

COMMUNITY-BASED PLANNING REPORT

Outcomes of Workshops held Oct - Nov 2016

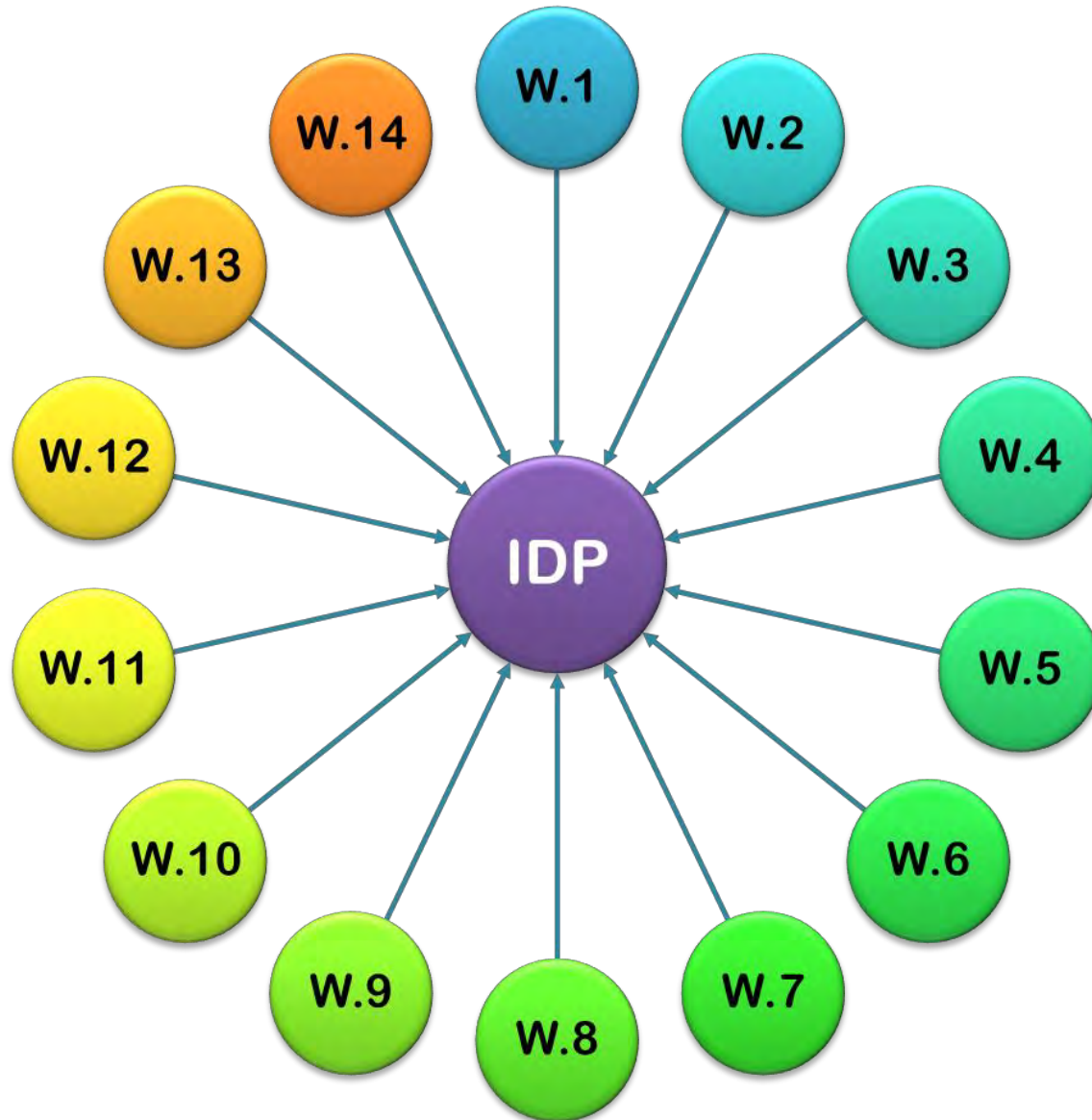


DR BEYERS NAUDÉ

LOCAL MUNICIPALITY EC101

2017 – 2022 IDP

Report on the outcomes of Workshops held in all 14 Wards for the purpose of guiding and informing the Council's new 5-year Integrated Development Plan and developing a shared Vision.



THE IDP'S 6 KEY PERFORMANCE AREAS

KPA 1 Organizational Transformation & Institutional Development

(including Institutional Plan, HR Strategies & Policies, OPMS)

KPA 2 Service Delivery & Infrastructure Planning

(including FBS, Housing, Disaster Management)

KPA 3 Local Economic Development

(including LED Strategy & Action Plans, SLED)

KPA 4 Financial Viability

(including Budget, Financial Plan, Audit Reports, Systems & Policies)

KPA 5 Good Governance & Public Participation

(including IDP, IGR, Communication, Social Cohesion, Special Groups)


KPA 6 Spatial Development Rationale

(including SDF, LUMS, Human Settlements, Environment & Biodiversity)

WARD 1

Ward Analysis & Priorities

VISION STATEMENT




A united, non-sexist, non-racial, safe and democratic society embracing its cultural heritage.

MISSION STATEMENT

Through...

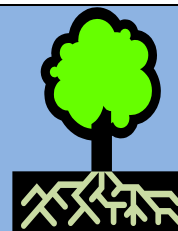
- Implementation of Batho Pele principles,
- Ensuring an integrated, healthy community, respecting each other's culture,
- Striving towards a crime-free society living in a healthy environment,
- Providing equal opportunities for all.

DEVELOPMENT PRIORITIES FOR WARD 1

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Cemeteries (Fence, fix and maintain. Attend to flood damage as indicated on map)		• • • • •	Dr Beyers Naudé Local Municipality	2
Stormwater (reconstruct and address ongoing problem in front of Clinic)		• • • • •	Dr Beyers Naudé Local Municipality	2
Playparks (fence, repair, maintain existing; construct new as indicated on map)		• • •	Dr Beyers Naudé LM / DSRAC	2, 5 & 6
Pedestrian Safety Walls (alongside R338)		• • •	Dept of Roads & Public Works	2
Sports Fields (develop, upgrade & maintain facilities in order indicated on map)		• •	Dr Beyers Naudé LM / DSRAC	2 & 5
Community Halls (upgrade & extend both Sopkombuis & Thembalesizwe facilities)		•	Dr Beyers Naudé Local Municipality	2
Illegal Dumping & Littering (signs & fines and more regular refuse removal)		•	Dr Beyers Naudé Local Municipality	2
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - N9 Development (petrol filling station, fastfood outlets, shops, etc.) - Recycling Project - Youth Development Centre 	★	Municipality's LED & SPU Units to investigate and conceptualize	2, 3, 5 & 6
NB	<ul style="list-style-type: none"> ➡ The Ward has a shortage of Social Workers. ➡ High levels of unemployment in the Ward is a concern. ➡ Illegal dumping & littering, vandalism and general state of Ward is a concern. ➡ Social problems (e.g. poverty, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. 			

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<ul style="list-style-type: none"> Talented and experienced people with good skills. Strong leadership. Good schools. Good infrastructure and access to basic services. Geographical advantage, situated next to N9. Sustainable supply of borehole and spring water. Strong agricultural sector (e.g. wool & mohair). Spiritual needs are well supported, churches work together. No human trafficking. Social services have improved (with an office to serve community). Strong cultural identity. Roads infrastructure has improved. 	<ul style="list-style-type: none"> N9 By-pass is impacting negatively on the Ward's economy. Not enough playgrounds, youth centres, sport & recreation facilities; those that are there are underdeveloped and not well-maintained. Shortage of agricultural land (for small and emerging farmers). Shortage of commercial plots, lack of business enterprise and entrepreneurial skills. High unemployment, high crime rate and serious substance abuse. Unsurfaced streets, including road to Klipplaat, which is also unsafe. Close proximity of Thembaesizwe crèche to sewage pump station. Water pressure problem in some areas. No support for Women & Youth; structures are dysfunctional. Municipality has inadequate resources with which to render services and maintain infrastructure. Serious shortage of Social Workers Not enough events to integrate and unite the different cultures. Job Creation projects do not translate into long term employment oppor.
	OPPORTUNITIES	THREATS
EXTERNAL FACTORS	<ul style="list-style-type: none"> Tourism : Fonteinbos Nature Reserve and Agricultural Village (local people can be trained and employed, spring water can be bottled, N9 by-pass can be developed with petrol filling-station, fast-food outlets, etc). Agriculture : Wool processing, food security, cultivation of plants for traditional medicines, cosmetics. Klipplaat/Baroe road can be surfaced. Youth Centre (training & development, recreation). Upgrading of War Room. Untapped natural resources (e.g. wind, sun, uranium & shale gas). Un- or under-utilized buildings & facilities (brownfields, e.g. old clinics and rent offices – can be used for Youth Centre). Recycling of treated waste water (for irrigation). Job Creation initiatives (e.g. cleaning of riverbed). Swimming pool 	<ul style="list-style-type: none"> Municipal demarcations and its long-term impacts, such as division of communities. Environmental damage as a result of insensitive developments and over-exploitation of natural resources. Climatic conditions, e.g. droughts, storms (flooding), strong winds, exceptionally high temperatures in summer. Lack of commercial plots. Public Sector Services situated in another Ward. Drugs being smuggled into the Ward. Ageing infrastructure. Fracking / shale gas extraction. Unsafe playground (no fencing or supervision). Overgrown riverbed (unsafe and fire hazard). Stray animals (especially livestock).

ANALYSIS OF SOME CRITICAL ISSUES



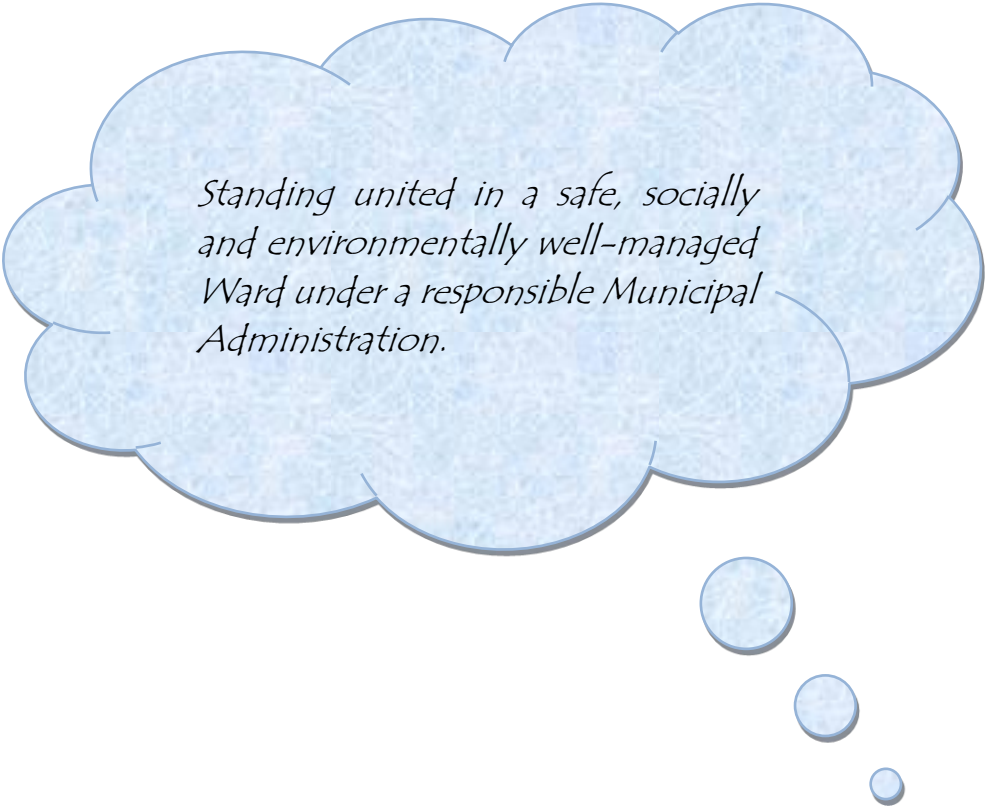
WARD 1

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. HIGH CRIME RATE	<ul style="list-style-type: none"> Poverty. Unemployment. Lack of education. Drug and alcohol abuse. Lack of suitable housing. Lack of recreation facilities. A society with low moral standards and values. 	<ul style="list-style-type: none"> Threat to tourism as visitors feel unsafe. Community is traumatised and stigmatised. Decrease in social programmes (social workers feel unsafe). Community grows insensitive to the problem and becomes more criminalised.
2. HIGH LEVEL OF UNEMPLOYMENT	<ul style="list-style-type: none"> Unable to meet job requirements. Low literacy, lack of proper education. Lack of skills, experience and qualifications. Cheap labour practices (below minimum wage). Age restriction (preference given to Youth 18 – 35yrs). 	<ul style="list-style-type: none"> An impoverished Community. School drop-outs and teenage pregnancies. Jobless people become frustrated and demoralised. A tendency to become addicted to drugs and alcohol. Lack of income can lead to criminal activities and prostitution.
3. SUBSTANCE ABUSE	<ul style="list-style-type: none"> Peer pressure. Unemployment and poverty. High rate of school drop-outs. 	<ul style="list-style-type: none"> Lowers dignity. Destroys humanity. Deteriorates one's health. Leads to criminal activities. Leads to actions one cannot account for. Destroys families and relationships with the Community.
4. CULTURAL INTOLERANCE	<ul style="list-style-type: none"> Lack of knowledge and understanding of different cultures. 	<ul style="list-style-type: none"> Racism. Disrespect of other cultures. Undermining one another's growth and development.

WARD 2

Ward Analysis & Priorities

VISION STATEMENT




Standing united in a safe, socially and environmentally well-managed Ward under a responsible Municipal Administration.

MISSION STATEMENT

Through...

- Consultative and participatory Community involvement,
- Strong corporate governance,
- Transparent and accountable management,
- Sound financial practices.

DEVELOPMENT PRIORITIES FOR WARD 2

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Heavy Vehicle rerouting : GRT (as per recommendations in Urban Design Plan)		● ● ● ● ●	SANRAL / Dept. Roads & Public Works	2 & 6
MR605 : NB (last section of road up to Sam's Drift must be tarred. The bridge on bend at De Toren is deteriorating; structural safety is a concern.)		● ● ● ● ●	Dept. Roads & Public Works	2
Waste Management : GRT (address illegal dumping on river banks and other areas)		● ● ● ●	Dr Beyers Naudé Local Municipality	2
RDP Housing : NB (housing development below Pienaarsig to be expedited)		● ● ● ●	Dept of Human Settlements	2 & 6
Traffic Control : GRT (address speeding & dangerous intersections where indicated)		● ● ●	SANRAL / Dept. Roads & Public Works	2
Sports Fields : NB (to be upgraded and maintained, as indicated on map)		● ● ●	Dr Beyers Naudé LM / DSRAC	2
Trading Stalls : NB (to be installed for informal traders next to Owl House)		● ● ●	Dr Beyers Naudé LM / OHF	2 & 6
Pedestrian Crossings : GRT (to be constructed in areas already identified)		● ●	SANRAL / Dept. R & PW / Municipality	2
Stormwater : NB (furrow along Hartzenberg Street to be upgraded)		● ●	Dr Beyers Naudé Local Municipality	2
Causeway : NB (causeway in front of Owl House must be reconstructed)		● ●	Dr Beyers Naudé Local Municipality	2
Streets : NB (primary gravel streets to be surfaced/paved, as indicated on map)		●	Dr Beyers Naudé Local Municipality	2
Illegal Signage : whole Ward (remove illegal signs that are cluttering up pavements and intersections, and defacing historical buildings in the sensitive heritage areas)		●	Dr Beyers Naudé Local Municipality	2 & 6
	PROPOSED NEW DEVELOPMENTS : - Business Incubator - Tourist Destination Development	★	Municipality's LED Unit to investigate and conceptualize	2, 3 & 6
NB	<ul style="list-style-type: none"> ➡ Road traffic signs and markings on Municipal streets require maintenance. ➡ There is inadequate and inconsistent building control and law enforcement. ➡ Illegal dumping & littering, vandalism and general state of Ward is a concern. ➡ Water leaks in certain areas must be attended to and infrastructure better maintained. ➡ The increasing Grant Dependency (which includes exploitation of the system) is a growing concern. ➡ Children's playparks in the Ward require upgrading, maintenance & repair or replacement of equipment, grassing, refuse bins. ➡ Social problems (e.g. poverty, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. 			

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<ul style="list-style-type: none"> ▪ The Ward is an economic powerhouse, with Agriculture and Tourism as its main economic drivers. ▪ Good educational facilities. ▪ Good infrastructure; all households have access to basic services. ▪ Nqweba Dam, which provides the area's main water supply, is situated in the Ward. ▪ A thriving and well-resourced Central Business District, with all the necessary amenities and facilities. ▪ Well marketed and popular tourist destination with many attractions (e.g. museums, Camdeboo National Park with its Valley of Desolation, the Owl House in Nieu-Bethesda, Fossils, Arts & Crafts, breweries, etc.). ▪ Geographically well situated with N9, R75 and other provincial routes traversing the Ward, and larger rivers such as Sunday's and Gats feeding into the catchment area of the Nqweba Dam. ▪ Warm hospitality, strong and close-knit agricultural community, rich cultural heritage and strong Christian values and sense of community. ▪ Benefactors that are supporting the conservation of natural and built heritage, as well as socio-economic development in the area. ▪ Good, healthy climate. ▪ Pool of skilled, qualified and experienced people, esp. retirees. 	<ul style="list-style-type: none"> ▪ Roads throughout the Ward are badly potholed and poorly maintained. ▪ Untarred section of MR605 to Nieu-Bethesda in bad condition. ▪ Poor infrastructure for public transport. ▪ Heavy freight vehicles are destroying pavements & road surfaces (GRT). ▪ Poor and inconsistent law enforcement and implementation of by-laws (speeding & other traffic transgressions, signage, littering, hawkers, etc.) <ul style="list-style-type: none"> - Illegal traders opposite the Owl House in Nieu-Bethesda - Illegal car guards, noise and air pollution in Graaff-Reinet ▪ Insufficient public toilet facilities (esp. for pensioners & farm workers). ▪ Poor governance and weak leadership. ▪ Abuse and poor maintenance of state vehicles. ▪ Ineffective policing and insufficient police visibility in suburbs. ▪ Pavements in poor state : lack of maintenance, not wheelchair friendly. ▪ Illegal building work and signage; inappropriate advertising defacing historical buildings (plans/applications not being submitted or approved) ▪ Shortage of Doctors. ▪ Poor waste management; illegal dumping and littering; no refuse bins. ▪ No ambulance service in Nieu-Bethesda. ▪ Inadequate traffic control and traffic calming measures in Graaff-Reinet. ▪ Lack of parking for trucks (truck-stop required for Graaff-Reinet). ▪ Under-resourced Clinic in Nieu-Bethesda (staffing, equip. & medication) ▪ High levels of grant dependency and substance abuse. ▪ LED office not functioning effectively. ▪ Lack of funding and insufficient marketing of attractions in Nieu-Beth. ▪ Not enough awareness of heritage and protection thereof. ▪ Poor service delivery in some areas, e.g. cleaning of streets. ▪ No secondary school in Nieu-Bethesda; poor hostel facilities in GRT. ▪ Communities are apathetic and uninvolved, with small-town attitude. ▪ Poor co-operation amongst churches and lack of volunteers. ▪ Harsh climate, with extreme temperatures; "hard" water. ▪ RDP Housing backlog and poor standard of those built in recent years.

EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ There is development potential in the Ward : Destination Creation. ▪ A legal parking system that will general income for the Municipality. ▪ Provision of proper stalls for hawkers / traders / crafters in Market Square (container concept) and opposite Owl House in Nieu-Bethesda. ▪ Flea Market to attract tourists. ▪ Solar power and rain water harvesting. ▪ Job Creation : eradication of alien vegetation and replacing dying or invasive species with indigenous trees. ▪ Beautifying Angel Park; attracting more tourists. ▪ Restoration of The Palms as a Conference & Events venue. ▪ Provision and maintenance of public amenities and recreational facilities (e.g. swimming pools, public parks for the Youth). ▪ Closer co-operation between Municipal Management and Chamber of Commerce. ▪ Making the area more attractive for investors (e.g. land & incentives). ▪ Maintaining and upgrading public and tourism facilities. ▪ Rerouting heavy traffic (implementation of Urban Design Plan). ▪ Revitalizing the railway line for freight and passenger transport. ▪ Assisting emerging farmers through land release and mentoring. ▪ Additional sports facilities in Nieu-Bethesda (or upgrading of existing). ▪ Expansion of Industrial area through land release. ▪ Utilization of local skilled people for mentorships. ▪ Alternative energy initiatives. ▪ Predictable climate, favourable for arranging national sports and other events (e.g. festivals). ▪ Giant Flag (tourism, renewable energy, employment opportunities). ▪ Private Hospital. 	<ul style="list-style-type: none"> ▪ Dept. of Education offices moving to Grahamstown. ▪ Slow or no growth of private sector (commercial & industrial). ▪ West Street intersection and ambulances in Plasket Street. ▪ Airport and mining activities are a major threat to the National Park. ▪ Labour Unrest : service delivery protests and strikes. ▪ Rising unemployment, substance abuse and criminal activities. ▪ Stray animals, especially livestock, are a major threat to motorists, cyclists and even pedestrians in both Graaff-Reinet and Nieu-Bethesda. ▪ Seasonal impacts and natural disasters (e.g. fire, floods and drought). ▪ Increase in traffic volumes (including heavy freight vehicles) through Graaff-Reinet and impact thereof on roads infrastructure, buildings and services. ▪ Influx of drugs into the area. ▪ Unsustainable water supply. ▪ Uncurbed spread of alien and invasive vegetation. ▪ Closure of farm schools. ▪ Land reform failures. ▪ Deteriorating condition of R75 and delay in its upgrading. ▪ Environmental damage, pollution of air and underground water as a result of fracking/shale gas extraction, uranium and other mining activities.

ANALYSIS OF SOME CRITICAL ISSUES



WARD 2

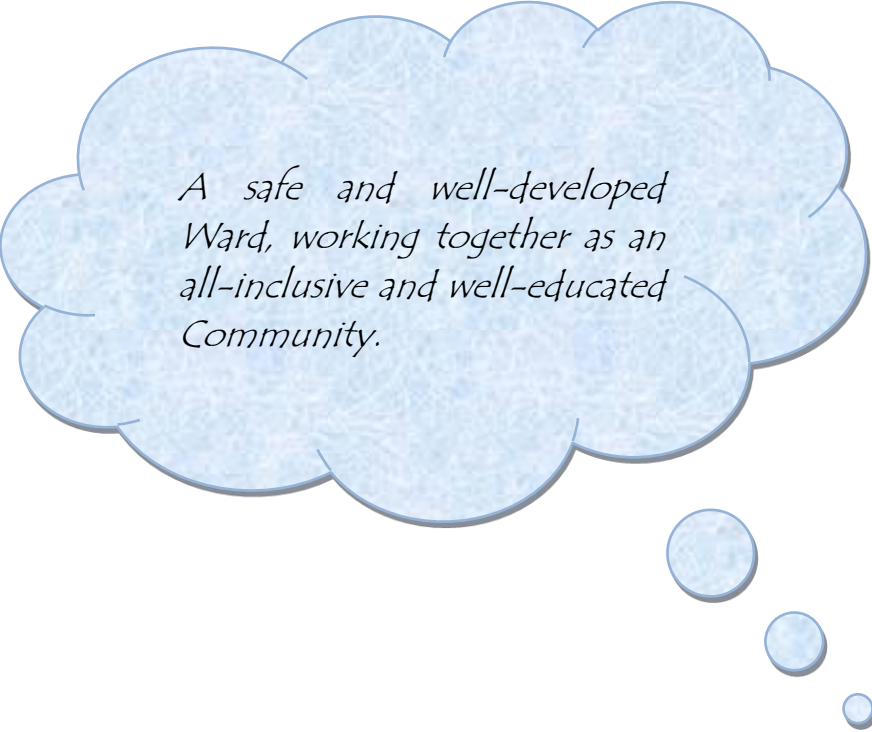
PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. DEPT OF EDUCATION MOVING AWAY FROM GRAAFF-REINET	<ul style="list-style-type: none"> ▪ Lack of research / proper planning. ▪ Lack of vision. ▪ Centralisation of services without considering negative impact on the town's economy and educational system. 	<ul style="list-style-type: none"> ▪ Will reduce the spending of middle class, negatively affecting local businesses. ▪ Will impact negatively on housing market; house prices will drop. ▪ Municipality's rate base will be reduced. ▪ Families will be uprooted and some may have to commute between Graaff-Reinet and Grahamstown.
2. INEFFECTIVE POLICING AND LAW ENFORCEMENT	<ul style="list-style-type: none"> ▪ Lack of work ethics and transparency. ▪ Insufficient skills training and shortage of manpower. ▪ Poor citizenship and lack of community involvement. ▪ Poor governance and supervision. ▪ Lack of communication and proper co-ordination of duties. ▪ Senior officials are not being held accountable for poor performance of their subordinates. ▪ Community is ill-informed about by-laws. 	<ul style="list-style-type: none"> ▪ Lawlessness. ▪ Illegal dumping and littering. ▪ Growing substance abuse; drugs entering the area. ▪ Uninformed and uninvolved communities. ▪ Increase in traffic offenders, uncontrolled traffic transgressions. ▪ Increase in public nuisances, e.g. hawkers, stray animals. ▪ Chaotic and disorderly environment is created. ▪ Decline in tourist numbers. ▪ Negative impact on citizens' quality of life. ▪ Businesses and private households have to spend more on securing their premises. ▪ Some businesses are forced to close down.
3. SOCIAL GRANT DEPENDENCE	<ul style="list-style-type: none"> ▪ Unemployment. ▪ Despair. ▪ Lack of self-esteem. ▪ Politicians and criminals setting poor example. ▪ Lack of education. 	<ul style="list-style-type: none"> ▪ No motivation to find gainful employment. ▪ Loss of self-esteem. ▪ Community becomes more impoverished and social ills escalate, with increase in crime, health issues and family problems. ▪ Abuse of grant system in some instances, exacerbating teenage pregnancies and FAS prevalence.



WARD 3

Ward Analysis & Priorities


VISION STATEMENT




A safe and well-developed Ward, working together as an all-inclusive and well-educated Community.

MISSION STATEMENT

Through...

- 
- The development of Sports, Arts and Culture,
 - Access to basic and higher education,
 - The empowerment of small business and upcoming entrepreneurs.

DEVELOPMENT PRIORITIES FOR WARD 3

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Streets (surfacing/paving of gravel streets that carry high traffic volumes)		• • • • •	Dr Beyers Naudé Local Municipality	2
Multi-purpose Centre (Community Hall, Clinic, Library, SPU desks, Care Centre, etc)		• • • • •	Dept of Human Settlements to expedite	2, 5 & 6
RDP Housing (fallen and rectifications in Smartie Town & Geluksdal)		• • • • •	Dept of Human Settlements	2
Electricity (conversion to Koopkrag and illegal connections)		• • • •	Dr Beyers Naudé Local Municipality	2
Stormwater (urgent attention required in areas prone to flooding & blocked drains)		• • • •	Dr Beyers Naudé Local Municipality	2
Illegal Dumping & Littering (signs & fines, more skips and regular refuse removal)		• • • •	Dr Beyers Naudé Local Municipality	2
Speedhumps (on streets that carry high traffic volumes)		• • •	Dr Beyers Naudé Local Municipality	2
Library (mobile unit until MPCC has been built)		• •	DSRAC / Prov Library Services	5
RDP Housing (rezoning and formal development of Riemvasmaak)		•	Mun. & Dept of Human Settlements	2 & 6
	PROPOSED NEW DEVELOPMENTS : - Mini Shopping Centre	★	Municipality's LED Unit to investigate and conceptualize	2, 3 & 6
NB	➡ High levels of unemployment in the Ward is a concern. ➡ Illegal dumping & littering, vandalism and general state of Ward is a concern. ➡ Social problems (e.g. poverty, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. ➡ Inadequate Primary Health Care services; lack of skills development and proper recreation facilities for the Youth are serious concerns.			

		HELPFUL	HARMFUL
INTERNAL FACTORS	STRENGTHS	<ul style="list-style-type: none"> ▪ Educational facilities (crèche, primary and secondary schools). ▪ Religious presence, a number of churches. ▪ SMMEs, including taxi rank. ▪ Sports fields (different codes) and playpark. ▪ Basic services are available; the Ward has water & good street lighting. ▪ Electricity vendors. ▪ Access to School hostel. ▪ Clinic in adjacent Ward is within walking distance. 	<ul style="list-style-type: none"> ▪ Poor economy; lack of economic opportunities and no access to funding. ▪ RDP Housing backlog. ▪ Critical substance abuse exists in the Ward. ▪ High crime rate : burglaries, theft, vandalism, domestic violence. ▪ Lack of access ramps for the disabled at public buildings. ▪ Critical stormwater problems in some areas. ▪ Unsurfaced streets creating dust leading to health problems. Potholes. ▪ The Ward is very dirty as a result of illegal dumping and littering and ineffective waste management. ▪ No Community Hall, library, Post Office, Police Station or PHC facility. ▪ Large and growing informal settlement, people living in bad conditions. ▪ No land available for commercial activities. ▪ Not enough sport and recreational facilities, e.g. swimming pool. ▪ Poor maintenance of Government and Municipal infrastructure.
	EXTERNAL FACTORS	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> ▪ Establishing strong and vibrant School Governing Bodies. ▪ Mobile Clinic to bring PHC services closer to the people. ▪ Taxi rank can be upgraded and utilized better to boost the Ward's economy. ▪ Support to SMMEs for business growth and expansion to improve economic climate in the Ward. ▪ Skilling of local people (especially unemployed Youth) to assist with new housing projects (e.g. plumbers, electricians, bricklayers). ▪ Recycling project. ▪ Utilizing open spaces for installation of facilities for Creative Arts for Women & Youth. Utilize open sport field in Pansy Street. ▪ Job Creation : paving of unsurfaced streets. CWP and EPWP can assist more constructively with effective programmes for cleaning & greening. ▪ Converting informal settlement into a rural housing node that will provide formal housing and also address unemployment problem. ▪ Convert old white building into a Youth Centre and utilize for training in ABET and computer literacy. Utilize old Farmers' building. 	<ul style="list-style-type: none"> ▪ Political instability : in-fighting and unwillingness to accept political leadership. ▪ Environmental degradation due to illegal dumping and littering. ▪ Social ills as a result of drugs coming into the area. ▪ Service delivery being interrupted as a result of labour unrest. ▪ Too much land being given for churches, creating a shortage for housing and community facilities that are more of a critical need. ▪ Spiralling social issues affecting the Community's well-being (e.g. drugs, alcohol, poverty, unemployment, teenage pregnancy, housing shortage). ▪ Deteriorating conditions at Clinic in neighbouring Ward and impact thereof on the Community's health. ▪ Municipality not being consistent with employment of casual workers. ▪ Deviation in application of CWP & EPWP and persons not being skilled as they were supposed to. Earnings too small to support families. ▪ Weakening economy resulting in loss of jobs, also affecting seasonal workers.

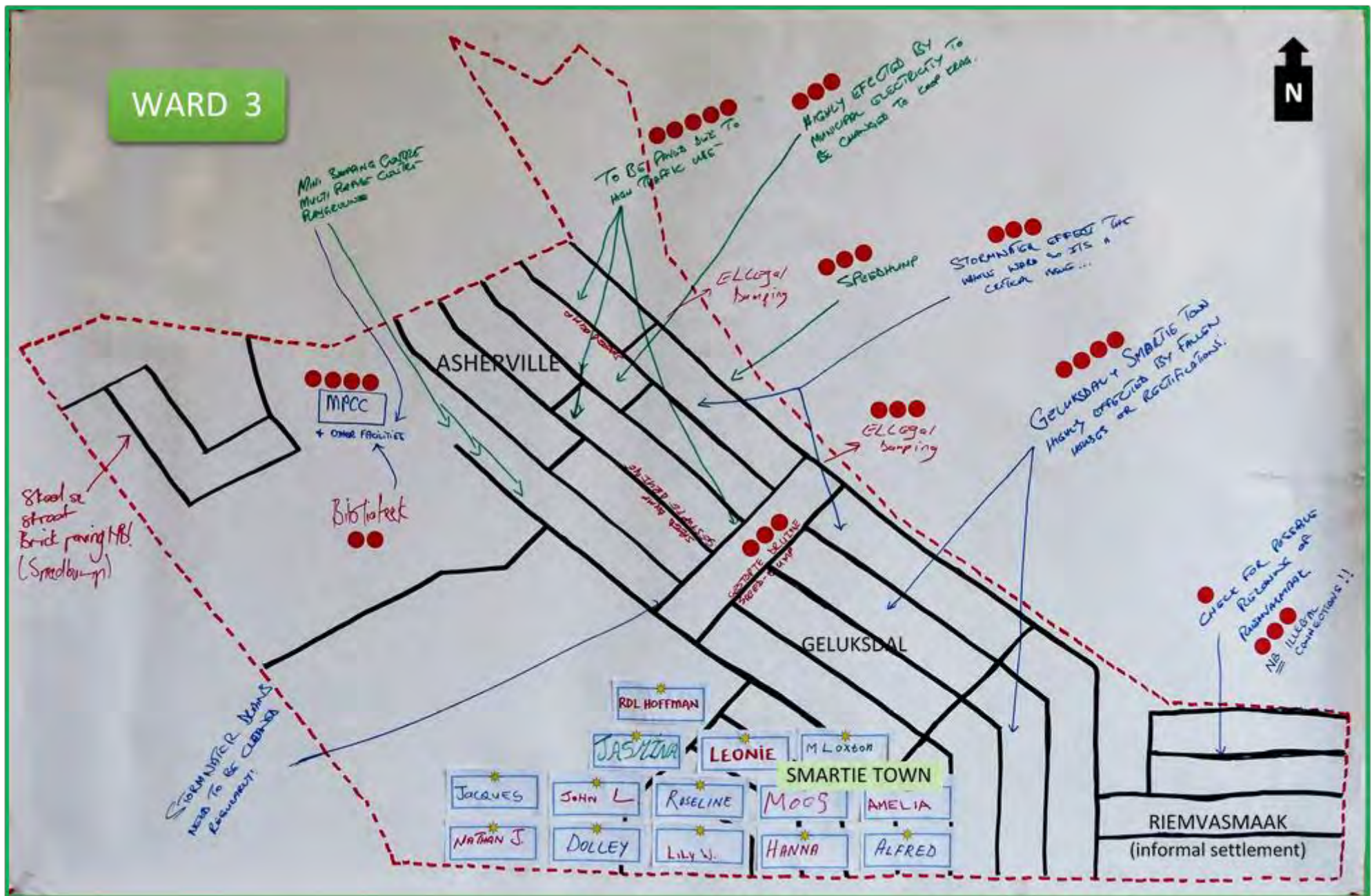
ANALYSIS OF SOME CRITICAL ISSUES



WARD 3

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. HIGH LEVEL OF UNEMPLOYMENT	<ul style="list-style-type: none"> ▪ Lack of skills and experience, further education. ▪ Over or under qualified. ▪ Political appointments, nepotism. ▪ School drop-outs. 	<ul style="list-style-type: none"> ▪ Social issues, e.g. poverty, crime, substance abuse. ▪ Unemployable. ▪ More school drop-outs.
2. NO LIBRARY FACILITY	<ul style="list-style-type: none"> ▪ Incompetent leaders. ▪ Lack of political will. ▪ Lack of communication about the issue. 	<ul style="list-style-type: none"> ▪ Poor performance of learners at school, poor results. ▪ Inability to complete assignments with good content. ▪ Poor reading capabilities. ▪ Poor research capabilities.
3. VANDALISM	<ul style="list-style-type: none"> ▪ No respect for other people's property or livelihoods. ▪ No sense of appreciation or value system. ▪ No moral standards, religious upbringing. ▪ Government is leading by example by condoning vandalism. #FeesMustFall is just a cover-up. ▪ People are getting everything for free, they no longer want to work for anything, therefore cannot attach a value to property and other things they destroy. ▪ Absence of role models and poor choice of leadership. ▪ Lack of proper education. ▪ Lack of caring, Ubuntu. 	<ul style="list-style-type: none"> ▪ The community is becoming more impoverished, their facilities are being damaged, destroyed and taken away from them. ▪ Children are becoming destructive due to being exposed to acts of vandalism and the aggression that goes with it; in turn they hurt other children, animals and do damage to property. ▪ It takes longer and more money to rebuild vandalized buildings. ▪ There is a misplaced and unhealthy association with Freedom; that it is okay to break down, hurt and damage.
4. ILLEGAL DUMPING AND LITTERING	<ul style="list-style-type: none"> ▪ Poor service delivery (waste management). ▪ Poor law enforcement. ▪ Municipal trucks out of order. ▪ Striking Municipal workers. ▪ Residents not putting out their waste containers in time. ▪ Irresponsible community with no sense of pride. 	<ul style="list-style-type: none"> ▪ Spread of germs and increase in diseases – environmental damage and pollution. ▪ Areas look untidy and unhealthy. ▪ People grow up in a dirty and unhealthy environment and think it is normal.

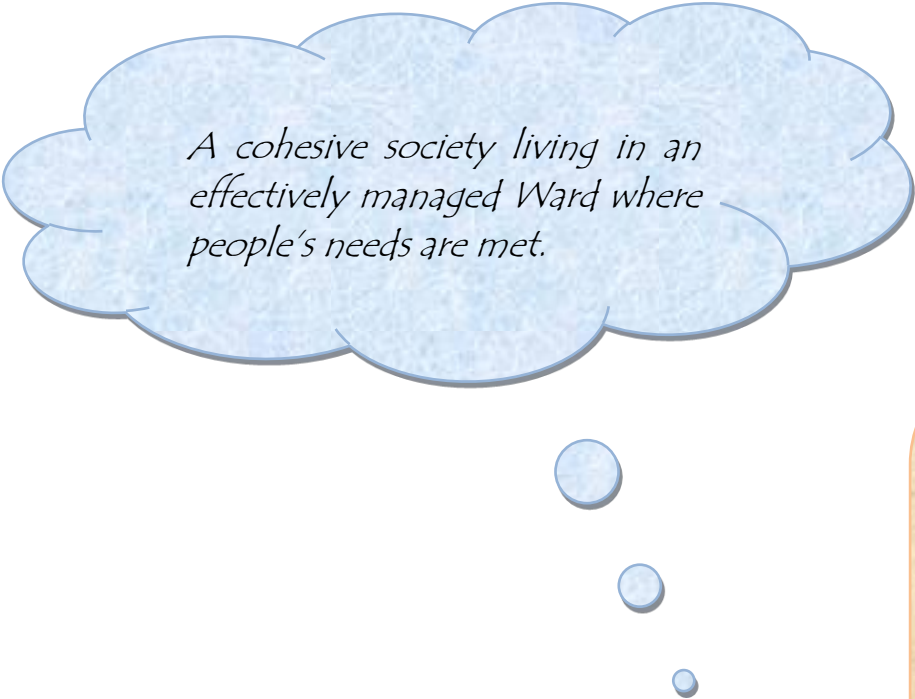
WARD 3



WARD 4

Ward Analysis & Priorities

VISION STATEMENT




A cohesive society living in an effectively managed Ward where people's needs are met.

MISSION STATEMENT

Through...

- The establishment of functional Ward structures,
- Openness and transparency by Councillors (no empty promises),
- Accountability with consequence in the implementation, management and completion of projects,
- Provision of good quality houses and services,
- Focus by SAPS on criminal hot-spots,
- Addressing the high unemployment and crime rates,
- Timeous communication of meetings, workshops, training and other events.

DEVELOPMENT PRIORITIES FOR WARD 4

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
RDP Housing (Lower Umas : replace all mud houses with new units & indoor toilets)		• • • • •	Dept of Human Settlements	2 & 6
Streets & Stormwater (Lower Umas : all gravel streets to be surfaced/paved)		• • • • •	Dr Beyers Naudé Local Municipality	2
Bulk Infrastructure (Lower Umas : all to be refurbished and upgraded)		• • • • •	Dr Beyers Naudé Local Municipality	2
Middle-income Housing (Umnyama Park development to be expedited)		• • • • •	Dept of Human Settlements, Private Sect	2 & 6
Rainwater Tanks (to be provided at new housing development)		• • • • •	DoHS / DWS	2
Refuse bins and bags (to be provided to all households)		• • • • •	Dr Beyers Naudé Local Municipality	2
Sportsfields (maintenance, upgrading and regrassing)		• • • • •	Dr Beyers Naudé LM / DSRAC	2 & 5
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Youth Training & Skills Development (e.g. bricklaying project) - Multi-purpose Centre in Umasizakhe - Establishment of CPFs and Community Forums (e.g. Women) 	★	Municipality's LED & SPU Units to investigate and conceptualize	2, 3, 5 & 6
NB	<ul style="list-style-type: none"> ➡ High levels of unemployment in the Ward, especially Lower Umasizakhe, is a concern. ➡ Illegal dumping & littering and general state of Ward, especially Lower Umasizakhe is a concern. ➡ Social problems (e.g. substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. 			

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<ul style="list-style-type: none"> Ward 4 has a strong community in terms of Youth and there is a Youth centre available It is the only Ward with a thriving industrial area within walking distance from residential areas; Montego being one of the largest industrial employers that also invests locally, in addition to a number of smaller industries that employ local people In terms of Education the matric pass rate is improving and there are two primary schools and six crèches as well as the availability of municipal bursaries Sport development in place e.g. soccer There is a good agricultural sector with farming resources such as fish farming and manufacturing available. The existing cooperatives are mainly in farming Tourist attractions e.g. Valley of Desolation and the best B&Bs for accommodation Camdeboo National Park / SANParks in adjacent Ward is a major employer and Job Creator Established taxi associations in place e.g. Uncedo Taxi Association & Norwich Consistent Municipal Services : households and businesses have access to basic services, surfaced roads and street lights; most areas are well maintained and kept clean and proper drainage systems are in place Refuse is collected regularly (Tuesdays & Thursdays) Library available for internet access and learning material Women cooperatives available even for single parents Clinics available Relatively effective security and police service with a police training college Lots of religious groups for spiritual empowerment Involvement of disabled people in community programmes e.g. sport, arts and culture 	<ul style="list-style-type: none"> Poor and ageing infrastructure with regular breaks and leakages Limited permanent employment opportunities and limited access to skills development opportunities Limited access to business support services (for new & existing business) Minimal workplace experience amongst local community members Very few of the new industrial sites have been purchased / are being occupied Poverty and lack of commitment to learn mainly due to hunger and not being motivated Limited sport codes e.g. boxing and karate and under-development of other sporting codes e.g. rugby, tennis, swimming Lack of skills development for the youth and skills development for women not prioritised Along with the shortage of educators (no teacher replacements) and lack of commitment from educators, there is no secondary school in Ward 4 and a lack of resources at primary schools. These factors result in a high school dropout rate Lack of funding to sustain the existing cooperatives Lack of skills development for farmer's cooperatives and no farming mentorships A lot of old, unreliable, sub-standard taxis Electricity bought via spaza shops have a top-up charge Mushrooming of illegal dumping sites Available material in libraries is often outdated and librarians are often not committed Adherence to confidentiality in clinics often a challenge Police safety and security services not considering public opinion

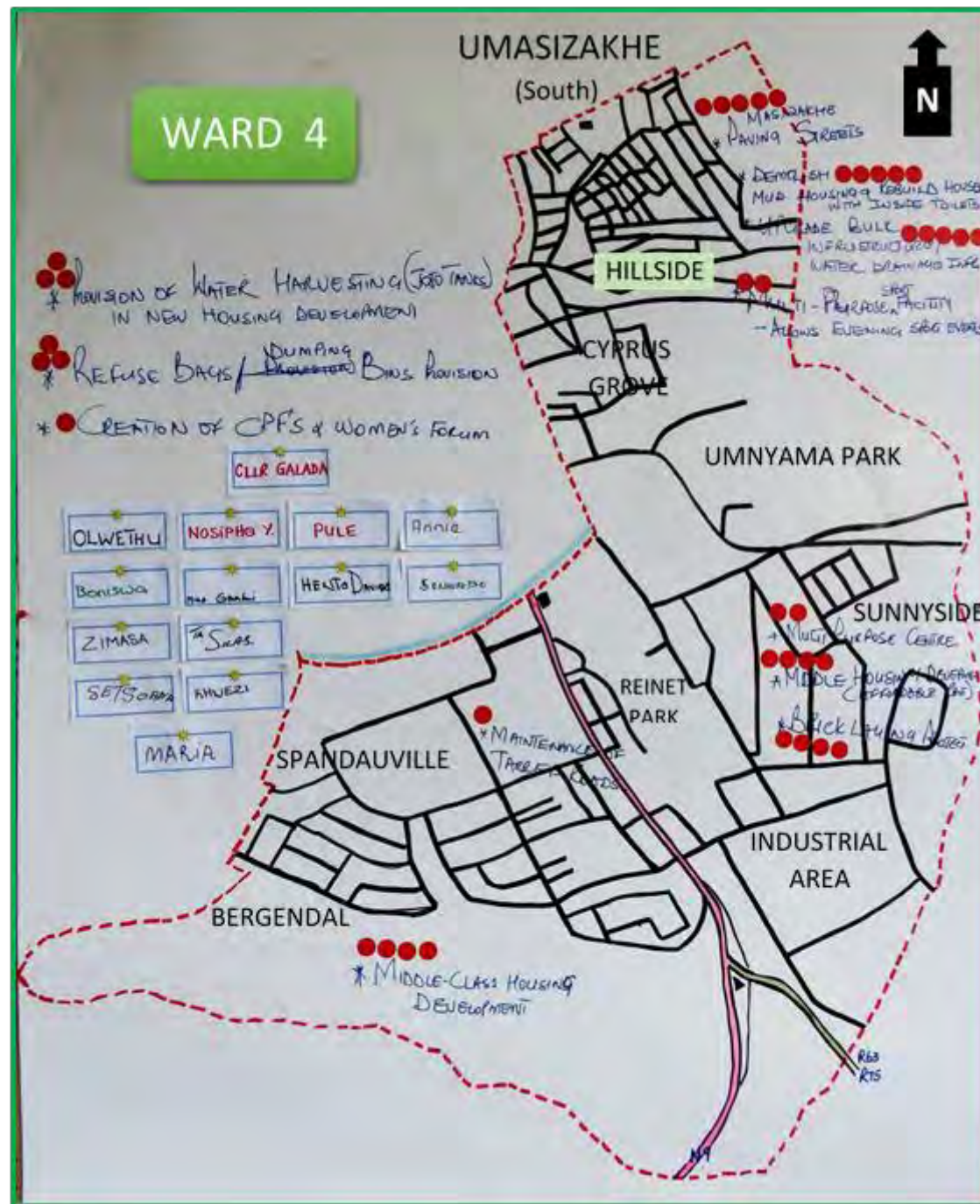
EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ Building parks ▪ Creating more facilities for different sporting codes ▪ Provision of free education ▪ Industrial plots are available for new industries (e.g. fish processing) or expansion of existing industries (e.g. Montego) ▪ Municipal incentives for investment attraction and retention ▪ Agriculture: Identification of sites in respect of farming and manufacturing; there should be more focus on agri-processing to support local agriculture ▪ Tourism ▪ Taxi industry has the potential to create more job opportunities ▪ There is a large unemployed workforce available for employment ▪ Potential for sustainable job creation: Skills development for the unemployed youth e.g. Artisans and recycling team to be established for refuse thus creating job opportunities ▪ Women's forums and women support centres to be established for women empowerment ▪ Forging of good working relations between medical practitioners/nurses and patients ▪ Alternative energy from effluent / waste 	<ul style="list-style-type: none"> ▪ Inadequate bulk infrastructure or resources for future expansion ▪ Political instability ▪ Sustainability of merger between Camdeboo, Ikwezi and Bavians (and the time it will take for things to stabilize after the amalgamations) ▪ Poor commitment from the youth ▪ Increase in drug abuse ▪ High early school dropout rate ▪ Poor animal health care ▪ Potholes in tar roads ▪ Drainage covers often removed –potential for danger ▪ Unmaintained sanitation causing spillages – health hazard ▪ Escalating crime rate, mainly against women (harassment, rape and abuse) and disabled people vulnerable to crime ▪ Shortage of medical personnel in clinic ▪ Climate changes (extreme heat) ▪ Fracking and the threat to water (contamination of underground water and depletion of available water supplies)

ANALYSIS OF SOME CRITICAL ISSUES



WARD 4


PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. RISING IN CRIME RATE	<ul style="list-style-type: none"> ▪ Lack of prevention programme ▪ Lack of awareness campaigns on dangers of crime ▪ Unemployment ▪ No sporting facilities ▪ High levels of poverty 	<ul style="list-style-type: none"> ▪ Youth being declared as convicted criminals ▪ Unstable households
2. DISABLED'S VULNERABILITY TOWARDS ILL TREATMENT AND CRIME	<ul style="list-style-type: none"> ▪ Lack of suitable programmes geared towards people with disabilities ▪ Limited support and care givers 	<ul style="list-style-type: none"> ▪ Early pregnancies ▪ Drug abuse ▪ Abuse and torturing of the disabled ▪ Death
3. UNMAINTAINED COMMUNITY FACILITIES	<ul style="list-style-type: none"> ▪ Lack of sites for community centres and churches 	<ul style="list-style-type: none"> ▪ Stable and crime free society with positive mind-set
4. NO BUSINESS OPPORTUNITY	<ul style="list-style-type: none"> ▪ Lack of resources/funds ▪ Lack of guidance for SMME development ▪ No skills transformation ▪ Nepotism 	<ul style="list-style-type: none"> ▪ Youth being disgruntled ▪ Crime
5. ELECTRICAL FAULTS LEADING TO HOUSES BEING BURNT	<ul style="list-style-type: none"> ▪ Illegal connections ▪ Wrong connections 	<ul style="list-style-type: none"> ▪ Serious injuries ▪ Destroyed houses ▪ death
6. BAD HEALTH SERVICES CONDITIONS	<ul style="list-style-type: none"> ▪ Sewer leakages ▪ Poorly purified drinking water ▪ Illegal dumping sites ▪ Shortages of nurses 	<ul style="list-style-type: none"> ▪ Severe diseases often leading to death
7. HIGH LEARNER DROP- OUT RATE	<ul style="list-style-type: none"> ▪ Lack of motivation and eager to learn from learners ▪ Teenage pregnancy ▪ Educators not motivated enough 	<ul style="list-style-type: none"> ▪ High illiteracy ▪ No suitable structure for effective teaching and learning ▪ No effective teaching and learning
8. YOUTH UNEMPLOYMENT	<ul style="list-style-type: none"> ▪ Lack of job opportunities ▪ No permanent jobs ▪ No job absorption 	<ul style="list-style-type: none"> ▪ Crime ▪ Moral decline



WARD 5

Ward Analysis & Priorities

VISION STATEMENT




*A prosperous and empowered
Community living in a safe and
healthy environment.*

MISSION STATEMENT

Through...

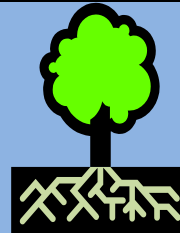
- Creating jobs and sustainable employment opportunities,
- Maintaining a healthy environment,
- Good communication between the Municipality and the Community,
- Providing equal opportunities for all.

DEVELOPMENT PRIORITIES FOR WARD 5

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Streets & Stormwater (surfacing/paving of identified streets, filling of potholes and urgent attention required at areas prone to flooding)		• • • • •	Dr Beyers Naudé Local Municipality	2
Clinic (New facility urgently required at site identified. Existing one must be closed.		• • • • •	Depts of Health / Public Works	2 & 6
Sewerage Network (blockages, overflowing in Mandela Park; to be upgraded)		• • • • •	Dr Beyers Naudé Local Municipality	2
RDP Housing (housing delivery)		• • • • •	Dept of Human Settlements	2 & 6
Streetlights (highmast lights to be installed at areas identified)		• • • •	Dr Beyers Naudé Local Municipality	2
Playpark (to be constructed at site identified)		• •	Dr Beyers Naudé LM / DSRAC	2, 5 & 6
Speedhumps (to be constructed where identified)		•	Dr Beyers Naudé Local Municipality	2
	PROPOSED NEW DEVELOPMENTS : - Rehabilitation Centre and Safe Haven (on old swimming pool site)	★	Municipality's SPU Unit to investigate and conceptualize	2, 5 & 6
NB	<ul style="list-style-type: none"> ➡ There is a critical shortage of Teachers. ➡ High levels of unemployment in the Ward is a concern. ➡ Illegal dumping & littering, vandalism and general state of Ward is a concern. ➡ Social problems (e.g. poverty, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. ➡ Inadequate Primary Health Care services; lack of skills development and proper recreation facilities for the Youth are serious concerns. 			

		HELPFUL	HARMFUL
INTERNAL FACTORS	STRENGTHS		WEAKNESSES
	<ul style="list-style-type: none"> ▪ Clinic providing Primary Health Care Services. ▪ Good educational, pre-school and library facilities. ▪ Feeding scheme at school. ▪ CWP is keeping the Ward clean, including church and school grounds. ▪ All households have access to basic services. ▪ Electricity vending facility (but additional point is required). ▪ Municipal and Government infrastructure & services are in place (but not of good standard and more shelters/pick-up points are required). 		<ul style="list-style-type: none"> ▪ Clinic is too small, understaffed, understocked (medication); staff are disrespectful towards their patients/clients and the only bathroom has to be shared by male and females. Poor ventilation and inadequate facilities for or supervision of mentally challenged patients. ▪ Schools are overfull, understaffed, have inadequate or no security. ▪ There is vandalism, theft and substance abuse taking place at schools. ▪ No communication between parents and children; child neglect. ▪ Too many school drop-outs, teenage pregnancies and children of school-going age not attending school. ▪ Feeding scheme food is of poor quality and food is being stolen. ▪ CWP workers are not doing their job properly; no supervision. Their pay-days are too few and there is no skills development taking place. ▪ The library's computers are often out of order for long periods at a time. ▪ No playpark and Community Hall requires equipment and maintenance. ▪ Serious issues with streets and stormwater; poorly maintained. ▪ Ineffective & irregular waste management routine : illegal dumping & littering is becoming worse. ▪ Soccer field not up to standard. ▪ Poor police service; divulging of sensitive & confidential information.
EXTERNAL FACTORS	OPPORTUNITIES		THREATS
	<ul style="list-style-type: none"> ▪ Caregivers attached to the Clinic can visit pre-school facilities and conduct home visits in the Ward. ▪ There are employment opportunities at the schools. ▪ Learners that excel in sport can advance further with the necessary support. ▪ Old scholars can initiate programmes that plough back into their schools. ▪ Job Creation through CWP being supported by Municipality. ▪ A well-equipped library where learners and students can access internet and e-mail to improve their reading skills, assist with their studies and research for assignments; host special educational and training events. ▪ SMMEs can be established and grow with the necessary support. 		<ul style="list-style-type: none"> ▪ Patients that have to wait for extended periods for Clinic to open and sharing of bathroom. ▪ Low wages being paid to CWP workers and over-utilization of these workers in CBD, instead of other areas where they are needed more. ▪ There is a security issue at the library (stolen fencing to be replaced). ▪ Nepotism. ▪ Deserted and vandalized buildings are unsafe, lead to criminal activities. ▪ Rising crime and unemployment rates, resulting in growing social problems such as substance abuse, domestic violence. ▪ Political instability. ▪ Labour unrest and resultant violent protest actions; ascribed to poor discipline and lack of proper supervision; substance abuse while on duty.

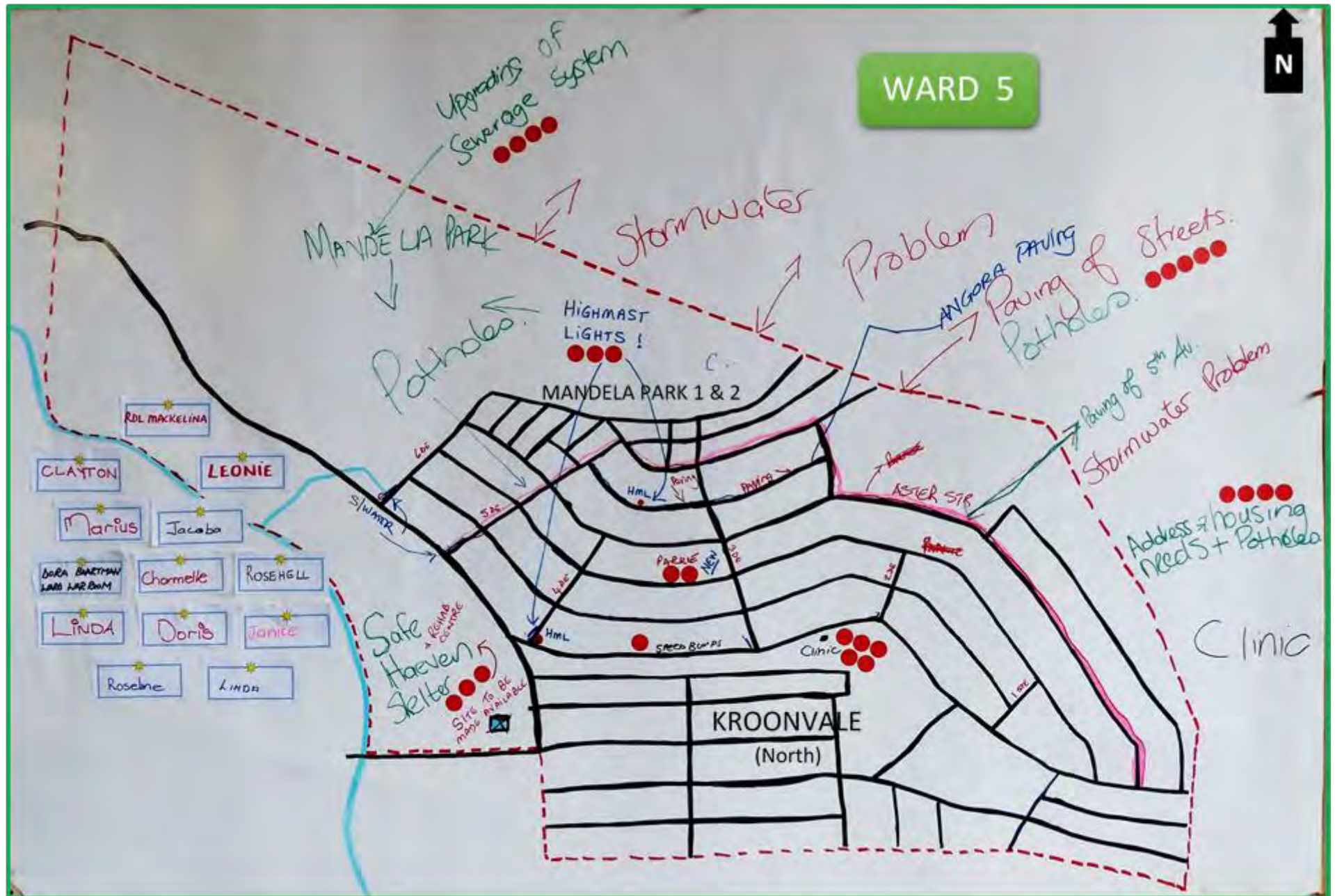
ANALYSIS OF SOME CRITICAL ISSUES



WARD 5

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. CLINIC SITUATION	<ul style="list-style-type: none"> Facility is situated within the Community Hall / Library / Office complex of Alex Laing building – not stand-alone. The design, size and operations are inadequate; too small, no privacy, no proper ablution facilities, poor ventilation, lack of security, staff and other resource shortages. No proper waiting facilities. No proper patient records system (files) is being kept. 	<ul style="list-style-type: none"> Long queues; chronically ill patients have to wait for hours outside before the Clinic opens in the morning. This affects the patients' health and causes them undue stress. The staff are short-tempered and unhappy, and take this out on their patients. The service is slow and of poor standard. Shortages in medication results in patients becoming more ill, suffering strokes, heart attacks, etc.
2. INEFFECTIVE POLICE SERVICE	<ul style="list-style-type: none"> Language barrier causes communication problems. Call centre is dysfunctional. Unprofessionalism and unhelpfulness. Inadequate training. Slow processing; no concept of time or punctuality. Shortage of patrol vehicles. Shortage of experienced and dedicated staff. Corrupt officials. 	<ul style="list-style-type: none"> High crime rate. Community is treated unprofessionally and sensitive information is not kept confidential; is being leaked out. Dockets go missing and cases are not investigated properly. There are a lot of unsolved cases. Police vehicles are misused and involved in accidents (e.g. some are used as taxis to transport friends and family, for shopping and private trips). People are assaulted while in custody. The poor conduct of some police officials brings SAPS into disrepute and creates a bad image of the town.
3. SHORTAGE OF TEACHERS	<ul style="list-style-type: none"> Teachers retiring or going on early pension. Lack of support from Dept of Education or parents. Wasteful re-advertising of posts, with no appointments. No funds for employing teachers or filling of posts. Teachers' rights are not protected by Government. Security and safety concerns – teachers being assaulted. No overtime compensation and delays in promotions. Withdrawal of corporal punishment or effective ways to apply discipline. 	<ul style="list-style-type: none"> No respect or discipline in schools. Learners and parents behave disrespectfully towards teachers. Substance abuse and presence of gangs on the schoolground. Learners have no interest in their studies; do as they please. Are not always attending school. Teachers' lives are in danger; they are attacked by learners. High stress levels drive them to drink & drugs. Classes are over-crowded.


<p>4. DRUG ABUSE</p>	<ul style="list-style-type: none"> ▪ Peer pressure. ▪ Lack of communication between parents and children. ▪ Distrust in Justice system. ▪ Absence of rehabilitation centre in the Ward. ▪ Over-crowding of households. ▪ Greed : people selling drugs are only interested in enriching themselves. ▪ Lack of role models in the community; parents not setting an example. ▪ Ineffective policing and law enforcement. 	<ul style="list-style-type: none"> ▪ Increase in crime rate : rape, burglaries, theft and selling of stolen goods, domestic and gang violence. ▪ Worsening social problems : poverty, unemployment, living conditions, poor health, prostitution. ▪ Babies are born with physical and physiological problems. ▪ More people are being caught up in the spiral of drug abuse and its devastating effects; this includes school children and teachers.
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WARD 6

Ward Analysis & Priorities

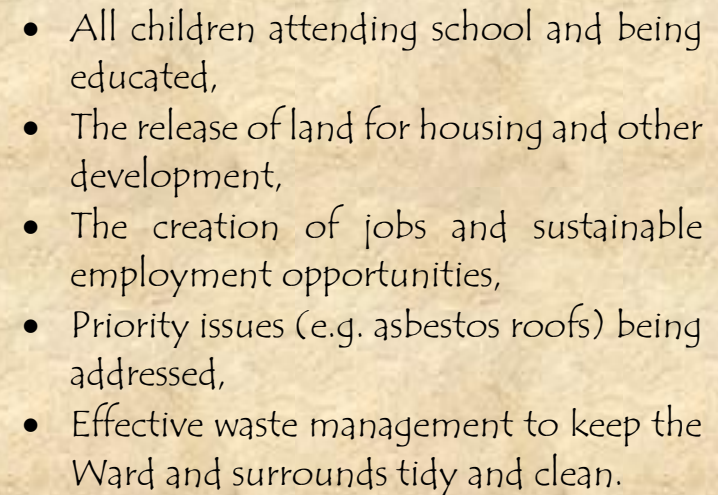
VISION STATEMENT




An empowered society living in a safe and healthy environment, raising an educated Youth with a bright future.

MISSION STATEMENT

Through...

- 
- All children attending school and being educated,
 - The release of land for housing and other development,
 - The creation of jobs and sustainable employment opportunities,
 - Priority issues (e.g. asbestos roofs) being addressed,
 - Effective waste management to keep the Ward and surrounds tidy and clean.

DEVELOPMENT PRIORITIES FOR WARD 6

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Land Release (unblock land in Eunice Kekana Village, Tjoksville & Chris Hani areas for housing, clinic, commercial & church sites)		• • • • •	Dr Beyers Naudé LM & DoHS	2, 3 & 6
Streets & Stormwater (stormwater systems to be upgraded, streets to be widened)		• • • • •	Dr Beyers Naudé Local Municipality	2
RDP Housing (remove and replace asbestos roofs in Umasizakhe & Elite View)		• • •	Dept of Human Settlements	2
Traffic calming measures (speedhumps required at crèche and Main Street)		• •	Dr Beyers Naudé Local Municipality	2
Playpark (construct new in Chris Hani & Eunice Kekana Village)		•	Dr Beyers Naudé Local Municipality	2, 5 & 6
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Youth Centre - Shopping Mall - New housing, commercial and other developments once land has been released. 	★	Private Sector, DSRAC, Dept of Human Settlements & Dr Beyers Naudé LM (LED & SPU Units to investigate and conceptualize)	2, 3, 5 & 6
NB	<ul style="list-style-type: none"> ➡ High levels of unemployment in the Ward is a concern. ➡ Illegal dumping & littering and general state of Ward is a concern. ➡ Social problems (e.g. substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. ➡ Inadequate Primary Health Care services; lack of skills development and proper recreation facilities for the Youth are serious concerns. 			

		HELPFUL	HARMFUL
INTERNAL FACTORS	STRENGTHS	<ul style="list-style-type: none"> ▪ Availability of educational facilities e.g. primary and secondary schools, which aids in the improvement of literacy levels resulting in the opportunity to obtain matric and post matric qualifications ▪ Skilled community members and CWP participants available ▪ Health facilities such as a clinic available ▪ Land available for future development ▪ Active women's group e.g. cultural groups ▪ Strong leadership in sport, political and social structures ▪ Some recreation facilities available e.g. parks and stadium 	<ul style="list-style-type: none"> ▪ In terms of education, there is a shortage of educators, which results in overcrowded classrooms and the declining in the matric pass rate. There are also no preschools for both abled and disabled children ▪ No job opportunities for qualifying youth and high levels of unemployment ▪ As far as health services are concerned the clinic too far for some community members and there are no mobile clinics. Furthermore, there are delays in emergency services (ambulance) and a shortage of medicine at clinics ▪ Certain areas of land was taken from the ward ▪ Lack of business & church sites ▪ Social problems such high teenage pregnancy rate and insufficient community support groups to deal with such problems ▪ Shortage of CPF and street committees result in high volume of house breakings and escalating crime rates ▪ Non availability of storm drainage pits ▪ Illegal dumping sites which causes health hazard ▪ Inadequate sport facilities e.g. fields ▪ Lack of youth development centres and no library ▪ Inadequate RDP houses ▪ Streets are too small and there are no traffic signs and speed humps ▪ No satellite police stations
	OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Job creation opportunities and potential development – highly skilled people e.g. in plumbing, sewing, welding, etc. who can be utilised to enhance job creation ▪ Underutilized areas for development e.g. sport grounds, multi-purpose and community service centres ▪ Provision of skills training centre 	<ul style="list-style-type: none"> ▪ High crime rate (high volume of house breaking) due to lack of CPFs ▪ Land blockages for development ▪ Lack of community awareness campaigns e.g. on community cleanliness and lifestyle ▪ Lack of employment opportunities ▪ Poor and decaying infrastructure ▪ No disaster management provision
EXTERNAL			

ANALYSIS OF SOME CRITICAL ISSUES




WARD 6

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. INCREASE IN CRIME RATE	<ul style="list-style-type: none"> Unemployment Peer pressure Drug and alcohol abuse Mushrooming of illegal shebeens/taverns Non provision and care for Orphans Ineffective and lack of CPFs School drop outs Police non visibility 	<ul style="list-style-type: none"> Unstable households Theft, gangsterism Suicide Theft, rape Unstable households Child abuse Juvenile delinquency Escalating crime rate Increase in Illiteracy rate High levels of crime e.g. Hijacking, theft, robbery
2. POOR ECONOMIC INFRASTRUCTURE	<ul style="list-style-type: none"> Lack of road traffic signs and speed humps Negligence by the Dept. of Road and Safety No waste removal Small streets Old and unmaintained infrastructure 	<ul style="list-style-type: none"> Road accidents Unmaintained infrastructure Dirtiness High accident rates Leakages in pipes
3. POOR HEALTH SERVICES	<ul style="list-style-type: none"> Congestions in medical facilities Ineffective ambulance services Insufficient provision of medication Unnecessary medical referrals Limited medical personnel 	<ul style="list-style-type: none"> Unnecessary deaths Delays in the provision of medical care
4. DROPPING IN LEARNER PASS RATE	<ul style="list-style-type: none"> Overcrowded class rooms Shortage of classrooms Shortage of educators Non communication between teachers and parents Limited involvement by parents in education 	<ul style="list-style-type: none"> Learners demotivated No suitable structure for effective teaching and learning No effective teaching and learning No proper support for and monitoring of schooling system

WARD 7

Ward Analysis & Priorities


VISION STATEMENT




*A safe and unified Community
embracing their diversity and
enjoying a good quality-of-life.*

MISSION STATEMENT

Through...

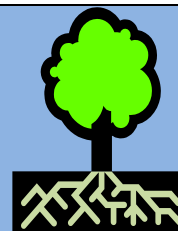
- 
- The delivery of quality services,
 - The involvement, development and education of Communities,
 - Creating an enabling environment for the development of sustainable employment opportunities,
 - Treating one another with respect.

DEVELOPMENT PRIORITIES FOR WARD 7

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Streets & Stormwater : Aberdeen (surfacing/paving of all internal streets; priority to those indicated on map)		• • • • •	Dr Beyers Naudé Local Municipality	2
Cemetery : Aberdeen (construction of new cemetery to be expedited and existing to be repaired & maintained)		• • • •	Dr Beyers Naudé Local Municipality	2 & 6
Streets & Stormwater : Wolwas & Adendorp (surface gravel street and address stormwater flooding where indicated)		• • •	Dr Beyers Naudé Local Municipality	2
Speedhumps and other traffic control measures : Aberdeen (as indicated on map)		• • •	Dr Beyers Naudé Local Municipality	2
Electricity : Wolwas (evaluate electrical supply)		• • •	Dr Beyers Naudé Local Municipality	2
Playpark : Aberdeen (new one to be constructed on site as indicated on map)		• •	Dr Beyers Naudé LM / DSRAC	2, 5 & 6
Caravan Park : Aberdeen (to be upgraded and properly fenced with pallisade)		• •	Dr Beyers Naudé Local Municipality	2
Tourism & Traffic signage : Aberdeen (to be installed where indicated on map)		• •	Dr Beyers Naudé LM / SBDM	2
Public Toilets : Aberdeen (to be upgraded and maintained)		•	Dr Beyers Naudé Local Municipality	2
Netball & Tennis Courts : Aberdeen (to be upgraded and maintained)		•	Dr Beyers Naudé Local Municipality	2
Sewerage System : Wolwas (to be linked to Municipal network)		•	Dr Beyers Naudé Local Municipality	2
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Youth Centre for skills & SMME development (conversion of Playpark in Adendorp) - Early Childhood Development Centre (Aberdeen, site to be identified) - Expansion of aquaculture industry - Public Art in Public Spaces 	★	Municipality's LED & SPU Units to investigate and conceptualize	2, 3, 5 & 6
NB	<p>➡ Social problems (e.g. substance abuse, high crime rate, school drop-outs, teenage pregnancies, unemployment) are a concern.</p> <p>➡ Inadequate Primary Health Care services; lack of skills development and proper recreation facilities for the Youth are serious concerns.</p> <p>➡ Computers in Libraries have been out of order for some time. As a result, learners and students are not able to access information, do their research and complete assignments.</p>			

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL FACTORS		<ul style="list-style-type: none"> Older people with strong values, experience, knowledge, mentors. Resources and assets; unique landscape; space, water, agricultural land, cultural and natural heritage; skilled, experienced & employable people. Geographic advantage of being situated on N9. Community values and sense of Community (spirit). Good governance and leadership. All households have access to basic services. 	<ul style="list-style-type: none"> Youth without direction or values. Gap in knowledge and experience (lack of competence, exposure, skills, values and life skills; negative attitudes and inappropriate behaviour). Low income and lack of employment opportunities; recruitment discrimination; no scope for industrial expansion; limited beneficiation. Lack of certain resources and assets : irrigation and drinking water, poor internal roads and infrastructure, few tourist attractions. No-one travels through the urban centre, due to N9 by-pass. Too few police. Social issues : substance abuse, children of school-going age wandering the streets, burglaries, gangsterism, theft, rape, etc. Inadequate public toilet facilities. Illegal dumping & littering (affecting cleanliness of towns) and water quality issues.
		OPPORTUNITIES	THREATS
EXTERNAL FACTORS		<ul style="list-style-type: none"> There is development potential in agriculture and agri-processing. Emerging markets can be tapped into : food security & tourism. Untapped resources that can be utilized : people, water, land and brownfields (un- or under-utilized land and buildings) – for both Aberdeen (tourism and commercial development) and Adendorp (agriculture and aquaculture). Alternative & renewable energy : solar, wind, biogas. Availability of industrial land. 	<ul style="list-style-type: none"> Political instability and discrimination. Environmental damage and over-exploitation of natural resources : fracking, uranium mining, water. Economic growth constraints due to lack of skills development and employment opportunities. Social development constraints due to low literacy levels, poor work ethic, apathetic community, crime, drug dealers. Labour unrest creating an unstable situation and interruption in service delivery. Seasonal weather fluctuations; extreme temperatures (hot and cold), drought.

ANALYSIS OF SOME CRITICAL ISSUES



WARD 7


PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. CRIMINAL ACTIVITIES	<ul style="list-style-type: none"> ▪ Low self-esteem, no value system. ▪ Lack of respect for self or others. ▪ Poor education, unemployable or unable to access job market for gainful employment. ▪ Substance abuse (addicted to drugs and/or alcohol). ▪ Not concerned about source of income (want rights without responsibilities). 	<ul style="list-style-type: none"> ▪ Physical and emotional damage to victims and their property. ▪ Acts of aggression and violence. ▪ People live in fear, are nervous and concerned about their safety. ▪ Security measures are stepped up (burglar bars, high gates and vicious dogs). ▪ Insurance premiums escalate. ▪ Ruined lives and broken homes (family structure). ▪ People resort to carrying guns, knives, pepper spray and other items for self-defence.
2. SUBSTANCE ABUSE	<ul style="list-style-type: none"> ▪ Unemployed and sense of hopelessness and despair. ▪ Poor parenting and lack of formal education. ▪ Social and psychological issues. ▪ Addictive personality. ▪ Lack of respect and values. ▪ Drug dealing is viewed as a lucrative business by some. 	<ul style="list-style-type: none"> ▪ Violence (domestic and other). ▪ Theft, murder, rape. ▪ Reliance on state help or social support (grants). ▪ Deteriorating health, incurable diseases. ▪ Children are neglected, suffer from poor health; some are born with foetal alcohol syndrome (FAS).



WARD 8

Ward Analysis & Priorities

VISION STATEMENT




A healthy, educated and well-informed community living in a safe and clean environment with good infrastructure, quality services and equal opportunities for all.

MISSION STATEMENT

Through...

- Investment attraction & retention; sustainable job creation,
- Promoting and supporting the cultural interests of the community,
- Uplifting and skilling the Youth and other Special Groups,
- Eradicating threats detrimental to the community's well-being,
- Respecting the rights and needs of people (cultivating PEOPLE WITH PURPOSE),
- Getting people to work together in harmony and towards a common goal,
- Investment in our town and people.

DEVELOPMENT PRIORITIES FOR WARD 8

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Connection of houses in Willowmore town to main sewerage line (removal of septic tanks)		• • • • •	Dr Beyers Naudé Local Municipality	2
RDP HOUSING <ul style="list-style-type: none"> Willowmore (new housing for Vondeling residents) Rietbron (40 houses built – no beneficiaries) Baviaanskloof (people living in mud dwellings) 		• • • • •	Dept Human Settlements	2 & 6
Electricity in Vondeling & Baviaanskloof		• • •	Dept of Energy	2
Water (provision to households in Vondeling to be addressed)		• • •	?	2
Sanitation (VIP systems in Vondeling to be upgraded)		• • •	?	2
Special needs school (ELSIN) & upgrading of school sports field		• •	Dept of Education / Public Works	2, 5 & 6
Play park in Rietbron (construct new)		•	Dr Beyers Naudé Local Municipality	2, 5 & 6
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> Multi-purpose Centre – POP/Path out of Poverty (Community Hall, Clinic, Library, SPU desks, Care Centre, ATMs, etc.) in Rietbron Vegetable garden in Baviaanskloof Indigenous nursery (succulents, etc.) 	★	<ul style="list-style-type: none"> Dr Beyers Naudé Local Municipality / other Dr Beyers Naudé Local Municipality / DRDAR Dr Beyers Naudé Local Municipality/ DEDEAT 	2, 3, 5 & 6
NB	<ul style="list-style-type: none"> ➡ The urgent upgrading of the R306 is of utmost importance for sustainable development in Rietbron. ➡ Urgent upgrading and maintenance is needed on the R332 through the Baviaanskloof is needed. ➡ Telecommunication is non-existent in Baviaanskloof. ➡ Job Creation needs to be stimulated in Willowmore CBD. ➡ Emergency (Fire, ambulance, etc.) & Social services are non-existent in the Baviaanskloof due to the condition of the road. 			

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<ul style="list-style-type: none"> ▪ Sufficient water in Baviaanskloof ▪ Baviaanskloof is situated in a World Heritage Site ▪ Community farm in Sewefontein, Baviaanskloof ▪ Job creation programmes in Baviaanskloof (Sakha Isizwe) ▪ Strong CBD in Willowmore including restaurants ▪ Fire services in Willowmore ▪ Good leadership in Rietbron community ▪ Strong agricultural sector which provides seasonal job opportunities ▪ Good primary school in Rietbron ▪ Primary and secondary schools in Willowmore ▪ Central location of Willowmore ▪ Police station in Rietbron, Willowmore & Baviaanskloof ▪ Clinic in Rietbron & Willowmore ▪ Hospital in Willowmore ▪ Municipal offices in Rietbron & Willowmore ▪ Churches are actively involved in community (Rietbron & Baviaanskloof) ▪ Recently upgraded sport fields in Rietbron & Baviaanskloof 	<ul style="list-style-type: none"> ▪ Access roads to Rietbron (R306 & R411) in terrible condition ▪ The cement road (R329) hinders tourism opportunities for Willowmore ▪ The road through the Baviaanskloof (R332) is in terrible condition ▪ Telecommunication is non-existent in Baviaanskloof ▪ There is a lack of sanitation services in Baviaanskloof ▪ Willowmore town in Ward 8 still makes use of septic tanks ▪ Bulk electricity capacity has been reached in Willowmore ▪ Maintenance of water pumps & boreholes not on par in Willowmore ▪ There is no sister to man the clinic in Baviaanskloof ▪ Emergency services (health & fire services) in Baviaanskloof & Rietbron ▪ Poor health services (lack of ambulance services and no sister at clinic in Rietbron) ▪ Early school drop-out rates in Baviaanskloof & Rietbron ▪ Unemployment ▪ Social problems e.g. Drug and alcohol abuse, crime and child abuse ▪ Illegal taverns (Rietbron) ▪ No beneficiaries for houses in Rietbron ▪ Many people live in mud dwellings in Baviaanskloof ▪ Foreigners operating spaza shops (Rietbron) ▪ No school transport for Rietbron children who have to attend hostel in Willowmore ▪ Shortage of teachers in Rietbron ▪ No industrial areas ▪ Animal health in Willowmore ▪ Poor services from sector departments ▪ No recreational facilities for youth in Baviaanskloof ▪ No gas station in Baviaanskloof & Rietbron

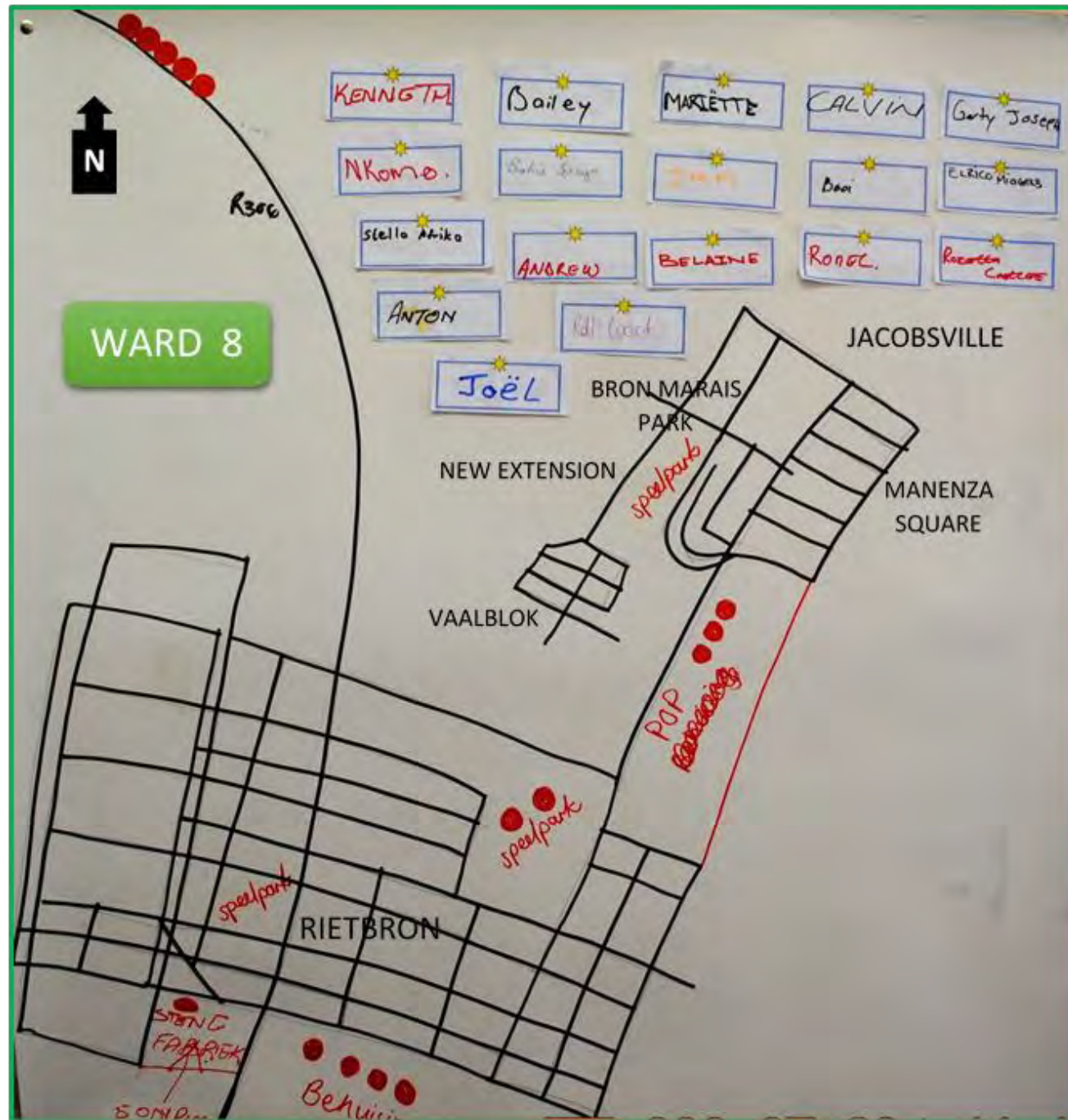
EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ The upgrading of the R306 & R411 is eminent for the development of Rietbron ▪ Area in Rietbron with containers can be used for ambulance services ▪ Boreholes in Rietbron can be cleaned to provide water supply for small farming ▪ The upgrading of the R329 holds many tourism opportunities for Willowmore ▪ The upgrading of the R332 holds many tourism opportunities for Baviaanskloof ▪ Tourism provides great opportunities for Baviaanskloof and Willowmore ▪ Natural resources e.g. aloe (all areas) and bees (Baviaanskloof) can be utilised to facilitate economic development ▪ SMME development ▪ In-house training in the hospitality area (Willowmore) ▪ Development of sport codes ▪ Stargazing ▪ Recycling ▪ Succulent nursery ▪ Uranium mining & fracking in Rietbron may result in job opportunities ▪ Solar power ▪ Brick making project in Rietbron ▪ Gas station in Rietbron ▪ Government subsidies for temporary job opportunities on farms (Rietbron) ▪ Leather tanning in the predominant agricultural sector 	<ul style="list-style-type: none"> ▪ The vastness of Ward 8 ▪ Labour unrest result in poor municipal services in Willowmore ▪ Droughts ▪ Wild animals e.g. baboons, monkeys and buffalo in Baviaanskloof ▪ Floods in Baviaanskloof ▪ Mortuary services and costs ▪ Lack of funding and knowledge for small business development ▪ The percentage of reported crimes that actually end up in court is very low ▪ Uranium mining and fracking ▪ Lack of skills development ▪ Poverty ▪ Poor commonage management ▪ Patient transport

ANALYSIS OF SOME CRITICAL ISSUES

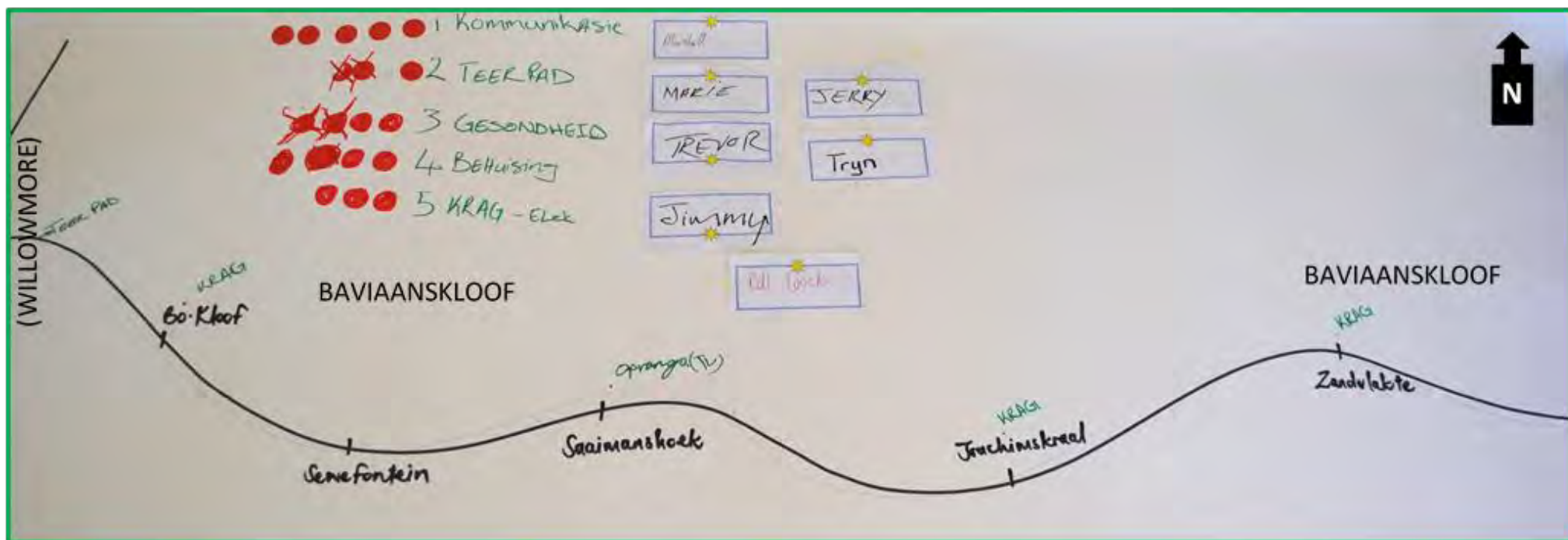


WARD 8

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. SHORTAGE OF TEACHERS IN RIETBRON	<ul style="list-style-type: none"> Teachers are not willing to commute to Rietbron due to the condition of access roads The department of education are not filling positions There are no businesses, which doesn't make Rietbron a feasible option for teachers to work in and in order to do shopping, great distances must be travelled on roads that are in very poor condition There are no ATMs, bringing about difficulties on pay days 	<ul style="list-style-type: none"> Financial implications – due to shortage of teachers' children must go to school in Willowmore. Parents cannot afford hostel and commuting costs Early school dropouts Due to the absence of ATMs schools close at 12h00 on pay days so teachers can travel to other areas
2. ACCESS ROADS TO RIETBRON	<ul style="list-style-type: none"> Access roads are gravel and in very poor condition Insufficient maintenance of roads Insufficient road signs The roads are very dangerous when wet 	<ul style="list-style-type: none"> No development in Rietbron No business sector Tourists are afraid to travel on the road Motorists get lost Sector departments are not willing to travel the road and provide services to Rietbron community Many fatalities Motorists lose tyres
3. CEMENT ROAD (R329)	<ul style="list-style-type: none"> Bitumen was very scarce after World War 2 and in the 1960's some of the farmers in the area refused to give their permission for the road to be tarred 	<ul style="list-style-type: none"> The R329 is the shortest route from Cape Town to Addo, but tour buses are not allowed on the road The cement road hinders tourism development The road is very dangerous and has claimed many lives
4. SHORTAGE OF EMERGENCY SERVICES IN BAVIAANSKLOOF	<ul style="list-style-type: none"> There are no doctors, fire services or communication Ambulance services are in Willowmore Sector departments (health, home affairs, etc.) do not visit the Baviaanskloof on a regular basis due to the condition of the road 	<ul style="list-style-type: none"> Poor health of community and tardy response of ambulance result in unnecessary deaths Chronic medication is not delivered timely Lack of fire services result in houses burnt down Many do not have IDs and birth certificates



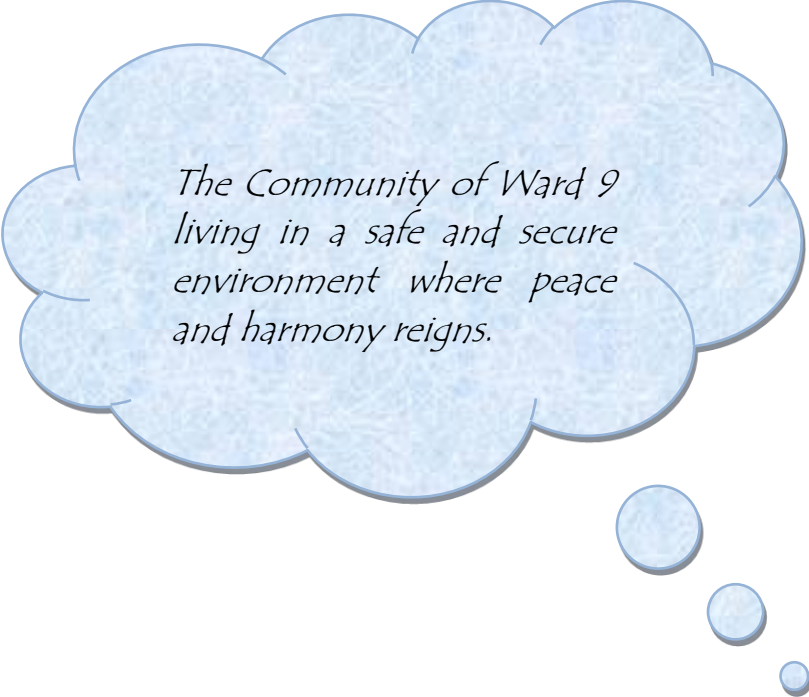




WARD 9

Ward Analysis & Priorities


VISION STATEMENT




*The Community of Ward 9
living in a safe and secure
environment where peace
and harmony reigns.*

MISSION STATEMENT

Through...

- 
- Caring and giving to others in the Community,
 - Community participation,
 - Sufficient infrastructure,
 - Information sharing,
 - Sympathy and empathy for fellow Community members.

DEVELOPMENT PRIORITIES FOR WARD 9

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Streets & Stormwater (new, fix, maintain, pave or tar all gravel streets, maintenance of all manholes)		• • • • •	Dr Beyers Naudé Local Municipality	2
Sidewalks along Noord- & East Street (Willowmore)		• • • • •	Dr Beyers Naudé Local Municipality	2
Lighting in dark areas (High mast & flood lights)		• • •	Dr Beyers Naudé Local Municipality	2
Building of a closed stadium at existing sport fields		• •	Dr Beyers Naudé LM & DSRAC	2
Maintenance of river (Lovemore) – gabions, bridge		•	Dr Beyers Naudé Local Municipality	2
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Brick factory - Economic Development Hub (Incubator program) 	★	<ul style="list-style-type: none"> - DTI ? - DEDEAT 	2, 3 & 6
NB	<ul style="list-style-type: none"> ➡ The Community has indicated that cooperation from departments, especially Social Development, is extremely problematic. All departments are absent in the Ward. ➡ The Community has requested that urgent attention be paid to the severe social problems, including human trafficking, being experienced in their Ward. ➡ The Community has indicated that the maintenance of streets is very poor. 			

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<ul style="list-style-type: none"> ▪ Good leadership and a strong community – social cohesion and united cultural identity ▪ There is a recently upgraded sport field, library and crèches and community hall in 373 as well as a youth and computer centre ▪ Community initiative projects, e.g. community vegetable garden ▪ Home based care facilities ▪ Good infrastructure ▪ Clean, drinkable water ▪ Good sanitation services (no buckets) ▪ The ward is well situated geographically with shops that fulfil basic needs and small distances between amenities within ward ▪ Most of the streets are paved 	<ul style="list-style-type: none"> ▪ Some areas still use septic tanks ▪ No indoor sport stadium ▪ Poor maintenance of streets, some speed bumps are too high, manholes are not cleaned and many streets do not have sidewalks ▪ Not sufficient water and electricity for future housing development ▪ No sector department offices in Ward 9 ▪ Social problems like drug and alcohol abuse and high crime rate resulting in an unsafe environment ▪ Unemployment and poverty ▪ No health care facilities in ward 9 ▪ No schools in Ward 9 ▪ No recreational facilities ▪ No programmes for the old aged, youth or women ▪ No banking facilities ▪ No tourism development ▪ No support to emerging projects ▪ No visible policing ▪ No media ▪ No community hall in Lovemore ▪ Parents and sector departments, i.e. Social Development are ignorant to social problems – many teenage pregnancies and early school drop-outs ▪ Lack of funding for higher education ▪ Sector departments (Labour, SASSA & Social Development are absent in community) ▪ Spaza shops run by foreigners ▪ Too many dark areas

EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ Township tours tourism ▪ With the natural resources available in the ward there are opportunities for an Aloe processing and Mohair factory or an abattoir ▪ Local Economic Development initiatives for example recycling, brick-making, a tombstone factory, mall, bakery and needlework projects or petrol station and panel beater ▪ Community Work Programme can be used to clean the area (e.g. cemetery) ▪ Feasible environment for emerging farmers ▪ Rectification and development of existing vandalised houses for safe-houses ▪ FET college and ECDC training centre ▪ Skills development for artisans, e.g. welding, electricians, boilermakers, etc. ▪ Renewable energy (wind farms and solar) ▪ Road infrastructure development will contribute to development of area ▪ Multi-purpose indoor centre, with amenities like a swimming pool, gym indoor sport stadium with pavilion ▪ Support to upcoming businesses (training and mentorship) ▪ Satellite clinic ▪ CCTV security cameras to reduce crime rate 	<ul style="list-style-type: none"> ▪ The ward is rich in aloe, but the product is being sold and processed ▪ Community is not supportive ▪ Political affiliations divide community ▪ Mortuary costs are high, cemeteries are full and many cannot afford funerals ▪ Financial constraints to obtain higher education ▪ Lack of land for industrial developments and emerging farmers ▪ Uranium mining and fracking ▪ High cost of pre-paid electricity ▪ HIV/Aids ▪ Droughts ▪ Environmental impact of smoke from the dumping site ▪ No clothing stores, not enough banks and too many liquor stores ▪ Shortage of land for development of small farmers and businesses ▪ No public transport and railway station is not functioning

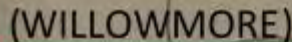
ANALYSIS OF SOME CRITICAL ISSUES



WARD 9

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. POVERTY AND UNEMPLOYMENT	<ul style="list-style-type: none"> Too little or no job opportunities No opportunities for training Illiteracy Single parent households and too many people per household along with low or no income Unfair dismissals No respect and discipline at schools Famine 	<ul style="list-style-type: none"> Prostitution Community lives beneath breadline Disease outbreaks like TB and sexually transmitted diseases Early school drop-outs Teenage pregnancies and drug abuse along with foetal alcohol syndrome babies Human trafficking Child abuse and neglect Burglaries Negative effects on economic development of town
2. HIGH CRIME RATE	<ul style="list-style-type: none"> Easy access to alcohol Drug abuse, especially 'tik' leads to conflict in households and murders and rapes Too many dark areas Riots, boycotts and unrest Unemployment 	<ul style="list-style-type: none"> Domestic violence, robberies, murder and arson Fear in community in general and declining of morale for example people are too afraid to leave their homes at night to attend sermons
3. ALCOHOL AND DRUG ABUSE	<ul style="list-style-type: none"> Poverty, abuse, unemployment and no parental guidance and love People are ill informed about the effects of drug abuse Illiteracy and no sense of responsibility 	<ul style="list-style-type: none"> Leads to crime (murders and rape), early school drop-outs and teenage pregnancies resulting in forced foster care
4. EARLY SCHOOL DROPOUTS	<ul style="list-style-type: none"> Teenage pregnancies Drug abuse Peer pressure No interaction between Dept Social Development and SAPS 	<ul style="list-style-type: none"> Children have children Crime and violence No respect for parents and elders

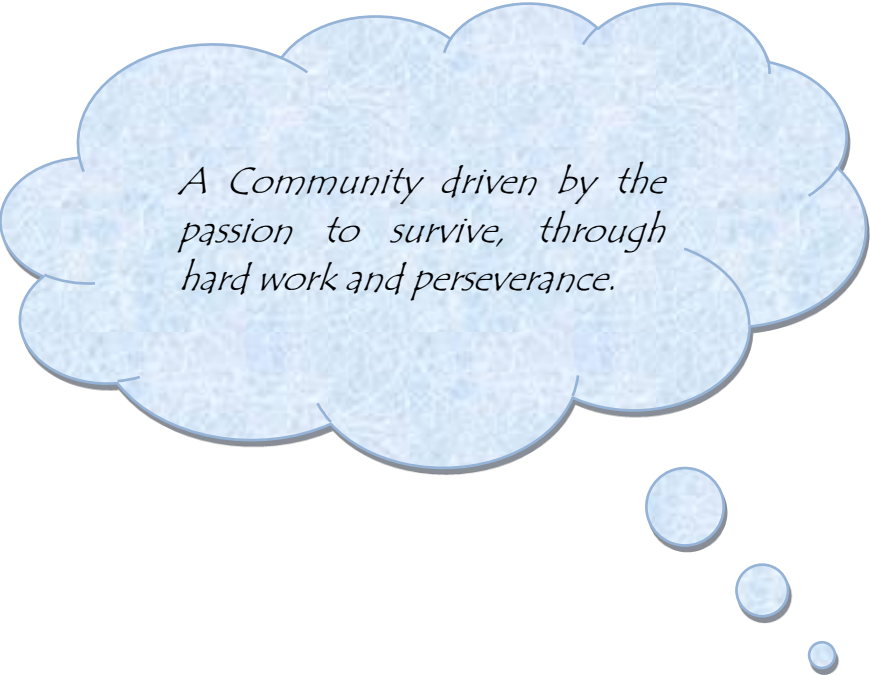
WARD 9



WARD 10

Ward Analysis & Priorities

VISION STATEMENT




A Community driven by the passion to survive, through hard work and perseverance.

MISSION STATEMENT

Through...

- Opportunities created for ongoing projects and programmes, towards the upliftment of the Community,
- Skills programmes that will uplift the Youth,
- Empowerment of Women, the Disabled and neglected individuals,
- The revival of pride and dignity in the Ward,
- Children that will become citizens that can add value to South Africa.

DEVELOPMENT PRIORITIES FOR WARD 10

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Provincial Road R338 (to be tarred)		• • • • •	Dept Roads & Public Works	2
ATM/Mobile Bank (to be positioned close to Police Station)		• • • • •	Private Sector	2 & 6
Water Purification Plant		• • • • •	Dr Beyers Naudé Local Municipality	2
Railway Line (revitalization)		• • • • •	Transnet	2
Streets & Stormwater (paving & upgrading of all internal streets)		• • • • •	Dr Beyers Naudé Local Municipality	2
RDP Housing (rectifications)		• • • • •	Dept of Human Settlements	2
Post Office (permanent or mobile unit required)		• • • • •	SA Post Office / Dept. Public Works	2 & 6
Day Care Centre (to be constructed on site identified)		• • • • •	Depts Social Development / Education	2, 5 & 6
High School (to be upgraded with signage, library, IT equipment & sports facilities)		• • • • •	Depts of Education / Public Works	2 & 5
Septic Tank/s (upgrading)		• • • • •	Dr Beyers Naudé Local Municipality	2
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Creating & Marketing of Tourist Attractions - Klipplaat Brickmaking Project - Multi-purpose Centre with Library - Aluminium & Steel manufacturing Projects - Hospital with 24-hour service 	★	<ul style="list-style-type: none"> - To be investigated / conceptualized by LED Unit of Dr Beyers Naudé - Depts of Health / Public Works 	2, 3 & 6
NB	<ul style="list-style-type: none"> ➡ Exploitation of farm workers remains a problem. ➡ High levels of unemployment in the Ward is a concern. ➡ Overcrowding and understaffing of Clinic is a major concern. ➡ Poor communication by Municipality & Sector Departments. People are not kept informed. ➡ Lack of skills development and proper sport & recreation facilities for the Youth are serious concerns. ➡ Social problems (e.g. low literacy, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. 			

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL FACTORS		<ul style="list-style-type: none"> ▪ Youthful population (work force) that is educated (many have matric - 30% are youth matriculants) and talented (writing, singing, sport). There are also registered youth projects available. More than 50% of population is youth ▪ Many capable women with their own businesses e.g. sewing and catering as well as homemakers with budgeting and multi-tasking skills. Most people in town are women ▪ Old age centre ▪ Government provides grants (social grants) ▪ There is unity among the community with strong religious and cultural structures ▪ There are facilities and amenities available like sport fields, library and post office ▪ It is a safe environment with good infrastructure, health programmes and community projects ▪ There is land available for future development ▪ Ward 10 has skilled people with knowledge, capability and experience 	<ul style="list-style-type: none"> ▪ Sports field available but not maintained ▪ Lack of skills development in town and high levels of unemployment financial constraints (leads to financial abuse from loan sharks) ▪ Social problems like drug and alcohol abuse, teenage pregnancies and unsupervised and therefore neglected kids, school dropouts and high crime rates. Other problems include woman and substance abuse, misuse of social grants, gangsterism ▪ Vandalised playgrounds/ park ▪ Poor youth participation and collapsed youth projects - Lack of interest and skills ▪ Older women do not share their skills with the younger generation and don't involve them in projects ▪ Gender inequality ▪ They are not informed about the resources ▪ Lack of education: Shortage of educators, discipline, parent participation and the resources ▪ Lack of health facilities and resources. No hospitals, doctors and shortage of medicine ▪ Very poor condition of roads and buildings. ▪ Overall water system needs renewal ▪ No skills development: Lack of management, monitoring, training opportunities. Facilities is not learner friendly, nor updated ▪ Lack of or under-utilisation of resources/land – no building facilities, manpower and people don't make use of day care and PCC is using the land but they don't offer jobs to the community therefore no benefit to the community ▪ No support to sport codes and no place to practice ▪ Everything is politicised

	OPPORTUNITIES	THREATS
EXTERNAL FACTORS	<ul style="list-style-type: none"> ▪ Land and funding made available for youth projects - NYAA Assistance ▪ Training, skills development and education as well as roadshows to encourage interest in community projects (especially women) and to attract youth and build their confidence so as to ensure a brighter future and discourage wrongdoing – encourage community participation ▪ Resources – Departments that can assist them e.g. social development ▪ Investors ▪ Sustainable projects to create job opportunities and contribute to economy of the community, alleviate poverty and lift morale ▪ Funding / bursaries for education and opening of educational facilities e.g. UNISA etc. ▪ Attract investment ▪ Banking facilities (Very important) ▪ Personal development through engagement in sport ▪ Awareness campaigns and social support for health & life-style and prevention of unplanned pregnancies ▪ Creating a crime-free community within a safe environment – build safe-houses ▪ Community projects like food gardens ▪ Use unused spaces for sport facilities, old aged home, youth centre or guesthouse 	<ul style="list-style-type: none"> ▪ Due to the lack of skills, training projects collapse. Poor monitoring of projects and funding from departments ▪ Corruption ▪ Investors not wanting to invest in Klipplaat (condition of access road result in accidents) ▪ No awareness campaigns ▪ Drug trafficking ▪ No recreational facilities ▪ Seasonal workers/ farm workers – no sustainable income ▪ Inequalities ▪ Lack of facilities (Banks, training centres) ▪ No safe homes (abused) ▪ Lack of communication – uninformed ▪ Many killed women ▪ Social Problems, for example poverty, crime (loss of lives, rape and assault) and dependency on social grants, substance abuse, lack of skills, school drop-out rate, illiteracy no financial management skills and vandalism ▪ Lack of service delivery ▪ Infighting, politics leads to non-participation ▪ Under-utilised land used for dumping sites and available facilities like day-care cannot be afforded

ANALYSIS OF SOME CRITICAL ISSUES



WARD 10

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. UNEMPLOYMENT	<ul style="list-style-type: none"> ▪ Lack of education ▪ Lack of skills ▪ Drop of economy 	<ul style="list-style-type: none"> ▪ Crime ▪ Drug and alcohol abuse ▪ Teenage pregnancy ▪ Prostitution ▪ Women and child abuse ▪ School drop-out
2. OVER CROWDED CLINICS	<ul style="list-style-type: none"> ▪ Only one clinic in the community ▪ Short staffed (2 nurses instead of 3) ▪ People who are fetching chronic medication 	<ul style="list-style-type: none"> ▪ Nurses have to work longer hours ▪ Service delivery dissatisfaction
3. SINGLE AMBULANCE FOR THE COMMUNITY	<ul style="list-style-type: none"> ▪ 1 ambulance ▪ Slow response from paramedics ▪ Ill equipped ambulances 	<ul style="list-style-type: none"> ▪ Loss of lives ▪ Costing the state as people sue due to loss of life
4. COLLAPSE OF YOUTH PROJECTS	<ul style="list-style-type: none"> ▪ Lack of skills and education ▪ Poor monitoring and support 	<ul style="list-style-type: none"> ▪ Unemployment rate increases ▪ Affects the economy
5. UNFINISHED INFRASTRUCTURE PROJECTS E.G. HOUSES, PAVING, PARK	<ul style="list-style-type: none"> ▪ Funding ▪ Money goes missing 	<ul style="list-style-type: none"> ▪ Vandalism ▪ Rape in vandalised houses ▪ Drug use
6. THEFT	<ul style="list-style-type: none"> ▪ Unemployment ▪ Drug and alcohol abuse ▪ Hunger ▪ Greediness ▪ Social problems 	<ul style="list-style-type: none"> ▪ Farmers and community bump heads ▪ Parents end up in jail
7. NO AGRICULTURAL RELATED EDUCATION	<ul style="list-style-type: none"> ▪ No funding to acquire land ▪ No funding 	<ul style="list-style-type: none"> ▪ ?
8. NO MONITORING OF EMERGING FARMERS	<ul style="list-style-type: none"> ▪ Duplication of Unions ▪ Commercial unions causing misunderstanding 	<ul style="list-style-type: none"> ▪ No production ▪ Loss of money ▪ Loss of resources

9. FARMERS DO NOT SUPPORT COMMUNITIES	<ul style="list-style-type: none"> ▪ Selfishness 	<ul style="list-style-type: none"> ▪ Loss of workers
10. UNEMPLOYMENT	<ul style="list-style-type: none"> ▪ No work opportunities 	<ul style="list-style-type: none"> ▪ Poverty
11. DRUG ABUSE	<ul style="list-style-type: none"> ▪ Readily available drugs 	<ul style="list-style-type: none"> ▪ Higher crime rate
12. SCHOOL DROP-OUTS	<ul style="list-style-type: none"> ▪ Need of technical schools 	<ul style="list-style-type: none"> ▪ High unemployment rate
13. LACK OF SKILLS	<ul style="list-style-type: none"> ▪ School drop-outs 	<ul style="list-style-type: none"> ▪ Poverty ▪ High rate of teenage pregnancies ▪ HIV/AIDS
14. NO SOCIAL LIFE	<ul style="list-style-type: none"> ▪ Alcohol and drug abuse 	<ul style="list-style-type: none"> ▪ Abuse ▪ High crime rate
15. REPORTING VICTIMS OF CRIME	<ul style="list-style-type: none"> ▪ Lack of confidentiality 	<ul style="list-style-type: none"> ▪ Drug and alcohol abuse
16. GENDER INEQUALITY	<ul style="list-style-type: none"> ▪ Poor communication 	<ul style="list-style-type: none"> ▪ Domestic violence
17. EDUCATION CURRICULUM	<ul style="list-style-type: none"> ▪ Language 	<ul style="list-style-type: none"> ▪ Lower pass rate ▪ High drop-out rate
18. EDUCATORS ARE OUTSOURCED	<ul style="list-style-type: none"> ▪ No local educators 	<ul style="list-style-type: none"> ▪ Not having extra classes/ holiday classes
19. FUNDING	<ul style="list-style-type: none"> ▪ Ineffectiveness of the SGB ▪ Lack of training of the SGB 	<ul style="list-style-type: none"> ▪ No extra mural activities
20. POLITICIZING	<ul style="list-style-type: none"> ▪ Greediness 	<ul style="list-style-type: none"> ▪ Certain people prosper ▪ Nepotism and corruption ▪ Tearing communities apart
21. TEENAGE PREGNANCY	<ul style="list-style-type: none"> ▪ Ignorance of information ▪ Peer pressure 	<ul style="list-style-type: none"> ▪ HIV/AIDS, STI's ▪ Malnourished and neglected kids
22. PROJECTS	<ul style="list-style-type: none"> ▪ Departments involved do not provide jobs ▪ Do not provide the full service e.g. training, skills and development 	<ul style="list-style-type: none"> ▪ Collapsed projects ▪ Waste of money
23. RELIGION – LACK OF YOUTH PARTICIPATION	<ul style="list-style-type: none"> ▪ Political involvement in churches 	<ul style="list-style-type: none"> ▪ Youth reject moral foundation laid by parents and teachers
24. UNEMPLOYMENT	<ul style="list-style-type: none"> ▪ Lack of funding, jobs ▪ Lack of projects ▪ Corruption 	<ul style="list-style-type: none"> ▪ Poverty ▪ Lack of skills
25. CHILDREN NOT ATTENDING SCHOOL	<ul style="list-style-type: none"> ▪ Lack of parental control ▪ Parents misuse SASSA grants 	<ul style="list-style-type: none"> ▪ Drop-outs

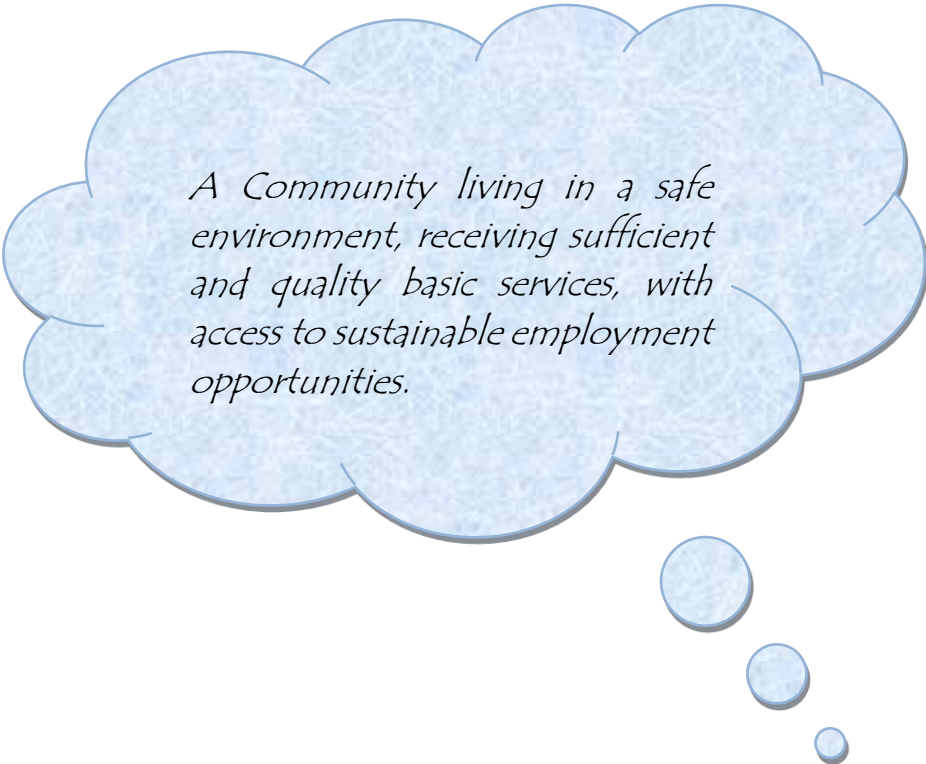
26. INFRASTRUCTURE – ROADS, HALLS, PIPES, WATER SUPPLY PIPES, R338 ROAD TO BE TARRED, HALLS NOT IN GOOD CONDITION AND NEGLECTED, AND PARKS ARE ERECTED AND NEGLECTED	<ul style="list-style-type: none"> ▪ No maintenance plan in place ▪ Contractors use cheap materials ▪ Old water infrastructure ▪ Water purification site erected and neglected ▪ Recreation facilities 	<ul style="list-style-type: none"> ▪ Pot holes – accidents ▪ Houses are vandalized – danger to residents ▪ Leaks – water wasting ▪ This chases away investors and tourists ▪ No practice venue for art groups ▪ Vandalism ▪ Youth community do not have bonding opportunities
27. DRUG AND ALCOHOL ABUSE	<ul style="list-style-type: none"> ▪ Poverty 	<ul style="list-style-type: none"> ▪ Crime and theft
28. NO MEDICAL DOCTOR	<ul style="list-style-type: none"> ▪ Lack of commitment/ supervision/ neglect (?) 	<ul style="list-style-type: none"> ▪ No professional medical help
29. NON-CONFIDENTIALITY DURING HIV TESTING	<ul style="list-style-type: none"> ▪ Non-professionalism 	<ul style="list-style-type: none"> ▪ People do not go for HIV testing



WARD 11

Ward Analysis & Priorities

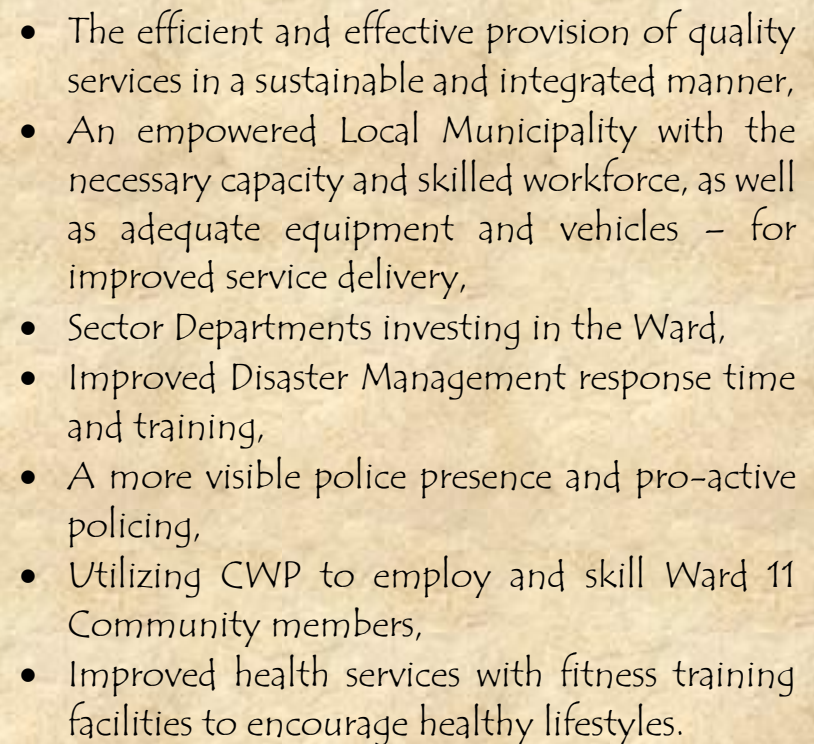
VISION STATEMENT




A Community living in a safe environment, receiving sufficient and quality basic services, with access to sustainable employment opportunities.

MISSION STATEMENT

Through...

- 
- The efficient and effective provision of quality services in a sustainable and integrated manner,
 - An empowered Local Municipality with the necessary capacity and skilled workforce, as well as adequate equipment and vehicles – for improved service delivery,
 - Sector Departments investing in the Ward,
 - Improved Disaster Management response time and training,
 - A more visible police presence and pro-active policing,
 - Utilizing CWP to employ and skill Ward 11 Community members,
 - Improved health services with fitness training facilities to encourage healthy lifestyles.

DEVELOPMENT PRIORITIES FOR WARD 11

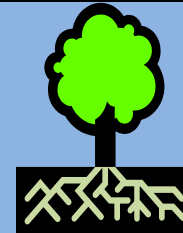
DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
RDP Housing (new development next to Klipplaat Rd to address backlog)		• • • • •	Dept of Human Settlements	2 & 6
Bulk Water Supply (pipeline between Klipfontein & Jansenville, and water quality)		• • • • •	Dr Beyers Naudé Local Municipality	2
Pavements (to be constructed along gravel streets, where indicated on map)		• • • •	Dr Beyers Naudé Local Municipality	2
Hospital / Clinics (to be upgraded and better staffed)		• • •	Depts of Health / Public Works	2
Sports Facility (upgrade Phumlani stadium & indoor sports centre)		• •	Dr Beyers Naudé LM / DSRAC	2 & 5
JDF Training Centre (to be upgraded, renovated)		• •	? (SPU to investigate ownership)	2 & 5
Streets & Stormwater (all internal streets to be surfaced / paved, esp. access roads)		•	Dr Beyers Naudé Local Municipality	2
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Multi-purpose Centre in Main Street - Brick-making Projects. 	★	<ul style="list-style-type: none"> - Dept of Human Settlements - Municipality's LED Unit to investigate and conceptualize 	2, 3, 5 & 6
NB	<ul style="list-style-type: none"> ➡ High levels of unemployment in the Ward is a concern. ➡ Primary Health Care and Medical Services are inadequate. ➡ Insufficient water supply and quality of drinking water is a serious problem. ➡ Lack of skills development and proper sport & recreation facilities for the Youth are serious concerns. ➡ Social problems (e.g. low literacy, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. 			

	HELPFUL	HARMFUL
	STRENGTHS	WEAKNESSES
INTERNAL FACTORS	<ul style="list-style-type: none"> ▪ Close knit, integrated, multilingual and religious community – social cohesion ▪ Most of the time services are available ▪ The school is situated in the community ▪ Low crime rate ▪ Availability of sports fields ▪ Community services ▪ Experienced and strong leadership ▪ Asset Based Community Development (mohair, aloe, game and stock farming, cultivated plants) ▪ Youth: 60% of the population is active youth. There is schooling and tertiary education. Represented in various governing structures/NGO. Strong workforce ▪ Women's church organisations ▪ Education: 3 schools (1 Primary and 2 High schools), ABET, CARIGUDE, NGOs ▪ Agriculture: Experimental farm, agricultural graduates, Government Farms and Commonages, Association Structures, Mohair ▪ Health and Welfare: three Health institutions (one Hospital and two clinics – Structures governing are Hospital board, Clinic and one doctor. All services available at Level 1 ▪ Safety and Security: Police station, Correctional service, Structures (Governing), Government Department – Security guards, Collaboration between Social Development and Correctional Services for juvenile offenders ▪ Religious groupings: More than 14 churches, Minister (Fraternity of churches). Women and youth are involved ▪ People with disabilities: Little Lamb (NGO) Educational System. Income (Social grants) ▪ LED: Contractors, SMMES, Commercial businesses, LED offices, Accommodation establishment, LTO, CWP, EPWP, Factories, Hawkers and street vendors. Beauty salons 	<ul style="list-style-type: none"> ▪ No development after schooling ▪ Quality and quantity of water is poor. Boreholes are private ▪ Lack of accommodation (Businesses and residential) ▪ Land surveying ▪ Lack of leadership ▪ Poor governance in all government institutions. Political interference - Nepotism ▪ Unemployment – no sustainable jobs ▪ Quality and quantity of water ▪ Lack of infrastructure ▪ Lack of funding ▪ Mismanagement ▪ Social challenges (Drug and alcohol abuse e.g. Gangs) ▪ Lack of technology ▪ Poor education and health (lack of staff and resources) ▪ Sport, recreation, Arts and Culture <p>No programs to showcase Arts and Culture Mohair Summit, Festival which no longer active No access to proper sport facilities because they are privately owned</p> <ul style="list-style-type: none"> ▪ Infrastructure <ul style="list-style-type: none"> - Poor roads and presence of gravel roads - Poor and aging water infrastructure - Poor solid waste management - Poor dumping site - Poor school and sports facilities - Poor community halls (shortages) - Graveyard (poor fencing) - Poor housing ▪ Youth <ul style="list-style-type: none"> - High illiteracy rate - High unemployment - Substance abuse leading to teenage pregnancies

		<ul style="list-style-type: none"> - Lack of educational and development programmes - Lack of recreation facilities - Child head households ▪ Women - Generational gap - Health and substance abuse - Unemployed - Domestic abuse (women) - Women are predominantly single ▪ Education - Curriculum – not aligned to science and maths but rather humanities subjects - Lack of teachers - High levels of dropouts - Infrastructure (toilets not functional, broken windows etc.) ▪ Agriculture - Not developing school learners - Local graduates in the field but not employed ▪ Health and Welfare - Slow approach - 1 Doctor - Limited service delivery - Response time (EMS) ▪ Safety and Security - Level of integrity (Police are friends with drug dealers) - Response time - Child abuse and rape cases ▪ Religious groupings - Lack of infrastructure ▪ People with disabilities - Non-recognisable structure due to registration - Local Economic Development - Non-compliance with registration boards e.g. CIDB - Lack of experience - GPU – No delegation locally - Safety measures around food (?) - Lack of hawker stalls
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		<ul style="list-style-type: none"> - No business sector forum - Intensive capacity building programs - Entrepreneurial support gap
EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> - 2 Health Institutions (1 clinic and 1 large hospital) with increased service delivery - Close down Brug and amalgamate with the hospital - Increase of service and reduce referrals and increase the level of the hospital from Level 1 to Level 2 - Increase accessibility results in increased budgeted resources ▪ Infrastructure <ul style="list-style-type: none"> - Aging water infrastructure - Upgrading of old infrastructure – employment, transfer of skills - Improved water supply ▪ Youth/ unemployment <ul style="list-style-type: none"> - Internship and leadership programs - Build factories - NYDA satellite office - Decentralisation of the government departments ▪ Agriculture <ul style="list-style-type: none"> - Energy farmers and commercial farmers should come together and work together - Convert Experimental farm into skills development College - Business sector forum - Develop the poorly budgeted public sector institutions ▪ Sports, recreation, Arts and Culture <ul style="list-style-type: none"> - Support/ subsidise the gym to be developed so it is accessible to everyone - Youth Centre/ Indoor centre – health support, educational support counselling and testing centre etc. - Women/ GoGo Forum – to breach the gap of history between the older generation and younger generation 	<ul style="list-style-type: none"> ▪ Drug and alcohol abuse ▪ Weak economy ▪ Lack of social sites e.g. Park ▪ Quality of water is poor ▪ Leadership is lacking ▪ Weather (drought) ▪ Natural disasters ▪ Service delivery e.g. bad streets ▪ Phumlani dam ▪ Structural fire brigade ▪ Poor street lights ▪ Crime

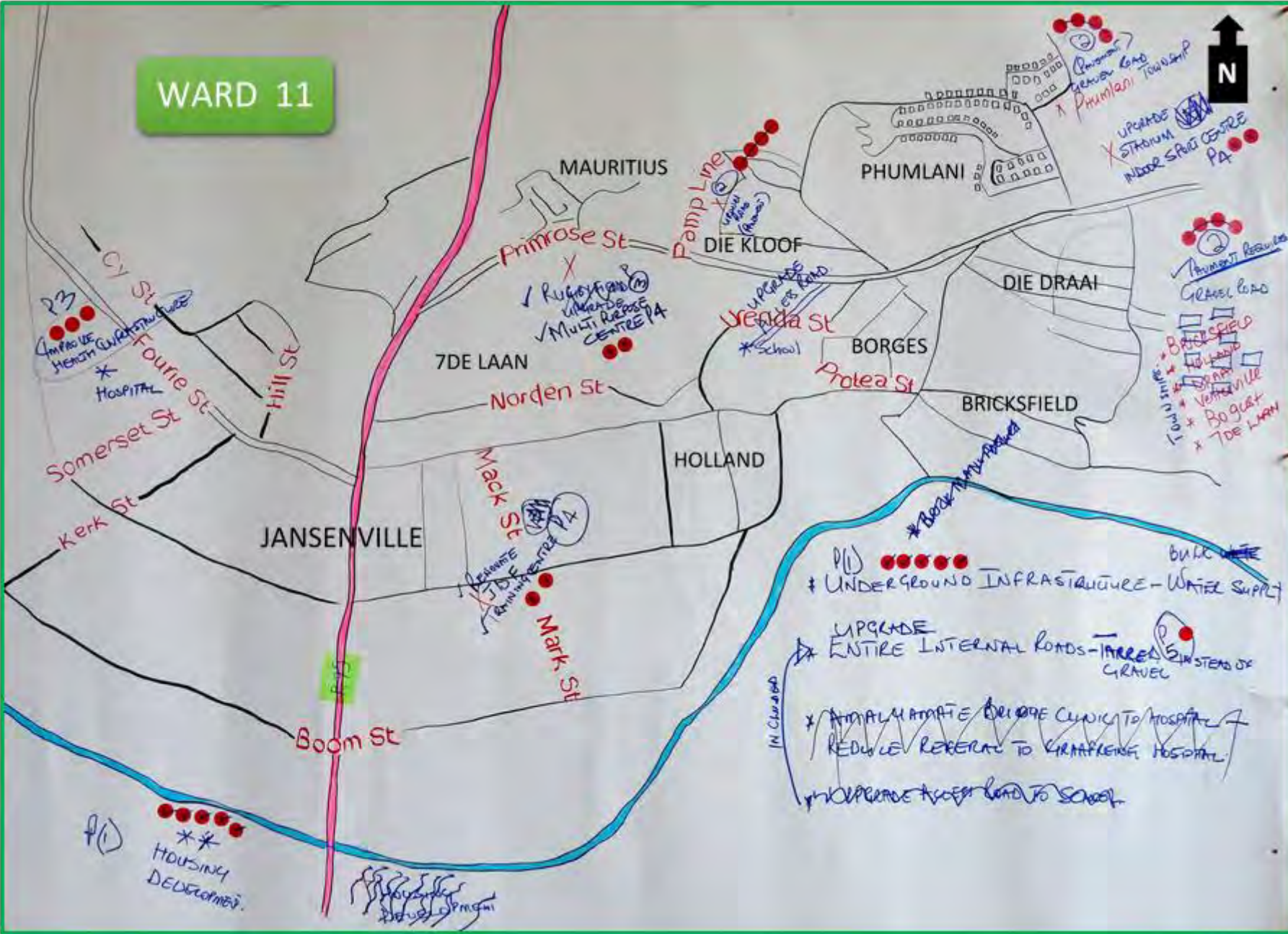
ANALYSIS OF SOME CRITICAL ISSUES



WARD 11

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. LACK OF LEADERSHIP	<ul style="list-style-type: none"> ▪ Role function 	<ul style="list-style-type: none"> ▪ Low service delivery
2. NO SUSTAINABLE JOBS	<ul style="list-style-type: none"> ▪ Low economic growth 	<ul style="list-style-type: none"> ▪ Crime, drug and alcohol abuse
3. POOR QUALITY AND QUALITY OF WATER	<ul style="list-style-type: none"> ▪ Lack of bulk water infrastructure 	<ul style="list-style-type: none"> ▪ Businesses will close down
4. LACK OF ACCOMMODATION	<ul style="list-style-type: none"> ▪ Space available – unavailable (?) 	<ul style="list-style-type: none"> ▪ Lack of services
5. POLITICAL INTERFERENCE	<ul style="list-style-type: none"> ▪ Labour issues 	<ul style="list-style-type: none"> ▪ Incompetent appointment ▪ Poor service delivery ▪ Public protest ▪ Poor recruitment practiced
6. GRANTS – SKOPPERS AND LOAN SHARKS	<ul style="list-style-type: none"> ▪ Dependency 	<ul style="list-style-type: none"> ▪ Teenage pregnancy
7. INFRASTRUCTURE	<ul style="list-style-type: none"> ▪ Aging infrastructure ▪ Poor rainfall and poor water management ▪ Incumbent not qualified 	<ul style="list-style-type: none"> ▪ Increase poor disease profile e.g. diarrhoea, intentional diseases ▪ Poor health status
8. HOUSES	<ul style="list-style-type: none"> ▪ Project 350 is not finished yet ▪ Internal council decisions ▪ Bulk infrastructure 	<ul style="list-style-type: none"> ▪ Health and safety risk ▪ Over grouping
9. YOUTH - UNEMPLOYMENT	<ul style="list-style-type: none"> ▪ No formal education, no job opportunities ▪ No subject choices align to business ▪ No teachers teaching maths and science and this disadvantages the youth 	<ul style="list-style-type: none"> ▪ Teenage pregnancies ▪ Crime, poverty and drug abuse ▪ Unmotivated youth
10. HEALTH - SILO APPROACH	<ul style="list-style-type: none"> ▪ 3 health institutions functioning independently 	<ul style="list-style-type: none"> ▪ Limited service delivery at each institution ▪ Limited budget
11. INFRASTRUCTURE	<ul style="list-style-type: none"> ▪ Aging infrastructure ▪ Poor rainfall ▪ Poor water management ▪ Incumbent not qualified 	<ul style="list-style-type: none"> ▪ Increase poor disease profile e.g. diarrhoea, intentional diseases ▪ Poor health status


WARD 11



WARD 12

Ward Analysis & Priorities

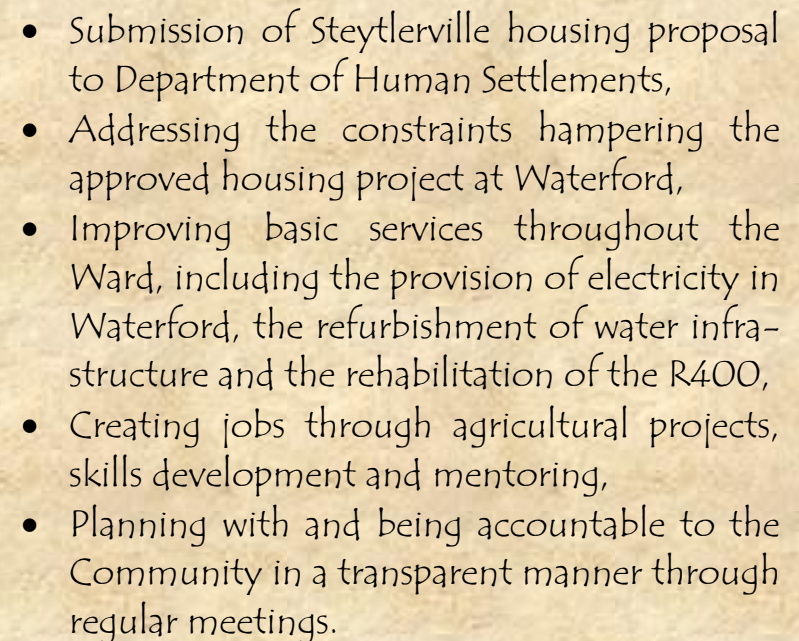
VISION STATEMENT




A safe environment where service delivery is guaranteed and economic development is enhanced through Community participation.

MISSION STATEMENT

Through...

- 
- Submission of Steytlerville housing proposal to Department of Human Settlements,
 - Addressing the constraints hampering the approved housing project at Waterford,
 - Improving basic services throughout the Ward, including the provision of electricity in Waterford, the refurbishment of water infrastructure and the rehabilitation of the R400,
 - Creating jobs through agricultural projects, skills development and mentoring,
 - Planning with and being accountable to the Community in a transparent manner through regular meetings.

DEVELOPMENT PRIORITIES FOR WARD 12

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
RDP Housing (next to Daleview & Bosman Streets)		● ● ● ● ●	Dept of Human Settlements	2 & 6
RDP Housing (approved project at Waterford to be implemented)		● ● ● ● ●	Dept of Human Settlements	2 & 6
Electricity (provision at Waterford)		● ● ● ● ●	Eskom or Municipality?	2
School/s (more teachers to be appointed)		● ● ● ●	Dept of Education	5
Streets & Stormwater (resurfacing & maintenance of streets at Wolwefontein)		● ● ●	Transnet or Municipality?	2
Streets & Stormwater (paving of gravel streets, speedhumps & signage at School)		● ●	Dr Beyers Naudé Local Municipality	2
Water Treatment Works (to be rehabilitated at Waterford)		● ●	Dr Beyers Naudé Local Municipality	2
Waste Management (proper landfill site and/or regular refuse removal service required at Steytlerville and Wolwefontein)		●	Dr Beyers Naudé Local Municipality	2 & 6
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Job Creation & Skills Development initiatives (e.g. agriculture tunnels) - Rehabilitation Centre and Programmes 	★	LED & SPU Units of Municipality to investigate and conceptualize	2, 3, 5 & 6
NB	<ul style="list-style-type: none"> ➡ R400 Provincial Road to Waterford requires attention. ➡ High levels of unemployment in the Ward is a concern. ➡ Primary Health Care and Medical Services are inadequate. ➡ Rendering of Basic Services throughout the Ward requires attention. ➡ R329 Provincial Road between Steytlerville and Willowmore requires upgrading. ➡ Social problems (e.g. substance abuse, high crime rate, school drop-outs, etc.) are serious concerns. ➡ Lack of skills development and proper sport & recreation facilities for the Youth, Women and Children are serious concerns. 			

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL FACTORS		<ul style="list-style-type: none"> ▪ Willing work force (Steytlerville) ▪ Youthful population (Steytlerville) ▪ Two sport fields - Youth are interested in sport (Steytlerville) ▪ Vacant facilities (Steytlerville) ▪ Good educational facilities: Two Primary and one High school, two Crèches and transport is available for scholars (Steytlerville) ▪ Availability of other facilities: One Police Station, Baviaans Clinic, Post Office, Police Station and Services, Standard Bank, Internet Café, sufficient churches and active businesses (Steytlerville) ▪ Geographically well situated: Near Graaff-Reinet, Willowmore and PE, close to National Parks (Addo and Baviaanskloof) (Steytlerville) ▪ Constant source of fresh water (Steytlerville) ▪ Indigenous Plants (Spekboom and succulents) (Steytlerville) ▪ Clean town (Steytlerville) ▪ Active Police Reservists (Steytlerville) ▪ Wolwefontein hotel is centrally located and refurbished. It is a Quaint old station town with a Police Station and Services, and Primary School 	<ul style="list-style-type: none"> ▪ Lack of skills development (EPWP & CWP) (Steytlerville) ▪ Outflow of youth seeking work in larger towns and cities (Steytlerville) ▪ Waterford has sport fields but not developed (Steytlerville) ▪ Lack of amenities (e.g. sport facilities) for youth leads to boredom and drugs. Not sufficient motivation to engage youth (Steytlerville) ▪ Education: Insufficient teachers, School dropouts, Scholars turn to drugs, Limited Curriculum choices (Agri subjects needed) (Steytlerville) ▪ Farm school is too far from Waterford and lack of transport to Skilpadfontein. Waterford lack of work opportunities for matriculated students ▪ Municipal services: Insufficient staff and unrepaired vehicles. Service is slow & telephone calls go unanswered Striking of municipal staff – unstable environment & lack of service delivery (Steytlerville) ▪ Lack of trauma unit (abused woman & children) (Steytlerville) ▪ Health services: Clinic is too small, service is inadequate and slow. Three Nurses for whole community. Lack of a permanent doctor (Visitation only 2-4 times a month. Youth studying in medical field leave due to lack of local opportunities. (Steytlerville) ▪ Distance from Steytlerville to Graaff-Reinet (administrative and political seat of DBNLM) – vastness of ward ▪ Recreational facilities for woman and children (Steytlerville) ▪ Not sufficient to cater of the employed needs' (Steytlerville) ▪ Space limitation; insufficient equipment; 85km to Willowmore – too far people die on route ▪ Mobile clinic only visits Wolwefontein once a month ▪ Lack of SAP signage (Wolwefontein) ▪ Require more assistance from Dept. of Social development (Wolwefontein) ▪ Substance abuse (Wolwefontein) ▪ School closure looms if less than 130 pupils (Wolwefontein) ▪ Need assistance to establish a library (Wolwefontein) ▪ No streetlights and or high mast lights (Wolwefontein)

		<ul style="list-style-type: none"> ▪ No dumping site and irregular refuse removal – a skip is required. (Wolwefontein) ▪ Disintegration of Main Street (Wolwefontein)
EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ Higher learning institution (Steytlerville) ▪ Approved Housing project at Waterford ▪ Vacant erf next to the clinic can be utilised (Steytlerville) ▪ Job creation ▪ Constant source of water for agri-production e.g. Vegetable production (Steytlerville) ▪ Solar Energy ▪ Water provision project ▪ Promotion of Tourism gateway (Wolwefontein) ▪ Job opportunities on farms (Wolwefontein) ▪ A shop is planned to provide essential basic needs. (Wolwefontein) 	<ul style="list-style-type: none"> ▪ Drugs are smuggled into Steytlerville ▪ Possible closure of the Farm School - Waterford ▪ Steytlerville families moving to Jansenville due to housing delay ▪ No electricity in Waterford ▪ Demarcated land for housing – no development and ownership unknown (Steytlerville) ▪ Reservists not considered for appointments (Steytlerville) ▪ Day hospital was promised but never implemented (Steytlerville) ▪ Mobile clinic service for rural area is inadequate ▪ Lack of job opportunities ▪ Dangerous roads due to overgrowth (Kudu) – R329 ▪ Community of Steytlerville not benefitting / developing ▪ Lack of housing (illegal renting and vandalism to Spoornet Houses) (Wolwefontein) ▪ Lack of job opportunities (Wolwefontein) ▪ Transnet shed is full of rubbish – health risk (Wolwefontein) ▪ Transnet no longer provides materials to paint (Spoornet) houses (Wolwefontein)

ANALYSIS OF SOME CRITICAL ISSUES



WARD 12

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. CWP & EPWP – NO SKILL DEVELOPMENT	<ul style="list-style-type: none"> Policy addresses job creation – sweeping streets, picking up letter 	<ul style="list-style-type: none"> Inferior complex and peer pressure
2. LACK OF TEACHERS	<ul style="list-style-type: none"> Govt. do not comply with norms and standards. Promises are not upheld) 	<ul style="list-style-type: none"> Children exam results suffers (University exemption; bursaries) – Bunk & or leave school.
3. INSUFFICIENT POLICE OFFICIALS AND UNREPAIRED VEHICLES	<ul style="list-style-type: none"> Police Commander might not be applying strict authority. 	<ul style="list-style-type: none"> Increased crime and lack of confidence in the SAP
4. CLINIC IS TOO SMALL AND LONG WAITING PERIOD	<ul style="list-style-type: none"> High volume of people being services by one clinic 	<ul style="list-style-type: none"> People get sicker because they avoid going to the clinic due to waiting period. Kids are left alone at home. Due to delays, workers are laid off by employers.
5. WATERFORD HOUSING PROJECT	<ul style="list-style-type: none"> Lack of bulk infrastructure 	<ul style="list-style-type: none"> Residents leave. Live in backyard shacks in JV – outflow of scholars might lead to closedown of school due to lack of 130 children
6. LACK OF JOB OPPORTUNITIES	<ul style="list-style-type: none"> Slow economic growth and lack of entrepreneurial spirit; 	<ul style="list-style-type: none"> Poverty and crime.
7. HIGH RATE OF CRIME	<ul style="list-style-type: none"> Poverty, substance abuse and many dark areas (due to lack of streetlights) at night. 	<ul style="list-style-type: none"> Traumatized community members and increase in crimes ranging from rape, burglary theft and murder.
8. CONNECTIVITY ROUTES	<ul style="list-style-type: none"> Single cement road route between SV and WM 	<ul style="list-style-type: none"> Loss of income. Tour busses take an alternative rout
9. UNPREDICTABLE MUNICIPAL SERVICE DELIVERY	<ul style="list-style-type: none"> Problems do not get resolved timeously 	<ul style="list-style-type: none"> Tourist detour to avoid disruption and income is lost as a result
10. DISTANCE BETWEEN THE ADMINISTRATIVE AND POLITICAL SEAT IN GR AND SV	<ul style="list-style-type: none"> Decision making is disjointed and effectiveness is compromised 	<ul style="list-style-type: none"> The affected community in Ward 12 are unhappy and unsatisfied.
11. RECREATIONAL FACILITIES	<ul style="list-style-type: none"> There is a lack of sufficient recreational facilities for the youth 	<ul style="list-style-type: none"> Causes youth to become despondent and leads to negative behavioural problems
12. DRUGS AND LOAN SHARKS	<ul style="list-style-type: none"> Relief grants do not reach the targeted groups 	<ul style="list-style-type: none"> Perpetuates poverty

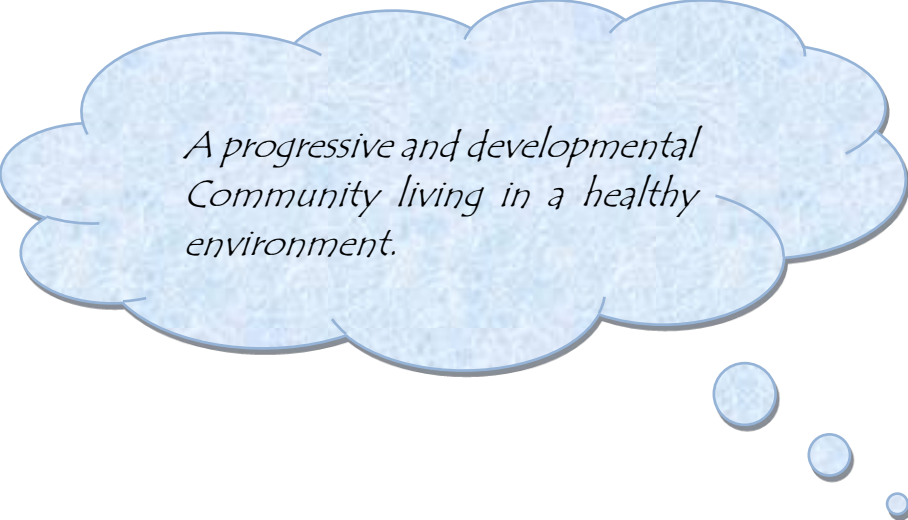
13. LACK OF DIGNIFIED JOB OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Slow economic growth and lack of investment 	<ul style="list-style-type: none"> ▪ Children go hungry
14. FAILURE OF FUNDED AGRICULTURAL PROJECTS.	<ul style="list-style-type: none"> ▪ Lack of monitoring and support 	<ul style="list-style-type: none"> ▪ Perception than applicants are not committed
15. LACK OF YOUTH DISCIPLINE & FAMILY VALUES	<ul style="list-style-type: none"> ▪ Failure of family values; drug and alcohol abuse and unlicensed and easy access to taverns 	<ul style="list-style-type: none"> ▪ Miss appropriation of social grant and cycle of abuse
16. LACK OF RELIGIOUS VALUES	<ul style="list-style-type: none"> ▪ Alcohol abuse. Social Services and church organisation don't work together 	<ul style="list-style-type: none"> ▪ Uncoordinated social support
17. INABILITY OF CLINIC TO SERVE THE COMMUNITY	<ul style="list-style-type: none"> ▪ There are too many people that need health services, making the assistance problematic 	<ul style="list-style-type: none"> ▪ Visitation are avoided due to waiting time and people don't get the assistance they need as a result
18. ERASMUSKLOOF WATER PROVISION	<ul style="list-style-type: none"> ▪ Will provide water but did and does not provide job opportunities 	<ul style="list-style-type: none"> ▪ Outsiders benefits which leads to job creations in JV, /employment and hardship.
19. PROVISION OF POLICE SERVICES	<ul style="list-style-type: none"> ▪ Ineffectiveness of Police Forum and lack of monthly meetings 	<ul style="list-style-type: none"> ▪ Lack of vehicles
20. MOBILE CLINIC ONCE A MONTH (WOLWEFONTEIN)	<ul style="list-style-type: none"> ▪ Decreasing Population 	<ul style="list-style-type: none"> ▪ Community do not receive the necessary medical attention, as and when needed.
21. REQUIRE MORE ASSISTANCE FROM DEPT. OF SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ Breakdown in family values, increase in domestic violence and cycle of despair
22. SUBSTANCE ABUSE	<ul style="list-style-type: none"> ▪ Poverty and sense of helplessness 	<ul style="list-style-type: none"> ▪ Neglect of children and domestic violence.
23. SCHOOL CLOSURE LOOMS IF LESS THAN 130 PUPILS	<ul style="list-style-type: none"> ▪ Dept. of Education policy. 	<ul style="list-style-type: none"> ▪ Generation of uneducated kids as the community cannot afford to send their young children to schools in Steytlerville of Jansenville
24. NEED ASSISTANCE TO ESTABLISH A LIBRARY	<ul style="list-style-type: none"> ▪ Library service not provided by DSRAC 	<ul style="list-style-type: none"> ▪ Illiterate children. Lack of research resources.
25. NO STREETLIGHTS AND OR HIGH MAST LIGHTS	<ul style="list-style-type: none"> ▪ ?? 	<ul style="list-style-type: none"> ▪ Safety is compromised
26. NO DUMPING SITE AND IRREGULAR REFUSE REMOVAL – A SKIP IS REQUIRED.	<ul style="list-style-type: none"> ▪ Ikwezi LM lacked the resources to provide this service 	<ul style="list-style-type: none"> ▪ Safety hazard, especially in the Spoornet Shed.
27. DISINTEGRATION OF MAIN STREET	<ul style="list-style-type: none"> ▪ Lack of maintenance. 	<ul style="list-style-type: none"> ▪ Discourages investment



WARD 13

Ward Analysis & Priorities

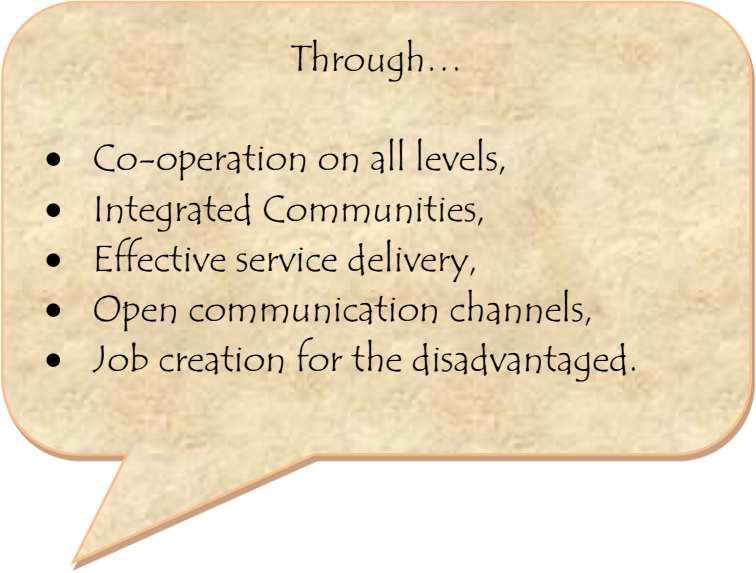
VISION STATEMENT




*A progressive and developmental
Community living in a healthy
environment.*

MISSION STATEMENT

Through...

- 
- Co-operation on all levels,
 - Integrated Communities,
 - Effective service delivery,
 - Open communication channels,
 - Job creation for the disadvantaged.

DEVELOPMENT PRIORITIES FOR WARD 13

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
Streets & Stormwater (new, fix, maintain, pave or tar all gravel streets, new signage)		• • • • •	Dr Beyers Naudé Local Municipality	2
RDP Housing (housing backlog must be addressed urgently) & rectification		• • • •	Dept of Human Settlements	2 & 6
High-mast lights & flood lights in dark areas		• • •	Dr Beyers Naudé Local Municipality	2
Upgrading of Vuyolwethu hall (Steytlerville)		• •	Dr Beyers Naudé Local Municipality	2
Recreational facilities		•	Dr Beyers Naudé LM / DSRAC	2, 5 & 6
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - Biogas renewable project - Mohair Factory 	★	<ul style="list-style-type: none"> - Eskom - DEDEAT 	2, 3 & 6
NB	<ul style="list-style-type: none"> ➡ Cemeteries in Steytlerville need expansion. ➡ There is an urgent need for the cement road to be upgraded (R329). ➡ Electricity, sanitation and water are urgent needs in Miller & Fullarton, but these settlements are on private land (Transnet & Farmers respectively). There is a communal land issue that requires attention. 			

		HELPFUL	HARMFUL
		STRENGTHS	WEAKNESSES
INTERNAL FACTORS		<ul style="list-style-type: none"> ▪ Steytlerville community is family-orientated dominated by culture and religion ▪ Well-established community based organisations in Steytlerville, e.g. SGBs, CFP & community development forum ▪ Natural resources like river (sand for concrete) and boreholes in Steytlerville ▪ Commonage areas are managed and fully optimised in Steytlerville ▪ Centres and programmes to look after the old aged in Steytlerville ▪ Willowmore has a cooperative community that wants to enhance development ▪ SMMEs and structures in place in Willowmore ▪ Youth centre in Willowmore provides support to SMMEs and youth ▪ Strong leadership in communities ▪ Good communication among community members (Willowmore) 	<ul style="list-style-type: none"> ▪ No sanitation services or electricity in Fullarton ▪ Unemployment, crime & substance abuse ▪ Lack of health services in Fullarton ▪ Water is carted to Fullarton ▪ No housing in Fullarton ▪ No public transport from Fullarton ▪ No businesses in Miller ▪ Lack of recreational facilities in Steytlerville & Willowmore (mall, swimming pool) ▪ Early school dropouts and illiteracy ▪ Lack of skills and knowledge ▪ Teenage pregnancies ▪ Vastness of ward ▪ Rectification of houses (Willowmore & Steytlerville) ▪ No programmes to look after the old aged in Willowmore ▪ Dumping site in Willowmore – refuse is burnt and smoke invade all areas in ward 13 ▪ No reservoir in Ward 13, Willowmore ▪ School curriculum is not realistic – should focus on artisan training (Willowmore) ▪ Not enough commonage ground in Willowmore ▪ Municipal communication is very poor ▪ Lack of integrated planning ▪ Poor ambulance services ▪ Telecommunication (Telkom – no pay-phones, no new connections) ▪ Lack of resources in primary school (Steytlerville)

EXTERNAL FACTORS	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> ▪ Upgrading of cement road (R329) ▪ Upgrading of streets and storm water drainage (Willowmore & Steytlerville) ▪ Development of crèche and parks (Willowmore) ▪ Development of a mall with gas station, shops, sport complex with gym & swimming pool in Willowmore ▪ Maintenance of boreholes and new reservoir in Willowmore ▪ Neighbourhood watch in Willowmore ▪ Agricultural learnership and mentorships ▪ Processing of mohair, leather tannery ▪ Water tanks to all households in Willowmore ▪ Implementation of Working for Water project in Willowmore ▪ Stock-farming potential ▪ Small emerging businesses like food gardens, catering groups, cooperatives and contractors ▪ Open field in Willowmore can be utilised for recreational facilities ▪ Solar power in Willowmore and Fullarton ▪ Government subsidised land for small farmers in Fullarton ▪ Crèche in Fullarton 	<ul style="list-style-type: none"> ▪ Theft & vandalism ▪ Labour unrest results in poor service delivery (Willowmore) ▪ Lack of land ▪ Sustainable water supply in Willowmore ▪ Uranium mining and fracking in the Karoo ▪ Political instability ▪ Not enough agricultural transformation ▪ 'Old school' traditions and disciplines are lost ▪ Land claims in town area (Willowmore) ▪ Steytlerville is divided into two wards ▪ Vastness of ward ▪ Social grant dependency ▪ Drought, veld fires, heat waves, floods and storms ▪ Poor service delivery from all government and sector departments

ANALYSIS OF SOME CRITICAL ISSUES



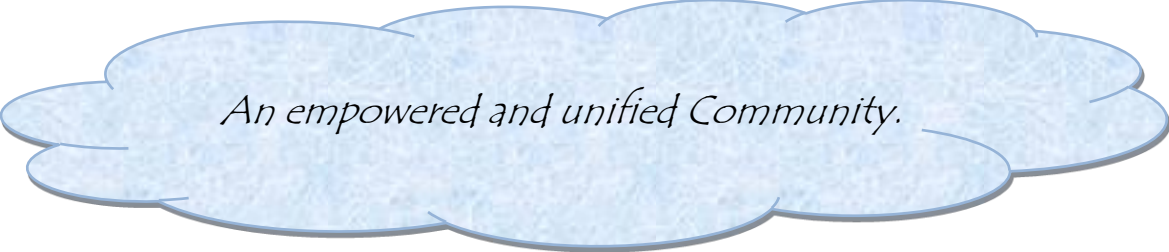
WARD 13

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. LACK OF HOUSING & RECTIFICATION PROBLEMS IN WILLOWMORE	<ul style="list-style-type: none"> No functioning steering committee (councillors and beneficiaries) Lack of skills of contractors Poor workmanship Not enough land 	<ul style="list-style-type: none"> No one accepts responsibility Poor housing No houses
2. SMOKE FROM DUMPING SITE IN WILLOWMORE	<ul style="list-style-type: none"> The dumping site is too close to the township Environmental Impact studies were not done No waste management plan and system in place 	<ul style="list-style-type: none"> Health risks
3. UNEMPLOYMENT	<ul style="list-style-type: none"> Lack of skills Uneducated communities 	<ul style="list-style-type: none"> Crime Teenage pregnancies Youth move away to cities in search of job opportunities Little investment potential
4. NO HEALTH SERVICES IN FULLARTON AND MILLER	<ul style="list-style-type: none"> Poor condition of roads Shortage of personnel in health departments Poor planning of mobile clinic schedule No allocated space for patient consultations 	<ul style="list-style-type: none"> Sickness and deaths
5. LACK OF RECREATIONAL FACILITIES IN STEYTLERVILLE	<ul style="list-style-type: none"> Poor town planning Racial based development 	<ul style="list-style-type: none"> Backwardness of disadvantaged areas Dependant on Ward 12 (town area) for facilities
6. TEENAGE PREGNANCIES	<ul style="list-style-type: none"> Lack of prenatal guidance Peer pressure Abuse 	<ul style="list-style-type: none"> School dropouts Substance abuse Grant dependency

WARD 14

Ward Analysis & Priorities

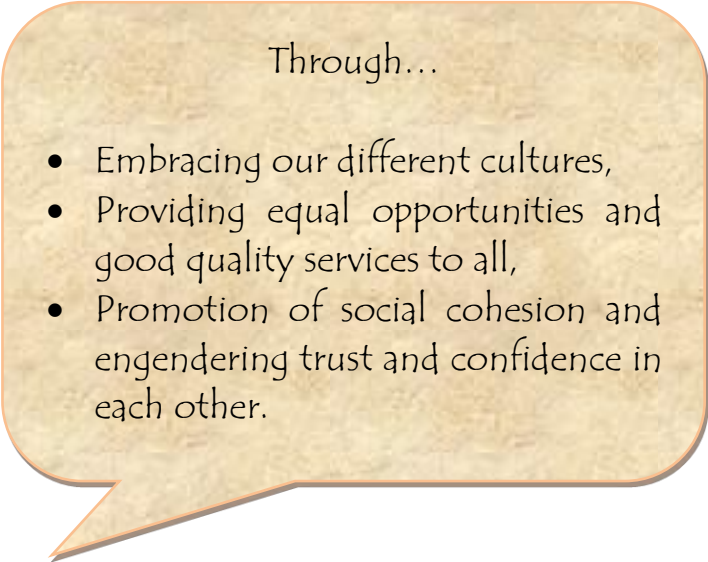
VISION STATEMENT




An empowered and unified Community.

MISSION STATEMENT

Through...

- 
- Embracing our different cultures,
 - Providing equal opportunities and good quality services to all,
 - Promotion of social cohesion and engendering trust and confidence in each other.

DEVELOPMENT PRIORITIES FOR WARD 14

DESCRIPTION OF ISSUE / TYPE OF DEVELOPMENT		RATING	RESPONSIBLE AGENT	KPA
RDP Housing (housing delivery must be expedited to address critical need)		• • • • •	Dept of Human Settlements	2 & 6
Streets (surfacing/paving of gravel streets with priority to those indicated on map)		• • • • •	Dr Beyers Naudé Local Municipality	2
Stormwater (address areas prone to flooding as indicated on map)		• • • •	Dr Beyers Naudé Local Municipality	2
Speedhumps (to be constructed in areas as indicated on map)		• • • •	Dr Beyers Naudé Local Municipality	2
Waste Management (additional skips where indicated and refuse bins to all H/H)		• • •	Dr Beyers Naudé Local Municipality	2
Mobile Police Station (to be re-instated in area as indicated on map)		• • •	SAPS	2
Streetlights (highmast light to be installed where indicated on map)		• •	Dr Beyers Naudé Local Municipality	2
Mobile Library (service is an urgent need in the Ward)		• •	DSRAC / Provincial Library Services	2 & 5
Municipal Accounts (monthly service accounts to be delivered timeously)		•	Dr Beyers Naudé Local Municipality	4 & 5
	PROPOSED NEW DEVELOPMENTS : <ul style="list-style-type: none"> - 24-hour Online Electricity Vending Facility - Youth Centre 	★	Municipality's Electrical Services Dept and SPU Unit to investigate and conceptualize	2, 5 & 6
NB	<ul style="list-style-type: none"> ➡ High levels of unemployment in the Ward is a concern. ➡ Illegal dumping & littering, vandalism and general state of Ward is a concern. ➡ Signage is required for Day Care & TB Hospitals; street names and road traffic signs in general require attention. ➡ Social problems (e.g. poverty, substance abuse, high crime rate, school drop-outs, teenage pregnancies, etc.) are serious concerns. ➡ Inadequate Ambulance & Police services; lack of skills development and proper recreation facilities for the Youth are serious concerns. 			

		HELPFUL	HARMFUL
INTERNAL FACTORS	STRENGTHS	<ul style="list-style-type: none"> ▪ Enough schools (pre-primary, primary & secondary). ▪ Health & Medical Care Facilities (Day Hospital, TB & HIV Hospital). ▪ Childcare Centre. ▪ Enough churches to cater for religious needs. ▪ Caring Christian community with capacity to support where needed. ▪ All households have access to basic services. 	<ul style="list-style-type: none"> ▪ No Community Hall, library, resource centre, sports field, Youth Centre, playparks or other recreational facilities. Shortage of land for churches. ▪ Critical substance abuse, child neglect & abuse and domestic violence. ▪ Misuse of social grants, especially child support grants. ▪ Abuse of children's rights, high prevalence of teenage pregnancies. ▪ High unemployment amongst the Youth. ▪ Day Hospital is short-staffed; staff are rude and disrespectful towards patients and keep them waiting for longer than is necessary. ▪ Unsurfaced streets causing dust and health-related problems. Streets in poor condition; require fixing, speed humps and regular maintenance. ▪ Elderly are mistreated and abused (pensions are taken away from them). No facilities for the aged (e.g. old age home). ▪ No opportunities for SMME development; female small business owners are being discriminated against. Favouritism/nepotism in recruitment. ▪ Shortage of firefighters and traffic control / law enforcement officers. ▪ Shortage of electricity vending points. They are also unsafe. ▪ Ineffective Waste Management : illegal dumping & littering; area is dirty and more refuse bins are required. ▪ RDP housing backlog, outside toilets (rectifications); poor service delivery by Government departments (policing, ambulance). ▪ Ageing infrastructure, stormwater, leaking pipes, lack of traffic signs.
	EXTERNAL FACTORS	OPPORTUNITIES	THREATS
		<ul style="list-style-type: none"> ▪ Support to be provided for new companies / SMMEs to be registered. ▪ Open field in Breë Street can be utilized as a soccer field. ▪ Appoint and train more firefighters. ▪ CWP workers must be used to their full potential and benefit of the community. ▪ Youth Centre and shopping centre can be built on open ground. ▪ Potential for commercial activities : ATM, petrol filling station, Solar power, etc. Empty buildings can be utilized. ▪ 15 RDP houses are standing empty; to be allocated to beneficiaries. 	<ul style="list-style-type: none"> ▪ Labour unrest : strikes that impact negatively on service delivery. ▪ Services being suspended due to non-payment of accounts; not all indigent households are being subsidised; free units must be increased. ▪ High unemployment can lead to unfavourable situations (e.g. criminal activities). ▪ Insufficient attention being paid to early childhood development, which can negatively affect the child's progress. ▪ Influx of drug dealers; poor land-use control (shebeens & taverns). ▪ Poor economy preventing growth and development in the Ward.

ANALYSIS OF SOME CRITICAL ISSUES



WARD 14

PROBLEM (SYMPTOM)	ROOTCAUSE	EFFECT
1. CHILD NEGLECT AND ABUSE	<ul style="list-style-type: none"> Substance abuse. Unemployment; no source of income. Broken relationship between parents and related social problems in the family. 	<ul style="list-style-type: none"> Poor communication between parents and children. No development in the child of ability to advance. Low or complete lack of self-esteem. No confidence; physical and psychological problems.
2. DOMESTIC VIOLENCE	<ul style="list-style-type: none"> Unemployment. Medical (psychological) problem; uncontrolled jealousy. Unable to deal with work-related or other stress. Growing up in similar environment, where violence is seen as the norm. Substance abuse. 	<ul style="list-style-type: none"> Wilful ignorance of the situation and damage caused. Broken relationships; lack of respect and trust. Physical disfiguration and emotional damage. Low self-esteem (abused person is made to feel worthless).
3. POOR POLICE SERVICE	<ul style="list-style-type: none"> Slow processing of complaints and cases. Lack of transport; never available when called out. Unprofessional behaviour towards community members and couldn't care less attitude. Lazy demeanour. 	<ul style="list-style-type: none"> High occurrence of violent crimes, resulting in deaths. Increase in other crimes, such as burglary & theft. Something really serious has to happen before SAPS react. Miscommunication as a result of language barrier.
4. POOR AMBULANCE SERVICE	<ul style="list-style-type: none"> No work pride; only a job, not a calling or career. More interested in salary at end of month, than lives of people. 	<ul style="list-style-type: none"> Women give birth to babies at home due to ambulance not arriving. People die and children suffer.
5. SUBSTANCE ABUSE	<ul style="list-style-type: none"> Low moral values; low self-esteem; depression. Idleness, unemployment and poverty. Peer pressure; no example being set by parents. Lack of law enforcement; poor policing of the problem. Work stress and other pressures leading to the problem. 	<ul style="list-style-type: none"> Stealing household possessions to fund addiction. Serious health problems; organ damage. Personality changes; restlessness and paranoia. No respect for self or others; will even go as far as assaulting, abusing and raping own family members. Pregnant women put the lives of their unborn babies at risk, e.g. FAS. Some do it deliberately to access grants.

1. INFRASTRUCTURE DEVELOPMENT	ELEMENT (as referenced in Situation Analysis)	QTY	2. COMMUNITY DEVELOPMENT	ELEMENT (as referenced in Situation Analysis)	QTY
	Services	87		Youth, Women and other SPU issues	113
	Water	72		Community Facilities	75
	Waste (management, littering, dumping)	58		Health	70
	Streets	48		Sport	60
	Housing	46		Recreation	29
	Infrastructure	42		Parks	29
	Environment (bio-diversity, natural resources)	27		Traffic (public safety)	23
	Roads	26		Fire & Disasters	16
	Stormwater	21		Speed & speeding (public safety)	14
	Electricity	16		Law enforcement (public health, safety & security)	10
	... and other issues such as planning, land release, land use, signage, diversion of heavy traffic, etc.	-		... many social issues, such as high crime levels, poverty, substance abuse, domestic violence, etc.	-
	INDICATOR	443		INDICATOR	439
3. INSTITUTIONAL DEVELOPMENT	Municipality (CBP responsibility indicator)	80	4. LOCAL ECONOMIC DEVELOPMENT	Skills & Training	75
	Outstanding Organogram, placements, Job Descr.	28		Jobs / Job Creation	66
	Lack of capacity in some departments; vacancies	24		Employment	66
	Poor safeguarding of assets & fleet management	20		Business (SMMEs, commerce & industry)	30
	Small revenue base, spatial spread & division	20		Economy / Economic	27
	Ageing infrastructure; poor maintenance of assets	17		Unemployment	19
	Poor planning & co-ordination of merger	13		... and other issues such as mentoring, land for economic development, financial & tech. support	-
	Limited revenue collection (poor credit control)	13		INDICATOR	283
	Poor law enforcement, application of by-laws	13	5. BACK TO BASICS	ACTIVITIES NOT COVERED IN THE OTHER FOUR DEVELOPMENT PRIORITIES	
	Water scarcity and quality	12			
	Shortage of office space & tools of trade	12		<i>Putting people first : Batho Pele & Public Participation</i>	
	Dissatisfied workforce, union dominance	12		Good Governance	
	Poor management of Commonage Land	11		Sound Financial Management	
	Non-compliance issues	11		... above will involve mainly systems, procedures, policies, by-laws and professional conduct by Municipal employees.	
	Ill-disciplined and disrespectful staff (work ethics)	10			
	... and a number of other issues reflecting shortcomings within the Institution (scoring less than 10)	-			
	INDICATOR	296			

