

# **BLUE CRANE ROUTE LOCAL MUNICIPALITY (EC102)**



## **FINAL INTEGRATED DEVELOPMENT PLAN REVIEW 2019-2020**

**TABLED ON 27 JUNE 2019**

## ABBREVIATIONS AND ACRONYMS

<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>ASGISA</b>	Accelerated and Shared Growth Initiative for South Africa
<b>CDA</b>	Cacadu Development Agency
<b>BCRM</b>	Blue Crane Route Municipality
<b>SBDM</b>	Sarah Baartman District Municipality J
<b>CGTA</b>	Cooperative Governance and Traditional Affairs
<b>DEDEA</b>	Department of Economic Development and Environmental Affairs
<b>DFA</b>	Development Facilitation Act
<b>DLG&amp;TA</b>	Department of Local Government and Traditional Affairs
<b>DOH</b>	Department of Health
<b>DOT</b>	Department of Transport
<b>DRPW</b>	Department of Roads and Public Works
<b>DSRAC</b>	Department of Sport, Recreation, Arts and Culture
<b>DWA</b>	Department of Water
<b>ECDC</b>	Eastern Cape Development Corporation
<b>ESKOM</b>	Electricity Supply Commission
<b>GAMAP</b>	Generally Accepted Municipal Accounting Policies
<b>GDS</b>	Growth and Development Summit
<b>GGP</b>	Gross Geographic Product
<b>HIV</b>	Human Immunodeficiency Virus
<b>IDEA</b>	Individuals with Disabilities Education Act
<b>IDC</b>	Industrial Development Corporation
<b>IDP</b>	Integrated Development Plan
<b>ITP</b>	Integrated Transport Plan
<b>JIPSA</b>	Joint Initiative on Priority Skills Acquisition
<b>KPA</b>	Key Performance Areas

<b>KPI</b>	Key Performance Indicators
<b>LED</b>	Local Economic Development
<b>MDG</b>	Millennium Development Goals
<b>MFMA</b>	Municipal Finance Management Act
<b>MHS</b>	Municipal Health Services
<b>MLL</b>	Minimum Living Level
<b>MTSF</b>	Medium Term Strategic Framework
<b>MSA</b>	Municipal Systems act
<b>NDP</b>	National Development Plan
<b>NEMA</b>	National Environmental Management Act
<b>NSDP</b>	National Spatial Development Perspective
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PHC</b>	Primary Health Care
<b>PMS</b>	Performance Management System
<b>PSF</b>	Provincial Strategic Framework
<b>SDBIP</b>	Service Delivery Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>SETA</b>	Skills Education Training Authorities
<b>SLA</b>	Service Level Agreement
<b>SMMEs</b>	Small, Medium & Micro Enterprises
<b>SONA</b>	State of the Nation Address
<b>SOPA</b>	State of the Province Address
<b>SPU</b>	Special Programmes Unit
<b>SWOT</b>	Strengths, Weaknesses, Opportunities & Threats
<b>TB</b>	Tuberculosis
<b>WC</b>	Water Conservation
<b>WDM</b>	Water Demand Management
<b>WESSA</b>	Wildlife and Environment Society of South Africa

<b>WWF- SA</b>	World Wide Fund for Nature South Africa
<b>WSA</b>	Water Services Authority
<b>WSDP</b>	Water Services Development Plan
<b>WSP</b>	Water Services Provider

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**Audit Action Plan**

**AFS Action Plan**

## CHAPTER 1: FOREWORD BY THE MAYOR/ SPEAKER

Honourable Councillors, Acting Municipal Manager, Directors and staff, I have the privilege as Mayor of the Blue Crane Route municipality (BCRM) to table the 2019/2020 final budget and Integrated Development Plan (IDP). Because of the National and Provincial elections that took place on the 8 May this year, I table this budget in terms of Section 24 (2a) of the Municipal Finance Management Act (MFMA) 56 of 2003, which provides that an annual budget "must be approved before the start of the budget year."

Section 23 (1a and b) of the same act further provides that "when the annual budget has been tabled, the municipal council must consider any views of the local community and the National Treasury and the relevant Provincial Treasury and any provincial or national organs of state or municipalities which made submissions on the budget." In this instance the Provincial Treasury has expressed its happiness that ours is a funded budget.

I table this budget for approval, taking into account what the President of the Republic of South Africa said during his State of the Nation address on the 20 June 2019. He said that "in an economy that is not growing, at the time when public finances are limited, we will not be able to do everything at one time."

For this reason, we adopted a conservative approach in projecting a revenue for our budget. We are alive to the challenges of unemployment and poverty facing the BCRM communities.

Our budget had to take into deep consideration the economic and social factors affecting the broader community of the BCRM. We note with concern the shrinking government income against the growing indigent population. The fact that the national government is reducing its financial obligations to municipalities while poverty escalates, is a serious challenge that we must contend with. This means that as the country's fiscus continues to deplete, we are compelled to rely on our own financial resources. At the same time, we need to prioritise our expenditure and implement cost containment measures. As the President said in the State of the Nation address, "it is time to make choices. Some choices may be difficult, and some may not please everyone."

I guess, Councillors will agree with me, that our community has lots of potential. We need to improve the ease of doing business in the BCRM. It is for this reason that we approved an acting appointment of a Land Use Officer to expedite rezoning and other land use applications.

We have in the past years prioritised infrastructure development. We spent lot of money improving our water infrastructure and road development. Investors will only be interested to consider our municipality for investment when they are convinced that our infrastructure is well developed and maintained.

Despite the challenges facing our municipality, I am pleased to announce that our municipality is not amongst those that have been red flagged by national and provincial government. We must therefore continue to make efforts that will see our municipality being financially sustainable.



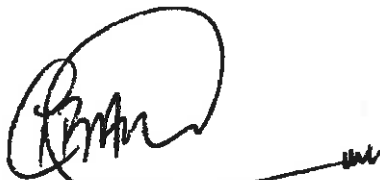
Notwithstanding the financial difficulties facing many households in the BCRM, this budget-maintained tariff increase that reflect a balance between affordability of poor households and a drive to ensure financial viability of our municipality.

We, accordingly propose the following structure percentage increase:

- 6% on average but new valuation roll will allow different percentage increase as per valuations,
- 6 %increase for water, refuse, sanitation and sundry,
- 13% increase for electricity as per NERSA approval

I urge everyone here to work tirelessly and encourage our communities to pay for services. Our municipality is so grant dependent. We have to turn this state of affairs around and ensure that ours is a developmental local government. We need to ensure that we have a financial muscle to discharge our constitutional responsibilities. We cannot fail our communities.

I accordingly present this budget and IDP for approval.



**CLLR. BONISILE MANXOWENI**  
**MAYOR/SPEAKER**

## **STATEMENT BY THE ACTING MUNICIPAL MANAGER**

It is my great honour to present the 2019/2020 IDP Review Blue Crane Route Municipal Council. The presentation of this IDP Review is a culmination of various engagements with the district municipality, provincial and national spheres of government. It is also a product of consultations and engagements with local communities through the ward planning outreach programmes. These inputs were subsequently refined in a strategic planning session held between Councillors and senior management.

The IDP as presented here represents the needs and aspirations of the local community and stakeholders. It constitutes a mandate by the local community to the BCRM Council on how they would want to see their lives improved for the better. The tabling of this reviewed plan takes place in the context of declining grants from national fiscus and shrinking internal revenue to finance these needs and aspirations. It also takes place in the context of high levels of unemployment, poverty and low levels of investments in the local economy. This places an opportunity for the municipality to embark on aggressive lobbying of funds from other agencies of government or Entities and strong focus on strengthening Local Economic Development. The tabling of this IDP is the beginning of the journey of how we can mobilise resources to meet these community needs and aspirations.

I am indebted to all Councillors, Senior Manager's and all BCRM employees who contributed to the process of reviewing, compilation and finally to the tabling of this Reviewed Strategic Plan and Vision of the Council.



**ADV. MANDISI PLANGA**  
**ACTING MUNICIPAL MANAGER**

## **1.1 EXECUTIVE SUMMARY**

This document sets out the Blue Crane Route Local Municipality's Reviewed Integrated Development Plan for the 2019-2020 financial year, containing key municipal goals and priorities. The IDP is a strategic document of Council and guides all planning and development in the municipality. Preparation of the IDP followed an approved process plan that incorporated extensive stakeholder consultations and public participation.

**This document is structured into 7 Chapters:**

**CHAPTER 1:** Contains the executive summary and opening remarks by the Mayor /Speaker and Municipal Manager. It further reflects the vision, mission and values of the municipality. The chapter also sets the scene by noting the legal context of the IDP and the processes followed to develop the IDP

**CHAPTER 2:** This chapter highlights the most salient socio-economics, developments and the backlogs of the municipality, and the institutional status quo.

**CHAPTER 3:** States the municipal strategic direction in terms of the Vision, Mission, and Values and contains the strategic objectives, strategies and projects to address the growing challenges of the community.

**CHAPTER 4:** Provides for the brief overview of policies, strategies and sector plans.

**CHAPTER 5:** Summary of the Spatial Developmental Framework in terms of maps outlining the developmental initiatives and potential development nodes within the municipal area of jurisdiction.

**CHAPTER 6:** Provides a brief overview of the performance management framework which will be reviewed towards the end of the current financial year.

**CHAPTER 7:** Provides a brief overview of the municipality's financial position and financial management implementation plan of the municipality.

## 1.2 BLUE CRANE ROUTE MUNICIPAL VISION, MISSION AND VALUES:

The BCR municipality is "A municipality that strives to provide a better life for all its citizens". The vision is aligned to the five development priorities and the national and provincial government strategic frameworks. The plans and budgets of the BCR are also designed /developed to achieve the vision.

The main purpose of a vision statement is to link the current situation with the future potential of an area. As such a vision statement plays a central role throughout the various processes of the IDP. It guides the prioritisation of needs, the setting of objectives and the implementation of various strategies and projects. The vision statement should be brief, inspiring, realistic, relevant and mobilising. It is important to reflect on the vision and mission of the municipality as a reminder of the direction the municipality should take in deciding on programmes on projects.

### The vision and mission of BCRM is

#### VISION

***"A Municipality that strives to provide a better life for all its citizens."***

#### MISSION

***Through responsible local government, zero tolerance for corruption and creating an environment for upliftment and sustainable economic growth."***

### Values

- Good governance;
- Accountability;
- Public Participation;
- People Development;
- Team work;
- Integrity;
- Tolerance;
- Honesty;
- Responsibility; and trust

Blue Crane route constitute of three towns namely; Somerset East, Cookhouse and Pearston. The location of the towns is as follows:

**Postal Address: PO Box 21**

**SOMERSET EAST**

**5850**

**Telephone number: 042 243 6400**

**LOCATION OF BLUE CRANE ROUTE MUNICIPAL OFFICES**

ADDRESS	LOCATION
67 Nojoli Street, Somerset East	Main Municipal Office Buildings <ul style="list-style-type: none"> <li>▪ Town Hall</li> <li>▪ Council Chambers</li> <li>▪ Mayor's Office</li> <li>▪ Municipal Managers Office</li> <li>▪ Offices for Financial Services</li> <li>▪ Main Municipal Cash Offices</li> </ul>
88 Nojoli Street, Somerset East	Corporate Services <ul style="list-style-type: none"> <li>▪ Human Resources</li> <li>▪ Administration</li> <li>▪ Archives</li> <li>▪ Telephone Switchboard</li> <li>▪ Housing</li> <li>▪ CDW</li> <li>▪ Customer Care</li> <li>▪ Intergovernmental Relations/ Public Participation</li> <li>▪ IDP/ PMS</li> <li>▪ Internal Audit</li> <li>▪ Special Programs Unit</li> <li>▪ LED</li> </ul>
06 Union Street, Somerset East	Community Services <ul style="list-style-type: none"> <li>▪ Environmental Health</li> <li>▪ Langenhoven Library</li> </ul>
Hospital Street, Somerset East	Technical Services <ul style="list-style-type: none"> <li>▪ Offices</li> <li>▪ Mechanical Warehouse</li> <li>▪ Garage</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Municipal Stores</li> <li>▪ Electricity Services</li> </ul> <p>Community Services</p> <ul style="list-style-type: none"> <li>▪ Traffic Department</li> </ul>
New Brighton-Mayila Street, Somerset East	<ul style="list-style-type: none"> <li>▪ Cash Office</li> <li>▪ Housing Office</li> <li>▪ Building Control Section</li> </ul>
06 Main Road, Cookhouse, 5820	<ul style="list-style-type: none"> <li>▪ Town Hall</li> <li>▪ Cookhouse Library</li> <li>▪ Cash Office</li> <li>▪ Housing Office</li> <li>▪ Municipal Depot</li> </ul>
49 Voortrekker Street, Pearston, 5860	<ul style="list-style-type: none"> <li>▪ Town Hall</li> <li>▪ Cash Office</li> <li>▪ Housing Office</li> <li>▪ Ernst van Heerden Library</li> </ul>
Aeroville	<ul style="list-style-type: none"> <li>▪ Prof.Jakes Gerwel Multi-Purpose Centre</li> <li>▪ Dr. WB Rubusana library</li> <li>▪ Cash Office</li> </ul>
Somerset East Town	<ul style="list-style-type: none"> <li>▪ Dr. WB Rubusana library</li> </ul>

TOWN	LOCATION /ADDRESS
<b>SOMERSET EAST</b>	
Office of the Mayor	67 Nojoli Street, Somerset East,5850
Office of the Municipal Manager	67 Nojoli Street, Somerset East,5850
Financial Services department	67 Nojoli Street, Somerset East,5850
Corporate services department	88 Nojoli Street, Somerset East,5850
Community service department	06 Union Street, Somerset East,5850
Technical Services department	Somerset East,5850

## Administrative structure

Directorate	Director	Unit
<b>Municipal Manager</b>	<b>Municipal Manager - Mr. Thabiso Klaas</b>	Internal Audit
		Integrated Development Planning (IDP)/Performance Management System (PMS)
		Public Participation and IGR
		Municipal Administration
<b>Corporate Services</b>	<b>Director: Corporate Services – Mrs Lineo Nkanjeni</b>	Customer Care services
		Administration
		Human Resource (HR)
		Land Use Management
		Information and Communication Technology (ICT)
<b>Technical Services</b>	<b>Director: Technical Services – Mr Ayanda Gaji</b>	Electrical Division
		Roads and Stormwater Division
		Water and Sanitation Division
		Building Control and Maintenance Division
		PMU Division
		Housing
<b>Community Services</b>	<b>Director: Community Services – Mr Mandisi Planga</b>	Environmental Services
		Protection Services
		Library Services
		Fire and Disaster Management
<b>Financial Services</b>	<b>Director: Finance (CFO) – Mr Nigel Delo</b>	Finance Management and Reporting
		Revenue and Expenditure
		Supply Chain and Asset Management

## Political structure

Name	Designation
Mr Bonisile Manxoweni	Mayor /Speaker
Mrs Neliswa Nkonyeni	Chiefwhip
Mr Mpumelelo Kwatsha	Ward Councillor ( ward 1)
Mr Phandulwazi Sonkwala	Ward Councillor (ward 6)
Mr Thobile Xaka	Ward Councillor (ward 3)
Mr Thabo Grootbom	Ward Councillor (ward 4)
Mr Anthony Hufkie	Ward Councillor (ward 5)
Mrs Celeste du Plessis	Ward Councillor (ward 2)
Mr Jonathan Martin	Party Representative
Mr Kenneth Brown	Party Representative
Mrs Fiona Brown	Party Representative



### 1.3 POWERS AND FUNCTIONS OF THE MUNICIPALITY

The municipal mandate stems from the section 156 of the Constitutions (Act 108 of 1996) which assigns powers and functions drawing from the schedules 4b & 5b. In terms of the Part B of schedule 4 and 5 of the Constitution, local government has the following functions.

Schedule 4 Part B	Schedule 5 Part B
<b>Powers exercised by the BCRM</b>	<b>Powers exercised by the BCRM</b>
<ul style="list-style-type: none"> <li>• Air pollution</li> <li>• Building regulations</li> <li>• Child care facilities</li> <li>• Electricity and gas reticulation</li> <li>• Firefighting services</li> <li>• Local tourism</li> <li>• Municipal airports</li> <li>• Municipal planning</li> <li>• Municipal health services</li> <li>• Municipal public transport</li> <li>• Municipal public works</li> <li>• Stormwater management systems in built-up areas</li> <li>• Trading regulations</li> <li>• Water and sanitation services</li> </ul>	<ul style="list-style-type: none"> <li>• Beaches and amusement facilities</li> <li>• Billboards and the display of advertisements in public places</li> <li>• Cemeteries, funeral parlours and crematoria</li> <li>• Cleansing</li> <li>• Control of public nuisances</li> <li>• Control of undertakings that sell liquor to the public</li> <li>• Facilities for the accommodation, care and burial of animals</li> <li>• Fencing and fences</li> <li>• Licensing of dogs</li> <li>• Licensing and control of undertakings that sell food to the public</li> <li>• Local amenities</li> <li>• Local sport facilities</li> <li>• Markets</li> <li>• Municipal abattoirs</li> <li>• Municipal parks and recreation</li> <li>• Municipal roads</li> <li>• Noise pollution</li> <li>• Pounds</li> <li>• Public places</li> <li>• Refuse removal, refuse dumps and solid waste disposal</li> <li>• Street trading</li> <li>• Street lighting</li> <li>• Traffic and parking</li> </ul>

Powers not exercised by the BCRM	Powers not exercised by the BCRM
Pontoons, ferries, jetties, piers and harbours,	

#### 1.4 IDP PLANNING PROCESS

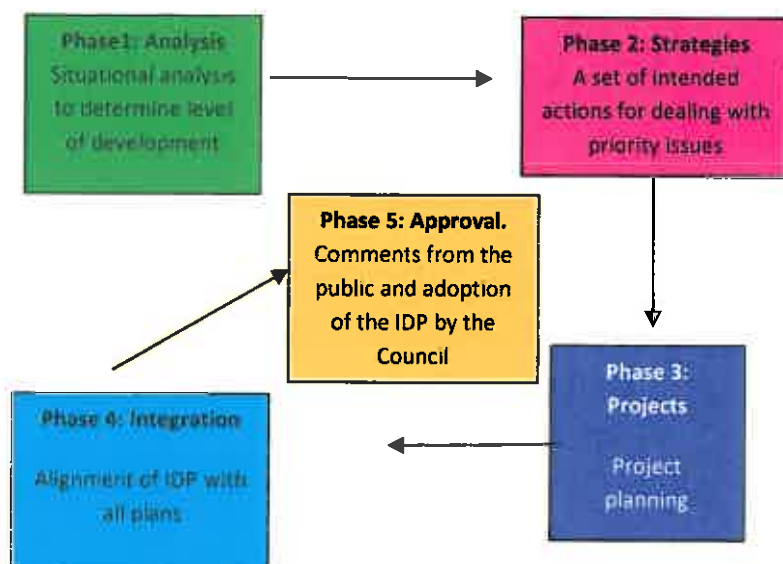
Integrated Development Planning (IDP) is a planning tool for promoting developmental local government. It enables the Municipality to identify its priorities and develop a strategic development plan for the short, medium and long term. The IDP process is a consultative process which requires of the Municipality to engage with its citizens and other stakeholders in the development thereof.

IDP's must be reviewed and amended together with the Budget on an annual basis and adjusted and revised in accordance with the monitoring and evaluation of existing performance and changing circumstances.

The integrated development planning methodology comprises five interrelated phases namely;

- ⇒ Analysis
- ⇒ Strategies
- ⇒ Projects
- ⇒ Integration
- ⇒ Approval

These phases are illustrated graphically below:



The analysis phase aims to assess the existing level of development within the Municipality through analysis of the prevailing environment and impact thereof on the inhabitants of the Municipality. The analysis process facilitates the identification and analysis of the environmental challenges facing the municipality and allows the municipality to accurately prioritize these challenges.

The ensuing phases of the integrated development planning process build on the analysis phase, and it is therefore imperative that the analysis phase be compiled accurately. Planning, budgeting, decision-making and service delivery are largely informed by the existing environment and its inherent challenges. A plan that is not based on an accurate understanding of the current environment will lack credibility and efficacy.

The BCR Local Municipality adopted its IDP/Budget/PMS Process Plan on the 29 August 2018 as informed by the Sarah Baartman District Framework Plan to guide the review process and also outline the roles and responsibilities of the role-players in the review process.

The Blue Crane Route Municipality Integrated Development Plan (IDP) has been prepared in accordance with Section 34 of the Municipal Systems Act which prescribes that, a municipal council must review its integrated development plan annually in accordance with an assessment of its performance measurement; and to the extent that changing circumstances so demand.

The municipality embarked on a process of involving communities and other stakeholders through ward-based planning to allow the communities to participate in the review process. The review focused more on the refinement of

current strategies to ensure that projects that are planned contribute to the achievement of the five-year development priorities and that they have greater impact on service delivery.

The priority issues are determined through a combination of participatory community-based processes and analysis of status quo information, facts and figures through desktop studies, and other research undertaken or commissioned by the municipality. The outcome is a holistic and informed outlook of how and where the municipality should allocate scarce resources. This helps to improve municipal planning and budget processes. The most important aspects are that there is consensus among stakeholders; ideally, these priority issues become the focal point for determining appropriate development strategies that meet priority issues, the needs of communities and / or stakeholders. On the other hand, it is acknowledged that priority issues do not only emerge by analysing the status quo information, but also through public participation.

## 1.5 ORGANISATIONAL ARRANGMENT FOR IDP REVIEW PROCESS

To ensure smooth and well-organized Integrated Development Planning Review process for 2019/20 financial year, the municipality has identified role players to assist and inform the planning process as well as the roles and responsibilities attached. In order to ensure that all relevant stakeholders are represented, the municipality through a public notice extended an invitation to all interested parties to register on the IDP Representative Forum database. The following is the list of role players and their responsibilities.

### 1.5.1 Roles and Responsibilities of Role Players and Structures

STRUCTURE / ROLE-PLAYERS	ROLE AND RESPONSIBILITY
<b>Council</b>	<ul style="list-style-type: none"> <li>• Prepares, decides on and adopt an IDP/Budget Process Plan.</li> <li>• Undertake the overall management and co-ordination of the IDP/PMS/Budget Process.</li> </ul>
<b>Ward Councilors</b>	<ul style="list-style-type: none"> <li>• Major link between the municipal government and the residents.</li> <li>• Links the IDP /Budget/PMS processes to their constituencies and / or wards;</li> <li>• Responsible for organizing public consultation and participation;</li> <li>• Ensure the annual business plans and municipal budget are linked to and based on the IDP.</li> </ul>
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>• Responsible and Accountable for the implementation of the municipality's IDP,</li> <li>• Monitors progress with implementation of the plan.</li> <li>• Responsible for championing the Integrated Development Planning process.</li> </ul>

<p><b>IDP/PMS/Budget Steering Committee</b></p>	<ul style="list-style-type: none"> <li>• Ensures a smooth compilation and implementation of the IDP.</li> <li>• Compiles the terms of reference and criteria for members of the IDP/PMS/Budget Representative Forum ;</li> <li>• Facilitates the terms of reference for the various planning activities; commissions studies necessary for the compilation of the IDP;</li> <li>• Processes and documents inputs from the public concerning IDP and Budget</li> <li>• Processes, summarizes and documents outputs;</li> <li>• Makes content recommendations;</li> <li>• Facilitates control mechanisms regarding the effective and efficient implementation, monitoring and amendment of the IDP;</li> <li>• Ensures the co-ordination and integration of sectoral plans and projects; and</li> <li>• Ensures that the municipal budget is in line with the IDP.</li> </ul>
<p><b>IDP/PMS/Budget Representative Forum and IGR</b></p>	<p>The IDP/PMS/Budget Representative Forum is the structure which facilitates and co-ordinates participation in the IDP/Budget/PMS Process.</p> <p>The role of the IDP/PMS/Budget Representative Forum is to—</p> <ul style="list-style-type: none"> <li>• Represents the interests of the constituents in the IDP process;</li> <li>• Forms a structured link between the municipality and representatives of the public;</li> <li>• Ensures communication between all the stakeholder representatives including the municipality;</li> <li>• Provides an organizational mechanism for discussion, negotiation and decision making between the stakeholders including municipal governance;</li> <li>• Integrates and prioritize issues, strategies, projects and programmes and identify budget requirements; and</li> <li>• Monitors the performance of the planning and implementation process.</li> </ul> <p><b>Composition:</b></p> <ul style="list-style-type: none"> <li>○ all Councillors</li> <li>○ the Chairperson and one selected representative of each of the organised structures or associations within the community;</li> <li>○ the officials who serve in the Steering Committee;</li> </ul>

	<ul style="list-style-type: none"> <li>o Sector departments</li> <li>o Ward committees and Community Development Workers</li> </ul>
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## 1.6 PROCESS PLAN TIMEFRAMES / MILESTONES

### ACTION PLAN 2019/2020

TIMELINES 2019/2020		
IDP PHASES	DELIVERABLES AND PROCESS MANAGEMENT	DATES
<b>Preparation Phase</b>	IDP/PMS/BUDGET Steering committee meeting	14 August 2018
	IDP/Budget/PMS Rep Forum	28 August 2018
	Tabling of the IDP and Budget Process Plan to Council for approval and adoption	29 August 2018
	Draft Annual Report 2017/2018	
	Annual Performance Report 2017/2018	
	Advertisement of IDP and Budget Process Plan	06 Sept 2018
<b>Analysis Phase</b>	Mayoral roadshow	Sept/ Oct 2018
	IDP/PMS/Budget steering committee meeting: Report back from the community , Consideration, review and inclusion of any relevant and new information and report back from department on the review of situational analysis	25 October 2018
	Status of the implementation progress: 1 <sup>st</sup> quarterly review	15-19 October 2018
	IDP/PMS/Budget Representative Forum & IGR Meeting	16 Nov 2018
<b>Strategies Phase</b>	Departmental IDP Strategic Session : Preparing for the development of strategies ,policies ,plans and organogram	26 Nov -30 Nov 2018

**TIMELINES: 2019/2020**

IDP PHASES	DELIVERABLES AND PROCESS MANAGEMENT	DATES
	IDP/Budget Steering Committee: Preparation of budget framework to provide parameters and request budget inputs from department and preparation for IDP Strategic session	06 December 2018
	Consolidation of the Mid-year budget and performance assessment report and present to council for approval	Jan 2019
	2 <sup>nd</sup> quarter review and progress report Amend 2017/2018 SDBIP where necessary	14-18 January 2019
	IDP/PMS/Budget Steering Committee: Discussions : IDP Strategic session (update on the progress of preparations , Mid-year budget and performance assessment report and budget adjustment)	16 Jan 2019
	Tabling of Section 72 Report and Annual Report to Council	24 January 2019
	Strategic Planning Session: development of municipal Strategies, Objectives, KPA's, KPI's and targets	Feb 2019
	Tabling of budget adjustments to Council	
	IDP/PMS/Budget Steering Committee: Confirm contents of the IDP and Drafting of Service Delivery and Budget Implementation Plan(SDBIP)	19 Feb 2019
	Mid-year Performance engagement with Provincial and National Treasury	25 Feb 2019
	IDP/PMS/Budget Representative Forum & IGR	26 Feb 2019
	Project Prioritization	March 2019
	Tabling of the Draft IDP and Budget	28 March 2019
	Advertise for public to comment on the Draft IDP/Budget	04 April 2019
	Submit to MEC : CoGTA	04 April 2019

TIMELINES: 2019/2020		
IDP PHASES	DELIVERABLES AND PROCESS MANAGEMENT	DATES
Integration/Approval Phase	Status of the implementation progress: 3 <sup>rd</sup> quarter review	15-19 April 2019
	IDP/Budget Steering Committee: preparations for IDP /Budget Public Hearings	12 April 2019
	IDP /Budget Public Hearings	April/May 2019
	Budget and Benchmark engagement session with Provincial and National Treasury	22 April 2019
	IDP/Budget Steering Committee: Consider inputs preparing for final adoption of IDP/Budget	15 May 2019
	IDP/PMS/Budget Representative Forum: Present IDP /Budget	17 May 2019
	Tabling of the Final Draft IDP and Budget and Draft SDBIP	30 May 2019
	Advertise the adopted documents :I DP, Budget & SDBIP	06 June 2019
	Status of the implementation progress: 4 <sup>th</sup> quarter review	15-19 July 2019
	Consolidation of the Annual Performance report and Annual Report	July 2019

### 1.7 MEC COMMENTS RECEIVED BY THE BCRM FROM 2014/15 – 2018/19 PERIOD

The six key performance areas were used as a guide for assessment. They are as follows:

- Spatial Development Framework
- Service Delivery
- Financial Viability
- Local Economic Development
- Good Governance and Public Participation
- Institutional Arrangements



The municipality was rated and allocated a score based on the six key focal areas. The ratings ranged from low, medium to high. On the issues that have been raised by the MEC, the municipality has managed to address some of them during the review process.

KPA	Rating 2014/2015	Rating 2015/2016	Rating 2016/2017	Rating 2017/2018	Rating 2018/2019
Spatial Development Framework	High	High	High	High	High
Service Delivery	Medium	Medium	Medium	Medium	Medium
Financial Viability	High	High	High	High	High
Local Economic Development	High	High	High	Medium	High
Good Governance & Public Participation	High	High	High	High	High
Institutional Arrangements	High	High	High	Medium	Medium
<b>OVERALL RATING</b>	High	High	High	Medium	High

## CHAPTER 2: SITUATION ANALYSIS

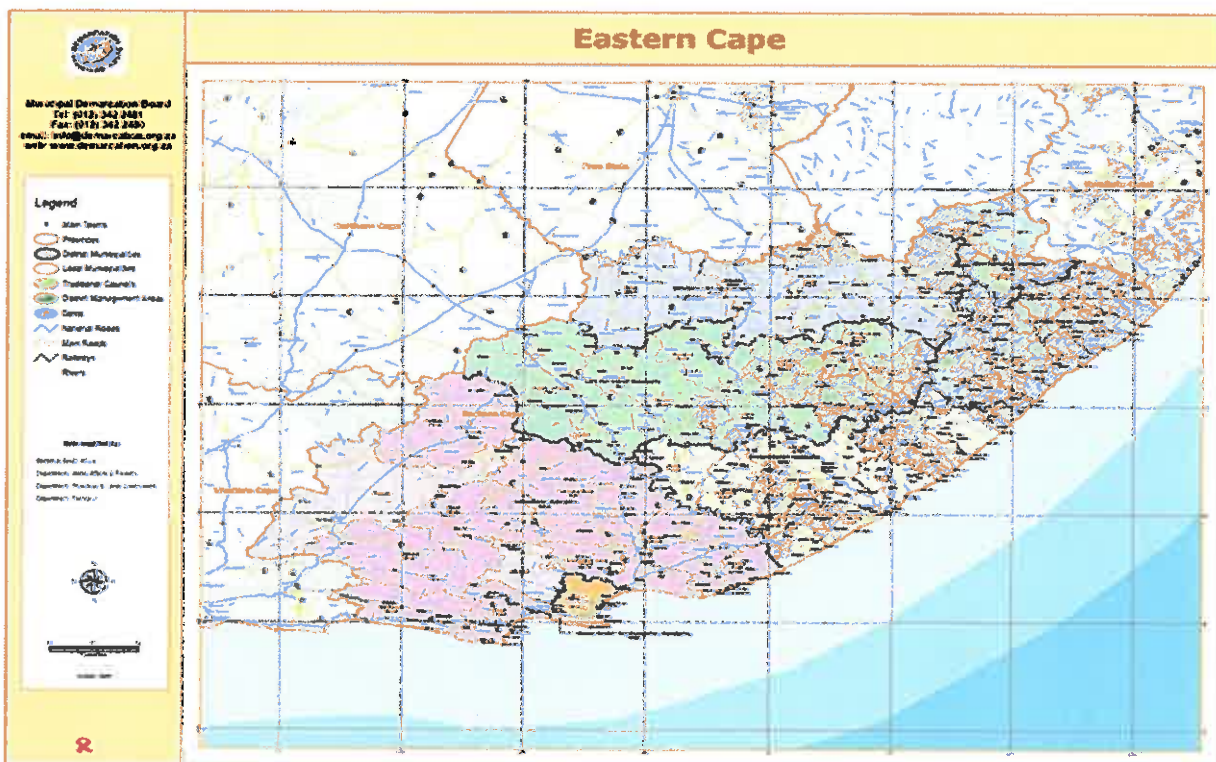
### 2. SITUATIONAL AND GAP ANALYSIS

This chapter includes an analysis of the demographic, socio-economic and infrastructure development dimensions. The statistical information was sourced from StatsSA 2001 to 2011 as well Community survey 2016. The district perspective is presented to provide a better understanding of the context within which the BCR municipality operates.

#### 2.1 LOCATION OF BLUE CRANE ROUTE WITHIN THE CONTEXT OF EASTERN CAPE

The Sarah Baartman District Municipality (SBDM), is the largest (58 243 km<sup>2</sup>) of the six (6) District Municipalities in the Eastern Cape Province, as shown on Map no. 1 below.

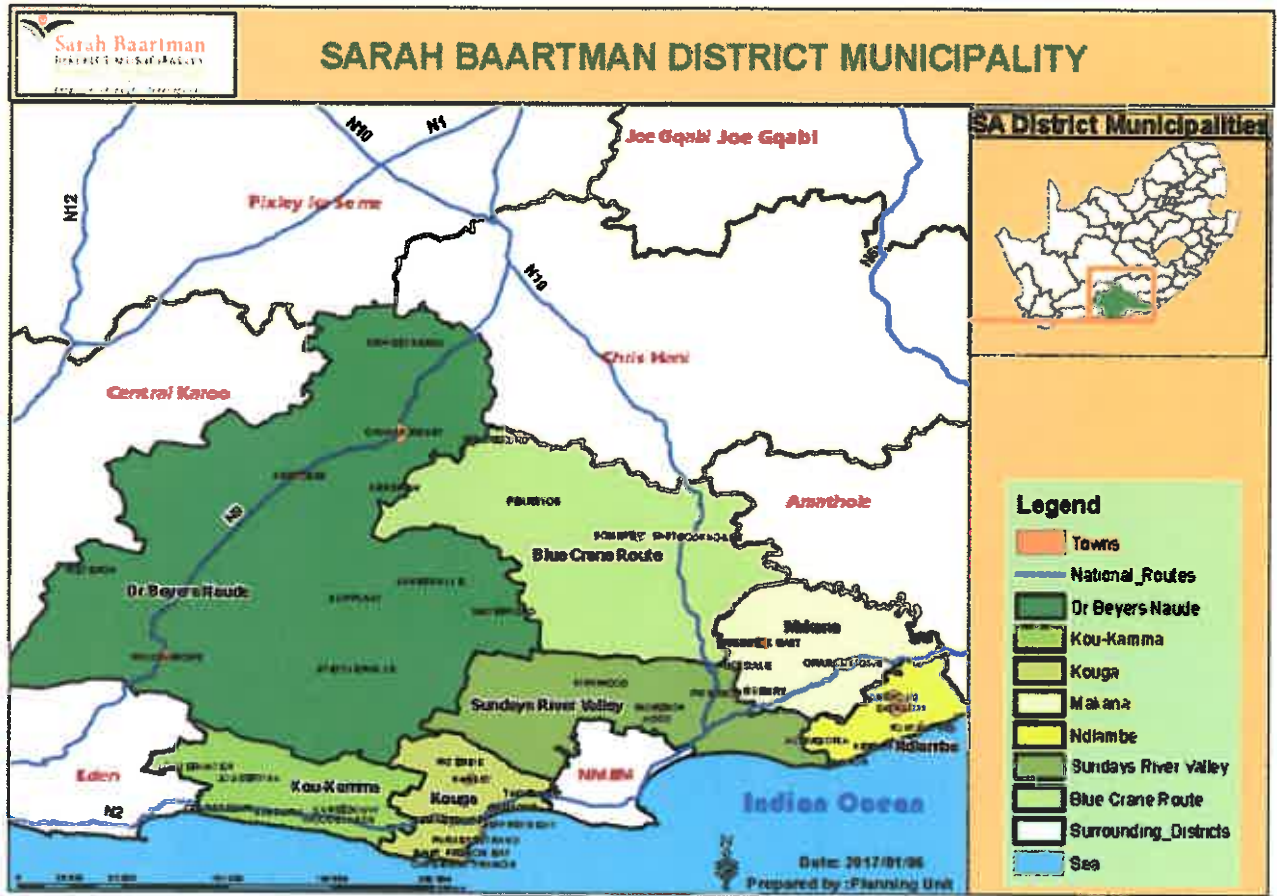
**Map no. 1: Spatial Location of the Eastern Cape**



**Source:** *Municipal Demarcation Board, 2011*

The District is situated in the western portion of the Province, bordering the Western Cape, Northern Cape and Chris Hani and Amathole District Municipalities in the Eastern Cape. Seven local municipalities have been established within the jurisdiction of Sarah Baartman DM, as reflected on Map no. 2 below.

MAP no. 2: Spatial Location of BCR in the Sarah Baartman District Municipal Area



Source: Sarah Baartman District Municipality

## 2.2 THE STUDY AREA: ( MAP 3: BLUE CRANE ROUTE LM)



The Blue Crane Route Municipality falls within the jurisdiction of the Sarah Baartman District Municipality. The Municipality's area is bordered on the North-east by Raymond Mhlaba Municipality, North-west of Inxuba Yethemba municipality, South of Makana Municipality and the South-west of Sundays River Valley municipality. The Blue Crane Route Municipality is located at 67 Nojoli Street, Somerset East.

The Blue Crane Route area comprises of the primary node of Somerset East which is the main commercial hub, two secondary service centres i.e Pearston and Cookhouse, and vast rural commercial farmlands. Per the Community survey that was conducted 2016, the municipality's population has moved from 36 002 to 36 063, 1.7% growth rate. The figures below reflect the findings per Census 2011, the community survey 2016 reflects the overall growth of the area not at ward level:

- Somerset East (Wards 2, 3 and 5 = 19172)



- Town Area, Vosloodal, Chris Hani, Francisvale Aeroville, Clevedon, Mmandi, Old Location, New Brighton, Westview and Uitkeer.
- o Cookhouse (Wards 1 and 6 = 10 898)
  - Bhongweni and Newtown
  - Golden Valley and Middleton rural nodes
  - Town area and Cradock place
- o Pearston (Ward 4 = 5 933)
  - Town Area, Millenium Park, Nelsig and Khanyiso

Somerset East is the administrative seat of the municipality and situated at the foot of the Boschberg Mountain. Blue Crane Route Municipality has 6 Wards and the total of eleven (11) Councillors who constitute Council.

## 2.2.1 Demographic Profile

**Table 1: Population and extent of Area km<sup>2</sup> - EC, CDM and BLM**

StatsSA 2011	Province of the Eastern Cape	Sarah Baartman District Municipality	Blue Crane Route Local Municipality
Total Population	6 562 053	450 584	36 002
Total Population (Community Survey 2016)	6 996 976	479923	36063
Area km <sup>2</sup>	168 966 km <sup>2</sup>	58 243.3 km <sup>2</sup>	11 068.56 km <sup>2</sup>

*Source: StatsSA 2011 and Community Survey 2016*

As indicated by the statistical information above, Blue Crane Route accounts for 8% of the Sarah Baartman District and 0.5% of the Provincial population. Geographically Blue Crane Route makes up 19% of the District municipality's landmass with a population density of 3.25 per km<sup>2</sup>.

According to StatsSA -Census 2011, the total population of Blue Crane Route is 36 002, however as per the Community Survey conducted 2016, the population figures have increased from 36002 to 36063. This then therefore indicates that the growth rate of the population is very slow due to number of issues flowing from migration, death and birth rate.

The most significant roads passing through the area are the; **N10, R61, R63, and R390,**

The approximate distance between the towns is;

- Somerset – East to Pearston : 50 Km.
- Somerset – East to Cookhouse: 25 Km.
- Cookhouse - Pearston : 75km.

## 2.2.2 Demographics per ward

**Table 2: Age Distribution, Gender, Population Grouping and Head of Household**

DEMOGRAPHICS								
Age distribution	00 - 04	05 - 09	10 - 14	15 - 34	35 - 64	65 - 85+	Ward Total	%
Ward 1	549	454	422	1555	1566	203	4749	13.2
Ward 2	814	583	591	1882	2265	611	6747	18.7
Ward 3	705	671	601	2185	2320	498	6979	19.4
Ward 4	661	668	570	1788	1817	428	5933	16.5
Ward 5	542	526	475	1628	1804	470	5446	15.1
Ward 6	686	550	449	2068	2083	313	6148	17.1
<b>Grand Total BCR</b>	<b>3956</b>	<b>3453</b>	<b>3108</b>	<b>11106</b>	<b>11856</b>	<b>2523</b>	<b>36002</b>	<b>100</b>
Gender	Male	%	Female	%	Total			
Ward 1	2390	50.3	2359	49.7	4749			
Ward 2	3289	48.7	3458	51.3	6747			
Ward 3	3311	47.4	3668	52.6	6979			
Ward 4	2938	49.5	2995	50.5	5933			

Ward 5	2547	46.8	2899	53.2	5446			
Ward 6	3206	52.1	2943	47.9	6149			
Grand Total BCR	17680	49.1	18322	50.9	36002			
<b>Population Group</b>	<b>Black</b>	<b>Coloured</b>	<b>White</b>	<b>Indian/ Asian</b>	<b>Other</b>	<b>Ward Total</b>		
Ward 1	3278	1143	289	10	28	4749		
Ward 2	3169	2370	1128	37	44	6747		
Ward 3	6493	378	68	19	21	6979		
Ward 4	2211	3365	287	26	43	5933		
Ward 5	1813	3387	203	15	28	5446		
Ward 6	4283	1246	479	10	131	6148		
Grand Total BCR	21247	11888	2453	118	295	36002		
<b>Head Household: Gender</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total</b>	<b>Ward</b>		
Ward 1	823	70.1	351	29.9	1174			
Ward 2	1048	56.8	797	43.2	1845			
Ward 3	1161	57.5	859	42.5	2019			
Ward 4	914	57.6	671	42.3	1586			
Ward 5	769	51.7	719	48.3	1488			
Ward 6	1212	73.5	436	26.4	1649			
Grand Total BCR	5927	60.7	3834	39.3	9761			

Source: StatsSA 2011

### 2.2.3. Demographics Trends

**Table 3: Age distribution, Gender, Population Grouping and Head of Household**

DEMOGRAPHICS	STATSSA 2001	STATSSA 2011	%	GROWTH % p.a.	COMSURVEY 2016	%	GROWTH % p.a
<b>Blue Crane Route Total Population</b>	35407	36002		0.17	36063		1.7%
<b>Age distribution</b>	35 407	36 002			36063		
0-14	10 293	10517	29.2	0.2	11824	32.8	2.34
15-64	22 485	22962	63.8	0.2	20471	56.8	-0.96
65+	2 227	2524	7.0	1.3	3768	10.5	-1.45
<b>Gender</b>	35 407	36 002			36063		
Male	16806	17680	49.1	0.5	17841	49.5	-
Female	18197	18322	50.9	0.1	18223	50.5	-
<b>Population Grouping</b>	35 407	36 002					
Black	20861	21247	59.0	0.19	21283	59.0	-
Coloured	11515	11888	33.0	0.32	13283	36.8	-
White	2606	2453	6.8	-0.6	1448	4.0	-
Indian/Asian	21	118	0.3	46.2	50	0.1	-
Other	0	295	0.8	-	-	-	-
<b>Head of Household: Gender</b>	9 595	9 761					
Male	6 486	5 927	60.7	-0.9	-	-	-
Female	3 109	3 834	39.3	2.3	-	-	-

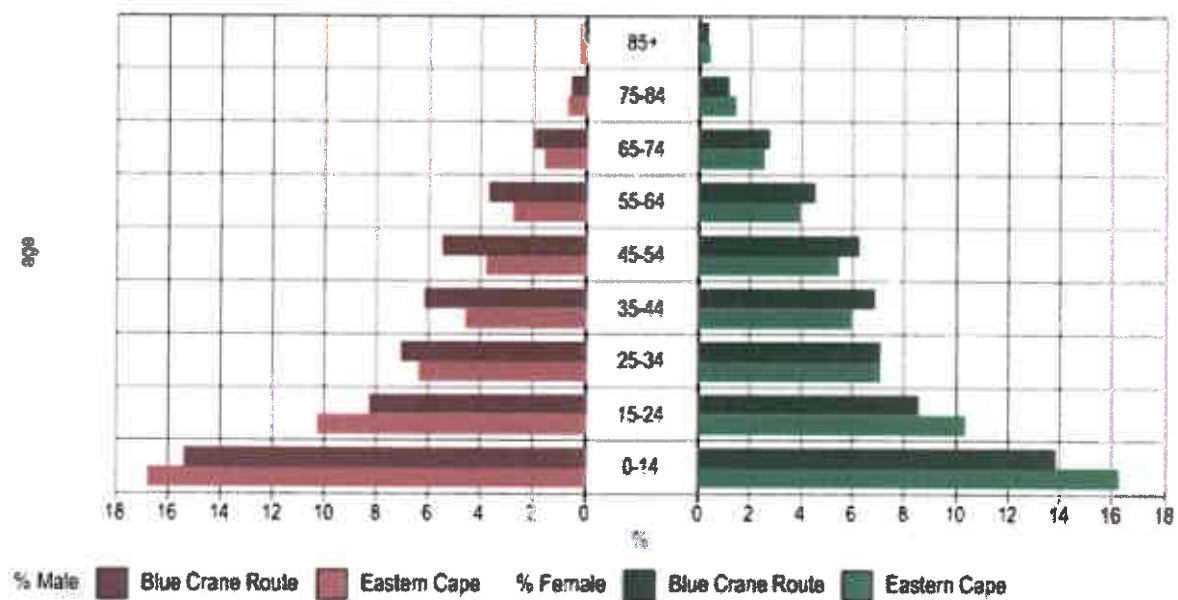
**Source:** StatsSA 2011 and Com Survey 2016



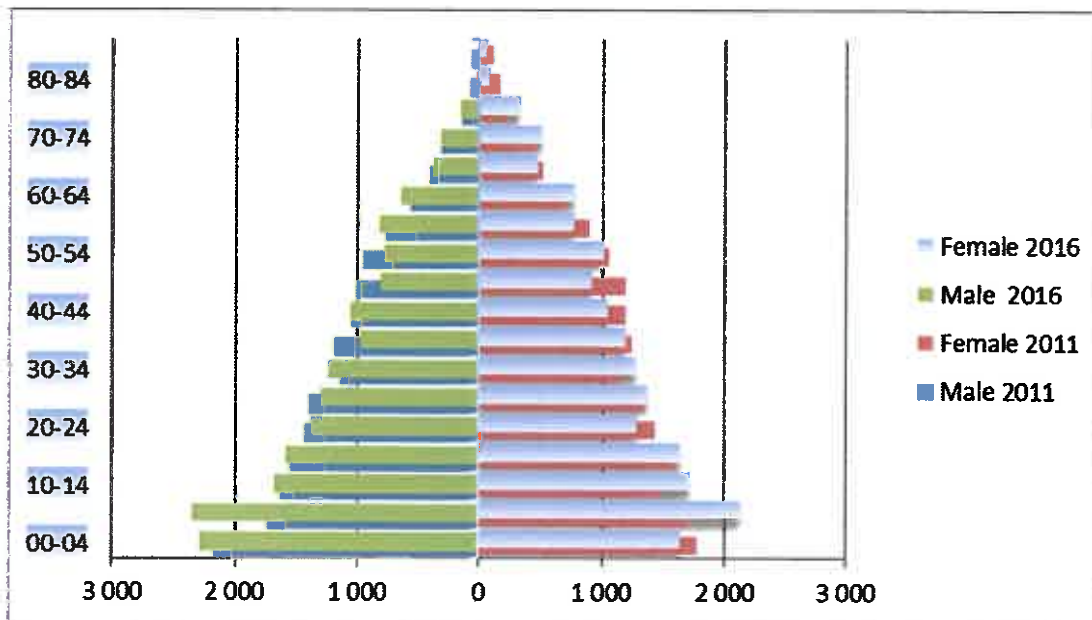
The population has increased by 595 people over the past 10 years. This is reflective of a 0.17% compound average population growth rate from 2001 to 2011. There is parity in the sex ratio with 9.6 males for every 10 females.

Community survey 2016 reflects that 32.8% of the population is dominated by young people under 15 years of age and 30.76% is the youth below the age of 35, which requires intergovernmental planning efforts to jointly focus on improved education system, creation of employment opportunities and provision of sports and recreation facilities. The high number of children could also be an indication of a dependency on child support grants.

**Figure 1. Population by gender and age in 2011 (% of total population).**



**Population trends: Census 2011 and Community Survey 2016**



**Source:** Statistics South Africa 2011 and Community Survey 2016

## 2.3 SOCIO ECONOMIC DIMENSION

**Table 4. Socio Economic**

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
<b>Total Population</b>				
No disability/Unspecified	32292	28152	87.85	-1.28
Sight	571	2294	7.16	30.18
Hearing	221	350	1.09	5.84
Communication	78	82	0.26	0.51
Physical / Walking	1118	465	1.45	-5.84
Intellectual / Remembering	133	265	0.83	9.92
Emotional / Self Care	298	438	1.37	4.70
Multiple disability	300	0	0.00	-10.00
Not applicable		3956		
	<b>35 011</b>	<b>36 002</b>		

**Source:** StatsSA 2011

StatsSA indicates that there has been an overall decline of -1.28% p.a. in the number of people with disabilities. People with a sight disability have increased drastically by 5.6% from 1.6% in 2001 to 7.2 in 2011.

**Table 5: Income Category**

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total Population				
Income 15 to 65				
No Income	180	10 504	46.09	573.6
R1 – R400	3 454	1 254	5.50	-6.4
R401 – R800	1 557	1 198	5.26	-2.3
R801 - R1600	929	4 924	21.61	43.0
R1601 – R3200	794	1 582	6.94	9.9
R 3 201 - R 6 400	566	933	4.09	6.5
R 6 401 - R 12 800	239	763	3.35	21.9
R 12 801 - R 25 600	58	489	2.15	74.3
R 25 601 - R 51 200	27	101	0.44	27.4
R 51 201 - R 102 400	32	30	0.13	-0.6
R 102 401 - R 204 800	7	28	0.12	30.0
R 204 801 or more	3	12	0.05	30.0
Unspecified	0	973	4.27	
	<b>7 846</b>	<b>22 791</b>		

**Source:** StatsSA 2011

StatsSA 2011 reflects that poverty levels are high with 46.1% of the population not receiving any income, and a further 10.8% earn less than R801 per month, therefore technically falling under the poverty line. This is exacerbated by the fact that 65.7% of the potential labour force are not working. The population lack buying power

which makes it difficult to exploit local economic development opportunities and the situation implies a high dependency on social grants. Interventions must be created and expedited to support poor communities.

The potential economic active labour force accounts for 60.2% of the total population which reinforces the need to boost the economy and stimulate job growth.

**Table 6: Labour Status**

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total Population				
Labour status 15 to 65				
Employed	7839	7434	34.3	-0.52
Unemployed	5355	3300	15.2	-3.84
Non-economically active	9471	10935	50.5	1.55
	<b>22665</b>	<b>21669</b>		

**Source:** StatsSA 2011

StatsSA indicates that 15.2% of the potential workforce is unemployed and a further 50.5% are not economically active in 2011. The remaining 34.3% of the labour force is employed. The overall dependency ratio is 56.8 persons per hundred population of working age. StatsSA 2011 also concludes that 1 953 of the youth in Blue Crane Route are unemployed.

**Table 7: Education Levels 20 year +**

SOCIO ECONOMIC ANALYSIS	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.	BLUE CRANE ROUTE AREA (Community Survey 2016)	%
<b>Total Population</b>						
<b>Level of education 20 +</b>						
No schooling	4 088	2 592	8.24	-3.7	1307	6.3
Some primary	5 956	10 895	34.65	8.3	4525	21.7
Complete primary	1 977	2 516	8.00	2.7	2056	9.9
Some secondary	5 361	9 577	30.46	7.9	8108	38.9
Std 10/Grade 12	2 437	4 420	14.06	8.1	4309	20.7
Higher	1 075	1 392	4.43	2.9	515	2.5
Unspecified	0	49	0.16		20	0

**Source:** StatsSA 2011 and Community Survey 2016

Stats SA 2011 shows that 8.24% of the population over 20 years of age have not received any schooling and Community Survey 2016 shows a reduction to 6.3 % meaning there is an improvement. Community Survey 2016 further reflects an improvement of 20.7% from 14.06 (StatSA 2011) on those who have attained Grade 12, however, though there is a growth in terms of Secondary education according to the Community Survey 2016 there is also a decline to 2.5% on those who attained Higher education.

The following is the breakdown of schools per town within the municipality:

School name	Location
<ol style="list-style-type: none"> <li>1. Johnson Nqonqoza High School</li> <li>2. Aeroville High School</li> <li>3. Gilbert Xuza Primary School</li> <li>4. St' Teresa Primary School</li> <li>5. Nojoli Junior Primary School</li> <li>6. Nonzwakazi Primary School</li> <li>7. William Oates Primary School</li> <li>8. W.G Olivier Primary School</li> <li>9. Gill Primary School</li> <li>10. Gill College</li> </ol>	Somerset East
<ol style="list-style-type: none"> <li>1. Cookhouse Primary School</li> <li>2. Visrivier Primary School</li> <li>3. Msobomvu Junior Primary School</li> <li>4. Cookhouse High School</li> </ol>	Cookhouse
<ol style="list-style-type: none"> <li>1. Pearston High School</li> <li>2. Pearston Primary School</li> <li>3. Lukhanyiso Primary School</li> </ol>	Pearston
<ol style="list-style-type: none"> <li>1. De Hoop Primary School</li> <li>2. Lushof Primary School</li> <li>3. Bracefield Primary School</li> <li>4. Golden Valley Primary School</li> <li>5. Hambakuhle Farm</li> <li>6. Kommadagga Primary</li> <li>7. Middlewater DRC Primary</li> <li>8. Verdun</li> <li>9. Witmos Primary</li> <li>10. Grootvlakt</li> </ol>	Farm Area

**Table 8: Crime Statistics for BCRM**

CRIME STATISTICS	Somerset East	Cookhouse	Pearston	Total
<b>Crime Category</b>				
<b>Contact Crimes (Against the person)</b>				
Assault with the intent to inflict grievous bodily harm	104	58	38	200
Common Assault	85	58	20	163
Common Robbery	9	6	2	17
Murder	7	4	2	13
Attempted murder	2	3	0	5
Sexual Offences	26	9	16	57
Robbery with aggravating circumstances	16	4	4	24
<b>Contact Related Crimes</b>				
Arson	3	2	0	5
Malicious damage to property	45	22	16	83
<b>Property Related Crimes</b>				
Burglary at non-residential premises	34	17	9	60
Burglary at residential premises	118	50	29	197
Theft of motor vehicle and motorcycle	10	1	0	11
Theft out of or from motor vehicle	17	29	5	51
Stock theft	44	59	32	115
<b>Crime Detected as result of Police Action</b>				
Illegal possession of firearms and ammunition	2	1	1	4
Drug related crime	32	122	31	185
Driving under the influence of alcohol or drugs	10	34	5	49
<b>Other Serious Crimes</b>				



CRIME STATISTICS	Somerset East	Cookhouse	Pearston	Total
<b>Crime Category</b>				
All theft not mentioned elsewhere	99	65	31	195
Commercial Crime	13	5	2	20
Shoplifting	12	0	0	12
<b>Subcategories of Aggravated Robbery</b>				
Carjacking	0	1	0	1
Truck hijacking	0	0	0	0
Robbery at residential premises	0	2	0	2
Robbery at non-residential premises	0	1	2	1
<b>Crime Detected as a Result of Police Action</b>				
Sexual offences detected as a result of police action	0	0	0	0
Bank Robbery	0	0	0	0
Robbery of cash in transit	0	0	0	0
<b>Sexual Offences</b>				
Rape	17	12	9	38
Sexual Assault	5	3	0	8
Attempted Sexual Offences	4	1	0	5
Contact Sexual Offences	0	0	0	0
<b>Subcategories of Aggravated Robbery</b>				
Trio Crimes	0	4	2	4
<b>Other Serious Crimes</b>				
Community reported serious crimes	644	379	199	1222

Source: SAPS 2018

Crime statistics in the table above indicate the levels of crimes during the period of 2018. The list above indicates crime in terms of frequency from high to low. Common assault, assault with intent to inflict grievous bodily harm, theft and stock theft and other crimes reported by the community seem to be the dominating crimes in all three areas especially in Somerset East. Theft and assault are dominating in Somerset East followed by drug related crimes. Driving under the influence of alcohol and drug related crimes are prevalent in Cookhouse. Crime levels in Pearston are low compared to other towns within the municipality, however community reported serious crimes are taking a lead in the area.



## 2.4 INFRASTRUCTURE DEVELOPMENT DIMENSIONS

### 2.4.1. Water and Sanitation

The Blue Crane Route Municipality is the Water Services Authority (WSA) and the Water Services Provider (WSP). The municipality has achieved marked improvements in both the provision of water and sanitation. The number of households with water on site is almost double the Eastern Cape provincial average. The Blue Crane Route Local Municipality like other municipalities in the country is faced with challenges related to the stagnation and / or decline in national grants allocations. The Municipality received R17 million funding from the Department of Water and Sanitation under the Water Services Infrastructure Grant (WSIG). This funding was used to upgrade the Cookhouse WWTW which has been successfully been upgraded. The last phase of the project was done during 2018/19 FY.

BCRM challenges are high water losses which are above 50%. This is a result of ageing infrastructure, leakages at the indigent households and shortage of water meters. The Municipality is currently busy preparing business plans to source funding to reduce these water losses.

BCRM has experienced a number of challenges with regards to water services of these include the following:

- Pearston obtains its water from boreholes only. The augmented water supply in Pearston ensure that the town has constant and sustainable water supply. However, under the project to augment Pearston water supply, two boreholes were not connected due to budget constraints and therefore a follow up project has been initiated to complete phase two of water supply in Pearston. Pearston does not have surface water and entirely relies on borehole water, this means that the water supply in Pearston is dependent on mechanical means to abstract the water and to a certain extent for distribution of the water.
- Somerset East Water is obtained from surface water that is seasonal and rainfall dependent, as well as water from the Orange/Fish Irrigation Scheme. The town is dependent on the only reliable source, being the Orange/Fish Canal supply. A project has been completed and it's being implemented with a new bulk water pipeline to ensure that the town will be able to overcome any water shortage threats in the future.
- Due to the fact that Cookhouse was administered by the old Transnet, all assets and rights still reside with Transnet. The town is dependent on water from the Orange/Fish Irrigation Scheme and has no surface or borehole sources. The present water supply to the town is not reliable, and a pipeline is required from the Orange-Fish Scheme to secure sustainable water to the town

Pearston is the only town in BCRM that depends fully on ground water for human consumption and agricultural activity, which is one of the drivers of the economy in the area.

The low inland rainfall results in sporadic droughts consequently drying up supply boreholes to towns and villages. The water quality during these periods deteriorates to levels that are unsafe for human consumption. Because of water being a scarce resource in Pearston, there are competing demands between servicing the community and servicing agricultural production. Bulk services in the BCR are under pressure due to overloading (needs upgrading) and the lack of on-going maintenance. BCRM does not have a Water Services Plan (WSP) that talks to the future of the three towns.

The BCRM launched a water loss audit project to establish non-revenue water, water leaks which contribute greatly to water losses. The following tasks were also done under the project:

- Installation of bulk meters
- Retro-fitting in Pearston (With training of plumbers)
- Installation of strainers

#### **2.4.1.1 Augmentation of Pearston Water Supply:**

Pearston solely depends on borehole water and previously only had three boreholes which are used at full capacity with no back up. The project seeks to boost water supply in the town of Pearston and provide sustainable (security) water supply for a foreseeable future.

#### **2.4.1.2 Upgrading of Somerset East Waste Water Treatment Works:**

The BCRM had non-compliance of sewerage effluent in all three towns namely Somerset East, Cookhouse and Pearston which hampered development in the areas, it was important to implement the project to unlock housing developments in the area. Somerset East was a priority due to the severity of non-compliance of the sewerage effluent.

The project has been implemented in three different phases with different scope of works as follows:

- Phase 1: Comprising the essential works to achieve an activated sludge plant capable to produce effluent which will be to the General Limit Standard by DWS such that the effluent can be fed into the Little Fish River.

- Phase 2: Comprising the construction of sludge drying beds and the Rehabilitation of the existing ponds/lagoons.
- Phase 3: Comprising the installation of an Irrigation Water Supply.

Phase 1 of the project is now practically complete. The physical completion of the Phase 1 depends on the completion of the 28 day trial period of the upgraded treatment plant (which is in progress) to determine the efficiency of the plant as per the required standards by the DWS. Thereafter, a training will be provided to staff for the operations and maintenance of the upgraded facility.

#### 2.4.1.3 Upgrading of Cookhouse Waste Water Treatment Works (WWTW)

Cookhouse effluent is discharged back to the river. This has resultant to a need for Cookhouse WWTW to be upgraded and the project is still at design stage. The project requires an Environmental Impact Assessment (EIA) which has been done and a Record of Decision (RoD) was obtained from the Department of Environmental Affairs.

Aims and objectives of the planned upgrading of the Cookhouse WWTW are:

- To provide a wastewater treatment facility for the town of Cookhouse with sufficient capacity to accept flow from existing, medium and long term developments and expected future housing schemes.
- To treat all the Cookhouse waste water to the required DWS standard.
- To support the DWS initiative to eliminate the sanitation backlog in Cookhouse.
- To create job opportunities:
- During construction – training in labour based construction techniques will assist emerging contractors.
- After completion staff will be required for operation and maintenance of the upgraded facility.
- Compliance to effluent quality or Green Drop status.
- To promote a culture of reconstruction and development through community participation in the planning and implementation of the project.

**Table 9: Major Predominant Dams in BCR**

MAJOR DAM	MAJOR RIVER	MUNICIPALITY	USE
• Van Der Walt Dam	ORANGE RIVER via FISH	BLUE CRANE	DOMESTIC &
• Bestershoek Dam	RIVER INTO SUNDAYS		IRRIGATION
• Cookhouse Dam	RIVER		
• Lake Bertie			
• Berg Dam			

The table overleaf illustrate the rainfall figures per town as captured and recorded by the South Weather Services.

**Table 10: Water and Sanitation Provision**

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.	BLUE CRANE ROUTE AREA (CS 2016)	%
<b>Total number of households</b>	9 595	9 761		1.7%	9876	
<b>Sanitation</b>	9 470	9 760		3.06%		91.2
Flush toilets	4439	7856	80.5	7.7	8731	88.4
Flush septic tank	390	395	4.0	0.1	-	-
Chemical	244	25	0.3	-9.0	12	0.1
VIP	127	83	0.9	-3.5	-	-
Pit latrines without ventilation	752	327	3.4	-5.7	403	4.1
Bucket latrine	1921	277	2.8	-8.6	286	2.9
None	1597	617	6.3	-6.1	347	3.5
Other		180	1.8	-	-	-
<b>Water – Access to piped water</b>	8 530	9 740		12.4%	9003	91.2
Household	2289	5022	51.5	11.94	-	-
In yard	5027	3903	40.0	-2.24	-	-
Community stand <200	526	323	3.3	-3.86	-	-

m						
Community Stand >200m	688	172	1.7	-7.50	-	-
No access to piped (tap) water		340	3.5	-	873	8.8
<b>Water – Source of water</b>		<b>9 760</b>				
Water scheme operated by municipality or other WSP		7830	80.2	-	-	-
Borehole	128	955	9.8	64.6	-	-
Spring	5	30	0.3	50.0	-	-
Rain tank	196	275	2.8	4.0	-	-
Dam/stagnant water	207	317	3.2	5.3	-	-
River/stream	201	53	0.5	-7.4	-	-
Water vendor	17	31	0.3	8.2	-	-
Water Tanker		132	1.4	-2.7	-	-
Other	180	137	1.4	-	-	-

**Source:** StatsSA 2011 and CS 2016

The level of waterborne system/connection shows a growth of 7.7% p.a. over a period of 10 years (2001 to 2011). The number of bucket latrines reflects a negative growth of -8.6% p.a. over the same period which in effect means that bucket toilets have been reduced by 85.6% from 20.3% in 2001 to 2.8% in 2011. The standard and provision of sanitation and water shows a significant improvement from 2001 to 2011. The BCRM has a total of 8929 houses which has access to drinking water and basic level of sanitation. Three hundred and fifty (350) households which make (4%) of the households are people living in the informal settlements, their access to sanitation is in a form of bucket system and have access to drinking water in a form of community stand pipes which are within 200m walking distance from the households.

## **Water and Sanitation Provision**

### **Cookhouse (Ward 1 & 6)**

**No. of House Holds Serviced = 1546**

Bongweni 3 – 523

Bongweni 4 – 653

Business – 22

Cradock Place – 57

Newtown – 153

Station – 138

### **Pearston (Ward 4)**

**No. of House Holds Serviced = 1944**

Pearston Town – 1022

Nelsig – 433

Khanyiso – 489

### **Somerset East (Wards 2, 3 & 5)**

**No. of House Holds Serviced = 5068**

Somerset East Town – 971

Aeroville – 1174

New Brighton – 323

Old Location – 354

Glen Avon – 23

Mnandi – 1169

Chris Hani – 416

Francisvale – 245

**2.4.2 Electricity and Energy**

- Blue Crane Route is the licensed distributor of electricity and buys in bulk for distribution within its approved area of supply. Services in the rural areas are rendered by the municipality.

**Table 11: Energy for Lighting**

BASIC SERVICE INFRASTRUCTURE	BLUE CRANE ROUTE (STATS SA 2001)	BLUE CRANE ROUTE AREA (STATS SA 2011)	%	GROWTH % P.A.	BLUE CRANE ROUTE AREA (CS 2016)	%
Total number of households		9 525			9 761	
Energy (Access)	9 470		9 760	3.06%		
Electricity	6 161		8 486	86.9	3.8	8759
Gas	23		17	0.2	-2.6	-
Paraffin	2 135		306	3.1	-8.6	-
Candles	1 057		876	9.0	-1.7	-
Solar	34		36	0.4	0.6	-
Other	60		0	0.0	-10.0	1247
None			39	0.4		-

**Source: StatsSA 2011 and Community Survey 2016**

Access to electricity has improved from 65.1% in 2001 to 86.9% in 2011. Community survey conducted in 2016 also shows a slight increase from 86.9% to 88.9%. The dependency on paraffin and candles was reduced from 22.5% and 11.2% in 2001 to 3.1% and 9.0% in 2011.

Electricity Supply:

No. of HH supplied with electricity

Cookhouse (Ward 1&6) = 1614

Bongweni 3 – 523

Bongweni 4 – 653

Business – 22

Cradock Place – 57

New Town – 153

Station – 138

Noxolo Kiviet (informal settlements) – 68

**Pearston (Ward 4) = 2027**

Pearston Town – 1022

Nelsig – 433

Khanyiso – 489

Millenium Park – 83

**Somerset East (Ward 2, 3 & 5) = 5131**

Somerset East – 971

Aeroville – 1174

New Brighton – 323

Old Location – 354

Glen Avon – 23

Mnandi – 1169

Chris Hani – 416

Francisvale – 245

Vosloodal – 39

Westview – 354



BCRM also supply farming community that is >100km radius. The current backlog in those different lines are the rotten / old network, with falling poles due to its life span. Regular routine maintenance is done but due financial constraint this exercise is not improving in most areas but in some areas, it is improving. There are constant power failures occurring in those lines.

Electricity is supplied to all schools, hospital (Andre Vosloo and Somerset East correction services).

Rating of quality of municipal services	2011		2016	
	Number	Percent	Number	Percent
Water (good)			6 437	65.9
Electricity supply (good)			5 994	65.3
Sanitation (good)			5 169	55.3
Refuse removal (good)			7 439	77.7

Ratio	2011		2016	
	Number	Percent	Number	Percent
Dependency ratio		56.7		64.7
Poverty head count ratio		0.0		0.0
Sex ratio		96.5		97.9

### 2.4.3 Roads and Stormwater

- The provision and maintenance of roads covers the functional areas of the Blue Crane Route Municipality.

**Table 12: Length of Surfaced & Gravel Roads**

Municipality	Gravel Length (km)	Surfaced Length (km)	Total Length (km)
Blue Crane Route	40, 446	26, 964	67, 410

**Source:** Sarah Baartman DM Database

The general condition of the road networks in the Blue crane route municipal jurisdiction is summarised in the following table:

**Table 13: Condition Index: Surfaced Provincial Roads**

Condition	Paved Percentage (%)	Unpaved Percentage (%)
Very good	10%	10%
Good	40%	30%
Fair	30%	40%
Poor	10%	10%
Very poor	10%	10%
Total	100%	100%

According to the latest version of the Sarah Baartman/ Cacadu Intergraded Transport Plan (2011/12), the maintenance of roads throughout the entire Blue Crane Route Municipal Area is inadequate due to lack of funding. Urgent attention and funding is required. The upgrading of gravel roads to surfaced standard (and with suitable stormwater drainage) in residential areas is one of the key priorities.

As much as the BCRM is on target in implementing its strategy (Upgrading of Gravel Roads), the objective and strategies for facilitation of an efficient and effective public transport system are still lacking (Cacadu ITP 2011/12).

⇒ **Road Infrastructure and Transport Modes**

**Table 14: Road Infrastructure and Transport Modes**

Transport Modes	Municipal Roads StatsSA 2001	Dept of Roads %
On foot	14348	41.0
By bicycle	177	0.5
By motorcycle	36	0.1

By car as a driver	848	2.4
By car as a passenger	1093	3.1
By minibus/taxi	979	2.8
By bus	195	0.6
By train	26	0.1
Other	41	0.1
Not applicable	17264	49.3
	<b>35007</b>	

⇒ **Non-motorised transport**

**a. Bicycle transport & facilities**

There is a minimal provision for bicycle travel within the BCR. Cyclists share the travelled way with motorized traffic. Cycling, however, is not a prevalent form of transport in the BCRM but is predominantly a recreational sport activity.

**b. Sidewalks and walkways**

Visual assessment was done on the primary transport corridors in the BCR which indicated a dire need for the provision of sidewalks and walkways. Given the limited income profile of the rural population, and the proximity of residential townships to the business nodes in most of the towns, walking is one of the main transport modes in the BCR. Based on the above, sidewalks and a pedestrian bridge have been constructed from Somerset East town to Aeroville. In Somerset East town, sidewalks have been constructed in Nojoli and Charles Streets.

The length of sidewalks and walkways constructed is as follows:

- Length of sidewalks (km)
  - From Somerset East (Nojoli Street) to Aeroville – 2.8 km
  - Nojoli Street – 1.7 km
- Length of walkways (km)
  - Aeroville – 450 m
- Length of the pedestrian bridge constructed from Somerset East to Aeroville is 35m long.

⇒ **Scholar transport**

Most scholars walk to school. In the urban areas, more than 80% walk, whilst this percentage is slightly lower in the rural areas, with a higher percentage using public transport (bus and taxi) than in the urban areas. This can probably be attributed to the fact that scholar transport contracts are in place in some of the rural areas.

**Table 15: Modal Split for Scholars per School Type (Urban/Rural)**

Mode	Percentage of Scholars per School Type	
	Urban (within town or township)	Rural
Walking	80.2	69.1
Car	5.6	0.2
Bus	5.9	14.5
Taxi	5.9	11.3
Bicycle	1.1	1.5
Other	1.4	3.4
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

**Source:** *Integrated Transport Plan*

- ⇒ **Public transport**
  - Taxi Services

There are nine registered taxi associations in the BCR. The OLAS indicates a registered membership of 749 persons, who operate a total of 473 vehicles that have operating licenses and are operating legally. The only location where bakkie taxis were identified is in Port Alfred, but the extent of bakkie taxi utilization has not been quantified.

**Table 16: Taxi Associations and Membership**

Association name	Abbreviated name	Claimed numbers	Members with OL's	Vehicles
Norwich Long Distance Taxi association	NOLDTA (Somerset East)	238	58	102

**Source:** *Integrated Transport Plan*

There is one registered taxi association in the BCRM. The OLAS indicates a registered membership of 238 persons, who operate a total of 102 vehicles that have operating licenses and are operating legally. BCRM has a functional transport forum which is championed by the Portfolio Head of the Technical Services Department. This forum is coordinated by the Department of Public Works for the implementation of projects in the area. Councilors and farmers

also form part of the steering committee where all roads related projects for farmers and national roads are addressed as well as the needs of the community. The forum sits by-monthly due to the nature of projects implemented in the area.

**Table 17: Taxi facilities in the BCR**

Municipality	Formal	Informal	Stops
BCR	2	1	0

**Source:** BCR Integrated Transport Plan

**Table 18: Summary of taxi routes operated in BCRM**

Municipality	Local/ Commuter	inter-town (within CDM)	Inter-town (Outside CDM)	Total
Blue Crane Route	6	1	6	13

**Source:** BCR Integrated Transport Plan

- **Bus Services**

No subsidized bus services are provided within the Sarah Baartman district. Bus services in the district are therefore limited to long distance bus operations on the main routes through the district, and one private operator who is based in Jansenville and own seven buses that run from Jansenville via Uitenhage to Port Elizabeth three times per week. The routes, stops and schedule for the long-distance buses that operate within the Sarah Baartman are indicated in table below.

Long distance buses stop at the entrance to Cookhouse Caltex Garage off the N10. These informal facilities at the Subway service station are in a fair condition.

- Somerset East

Long distance buses stop at the taxi rank on the corner of Francis Street and Worcester Street. There is no shelter available.

**Table 19: Long Distance Bus Operations**

Operator	Route	Road	Stops
City to City / Translux	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
	Johannesburg / Cape Town	N9(R57), R61	Graaff-Reinett, Aberdeen
	Cape Town / Johannesburg	R61, N9(R57)	Aberdeen, Graaff-Reinett
Greyhound	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town, Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, R67	Grahamstown
	Johannesburg / PE	R67, N2	Grahamstown
Intercape	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
	George / Johannesburg	N9(R57)	Willowmore, Aberdeen, Graaff-Reinett
	Johannesburg / George	N9(R57)	Graaff-Reinett, Aberdeen, Willowmore
	PE / Cape Town	N2	Humansdorp, Storms River
	Cape Town / PE	N2	Storms River, Humansdorp
SA Roadlink	Durban / Cape Town	N2	Grahamstown, PE, Humansdorp, Storms River
	Cape Town / Durban	N2	Storms River, Humansdorp, PE, Grahamstown
	PE / Johannesburg	N2, N10	Cookhouse
	Johannesburg / PE	N10, N2	Cookhouse
DMJ Tours	Umtata / Cape Town	R63, N9(R57), R61	Cookhouse, Somerset East, Pearston, Graaff-Reinett, Aberdeen
	Cape Town / Umtata	R61, N9(R57), R63	Aberdeen, Graaff-Reinett, Pearston, Somerset East, Cookhouse

Source: ITP data surveys 2010

**Table 20: Long Distance Bus Operations per Route/corridor**

Route/ Corridor	Average No of Buses/ day (both directions)
Corridor 2 (PE, Cookhouse, Johannesburg)	4

- **Bus Transport Infrastructure**

Long distance bus operators operates from areas close to a service station where parking is available for persons who are dropping off or picking up passengers, and where passengers can disembark during stop overs to use cafeteria facilities.

Long distance buses stop at the Caltex Garage off the N10 at the entrance to Cookhouse. These informal facilities at the Subway service station are in a fair condition.

Route/ Corridor	Weekly Boarding Pax	Weekly Alignment Pax
Corridor 2 (PE, Cookhouse, Johannesburg)	4	4

⇒ **Maintenance of Roads**

The maintenance of roads throughout the entire Blue Crane route Municipal Area (urban and rural) is not ideal due to the lack of sufficient funding. Urgent attention and funding is needed to address this problem. The upgrading of gravel roads to surfaced standard (and with suitable storm water drainage) in residential areas is one of the key priorities.

There is a huge challenge within the BCRM of no suitable quarry available to source the materials in a commercial quarry for the maintenance of roads. Priority needs to be given to obtaining a licensed quarry where suitable materials will be obtained.

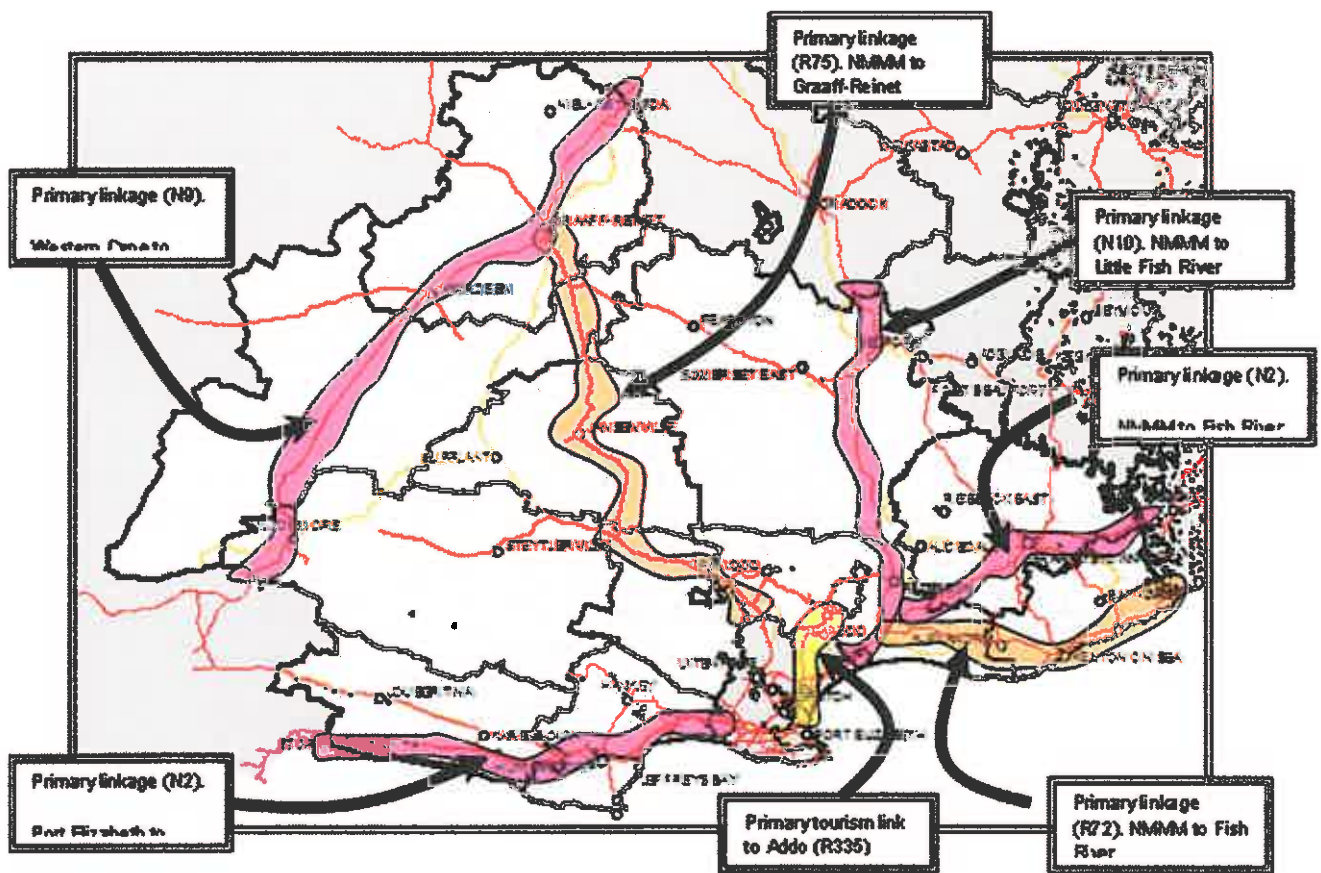
The IDP recognises that its adopted strategy for the upgrading of gravel roads is predominantly on target, but that its objective and strategies for the facilitation of an efficient and effective public transport system are lacking.

BCRM does not have Rural Roads Asset Management (RRAMS). The Rural roads are currently managed by the District Municipality. BCRM is planning a phase in approach regarding the maintenance of these roads.

Weightings can be assigned to each of these factors, from which an algorithm is then generated and prioritization can then be done. Prioritization can therefore be determined for various scenarios, depending on the focus/aim of the exercise.



**Map 3: Significant Primary Linkages**



⇒ **Rail Infrastructure**

The rail network that used to be a vibrant back-bone to the economy of the District has been neglected and is in a state of dilapidation resulting in the collapse of towns like Cookhouse (Blue Crane Route).

The ECDOT recently completed a 10 Year Rail Plan which included a status quo assessment of rail infrastructure in the Eastern Cape. The following services are provided on the branch lines in the BCR:

Load: Track warrant

Lines: Cookhouse – Blaney



The following low axle load branch lines have been abandoned for a number of years already and a lack of maintenance has led to a serious decline in the line infrastructure, invasions of the reserves and vandalism of the building structures.

- Cookhouse – Somerset East
- Cookhouse – Fort Beaufort – Blaney branch line

Between Blaney and Fort Beaufort, 11 wagon trains move in each direction at a frequency of 1,3 per day. Between Fort Beaufort and Cookhouse, the frequency drops to half this number. Only freight is transported.

#### 2.4.4 Solid Waste Management

**Table 21: Refuse Removal Services**

BASIC SERVICE INFRASTRUCTURE	BLUF ROUTE (STATSSA 2011)	GRANE AREA (STATSSA 2011)	BLUF ROUTE (STATSSA 2011)	GRANE AREA (STATSSA 2011)	%	BLUF ROUTE (CS 2016)	GRANE AREA (CS 2016)	%
<b>Total number of households</b>		<b>9 595</b>		<b>9 761</b>		<b>9876</b>		
<b>Refuse Removal</b>	9 467		9 761		%			%
<b>How often by municipality?</b>								
a) @ least once a week	6351		7842		80.3	8505		86.1
b) Less often	28		51		0.5	37		0.4
How often is refuse bags provided	Once in 3 months		Once in 3 months			Once in 3 months		
<b>Mode Disposal</b>								
i) Communal dumping	59		78		0.8	426		4.3
ii) Own dump	2440		1444		14.8	637		6.4
iii) No disposal	589		195		2.0	258		2.6
Other	0		151		1.5	-		0.1
<b>No of Licensed Landfill sites</b>			3					
<b>No of un-licensed landfill sites</b>			0					

**Source:** StatsSA 2011 and CS 2016

In 2011, 80.3% of households had access to a weekly refuse removal service as opposed to only 67.1% in 2001. In 2016 it has increased to 86.1.

In BCRM all residential areas have access to refuse removal services. There is a fixed schedule for household and business refuse collection. Both household and business refuse is collected once a week while garden refuse is collected at least once in three - four weeks even though there are instances where collection of garden refuse takes longer than the stipulated timeframes due to aging fleet or mechanical breakdowns. During those instances it gets

collected once a month. A partnership has been developed with Community Works Programs (CWP) to conduct on-going clean up campaigns and beautification of spots where illegal dumping has been identified. Seventy (70) casuals have been appointed for this financial year for a period of 6 months under the EPWP grant to assist with the cleaning of towns. Since this partnership was formed, there has been a significant reduction of illegal dumping and in all spots where beautification had been done there is improvement in environmental awareness amongst the residents as they no longer dump on those spots.

#### 2.4.5 Human Settlement

**Table 22: Dwelling type and Tenure status**

BASIC SERVICE / INFRASTRUCTURE	BLUE CRANE ROUTE AREA (STATSSA 2001)	BLUE CRANE ROUTE AREA (STATSSA 2011)	%	GROWTH % p.a.
Total number of households	9 595	9 761		
Dwelling Type	9 468	9 761		3.10%
House or brick structure on a separate stand, yard or farm	8 219	8 537	87.5	0.39
Mud/Traditional Dwelling	221	64	0.7	-7.10
Flat in block of flats	93	145	1.5	5.59
Town/cluster/semi-detached house (simplex: duplex: triplex)	70	541	5.5	67.29
House/Flat in back yard	92	127	0.2	3.80
Informal shack in yard	317	90	5.2	-7.16
Informal shack not in back yard e.g. in an informal settlement	409	196	1.3	-5.21
Room/flatlet not in back yard but on a shared property	32	7	0.9	-7.81
Caravan or tent	11	4	2.0	-6.36
Private ship/boat/Other	4	50	0.1	115.00
<b>Tenure Status</b>		<b>9 760</b>		
Occupied rent-free		1 760	18.03	
Rented		2 550	26.13	
Owned and fully paid off		4 489	45.99	

Owned but not yet paid off		611	6.26	
Other		350	3.59	
Not applicable		0		

**Source:** StatsSA 2011

The number of traditional dwellings significantly decreased, by -71%, over the last ten years (2001 to 2011). There has also been a significant decline in both the number of informal shacks in the yard and those not in the back yard since 2001. This could imply that the potential for spontaneous development of informal settlements are limited and that the urban housing demand is more than likely determined by backlogs and population growth factors rather than pressure from urban influx. The high number of rent-free occupation could signify that there is still a growing need to address the provision of housing for farm workers.

#### **2.4.6 Land Information System**

Blue Crane Route Municipality has entered into exploratory interaction with Sarah Baartman Municipality in order to acquire the expertise knowledge, resources and expertise that currently exist at District level which is not available at Local Municipality in this instance. The exploratory discussions are intended to design land information system that will assist the municipality to effectively manage its land resources focusing on;

- a. Location
- b. Services required
- c. Land use schemes applicable
- d. Zoning and valuation details

This will ensure that the provision of land resources to the local population will be manageable. The use of GIS will allow users to graphically display information. This will create understanding as trends and key areas are more easily identified and managed.

The system will assist the municipality to keep track of all properties within its area of jurisdiction in order to ensure that;

- i. Proper income is generated from these properties
- ii. Services need to be rendered to these properties
- iii. Consumers of these services are located at these properties and are correctly billed.
- iv. Is compliant with relevant legislation

The intervention will address the following key deliverables:

a. Land management

To allow land owners and users to access all the information required on land parcels. This will provide exceptional results for speeding up decision making as well as making these decisions far more effective.

b. Town planning

This will assist in the administration and management of town planning with regards to consent use, consolidations, subdivisions, encroachment and a myriad of other related operations.

c. Valuation

Valuation of erven within their jurisdiction and ensuring that valuation roll is compiled and edited

#### **2.4.6.1 Policy and bylaw formulation**

The outcome of this process will influence policy and bylaw formulation on land use options and the following:

a. Housing

- i. low cost housing
- ii. Gap housing
- iii. Social Housing
- iv. High density housing
- v. Farm workers housing
- vi. Middle to high cost housing
- vii. Transit zones to deal with informal settlement
- viii. Land invasion

b. Private developments

- i. Industrial and light industrial development
- ii. Business (Small, Medium and Big Business) Development

c. Agriculture

- i. Support for development of Emerging Agricultural Sector
- ii. Support for sustainability of Commercial Agricultural Activities

d. Public open spaces

- i. Proper utilization of public open spaces to alleviate the threats of illegal invasions

- ii. Development of parks and other public facilities
- e. Cemeteries
    - i. Proper location and utilization of cemeteries
  - f. Conservation areas
  - g. Alignment with the migration plans of the municipality

#### 2.4.6.2 Land audit

The need for a complete and accurate GIS cadastral database has never been greater than the present time when municipalities have to compile municipal valuation rolls in terms of the new Municipal Property Rates Act (MPRA). A registered cadastral dataset contains only properties that are registered at the office of the Registrar of Deeds (Deeds Office) and differs from the Surveyor General (SG) cadastral dataset which contains all properties approved at the SG Office irrespective of whether the property is registered or not. A registered cadastral dataset should be compiled by using information from both the SG Office and the Deeds Office.

The municipality will conduct a comprehensive land audit during next financial year and will cover the following aspects:

- a. Identify vacant public land parcels owned by the Blue Crane Route Municipality and where possible by other government departments. This will be done through a comparative analysis with other databases currently available namely;
  - i. Provincial land audit study
  - ii. District land audit study which consists of GIS based information regarding land in public ownership.
  - iii. Various studies commissioned by the municipality.
- b. Identify appropriate and sustainable uses for the land parcels, based on;
  - i. Public policy ranging from National Spatial Development Plan, Provincial and local SDF.
  - ii. National, Provincial, District and Municipal Planning Policies.
  - iii. The needs for various uses as expressed by communities and articulated in planning documents.
  - iv. The bio-physical suitability of the land;
  - v. The serviceability of the land;
  - vi. Legal constraints specifically related to leases on the land

- vii. Constraints as a result of land claims and other similar government sponsored programs. The current land claims falls outside the municipal development zone and delays in resolving them does not hinder municipal development plans.
- c. A desktop study of relevant policy documents to guide the allocation of proposed land uses to vacant public land parcels.
- d. An analysis of the suitability of the land parcels identified above for development. The analysis is to consider the location, size. Topography, ownership, geo-technical conditions (at a superficial level), agricultural potential, accessibility, availability of civil services to the sites and any other relevant constraints or opportunities namely the presence of valuable biodiversity resources, the conservation status of the land holding, and any leases registered against the land parcel.

### Overview of Town Infrastructures

#### Cookhouse

Description	Yes	No
Low cost housing settlements	X	
Formal housing suburbs	X	
Central business district / area		X
Light industrial area		X
Heavy industry		X
Hospitals / clinics	X (Clinic)	
Petrol stations	X	
Bulk fuel depots		X
Schools	X	
Large Shopping Centres		X
Railway lines	X	
National roads (e.g. N2)	X	
Airfields		X

#### Pearston

Description	Yes	No
Low cost housing settlements	X	
Formal housing suburbs	X	
Central business district / area		X
Light industrial area		X
Heavy industry		X
Hospitals / clinics	X (Clinic)	

Petrol stations	X	
Bulk fuel depots		X
Schools	X	
Large Shopping Centres		X
Railway lines		X
National roads (e.g. N2)	X	
Airfields		X

### **Somerset - East**

Description	Yes	No
Low cost housing settlements	X	
Formal housing suburbs	X	
Central business district / area	X	
Light industrial area	X	
Heavy industry		X
Hospitals / clinics	X	
Petrol stations	X	
Bulk fuel depots		X
Schools	X	
Large Shopping Centres	X	
National roads (e.g. N2)	X	
Airfields	x	

### **2.4.7 SERVICES RENDERED TO SECTOR DEPARTMENTS**

- Adries Vosloo Hospital is supplied with water, sanitation, and electricity. It is linked in the Hospital Street access road and R36 main road.
- Correctional Services is supplied with water, sanitation, electricity and access road.
- Schools receive the basic services (water, sanitation, access road and electricity). The schools are as follows:

	Somerset East		Cookhouse		Pearston		Farm Areas
1	Johnson Nqonqoza High	1	Cookhouse Primary	1	Pearston High	1	De Hoop Primary



	School		School		School		School
2	Aerovill High School	2	Visrivier Primary School	2	Pearston Primary	2	Lushof Primary School
3	Gilbert Xuza Primary School	3	Msobomvu Junior Primary School	3	Lukhanyiso Primary	3	Bracefield Primary School
4	St. Teresa Primary School	4	Cookhouse High School				
5	Nojoli Junior Primary School						
6	Nonzwakazi Primary School						
7	William Oats Primary School						
8	W.G. Olivier Primary School						
9	Gill Primary School						
10	Gill High School						

- SAPS and Magistrates Court are supplied with water, sanitation, access roads and electricity.

## 2.5. SOCIAL SERVICES

### 2.5.1 Library services

Library Services are a function of the province (DSRAC) and the municipality performs the function on an agency basis. There are six libraries in total in BCRM. One in Cookhouse (Cookhouse Library), one in Pearston (Ernst Van Heerden Library) and 4 in Somerset East (Dr N.B. Ngcipe, Langenhoven, W. D West and Dr W. B. Rubusana). A new, bigger and modern library building will be added in Cookhouse. Only the one library doesn't have a librarian (W.B.Rubusana), the other are staffed with qualified librarians. Only 2 libraries have assistants while in terms of the provision of the organogram all libraries should have at least one. Activities consist of Story hours, holiday programmes, outreach programmes and educational programmes for the children and adults.

### 2.5.2. Traffic Services

The Traffic law enforcement and vehicle testing services are rendered by the municipality. The Municipality renders other traffic-related services through a Service Level Agreement (SLA) that has been entered into with the Provincial Department of Transport (PDoT). These functions are: registering authority (RA), Driving License Testing Centre (DLTC). BCRM have recently signed the new service level agreement with Department of Transport which is valid for another 3 years.

The extension of the building housing traffic services of the municipality was completed during the 2015/16 period. It is now more than 3 times the previous building and a far better improved environment for employees. The testing grounds were also re-surfaced in some parts. This project took a little more than 13 months to complete. This project has ensured that most of the aspects that were constantly a concern for Department of Transport the Inspectorate that bi-annually inspects DLTC's for compliance with legal prescripts have been addressed to a large extent. There is currently an inspectorate finding regarding VTS which is operating without a Pitt Assistant. This position was never on the organogram before, however, it has been provided for in the newly approved organogram. Due to a budget constrains this position can only be filled in the next financial year. Alternatively, one of the vacancies will be converted into a Pitt Assistant position.

### **2.5.3 Fire Fighting**

The Fire Station, having it based in the precinct of the municipal airport which is almost operational, results in the resource being used as a dual facility, viz, a community and an airfield function. The effectiveness and efficiency of this approach is being looked to establish potential risks and develop strategies to mitigate them. A process of appointing a service provider for the training of fire fighters on airfield related skills has been undertaken by the Sarah Baartman District Municipality (SBDM). With the assistance of the District Municipality, a Fire and Disaster Centre was constructed in Somerset East. Currently the Fire and Disaster Centre is not 24/7 manned. However, fire fighters do respond to incidence of fire after working hours. There are plans to establish satellite fire stations in Pearston and Cookhouse. The process of recruiting 9 Retainer fire fighter is underway.

### **2.5.4 Disaster and Risk Management**

The promulgation of the Disaster Management Amendment Act (Act 16 of 2015) has effectively assigned functions that were previously the responsibility of the district municipality to local municipalities. This means Council should now provide dedicated funding for disaster related matters. The BCR municipality, assisted by the district municipality, has a responsibility to develop a disaster management plan based on the risks and vulnerabilities identified. During the 2016/ 2017 financial year, the SBDM appointed a service provider to compile a risk assessment report for the district. Workshops were done in each ward. The municipality is assisted by a district-assigned Disaster Management Officer who renders the service for this and Sundays River Valley Municipality, amongst others. At the moment, the municipality does not staff for disaster management, but it is utilising fire fighters together with disaster volunteers to deal with disaster matters of a smaller magnitude.

#### **2.5.4.1 Potential disaster events**

- Fire

Blue Crane Route Municipality does not have a fully equipped fire station at this stage. All the fire fighters are based in Somerset East and that negatively affects response time in case of emergency. There are no satellite fire stations in Cookhouse and Pearston.

- Drought

Drought is a continuous threat in this area. Pearston is facing more water threats because water resources are only limited to boreholes. Somerset East experiencing water outages due to aging infrastructure.

- Severe Wind Storms

High velocity winds are a regular occurrence in this region. This results in damage to property, electricity outages and trees falling onto properties.

- Epidemics

In the recent past, game, cattle and goat industries in the area were affected and/ or exposed to Foot and Mouth and other animal diseases. This cannot be ruled out.

The poor living conditions of communities in this area are conducive to the development of diseases such as Cholera and H.I.V.

- Hazmat – Road and Railway

Hazardous materials are transported to and through the area of The Blue Crane Route on a regular basis by both rail and road transportation.

#### **2.5.4.2 Emergency response services**

The provision of Emergency Response Team rests with a number of entities in this Municipality. These include:

- Protection Services (Fire and Traffic) – Stationed at Somerset East but available for Cookhouse and Pearston
- S.A.P.S. – Stations in all three towns
- Health Services
  - Hospitals – At Somerset East only
  - Ambulance
  - Clinics – At all three towns
  - Epidemic Outbreak Response Team
- Farmers Unions

#### **2.5.4.3. Identified vulnerable infrastructure**

As in most Municipalities the following integral parts of the municipal infrastructure are vulnerable:

- Water reticulation and supply
- Sewerage treatment plants
- Electricity supply
- Storm water drainage
- Road infrastructure and bridges
- Railway infrastructure and bridges
- Communications

#### 2.5.4.4 Preventative measures

- The Chief Fire Officer has developed programs to educate communities on various fire prevention and response. These programs include preventive measures by way of on-site inspections. Joint Operation Centres (JOCs) are established as and when a(n) incident(s) occurs.

#### 2.5.4.5 Available resources

There are a number of identified resources that can assist and be accessed with regard to assistance. The details of these contacts can be contained in Contingency Plans. Points of contact are:

- Appointed Disaster Management Officials
- Municipalities (District and Locals)
- National Departments
- Provincial Departments
- Organized Agriculture
- Organized Business

**Table 23: Community Facilities and Public Amenities**

COMMUNITY SERVICES AND FACILITIES	NAME	TOTAL IN BLUE CRANE ROUTE MUNICIPAL AREA
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Crèches (Government owned & Privately owned)	Crèches (Government owned & Privately owned)	15
Libraries	Dr Ngcipe, C. J. Langenhoven, W. D West, Ernest Van Heerden, Cookhouse and Dr W. B. Rubusana	6
Hospitals	Andries Vosloo hospital	1
Clinics	Bhongweni, Beatrice Ngwentle, Pearston, Aeroville, Vera Barford and Union Street	6
Mobile clinics	Mobile clinics	1
Community Halls	Community Halls	10
Taxi Rank	Taxi Rank	2
Police stations	Somerset East, Cookhouse and Pearston.	3
Sports fields	-Cookhouse (Bongweni Soccer field and N10 Rugby field)  -Somerset East (Mnandi Astro Turf, Mnandi Rugby field, Netball field and Aeroville field)  -Pearston (Khanyiso sportsfield)	7
Parks	Cookhouse park (Town) Somerset East Park (Aeroville) Pearston Park ( Khanyiso)	3

**Table 24: Powers & Functions**

POWERS AND FUNCTIONS	Blue Crane Route
Air pollution	No

Building regulations	Yes
Child care faculties	No
Electricity reticulation	No
Fire fighting	Yes
Local tourism	Yes
Municipal airports	Yes
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
Pontoons and ferries	Yes
Storm water	Yes
Trading regulations	Yes
Water (Potable)	Yes
Sanitation	Yes
Beaches and Amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisance	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes

Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	Yes
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	No
Street lighting	Yes
Traffic and parking	Yes

## 2.6 FINANCIAL SERVICES

### 2.6.1 Free Basic Services

Free basic services in the form of water, sanitation, electricity and refuse removal are generally provided throughout the BCRM.

Blue Crane Route's criteria for supporting free or subsidised basic services are set out in the Indigent Support Policy. The Government allocates revenue via the Division of Revenue Act (DoRA) in the form of the Equitable Share Grant with the primary aim of assisting municipalities with the costs of providing free or subsidised basic services.



For the review process of the 2019/2020 financial year, Indigent register commenced during April / May 2019 where the Finance Department staff visited all the wards and invited people to the various Community Halls to register for Masakhane / Indigent. The municipality allow the indigent households to apply right through the year to be registered on the municipality's indigent subsidy database. The 2019/2020 financial year final Indigent register will be tabled 30 June 2019 to Council for approval.

A summary of free basic services within the BCRM is illustrated by the table below.

**Table 25: Free basic energy & refuse removal status quo report**

FREE BASIC ENERGY & REFUSE REMOVAL STATUS QUO REPORT						
Municipality	Total No. Of H/holds	Total No. Of Indigent H/holds	No. of Indigent H/holds provided by Eskom	No. Of Indigent H/holds provided by Municipality	No. of Indigent H/holds accessing Alternative Energy	No. of Indigent H/holds accessing Refuse Removal
<b>March 2019</b>						
Blue Crane LM	8 558	3 975	0	3 975	0	3 975

**Table 26: Free basic water and sanitation status quo report**

FREE BASIC WATER AND SANITATION STATUS QUO REPORT				
Water Service Authority	Total No. of Households	Indigent Households	No. of Indigents Served with FBW	No. of Indigents served with Free Basic Sanitation
<b>March 2019</b>				

Blue Crane LM	8 558	3 975	3 975	3 975
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### 2.6.2 Indigent Register and Free Basic Services Expenditure / Budget

There are currently 3 975 indigent households out of 8,558 households. This is a 46.45% of households benefitting from the Indigent Policy assistance. The following table depicts the budgeted funding for the 2016/17, 2017/2018 and 2018/2019 financial years for Indigent beneficiaries:

#### BUDGET FOR INDIGENT ASSISTANCE: 2016/2017 TO 2018/2019 FINANCIAL YEARS

VOTE DESCRIPTION	ESTIMATED BUDGET 2017/2018	ESTIMATED BUDGET 2018/2019	ESTIMATED BUDGET 2019/2020
INDIGENTS HOUSEHOLDS – FREE BASIC REFUSE	4 500 000	4,119,160	4,119,160
INDIGENTS HOUSEHOLDS – FREE BASIC WATER	4 200 000	3,581,740	3,581,740
INDIGENTS HOUSEHOLDS – FREE BASIC ELECTRICITY	2 090 000	1,802,000	1,802,000
INDIGENTS HOUSEHOLDS – FREE BASIC SEWERAGE	3 000 000	2,686,040	2,686,040
<b>TOTAL</b>	<b>13 790 000</b>	<b>12,188,940</b>	<b>12,188,940</b>

### 2.6.3 Free Basic Services Unit

The municipality has a Free Basic Services Unit that focuses on Indigent support; credit control and debt management; as well as Debtors Control. This shared function is largely attributable to the small size of the municipality and the amount of work required maintaining the Free Basic Services function. We however have staff in place that exercise the various functions of free basic services as part of their daily tasks and this is executed by

various levels of staff to ensure segregation of duties. We have Credit Controllers that assist in filling and collecting the Indigent application forms; Ward Councillors confirm by signing application forms; Senior Debtors Clerks perform the checking and verification; and the Accountant: Revenue that assesses the applications for the CFO's recommendation to the Indigent Committee for approval and /or non-approval.

#### **2.6.4 Indigent Steering Committee**

The Indigent Steering Committee (ISC) was established in 2012, and the ISC has convened its meetings on a quarterly basis and an updated Indigent Register on a monthly basis.

The Indigent Committee must monitor, in conjunction with ward councillors, ward committees and other persons or organisations it may appoint, the implementation of the indigent support programme, subject to the policy directions of the municipality and in consultation with the municipal manager.

#### **2.6.5 Integration Plans between District and LMs**

The SBDM is not a municipal services provider. The BCRM is submitting a monthly report to CoGTA on the indigent statistics.

### **2.7 FINANCIAL STANDING OF BLUE CRANE ROUTE MUNICIPALITY**

The Municipality's total income was an amount of R 260million at 30 May 2019. This is 80% of the budget and is on track as per budget. On the expenditure side, the bulk purchases of electricity and water is R72million. The salary expenses are 1% less than the estimated budget because of the moratorium placed on all vacancies as well as year - end adjustments on the PRMA and performance bonuses.

As mentioned in previous management reports the continuous ongoing challenges for the municipality, but not limited to, are old outstanding debtors, ageing infrastructure, unfunded mandates, non-cash-backed provisions and reserves. Currently challenges experienced with the ongoing mSCOA project relates mostly to insufficient funding and increasing implementation costs.

#### **2.7.1 Other relevant information**

##### **2.7.1.1. Revenue**

**Refer to Table A4- Financial Performance**

It must be noted that the revenue of the consumer's services and rates is the accrued revenue as raised through the billing accounts and not what is actually received.

#### 2.7.1.2. Operating Expenditure

##### **Refer to Table A4 – Financial Performance**

On the expenditure side, the bulk purchases of electricity and water is R79million.

Furthermore, the salary expenses are 1% less than the estimated budget because no vacancies are filled..

The total operating expenditure is 86%

#### 2.7.1.3. Capital Expenditure

##### **Refer to Table A5 – Capital Expenditure**

The total capital expenditure as at 30 May 2019 was R56 million which is only 56% of the total budget of R99.7 million.

The Technical Services department must make sure that projects are according to plan so that no unspent funds are available at 30 June 2019.

#### 2.7.1.4. Cash Flow

##### **Refer to Table A7 - Cash Flow & Table SA9**

The projected cash flow as at end June 2019 is showing a possible negative balance of R10,969,171.

## **2.8 ECONOMIC ANALYSIS**

Local economic development is vital to the future development of the BCRM; the economy of this Municipality is based, as are other Municipalities in this District, primarily on agriculture. In essence the activities that dominate are: Agriculture: Intensive Farming operations (Cash crops/ Lucerne production, dairy's, etc) Extensive farming operations: Cattle & Goat farming, game farming.

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.

Summary of the district's agricultural sector.

**Doing well:** Stone and Deciduous Fruit, Citrus Fruit, Wool and Mohair, Vegetables

**Sectors with Potential:** Chicory, honeybush

**Sectors with Challenges:** Poultry, pineapples

**Largest threats:** Climate change, localised droughts, cheap imports, changing economic climate in South Africa

Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are dominant in the areas around Cookhouse. Stock production has seen a decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The BCRM has since the inception of the CDA (BCDA), strived to broaden the local economy through the establishment of a strong industrial sector. Initial studies, exploring the options of rural town local economic expansion's, confirmed that small rural towns can only be sustainable in the long term through the establishment of a strong industrial sector.

The local economy as demonstrated above produces many agricultural products that is exported out of town (something's the country) without any value adding to the products. The development of a local industrial cluster will be the starting point of providing adequate facilities to potential investors to establish new factories, focusing on the value adding opportunities in the municipal region.

The municipality resolved to disestablish the agency and it is operatating under the district, Sarah Baartman and the municipality is in the process of establishing LED unit. The municipality is in the process of populating its LED Organogram by filling the critical position of LED Manager. The CDA is currently in a planning phase to map the meaningful development of local industries in the district. This requires assessment visits to the various local municipalities which is currently in progress. This exercise will determine the actual key catalytic projects (KCP) per local municipality. Once these KCP are identified the CDA will assess these projects and where appropriate advance them into bankable projects. Replication of these projects will only be considered in other municipalities once they are tried and tested for sustainability.

The general planning will focus on key industrialization/ aviation/ agriculture/ tourism & renewable energy opportunities in the local municipalities. CDA has agreed to take over some of the work in progress projects from the former Blue Crane Development Agency.

The following progress has been made with these projects:

### **Somerset East Industrial Park:**

As an initial project (before assessment opportunity in other municipalities) the Somerset East Industrial Park is already fairly well developed and the focus has been on the securing of government funding to construct the Industrial Park. The IP will be unique in several instances, especially in building material and methods focusing on holistic "Green" development. The CDA has met with several National Government Departments, especially the DTI Nationally with the view to source funding for services (bulk and internal services) together with top structures to attract interested investors. This development is demand driven and based on expressions of interest made by investors wanting to establish business enterprises within the new park.

As a prerequisite to the fund sourcing process the CDA has commissioned a feasibility study to be compiled by an Independent Consultant. The study indicated a potential Gross Leasable Area of 71 900m<sup>2</sup> which over subscribes the project by 200 %. It is important to note that 60% of the finance secured to date originates from the private sector and therefore the proposed Somerset East Industrial Cluster is not solely reliant on Government funding for further development. A new costing study was prepared, forecasting expected expenditure to install bulks, internal services and top structures over a 3 year budget period. The total amount needed to develop the project is +- R148m. All the necessary institutional authorizations are already secured by CDA.

This project has the exponential potential to be the ultimate economic driver for the regional economy. Several foreign (Italian/ French/ Swiss) investors have indicated their interest in the potential establishment of their factories in the park as a footprint to serve the African markets.

The CDA secured the factory that will be constructing wind towers for the new wind farms. The factory will employ at least 150 individuals for the next two years.

The first funding of R3m has been secured by the CDA to start the final planning and bulk service delivery to the IP.

The waste-to energy project will target supplying renewable energy to the Industrial Park with the view to utilise their municipal waste (relief pressure on waste dump sites) to generate electricity. This project is currently in development stage in the East London IDZ and will be rolled out to Sarah Baartman in the form of feasibility studies to determine long term viability. This project will have an overall effect of assisting municipalities with waste problems as well as developing a model to generate internal electricity for the benefit of local municipalities.

The district has adopted an overall plan to assist municipalities in terms of developing green power projects through the agreement with a national power dealing company, POWERX.

Funding for the studies and roll out is currently been secured by CDA & Service Provider (Procured by BCDA) and final planning and contract signing will take place as soon as the SLA's are signed.

CDA did several presentations in the last few months to the Swiss government economic funding structures based in South Africa. They have agreed to fund the feasibility of the Blue Crane waste-to-energy project as well as to provide further funding to any other potential waste-to-energy projects in SBDM once the CDA has completed their assessment with the other local municipalities. The Swiss entities working with the SP/ CDA are, the IFAD supported ISASAR Project as well as SECO. The total funding sourced by the SP for these initial feasibilities is worth +- R20m in total.

A three-day workshop between CDA & the SP was held to design the project framework. The following parameters were established:

The Blue Crane Project:

The feasibility study funding was received and various actions will commence. They are as follows:

- GIS data analysis to determine the Biomass (Physical verification will follow)
- Negotiations with farmers on Biomass harvesting
- BCRM electrical financial analysis to determine the potential impact as well as to plan the intervention to add revenue to municipal coffers

The technical aspects were thoroughly discussed and a project action plan was developed. Further value adding potential projects was also discussed and planned.

The CDA industrialization effort is also focusing on the greening of the natural fibre chain. This applies for Wool/ Mohair as well as any other fibre produced in the district. This opportunity speaks to all the local municipalities, wherever a reasonable supply of raw product could be found the CDA will explore the value adding opportunities. The current focus is on the Mohair greening of the value chain.

While South Africa remains the largest mohair producer in the world, South African and global mohair production has dropped by nearly 40% over the last two decades. There is considerable opportunity to 'grow' the mohair market through exploiting niche market opportunities and diversifying mohair products into broader and new industrial applications like the aeronautical and mohair industries. However, to realise the opportunities will require additional mohair production and, preferably, the production of 'green' mohair.

The project will need to add value to the product for both the primary producer (farmer) as well as the processing facility (factory). The marketability (success) of the project will be based on how much value can be added to both market segments. The entire project needs to be qualified in term of a well-documented system that will define the



exact measurable & traceable steps (NMMU to assist), as well as a registration "entity" (CSIR) to ensure creditable and reliable verification.

The project (value chain) is divided into two distinct sectors:

- Production Sector
- Processing Sector

The first step is to liaise the CDA efforts with the Mohair industry as a collective. The CDA has commenced with meetings with Mohair SA and will continue to engage within the next few months.

The nett effect is already a partnership with a company that has received substantial funding from the Swiss government to perform a feasibility study on the consequences of Greenhouse environmental effects on small scale farming and the value of the greening of the Mohair industry in the district.

The final outcome is envisaged to be an on-farm greening of Mohair followed by processing and manufacturing possibilities in local municipalities.

The CDA's eventual interest is centred on a possible development of components for the aviation industry. The potential development of a carpet/ rug manufacturing business to enhance the local value adding component of the industry is also a possibility as interest in this regard was already expressed in certain manufacturing circles. The initial need is however on the on-farm greening.

### **Somerset East New Airport Runway:**

In terms of its original integrated master development, the development agency is responsible for this turn-key solution in conceptualizing and delivering a catalytic project designed specifically as a multi solution development. A critical Infrastructure project like this airport is key to the attraction of new economic investment in a rural environment like Somerset East. This development will unlock a number of aerospace and non-aviation related projects which will be enabled as a consequence. A number of investors have already indicated their intention of investing in the new park and have submitted letters of intention in this regard.

The original R5 million rand secured by the BCDA in 2006 and managed by the municipality was not fully utilised on the airfield construction with the result that only 65% of the main run way was completed. The BCDA with the assistance of the then LED officer successfully convinced Minister Nkwinti from the Department of Rural Development to invest just over R53 million rand for the completion of the airfield. The funding was approved in 2013. The new run way was initially constructed to be 18 m wide and 1 260 m long. A plan is on the table to extend to 1 500 m x 23 m. The apron will be constructed as an all-weather parking area. The main run way was surfaced



with an asphalt base while the taxi ways and apron was surfaced by interlocking pavers. A further taxi way was built that will service the hangars.

An exciting addition to the airport is the inclusion of fully automated runway lighting to enable night operations. A new fire station has recently been completed which will be a great asset to the Airport for future commercial operations. Existing infrastructure in the form of a terminal building and aircraft hangars were built during the first phase of the project. On completion the new Somerset East Airport will be one of the best rural airports in the country.

The construction of the new Somerset East Airport was completed in 2016. This is despite a number of days being lost due to rain and water logged terrain which delayed construction the project. A number of aerospace projects were secured for the 2017/18 financial year. These include inter-alia an internationally accredited aviation academy and a number of programmes in association with Wits University and the North Western Michigan College in the United States. The anchor tenant of the Airport is the Progress Flight Academy, which commenced with basic flight training in January 2016 and has to date trained nearly 60 pilots.

#### **Boschberg Tourism Hub:**

The Tourism Hub will be re-opened after a service level was signed between the CDA and the local municipality. CDA will henceforth be responsible for the hub as well as linked developments in the Boschberg Cluster. Occupation of the buildings (Restaurant etc.) took place early in January 2016.

#### **R335 Road Project:**

The R335 road project has commenced. The R335 road project is a long term project that will be constructed in different phases. The initial phase will be the tarring of the road between Ann's Villa and Bracefield followed by the next phases linking this section to the Addo tar road. The reason for not starting on the Addo side is that there are still environmental issues outstanding on the pass area. The last phase will be the linking of the Bracefield section to Somerset East. The road will be a mixture of tar, concrete and paving. The agency is not in general responsible for road developments but was lucky to secure this funding from the DRDLR. The other local district road belongs to the Provincial Road Department and it is their responsibility to maintain these roads. The target market is the +- 200 000 visitors to the Addo park that could potential be lured into visiting the Blue Crane area as through route or destination visitors. This is a huge infrastructure project which is essentially also a job creation project. At least 35% local procurement and much more local labour will be forced on the successful contractor that will hugely benefit the local

businesses and communities. At least 18 SMME construction companies took part in the construction and 140 local individuals were employed.

### **Somerset East Education**

For the past 5 years the CDA was in partnership with the Govan Mbeki School for Mathematics Development Unit which is part of NMU. The CDA took this project over and runs it. This program entails the concept of an incubator school program. Selected learners participate in 14 extra classes over weekends and 2 exam preparation classes. Local teachers are responsible for the lectures. All participating learners are provided with a tablet with the curriculum, a digital Casio calculator, work books and exam papers. Food is provided for the learners. Learners in grades 10, 11 and 12 participate in mathematics and science.

The duty of the CDA is to source funds and to facilitate the project. The responsible teachers are trained by GMMDU and all the material is supplied by GMMDU. The learners get rewarded as the top 3 candidates in each grade do receive a prize. In the Blue Crane area 60 learners from 4 schools benefited from the programme. In Graaff Reinet 80 learners from 8 schools were involved. The total investment in the program is R540 000.00. 11 Teachers are involved.

The CDA also successfully assisted with the training of teachers from the districts of Graaff Reinet, Cradock, Uitenhage, Port Elizabeth and East London. 98 Teachers participated in the Maths Skills Upgrade Program and the Science Skills Upgrade Program over a period of 8 months. The Department of Education supports these programs.

### **Renewable energy**

There are 2 main focus areas. The Cookhouse area where there are 5 wind farms and the Humansdorp area where there are 6 wind farms.

The Cookhouse wind farm is the largest wind farm in Africa and is now fully operational. This wind farm has made contribution to social development projects. The main focus is on early childhood development. Various institutions in the area have benefitted from the wind farm (Huis Silwerjare old age home, all 27 schools received money for the yearend prize giving, the youth cycle club, Mary Coetzee child care centre,) A community trust was also formed

#### **2.8.1 The following opportunities exist in terms of renewable energy:**

The Eastern Cape Province has lower levels of solar radiation in comparison with other provinces in South Africa. Wind generation initiatives in the Sarah Baartman District are fast growing with a large number of generation facilities

under investigation. Opportunities in terms of energy generation from biomass and the manufacture of biofuel remained to be explored. However, it should be noted that large scale biomass production is dependent on agricultural infrastructure, sustainability and possible environmental impact. The Sarah Baartman District in comparison to the eastern side of the Eastern Cape has very low hydro power generation capacity / potential, however, distinct potential exists in the Blue Crane Route region along the Fish River.

The importance of wind energy generation in the district has been confirmed by the announcement by the Department of Energy in terms of successful wind farm developments, as three of the eight approved wind farm developments are to be developed in the district, with an additional wind farm to be developed in Nelson Mandela Bay Municipality. One of the largest energy generating wind farms, i.e. Cookhouse Wind Farm (135MW) has been developed in the last year and is currently supplying electricity to the National Grid. Agriculture (Beekeeping) for honey and related value-added products as well as the "pollination industry"

There is a definite market and demand for increased honey production for both local markets, as well as export markets due to the high quality and "brand" of South African honey that already exist in countries which are high importers of honey, like Japan and Germany. Increased production sites could be established in BCR to act as outgrowers to existing honey processors with existing infrastructure in BCR.

The existing training initiative which operates in conjunction with the Makana Meadery can be supported to provide training for new producers as per the above opportunity. An opportunity to exploit the production, harvesting and value adding of propolis for locally produced medicinal products on commercial scales should be investigated – a farmer between Cookhouse and Cradock (whose farm lies just outside BCR) harvests propolis from his hives, and is investigating the move of this enterprise closer to Grahamstown – this and the development of infrastructure for the production and post-harvest processing of propolis, could be the starting point for such a propolis research and medicinal production centre.

Organised and properly managed pollination services are and will increasingly be a demand from commercial fruit farmers in BCR, as well as farmers in the rest of the Eastern Cape (with special reference to the focus on berry production in the Amathole District). Exotic fruits (with specific reference to "arid commodities", including pomegranate, fig and prickly pear). Based on the suitability for the production of exotic fruits in the Blue Crane Route geographical area, as well as the abundant water (compared to the rest of the BCR), the development of orchards in this area is proposed to supply local (BCR and South African) as well as export markets. Training and extension services could be provided by experienced producers and consultants from the Western Cape to farmers that are relatively new to exotic fruits in BCR (capacity has already been build in the Western Cape which can be transferred).

There is potential for local economic development through entrepreneurial value adding and processing of exotic fruit in jams, preserves, sauces, dried fruit, etc. – cottage industries could over time develop into commercially sustainable businesses. In conjunction with other plans of developing the animal feed industry of BCR, there exists

an opportunity to manufacture shelf stable animal feed pellets from the cyclodes of the prickly pear plant. In terms of citrus, oranges are mainly produced in the Kirkwood area of the Sundays River Valley Municipality. Other areas in the Sarah Baartman district are only marginally suited to citrus production under irrigation and include areas to the east of the Sundays River Valley, the northern parts of Camdeboo, south of Klipplaat in Ikwezi, the Aberdeen Plain west of Willowmore and in the Kou-Kamma Municipality around Kareedouw. Other marginally suitable soils also include limited areas of the Blue Crane Route Municipality around Somerset East and Cookhouse and scattered areas of the Makana Municipality.

### **2.8.2 Broadening Economic Participation**

Inequality and poverty are deeply entrenched with rural South Africa and represent a major constraint to development. However, the poor of the region also represent a major resource for economic progress. Broadening economic participation as part of a broader social development emphasis is thus a key pillar for rural regeneration.

Key areas of action include:

- Promoting BBBEE, SMME and cooperative development.
- Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities.
- Improving grant accessibility.
- Establishing community-based beneficiation projects.
- Facilitating community and worker participation in share ownership.
- Promoting social development investments.

### **2.8.3 Developing the Skills Base**

The skills base of the region is a key driver of both economic progress and poverty reduction. Most people have limited skills and limited educational attainment. This is both a major constraint to development but also represents a significant area of opportunity given the wide range of good educational institutions in the region. BCR is committed to a concerted approach to improving the skills profile of the region.

Developing rural broadband and mobile phone connectivity is a key rural development strategy globally.

- Improving rural transport infrastructure particularly roads.
- Identifying and delivering catalytic infrastructure that opens up new economic opportunities.

### **2.8.4 Rural Economic Development Initiatives (Redi)**

The district has experienced a period of sluggish economic and demographic growth. Major challenges have included a period of consistent agricultural decline, the large geographic extent and sparse population of the district, aggravated by migration to larger urban nodes, growing inequality and poverty and municipal capacity. There are a number of objective factors that suggest that much stronger growth, than has occurred over the past decade, is possible.

In response to this latent growth potential, the Development Bank of Southern Africa initiated the Rural Economic Development Initiative. The Sarah Baartman Rural Economic Development Initiative (REDI), one of three pilot sites in South Africa, is a partnership between Sarah Baartman District Municipality, the Development Bank of Southern Africa (DBSA) and other major stakeholders in the region aimed at identifying and unlocking economic potential to realize the latent economic growth potential of the district. The idea is to build a strong strategic relationship between the municipality and local and regional stakeholders aimed at enhancing economic turn-around. Support from the Development Bank of Southern Africa for phase one includes a R7.8 million technical assistance grant and dedicated capacity in terms of a Process Facilitator (part-time) and Process Coordinator (full-time). Areas of intervention include (a) agri-innovation primarily in the areas of agro-processing, aquaculture, natural fibre beneficiation; renewable energy and agri-tourism and (b) strategy and institutional development, culminating in the revision of the district's Economic Growth and Development Strategy coupled with the development of an investment prospectus and related investment strategies.

The REDI process has identified a number of catalytic factors that could accelerate economic growth in the District including renewable energy, fibre innovation, the potential for agro-processing in key niches, tourism development and growing the education sector. REDI in Sarah Baartman has identified a wide range of opportunities in the district in these and other sectors linked to innovation, product diversification and expanding the value chain in key sectors. At end of January 2012 Sarah Baartman Phase one of the REDI programme identified more than 50 catalytic development projects, provided assistance to package more than 35 of these projects and referred more than ten to various financial institutions for finance. In addition, from this more than R15 million was crowded in, to co-fund some of the projects.

The deliverables emanating from CDM REDI phase one are as follows which could benefit BCR:

- Renewable Energy Rapid Assessment and Audit
- Provincial Renewable Energy Coordinating Forum
- Land Use and Location Policy for Renewable Energy Projects
- Implementation Study on the Generation of Hydro-electricity on mini/micro sites located within BCRM
- Preparation of a Project Plan for the Establishment of a Wind Research and Training Centre in BCRM

- Investigation into the Social Economy and Identification of Interventions to Address Poverty and Unemployment
- Development of a Municipal Services Finance Model for BCRM

REDI has also helped establish a much higher level of engagement between government, the private sector and other stakeholders. A number of strong development institutions and partnerships have emerged or have consolidated that are well-placed to support further development in the region.

These emerging opportunities, the stronger common vision and the increased level of networking and partnership formation now need to be consolidated in order to realize the potential through accelerated implementation, through a proposed second phase of the project.

The second phase would continue to work with and grow a large portfolio of projects through a process of intensive regional stakeholder engagement with an emphasis on facilitating the implementation of major regional projects and up-scaling or extending successful pilots to other areas.

The primary sector focus of REDI in BCR will be on improving the performance of agriculture-related sectors (including priority sectors from phase one research, renewable energy, land restoration, agro-tourism and aquaculture).

The REDI team will also provide secondary support for tourism, education and business development that strengthen regional competitiveness and job creation.

In addition, the second phase will also continue to focus strongly on building a range of multi-stakeholder partnerships and networks at local, regional and provincial level that promote innovation, learning and collaboration.

In its second phase REDI will be consolidated as a strategic rural development "project clearing house" with core capacities related to:

- Facilitating multi-stakeholder networks to support rural economic development
- Project identification, conceptualisation, evaluation and packaging aligned to regional development strategy development
- Packaged projects transferred to CDA for implementation

A key REDI phase two task will be to develop a model of economic development project planning and implementation based on three core concepts that experience has shown increase the chances of project success, sustainability and impact:

- Multi-stakeholder multi-level partnership including working an inter-district, regional, provincial and national level

- Co-funding
- Strong project management arrangements

As part of this, a key role of a small REDI team will be to manage the compilation and bi-annual update of a portfolio of credible strategically relevant projects with strong institutional arrangements for implementation for submission to IDC, ECDC, DBSA, etc and investors for enterprise development and infrastructure investment.

### **2.8.5 Youth Development initiatives**

The Minister of Department of Rural Development and Land Reform initiated a programme for young people which started June 2010.

#### **Purpose:**

- To provide character building programmes, as well as soft and hard skills training in rural communities.
- To recruit unemployed youth in rural areas
- To train youth in through FET programmes linked to the identified developmental com Projects.
- To develop youth with multi-disciplinary skills through civic education.
- To increase the number of rural communities receiving support in their self-development through the CRDP.

A number of young people within the BCRM benefited from the program. The youth was trained on the following :

- Youth trained to be able to compete in employment opportunities
- Youth able to start their business opportunities
- Youth able to transfer skills to others at their communities

## **2.9 INSTITUTIONAL ARRANGEMENT**

### **2.9.1 Office of the Mayor/Speaker**

As a plenary municipality, Blue Crane Route has a combined and full time Mayor/Speaker. The administrative support to the Mayor/Speaker office are undertaken by the office the Municipal Manager. The Speaker chairs all meetings of Council and is also responsible for the presiding of meetings of the Finance Standing Committee. The



Speaker is also responsible for the welfare and capacity building of all Councillors. The Mayor/Speaker is elected to provide political leadership and be the custodian of the vision of the municipality.

### **2.9.2 Office of the Municipal Manager (Good Governance and Public Participation)**

The Office of the Municipal Manager is composed of the staff who provide support and assist with planning and execution of the functions mentioned below. These functions excludes managing and overseeing Section 56 Managers who are dealt with under their respective portfolios. Due to the fact that the Mayor/Speaker is a political office, it is necessary, for leadership presence in his absence, for the staff in his office reports directly to the municipal manager. The reasoning is informed by the fact that all municipal employees, regardless of their placement or what responsibilities they may hold, must be subjected to the Municipal Manager's authority, in his capacity as head of Administration and Accounting Officer of the municipality.

The office of the Municipal Manager has the following duties assigned to it:

#### **⇒ Internal Audit, Risk Management and Fraud Prevention**

The objective of Internal Audit is to provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations. It helps the municipality accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance process.

The role of Internal Audit in the Municipality is to assist the Municipal Manager and the Council to meet their objectives and to discharge their responsibilities by providing an independent appraisal of the adequacy and effectiveness of the controls set up by management to help run the municipality. Presently the municipality have an in-house Internal Audit Unit resourced by the Manager Internal Audit and one Internal Auditor.

The municipality has a fully functional Audit Committee which sits quarterly. Due to financial constraints and the fact the municipality is a plenary municipality; the Audit committee is also responsible for auditing the implementation of the IDP by reviewing performance of the municipality quarterly as per the requirements of Municipal Systems Act. The Audit Committees' roles and responsibilities for the review of the Municipal Performance Management System are detailed in the approved Audit Committee Charter that is reviewed annually and adopted by council. The Audit Committee is also responsible for Risk management and Fraud Prevention.

Internal Audit facilitates the self-risk assessment by management and council on an annual basis during strategic planning for strategic risks and as soon as the Service Delivery and Budget Implementation Plan is approved facilitates the operational risk assessment. This risk assessment result in both strategic, operational and fraud risk



registers that are communicated to Management Committee, Audit Committee, Risk Owners and Council. The Internal Audit unit then follows up on the risk management plan based on the registers on a quarterly basis and report the results to the Audit Committee and Management. An assessment of emerging risks is also considered on a quarterly basis.

Internal Audit further assists the municipality by reviewing the fraud prevention policy and plan and recommend additions and amendments to management. This Fraud Prevention Plan is reviewed on annual basis to cover emerging fraud risks within the municipality. The Fraud prevention plan is workshopped to all employees, councillors and the community to ensure a combined assurance approach towards elimination of fraud and corruption within Blue Crane Route Municipality and the Community.

#### ⇒ **Intergovernmental relations (IGR) and Public Participation (PP) Unit**

The municipality developed and adopted Public Participation Strategy during 2016/2017 FY. The policy is will again be reviewed in the current financial year to address all the challenges.

Public Participation is a democratic process of engaging with communities in planning and playing an active part in their development. The section of IGR & PP is responsible for the following and also works closely with the office of the IDP:

- Development of Effective Public Participation & Petition Policy\Strategy
- Facilitate Workshop on public participation & petitions
- Facilitate engagements with stakeholders at local level
- Channel matters of stakeholders through council for delivery of quality services to communities
- Assist in the formation local stakeholder forum
- Ensures the full participation of the community on IDP process through Izimbizo\Outreach, Ward Based planning and War Rooms
- Support ward committees through capacity building programmes and the review of ward based plans & IDP
- To strengthen cooperation between institutionalized structures such as ward committees ,CDWs and community based organizations to improved community participation

#### **War Rooms functionality:**

- All Ward War Rooms and a Local War Room have been established and launched.
- The Office of the Premier conducted an assessment of the functionality of War Rooms on 28 August 2017 to determine their functionality, track progress, challenges and identify areas of support.

- 5 of 6 War Rooms have been assessed and found to be fully functional.
- Ward 2 has not been assessed.

#### ⇒ **Customer Care Unit**

The municipality developed and adopted Customer Care and Compliance Management policy during 2016/2017 FY, at the heart of the policy is attempt to improve customer service interface and thus providing better services to our community. To ensure an effective implementation of the policy, the municipality further developed a Complaints Management Register and the reports are tabled to Corporate Services Standing Committee monthly

The Blue Crane Route Municipality aims to provide consistent service excellence whenever customers make contact with the municipality. This aim incorporates the Municipality's commitment to ensuring the human rights principles set out in the South African Constitution, the eight Batho Pele principles aimed at transforming public service, and 'getting it right the first time.' Customer Care in this context refers to this municipality's commitment to make the customer's contact with the municipality convenient and positive. In practice, good Customer Care includes:

- A customer must be able to contact the municipality easily, reaching the correct department to handle its request or enquiry.
- A customer should have welcoming access to municipal buildings where adequate signage has been provided. Where practicable, access for the disabled should be provided. Incorporation of private areas for customers to discuss personal or sensitive matters should be considered where relevant and suitable.
- A customer should be assisted in their language of preference in accordance with the municipality's Language Policy (English, Afrikaans or isiXhosa). Providing customers with relevant, accurate and up-to-date information, including an explanation when a service is not available.

#### ⇒ **Integrated Development Plan (IDP) and Performance Management (PMS)**

The purpose of the IDP and PMS unit is to support, manage and direct the development and effective implementation of the integrated development plan and performance management system of Blue Crane Route municipality.

#### **Functions of the Unit:**

- Coordinate the development and review of the Integrated Development Plan;
- Coordinate the development and review of the Performance Management Framework;
- Coordinate the development the of the Service Delivery and Budget Implementation Plan;

- Coordinate Sector Plan development and review;
- Ensure IDP, Budget and SDBIP alignment;
- Ensure vertical and horizontal alignment of development planning;
- Ensure monitoring and evaluation of performance, quarterly and annually;
- Ensure compliance with IDP and PMS relevant legal requirements.
- Coordinate and report on the implementation of Back to Basics programme

The Municipality has a Performance Management System Framework in place, reviewed annually.

The Scorecard Model process includes the development and implementation of an organizational performance management system which in addition not only monitors and evaluates the performance of Section 56 Managers but also that of the middle management and the system will soon be cascaded down to lower levels. The performance of the Municipal Manager and section 56 Managers are evaluated in terms of Performance Agreements which they sign annually. Quarterly Reports on the implementation of the SDBIP are tabled to Council quarterly as prescribed by the s52d of the MFMA

#### ⇒ **Special Programmes and HIV programmes**

The Special Programmes Unit is one of the strategic offices in the Office of the Mayor. The SPU is responsible for advocacy and provide support to vulnerable groups. These are, i.e. People with Disabilities, Women, Youth, the Aged, HIV/AIDS awareness, Moral Regeneration etc.

The Unit also deals with other multi-faceted activities and these include the following:

- Advocating for the vulnerable groups such as the youth, children, gender, senior citizens people with disabilities and women.
- Advising the municipality on addressing issues of the vulnerable groups in development of policies and strategic documents and action plans.
- Co-ordinating and implementing all municipal programmes relating to vulnerable groups.
- Mainstreaming issues of the vulnerable into all municipal processes and programmes.
- Ensuring compliance on all prescribed legislation.

The strategic objectives of Special Programmes and HIV and Aids are:

- To provide the necessary support to enable the Executive Mayor to fulfil his political mandate.

- To ensure that all the needs of the residents of Blue Crane Route met with special emphasis on five focus groups: the youth, children, women, elderly people and people with disabilities and also includes the HIV and Aids.
- To improve the HIV and Aids status of the community of Blue Crane Municipality

Blue Crane Route Municipality has as yet not adopted a Social Cohesion Strategy or Policy but actively participates on programmes so as to promote social cohesion. Blue Crane Route Municipality in partnership with sector departments and local NGO's & CBO's implemented the following programmes in support of social cohesion and ultimately Nation Building:

- Nelson Mandela Day
- Moral Regeneration Movement
- Women's Caucus Outreach Meetings
- HIV/Aids Day and Supporting programmes
- Employee Wellness
- 16 Days of Activism against abuse of women and children
- Heritage Day
- Careers Expo
- Sport Tournament
- International Day for the Elderly
- Breast Cancer Awareness

During the 2016/17 financial year the Municipality adopted the HIV&AIDS Policy which seeks to address or provide clarity with regard to HIV and AIDS; TB and STI's and the comprehensive management of HIV positive employees and employees living with AIDS within the Municipality. And also focusing on aspects of HIV & AIDS; TB and STI which, if not carefully addressed may impact negatively on service delivery and/or the wellbeing of municipal employees and their affected families.

⇒ **Information and Communication Technology (ICT)**

The ICT Section is in the Office of the Municipal Manager. During the 2016/17 financial year, the long vacant position of Manager: ICT was filled. An ICT Steering Committee chaired by the Municipal Manager and comprising of senior managers, Manager: ICT and Manager: Internal Audit was established and functional. The primary role of the ICT Steering Committee is to develop and oversee ICT Good Governance and promoting ICT security measures. The meetings of the ICT Steering Committee are held quarterly.

The following policies were reviewed during 2018/19 financial year. These are i.e.

- Information Technology program change Management
- Internet, intranet, e-mail policy
- Network security policy
- Systems and data security policy
- Social media policy
- Disaster Recovery policy and
- IT Corporate Governance Policy

The following new ICT Policies were developed and were approved during June 2017 Council meeting. These are i.e.

- Information Technology Server Room policy
- User Access Management policy and procedure
- Application Patch Management policy
- SLA Process Management policy

### **2.9.3 Corporate Services Department (Institutional Transformation and Organizational Development)**

Corporate Services is responsible for the provision of support functions and governance affairs of the municipality. This is done by ensuring that the administrative affairs of council and administration are of a high standard.

The Department is responsible for Council and Committee functionality, Legal Services, General Administration, Human Resources Management together with Housing and Land Use Management.

The department is made up of the following sections:

1. Administration
2. Human Resources Management, and
3. Housing and Land Use Management

### **Key Performance Areas**

- **Administration section**

This Section is responsible for the effective functioning of the Council's secretariat and corporate support, communication systems and controls as well as the distribution and archiving of records. Secretariat and Corporate support to Council and its Committees, which covers the wide range of Decision Making from the stage when an Item is submitted to the Council or its Committees until the resolution has been taken and implemented. Providing operational system capable of meeting organizational requirements; aligning document management systems to facilitate effective circulation, response, storage and retrieval. The section manages all litigation by or against the Municipality, bylaw and policy formulation.

The section is responsible for the following functions

- a) General Administration
- b) Council and Committee Support
- c) Legal Services
- d) Archive Services
- e) Municipal Property
- f) Management of municipal halls
- g) Cleaning Services
- h) Ward Committees

- **Ward Committee functionality**

Ward Committees are established in 5 out of the 6 wards of the municipality and there is a good working relationship between the Ward Committee Members and the Ward Councillor. In Ward 5 there is a dispute on the election of ward committees. The dispute has been elevated to the province to try and resolve. Ward Committees have been inducted in July 2017. Delays for the inductions were caused mainly by disputes in wards 5 and 4 (Ward 4 dispute have since

been resolved). Regular meetings are held and issues identified by ward committees are channeled through the municipality and submitted to council prior to feedback being given. The municipality is responsible for capacitating and resourcing of ward committees and plans are in place to ensure that this is accomplished by the end of the current financial year.

- **Human Resources Management**

The Human Resources section provides the following functions:

- **Human Resources Provisioning comprise of;**

- Human Resources Planning
- Recruitment and Selection,
- Staff Placement,
- Induction and career pathing.
- Overall HR staff Management/Supervision
- Outlining the relevant policy/legislation to council and municipality
- Interpret and implements labour legislation for the institution
- Advises Directorates on procedures to follow in terms of correctional action.
- Co-ordinates the job evaluation process of the institution.
- JD Development Maintains and updates Organizational Development

- **Human resources development comprises of:**

- Implement Organizational, Provincial and National strategies
- Co-ordinate Councilors, Management and Staff development programs
- Skills development
- Employment equity
- Provide a career management service
- Administer state sponsored studies/bursaries
- Implement Learnership and Internship programs

- **Labour Relations**

Responsible for the following: -

- Develop organizational labour relations strategy and policy
- Provide a labour relations support to line function, including a support of their responsibility to the municipality
- Provide advice and guidance to staff in respect of labour issue
- Manage disputes and grievance resolution mechanisms
- Administer all discipline processes (including investigations)
- Facilitate departmental collective bargaining
- Provide a translation service of all human resource activities

- **Functionality of the Local Labour Forum**

Good labour relations in municipalities is a legislative imperative that must be nurtured and sustained at all costs as failure to do so may have a direct impact on the levels and quality of service delivery. The local labour forum function was disrupted for some time by the instability caused by the termination of contracts of the Senior Managers at the end of August 2017. However, with the Senior Managers positions filled in November 2017 (except that of Director Technical Services) the situation of the LLF is set to improve, and meetings to be held on matters affecting relations between employer and employee component at the municipality.

⇒ **Review of the organogram and Filling of critical and vacant posts**

All Section 56 and 57 position together with critical vacancies have been filled. Additional to senior management positions the following positions has since been filled; Manager Internal Audit, Human Resources Officer, Human Resources Clerk, PMU Technician to mention just a few. The filling of the outstanding vacancies will be done as soon the prioritization process, costing and budgeting exercise has been completed.

The municipality reviewed and adopted its organogram on the 30<sup>th</sup> June 2016. Some of vacancies identified include the following:

- . Local Economic Development Manager



- Human Resource Manager
- Administration Manager
- Human Resource Officer
- Human Resource Clerk
- Archivist/Filing Clerk
- Supervisor of Halls
- Land Use & Spatial Planning Officer
- Environmental Health Practitioner

⇒ **Formulation of job descriptions**

The municipality has developed job descriptions for all employment categories of the institution and was adopted by council on the 30<sup>th</sup> June 2016.

⇒ **Implementation of job evaluation**

The municipality is participating in the SALGA initiated process of implementing job evaluation system. The Sarah Baartman District Municipality has established a Job Evaluation Unit responsible for the implementation of the system for all municipalities falling under the district. BCRM is participating in all the activities and has complied with all the requirements, including training of responsible officials and observers. The job evaluation is scheduled for commencement before the end of the current financial year.

⇒ **Human Resource Plan (HR Plan)**

CoGTA-EC assisted the municipality in the formulation of the human resource plan and was adopted on the 30<sup>th</sup> June 2015. CoGTA-EC also assisted with the formulation of an implementation plan which has since been implemented. The process was widely consultative and involved all relevant stakeholders including labor as they are a critical stakeholder in this regard.

The document outlines how the municipality will achieve the objective of the IDP through optimal utilization of human resource. Integrating the key following enabling instruments;

- Job description formulation and reviewal
- Job Evaluation process
- Institutional policy development and reviewal
- Reviewal of the Organizational Structure
- Staff training through Workplace Skills Plan
- Institutionalization of Occupational Health and Safety
- Employee Wellness Program, and
- Employee Equity Plan

#### LIST OF EMPLOYEES ON A FIXED TERM CONTRACT

POSITION	INCUMBENT	TIMEFRAME
Municipal Manager	Mr Thabiso Klaas	Contract ends November 2022
Director Community Services	Mr Mandisi Planga	Contract ends November 2022
Director Corporate Services	Mrs Lineo Nkanjeni	Contract ends November 2022
Director Financial Services (CFO)	Mr Nigel Delo	Contract ends January 2023
Director Technical Services	Mr Ayanda Gaji	Contract ends June 2024

#### ⇒ Employment of casual workers

The employment of casual has been a major problem area as community members are always suspicious of any process that does not favor them. The municipality has commissioned the development of a policy to regulate the employment of casual which will lead to the development of jobseekers database. The database will ensure that opportunities are given to all deserving residents on a fair and equitable manner. The policy will take effect from the beginning of the next financial year.

#### ⇒ Skills Development Programs

The Skill Development Act requires that all employers, including municipalities, must develop a Workplace Skills Plan (WSP). The WSP is developed indicating the skills gaps, analysis and attributes identified in a particular year. This is also in line with Objective 2 of the National Skills Development Strategy, which advocates for "Promoting and accelerating quality training for all in the workplace". The WSP outlines the training capacity building programs to address the gaps and build capacity. The program consists of a skill program which is occupational based and the learnerships which are made up of structured learning

component. Every year the Blue Crane Route Municipality develops a WSP indicating the skills gaps, training and capacity building programs. This is to ensure that staff members involved in both skills and learnership programs to build their capacity and enable them to respond to the needs of the community with confidence. In order to achieve this objective the municipality conducts skills audit where all employees complete skills audit questionnaires which gets translated into a skills audit profile of the municipality.

#### ⇒ **Employment Equity**

The Employment Equity Act prescribes that every designated employer must formulate an Employment Equity Plan. This calls for the municipality to develop a policy defining its employment equity practices. The municipality has an existing employment equity policy which is due for reviewal soon as it has been adopted in 2012. The purpose of the employment equity is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination. Also to implement affirmative action measures to redress the disadvantages employment experienced by designated groups in order to ensure their equitable representation in all occupational categories in the workplace. The municipality is in the process of developing an employment equity plan which is currently in draft form and is scheduled for implementation by the end of the current financial year. The municipality has been reporting regularly to the department of labor despite having a draft employment equity plan.

#### ⇒ **Dealing with critical and scarce skills**

The municipality is developing a policy to deal with scarce skills and to cover the following fundamental principles:

- To determine the strategic and operational needs of the organization
- Strategies to attract and retain critical expertise in certain fields
- Adhering to the requirements of Employment Equity
- To apply skills transfer

The policy will be adopted by the end of the current financial year and implemented in the next financial year.

#### ⇒ **Performance management**

The municipality has adopted a performance management system however it is only senior management and those officials directly reporting to senior managers who are performance managed. The municipality will cascade the system to the rest of the institution at the beginning of the next financial year. Consultations are undertaken with employee representative on the modalities of implementing the system.

⇒ **Administrative matters**

The Human Resources section is currently conducting an audit of personnel files ensuring that all necessary documents are in place and in order. Another audit is the leave management system in order to introduce new measures that will ensure a credible leave management system. The municipality is developing a new induction program in order to improve on the current system which is in operation and does not give much better value.

⇒ **Occupational Health and Safety**

The municipality has recently appointed an Occupational Health and Safety Officer as per requirements of the respective legislation. The office is in the process of ensuring the institutionalization of the unit

⇒ **Employee Wellness Programs**

The Blue Crane Route Municipality has a commitment to ensure a health, safety and welfare of all employees at work. The municipality adopted the Employee Wellness Program in 2012 with the intention of providing internal and external professional, confidential assistance to employees. The municipality has developed an internal newsletter which will help to provide educational support on various matters affecting employees both in the workplace and at home. A range of sustainable employee wellness programs have been developed for implementation next financial year.

⇒ **Housing and Land use management**

- Housing is a key strategic tool for redressing:
  - Poverty,
  - Creating employment, and
  - Improving socio-economic conditions

- BCRM plans to accelerate housing provision and on ensuring that land utilisation is well planned, managed and monitored.
- BCRM further plans to facilitate housing delivery and the creation of sustainable human settlements in the Blue Crane Route Municipality area with a view to ensuring that all citizens of Blue Crane Route have access to a housing opportunity which includes security of tenure, basic services and support in achieving incremental housing improvement in living environments with requisite social, economic and physical infrastructure.
  - The purpose of the Blue Crane Route Housing and Land Use Management Unit is to facilitate the development of sustainable and integrated human settlements, and to provide housing opportunities to qualifying beneficiaries and quality living environments.
  - The section is currently facilitating the following program
    - Implementation of Housing Sector Plan
    - Development of Social Housing Policy
    - Reviewal of Spatial Development Framework
    - Implementation of Pearston 50/100 Housing Project
    - Implementation of Cotani 5 Housing Project
    - Implementation of Cookhouse 150 Rectification Project
    - Implementation of Mnandi 93 Rectification Project
    - Provision of destitute housing
    - Electronic Housing Register
    - Facilitation of new housing development in all three towns of the municipality
    - Distribution of title deeds

#### **2.9.4 Technical Services Directorate**

The Director of Technical Services is responsible for management of Civil Services, Electro-Mechanical Services and Project Management Unit. The Department is made up of the following divisions:

- Civil Services Division

- Electro-Mechanical Services Division
- Project Management Unit (PMU)

⇒ **Overall Key Functions of Technical Services Directorate:**

- Ensuring diligent execution of municipal functions and management of the Department, in accordance with applicable legislation
- Discharging all Council and Committee resolutions, statutory liabilities and delegated authority
- Responsible for the performance management and SDBIP of the Department
- Supervising the implementation of the Department's Integrated Development Plan (IDP)
- Controlling the efficient management of the Departmental budget
- Establishing and maintaining a sound management system in accordance with applicable legislation, policies, practices and standards
- Liaising with and reporting to stakeholders
- Co-ordinating and manage the implementation of programmes and projects
- Integrating service delivery

⇒ **KEY PERFORMANCE AREAS:**

⇒ **Civil Services Division:**

This section is responsible for maintenance of the following sections:

- **Water and Sanitation:** Ensures that the purified water is distributed to the consumers and on an annual basis maintain the cleaning or flushing of the reservoirs to improve water quality standards. Maintain the main and reticulation pipeline that feeds the communities.
- **Watercare:** Abstract water from the main supply source to the treatment plant. Purifies water and discharge it to the main reservoirs that feed to the communities. Main source supplier originates from Orange Fish (Canal), Bestershoek and Lake Berti, which is later restored at KwaNojoli reservoir, then to Bestershoek, Westview, Khalela and Hill reservoirs.

- **Roads and Stormwater:** Maintenance of existing surfaced roads mainly potholes (paved and tarred) and gravel roads (municipal streets and identified farm areas minor roads). This section ensures that the stormwater drainage system is cleaned on scheduled time frames on a continuous basis and after heavy rains which blocks the drainage system.
- **Building and Maintenance:** this section is maintaining all the municipal buildings ranging from renovations, extension and maintenance of all the buildings. It is also approving building plans for the community that renovates their houses and also doing a water leaks project which is funded by Department of Water and Sanitation.

⇒ **Electro-Mechanical Services Division:**

This division consist of Electricity Section and Mechanical Section:

- **Electricity Section:** This section is responsible for supplying and maintenance of electricity to the urban areas (all three towns: Somerset East, Pearston and Cookhouse) and rural areas (All vast farm areas in the area where others are addressed by Eskom). It also deals with Occupational Health and Safety functions as the most critical activity in the section and maintains the ageing infrastructure.
- **Mechanical Section:** This section deals with the maintenance of all the Municipal Plant and vehicles.

⇒ **Project Management Unit:**

This section mainly deals with implementation of projects identified by council and communities with a funding received from different grants from other spheres of government. The types of projects implemented ranges from:

- Water and Sanitation
- Roads and Stormwater
- Sports and Recreation

All these projects vary in terms of what must be implemented but all fall under these identified units mentioned above.

The projects that are currently implemented:

- Paving of gravel roads (in progress )
- Aeroville Multi-Purpose Centre (Completed)
- Electrification of farm houses (Completed)
- Refurbishment of High Mast Lights (in progress)
- Upgrading of WWTW: SE (in progress)
- Upgrading of WWTW: Cookhouse (in progress)
- Installation of Bulk Water Meters (in progress)
- Water Leaks(in progress)

### **2.9.5 Community Services Directorate**

Community Services directorate has four departments under it. These are environmental services, library services and protection services.

#### **Environmental services**

This department has four sections under it. It is responsible for the following services which focus on the cleaning of the towns, maintenance of parks, sport field and municipal open spaces and ensuring compliance with environmental health and environmental management regulations within BCRM jurisdiction.

**Solid Waste management:** the service is available in all three towns of BCRM directly supervised by a foreman in that area. The municipality has established a Waste Management Forum. The forum is constituted by Environmental Health , Waste Management and CWP to co-ordinate all waste related activities. Environmental Health Services: there are two EHP's based in Somerset East but service all three towns.

Blue Crane Route municipality does not have many industries that contribute to air pollution. As a result the municipality does not have much challenges in respect of air pollution. Urban areas in the BCRM are primary centers of activities that are likely to generate air quality impact. This includes particulate and other emissions as well as ordours. In the BRCM such activities mainly include concentrated traffic volumes, industrial activities, solid and liquid waste management (legal and illegal, including burning of refuse), household wood fires

Currently, there BCRM does not have an Air Monitoring Quality Management Plan (AQMP). Ordinarily, District Municipalities prepare such plans at a regional scale and include local municipalities under their jurisdiction. Cacadu District municipality is in a process of preparing such a plan for the entire district. Air quality management is a function of the DM. Currently the DM is developing Air Quality Management Plan for the entire district.



Environmental Management: there is no unit and no staff for this service. Some functions are conducted by EHP's. an environmental officer is provided for in the organogram but not funded. The appointment of an Environmental Officer will be considered in the next financial year. The following environmental activities are conducted to mitigate climate change: Recycling, Eradication of illegal dumps through the partnership with CWP.

The municipality is also working in partnership with the Cacadu Development Agency to convert waste to energy.

#### **Natural Environmental analysis:**

##### ***Topography and Catchment Location***

The BCRM is located within the catchment areas of three major rivers. These are the Sundays, Great Fish and Bushman's Rivers. The BCRM is characterised by several mountain ranges particularly in the north (Coetzee Berge, Groot Bruintjieshoogte, Bosberg and Bloemfontein Berge) and the south (Suurberg and Swartwater Berg). While these steep areas limit development, they do provide a dramatic landscape with high levels of visual amenity for tourism-related activities. They also affect local climate, creating higher rainfall zones and rain shadows within the Municipal Area. The eastern regions near Pearston are in comparison relatively flat and characterised by typical Karoo landscapes. Similarly, the floodplains of the Little Fish and Great Fish Rivers are also relatively flat, providing opportunities for agriculture-related activities.

##### ***Climate***

The BCRM falls within the semi-arid plateau area of South Africa known as the Great Karoo. It experiences a dry climate, generally receiving between 300mm and 400mm of rainfall per annum, with 70% of rainfall occurring in Summer (October to March). Rainfall in the mountainous regions can exceed 1000mm per annum. The daily temperatures in Summer range between 27°C and 32°C, while in winter, the daily temperatures range between 1°C and 4°C (CDM, 2008). Snow has been recorded in parts of the Municipal Area, more frequently on the high mountain slopes than the lowlands. Frost is experienced across much of the Municipal Area in the Winter.

##### ***Land Cover and Land Use***

Land cover in the BCRM is heavily dominated by natural land cover types (97.2% including land and water bodies). The majority of this land cover type is utilised for grazing (beef, Angora goats and sheep) and game farming. Approximately 9% of the land within the Municipal Area falls within areas that are formally protected and informally protected for conservation purposes. The municipal area as a whole includes 26,100 hectares of cultivated lands, primarily comprising irrigated and commercially cultivated maize, lucerne and potatoes.

##### ***Biodiversity and Conservation Status***

The Blue Crane Route Municipal Area is home to a wide variety of vegetation types including Albany Thicket, Azonal Vegetation, Forests, Fynbos, Grassland and Nama-Karoo. The condition of these habitats varies considerably

throughout the municipal area, and is dependant primarily on their use for grazing (including stock rates), levels of natural resource harvesting, and management (including fire management, soil resources management and alien invasive plant control).

The majority of the rivers (54%) in the municipal area are classified as unmodified or natural, or largely natural with few modifications. Given this status, the area has been identified as a national Freshwater Ecosystem Priority Area (FEPA). Based on the National Freshwater Ecosystem Priority Areas (NFEPA) data, there are approximately 4,945 hectares of wetlands within the BCRM, of which 81.2% (4,006 ha) are classified as artificial and only 18.2% as natural (938.3 ha). In the South African context, all wetlands are considered important and conservation-worthy. Nationally, more than half the country's wetlands have been lost as a result of land transformation for agriculture and development. In terms of the National Environmental Management Act EIA Regulations, any activity which may result in damage to a wetland requires assessment and permission from the relevant environmental authority. The National Department of Water Affairs also requires that any activity within a wetland area is undertaken within the bounds of a permit issued by them in terms of the National Water Act.

There are a number of formally protected biodiversity conservation areas within and surrounding the BCRM. Within the Municipal Area, there is the Bosberg Local Authority Nature Reserve near Somerset East and a portion of the Addo Elephant National Park in the south. In total, 451 km<sup>2</sup> or 4% of the total Municipal Area falls within formally protected areas.

There are a number of informally protected conservation areas within the BCRM. These areas are referred to as "conservation areas" rather than "protected areas" as they have not been gazetted in terms of the National Environmental Management: Protected Areas Act (57 of 2003). This includes the Buchanon Game Farm, Asanta Sana Game Farm, Samara Private Game Reserve, and Hoeksfontien Game Farm near Petersburg, Oudekraal Game Farm near Somerset East, East Cape Game Farm near Middleton, and Koedoeskop Game Farm near Waterford. In total, 538 km<sup>2</sup> or 5% of the total Municipal Area falls within such conservation areas. So, in total some 9% of the land within the Municipal Area falls within formally protected and conservation areas.

In close proximity to the BCRM, there is also the Cambedoo National Park near Graaff-Reinet and the Mountain Zebra National Park near Cradock that are protected in terms of National legislation. There are also a number of conservation areas surrounding the BCRM, particularly in the north near the Mountain Zebra National Park and in the south near Addo Elephant National Park. Large parts of the BCRM have been identified within various bioregional conservation plans as being important for biodiversity conservation. This includes the Eastern Cape Biodiversity Conservation Plan (ECBCP), the Sub-Tropical Thicket Ecosystem Project (STEP), and National Protected Area Expansion Strategy (NPAES). This implies that land use change and development proposals in many parts of the municipal area will be affected by and need to respond to regional and national biodiversity conservation imperatives.

### **2.9.6 Budget & Treasury Directorate**

The Chief Financial Officer is responsible for the Municipal finances which include the management of Municipal assets & risks, revenue, debt collection, meter reading, Supply Chain Management, cashiers, expenditure, salaries and wages, payment of creditors, insurance and valuations.

The Budget and Treasury Office has the following objectives:

- Implementation of MFMA
- Implementation of the Property Rates Act
- Management of the Budget Process
- Performance of the Treasury Function
- Management of Municipal Revenue
- Management of a Supply Chain Management Unit
- Maintenance of Internal Financial Control
- Production of Financial Performance Reports
- To retain the Financial Viability of the Municipality
- To have an Clean Audit Report
- Assist with Internal Audit

## **CHAPTER 3: DEVELOPMENT STRATEGIES**

For Blue Crane Route Municipality to achieve its goals of effective and efficient service delivery, the municipality needs to respond to challenges identified through the situation analysis exercise. These challenges range from institutional capacity, economic as well as maintenance of new and existing infrastructure. Some issues emanate from the community consultation processes.

This chapter provides an overview of the various objectives and related strategies that have been reviewed in accordance with the needs of the community and to respond to the development challenges within the municipality. It further outlines the Council highlights during its term.

### 3.1 WARD BASED PLANNING

The Constitution of RSA, 1996 places an emphasis on the following:

National and provincial governments to support and strengthen the capacity of municipalities to manage their own affairs exercise their powers and perform their functions.

All the spheres and organs of government must co-operate with each other in mutual trust and good faith, through, interlia;

- Consult one another on matters of common interests;
- Co-ordinate their actions with one another &
- Assist and support one another.

During the month of September /October 2018 and May/June 2019, BCRM conducted Ward Based Planning sessions with the community .The exercise was in response to the constitutional mandate which requires municipalities to be developmental by nature, manage and structure the budget, administration and planning processes of the municipality in a manner that prioritises the basic needs of the community and promote the social and economic development of the community. This exercise was also conducted in the previous financial year; however not all issue were addressed.

The following list of issues which were commonly raised by the community:

- Paving of roads
  - Storm water drains
  - Electricity: street lights
  - Sports facilities
  - Human settlement: Construction of new house, rectification of damaged and burnt houses
  - Water and Sanitation
  - Employment, Youth development and skills development programme
  - Cemeteries
  - Pounds
- Water tanks

See attached Annexure , for a detailed Ward based Plans

### 3.2 MUNICIPAL VISION, MISSION and VALUES

The BCR municipality is "A municipality that strives to provide a better life for all its citizens". The vision is aligned to the five development priorities and the national and provincial government strategic frameworks. The plans and budgets of the BCR are also designed /developed to achieve the vision.

The main purpose of a vision statement is to link the current situation with the future potential of an area. As such a vision statement plays a central role throughout the various processes of the IDP. It guides the prioritisation of needs, the setting of objectives and the implementation of various strategies and projects. The vision statement should be brief, inspiring, realistic, relevant and mobilising. It is important to reflect on the vision and mission of the municipality as a reminder of the direction the municipality should take in deciding on programmes on projects.

**The vision and mission of BCRM is**

**VISION**

***"A Municipality that strives to provide a better life for all its citizens."***

**MISSION**

***Through responsible local government, zero tolerance for corruption and creating an environment for upliftment and sustainable economic growth."***

### 3.3 LEGAL FRAMEWORK BEHIND THE ALIGNMENT OF SELECTED NATIONAL, PROVINCIAL, DISTRICT AND LOCAL STRATEGIES.

Section 24 (1) and (2) of the Local Government: Municipal Systems Act (No: 32 of 2000) stipulates the following about "Municipal planning in co-operative government-

- (1) The planning undertaken by a municipality must be aligned with and complement the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of cooperative government contained in Section 41 of the Constitution.
- (2) Municipalities must participate in national and provincial development programmes as required in Section 153(b) of the Constitution." Municipal Planning and Performance Management Regulation 2(1) (d) further stipulates that a municipality's integrated development must at least identify all known projects, plans and programmes to be implemented within the municipality by any organ of state.

BCR local municipality, in line with the above legislation, has developed objectives and strategies aligned to the needs of the community and also to the two spheres of government.

LOCAL GOVERNMENT KEY PERFORMANCE AREAS	MUNICIPAL PRIORITY AREA	MUNICIPAL STRATEGIC OBJECTIVE	NATIONAL PRIORITY /GOVERNMENT PRIORITIES (SONA)	NATIONAL OUTCOME	NDP 2030	DISTRICT GOALS	BACK TO BASICS PILLARS	MDG'S	EASTERN CAPE VISION 2030
Municipal Transformation and Organizational Development	- Human Resource Services -Human Resource Development	- To ensure uninterrupted supply of competent Human Resources - To promote employment equity and ensure competent	9. A responsive, accountable, effective and efficient local government system			Build institutional capacity and financial viability	Building a capable institutions and administrative ns		

Basic Service delivery and Infrastructure Development	-Occupational Health and Safety	workforce by 2022 - To ensure health and safety of the employees in the workplace and compliance with OHS Act by 2022.	Infrastructure	2. A long and healthy life for all South Africans. 6. An efficient ,competitive and responsive economic infrastructure network 9. A responsive, accountable, effective and efficient local government system 10. Environmental		Improve service delivery	Basic service: creation conditions for decent living	Ensure environmental stability	A healthy population
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Local Economic Development	-Local economic development -SMME Development and Business Advisory Services -Job creation	-To ensure promotion of local economic development and job creation by 2022 -To facilitate the mainstreaming of SMMEs and business into the formal economy by 2022 -To strive for reduction on household poverty by labour intensive construction methods in 2022 .	Small business, co-ops, township enterprises	6. An efficient, competitive and responsive economic infrastructure network	Job creation	Eradicate extreme poverty and hunger	Goal 1: A growing, inclusive and equitable economy
Municipal Financial Viability	Revenue management	To ensure that the municipality is financial viable to sustain short,				Sound financial management	



Good governance and Public Participation	Public participation	medium and long term obligations to be able to provide services to the community in a sustained manner by 2022					Good governance Public participation -putting people first		Capable, conscientious and accountable institutions
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