery in the district. Wards were clustered per municipality and various teams led by political leaders and administrative support were established per cluster. Moreover, various government departments were invited to participate as a way of addressing the sector based matters. It also serves as a mechanism to understand the strategic issues that communities want to highlight for the attention of the political leaders.

All local municipalities were invited by the district municipality to develop an integrated approach to conduct the IDP road shows. The reason for integration was to share resources and to avail all the stakeholders involved in service delivery. However, the Local Municipalities did not integrate, as they conduct their roadshows at a ward based level. Although they did not integrate, they were however present when the district municipality conducted its roadshows. The political leadership, supported by the technical champions presented the projects planned for the current financial year. After the

presentation communities were given an opportunity to raise issues of proposals, issues they needed to be considered and issues that require attention of the municipalities and government departments.

During the sessions in the various clusters, a number of concerns were raised on behalf of the communities. Amongst others, these concerns include:

Based on the issues raised by the communities, some responses were provided whilst commitments were made to ensure that these will form part of the government agenda. Furthermore, an action plan addressing the challenges raised will be developed. An update on the progress made in implementing the set actions will be presented to the Intergovernmental Relations (IGR) structures, in particular the IDP Representative Forum. A report containing a detailed list of concerns raised in the various clusters visited in the local municipalities is attached as **Annexure B**.

1.4.6 MEC Comments on the 2017/2022 IDP

The MEC for Local Government and Traditional Affairs in terms of the MSA 32 of 2000 as amended provided comments on the credibility of the IDP 2017/2022 five year plan as adopted on the 31 May 2018. During the week of the 18 – 22 February 2019, the COGTA facilitated and conducted the IDP Assessment session wherein the O.R. Tambo IDP was assessed.

The participants in this session included provincial and national sector department, state owned enterprises and municipal representatives in accordance with their respective expertise and constitutional mandates. The MEC then made comments with the intention of ensuring that priorities of government spheres were clearly articulated and aligned by all spheres thereby ensuring optimal utilization of resources to accelerate service delivery through the development of credible IDP's. The table below depicts the finding emanating from the analysis:

Table 4: The IDP Assessment Ratings

Municipality	KPA 2 Service Delivery	KPA 3 Financial Viability	KPA 4 Local Economic Development	KPA 5 Good Governance	KPA 6 Institutional Arrangements	Overall Ratings
O.R. Tambo District Municipality	Result Pending	Result Pending	Result Pending	Result Pending	Result Pending	Result Pending

According to the assessment results from COGTA, the O.R. Tambo IDP (2017-2022) is legally compliant and the municipality has scored an overall **high** rating.

The following table contains some of the findings from the assessment, which requires corrective review by the municipality.

Table 5: MEC Comments on 2018/19 IDP Review

MEC COMMENTS	MUNICIPAL RESPONSE
Pending	Pending
Pending	Pending
Pending	Pending
Pending	Pending
Pending	Pending
Pending	Pending
Pending	Pending
Pending	Pending

1.5 SERVICE DELIVERY THEME 2019

The past three years have been significant for the O.R. Tambo District Municipality as the country honoured and recognized its struggle icons and centenaries, O.R. Tambo (2017) and Nelson Mandela and Albertina Sisulu (2018). Such recognition provided a launch pad for a variety of legacy projects attributed to these icons, which will be implemented over the next couple of years.

On the back of a firm commitment of making the future work better through understanding the teachings and learning from the great heroes and icons and as the District seek development, unity and jobs, the theme for 2019 is – **“Sustainable Partnerships and Collaborations to grow O.R. Tambo District together”**

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 LOCALITY

O.R. Tambo District Municipality is one of six District Municipalities in the Eastern Cape Province. It is located in the eastern half of the Province, with its eastern border the Indian Ocean coastline of South Africa as can be seen in Map 1. It is bordered by Alfred Nzo District Municipality, Joe Gqabi District Municipality, and Chris Hani District Municipality and by Amathole District Municipality.

The District is classified as a Category C2 Municipality, which indicates an area with a largely rural character. At least 80% of the district was part of the former Transkei, and approximately 93% of the population resides in widely dispersed homesteads and small villages. All of the Local Municipalities in the District, with the exception of King Sabata Dalindyebo Local Municipality (KSDLM), are classified as Category B4-Municipalities, signifying a rural, mainly subsistence economy. Settlements in these municipalities are generally small and the incomes of their inhabitants low, which mean very few opportunities for markets, SMME formation and LED initiatives. Organisationally speaking, the Local Municipalities have small own-income and property tax bases and limited technical, financial and managerial capacity. KSDLM is classified as a Category B2 Municipality, i.e. a large core town with considerable market and business activities and opportunities, surrounded by a reasonably productive agricultural area. Organisationally speaking, the municipality has limited municipal staff and a small budget relative to its developmental challenges.

Mthatha is the main centre, and the OR Tambo DM covers most of the Wild Coast and Pondoland. The district has a sub-tropical coastal belt, especially from Port St Johns northwards. It has some game reserves that have indigenous forests. The hills beyond the coast rise to high levels of up to 1,500 meters beyond Mthatha. The district has many rivers, such as Umzimvubu, Mzintlaya, Mthatha and the Thina rivers, and is well-watered, with an average of 700mm of rainfall per year. Pondoland, being nearly the most fertile areas in South Africa, has warm temperatures and good soils with frost-free conditions.

The other major towns in the district are Mqanduli, Port St. Johns, Qumbu, Lusikisiki, Ngqeleni, Libode, Tsolo and Flagstaff.

Figure 4: The O.R. TAMBO District Municipalities and its five Local Municipalities

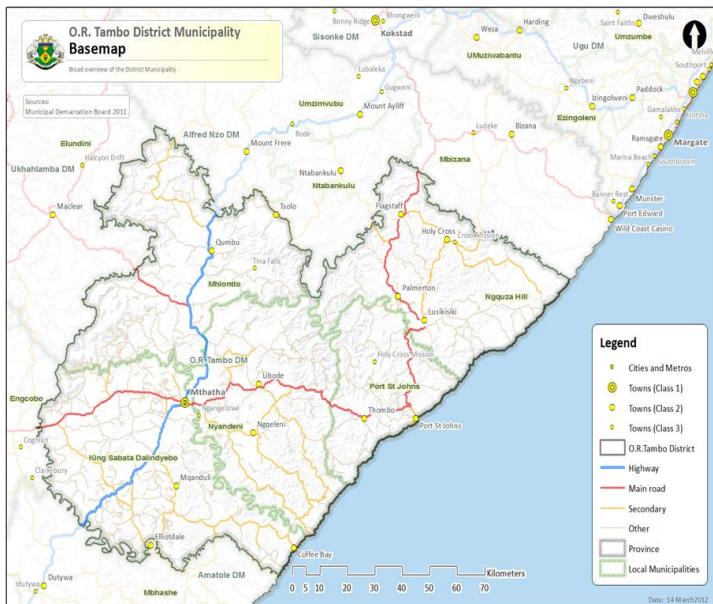


Figure 5: The location of the OR Tambo DM in the Eastern Cape Province and South Africa



The following table illustrates the 5 LMs under the ORTDM and the number of wards pre and post 2016.

Table 6: number of wards per local municipality

Municipal Code	Name of the Municipality	Number of Wards pre-2016	No of Wards in 2016	Extent (km ²)
EC 153	Ingquza Hill	31	32	2 477
EC 154	Port St Johns	20	20	1 291
EC 155	Nyandeni	31	32	2 474
EC 156	Mhlontlo	26	26	2 826
EC 157	King Sabata Dalindyebo	35	36	3 027
Total		143	146	12 095

Source: Municipal Demarcation Board, 2016

2.2 OVERVIEW OF THE LOCAL MUNICIPALITIES

2.2.1 King Sabata Dalindyebo LM

King Sabata Dalindyebo Local Municipality (KSDLM) is home to Mthatha, the economic centre of the District and the host to both the Local and District Municipality’s Offices. The municipality has both an urban and a rural character, including a prominent national urban settlement and regional economic hub, as well as dispersed village-type rural settlements.

KSDLM covers an area of 3 027 km². Situated at the heart of the KSDLM, Mthatha is a major transport and regional service centre, dissected by the N2 running southwest to northeast through the town. As a gateway to a wide range of tourism offerings, Mthatha is a popular stop-over point on the way to tourist attractions like Coffee Bay and Hole-in-the-Wall in the KSDLM and Port St Johns and Mbotyi in neighbouring LMs. The municipality is also a home to two

of the other economic activities in the District, viz. Forestry and Agriculture.

2.2.2 Nyandeni LM

Nyandeni Local Municipality, like many of the other LMs within the District, is predominantly rural with widely dispersed traditional and village-type settlements. Nyandeni LM covers an area of approximately 2 474 km². The main Municipal Office is located in the town of Libode, located approximately 30 km from Mthatha, along the route to the popular tourist destination of Port St. Johns. Most of the inhabitants of the municipality still rely on subsistence agriculture in areas marked by communal tenure. The LM is regarded as having considerable agricultural potential, although there has been limited exploitation of this potential.

The municipality is drained by 4 perennial rivers, the Mngazi, Mngazana, Mthatha and Mneni Rivers. As for vegetation, valley thicket occurs along the steep slopes of the periphery of the municipal area, while the coast is characterised by Coastal Bushveld and Grassland. The interior is marked mainly by Eastern Thorn Bushveld and Moist Upland Grassland.

2.2.3 Port St Johns LM

This municipality is situated along the Indian Ocean coastline. Its most well-known settlement is the town of Port St Johns, which is located at the mouth of the Umzimvubu River, approximately 90km east of Mthatha. Port St Johns LM covers an area of approximately 1 291 km² the municipality has a strong tourism industry, which is well-supported by the variety of hills, dunes, rivers, and the mountainous terrain that meet its picturesque beaches.

Nearly 90% of all the dwellings in the municipality are located in traditional tribal settlements. Port St. Johns is the only real urban area, and is also the regional economic centre and supply site for the nearby villages and communities. Topographically the area is characterised by a high-lying northern hinterland with undulating plains decreasing in a southern direction to a largely flat coastal belt. Eight rivers traverse the hinterland from north-west to south-east creating prominent valleys, gorges and inaccessible ravines, with the most prominent rivers being the Umzimvubu River, Mzintlaya River and Mnenu River.

2.2.4 Ingquza Hill LM

Formerly known as Qaukeni Local Municipality, Ingquza Hill LM has a high population density and high levels of unemployment, there are considerable poverty challenges in the area. The Ingquza Hill LM is characterized by limited coastal settlement and widely dispersed settlement in traditional rural villages with a population density of approximately 109 persons/km² over a surface area of 2,477 km². The municipal area is furthermore characterised by large forest areas in close proximity to the coastline, with a total of ten rivers flowing through it. The Mkambati Nature Reserve is situated within the coastal zone. The urban and peri-urban nodes of Lusikisiki and Flagstaff are the primary economic hubs of the municipal area.

The LM is believed to hold significant Tourism, Forestry, and Marine Aquaculture potential. The conservation and protection of the many rivers systems in the LM and the coastline are, however, key to the sustainable utilisation of these potentials.

2.2.5 Mhlontlo LM

The Mhlontlo LM, which is predominantly rural, hosts Tsolo and Qumbu as local service centres, located near the N2 that runs through the municipality from the southwest to the northeast. Mhlontlo LM covers an area of approximately 2 826 km². The closest urban centre is Mthatha, which is situated approximately 40 km west from Tsolo. The majority of land is used for agricultural purposes and subsistence farming, notably for grazing, in areas marked by communal tenure. There are approximately 425 villages in the Mhlontlo area ranging in size from 10 to 3600 people.

The area boasts a number of tourist attractions including the Tsitsa Falls and Tina Falls, the Tina River ribbon and the Mabeleni Dam, which is famous for its trout fishing.

2.3 DEMOGRAPHICS AND SOCIO-ECONOMIC PROFILE

This section is intended to present the demographics for the ORTDM, based on data which enables strategic planning, budgeting and the accompanied prioritisation with respect to policy options for the district. The areas included in this profile are information on demographics, education, health, crime, poverty, housing, basic services, labour force, economy and environment. The data used is primarily sourced from Statistics South Africa, Eastern Cape Socio Economic Consultative Council (ECSECC), Sector Plans, documented research and administrative data from sector departments. Data sourced from sector departments is based on the most recent information available. The latest survey data available at municipal level, from Statistics South Africa, is from the 2016 Community Survey and the Mid year census. The latest official Census statistics for the country was released in 2011 and any

comparisons and assumptions in this section are based on that baseline information.

2.3.1 Demographic Trends

Statistics South Africa released the census 2012 statistics on the 31 October 2012. This census revealed that the population of the Eastern Cape is approximately 6 562 053, which is the third highest in the country following Gauteng and Kwa-Zulu Natal. The O.R. Tambo District Municipality population accounts for 1 363 518 people and this is the highest in the entire Eastern Cape Province.

Population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

Statistics South Africa in its 2018 Midyear population estimates revealed that the population in the Eastern Cape is estimated at 6 522 700 which is the fourth highest in the country, following Gauteng, Kwa-Zulu Natal, and the Western Cape. The O.R. Tambo DM accounts for 1 472 366 people according to the community survey of 2016, the highest in the entire Eastern Cape. Local Municipalities with the largest populations, are King Sabata Dalindyebo (KSD), followed by Nyandeni and Ingquza Hill.

ORTDM housed 2.6% of the total South African population in 2016. Between 2011 and 2016, the population grew by 6.7%, approximately the same as the provincial growth rate of 6.6% in the same period. Ingquza Hill Local Municipality and KSD Local Municipality recorded

the largest population growth rates of 8.9% and 8.1% respectively, between 2011 and 2016.

Population density

In 2016, there were 120 persons per square kilometer living in the ORTDM. Compared (to the other District Municipalities), ignoring metropolitan municipalities, the ORTDM is more densely populated.

Using population density instead of the actual number, provides a basis between these different places (or economies). ORDM is relatively densely populated compared to most rural municipalities. The higher density has an impact on household infrastructure provision, quality of services and access to resources (medical care, schools, sewage treatment, community centers, etc.).

The population density of the various municipalities in the ORTDM is higher than provincial average of 40 people per square kilometer for all the LMs. King Sabata Dalindyebo is the most densely populated Figure 2 demonstrates the number of people per kilometer across the six districts in the Eastern Cape Province.

Table 5: population, area size and population density per local municipality

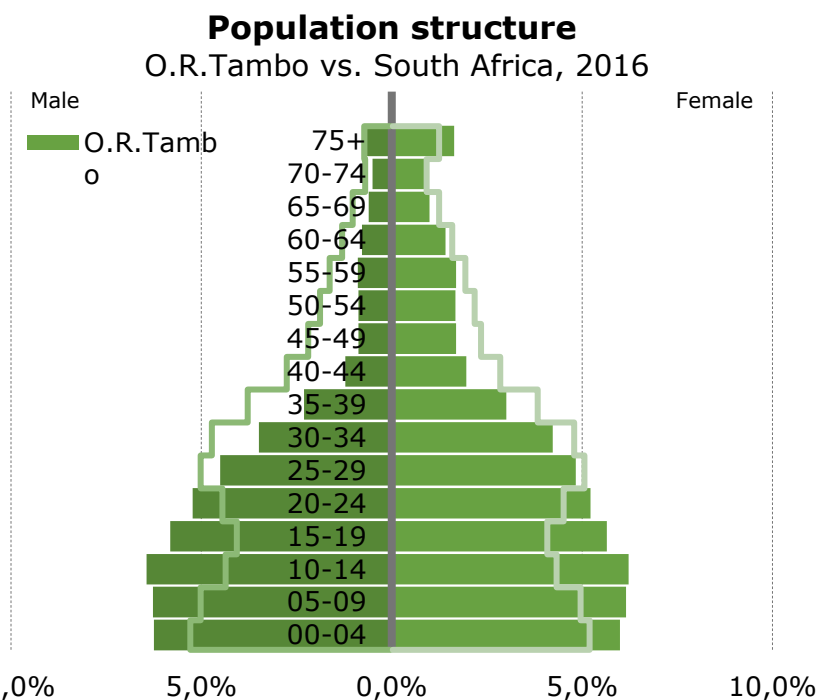
	2011	2016
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	2011			2016		
	Pop	Area (km ²)	Pop Density (pp /km ²)	Pop	Area (km ²)	Pop Density (pp/km ²)
Ingquza Hill	278 481	2 476.83	112	303 379	2 477	122
Nyandeni	290 390	2 474.01	117	309 702	2 474	125
PSJ	156 136	1 291.20	121	166 779	1 291	129
Mhlontlo	190 751	2 826.09	67	189 176	2 826	67
KSD	450 287	3 027.37	149	488 349	3 027	161
O.R. Tambo	1 366 045	12 095.1	113	1 457 385	12 095	120
Eastern Cape	6 562 053	168 966	39	6 996 976	168 966	41

Source: Statistics South Africa, Community Survey 2016.

Figure 4 indicates the population structure of ORTDM against South Africa according to gender.

Figure 4: Population pyramid- o.r. tambo vs south africa, 2016



Source: Statistics South Africa, Community Survey 2016.

2.3.2 Gender and age distribution

Statistics of the age distribution of a particular population group is useful in appropriating available resources. The age distribution of a population provides an important guide for differentiated policy options. Three different age cohorts can be considered: children (0-14 years), the economically active population, (15-64 years) and dependant people 65 years and older. The district population comprises of 53.26% females and 46.74% males. The dominance of the female population is prevalent in all LMs.

In 2016, the District's population composition was: children 37.33%, working age 57.36% and the elderly 5.31%.

The table and figure below illustrates the changes in gender and age distribution per Local Municipality from 2011 to 2016

Table 6 Gender and Age distribution per local municipality

	2011					2016				
	Males (%)	Female (%)	0-14 (%)	15-64 (%)	65+ (%)	Male (%)	Female (%)	0-14 (%)	15-64 (%)	65+ (%)
Ingquza Hill	46.3	54.2	42.4	52.2	5.4	47.08	52.92	42.81	51.25	5.95
Nyandeni	46.2	53.8	40.6	54	5.4	46.3	53.57	40.73	52.72	6.55
Port St Johns	45.8	54.2	42.5	51.8	5.6	46.22	53.78	42.72	50.77	6.47
Mhlontlo	46.4	53.6	38.3	54.5	7.2	47	53	38.81	52.64	8.55
King Sabata Dalindyebo	46	54	35	60	5.1	46.54	53.46	34.18	59.88	5.94
O.R. Tambo	46.2	53.8	39	55.4	5.6	46.65	53.35	38.95	54.58	6.47
Eastern Cape	47.1	52.90	33	60.2	6.7	47.56	52.44	35.15	56.8	8.05

Source: ECSECC, 2016

2.3.3 Households

Table 7: Number and size of households per local municipality

	2011		2016	
	Number of households	Average number of people per household	Number of households	Average number of people per household
Ingquza Hill	56 213	4.7	60 700	5
Nyandeni	61 647	4.6	66 300	4.7
Port St Johns	31 715	4.5	33 600	5
Mhlonlto	44 080	4.1	44 600	4.2
King Sabata Dalindyebo	104 878	4.0	117 000	4.2
O.R. Tambo	298 229	4.3	322 000	4.5
Eastern Cape	168 785	3.9	1 790 000	3.9

IHS, Global Insight, 2017

Source: IHS, Global Insight, 2015

Table 7 indicates that between 2011 and 2016, the household size of the five (5) LMs in the O.R. Tambo District, as well as the O.R. Tambo District itself, grew at a faster rate than that of the province, while Mhlonlto LM increased by 520 households. KSD LM and

Ingquza Hill LM had the highest increase; 12 122 and 4 487 households respectively.

These figures could suggest that the increase in households, could be due to one or more of the following:

- migration of people within the province;
- births; and
- Family members moving back to the District.

2.3.4 Dependency Ratio

The dependency ratio is the ratio between the number of dependents, aged 0-14 years and those over the age of 65 years, to the total population aged

15-64. the high number of children in the District leads to high levels of dependency. In 2016, 38.95% of the population in the O.R. Tambo region was between the ages 0-14 and 6.47% older than 65 years. In the same year the population group in the region that could be economically active (15-64 years) was at 54.58% compared to 56.8% of the province as a whole. This is evident in the Local Municipalities (LMS), with the exception of KSDLM being higher than the provincial figure. In 2016, Port St Johns and Ingquza Hill recorded the highest dependency ratios.

FIGURE 6: HOUSEHOLDS GROWTH 2005-2015

Table 8 illustrates the changes in dependency between 2011 and 2016.

Table 8: Dependency ratios per local municipality

	2011 (%)	2016 (%)
Ingquza Hill	91.6	89.4
Nyandeni	85.2	82.4
Port St Johns	92.9	90.1
Mhlontlo	83.7	81.6
King Sabata Dalindyebo	66.8	61.8
O.R. Tambo	80.5	76.9
Eastern Cape	65.9	67.9

Community Survey, 2016

2.3.5 HIV/AIDS Estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV

Table 9: HIV estimates and AIDS estimated deaths per local municipality (2011-2016)

	HIV Estimates						AIDS Death Estimates					
	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016
Ingquza Hill	27 874	28 293	29 313	30 304	31 723	32 263	957	-	800	694	689	606
Nyandeni	29 773	30 243	31 362	32 460	33 542	34 657	1 025	1 077	860	747	744	655
Port St Johns	15 091	15 294	15 822	16 335	16 838	17 355	521	545	433	374	371	326
Mhlontlo	19 677	19 753	20 277	20 804	21 339	21 915	701	729	575	495	490	429
King Sabata Dalindyebo	52 053	53 059	55 209	57 325	59 420	61 564	1 772	1 874	1 501	1 311	1 314	1 157
O.R. Tambo	144 468	146 642	151 982	157 229	162 412	167 755	4 956	5 228	4 169	3 621	3 608	3 173

prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people

diagnosed with HIV quickly reach the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

Table 9 and Figure 6 illustrates the estimated HIV prevalence and AIDS death over the period 2011-2016.

	HIV Estimates						AIDS Death Estimates					
Eastern Cape	677 459	692 851	713 912	738 076	762 249	787 626	24 074	25 588	20 271	17 642	17 641	15 473
South Africa	5 961 844	5 767 427	5 88 632	6 014 312	6 140 143	6 285 493	216 018	229 481	181 388	159 681	159 415	136 708

Source: IHS Global Insight, 2017

In 2016, 167 755 people in O.R. Tambo District Municipality were infected with HIV. Between 2011 and 2016 the number of people infected, increased at an average rate of 2.5% per annum. By 2016, 11.1% of the O.R. Tambo District Municipality population was infected with HIV.

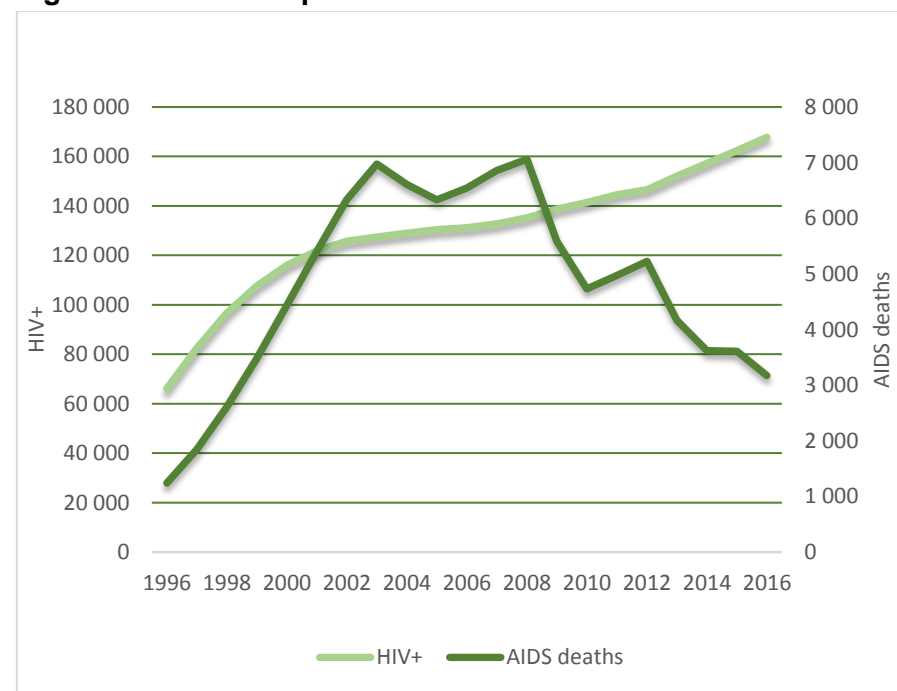
In 2016, South Africa had a total of 6 285 493 people who were HIV+. Between 2011 and 2016 this increased at an average rate of 2.9 rate per annum. The Eastern Cape had a similar profile with 11.3% of the population being HIV+, but growing at a faster rate of 2.5% per annum.

The average per annum growth in the number of HIV+ people in O.R. Tambo District Municipality, is similar to that of the province, at 2.5%, but has a lower percentage (11.1%), of people living with the disease. The local municipality affected the worst is the King Sabata Dalindyebo Local Municipality, where the HIV+ incidence grew at a rate of 2.8% per annum from 2011 to 2016.

In 2016, 3 173 people lived with AIDS, the next stage of the HIV disease, lived in the ORTDM. On reaching the final stage(s) of the disease, recovery is highly unlikely for the majority of people. It is therefore, significant and worth mentioning when reaching the final stage of the disease, recovery is very unlikely and most of them will not live much longer. The number of people living with AIDS

decreased at a rate of 5.4% annually between 2011 and 2016, and in 2016 represented 0.22% of the total ORTDM Tambo District

Figure 7: HIV+/AIDS profile oliver tambo district 2016



Source: IHS, Global Insight, 2016

2.3.6 Migration Patterns

During colonial and apartheid times, the District experienced high levels of migration. Firstly from the District to other parts of the country, and secondly within the District, from rural to urban and peri-urban areas. This migration, mainly for economic life style reasons, has had a significant impact on the district's economy and the trajectory for development.

Studies on migration in the province provide important insights into this phenomenon in the district. While it is estimated that 5.6% of economically active individuals in the province migrate, it is 6.2% in the ORTDM. The studies also indicate that more than 80% of migrants from the province, are from rural areas. Since the early 1990s, the majority of these migrants headed for the bigger metropolitan areas, especially Cape Town and Johannesburg, rather than local or regional urban centres. Generally the pattern in the province indicates an increase in the flow from rural areas directly to major metropolitan areas. Johannesburg is the preferred destination from people from the district.

The studies indicate that migration from rural areas is slowing down and that most of those who had intended to and were able to leave, had already left. Possibly this decline is not due to a lack of desire, but the cost of migration, which had increased, or that opportunities have decreased since the 1990's. Another important local factor could be that since basic services are more readily available, people do not have to move to heavily populated peri -urban and urban areas to access basic services.

Indications are also that there was an increase in the number of women migrating. The figures for the province reflect two women for every three men, compared to the early 1990s when migration was predominantly male. While female are slightly better educated than males, most migrants have relatively low levels of formal education. As women are generally paid less than their male counterparts, they are less likely to remit money. The studies furthermore indicate that:

- rural areas proportionately contribute more to migration than urban areas with four rural families to one from one in an area;
- Nearly 50% of those migrating are employed while 25% are actively still seeking work.

Monthly, approximately 25% of migrants from all areas send money to their homes, 4% send money weekly and 30% send money regularly, while 10% send money less frequently. The remittance of money is an important comment and relates to one of the basic reasons to migrate; to earn money which could be send home to family members.

An associated problem with migration is that of service delivery in the area which attracts migrants. Data on migration also indicates that migration is often more about having access to services in an area where there is development, not necessarily to find employment. This impacts heavily on the financial viability of municipalities, especially so in urban areas like Mthatha.

2.4 DEVELOPMENT INDICATORS

2.4.1 Gini Co-efficient

The Gini coefficient measures the inequality among values of a frequency distribution (for example, levels of income). A Gini coefficient of zero expresses perfect equality, where all values are the same (for example, where everyone has the same income). A Gini coefficient of 1 (or 100%) expresses maximum inequality among values (e.g. for a large number of people, where only one person has all the income or consumption, and all others have none, the Gini coefficient will be very nearly one).

The following table and figure shows the frequency distribution of income levels in ORTDM between 2011 and 2015, using the Gini co-efficient.

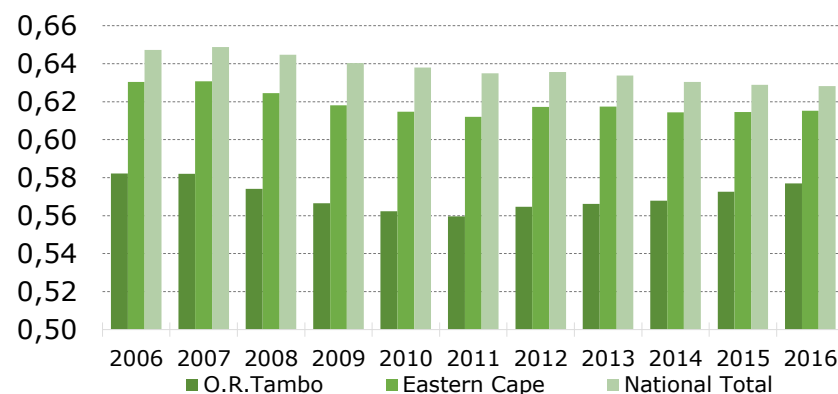
Table 10: Gini co-efficient of o.r. tambo relative to provincial and national 2011-2016

	2011	2012	2013	2014	2015	2016
Ingquza Hill	0.54	0.55	0.55	0.55	0.56	0.564
Nyandeni	0.52	0.52	0.53	0.53	0.54	0.541
Port St Johns	0.51	0.51	0.51	0.50	0.51	0.531
Mhlontlo	0.51	0.52	0.53	0.54	0.54	0.543
King Sabata Dalindyebo	0.59	0.60	0.60	0.60	0.60	0.605
O.R. Tambo	0.56	0.57	0.57	0.57	0.57	0.56
Eastern Cape	0.61	0.62	0.62	0.61	0.61	0.61
South Africa	0.64	0.64	0.64	0.64	0.63	0.63

Source: IHS, Global Insight, 2017

This indicator of inequality (see Figure 8 below) indicates that inequality is slightly lower in the district than in the EC and South Africa. In 2016, income inequality in ORTDM was lower at 0.56 than that of the provincial and national level which was at 0.61 and 0.63 respectively. Comparing the Local Municipalities' Gini coefficient, it is clear that the inequality in the distribution of income per municipality is improving. King Sabata Dalindyebo with the highest GVA and GDP also has the highest Gini coefficient at 0.605.

Figure 8: Gini co-efficient per local municipality 2006-2016



Source: IHS, Global Insight, 2017

2.4.2 Human Development Index (HDI)

The Human Development Index is a composite statistic of life expectancy, education and per capita income indicators, which are used to rank regions into four tiers of human development.

The Human Development Index (see Table 1.12 and Figure 1.10) is a more significant indicator of poverty in the area, than the GINI coefficient. In 2016, ORTDM had an HDI of 0.528, which is significantly lower than that of the Eastern Cape with an HDI of 0.593 and South Africa with 0.651. It is noted that there is improvement in the HDI of all three regions. There is however noted there is improvement in the HDI of all three regions, however there is still considerable scope for improving the living standards of the people living in the ORTDM. The increases in the standard of living from 2011 to 2016 could most likely be attributed to improved conditions arising from the increase in and improvement of basic infrastructure, social services and access to welfare grants. Yet, these improvements in the district are not on par with those in the province and in South Africa over the same period of time. Even though conditions have improved from a relatively low base, they have improved at a lower rate than that for many other regions in the country.

Table 11 and Figure 9 illustrates the Human Development Index per LM within ORTDM

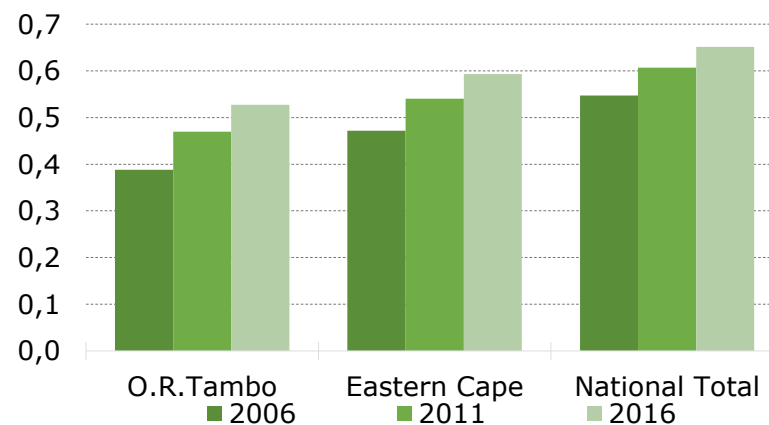
Table 11: Human development index per local municipality 2011-2015

	2011	2012	2013	2014	2015	2016
Ingquza Hill	0.44	0.46	0.49	0.51	0.51	0.5
Port St Johns	0.41	0.43	0.45	0.47	0.47	0.47
Nyandeni	0.45	0.47	0.49	0.51	0.52	0.507
Mhlontlo	0.47	0.48	0.51	0.53	0.54	0.524

	2011	2012	2013	2014	2015	2016
King Sabata Dalindyebo	0.52	0.53	0.55	0.57	0.57	0.571
O.R. Tambo	0.47	0.49	0.51	0.53	0.54	0.528
Eastern Cape	0.54	0.56	0.58	0.59	0.59	0.593
South Africa	0.61	0.62	0.64	0.65	0.65	0.651

Source: IHS Global Insight, 2017

Figure 9: Human development index per local municipality 2006-2016



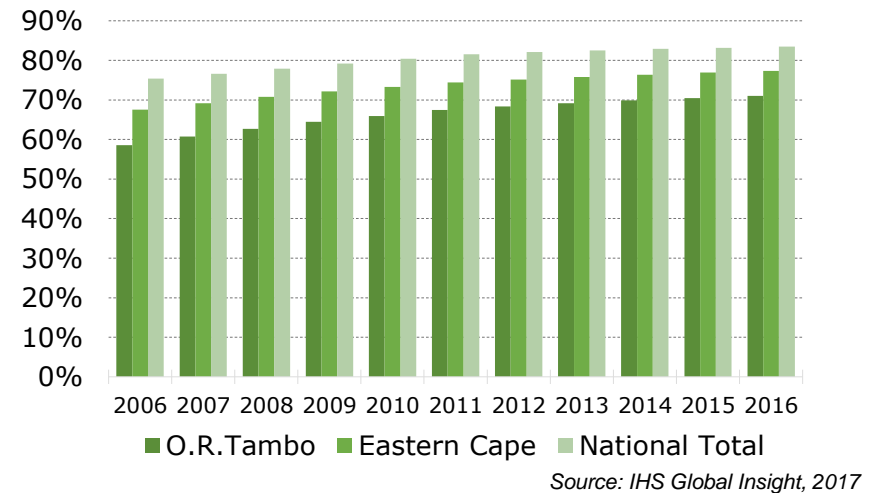
Source: IHS Global Insight, 2017

2.4.3 Functional Literacy

Functionally literacy is a measure of the ability to read, write and spell at a Grade 7 level. Such a qualification will stand the holder in good stead in society and the work place. In 2016 the literacy rate of 71.4%, in the district, was lower than that of the province at 76.5% and South Africa at 83.0%. The functional literacy increased by 0.12 percentage points over the period 2006 to 2016. This was higher than that for the Eastern Cape and South Africa, both of which reported increases of 2.1% and 1.5% respectively during this period.

In 2015, there were 639 101 literate people in ORTDM Tambo District Municipality and 268 572 considered to be functionally literate. This equates to 70.4%; is up by 5.7% percentage from 64.7% in 2011. Compared to the Province, ORTDM's literacy rate is still lower than that of Eastern Cape Province. King Sabata Dalindyebo Local Municipality, at 75.3%, has the highest literacy rate. The lowest literacy rate of 62.1% is in the Port St Johns Local Municipality.

Figure 10: Functional literacy rate o.r. tambo district municipality, 2006-2016



2.4.4 Poverty levels

Poverty is multifaceted and can be defined through the following:

- lack of income;
- lack of employment;
- lack of basic services;
- no or limited ownership of assets;
- social exclusion;
- inability to take part in decision making and
- Inability to afford basic needs.

According to the 2015 Global Insight Report, 525 586 people around 30.1% of the total population in ORTDM lived below the poverty line. This is 9.5% down from 540 425 living below the poverty line 2011. At a national level 11 979 708 people were living below the poverty in in 2015.

Tables 12 and 13 coupled with Figure 11 indicates the number of people per local municipality living below poverty line within O.R. Tambo District Municipality.

Table 12 Number of people living below the poverty line per local municipality 2011 - 2015

	2011	2012	2013	2014	2015
Ingquza Hill	122 738	124 252	121 895	124 338	120 331
Port St Johns	72 937	77 076	77 050	78 927	76 176
Nyandeni	125 024	127 014	122 386	121 566	116 317
Mhlontlo	72 073	71 167	67 148	66 387	62 463
KSD	147 653	151 710	150 195	154 368	150 000
O.R. Tambo	540 425	551 219	538 673	545 687	525 586
Eastern Cape	1 938 323	1 973 581	1 943 692	2 014 849	1 951 837
South Africa	11 106 734	11 657 182	11 669 295	12 172 032	11 979 708

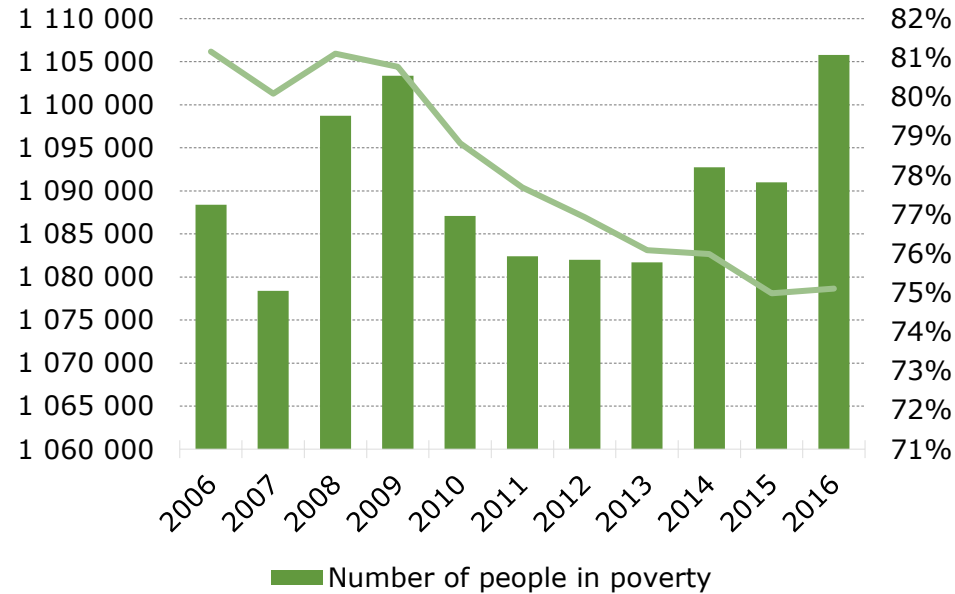
Source: IHS Global Insight, 2016

Table 13: Total poverty gap

	2011 (%)	2012 (%)	2013 (%)	2014 (%)	2015 (%)	2016 (%)
Ingquza Hill	33.1	32.9	32.6	32.6	32.1	33.3
Port St Johns	33.4	33.6	33.5	33.5	32.9	33.6
Nyandeni	32.8	32.6	32.2	32.0	31.5	32.8
Mhlontlo	31.8	31.5	31.1	31.0	30.4	31.7
KSD	31.4	31.3	31.1	31.1	30.7	32
O.R. Tambo	32.4	32.2	32.2	31.9	31.4	32.5
Eastern Cape	30.9	30.7	30.6	30.6	30.2	31.5
South Africa	29.8	29.7	29.7	29.7	29.4	30.7

Source: IHS Global Insight, 2017

Figure 11: number and percentage of people living in poverty (o.r. tambo district) 2006-2016



Source: IHS Global Insight, 2017

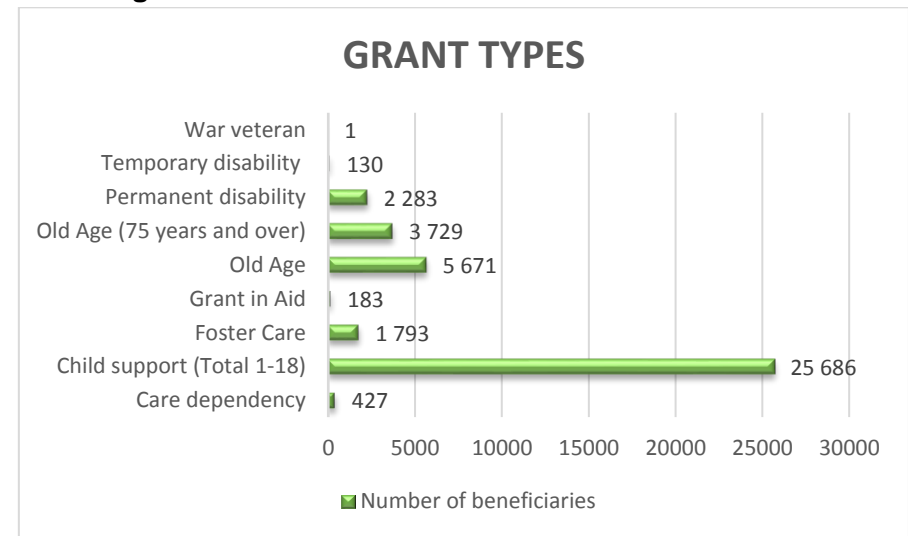
2.4.5 Social Welfare Grant Dependency

Household dependency of Government grants is a given in the Eastern Cape. The ORTDM with 75.1% has the highest percentage of households receiving grants in the province, receiving grants. Welfare grants are a very important component of the household incomes and livelihood strategies of the majority of families receiving grants. Grants represent around 20% of the total income in a district. While the District, on the one hand, seeks to maximize access to grants for eligible households, it must also, on the other hand,

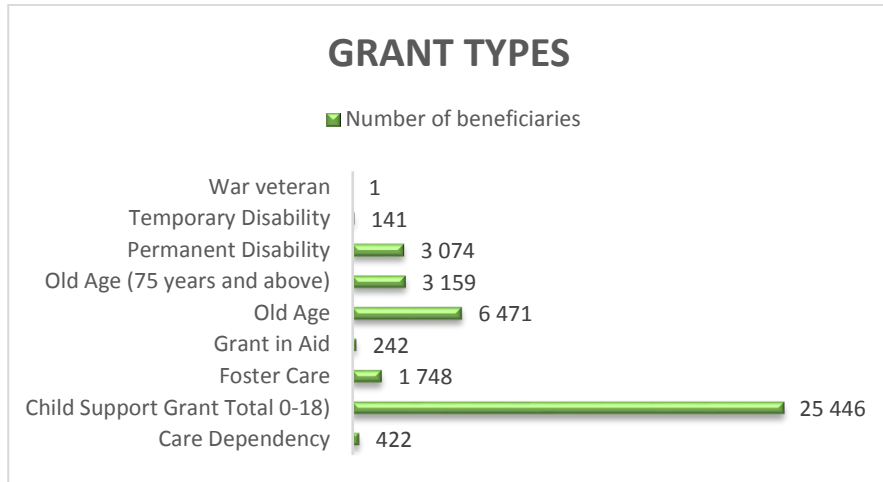
endeavor to reduce the grant dependency for households by increasing their access to economic opportunities. Figures 12-18 illustrates the number of beneficiaries of Social Welfare Grants per local office.

Figures 12-18: Social welfare grants (sassa) per local office as at august 2017

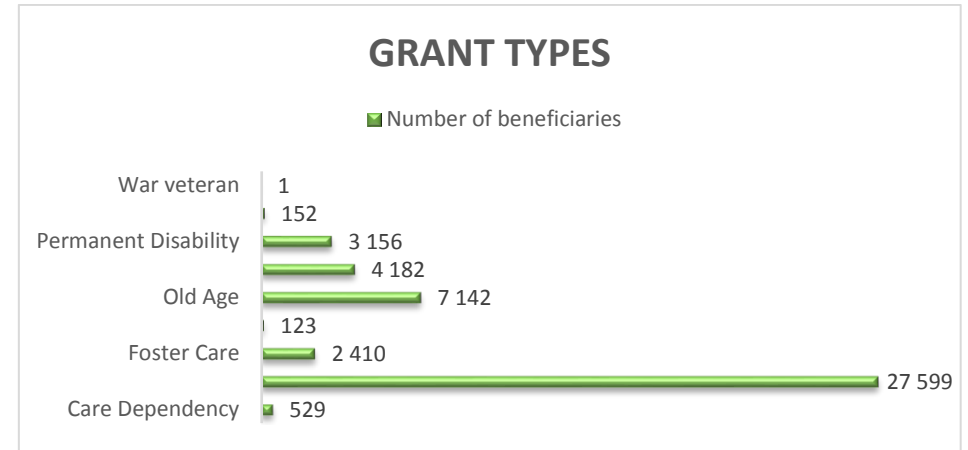
DSD Flagstaff local office



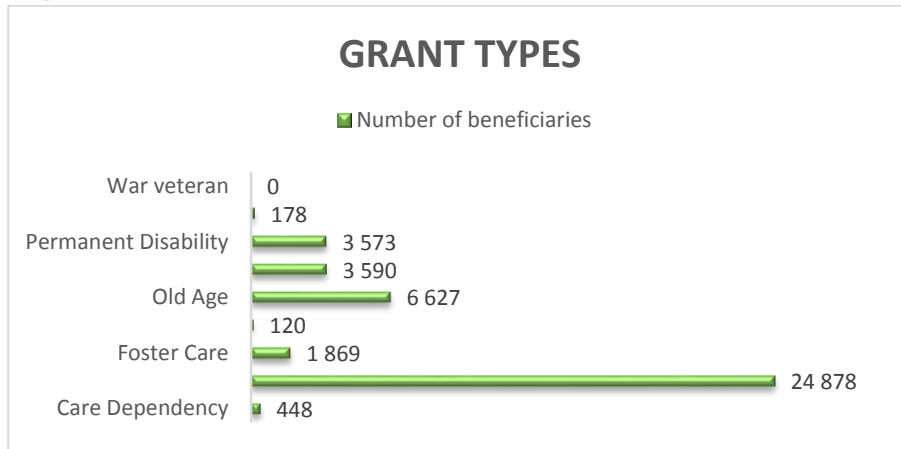
Libode local office



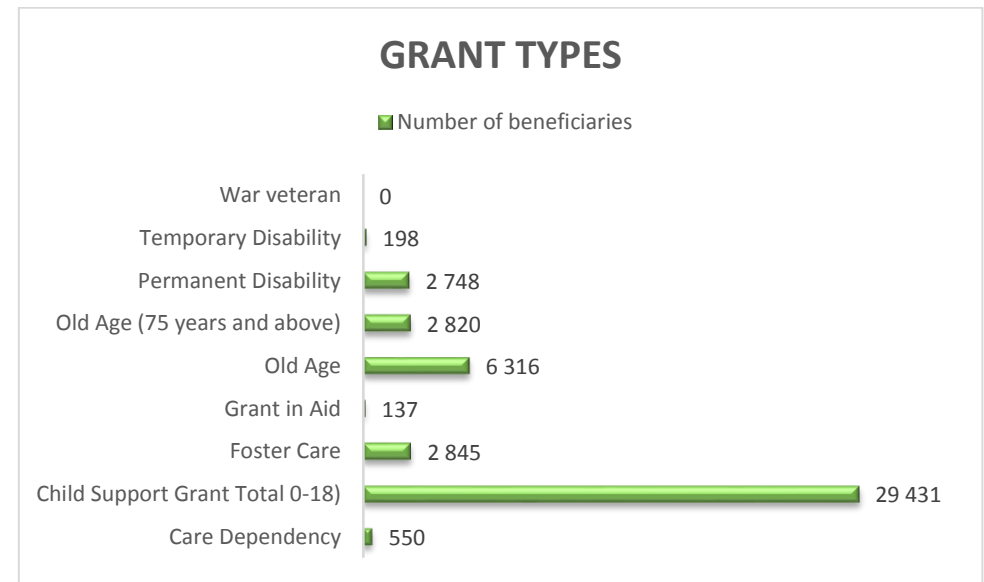
Nggeleni local office



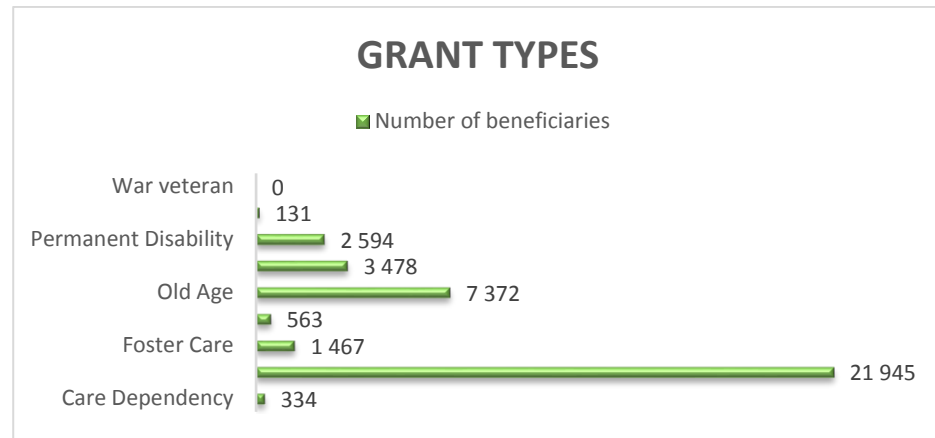
Mqanduli local office



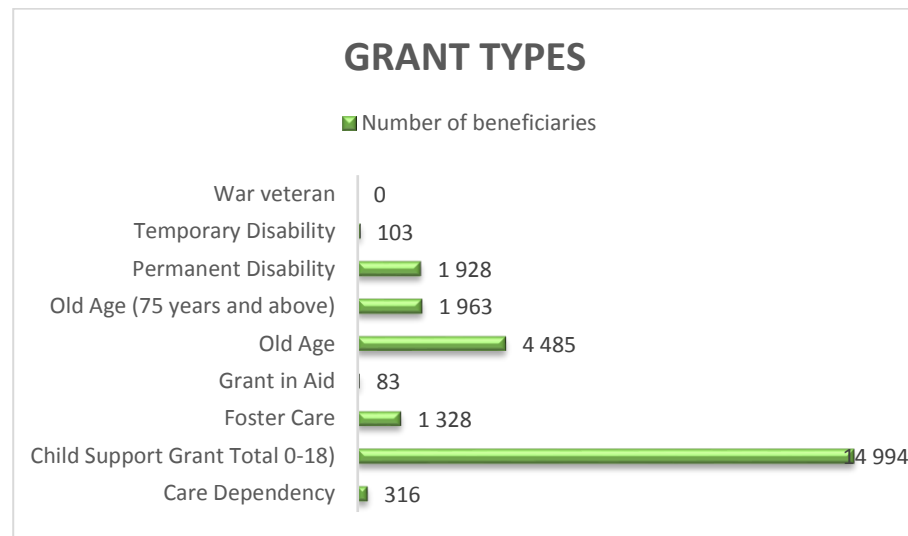
Port St. Johns local office



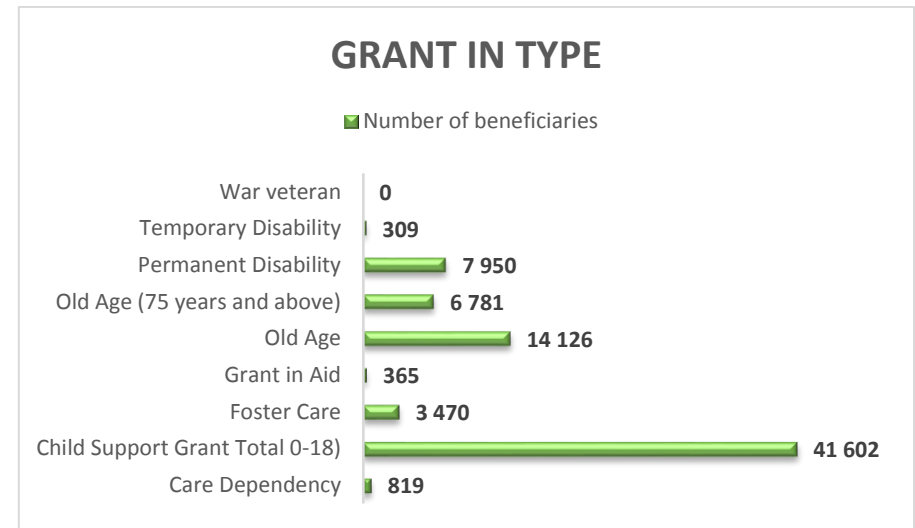
Qumbu local office



Tsolo local office



Mthatha local office



Source: SASSA - OR Tambo District

2.5.1 Water and Sanitation Services

O.R. Tambo District Municipality is both a Water Services Authority and Water Services Provider. Authority is therefore vested in it, in terms of the Municipal Structures Act 118 of 1998 or the ministerial authorizations made in terms of this Act, to ensure that water resources and infrastructure are well managed and maintained in order that service may be provided in an equitable, sustainable and efficient manner. Thus the O.R. Tambo District Municipality is mandated to deliver water services to a population of 1 472 366 within 321 733 households. The KSD LM has the largest population in the District with 494 000 (32.2% of the total District population). It also has the highest population density at 163 persons/km².

The Water and Sanitation services department is mandated by the following legislation:

- The Constitution of the Republic of South Africa, Act 108 of 1996;
- The Water Services Act, Act 108 of 1997;
- The National Water Act 36 of 1998;
- Water Services Framework of 2003;
- National Water Resource Strategy 2

The primary responsibility for the Water Services Authority includes:

- **Ensuring access:** To ensure the realization of the right of access to water services, particularly basic water services (subject to available resources) by seeing that appropriate investments in water services infrastructure are made;
- **Planning:** To prepare water services development plans to ensure effective, efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development;
- **Regulation:** To regulate water services provision and Water Services Providers within the jurisdiction of the municipality and within the policy and regulatory frameworks set by Department of Water Affairs through the enactment of by-laws and the regulation of contracts; and
- **Provision:** To ensure the provision of effective, efficient and sustainable water services (including water conservation and demand management) either by providing water services themselves or by selecting, procuring and contracting with external Water Services Providers.

The Water and Sanitation Services Department consists of the following units:

- Water Services Provision;

- Water Services Authority;
- Project Management Unit;
- Engineering Services; and
- Emergency Response Unit.

Ntinga Development Agency

The plan is to re-inforce the department through incorporating Ntinga Development Agency by delegating some responsibility in the following areas:

- Operation and maintenance of stand-alone schemes in KSD LM
- Supply of diesel for stand-alone schemes
- Keeping spares for stand-alone schemes
- Material stores for emergency services
- Attending to emergency and specialized work in the treatment plants.

Ntinga falls within the District Municipality's Rural Economic Development Planning department a service level agreement entered into on an annual basis between Ntinga and the District Municipality.

The following are the priority/ focus areas of the department:

- To improve access to affordable, clean and potable water to the population by 2022;
- Quality of Water & Sanitation Service (Blue & Green Drop compliance);
- Expansion of Water Services by 2022;
- Refurbishment of non-functional schemes (O&M);
- Reduction of water losses (water conservation and demand management);
- Improve effectiveness of call centre (customer care centre)

Table 19: Challenges in the provision of water and sanitation services in the ORTDM.

CHALLENGE	CAUSE
Huge extent of current water service backlogs	Negligence of the area during the apartheid era. Topography of the area, which makes it expensive for some areas to be serviced
Ageing infrastructure	Lack of refurbishment, and as a result, the infrastructure is being operated though it has far reached its design life span
Infrastructure capacity does not meet demand	Demand is in excess of available infrastructure due to rapid and unplanned growth and as such, the infrastructure is over-strained which results in the reduction of its lifespan
Non-functional schemes especially stand-alones that require refurbishment and extension	Water resource scarcity and availability
Pollution in the environment	Waste water works exceeding the design capacity
High level of vandalism and theft	Unemployment and complaints of poor and slow service delivery
Frequent disruptions of services	Pipe bursts, electricity outages, breakdown of pumps, electrical faults
Sewer spillages	Foreign objects deposited in sewers and old sewers that need

CHALLENGE	CAUSE
	replacement
Slow turnaround time to respond to disruption of services	Over-reliance on service providers for supply of materials and equipment
Shortage of skilled personnel	Unable to attract skilled personnel due to financial constraints
Low revenue generation	Many of the District's citizens are unemployed, and as such most of the inhabitants of the District receive free basic services. As a result the DM is largely dependent on grants to perform its water services functions.

Table 20: Improvement areas for water provision in the district

The following interventions have been recommended to address the challenges:

- Implementation programme will depend on the availability of funds from National Treasury;
- Capacity of the WSAs to implement projects needs to be substantiated;
- Implement WC&DM programmes;
- Use the Master Plan as vehicle to lobby for more grant funding;
- Consumer education regarding sewage spillages due to foreign objects
- To reduce over-reliance on service providers, by having our own materials and equipment at our disposal;

STRATEGIES	IMPROVEMENT AREAS	INTERVENTIONS
Appoint panel of engineers and contractors for a period of three years.	This will reduce the time spent awarding service providers.	Bids to appoint PSP has passed BEC
<ul style="list-style-type: none"> • Evaluate performance of Service Providers, and not award to those who are constantly not performing; • Institute penalties for late delivery; and • Institute consequence management to Municipal officials that are collude with Service Providers. 	<ul style="list-style-type: none"> • This will reduce the culture of projects that take long time to complete. • It will also reduce danger to human life due to work left unsafely. • Staff will be more accountable 	
Fill critical posts	To enhance management controls	Critical posts have been requested
<ul style="list-style-type: none"> • Term contracts and separation of duties at material stores • Involvement of Ntinga in WSP 	Availability of materials and equipment for emergency	Term contracts on tender

2.5.1.1 Provision of Water Services

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that

obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs. The District Municipality provides mixed forms of water services:

- Formal, high level of services (adequate);
- Informal, temporary level of service including water tankers (inadequate);

- Informal, below basic RDP level of service (inadequate); and

O.R. Tambo District Municipality had a total number of 54 400 (or 15.92%) households with piped water inside the dwelling, a total of 58 000 (16.98%) households had piped water inside the yard and a total number of 173 000 (50.76%) households had no formal piped water.

- No service (inadequate)

The regions within O.R.Tambo District Municipality with the highest number of households with piped water inside the dwelling is King Sabata Dalindyebo Local Municipality. The region with the lowest number of households with piped water inside the dwelling is Mhlontlo Local Municipality.

Table 21: Households by type of water access - o.r.tambo district municipality, 2016

Census Category	Description	Community Survey 2016		Census 2011		WSDP 2014/15 Base framework	
		Nr	%	Nr	%	Nr	%
WATER (ABOVE MIN LEVEL)							
Piped (tap) water inside dwelling/institution	House connections	20 181	6,4%	27 898	9,0%	34 136	11,4%
Piped (tap) water inside yard	Yard connections	39 480	12,6%	32 462	10,5%	39 720	13,3%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	64 720	20,6%	55 244	17,8%	67 597	22,6%
	Sub-Total: Minimum Service Level and Above	124 381	39,6%	115 604	37,3%	141 453	47,3%
WATER (BELOW MIN LEVEL)							
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Standpipe connection: > 200 m < 500 m	10 966	3,5%	21 985	7,1%	73 181	24,5%

Census Category	Description	Community Survey 2016		Census 2011		WSDP 2014/15 Base framework	
		Nr	%	Nr	%	Nr	%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	Standpipe connection: > 500 m < 1 000 m			9 168	3,0%		
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	Standpipe connection: > 1 000 m			6 015	1,9%		
No access to piped (tap) water	No services	178 733	56,9%	157 230	50,7%	84 139	28,2%
	Sub-Total: Below Minimum Service Level	189 699	60,4%	194 398	62,7%	157 320	52,7%
Total number of households		314 080	100%	310 002	100%	298 773	100%

O.R. Tambo Water Services Development Plan, 2018

2.5.1.2 Provision of Sanitation Services

The table below illustrates the various types of sanitation available to households across the ORTDM, the province, and national in 2016. The table shows that O.R. Tambo has the highest number on households without access to sanitation at 11%, while both the provincial and national figures are relatively lower at 8% and 2% respectively in 2016.

Although rapid progress has been made in eliminating primitive means of sanitation, certain pockets in the district still operate in this manner. The ORTDM compares poorly when benchmarked against the provincial figures when it comes to access to sanitation.

Of particular importance is the number of households with no access to flush toilet facilities. King Sabata Dalindyebo has the highest figure in this regard.

Table 22: Household by type of sanitation access

	Flush sewerage system	Flush with septic tank	Chemical	VIP	Eco toilet	Pit without ventilation	Bucket	Other	None
Ngquza Hill	670	232	5 768	41 710	16	5 978	3 175	330	2 345
Port St Johns	365	357	12 427	8 419	853	3 861	686	454	6 700
Nyandeni	565	265	11 124	38 915	15	7 871	87	878	2 263
Mhlontlo	904	234	3 647	24 101	301	9 522	43	984	2 732
KSD	27 146	939	13 827	47 630	1 358	12 548	438	3 470	7 929
Total	29 650	2 027	46 792	160 776	2 542	39 780	4 428	6 116	21 969
	Sub-Total: Above and at Minimum Service Level			241 787	Sub-Total: Below Minimum Service Level			72 294	
Total number of Households					314 080				

O.R Tambo Water Services Development Plan, 2018

In terms of basic services provisioning, the Municipality has significantly reduced the rural VIP sanitation backlogs. According to the Water Services Development Plan, the number of households still to be connected with VIP sanitation in 2016 was 74 835. This backlog, does not take into consideration, the eradication of the old corrugated iron structures that were implemented prior to the Municipality adopting a standard design for the VIP sanitation toilets.

This target is considering only those households that were never provided with a VIP toilet.

The ORTDM developed a Sanitation Strategy in an effort to address its sanitation backlogs and challenges. The purpose of this strategy is to ensure that backlogs eradication is dealt with and that an appropriate sanitation model is provided to the communities/consumers for both urban and rural areas. The DM is

also intending to upgrade all town sewer systems into full waterborne systems. As part of the Sanitation Strategy the Council adopted a standard pre-cast VIP structure in an effort to address quality and the size of the structure.

Challenges in terms of Sanitation can be summarised as follows:

- **Drying water sources:** South Africa is a semi-arid zone. The larger part of ORTDM rural villages' access water from standalone schemes. These schemes include boreholes, springs, weirs and other small schemes. During winter, these sources dry, leading to water shortages.
- **Dilapidated infrastructure:** The ORTDM inherited old infrastructure from the Department of Water Affairs. The infrastructure is ageing. Pipe bursts are more frequent, leading to water losses and sewage spillages. The budget focuses more on new capital infrastructure. There is limited budget for refurbishment, upgrading and operations and maintenance of the existing infrastructure.
- **Supply versus demand:** The day to day expansion of communities causes a high demand for water, whereas the supply from the water sources is limited. Rural Water Supply Schemes are designed to provide water at RDP standards which 200m walking distance and the supply of 6KL/hh/month or 25L / c/ d.
- **Illegal or private connections:** Communities illegally connect to the municipality' water infrastructure. These connections increase water demand, due to the fact that the households use water in excess of what is allocated to them. Water leakages due to poor workmanship when illegal connections are done, causes more water losses. The water schemes in the rural villages were not designed for a higher level of

service. This is the phase that will only happen when all citizens of this country has access to the basic level of service, or when the municipality has identified a pilot scheme to provide HLOS and collect revenue on the services provided. The criteria for pilot community will be determined by an adequate source of water, high population density, affordability and other aspects.

- **Reporting and non-reporting of incidents:** The Call Center was established to respond to all customer queries and complaints. The Office is in the CBD of Mthatha. Whenever the communities experience water outages, they must report through the toll free number of ORTDM (0800204067/ 047 531 0320 / 047 501 9106). The complaint is attended to immediately after being reported. Plumbers are always on stand-by to respond to pipe bursts and other matters that lead to the none supply of water and sewage spillages. The District Municipality has also recently a cellphone application called Thetha-Nathi, where residents can report incidents, and receive an immediate response. Suggestion boxes are provided in all magisterial towns of the five LMs. The purpose of suggestion boxes is to get feedback from the community on how the municipality can improve on its services.

2.5.1.3 Progress on Projects in Implementation.

The Municipal Water Infrastructure Grant is an infrastructure grant that is aimed at assisting Water Services Authorities to provide interim and/or immediate and/or localized water supply to consumers currently without service, particularly those in rural areas. The main purpose of the funding is to facilitate the planning, acceleration and implementation of various projects that will ensure water supply to

communities identified as not receiving water supply service. As a Water Services Authority, O.R. Tambo is one of the recipients of the grant.

Ingquza Hill Local Municipality

Ingquza LM is made up of two urban nodes namely Flagstaff and Lusikisiki. According to Starts SA 2016 Community Survey the total population for Ingquza Hill LM is 303,379 with 60,974 households. The majority of the population resides in rural areas with about 98.42 % and with only 1.58% resides in two urban centres mentioned above. Therefore the greater part of the population is provided with water services at a level of RDP standard within a range of 200m apart.

Formerly known as Qaukeni Local Municipality, Ingquza Hill LM has a high population density and high levels of unemployment, there are considerable poverty challenges in the area. The Ingquza Hill LM is characterized by limited coastal settlement and widely dispersed settlement in traditional rural villages at approximately 109 persons/km² in the LM of 2,461 km².

Current Capital Projects

- Flagstaff Regional Water Supply- 5 contracts
- Flagstaff Sewer- 1 contract
- Lusikisiki Sewer- 3 contracts
- Ward 22 VIP Sanitation
- Ward 14 VIP Sanitation
- Ward 3 VIP Sanitation

a. Flagstaff Regional Water Scheme- Phase 2

Project Number	ORTM CMU 20/11/12 ME
Start date	29 October 2012
Completion date	May 2019.
Award	R37 448 836.52
Expenditure	R33 236 763.35

Villages covered

Wards 5, 6 & 7. Baleni and Mngeni.

Scope of work

Mechanical and electrical at the abstraction and water treatment works

Progress

The contractor's scope was changed because of delays from ESKOM connections. Generators were installed and the one in abstraction is already pumping. The contractor is currently assembling electrical panels and is doing testing (testing water tightening) for sedimentation tanks.

Challenges

There are pipe leaks experienced during pumping.

Remedial action

The M&E contractor to provide quotations in order to fix infrastructure leaks.

b. Flagstaff Regional Water Scheme- Phase 3A

Project Number	MIS 203 177
Start date	03 February 2016
Completion date	March 2019
Award	R23 076 992.68
Expenditure	R22 203 460.38

Villages covered:

Ward 30. Balasi, Spaqeni & Ngqandulo.

Scope of work

Construction of Storage Reservoirs, Bulk Water supply pipelines and Reticulation.

Progress

Site Establishment 100%

Excavation 100%

Pipe laying 100%

Stand pipes and special fittings 100%

Chambers 100%, Reservoirs 100%

Testing 20%

Challenges

The main contractor was experiencing cash-flow problems and left site.

Remedial action:

The contractor has resolved its cash-flow problems and is now back on site.

c. Flagstaff Regional Water Scheme- Phase 3D

Project Number	1 MIS 203 177
Start date	01 March 2016
Completion date	June 2018.
Award	R14 216 048.75
Expenditure	R12 940 941.16

Villages covered

Ward 30. Lujecweni, Niniva, Khathazweni, KwaZulu.

Scope of work:

Construction of storage reservoirs, bulk water supply pipelines and reticulation.

Progress

Project completed and completion certificate issued.

Challenges

There are no challenges. No remedial action is required.

d. Flagstaff Regional Water Scheme- Phase 3 D2

Project Number	MIS 203 177
Start date	01 March 2016
Completion date	August 2017
Award	R8 436 490.02
Award + VO	R9 891 949.01
Expenditure	R9 548 754

Villages covered:

Ward 30. Fama, Thabazi. Additional villages are JB, Mangquzu and Makwetshubeni.

Scope of work

Construction of storage reservoirs, bulk water supply pipelines and reticulation.

Progress

Original scope completed and completion certificate issued.

Challenges

No challenges faced and no remedial action required

e. Xurana Water Supply

Project Number	
Start date	28 November 2018
Completion date	30 April 2019
Award	R 4 455 399.92
Expenditure	R 500 779.44

Villages covered:

Xurana Village

Households served: 240

Progress

10% Physical Progress.

Challenges

No challenges faced and no remedial action required

f. Kwandayini Water Supply

Project Number	
Start date	16 January 2019
Completion date	21 June 2019
Award	R 5 701 792.00
Expenditure	R 1 104 588.80

Villages covered:

KwaNdayini Village

Households served: 338

Progress

15% Physical Progress.

Challenges

No challenges faced and no remedial action required

g. Flagstaff Sewer Phase 2

Project Number	MIS 215 547B
Start date	15 February 2018
Completion date	15 November 2018
Award	R39 478 399.05
Expenditure	R 33 809 176.83

Villages covered

Flagstaff town and surroundings

Scope of work

Construction of outfall sewer, pump station, pumping main and refurbishment of treatment plant.

Progress

Pumping main 100%, Gravity main 100%, Road works 50%, Sludge drying beds 10%,

Pump station and emergency dam 95%, Refurbishment of phase 1- 90% , guard room – 90%. Mechanical and electrical 0.

Outstanding Works

Sludge drying beds 90%, Road works 50%, pump station, guard room 10% refurbishment / renovation of phase 1- 10%

Challenges

Mechanical installations cannot be installed before phase 3 is completed fearing vandalism. Electrical connection not yet done

Remedial Action

We are looking for a storeroom to store all pumps (mechanical equipment). An electrical consultant is involved to expedite Eskom application.

h. Flagstaff Sewer Phase 3

Project Number	MIS 215 547B
Start date	April 2019
Completion date	December 2020
Award	R 0
Expenditure	R 0

Villages covered

Flagstaff town and surroundings

Scope of work

Prelim design, detailed design, procurement of contractor/s and construction of Flagstaff sewer networks

Progress

0% Completed.

Outstanding Works

Prelim design, detailed design, procurement of contractor/s and construction of Flagstaff sewer networks

Challenges

Delay in the appointment of consultants. Phases 1 and 2 cannot operate without the completion of phase 3. (Plant needs influent) from households.

Remedial Action

None.

i. Lusikisiki Sewer and sewage treatment plant Phase 1

Project Number	
Start date	14 November 2012
Completion date	November 2017
Award	R25 750 014.88
Expenditure	R 25 540 795.23

Villages covered

Lusikisiki town and its surroundings

Scope of work

Construction of 1000kl/day waste water treatment plant. All civil, mechanical and electrical works.

Progress

100% completed

Outstanding work

Project completed.

Challenges

There are no challenges. No remedial action is required.

j. Ingquza Hill Ward 22

Project Number	MIS 239 704
Start date	17 May 2017
Completion date	January 2018
Award	R2 279 110.38
Award + VO	R2 841 658.20
Expenditure	R2 842 658.20

Villages covered

Ingquza Hill Ward 22. Goso Forest, Mzizangwa, Gwexintaba, Vellem and Gxeni.

Scope of work

Construction of 283 VIP toilets

Progress

283 VIP toilets completed. A practical completion certificate has been issued.

Challenges

There are no challenges. No remedial action is required

k. Lusikisiki Sewer and sewage treatment plant Phase 2

Project Number	
Start date	December 2018
Completion date	December 2021
Award	-
Expenditure	-

Villages covered

Lusikisiki Town and its surroundings

Scope of work

Design and construction of 1ML / day plant, bulk sewers, reticulations and booster pump station/s

Progress

Funding approved

Challenges

There are no challenges. No remedial action is required.

I. KwaNyathi Regional Bulk Water Supply Scheme Feasibility

Project Number	
Start date	April 2018
Completion date	April 2018
Award	R6 491 584.95
Expenditure	R5 892 770.01

Villages covered

PSJ wards 13, 17, 18, 19 & 20 and Ingquza Hill wards 1, 2, 3, 13 & 1

Scope of work

Feasibility Study

Progress

Geo - hydrological investigation 90%, preliminary design 90%

Remaining works

Completion of Geo - hydrological report and preliminary designs. 10 % remaining.

Challenges

There are no challenges. No remedial action is required.

m.Msikaba Regional Bulk Water Supply Scheme - Feasibility

Project Number	
Start date	April 2018
Completion date	April 2019
Award	R5 313 077.74
Expenditure	R3 279 441.38

Villages covered

Ingquza Hill Wards 22, 23, 24, 25, 28

Scope of work:

Feasibility Study

Progress

Geo - hydrological investigation 80%, preliminary design 80%

Remaining works

Completion of Geo - hydrological report and preliminary designs. 20 % remaining.

Challenges

No challenges and no remedial action required.

n.Ingquza Hill Ward 19a Sanitation

Project Number		
Start date		20 March 2018
Completion date		30 October 2018
Award		R 7 852 080.60
Expenditure		R 7 784 370.36

Villages covered

France, New rest, Ntsimbini, Unit Park, Zwelitsha

Households served: 4890

Scope of work:

Constructed 815 VIP's

Progress

100% complete

Project is on Retention

Challenges

There are no challenges. No remedial action is required.

O.Ingquza Hill Ward 19b Sanitation

Project Number	
Start date	30 July 2018
Completion date	15 February 2019
Award	R 7 480 741.28
Expenditure	R 6 703 113.76

Scope of work:

Constructed 815 VIP's

Progress

100% complete

Project is on Retention

Challenges

There are no challenges. No remedial action is required.

Ingquza Hill Local Municipality – Existing Regional Water Supply Schemes

Ngquza LM is made up of two urban nodes, namely Flagstaff and Lusikisiki. According to Stats SA 2016 Community Survey the total population for Ngquza Hill LM is 303,379 with 60,974 households. The majority of the population about 98.42% reside in rural areas with only 1.58% residing in the two urban centres mentioned above.

Therefore the greater part of the population is provided with water services to RDP standards.

a. Flagstaff Regional Water Supply

The town of Flagstaff is supplied with ground water from four boreholes. The scheme is supplemented by raw water from the weir which is purified at the Water Treatment Plant. Water from boreholes is blended with treated water in the reservoir then distributed into the reticulation network to serve the town and surrounding areas.

The drought has affected the scheme and resulted in rationing of water to four hours a day. Some new developments are outside the areas of supply due to topography of the area.

b. Lusikisiki Regional Water Supply Scheme

The Lusikisiki Regional Water Supply Scheme receives raw water from a weir in the Xura River via a pumping main to the Xura Water Treatment Works. The treated water is pumped to a 1400m³ main reservoir. The combined design capacity of the pumping main is 32l/s. The above mentioned reservoir further feeds the 1000m³ Lusikisiki Town Reservoir and 24 other reservoirs.

The scheme does not meet the current water demands as a result water is rationed to the communities. The most affected areas are Ngobozana, Unit Park, Mzintlava Clinic, Mcwabantsasa and Arthur Home in the town.

c. Mkambati Weir Scheme

Raw water from a weir in the Mkhambati River is pumped at a rate of 8l/s to a water treatment works. It is treated then pumped to two concrete reservoirs with a combined capacity of 450m³. Potable water is then distributed to the Nature Reserve with 44 beds and the clinic

with 200 people. Water is carted from the main camp of the Nature to the cottages.

The Gwegwe resort receives water from a separate weir about 7km from main camp of Nature Reserve.

d. Magwa Tea Estate Water Scheme

The water supply to the Magwa Tea Estate is provided from a dam in the Mkhosi River. Raw water is treated in the Water Treatment Plant, then distributed to the estate which has a population of approximately 5000 people.

e. Holy Cross Hospital Water Scheme

In this scheme, water is sourced from two dams namely; Mcwesane Dam and Mketengeni Dam. The water is pumped from these dams to a water treatment works. Bulk storage of about 760m³ is available for this scheme. The water from the scheme serves about 1500 people in the Holy Cross Hospital complex.

Msikaba Water Supply Scheme

Msikaba Water Supply Scheme is under planning and the Municipality is applying for funding for the preparation of a Technical Feasibility study to preliminary designs. This scheme is focusing on eradicating backlogs into 5 wards in the coastal side of the Ingquza Hill Municipality. This Project will explore the Off Chanel storage Dam at the Hlwahlweni River that will be supplemented by the Msikaba River.

Future water needs- Ingquza Hill

The total water requirements for Ngquza Hill Regional Bulk Water Supply Scheme to meet 2035 projected water demands are 46.8Mℓ/day. The possible new dam site has been identified to be Mzintlavana Dam in Xura River about 2km upstream of meeting with

the Mzintlavana River. The infrastructure investment will include new Water Treatment Plant, several reservoirs, pump station and bulk pipeline.

Ingquza Hill Local Municipality – Sanitation infrastructure

a. Flagstaff Town sanitation

The sewerage infrastructure in the town comprises of a new 1.2Mℓ/day wastewater treatment works, reticulation pipes and some bulk mains. The project for the construction of a main pump station, pumping main and outfall sewer is under construction and currently at 30% complete.

b. Lusikisiki Town Sanitation

The sewerage from CBD and surrounding areas drain to an existing Oxidation Ponds and Septic Tanks. The Arthur Homes Village has a small-bore waterborne sanitation system with their own on-site Oxidation Ponds. The Old Police Station and Prison have their own on-site Oxidation Ponds. A new WWTW and sewers are under construction.

Table 23: List and status of existing stand-alone water supply schemes- Ingquza hill LM

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATI ON
Qhasa	Qhasa	Functional	N/A
Ntontela	Ntontela, KuNtlele	Functional	N/A
Zimpohleni & Ndlangasi spring	Zimpohleni & Ndlangasi	Functional	N/A
Mbenyane spring	Mbenyane	Functional	N/A

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
Mgilani spring	Mgilani	Functional	N/A
Mpavu spring	Mpavu	Functional	N/A
Ntlembeni spring	Ntlembeni	Functional	N/A
Sgingqini spring	Sgingqini	Functional	N/A
Lugangatho spring	Lugangatho	Functional	N/A
Good Hope	Good Hope, Cikolo, Makwalweni	Functional	N/A
Gcuda spring	Gcuda	Functional	N/A
Machibini spring	Machibini	Functional	N/A
Norhatshaza Water Scheme	Norhatshaza, Mlindazwe, Mbhayi	Functional	N/A
Mantlaneni Water Scheme	Mantlaneni	Functional	N/A
Mfinizweni (diesel engine)	Mfinizweni	Non - Functional	The scheme was vandalised. Replacement of stolen batteries is required.
Mfinizweni 1 (2xelectric BH)	Mfinizweni	Functional	N/A
Mfinizweni 2 (diesel engine)	Gxelesha, Mbilikati, Mjobo, Magwamu, Qebedu	Functional	N/A

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
Nkubela	Nkubela	Functional	N/A
Nozayi	Nozayi	Functional	Extension of pipeline needed
Mangena	Mangena	Functional	Extension of pipeline needed
Mathunzini	Mathunzini	Functional	N/A
Gabajana(electric BH)	Mkhumeni, Mhlanga, Flagstaff Town, Tabo Mbeki, Gabajana	Functional	N/A
Mthwaku (electric BH)	Mthwaku, Siginqini	Non Functional	Maintenance is Required
Mngeni	Mngeni	Non functional	Testing the existing boreholes.
Bhisi (diesel engine)	Bhisi, Nyathi	Functional	N/A
Zadungeni (diesel engine)	Zadungeni	Non Functional	Lister engine need to be repaired.
Ngcweleni	Ngcweleni	Non functional	Refurbishment of the scheme needed.
Xhophozo	Xhophozo	Non	Scheme was

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
(diesel engine)		Functional	vandalized and need refurbishment
Flagstaff WTW/Jadu	Flagstaff Town	Functional	N/A
Ndukudeni (spring + diesel engine)	Ndukudeni	Non-Functional	Engine need to be repaired
Bhalasi (weir)	Bhalasi	Non-Functional	Refurbish weir, replace pipeline, seal reservoir and re-install standpipes
Manqilo (petrol engine)	Manqilo	Non-Functional	Engine need to be repaired
Lubala (petrol engine)	Lubala	Functional	N/A
Ndzondeni (petrol engine)	Ndzondeni	Non Functional	Purchasing of new tank stand and water tank
Hlwahlwazi (electric BH)	Hlwahlwazi, Upper Mzenge, Bumazi, Mpumaze, Upper Luqhoqho, Mncane, Nxarhabe	Functional	N/A
Sicwenza (spring + diesel)	Sicwenza	Non Functional	Refurbishment is needed

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
booster)			
Galatyeni Spring	Galatyeni	Functional	N/A
Mrhoshozweni (diesel engine)	Mrhoshozweni	Functional	N/A
Ndimbaneni Spring	Palmerton	Functional	N/A
Xurha WTW	Ngobozana top area	Functional	As much as the water treatment works is functional, the supply does not meet the demand due to the Lusikisiki town development and illegal connection of which some of them are in the main line
	Mmangweni	Functional	N/A
	Gunyeni	Functional	N/A
	Mzintlava	Functional	N/A
	Nyathi	Functional	N/A
	Gubevu	Functional	N/A
	Nxarhu	Functional	N/A
	Lusikisiki town	Functional	N/A
	Skiti	Functional	N/A
	Newtown	Functional	N/A

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
	Slovo park	Functional	
	Mdikana	Functional	
	Malizole	Functional	
	Nkunzimbini	Functional	
	Lukhahlambe ni	Functional	
	Tshandatshe	Functional	
Magwa	Ntazi	Functional	Magwa consists of two boreholes which are pumping to the same reservoirs but one of the boreholes need refurbishment.
Magwa	Nqaqhumbe	Functional	Routine maintenance is required
Magwa	Dubhane	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Tyeni	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Hombe	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Zifosi	Functional	Refurbishment of stand pipe taps and

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
			reticulation pipeline
Magwa	Mtshayazafe	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Mbudu/Ngibe	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Siwali	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Mavela	Partly functional	Refurbishment of water scheme
Magwa	Ngqungqushu	Functional	Replacement of an old galvanised and Asbestos pipeline
Magwa	Malizole	Functional	Refurbishment of stand pipe taps and reticulation pipeline
Magwa	Nyuswa	No infrastructure	Drill and equip borehole, rising main pipeline, reticulation and storage tank
Magwa	Goso Forest	Partly functional	Refurbishment of stand pipe taps, reticulation pipeline and sealing of reservoir
Magwa	Mzizangwa	Partly	Refurbishment of

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
		functional	stand pipe taps, reticulation pipeline and sealing of reservoir
Magwa	Magwa	Functional	Routine maintenance is required
Magwa	Mgezwa	Non functional	To bypass eskom anchor
Bazana	Bazana	Non - Functional	M & E to attend to the diesel engine.
Sitshayelo	Sitshayelo	Non Functional	Diesel Engine need to be repaired
Diki (diesel engine)	Kwadiki	Non functional	M&E to attend on engine. (Replace with new engine)
Ntsimbini	Palmerton Ntsimbini	Non Functional	Scheme need refurbishment,
Mvimvane (diesel engine)	Mvimvane	Non Functional	M & E to attend to engine for not starting and also attend to the exhaust pipe
Phumlo	Phumlo	Functional	Extension of pipeline needed
Qaukeni Farm	Qaukeni Farm	Non functional	Engine needs to be repaired

NAME OF SCHEME	VILLAGES	STATUS	RECOMMENDATION
Qaukeni Great Place	Qaukeni Great Place	Functional	N/A
New rest	New rest	Functional	Extension of pipeline needed
Mthontsasa (electric BH)	Mthontsasa	Non Functional	M&E repairs, replace collapsed reservoir with new reservoir
Cwija (2x electric BH)	Cwija	Non Functional	Refurbishment of scheme
Mkhamela (electric BH)	Mkhamele	Functional	N/A
Khanyayo (electric BH)	Khanyayo	Non Functional	M&E to attend fault
Luphondo (electric BH)	Luphondo	Non Functional	M&E to attend fault
Jikindaba	Jikindaba	Non Functional	Need reconnection of electricity and reticulation
Mtontsasa	Mtontsasa	Non Functional	Replacement of electricity panel
Ndaliso	Ndaliso	Functional	
Zwelivumile	Zwelivumile	Functional	
Mcobothini		Functional	

Port St Johns Local Municipality

This municipality is situated along the Indian Ocean coastline. Its most well-known settlement is the town of Port St Johns, which is located at the mouth of the Umzimvubu River, approximately 90km east of Mthatha. The municipality has a strong tourism industry, which well-supported by the variety of hills, dunes, rivers, and the mountainous terrain that meet its picturesque beaches. Nearly 90% of all the dwellings in the municipality are located in traditional tribal settlements. Port St. Johns is the only real urban area, and is also the regional economic centre and supply site for the nearby villages and communities. Topographically the area is characterized by a high-lying northern hinterland with undulating plains decreasing in a southern direction to a largely flat coastal belt. Eight prominent rivers traverse the hinterland from north-west to south-east creating prominent valleys, gorges and inaccessible ravines. The total population for port St Johns LM is 166,779 with 33,951 households. The only town in the LM is Port St Johns, which is located at the mouth of the Umzimvubu River and is the well-known settlement in this LM.

Current Capital Projects

- Port St Johns Regional Water Supply- Recently awarded
- Borehole development- Two WSIG water projects in construction
- Port St Johns sewer- feasibility
- Port St Johns Sanitation VIPs- 11 contracts

a. Port St Johns Regional Water Supply

Project Number	
Start date	26 January 2018

Completion date	25 March 2019
Award	R31 994 054.81
Expenditure	R26 430 912.73

Background

The project entails the construction of the Off Channel Dam, River abstraction and pump stations.

Villages covered

Wards 10, 11&13. Villages: Gabelana, Lumpholo, Dukulweni, Mswakazi, Bholani, Lujazu, Magoba, Ntile, Gqubeni, Gemvale, Mthambalala, Noqhekwana, Kubhubhile, Mqhekezo, Ciyani, Emaqhekazi, Sandlulube, Nomvalo, Nozozo, Mgugwane, Taleni, Nqondwana, Lusibeni, Nkomaze, Lukhethe, Umyhweni and Xhutha. Households serve: 7733

Scope of work

Construction of the off channel dam, river abstraction and pump stations, Completion of raw water abstraction works.

Challenges

There are no challenges. No remedial action is required.

b. Port St Johns Sewer

Project Number	
Start date	-
Completion date	-
Award	-
Expenditure	-

Progress

The project has been approved by ECTAC awaiting approval of the DAC.

Challenges

Community to agree on most economical WWTW position identified by the Municipality

Remedial action

Departmental approval of WWTW site from three proposed sites that were identified and submitted.

c. PSJ Ward 10 Sanitation

Project Number	MIS 287 593
Start date	16 January 2019
Completion date	31 March 2019
Award	R 1 232 434,88
Expenditure	-

Villages covered:

Noqhekwana, Magoba, Dedeni, Bholani, Gebelana, Sizilo, Khaleni, Mswa kazi, Lumphoko

Scope of work

Construction of 125 VIP toilets

Progress

The project has been recently handed over. The Contractor is busy with site establishment.

Challenges

There are no challenges. No remedial action is required.

d. PSJ Ward 13 Sanitation

Project Number	MIS 287 593
Start date	01 November 2018
Completion date	19 March 2019
Award	R5 215 772.10

Expenditure	R2 690 116.61
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Villages covered:

Kwa Zulu

Scope of work

Construction of 509 VIP toilets.

Progress

73% complete.

Project is on Construction.

Challenges

Inclement weather

Remedial action

Extension of time application done

e. Port St Johns Ward 15 Sanitation

Project Number	
Start date	14 December 2018
Completion date	14 June 2019
Award	R8 885 847.60
Expenditure	R1 504 705.69

Villages covered:

Luqhoqhweni, Mdlankala, komani

Scope of work

Construction of 832 VIP toilets

Progress

20% complete

Project is on Construction.

Challenge

Inclement weather, Terrain.

Remedial action

Extension of time application done

Summary of sanitation coverage in Port St Johns

PSJ is covered in terms of sanitation except that there are villages with bad terrain and with difficult access for vehicles due to lack of access roads. However, there are plans in place to address this situation.

The Central Business District (CBD) has been reticulated for water borne sanitation system but this is not connected up to the individual erven.

The CBD area is thus presently served by conservancy and septic tanks. This infrastructure is old and much of it is dysfunctional. The conservancy tanks are not always emptied at the required frequency. The majority of the septic tanks are filled or nearly filled with sludge so the retention time within the tanks is limited. The soak-away drains are blocked which leads to the creation of wet marshy conditions in the immediate area. This also leads to an environment conducive to the breeding of mosquitoes and diseases.

There is a proposed WWTW for the area with an estimated capacity of 3.5Ml/day.

Port St Johns Local Municipality – Existing water supply schemes

a. Port St Johns Spatial Development Initiative (SDI) Water Supply Scheme

The water for this scheme is supplied from two sources namely: Bulolo Dam and Bulolo weir. These are situated on the Bulolo River. It is estimated that this scheme provides a yield of about 1000m³/day. Most of the bulk supply infrastructure in this scheme is recently built, however remedial works are needed on certain sections of the water mains and the Bulolo dam. The reticulation infrastructure is in a good condition but the overall scheme operations and supply efficiency can be improved.

The Water Treatment Plant has a capacity of 4Ml/day. From the Water treatment plant water is pumped to a main reservoir, from which it is distributed to six villages, Port St Johns town and the Silaka Nature reserve via an old Water Treatment Works which has been converted to a storage facility.

b. Umzimvubu 18 Villages Water Supply Scheme

This scheme is located about 5km upstream of the Port St Johns SDI Water Supply Scheme. Water is abstracted from the Mngazi River to serve 18 villages. The scheme was commissioned in 2000.

Water is pumped from the Mngazi River to a 2ML/day Water treatment Plant. From the Water treatment Plant, the potable water is pumped to main 340kl reservoir, from where it is distributed to 23 other reservoirs.

Table 24: List and status of existing stand alone water supply schemes in PSJ LM

NAME OF SCHEME	TYPE OF SCHEME	NAME OF VILLAGE	STATUS	RECOMMENDATION
Noduve	Spring	Noduve	Functional	N/A
Ginqi	Spring	Ginqi	Functional	N/A
Qandu	Spring	Qandu	Functional	N/A
Maqebevu	Spring	Maqebevu	Functional	N/A
Tsweni	Spring	Tsweni	Functional	N/a
Phahlakazi	Spring	Phahlakazi	Functional	N/a
Nocuva	Spring	Nocuva	Functional	N/a
Mpotshotsho	Spring	Mpotshotsho	Non-functional (weir collapsed)	N/a
Gogogo 1	Spring	Gogogo	Functional	N/a
Gogogo 2	Spring	Gogogo	Functional	N/a
Mpande	Weir	Mpande	Non functional (weir collapsed)	N/a
Ludase	Borehole	Ludase and Lundini	Under construction	
Mzimvubu wtw	Regional scheme	Tombo, Qhaka, Mgxabakazi, Ntsila, Butho,	Functional	Repair river pump, pressure filter

NAME OF SCHEME	TYPE OF SCHEME	NAME OF VILLAGE	STATUS	RECOMMENDATION
		Nkwilini, lugasweni, madakeni, sihlanjeni, mthalala, magcakeni, masameni, mawosheni		
Psj wtw	Regional scheme	Psj town, pantu, mthumbane, caguba, sicambene, vukandlule, dumasi, bolani, cwebeni	Functional	N/a
Ntsimbini borehole	Borehole	Ntsimbini	Functional	N/A
Ziphondo spring	Spring	Ziphondo	Functional	N/a
Mvume borehole	Borehole	Mvume	Functional	N/a
Mhlotsheni weir	Weir	Mhlotsheni	Non functional	Refurbishment
Magoba	Spring	Magoba	Functional	N/A

NAME OF SCHEME	TYPE OF SCHEME	NAME OF VILLAGE	STATUS	RECOMMENDATION
Dedeni spring	Spring	Dedeni	Functional	N/A
Khaka	Spring	Khaka	Functional	N/A
Mdlankala WTW	Regional Scheme	Sandlulube, Ntongwana, Luqhoqhweni, Mzintlava, Mabheleni, Mazizini, Dwerha and Goqwana	Functional	N/A
Ngxongweni weir	Weir	Ngxongweni	Non functional	Refurbishment needed
Ndayini borehole	Borehole	Ndayini	Non Functional	Refurbishment
Nyathi 1 borehole	Borehole	Nyathi	Functional	N/A
Nyathi 2 borehole	Borehole	Nyathi	Non Functional	Scheme to be completed
Lutshaya borehole	Borehole	Lutshaya	Functional	N/A

NAME OF SCHEME	TYPE OF SCHEME	NAME OF VILLAGE	STATUS	RECOMMENDATION
Bakaleni borehole	Borehole	Bakaleni	Functional	N/A
Sihlitho spring	Spring	Sihlitho	Non functional (weir collapsed)	Under refurbishment
Nyosana	Spring	Nyosana	Functional	N/A
Luzuphu 1 Spring	Spring	Luzuphu	Functional	N/A
Luzuphu 2 Spring	Spring	Luzuphu	Functional	N/A

Nyandeni Local Municipality

Nyandeni Local Municipality, like many of the other LMs within the District, is predominantly rural with widely dispersed traditional and village-type settlements. The main Municipal Office is located in one of these small settlements in the town of Libode, located approximately 30 km from Mthatha, along the route to the popular tourist destination of Port St. Johns. Most of the inhabitants of the municipality still rely on subsistence agriculture in areas marked by communal tenure. The LM is regarded as having considerable agricultural potential, although there has been limited exploitation of this potential. The municipality is drained by 4 perennial rivers, the Mngazi, Mngazana, Mthatha and Mnenu Rivers. As for vegetation, valley thicket occurs along the steep slopes of the periphery of the municipal area, while the coast is characterised by Coastal Bushveld and Grassland. The interior is marked mainly by Eastern Thorn Bushveld and Moist Upland Grassland.

Current capital projects

- Libode Sewer
- Libode Water Supply Reticulation Extension
- Ntsonyeni and Ngqongweni Water Supply
- Sanitation- VIP toilets
- Ngqeleni Sewer
- Ngqeleni and Libode Regional Bulk

a. Ntsonyeni and Ngqongweni Water Supply

Project Number	
Start date	17 Jan 2019
Completion date	17 Jan 2021
Award	R 200 673 994.15
Expenditure	-

Villages covered:

Ward 6 - Nodushe, Bhakaneni, Ntsonyini and Ngqongweni

Households served: 41178

Scope of work

Raw water abstraction, off-channel storage dam, water treatment works, rising main, booster pump station, command reservoir, interconnecting pipe work.

Progress

0% Physical Progress

Challenges

There are no challenges. No remedial action is required.

b. Libode Sewer- Treatment Works and Sewer Pipeline

Project Number	
Start date	22 January 2018
Completion date	12 March 2019
Award	R45 359 701.45
Expenditure	R21 476 137.62

Villages covered

Ward 7 – Libode Town

Households served: 2325

Scope of work

Construction of Water Treatment works and sewer

Progress

35% Physical Progress

Challenges

None

Remedial action

None

c. Ngqeleni Waste Water Treatment and Sewer Pipe lines

This project is at Business Plan stage. It has been advertised and awaiting award. In terms of the budget, a BP will be prepared and submitted to CoGTA for project funding.

Progress

Contractor on sight and progressing well though there are threats by the community of Moyeni Ward 8 due to land.

d. Libode and Ngqeleni Corridor

This corridor entails construction of seven reservoirs and bulk gravity main. This corridor has twenty five contracts and nine of those are completed, Amatola Water to submit the close-out reports for the completed projects. There are sixteen contracts that are still under construction but most will be complete within 2018. Poor performance on some contracts due to cash flow problems has been a major set-back.

e. Contract 1: 20MI Rosedale reservoir

Project Number	AW2013/14/39
Start date	14 August 2014
Completion date	30 October 2016
Revised Completion date	14 February 2018
Award	R59 995 792.16
Expenditure	R59 646 337.94

Villages covered

Nqandu, Libode and Ngqeleni Villages

Scope of work

Construction of 20MI Rosedale Reservoir + DN1200 raw water steel pipeline to Thornhill WTW.

Progress

100% Completed.

Challenges

There are no challenges. No remedial action is required.

f. Contract 2: Construction of 2x 12MI Rosedale raw water reservoir

Project Number	AW2015/16/21
Start date	11 August 2016
Completion date	18 March 2018
Award	R40 116 584.00
Expenditure	R39 964 255.23

Villages covered

Nqandu, Mthatha North, Libode and Ngqeleni villages

Scope of work

Construction of 2 x 12MI Rosedale raw water reservoirs

Progress

The project is 100% complete.

Challenges

There are no challenges. No remedial action is required.

g. Contract 10: Construction of 10ML Concrete Megacom Reservoir

Project Number	AW2015/16/10
Start date	27 July 2016
Completion date	19 April 2019
Award	R23 577 720.64
Expenditure	R10 577 720.64

Villages covered

Libode villages

Scope of work

Construction of 4.0km GRP DN 200 Enjiveni gravity main

Progress

The project is 43% complete.

Challenges

Contractor off-site due to cash flow problems, but they have requested not to be terminated and be given access back to site to complete the works.

Remedial action

A letter notifying Xesibe Construction to return to site has been prepared and awaiting final signatory.

This contractor is under the contractor support program.

h. Contract 14: Construction of 5.6km DN 300 GRP Polini rising main

Project Number	AW2015/16/26
Start date	22 August 2016
Completion date	28 June 2019
Award	R25 238 965.48
Expenditure	R19 487 566.73

Villages covered

Polini (Dumasi)

Scope of work

Construction of 5.6km DN 300 GRP Polini rising main.

Progress

The project is 80% complete,

Challenges

There are no challenges. No remedial action is required.

i. Contract 15: Construction of 10MI Polini reservoir

Project Number	AW2015/16/27
Start date	1 September 2017
Completion date	28 June 2019
Award	R25 450 000.01
Expenditure	R21 296 983.51

Villages covered

Misty mount

Scope of work

Construction of 10MI Polini reservoir.

Progress

The project is 65% complete.

Challenges

There are no challenges. No remedial action is required.

j. Contract 12: Construction of 5.5km DN 400 GRP Mdoni Gravity main (1 OF 2)

Project Number	AW2015/16/28
Start date	18 June 2018
Completion date	20 December 2019
Award	R32 456 644.92
Expenditure	R11 906 699.98

Villages covered

Mdoni

Scope of work

Construction of 5.5km DN 400 GRP Mdoni Gravity main

Progress

The project is 6% complete,

Challenges

The contractor is progressing very slowly – only done with site establishment. There was a challenge of CSD noncompliance. It has been concluded in the month of September 2018.

Remedial Action

The contractor has been instructed to fast track the progress. AW/GIBB to monitor the progress of the contractor closely. This contractor is under the contractor support program.

k. Contract 13: Construction of 5.5km DN 400 GRP Mdoni Gravity main (2 OF 2)

Project Number	AW2015/16/29
Start date	09 January 2018

Completion date	30 November 2019
Award	R29 764 113.13
Expenditure	R16 553 339.86

Villages covered

Mdoni

Scope of work

Construction of 5.5km DN 400 GRP Mdoni Gravity main.

Progress

The project is 40% complete,

Challenges

The contractor is progressing very slowly.

Remedial Action

The contractor has been instructed to fast track the progress. AW/GIBB to monitor the progress of the contractor closely. This contractor is under the contractor support program.

l. Contract 16: Construction of 6.8 Km DN 300 GRP – Ngqeleni gravity main

Project Number	AW2015/16/30
Start date	29 August 2016
Completion date	01 March 2019
Award	R36 451 762.43
Expenditure	R24 994 035.78

Villages covered

Ngqeleni town and villages.

Scope of work

Construction of 6.8Km DN 300 GRP bulk pipeline.

Progress

The project is 93% complete.

Challenges

There are no challenges. No remedial action is required.

m. Ntibane Water Supply

Project Number	
Start date	28 November 2019
Completion date	30 April 2019
Award	R12 721 056.52
Expenditure	R1 866 661,44

Villages covered

Ntibane Village

Households served: 515

Scope of work

Upgrading of Existing Boreholes, rising main, steel reservoir, Reticulation, Standpipes, Bulk meters

Progress

15% Physical Progress

Challenges

There are no challenges. No remedial action is required.

n. Contract 4: Construction of 4.9km GRP DN 300 Megacom gravity main.

Project Number	AW2015/16/10
Start date	27 July 2016
Completion date	28 April 2018
Revised Completion date	30 October 2018
Award	R21 248 492.78
Expenditure	R13 145 549.80

Villages covered

Libode villages

Scope of work

Construction of 4.9km GRP DN 300 Megacom gravity main.

Progress

The project is 85% complete.

Challenges

Cash flow issues. The contractor has abandoned the site again. The contractor has a pending claim of disestablishment and reestablishment.

Remedial action

The contractor has been put on terms to complete the project.

This contractor is under the contractor support program.

o. Contract 5: Construction of 7.5km GRP DN 300 Mandlovini gravity main

Project Number	AW2015/16/13
Start date	26 August 2016
Completion date	30 May 2018
Revised completion date	30 March 2019
Award	R27 356 727.69
Expenditure	R15 098 660.28

Villages covered

Libode villages

Scope of work

Construction of 7.5km GRP DN 300 Mandlovini gravity main.

Progress

The project is 95% complete.

Challenges

Slow progress by the Contractor

Remedial Action

The contractor has been put on term to complete the project.

p. Nyandeni Ward 19 Sanitation

Project Number	
Start date	18 May 2017
Completion date	18 August 2017
Award	R7 787 143.35
Expenditure	R7 787 143.35

Villages covered

Ward 19. Zinduneni, Old Bunting, Katini, Dangeni, Bandla, Njimaza, Mnyameni, Lusizini, Cwele, Sazinga, Entshingeni, Nomcamba and Mhlongwana.

Scope of work

Construction of 771 VIP toilets.

Progress

The project is 100% complete.

Challenges

There are no challenges. No remedial action is required.

q. Nyandeni Ward 17A Sanitation

Project Number	MIS 218 390A
Start date	13 May 2014
Completion date	20 November 2017
Award	R9 830 995.20
Expenditure	R9 632 065.64

Villages covered

Thonti, Madileni, Magozeni, KwaGuqa, Mgazi and Mancam

Project scope

The construction of 1381 VIP toilets.

Progress

The project is 100% complete.

Challenges

There are no challenges. No remedial action is required.

r. Nyandeni Ward 7A Sanitation

Project Number	MIS 287 587A
Start date	15 January 2019
Completion date	31 May 2019
Award	R8 272 522,13
Expenditure	-

Villages covered

Thonti, Madileni, Magozeni, KwaGuqa, Mgazi and Mancam

Project scope

Construction of 695 VIP toilets.

Progress

The project has been recently handed over. The establishment has been done.

Challenges

There are no challenges. No remedial action is required.

s. Nyandeni Ward 7B Sanitation

Project Number	MIS 287 587B
Start date	15 January 2019

Completion date	31 May 2019
Award	R7 961 892,75
Expenditure	R382 950.00

Villages covered

Dilingizwe and New Rest

Project scope

Construction of 696 VIP toilets.

Progress

The project has been recently handed over. The establishment has been done.

Challenges

There are no challenges. No remedial action is required.

Table 25: list and status of existing stand alone water supply schemes- NYANDENI LM

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Spring 1	Mahoyana	Functional	N/A
Spring 2	Mahoyana	Functional	N/A
Spring 3	Mahoyana	Functional	N/A
Lukhuni Spring	Lukhuni	Functional	N/A
Mhlanganisweni WS (PUMP 1)	Mhlanganisweni	Functional	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Mhlanganisweni WS (pump 2)	PhezukwamawaCoza Above Hills. Ngavu and Mhlahlane.	Functional	N/A
Coza Water scheme (Pump 1)	Coza / Mlomo	Functional	N/A
Coza Water scheme(Pump 2)	Mjobeni	Functional	N/A
Coza Water Supply(Pump 3)	Siqikini	Functional	N/A
Mhlanga Regional scheme (Mhlanga WTW)	Mhlanga(3) Makhotyana(33.Dungu(4)) Bhungu(4) Mfene(4) Thafeni(4) Mthombetsitsa(4) Dlibhunga(4) Sompa(4) Njuluka(4) Bomvini(4) Mpindweni(413.Marhubeni(Mcsweli(4) Mphangana(4) Mdina(4)	Functional	
	Bhungu(4) Dungu(4)		

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
	Inkumbini(4) Gebane (5) Thungwini(5) Nkonkeni(5) Mamfengwini (8) Moyeni (8) Magcakeni(8) Marhubeni(8) Tyurha(8) Mpindweni(8) Ngwangi(9) Mhlabeni(9) Upper Corana(9) Mthonde1 (9) Mthomde 2 ext(9) Misty Mount(9) Nkanga (16)		
	Msintsini(16) Ntendele (16) Deep Level (16) Misty mount(8) Mndlankomo (8) Mphangana (8) Mlengane(18) Mbiza(18) Cweli (18) Maqanyeni(18) Mhlatyana(18) Nkanga		

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
	Lwandlana Dikela Gqweza Bhungu Ntshela Mseleni Luthini Nkanga Loc		
Marhubeni Hand Pump	Marhambeni	functional	N/A
Marhubeni Wind mill	Marhubeni	Non functional	Refurbishment
Dokodela stand alone scheme	Gongo	Functional	N/A
Gebane Wind Mill	Gebane	Not Functional	Refurbishment
Mngazi Weir Scheme	Ntlambela Ludwesa Mcothama Mpusthane Nduna Makhuzeni Mpuntshane	Functional	N/A
Ntsonyini Ngqongweni	Nohokoza/ngqumane	Functional	N/A
Libode BH	Thabo Mbeki Town	Function	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Pump No1		al	
Libode BH Pump No2	Thabo Mbeki Town	Function al	N/A
Libode BH Pump No2	Thabo Mbeki Town	Function al	N/A
Electrical Pump 1	Qhanqu	Function al	N/A
Electrical Pump 2	Qhanqu	Non Function al	Refurbishment
Mdlankomo Borehole 1	Mpindweni	Function al	N/A
Didi Electrical Pump	Didi	Function al	N/A
Maxaka Electrical Pump	Maxaka	Function al	N/A
Diesel engine 1	Dalaguba (Masameni)	Function al	N/A
Diesel engine 2	Dalaguba (Tendele)	Function al	N/A
Electrical Engine 3	Dalaguba	Function al	N/A
Electrical	Zinkonzweni	Function	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Pump		al	
Mthatha Water Works	Gxulu Vezamandla	Function al	N/A
Hand Pump	Lower Ntilini	Function al	N/A
Corana Water Supply	Ntilini(10) Lurhasini(10) Maqanyeni(10) Rainy (31) Ngolo (11) Lukhanyisweni(11) Corana Ziqwanini Eziphunzane (11) Gunyeni(31)	Function al	N/A
Electrical Pump	Gxididi	Function al	N/A
Hand pump 1	Gxididi	Function al	N/A
Upper corana water supply phase II	Mncipizeni extension Mncipizeni Gqabata Ngolo Ziphunzana Lukhanyisweni/moyeni	Function al	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Hand Pump	Ziphunzane	Functional	N/A
Rosedale Water Works	Sibangweni Lower Ntillili 3. Maqanyeni Gxididi Ngolo Ntshilini (Ward 12)	Functional	N/A
Thorn Hill WTW	Bhidiza(12) Nkawukazi (29) Langeni (29) Qinisa (29)	Functional	N/A
Wind Mill	Ngobozi	Non Functional	Refurbishment
Diesel Engine	Buthongweni	Functional	N/A
Thorn WTW	Corana/ntaphane Tshetshi Gqabhata Maganise Ngobozi Galili Mthebelezi Mbizo Mdeni Lujecweni (13)	Functional	N/A
Mandlovini Water	Ntsaka Mpisi	Functional	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Supply-Electrical	Mandlovini		
Lujecweni Wind Mill	Lujecweni	Non Functional	Refurbishment
Buntingville Wind Mill	Bantingville	Non Functional	Refurbishment
Lujizweni Hand pump	Lujizweni 1	Non functional	Need to be repaired
Lujizweni 2 Hand Pump	Lujizweni 2	Non functional	Need to be repaired
Mqwangqweni Wind Mill	Mqangqweni	Non Functional	Refurbishment
Lutsheko WTW	Zinkonzweni(15) Ngxokweni(15) Mtyu(15) Ntlaza(15) Kuleka(15) Katilumla(15) Noxova (17) Mampondomiseni(17) Mandileni(17) Mhlahlane(17) Ndidini(18) Bhukweni(18) Sikweni(18)	Functional	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
	Njiveni(18)		
	Bhakaleni(18) Manheleni(18) Mngazana (21) Bolotwala (29) Lutsheko (30) Lower Mangwanyeni (30) Upper Mangwanyeni(30) Ngamnye (30) Mfumbathi (30)		
Mtyu Borehole (diesel engine)	Mtyu water Supply	Functional	N/A
Mdumazulu Wind Mill	Mdumazulu	Non Functional	Refurbishment
Cwele Bandla borehole (Electric) 1	Dangeni Mnyameni Lusizini Ntshingeni Ziduneni Njimaza Cwele	Non functional	Refurbishment
Cwele Bandla borehole (Electric) 2	Cwele Nomcamba Bandla	Non Functional	Refurbishment

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
Wind Mill	Magebevu	Non Functional	Refurbishment
Nkanini borehole Electric Pump	Khepe Ngongqela Mjanyane Jange Zimbuzane Kwamncwabe	Functional	N/A
Nqeleni Weir	Amstrong street	Functional	N/A
Electrical Bole 1	Ngqeleni town Bole	Functional	N/A
Electrical Bole 2	Ngqeleni town Bole	Non functional	Refurbishment
Polini Wind Mill	Polini	Non Functional	Refurbishment
Ngqeleni WTW	Main street Nzwakazi Pilot Extension 4 Extension 5 New Town Magcakini	Functional	N/A
Nomadolo WS 1	Hamsini	Functional	N/A
Nomadolo	Canzibe	Function	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
(Nomadolo WS 2)		al	
Nomadolo (Electrical pump) 3	Nomadolo	Function al	N/A
Qonda Hand Pump	Qonda	Non Function al	Refurbishment
Thekwini Water Scheme	Ngwenyeni Dethyana Mhosi Maqadini /Canzibe Nkantini /Mnqabe Mnqabe Khombe / Bomvana Mandleni (26) Ntsimbini (26)	Function al	N/A
SPRING	Thekwini(hamani)	Function al	N/A
Spring	Hamsini	Function al	N/A
Godini scheme (diesel)	Godini	Function al	N/A
Mbange H/pump	Malungeni	Function al	N/A
Hand Pump	Mbange	Non Function	Repairs

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMENDATION
		al	
Lwandile Scheme(Electrical Pump)	Mngibe Mzonyane	Non Function al	Refurbishment
Mpimbo Springg	Mpimbo	Function al	N/A
Mamolweni Springg	Mamolweni	Function al	N/A
Coffee bay	Ngoyini Luqolweni Nkumandeni Madelisa Tshsni Ntshilini Mahlathini Zulu, Gazini Sisadadeni Goso Mbuzweni Mwangweni Zincukuthwini Mafusini Gungqwana Bomvini Zixambuzi Manangeni Njiveni	Function al	N/A

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMEND EDITION
	Ntondela Mbola Loc		
Buthongweni WTW (DIESEL)	Ntibane Sidando Lutalweni Lutsheni Manqameni Sizideni Zulu	Function al	N/A
Hand Pump 1	Ntibane	Function al	N/A
Hand Pump 2	Ntibane	Function al	N/A
Hand Pump 3	Ntibane	Function al	N/A
Spring	Ntibane	Function al	N/A
Water spring	Mncane/xholosini	Function al	N/A
Mangwaneni scheme(diesel)	Mangwaneni	Function al	N/A
Diesel Engine	Qinisa	Function al	N/A
WIND MILL	Nkawukazi	Non Function	Repairs

NAME OF SCHEMES	NAME OF VILLAGE	STATUS QOU	RECOMMEND EDITION
		al	
Masameni Hand Pump	Masamein	Non Function al	Repairs
Marhewini Ws	Marhewini	Function al	N/A
Qhanqu WS	Qhanqu	Function al	N/A
ELECTRIC AL PUMP	THEMBENI	FUNCTI ONAL	N/A
Thembeni W S WIND MILL	Luthubeni	NON Function al	Refurbishmet
Rainy Wind Mill	Rainy	Function al	N/A
Loliwe WS (DIESEL ENGINE)	Nyandeni	Function al	N/A
Nyandeni Borehole	Nyandeni	None Function al	Refurbishment

Nyandeni Local Municipality – Existing Regional Water Supply Schemes

Nyandeni LM is made up of two urban nodes namely Ngqeleni and Libode. According to Stats SA 2016 Community Survey the total population for Nyandeni LM is 309,702 with 61,867 households. The

majority of the population reside in rural areas (96.35%) and with only 3.65% residing in the two urban centres mentioned above. Therefore most of the population is provided with water services to RDP standards.

a. Mhlanga Rural Water Supply Scheme

Town of Libode and about 66 villages are served with potable water from the Mhlanga Rural Water Supply Scheme. The scheme covers a total distance of about 172 km. Raw water is pumped from the Mhlanga Dam to a concrete reservoir near the Mhlanga Water Treatment Works. The Mhlanga Water Treatment Works has capacity of 2.3Mℓ/day. Potable water gravitates to serve 66 villages. The scheme contains 68 reservoirs and 12 break pressure tanks.

Previous studies revealed that the Mhlanga Water Treatment Plant is over loaded. There are plans to link this WTW with the Thornhill Water Treatment Works in order to meet the required demands.

Ngqeleni Town Water Supply Scheme

This scheme is sourced from three sources namely two boreholes, a weir on Ngqeleni stream and on an Earth Dam on Ngqeleni stream. These three sources have a combined capacity of 449kℓ/day.

b. Corana Water Supply Scheme

Water is sourced from Corana Dam via gravity to the Corana WTW. Treated water is pumped to the Rainy Command Reservoir, thereafter it gravitates to seven reservoirs. In additions, water from the treatment works is pumped water to the Ngolo Reservoir to serve the peri-urban areas such as Ziphunzane and Ngolo.

c. Ntsonyeni-Ngqongweni Water Supply Scheme

The Ntsonyeni-Ngqongweni Water Supply Scheme sources its water from the Ntsonyeni River. It is pumped to the Ntsonyeni-Ngqongweni

WTW. The treated water is pumped to a reservoir and then serves the villages through gravity pipelines.

King Sabata Dalindyebo Local Municipality

Current capital projects

- KSD Presidential Intervention
- Upper Mhlahlane
- Sanitation VIP toilets

a. Mqanduli Corridor

This corridor entails construction of 7 reservoirs, 54.5km of pipeline and three pump station. These contracts are running from Zamukulungisa area through Mqanduli town to KoMkhulu and Gxwalibomvu villages.

This corridors has been split into eight contracts of which five of those has been completed, Amatola Water to submit the close-out reports for the completed projects in due course.

Poor performance on some contractors has been a major set-back due to cash flow challenges.

a. Contract 1: 13.5MI Zamukulungisa Reservoir

Project Number	AW2013/14/30
Start date	02 February 2015
Completion date	30 March 2018
Award	R30 074 975.03
Expenditure	R30 739 779.35

Villages covered

Payne and Zimbane

Scope of work

Construction of 13.5MI Zamukulungisa reservoir.

Progress

The project is 99% complete.

Challenge

Water test still outstanding.

Remedial action

The contractor is on process of filling up the reservoir for water tightness test.

b. Contract 2: 8.3km 600mm of steel rising main from Zamukulungisa booster pump station to Viedgesville reservoir

Project Number	AW2013/14/28
Start date	01 September 2014
Completion date	30 March 2018
Award	R66 365 567.40
Expenditure	R55 533 106.42

Villages covered

Payne, Qweqwe, Mazizini and Zimbane.

Scope of work

Construction of 8.3km 600mm of steel rising main from Zamukulungisa booster pump station to Viedgesville reservoir.

Progress

The progress is 96% complete.

Challenge

The contractor is progressing very slowly.

Remedial Plan

The contractor has been instructed to fast track the progress.

This contractor is under the contractor support program.

c. Contract 3: 20MI Viedgesville & 10MI Qweqwe reservoir

Project Number	AW2013/14/27
Start date	09 February 2015
Completion date	30 March 2018
Award	R58 758 082.69
Expenditure	R48 281 808.83

Villages covered

Payne.

Scope of work

20MI Viedgesville & 10MI Qweqwe reservoir

Progress

The project is 98% complete.

Challenge

Reservoir failed water tightness test.

Remedial plan

The contractor to fix the joint sealing.

d. Contract 4 - 13.5km DN250 GRP Pipeline to kuGxwalibomvu and Mahlathini Villages.

Project Number	AWD018
Start date	18 June 2018
Completion date	19 July 2019
Award	R28 217 231.05
Expenditure	R11 724 224.17

Villages covered

Ngxwalibomvu, Mahlathini.

Scope of work

Construction 13km DN250 GRP pipeline.

Progress

The project is 38% complete.

Challenges

There are no challenges. No remedial action is required.

e. Mthatha South Corridor

- This corridor entails construction of one reservoir, bulk rising main and refurbishment of water treatment works (Civil works, Electrical and Mechanical).
- This corridor has nine contracts and eight of the nine contracts are completed, Amatola Water to submit the close-out reports to ORT District Municipality.
- Only 1 contracts that is still under construction.

f. Contract 2: Thornhill bulk water supply: Thornhill water treatment works- electrical and mechanical works

Project Number	
Start date	01 September 2012
Completion date	30 April 2018
Revised Completion Date	14 March 2019
Award	R26 640 854.50
Expenditure	R19 301 789.00

Villages covered

Thornhill

Scope of work

Thornhill bulk water supply: Thornhill water treatment works- electrical and mechanical works

Progress

The project is 98% complete.

Challenge

Filters failed air pressure testing.

Remedial Action

Contractor is working to resolve the matter.

g. Contract 1 - Construction of 3,9km DN300 and 4,3km DN400 GRP Gravity Main from Signal Hill to Area 1&6

Project Number	
Start date	15 September 2017
Completion date	01 May 2019
Award	R39 307 467.00
Expenditure	R27 182 204.81

Villages covered

Chris Hani, Area 1&6, Fairfield, Bedford Hospital, Military Base and Mthatha Airport

Scope of work

Completion of the 3,9km DN300 and 4,3km DN400 GRP Gravity Main from Signal Hill to Area 1 & 6

Progress

The project is 78% complete.

Challenges

There are no challenges. No remedial action is required.

h. Contract 2 - Construction of 5,3km DN200 and 4,3km DN300 GRP Strategic link gravity Main to Airport, Military Base and Bedford Hospital

Project Number	AW2013/14/33
Start date	19 November 2014
Completion date	TBA
Award	R12 822 813.24
Expenditure	R11 569 245.00

Villages covered

Bedford Hospital, Military Base and Mthatha Airport

Scope of work

Completion of the 3,9km DN300 and 4,3km DN400 GRP Gravity Main from Signal Hill to Area 1&6

Progress

The project is 91% complete.

Challenges

Land issues – one farm owner had stopped the works and the negotiations are at an advanced stage with the involvement of ORTDM.

Remedial Action

Awaiting the finalization of the negotiation process.

Northern Outfall Sewers

Northern Outfall Sewers entails construction of sewer pump station, Pipe Bridge, bulk sewer gravity line and installation of mechanical and electrical. It has four contracts and three of the four contracts are completed, Amatola Water to submit close-Out Reports for the completed projects. Only one contract that still need to be completed. Now the land claim issue has been resolved, Amatola Water is on

process to appoint an alternate contractor to complete the remaining 100m length.

a. Contract 1: Mthatha Northern Outfall Sewer- Norwood

Project Number	AW2013/14/08
Start date	14 July 2014
Completion date	15 February 2017
Award	R118 131 567.48
Variation Order	R 3 500 000
Expenditure	R118 131 567.41

Villages covered

Norwood

Scope of work

Construction of bulk gravity sewer line.

Progress

The project is 98% complete.

Challenges

Land claims issue has been resolved, but the appointment of a replacement contractor to complete the remaining works has not yet been finalised.

Remedial action

Amatola Water has appointed the contractor and has established the site.

b. KSD WARD 31 A SANITATION

Project Number	MIS 287 584A
Start date	28 Nov 2018
Completion date	30 Apr 2019
Award	R8 303 204.70
Expenditure	R3 610 214.55

Villages covered

Ward 31

Households served: 768

Scope of work

Construction of 768 VIP Units

Progress

The project is 33% complete.

Challenges

There are no challenges. No remedial action is required.

c. KSD WARD 31 B SANITATION

Project Number	MIS 287 584B
Start date	28 Nov 2018
Completion date	30 Apr 2019
Award	R6 908 679.86
Expenditure	R3 060 669.34

Villages covered

Ward 31

Households served: 768.

Scope of work

Construction of 768 VIP Units.

Progress

The project is 33% complete.

Challenges

There are no challenges. No remedial action is required.

d. KSD Ward 32 Sanitation

Project Number	MIS 287 585
Start date	17 January 2019
Completion date	31 May 2019
Award	R 8 376 982,95
Expenditure	-

Villages covered

Ward 31

Households served: 768

Scope of work

Construction of 778 VIP Units.

Progress

The project has been recently handed over. The site has been established. Construction works has been commenced.

Challenges

There are no challenges. No remedial action is required.

e. Upper Mhlahlane Regional water supply WTW

Project Number	
Start date	4 Nov 2013
Completion date	18 Jun 2016
Award	R11 824 371.3
Variation Order	R2 355 097
Expenditure	R13 384 816.45

Villages covered

Wards 15, 31 & 34 to supplement the Upper Mhlahlane villages

Scope of work

Upgrading of existing WTW to 3.2ML/ Day capacity. Construction of Clarifiers, Filters, Installation of pipework, 1 ML, 150KL, Sludge dam and Filter gallery.

Progress

99% complete on all civil works.

Remaining works

Contractor is attending to snag.

Challenges

Late delivery of the material for M& E works.

RJN to do neatening of the site

Remedial action

RJN to start cleaning.

f. Lukhwethu Regional Bulk Water Supply

Project Number	
Start date	April 2018
Completion date	April 2018
Award	R1 000 000.00
Expenditure	R999 995.00

Villages covered

KSD Wards 18,19,20,21,22,23,26,26,27,28,29,31, 32,35

Project scope

Feasibility study

Progress

The progress is 100% complete.

Challenges

There are no challenges. No remedial action is required.

g. Coffee Bay Regional Water Supply Scheme

Project Number	IEX000057
Start date	13 May 2014
Completion date	08 March 2018
Revised completion date	01 April 2019
Award	R202 113 846.03
Expenditure	R195 547 067.93

Villages covered

43 Villages in Wards 24 and 25.

Scope of work

Construction of two (2) booster pump stations, three (3) command reservoirs, two (2) rising main pipelines, 8 bulk gravity lines, seven (7) village supply reservoirs, two (2) elevated tanks, 10 reticulation networks and break pressure tanks.

Progress

The project is 97% complete.

Challenges

There are no challenges. No remedial action is required.

h. Construction of 10MI Ncambedlana HL Reservoir

Project Number	AW2015/16/39
Start date	12 June 2017
Completion date	15 August 2018
Award	R23 521 749.86
Expenditure	R20 859 939.70

Villages covered

Highbury, North Crest and Phase 1, 2 and 3.

Scope of work

Construction of 10Ml concrete reservoir.

Progress

The project is 90% complete.

Challenges

There are no challenges. No remedial action is required

i. Construction of 10ML Concrete Maydene Farm Reservoir

Project Number	AW2013/14/29
Start date	01 December 2014
Completion date	30 November 2018
Award	R23 006 280.77
Expenditure	R21 199 389.00

Villages covered

Libode Villages.

Scope of work

Construction of 10Ml concrete reservoir.

Progress

The project is 96% complete.

Challenges

Contractor off-site due to cash flow problems, but they have requested not to be terminated and be given access back to site to complete the works.

Remedial Action

A letter notifying Xesibe Construction to return to site has been prepared and awaiting final signatory (contractor support).

j. Construction of 5.3km DN 400 steel- Misty Mount rising main

Project Number	IEX 000064
Start date	13 March 2017
Completion date	15 December 2018
Revised Completion Date	01 June 2019
Award	R36 842 603.01
Expenditure	R15 763 750.81

Village Covered

Gxulu

Scope of Work

Construction of 5.3Km DN 400 steel bulk pipeline

Progress

The project is 69% complete.

Challenge

The project was closed for 3 months by the department of labour.

Remedial plan

All work has resumed.

k. Construction of 5.4km DN 400 steel- Misty Mount rising main project

Project Number	IEX 000064
Start date	26 March 2017
Completion date	14 December 2018
Revised Completion Date	01 March 2019
Award	R35 007 392.48
Expenditure	R34 056 292.54

Village Covered

Misty mount

Scope of Work

Construction of 5.4Km DN 400 steel bulk pipeline

Progress

The project is 97% complete.

Challenges

There are no challenges. No remedial action is required.

I. Construction of 1Ml Lalini reservoir and pump station

Project Number	IEX 000064
Start date	15 May 2017
Completion date	31 October 2018
Revised completion date	01 June 2019
Award	R16 376 648.00
Expenditure	R15 074 938.31

Village Covered

Chorana and Galile

Scope of Work

Construction of 1Ml Lalini reservoir and pump station

Progress

The project is 90% complete.

Challenges

There are no challenges. No remedial action is required.

m. Construction of Lalini gravity main

Project Number	IEX 000064
Start date	22 August 2017
Completion date	01 June 2019
Award	R39 441 853.33
Expenditure	R25 686 719.25

Village Covered

Libode and Ngqeleni Villages.

Scope of Work

Construction of 5.4km DN 500 GRP Lalini gravity main.

Progress

The project is 85% complete.

No challenges and no remedial action required.

Table 26: List and status of stand alone water supply schemes- KSD LM

NAME OF SCHEME	VILLAGE NAME	STATUS	RECOMMENDATION
Thornhill water treatment works	Nonkobe, Silverton, Ikwezi, Ngangelizwe (back),	Functional	N/A
	Ngangelizwe (kweza – zwakala), Ngangelizwe (kobo –thole), Ikwezi (4 & 5 rooms)		N/A
	Ngangelizwe (ezinqayini), Ikwezi Extension, Mdlekeza, Waterfall		N/A
	Mbuqe, Zimbane, Bongweni, Ilithatha		N/A
	Sdwadwa, Southridge, Zamakulungisa, WalterSisulu University , Chris Hani		N/A
	Southernwood, Fortgale, Nepgen, Park homes, Town (top)		N/A
	Mthatha town (CBD), Mbuqe		N/A
	Police camp, Norwood, Northcrest (bottom), town (bottom)		N/A
	Ncambedlana, Maydene farm, Hillcrest, New brighten, Old nkululekweni		N/A
	Mandela, Chris hani, Efata		N/A
	Slovo, Link		N/A
	Northcrest Phases (1,2 & 3), Ncambedlana Farms		N/A
	Marhambeni, Tshemese, Kaplan, Lindile, Payne		N/A
	New & Old Payne, Bongweni		N/A
	Luthuthu		N/A
	Mbana, Ntlekiseni, Mazizini, Amendu, Zithulele		N/A
	Tabase mission		N/A
	Zimbane, Tyumbu, Ntshela, Khwenxura		N/A
Mhlahlane WTW	Fairfield, Efata	Functional	N/A
	Slovo, Link		N/A
	Ross Mission, Lindile		N/A
	Kambi, Gaduka,Llwandlana, Ngcenderha, Luxeni, Dilishe		N/A
Rosedale WTW	Gxididi, Ncambele	Functional	Routine maintenance of the scheme
	Highbury		
	Rosedale, Mpindweni,		

NAME OF SCHEME	VILLAGE NAME	STATUS	RECOMMENDATION
Lucingweni	Lucingweni	Functional	Working
Sigubudwini	Sigubudwini	Functional	Working
Baziya	Mputi	None functional	Need to rebuild engine stand
Ngoswana weir	Ngoswana, Baziya mission, Waqu, Beke	Functional	Need to seal leaking reservoir
Jojweni weir	Jojweni	Functional	N/A
Sixuzulu	Sixuzulu	Functional	N/A
Konqeni	Khonqeni	Non functional	Need to fish out pump that has fallen into the b/hole
Maqadini (xhongorha)	Xhongora	Functional	Working
Rune	Rune, Mpikwana	Functional	N/A
Julukuqu	Julukuqu	Functional	N/A
Mqhekezweni	Mqhekezweni	Functional	Working
Xhwili/Mkhwezo	Mkhwezo	Non Functional	Engine need service
Bityi-Bokisini	Bityi-Bokisini	Functional	Working
Bityi-spargs	Bityi-spargs	Functional	Working
Msana	Gxwalibomvu	Functional	Working
Ndibela	Ndibela	Functional	Working
Phingili	Phingili	Non functional	Need to drill a new b/hole
Xhwili/moyeni	Moyeni	Non functional	Engine needs to be serviced
Qunu/lwalweni	Lwalweni	Functional	Working
Dlomo/Mmangweni	Dlomo, Mmangweni, Dry-boss, Bityi Police Station	Functional	Working
Upper qunu	Qunu a/a	Functional	Working

NAME OF SCHEME	VILLAGE NAME	STATUS	RECOMMENDATION
Jonopo	Qunu a/a	Functional	Working
Nohiya	Qunu a/a	Functional	Working
Magubu/nkalane	Magubu, nkalane	Functional	Working
Empa	Empa, mandlaneni, marhawuleni	Functional	Working
Gangxo	Gangxo	Non functional	Electric panel needs to be repaired
Sitebe	Sitebe	Functional	Working
Sitebe komkhulu	Sitebe	Non functional	Need to build new pump house
Bumbane komkhulu	Bumbane, bumbane-komkhulu	Functional	Working
Tyalarha	Tyalarha	Functional	N/A
Mtentu	Bilitane	Functional	Working
Mvezo	Mvezo 1, 2, &3	Non functional	Electric panel needs to be serviced
Thyolo	Upper Thyolo & lower thyolo	Functional	Working
Kalalo	Kalalo, khwenxura	Non functional	Fast track the cross border negotiations with amathole dm
Mahlungulu	Jelevu & pahla	Functional	Working
Mancam	Mancam, qawukeni, kwalini, bazindlovu, bijolo, bavumele, ngubechanti	Non Functional	B/hole dried up
Lower ngqungqu	Komkhulu	Non Functional	Refurbishment
Gengqe- komkhulu	Maguzana komkhulu	Functional	Diesel engine stand needs to be fixed
Coffee- bay regional-scheme	Xonyeni,Sizindeni east,Sizindeni west, Maphuzi,Mafusini,Lushini,Ngoko ,Jonga, Rhini,Mathokazini,Bhonga,Nenga,Qhogi, Manangeni,Lalini,Mhlanguba,Zidindi, Nqayiya,Thafeni,Thonjane,Mgxojeni,Bhuba, Kukham,Bhakaleni,Dunga, Gxwaleni, bussiness area Coffee- bay	Functional	Pumps that supply Mankosi need to be serviced Booster pump no 3 needs to be serviced Need to replace clear water

NAME OF SCHEME	VILLAGE NAME	STATUS	RECOMMENDATION
			pump
Mabhehana	Gonya, Ngcwanguba, Nothintwa Mabhehana	Non functional	Engine needs to be serviced
Egqubeni	Ekunene	Functional	Working
Mbozisa 1	Hlabeni, Emarubeni, Minwayo, Emantshilibeni, Ngcana, Dikholina	Functional	Working
Notshata	Emampingeni, Hashe, Lutubeni	Non functional	Scheme needs to be refurbished
Mncwasa	Mngcwasa, Willow, Emjelweni, Tala	Non functional	Replace stolen generator & and electrical components
Mbozisa 2	Mngcwasa, Willow, Emjelweni, Tala	Non functional	Scheme needs to be refurbished
Lutubeni	Emampingeni, Hashe & Lutubeni	Non-functional - stolen pump	Improve security of pump house & replace stolen pump
Macosa	Macosa	Functional	Engine needs to be serviced
Mpunzana	Mpunzana, Lubalekweni, Hlophe	Functional	Working
Eluxolweni	Nxele, mhlatyana, ngcolo luxolweni	Non function diesel - engine	Replace damaged b/hole
Mqanduli wtw	Mqanduli Town, Makhenkesi, Zwelitsha	Functional	Treatment works need to be refurbished
Tafeni	Tafeni, luxolweni, gabhayi, ngasesikolweni	Functional	Working
Mavundleni	Mavundleni, cezu	Non functional	B/hole needs to be refurbished
Upper cezu	Upper cezu	Functional	Working
Mpandela	Mpandela	Non functional	Need to reconnect to a nearby scheme which is Majola
Majola	Majola	Functional	Engine needs to be

NAME OF SCHEME	VILLAGE NAME	STATUS	RECOMMENDATION
			serviced
Gubevu	Gubevu	Functional	Working
Sikhobeni	Sikhobeni	Functional	Working
Centuli-famini	Centuli	Functional	Working
Centuli –gwegwe	Centuli	Functional	Working
Xhongorha	Xhongorha	Functional	Working
Jojweni	Viedgesville, Mbekweni, Sangoni (ward 35)	Functional	Working
Kotishini	Kotishini, mabheleni, new town, new rest, ntuwe	Functional	N/a
Lukwetu	Lukwetu	Functional	Working
Ngqwala	Ngqwala	Functional	Working
Matyengqina	Matyengqina	Functional	Working
Xhugxwala	Mabheleni	Functional	Working
Maqhinebeni	Maqhinebeni	Functional	Working
Maqhinebeni	Maqhinebeni	Functional	Working
Lower qweqwe	Qweqwe	Non functional	Engine needs to be serviced
Upper qweqwe	Qweqwe	Functional	N/A
Mahibe	Mahibe	Non functional	Engine working but closed, scheme needs refurbished
Manyosini	Manyosini	Functional	Working
Upper tabase	Tabase	Non functional	Replace stolen engine & rebuild collapsed pump house
Lugxogxo	Lugxogxo	Functional	Engine needs to be serviced
Dukatole	Dukatole	Functional	Need to replace pump house door
Mthebe	Mthebe	Non functional	Spring needs to be re - protected

NAME OF SCHEME	VILLAGE NAME	STATUS	RECOMMENDATION
Mandlaneni	Qokolweni	Functional	Working
Kunene	Mahodini	Non functional	Need new motor & pump
Jixini	Jixini, Maweni	Functional	Working

King Sabata Dalindyebo Local Municipality (KSDLM) – Existing water supply schemes

KSDLM is made up of three urban centres namely Mthatha, Mqanduli, Coffee Bay and the rural areas. These urban centres are provided with high level of water services, while rural areas are provided at RDP standards. Mthatha is the biggest town in the ORTDM with a total population of 148,473. There are four key water supply schemes serving KSDLM urban areas namely Mthatha Town Water Supply Scheme (Thornhill Water Treatment Works) , Rosedale Water Supply Scheme (Rosedale Water Treatment Works), Mthatha Peri-Urban Water Supply Scheme and Mqanduli Regional Water Supply Scheme (MRWSS).

Current Capital Projects

- KSD Presidential intervention
- Upper Mhlahlane

The water from the Thornhill treatment plant is pumped to Fort Gale and the Ncambedlana Command Reservoir. Water from the Fort Gale Reservoir is further pumped by two booster pumps to the two reservoirs at Signal Hill. The Fort Gale reservoirs supply Mthatha CBD and surroundings. The Signal Hill reservoirs supply some of Mthatha Peri-Urban areas and surroundings. Ncambedlana reservoir supplies Maydene farm and surrounding peri-urban areas called Lower Corana.

- Sanitation VIP toilets

a. Mthatha Town Water Supply/ Thornhill Water Treatment Plant Scheme

This scheme sources water from Mthatha Dam through gravity to the Thornhill Water Treatment Plant. The current water allocation to this scheme is 21.95million m³/a. Water Use License for the abstraction of water from the Mthatha Dam (Section 21(a) Water Use), is in place (License No. 12/T20E/A/931). This license authorises ORTDM to abstract a total of 55.1 million m³ of water per year from the Mthatha Dam. The water use is allocated as follows:

- 21.9 million m³ /year to the Thornhill WTW;
- 15.3 million m³ /year to the Rosedale WTW; and
- The remainder of 17.9 million m³ /year to Eskom for use in hydropower generation.

ORTDM is currently upgrading the Thornhill Water Treatment Plant from 60MI/day to 150MI/day to ensure current and future water demands are met.

Mthatha Town Water Supply Scheme supplies water to the following small water schemes as well:

- Zimbane Water Supply Scheme through Zamukulungisa Reservoir;

- Mpeko Water Supply Scheme through Signal Hill Reservoirs; and
- Lower Corana Water Supply Scheme through Maydene Farm Reservoir.

b. Rosedale Water Supply Scheme

The Rosedale Water Supply Scheme is a small stand-alone scheme serving the villages of Rosedale, Ntilini, Qelane, Ncambele and Highbury. This scheme also sources water from Mthatha Dam by pumping to a package Water Treatment Plant. Treated water is further pumped from the package plant to the 3MI, Rosedale Reservoir which then gravitate to above mentioned villages.

c. Mqanduli Regional Water Supply Scheme

The town of Mqanduli and surrounding areas are supplied from Manqondo River from a weir. The raw water is pumped to Mqanduli Water Treatment Plant at a flow rate of 6l/s. The scheme has reservoirs with total capacity of 1,22Ml and water is distributed via gravity mains.

d. Mthatha Peri-Urban Water Supply Schemes

The Mthatha town is surrounded by the rural areas that have high population growth. The ORTDM is currently sourcing water through a number of water sources namely; Upper Corana, Mthatha & Corana Dams, Upper & Lower Mhlahlane and Mabeleni Water Supply Schemes.

e. Mpheko Water Supply Scheme

This scheme feeds from the Thornhill Water Treatment Plant (60Ml/day) that serves the Mthatha urban area, which is currently being upgraded to a 150Ml/day. There are about 16 villages that are served from this scheme through the Signal Hill Reservoir.

f. Qunu Bulk Water Supply

The scheme is made up of five standalone ground water schemes. These standalone schemes have a total storage capacity of 1,7Ml. All of them were designed to meet RDP standards.

g. Upper and Lower Mhlahlane Water Regional Supply

Raw water gravitates from a dam via the Mhlahlalanane River and is extracted from weir via a 1.35km gravity pipeline to the Mhlahlane Water Treatment Works. The design capacity of the treatment works is approximately 1.5Ml/day, but due to the high water demands the treatment works double that volume. ORTDM has since upgraded the treatment works, provided additional storage and upgraded bulk infrastructure.

h. Coffee Bay RWSS

The source of water for the Coffee Bay regional water scheme is Mthatha River and the raw water is pumped to the Water Treatment Works. The treatment works treats 3ML/d. The final water is pumped to 1Ml Xonyeni Command Reservoir. Water is further pumped to a reservoir at Mabhehana. Water is further distributed through gravity mains to 6 villages with 12 small reservoirs. The treatment works is operational even though it has got a few challenges, namely.

- The raw sump at the river is silted, thus lowering the volume of raw water that is being pumped.
- Only 1 raw water pump out of 2 pumps is working.
- 1 x Sedimentation Tank is silted and needs to be desludged.
- Only 2 clear water pumps are working out of 3 pumps.

i. Xhugxwala Eyethu Water Supply Scheme

The Xhugxwala Eyethu Water Supply Scheme is a small scheme with two standalone ground water systems. The Northern Scheme of the Xhugxwala water is pumped from the borehole to a 90kℓ reservoir. The Southern Scheme is also served from new borehole and water is pumped to a 40kℓ reservoir.

j. Emtebe Village Water Supply Scheme

Emtebe Village Water Supply Scheme is the standalone schemes within the peri-urban of Mthatha. Water is sourced from an existing borehole, windmill and a protected spring. Thereafter it is pumped to a 40kℓ reservoir.

King Sabata Dalindyebo Local Municipality (KSDLM) – Sanitation infrastructure

a. Mthatha Urban Centre sanitation

The sewerage infrastructure in the town of Mthatha comprises several pump stations (about 23), gravity interceptor lines and rising mains to the Waste Water Treatment Works (WWTW). The WWTW has a capacity of 12MI/day but there are ongoing projects to increase its capacity. Through several Phases of the upgrades, the treatment works will ultimately have capacity of 50MI/day.

The ORTDM is currently upgrading the Mthatha WWTW. The first phase of the upgrade was the refurbishment of WWTW to a functional state and was completed in the 2010/11 financial year. The next phase was upgrading of the works for an additional treatment capacity of 8 Mℓ/d which brought the works capacity up to 20Mℓ/d. The plant was further upgraded by 12 Mℓ/d to make it a 32Mℓ/d WWTW. The intake works was upgraded to cater for 50Mℓ/d, which is the envisage capacity of the plant. In future the plant will be upgraded by 18Mℓ/d to reach the end capacity of 50Mℓ/d.

Mthatha has also experienced ongoing critical problems associated with sewage conveyance and treatment over many years.

ORTDM through planning processes has prioritised the construction of the Northern Outfall Sewer to intercept the sewage flows and convey them by gravity to a pump station adjacent to the sewage treatment works. It was envisaged that the Northern Outfall Sewer would replace numerous overloaded pump stations and hence avoid the need for doubling up many of the rising mains associated with these pump stations. Implementation was to be phased.

Phase 1 was the construction of the gravity sewer from Fort Gale North to the sewage treatment works and the pump station. Phase 2 entailed the construction of the Mthatha West to the Fort Gale Sewer. While Phase 3 is for the sewers to serve Bedford Hospital, Airport Military Based, Cicira College to Mthatha West. In this way the northern part of Mthatha would develop a comprehensive sewer system.

Only phase 1 is currently under implementation in different contracts and the rest of the phases will be implemented in future.

There are also planned and ongoing projects which are meant to decrease the number of sewerage pump station in the town of Mthatha.

b. Mqanduli Town sanitation

Mqanduli's sanitation infrastructure entails a 1.2MI/day WWTW and the bulk sewer pipelines to the treatment plant. The project, for the construction of the WWTW is at 98% complete and bulk sewers are at 85% complete. However, the project is on hold due to claims. A result, the infrastructure is exposed to vandalism.

Plans have been put in place that all the households in Mqanduli are connected to the sewer system and that about 400 waterborne toilet structures are constructed.

Mhlontlo Local Municipality

The Mhlontlo LM, which is predominantly rural, hosts Tsolo and Qumbu as local service centres, located near the N2 that runs through the municipality from the southwest to the northeast. The closest urban centre is Mthatha, which is situated approximately 40 km west from Tsolo. The majority of land is used for agricultural purposes and subsistence farming, notably for grazing, in areas marked by communal tenure. There are approximately 425 villages in the Mhlontlo area ranging in size from 10 to 3600 people. The area boasts a number of tourist attractions including the Tsitsa Falls and Tina Falls, the Tina River ribbon and the Mabeleni Dam, which is famous for its trout fishing

Current capital projects

- Tsolo Sewer
- WSIG Project
- Qumbu Sewer
- Ntabasigogo
- Mangxamfu

a. Ntabazigogo Water Supply Phase 3

Project Number	MIS 255 755
Start date	18 May 2015
Completion date	07 December 2018
Award	R7 244 605.07
Expenditure	R7 242 445.90

Villages covered

Ntabazigogo, Gungqwana, Mangcusini, Ntsohle, Sangqu

Scope of work

Bulk Pipelines, Village Reticulation and Reservoirs

Progress

The project is 100% complete

Challenges

There are no challenges. No remedial action is required.

b. Bhakaneni and Surrounds within wards 1 and 3: Borehole development

This project has four (4) contract

Contract 1: Bhakaneni and Surrounds within wards 1 and 3: Borehole development Phase 1A

Project Number	ORTDM SCMU 18-15/16
Start date	27 April 2016
Completion date	30 June 2016
Revised completion date	15 January 2017
Award	R20 005 646.58
Expenditure	R19 980 734.48

Villages covered

Manka, Mdeni and Ntshiqo

Scope of Work

Construction of rising main and three pump house

Progress

The project has reached practical completion.

Challenges encountered

Pump engine was stolen from the pump house. Multi of pipe bursts in the reticulation network

Remedial action

The contractor needs to come back and fix problems encountered.

Contract 2: Mangxamfu Water Supply Phase 2A

Project Number	MIS 215 239
Start date	08 July 2015
Completion date	08 March 2016
Revised completion date	30 April 2019
Award	R18 747 714,39
Expenditure	R 17 635 179,71

Villages covered

Mangxamfu and Zahobeni.

Scope of Work

Construction of Weir, Pump station, Pump main, Bulk Water Lines, Reservoirs, Internal Reticulation and Standpipes.

Progress

The project is 90% complete.

Challenges encountered:

- Faulty engine from phase 1.
- Eskom connection.
- Project was vandalized.

Remedial action

- Faulty engine will be replaced.

- Quotation for electrical consultant to resolve the issues has been submitted.
- Vandalized structures will be repaired.

Contract 3: Mangxamfu Water Supply Phase 2B

Project Number	
Start date	08 July 2015
Completion date	08 March 2016
Revised completion date	30 April 2019
Award	R17 254 567,47
Expenditure	R16 504 790,72

Villages covered

Kwa Madiba, Mabhatsho, Mbombo part 1, Mkhambane, Mbombo part

Scope of work

Construction of bulk water lines, reservoirs, internal reticulation and stand pipes.

Progress

The project is 99% complete.

Challenges encountered:

- Faulty engine from phase 1.
- Eskom connection.
- Project was vandalized.

Remedial plan

- Faulty engine will be replaced.
- Quotation for electrical consultant to resolve the issues has been submitted.
- Vandalized structures will be repaired.

Contract 4: Bhakaneni and surrounds within 1 and 3: Borehole development Phase 1B

Project Number	SCMU 19-15/16
Start date	27 April 2016
Completion date	30 June 2016
Revised completion date	15 January 2017
Award	R13 843 669.07
Expenditure	R13 833 644.46

Villages covered

Ngcolosi, Magqubeni and Mangezimeni

Scope of work

Construction of rising main and three pump houses.

Progress

The project has reached practical completion

Challenges

Pipe burst on the rising main while pumping

Remedial action

The contractor is currently attending to the pipe burst.

Contract 4: Bhakaneni and surrounds within wards 1 and 3: Borehole development Phase 1C

Project Number	ORTDM SCMU 20-15/16
Start date	27 April 2016
Completion date	30 June 2016
Revised completion date	15 January 2017
Award	R13 635 255.21
Expenditure	R13 635 174.08

Villages covered

Mthonyameni, Nkamasana and Enkameni

Scope of work

Construction of rising main, reticulation, reservoir and one pump house.

Progress

Progress is at 98% completion.

Challenges

There are no challenges. No remedial action is required.

c. Bhakaneni and surrounds within wards 1 and 3: Borehole Development Phase 1D

Project Number	ORTDM SCMU 21-15/16
Start date	27 April 2016
Completion date	30 June 2016
Revised completion date	15 January 2017
Award	R7 454 422.04
Expenditure	R7 440 481.80

Villages courses

Bhalasi, Faradey and Thafeni.

Scope of work

Construction of reticulation, three (3) jojo tanks and one pump house.

Progress

The project has reached practical completion

Challenges

There are no challenges. No remedial action is required.

d. Tsolo Waste Water Treatment Works

Project Number	MIS/198-778/C
Start date	12 August 2016
Completion date	01 November 2017
Revised completion date	30 June 2019
Award	R74 077 588.30
Expenditure	R56 242 357,26

Village covered

Tsolo town

Scope of work

Construction of Bioreactor, sedimentation tanks, chlorination facility, control building, excess road and operators house

Progress

The project is 87% complete

Challenges

The contractor had cash flow problems. Inclement weather delays. The contractor is behind the schedule of works

Remedial action

The contractor is now on penalties.

e. Tsolo Waste Water Treatment Works

Project Number	MIS/198-778/B
Start date	12 August 2016
Completion date	30 September 2017
Revised completion date	28 February 2018
Award	R68 997 083.79

Project Number	MIS/198-778/B
Expenditure	R68 333 619,24

Village Covered

Tsolo town

Scope of Work

Construction of palisade fencing, inlet works, sludge drying beds, pond construction and excess road.

Progress

The project is 100% complete.

Challenges

There are no challenges. No remedial action is required.

Mhlontlo ward 2 sanitation

Project Number	
Start date	16 April 2018
Completion date	10 August 2018
Award	R7 507 967.04
Expenditure	R7 507 406.29

Village Covered

Ward 2 - Zibungu, Mqobiso, Cheka, Mqandanto, Ncitslane, Mthonyameni, Langeni, Nombodlelana, Kambi, Mhlahlane
Households served: 3180

Scope of Work

Construction of 530 VIP Units

Progress

The project is 100% complete.

Challenges

There are no challenges. No remedial action is required.

Mhlontlo ward 1a sanitation

Project Number	MIS 287 602A
Start date	5 Nov 2018
Completion date	30 Apr 2019
Award	R5 261 862.38
Expenditure	R2 458 642.00

Village Covered

Mpoza, Umnga, Mangoleni, Quthubeni, Jence, Magqubeni, Madumelwa, Lujecweni, Majaba, Mbinja.

Households served: 545

Scope of Work

Construction of 545 VIP Units

Progress

The project is 100% complete.

Challenges

There are no challenges. No remedial action is required.

Mhlontlo ward 1b sanitation

Project Number	MIS 287 602B
Start date	21 Nov 2018
Completion date	30 Apr 2019
Award	R5 810 278.69
Expenditure	R1 555 202.50

Village Covered

Mfabantu, Qanda 1 & 2, Qebeyi, Gomen, Mbokothwane, New Rest / Mbutho, Mhlabathi, Xhokonxa

Households served: 545

Scope of Work

Construction of 545 VIP Units

Progress

The project is 32% complete.

Challenges

There are no challenges. No remedial action is required.

Table 27: List and status of existing stand alone water supply schemes-MHLONTLO LM

Name of scheme	Villages	Status	Recommended solution
Eluqolweni	Luqolweni, Bakaneni	Non Functional	Under Construction
Ntywenka	Ntywenka	Functional	N/A
Quthubeni	Quthubeni	Functional	N/A
Majaba	Majaba, Singeni	Functional	N/A
Mmangweni	Mmangweni	Functional	N/A

Name of scheme	Villages	Status	Recommended solution
Eluxeni	Luxeni	Non Functional	Service and Repairing Diesel of Diesel Engine
Balasi Borehole	Balasi	Functional	N/A
Zibungu WTW/Upper Mjika	Cheka, Ncitswane	Functional	Refurbishment required and routine maintenance required
Mnqandanto Elec.B/H	Mnqandanto	Functional	N/A
Bele/Zingcuka	Bele/Zingcuka	Functional	N/A
Nomhala Diesel engine B/H	Nomhala	Non-Functional	Repair diesel engine
Ngcolosi spring	Ngcolosi	Functional	N/A
Gotyibeni elec. B/H	Gotyibeni	Functional	N/A
Mahlubini spring	Mahlubini	Functional	N/A
Mngceleni	Mngceleni	Non-Functional	Borehole need to be equipped
Hlangani	Hlangani	Non-Functional	Borehole need to be equipped
Qolombana weir	Qolombana	Non functional	Affected by drought
Sidwadweni Regional scheme	Mhlakulo	Functional	N/A
Sidwadweni Regional scheme	Madwaleni, Tiki-tiki, Tyeni	Functional	Low Water level in Nqadu dam, Rationing plan is in place so as to supply water into other areas
Xabane Elec.B/H	Xabane	Functional	N/A
Matyeba	Matyeba	Functional	N/A

Name of scheme	Villages	Status	Recommended solution
Mdeni Diesel Engine B/H	Ezintutyani	Functional	N/A
Mdibanisweni	Mdibanisweni	Functional	N/A
Tsolo Water Works	Tsolo Village	Functional	Reconstruction of Xhokonxa weir and refurbishment of Tsolo town distribution network
Sidwadweni Regional Scheme	Goqwana	Non Functional	Low Water level in Nqadu dam, Rationing plan is in place so as to supply water into other areas
Sidwadweni Regional Scheme	Ntshiqo, Mayaluleni,	Functional	Low Water level in Nqadu dam, Rationing plan is in place so as to supply water into other areas
Mbokothwane ele. B/H	Mbokothwane, Gomeni	Functional	N/A
Sidwadweni Regional Scheme	Mhlabathi, Qebeyi,	Functional	Low Water level in Nqadu dam, Rationing plan is in place so as to supply water into other areas
Sidwadweni Regional Scheme	Upper and Lower Lotana	Non-Functional	Low Water level in Nqadu dam, Rationing plan is in place so as to supply water into other areas
Upper Malepelepe Diesel engine	Upper Malepelepe	Functional	Borehole drilled but experiencing low water levels.
Magutywa diesel engine borehole	Magutywa	Non Functional	Engine stand need to be fixed
Gwali B/H	Gwali	Non Functional	Bore hole has dried out, reservoir needs concrete cover
Sikhabeni spring	Sikhabeni	Functional	N/A
Mvumelwano regional scheme	Ngwemnyama, Mampingeni, Manzana, Mdeni, Dumba, Khwam, Nogaya, Mbalisweni, Indwe	Functional	Abstraction point at the river in Mvumelwano WTW to be re-designed for the smooth running of

Name of scheme	Villages	Status	Recommended solution
			pumps, due to insufficient of water we are rationing.
Endwe diesel scheme	Endwe	Non functional	Purchase of three phase diesel engine.
Mangxamfu diesel scheme	Mangxamfu	Non Functional	The scheme need to refurbished
Mpindweni (Package plant)	Mpindweni	Non functional	Refurbishment of scheme needed
Ngxalane	Ngxalane	Non functional	Refurbishment of scheme needed
Newstead electric boreholes x 2	Newstead, Ngxakolo, Upper and Lower Ngcolokini, Sikhobeni, Gabazi	Functional	N/A
Mvumelwano regional scheme	Godini, Buhlungwana, Newstad, Gabazi, Manxiweni, Sikhobeni, Ngxakolo	Functional	Abstraction point at the river in Mvumelwano WTW to be re-designed for the smooth running of pumps, due to insufficient of water we are rationing.
Mvumelwano electric borehole	Makhaladini, Zimbilini, Laleni, Suncity, Tshisane, Ndwane, Moyeni, Kroza, Ncalukeni,	Functional	Due to illegal connections in the area supplied we do water rationing and we cut water supply for two days in order to refill water storage. No enough water due to drought in bore hole
Upper Chulunca regional scheme	Marhambeni, Ntsheleni, Senkunzi, Luqolweni, Bajodini, Bhalasi, Mmangweni, Ndakeni, Gqunu, farms	Functional	Upper Chulunca WTW needs to be upgraded in order to accommodate the existing infrastructure. Currently we are rationing to feed other areas. Bulk-mains to be upgraded in order to minimize illegal connections by laying steel pipes.
Qumbu Town boreholes	Qumbu town	3x Functional 1x Non functional	Boreholes to be refurbished.

Name of scheme	Villages	Status	Recommended solution
Upper Chulunca regional scheme	Mjikweni, Ncemeni, Matyhamini, Mbentsa, Konkabi, Dedeza, Mission	Functional	Water treatment works at Upper Chulunca WTW to be upgraded in order to accommodate the existing infrastructure. Bulk-mains to be upgraded in order to minimize illegal connections by laying steel pipes.
Upper Chulunca regional scheme	Kwa Ngxabane, Blackhill, Mahlungulu, Mzuzanto, Zilandana	Functional	Water treatment works Upper Chulunca WTW to be upgraded in order to accommodate the existing infrastructure. We are rationing water to feed other areas. Bulk-mains to be upgraded in order to minimize illegal connections by laying steel pipes.
Mvumelwano regional scheme	Mpumazi, Lower Ngcolokini, Upper Ngcolokini	Functional	Abstraction point at the river at Mvumelwano WTW to be re-designed for the smooth running of pumps, due to insufficient of water we are rationing.
Mavundleni scheme	Mavundleni	Non functional	Purchase of three phase to replace stolen engine
Mpumaze spring	Mpumaze	Functional	N/A
Upper Chulunca regional scheme	Ngcothi, Ngxotho, Mafusini, Gurha, Sithangameni, Sigubudwini, Mdeni	Functional	Water treatment works at Upper Chulunca WTW to be upgraded in order to accommodate the existing infrastructure. Bulk-mains to be upgraded in order to minimize illegal connections by laying steel pipes.

Name of scheme	Villages	Status	Recommended solution
Gurha scheme (diesel scheme)	Gurha, Mafusini	Functional	N/A
Tsilithwa scheme (electric BH)	Tsilithwa	Functional	N/A
Qhangqu scheme	Qhangqu, Mdabukweni, Magxeni, Mbeza	Non functional	To replace stolen engine and refurbish distribution
Ndakeni (diesel scheme)	Ndakeni	Functional	But engine need to be replaced by new engine (OLD)
Ethwa scheme (spring)	Ethwa	Functional	N/A
Gwadana scheme (spring)	Gwadana	Functional	N/A
Ntaboduli scheme (spring)	Ntaboduli	Functional	N/A
Sithaleni scheme (spring)	Sithaleni	Functional	N/A
Khalankomo scheme (spring)	Khalankomo	Functional	N/A
Ndoyi spring	Ndoyi	Functional	N/A
Hukwini spring	Hukwini	Functional	N/A
Hukwini spring	Hukwini	Functional	N/A
Ntabasigogo scheme (spring)	Ntabasigogo	Functional	N/A
Upper Chulunca regional scheme	Mthozela, Dumaneni	Functional	N/A
Upper Chulunca regional scheme	Mabholompa, Landeni, Siqikini, Debeza, Mission	Functional	Booster pump is required to pressurize the bulkline in order to feed Debeza & Mission. Water treatment works at Upper Chulunca WTW to be upgraded in order to accommodate the existing infrastructure.
Mpetsheni diesel scheme	Mpetsheni	Functional	N/A
Mrholweni diesel scheme	Mrholweni	Functional	N/A
Caba diesel scheme	Caba Mission	Functional	N/A
Caba Spring	Caba	Functional	Low water level due to drought

Name of scheme	Villages	Status	Recommended solution
Saphompolo scheme	Saphompolo	Functional	N/A
Krancolo scheme (spring)	Krancolo	Functional	N/A
Ntubeni scheme	Ntubeni	Functional	N/A
Upper Chulunca regional scheme	Ntababusuku, Ncitshweni, Bajodini, Bhelekence, Magqubeni, Mmangweni, Mbentsa, Chokomfeni, Nozityana, Khimbili I & II	Functional	Water treatment works Upper Chulunca WTW to be upgraded in order to accommodate the existing infrastructure. We are rationing water to feed other areas.
Buwa electrical scheme	Buwa, Gwedane, Ncumbe, Ntsheleni, Bhetani	Non functional	Scheme is non-functional because of pipes that were damaged by contractor doing road construction to Siphethu Hospital. Contractor is fixing the damage. Routine maintenance required
Buwa electrical scheme	Mambalweni, Tsolo, Bhubesini, Ngqongo, Tholeni, Bheja, Nontanaza	Non functional	Pipes that were damaged by contractor doing road construction to Siphethu Hospital

Mhlontlo Local Municipality – Existing Water infrastructure

Mhlontlo LM is made up of two urban nodes, Tsolo and Qumbu and six rural nodes namely; Sulenkama, St Cuthberts, Caba, Shawbury and Langeni Forest. According to Stats SA 2016 Community Survey the total population for Mhlontlo LM is 86,860 with 41,395 households. The majority of the population reside in rural areas (91.14 %), 1.68% in farms and 7.17% reside in the two urban centres mentioned above. Therefore most of the population is provided with water services to RDP standards within a range of 200m apart.

The Qumbu town and surroundings areas have three key water supply schemes; namely Upper Chulunca Water Supply, Mvumelwano Water Supply and Qumbu Town Borehole Scheme.

a. Upper Chulunca Water Supply

This scheme receives raw water from the Cengcane Dam via a pumping main to a 100kℓ reservoir which gravitate to the Chulunca Water Treatment Works. The treated water is pumped through separate rising mains; one to the 400kℓ Mdeni Reservoir that serves

the town and the other pumps to the 200kℓ Mthozela Reservoir which serves the surrounding rural areas.

Due to the current water shortages, water is rationed. The constraint is due to the raw pipeline which has a limited capacity of 16l/s while the pumps could deliver up 30l/s.

Currently there are two villages, namely the Debeza and Mission that are part of the scheme. Water does not reach them due to the topography of the area where a booster pump is required.

b. Mvumelwano Water Supply

Water is sourced from the Tsitsa River abstraction works, which had temporary gabion sump structure. The gabions were constructed to control silt have been washed away by floods. Water is pumped to a holding dam that requires to be desilted every 5 days. Raw water gravitates to the Mvumelwano WTW. The treated water is stored in two command reservoirs in the treatment works that gravitate to the town and surrounding villages.

c. Qumbu Town Boreholes

There are three boreholes that serve the town of Qumbu as well. This was first the scheme to supply the Qumbu Town and is still being utilised.

d. Sidwadweni Regional Scheme

Water is sourced from Nqadu Dam and gravitates to the Sidwadweni Water Treatment Works. Treated water is pumped to the two East and West Command reservoirs each with a capacity of 1Mℓ. The East Command Reservoir supplies Dr. Malizo Mphehle Hospital, Mhlakulo Health Centre and surrounding rural areas. The West Command Reservoir supplies the rural in the western side of the scheme.

The current challenge is that the Dam has dried up due to the drought and it was affected by 2010 drought as well.

Three boreholes were drilled and equipped to augment the scheme under the MISA Programme, the villages which benefited are Bele-Zingcukla, Eluxolweni and Malepelepe. In addition under the MWIG programme six boreholes were drilled and equipped to augment this scheme as well.

ORTDM is planning to implement phase 6 of the scheme to augment the current source. On the upcoming phase 5Mℓ/d of raw water will be abstracted from Tsitsa River (WUL has been approved by DWS).

e. Tsolo Town Water Supply Scheme

ORTDM has recently upgraded the weir and the Water Treatment Works for the Tsolo Water Supply to resolve water challenges which have plagued the community.

There are two water sources namely; the Xhokonxa Weir in the Xhokonxa River and the Tikitiki Weir also in the Xhokonxa River. Water is pumped from both weirs to break pressure tank, which then gravitates to the Tsolo Water Treatment Plant. From the Tsolo WTW, treated water is pumped to command reservoir and then gravitates to the Tsolo town and surrounding villages.

f. Mjika Water Supply Scheme

Water is sourced from a weir in the Qololombana River, however the river is yield has dried-up due to drought. The community is supplied from a nearby scheme through rationing.

There are three other schemes in the area of Mjika, namely Qolombane, Gungululu and Mahlubini Water Supply Schemes and they are not affected by the drought.

Mhlontlo Local Municipality – Sanitation infrastructure

a. Tsolo Town sanitation

The existing ponds are currently overloaded. However, a new WWTW is under construction to address the challenges. The capacity of the new WWTW is 1.2MI/day. Inlet works and pump station, which delivers the sewerage to the WWTW have recently been constructed.

b. Qumbu Town Sanitation

Qumbu Town’s Sanitation system is currently in the form of Septic Tanks and Conservancy Tanks. There are existing Oxidation Ponds that consist of six cells. These ponds are currently overloaded.

2.5.1.4 2.7.1.4 Water and Sanitation Backlogs

The extent of the water supply backlog within OR Tambo is 44.2% with approximately 134 000 households that still have no access to

water supply infrastructure at RDP standards. The majority of the backlogs reside within the Ingquza Hill (61.5%) and Port St Johns (51.7%) Local Municipalities.

Table 28: Water services levels per municipality

The sanitation backlog remains high within OR Tambo DM and is currently 55.8%, with the highest sanitation backlog in Mhlontlo (65.5%) and Nguza Hill (61.6%) Local Municipalities

WSA	No of HH	No of People	Water			Sanitation		
			HH Backlog	Population Backlog	% Water Backlog	HH Backlog	Population Backlog	% Sanitation Backlog
King Sabata Dalindyebo	107 639	461 155	40 251	173 076	● 37.5%	48 111	193 621	● 44.8%
Mhlontlo	43 660	187 479	16 720	72 781	● 38.3%	28 591	148 197	◆ 65.5%
Ingquza Hill	57 658	285 925	35 443	175 589	◆ 61.5%	35 509	213 861	◆ 61.6%
Nyandeni	63 031	296 241	25 295	118 885	● 40.1%	36 790	178 821	◆ 58.4%
Port St Johns	32 277	159 060	16 688	82 030	◆ 51.7%	20 504	68 590	◆ 63.5%
Total	303 995	1 389 860	134 397	622 361	♣ 44.2%	169 505	803 090	◆ 55.8%

Source: Department of Water Affairs, Universal Access Plan, September 2017

Figure 20: Household water backlog

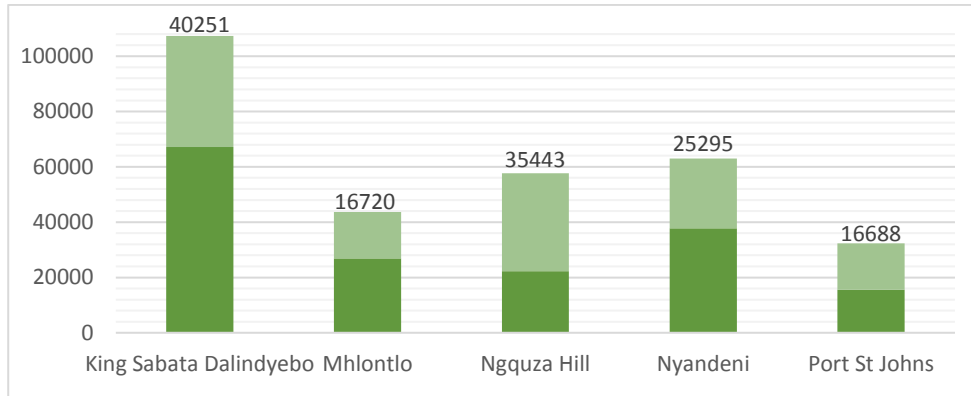
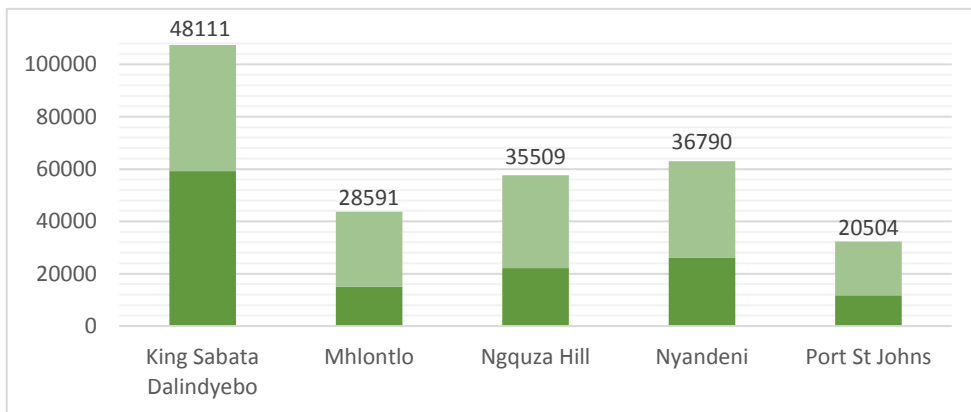
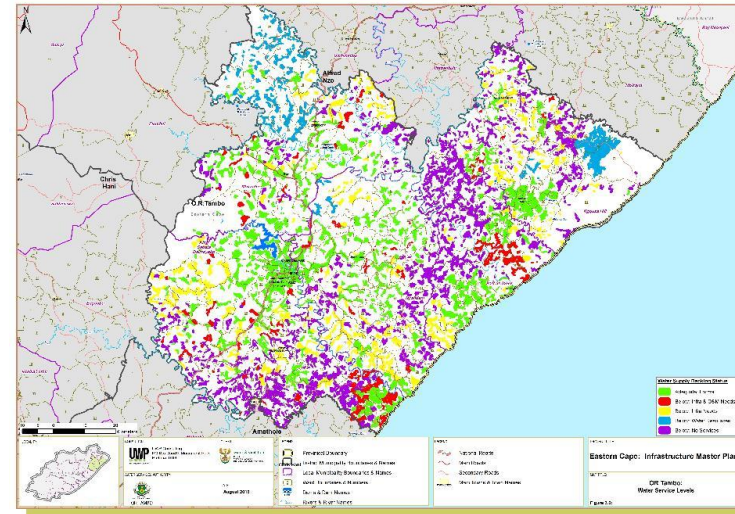


Figure 21: Household sanitation backlog

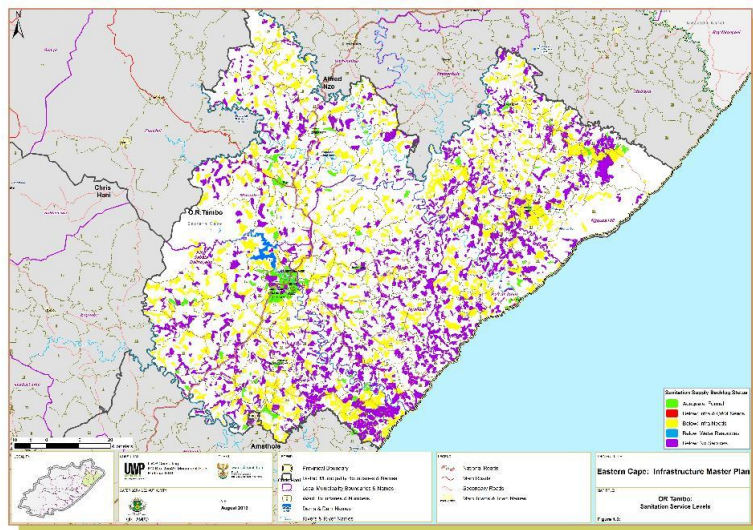


Map 8: Water supply backlog, O.R. TAMBO DM



Source: Department of Water Affairs, Universal Access Plan, September 2017

Map 9: Sanitation backlog, O.R. TAMBO DM



Source: Department of Water Affairs, Universal Access Plan, September 2017

In order to fully understand the current situation it is of utmost importance to refer to the asset register to identify the location, condition, extent and remaining useful life of the services. A detailed assessment can be done to determine the actual need in terms of service levels from the GIS mapping.

With the limited information available at the time of development of this report a high level cost requirement has been done to eradicate all water backlogs based on the figures indicated under this section. This means that all households with a service level of below basic level need to be provided with sufficient services. In many circumstances bulk services first need to be supplied to ensure

sufficient capacity. The following assumptions have been made to determine the cost:

For “no services” an average cost of R 10,000 per household was allocated

For “below basic level of service” an average cost of R 8,000 per household was used

It must be mentioned that this is a high level cost estimate and a detailed Water Master Plan will be essential to make more accurate costing requirements. The table below give a summary per Local Municipality on the total funding required to ensure that the target is met.

Table 29: Estimated costs to eradicate water and sanitation backlogs

MUNICIPALITY	WATER COSTS	SANITATION COSTS
Ingquza Hill	R294 618 105,60	R112 276 958.28
Nyandeni	R298 932 960,60	R113 921 320.20
Port St Johns	R164 046 631,41	R62 517 056.62
Mhlontlo	R200 015 030,69	R76 224 369.21
King Sabata Dalindyebo	R559 984 103,57	R213 406 137.09
Total for ORTDM	R1 517 592 000,00	R578 344 000.00

O.R. Tambo Water Services Development Plan, 2018

The table above illustrates the costs needed in order to eradicate water and sanitation backlogs in the District. The highest costs for water and sanitation backlog eradication are for KSD LM, while the lowest cost would be for Port St Johns LM. These figures coincide

with the fact that KSD has the biggest population, while PSJ has the smallest population in the District.

2.5.1.5 2.7.1.5 Water Security

The water requirements for the District Municipality are as follows:

- 2015- 135 Ml/day
- 2035- 244 Ml/day

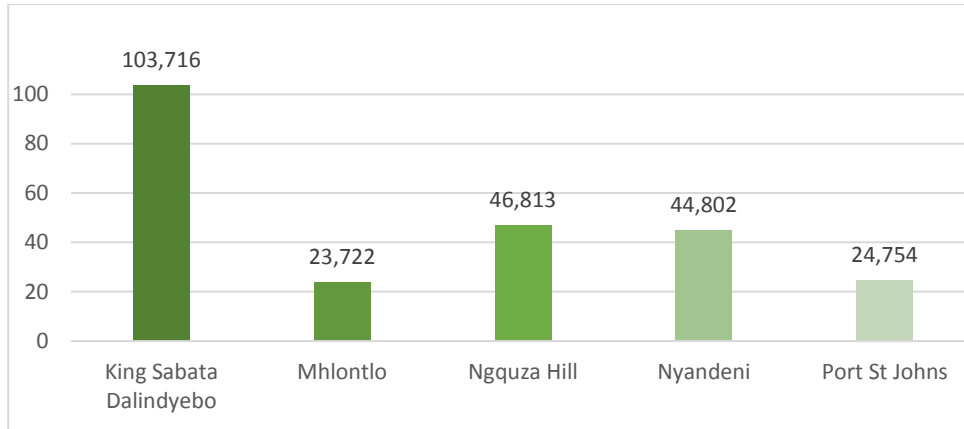
It is estimated that by 2035, KSD LM will be the largest water consumer in the ORTDM, requiring 40% of all water.

Table 30: Water security and water requirements

	O.R. Tambo	King Sabata Dalindyebo	Mhlontlo	Ingquza Hill	Nyandeni	Port St Johns
Groundwater (No. of BH with yield >5l/s)	27	10	11	4	1	1
Surface water (No. of dams)	6	1	1	0	3	1
Water Demand (Ml/day)						
2015	135.85	66.13	16.64	19.79	21.78	11.52
2020	174.35	78.51	19.86	29.39	30.21	16.38
2025	214.26	91.36	23.19	39.38	38.93	21.41
2030	229.32	97.55	23.54	43.14	41.96	23.13
2035	243.81	103.72	23.72	46.81	44.80	24.75

O.R. Tambo Water Master Plan

Figure 22: O.R. TAMBO DM- 2035 water demand (Ml/d)



Source: Department of Water Affairs, Universal Access Plan, September 2017

2.5.1.6 Functionality

There are approximately 55 water supply schemes and 9 sanitation schemes within ORTDM aiming to serve the people at and above RDP standard and comprises of 1 461 km of bulk pipelines, 612 reservoirs and 70 pump stations. There are 28 Water Treatment Works (WTW) and 15 Wastewater Treatment Works (WwTW) within the WSA. No works has been accredited with blue or green drop certification. None of the total number of water supply schemes and none of the sanitation schemes are fully operational and has no refurbishment or upgrade requirements. Approximately 28% of the total number of infrastructure components has reached their useful life and 25% are in need of refurbishment. Based on the information provided above, the capital required to refurbish dilapidated infrastructure is estimated at R1.57 billion. The annual O&M budget required to ensure the operation of existing infrastructure is R 142 million. It is therefore of utmost importance that WSAs have relevant and recent asset registers in place as well as proper documented O&M procedures.

Table 31: Water supply and Sanitation schemes

OR Tambo		Total	Refurbishment Need				O&M Occurrence				Lifespan Reached
			None	Low	Medium	High	None	Periodic	Sporadic	Regular	
Reservoirs											
King Sabata Dalindyebo	No.	134	83	28	23	0	3	22	32	77	39
Mhlontlo	No.	185	150	8	25	2	4	22	31	128	47
Ngquza Hill	No.	126	95	25	6	0	6	22	10	88	14
Nyandeni	No.	123	75	32	13	3	1	35	17	70	18
Port St Johns	No.	44	30	8	5	1	0	12	7	25	7
Bulk Pipelines											
King Sabata Dalindyebo	Length (km)	455.3	223.8	112.4	75.0	44.1	44.1	112.4	75.0	223.8	0.0
Mhlontlo	Length (km)	295.3	140.5	10.9	142.7	1.2	1.2	10.9	142.7	140.5	0.0
Ngquza Hill	Length (km)	154.8	63.6	55.5	21.5	14.3	14.3	55.5	21.5	63.6	0.0
Nyandeni	Length (km)	367.9	167.3	56.0	144.6	0.0	0.0	56.0	144.6	167.3	0.0
Port St Johns	Length (km)	187.8	171.1	0.0	14.1	2.6	2.6	0.0	14.1	171.1	0.0
Pump Stations											
King Sabata Dalindyebo	No.	13	9	0	3	1	1	0	3	9	6
Mhlontlo	No.	11	7	1	0	3	2	2	0	7	5
Ngquza Hill	No.	17	13	3	0	1	1	3	0	13	2
Nyandeni	No.	23	16	4	2	1	1	4	2	16	4
Port St Johns	No.	6	2	3	1	0	0	3	1	2	0

OR Tambo		Total	Refurbishment Need				O&M Occurrence				Lifespan Reached
WTW											
King Sabata Dalindyebo	Capacity	73.9	4.1	69.8	0	0	0	9.8	0	64.1	0
Mhlontlo	Capacity	8.6	3	5.6	0	0	1.8	5.6	0	1.2	0
Ngquza Hill	Capacity	5.4	4.2	1.2	0	0	1.4	1.2	0	2.8	2.8
Nyandeni	Capacity	5	1.1	3.9	0	0	0	3.9	0.5	0.6	0
Port St Johns	Capacity	7.1	5.5	1.6	0	0	0	1.6	0	5.5	0
WwTW											
King Sabata Dalindyebo	Capacity	13.5	0	12	0	1.5	0	0	0	13.5	12
Mhlontlo	Capacity	1.35	1.1	0	0	0.25	0	0	1.35	0	1
Ngquza Hill	Capacity	2.5	0	0	0	2.5	0	0	0	2.5	2
Nyandeni	Capacity	0.54	0	0	0	0.54	0	0	0	0.54	1
Port St Johns	Capacity	1	0		1		0	0	1	0	0

O.R. Tambo Master Plan

2.5.1.7 Communication and Customer Care Report & Waters Services Authority Report Customer Care And Communication Strategy

The municipality has a function communication and customer care unit, the unit performs this function for all the local municipalities inclusive of Ingquza. The core functions of this unit are as follows:

- **Call center management** – Capturing of complaints that leads to the compilation of complaints register. Issuing of job card to plumber complaints received.

- **By-Laws Awareness campaigns** – Conducting roadshows on illegal connections (making people aware of the implications as a result of illegal connections)
- **Water restrictions awareness** – community awareness on water conservation and water use management through engagement with community leaders.
- **Notices of water disruptions or outages** – through loud hailing and community radio announcements and interviews
- Attend to community delegations on water related issues.

The unit is not fully manned due to staff shortages and that makes it difficult for the unit to communicate effectively with the consumers especially in the entire O.R Tambo District the unit is

in the process of advertising for the vacant posts where other personnel will be focusing on all the Local Municipalities.

2.5.1.8 Water Services Authority Report

Blue drop system / Green drop system program

The Department of Water Affairs, as the Regulator of Water Services in South Africa, has the duty to monitor Water Services Institutions as specified in Section 62 of the Water Services Act (No. 108 of 1997). Water Services Institutions are thus compelled to provide the necessary information required to undertake a proper analysis on the quality of water services and performance and it remains illegal for Water Services Authorities and Water Services Providers to refuse, withhold or provide false information as specified in Section 82 of the Water Services Act (No 108 of 1997). It is therefore mandatory for O.R. Tambo District Municipality to participate in the BDS/GDS assessment.

- Currently the municipality is not performing well in this regard due to the following challenges:
 - Inadequate system controls for monitoring of water quality
 - Aging infrastructure
 - Non-compliance of process controllers as required by the regulations
 - Non-compliance of drinking water and waste water quality

Free Basic Services

- **Water Carting**

The municipality, guided by the constitution and internal policies, continuously carts water to communities that do not have water schemes. Water is also carted to areas with prolonged water outages. There is one water tankers in Ingquza Hill, one is responsible for Lusikisiki and the other for Flagstaff.

During the 2018/19 financial year mid-term, the municipality carted a total of 150.1 million litres of purified water at a cost of more than R28 million. The budget for this function is always insufficient due too high demand for water carting by the communities.

For the 2019/20 financial year, the budget allocation for water carting is R20 000 000 for the entire District and it is deemed insufficient due to drought that is experienced throughout the district.

Water is also delivered to bereaved households, community Imbizos and events and community tanks that are installed in Ingquza LM areas (Lusikisiki and Flagstaff) without water. It is also too expensive to hire private water carting tankers.

- **Basic Social Services Packages – Indigent Benefits**

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free water & sanitation services the households are required to register in terms of the districts indigent policy. Indigent households need to be registered, a process which is reviewed annually.

The challenge for the Municipality is to manage the Indigent Register and continuous updating of the register. This is a huge task and a

proper management process and system to assist the Municipality is recommended.

The table below shows the current status quo on the number of indigent households served in the O.R. Tambo DM.

Table 32: Status quo of indigent households in the district

LOCAL MUNICIPALITY	NO. OF H/H	INDIGENT H/H	INDIGENT H/H PROVIDED WITH WATER	INDIGENT H/H PROVIDED WITH SANITATION
MHLONTLO	49 861	19 884	13 891	16 291
PSJ	30 951	16 818	10 220	11 115
INGQUZA	48 701	26 119	12 356	15 585
NYANDENI	70 145	48 702	20 962	25 367
KSD	105 240	41 290	20 385	23 415

Drought Relief Programme

The Department of Water Affairs has pointed out that in their statistics the O.R Tambo District Municipality is one of the Municipalities that is severely affected by drought. Drought meetings were held in the department and the O.R Tambo DM has identified its hot spots areas where drought is very threatening such that the water restrictions are

implemented in those areas. Ingquza Local Municipality is one of the Local Municipalities under O.R Tambo that was assessed by the National and Provincial Disaster Management Centres and it was identified as the most area affected by drought.

Table 33: Drilling and equipping of boholes in the LMS

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
MHLONTLO	MPINDWENI WTW	Inspection to River Pump and Cabling from Pump to Package Plant/ Service Membrane inside Package Plant/ Connect Valves and Pipes inside Package Plant.	Inspections done. Membranes ordered
MHLONTLO	QHANQU	Repairs of Panel at Borehole Pumping Station, Repairs of Steel Rising Main Pipe, and Repair to Leaking Reservoir and connect two taps, Supply Mobile Generator.	Procurement processes of materials underway.
MHLONTLO	TSHISANE/	Repair of	Orders of materials

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
LO	SIDWADWENI	windmill or convert it to wind turbine, Sealing, disinfect and Roofing of Reservoir, Installation of 2x Standpipes.	have been placed suppliers. BH EXISTING 350900.00000 CO ORDS -31.35928, 28.83679E YIELD TESTED It per second 0.24 Turbine windmill has been ordered.
NYANDE NI	MAHOYANA	Site Establishment, Testing and Equipping of Existing Borehole, Repair of Rising Main to Existing Reservoir, Cleaning, Disinfect of Reservoir. Two spring s to be covered from exposure to animals. Concrete roofing and fencing of pump house	Pump house done concrete works and fencing done PUMP ORDERED AND ENGINE ORDERED,BASE UNDER CONSTRUCTION, PIPE WORK ORDERED

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
NYANDE NI	LWANDILE WTW	Provide Access Road to Raw Water Pump Station including 2X River Crossings, 2X Drill and Equip Raw Water Boreholes, Repair of Panel at Raw Water Station, Repair of Pump at Booster Pump Station, Repair of Pipes to Rising Main, Repair of Leaking Reservoir, Repair to Plant Equipment including Dosing Unit, Clear Water Pumps, Invertor Filters and Strainers	Pumps repaired but no site work done due to electricity.
KSD	MAQHINIBENI	Repairs of minor leakage in rising main, Repair/	Orders of materials have been placed with

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
		Replace of Generator, Testing existing bore hole. Pump house	suppliers. BH MAQHINIBENI (KS) CO ORDS - 31.68892S, 28.71299E YIELD TESTED It per second 1.60 Turbine windmill has been ordered
KSD	GWXALUBOM VU	Construction of tank stands x3 1 Jojo tanks, Installation 3x standpipes, Construction of about 6 km rising main and complementary engine connection to the spring	access road to the tanks, excavation and backfilling has been done in a rocky place
PSJ	Ntsimbini	Extension of 2.4km pipe works to three villages and installation of two tank stands	1.7km of 32mm dia pipeline complete with 3 standtaps at tanking section, 2x 10 kl jojo tanks completely assembled on concrete platform

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
			and connected with double stand tap at njiveni section no.
INGQUZA HILL	Marhamzeni	Repair rising main and Cleaning/disinfection of existing reservoir. Provide 1 x stand tap	exposing of the existing pipeline and identifying/ accessing the condition of standtaps
INGQUZA HILL	Kwabhala	Under refurbishment (MANCO) Extension of 500m pipeline with 3 standpipes	5 x stand taps reconstructed and 5x stand taps rehabilitated. 300m of pipeline fixed links/ replaced. 2x 10 kl storage tanks filled up with water curt for the supply of water to fix
INGQUZA HILL	NEW REST	Upgrading of existing pump house to a concrete manhole Pump house, and extension of 1km pipe and storage(2 x 10kl	1.6 km size 50mm pipeline of rising main complete with all fitting, 20 x 10 kl jojo tanks completely assembled on a concrete platform and connected with

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
		Jojo Tanks) with 3 x standtaps	3 steps corrugated
INGQUZA HILL	Mdikane	Extension of 1km pipe works with 4 extra stataps to accommodate the rest of the community.	1 km of 32mmdia pipeline with 4 new standtaps completely install and connected with all fittings
INGQUZA HILL	Malizole	Extension of 1km pipe works with 4 extra stataps to accommodate the rest of the community.	1 km of 32 mmdia pipeline with new 3 standtaps and 1 rehabilitated tandtap. 2x 10 kl jojo tanks completely install and connected

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
HILL		DRILLING x1	NOW TO DRILL
NYANDENI	MAMOLWENI	SITING AND DRILLING x1	sitting done
NYANDENI	DUMASI	SITING AND DRILLING x1	Drilling done
NYANDENI	BUNTINGVIL LE	SITING AND DRILLING x1	Drilling done

Water Conservation and Demand Management Program

As a WSA, the municipality is required to comprehensively implement the water conservation and demand management programmes. The following WCDM programs are being implemented by the municipality

- **Water Balancing** – the municipality performs monthly audits on water balancing and water losses.
- **Removal of illegal connections** – through the bylaw enforcement unit, the municipality has managed to remove a substantial number of illegal connections and also shut down a number of illegal carwashes throughout the district
- **War on leaks** – the Department of Water and Sanitation Services through O R Tambo District Municipality has identified 120 volunteers to be trained in the war on leaks program, the trainees are working in Ingquza Hill and KSD LM's

TOWN	SCHEME NAME	SCOPE OF WORK	WORK DONE
INGQUZA HILL	Ndaliso	SITING AND DRILLING X1	EXCLUDED
	MQUME	SITING AND DRILLING X1	SITING DONE NOW TO DRILL
INGQUZA HILL	France	sitting and drilling X1	SITING DONE NOW TO DRILL
INGQUZA HILL	XHOPOZA	SITING AND DRILLING x 1	SITING DONE NOW TO DRILL
INGQUZA	MANQILO	SITING AND	SITING DONE

2.5.1.9 Grant Funding For Basic Services

Most water supply projects are funded through Municipal Infrastructure Grants (MIG) and Municipal Water Infrastructure Grants (MWIG). The existing cost requirement for water services within ORTDM is R 20.3 billion and does not yet represent a wall-to-wall coverage of the total need. The total MTEF 2018/21 over the next three years is approximately R 1.9 billion. This would result in ORTDM taking at least 10 years to address their backlog based on the current pipeline of projects.

Table 34: Grant funding. O.R. TAMBO DISTRICT MUNICIPALITY

GRANT FUNDING	NO OF PROJECTS	TOTAL PROJECT COST	FY 2017/18	FY 2018/19	FY 2019/20
MIG	154	R 15 364 616 367	R 1 022 379 271	R 1 285 699 557	R 1 487 209 812
Other	1	R 676 987	R 0	R 0	R 0
RBIG	6	R 4 486 212 048	R 421 903 685	R 498 315 384	R 322 579 255
WSIG	35	R 423 631 797	R 0	R 0	R 0
	196	R 20 275 134 199	R 1 444 282 956	R 1 784 014 941	R 1 810 789 067

Source: Department of Water Affairs, Universal Access Plan, September 2017

Table 35: MTEF allocation 2018/201

GRANT	FY 2018/19	FY 2019/20	FY 2020/21	FY 2020/2021	TOTAL MTEF	
MIG	619 700 000	633 400 000	671 300 000	725 900 000	2 030 600 000	
RBIG	309 700 000	246 400 000	15 000 000	60 000 000	571 100 000	
	929 400 000	879 800 000	686 300 000	785 000 000	2 601 700 000	
LM	Grant	Total Project Cost	FY 2019/20	FY 2020/21	FY 2021/22	Total MTEF
King Sabata Dalindyebo	MIG	3,181,338,716	86 300 000	91 200 000	98 200 000	275 700 700
Mhlontlo	MIG	1,508,257,356	55 300 000	46 600 000	50 000 000	151 900 000
Ngquza Hill	MIG	2,239,489,994	54 500 000	57 500 000	61 800 000	173 800 000
Nyandeni	MIG	3,838,328,206	60 800 000	64 200 000	69 100 000	194 100 000
Port St Johns	MIG	691,643,062	34 300 000	36 100 000	38 700 000	109 100 000
		11 459 057 334	291 200 000	296 600 000	317 800 000	904 607 000
Total No of Projects	60					
Total Requirement	R15,460,269,382					
Water Requirement	R13,444,692,188					
Sanitation Requirement	R2,015,577,194					

2.4.6 Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

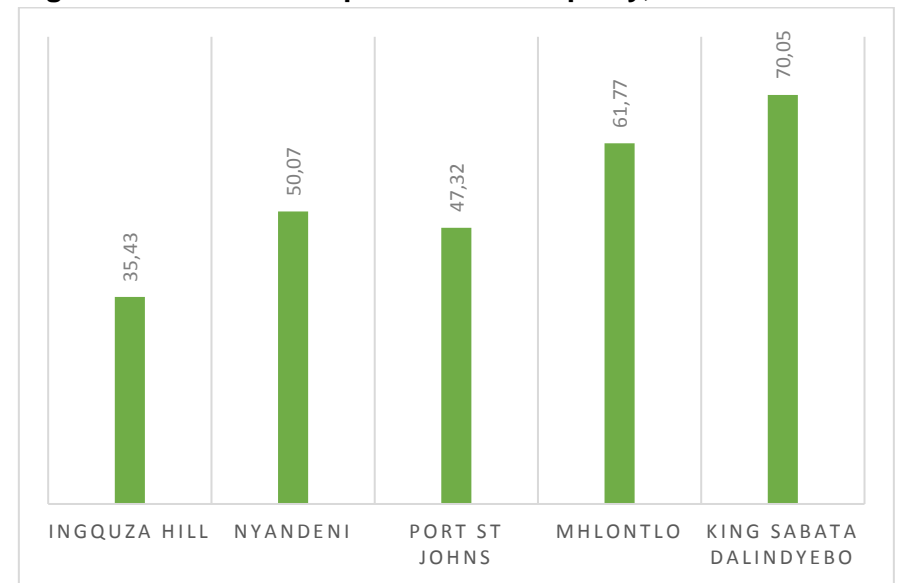
The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

In 2015/2016, the King Sabata Dalindyebo Local Municipality has the highest overall crime rate of the sub-regions within the overall O.R. Tambo District Municipality with an index value of 70. Mhlontlo Local Municipality has the second highest overall crime index at 61.8, with Nyandeni Local Municipality having the third highest overall crime index of 50.1. It is clear that all the crime is decreasing overtime for all the regions within O.R. Tambo District Municipality. Port St Johns Local Municipality has the second lowest overall crime index of 47.3 and the Ingquza Hill Local Municipality has the lowest overall crime rate of 35.4. It is clear that crime is decreasing overtime for all the regions within O.R. Tambo District Municipality. The region that decreased the most in overall crime since 2005/2006 was Port St Johns Local Municipality with an average annual decrease of 6.0% followed by King Sabata Dalindyebo Local Municipality with an average annual decrease of 5.9%.

Table 14: Crime index per local municipality 2015/16

MUNICIPALITY	INDEX
Ingquza Hill	35.43
Nyandeni	50.07
Port St Johns	47.32
Mhlontlo	61.77
King Sabata Dalindyebo	70.05
O.R. Tambo	54.98
Eastern Cape	92.53

Figure 19: Crime index per local municipality, 2015/16



Source: IHS, Global Insight, 2017

2.5 BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Table 7: Functions and Powers

	O.R. Tambo	KSD	Nyandeni	Ingquza Hill	Mhlontlo	PSJ
Water	Yes	No	No	No	No	No
Sanitation	Yes	No	No	No	No	No
Electricity Reticulation	No	Yes	Yes	Yes	Yes	Yes
Municipal Airports	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	Yes
Public Transport	Yes	Yes	Yes	Yes	Yes	Yes
Storm water	-	Yes	Yes	Yes	Yes	Yes
Traffic packing	-	Yes	Yes	Yes	Yes	Yes
Street lighting	-	Yes	Yes	Yes	Yes	Yes

2.5.1 Water and Sanitation Services

O.R. Tambo District Municipality is both a Water Services Authority and Water Services Provider. Authority is therefore vested in it, in terms of the Municipal Structures Act 118 of 1998 or the ministerial authorizations made in terms of this Act, to ensure that water resources and infrastructure are well managed and maintained in order that service may be provided in an equitable,

sustainable and efficient manner. Thus the O.R. Tambo District Municipality is mandated to deliver water services to a population of 1 472 366 within 321 733 households.

Table 8: ORTDM Water and Sanitation Backlogs

WSA	No of HH	No of People	Water			Sanitation		
			HH Backlog	Population Backlog	% Water Backlog	HH Backlog	Population Backlog	% Sanitation Backlog
King Sabata Dalindyebo	107 639	461 155	40 251	173 076	● 37.5%	48 111	193 621	● 44.8%
Mhlontlo	43 660	187 479	16 720	72 781	● 38.3%	28 591	148 197	◆ 65.5%
Ingquza Hill	57 658	285 925	35 443	175 589	◆ 61.5%	35 509	213 861	◆ 61.6%
Nyandeni	63 031	296 241	25 295	118 885	● 40.1%	36 790	178 821	◆ 58.4%
Port St Johns	32 277	159 060	16 688	82 030	◆ 51.7%	20 504	68 590	◆ 63.5%
Total	303 995	1 389 860	134 397	622 361	♠ 44.2%	169 505	803 090	◆ 55.8%

The Water and Sanitation Services Department consists of the following units:

- Water Services Provision;
- Water Services Authority;
- Project Management Unit;
- Engineering Services; and
- Emergency Response Unit

2.5.1.1 Provision of Water Services

The District Municipality provides mixed forms of water services:

- Formal, high level of services (adequate);
- Informal, temporary level of service including water tankers (inadequate);
- Informal, below basic RDP level of service (inadequate);
- No service (inadequate)

Table 9: Households by type of Water Access

Census Category	Description	Community Survey 2016		Census 2011		WSDP 2014/15 Base framework	
		Nr	%	Nr	%	Nr	%
WATER (ABOVE MIN LEVEL)							
Piped (tap) water inside dwelling/institution	House connections	20 181	6,4%	27 898	9,0%	34 136	11,4%
Piped (tap) water inside yard	Yard connections	39 480	12,6%	32 462	10,5%	39 720	13,3%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	64 720	20,6%	55 244	17,8%	67 597	22,6%
	Sub-Total: Minimum Service Level and Above	124 381	39,6%	115 604	37,3%	141 453	47,3%
WATER (BELOW MIN LEVEL)							
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Standpipe connection: > 200 m < 500 m	10 966	3,5%	21 985	7,1%	73 181	24,5%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	Standpipe connection: > 500 m < 1 000 m			9 168	3,0%		
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	Standpipe connection: > 1 000 m			6 015	1,9%		
No access to piped (tap) water	No services	178 733	56,9%	157 230	50,7%	84 139	28,2%
	Sub-Total: Below Minimum Service Level	189 699	60,4%	194 398	62,7%	157 320	52,7%
Total number of households		314 080	100%	310 002	100%	298 773	100%

O.R. Tambo District Municipality has a total number of 54 400 (or 15.92%) households with piped water inside the dwelling, a total of 58 000 (16.98%) households had piped water inside the yard and a total number of 173 000 (50.76%) households have no formal piped water.

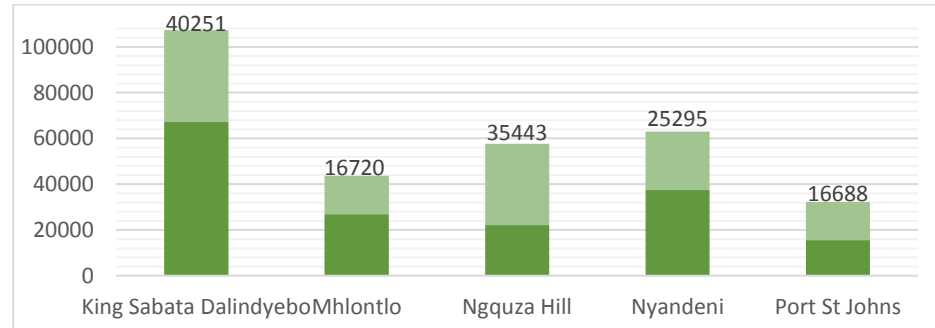


Figure 6: Household Water Backlog per Local Municipality

The regions within O.R. Tambo District Municipality with the highest number of households with piped water inside the dwelling is King Sabata Dalindyebo Local Municipality. The region with the lowest number of households with piped water inside the dwelling is Mhlontlo Local Municipality.

Current Status Quo of Water Services Provision

- Drying water sources:**
 South Africa is a semi-arid zone. The larger part of ORTDM rural villages' access water from standalone schemes. These schemes include boreholes, springs, weirs and other small schemes. During winter, these sources dry, leading to water shortages.
- Dilapidated infrastructure:**
 The ORTDM inherited old infrastructure from the Department of Water Affairs. The infrastructure is ageing. Pipe bursts are more frequent, leading to water losses and sewage spillages. The budget

focuses more on new capital infrastructure. There is limited budget for refurbishment, upgrading and operations and maintenance of the existing infrastructure.

- Supply versus demand:**
 The day to day expansion of communities causes a high demand for water, whereas the supply from the water sources is limited. Rural Water Supply Schemes are designed to provide water at RDP standards which 200m walking distance and the supply of 6KL/hh/month or 25L / c/ d.
- Illegal or private connections:**
 Communities illegally connect to the municipality' water infrastructure. These connections increase water demand, due to the fact that the households use water in excess of what is allocated to them. Water leakages due to poor workmanship when illegal connections are done, causes more water losses. The water schemes in the rural villages were not designed for a higher level of service. This is the phase that will only happen when all citizens of this country has access to the basic level of service, or when the municipality has identified a pilot scheme to provide HLOS and collect revenue on the services provided. The criteria for pilot community will be determined by an adequate source of water, high population density, affordability and other aspects.
- Reporting and non-reporting of incidents:**
 The Call Center was established to respond to all customer queries and complaints. The Office is in the CBD of Mthatha. Whenever the communities experience water outages, they must report through the toll free number of ORTDM (0800204067/ 047 531 0320 / 047 501 9106). The complaint is attended to immediately after being reported. Plumbers are always on stand-by to respond to pipe bursts and other matters that lead to the none supply of water and sewage spillages. The District Municipality has also recently a cellphone application called Thetha-Nathi, where residents can report incidents, and receive an immediate response. Suggestion boxes are provided in all magisterial towns of the five LMs. The purpose of

suggestion boxes is to get feedback from the community on how the municipality can improve on its services.

- **Huge extent of current water service backlogs**
This is caused by negligence of the area during the apartheid era. Topography of the area, which makes it expensive for some areas to be serviced.
- **Ageing infrastructure**
Lack of refurbishment, and as a result, the infrastructure is being operated though it has far reached its design life span
- **Non-functional schemes especially stand-alones that require refurbishment and extension**
Water resource scarcity and availability
- **Infrastructure capacity does not meet demand**
Demand is in excess of available infrastructure due to rapid and unplanned growth and as such, the infrastructure is over-strained which results in the reduction of its lifespan
- **Pollution in the environment**
Waste water works exceeding the design capacity
- **High level of vandalism and theft**
Unemployment and complaints of poor and slow service delivery
- **Frequent disruptions of services**
Pipe bursts, electricity outages, breakdown of pumps, electrical faults
- **Slow turnaround time to respond to disruption of services**
Over-reliance on service providers for supply of materials and equipment
- **Shortage of skilled personnel**
Unable to attract skilled personnel due to financial constraints

Ingquza Hill Local Municipality – Existing Regional Water Supply Schemes

Ngquza LM is made up of two urban nodes, namely Flagstaff and Lusikisiki. According to Stats SA 2016 Community Survey the total population for

Ngquza Hill LM is 303,379 with 60,974 households. The majority of the population about 98.42% reside in rural areas with only 1.58% residing in the two urban centres mentioned above. Therefore the greater part of the population is provided with water services to RDP standards.

f. Flagstaff Regional Water Supply

The town of Flagstaff is supplied with ground water from four boreholes. The scheme is supplemented by raw water from the weir which is purified at the Water Treatment Plant. Water from boreholes is blended with treated water in the reservoir then distributed into the reticulation network to serve the town and surrounding areas.

The drought has affected the scheme and resulted in rationing of water to four hours a day. Some new developments are outside the areas of supply due to topography of the area.

g. Lusikisiki Regional Water Supply Scheme

The Lusikisiki Regional Water Supply Scheme receives raw water from a weir in the Xura River via a pumping main to the Xura Water Treatment Works. The treated water is pumped to a 1400m³ main reservoir. The combined design capacity of the pumping main is 32l/s. The above mentioned reservoir further feeds the 1000m³ Lusikisiki Town Reservoir and 24 other reservoirs.

The scheme does not meet the current water demands as a result water is rationed to the communities. The most affected areas are Ngobozana, Unit Park, Mzintlava Clinic, Mcwabantsasa and Arthur Home in the town.

h. Mkhambati Weir Scheme

Raw water from a weir in the Mkhambati River is pumped at a rate of 8l/s to a water treatment works. It is treated then pumped to two concrete reservoirs with a combined capacity of 450m³. Potable water is then distributed to the Nature Reserve with 44 beds and the clinic with 200 people. Water is carted from the main camp of the Nature to the cottages.

The Gwegwe resort receives water from a separate weir about 7km from main camp of Nature Reserve.

i. Magwa Tea Estate Water Scheme

The water supply to the Magwa Tea Estate is provided from a dam in the Mkhosi River. Raw water is treated in the Water Treatment Plant, then

distributed to the estate which has a population of approximately 5000 people.

j. Holy Cross Hospital Water Scheme

In this scheme, water is sourced from two dams namely; Mcwesane Dam and Mketengeni Dam. The water is pumped from these dams to a water treatment works. Bulk storage of about 760m³ is available for this scheme. The water from the scheme serves about 1500 people in the Holy Cross Hospital complex.

k. Msikaba Water Supply Scheme

Msikaba Water Supply Scheme is under planning and the Municipality is applying for funding for the preparation of a Technical Feasibility study to preliminary designs. This scheme is focusing on eradicating backlogs into 5 wards in the coastal side of the Ingquza Hill Municipality. This Project will explore the Off Chanel storage Dam at the Hlwahlweni River that will be supplemented by the Msikaba

Future water needs- Ingquza Hill

The total water requirements for Ngquza Hill Regional Bulk Water Supply Scheme to meet 2035 projected water demands are 46.8Mℓ/day. The possible new dam site has been identified to be Mzintlavana Dam in Xura River about 2km upstream of meeting with the Mzintlavana River. The infrastructure investment will include new Water Treatment Plant, several reservoirs, pump station and bulk pipeline.

Port St Johns Local Municipality- Existing Water Supply Schemes

The total population for port St Johns LM is 166,779 with 33,951 households. The only town in the LM is Port St Johns, which is located at the mouth of the Umzimvubu River and is the well-known settlement in this LM.

c. Port St Johns Spatial Development Initiative (SDI) Water Supply Scheme

The water for this scheme is supplied from two sources namely: Bulolo Dam and Bulolo weir. These are situated on the Bulolo River. It is estimated that

this scheme provides a yield of about 1000m³/day. Most of the bulk supply infrastructure in this scheme is recently built, however remedial works are needed on certain sections of the water mains and the Bulolo dam. The reticulation infrastructure is in a good condition but the overall scheme operations and supply efficiency can be improved.

The Water Treatment Plant has a capacity of 4Mℓ/day. From the Water treatment plant water is pumped to a main reservoir, from which it is distributed to six villages, Port St Johns town and the Silaka Nature reserve via an old Water Treatment Works which has been converted to a storage facility.

d. Umzimvubu 18 Villages Water Supply Scheme

This scheme is located about 5km upstream of the Port St Johns SDI Water Supply Scheme. Water is abstracted from the Mngazi River to serve 18 villages. The scheme was commissioned in 2000.

Water is pumped from the Mngazi River to a 2Mℓ/day Water treatment Plant. From the Water treatment Plant, the potable water is pumped to main 340kl reservoir, from where it is distributed to 23 other reservoirs.

Nyandeni Local Municipality – Existing Regional Water Supply Schemes

Nyandeni LM is made up of two urban nodes namely Ngqeleni and Libode. According to Stats SA 2016 Community Survey the total population for Nyandeni LM is 309,702 with 61,867 households. The majority of the population reside in rural areas (96.35%) and with only 3.65% residing in the two urban centres mentioned above. Therefore most of the population is provided with water services to RDP standards.

d. Mhlanga Rural Water Supply Scheme

Town of Libode and about 66 villages are served with potable water from the Mhlanga Rural Water Supply Scheme. The scheme covers a total distance of about 172 km. Raw water is pumped from the Mhlanga Dam to a concrete reservoir near the Mhlanga Water Treatment Works. The Mhlanga Water Treatment Works has capacity of 2.3Mℓ/day. Potable water gravitates to

serve 66 villages. The scheme contains 68 reservoirs and 12 break pressure tanks.

Previous studies revealed that the Mhlanga Water Treatment Plant is over loaded. There are plans to link this WTW with the Thornhill Water Treatment Works in order to meet the required demands.

e. Ngqeleni Town Water Supply Scheme

This scheme is sourced from three sources namely two boreholes, a weir on Ngqeleni stream and on an Earth Dam on Ngqeleni stream. These three sources have a combined capacity of 449kℓ/day.

f. Corana Water Supply Scheme

Water is sourced from Corana Dam via gravity to the Corana WTW. Treated water is pumped to the Rainy Command Reservoir, thereafter it gravitates to seven reservoirs. In additions, water from the treatment works is pumped water to the Ngolo Reservoir to serve the peri-urban areas such as Ziphunzane and Ngolo.

g. Ntsonyeni-Ngqongweni Water Supply Scheme

The Ntsonyeni-Ngqongweni Water Supply Scheme sources its water from the Ntsonyeni River. It is pumped to the Ntsonyeni-Ngqongweni WTW. The treated water is pumped to a reservoir and then serves the villages through gravity pipelines.

King Sabata Dalindyebo Local Municipality (KSDLM) – Existing water supply schemes

KSDLM is made up of three urban centres namely Mthatha, Mqanduli, Coffee Bay and the rural areas. These urban centres are provided with high level of water services, while rural areas are provided at RDP standards. Mthatha is the biggest town in the ORTDM with a total population of 148,473.

k. Mthatha Town Water Supply/ Thornhill Water Treatment Plant Scheme

This scheme sources water from Mthatha Dam through gravity to the Thornhill Water Treatment Plant. The current water allocation to this scheme is 21.95million m³/a. Water Use License for the abstraction of water from the Mthatha Dam (Section 21(a) Water Use), is in place (License No. 12/T20E/A/931). This license authorises ORTDM to abstract a total of 55.1 million m³ of water per year from the Mthatha Dam. The water use is allocated as follows:

- 21.9 million m³ /year to the Thornhill WTW;
- 15.3 million m³ /year to the Rosedale WTW; and
- The remainder of 17.9 million m³ /year to Eskom for use in hydropower generation.

The water from the Thornhill treatment plant is pumped to Fort Gale and the Ncambedlana Command Reservoir. Water from the Fort Gale Reservoir is further pumped by two booster pumps to the two reservoirs at Signal Hill. The Fort Gale reservoirs supply Mthatha CBD and surroundings. The Signal Hill reservoirs supply some of Mthatha Peri-Urban areas and surroundings. Ncambedlana reservoir supplies Maydene farm and surrounding peri-urban areas called Lower Corana.

ORTDM is currently upgrading the Thornhill Water Treatment Plant from 60MI/day to 150MI/day to ensure current and future water demands are met. Mthatha Town Water Supply Scheme supplies water to the following small water schemes as well:

- Zimbane Water Supply Scheme through Zamukulungisa Reservoir;
- Mpeko Water Supply Scheme through Signal Hill Reservoirs; and
- Lower Corana Water Supply Scheme through Maydene Farm Reservoir.

l. Rosedale Water Supply Scheme

The Rosedale Water Supply Scheme is a small stand-alone scheme serving the villages of Rosedale, Ntilini, Qelane, Ncambele and Highbury. This scheme also sources water from Mthatha Dam by pumping to a package Water Treatment Plant. Treated water is further pumped from the package

plant to the 3Ml, Rosedale Reservoir which then gravitate to above mentioned villages.

m. Mqanduli Regional Water Supply Scheme

The town of Mqanduli and surrounding areas are supplied from Manqondo River from a weir. The raw water is pumped to Mqanduli Water Treatment Plant at a flow rate of 6l/s. The scheme has reservoirs with total capacity of 1,22Ml and water is distributed via gravity mains.

n. Mthatha Peri-Urban Water Supply Schemes

The Mthatha town is surrounded by the rural areas that have high population growth. The ORTDM is currently sourcing water through a number of water sources namely; Upper Corana, Mthatha & Corana Dams, Upper & Lower Mhlahlane and Mabeleni Water Supply Schemes.

o. Mpheko Water Supply Scheme

This scheme feeds from the Thornhill Water Treatment Plant (60Ml/day) that serves the Mthatha urban area, which is currently being upgraded to a 150Ml/day. There are about 16 villages that are served from this scheme through the Signal Hill Reservoir.

p. Qunu Bulk Water Supply

The scheme is made up of five standalone ground water schemes. These standalone schemes have a total storage capacity of 1,7Ml. All of them were designed to meet RDP standards.

q. Upper and Lower Mhlahlane Water Regional Supply

Raw water gravitates from a dam via the Mhlahlane River and is extracted from weir via a 1.35km gravity pipeline to the Mhlahlane Water Treatment Works. The design capacity of the treatment works is approximately 1.5Ml/day, but due to the high water demands the treatment works double that volume. ORTDM has since upgraded the treatment works, provided additional storage and upgraded bulk infrastructure.

r. Coffee Bay RWSS

The source of water for the Coffee Bay regional water scheme is Mthatha River and the raw water is pumped to the Water Treatment Works. The treatment works treats 3ML/d. The final water is pumped to 1Ml Xonyeni Command Reservoir. Water is further pumped to a reservoir at Mabhehana. Water is further distributed through gravity mains to 6 villages with 12 small reservoirs. The treatment works is operational even though it has got a few challenges,

s. Xhugxwala Eyethu Water Supply Scheme

The Xhugxwala Eyethu Water Supply Scheme is a small scheme with two standalone ground water systems. The Northern Scheme of the Xhugxwala water is pumped from the borehole to a 90kl reservoir. The Southern Scheme is also served from new borehole and water is pumped to a 40kl reservoir.

t. Emtebe Village Water Supply Scheme

Emtebe Village Water Supply Scheme is the standalone schemes within the peri-urban of Mthatha. Water is sourced from an existing borehole, windmill and a protected spring. Thereafter it is pumped to a 40kl reservoir.

- The raw sump at the river is silted, thus lowering the volume of raw water that is being pumped.
- Only 1 raw water pump out of 2 pumps is working.
- 1 x Sedimentation Tank is silted and needs to be desludged.
- Only 2 clear water pumps are working out of 3 pumps.

Mhlontlo Local Municipality – Existing Water infrastructure

Mhlontlo LM is made up of two urban nodes, Tsolo and Qumbu and six rural nodes namely; Sulenkama, St Cuthberts, Caba, Shawbury and Langeni Forest. According to Stats SA 2016 Community Survey the total population for Mhlontlo LM is 86,860 with 41,395 households. The majority of the population reside in rural areas (91.14 %), 1.68% in farms and 7.17% reside in the two urban centres mentioned above. Therefore most of the population is provided with water services to RDP standards within a range of 200m

apart. The Qumbu town and surroundings areas have three key water supply schemes; namely Upper Chulunca Water Supply, Mvumelwano Water Supply and Qumbu Town Borehole Scheme.

g. Upper Chulunca Water Supply

This scheme receives raw water from the Cengcane Dam via a pumping main to a 100kℓ reservoir which gravitates to the Chulunca Water Treatment Works. The treated water is pumped through separate rising mains; one to the 400kℓ Mdeni Reservoir that serves the town and the other pumps to the 200kℓ Mthozela Reservoir which serves the surrounding rural areas. Due to the current water shortages, water is rationed. The constraint is due to the raw pipeline which has a limited capacity of 16l/s while the pumps could deliver up to 30l/s. Currently there are two villages, namely the Debeza and Mission that are part of the scheme. Water does not reach them due to the topography of the area where a booster pump is required.

h. Mvumelwano Water Supply

Water is sourced from the Tsitsa River abstraction works, which had temporary gabion sump structure. The gabions were constructed to control silt have been washed away by floods. Water is pumped to a holding dam that requires to be desilted every 5 days. Raw water gravitates to the Mvumelwano WTW. The treated water is stored in two command reservoirs in the treatment works that gravitate to the town and surrounding villages.

i. Qumbu Town Boreholes

There are three boreholes that serve the town of Qumbu as well. This was first the scheme to supply the Qumbu Town and is still being utilised.

j. Sidwadweni Regional Scheme

Water is sourced from Nqadu Dam and gravitates to the Sidwadweni Water Treatment Works. Treated water is pumped to the two East and West Command reservoirs each with a capacity of 1Mℓ. The East Command Reservoir supplies Dr. Malizo Mphehle Hospital, Mhlakulo Health Centre and surrounding rural areas. The West Command Reservoir supplies the rural in the western side of the scheme. The current challenge is that the Dam has

dried up due to the drought and it was affected by 2010 drought as well. Three boreholes were drilled and equipped to augment the scheme under the MISA Programme, the villages which benefited are Bele-Zingcukla, Eluxolweni and Malepelepe. In addition under the MWIG programme six boreholes were drilled and equipped to augment this scheme as well. ORTDM is planning to implement phase 6 of the scheme to augment the current source. On the upcoming phase 5Mℓ/d of raw water will be abstracted from Tsitsa River (WUL has been approved by DWS).

k. Tsolo Town Water Supply Scheme

ORTDM has recently upgraded the weir and the Water Treatment Works for the Tsolo Water Supply to resolve water challenges which have plagued the community.

There are two water sources namely; the Xhokonxa Weir in the Xhokonxa River and the Tikitiki Weir also in the Xhokonxa River. Water is pumped from both weirs to break pressure tank, which then gravitates to the Tsolo Water Treatment Plant. From the Tsolo WTW, treated water is pumped to command reservoir and then gravitates to the Tsolo town and surrounding villages.

l. Mjika Water Supply Scheme

Water is sourced from a weir in the Qololombana River, however the river yield has dried-up due to drought. The community is supplied from a nearby scheme through rationing.

There are three other schemes in the area of Mjika, namely Qolombane, Gungululu and Mahlubini Water Supply Schemes and they are not affected by the drought.

Mhlontlo Local Municipality – Existing Water infrastructure

Mhlontlo LM is made up of two urban nodes, Tsolo and Qumbu and six rural nodes namely; Sulenkama, St Cuthberts, Caba, Shawbury and Langeni Forest. According to Stats SA 2016 Community Survey the total population for Mhlontlo LM is 86,860 with 41,395 households. The majority of the population reside in rural areas (91.14 %), 1.68% in farms and 7.17% reside in the two urban centres mentioned above. Therefore most of the population is provided with water services to RDP standards within a range of 200m apart.

a. Upper Chulunca Water Supply

This scheme receives raw water from the Cengcane Dam via a pumping main to a 100kℓ reservoir which gravitates to the Chulunca Water Treatment Works. The treated water is pumped through separate rising mains; one to the 400kℓ Mdeni Reservoir that serves the town and the other pumps to the 200kℓ Mthozela Reservoir which serves the surrounding rural areas. Due to the current water shortages, water is rationed. The constraint is due to the raw pipeline which has a limited capacity of 16l/s while the pumps could deliver up to 30l/s. Currently there are two villages, namely the Debeza and Mission that are part of the scheme. Water does not reach them due to the topography of the area where a booster pump is required.

b. Mvumelwano Water Supply

Water is sourced from the Tsitsa River abstraction works, which had temporary gabion sump structure. The gabions were constructed to control silt have been washed away by floods. Water is pumped to a holding dam that requires to be desilted every 5 days. Raw water gravitates to the Mvumelwano WTW. The treated water is stored in two command reservoirs in the treatment works that gravitate to the town and surrounding villages.

c. Qumbu Town Boreholes

There are three boreholes that serve the town of Qumbu as well. This was first the scheme to supply the Qumbu Town and is still being utilised.

d. Sidwadweni Regional Scheme

Water is sourced from Nqadu Dam and gravitates to the Sidwadweni Water Treatment Works. Treated water is pumped to the two East and West Command reservoirs each with a capacity of 1Mℓ. The East Command Reservoir supplies Dr. Malizo Mphehle Hospital, Mhlakulo Health Centre and surrounding rural areas. The West Command Reservoir supplies the rural in the western side of the scheme. The current challenge is that the Dam has dried up due to the drought and it was affected by 2010 drought as well. Three boreholes were drilled and equipped to augment the scheme under the MISA Programme, the villages which benefited are Bele-Zingcukla, Eluxolweni and Malepelepe. In addition under the MWIG programme six boreholes were drilled and equipped to augment this scheme as well. ORTDM is planning to implement phase 6 of the scheme to augment the current source. On the upcoming phase 5Mℓ/d of raw water will be abstracted from Tsitsa River (WUL has been approved by DWS).

e. Tsolo Town Water Supply Scheme

ORTDM has recently upgraded the weir and the Water Treatment Works for the Tsolo Water Supply to resolve water challenges which have plagued the community.

There are two water sources namely; the Xhokonxa Weir in the Xhokonxa River and the Tikitiki Weir also in the Xhokonxa River. Water is pumped from both weirs to break pressure tank, which then gravitates to the Tsolo Water Treatment Plant. From the Tsolo WTW, treated water is pumped to command reservoir and then gravitates to the Tsolo town and surrounding villages.

f. Mjika Water Supply Scheme

Water is sourced from a weir in the Qololombana River, however the river yield has dried-up due to drought. The community is supplied from a nearby scheme through rationing. There are three other schemes in the area of Mjika, namely Qolombane, Gungululu and Mahlubini Water Supply Schemes and they are not affected by the drought.

2.5.1.2 Provision of Sanitation Services

In terms of basic services provisioning, the Municipality has significantly reduced the rural VIP sanitation backlogs. According to the Water Services Development Plan, the number of households still to be connected with VIP sanitation in 2016 was 74 835. This backlog, does not take into consideration, the eradication of the old corrugated iron structures that were implemented prior to the Municipality adopting a standard design for the VIP sanitation toilets. This target is considering only those households that were never provided with a VIP toilet.

Figure 7: Sanitation Backlogs per Local Municipality

The table below illustrates the various types of sanitation available to households across the ORTDM, the province, and national in 2016. The table shows that O.R. Tambo has the highest number on households without access to sanitation at 11%, while both the provincial and national figures are relatively lower at 8% and 2% respectively in 2016. Although rapid progress has been made in eliminating primitive means of sanitation, certain pockets in the district still operate in this manner. The ORTDM compares poorly when benchmarked against the provincial figures when it comes to access to sanitation.

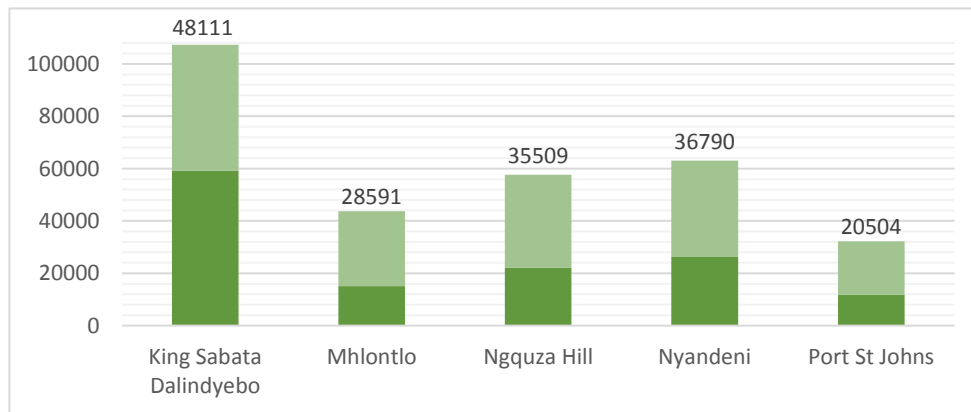


Table 10: Household by type of Sanitation Access

	Flush sewerage system	Flush with septic tank	Chemical	VIP	Eco toilet	Pit without ventilation	Bucket	Other	None
Ngquza Hill	670	232	5 768	41 710	16	5 978	3 175	330	2 345
Port St Johns	365	357	12 427	8 419	853	3 861	686	454	6 700
Nyandeni	565	265	11 124	38 915	15	7 871	87	878	2 263
Mhlontlo	904	234	3 647	24 101	301	9 522	43	984	2 732
KSD	27 146	939	13 827	47 630	1 358	12 548	438	3 470	7 929
Total	29 650	2 027	46 792	160 776	2 542	39 780	4 428	6 116	21 969
		Sub-Total: Above and at Minimum Service Level		241 787		Sub-Total: Below Minimum Service Level		72 294	
Total number of Households					314 080				

2.7.1.5 Water Security

The water requirements for the District Municipality are as follows:

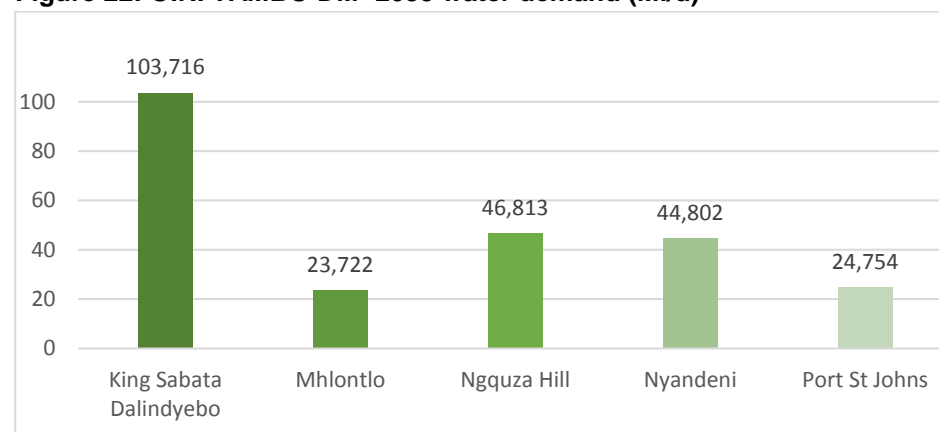
- 2015- 135 MI/day
- 2035- 244 MI/day

It is estimated that by 2035, KSD LM will be the largest water consumer in the ORTDM, requiring 40% of all water.

Table 30: Water security and water requirements

	O.R. Tambo	King Sabata Dalindyebo	Mhlontlo	Ingquza Hill	Nyandeni	Port St Johns
Groundwater (No. of BH with yield >5ℓ/s)	27	10	11	4	1	1
Surface water (No. of dams)	6	1	1	0	3	1
Water Demand (Mℓ/day)						
2015	135.85	66.13	16.64	19.79	21.78	11.52
2020	174.35	78.51	19.86	29.39	30.21	16.38
2025	214.26	91.36	23.19	39.38	38.93	21.41
2030	229.32	97.55	23.54	43.14	41.96	23.13
2035	243.81	103.72	23.72	46.81	44.80	24.75

Figure 22: O.R. TAMBO DM- 2035 water demand (Mℓ/d)



Source: Department of Water Affairs, Universal Access Plan, September 2017

2.5.1.3 Functionality

There are approximately 55 water supply schemes and 9 sanitation schemes within ORTDM aiming to serve the people at and above RDP standard and comprises of 1 461 km of bulk pipelines, 612 reservoirs and 70 pump stations. There are 28 Water Treatment Works (WTW) and 15 Wastewater Treatment Works (WwTW) within the WSA. No works has been accredited with blue or green drop certification. None of the total number of water supply schemes and none of the sanitation schemes are fully operational and has no refurbishment or upgrade requirements. Approximately 28% of the total number of infrastructure components has reached their useful life and 25% are in need of refurbishment. Based on the information provided above, the capital required to refurbish dilapidated infrastructure is estimated at R1.57 billion. The annual O&M budget required to ensure the operation of existing infrastructure is R 142 million. It is therefore of utmost importance that WSAs have relevant and recent asset registers in place as well as proper documented O&M procedures.

2.5.1.4 Communication and Customer Care Report & Waters Services Authority Report Customer Care And Communication Strategy

The municipality has a function communication and customer care unit, the unit performs this function for all the local municipalities inclusive of Ingquza.

The core functions of this unit are as follows:

- **Call center management** – Capturing of complaints that leads to the compilation of complaints register. Issuing of job card to plumber complaints received.
- **By-Laws Awareness campaigns** – Conducting roadshows on illegal connections (making people aware of the implications as a result of illegal connections)
- **Water restrictions awareness** – community awareness on water conservation and water use management through engagement with community leaders.
- **Notices of water disruptions or outages** – through loud hailing and community radio announcements and interviews
- Attend to community delegations on water related issues.

The unit is not fully manned due to staff shortages and that makes it difficult for the unit to communicate effectively with the consumers especially in the entire O.R Tambo District the unit is in the process of advertising for the vacant posts where other personnel will be focusing on all the Local Municipalities.

2.5.1.5 Water Services Authority

Blue drop system / Green drop system program

Water Services Institutions are thus compelled to provide the necessary information required to undertake a proper analysis on the quality of water services and performance and it remains illegal for Water Services Authorities and Water Services Providers to refuse, withhold or provide false information as specified in Section 82 of the Water Services Act (No 108 of

1997). It is therefore mandatory for O.R. Tambo District Municipality to participate in the BDS/GDS assessment.

Currently the municipality is not performing well in this regard due to the following challenges:

- Inadequate system controls for monitoring of water quality
- Aging infrastructure
- Non-compliance of process controllers as required by the regulations
- Non-compliance of drinking water and waste water quality

Free Basic Services

• Water Carting

The municipality, guided by the constitution and internal policies, continuously carts water to communities that do not have water schemes. Water is also carted to areas with prolonged water outages. There is one water tankers in Ingquza Hill, one is responsible for Lusikisiki and the other for Flagstaff.

During the 2018/19 financial year mid-term, the municipality carted a total of 150.1 million litres of purified water at a cost of more than R28 million. The budget for this function is always insufficient due too high demand for water carting by the communities.

For the 2019/20 financial year, the budget allocation for water carting is R20 000 000 for the entire District and it is deemed insufficient due to drought that is experienced throughout the district.

Water is also delivered to bereaved households, community Imbizos and events and community tanks that are installed in Ingquza LM areas (Lusikisiki and Flagstaff) without water. It is also too expensive to hire private water carting tankers.

- **Basic Social Services Packages – Indigent Benefits**

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free water & sanitation services the households are required to register in terms of the districts indigent policy. Indigent households need to be registered, a process which is reviewed annually. The challenge for the Municipality is to manage the Indigent Register and continuous updating of the register. This is a huge task and a proper management process and system to assist the Municipality is recommended. The table below shows the current status quo on the number of indigent households served in the O.R. Tambo DM.

Table 11: Status Quo of Indigent Households in the District

LOCAL MUNICIPALITY	NO. OF H/H	INDIGENT H/H	INDIGENT H/H PROVIDED WITH WATER	INDIGENT H/H PROVIDED WITH SANITATION
MHLONTLO	49 861	19 884	13 891	16 291
PSJ	30 951	16 818	10 220	11 115
INGQUZA	48 701	26 119	12 356	15 585
NYANDENI	70 145	48 702	20 962	25 367
KSD	105 240	41 290	20 385	23 415

Drought Relief Programme

The Department of Water Affairs has pointed out that in their statistics the O.R Tambo District Municipality is one of the Municipalities that is severely affected by drought. Drought meetings were held in the department and the O.R Tambo DM has identified its hot spots areas where drought is very

threatening such that the water restrictions are implemented in those areas. Ingquza Local Municipality is one of the Local Municipalities under O.R Tambo that was assessed by the National and Provincial Disaster Management Centres and it was identified as the most area affected by drought.

Water Conservation and Demand Management Program

As a WSA, the municipality is required to comprehensively implement the water conservation and demand management programmes. The following WCDM programs are being implemented by the municipality

- **Water Balancing** – the municipality performs monthly audits on water balancing and water losses.
- **War on leaks** – the Department of Water and Sanitation Services through O R Tambo District Municipality has identified 120 volunteers to be trained in the war on leaks program, the trainees are working in Ingquza Hill and KSD LM's

Table 12: Interventions

CHALLENGES	INTERVENTIONS
<p>Illegal or private connections: Communities illegally connect to the municipality water infrastructure. These connections increase water demand, due to the fact that the households use water in excess of what is allocated to them. Water leakages due to poor workmanship when illegal connections are done, causes more water losses.</p>	<p>Removal of illegal connections through bylaw enforcement. The municipality has managed to remove a substantial number of illegal connections and also shut down a number of illegal carwashes throughout the district.</p> <p>The water schemes in the rural villages were not designed for a higher level of service. This is the phase that will only happen when all citizens of this country has access to the basic level of service, or when the municipality has identified a pilot scheme to provide HLOS and collect revenue on the services provided. The criteria for pilot community will be determined by an adequate source of water, high population density, affordability and other aspects.</p>
<p>Drying water sources: South Africa is a semi-arid zone. The larger part of ORTDM rural villages' access water from standalone schemes. These schemes include boreholes, springs, weirs and other small schemes. During winter, these sources dry, leading to water shortages.</p>	<p>Implement Water Conservation & Demand Management programmes such as awarenesses on water harvesting methods.</p>
<p>Dilapidated infrastructure: The ORTDM inherited old infrastructure from the Department of Water Affairs. The infrastructure is ageing. Pipe bursts are more frequent, leading to water losses and sewage spillages. The budget focuses more on new capital infrastructure. There is limited budget for refurbishment, upgrading</p>	<p>Use the Master Plan as vehicle to lobby for more grant funding</p>

CHALLENGES	INTERVENTIONS
and operations and maintenance of the existing infrastructure	
<p>Supply versus demand: The day to day expansion of communities causes a high demand for water, whereas the supply from the water sources is limited. Rural Water Supply Schemes are designed to provide water at RDP standards which 200m walking distance and the supply of 6KL/hh/month or 25L / c/ d</p>	<p>Improved designs of Rural Water Supply Schemes to provide 60l/c/d for rural households. Upgrading urban water supply and construction of new plants to meet the current demand whilst estimating future demands.</p>
<p>Reporting and non-reporting of incidents</p>	<p>The Call Center was established to respond to all customer queries and complaints. The Office is in the CBD of Mthatha. Whenever the communities experience water outages, they must report through the toll free number of ORTDM (0800204067/ 047 531 0320 / 047 501 9106). The complaint is attended to immediately after being reported. Plumbers are always on stand-by to respond to pipe bursts and other matters that lead to the none supply of water and sewage spillages. The District Municipality has also recently a cellphone application called Thetha-Nathi, where residents can report incidents, and receive an immediate response. Suggestion boxes are provided in all magisterial towns of the five LMs. The purpose of suggestion boxes is to get feedback from the community on how the municipality can improve on its service</p>
<p>Undertemined water losses for treated and raw water</p>	<p>Installation of bulk metres in water treatments plants and reservoirs</p>

2.5.2 Electricity

The provision of electricity is the responsibility of Eskom, a State Owned Company. The District Municipality is involved in the planning process, with the exception of the KSD LM, where 70% of the households have access to electricity.

Most of the households in these municipalities are dependent on candles and paraffin as their source of energy for lighting. The district has an opportunity of pursuing renewable energy, given its ideal physical and climatic conditions (wind, solar, hydro). Other sources of renewable energy in the District also need to be studied and exploited as and where possible.

2.5.3 Roads and Public Transport Infrastructure

The Department of Roads and Transport, together with the DM, have developed an Integrated Transport Plan for the District. In terms of the approved District ITP, 78 projects have been identified that should be implemented in the ORTDM to address the transport-related needs of the area. The required budget over a period of five years, for the ITP is R 523 million. Detail on the expenditure is provided in the District ITP.

A number of the national, provincial and district roads are currently being upgraded or undergoing major refurbishment. Work continues on the main roads in the District, the N2 road from East London to Durban, and the R61 from Queenstown to Port St Johns. The very low historical investment in the access road network in the DM has resulted in very poor access to the major road routes. This not only isolates already impoverished communities from important livelihood socio-economic opportunities, but also inhibits economic development, making it expensive and difficult to move inputs and outputs from many parts of the District. In the 2018/2019 financial year the department had planned for the construction of Dumrhane in KSDLM and Xabane in Mhlontlo these two projects would require funding in excess of R 16 m only R 2.6 m was secured in the 2018/2019 financial year this has limited the department to sought contractors for only one road. The designs

for both projects have been completed and both roads are awaiting construction. The department anticipates that additional funding will be secured during the midterm budget adjustment so that the tender for Xabane can be advertised.

Table 39: The current status of roads in the O.R. TAMBO DISTRICT MUNICIPALITY

Road Category	Number of Kms in the District	Responsible Authority
National	136	National Roads Agency
Provincial	497	Provincial Dept. of Roads and Public Woks
District	2, 792	Regional Dept. of Roads and Public Works
Access Roads	2, 957	District and Local Municipality
Street and Internal	Unconfirmed	Local Municipalities

A specific priority of the district is the construction and maintenance of gravel access roads in rural areas. This category of roads is funded through the Municipal Infrastructure Grant (MIG) and Equitable Share funds. In that regard the department has managed to construct Ekhwezeni Access Road in Ward 27, Mqanduli KSDLM and Zanemali and Errol Spring roads in Mthatha. The construction of sidewalks in Mhlontlo is under construction albeit challenges due to lack of monitoring.

2.5.3.1 Rural Roads Asset Management Systems

Rural Roads Asset Management Systems (RRAMS) is the programme currently implemented by the department through grant that is received from National Department of Transport. The intention of the programme is to assist the local municipalities to better manage their roads through

systematic intervention by understanding the extent of the road network, its condition, backlog, maintenance budget required etc.

2.5.3.2 Arrive Alive Programs

Due to an increase in road deaths, the department joined arms with the national government in raising awareness by launching the Arrive Alive Campaign. The campaign is premised on cautioning and training road users on road carnage high risk factors. The campaigns also involved the training

2.5.3.3 Non-motorised Transport

Non-motorised Transport is defined as any form of transport or mobility that does not rely on electrical and/or fuel combustion-driven propulsion mechanisms. It includes modes such as walking, cycling, wheelchairs, handcarts, rickshaws and animal-drawn vehicles (e.g. horse-drawn and donkey carts). In the ORTDM Tambo District Municipality there is generally very little provision for pedestrian and bicycle travel. Sidewalks are generally in a poor condition and full of potholes. The ORTDM includes NMT in its planning by identifying needs in the district ITP, but implementation does not fall within the ambit of the DM.

2.5.3.4 Railways

A major infrastructure project in the district, is the Kei Rail initiative, aimed at revitalizing the rail line from Mthatha to East London. Substantial investment has been made in re-commissioning this rail line. It is envisaged that this rail line will be the central economic driver underpinning the Kei Development Corridor, i.e. a Developmental Zone within the district.

2.5.3.5 Airports

Mthatha Airport has fully functional and compliant with Civil Aviation Authority (CAA) safety standards. The Airport is currently closed however

of individuals in after-crash care, so as to reduce disabilities and deaths attributed to road accidents.

Improve road safety awareness of vulnerable road users such as pedestrians, passengers and drivers. This road safety awareness is extended to communities through the roll-out of the Community Road Safety Council operations. The level of participation in these awareness campaigns is strengthened through stakeholder engagement

ORTDM is making efforts to have the airport re-opened. The airport currently has a 2 kilometer runway which accommodates Boeings 737's aircrafts that can carry 150 passengers. In the current upgrading process of this airport, the first phase includes the construction of a bigger fire station that will accommodate two big fire engines worth R2.5 million.

The inadequacy of the runways at Mthatha Airport requires attention and planning for to accommodate the increased traffic flow that will result from increased commercial activity and tourism in the area. The South African National Defence Force (SANDF) has assumed responsibility for the project as and, initiative to up-grade the airport runway to an international standard which will then make it possible for all kinds of aircraft being able to use the airport.

2.5.4 Human Settlements and Housing Development

The O.R. Tambo DM views housing and related infrastructure delivery as catalysts for development and improved quality of life in previously disadvantaged communities, provide middle income housing, temporal and permanent assistance to people affected by disasters, rental housing and provision of social and economic facilities in the District. Under the Constitution of South Africa, 1996 and within the National Housing Act of 1997, the provincial and local government entities are compelled to provide adequate housing and infrastructure for their areas of jurisdiction.

LOCAL MUNICIPALITY	BACKLOG
Ingquza Hill	33 502
King Sabata Dalindyebo	22 000
Mhlontlo	38 749
Nyandeni	41 892
Port St Johns	22 000
GRAND TOTAL	158 143

The predominant settlement pattern in O.R. Tambo District

is based upon the rural village with grouped homesteads dispersed along ridge crests in the uplands or in the valleys on flatter land. There is also human settlements developments in urban areas at a smaller scale. Areas along the coastline are sparsely populated due to difficult terrain and the legislation prohibiting people building houses along the coast which result to people tending to locate their homes inland. Migration has contributed to the growth of Mthatha and the service centres of Lusikisiki and Port St Johns. There has also been substantial growth along the N2 corridor from East London through Mthatha to Kokstad.

2.5.4.1 Land Needs

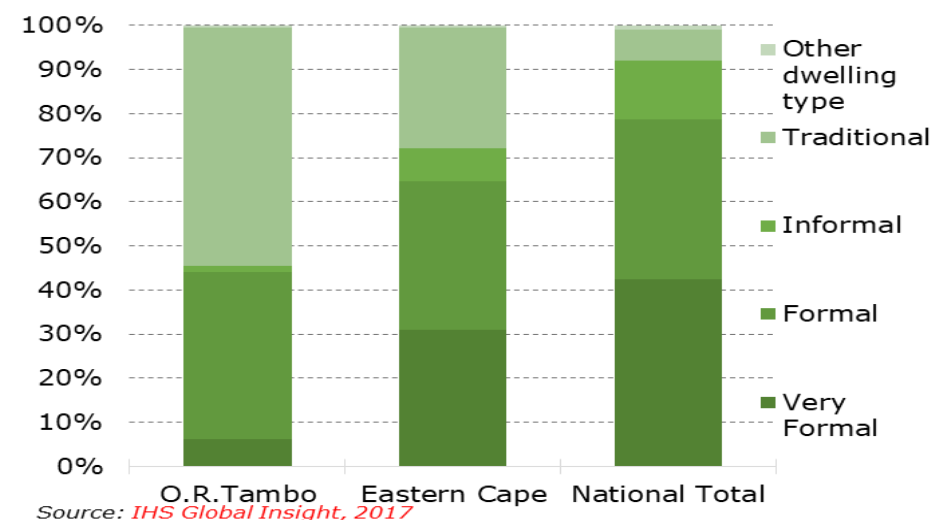
The region of the O.R.Tambo District Municipality with the highest number of very formal dwelling units is the King Sabata Dalindyebo Local Municipality with 17 500 or a share of 89.37% of the total very formal dwelling units within O.R.Tambo District Municipality. The region with the lowest number of very formal dwelling units is the Nyandeni Local Municipality with a total of 355 or a share of 1.82% of the total very formal dwelling units within O.R.Tambo District Municipality.

Human Settlements is a provincial competence. The ORTDM submit business plans for the development of Human Settlements in the region. The District is experiencing a backlog of more than 158 000 houses. The DM has experienced a number of disasters in the recent past and the demand for temporary shelters and permanent housing has increased rapidly.

2.5.4.2 Backlog Information and Housing Needs

ORTDM has a housing backlog of approximately 158 143 houses. Nyandeni LM has the highest number of backlogs at, 41 892, whilst PSJ and KSD are the lowest at 22 000 respectively. The table below outlines the backlogs per the Census results of 2011.

Table 42: Housing backlogs per local municipality



Source: IHS Global Insight, 2017

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2006 the number of households not living in a formal dwelling were 180 000 within O.R. Tambo District Municipality. From 2006 this number decreased annually at -0.01% to 180 000 in 2016.

Challenges	Interventions
<p>Gaining access to developable land in good locations for housing development has proven to be a major challenge in the province due to land claims and invasions. Land values are the highest where development is desirable and the available funding does not cover the acquisition of such prime land for housing development. The result has been that, land has been acquired far away from economic opportunities and thus has resulted in the perpetuation of social segregation and the marginalization, especially for low-income households in the District.</p>	
<p>The rate of response to disasters (temporary shelters) has been slow putting enormous pressure on the District and the LMs</p>	
<p>There is slow up-take of other forms of Human Settlements in the District e.g. Social Housing, FLISP, Private residential clusters etc., as there is minimal serviced land in Local Municipalities which contributes negatively to human settlements development, as availability of services is a key requirement in urban development programmes</p>	
<p>Most of the available land in LMs is under land claim or land invasions</p>	
<p>Shortage of SABS approved material suppliers within the OR Tambo Region</p>	
<p>Scattered sites</p>	
<p>Slow delivery of housing</p>	
<p>Poor quality work by emerging contractors</p>	

Challenges	Interventions
Poor quality work by emerging contractors	
Financial planning not in line with priorities	
Difficult terrain is a major challenge and it results in double and sometimes triple handling of construction materials	

2.6 COMMUNITY SERVICES

Overview of the Community Services function

Table 13: The Powers and Functions of ORTDM and its LMs

	O.R. Tambo	KS D	Nyandeni	Ingqiza Hill	Mhlontlo	PS J
Fire fighting	Yes	Yes	Yes	Yes	Yes	Yes
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	Yes
Disaster Management	Yes	No	No	No	No	No

ORTDM performs the functions tabled above in terms of the Municipal Systems Act. However the ORTDM performs additional roles in the district these include Sport, Recreation, Arts, Culture, Heritage, Libraries, Information and Education Services, Arts, Culture and Heritage, Library, Information, and Education and Provision of Human Settlements.

The Department of Community Services seeks to ensure safe and secure community livelihoods. These livelihoods are diverse in nature and need a collective effort of various role players which include Government Departments, Community Structures, and Non-Governmental Organizations, hence a need for a Social Needs

Cluster. The directorate of Community Services is composed of five Sections:

2.6.1 Status Quo

2.6.1.1 Sport, Recreation, Arts, Culture, Heritage, Libraries, Information and Education Services

To ensure the development of Sport, Recreation, Arts, Culture, Heritage, Libraries, Information and Education Services and capacity building to coordinate implementation of such activities and link to economic development. This includes preservation and conservation of heritage resources.

Ensure development of Sport, Heritage, Arts, Culture, Libraries, Information and Education Services

Capacity building and coordination of implementation of sports, heritage arts, culture, libraries, information and education development is done. This includes football clinics for talent identification, support to mayoral cups tournaments, support to various sport codes in all LMs in the form of kits and sport equipment, capacity building for coaches, Athletics Federation officials, District Sport Council, transfer of sport facilities, District heritage structure strengthened, and celebration of significant heritage days. Challenges include:

Initiatives in this regard are as follows:

- Hosting of O.R. Tambo Games.
- Support to O.R. Tambo Body Building Athletes.

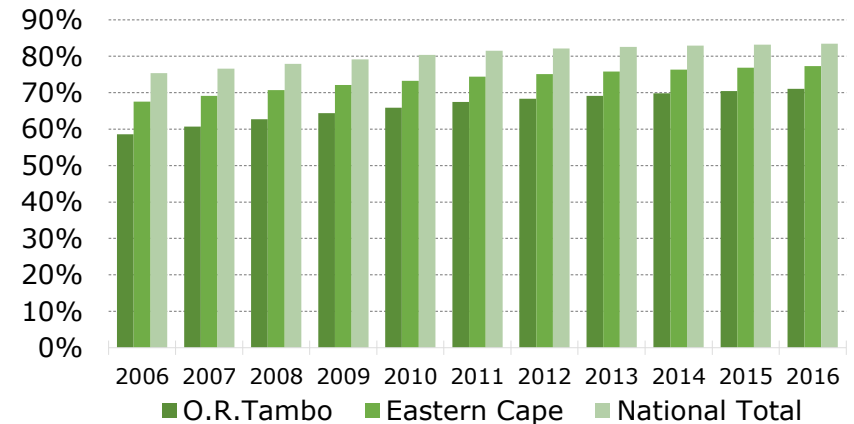
- Support to O.R. Tambo People with Disability Annual General Meeting.
- Support to O.R. Tambo Sports Confederation.
- Support to School Sports.
- Hosting of Ingquza Hill Ward 08 Tournament.

2.6.1.2 Functional Literacy

Functionally literacy is a measure of the ability to read, write and spell at a Grade 7 level. Such a qualification will stand the holder in good stead in society and the work place. In 2016 the literacy rate of 71.4%, in the district, was lower than that of the province at 76.5% and South Africa at 83.0%. The functional literacy increased by 0.12 percentage points over the period 2006 to 2016. This was higher than that for the Eastern Cape and South Africa, both of which reported increases of 2.1% and 1.5% respectively during this period.

In 2015, there were 639 101 literate people in ORTDM Tambo District Municipality and 268 572 considered to be functionally literate. This equates to 70.4%; is up by 5.7% percentage from 64.7% in 2011. Compared to the Province, ORTDM's literacy rate is still lower than that of Eastern Cape Province. King Sabata Dalindyebo Local Municipality, at 75.3%, has the highest literacy rate. The lowest literacy rate of 62.1% is in the Port St Johns Local Municipality.

Figure 8: Functional literacy rate o.r. tambo district municipality, 2006-2016



Source: IHS Global Insight, 2017

Table 14: Education levels per local municipality

	Ingquza Hill	Nyandeni	Port St Johns	Mhlonlo	King Sabata Dalindyebo	O.R. Tambo	Eastern Cape	South Africa
No schooling	19 100	20 200	12 900	11 100	36 200	99 600	323 000	2 340 000
Grade 0-2	5 460	5 330	4 040	3 600	7 430	25 800	122 000	702 000
Grade 3-6	27 800	24 300	15 500	17 200	31 700	117 000	560 000	3 160 000
Grade 7-9	33 500	37 200	17 700	27 900	56 200	172 000	934 000	6 020 000
Grade 10-11	31 900	35 600	14 700	23 600	61 000	167 000	965 000	8 240 000
Certificate/ diploma without matric	330	391	96	407	1 210	2 430	14 800	183 000
Matric only	17 600	23 000	9 770	12 500	51 900	115 000	840 000	10 000 000
Matric certificate and diploma	4 380	4 170	1 600	2 460	13 700	26 300	179 000	1 910 000
Matric and Bachelor's Degree	2 780	2 890	1 110	1 530	13 700	22 000	144 000	1 660 000
Matric and Post Grad Degree	1 120	935	413	545	4 090	7 100	50 500	697 000

IHS, Global Insight, 201

Table 15: Number of Schools, FET Colleges and Universities per local municipality in the district

MUNICIPALITY	PRIMARY	COMBINED	SECONDARY	FET COLLEGES	UNIVERSITY
Ingquza Hill	66	123	22	1	-
KSD	80	220	58	1	1
Mhlontlo	75	152	29		-
Nyandeni	71	162	30		-
Port St Johns	60	73	13		-
Total	352	730	152	2	1

Eastern Cape Department of Education, 2016

Lack of Education

Table above shows that over 500 000 of ORTDM’s residents do not have any formal education that is approximately 35% of the population. Furthermore ORTDMs function literacy is lower than that of the Province and National. Lastly Table XXX shows tat there are just over 150 secondary schools and 730 Combined schools against of over 550 000 people of school going age.

Other Challenges

- Lack of facilities that improve livelihoods and social cohesion of communities such as Multi centers and adequate sports grounds.
- Lack of promotion of social cohesion activities that will promote and strengthen the community’s heritage.
- Lack of investment in sports,culture and heritage.

2.6.1.3 Municipal Health Services

Environmental Healthmprises those aspects of Human Health, including the quality of life, that are determined by physical, chemical, biological, social and psycho-social factors in the environment. It also refers to the theory and practice of ascertaining, correcting, controlling and preventing those factors in the environment that can potentially adversely affect the health of present and future generations.

Scope of Practice of MHS includes the following:

Monitoring water quality and availability, for instance, water samples are taken for both chemical and bacteriological analysis. Waste water treatment and water pollution control, including the disposal of sewage and other water borne waste.

Control food safety in respect of acceptable microbiological and chemical standards and quality of all food for human consumption and optimal hygiene control throughout the food supply chain from the point of origin, all primary ground, or raw products production up to the point of consumption.

The District Municipal Health Services has been authorized to enforce Food Cosmetics and Disinfectant Act.

the Extended Public Works Program. Council has approved funding for these programmes in the 2018/19 budget, as there were no funds available within EPWP grant, R 2,6 m for 2018-19 has been sourced from the Equitable share programme.

HIV/AIDS Estimates

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV

Table 16: HIV estimates and AIDS estimated deaths per local municipality (2011-2016)

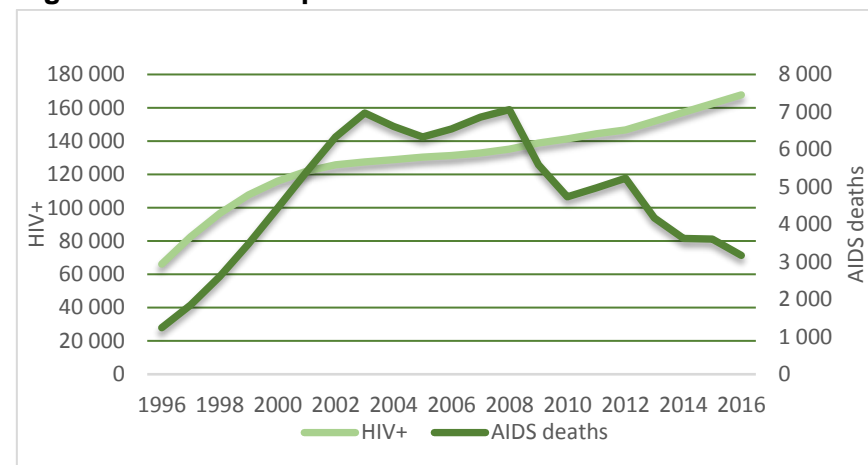
	HIV Estimates						AIDS Death Estimates					
	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016
Ingquza Hill	27 874	28 293	29 313	30 304	31 723	32 263	957	-	800	694	689	606
Nyandeni	29 773	30 243	31 362	32 460	33 542	34 657	1 025	1 077	860	747	744	655
Port St Johns	15 091	15 294	15 822	16 335	16 838	17 355	521	545	433	374	371	326
Mhlontlo	19 677	19 753	20 277	20 804	21 339	21 915	701	729	575	495	490	429
King Sabata Dalindyebo	52 053	53 059	55 209	57 325	59 420	61 564	1 772	1 874	1 501	1 311	1 314	1 157
O.R. Tambo	144 468	146 642	151 982	157 229	162 412	167 755	4 956	5 228	4 169	3 621	3 608	3 173
Eastern Cape	677 459	692 851	713 912	738 076	762 249	787 626	24 074	25 588	20 271	17 642	17 641	15 473
South Africa	5 961 844	5 767 427	5 88 632	6 014 312	6 140 143	6 285 493	216 018	229 481	181 388	159 681	159 415	136 708

In 2016, South Africa had a total of 6 285 493 people who were HIV+. Between 2011 and 2016 this increased at an average rate of 2.9 rate per annum. The Eastern Cape had a similar profile with 11.3% of the population being HIV+, but growing at a faster rate of 2.5% per annum.

The average per annum growth in the number of HIV+ people in O.R. Tambo District Municipality, is similar to that of the province, at 2.5%, but has a lower percentage (11.1%), of people living with the disease. The local municipality affected the worst is the King Sabata Dalindyebo Local Municipality, where the HIV+ incidence grew at a rate of 2.8% per annum from 2011 to 2016.

In 2016, 3 173 people lived with AIDS, the next stage of the HIV disease, lived in the ORTDM. On reaching the final stage(s) of the disease, recovery is highly unlikely for the majority of people. It is therefore, significant and worth mentioning when reaching the final stage of the disease, recovery is very unlikely and most of them will not live much longer. The number of people living with AIDS decreased at a rate of 5.4% annually between 2011 and 2016, and in 2016 represented 0.22% of the total ORTDM Tambo District

Figure 7: HIV+/AIDS profile oliver tambo district 2016



Health Facilities

Eastern Cape Province has 992 health facilities that are made up of 164 non-fixed, 721 fixed clinics and 41 Community Health Centres whilst the hospitals are 66 (ECDOH Annual Performance Plan 2015/16). ORTDM has 182 health facilities tabulated in table 2.11 made up of 11 mobiles, 135 fixed clinics, 10 Community Health Centres, 9 district hospitals, 2 Regional hospitals and 1 tertiary hospital. There are 5 private health facilities made up of 2 private hospitals and 3 non-medical sites. This makes up 17.4% of the total facilities in the Eastern Cape. The majority of the hospitals in the O.R. Tambo District Municipality are generally in the rural areas with only 3 out of 12 hospitals are in the urban area. Only 4 out of 145 Primary Health Care facilities are in the urban area whilst 141 are in the rural area. The National Department of Health is currently driving an active programme of refurbishing health facilities. Fifteen (15) PHC facilities have been provided with additional consulting rooms that are

equipped with medical equipment. These structures have improved the space, especially in the previously small health facilities. The Provincial government is continuing with the programme of construction of health facilities. However the department is still beset with challenges with the recruitment and retention of qualified staff at the rural institutions. Sometimes, shortage of medicines and other medical supplies are experienced. The sector has adopted a policy of prioritising the refurbishment of access roads to rural clinics, as well as reconstruction of roads to rural hospitals. The ORTDM is also prioritising the supply of water and sanitation to clinics and has a programme underway to address this issue.

Table 17: Number of Health Facilities in the O.R. Tambo District

HEALTH FACILITIES	NUMBER
Clinics	135
Community Health Centre	10
Correctional Centre	4
Crisis / Victim Empowerment Centre	3 (Sinawe, Thuthuzela and Thembelitsha)
District hospital	9
EMS	1 main base in Mthatha and satellite stations
Mobiles	11
Non-medical sites	3
Private hospital	2
Provincial Central hospital	1
Regional hospital	2
Psychiatric hospital	0
Specialised Orthopaedic hospital	1
Specialised TB hospital	0

HEALTH FACILITIES	NUMBER
TOTAL	182

Eastern Cape Department of Health, 2016

Spread and Combat of diseases

In 2016, 167 755 people in O.R. Tambo District Municipality were infected with HIV. Between 2011 and 2016 the number of people infected, increased at an average rate of 2.5% per annum. By 2016, 11.1% of the O.R. Tambo District Municipality population was infected with HIV. The above statistics clearly shows that the H.I.V. disease is spreading rapidly, This presents challenges at both social and economic levels, As the Virus spreads more resources will be spent towards health care, Table **XXX** shows that there are 182 health facilities in the district a more rapid spread of H.I.V. may put a strain on the already existing infrastructure.

Other Challenges

- High death rate of initiates.
- Illegal dumps, recurring dumping of miscellaneous (debris and general refuse) waste in vacant plots and open fields.
- Insufficient data regarding notifiable diseases received from the reporting institution or health facilities.
- Late reporting of notifiable diseases.

2.6.1.4 Fire and Disaster

The district is characterized by low levels of education. The following table indicates that KSDL, Ingquza Hill and Nyandeni LMs have the highest number of people with schooling. KSDL also has the

highest number of people with secondary and tertiary education, probably due to the location of the Walter Sisulu University and many secondary schools in Mthatha.

- **Fire and Emergency Services** which deals with emergency rescue and response in an integrated manner including institutional capacity and preparedness to ensure the management and mitigating of response for fire and emergency risks.
- Disaster Risk Management involves implementation of measures through integration and streamlining in planning and project management processes by all municipal departments and entities including external stakeholders focusing on:
 - Prevention and Risk Reduction,
 - Mitigation,
 - Preparedness
 - Rapid and effective response,
 - Post disaster Recovery, Relief, Rehabilitation and Reconstruction.

Disaster Risk Management

The O.R. Tambo Disaster Risk Management Centre has been established in terms Part 2 section 43 of the Disaster Management Act, 57 of 2002 and has a responsibility to guide; coordinate and monitor the implementation of the Act; the National Disaster Management policy framework; the O.R. Tambo Disaster Management policy framework by the district municipality, its local municipalities, municipal departments; the private and public entities, communities, Non-governmental organisation and society at large. The disaster centre is physically located at the district municipality

premises in Myezo, Mthatha. Five satellite centres have been established in Nyandeni (Libode), Mhlontlo (Qumbu), PSJ and Ingquza Hill (Lusikisiki). In compliance with the disaster management policy framework of the district.

The main objective of the function is;

- To advocate and facilitate the integration of disaster risk management in planning processes by all municipalities and society within the district.
- To ensure uniform application and implementation of the Act and policy frameworks of national; provincial and local government spheres.
- Water resources shortages;
- Lack of information flowing within the District with regards to programs to allow smooth participation;
- Control centres (Disaster & Fire Services) are fully operational but not fully integrated with other District key stakeholders e.g. traffic, Emergency Medical Services (EMS)

Challenges Include

- High susceptibility to veld fires due to the geography and climate of ORTDM.
- Scattered settlements without access roads and the general surface area of the ORTDM make it difficult to respond to emergencies timeously.

2.6.1.5 Community Safety and security

In order to prioritize Crime prevention & law enforcement, District and Local Safety Forums have been strengthened in various areas with the Department of Safety and Liaison. Circuit 6 under Bityi and Mthatha Northern as well as Sport against Crime Programmes have also been implemented by the District Municipality. Coastal Safety Programmes have been implemented in four coastal local municipalities and 2 inland Municipality with water falls

The O.R. Tambo Region runs on a coastal plateau as thus has vastly utilised oceans. The oceans are used for recreational as well as other reasons which is why the municipality has made an effort to strengthen coastal safety. The initiative is the sole responsibility of the District Municipality and has in that regard employed 160 people (80 patrollers and 80 Life Guards) for five months (May to December 2019). The program was previously funded by the Extended Public Works Program. Council has approved funding for these programmes in the 2018/19 budget, as there were no funds available within EPWP grant, R 2,6 m for 2018-19 has been sourced from the Equitable share programme.

Crime Index

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

In 2015/2016, the King Sabata Dalindyebo Local Municipality has the highest overall crime rate of the sub-regions within the overall O.R. Tambo District Municipality with an index value of 70. Mhlontlo Local Municipality has the second highest overall crime index at 61.8, with Nyandeni Local Municipality having the third highest overall crime index of 50.1. It is clear that all the crime is decreasing overtime for all the regions within O.R. Tambo District Municipality. Port St Johns Local Municipality has the second lowest overall crime index of 47.3 and the Ingquza Hill Local Municipality has the lowest overall crime rate of 35.4.

Table 18: Crime index per local municipality 2015/16

MUNICIPALITY	INDEX
Inqguza Hill	35.43
Nyandeni	50.07
Port St Johns	47.32
Mhlontlo	61.77
King Sabata Dalindyebo	70.05
O.R. Tambo	54.98
Eastern Cape	92.53

Source: IHS, Global Insight, 2017

High Crime Rate

- Table XXX shows that while crime at ORTDM is relatively lower than the Eastern Cape a crime index of 54.98 is still too high. Crime continues to affect the livelihoods of communities this generally causing social unrest and increased social ills.
- Increased violence at schools.
- High frequency of disasters which generally require urgent intervention.

Table 19: Community Services Interventions

Challenge	Intervention
Lack of Education	<ul style="list-style-type: none"> • Support to School Sports: Two Senior Secondary Schools from (Toli SSS Ports St Johns Local Municipality and Ngubeszwe SSS from KSD) were supported with Sports equipment. • Poor Performing Schools – various schools were supported with learning materials in order to improve pass rate. • Literacy Programs – such as International Literacy and National Book Week. • Capacity Building Program – six (6) Public Librarians were supported with Conference Registration Fee in order to attend LIASA (Library and Information Association of South Africa) Annual Conference at Gauteng Province. • Marketing and Promotion of Mobile Library – the Unit co-ordinated and facilitated the removal of Modular Library Unit (PSJ LM, Mgazana A/A, Mqhakama J.S.S., Ward-3) to Tombo Art Centre (PSJ LM, Tombo A/A, Ward-4). • Mobile Library Launch – the Unit also co-ordinated and facilitated the launch of Mobile Library Truck at Gengqe S.S.S. (KSD LM, Gengqe A/A, Ward-21). • Support to schools through the star schools programme
Lack of facilities that improve livelihoods and social cohesion of communities such as Multi centers and adequate sports grounds.	<ul style="list-style-type: none"> • Hosting of O.R. Tambo Games • Support to O.R. Tambo Body Building Athletes • Support to O.R. Tambo People with Disability Annual General Meeting • Support to O.R. Tambo Sports Confederation • Ingquza Hill Ward 08 Tournament • Support to Athletics (Elliot Madeira Pharmacy): Sports, Arts and Libraries section offered to support with 1000 T-Shirts for 42 KMs
Lack of promotion of social cohesion activities that will promote and strengthen the community's heritage.	<ul style="list-style-type: none"> • Hosting of O.R. Tambo DM Choral Festival • O.R. Tambo DM Cultural Carnival • Support to Visual Art and Craft: The municipality accommodated and transported 5 O.R. Tambo Visual Artists to attend MACUFE in Bloemfontein from 29 September-06 October 2017. • Capacity Building for O.R. Tambo film makers • Capacity Building for Dance and Drama practitioners • Heritage Development: Paving and landscaping of the battlefield site at the bottom of the hill at Ingquza Hill Heritage site.
Lack of investment in sports,culture and heritage.	<ul style="list-style-type: none"> • No initiatives being impelented currently.

2.5 LOCAL ECONOMIC DEVELOPMENT

2.5.1 Overview of Local Economic Development

	O.R. Tambo	KSD	Nyandeni	Ingquza Hill	Mhlontlo	PSJ
Local Tourism	Yes	Yes	Yes	Yes	Yes	Yes
Municipal Planning	Yes	Yes	Yes	Yes	Yes	Yes

ORTDM performs the functions tabled above in terms of the Municipal Systems Act. However the ORTDM performs additional roles in the district these include:

- Agricultural Development and Agro-processing;
- Blue Economy;
- Forestry Development, Afforestation and Processing;
- Enterprise and Co-operatives Development;
- Trade and Investment Promotion;
- Rural Development (Spatial Planning of the region);
- Green Economy; and
- Economic Infrastructure Development

2.5.2 Legislative Requirements

The department has to ensure compliance or adherence to the Constitution of the Republic of South Africa, National Spatial Development Perspective, Municipal Systems Act, LED White Paper, Industrial Policy Action Plan, National Development Plan, and

Provincial Development Plan among other policies in its mandate to coordinate developmental initiatives of the district and monitor implementation of priority programmes.

2.5.3 Status Quo

2.5.3.1 Agricultural Development and Agro-processing

The department is currently undertaking several initiatives that seek to develop agriculture and to encourage communities to participate in agriculture. There are initiatives currently being undertaken for example the Wild Coast SEZ a multi-million Rand project that seeks to increase agricultural production and processing capacity in the District.

2.5.3.2 Forestry Development, Afforestation and Processing

There are initiatives being implemented by the department to support small scale saw millers and rehabilitation of wood lots.

2.5.3.3 Enterprise and Co-operatives Development

Part of the initiatives aimed at developing co-operatives and enterprises include formalising and regulating (quarry and sand) Mining Industry, support to informal traders, and development of incubation hubs.

2.5.3.4 Trade and Investment Promotion

Engagement with various key stakeholders both in the public and private sector in an effort to encourage investment in the ORTDM.

2.5.3.5 Green Economy

Initiatives to promote the development of the green economy include the development of aqua-culture and marine-culture.

2.5.3.6 Economic Infrastructure Development

Engagement with various key stakeholders both in the public and private sector in an effort to encourage the development of key infrastructure such as roads, access roads that will facilitate increased economic activity in the ORTDM.

2.5.4 Key Demographics and Trends

2.5.4.1 Dependency Ratio

The dependency ratio is the ratio between the number of dependents, aged 0-14 years and those over the age of 65 years, to the total population aged 15-64. The high number of children in the District leads to high levels of dependency. In 2016, 38.95% of the population in the O.R. Tambo region was between the ages 0-14 and 6.47% older than 65 years. In the same year the population group in the region that could be economically active (15-64 years) was at 54.58% compared to 56.8% of the province as a whole. This is evident in the Local Municipalities (LMS), with the exception of KSDLM being higher than the provincial figure. In 2018, Port St Johns and Ingquza Hill recorded the highest dependency ratios.

Table illustrates the changes in dependency between 2011 and 2016.

TABLE : DEPENDENCY RATIOS PER LOCAL MUNICIPALITY

Municipality	2011 (%)	2016 (%)
Ingquza Hill	91.6	89.4
Nyandeni	85.2	82.4
Port St Johns	92.9	90.1
Mhlontlo	83.7	81.6
King Sabata Dalindyebo	66.8	61.8
O.R. Tambo	80.5	76.9
Eastern Cape	65.9	67.9

Community Survey, 2016

2.5.4.2 Migration Patterns

During colonial and apartheid times, the District experienced high levels of migration. Firstly from the District to other parts of the country, and secondly within the District, from rural to urban and peri-urban areas. This migration, mainly for economic life style reasons, has had a significant impact on the district's economy and the trajectory for development.

Studies on migration in the province provide important insights into this phenomenon in the district. While it is estimated that 5.6% of economically active individuals in the province migrate, it is 6.2% in the ORTDM. The studies also indicate that more than 80% of migrants from the province, are from rural areas. Since the early 1990s, the majority of these migrants headed for the bigger metropolitan areas, especially Cape Town and Johannesburg, rather than local or regional urban centres.

2.5.4.3 Gini Co-efficient

The Gini coefficient measures the inequality among values of a frequency distribution (for example, levels of income). A Gini coefficient of zero expresses perfect equality, where all values are the same (for example, where everyone has the same income). A Gini coefficient of 1 (or 100%) expresses maximum inequality among values (e.g. for a large number of people, where only one person has all the income or consumption, and all others have none, the Gini coefficient will be very nearly one).

The following table and figure shows the frequency distribution of income levels in ORTDM between 2011 and 2015, using the Gini co-efficient.

TABLE: GINI CO-EFFICIENT OF O.R. TAMBO RELATIVE TO PROVINCIAL AND NATIONAL 2011-2016

Municipality	2011	2012	2013	2014	2015	2016
Ingquza Hill	0.54	0.55	0.55	0.55	0.56	0.564
Nyandeni	0.52	0.52	0.53	0.53	0.54	0.541
Port St Johns	0.51	0.51	0.51	0.50	0.51	0.531
Mhlontlo	0.51	0.52	0.53	0.54	0.54	0.543
King Sabata Dalindyebo	0.59	0.60	0.60	0.60	0.60	0.605
O.R. Tambo	0.56	0.57	0.57	0.57	0.57	0.56
Eastern Cape	0.61	0.62	0.62	0.61	0.61	0.61
South Africa	0.64	0.64	0.64	0.64	0.63	0.63

Source: IHS, Global Insight, 2017

This indicator of inequality (see Figure 8 below) indicates that inequality is slightly lower in the district than in the EC and South Africa. In 2016, income inequality in ORTDM was lower at 0.56 than that of the provincial and national level which was at 0.61 and 0.63 respectively. Comparing the Local Municipalities' Gini coefficient, it is clear that the inequality in the distribution of income per municipality is improving. King Sabata Dalindyebo with the highest GVA and GDP also has the highest Gini coefficient at 0.605.

2.5.4.4 Human Development Index (HDI)

The Human Development Index is a composite statistic of life expectancy, education and per capita income indicators, which are used to rank regions into four tiers of human development.

The Human Development Index (see XXX and XXX) is a more significant indicator of poverty in the area, than the GINI coefficient. In 2016, ORTDM had an HDI of 0.528, which is significantly lower than that of the Eastern Cape with an HDI of 0.593 and South Africa with 0.651. It is noted that there is improvement in the HDI of all three regions, however there is still considerable scope for improving the living standards of the people living in the ORTDM. The increases in the standard of living from 2011 to 2016 could most likely be attributed to improved conditions arising from the increase in and improvement of basic infrastructure, social services and access to welfare grants. Yet, these improvements in the district are not on par with those in the province and in South Africa over the same period of time. Even though conditions have improved from a relatively low

base, they have improved at a lower rate than that for many other regions in the country.

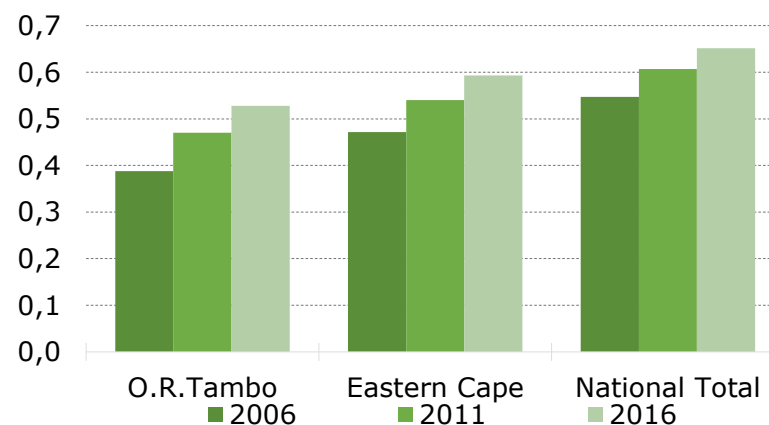
Table XXX and Figure XXX illustrates the Human Development Index per LM within ORTDM

TABLE: HUMAN DEVELOPMENT INDEX PER LOCAL MUNICIPALITY 2011-2015

	2011	2012	2013	2014	2015	2016
Ingquza Hill	0.44	0.46	0.49	0.51	0.51	0.5
Port St Johns	0.41	0.43	0.45	0.47	0.47	0.47
Nyandeni	0.45	0.47	0.49	0.51	0.52	0.507
Mhlontlo	0.47	0.48	0.51	0.53	0.54	0.524
King Sabata Dalindyebo	0.52	0.53	0.55	0.57	0.57	0.571
O.R. Tambo	0.47	0.49	0.51	0.53	0.54	0.528
Eastern Cape	0.54	0.56	0.58	0.59	0.59	0.593
South Africa	0.61	0.62	0.64	0.65	0.65	0.651

Source: IHS Global Insight, 2017

FIGURE : HUMAN DEVELOPMENT INDEX PER LOCAL MUNICIPALITY 2006-2016



Source: IHS Global Insight, 2017

2.5.4.5 Poverty levels

Poverty is multifaceted and can be defined through the following:

- lack of income;
- lack of employment;
- lack of basic services;
- no or limited ownership of assets;
- social exclusion;
- inability to take part in decision making and
- Inability to afford basic needs.

According to the 2015 Global Insight Report, 525 586 people around 30.1% of the total population in ORTDM lived below the poverty line. This is 9.5% down from 540 425 living below the poverty line 2011. At a national level 11 979 708 people were living below the poverty in 2015.

Table 12 indicates the number of people per local municipality living below poverty line within O.R. Tambo District Municipality.

TABLE 12 NUMBER OF PEOPLE LIVING BELOW THE POVERTY LINE PER LOCAL MUNICIPALITY 2011 - 2015

	2011	2012	2013	2014	2015
Ingquza Hill	122 738	124 252	121 895	124 338	120 331
Port St Johns	72 937	77 076	77 050	78 927	76 176
Nyandeni	125 024	127 014	122 386	121 566	116 317
Mhlontlo	72 073	71 167	67 148	66 387	62 463
KSD	147 653	151 710	150 195	154 368	150 000
O.R. Tambo	540 425	551 219	538 673	545 687	525 586
Eastern Cape	1 938 323	1 973 581	1 943 692	2 014 849	1 951 837
South Africa	11 106 734	11 657 182	11 669 295	12 172 032	11 979 708

Source: IHS Global Insight, 2016

2.5.4.6 Social Welfare Grant Dependency

Household dependency of Government grants is a given in the Eastern Cape. The ORTDM with 75.1% has the highest percentage of households receiving grants in the province, receiving grants. Welfare grants are a very important component of the household

incomes and livelihood strategies of the majority of families receiving grants. Grants represent around 20% of the total income in a district. While the District, on the one hand, seeks to maximize access to grants for eligible households, it must also, on the other hand, endeavor to reduce the grant dependency for households by increasing their access to economic opportunities. Figures 12-18 illustrates the number of beneficiaries of Social Welfare Grants per local office.

2.5.4.7 Economically Active Population

The economically active population (EAP) is defined as the number of people between the ages of 15 and 65 who are able and willing to work. It therefore includes both employed and unemployed persons. However when Global Insight applies the official definition of the EAP those people who are unemployed and have not taken steps, recently, to find employment are considered to be not economically active and therefore not included in the total count.

In 2016, the EAP in ORTDM constituted 19.76% of its total population of 1.47 million. KSDLM had the highest economically active population at 25.91% of its total population, whilst Port St Johns LM had the highest unemployment rate of 41.0 % of its population.

Table XXX indicates that ORTDM's district municipalities EAP increased from 2011 to 2016

Table: Comparison of economically active population across municipalities in the ORTDM 2016

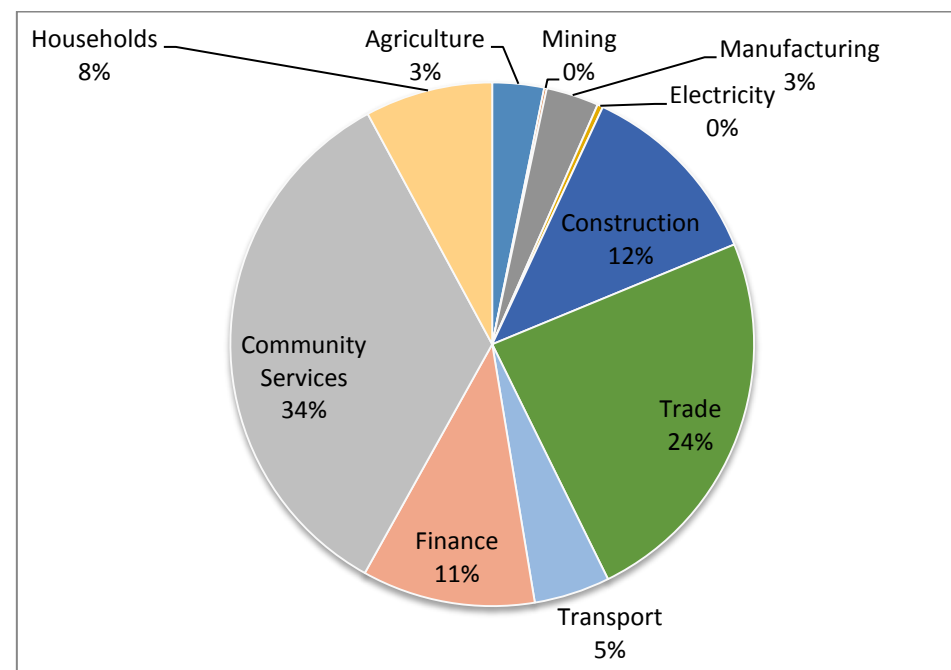
Municipality	Economically active population (official definition)	% of total population	Number of unemployed people (official definition)	Unemployment rate (Official definition) (%)	Number of employed people
Ingquza Hill	51 700	16.29	21 800	42.2	24 600
Port St Johns	22 100	13.15	9 080	41.0	15 700
Nyandeni	51 000	16.29	18 900	37.0	20 200
Mhlontlo	37 600	19.38	15 300	40.6	23 600
King Sabata Dalindyebo	128 000	25.91	38 900	30.2	100 000
O.R. Tambo	291 000	19.76	104 000	35.7	185 000
Eastern Cape	2 070 000	25.53	614 000	29.7	1 460 000
South Africa	21 300 000	38.24	5 360 000	26.4	15 700 000

Source: IHS Global Insight, 2017

2.5.4.8 Total employment

Total employment consists of two parts, i.e. (1) employment in the official economic sector, or the formal sector, and (2) employment in the unofficial economic sector or the informal sector. The economic sectors that recorded the largest declines in employment numbers from 2011 to 2016, were households (or domestic workers) down by 284 and agriculture, down by 218. For the rest of the sectors, the Manufacturing sector (60), the Construction sector (206), the Transport sector (79) and the Community services sector (1606) recorded growth from 2011 to 2016.

Figure: Total employment by sector 2016



Source: IHS Global Insight, 2017

Table 47: Employment by economic sector in the district 2016

	FORMAL EMPLOYMENT	INFORMAL EMPLOYMENT	TOTAL EMPLOYMENT
Agriculture	5,900	N/A	5 900
Mining	300	N/A	300
Manufacturing	4,300	1,720	6 020
Electricity	646	N/A	646
Construction	11,900	9,990	21 890
Trade	23,700	20,600	44 300
Transport	4,100	4,580	8 680
Finance	16,700	3,130	19 830
Community services	53,800	9,140	62 940
Households	14,600	N/A	14 600

Source: IHS Global Insight, 2017

Informal employment in ORTDM Tambo District Municipality totalled at 49 070 in 2016; an increase from 22 874 in 2011. In 2016, the sector which recorded the highest number of informally employed people, was the Trade sector, with a total of 44 300. Comparing the relative contribution of informal employment to the total sector employment, Transport is the least formal sector, with 52.76% of the employment being informal. The informal taxi-industry is included in the bigger transport sector. Spaza-shops and informal retailers occupy up a large percentage of the informal employment and also a fairly large share percentage of the Trade sector.

The informal sector is a vital necessity for the areas with high unemployment and low labour participation. Unemployed people consider participation in the informal sector a survival strategy. For most people it is desirable to have a stable job in the formal sector.

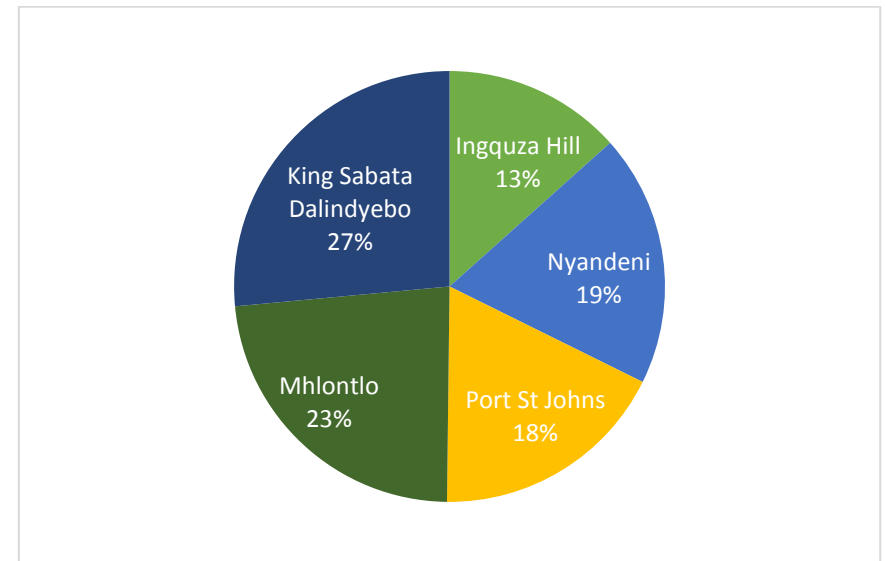
However, because the formal economy is not growing fast enough to generate enough jobs, the informal sector is used to survive.

2.5.5 Indicators of Economic Performance

The Gross Domestic Product (GDP) is defined as the total value of all final goods and services produced within the geographic boundaries of a country, for a particular period, usually one year. It is regarded as one of the most important indicators of economic performance and may be applied to compare economies within a country as well as that of countries with each other.

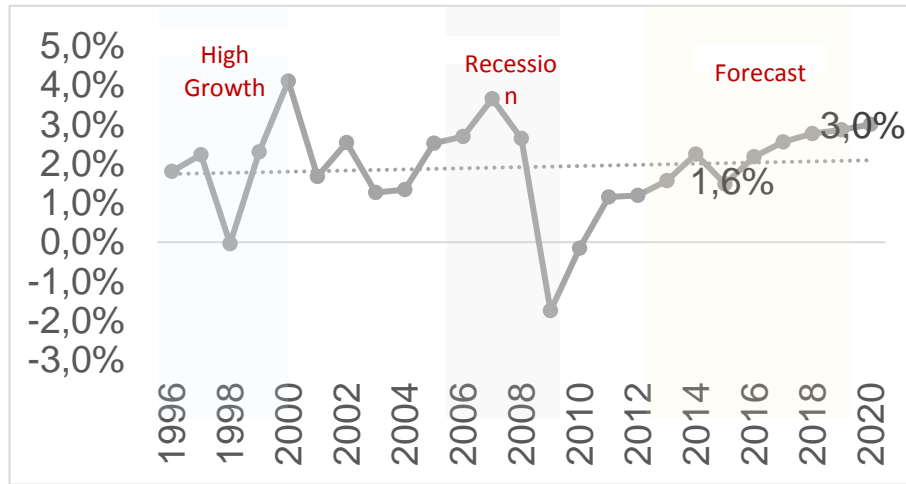
Figures 20 and 21 indicate the percentage GDP contribution of each Local Municipality to the District Municipality.

Figure 28: GDP contribution per local municipality in ORTDM 2016



Source: IHS Global Insight, 2017

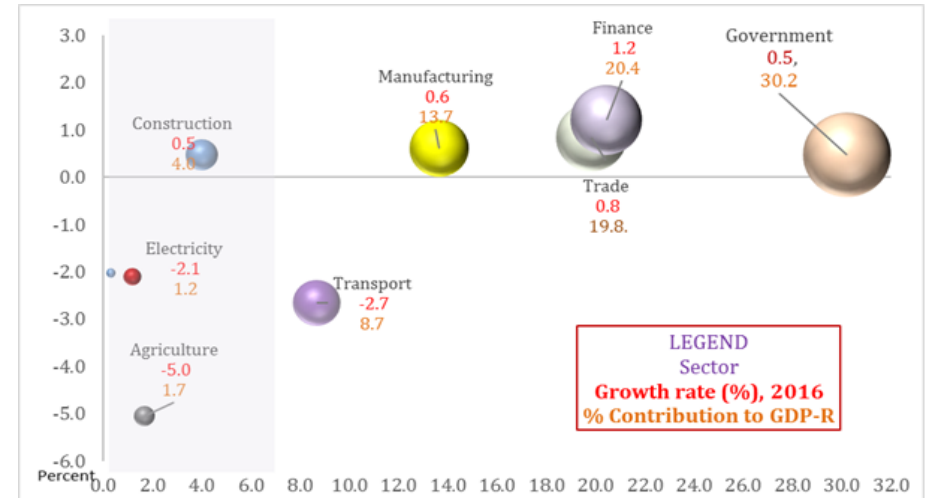
Figure 29: GDP-R: 1996-2020



Source: IHS Global Insight, 2017

Figure 30 illustrates the growth in GDP in 2016 per sector with figure 2.19 indicating the top 10 sectors contribution to the GVA.

Figure 30: GDP-R Growth rate 2016



Source: ECSECC, 2016

Table 48: Top 10 sectors (GVA) 2016

SECTORS	2016
Finance and insurance	4.67
Education	4.61
Public administration and defence activities	4.36
Wholesale and commission trade	3.61
Retail trade and repairs of goods	3.57
Health and social work	2.47
Other business activities	1.47
Other service activities	1.32
Land and Water transport	1.30
Retail estate activities	1.23
All other smaller sectors	6.21

Source: Global Insight, 2017

In 2016, the ORTDM's economy was dominated by the tertiary sector as a whole, which is primarily focused on community services. Community services, the largest sector contributor, contributes 50.6% of the Gross Value Added (GVA) to the total activity, with the Trade sector in second place. The Community Services comprise of public administration, education, health, social work and other community services.

Table 48 depicts GVA for the Top 10 Sectors. It paints an unhealthy picture as the primary sources of financing for community services, is direct remittance from government for capital infrastructure and for operational costs of government employees in the three spheres of government operating in the District. The District needs to consider ways of growing its economy, especially in the primary and the secondary sector.

- Enterprise and Co-operatives Development;
 - Trade and Investment Promotion;
 - Rural Development (Spatial Planning of the region);
 - Green Economy; and
 - Economic Infrastructure Development.
- **Population structure uncondusive for economic growth.**

While several initiatives are being undertaken to stimulate economic growth ORTDM still faces the challenge of a highly dependent population, The dependency ratios in the table above shows that ORTDM has a dependency ratio of 80%, This means that 80% of the population depends on 20%. This problem is further exacerbated by migration of the economically active population out of the district, while migration has declined over the years the number of people

migrating from the district is too high. The reason for migration is generally sighted as better economic opportunities outside the district.

Taking all the above into consideration, ORTDM is faced with the challenge of creating enough economic opportunities so as to discourage migration and further more due to the high dependency ratio there is added pressure on ORTDM to create enough economic opportunities so that a majority of the Economically active population has a source of income to care for its dependants.

- **Poverty within the district**

O.R. Tambo is one of the poorest districts in the country's with over 500 000 people in O.R. Tambo living in poverty that is over 30% of the entire population, The survey poverty in the O.R. Tambo district is further highlighted by the fact that 75% of the population of O.R Tambo district are grant dependant. The statistics clearly show that there is a need to create more job and other employment opportunities within the district. While O.R.T.D.M is involved and implemented in several initiatives that are supposed to create employment and economic opportunities those efforts are insufficient as the efforts are yet to improve the livelihoods of the people of O.R. Tambo district.

Lack of investment in infrastructure

To stimulate economic growth the infrastructure has to be developed, Currently O.R.T.D.M is faced with the challenge of movement of produce, materials or goods to and from the markets because of the poor road infrastructure.

Sourcing of materials outside the district

The table above shows that 3% of the O.R. Tambo district's GDP comes from manufacturing, this clearly shows the under development of the manufacturing industry in the district. While there are currently huge capital projects in the district, the people of the district are unable to benefit from those projects as most of the materials are sourced from outside the district.

Underutilised Agricultural potential

O.R. Tambo is endowed with vast and fertile land for agriculture however according to the table above Agriculture only contributes a small portion to the district's GDP. Vast fertile land lays idle and is not being utilised to improve the economic situation and livelihoods of the people of O.R. Tambo.

Lack of an integrated value chain system

Despite the underutilisation of agricultural land the **O.R. Tambo** district still produces a lot of raw material particularly from Agriculture these include maize, beef, mutton and timber. While there is relatively high production of raw materials the facilities to process these raw material are limited. As a result these raw materials are then moved to other places outside the district for processing. These then takes away from the district opportunities to create employment and boost the economic from the processing of these materials. Further there is also the challenge of access to markets for these raw materials.

Underutilisation of Tourism Potential

O.R. Tambo district endowed with the most picturesque tourism destinations such as Port St Johns, Lusikisiki, Coffee Bay, Qunu, Mthatha and Mhlontlo. The District encapsulates a large portion of the Wild Coast belt and is home to some pristine nature reserves such as Luchaba Nature Reserve, next to Umtata Dam and a string of coastal nature reserves (including Mkambati, Silaka, and Hluleka). There are also indigenous forest reserves as well as a proclaimed marine reserve, adjacent to Mkambati. Furthermore the District is endowed with several significant cultural and heritage sites, It is also boosts with being home to South Africa's iconic legends such as the late Nelson R. Mandela and O.R Tambo, However despite such enormous tourism potential tourism still contributes under 10% to the district's GDP.

Underutilisation of the Blue Economy

The O.R. Tambo District has a vast coastline covering approximately 160 KMs stretching from King Sabata Dalindyebo Municipality (Coffee Bay) passing through Nyandeni Local Municipality (Hluleka) to Port St John's and Ingquza Hill local municipality, However despite such enormous potential there have been very little efforts made to exploit this potential.

Lack of Investment

While the district's potential in tourism, agriculture and manufacturing has already been highlighted above, the capital requirements to undertake such programmes or initiatives are too enormous for ORTDM to undertake on its own. Capital from both national and international investors needs to be injected for the District's full potential to be realised.

Skills shortage

As already highlighted an enormous potential exists to grow the district's economy, However in order for such developments to take place there needs to be a steady supply of skill labour. However the statistics on education show that over 70% of the District's population is unskilled or educated.

O.R. Tambo District Municipality from the 2014/2015 provincial year up to the 3rd Quarter of 2018/2019 managed to create 8 879 work opportunities against a target of 36 032 work opportunities for EPWP phase 3 thus only achieving only 25% of its target. The Municipality did not meet its targets in all the financial years in EPWP phase 3. Reporting of work opportunities for the 2018/19 financial year was poor with only 1 931 work opportunities were reported against a target of 9 478. These foregone opportunities could have provided much need employment to the people of O.R. Tambo.

Under utilisation of EPWP

Table XXX: Challenges and Proposed interventions

Challenge	Intervention
Population structure uncondusive for economic growth.	<ul style="list-style-type: none"> • Six Day Hiking Trail (from PSJ-Hole in the Wall) • Tsitsa Falls holiday resort development • Development of Coffee Bay camp site •
Poverty within the district	<ul style="list-style-type: none"> • Maize Production Cooperatives • Marketing shed (Mtiza Cooperative) • •
Lack of investment in infrastructure	<ul style="list-style-type: none"> • Development of the Wild Coast Corridor <p>WILD COAST SEZ</p> <ul style="list-style-type: none"> • Business cases developed and feasibility studies. • Connectivity, infrastructure and EIAs were concluded. the next step is yet to be set • N2 Coastal Highway • Coastal Towns Development (new) • Tidal pools (PSJ)
Underutilised Agricultural potential	<p>Primary production</p> <p>Agri-Parks Program (livestock, grain, fruit and vegetables, potato production)</p> <p>Wild coast SEZ</p>

Challenge	Intervention
	<p>Primary Agriculture</p> <ul style="list-style-type: none"> • Commodities of focus; • Skills and Innovation (Agri-Tech); and • Partnerships for Execution (HEI, Business and other governments/ State Owned Enterprises) <p>Secondary level production</p> <ul style="list-style-type: none"> • Commercial high impact commodities; and <p>Industrialisation of cannabis (partner with FSU:</p>
Lack of an integrated value chain system	<ul style="list-style-type: none"> • Assist the Majola and Magwa tea estates <p>Agri-Park</p> <ul style="list-style-type: none"> • PSJ Dumasi and Tsolo Junction Business Plans have been finalized by land reform • Zalu, Nyandeni LM Mafini and Mqanduli Red hub have been given to Ntinga SOC
Underutilisation of Tourism Potential	<ul style="list-style-type: none"> • O.R Tambo Tourism Beach Sport • Tourism Awareness programs • Tourism Indaba • Tourism Lilizela Awards
Underutilisation of the Blue Economy	<ul style="list-style-type: none"> • Fish Farming Cooperatives • Facilitate establishment of Aqua Culture farms <p>Aqua-culture and Marine-culture;</p> <ul style="list-style-type: none"> • Small Harbour Development; • Coordinate the establishment of a fish processing facility
Lack of Investment	<p>RAFI</p> <ul style="list-style-type: none"> • Ongoing land identification • Ncise project is ongoing • Cooperative centre established
Skills shortage	No initiatives planned
Underutilisation of EPWP	No Initiatives planned

2.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

2.6.1 Overview of financial viability and management

While there are no specific functions and powers entrusted to this function, The function plays a vital support roll in ensuring that the ORTDM executes its mandate in terms of the powers and functions given to it in terms of the Municipal Syatems Act and other roles performed by ORTDM. Critical to some of its functions is compliance with the MFMA, its related circulars and regulations.

The Budget and Treasury Office focuses mainly on the following areas:

- budget preparation, implementation and reporting;
- revenue management;
- supply chain and asset Management;
- expenditure and liability management;
- financial management system support; and
- Financial accounting reporting and Treasury.

2.6.2 Legislative Requirements

The section in carrying out its functions is required to comply or adhere to the MFMA, its related circulars and regulations.

2.6.3 Status Quo

2.6.3.1 Budget preparation, implementation and reporting

This section is responsible for:

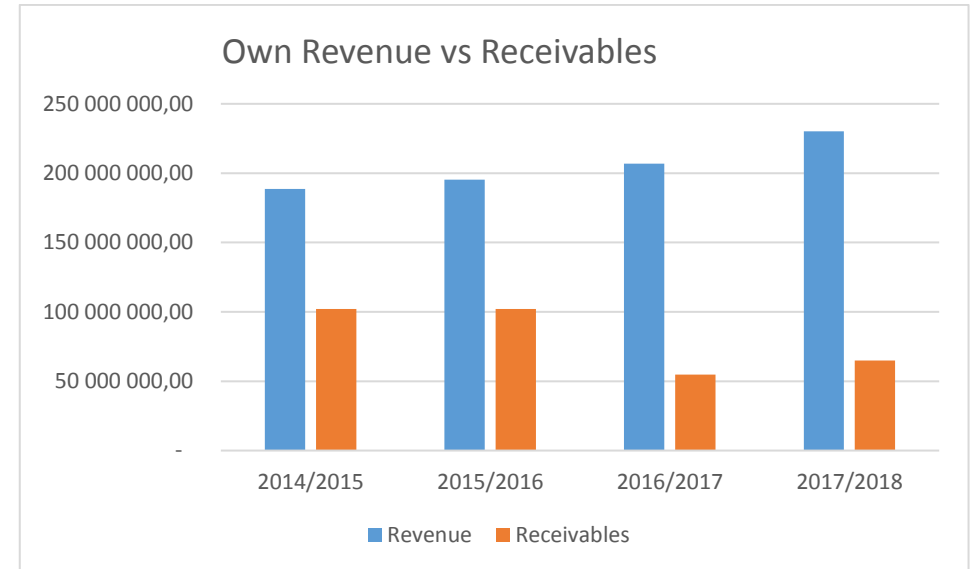
1. Coordinating the MTEF and budget adjustment processes in the district municipality;
 2. provides technical support to departments;
 3. ensuring compliance with all applicable legislation and regulations;
 4. evaluates and advices the Council on the budget impact of all new policy proposals;
 5. ensure that the approved budget is captured accurately on the Solar system;
 6. oversee all monthly, quarterly and annual reporting as per the MFMA and regulatory bodies; and
 7. establish systems, processes and financial policies and procedures and internal controls; and
 8. Attends to the internal audit and the AG's recommendations relating to budgeting and maintain and communicate budget guidelines.
- the monthly reports in the form of section 71 of the MFMA are complied with;
 - quarterly reports in the form of section 52(d) of the MFMA are complied with;
 - midyear reports in the form of section 72 of the MFMA are complied with;
 - annual budget in terms of section 16-19 of the MFMA are complied with; and
 - Annual budget in terms of MSCOA circulars are complied with.

2.6.3.2 Revenue management

This section is responsible for the billing, collection of municipal revenue for services rendered and the implementation of the credit control policy adopted by Council.

- The implementation of the credit control policy and the installation of the water meters has resulted in the section being able to collect more revenue on the current billing, versus projections; and.
- The district municipality continues to subsidise all consumers who reside in peri-urban areas this results in an increasing unaccounted for water losses.
- The district municipality is still struggling with recovery of old debt, its debtor's days for the Mid Term 2018/2019 are sitting at 2511 days.

Figure Own Revenue compared to Receivables



The graph above shows that while Revenue has been increasing over the years, receivables still remaining high in proportion to the Revenue.

- **Inability to collect from Debtors**

The ORTDM has been experiencing challenges in as far as recovery of debt owed to the Municipality is concerned. While figure shows a decline in debt in proportion to Revenue the amount still owed to the Municipality is still high ranging between 25% to 30% of Revenue generated.

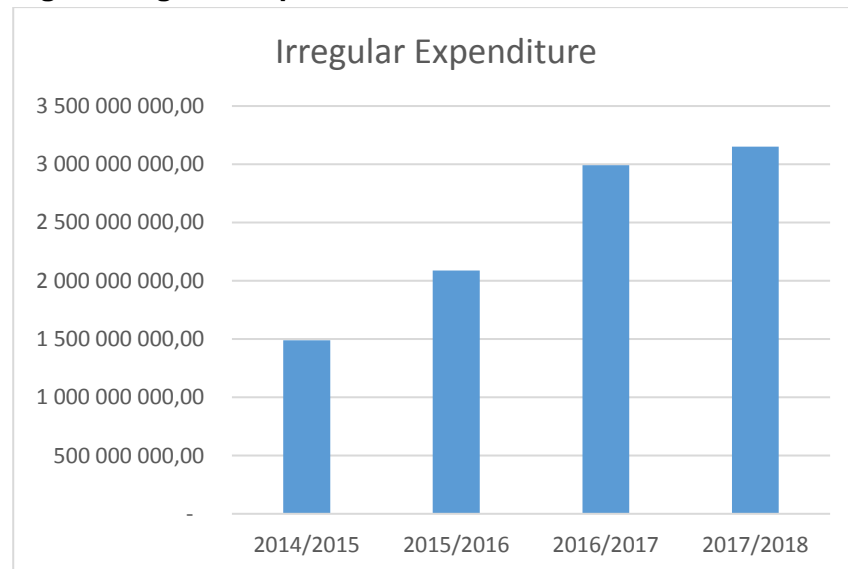
- **Excessive unaccounted Water losses and Distribution losses**

The ORTDM faces a challenge of excessive unaccounted water losses, this mainly due to the fact that the Municipality is unable to bill Peri-urban areas as a system or mechanism has not yet been put in place to bill those areas. Furthermore due to the dilapidating infrastructure leaks and water bursts occur frequently this then results in increased distribution losses.

2.6.3.3 Supply Chain and Asset Management

These divisions within BTO ensure efficient and effective logistics management and disposal management, built systems, processes, procedures and implement internal, management controls.

Figure Irregular Expenditure from 2014 to 2018.



- **Escalating Irregular Expenditure**

As depicted in figure Irregular expenditure has continued to rise, Reaching just over R 3bn in the 2017/2018 financial year. This indicates a very weak environment which is unable to detect, prevent and mitigate excessive irregular expenditure. Linked to the audit outcomes tabled above until the 2017/2018 financial year irregular expenditure has been constantly one of the qualification paragraphs. In 2018/2019 it however moved from a qualification issue to an “emphasis of matter issue”.

Expenditure and Liability Management

This division manages the accuracy and the integrity of the general ledger and all subsidiary ledgers of the District Municipality. It oversees the accounts payable ledger and ensures its integrity. It ensures that accounting records are retained in accordance with legal and regulatory requirements.

- Circular 49 of the MFMA complied with respect of payment of obligation.
- Statutory obligation paid over on time to SARS.
- Section 66 of the MFMA complied with.
- Creditor’s reconciliations done on a regular basis.
- Proper document management in place.
- Journal entries processed regularly and updated to the general ledger.

Figure shows the cost of employment from 2014 to 2017



The graph above shows a rising cost of employment. While Cost of employment has been increasing the Municipality's sources of Revenue both own and Transfers and subsidies have not been increasing at a similar rate.

- **Rising cost of employment**

The ORTDM's Cost of employment has been rising infact Coe has risen by 31% from the 2014/2015 financial year to the 2017/2018 financial year. The Coe is still way above the standard norms while the standard norms require the Coe not to exceed 40% equitable share, ORTDM's Coe is at the end of the 2017/2018 financial year approximately 55% of equitable share.

- **Making of payments within 30 days**

The MFMA requires that payments to suppliers be made within 30 days of the receipt of a valid invoice. Due to inadequate controls around receipt,authorisation and processing of invoices the ORTDM has been unable to comply with MFMA requirement.

2.6.3.4 Financial Management system support

This division with BTO ensures that the Venus Finance Modules are configured to support the accounting and financial system, provide continuous and effective training and support to users, operation of internal controls over all accounting processes, develop reports as required by management and implement appropriate application controls on all software used in accounting processing. It is also the link between the finance and ICT Departments and develops systems required for financial reporting and implementation and customisation of software as and when required.

There is a project to upgrade the Financial Management System in order to be compatible with the requirements of MSCOA. This project will be the update of Venus to SOLAR as well as the roll-out of the MSCOA compliant financial modules.

1. Slow process of filling of vacant posts within the Treasury Section.
2. Limited of understanding of mSCOA budgeting by managers / officials.
3. Limited understanding of SOLAR system resulting in over reliance to the service provider

- **Teething problems in uptake and Implementation of Mscoa**

The National Treasury has introduced reforms reforms in the way municipalities’ plan their IDP’s, design their budgets and report on the implementation of the IDP and Budget. The Municipal Standard Chart of Accounts is one such major reform. To implement this new reform the Municipality had to move a new financial system (SOLAR) while training for employees has been provided it has proved insufficient as employees have struggled to adjust to the new system, Furthermore the Introduction of Mscoa in itself has poses challenges as the Municipality has had to reconfigure how it operates.

- **System and data**

The quality and integrity of data generated through the financial management system and reports by line departments, impacts on the quality of financial reports generated by the division. Since the introduction of a new financial system SOLAR the quality of reports and data generated by the system has declined as employees are still getting to grips with the new system.

2.6.3.5 Financial Accounting Reporting and Treasury

This division within BTO focuses on the preparation of Annual Financial Statements and their submission to the Auditor General as per the requirements of the relevant legislation. It also focuses on the proper management of grant funding and reconciliation of investments.

- Annual Financial Statements are submitted to the Office of the Auditor General as required by section 126(1), (a) and (b) of the MFMA;
- all conditional grants are invested as per the Investment Policy and Conditions of the grant; and
- Investment reconciliation is performed on a regular basis.

Audit Outcomes

Table 54 Audit outcomes in the district for the period 2014 to 2018 (5 Years)

Name	2013/14	2014/2015	2015/2016	2016/17	2017/18
ORTDM	Disclaimer	Qualified	Qualified	Qualified	Qualified
Ntinga ORTDM Development Agency	Unqualified	Unqualified	Clean	Unqualified	Unqualified
KSD municipality LM	Qualified	Qualified	Qualified	Unqualified	Qualified
Mhlontlo LM	Adverse	Qualified	Unqualified	Unqualified	Unqualified
Port St Johns LM	Qualified	Qualified	Qualified	Qualified	Qualified
Port St Johns Development Agency	Qualified	Unqualified	Unqualified	Unqualified	Qualified
Ingquza Hill LM	Unqualified	Clean	Clean	Clean	Qualified
Nyandeni LM	Unqualified	Unqualified	Clean	Unqualified	Unqualified

Figure XX shows the audit outcomes of ORTDM and Local Municipalities under its jurisdiction. It indicates the state of Governance in the district and its Local Municipalities. The table clearly shows that ORTDM has remained stagnant for the previous 4 years at Qualified. The Local Municipalities show either a regression or stagnation.

- **Unimproved audit outcome**

The ORTDM has had an unimproved audit outcome for the past four financial years as highlighted. While there has been a drastic improvement in terms of reducing the number of qualification issues to 2 in the 2017/2018 financial year the audit outcome has remained stagnant at "Qualified".

Challenge	Intervention
<i>Stagnant Audit Outcome</i>	<ul style="list-style-type: none"> • Preparation of monthly account reconciliations • Preparation and review of bi-annual financial statements • Internal audit review of financial statements and monthly reconciliations • Capacitation of AFS preparation section • Skills transfer to BTO staff
<i>Making of payments within 30 days</i>	<ul style="list-style-type: none"> • Revision and implementation of procedure manuals and policies • Making payments twice a month • Implementation of invoice box and register • Fast-tracking of the recruitment process for the filling of vacant posts. • All salary related payments must be done through Human Resources and Salaries. • Implement consequence management in terms of Section 32 of MFMA.
<i>Implementation of Mscoa</i>	<ul style="list-style-type: none"> • Conduct mSCOA workshop with employees and councilors • Service provider (BCX) to facilitate classroom and on-the-job training for all users • BCX official delegated to be on site full-time • Integration of OR Tambo and Ntinga • Updating of ICT infrastructure to support mSCOA system • Continuous training of officials on mSCOA • Considering alternatives connectivity options when Telkom line is down
<i>Inability to collect from Debtors</i>	<ul style="list-style-type: none"> • A Revenue enhancement strategy has been introduced. The strategy adopts a adopted a Pareto Rule approach which means a 80:20 for specific focus on available resources, This has resulted in the debt owed to ORTDM reducing significantly in the past two financial years. • A debtor collector has been appointed to assist with the collection of old date. • Alignment of District and local Municipalitie’s indigent registers.
<i>Excessive unaccounted Water losses & Distribution losses</i>	<ul style="list-style-type: none"> • Compiled report on water losses in order to assist with development of maintenance plan.
<i>Escalting Irregular Expenditure</i>	<ul style="list-style-type: none"> • Conduct workshops for SCM policy with municipal officials. • Implement consequence management in terms of Section 32 of MFMA. • Council to approve budget only when HOD’s submit their procurement plans with realistic PIP’s. • Workshopping of the policy to all stakeholders and implement thereafter.

Challenge	Intervention
<i>Rising cost of employment</i>	<ul style="list-style-type: none">• No interventions, Interventions from this department, For interventions to this challenge refer to the section on Municipal Transformation.

2.7 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

2.7.1 Overview of Local Economic Development

While this section has no specific role in terms of the Powers and functions, The section however does play a significant role in terms of governance and administration of the Municipality.

These are the key focus areas for this section:

- Human Resource Management and Administration
- Learning, Training and Development
- Employees Relations
- Organizational Development
- Archives and Records Management
- Municipal Safety and Security
- Information and Communication Technology
- Functioning of Council and Council Structures
- District Inter-Governmental Relations (IGR) Forum
- Corporate Performance, Reporting, Monitoring and Evaluation
- Internal Audit
- Municipal Legal services
- Strategic Planning
- Executive Mayoral Services

2.7.2 Legislative Requirements

The department has to ensure compliance or adherence to the Constitution of the Republic of South Africa, The MFMA, the Municipal Systems Act, The Municipal Structures Act, the Labour relations Act and internal policies.

2.7.3 Status Quo

Human Resource Management and Administration

The Municipal Manager's position filled and all section 56 positions filled, with 6 positions filled by females and 5 filled by males.

A total of 1319 posts filled, However there remains a vacancy rate of 43%.

Learning, Training and Development

HRD Policies have been developed and workshopped to all key stakeholders and are just awaiting for the Council resolution.

Establishment of District HRD Council which has the following roles:

- To advise the District Municipality on HRD related matters,
- To endorse and coordinate the District Human Development Strategy

Employees Relations

The ER unit forms an integral part of the operations HR Management team, with the responsibility of ensuring the effectiveness of the Employee

Relations in the Corporate Service Department. The role aim is to proactively optimize relationships within and around the Corporate Services to minimize conflict situations that lead to Industrial Relations action.

The following are among the section's achievements and or initiatives;

1. Implementation of LLF
2. Employee Relations Policy is in place and the standard of conduct has been revitalized, Grievance procedure currently exists and as such all OR Tambo District Municipality employees were work shopped through various information sharing sessions
3. Resolution of Grievances

Employee Wellness

The department is currently prioritizing the wellness of all municipal employees. To this end, the department has lined up a number of programmes and projects aimed at giving relief to employees. These include the revitalisation and putting adequate equipment in the gymnasium of the municipality at Government Printers, wellness events, debt counselling, medical screenings and promotion of sporting activities.

Organizational Development

The Job Evaluation process is progressing well, with all Local Municipalities receiving support from the District Organisational Development Section.

Archives and Records Management

The ORTDM has established the Records Management Classification system which includes the Records Management File Plan, Registry Procedure Manual and Records Management Policy and have been sent to Provincial Archives for review and approval by the Eastern Cape Provincial Archivist. Provincial Archives approved Registry Procedure Manual on the

28th November 2017, File Plan and Policy are still waiting for approval.

Municipal Safety and Security

The department's core function is to Create a safe and secure working environment for the employees, Councilors, Visitors, VIPs, information and assets of O.R. Tambo District Municipality.

Information and Communication Technology

A number of projects have been done will be continued to improve the ICT systems and infrastructure in the Municipality to enable it to improve its situation. Strategic documents, such as the ICT strategy, Master Systems Plan, ICT Charter/ICT Plan, ICT Governance Framework and ICT policies, were adopted by Council. These strategic documents will guide the establishment of ICT strategic structures, such as the ICT Steering Committee, in order to ensure that all IS and ICT spending is aligned to the IDP.

Area	Issue/Priority
Financial Management	<p>Debt Management: To reduce municipal debt especially from the government, business and affording household.</p> <p>Revenue Enhancement: To increase the revenue base through targeted inclusion of peri-urban households that are currently excluded.</p> <p>Audit Outcomes: To improve the audit outcomes of the municipalities by enhancing internal controls, compliance and addressing key vacancies</p>
GIS and ICT	<p>GIS/ICT Strategy To develop the ICT strategy and GIS that will ensure shared services across the district. To utilize the GIS as the key information management tool for the decision making, this should take into account service delivery in the local municipalities. Develop SLA/MOU to utilise GIS as a shared service between the District and its LM's</p>
Service delivery	<p>Audit and Monitoring : To undertake an independent audit/investigation on all abandoned capital (infrastructure)projects and recommend appropriate consequent management</p>
Governance and Administration	<p>Risk Management & Fraud Prevention: To enhance the functions of risk management and fraud prevention through strengthened internal controls, awareness and reporting mechanisms</p> <p>Performance Management: To cascade performance management to middle management in 2018/19 To improve efficiencies in reporting by implementing an electronic performance management system</p> <p>Contingent Liabilities (Legal Services): To implement a shared services for dealing with litigation in the district (DM & LMs)</p>
Planning	<p>IDP Alignment The district planning and its local municipality need to be aligned and realize the Long Term Vision.</p>
SCM & Contract Management	<p>Capacity / Resource Build capacity in the SCM and Contract Management . The district has to develop a standard model for the contract management and building capacity of the supply chain.</p>

2.8 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Functioning of Council and Council Structures

In terms of Section 12 Notice, ORTDM is a category C municipality which has 59 Councillors following the 2016 Local Government elections. The composition of Council is set out in the tables below:

Table 60: O.R. TAMBO District Municipality composition of council

PARTY	TOTAL NO. OF CLLRS	PART-TIME CLLRS	FULL-TIME CLLRS	NUMBER OF FEMALE CLLRS	NUMBER OF MALE CLLRS
ANC	44	27	17	27	17
UDM	6	6	0	1	5
DA	4	4	0	0	4
EFF	2	2	0	1	1
AIC	1	2	0	1	0
CI	1	1	0	0	1
MRRA	1	1	0	0	1
TOTAL	59	42	17	30	29

The Council adopted the guiding instruments for the smooth implementation of the SoP Model in 2014; namely:

- Amended Council Standing Orders;
- Terms of Reference for S79 Standing and Portfolio Committees;
- Roles and Responsibilities Framework as per the SoP model
- Restructuring of Council Committees.

Critical milestones achieved since the adoption of the Separation of Powers Model

- Restructuring of Section 79 Committees;
- Reviewal of Council Standing Orders;
- Terms of Reference for S79 Standing & Portfolio Committees;
- Roles and Responsibilities Framework as per the Separation of Powers model;
- Development of Municipal Oversight Model (MOM);
- Development of Committee System;
- Development of Committees and Research Process Maps;

Challenges

- Poor understanding of Whippery mandate remains a challenge.
- Constituency work programme unfolds with difficulty as team work of Councillors, MPLs and MPs has not come to existence yet.
- capacity gap on the new councillors into oversight responsibilities / particularly council committees;
- role, definition between the executive and legislative committees of council;
- remuneration of political office bearers and
- poor administrative support provided for council structures to exercise oversight responsibilities;
- no framework guiding location and provision of administrative support for traditional leadership in council;
- lack of funding proper implementation of the Separation of Powers Model
- political instability hampering proper functioning of councils and
- lack of clarity on the role of whippery in municipalities.

Legislature

Tabled below are the Section 79 committees in place.

SECTION 79 STANDING COMMITTEE	SECTION 79 OVERSIGHT PORTFOLIO COMMITTEES
1. Rules Committee	1. Special Programmes and Social Services
2. Programming Committee	2. Planning, Research and IGR
3. Chairperson's Committee	3. Human Settlements and Disaster Management Committee
4. Municipal Public Accounts Committee (MPAC)	4. Community Services Portfolio Committee
5. Ethics and Members Interest Committee	5. Corporate Services
6. Multiparty Women's Caucus	6. Water and Sanitation
7. Petitions and Public Participation Committee	7. Budget, Treasury and Internal Audit
8. Oversight Committee on Mayor's Office and Legislature (OCMOL)	8. Technical Services
	9. Rural and Economic Dev. Committee

Public Participation

Public participation is rooted in the Constitution of the Republic of South Africa. It grant all citizens a right to meaningful participation in South Africa's affairs and as such a right to shape and determine their own destinies. Local government has been entrusted with the responsibility of

ensuring involvement of communities, and community (civic) organisations in local government affairs. Outcome No.9 of 12 National Objectives refers to "A responsive, accountable, effective and efficient local government system". Emphasis will be on Output No. 5 which is intended to "Deepen democracy through a refined Ward Committee Model". The municipality of ORTDM will therefore structure and co-ordinate participation of communities in all municipal programs. It will also ensure and support functionality of all ward committees and CDWs in all Local Municipalities.

To enhance public participation the following ward committees are in place.

Ward Committees

Ward Committees are established in terms of Section 73 of Local Government: Municipal Structures Act, Act No. 117 of 1998. They are also referred to as Section 73 Committees. Currently, there are 146 wards throughout ORTDM:

KSD	: 36 wards (360 ward committee members)
Mhlontlo	: 26 wards (260 ward committee members)
Nyandeni	: 32 wards (320 ward committee members)
Port St. Johns	: 20 wards (200 ward committee members)
Ingquza Hill	: 32 wards (320 ward committee members)

Challenges

- non-sitting of Ward General Meetings;
- inconsistency in convening ward Committee Meetings and submission of reports to Offices of Municipal Speakers;
- limited resources for building the capacity of Organs of Civil Society;
- policy on Participation of Traditional Leaders Participating in Council not yet adopted by Council;

- dysfunctional District Moral Regeneration Movement (MRM) Structures;
- lack of feedback to Petitions lodged by communities and community organizations to the municipality and
- Public Participation Policy and Strategy not fully implemented.

District Inter-Governmental Relations (IGR) Forum

The DM has established an IGR unit under the Office of the Municipal Manager. The role of the District Intergovernmental Forum is to serve as a Consultative Forum for the District Municipality, the five Local Municipalities, the Eastern Cape Provincial Government, National Government and State-Owned Enterprises to discuss and consult on matters of mutual interest.

Tabled below are the **Inter-Governmental structures in the district**

IGR Structure	Nature (Political/Technical)
District Mayor’s Forum	Political – chaired by the Executive Mayor
Sector/Cluster Forums	Political and Technical
Municipal Manager’s forum	Technical – chaired by the Municipal Manager of the DM
District Communicators forum	Technical – chaired by the DM manager for communications unit
Local Communicator’s forum	Technical – chaired by the LM heads of communications
District Speaker’s Forum	Political – chaired by the Speaker
District Whippery Forum	Political – chaired by the Council Chief Whip
KSD Presidential Intervention	Political – chaired by the Premier

Challenges

- *Ad hoc* IGR coordination at Local Municipalities level;
- the need to improve on planning and coordination of events/ IGR activities between DM and LMs

Corporate Performance, Reporting, Monitoring and Evaluation

The performance management system in ORTDM is driven by a Performance Management Policy/Framework that was developed and adopted by the Council together with the Budget related policies in May 2017. This policy framework provides an overarching framework for managing performance in the ORTDM. The District is still in a process of fully implementing the policy framework. The Integrated Development Plan (IDP) is the start of the performance management cycle and the successful implementation of such is driven through the Service Delivery and Budget Implementation Plan (SDBIP).

The ORTDM has made a concerted effort in strengthening the compliance culture within the institution. Various forms of reporting mechanism for information sharing within and across departments in the municipality were introduced. The ORTDM reports on performance formally every quarter through their Quarterly Performance Assessments Reports, Mid-year performance reports as well an Annual Performance Report which forms part of the Annual Report. Reporting templates are given to departments to factor in information on programs as per SDBIP, so that service delivery targets are constantly monitored. Section heads sit with their subordinates on a weekly basis, so as to share information; while Directors sit with section heads on a monthly basis. The meetings with Directors are formal, and the completed reporting templates are to be sent to the PMS unit for monitoring and evaluation monthly.

Challenges

- The performance management culture is not yet inculcated in the day-to-day operations of the organisation;
- Actual performance reported not supported by adequate evidence, leading to AG and Internal Audit findings;
- Reasons for deviations and corrective measures for underperformance not provided;
- Underperformance not addressed through indicated corrective measures;
- The middle management and staff below do not view themselves as part of the organizational performance;
- Development plans of section 54 and 56 Managers are not incorporated in the institutional workplace skills plan;
- The organizational structure as against the functional area;
- Lack of personnel resources; and
- Linkage of reporting and performance as against monitoring and evaluation.

Communications

Government Communication is a strategic and planned process aimed at ensuring effective dialogue between government and Communities. As Communication is a strategic function, strategizing for communication needs to be a frequent and ongoing exercise in municipalities.

Challenges

The challenges that the Communication Strategy and Plan seeks to address are the following:

- Poor communication coordination for both internal and external communication.

- Local Municipality communications units are not sufficiently resourced in terms of Human Resources and finances (communications units only have one official in the LMs);
- Inconsistency in updating information in the municipal websites;
- Negative perceptions in the Media;
- Development of clear media engagement programmes
- Inconsistency in attendance of the DCF by some municipalities;
- Attend to branding and lack of Corporate Identity issues;
- Varying and inconsistent communication (internal and external);
- Communication with external institutions that is poorly managed/channeled;
- Service delivery communication to LM and communities;
- No clear communication between DM and LM councils (especially DM and LM council decisions);

Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It assists an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The figure shows the status of Audit committees.

Table xxx: Status of Audit Committees

Name Of The Organization	Audit Committee Status
Ntinga O.R. Tambo Development Agency	Committee is in place
Port St Johns Local Municipality	Committee is in place
Port St Johns Development Agency	Utilises PSJ LM's Audit Committee
King Sabata Dalindyebo Local Municipality	Committee is in place
Ingquza Hill Local Municipality	Committee is in place
Nyandeni Local Municipality	Committee is in place
Mhlontlo Local Municipality	Committee is in place

The figure shows the status of Internal Audit Function.

Table XXX: Status of Internal Audit Function

Name Of The Organisation	Internal Status
Ntinga O.R. Tambo Development Agency	Shared with District Municipality i.e fully supported by the District Internal Audit unit
Port St Johns Local Municipality	Shared with the District Municipality i.e fully supported by the District Internal Audit unit
Port St Johns Development Agency	Shared with the District Municipality i.e fully supported by the District Internal Audit unit
King Sabata Dalindyebo Local Municipality	In-house function but supported by the District on an Ad-hoc basis and attendance of Audit Committee meetings
Ingquza Hill Local Municipality	In-house function but supported by the District on an Ad-hoc basis
Nyandeni Local Municipality	In-house function but supported by the

Name Of The Organisation	Internal Status
	District on an Ad-hoc basis and attendance of Audit Committee meetings
Mhlontlo Local Municipality	In-house function(supported with 1 student and attendance of Audit Committee meetings)

Risk management

The Municipal Finance Management Act Section 62 (i) (c) requires a Municipality to have and maintain an effective, efficient and transparent system of risk management. The Municipality implements risk management so that it is in a position to take corrective action on possible obstacles towards the attainment of set objectives. In compliance with the legislative framework, O.R. Tambo District Municipality developed a Risk Management Policy and Strategy as It recognizes that risk management is a function of senior management of the Municipality. Also the Chief Risk Officer was appointed during the 2018/19 financial year to execute work pertaining to risk management.

Municipal Legal services

There is an in-house legal service department which is functional. It supports other Local Municipalities within the district. There are legal advisors in some of the Local Municipalities, like Nyandeni, Ingquza Hill and King Sabata Dalindyebo Local Municipalities, whilst others do not have legal advisors and rely on external legal service providers (consultants).

Executive Mayoral Services

The O.R Tambo District Municipality, Office of the Executive Mayor as a Department committed its self on implementing programmes that seek to

contribute to the two institutional goals in order to promote integrated sustainable goals and further building a coherent district that is responsible, accountable and promote clean governance. The Department is mainly instrumental in identifying the needs of communities and developing criteria for the evaluation of strategies, programmes and services due to the community.

Tabled are examples of programmes or initiatives being undertaken.

Strategic goal	Programme
To contribute to the reduction of preventable health risks in the district	Inkciyo and Ulwaluko programmes
To increase community participation in educational governance and training	Star schools programme
Poverty Alleviation	One tree one child project –O.R. Tambo District Municipality Academic Financial Assistance for Tertiary Students

CHAPTER 3: DEVELOPMENTAL PLANS

3.1 INTRODUCTION

One of the critical components of an Integrated Development Plan is to develop strategies which must be aligned with the national and provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.

This chapter therefore highlights some of the critical development strategies adopted by the OR Tambo Municipality. These strategies seek to address the developmental constraints highlighted in the situational analysis chapter. They guide the institution and its departments on sector specific issues to ensure long term sustainable growth and development.

3.2 DISTRICT DEVELOPMENT PLAN (DDP) – VISION 2030

The District developed its long-term vision called *the “District Development Plan (DDP) Vision 2030”*. The 2030 O.R. Tambo District Development Plan (DDP) is a living document/ plan that encapsulates the desires, hopes, Aspirations and dreams of our communities. The institution thus remains committed to full and successful implementation of the plan and consequently the realization of the vision. The DDP was adopted and launched in November 2017 and its aims to:

- Articulate the development priorities of the District between 2017-2030 & beyond

- Prioritise and fast-track the realisation of various National & Provincial Policies (NDP, PDP, Eastern Cape Infrastructure Plan, & Eastern Cape Provincial Economic Development Plan)
- Embrace a host of current and planned major developments/initiatives in the District
- Build on and complement the OR Tambo DM IDP (2017 – 2022)
- The District established a Project Steering Committee that is responsible for monitoring the implementation of the plan
- Terms of reference for the District Ambassador’s Realization utilised as Advisory Panel of the District Municipality
- The District ensures that its Integrated Development Plan (Plan) is aligned to the DDP 2030 pillars

On an annual basis this plan gives tune to the review of the District Integrated Development Plan.

3.2.1 District Development Plan 5 Catalytic Programmes & Projects

- **DCP 1:** District entities repositioned to drive Inclusive Economic Development (including Ntinga OR Tambo Development Agency, PSJ Development Agency and Kei Fresh)
- **DCP 2:** Transformed Land Ownership, Development and Land Management
- **DCP 3:** Agricultural Revitalization in the District
- **DCP 4:** ICT enabled Socio Economic Development
- **DCP 5:** Optimized Management of Water Services (resources and services)

3.2.2 Progress to date Against the 5 Key Catalytic Programmes & Projects

DCP 1

- Ntinga Development Agency converted to a SOC to drive and accelerate LED
- Ntinga in partnership and in consultation with other National Government Departments to attract investment
- PSJDA in a process as well to be converted into a SOC to accelerate LED

DCP 2

- Pre-Investment Conference was convened with all the partners including local municipalities.
- Projects for investment have been identified and have been packaged for investment opportunities and a brochure will be developed.
- The District has initiated the Land and Investment Conference scheduled for the 28th-29th March 2019 (to be confirmed) in order to ensure transformation in land ownership, land management, land security, and to enable communities to benefit from land development and to secure long-term investments
- Sustainable Human Settlements & Spatial Divide

DCP3

- The District has forged partnership with the Argentinians for Agricultural Programs (RAFI). Initiatives are underway to upscale to the entire district.

- Partnerships have been forged with Anglo Gold and DAFF for agricultural programmes in Lusikisiki and Lambasi respectively
- Explore potentials of revitalisation of Magwa and Majola Tea Estates
- Oceans Economy
- Forestry Development, Afforestation and Processing
- Enterprise and Cooperatives Development
- ORTDM is a National Health Insurance Pilot Site and this is being accelerated through infrastructure delivery (social and economic)
- USASSA and Department of Communication have piloted eHealth in Mhlontlo and KSD Municipalities and currently the strategy is underway to roll-out to the entire district.

DCP 4

- Launched the Broadband programme in Mhlontlo and KSD in partnership with the department of communication and USASSA
- Through the term contracts, mobilise IT Specialist to conduct a full IT Assessment of the current ICT Systems and software of ORTDM
- Broad Band Pilot Program
- The District has to reposition itself for readiness of the Fourth Industrial Revolution
- Strategic Road Infrastructure Upgrade
- Vulindlela Industrial Park Development Initiative
- Roads Upgrade & Unused Warehouse
- Revitalisation of small towns and PSJ Development of a business case

DCP5

- Acceleration of Secondary bulk in Mqanduli and Ngqeleni in order to ensure connectivity
- KSD PI – OR Tambo (water provision to KSD, Mhlontlo and Nyandeni)
- Mzivubu Water development in its initial stages (Ntabelanga, Mbokazi and Laleni Dams)
- Construction of Ngqongweni dam currently under way
- Particular focus on the refurbishment of schemes through term contracts
- Bulk Infrastructure Upgrade
- Port St Johns Waste Water Treatment Works
- Acceleration of Coffee Water Supply for the development of the town

3.3 SPATIAL DEVELOPMENT FRAMEWORK

The district Spatial Development Framework outlines the desired spatial development of the district area, as contemplated in Section 25(e) of the Municipal Systems Act (Act 32, 2000). It also highlights priority investment and development areas, and will therefore serve as a guide to decision-makers and investors. It should be emphasised that the SDF is an integral component of the IDP and translates this plan into its spatial implications to provide broad, overall development guidelines. This tool must therefore not be used in isolation, but must support decision-making within the context of the IDP and District-wide Development Strategy.

The SDF should furthermore not be interpreted as a blueprint aimed at managing physical development, but rather as a framework giving

strategic guidance in respect of the location and nature of anticipated future development in the O.R. Tambo District. Desired patterns of land use are indicated, although room still exists for interpretation and further refinement. The SDF is development orientated to allow for growth and changing circumstances and to promote investor confidence. The SDF is aligned with and does not conflict with other development strategies nationally, provincially and regionally. But most importantly, the SDF endeavours to attain the millennium development goals (MDGs) through public investment in public goods and facilities where there is underdevelopment or development is non-existent.

The O.R. Tambo District Municipality reviewed its Spatial Development Framework (SDF) in 2017 to align it with developments that have been introduced to local government at a macro and micro level since 2010, when the first generation SDF was adopted.

3.3.1 Legislative Requirements

Section 26(e) and the subsequent regulations in terms of the Municipal Systems Act (Act No.32 of 2000) stipulates that amongst other things the SDF should give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No.67 of 1995), and determine spatial priorities. The Land Use Management Bill requires that a Spatial Development Framework should:

- Give effect to the directive principles;
- Be consistent with the National Spatial Development Framework;
- Be consistent with Provincial Spatial Development Framework applicable in the area of the municipality;
- Be consistent with any applicable national or provincial legislation on environmental management; and

- Give effect to any national and provincial plans and planning legislation.

3.3.2 Situational Analysis

The O. R. Tambo District Municipality SDF was adopted in 2010 and it was reviewed in 2017. There are key elements that the O. R. Tambo District Municipality seeks to address. The SDF as presented in the integrated development plan contains vital information on proposed existing development nodes, development corridors that will assist the development of the district.

Nodes and activity corridors

The National Spatial Development Perspective (NSDP) argues that settlement and economic development should be channelled into economic corridors and nodes. The NSDP also states that the focus on economic growth and employment creation should be in areas where it is most effective and sustainable. The Eastern Cape Provincial Growth and Development Plan (2004-2014) provides a strategic framework, and sectoral strategies and programmes aimed at achieving a rapid improvement in the quality of life for the poorest people in the province. The key investment nodes and activity corridors identified in the O. R. Tambo District Municipality are as follows:

Nodes

The nodes are defined as follows:

- *Primary Nodes (PN):* These are high order centres providing educational facilities, administrative functions and highest level of access to shopping and social services in the district. Mthatha is the only primary node in the district
- *Secondary Nodes (SN):* These are towns identified as having important local and district level development functions relating to commerce and tourism. Lusikisiki, and Port St. Johns are the secondary nodes of the district.
- *Tertiary Nodes (TN):* These towns are seen as lower order service centers where goods and services can be accessed by the local residents and residents of surrounding rural settlement areas. Libode, Mqanduli, Ngqeleni, Tsolo, Qumbu and Flagstaff fall within this category.
- *Higher order Rural Nodes (HoRN):* These are rural villages where higher order rural-level services are prioritized. Ntlaza, Baziya, Kwaaiman, Langeni, Mpeko, Mqekezweni, Gengqe, Meje, Sulenkama, Bomvini, Canzibe, Marubeni, Bambisana Mission and Isilimela are under this category.
- *Tourism Nodes:* these are settlements where the principal function has been identified as being related to the development of a viable and sustainable Coastal Tourism sector. Port St. Johns, Umtata Mouth, and Coffee Bay are primary tourism nodes. Mphalane, Mnyameni, Kwayimane, Sikombe, Mbotyi, Mngazana, Sihangwana, Lwandile, Presley Bay and Hole in the Wall are identified as the secondary tourism nodes.

Corridors

Corridors are defined as follows:

- *Primary corridor (PC):* High-density development on sections of this corridor. The main mobility route of goods and people through the district. East London/Mthatha–Kokstad N2, Railway Corridor are the primary corridors identified in the District.
- *Mobility routes (MB):* these routes carry passing traffic and provide access between local areas in the district and centers further afield. N2, R61, Ugie-Langeni Road, R394 and proposed N2 Toll Road are the mobility routes within the district.

- Special Routes-Tourism Focus (SP-TF): these relate to tourism destinations and links between tourism nodes and main mobility routes. Wild Coast Meander, Thunga Thunga Route, Mandela Route, R394- Mthatha via Mqanduli towards the coast fall under this category.

3.4 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The ORTDM is classified as a Category C2 municipality, indicating a largely rural character with a low urbanisation rate, as well as limited municipal staff and budget capacity. All local municipalities falling under the ORTDM, with the exception of King Sabata Dalindyebo, are classified as Category B4 (rural, mainly subsistence) reflecting limited institutional capacity and areas characterised by small centers, limited SMMEs and market opportunities, as well as dependence on public support and LED activities that are principally at the level of the small project.

3.4.1 Legislative Requirements

According to the Section 83 (3) of the Municipal Structures Act, a district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by:

- Ensuring integrated development planning for the district as a whole;
- Promoting bulk infrastructural development and services for the district as a whole;
- Building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and

- Promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

3.4.2 Level of Services for LED Development

The King Sabata Dalindyebo, which includes the district's administrative and economic centre of Mthatha, accounts for the greatest contribution to GDP (59.26%) and to formal employment opportunities (52.35%) within the ORTDM. The economy of the ORTDM is largely driven by the tertiary sector, a sector dominated by community services (National Census 2011). The community services consist of public administration (14.3%), education (23.4%), health and social work (9.2 %), and other community services (4.6 %). The trade sector at 18.5% is the second largest contributor to the economic activity. This is not an ideal economic reality, as for a strong economy to be achieved and sustained, a strong primary sector (comprising agriculture, manufacturing, and other production types) must dominate.

Transport

Road transport is the most used form of transport for commercial and passenger interests. It is thus a priority that this form of transport be optimized in this ability to foster LED benefits to the district. Ongoing maintenance of existing roads is crucial as this influences the future costs of rehabilitation. Similarly, provision of new roads is essential in its role of promoting and attracting investment within and into the region. Railways are an alternate means to transport people and goods that may have positive cost savings for participants in the O.R. Tambo. It is important that linkages to the Kei railway be fully explored and built upon. Air transport can serve the district positively by attracting tourist visitors to the area. A fully functional airport with several operational

routes also raises the business profile of the district, and improve perceptions of the region. An Integrated Transport Plan is in place for the district. Gaps that have been identified within the district must be addressed as a matter of urgency.

Water Services

The district has a distinct advantage of being a region with substantial water resources. The district lies within the Umzimvubu, Keiskamma Water Management Area 12 and the Mvoti-Umzimvubu Water Management Area 11. These are catchment areas with excess runoff of water, which means development of these water resources is possible. Adequate and reliable provision of water is a key form of economic and social infrastructure. Predictability in the quantity and quality of water supplied assists business in planning and influences the overall business climate. Furthermore, provision of sanitation services has implications on the health and welfare of communities, which in turn affects worker productivity. Abstraction and reticulation of water resources in the district to advance economic and social objectives is thus a priority for the district's infrastructure provision functions.

Electricity and Communication

Provision of electricity allows basic strides in the development arena such as the ability to operate businesses after the sun sets, reduced crime, and the ability to introduce automation into business processes. Similarly, the ability to effectively communicate allows wider market access, faster turn-around times for business transactions and an effectively lower cost of doing business in an area. The provision of electricity and communication services is thus imperative in improving the business environment of O.R. Tambo for not only residents of the area, but business operators as well. Such arguments must not be

neglected when justifying the high capital investments required for the provision of these services.

Climate

Agricultural specialists advise that a minimum precipitation level of 500mm summer rainfall is required for dry-land cropping. The exceptionally high levels of rainfall in O.R. Tambo allow rain-fed crop production. This is a major advantage for the district, as it means that most of the areas do not require costly irrigation schemes. The temperature profile gives rise to frost-free conditions in the winter, which allow a broader range of plants to be farmed. The climatic conditions of the district thus give the region a distinct advantage in the areas of agriculture and forestry development. The even distribution of rainfall and good weather mean that agriculture and forestry are thus possible in a large part of the district. This allows agriculture to emerge as a rural-based livelihoods provider, when coupled with necessary institutional and infrastructural requirements.

Land Capability and Land Availability

3.4.3 Implementation of the Strategy

The following programs have been achieved:

1. MEC signed off Local & Regional Economic Development (LRED Policy in 2018 to support business in the following 6 sector: agro-processing; tourism; manufacturing; automotive; oceans economy and renewable energy.
2. Two calls for proposals were issued to potential applicants
3. Focus on financial and non-financial business support;

4. Financial support through LRED funding R6. 067.816 million
Sectors funded manufacturing; tourism; agro-processing and
Consumer protection

Table 20: District Development Opportunities

OPPORTUNITY	DESCRIPTION
SMME development	The O.R. Tambo economy is characterised by a significant amount of informal activity that transcends sectoral classifications. If this informal activity may be regulated and formalised, the dichotomy between the first and second economies in the district may diminish. This can best be done through prioritized promotion of and support to SMMEs in the district. Examples of activities that could be undertaken by SMMEs include beekeeping, internet cafes and recycling initiatives. Remittances from migrant workers that have relocated to other regions may be used to drive investment in this regard.
Research driven development	Linkages with research institutions such as WSU, TRASLO and ECATU may be explored and utilised as an avenue for development. Research into the role of traditional medications, community based conservancy, alternate energy sources, sustainable villages and other such research topics may provide opportunities for significant economic development in the region. This will spur innovation in production methods and technologies used in the district.
Retail developments	A significant amount of income leakage occurs in the retail sector as a result of the low level of development in this sector. Small shopping centres that target the needs of the district's emerging middle class, whilst facilitating local enterprise growth will

OPPORTUNITY	DESCRIPTION
Residential development	reduce the amount of retail-spend that is lost to areas such as Margate, Port Shepstone and Kokstad. The residential property market in the district has a shortage of available capacity. Residential development that is targeted at municipal employees, with concomitant financing mechanisms will play a multi-faceted role of supporting the construction industry, reducing the housing backlog and allowing for a reduction in municipal vacancy rates linked to lack of suitable accommodation.
Institutional strengthening	Institutional training and local government capacitation is an opportunity that applies to the LED arena. This would involve strengthening of relations and working arrangements between different LED stakeholders.
Trade and Investment Promotion & Attraction	Trade & Investment promotion consists of image building and investment generation. The dynamics of each of these elements are often complex and require a focused, targeted, and innovative approach in order to effectively attract investment
Trade & Investment Development, Retention & Expansion	Create an environment conducive to business growth and investment promotion not hampered by many challenges including institutional, regulatory, managerial
Skills Development	Support the development of local skills and encourage the transfer of skills within the district

OPPORTUNITY DESCRIPTION

Infrastructure Development, Access to land, & Spatial Development

The provision of infrastructure (including bulk services) and access to land are also fundamental in creating an enabling environment for investment.

3.5 O.R. TAMBO DISTRICT MUNICIPALITY OCEANS ECONOMY

The Republic of South Africa (South Africa) has made great strides in the last two decades-and-a-half towards the systematic introduction and establishment of key policy frameworks aimed at protecting coastal ecosystems while ensuring the realization of economic growth opportunities offered by its coastline. The ORTDM is located to the east of the Eastern Cape Province, along the Indian Ocean coastline. The ORTDM is one of six district municipalities in this province. To the north, it is bordered by the Alfred Nzo District Municipality, to the northwest by the Joe Gqabi District Municipality, to the west by the Chris Hani District Municipality, and to the southwest by the Amathole District Municipality. All five local municipalities of ORTDM, barring Mhlontlo, are bordered by the coast, endowing the entire district with a shoreline length of approximately 148km, and Port St Johns boasting the longest shoreline in the district – approximately 55km.

3.5.1 Legislative Requirement

National Environmental Management: Integrated Coastal Management Act

National Environmental Management: Integrated Coastal Management Act, No. 24 of 2008 (ICM Act), and as amended, which is a policy statement for the management of its coastal zone in an integrated manner. Part 3 of Chapter 6 of the ICM Act requires of municipalities to develop Municipal Coastal Management Programmes (MCMP). Sections 48 and 49 of the ICM Act provide clear instructions and guidance as to: (a) the process for the preparation, adoption and amendment of the MCMP; and (b) the content of each MCMP. A Coastal Management Programme (CMP) is a coherent policy directive for the management of the coastal zone.

Integrated Coastal Management Act

Section 49 of the ICM Act stipulates that a municipal CMP must: a) Be a coherent municipal policy directive for the management of the coastal zone within the jurisdiction of the municipality; and b) Align with the national and provincial CMPs, as well as with the National Estuarine Management Protocol. Therefore, the purpose of the ORTDM CMP draws from the two ICM Act specifications listed above, and sets out to act as an overarching policy statement for the management of the coastal zone within the jurisdiction of the ORTDM, thereby empowering the municipality with an important and useful tool for coastal management, which will be sensitive to the specific needs of the district, and will be in tune with the broader planning processes of the district municipality.

3.5.2 Situational Analysis

The ORTDM falls within a section of the coast of the Eastern Cape Province known as the Wild Coast (as mentioned in previous section). The Wild Coast stretches 250km from the Kei River in the south, to the Mtamvuma River in the north. The name “Wild Coast” speaks to the ruggedness of the coastline, with a shoreline characterized by a diversity of shore types (sandy beaches, rocky shores), shoreline features (deep narrow gorges, waterfalls) and biomes (grasslands, coastal forests, dune thicket, mangroves, dune fynbos).

3.5.3 Implementation of the Strategy

It has been recently reported that up to 47% of marine and coastal habitat types are threatened, with 17%, 7% and 23% being critically endangered, endangered and vulnerable, respectively (Sink et al 2012). The Eastern Cape is globally recognised for its high biodiversity value and scenic beauty, especially its marine and coastal habitats. For instance, it has the highest biome diversity of any province, with no less than seven biomes: forest, fynbos, Nama Karoo, savanna, succulent Karoo and thicket (Berliner et al 2007). It is therefore critical that spatial planning interventions are implemented in order to ensure the protection of the natural environment in this region, while still promoting responsible coastal development. It follows that there are provincial level, overarching planning tools that have a direct impact on how local authorities conduct their spatial planning in relation to the coastal zone.

3.5.4 Strategic Projects

1. Small Crafts Harbour;
2. Small fishing, storage and processing (Aquaculture);

3. Property and Commercial development (Waterfront and/or Beachfront Development);
4. Tourism; and
5. Small town revitalisation

Table 21: Planned Oceans Economic Projects

SMALL HARBOURS DEVELOPMENT	
Project Name	Local Municipality
Port St Johns Harbour	Port St Johns Municipality
Coffee Bay small harbour craft	King Sabata Dalindyebo Municipality
Port Grovenor Small Craft Harbour	Ingquza Hill Municipality
SMALL FISHING, STORAGE AND PROCESSING (AQUACULTURE)	
Mdumbi Cray Fish Farm and Mthakatye Live Fish Tanks	Nyandeni Municipality
Coffee Bay Fishing Industry	King Sabata Municipality
Port St Johns Aquaculture Developments	Port St Johns Municipality
SMALL TOWN REVITALISATION	
Coffee Bay new town	King Sabata Dalindyebo Municipality
Mthatha Mouth small new town	Nyandeni Municipality
Port St Johns revitalisation	Port St Johns Municipality
TOURISM DEVELOPMENT	
Mdumbi Green Destination Tourism Facilities	Nyandeni Municipality- Mdumbi River Mouth
Visitor Information Office	Port St Johns to Coffee Bay (PSJ,

and Wild Coast Hiking Trail
Nyandeni & KSD)

Mthatha River Mouth Boat Bay and recreational facilities
Nyandeni Municipality

PROPERTY AND COMMERCIAL DEVELOPMENT (WATER FRONT AND/OR BEACH FRONT DEVELOPMENT)

Port St Johns waterfront & 2nd Beach Tidal Pool
Coffee Bay World class properties
King Sabata Dalindyebo LM

3.6 HOUSING PLAN

The ORTDM has a total population size of approximately 1.4 million, of which 96.1% are isiXhosa speakers. Compared to other district municipalities within the Province of the Eastern Cape, and not including metropolitan municipalities, the ORTDM is the most densely populated district. ORTDM occupies only 9.52% of Provincial land, making it the most densely populated district, at around 108 people/km²– second only to the Buffalo City Metropolitan Municipality. Despite its great population size, it still contributes poorly to the Eastern Cape's GDP.

Akin to its neighbouring districts in this Eastern Cape region, most of the land is either government-owned (national and local), or falls under a tribal authority. Legal forms of land tenure in the district include: freehold (mainly concentrated in the urban centers or townships, certain shops in rural areas, providing security to the owner), Permission-To-Occupy (mainly in the rural owners where there is no right of ownership), leasehold and grazing rights on commonage.

3.6.1 Legislative Requirement

The Housing Act No. 107 of 1997, provides guidance on the general principles applicable to housing development in all spheres of government. It also defines the functions of national, provincial and local governments in respect of housing development and provides for financial arrangements for housing development. The Act also creates the provision for all spheres of government to give priority to the needs of the poor in respect of housing development. The Human Settlements programmes and functional areas are informed by the constitutional and legislative mandate as discussed in Chapter 2 of the Constitution. The National Development Plan: Vision 2030 (NDP) provides direction for meaningful change that leads to a national democratic society. The strategy focuses on integrated planning, prioritisation, and implementation.

The municipality has developed housing and settlement guidelines in order to assist Local Municipalities on making decisions on the optimal arrangement of settlements based on the concepts of the settlement hierarchy policy as described in the SDF. (The comprehensive Settlement Planning and Housing Development Guidelines document is available from the municipality upon request). In essence the housing and settlement guidelines give substance to the settlement hierarchy policy in terms of interventions required in the spatial management of settlements in order to address current development scenarios.

3.6.2 Situational Analysis

The average size of a household in the O.R. Tambo District Municipality is 4.6 people. Housing is predominantly located in scattered rural settlements, with the majority of households in the district living in traditional dwellings. According to the Community

Survey 2016, 43.4% of households occupied formal dwellings in 2011, and by 2016, this had grown to 43.6%. At the same time, while 54.3% of households in the district were living in traditional dwellings in 2011, this had decreased to 54.2% by 2016. The table below shows the housing situation in 2016.

Table 22: Type of Dwellings in the five Local Municipalities

MUNICIPALITIES	TRADITIONAL DWELLINGS %	FORMAL DWELLINGS %	INFORMAL DWELLINGS %	OTHER DWELLINGS %
Ingquza	57	40	1.2	1.8
Nyandeni	62.1	36.8	0.4	0.6
PSJ	62.2	36.9	0.7	0.1
Mhlontlo	54.7	41.5	2.9	0.8
KSD	45.9	51.8	1.3	1.0

Other dwellings include rental accommodation on privately owned and state-owned property like ECDC Flats. Other accommodation is provided by private institutions like WSU for its own staff and government flats that provide accommodation for persons working in the public sector. There are many individuals providing accommodation for persons working in private organisations in the ORT region.

WATER SERVICES DEVELOPMENT PLAN (WSDP) 2018

Water is absolutely critical to our economy, environment and our communities. A healthy environment and safe, affordable and reliable water services are essential for people, jobs and a thriving economy. The district is mandated by legislative prescripts to prepare water services development plans to ensure effective, efficient, affordable, economical and sustainable access to water services that promote sustainable livelihoods and economic development.

3.6.3 Legal Requirements

Section 13 of the Water Services Act (Act 108 of 1997) makes it compulsory for every Water Services Authority (WSA) to compile a Water Services Development Plan (WSDP). The “Regulations relating to Compulsory National Standards and Measures to Conserve Water”, as published in terms of sections 9 (1) and 73 (1) (j), requires that a WSA must:

- include a water services audit in its annual report on the implementation of its WSDP as required in terms of section 18(1) of the Act
- include details for the previous financial year and if available, comparative figures for the preceding two financial years, of the quantity of water services provided the levels of services rendered
- cost recovery
- meter installation and meter testing
- water quality sampling programme
- water conservation and demand management

3.6.4 Situational Analysis

Under the Municipal Structures Act (No 117 of 1998), O.R. Tambo District Municipality was appointed as the Water Services Authority (WSA) and in this capacity inherited the powers and functions of both the Water Service Authority and the Water Service Provider (WSP). Under these expanded responsibilities, the Water Service Authority has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water and sanitation services.

To achieve this, the Water Services Authority must take a leading role in planning:

- Service Level Objectives
- Water Resources
- Water Conservation and Demand Management
- Bulk Infrastructure
- Institutional Arrangements
- Organisational Support
- Financial Management & Tariff Policy

In general terms, as a WSA, the district municipality must focus on establishing services provider capacity and bringing basic services to consumers in their areas. The Water Services Development Plan (WSDP) is a key tool in achieving this objective. The WSDP also feeds information into the Integrated Development Plan (IDP), which is the annual multi-sectoral plan of the municipality.

Table 24: Water and Sanitation Policies applicable in 2019/2020

Policy Description	Date of effective policy	Status	Council Resolution Number
Free Basic Services Policy	June 2017	Approved	
Indigent policy	June 2017	Approved	
Water use policy	June 2017	Approved	
Water Conservation and Demand Management Policy		Under review	
Water & Sanitation By-laws	2003	To be reviewed 2018/19	
Development Charge Policy	2016/2017	Approved	
Customer Care Policy	2016/2017	Still in draft	

The municipality has produced the following versions of its Water Services Development Plan since it was designated as a Water Services Authority in 2004:

Table 23: Water Services Development Plan Document History

Description	Date Approved:
Water Services Development Plan 2013	June 2013
Water Services Development Plan 2015	June 2015
Water Services Development Plan 2017-22	May 2018

As the Water Services Authority, OR Tambo District Municipality is responsible for complying with regulatory reporting and planning legislation in a number of areas. Further to the WSDP, the municipality has developed water services related policies listed below:

3.7 WATER SERVICE LEVELS AND WATER REQUIREMENTS

ORTDM has only one major dam, namely Mthatha Dam with a 1 in 50year yield of 145,5million m³/a. There are also four small dams serving different parts of the district namely Corana , Mabeleni, Mhlanga and Magwa with a combined capacity of 6.84 million m³. The rest of the population is served from stand-alone schemes through boreholes, springs and rivers.

The district municipality has mixed forms of water services provided:

- Formal, high level of service (adequate)
- Informal, temporary level of service including water tankers (inadequate)
- Informal, below basic RDP level of service (inadequate)
- No services (inadequate)

The extent of the water supply backlog within the O R Tambo District Municipality is 28,2 % with the majority of the households that still have no access to any water supply infrastructure. The majority of the backlogs reside within Port St Johns LM (52%) and Ingquza Hill LM (62%) respectively.

Table 25: ORTDM Water Security

	O.R. Tambo	King Sabata Dalindyebo	King Mhlontlo	Ngquza Hill	Nyandeni	Port St Johns
Groundwater (No. of BH with yield >5l/s)	27	10	11	4	1	1
Surface water (No. of dams)	6	1	1	0	3	1
Water Demand (Mℓ/Day)						
2015	135.85	66.13	16.64	19.79	21.78	11.52
2020	174.35	78.51	19.86	29.39	30.21	16.38
2025	214.26	91.36	23.19	39.38	38.93	21.41
2030	229.32	97.55	23.54	43.14	41.96	23.13
2035	243.81	103.72	23.72	46.81	44.80	24.75

3.7.1. Water Conservation and Demand Management

The municipality currently does not have Water Conservation and Demand Management Strategy so to be enable to have holistic

approach in dealing with water losses and unaccounted water challenges. However, OR Tambo has initiated to processes to ensure that the water loss and uncouncted water is monitored are:

- Determination of water loses

- Implementation of Water Meter Replacement Programme
- Status of Bulk Water Meters

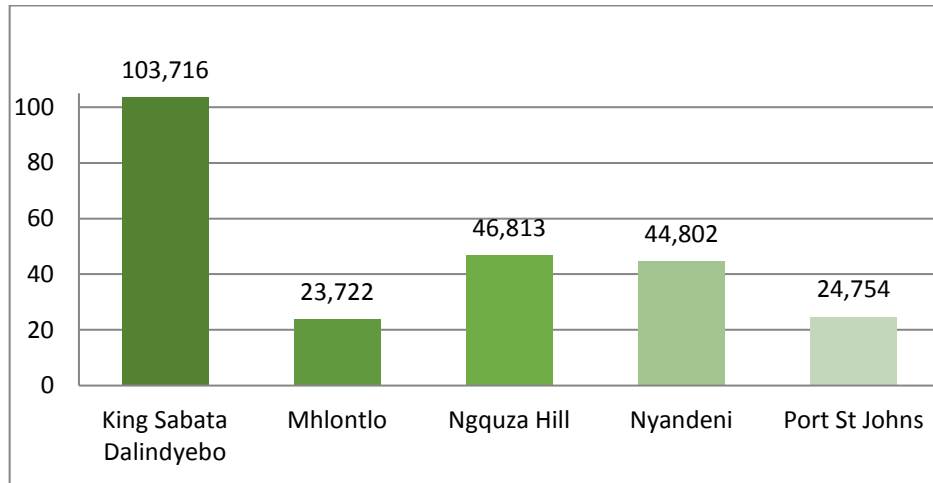


Figure 9: Water Demand for 2035 per Local Municipality

For purposes of calculating water losses, the water-flow process of the municipality has been divided or categorised into five stages. It has to be emphasised upfront that in respect of certain stages; they have been created for the ease of understanding the process-flow otherwise practically on the ground they do not exist. This notion is expanded upon under the explanation of the Water-flow Stages I - V below.

The water-flow have been categorised as follows:

Stage I: Procurement or 'drawing' of Raw Water from the either a dam or a river source to the plant.

Stage II: Purification of raw water into potable water done at the plant.

Stage III: Distribution of water to end users who are either the paying consumers or the indigents

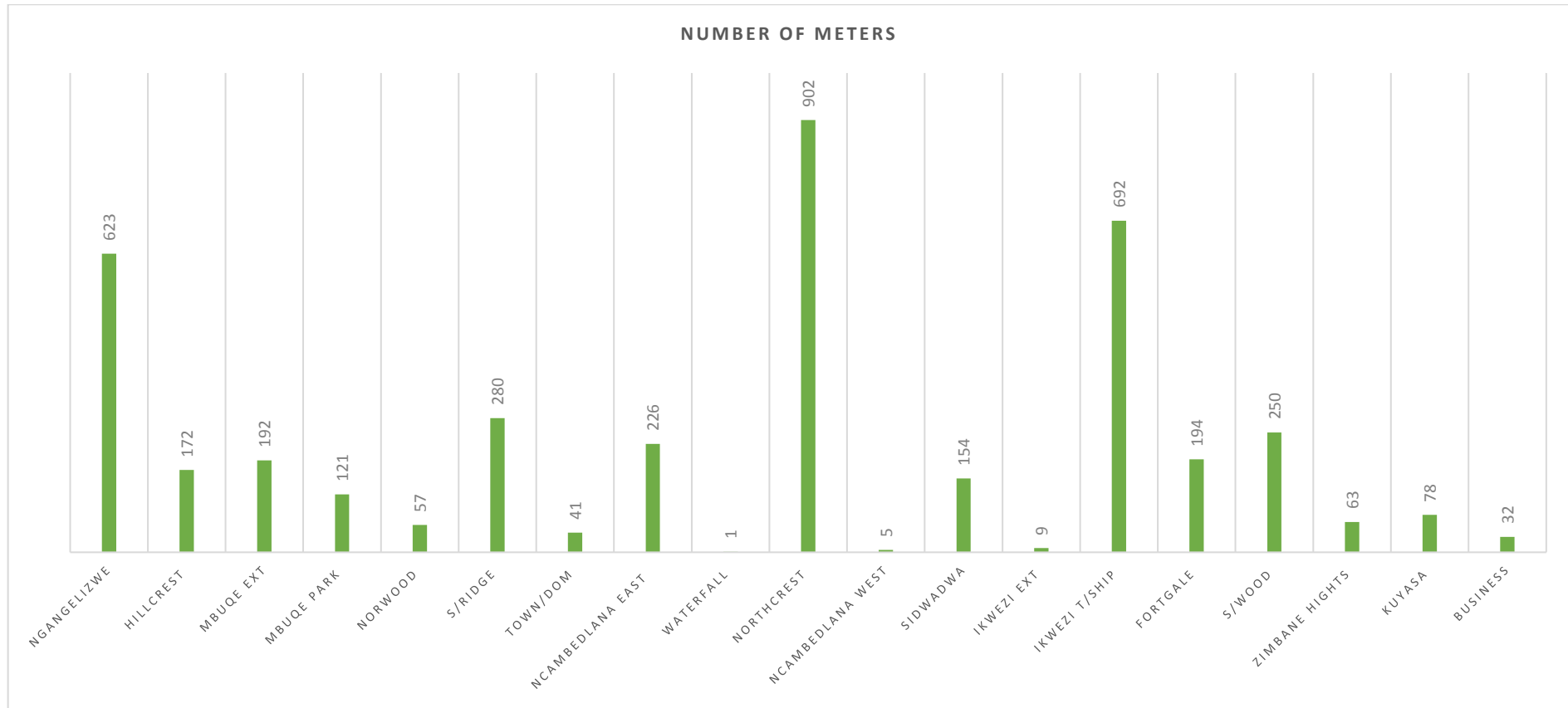
Stage IV: Practically, Stage IV does not exist as it occurs in the course of distributing water from Stage II (the plant) to Stage III and in the course of executing Stage III itself i.e. distributing water to end users. However, for purposes of logic and simplified calculation we have identified it as a 'Identifiable Stage'.

Stage V: Once again, practically it is not a stage as such, however for purposes of these calculations it is a 'Stage' where we are confirming total losses by adding losses at Stages I and II to losses between Stages II and III and losses occurring during execution of Stage III, which for purposes of this exercise has been identified as Stage IV above.

Implementation of Water Meter Replacement Programme

The municipality has embarked on a programme to replace the old meters that are no longer functional or not properly working and install new ones where necessary. The programme is aimed cover the entire district however in the first phase Mthatha urban area and surroundings under King Sabata Dalindyebo LM have been prioritised. Since the beginning of the programme up to end of February 2017 a total of 4092 water maters have been installed in the areas detailed the figure below.

Figure 10: Number of Meters in KSD Local Municipality



**O.R. Tambo Water Meters Replacement Programme
Status of Bulk Water Meters**

The current status of bulk water meters have been recently verified by the Response Team with the intension to attend the recommendations.

3.7.2. Associated Services

The water and sanitation levels of service for education and health facilities are indicated in this section. It is however the responsibility of the Department of Education to apply for services for educational facilities where there are no water or sanitation services present.

The Department of Basic Education (DBE), through its program Accelerated Schools Infrastructure Delivery Initiative (ASIDI) has the objective to eradicate the basic safety norms backlog in schools without water, sanitation and electricity and to replace those schools constructed from inappropriate material. Two such schools in OR Tambo who have received assistance from ASIDI in the last year were Mawonga Primary School and Dumba Junior Secondary School in Qumbu.

It is also the responsibility of the Department of Health to apply for services for health facilities where there are no services.

Eastern Cape Province has 992 health facilities that are made up of 164 non-fixed, 721 fixed clinics and 41 Community Health Centres whilst the hospitals are 66 (ECDOH Annual Performance Plan 2015/16). The associated services for OR Tambo District Municipality are as follows:

1. 182 health facilities made up of 11 mobiles,
2. 135 fixed clinics,
3. 10 Community Health Centres,
4. 9 district hospitals,
5. 2 Regional hospitals,
6. 1 tertiary hospital,
7. 1 Orthopaedic hospital and

8. 3 Victim Empowerment Centres,
9. 5 private health facilities made up of 2 private hospitals and 3 non-medical sites,
10. 1 EMS main base in Mthatha and 7 satellite stations that have been distributed throughout the District.

This makes up 18.3% of the total health facilities in the Eastern Cape. The majority of the hospitals in the District Municipality are generally in the rural areas with only 2 out of 12 hospitals that are in the urban area. Only 4 out of 145 Primary Health Care facilities are in the urban area whilst 141 are in the rural area.

3.8 INTEGRATED WASTE MANAGEMENT PLAN

The National Environmental Management: Waste Act (No 59 of 2008) asserts the roles of both national and provincial government in waste management. National governments competence to legislate is established in line with section 44 of the Constitution on the grounds of the need to maintain essential national standards, establish uniform norms and standards, and to promote and give effect to the right to an environment that is not harmful to health and well-being. The Act establishes a national framework for waste planning, regulation and management with roles for all spheres of government, specifically: National government is tasked with establishing a national waste management strategy, including norms, standards and targets. National norms and standards may cover all aspects of the waste value chain, from planning to service delivery. Of particular importance from an intergovernmental perspective are the powers of national government with respect to norms and standards for: The regionalization of waste management services; Tariffs for waste services provided by municipalities, including providing for tariffs to be imposed to provide for waste management infrastructure

or facilities and ensuring that funds obtained from the provision of waste services are used for the delivery of these services.

Provincial governments are tasked with the implementation of the national waste management strategy and national norms and standards, and may set additional, complementary provincial norms and standards. The Waste Act notes that these norms and standards—must amongst other things facilitate and advance regionalization of waste management services.

Local governments are required to ensure the universal and sustainable delivery of services, subject to national and provincial regulation. In particular, they are required to maintain separate financial statements, including a balance sheet of the services provided.

Waste Transfer Stations and Materials Recovery Facilities

The approach to waste transfer is one that combines both waste transfer and material recovery thereby reducing waste to landfill, while increasing potential for recycling, job creation and economic empowerment.

The following options for waste transfer and materials recovery may be explored:

Transfer Station can be defined as a facility at which solid waste is transferred from one solid waste vehicle to another solid waste vehicle for transportation to another waste handling facility either a recycling centre, waste treatment facility or a waste disposal site (landfill site). This definition does not allow for any recovery of materials from the incoming waste stream, therefore a transfer station may not perform any material recovery operations.

Material Recovery Facility (MRF) is defined as a solid waste facility, such as a transfer station, which is designed and operated to process non-hazardous general waste by utilizing manual and/or mechanical methods to separate useful materials from the incoming waste stream for recycling i.e. return to the economic mainstream for use as raw

materials or products. This facility allows for the non-recyclable materials to be transferred from this facility to other facilities either for recycling, treatment, or disposal.

The need and choice of waste transfer station or material recovery facility must be should be justified, for example by demonstrating that it will:

- Reduce costs for transportation of waste

- Increase resource recovery

- Reduce the amount of waste disposed to landfill

- Improve transport efficiencies of refuse and recovered resources

- Restrict access to operating landfill sites

- Reduce the number of landfills operating in the region

- Provide a safe environment that is supervised or controlled by suitably trained staff.

- Increased Service Delivery

- Job Creation and economic empowerment

Based on the Status Quo Analysis, and Goals and Objectives for waste management within OR Tambo DM, this IWMP proposes that Material Recovery Facilities (MRF), be established and developed to form an integral part of the Waste Management System within the District. Although this IWMP stops short of a detailed feasibility assessment that should be undertaken by a professional waste management expert in consultation with the relevant Local Municipalities' and other stakeholders in Waste Management. In the IWMP, a preliminary identification of potential suitable areas for Material Recovery Facilities has been done. This preliminary identification has considered existing and planned waste management facilities, the level of service expected by the local community, potential resource recovery increases, State and regional waste management programs and targets, and broad economic impacts.

The proposed alternatives are as follows:

Rural Areas and Coastal Resorts

Coastal Areas and Resorts like Coffee Bay, the logic behind this is to limit waste disposal by landfill within the sensitive coastal belt of the Wild Coast. Waste from these areas can be collected, compacted at the Waste Transfer Stations, and transported using larger compactor vehicles.

Small Towns

Waste from smaller towns and rural areas such as Libode, Qumbu and Lusikisiki could be handled by Small to Medium sized Material Recovery Facilities (MRF) depending on the size of waste stream and Waste from these areas can be collected, compacted and transported using larger compactor vehicles to a Large regional Transfer Station to be located in a more central location. The Local facilities can be run as manual stations with limited automation or mechanization in order to create employment and can also be run by local municipalities.

Large Urban Centre (Mthatha)

A Large Regional Materials Recovery Facilities (MRF) is proposed for Mthatha, which is the largest and most urban centre within the District and region. This facility can be fed by received waste from the Local MRFs, and recyclable materials from this facility can easily be sent off to ready markets in the cities such as East London, Durban and Port Elizabeth. Mthatha is suitable for this primarily because of its central location, level of urbanization, readily available power supply, water supply and road access especially since it is located along the proposed N2 Toll Road. The Regional MRF should ideally be operated by a specialized waste recycling entity such as Buyisa-e-bag or waste contractor in order for the system to be run efficiently and profitably.

The Regional MRF should be fairly mechanized and automated in order for it to handle large volumes of waste efficiently.

The table below provides a preliminary GIS based analysis showing potential location of MRFs and Waste Transfer Stations within O.R. Tambo DM. Alternatives for Location of MRFs and Waste Transfer Stations in OR Tambo DM

Table 26: GIS Based Analysis

ROUTE NAME	DISTANCE	PROPOSED SCENARIO
Coffee Bay to Mqanduli	60.8 km	Mini Materials Recycling Centre in Coffee Bay, that bulks and sends waste to a larger MRF Mqnaduli.
Flagstaff to Lusikisiki	42.3 km	Mini Materials Recycling Centre in Flagstaff, that bulks and sends waste to a larger MRF Lusikisiki.
Lusikisiki to Port St Johns	59.2 km	Large Bulking Waste Transfer Station in PSJ
Port St Johns to Libode	63.7 km	Large Bulking Waste Transfer Station in PSJ
Mqanduli to Mthatha	34.6 km	Medium Size Waste Transfer Station in Mqanduli feeding the regional Maxi Regional MRF in Mthatha.
Libode to Mthatha	27.9 km	Medium Size Waste Transfer Station in Libode feeding the regional Maxi Regional MRF in Mthatha.
Qumbu to Tsolo	27.4 km	Small MRF in Qumbu to Waste Transfer Station In Tsolo
Tsolo to Mthatha	42.4 km	Medium Size Waste Transfer Station in Tsolo feeding the regional Maxi Regional MRF in Mthatha.

3.9 ENVIRONMENTAL MANAGEMENT PLAN

An Environmental Management Plan (EMP) is aimed at contributing to a healthy environment by ensuring that urgent environmental issues are adequately addressed and that proposed projects have no negative impact on the natural environment. The purpose of the EMP is to provide a Municipality with a decision support tool to evaluate its outcomes in terms of its environmental implications. An Environmental Management Plan (EMP) is defined as a plan which organizes and coordinates mitigation, rehabilitation and monitor measures in order to guide the implementation of the proposal. philosophy that prescribes a code of practice for ensuring that environmental considerations are fully integrated into all stages of the development and decision making process. The IEM philosophy (and principles) is interpreted as applying to the planning, assessment, implementation and management of any proposal (project, plan, programme or policy) or activity – at local, national and international level – that has a potentially significant effect on the environment. Implementation of this philosophy relies on the selection and application of appropriate tools for a particular proposal or activity. These may include environmental assessment tools (such as strategic environmental assessment and risk assessment), environmental management tools (such as monitoring, auditing and reporting) and decision-making tools (such as multi-criteria decision support systems or advisory councils).

3.9.1. Legal Requirements

The Constitution of South Africa (Act 108 of 1996)

Section 24 recognises not only that everyone has a right to an environment that is not harmful to our health or well-being, but it also

recognises the notion of sustainable development and its supporting principles.

National Environmental Management Act (Act no 107 of 1989)

National Environmental Management Act, 1998 (NEMA) gives legislative effect to the principles of the Constitution and the White Paper on a National Environmental Policy. NEMA also creates the institutions and procedures needed for cooperative governance and integration between spheres of government for environmental management. The Act also imposes a number of duties on the various spheres of government in terms of environmental management, including local government. Municipalities are mandated by NEMA to develop and implement EMP. The Act further defines the concept of sustainability, to ensure that any social or economic development will take place in such a way as to preserve the Environment for present and future generations and it also takes into account the pollution principles.

3.9.2. Situational Analysis

Despite O.R Tambo being seen as having a potential in Agriculture and Tourism within the province, but a number of threats to the environment can be identified within the area of Jurisdiction, including:

Destruction of indigenous forests;

Uncontrolled settlement on valuable agricultural soils and sensitive coastal habitats;

Spread of invasive alien plants;

Poor solid waste management;

Inadequate application of Integrated Environmental Management procedures; and

Over-use of intertidal and marine resources.

Table 27: Environmental Management Plan Action Plan

THEME	RESPONSIBLE
Water monitoring: rivers and wetlands	Water services, Environmental
Waste water effluent monitoring	Water services
Monitoring of terrestrial and aquatic biodiversity	Water services, Environmental
Urban edge delineation	Spatial planning
Identification, delineation and planning of key natural resources	Spatial planning, Environmental
Monitoring programme for reporting on compliance	Environmental
Conservation planning	Spatial planning, LED, Environmental

3.10 CLIMATE CHANGE STRATEGY

The Local Government: Municipal Systems Act 32 of 2000, together with the Municipal Structures Act, establishes local government as an autonomous sphere of government with specific powers and functions as defined by the Constitution. Section 155 of the Constitution provides for the establishment of Category A, B and C municipalities which each has different levels of municipal executive and legislative authorities.

Status of the Plan

The municipality has developed and adopted a Climate Change Strategy.

3.11 AIR QUALITY MANAGEMENT PLAN

Air quality management plan is the policy directive that seeks provide mechanism for management the status of air in a given locality. This Plan seeks to identify and reduce the negative impacts on human health and on the environment; through vigorous implementation, The Air Quality Management Plan should efficiently and effectively drive activities that bring air quality in the District Municipality into sustainable compliance with National, Provincial and Local air quality standards within agreed timeframes. Municipalities are required to include an AQMP as part of its Integrated Development Plan. The AQA makes provision for the setting of ambient air quality standards and emission limits on National level, which provides a means evaluating air quality.

3.11.1 Legislative Requirements

According to Section 156(1) of the Constitution, a municipality has the executive authority in respect of, and has the right to, administer the local government matters (listed in Part B of Schedule 4 and Part B of Schedule 5) that deal with air pollution. Section 156(2) makes provision for a municipality to make and administer by-laws for the effective administration of any matters which it has the right to administer as long as it does not conflict with national or provincial legislation. The Municipal Systems Act as read with the Municipal Financial Management Act requires municipalities to budget for and provide proper atmospheric environmental services.

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires Municipalities to introduce Air Quality Management Plans (AQMP) that set out what will be done to achieve the prescribed air quality standards.

Air pollution management is the Constitutional responsibility of local government, and municipalities are the primary interface between the public and government around air pollution management. In terms of the Municipal Structures Act, the responsibility for integrated development planning, which includes the development of air quality management plans, lies with district municipalities. Municipalities influence air quality governance through the introduction of by-laws, which are legally enforceable within the municipality's jurisdiction. The main objective of the Air Quality Act is the protection of the environment and human health, in a sustainable (economic, social and ecological) development framework, through reasonable measures.

Key focuses in respect of air quality management

Addressing climate change;

The transfer of authority to and capacity development of district municipalities that have been identified as having poor or potentially poor air quality;

Continuing and escalating compliance monitoring and enforcement activities by EMI's in the municipal sphere;

Ensuring that all municipalities with poor or potentially poor air quality have prepared air quality management plans;

Implementing priority area air quality management plans;

Improving municipal air quality monitoring facilities and capacity; and

The creation of sufficient municipal capacity through the training of municipal officials in atmospheric emission licensing and the designation of municipal air pollution control officers.

Municipality roles and responsibilities in relation to Air Quality Management

Designate a municipal AQO from its administration.

Develop an AQMP for inclusion in its Integrated Development Plan (IDP) in accordance with Chapter 5 of the Municipal Systems Act.

Prepare an annual report including progress regarding the implementation of the AQMP and compliance with the plan.

Perform Atmospheric Emission licensing

Develop implement emission reduction strategies

Establish ambient emission standards and emission inventory

Monitor adherence to the emission standards and record exceedance for reporting

Report progress on implementation of AQMP to the provincial AQO.

3.12 DISASTER AND RISK MANAGEMENT FRAMEWORK PLAN

This plan fulfills the legal requirement as set out in the Disaster Management Act and the Policy Framework for Disaster Management in South Africa and confirms the arrangements for managing disaster risk and for preparing for and responding to disasters within the O.R. Tambo District Municipality. The Disaster Management Act, 2002, mandates each province as well as each district and metropolitan municipality, in terms of sections 28 and 42 to "establish and implement a framework for Disaster Risk Management (DRM) aimed at ensuring an integrated and uniform approach to DRM" in its jurisdiction by all provincial and municipal organs of state, etc.

The structure of the Disaster Management Plan is also explained and linked to the Key Performance Areas and Enablers of the Policy Framework for Disaster Management in the District, also known as the OR Tambo Disaster Risk Management Policy Framework (ORT DRMPF).

Addresses requirements for the establishment of integrated institutional capacity for Disaster Risk Management within the O.R. Tambo District.

The plan outlines the institutional capacity required for effective Disaster Risk Management which includes the establishment of a District Disaster Risk Management Advisory Forum, Technical Committees and a Disaster Risk Management Centre which should incorporate a 24-hour emergency control and communications facility (CCC).

The risk profile of the District is provided based on the disaster risk assessment conducted between October and December 2013 in all five local municipalities of O.R. Tambo District Municipality. The high risks identified within the District include: human disease, hydro meteorological hazards such as severe storms, drought and flooding, fire hazards, civil unrest (crime), road transportation hazards and infrastructure/service delivery failure.

The plan addresses Disaster Risk Reduction strategies to reduce those risks identified in the previous chapter. Disaster Risk Reduction project proposals have been formulated for priority risks and a risk reduction process is described in the beginning of the chapter. These proposals will remain guidelines which will need to be adapted to the specific prevailing circumstances when they are put into use.

Response and recovery issues are highlighted. Preparedness plans for priority risks are introduced and the preparedness capacity of the District is described which leads to the identification of certain gaps and recommendations. Subsequently, an Any-Hazard Response procedure is presented that form the basis of response to all major incidents and disasters. Additional hazard-specific contingency plans are listed after which the declaration of a state of disaster and disaster classification is discussed. The chapter concludes with the identification of additional gaps and recommendations. The remaining chapters contain arrangements for the review and maintenance of the plan, a summary of the plan, as well as several annexures including contact details and

additional descriptions of corporate responsibilities for Disaster Management.

In summary, several sections of the plan contain implementation actions that are required to ensure the effective implementation of this Plan. The most important of these are summarized below:

This plan must be implemented as a working guideline by all municipal departments and entities for Disaster Risk Management in the district. A 24-hour Communication Control Centre (Disaster Operations Centre/Central Communication Centre) must be established to monitor emergency and essential services' communications and early warning information systems and identify developing emergencies and disasters so that appropriate response can be activated during major incidents and disasters;

The municipality must institute the compulsory consideration of Disaster Management in the planning and execution stages of all IDP projects. This will ensure the integration of Disaster Management into the IDP, and will ensure that all plans and projects are focused on contributing to Disaster Risk Reduction and Disaster Preparedness – thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the district municipality;

The municipality must maintain a Disaster Management Advisory structure, whether this is a separate formally constituted Advisory Forum as discussed in the OR Tambo Disaster Risk Management Policy Framework, or another suitable body that fulfills the role of Advisory Forum;

The O.R. Tambo Municipal Council must adopt a formal policy for the declaration of a local state of disaster. Such a policy will replace this section of the plan which provides a general description of issues surrounding the declaration of a state of disaster;

The municipality must regularly review and update its Plan, as required by Section 48 of the Disaster Management Act, No. 57 of 2002. O.R. Tambo Disaster Risk Management Centre is responsible for the review

of the municipal Disaster Risk Management Plan on an annual basis and must provide guidance to municipal departments, Ntinga O.R. Tambo and Local Municipalities in the area of the district.

3.13 INTEGRATED TRANSPORT PLAN

The Constitution of the Republic of South Africa Act, 1993 (Act 200 of 1993) replaced by the Act of 1996 (Act 108 of 1996), states that the Department of Transport (DOT) is responsible for maximizing the contribution of transport to the economic and social development goals of society by providing fully integrated transport operations and infrastructure.

The National Land Transport Act No. 5 of 2009 (NLTA) stipulate that all district municipalities must develop the District Integrated Transport Plans. Generally, a DITP is considered as the mechanism by which an authority can plan to, develop, manage, integrate and promote public transport. More specifically, section 26(1) of the NLTTA states that a DITP must be prepared with a view to determining and specifying the public transport services, provided in terms of the matters listed in sections 23(3)(a) and (b) of the Act. The latter refer to:

all the scheduled and unscheduled services that are operated in the area concerned, as well as the public transport services; operating across the boundaries of neighbouring authorities; and all the facilities and infrastructure currently being developed, or already utilized.

O. R. Tambo District Municipality (ORTDM) has two of the extensively used road networks in the Eastern Cape Province. These roads are used by formal and informal transport operators including mini bus taxis, buses, LDVs and animals drawn carts. Since the development of

the last District Integrated Transport Plan (DITP), many aspects of public transport in the district have changed. The changes that occur are being attributed to fast growing population and economic opportunities presented by the district. These change therefore require a review of existing situation including public transport in order to align the demand to the offer.

The NDP acknowledges transport as an enabler of getting South Africa to work. It states that the ultimate goal to be achieved by 2030 is a situation whereby the transport system supports economic development, job creation and growth while providing equitable access to opportunities, services and reducing poverty. It further indicates that more emphasis should be placed on the total system and efficiency to maximize the strength of different modes. It suggests that public transport and non-motorised modes may foster a different culture i.e. social interaction, health practices and street-level movement resulting in a sense of place as well as social inclusion that the country needs. It further indicates that in areas such as Ingquza Hill, where people have settled in isolated rural settlement which are far away from economic opportunities the aim should be to focus on basic needs which include access roads and schedule public transport services to ensure access to public health care and other service points, however subsidized services should be limited to such places.

Situational Analysis

The review of Integrated Transport Plans prepared by local municipalities within the jurisdiction of the ORT District Municipality suggested the following:

Ingquza Hill: The majority of roads within the municipality are district roads and are poorly maintained. These roads are characterised by potholes, water pooling and cracks; lack of drainage system etc. Most

of the access roads are made of gravel and lack basic road sign and road markings. Basic infrastructure such as loading and off-loading facilities for passengers and goods are lacking, hence creating congestion and threat to passengers' life.

King Sabata Dalindyebo: Although KSD is striving to ensure adequate public transport for the public, the main concerns remain the condition of the roads (despite some upgrade that have been observed), congestion, lack of adequate infrastructure and spurious maintenance. Some areas are still lacking proper access roads, and where these are available, they are not accommodating for certain types of vehicular.

Mhlontlo: The ITP highlights a number of challenges pertaining the public transport. These include the general poor condition and lack of maintenance of all roads, poor access to areas, facilities and services of the municipality and traffic safety.

Nyandeni: While some of improvements are being observed, the LITP highlight a number of challenges faced by commuters and transport operators. A number of proposals for improvement are being suggested and some of these are being implemented.

Port St Johns: Despite effort by local authorities to implement a number of strategies related to public transport, PSJ LM is facing a number of challenges including the upgrade and maintenance of roads, and the provision of adequate public transport infrastructure that respond commuters' needs

Challenges of Transportation

Although ORTDM is striving to provide better public transport services, many challenges are hampering this vision. Further to the transport operators and commuters satisfaction, another survey was conducted to document the main transport problems and their related causes.

Infrastructure: these issues are those related to the provision, availability and condition of public transport infrastructure. In terms of

provision, the investigation looked at whether the infrastructure required was provided where needed;

Public transport services: problems are mainly related to organisation and coordination of public transport activities including traveling time, schedule, crowd management etc.;

Safety, security and law enforcement: relate to the way commuters and operators are feeling when using a public transport;

Awareness and promotion: relate to the issues of traffic education and promotion of alternative transport modes to alleviate congestion and overcrowding; and

Planning and administration: refer to the problems faced by transport operators to obtain license and way the transport portfolio (at LM and DM levels) manage public transport in general.

CHAPTER 4: DEVELOPMENT STRATEGIES AND PERFORMANCE MANAGEMENT FRAMEWORK – INSTITUTIONAL SCORECARD

4.1 INTRODUCTION

This Chapter provides a summary on how performance management is implemented within the ORTDM.

The Local Government: Municipal Systems Act No. 32 of 2000 as amended, requires municipalities to:

- establish and develop a performance management system;
- monitor and review the performance management system;
- set appropriate key performance indicators and measurable targets;
- establish a process of regular reporting;
- involve the community in the development, implementation and review of the performance management system;
- include general key performance indicators prescribed by the Minister;
- make performance indicators and targets known internally and to the general public;
- ensure that results are audited; and
- prepare an annual performance report.

As such, the ORTDM has implemented a performance management system in accordance with this Act.

4.2 THE STATUS OF PERFORMANCE MANAGEMENT AT ORTDM

The performance management system is driven by a Performance Management Policy/ Framework that was developed and adopted by the Council together with the Budget related policies in May 2017. The Corporate Performance, Monitoring and Evaluation Unit resides within the Office of the Municipal Manager.... This policy/framework provides an overarching framework for managing performance in the ORTDM.

The Corporate Performance, Monitoring and Evaluation unit inculcated a culture of performance management and accountability, through various instruments such as trainings and workshops. The unit has developed performance management systems specific to departmental functions in order to assist departments to realize their mandates. The Unit accelerates the process of advising and guiding institutional departments in crafting Specific, Measurable, Accurate, Reliable and Timeous (S.M.A.R.T) indicators, achievable targets and strategic plans.

The unit monitors progress on the pursuit of targets set and advises departments on contingency plans and acceleration where the need arises. Performance Systems have matured enough to be able to flag malperformance and come up with remedial strategies in order to achieve prior set targets.

The unit, through the use of reporting templates, facilitates reporting on a quarterly, bi-annually and annual basis in order to validate institutional performance. Accountability within departments is instilled through encouraging the sitting of monthly departmental meetings to decipher on SDBIP indicators and targets. This, the unit, utilizes as an information sharing session to not only track departmental performance but to create a sense of validity on SDBIP indicators and targets.

The unit has firmly instilled performance within top management by enforcing accountability which is validated during performance reviews as conducted by the Municipal Manager. Performance reviews are the instrument by which the institution will introduce performance appraisals as performance gradually improves.

4.3 PLANS FOR THE 2019/2020 FINANCIAL YEAR

The Corporate Performance Unit is premised on the strategic objective *‘to ensure a district wide coordination of implementation, monitoring and evaluation of the IDP.’* Our primary goal is to ensure the optimal realization of legitimate performance management systems. The pinnacle of the units goals is to achieve a clean performance audit in all performance areas.

For the 2019/2020 financial year the unit will focus on the following initiatives:

- Implement and migrate to an electronic performance management system;
- Training and capacity building for Coucillors;

- Develop a process plan that legitimizes working channels with Internal Audit for the verification of performance information;
- Create working relations with municipal oversight committees;
- Create a conducive work environment for change management initiatives;
- Cascade performance management to middle management;
- Provide local municipalities and municipal entities support on performance management;
- Create evaluation systems through the physical verification of initiatives.

The following section provides an overview of the key performance areas, goals, priority areas and strategic objectives of the O.R.T.D.M. which were reaffirmed at the Mayoral Lekgotla and Strategic Planning Session which took place on 03-04 March 2019 and 06-08 March 2019 subsequently.

4.4 KEY PERFORMANCE AREAS

The five Municipal Key Performance Areas in accordance with legislation are as follows:

- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Financial Viability and Management;
- Good Governance and Public Participation; and

- Municipal Transformation and Institutional Development.

4.5 GOALS

In terms of addressing priority issues identified across the five KPAs, seven Goals have been identified for the medium term. These Goals are aligned to each of the five KPAs, except where Basic Services and Infrastructure is separated into three distinct Goals, one addressing Community Livelihoods and the others addressing Water and Sanitation and Infrastructure respectively.

1. Basic Service Delivery and Infrastructure Development –
 - To provide conducive, adequate and accessible infrastructure
 - To promote integrated sustainable community livelihoods
 - By 2022 our district should have provided water and sanitation to every village/community
2. Local Economic Development –
 - To promote rapid and sustainable economic growth within the limits of available natural resources
3. Financial Viability and Management –
 - To manage the financial viability of the ORTDM through sound management and good governance
4. Good Governance and Public Participation –
 - To build a coherent district that is responsive, accountable and promotes clean governance
5. Municipal Transformation and Institutional Development-

- To develop, transform and capacitate the ORTDM and its Local Municipalities to ensure effective and efficient resource utilization making it capable of delivering in its mandate

The service delivery programmes and projects at the municipality are informed by the macro and micro planning instruments including the District Development Plan, Spatial Development Framework and other sector specific Master Plans.

4.6 PRIORITY AREAS AND STRATEGIC OBJECTIVES LINKED TO NATIONAL, PROVINCIAL AND DISTRICT OUTCOMES AND PRIORITY AREAS

The table overleaf provides further detail as to how the five KPA's and seven Goals, have been translated into key priority areas. Strategic Objectives have been developed to address all priority areas and explain what the ORTDM wants to achieve over the medium term. ORTDM has numerous strategies and plans which provide further detail as to how these objectives will be realised.

ORTDM presents in the same Chapter, details of how its organisational Goals and Strategic Objectives will address Priority Issues through the tracking of progress via Key Performance Indicators and Targets. Project Information aligned to this Chapter, can be found in Chapter 6. Section 25 (1) (e) of the Municipal Systems Acts states that an IDP adopted by a Municipal Council must be aligned with national and provincial development plans in terms of the relevant legislation. The synergy, alignment and coordination between the various development plans and strategic imperatives of the

three spheres of government (i.e. IDP, PDP, NSDP, National Outcomes Approach, etc.) is imperative in order to achieve coordination and alignment of development initiatives within the district. Table 80 indicates the alignment of ORTDM Goals and Strategic Objectives to national, provincial and district priorities and outcomes.

Table 28: Priority Areas and Strategic Objectives Linked to Provincial and National Outcomes

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Early Childhood Development	1. To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022	Human Development	Early Childhood Development Strategy	An educated, empowered, and innovative citizenry	Growth	03	Improving education, training and innovation	Inclusive and responsive social protection system	13	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Community Safety	2. To provide support in the reduction of crime in the District on an annual basis	Human Development	Crime prevention	An educated, empowered, and innovative citizenry	Growth	03	Build safer communities	All people in South Africa are protected and feel safe	03	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Municipal Health Services	3. To provide the best possible municipal health and environmental services to the population of the District	Human Development	Improvement of quality health	A healthy population	Inclusion and Access	02	Health care for all	A long and healthy life for all South Africans	02	Create conditions for decent living by consistently delivering municipal services to the right quality and standard.

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Sports, Recreation, Arts, Culture and Heritage	4. To provide support to sports, recreation, arts, cultural affairs and heritage development and practice	Human Development	Arts, Culture and Heritage Strategy	A vibrant and equitably enabled communities	Inclusion and access	02	Broaden social cohesion and unity, while redressing the inequities of the past	An efficient, effective development orientated public service	12	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Disaster Risk Management and Fire Services	5. To promote a sustainable and integrated approach to Disaster Risk Management across the District	Human Development	Disaster Management Plan	A vibrant and equitably enabled communities	Inclusion and access	02	Improve environmental sustainability and resilience	Protection and enhancement of environmental assets and natural resources	10	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Disaster Risk Management and Fire Services	6. To ensure that fire and emergency incidents are responded to within the required turnaround times	Human Development	Disaster Management Plan	Capable, conscientious and accountable institutions	Effective governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	09	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community	Children and Education	1. To improve the well-being of vulnerable groups and	Human Development	Livelihood improvement and greater household	An educated, empowered, and	Growth	03	Improving education, training and innovation	Quality basic education	13	Put people and their concerns first

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
	livelihoods		general welfare of O.R Tambo communities by 2022		Transformation in terms of socio-economic development	innovative citizenry						
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Livelihood Improvement and Greater Household Transformation	1. To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022	Human Development	, infrastructure development, skills, information communication, technology (ICT) development	An educated, empowered, and innovative citizenry	Growth	03	Improving education, training and innovation	A skilled and capable workforce to support inclusive growth	05	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	National and International Icons Celebrations	7. To instill a sense of community through the organisation of special events	Human Development	, entrepreneurship etc.)	Vibrant, equitably enabled communities	Inclusion and access	02	Broaden social cohesion and unity while redressing the inequities of the past	Nation building and social cohesion	14	Put people and their concerns first
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Social Relief Housing	8. To ensure the provision of Human Settlements Programs within the District by 2022	Human Development	District Human Settlements Strategy and Spatial Development Framework	Vibrant, equitably enabled communities	Spatial integration	01	Broaden ownership of assets to historically disadvantaged groups	Sustainable human settlements and improved quality of household life	08	Create conditions for decent living

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Social Relief Housing	9. To establish the necessary support structures to improve the provision of Human Settlements on a continuous basis	Human Development	District Human Settlements Strategy and Spatial Development Framework	Capable, conscientious and accountable institutions	Spatial integration	01	Broaden ownership of assets to historically disadvantaged groups	Sustainable human settlements and improved quality of household life	08	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Environmental and Waste Management	10. To recycle 70% of all waste by 2022	Inclusive Economic Development	Environmental Management Plan and Integrated Waste Management Plan	Vibrant, equitably enabled communities	Growth	03	Improve environmental sustainability and resilience	Protection and enhancement of environmental assets and natural resources	10	Create conditions for decent living
Basic Service Delivery and Infrastructure	To promote integrated sustainable community livelihoods	Environmental and Waste Management	11. To ensure that at least 80% of projects comply with environmental regulations by 2022	Inclusive Economic Development	Environmental Management Plan	Capable, conscientious and accountable institutions	Growth	03	Improve environmental sustainability and resilience	A responsive, accountable, effective and efficient local government system	09	Be well governed

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Basic Service Delivery and Infrastructure	To provide conducive, adequate and accessible infrastructure	Accelerate Planning and Delivery of Municipal Infrastructure Programmes	12. To coordinate IGR Structures and intervene in the implementation of transport, roads and electricity	Infrastructure & Basic Services	District Integrated Transport Plan	Vibrant and equitably enabled communities	Inclusion and access	02	Economic infrastructure	An efficient, competitive and responsive economic infrastructure network	06	Create conditions for decent living
Basic Service Delivery and Infrastructure	By 2022 our district should have provided water and sanitation to every village/community	Quality of Water & Sanitation Services	13. To provide reliable water and sanitation services by 2022	Infrastructure & Basic Services	Water Services Development Plan & Infrastructure Plan	Vibrant and equitably enabled communities	Inclusion and access	02	Ensure that all South Africans have access to clean, running water in their homes	Sustainable human settlements and improved quality of household life	08	Create conditions for decent living first
Basic Service Delivery and Infrastructure	By 2022 our district should have provided water and sanitation to every village/community	Expansion of Water Services by 2022	14. To expedite the reduction of water and sanitation backlogs by 2022	Infrastructure & Basic Services	Water Services Development Plan	Vibrant and equitably enabled communities	Inclusion and access	02	Ensure that all South Africans have access to clean, running water in their homes	Sustainable human settlements and improved quality of household life	06	Put people and their concerns first

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Basic Service Delivery and Infrastructure	By 2022 our district should have provided water and sanitation to every village/community	Maintenance and Refurbishment of Non-functional Schemes (O&M)	14. To expedite the reduction of water and sanitation backlogs by 2022	Infrastructure & Basic Services	Water Services Development Plan	Vibrant and equitably enabled communities	Inclusion and access	02	Ensure that all South Africans have access to clean, running water in their homes	An efficient, competitive and responsive economic infrastructure network	06	Create conditions for decent living
Basic Service Delivery and Infrastructure	By 2022 our district should have provided water and sanitation to every village/community	Quality of Water & Sanitation Services	14. To expedite the reduction of water and sanitation backlogs by 2022	Infrastructure & Basic Services	Sanitation Master Plan	An inclusive, equitable and growing economy for the province	Inclusion and access	02	Economic infrastructure	A responsive, accountable, effective and efficient local government system.	09	Create conditions for decent living
Basic Service Delivery and Infrastructure	By 2022 our district should have provided water and sanitation to every village/community	Reduction of Water Losses	15. To reduce water losses from 27% in 2017/18 up to 20% by 2022	Infrastructure & Basic Services	Water Master Plan	Capable, conscientious and accountable institutions	Inclusion and access	02	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system.	09	Ensure sound financial management resources

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Basic Service Delivery and Infrastructure	By 2022 our district should have provided water and sanitation to every village/community	Improve Effectiveness of Call Centre (customer care center)	16. To improve response time to complaints raised at the call center	Human Development	Communication Strategy	Capable, conscientious and accountable institutions	Inclusion and access	02	Building a capable and developmental state	An efficient, competitive and responsive economic infrastructure network	06	Put people and their concerns first
Basic Service Delivery and Infrastructure		Data Management	17. To improve access to spatial information and data management for planning and service delivery	Infrastructure & Basic Services	Spatial Development Framework and Water Services Development Plan	Capable, conscientious and accountable institutions	Spatial integration	01	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system.	09	Put people and their concerns first
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Capacity of Communities, Youth and Emerging Contractors	1. To capacitate 400 emerging contractors by 2022	Human Development	Local Economic Development Strategy	An educated, innovative and empowered citizenry	Growth	03	Improving education, training and innovation	A skilled and capable workforce to support inclusive growth	05	Put people and their concerns first

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Rural Development (spatial planning of the region)	2. To assist all municipalities in the district to be SPLUMA compliant by 2018/2019	Inclusive Economic Development	Spatial Development Framework	Capable, conscientious and accountable institutions	Spatial integration	01	Develop an inclusive rural economy	A responsive, accountable, effective and efficient local government system.	09	Create conditions for decent living
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Environmental and Waste Management	3. To improve air quality and environmental management in the district by 2022	Inclusive Economic Development	Air Quality Management Plan	Vibrant and equitably enabled communities	Growth	03	Improve environmental sustainability and resilience	Protection and enhancement of environmental assets and natural resources	10	Capable, conscientious and accountable institutions
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Tourism Development and Marketing	4. To promote tourism in the District	Inclusive Economic Development	Local Economic Development Strategy and Communication Strategy	A growing, inclusive, equitable economy	Growth	03	Promote improvement in the economy and increase employment	Decent employment through inclusive economic growth	04	Create conditions for decent living

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Economic Infrastructure Development	5. To boost agriculture contribution and improve food security in the District by 2022	Inclusive Economic Development	Local Economic Development Strategy	A growing, inclusive, equitable economy	Growth	03	Develop an inclusive rural economy	Vibrant, equitable and sustainable rural communities and food security	07	Create conditions for decent living
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Blue Economy, Enterprise and Cooperatives Development, Forestry Development, Afforestation and Processing,	6. To provide support to entrepreneurs, create employment opportunities and boost investment to grow the district economy by 2022	Inclusive Economic Development	Local Economic Development Strategy	A growing, inclusive, equitable economy	Growth	03	Improve environmental sustainability and resilience	Decent employment through inclusive economic growth	04	Create conditions for decent living

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Local Economic Development	To promote rapid and sustainable economic growth within the limits of available natural resources	Enterprise and Cooperatives Development	6. To provide support to entrepreneurs, create employment opportunities and boost investment to grow the district economy by 2022	Inclusive Economic Development	Local Economic Development Strategy	A growing, inclusive, equitable economy	Inclusion and access	02	Improve environmental sustainability and resilience	Decent employment through inclusive economic growth	04	Put people and their concerns first
Financial Viability and Management	To manage the financial viability of the O.R Tambo District Municipality through sound management and good governance	Revenue Management	1. To effectively and efficiently manage and grow the district municipality's revenue through a mix of revenue management, enhancement and protection strategies by 2022	Infrastructure & Basic Services	Tariff Policy, Investment Policy and Debt Collection Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Ensure sound financial management

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Financial Viability and Management	To manage the financial viability of the O.R Tambo District Municipality through sound management and good governance	Expenditure Management	2. To improve the internal control environment and enhance efficiencies in expenditure management by 2019	Institutional Transformation - Governance and Capacity of Government	Expenditure Management Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Ensure sound financial management
Financial Viability and Management	To manage the financial viability of the O.R Tambo District Municipality through sound management and good governance	mSCOA Implementation	3. To achieve mSCOA compliance by the district municipality in line with the National Treasury Regulations and Guidelines by 2018/2019	Institutional Transformation - Governance and Capacity of Government	mSCOA Implementation Plan	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Ensure sound financial management
Financial Viability and Management	To manage the financial viability of the O.R Tambo District	Credible Annual Financial Statements	4. To submit credible Annual Financial Statements to the Auditor	Institutional Transformation - Governance and Capacity of	GRAP Accounting Policies	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local	09	Ensure sound financial management

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
	Municipality through sound management and good governance		General by 31 August on an annual basis	Government						government system		
Financial Viability and Management	To manage the financial viability of the O.R Tambo District Municipality through sound management and good governance	Supply Chain Management	5. To ensure the effective implementation of demand management, acquisition management, contract management, supplier performance management and SCM risk management by 2022	Institutional Transformation - Governance and Capacity of Government	Supply Chain Management Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed
Financial Viability and Management	To manage the financial viability of the O.R Tambo District Municipality through sound	Budget management	6. To ensure that the annual budget planning and preparation is sustainable, credible, funded and mSCOA	Institutional Transformation - Governance and Capacity of Government	mSCOA Implementation Plan	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Ensure sound financial management

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
	management and good governance		compliant									
Financial Viability and Management	To manage the financial viability of the O.R Tambo District Municipality through sound management and good governance	Asset Management	7. To achieve the required level of service in the most cost effective manner through the efficient management of the municipality's assets	Institutional Transformation - Governance and Capacity of Government	Asset Management Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient development local government system	09	Ensure sound financial management
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Public Participation	1. To instill good governance and strengthen public participation through effective communication between	IDP process alignment, consultation and stakeholder management	Public Participation Strategy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	An efficient, effective development orientated public service	12	Put people and their concerns first

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
			Municipalities and communities by 2022									
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Municipal Oversight Policy and research	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP process alignment, consultation and stakeholder management	Municipal Oversight Model	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Compliance with Legislation	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP process alignment, consultation and stakeholder management	Municipal Oversight Model/Public Participation Strategy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	09	Be well governed

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Political Stability	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP process alignment, consultation and stakeholder management	Municipal Oversight Model	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	09	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Risk Management and Fraud Prevention	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP Objectives and Alignment to DDP	Risk Management Strategy	Capable, conscientious and accountable institutions	Governance	04	Fighting corruption	An efficient, effective development orientated public service	12	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Inter-governmental Relations	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP Objectives and Alignment to DDP	IGR Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Communications	3. To ensure effective, well-coordinated and integrated district wide communication by 2022	IDP Objectives and Alignment to DDP	Communication Policy	Capable, conscientious and accountable institutions	Inclusion and access	02	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Performance Management, Monitoring and Evaluation	4. To ensure a district wide coordination of implementation, monitoring and evaluation of the IDP	IDP Objectives and Alignment to DDP	Performance Management Policy and Framework	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Planning	4. To ensure a district wide coordination of implementation, monitoring and evaluation of the IDP	IDP Objectives and Alignment to DDP	Performance Management Policy and Framework	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed

Integrated Development Plan 2019/20 Review

Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Legal Services	5. To ensure compliance with legislation, policies, regulations and to minimise exposure to avoidable litigations by 2022	IDP Objectives and Alignment to DDP	Good Governance & Compliance	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed
Good Governance and Public Participation	To build a coherent district that is responsive, accountable and promotes clean governance	Internal Auditing	6. To obtain a clean audit opinion by 2018/19	IDP Objectives and Alignment to DDP	GRAP Accounting Policies	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Ensure sound financial management

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Recruitment and Selection	1. To effectively and efficiently recruit and retain competent Human Capital by 2022	Institutional Transformation – Governance and capacity of government	Employment Equity Plan	Capable, conscientious and accountable institutions	Governance	04	Promote improvement in the economy and increase employment; Nation building and social cohesion	A skilled and capable workforce to support an inclusive growth path	05	Be well governed; Build and maintain sound institutional and administrative capabilities
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure	Human Resource Development	2. To ensure a well-trained, motivated and professional workforce by 2022	Institutional Transformation – Governance and capacity of government	Workplace Skills Plan	An educated, innovative and empowered citizenry	Governance	04	Improving education, training and innovation	A skilled and capable workforce to support an inclusive growth path	05	Build and maintain sound institutional and administrative capabilities

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
	effective and efficient resource utilisation making it capable of delivering its mandate.											
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Employment Equity	3. To increase the number of people from employment equity target groups in the three highest levels of management	Institutional Transformation – Governance and capacity of government	Employment Equity Plan	Capable, conscientious and accountable institutions	Governance	04	Promote improvement in the economy and increase employment	A skilled and capable workforce to support an inclusive growth path	05	Be well governed

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Employee Relations (Institutional)	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Labour Relations Strategy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient local development government system	09	Be well governed; Build and maintain sound institutional and administrative capabilities
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure	Records Management (Institutional)	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Records Management Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
	effective and efficient resource utilisation making it capable of delivering its mandate.											
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Employee Wellness (District Wide)	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Employee Wellness Policy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A skilled and capable workforce to support an inclusive growth path	05	Build and maintain sound institutional and administrative capabilities

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Organisational Development (District Wide)	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Labour Relations Strategy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A skilled and capable workforce to support an inclusive growth path	05	Be well governed
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure	ICT Enhancement (District Wide)	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Information Communication and Technology Strategy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient developmental local government system	09	Be well governed

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	effective and efficient resource utilisation making it capable of delivering its mandate.											
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Occupational Health and Safety	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Occupational Health and Safety strategy	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	09	Be well governed

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Key Performance Area (KPA)	Municipal Goal	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Provincial Development Plans' Goal	Integrated Urban Development Framework	IUDF Code	National Development Plan's Goal	National Outcomes (MTSF)	MTSF Codes	Back to Basics
Municipal Transformation and Institutional Development	To develop, transform and capacitate the O.R Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.	Safety and Security	4. To provide effective and efficient human resource, corporate administration support and internal safety and security	Institutional Transformation – Governance and capacity of government	Safety and Security monitoring	Capable, conscientious and accountable institutions	Governance	04	Building a capable and developmental state	A responsive, accountable, effective and efficient local government system	09	Be well governed

4.7 INSTITUTIONAL SCORECARD 2019/20 – 2021/22

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
COMMUNITY SERVICES	Social Development	1. To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022	Human Development	Early Childhood Development Strategy	1_1_1_P001	3	13	1. Number of early childhood development centres supported	P001 Early Childhood Development	New Indicator	10	10	10
	Community Safety	2. To provide support in the reduction of crime in the District on an annual basis	Human Development	Crime prevention	1_2_1_P002	3	3	1. Number of life guards, coastal and water falls patrollers recruited	P002 Coastal and Falls Safety Programmes	180	180	180	180
			Human Development		1_2_2_P003	2	3	2. Number of safety programmes conducted for schools affected by crime	P003 School safety and crime prevention programme	New Indicator	4	4	4
			Human Development		1_2_3_P0090	3	3	3. Number of initiatives conducted towards the development of Community Safety Plans	P090 Community Safety Plans	New Indicator	3	2	1
	Municipal Health Services	3. To provide the best possible municipal health and	Human Development	Improvement of quality health	1_3_1_P004	2	2	1. Number of programmes implemented as per Environmental Health Scope of Practice and	P004 District Municipal Health and Environmental Plan	11	44	11	11

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
		environmental services to the population of the District						National Environmental Health Norms and Standards					
	Sports, Recreation, Arts, Cultural Affairs and Heritage	4. To provide support to sports, recreation, arts, cultural affairs and heritage development and practice	Human Development	Sports, Arts, Culture and Heritage Strategy	1_4_1_P005	2	12	1. Number of sports, recreation, arts, cultural affairs and heritage initiatives implemented/supported	P005 Sports, Recreation, Arts, Cultural Affairs and Heritage Initiatives	10	17	17	17
	Disaster Risk Management and Fire Services	5. To promote a sustainable and integrated approach to Disaster Risk Management across the District	Human Development	Disaster Management Plan	1_5_1_P006	1	9	1. Percentage of homeless households supported in disaster affected areas	P006 Disaster Impact Assessment and Relief	100%	100%	100%	100%
Human Development			1_5_2_P007		3	10	2. Number of Disaster Early Warning System installed	P007 Disaster Early Warning System	0	1	1	2	
Human Development			1_5_3_P0091		3	9	3. Number of Disaster Classification and Declaration Policy	P091 Disaster Classification and Declaration Policy	New Indicator	1	N/A	N/A	
Human Development			1_6_1_P008		4	9	1. Percentage compliance with the attendance time for fire fighting incidents	P008 Response time to fire incidents	100%	100%	100%	100%	

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
		are responded to within the required turnaround times											
EXECUTIVE MAYORAL SERVICES	Children and Education	1. To improve the well-being of vulnerable groups and general welfare of O.R Tambo communities by 2022	Human Development	Livelihood improvement and greater household Transformation in terms of socio-economic development, infrastructure development, skills, information communication, technology (ICT) development, entrepreneurship etc.)	1_1_2_P009	3	2	2. Number of new learners financially supported to access tertiary education	P009 Financial Aid Assistance	0	50	50	50
			Human Development		1_1_3_P010	3	2	3. Number of support initiatives provided for schools to improve matric results in the district	P010 Schools Support	5	15	5	5
	Human Development		1_1_4_P011		3	14	4. Number of programmes implemented from coordinated multi-stakeholder/institutional interventions through the rollout of LIGHT programme	P011 Livelihood Improvement and Greater Household Transformation	9	20	5	5	
	Human Development		1_7_1_P012		3	14	1. Number of National and Internationally aligned programmes implemented in recognition of iconic figures	P012 National and International Icons celebration	12	13	13	13	
	National and International Icons Celebrations	7. To instill a sense of community through the organisation of special events											

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
HUMAN SETTLEMENTS	Social Relief Housing	8. To ensure the provision of Human Settlements Programs within the District by 2022	Human Development	District Human Settlements Strategy and Spatial Development Framework	1_8_1_P013	1	8	1. Number of houses built for emergency housing situations	P013 Emergency Housing	0	324	20	20
			Human Development	District Human Settlements Strategy and Spatial Development Framework	1_8_2_P014	1	5	2. Number of Housing Consumer Education Workshops Held	P014 Housing Consumer Education	12	14	12	12
			Human Development	District Human Settlements Strategy and Spatial Development Framework	1_8_3_P015	1	8	3. Number of housing units for Adam Kok farm workers constructed	P015 Adam Kok Farm Housing	0	14	N/A	N/A
			Human Development	District Human Settlements Strategy and Spatial Development Framework	1_8_4_P016	1	8	4. Number of temporal structures distributed within ORTDM	P016 Temporal Structures	12	6	5	5
RURAL ECONOMIC AND DEVELOPMENT PLANNING	Environmental and Waste Management	9. To recycle 70% of all waste by 2022	Inclusive Economic Development	Environmental Management Plan and Integrated Waste Management Plan	1_9_1_P017	3	10	1. Tons of waste recycled	P017 Landfill Management	479 tons	800 tons	800 tons	800 tons

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)														
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community														
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										Baseline 2018/2019	2019/2020	2020/2021	2021/2022	
TECHNICAL SERVICES	Accelerate Planning and Delivery of Municipal Infrastructure Programmes	10. To coordinate IGR Structures and intervene in the implementation of transport, roads and electricity	Infrastructure & Basic Services	District Integrated Transport Plan	1_10_1_PO18	2	6	1. Number of Local Municipalities with roads assessed	P018 Alignment and coordination of RAMS with SANRAL programmes	N/A	Completed in 2017/18 financial year			
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_2_PO19	2	6	2. Km of new sidewalks constructed	P019 Non-motorised transport	4km	2km	4km	4km	
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_3_PO20	2	6	3. Km's of roads upgraded (unsurfaced)	P020 Upgrade of Roads	0	13km	N/A	N/A	
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_4_PO21	2	6	4. Meters of roads surfaced	P021 Road Surfacing	New Indicator	200 meters	N/A	N/A	
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_5_PO86	2	6	5. Percentage Completion of Libode Community Hall	P086 Libode Community Hall	100%	To be completed in 2018/19 financial year			
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_6_PO87	2	6	6. Number of milestone completed on renovating Prosperity Building	P087 Prosperity Building	New Indicator	7	N/A	N/A	
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_7_PO88	2	6	7. Number of milestones completed on renovating Wonkumntu Offices	P088 Wonkumntu Offices	New Indicator	7	N/A	N/A	
			Infrastructure & Basic Services	District Integrated Transport Plan	1_10_8_PO89	2	6	8. KM of gravel access roads assessed	P089 Rural Road Asset Management System	New Indicator	300	300	300	

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
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Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
	Disaster risk management and fire services	5. To promote a sustainable and integrated approach to Disaster Risk Management across the District	Infrastructure & Basic Services	Disaster Management Plan	1_5_3_P022	3	10	3. Percentage completion of Disaster Management Center	P022 District Disaster Management Centre	30%	100%	N/A	N/A
WATER AND SANITATION	Quality of Water & Sanitation Services	11. To provide reliable water and sanitation services by 2022	Infrastructure & Basic Services	Water Services Authority	1_11_1_P023	3	10	1. Percentage compliance of Drinking water quality	P023 Water Quality (Blue Drop)	0%	96%	96%	70%
			Infrastructure & Basic Services	Water Services Authority	1_11_2_P024	3	10	2. Percentage compliance of waste water effluent quality	P024 Effluent Quality (Green Drop)	0%	90%	90%	50%
	Expansion of Water Services by 2022	12. To expedite the reduction of water and sanitation backlogs by 2022	Infrastructure & Basic Services	Water Master Plan	1_12_1_P025			1. Number of water tanks provided to villages with no water source	P025 Drought Relief	150		150	150
			Infrastructure & Basic Services	Water Master Plan	1_12_2_P026	3	10	2. Number of water tanks provided to communities	P026 Rain water harvesting	0	125	250	250
			Infrastructure & Basic Services	Water Master Plan	1_12_3_P027	3	10	3. Purified mega liters of water carted and delivered to communities.	P027 Water Carting	51	200	300	300
			Infrastructure & Basic Services	Water Master Plan	1_12_4_P028	3	9	4. Number of households with access to basic level of water	P028 Access to Water Services	0	3193	N/A	N/A

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
								services					
			Infrastructure & Basic Services	Water Master Plan	1_12_5_PO29	3	9	5. Number of households with access to basic level of sanitation services	P029 Access to Sanitation Services	4026	7000	7000	7000
			Infrastructure & Basic Services	Water Master Plan	1_12_6_PO30	3	9	6. Percentage of households earning less than R3200 per month with access to free basic services	P030 Free Basic Services	50%	55%	60%	65%
			Infrastructure & Basic Services	Water Master Plan	1_12_7_PO31	3	10	7. Number of water projects completed	P031 Water Projects	8	11	6	8
	Maintenance and Refurbishment of Non-functional Schemes (O&M)		Infrastructure & Basic Services	WSP Maintenance Plan	1_12_8_PO32	3	10	8. Number of Water Treatment Works and Waste Water Treatment Works (WTW) refurbished and or maintained	P032 Refurbishment of existing water treatment works	3	8	18	18
	Maintenance and Refurbishment of Non-functional Schemes (O&M)		Infrastructure & Basic Services	WSP Maintenance Plan	1_12_9_PO33	3	9	9. Number of stand-alone schemes refurbished and maintained	P033 Refurbishment of stand-alone schemes	11	30	N/A	N/A
	Quality of Water & Sanitation Services		Infrastructure & Basic Services	Sanitation Master Plan	1_12_10_PO34	3	9	10. Number of Ventilated Improved Pit (VIP) toilets provided	P034 Eradication of sanitation backlog	4026	7000	7000	7000
	Quality of Water & Sanitation Services		Infrastructure & Basic Services	Sanitation Master Plan	1_12_11_PO35	3	9	11. Number of public toilet facilities constructed/refurbishment of ablution facilities	P035 Construction/Refurbishment of ablution facilities	3	3	N/A	N/A

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Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
								shed					
			Infrastructure & Basic Services	Sanitation Master Plan	1_12_12_P036	3	9	12. Number of households with sludge removed	P036 VIP Sludge Management	3996	3000	6000	6000
			Infrastructure & Basic Services	Sanitation Master Plan	1_12_13_P037	3	10	13. Number of sanitation projects completed	P037 Sanitation Projects	0	1	1	N/A
	Reduction of Water Losses	13. To reduce water losses from 27% in 2017/18 up to 20% by 2022	Infrastructure & Basic Services	Water Conservation and Demand Management	1_13_1_P038	3	10	1. Number of Water Treatment Works with bulk meters installed	P038 Water Conservation and Demand Management	6	6	0.21	0.2
	Data Management	14. To improve access to spatial information and data management for planning and service delivery	Infrastructure & Basic Services	Water Master Plan	1_14_1_P039	3	8	1. Number of Local Municipalities spatial databases developed	P039 Development of spatial database in the District	0	2	1	N/A
	Improve Effectiveness of Call Centre (customer care centre)	15. To improve response time to complaints raised at the call centre	IDP Objectives and Alignment to DDP	Communication Strategy	1_15_1_P092	4	9	1. Average response time to complaints raised at the call centre	P092 Call Centre Management	8 hours	32 hours	8 hours	8 hours

KEY PERFORMANCE AREA (KPA) 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE (40%)													
Goal(s): To promote integrated sustainable community livelihoods Goal(s): To provide conducive, adequate and accessible infrastructure Goal(s): By 2022 our district should have provided water and sanitation to every village/community													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
RURAL ECONOMIC AND DEVELOPMENT PLANNING	Environmental and Waste Management	16. To ensure that at least 80% of projects comply with environmental regulations by 2022	Inclusive Economic Development	Environmental Management Plan	1_16_1	3	10	1. Percentage of MIG projects screened in line with environmental regulations before commencement	N/A	100%	100%	100%	100%

KEY PERFORMANCE AREA (KPA) 2: LOCAL ECONOMIC DEVELOPMENT (20%)													
Goal(s): To promote rapid and sustainable economic growth within the limits of available natural resources													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
HUMAN SETTLEMENTS	Capacitation of Communities, Youth and Emerging Contractors	1. To capacitate 400 emerging contractors by 2022	Human Development	Local Economic Development Strategy	2_1_1_P040	3	5	1. Number of individuals trained on building regulations	P040 NHBRC Community Capacity Building	138	50	25	25
RURAL ECONOMIC AND DEVELOPMENT PLANNING (REDP)	Rural Development (spatial planning of the region)	2. To assist all municipalities in the district to be SPLUMA compliant by 2018/2019	Inclusive Economic Development	Spatial Development Framework	2_2_1_P041	1	8	1. Number of Local Spatial Development Frameworks developed	P041 Spatial Development Frameworks	0	1	N/A	N/A
			Inclusive Economic Development		2_2_2_P042	1	8	2. Number of Spluma programmes implemented	P042 Spluma programmes implemented	2	5	5	5

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KEY PERFORMANCE AREA (KPA) 2: LOCAL ECONOMIC DEVELOPMENT (20%)													
Goal(s): To promote rapid and sustainable economic growth within the limits of available natural resources													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
	Green Economy	3. To establish a fully functional value chain recycling programme by 2022	Inclusive Economic Development	Integrated Waste Management Plan	2_3_1_P093	3	10	1. Number of jobs created (direct/indirect) in Regional Recycling	P093 Regional Recycling	185	50	55	55
	Environmental and Waste Management	4. To improve air quality and environmental management in the district by 2022	Inclusive Economic Development	Air Quality Management Plan	2_4_1_P043	3	10	1. Number of Environmental management projects implemented	P043 Environmental Management	5	12	12	12
	Tourism Development and Marketing	5. To promote tourism in the District	Inclusive Economic Development	Local Economic Development Strategy and Communication Strategy	2_5_1_P044	3	4	1. Number of tourism development initiatives and events supported/conducted	P044 Tourism development	11	13	13	14
	Economic Infrastructure Development	6. To boost agriculture contribution and improve food security in the District by 2022	Inclusive Economic Development	Local Economic Development Strategy	2_6_1_P045	3	7	1. Number of Agri-Park facilities and Value chain programs supported through sector coordination.	P045 Agri-Parks & Agro-Processing	1	Programme has been transferred to Ntinga O.R. Tambo Development Agencu		
Inclusive Economic Development			Local Economic Development Strategy	2_6_2_P046	3	7	2. Number of Rural Agro-Industrial Programs developed & implemented	P046 RAFI (Rural Agro-industrialisation Finance Initiative) Implementation	2	1	1	1	
Inclusive Economic Development			Local Economic Development Strategy	2_6_3_P094	3	7	3. Number of aquaculture programmes implemented	P094 Aquaculture Capacity Building	New Indicator	4	4	4	

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KEY PERFORMANCE AREA (KPA) 2: LOCAL ECONOMIC DEVELOPMENT (20%)													
Goal(s): To promote rapid and sustainable economic growth within the limits of available natural resources													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUD F Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
			Inclusive Economic Development	Local Economic Development Strategy	2_6_4_P095	3	7	4. Number of partnerships established for the wool processing plant	P095 Wool Processing Plant	New Indicator	1	N/A	N/A
			Inclusive Economic Development	Local Economic Development Strategy	2_6_5_P096	3	7	5. Number of programmes implemented on rehabilitation of forestry/Plantations	P096 Rehabilitation of Forestry/Plantations	New Indicator	1	1	1
			Inclusive Economic Development	Local Economic Development Strategy	2_6_6_P097	3	7	6. Number of programmes implemented for Marcademia pilot plant production	P097 Marcademia Pilot Plant	New Indicator	1	1	1
	Blue Economy, Enterprise and Cooperatives Development, Forestry Development, Afforestation and Processing, Enterprise and Cooperatives Development	7. To provide support to entrepreneurs, create employment opportunities and boost investment to grow the district economy by 2022	Inclusive Economic Development	Local Economic Development Strategy	2_6_1_P047	3	4	1. Number of programmes/initiatives implemented to support Informal trade, Enterprises, Cooperatives and SMME's	P047 Informal trade, Enterprises, Cooperatives and SMME support	6	8	9	9
			Inclusive Economic Development	Local Economic Development Strategy	2_6_2_P048	3	4	2. Number of jobs opportunities created through Expanded Public Works Programme	P048 Employment Creation	185	250	250	250

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL VIABILITY AND MANAGEMENT (15%)													
Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTSF Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
BUDGET & TREASURY OFFICE (BTO)	Revenue Management	1. To effectively and efficiently manage and grow the district municipality's revenue through a mix of revenue management, enhancement and protection strategies by 2022	Infrastructure & Basic Services	Tariff Policy, Investment Policy and Debt Collection Policy	3_1_1_P049	4	9	1. Percentage Collection Rate	P049 Collection Rate	72%	80%	90%	95%
			Infrastructure & Basic Services	Credit Control and Debt Collection Policy	3_1_2_P050	4	9	2. Cost coverage Rate	P050 Cost coverage	2-3 Months	1 - 3 Months	1 - 3 Months	1 - 3 Months
			Infrastructure & Basic Services	Cash Management Policy and Procedure	3_1_3_P051	4	9	3. Revenue collected against projections	P051 Revenue Collection	R 97.6 Million	R214 Million	R237 Million	R237 Million
			Infrastructure & Basic Services	Rates/Tariff Policy	3_1_4_P052	4	9	4. Projected returns in high-earning future investments	P052 Cash Investment	R 16.1 Million	R24 Million	R24 Million	R24 Million
WATER AND SANITATION	Expenditure Management	2. To improve the internal control environment and enhance efficiencies in expenditure management by 2022	Institutional Transformation - Governance and Capacity of Government	Expenditure Management Policy	3_2_1_P053	4	9	1. The percentage of the capital budget spent on capital projects in the IDP	P053 Capital Budget	63%	100%	100%	100%
Institutional Transformation - Governance and Capacity of Government			Expenditure Management Policy	3_2_2_P054	4	9	2. Percentage of salaries paid on the prescribed date	P054 Salaries	100%	100%	100%	100%	
Institutional Transformation - Governance and Capacity of Government			Expenditure Management Policy	3_2_3_P055	4	9	3. Percentage of payments processed within 30 days of receipt of valid invoice	P055 Payments	100%	100%	100%	100%	

KEY PERFORMANCE AREA (KPA) 3: FINANCIAL VIABILITY AND MANAGEMENT (15%)													
Goal(s): To manage the financial viability of the OR Tambo District Municipality through sound management and good governance													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTSF Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
	mSCOA Implementation	3. To achieve mSCOA compliance by the district municipality in line with the National Treasury Regulations and Guidelines by 2022	Institutional Transformation - Governance and Capacity of Government	mSCOA Implementation Plan	3_3_1_P056	4	9	1. Percentage implementation of mSCOA Implementation Plan	P056 mSCOA	100%	N/A	N/A	N/A
	Credible Annual Financial Statements	4. To submit credible Annual Financial Statements to the Auditor General by 31 August on an annual basis	IDP process alignment, consultation and stakeholder management	GRAP Accounting Policies	3_4_1_P057	4	9	1. Number of credible Annual Financial Statements submitted to Auditor General by 31 August & 30 September	P057 Annual Financial Statements	2	1	1	1
	Supply Chain Management	5. To ensure the effective implementation of demand management, acquisition management, contract management, supplier performance management and SCM risk management by 2022	Inclusive Economic Development	Supply Chain Management Policy	3_5_2_P058	4	9	2. Percentage of bids awarded within 90 days after closing date	P058 Supply Chain Management	100%	100%	100%	100%
	Budget management	6. To ensure that the annual budget planning and preparation is sustainable, credible, funded	Institutional Transformation - Governance and Capacity of Government	mSCOA Implementation Plan	3_6_1_P059	3	9	1. Number of mSCOA compliant Budgets submitted to MAYCO,	P059 mSCOA compliant Budget	0	2	2	2

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										2018/2019	2019/2020	2020/2021	2021/2022
		and mSCOA compliant						Provincial and National Treasury					
	Asset Management	7. To achieve the required level of service in the most cost effective manner through the efficient management of the municipality's assets	Infrastructure & Basic Services	Asset Management Policy	3_7_1_P060	4	9	1. Number of GRAAP compliant Asset Registers compiled	P060 GRAAP Compliant Asset Register	0	4	4	4

KEY PERFORMANCE AREA (KPA 4): GOOD GOVERNANCE AND PUBLIC PARTICIPATION (15%)													
Goal(s): To build a coherent district that is responsive, accountable and promotes clean governance													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
EXECUTIVE MAYORAL SERVICES	Public Participation	1. To instill good governance and strengthen public participation through effective communication between Municipalities and communities by 2022	IDP process alignment, consultation and stakeholder management	Public Participation Strategy	4_1_1	4	9	1. Number of Mayoral committee meetings held	N/A	3	12	12	12
			IDP process alignment, consultation and stakeholder management	Public Participation Strategy	4_1_2	4	9	2. Number of Sector focused engagements and Mayoral Imbizo's held	N/A	8	16	16	16
			IDP process alignment, consultation and stakeholder management	Public Participation Strategy	4_1_3_P061	4	9	3. Number of District Growth and Development Initiatives/ programmes facilitated/ coordinated through District Ambassadors	P061 O.R Tambo Ambassador Development Initiatives	2	4	4	4
LEGISLATIVE SERVICES	Municipal Oversight Policy and research	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP process alignment, consultation and stakeholder management	Municipal Oversight Model	4_2_1_P062	4	9	1. Number of Municipal Oversight Model (MOM) imperatives (Annual Reports, Budget, Quarterly Reports and FIS) assessed	P062 Municipal Oversight Model	28	32	32	32

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KEY PERFORMANCE AREA (KPA 4): GOOD GOVERNANCE AND PUBLIC PARTICIPATION (15%)													
Goal(s): To build a coherent district that is responsive, accountable and promotes clean governance													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
	Compliance with Legislation		IDP process alignment, consultation and stakeholder management	Municipal Oversight Model/Public Participation Strategy	4_2_2	4	9	2. Number of Ordinary and Open Council meetings held	N/A	3	6	6	6
	Public Participation		IDP process alignment, consultation and stakeholder management	Public Participation Strategy	4_2_3	4	9	3. Number of reports on the assessment of ward committees	N/A	2	4	4	4
	Political Stability		IDP process alignment, consultation and stakeholder management	Municipal Oversight Model	4_2_4	4	9	4. Number of Whippery imperatives supported	N/A	37	64	64	64
OFFICE OF THE MUNICIPAL MANAGER	Risk Management and Fraud Prevention	2. To instill good governance in all municipal operations and strengthen relations with stakeholders by 2022	IDP Objectives and Alignment to DDP	Risk Management Strategy	4_2_5_P063	4	9	5. Number of Risk Management Charters developed	P063 Risk Management Charter	0	Target to be achieved in 2018/19 financial year		
			IDP Objectives and Alignment to DDP	Risk Management Strategy	4_2_6_P064	4	9	6. Number of district risk assessments conducted	P064 Implementation of Risk Strategy	2	4	4	4
			IDP Objectives and Alignment to DDP	Risk Management Strategy	4_2_7_P065	4	9	7. Number of quarterly reports on number of cases reported through the District Fraud hotlines and investigated	P065 District Fraud Hotline	New Indicator	4	4	4
	Inter-governmental Relations		IDP Objectives and Alignment to DDP	IGR Policy	4_2_8	4	9	8. Number of quarterly reports on functionality of IGR	N/A	2	4	4	4

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										2018/2019	2019/2020	2020/2021	2021/2022
			IDP Objectives and Alignment to DDP	IGR Policy	4_2_9_P066	4	9	9. Number of quarterly reports on support provided to Local Municipalities	P066 Municipal Support	2	4	4	4
			IDP Objectives and Alignment to DDP	IGR Policy	4_2_10_P098	4	9	10. Number of reports on ISDM Implementation	P098 ISDM Implementation	New Indicator	4	4	4
	Communications	3. To ensure effective, well-coordinated and integrated district wide communication by 2022	IDP Objectives and Alignment to DDP	Communication Policy	4_3_1_P067	4	9	1. Number of quarterly communication Initiatives implemented	P067 Communication Initiatives	8	40	16	16
			IDP Objectives and Alignment to DDP	Communication Policy	4_3_2_P099	4	9	2. Number of Communications Strategy developed		New Indicator	1	N/A	N/A
	Performance Management, Monitoring and Evaluation	4. To ensure a district wide coordination of implementation, monitoring and evaluation of the IDP	IDP Objectives and Alignment to DDP	Performance Management Policy and Framework	4_4_1_P068	4	9	1. Number of municipal institutional performance reports submitted to Council	P068 Institutional Performance	3	7	7	7
			IDP Objectives and Alignment to DDP	Performance Management Policy and Framework	4_4_2_P069	4	9	2. Number of formal Performance Evaluation(s) of Section 54 and 56 Managers conducted	P069 PMS Policy & Framework Implementation	1	2	2	2
	Planning		IDP Objectives and Alignment to DDP	Integrated Development Planning	4_4_3_P070	4	9	3. Number of mSCOA compliant IDP's adopted by council	P070 mSCOA compliant IDP	0	1	1	1

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KEY PERFORMANCE AREA (KPA 4): GOOD GOVERNANCE AND PUBLIC PARTICIPATION (15%)													
Goal(s): To build a coherent district that is responsive, accountable and promotes clean governance													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
			IDP Objectives and Alignment to DDP	District Development Plan	4_4_4_P071	4	9	4. Number of reports on implementation of District Development Plan (DDP) vision 2030	P071 District Development Plan Initiatives	0	2	N/A	N/A
			IDP Objectives and Alignment to DDP	Performance Management Policy and Framework	4_4_5_P072	4	9	5. Number of Service Delivery Budget and Implementation Plan(s) SDBIP approved by the Executive Mayor	P072 Service Delivery Budget and Implementation Plan	0	1	1	1
	Legal Services	5. To ensure compliance with legislation, policies, regulations and to minimise exposure to avoidable litigations by 2022	IDP Objectives and Alignment to DDP	Good Governance & Compliance	4_5_1_P073	4	9	1. Annual percentage reduction in litigation cases	P073 Litigations	0	25%	N/A	N/A
	Internal Auditing	6. To obtain a clean audit opinion by 2022	IDP Objectives and Alignment to DDP	GRAP Accounting Policies	4_6_1_P074	4	9	1. Audit Opinion	P074 Audit Opinion	Qualified	Unqualified	Clean Audit	Clean Audit
			IDP Objectives and Alignment to DDP	Internal Audit Plan	4_6_2_P075	4	9	2. Number of follow-up quarterly reports on Internal Audit and Auditor-General issues compiled	P075 Follow-up audit	2	4	4	4

Integrated Development Plan 2019/20 Review

KEY PERFORMANCE AREA (KPA 4): GOOD GOVERNANCE AND PUBLIC PARTICIPATION (15%)													
Goal(s): To build a coherent district that is responsive, accountable and promotes clean governance													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										2018/2019	2019/2020	2020/2021	2021/2022
			IDP Objectives and Alignment to DDP	Internal Audit Plan	4_6_3	4	9	3. Number of Audit Committee meetings held	N/A	3	4	4	4
			IDP Objectives and Alignment to DDP	Internal Audit Plan	4_6_4_P076	4	9	4. Number of organisations provided with Internal Audit support	P076 Internal Audit Support	7	16	4	4
			IDP Objectives and Alignment to DDP	Internal Audit Plan	4_6_5_P077	4	9	5. Number of risk-based internal audit plan, internal Audit charter and Audit Committee charter reviewed	P077 Risk Based Internal Audit Plan	1	1	1	1

KEY PERFORMANCE AREA (KPA) 5: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (10%)													
Goal(s): To develop, transform and capacitate the OR Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTSF Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
CORPORATE SERVICES	Recruitment and Selection	1. To effectively and efficiently recruit and retain competent Human Capital by 2022	Institutional Transformation – Governance and capacity of government	Employment Equity Plan	5_1_1_P078	3	4	1. Average number of days taken to fill posts	P078 Recruitment and Selection	54 days	90 days	90 days	90 days
	Human Resource Development	2. To ensure a well-trained, motivated and professional workforce by 2022	Institutional Transformation – Governance and capacity of government	Workplace Skills Plan	5_2_1_P079	3	5	1. Percentage of a municipality's budget actually spent on implementing its workplace skills plan	P079 Workplace Skills Plan (WSP) Budget	0	0.4%	0.4%	0.4%
			Institutional Transformation – Governance and capacity of government	Workplace Skills Plan	5_2_2_P080	3	5	2. Percentage of Training Budget Spent	P080 WSP Training Programmes	70%	100%	100%	100%
	Employment Equity	3. To increase the number of people from employment equity target groups in the three highest levels of management	Institutional Transformation – Governance and capacity of government	Employment Equity Plan	5_3_1_P081	3	5	1. Number of employment equity plans developed	P081 Employment Equity Plan	0	N/A	N/A	N/A

KEY PERFORMANCE AREA (KPA) 5: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (10%)													
Goal(s): To develop, transform and capacitate the OR Tambo District Municipality and its local municipalities to ensure effective and efficient resource utilisation making it capable of delivering its mandate.													
Department	Priority Area	Strategic Objective	DDP 2030 Strategic Pillars/Fundamental Planks	Strategy	Indicator Code	IUDF Code	MTS F Code	Key Performance Indicator (KPI)	Project	Annual Targets			
										Baseline 2018/2019	2019/2020	2020/2021	2021/2022
	Employee Wellness (District Wide)	4. To provide effective and efficient human resources and corporate administration support	Institutional Transformation – Governance and capacity of government	Employee Wellness Policy	5_4_2_P082	3	4	2. Number of employee wellness and occupational health and safety programmes implemented	P082 EAP & OHS Programmes	3	4	4	4
	ICT Enhancement (District Wide)		Institutional Transformation – Governance and capacity of government	Information Communication and Technology Strategy	5_4_3_P083	3	6	3. Number of ICT Risk Assessments conducted	P083 ICT Risk Assessment	1	1	1	1
	Safety and Security		Institutional Transformation – Governance and capacity of government	Safety and Security monitoring	5_4_4_P084	3	9	Number of municipal buildings upgraded on security	P084 Safety & Security	4	4	4	4
	Labour Relations		Institutional Transformation – Governance and capacity of government	Labour Relations	5_4_4	3	4	4. Number of Local Labour Forum meetings held	N/A	4	4	4	4
	Records Management		Institutional Transformation – Governance and capacity of government	Updating and Centralizing municipal records	5_4_5_P085	4	9	5. Number of Departments with updated records at the registry	P085 Records Management	4	2	2	2

CHAPTER 5: FINANCIAL PLAN

5.1 INTRODUCTION

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for O.R Tambo District Municipality. The Financial Plan is essential to ensure that the Municipality continues to implement its mandate effectively without eroding its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

A Medium-term Revenue and Expenditure Framework (MTREF) is prepared for a planning period of five years, paying particular attention to new and replacement infrastructure investment, which is an important developmental component of the IDP. O.R Tambo District Municipality's Long-term Financial Outlook is looking at a long term horizon into the future with the focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier.

This Financial Plan will also focus on the expansion of O.R Tambo's revenue sources in relation to its costs to ensure that the Municipality stays a financial viable and sustainable going concern. The O.R Tambo District Municipality must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 4 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

Budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only need to cover a planning period of the

next financial year and the two outer financial years thereafter. However, the MTREF and the multi-year sustainable financial plan will cover key budget focus areas over the next five years and even longer. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on key focus areas consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding, and long-term financial sustainability ratios.

5.2 ALIGNMENT WITH NATIONAL AND PROVINCIAL PRIORITIES

The budget must be aligned with the National and Provincial Priorities. The following key policy parameters are considered in the development of the MTREF Budget for the Municipality.

- National Development Plan (overarching development vision for the country)
- State of the Nation Address
- National Budget Speech
- State of the Province Address
- Provincial Budget Speech
- Sector Departments (National and Provincial) Budget Speeches
- Division of Revenue Act
- National Treasury Budget Assumptions (MFMA Circular 93)

In order to ensure integrated and focused service delivery between all spheres of government it was therefore important for the District Municipality to align its budget priorities with those of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

The following budget principles and guidelines directly informed the compilation of the 2019/20 MTREF:

- The 2018/19 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2019/20 annual budget;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- Tariff increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs; and
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;
- The indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors. As most of the indigents within the municipal area are unable to pay for municipal services because they are

unemployed, the Integrated Indigent Exit Programme aims to link the registered indigent households to development, skills and job opportunities.

- The programme also seeks to ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.
- The collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the District Municipality's cash levels. In addition to this, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy.

The 2019/20 MTREF has therefore been directly informed by the IDP process and the following tables provide the "reconciliation" of the IDP strategic objectives with operating revenue, operating expenditure and capital expenditure.

5.3 MEDIUM TERM EXPENDITURE AND REVENUE FRAMEWORK

The planning of the budget preparation process involved consideration of all factors, which had far reaching implications on the annual budget of the municipality. These were:

- External Economic factors;
- National and Provincial priorities;
- Policies on tariffs and service charges;
- Determination of prudent levels of cash reserves;
- Development of financial performance measures; and
- An analysis of performance trends in terms of operational and capital budget components.

Table 29: O.R. Tambo DM Consolidated Budget Financial Performance (Expenditure and Revenue 2018/19)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source											
Property rates	2	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	147,922	156,597	164,031	191,188	191,188	191,188	191,188	199,289	215,232	234,603
Service charges - sanitation revenue	2	39,258	38,749	42,791	77,395	77,395	77,395	77,395	85,409	92,242	100,544
Service charges - refuse revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - other		1,435	–	–					–	–	–
Rental of facilities and equipment		30	24	35	55	55	55	55	58	61	64
Interest earned - external investments		17,413	32,993	36,425	25,000	34,000	34,000	34,000	29,350	30,500	33,850
Interest earned - outstanding debtors		33,622	42,029	46,914	5,000	5,000	5,000	5,000	5,300	5,618	5,955
Dividends received											
Fines, penalties and forfeits											
Licences and permits											
Agency services											

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome							
		87	88	66							
Transfers and subsidies		1,194,079	1,303,781	1,523,251	735,126	735,126	735,126	735,126	798,523	855,753	927,444
Other revenue	2	84,702	97,846	133,517	327,808	341,367	341,367	341,367	356,728	366,277	365,264
Gains on disposal of PPE			–	–							
Total Revenue (excluding capital transfers and contributions)		1,518,547	1,672,107	1,947,031	1,361,572	1,384,131	1,384,131	1,384,131	1,474,657	1,565,683	1,667,724
Expenditure By Type											
Employee related costs	2	345,106	393,172	436,851	418,203	417,614	417,614	417,614	533,190	570,951	611,387
Remuneration of councillors		16,458	17,701	17,750	17,589	27,080	27,080	27,080	27,915	29,897	32,019
Debt impairment	3	154,081	107,782	147,042	83,338	83,338	83,338	83,338	87,671	92,493	97,580
Depreciation & asset impairment	2	152,109	156,134	164,456	167,308	161,308	161,308	161,308	162,820	171,812	181,302
Finance charges		1,865	579	6,001					85	94	103

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Bulk purchases	2	39,262	43,845	42,407	73,550	86,550	86,550	86,550	70,500	74,378	78,468
Other materials	8		75,027	86,311	87,597	67,978	67,978	67,978	63,142	66,621	70,294
Contracted services		21,709	28,424	44,832	20,750	20,750	20,750	20,750	42,664	45,010	47,486
Transfers and subsidies		52,419	107,936	149,375	33,404	37,504	37,504	37,504	99,616	106,703	114,334
Other expenditure	4, 5	521,498	376,955	416,961	456,130	478,503	478,503	478,503	382,704	401,940	427,530
Loss on disposal of PPE			–	15,752							
Total Expenditure		1,304,506	1,307,554	1,527,737	1,357,869	1,380,625	1,380,625	1,380,625	1,470,307	1,559,898	1,660,503
Surplus/(Deficit)		214,041	364,553	419,294	3,703	3,506	3,506	3,506	4,350	5,785	7,221
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)					1,099,649	1,099,649	1,099,649	1,099,649	1,022,330	1,023,235	1,088,552

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		214,041	364,553	419,294	1,103,352	1,103,155	1,103,155	1,103,155	1,026,680	1,029,020	1,095,773
Taxation											
Surplus/(Deficit) after taxation		214,041	364,553	419,294	1,103,352	1,103,155	1,103,155	1,103,155	1,026,680	1,029,020	1,095,773
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		214,041	364,553	419,294	1,103,352	1,103,155	1,103,155	1,103,155	1,026,680	1,029,020	1,095,773
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		214,041	364,553	419,294	1,103,352	1,103,155	1,103,155	1,103,155	1,026,680	1,029,020	1,095,773

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	52	5	5	5	80	0	3

Table 30: O.R. Tambo DM Consolidated Budget Capital Expenditure by Vote, Functional Classification and Funding

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital expenditure - Vote											
Single-year expenditure to be appropriated	2										
Vote 1 - Exec. & Council		–	–	–	2,000	3,800	3,800	3,800	3,600	3,500	10,000
Vote 2 - Fin. & Admin		11,092	18,727	17,337	72,260	67,672	67,672	67,672	36,912	56,705	53,435
Vote 3 - Planning & Dev		824	336	–	3,600	2,673	2,673	2,673	600	–	–
Vote 4 - Health		–	–	–	1,100	1,100	1,100	1,100	1,100	120	–
Vote 5 - Community Services		–	–	–	–	–	–	–	–	–	–
Vote 6 - Housing		–	–	–	4,070	3,820	3,820	3,820	4,250	545	45

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Vote 7 - Public Safety		–	–	–	3,800	6,500	6,500	6,500	3,600	8,000	8,500
Vote 8 - Sports & Recreation		–	–	–	–	–	–	–	–	–	–
Vote 9 - Environmental		–	–	–	–	–	–	–	3,500	3,000	3,000
Vote 10 - Roads		–	–	–	12,664	–	–	–	19,439	33,113	3,293
Vote 11 - Water		422,376	491,145	791,934	1,151,404	1,152,064	1,152,064	1,152,064	1,111,390	1,086,348	1,183,918
Vote 12 - Tourism		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		434,293	510,208	809,272	1,250,898	1,237,629	1,237,629	1,237,629	1,184,390	1,191,331	1,262,191
Total Capital Expenditure - Vote		434,293	510,208	809,272	1,250,898	1,237,629	1,237,629	1,237,629	1,184,390	1,191,331	1,262,191

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital Expenditure - Functional											
Governance and administration		11,092	18,727	17,337	74,260	71,472	71,472	71,472	40,512	60,205	63,435
Executive and council					2,000	3,800	3,800	3,800	3,600	3,500	10,000
Finance and administration		11,092	18,727	17,337	72,260	67,672	67,672	67,672	36,912	56,705	53,435
Internal audit					–				–	–	–
Community and public safety		–	–	–	8,970	11,420	11,420	11,420	8,950	8,665	8,545
Community and social services											
Sport and recreation											
Public safety					3,800	6,500	6,500	6,500	3,600	8,000	8,500
Housing					4,070	3,820	3,820	3,820	4,250	545	45
Health					1,100	1,100	1,100	1,100	1,100	120	–
Economic and environmental services		824	336	–	16,264	2,673	2,673	2,673	23,539	36,113	6,293
Planning and development		824	336	–	3,600	2,673	2,673	2,673	600	–	–
Road transport											

Vote Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	12,664	–	–	–	19,439	33,113	3,293
Environmental protection					–				3,500	3,000	3,000
Trading services		422,376	491,145	791,934	1,151,404	1,152,064	1,152,064	1,152,064	1,111,390	1,086,348	1,183,918
Energy sources											
Water management		422,376	491,145	791,934	1,151,404	1,152,064	1,152,064	1,152,064	1,111,390	1,086,348	1,183,918
Waste water management											
Waste management											
Other											
Total Capital Expenditure - Functional	3	434,293	510,208	809,272	1,250,898	1,237,629	1,237,629	1,237,629	1,184,390	1,191,331	1,262,191
Funded by:											
National Government		356,091	481,354	683,123	1,099,649	1,099,649	1,099,649	1,099,649	1,022,330	1,023,235	1,088,552
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	356,091	481,354	683,123	1,099,649	1,099,649	1,099,649	1,099,649	1,022,330	1,023,235	1,088,552

Vote Description	R ef	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
					Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	9	9	9	9	0	5	2
Public contributions & donations	5										
Borrowing	6										
Internally generated funds		78,202	28,854	126,149	151,249	137,980	137,980	137,980	162,060	168,096	173,639
Total Capital Funding	7	434,293	510,208	809,272	1,250,898	1,237,629	1,237,629	1,237,629	1,184,390	1,191,331	1,262,191

5.4 FUNDING FOR THE BUDGET

In terms of Section 18 of Chapter 4 of the MFMA, an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in Section 17 (2).
 - Tender fees- R1.1 million
 - VAT refund- R160 million
 - Collection of old debt- R120 million

Funding is comprised of:

Own revenue constituting 30% of overall revenue being:

- Service charges of 11% comprised of:
 - Water and sanitation- R284 million
- Interest received of 1% being:
 - Interest received from investments- R26 million
 - Interest received from debtors- R5.3 million
- Other revenue of 18% being:
 - Reserves- R178 million

Table 31: Sources of Revenue

Description	Original budget 2017/18		Adjustment budget 2017/18	Budget 2018/19	Budget 2017/18	Budget 2019/20
Own Revenue	R 777 694 387		R 799 872 041	R 776 387 892	R 715 893 252	R 722 987 201
Conditional Grants	R 1 834 775 000		R 1 834 775 00	R1 820 853 000	R 1 878 988 000	R 2 015 996 000
Total Revenue	R 2 612 469 387		R 2 634 557 041	R 2 597 240 892	R 2 594 881 252	R 2 738 983 201

Government Grants constituting 70% of overall revenue being:

- Unconditional Grants
 - Equitable share- R791 million
- Conditional Grants
 - Finance Management Grant- R2.1 million
 - Expanded Public Works Program- R4.8 million
 - Municipal Infrastructure Grant- R619 million
 - Bulk Regional Infrastructure Grant- R309 million
 - Water Services Infrastructure Grant- R90 million
 - Rural Roads Asset Management- R2.9 million

Table 32: Government Grants Allocation

GRANT TYPE	2019	2020	2021
Equitable Share	R791 526 000.00	R853 638 000.00	R925 329 000.00
FMG	R2 115 000.00	R2 115 000.00	R2 115 000.00
EPWP	R4 882 000.00	-	-
MIG	R619 684 000.00	R633 395 000.00	R671 322 000.00
RBIG	R309 707 000.00	R286 727 000.00	R308 437 000.00
WSIG	R90 000 000.00	R100 000 000.00	R105 500 000.00
RRAMS	R2 939 000.00	R3 113 000.00	R3 293 000.00
TOTALS	R1 820 853 000.00	R1 878 988 000.00	R2 015 996 000.00

5.5 PAST FINANCIAL PERFORMANCE

2017/2018 Audited Results

The municipality obtained a qualified audit opinion in the 2017/18 financial year.

2018/19 Mid Year Performance Results

The mid-year performance results are as follows:

Table 33: Capital Expenditure

DESCRIPTION	ORIGINAL BUDGET	MID-YEAR PROJECTION	MID-YEAR ACTUAL OUTCOME	MID-YEAR VARIANCE	MID-YEAR VARIANCE %
Capital expenditure					
Municipal Infrastructure Grants	R645 218 000	R433 187 366	R299 076 306	R134 111 060	30.96%
Other Capital Expenditure	R576 179 700	R314 671 993	R210 995 684	R103 686 309	32.95%
Total	R1 221 397 700	R747 859 359	R510 061 990	R237 797 369	31.80%

Table 34: Operating Expenditure

DESCRIPTION	ORIGINAL BUDGET	MID-YEAR PROJECTION	MID-YEAR OUTCOME	MID-YEAR VARIANCE	% VARIANCE
Expenditure by type					
Employee costs	R418 202 541	R299 101 271	R227 654 009	R18 553 738	-8.7%
Remuneration to Councillors	R17 589 496	R8 794 748	R8 923 439	R128 691	-1.46%
Bulk purchases	R73 550 000	R36 775 000	R13 434 607	R23 340 393	63.47%
Other materials (R&M)	R87 596 804	R44 285 000	R12 189 321	R32 095 679	72.48%

DESCRIPTION	ORIGINAL BUDGET	MID-YEAR PROJECTION	MID-YEAR OUTCOME	MID-YEAR VARIANCE	% VARIANCE
Contracted services	R20 750 000	R10 375 000	R8 390 922	R1 984 078	19.12%
Tendered grants	R33 404 203	R22 470 465	R17 762 950	R4 707 515	20.95%
Other expenses	R456 129 910	R252 034 655	R179 530 951	R72 503 704	28.77%
Total Operating Expenses	R1 101 222 964	R583 836 138	R467 886 199	R115 949 939	19.86%

5.6 OVERVIEW OF BUDGET RELATED POLICIES

Budget Adjustment Policy

The adjustments budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. To ensure that the District Municipality continues to deliver on its core mandate and achieves its developmental goals, the mid-year review and adjustment budget process will be utilised to ensure that underperforming functions are identified and funds redirected to performing functions.

Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the District Municipality's system of delegations. The Budget and Virement Policy will be approved by the council during the financial year.

Cash Management and Investment Policy

The aim of the policy is to ensure that the District Municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The policy details the minimum cash and cash-equivalents required at any point in time and introduce timeframes to achieve certain benchmarks.

Tariff Policies

The District Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been reviewed and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years. The proposed tariff increase is 6% for the 2017/18 financial year. With the introduction of MSCOA costing methodology as prescribed by the National Treasury, the municipality is in a process of determining the cost of providing services which will be used as the basis of determining the new tariffs. Once this process is completed a tariff implementation plan will be developed and approved by the council.

Asset Management, Infrastructure Investment and Funding Policy

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the

investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the District Municipality's revenue base. However due to limited resources and existing low revenue base, the district municipality is financially constrained in the operation and maintenance of infrastructure. With the approximate depreciation and impairment of assets at R162 million, the District Municipality requires this amount (R162 million) and more to adequately meet the need for maintenance of all assets in order to provide sustainable services to the communities. During the year under review, the District Municipality has allocated an funds for of R68 million for asset renewal. As the District Municipality is experiencing huge infrastructure backlog, there is a need for funding for operation and maintenance of the existing and future infrastructure investment. Therefore, it is considered prudent to allow for a slightly lesser continual level of annual renewal than the average annual depreciation.

The Asset Management Policy is therefore considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. In addition to this, the policy prescribes the accounting and administrative policies and procedures relating to property, plant and equipment (fixed assets).

CHAPTER 6: SERVICE DELIVERY PROGRAMMES AND PROJECTS

6.1 INTRODUCTION

This chapter contains details on all projects identified to give effect to the objectives and strategies in the Integrated Development Plan. The projects are categorized as follows:

- Institutional scorecard – Projects
- Ntinga Development Agency – Projects
- National and Provincial Sector Departments and Entities – Projects

Table 35: Basic Service Delivery & Infrastructure

Priority Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs	Source of funding	Responsible Institution (s)
Disaster Risk Management and Fire Services	Construction of ORTDM Main Disaster Risk Management and Fire Services Centre	Nyandeni	R87 million	Equitable share	ORTDM
	Construction of satellite centers	1. Mhlontlo, Tsolo Junction 2. Ingquza Hill 3. PSJ			ORTDM,
	Construction of Disaster Risk Management and Fire Services main center	KSD			KSD, ORTDM
“Coordination of IGR Structures and intervention in the implementation of Human settlements, transport, roads and electricity”	Roads and transport forum	All		Equitable Share	ORTDM

Priority Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs	Source of funding	Responsible Institution (s)
	District-wide Infrastructure Forum	All		Equitable Share	ORTDM, External Stakeholders
	Water Services				
Roads and Transport planning	Rural Roads Asset Management	All	R3,1m	RRAMS	ORTDM
	Review of District Integrated Transport Plan	All	R500,000	Equitable Share	ORTDM
Roads Maintenance and refurbishment	Refurbishment of Xabane AR	Mhlontlo LM	R8m	Equitable Share	ORTDM
	Refurbishment of Dumrana AR	KSD LM	R4m	Equitable Share	ORTDM
	Refurbishment of Gurha Store via Ngxotho - Mafusisni AR	Mhlontlo	R2,5m	Equitable Share	ORTDM
	Refurbishment of New Rest AR	Nyandeni	R3m	Equitable Share	ORTDM
	Refurbishment of R61 – Mngazi AR	PSJ	R2,5m	Equitable Share	ORTDM
	Rehabilitation of 2km dilapidated surfaced roads	KSD	R3m	Equitable Share	ORTDM
Maintenance of existing Building facilities	Renovation of Prosperity Building – phase 2	ORT	R1,5m	Equitable Share	ORTDM

Priority Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs	Source of funding	Responsible Institution (s)
	Renovation and fencing of Government Printers Offices	ORT	R4,5m	Equitable Share	ORTDM
	Renovations at Port St Johns Offices	PSJ	R1,5m	Equitable Share	ORTDM
	Renovations of Sutherland Offices	ORT	R2,5m	Equitable Share	ORTDM
Electricity and Energy Efficiency Planning	Develop District Wide Electricity Sector Plan	All	R500,000	Equitable Share	ORTDM
	Energy Conservation	ORTDM	R500,000	ES	ORTDM
Landscape Re-engineering	Beautification of Umtata	KSD	R3,5m	Equitable Share	ORTDM
Quality of Water & Sanitation Services (Compliance to SANS 241: 2015)	Blue Drop	All	R2m	Equitable share	ORTDM
Quality of Water & Sanitation Services (compliance 241: 2015)	Green Drop	All	R1m	Equitable share	ORTDM

Priority Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs	Source of funding	Responsible Institution (s)
Blue and Green drop & No drop Compliance	Classification of WTW, WWTW, Process Controllers, Review of WSA, W2RAP, Lab equipment,	All	R3m	Equitable share	ORTDM
Refurbishment of Non-functional Schemes (O&M)	Refurbishment of existing water treatment works	Chulunca, Mvumelwano and Rosedale	R50m	Equitable share	ORTDM
	Refurbishment of stand-alone schemes	All	R2m	Equitable share	ORTDM
	Construction/Refurbishment of ablution facilities:	Construction of public toilets at Lusikisiki, Coffee and Ntlaza	R4.5m	Equitable share	ORTDM
	Refurbishment of Sewer & water reticulation	All	R5m	Equitable share	ORTDM
Expansion of Water Services	Number of water projects to be completed (list available)	All	R 435 698 291,66	MIG	ORTDM
	Number of water projects to be completed (list available)	KSD Nyandeni	R246 398 000	RBIG	ORTDM
	Number of water projects to be completed (list available)	All LMs	R100 000 000	WSIG	ORTDM
Expansion of Sanitation Services by 2022	A total of 11 268 Improved Pit (VIP) toilets to be provided	Ingquza Wards 8, 15 & 29, PSJ Wards 8 & 18, KSD ward 18, Mhlontlo wards 21 & 22	R 124 246 481,68	MIG	ORTDM
Expansion of Sanitation Services	Flagstaff Extension Ph2	Ingquza	R69,3m	MIG	ORTDM

Priority Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs	Source of funding	Responsible Institution (s)
by 2022	Tsolo WWTW & pumpstation	Mhlontlo	R82.3m	MIG	ORTDM
	Libode Sewage Treatment Workss Phase 1	Nyandeni	51.2m	MIG	ORTDM
	Lusikisiki Sewers & WWTW phase 2	Ingquza	136.7m	MIG	ORTDM
	PSJ Sewer Reticulation & Upgrade	PSJ	R21.7m	MIG	ORTDM
Reduction in year to year water losses	Installation of bulk water meters	All WTW, Command reservoirs and supplying reservoirs	R6 200 000	Equitable share	ORTDM
Expansion of Sanitation Services by 2022	Lusikisiki Sewers & WWTW phase 2	Ingquza	136.7m	MIG	ORTDM
	PSJ Sewer Reticulation & Upgrade	PSJ	R21.7m	MIG	ORTDM
Reduction in year to year water losses	Installation of bulk water meters	All WTW, Command reservoirs and supplying reservoirs	R6 200 000	Equitable share	ORTDM
	Smart City: Utilization of Fourth Industrial Revolution systems to detect water leaks	All		Equitable Share	ORTDM
Improve Effectiveness of Call Centre (customer care centre)	Ensuring proper management and call centre systems (Thetha Nathi App)	All	R1 000 000	Equitable share	ORTDM

Priority Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs	Source of funding	Responsible Institution (s)
	Establishment of Satellite offices that will deal with water & Sanitation issues/problems	All	R3 000 000	Equitable share	ORTDM
	Review of Consumer Charter	ORTDM	R150 000	Equitable share	ORTDM
Data Management	Development of spatial database in the District	All	R1 500 000	Equitable share	ORTDM
Accelerate Delivery of Human Settlements Development	Social Relief Houses	All LM's	R12 M	Grant Funding / Equitable share	ORTDM/ PDHS/ LM's
	Mbokazi & Mabhulwini	PSJ	R47 M	Grant Funding	ORTDM/PDHS/ LM's
	Emergency Housing (temporal shelters)	All	R27 M	Grant Funding / Equitable share	ORTDM/ NDHS/ LM's
	Capturing of National Housing Needs Register Forms	Mhlontlo, Nyandeni, Ingquza	R 500 000	Equitable share	ORTDM/ LM's
	Informal Settlements Upgrading	PSJ, Ingquza, KSD	R133 M	Grant Funding	ORTDM/ NDHS/ LM's
	Consumer Education	All LM's	R1M	Equitable Share	ORTDM/ LM's
	Construction of Adam Kok Farm Workers Houses		R7M	Equitable share	ORTDM/ Ntinga

Table 36: Financial Viability

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
Asset Management	1. Capital Investment for Revenue Expansion	To achieve the required level of service in the most cost effective manner through the efficient management of the municipality's assets	District	N/A	Equitable share
Asset and Liability Management	2. Packaging of Investment for viable financial model	To achieve the required level of service in the most cost effective manner through the efficient management of the municipality's assets	District	N/A	Loans
Expenditure Management	3. Operations and Model over MTEF	To improve the internal control environment and enhance efficiencies in expenditure management by 2022	District	N/A	Equitable share and Own Revenue
Revenue Management	4. Improvement of billing through bulk SMS and emails.	. To effectively and efficiently manage and grow the district municipality's revenue through a mix of revenue management, enhancement and protection strategies	District	N/A	Equitable share
Revenue Management	5. Continuous interaction with Communities	To effectively and efficiently manage and grow the district municipality's revenue through a mix of revenue management, enhancement and protection strategies	District	N/A	Equitable share

Table 37: Municipal Transformation

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
Human Resource Development	Skills Development Centre	To ensure a well-trained, motivated and professional workforce by 2022	District Wide	R3m	Equitable Share
	Rollout of Internships			R1m	Equitable Share SETAs
ICT Enhancement(District Wide)	ICT Governance	To provide effective and efficient human resource and corporate administration support	District Wide	R3m	Equitable Share
Employment Equity Recruitment and Selection	Recruitment of people from designated groups	To increase the number of people from employment equity target groups in the three highest levels of management	District Wide	Employee Cost	Equitable Share

Table 38: Local Economic Development

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
Development and implementation of SDFs, Precinct Plans and LUMS	Mthatha Future Metro Region SDF	To develop SPLUMA compliant strategic plans	KSD, Nyandeni, and Mhlontlo	R2,000 000	ORTDM
	Ingquza Hill\Mbizana Future Metro Region SDF Mpande & Mngazana LSDFs				
Intensify consultation with Traditional leaders and communities	Consultation meetings/workshops held in collaboration with LMS and relevant sector departments		All 5 LMS	R500 000	ORTDM
To promote tourism	Six Day Hiking Trail (from	Coordinate	KSD, Nyandeni and PSJ	R1 000 000	Department of

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
in the district	PSJ-Hole in the Wall)	Development of the Tourism Destination			Tourism & Eastern Cape and Tourism agency
	Hole in the wall Development		KSD	R10 000 000	ORTDM
	Wild Coast Tourism corridor		Coast Municipalities		National Department of Tourism
	Development and Installation of Signage		All local Municipalities	R 200 000	ORTDM
To promote tourism in the district	Mthatha Dam Development installation of Ablution facilities, braai facilities, bins, cleaners and provision of lights	Coordinate Development of the Tourism Destination	KSD	R 1 000 000.00	ORTDM
	Ntafufu River Month Development		PSJ	R 200 000.00	ORTDM
	Capacity Building for Tourism Product Owners		All Local Municipalities	R 500 000.00	ORTDM
	Visual Arts and Craft Development		ORTDM	R 500 000.00	ORTDM
To promote tourism in the district	Wild Coast Meandor	Facilitation of Infrastructure Development	PSJ and KSD		Public Works /SANRAL
	Tourism Infrastructure Audit		All Local Municipalities	R 200 000.00	ORTDM
To promote tourism in the district	Development of promotional Material	Tourism Marketing	All Local Municipalities	R 300 000.00	ORTDM
	Digital Transformation: Website update, app development		All Local Municipalities	R 200 000.00	ORTDM
	Tourism Indaba		All Local Municipalities	R 700 000.00	ORTDM
	Tourism Lilizela Awards		Provincial	R 700 000.00	ORTDM
To promote tourism in the district	O.R Tambo Tourism Beach Sport	Tourism Education and	All Local Municipalities	R1 000 000.00	ORTDM
	Tourism Awareness		All Local Municipalities	R 1000	ORTDM

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
	programs	Awareness		000.00	
	Strengthening functionality of tourism organisations, encouraging private sector involvement	RTO/LTO	All Local Municipalities	R 600 000.00	ORTDM
RAFI	3 Tractors per LM	Agriculture and Agro processing	All 5 LMs	R 15 000 000	ORTDM
Develop Database to categorize waste volumes e.g. plastic, metal	Recyclable Waste volume waighing and recording in all LMs	To establish a fully functional value chain recycling programme by 2022	All LMs	R200 000	ORTDM
Capacity building and mobilization of communities for recycling cooperatives	Conduct community outreach and awareness programs		All LMs	R500 000	ORTDM
Industrialization of waste recycling through	Researching and fund mobilization for value chain production and bio-gas production		All LMs	R200 000	ORTDM
			All LMs	R3M	ORTDM
Processing and production from waste					
Job creation and Involvement of communities in waste management	Direct and indirect employment creation				
Collection of all types of recyclable waste including metal waste	Vehicle sourcing for transportation of recyclable material from the cooperatives	To establish a fully functional value chain recycling programme by 2022	All LMs	R8M	ORTDM

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding	
collected by communities along the national and regional roads.						
Review and development of Environmental mandated Sector plans in the district (IWMP, EMP, AQMP, BSP, Climate change response and mitigation strategy, CMP, Waste Management by-laws in LMs)	Environmental Quality planning		To improve environmental management for sustainable development in the district by 2022	DM	R3M	ORTDM
Establishment of buy-back centres in all our LM to accommodate newly established cooperatives	Cooperative and buy back centre establishment		To recycle 70% of all waste by 2022	All LMs	R8M	ORTDM
Enhancing processing and packaging of recyclable products	Clustering and Establishment of satellite processing centers			DM	R3M	ORTDM
Sourcing assistance from stakeholders for basic infrastructure development to enable smooth recycling process	Partnership establishment with local municipalities			All LMs	R3M	LMs and DM
Intensify waste	Establishment of waste drop-off centers for			All LMs	R4M	ORTDM

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
collection and sorting in communities	community member who are not interested in selling waste				
Linking all land fill operation with the regional recycling program	Establishment of material recovery facilities and waste sorting centers in landfills	To recycle 70% of all waste by 2022	All LMs	R3M	ORTDM
Waste information system	Registering and recording recyclable volumes in (South African Waste Information System) SAWIS		All LMs	R3M	ORTDM
Assist in pursuing Environment Impact Assessment in project planning	Conducting project screening for EIA purposes	To ensure that at least 100% of projects comply with environmental regulations by 2022	All LMs	R00	ORTDM
	Developing Database for all projects requiring EIA and in cooperate them in the IDP			R00	ORTDM
	Conduct project visits and monitoring for EIA compliance				
Development and implementation of SDFs, Precint Plans and LUMS	Mthatha Future Metro Region SDF	To develop SPLUMA compliant strategic plans	KSD, Nyandeni, and Mhlontlo	R2000 0000	ORTDM
	Ingquza Hill\Mbizana Future Metro Region SDF				
	Mpande & Mngazana LSDFs				
Intensify consultation with Traditional leaders and communities	Consultation meetings/workshops held in collaboration with LMS and relevant sector departments		All 5 LMS	R500 000	ORTDM
To promote tourism in the district	Six Day Hiking Trail (from PSJ-Hole in the Wall)	Coordinate Development of the Tourism Destination	KSD, Nyandeni and PSJ	R10 000 000.00	Department of Tourism & Eastern Cape and Tourism agency
	Hole in the wall Development			R10 000 000.00	ORTDM
	Wild Coast Tourism corridor				Coast

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
				Municipalities	Tourism
	Development and Installation of Signage			All local Municipalities	R 200 000.00 ORTDM
To promote tourism in the district	Mthatha Dam Development installation of Ablution facilities, braai facilities, bins, cleaners and provision of lights	Coordinate Development of the Tourism Destination		KSD	R 1 000 000.00 ORTDM
	Ntafufu River Month Development			PSJ	R 200 000.00 ORTDM
	Capacity Building for Tourism Product Owners			All Local Municipalities	R 500 000.00 ORTDM
	Visual Arts and Craft Development			ORTDM	R 500 000.00 ORTDM
To promote tourism in the district	Wild Coast Meandor	Facilitation of Infrastructure Development		PSJ and KSD	Public Works /SANRAL
	Tourism Infrastructure Audit			All Local Municipalities	R 200 000.00 ORTDM
To promote tourism in the district	Development of promotional Material	Tourism Marketing		All Local Municipalities	R 300 000.00 ORTDM
	Digital Transformation: Website update, app development			All Local Municipalities	R 200 000.00 ORTDM
	Tourism Indaba			All Local Municipalities	R 700 000.00 ORTDM
	Tourism Lilizela Awards			Provincial	R 700 000.00 ORTDM
To promote tourism in the district		Tourism Education and Awareness		All Local Municipalities	R1 000 000.00 ORTDM
	Tourism Awareness programs			All Local Municipalities	R 500 000.00 ORTDM
	Events Support			All Local Municipalities	R 500 000.00 ORTDM
To promote tourism in the district	Strengthening functionality of tourism organisations, encouraging private sector involvement		RTO/LTO	All Local Municipalities	R 600 000.00 ORTDM

Table 39: Community & Social Services

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
Community Safety	Developed and support LM's with community safety plans	2. To provide support in the reduction of crime in the District on an annual basis	5 LM's	250,000	EQ
	Assist Locals in establishing fully functional community Safety Forums		3 LM's (PSJ, KSD, Ingquza Hill)	340,000	EQ
	Schools – Safety and Crime Awareness Programmes		5 LM's	560,000	EQ
	Awareness and training of communities on violence crime prevention programmes		5 LM's	250,000	EQ
	Coastal Safety(Life Guarding and Coastal Fall Patrollers)		5 LM's	3, 960,000	EQ

Table 40: Good Governance & Public Participation

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
Public Participation	Sector Engagement Ward committee system Community Outreach Civil Education Research and data collection Petition Management ISDM	Strat No 1	Across District		Equitable Share
Municipal Oversight	Oversight Committees IGR ISDM	Strat No 2	Across District		Equitable Share
Compliance with Legislation	Resolution Management Litigation Register Consequence and Accountability Management Compliance with collective	Strat No 5	Across District		Equitable Share

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
	agreements Sound Financial Management Integrity Assessment By-Laws Governance Framework				
Political Stability	Constituency work, Whippery Services, Community Outreach, Civil Education/Awareness Campaigns, Petition Management, Industrial Relations Management	Strat No 2	Across District		Equitable Share
Risk Management and Fraud Prevention	Awareness Campaigns, Fraud Management Framework, Integrity assessment and declarations framework, Governance Framework	Strat No 5	Across District		Equitable Share
Inter- governmental Relations	ISDM, Ward Committee System, Municipal Support, IGR Framework, Governance Framework	Strat No 1	Across District		Equitable Share
Communications	Research and Data Collation Communications strategy Communications policy	Strat No 3	Across District		Equitable Share
Performance Management, Monitoring and Evaluation	Performance Management, Monitoring and Evaluation Framework	Strat No 4	Across District		Equitable Share
Planning	IDP, DDP, SDBIP, PDP, NDP	Strat 4	Across District		Equitable Share
Legal Services	Litigations register,	Strat 5	Across District		Equitable Share

Priority Area	Proposed Programme/Project	Strategic Objective	Location (Municipality/Ward)	Estimated Costs	Source of funding
	Compliance Register, Mediation and arbitration, Framework and register, Labour Matters Register, Contract Management, By-law and Policy Register, Legal Unit, LM Support				
Internal Auditing	MAAP, Audit Committee, Support Provided to LMS and Dev Agencies, Declaration Register and integrity assessment framework, Internal Controls, Risk Management, Resolution Management	Strat 6	Across District		Equitable Share
Municipal Support	Centralization of Municipal Support	Strat 2	Across District		Equitable Share
Policy And Research	Collaboration with institutions of higher learning, Community surveys, Establishment of Centralized, Research Unit (Flagged), Research Agenda and Framework, District Wide Research Strategy	Strat 2	Across District		Equitable Share

Table 41: Provincial and National Treasury

Focus Area	Proposed Programme/Project	Location (Municipality/Ward)	Estimated Costs
Compliance with financial laws and regulations.	On going support	District Municipality	N/A

Table 42: Department of Economic Development Environmental Affairs & Tourism (DEDEAT)

Strategic Objective/Focus Area	Proposed project/programme	Proposed Budget	Local Municipality
Local & Regional Economic Development	2019/20 call for business proposal in target sectors Implement 2 projects (tourism & chemicals)	<ul style="list-style-type: none"> LRED call Subject to business plan. R1.500 000 	O.R Tambo DM
Trade & Industry	Vulindlela Industrial Park master plan	R1.700 000 planning	KSD LM
Consumer rights	2019/20 plan for community awareness		OR Tambo DM
Environment EPWP	Port St Johns Alien Plant. Environmental Awareness	R4 000 000	Port St Johns OR Tambo DM
Economic planning; Research & Development	Annual EC Provincial Socio-economic Review Outlook		Provincial
Agro-processing	Wild Coast SEZ Industrial park		OR Tambo DM (Regional program)
Agro-processing	Fresh produce multi-user facility feasibility. Establishment of farmer support portal		OR Tambo DM (Regional program)
Wild Coast Tourism corridor	Master plan & associated projects with NDT through Coega	Port St Johns water front development feasibility	Port St Johns
Enterprise development	Business support programs, awareness & workshop Business registration support		OR Tambo DM (Regional program)
Environmental awareness	Environmental Education & capacity building		OR Tambo DM (Regional program)

Table 43: Department of Social Development

PROGRAMME	PURPOSE/ACTIVITY	LOCAL MUNICIPALITY	NO. OF PROJECTS	BENEFICIARIES	BUDGET
2.2 Care and Support to Older Persons	Service Centres	Ingquza Hill	40	643	R2 046 552
		KSD	22	548	R1 868 887
		Mhlontlo	26	622	R 2 147 158
		Nyandeni	19	651	R 1 824 584
		PSJ	7	221	R706 573
		TOTAL		2959	R8 593 754
	Empilweni Home			120	R3 055 187
2.3 Disability Management	Protective Workshop	KSD	2	84	R201600
		TOTALS	2	84	R201600
	Residential Facility	KSD	3	225	R4 762 800
		Ingquza Hill	2	56	R1 185 408
		Mhlontlo	2	80	R1 693 440
TOTALS	7		R7 938 000		
2.3 Disability Management	CBR	Nyandeni	4		R320 000
		Mhlontlo	1		R80 000
		KSD	1		R80 000
		Ingquza Hill	2		R149 340
		TOTALS	8		R629 340
	Welfare Organisations	KSD	2		R793 136
TOTALS	2		R793 136		
2.4 HIV/AIDS		Ingquza Hill	2	730	R581 106 .40
		KSD	2	1250	581 106 .40
		Mhlontlo	3	3000	R871 659.60
		Nyandeni	2	3600	R581 106.40
		Port St Johns	1		R290 553.20
	TOTALS		8 580	R2 905 532	
Care and Support	Family Resource Centre	Ingquza Hill	3	117	R487 414.50

Integrated Development Plan 2019/20 Review

PROGRAMME	PURPOSE/ACTIVITY	LOCAL MUNICIPALITY	NO. OF PROJECTS	BENEFICIARIES	BUDGET	
Services to Families		PSJ	1	66	R162 471.50	
		Nyandeni	1	12	153 548.00	
	Fatherhood Programme	KSD	1	20	R162 471. 50	
		Mhlontlo	1	50	100 000.00	
	Family Preservation	Mhlontlo		50	R162 471 50	
		TOTALS		315	R1 381 925 50	
Children	Child Protection Organizations	KSD	UCARC		R 1 002 043	
			Child Welfare		R1 084 390	
		Ingquza Hill	Cluster Home	Foster	6 caregiver children	36 252 351
		PSJ	Child Welfare		R 1 078 367	
			TOTAL		R3 417 151	
	Prevention and Early Intervention Programmes	ALL			R82 445.50	
ECDC(Equitable share		KSD	64	1504	R5 955 840	
		Ingquza Hill	64	1737	R6 878 520	
		Mhlontlo	68	1801	R7 131 960	
		Nyandeni	81	2060	R8 157 600	
		PSJ	41	1094	R4 332 240	
		TOTAL	318	8196	R32 456 160	
Children	ECDC- Conditional Grant	KSD	41		1183	
		Ingquza Hill	61	1303	R5 254 920	
		Mhlontlo	80	1300	R5 140 000	
		Nyandeni	51	1050	R 4 158 000	
		PSJ	34	837	R 3 314520	
			TOTAL	268	5703	R22 583 880
Child and Youth Care Centres		KSD	5	-240 Children -34 Child and youth Care Workers	R11 477 336	
		Nyandeni	1	7 CYCW with 60	R 2 806 334	

R4 803 480

PROGRAMME	PURPOSE/ACTIVITY	LOCAL MUNICIPALITY	NO. OF PROJECTS	BENEFICIARIES	BUDGET
				children	
		TOTAL			R14 283 670
Children	Community Based Services (Isibindi)	KSD	1	31 CYCW	R1 514 214
		Ingquza Hill	1	31 CYCW	R1 529 442
		Nyandeni	2	62 CYCW	R 2 624 904
		Mhlontlo	1	21 CYCW	R 960 216
		TOTAL	5	145	R6 628 776
	Drop In Centres	Ingquza Hill	2	122	R899 820
		PSJ	1	55	409 056
		KSD	1	40	317 056
		TOTAL	4	217	R1 625 932
Crime Prevention	Reception Assessment Referral Centre	Ingquza Hill			R300 000
	Child and Youth Care Centre	Mhlontlo			R1 900 000
Substance abuse	Teenage Against Drug Abuse	KSD			R1 350 668
		Nyandeni			R170 000
		Ingquza			R170 000
		Mhlontlo			R160 000
		PSJ			R160 000
		TOTALS			R2 010 668
VEP	One stop Centre	KSD	1		R722644,50
		TOTALS	1		R722644,50
	Shelters	KSD	1		R313 500
		PSJ	1		R240 000
		MHLONTLO	1		R240 000
		TOTALS	3		R793 500

PROGRAMME	PURPOSE/ACTIVITY	LOCAL MUNICIPALITY	NO. OF PROJECTS		BENEFICIARIES	BUDGET
WOMEN DEVELOPMENT	Household Food Gardening	Mhlontlo	1	16		R20 000
		Nyandeni	1	14		R20 000
		PSJ	1	8		R20 000
		TOTAL	3	38		R60 000
	Sewing	Mhlontlo	1	9		R45 475
	Cleaning Products	PSJ	1	14		R50 000
	Baking	Ingquza Hill	2	14		R150 000
	Crafting	Ingquza Hill	1	19		45 476
TOTAL		8	94		R760 764	
PROGRAMME	PURPOSE	LOCAL MUNICIPALITY	NO. OF PROJECTS	NO. OF BENEFICIARIES	OF BUDGET	
YOUTH DEVELOPMENT	Weaving	KSD	1	5		R220 000
	Crop Production	Nyandeni	1	5		R180 000
	TOTAL		2	10		R400 000
SUSTAINABLE LIVELIHOOD	Community Nutrition Development Centre	KSD	1	120		R 537 652
		Mhlontlo	1	99		R537 652
		TOTAL	2	219		R 1 075 304
	Crop Production	KSD	2	18		R27 000
PROGRAMME	PURPOSE	LOCAL MUNICIPALITY	NO OF PROJECTS	NO. OF BENEFICIARIES	OF BUDGET	
SUSTAINABLE LIVELIHOOD	Household Food Garden	Mhlontlo	1	16		15 000
		Ingquza Hill	1	25		34 400
		Nyandeni	2	19		27 000
		PSJ	2	18		23 000
		TOTAL	6	78		R99 400

Table 44: ECRDA

Focus Area	Proposed Programme/Project 2019/2020	Location (Municipality/Ward)	Estimated Costs
Grain Value Chain	Mqanduli RED Hub	KSD, Mqanduli	R1,000,000
Red Meat	Mqanduli Feedlot	KSD, Mqanduli	R100,000
Forestry Development	Mkhambati Forestry enterprise	Ingquza Hill, Flagstaff	R250,000
Forestry Development	Lusikisiki Forestry Grower Co-operative	Ingquza Hill, Lusikisiki	R250,000
Forestry Development	Gquku Forestry enterprise	Mhlontlo, Qumbu	R350,000
High Value Crops Value Chains & Tourism	Magwa-Majola Tea & Eco Tourism Valley	Ingquza Hill, Lusikisiki	R5,500,000
Rural Finance	Loan Finance	O.R. Tambo DM	

Table 45: Department of Health

Strategic Objective/Focus Area	Project/Programme	Proposed Budget	Local Municipality	Number of beneficiaries/Wards and Villages to benefit
Infrastructure improvement	N Knight hospital Refurbishment Isilimela Hospital Doctors acc	105 303 83 million 24,781,153	Mhlontlo Port St Johns	All youth, women and people with disabilities residing within the 12 locations served by the hospital in ward 12. All youth, women and people with disabilities residing within the catchment areas of the
	St Barnabas Hospital Construction of new Mental	114 058,282	Nyandeni	452 people benefitted since the start of the

Strategic Objective/Focus Area	Project/Programme	Proposed Budget	Local Municipality	Number of beneficiaries/Wards and Villages to benefit project.
	Health Unit, refurbishment and alteration of existing staff accommodation units.			
	Canzibe Phase 1: Renovation and refurbishment tzo all Ward buildings, TB Ward, OPD, administration block, fencing and guardhouse	103,550,000	Nyandeni	All youth, women and people with disabilities residing within the 14 locations served by the hospital in ward 15

Table 46: Planned Primary health care facilities for modifications and extension Programme

Phase	Sub-District Region/ local Municipality	Facility Name	No. of Clinics Per Sub-District Per Phase
	King Sabata Dalindyebo Local Municipality	Mqanduli CHC	3
		Ntshela	
		Ntshabeni	
	Mhlontlo Local Municipality	Mhlahlane	2
		Nxotwe	
	Ngquza Hill Local Municipality	Mantlaneni	2
		St Elizabeth's Gateway	
	Nyandeni Local Municipality	Canzibe Gateway	3
		Lwandile	
		Nqanda A	
	Port St. Johns Local Municipality	Mthambalala	2

Table 47: Primary health care facilities for modifications and extension Programme and extension

Phase 2	Local Municipality	Name of clinic	No of planned clinics per Local Municipality
	King Sabata Dalindyebo Local Municipality	Mpunzana	3
		Qokolwene	
		Baziya CHC	
		Mpeko	
	Mhlontlo Local Municipality	Mbokotwana	2
		Mdeni	
		Qumbu CHC	
		Khalankomo	
	Nyandeni Local Municipality	Mampondomiseni	3
		Libode	
		Mtakatye	
		Double Falls	
	Port St. Johns Local Municipality	Majola	4
		Caguba	
		Ntafufu	
		Gqubeni	
King Sabata Dalindyebo Local Municipality	Zwelichumile	4	
	Bityi		

		Zidindi	
	Mhlontlo Local Municipality	Ezingcuka	
		Tsilitwa	
		Qanqu	
		Mahlungulu	4
		Mhlakulo CHC	
		Tina Falls	
	Nyandeni Local Municipality	Gura	
		Ntaphane	
		Buntingville	
	Nyandeni		
	Mangcwanguleni		
Port St. Johns Local Municipality	Mevana		
	Kohl		

Table 48: Human Settlements

Table 49: Department of Education

Strategic Objective/Focus Area	Project/Programme	Proposed Budget	Local Municipality	Number of beneficiaries/Wards and Villages to benefit
LAIS	Extra classes Modularized learners classes in four centers		Nyandeni, PSJ and Ingquza Hill	All wards

	per Sub District.		
District office establishment	Relocation of offices	PSJ	PSJ

Table 50: Department of Rural Development & Agrarian Reform

Table 51: DSRAC

Strategic Objective/Focus Area	Project/Programme	Proposed Budget	Local Municipality	Number of beneficiaries/Wards and Villages to benefit
Arts and Culture	<ul style="list-style-type: none"> Isingqi Sethu District Dance and Drama in Partnership with Ihashe elimhlophe Support artists attending National Arts Festival Capacity building for O.R Tambo Artists(Iphulo and Shukuma Festivals) Support to O.R Tambo choral Music 	R1,9m(DSRAC-Provincial and National) R65 000 R000 000 R000 000 R20 000	Port St Johns LM Ingquza Hill LM Grahamstown Nelson Mandela Municipality- Oprah House Ingquza Hill	Various Wards O. Tambo Artists O.R Tambo Artists O.R Tambo choirs
Library and	<ul style="list-style-type: none"> World and National Book 	R75 000	Ingquza Hill LM	O.R Tambo Local

Strategic Objective/Focus Area	Project/Programme	Proposed Budget	Local Municipality	Number of beneficiaries/Wards and Villages to benefit	
Information Services	Week	R64 000	Mhlontlo LM	Municipalities	
	• Literacy Day	R100 000	PSJ	O.R Tambo LMs	
	• Library Week and Career Exhibition	R4m	PSJ	O.R Tambo LMs	
	• Renovation of the Library			PSJ	
Sport	• Winter and Summer Games	R100 000 R20 000	Mhlontlo KSD LM	O.R Tambo LM KSD Wards	
	• Mqanduli Schools Sport Festival	R30 000 R20 000	Ingquza Hill LM Ingquza Hill Lm	O.R Tambo LMs O.R Tambo LMs	
	• Schools Multi coded Gams	R12 000 R15 000	PSJ LM KSD	O.R Tambo Athletes O.R Tambo Body Builders	
	• Ingquza Hill Massacre Road Race	R0000 R200 000	Nyandeni Nyandeni LM	O.R Tambo Local Municipalities	
	• O.R Tambo Sport and recreation Awards	R169 000 R20 000	KSD LM Mhlontlo	O.R Tambo LMs O.R Tambo LMs	
	• O.R Tambo Building Workshops			O.R Tambo LMs	
	• Hub Festivals				
	• Support to Athletics Federation				
	• O.R Tambo Womens in Sport				
	Archives	• Inspection of Government bodies	R48 000 R58 000	OR Tambo LMs O.R Tambo LMs	O.R Tambo LMs 5 Local Municipalities
		• Number of Disposal authorities issued	O.R Tambo DM R58 000	PSJ LM O.R Tambo LM	R32 000 O.R Tambo LMs
		• Record Management Sessions conducted			O.R Tambo LMs
		• Records of classification system			
Recreation	• Support Horse Racing	R50 000	Mhlontlo LM	O.R Tambo LMs	
	• Indigenous Games	R160 000	Nyandeni LM, KSD, Mhlontlo	O.R Tambo LMs	
	• Recreation Communtiy	R50 000	Mhlontlo	O.R Tambo LMs	

Strategic Objective/Focus Area	Project/Programme	Proposed Budget	Local Municipality	Number of beneficiaries/Wards and Villages to benefit
	<ul style="list-style-type: none"> Festival Isingqi Sethu Fun Run 			
Museums and Heritage	• International Museum Day	R0 000	PSJ	O.R Tambo LMs
	• Community outreach Programmes	R10 000	One school / LM	O.R Tambo LMs
	• 1960 Mpondo revolt commemoration	R223 000	Ingquza Hill LM	O.R Tambo LMs
	• Heriatge day Celebrations	R72 000	Mhlontlo LM	O.R Tambo LMs
	• Nelson Mandela Day	R20 000	KSD LM	O.R Tambo LMs
	• Geographical Name Change	R0 000	O.R Tambo	O.R Tambo LMs

Table 52: ESKOM

Municipality	Planned Capex Excl Vat	Planned Capex Incl Vat	Planned H/H
Ingquza Hill	R 49 360 869.57	R 56 765 000.00	2300
Port Saint Johns	R 19 628 695.65	R 22 573 000.00	1690
Nyandeni	R 21 754 782.61	R 25 018 000.00	1900
Mhlontlo	R 12 452 173.91	R 14 320 000.00	1400
King Sabata Dalindyebo	R 54 965 217.39	R 63 210 000.00-	3100
Total OR Tambo	R 158 161 739.13	R 181 886 000.00	10390

ANNEXURES

Annexure	Document description	Hard copy	Electronic Copy
A	Process Plan	Yes	Yes
B	Consolidated 2018 IDP roadshows report	Yes	Yes
C	O.R. Tambo District Municipality Project Implementation Plan 2019/20	Yes	Yes
D	2018/19 Draft Service Delivery and Budget Implementation Plan	Yes	Yes
E	Organisational Structure	Yes	
F	Inputs from Sector Departments		Yes
G	Water Services Development Plan	Yes	
H	Spatial Development Framework	Yes	
I	District Development Plan	Yes	
J	Integrated Waste Management Plan	Yes	
K	Disaster Management Pla	Yes	
L	Environmental Management Plan	Yes	
M	Integrated Transport Plan	Yes	
N	Communications Strategy	Yes	
O	Climate Change Strategy	Yes	
P	Local Economic Developent Strategy	Yes	
Q	Housing Plan	Yes	
R	Inter-Governmental Relations Framework	Yes	
S	Public Participation Policy	Yes	

Integrated Development Plan 2019/20 Review

ANNEXURE A: IDP PROCESS PLAN 2018/19

ANNEXURE B: CONSOLIDATED IDP ROADSHOWS REPORT 2018

Integrated Development Plan 2019/20 Review

MIS 218 547	5/1/2019/5/31	Greater Hagege?	Extension of Hagege? Installation of Bucket System Phase 2	R 49,349,748.00	R 49,349,748.00	Buildings	R 52,400,000.00	R 0.00	R 0.00	R 1,000,000.00	R 1,000,000.00	R 1,400,000.00	R 1,400,000.00	R 1,800,000.00	R 1,800,000.00	R 2,200,000.00	R 2,200,000.00	R 2,600,000.00	R 2,600,000.00	
MIS 268 448	5/1/2019/5/31	Ward 8 Tzaneen	Water Waste Water Treatment Works and Sewerage Pump Station	R 82,940,421.00	R 82,940,421.00	Water/Waste	R 3,400,000.00	R 2,000,000.00	R 1,500,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	
MIS 268 586	5/1/2019/5/31	Ward 7 Linda Tzaneen	Upgrade Sewerage Treatment works Phase 1	R 61,279,712.00	R 61,279,712.00	Water/Waste	R 1,400,000.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	
MIS 262969	5/1/2019/5/31	Ward 15	Upgrade Sewer & Waste Water Treatment Works Phase 2	R 196,790,000.00	R 196,790,000.00	Water/Waste	R 1,000,000.00	R 1,000,000.00	R 1,500,000.00	R 1,500,000.00	R 2,000,000.00	R 2,000,000.00	R 2,500,000.00	R 2,500,000.00	R 3,000,000.00	R 3,000,000.00	R 3,500,000.00	R 3,500,000.00	R 4,000,000.00	R 4,000,000.00
MIS 228 710	5/1/2019/5/31	Ward 6	Water Waste Water Treatment Works Upgrade	R 25,715,748.00	R 25,715,748.00	Water/Waste	R 11,400,000.00	R 500,000.00	R 1,000,000.00	R 1,000,000.00	R 1,500,000.00	R 1,500,000.00	R 2,000,000.00	R 2,000,000.00	R 2,500,000.00	R 2,500,000.00	R 3,000,000.00	R 3,000,000.00	R 3,500,000.00	R 3,500,000.00
			MIS - Admin				R 24,210,748.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00	R 1,400,000.00
							R 68,440,000.00	R 42,740,421.72	R 51,849,112.40	R 3,400,000.00	R 3,400,000.00	R 3,800,000.00	R 3,800,000.00	R 4,200,000.00	R 4,200,000.00	R 4,600,000.00	R 4,600,000.00	R 5,000,000.00	R 5,000,000.00	R 5,400,000.00

MUNICIPAL MANAGER : C.N. HLAZI



ANNEXURE D: 2018/19 DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

ANNEXURE E: ORGANISATIONAL STRUCTURE

ANNEXURE F: INPUTS FROM SECTOR DEPARTMENTS NATIO (NATIONAL AND PROVINCIAL) SECTOR DEPARTMENTS AND ENTITIES - PROJECTS