

GREAT KEI MUNICIPALITY

2013/14

DRAFT ANNUAL
REPORT

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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD



It ought to be said that our duty as enshrined in the Constitution of South Africa is to develop communities and ensure service delivery in a sustainable manner. Our thinking and efforts are guided by the vision and mission that was crafted and it keeps inspiring us to deliver these services in a sustainable manner. It must be known that we developed the Integrated Development Plan 2013/2017 and the Medium Term Revenue and Expenditure Framework 2013/2016 so as to change the lives of our people for the better.

Through the Services Delivery and Budget Implementation Plan of 2013/2014 this will provide a synopsis of the work that has been done, every good thing done is accompanied by its own challenges.

In as far as governance is concerned; the political structure in the form of both the section 79 committees has been put in place to conduct their business along with management structures that were set to implement council decisions. With regards to public participation the Office of the Mayor/Speaker has been at the forefront to ensure that our communities are consulted and are part of decision making processes within the Municipality. Great Kei has built pre-schools and community halls furthermore have constructed roads in all wards as funded by Municipal Infrastructure Grant. Public meetings on the IDP and Budget have been held during the period in question that culminated adoption and implementation of the SDBIP 2013/2014.

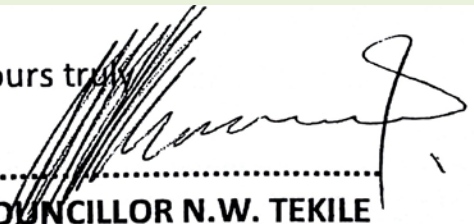
There are some improvements that have been done with regards to roads, electricity, parks and recreation also job creation, the Municipality is still battling with housing. We fully understand that

we must improve the well-being of our people for the better so that we can pride ourselves to having delivered in the better life for all.

The financial resources of the Municipality are not adequate to respond to all the needs that have been raised by the people during IDP road shows. Above all as the leadership we ought to go beyond and transcend the ordinary resources we get from the National Fiscus and develop strategies around resources mobilization, partnership and develop for other revenue sources.

We are determined as guided by our own vision and mission that we will change the tide against under-development and build a better place where all people irrespective of colour or creed harness the opportunities for their own destiny.

Yours in development local government

Yours truly

.....
COUNCILLOR N.W. TEKILE

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

When looking back over the result of 2012/2013 financial year, the municipality has moved from the disclaimer of Audit opinion.

From the side of the administration, this is not according to our expectations. We are proud as this administration to pronounce that for 2013/2014 Financial year, we have ensured 100% expenditure on municipal infrastructure Grant (MIG) and expanded public works programme (EPWP).

Although we are still battling to generate revenue due to lack of full implementation of our credit control policy, however steps have been taken to ensure that this important aspect is improved.

A commitment has been made both at the administration and political level to get improved audit outcome for 2013/2014 year of audit. This statement is borne out by the fact that the Great Kei Local Municipality has for the past few years not getting improved audit outcomes from the Auditor General.

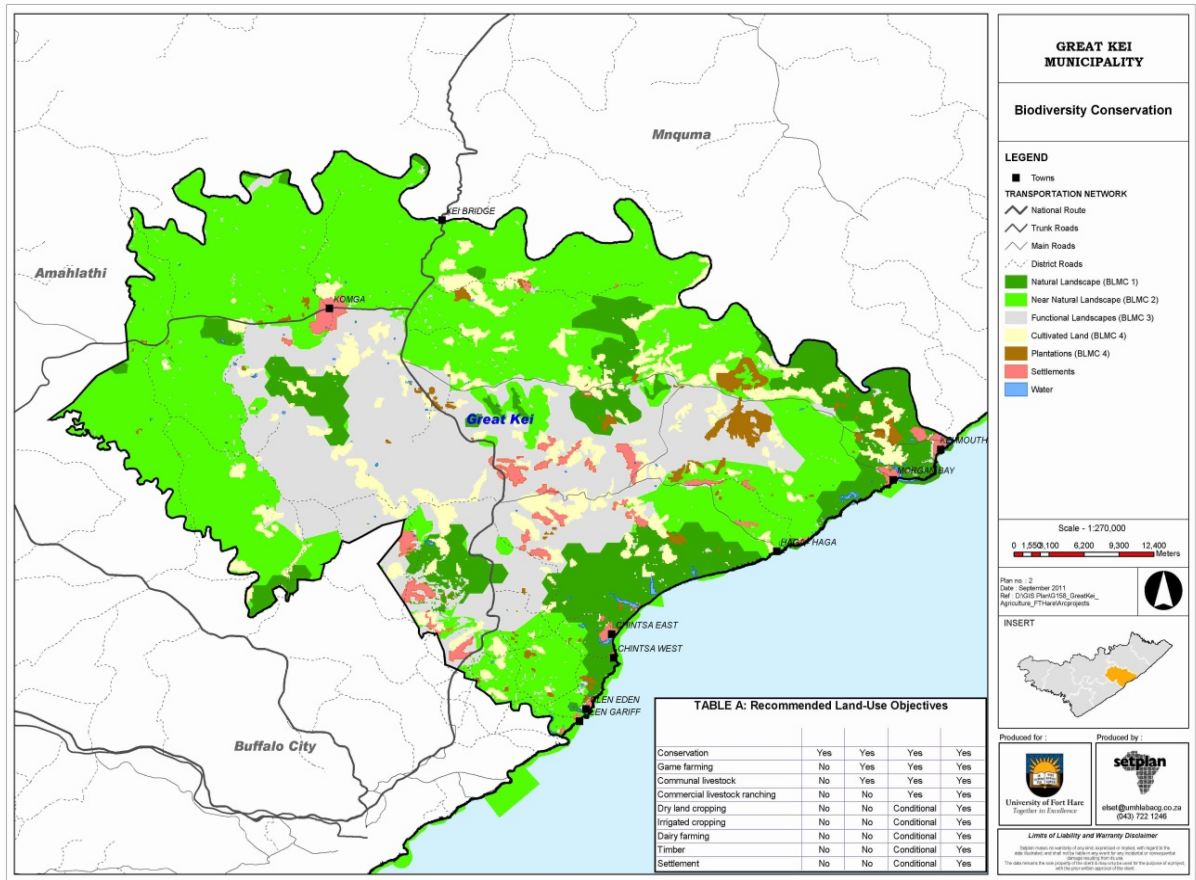
Historical matters continues to be a huge challenge for our municipality, however we are addressing them. Therefore we will have to ensure that our financial resources are carefully managed to enable future generations to enjoy high level of municipal services.

Z. V. Mapukata

Acting Municipal Manager

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

2. The Great Kei Municipality (GKM) is located within the Eastern Cape Province and covers an area of 1 421 square kilometres (km²). The GKM is bounded in the East by the Great Kei River and Mnquma Local Municipality, by the coastline between Kwelera and Kei Mouth in the South East, by the Buffalo City Municipality in the West and the Amahlathi Municipality, which is situated to the North. The Municipality is divided into seven wards, which are the amalgamation of previously different communities and municipal entities, including Komga/siviwe Township, Kei Mouth, Chintsa East, Haga Haga, Mooiplaas and Kwelera. Regional access is obtained through the district via the N2 National Route from East London to Butterworth with a provincial main road N6 connection between Komga and Stutterheim and the connection between Komga and King William's town and Bhisho is via the R63.



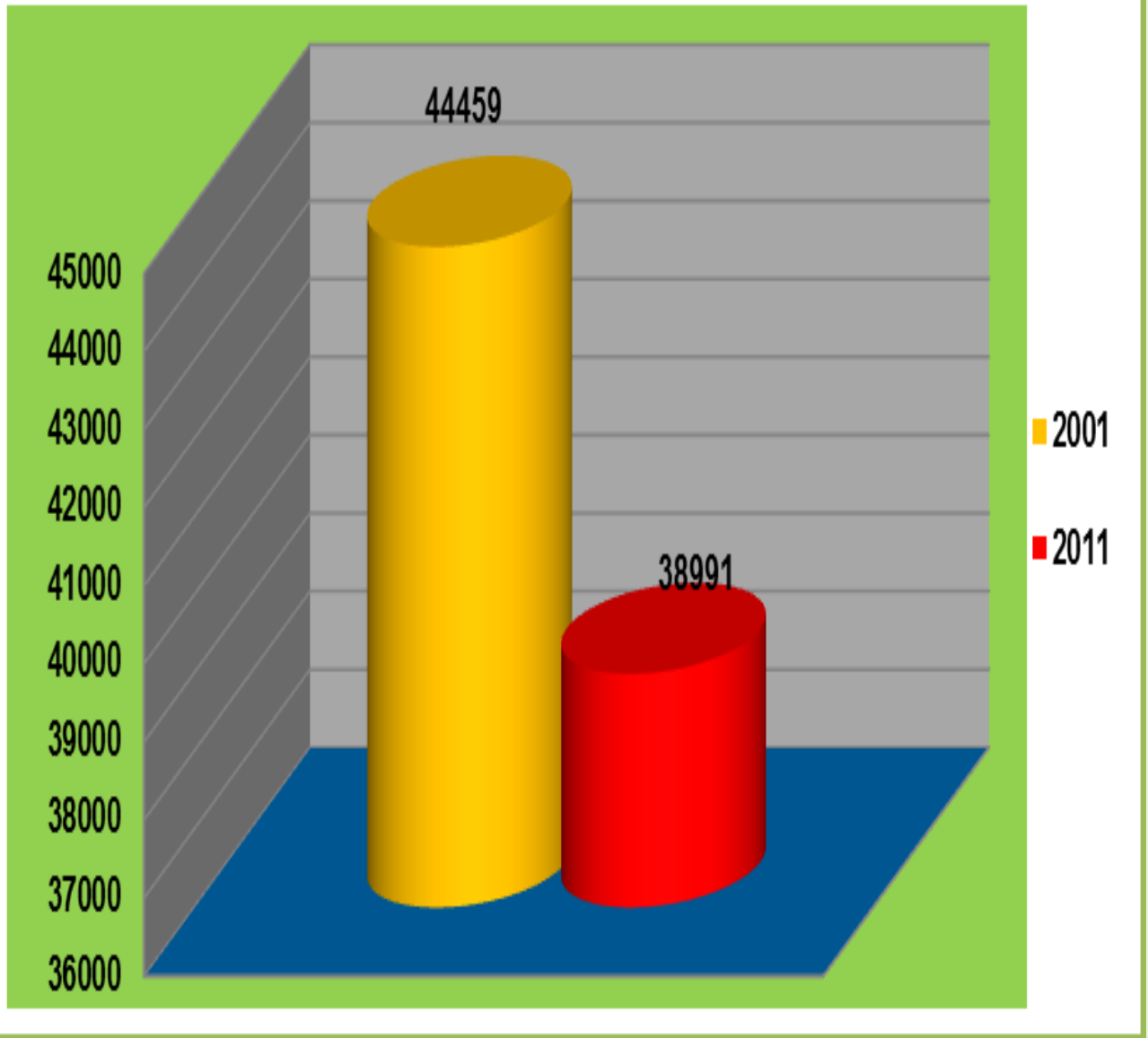
a) DEMOGRAPHICS ANALYSIS

C (1) Population Size

According to the Community Survey of 2011 conducted by Statistics South Africa, the total population of Great Kei Municipality is estimated at 338 991 and some 10 310 households, which is a decline from Census 2001 Statistics that estimated a total population of 444 59 and some 11 365 households. The average household consists of about 3.8 % people.

The Figure 2 below illustrates the decline of population and households in 2001 and 2011:

DEMOGRAPHIC PROFILE



SOURCE: STATISTICS 2011

i. Population by Density

Population		
Density		people/km ²
1	Urban Areas	185.5
2	Great Kei Municipality	28.2

The service centres of Komga and Kei Mouth as well as the coastal settlements of Morgan's Bay, Haga-Haga and Chintsa can be described as urban areas falling within the national definition of "an urban area administered by a local authority or municipality".

The population density within urban areas is estimated at 185 people/km (refer to Table 1 This can be attributed to the diverse economic activity and higher level of social and physical infrastructure services to be found within the centers.

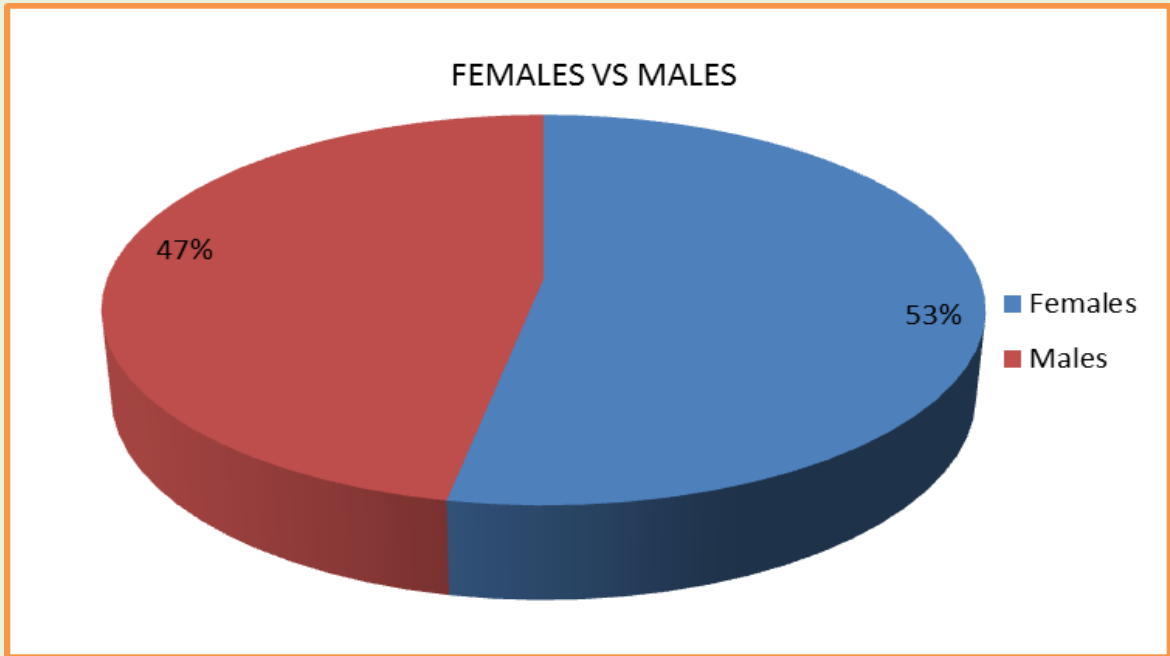
Urban centers within the area display a growth rate of around 1, 5% per annum compared to a negative growth rate of -1, 9% for the entire Great Kei Municipal area. This is believed to be the result of the steady exodus of families from farming areas and adjacent rural settlements, causing a population increase within local urban centers. Recent studies in South Africa have found that resettlement to nearby small towns remains an attractive option to dislocated rural families and individuals (particularly women), as opposed to moving to larger urban environments such as Buffalo City, Port Elizabeth and Cape Town (DBSA 2001).

ii. Gender and Age Distribution

The population is dominated by female of approximately 53%, male compose only about 47 % of the population. About 62.0% of the populations fall between 15-64 years, whilst 9.3 % are in the pension group (over 65 years) and only 28.7 % is less than 15 years.

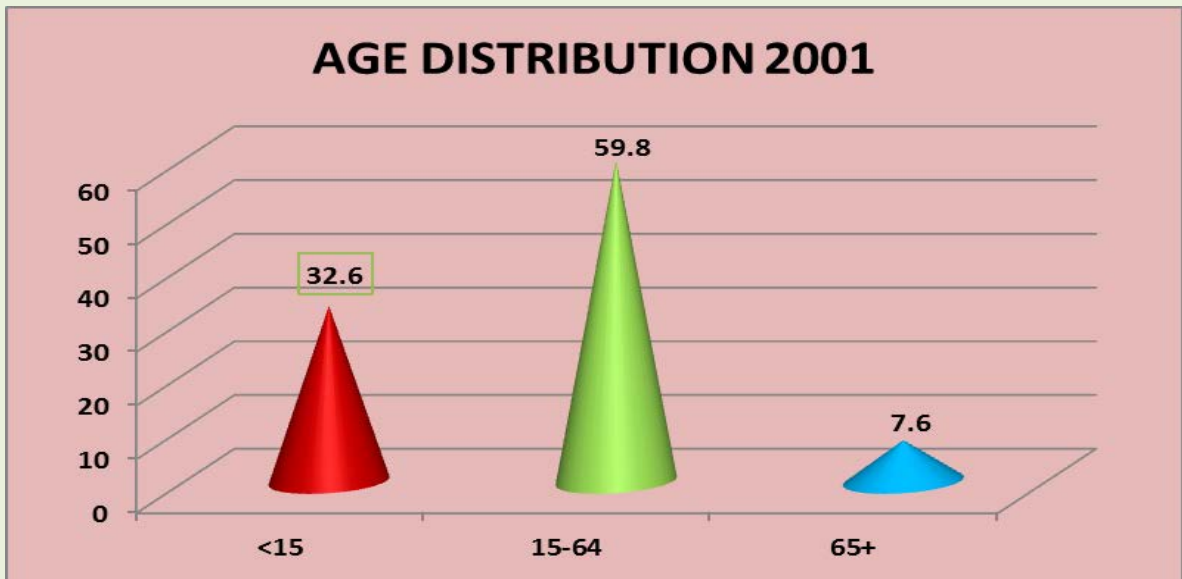
This indicates that there is a high dependency ratio of about 61.3 %. This underpins the need to develop social and youth development programmes and proper infrastructural planning, provision of basic services and job creation.

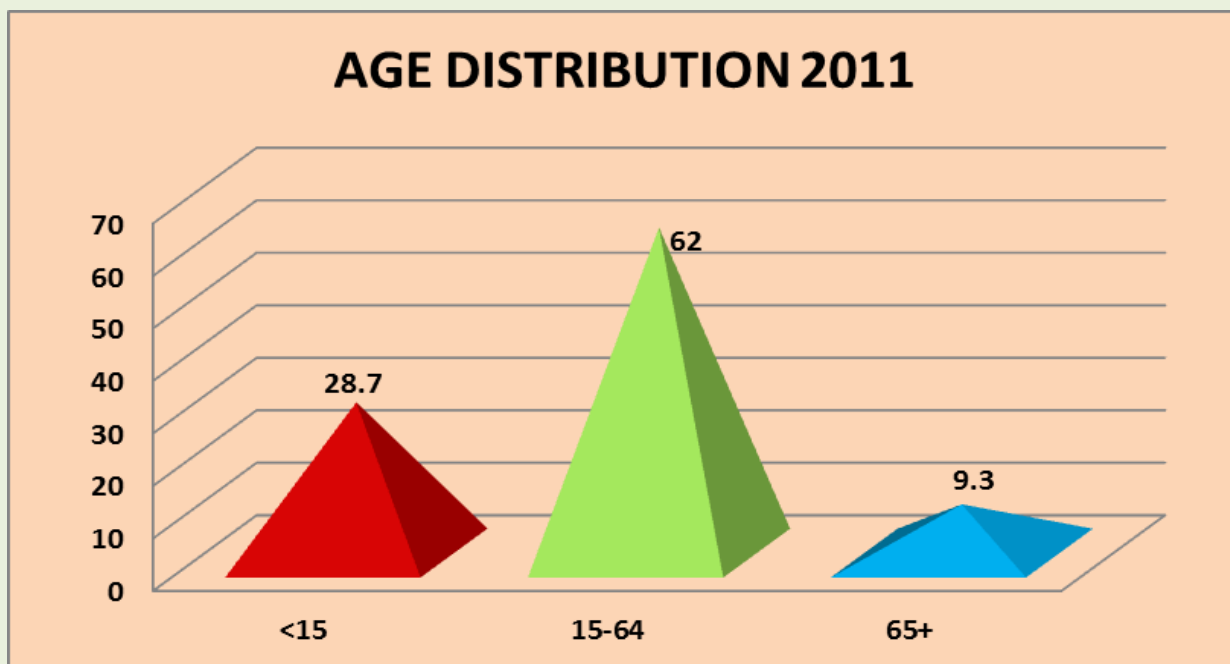
Population by Gender



SOURCE: STATISTICS 2011

AGE DISTRIBUTION





SOURCE: CENSUS 2011

1.4 SOCIO-ECONOMIC INFORMATION

Economic Sector

Economic Sectors	Total %
Agriculture, hunting; forestry and fishing	39.2
Manufacturing	4.4
Construction	5.3
Wholesale and retail trade	11.2
Transport, storage and communication	1,4

Financial, insurance, real estate and business services	3,6
Community, social and personal services	17,9
Other	2,0
Private households	15,0
Total	100

- Agriculture and hunting represents by far the biggest sector and employer in the municipal area.
- Community, social and personal services second highest employer.
- High level of employment in agriculture industry demonstrates vulnerability of the municipal economy, with specific reference to droughts and impacts on the commercial farming industry.

Income (Annual/Household)

No Income	R1 – R9 600	R9 601 – R38 400	> R38 401	Grand Total
1,127	2,324	1,518	508	5,477

- 20% of families have no income.
- 62% of families have no income or an income below R10 000 per annum.
- The economic analysis indicates high levels of dependency on subsidies and possible subsistence farming initiatives.
- Low economic growth and high levels of unemployment increase dependants on state funded projects, with specific reference to housing.

No.	White	Black/African	Coloured	Indian Asian
1	173	1,866	22	0
2	488	1,517	17	3
3	159	1,480	20	0
4	175	1,472	21	0
5	43	1,277	20	0
6	23	940	12	0
7	8	637	3	0
8	0	401	0	0

POLITICAL GOVERNANCE STRUCTURES

Governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Mayor. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councilors are also actively involved in community work and the various social programmes in the municipal area.

Up until May 2011, the Council comprises of only 13 Councilors, there are seven 7 ward councilors and the rest comes from Proportional Representation (PR). There are portfolio head councilors

The party and gender representation in the Council is represented by the table below:

COUNCIL:

Name of councilor	Capacity	Gender	Political Party	Ward/ PR
NGENISILE WELLINGTON TEKILE	SPEAKER/MAYOR	MALE		3
NOLIZO MOLI	CHIEF WHIP	FEMALE		1
LONWABO LENNOX BANGANI	WARD COUNCILOR	MALE		1
MOYISILE MZAMO	WARD COUNCILOR	MALE		2
MLULEKI TEMPLETON MALI	WARD COUNCILOR	MALE		3
NKOSINATHI VEREZAR MEVANA	WARD COUNCILOR	FEMALE		4
NTOMBIZANELE PRINCESS MGEMA	WARD COUNCILOR	FEMALE		5

NOSIPHO NGABAYENA	WARD COUNCILOR	FEMALE		6
LULEKA NDABAMBI GAVUMENTE	WARD COUNCILOR	FEMALE		7
NOMONDE NOLUTHANDO DYANI	PARTY REPRESENTATIVE	FEMALE		3
WELILE NDORO	PARTY REPRESENTATIVE	MALE		4
SHARNE MURIEL JACOBS	PARTY REPRESENTATIVE	FEMALE		6
BEV WOOD	PARTY REPRESENTATIVE	FEMALE		6

Mayor: Cllr N.W.TEKILE (PR)



1.7 ADMINISTRATIVE GOVERNANCE STRUCTURES

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team, whose structure is outlined in the organ gram below.

Name of sec 57 Official	Department	Performance agreement signed (Yes/No)
Viwe Zacharia Mapukata	Municipal Manager's Office	Yes
Thandazwa Sontshaka (Acting CFO)	Finance Department	Yes
Pumza Dumalisile (Acting Director)	Acting Corporate Services	Yes
Van Dalen	Technical Services	Yes
Mzukisi Cekiso (Acting Director)	Strategic Services	Yes
Other Managers who are not Sec 57)		
• Bathini Douglas	Corporate Services	
• Pumza Dumalisile	Corporate Services	
• Mzukisi Cekiso	Strategic Services	
• Suzan Holmes	Technical Services	
• Noxolo Mbokoma	Municipal Manager's Office	
• Zandile Goba	Municipal Manager's Office	
• Mzwamadoda Mapasa	Technical Services	

Other Technical Committees

Name of committee: IDP Steering Committee

Name of representative	Capacity	Terms of reference of committee	Meeting dates
C.M.MBEKELA	MUNICIPAL MANAGER	Process Plan adopted by Council on 28 th August 2014	As per the IDP/PMS and Budget Process Plan for 2014/2015
F.VAN DALEN	DIRECTOR:TECHNICAL		
VACANT	ACTING DIRECTOR : CORPORATE		
T.SONTSHAKA	ACTING CFO		
M.CEKISO	ACTING STRATEGIC SERVICE DIRECTOR		
MAPASA HOLMES	INFRASTRUCTURE MANAGER: PROJECT MANAGER		

Name of Committee: BUDGET STEERING COMMITTEE

Name of representative	Capacity/ entity representing	Terms of reference of committee	Meeting dates
Cllr N.W.TEKILE	Speaker/Mayor	1. Audit Action Plan has been adopted by Council.	N/A
N.MOLI	Chief Whip		
Mr.V. MAPUKATA	Acting Municipal Manager		
Mrs.T.Sontshaka	Acting CFO		
Mr. M. Cekiso	Acting Director Strategic Services		
Ms.P.Dumalisile	Acting Director Corporate Services		
Mr.F.Van Dalen	Technical Infrastructure Director		
Ms.N.Sana	Senior Accountant Budgeting		

1.8.1 PUBLIC ACCOUNTABILITY

Section 16 of the MSA refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- ❖ the preparation, implementation and review of the IDP;
- ❖ establishment, implementation and review of the performance management system;
- ❖ monitoring and review of the performance, including the outcomes and impact of such performance; and
- ❖ the preparation of the municipal budget

1.8.2 Audit committee

DRAFT REPORT OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE FOR THE 2013/2014 YEAR ENDING 30 JUNE 2014.

1. Background

The Great Kei Municipality has an Audit Committee as prescribed by the Municipal Finance Management Act, Chapter 14, Section 166(1), that serves the purpose of being an independent advisory body to the Council, Political Office Bearers, Accounting Officer, Management and Staff, thereby assisting Council in its oversight role. The role, functions and authority of the Audit Committee are prescribed in terms of Section 166(2) of the Act.

Furthermore, the Council must assess the performance of the municipality during the first half of 2013/2014 financial year. The Audit Committee is the governance structure of the municipality to ensure effective audit and risk mechanisms which will enable GKM to refine its processes and systems towards good governance that brings confidence into the municipality and our stakeholders at large. The Council will be able to review great successes in this regard especially in redirecting our processes and procedures towards ensuring trust in our systems and public confidence.

2. Membership of the Audit Committee

The MFMA (S 166(4)(a)) stipulates that the Audit Committee should be constituted by at least three individuals with appropriate experience. The audit committee of Great Kei Municipality consists of three independent members, with experience in the field of Auditing, Local Government and Law. They are:-

1. Mr. G. Bana (Chairperson)
2. Mr. L. Galada
3. Mr. M. Mrasi

Three of the audit committee members have served from the inception of the Audit Committee, during the financial year, Mr Mrasi passed away and the Committee was left with two members. The contract of members expired on the 30 June 2014. The Audit Committee chair advised the council about the death of one the members and to co-opt or appoint another member when tabling mid-year report end of January 2014 as to comply with MFMA. There was also a letter written to the Mayor dated 14 April 2014 by the Audit Committee advising the council to appoint or co-opt another member when no action was taken.

3. Meetings

The Local Government Municipal Finance Management Act, 2003 (Act 56 of 2003), S 166(4)(b), also requires that the Audit Committee meet at least four times a year. During the financial year under review, (number of meetings) meetings were held on the following dates:-

- 19 August 2013
- 15 November 2013
- 19 December 2013
- 20 March 2014

In all the audit committee meetings there was a standing invitation to the following:-

- Office of the Auditor General
- Departmental Heads and Municipal Manager
- Operation Clean Audit
- MPAC Chairperson
- Amathole District Municipality

4. Audit Committee Responsibility

The audit committee advises the municipal council, the political office bearers, the accounting officer and the management of the municipality on matters relating to:

- Internal financial control and internal audits;
- Risk management;
- Accounting policies;
- The adequacy, reliability and accuracy of financial reporting and information;
- Performance management;
- Effective governance;
- Compliance with the Act, the annual Division of Revenue Act and any other applicable Legislation;
- Performance information; and
- Any other issues referred to it by the municipality

The Committee reports that it has, as far as possible, complied with its responsibility arising from its Terms of Reference including the relevant legislative requirements. The main challenge that prohibited the Audit Committee from discharging its responsibility in as far as Performance Management is concerned, was the staff turnover at Senior Municipal Management level.

The resignation submitted in October 2013 for the Strategic Services Director, who was responsible for the preparation of annual, mid-year and quarterly performance reports. There was one official in the IDP/PMS Manager is solely responsible for managing IDP processes and PMS implementation including performance reports. The department is key for ensuring that the municipality has the strategic planning for the preparation of next financial year 2014/2015

5. Internal Audit

Internal Audit reports administratively to the Municipal Manager and functionally to the Audit Committee. The Audit Committee thus provides the mandate for the Internal Audit unit. The Committee has approved the following administrative documents for the unit:

- Internal Audit charter.
- Internal Audit plan 2013/14.
- Three Year Internal Audit Strategic Plan 2013/14 to 2015/16.

During this period the Committee reviewed Audit Committee Charter in line with MFMA Circular No. 66.

This function is performed by in house by Internal Audit Manager which is appointed on a three year contract. The Audit Manager was appointed on the 01 August 2013 The Internal Audit plan for 2013/2014 financial year has more 20 projects which will require staff and financial resources in order to be achieved. During year the following engagement were performed as per approved risk based plans, namely:-

- Q3 and Q4 Performance Information 12/13 financial year
- Q1, Q2 & Q3 Performance Management Audit 13/14 financial year
- 14/15 SDBIP Review
- Review of Annual Financial Statements
- Risk Assessment
- Q1, Q2, Q3 Dashboard – Key Control Assessment
- Supply Chain Management Review
- Revenue Management Review
- Expenditure Management Review
- EPWP Audits
- Staff Appointment Audit
- Information and Communication Technology Review
- Follow-up review on Internal Audit findings
- Ad hoc request from management on BAC and BEC report

The internal audit unit has introduced internal control deficiency tracking document to try to manage challenge of. This document is aimed to assist the municipality in discharging its obligations in relation to weaknesses and breakdowns in internal controls and processes identified by the internal or external auditors.

Consulting engagements the internal audit unit is responsible for:

- Facilitating risk identification, assessment, reporting and follow-ups on the implementations of action plans. This is an on-going activity
- Facilitating the review of Fraud Management Policy and Fraud Prevention Plan, training on the awareness and implementation. This will be conducted in 3rd quarter ending 31st March 2014. The ADM will be assisting the municipality.

The main role of the unit is to provide management with assurance on the effectiveness and adequacy of the internal controls. The Committee received internal audit reports and reviewed them for significant internal control deficiencies. The Committee advised Management and the

Council to take drastic actions to implement corrective measures to rectify control deficiencies identified.

The Audit Committee is pleased with the work implemented by Internal Audit in providing management with assurance on the effectiveness of the internal controls.

Recommendation: In view of the audit findings, it is imperative that management should institute sound internal control systems to strengthen its control environment. Now that the Internal Audit Manager was appointed, one Senior Internal Auditor and two Internal Auditors need to be appointed to enhance effectiveness of Internal Audit and achieve the risk based internal audit plan. Therefore it is proposed that provision be made in the organogram for the post of those three internal auditors. Secondly management is urged to embrace internal audit as a management tool that should be used to enhance the management function and to add value to the municipality. This would include the following aspects:-

- Providing information to the internal audit unit during audits.
- Responding promptly, in writing, to reports issued by the internal audit unit.
- Providing both financial and performance information to the committee when it sits, via internal audit unit.
- Providing regular information on risk management to the committee when it sits.

6. Internal Control

The system of internal control is ineffective as the various reports of the Internal Audit, the Audit report on the annual financial statements and the management letter of the Auditor General have reported certain significant matters of non compliance and control nature. However, nothing significant has come to the attention of the Audit Committee to indicate that any material breakdown in the functioning of internal controls, procedures and systems has occurred during the period under review.

Internal Audit Services should facilitate quarterly key control reviews as agreed with the AGSA and highlight weaknesses and/or deficiencies in internal controls in order to measure extent of control environment in financial, performance and compliance areas.

Internal Audit should conduct the follow-up audits using audit finding tracking document to assess the adequacy of the management action plans and the effective implementation of the systems and controls to mitigate the associated risks and therefore avoid recurrence of audit queries. The internal audit outcomes are reported to management and the Audit Committee.

7. Performance Management System (PMS)

A service provider was appointed to do performance Management System for the municipality. The audit committee raised some concerns on the PMS on issues like:

- Reliability and accuracy of the reported performance results
- Adequacy on the developed key performance indicators and targets
- Compliance with performance regulations and other applicable legislations
- Alignment between IDP and SDBIP
- Inadequacies in PMS Framework / Policy
- Functionality of performance management system in GKM

Recommendation: To measure both the organizational and individual performance against the IDP, quarterly monitoring of the implementation of the IDP/SDBIP going forward is advised. Municipal management is encouraged to take this function seriously because it is also a legislative requirement (Municipal Systems Act, Chapter 6). The Municipal Manager should engage with ADM and make follow-up on the implementation of internal auditors recommendation in order to address control deficiencies noted in PMS. The Committee strongly advised that the PMS Framework should be reviewed and all the internal audit recommendations should be taken into consideration for the improvement in the performance management operations.

To further achieve higher standards in the quality of reported information it will have to be independently verified by the Internal Audit Unit. The council should note that the Auditor-General has previously not issued an opinion on the performance management systems and its related reports, but has indicated that in future this may be the case, Therefore to achieve the “clean report by 2014” that council has committed to, it is critical that a functional Performance Management System be implemented immediately.

8. Risk Management The Municipal Finance Management Act (No. 56 of 2003), S 166(2)(ii) prescribes that the Audit Committee must advise council in matters relating to risk management. The Committee appreciates the establishment of the Risk Management Committee which is also responsible for IT Governance. The Risk Management Policy and Terms of Reference for Risk Management Committee were reviewed during the year. Progress made into the implementation of the risk registers was noted. However focus needs to be placed on:

- The implementation of action plans to mitigate risk and departmental operational risk registers to be developed;
- IT governance framework requirements as the Business Continuity plan and related IT policies.
- Fraud risks and prevention strategies to be reviewed and monitored
- Council and management to be trained to understand risk management benefits

The AC Chairperson was invited to the risk management meeting on 13 March 2014 oversee the process.

Recommendation: The accounting officer is advised to monitor the progress of the implementation of the risk management action plans and progress thereof must be reported to the Audit Committee on quarterly basis. Council is advised to hold municipal management accountable for the risk management function. Regular reporting to Council on risk management (through Audit Committee) should be enforced and monitored. That will also enable the Council to constantly scan the environment in which the municipality operates for any emerging risks and formulate strategies to mitigate those risks timeously.

9. Annual Financial Statements

In compliance with S 166 (b) of the Municipal Finance Management Act (No. 56 of 2003) the Audit Committee, reviewed the financial statements prior its submission to the Auditors General and made comments and amendments to be effected. After review of the annual financial statements, and thereafter proposing amendments, the Annual Financial Statements were recommended for submission to the Auditor General.

The Annual Financial Statement of the municipality was done by an external service provider.

The AC raised concern on the management actions to address previous AG reports and thus requested the municipality to redo the process and progress be reported on AC meetings. This was however, not consistently done.

Recommendation: Council is advised to expedite the process of appointing the CFO and equipping the Finance staff through training.

Council is also advised to hold municipal management accountable for outstanding action plans as the municipality will keep on receiving unfavourable reports from AG.

That BTO with the support of the respective executive management should develop a detailed management action plan to address the issues raised in the reports of the Auditor General and Internal Audit reports. The management action plan should as recommended by the Audit Committee:

- outline the underlying causes for the reported weaknesses in financial controls and financial reporting;
- outline how the BTO function, structure and operations will address the identified underlying causes;
- explain how the BTO will achieve consistently high levels of financial reporting;
- outline the plan to capacitate the group finance function, including the acquisition and retention of the financial reporting skills and experience

10. Other matters

The committee further noted the following general matters:

- **Lack of Sec 56 managers:** The municipality has vacant positions at senior management level and some of the positions have been vacant for a long time. The municipality should speed up the appointment of Sec 56 managers (Top management) as only the Municipal Manager and Director Technical Services are permanently in their positions. The following vacancies on senior management need to be filled:
 - ✓ Director: Strategic Services & LED - vacant as from October 2013
 - ✓ Director: Corporate Services – vacant as from April 2013
 - ✓ Chief Financial Officer - vacant as from August 2013

The municipality should ensure that Section 56 Manager's positions are filled so that leadership and direction could be provided in the implementation of IDP objectives. Interviews have been conducted for CFO and Director: Corporate Service and Director: Strategic Service the position has been re-advertised)

- **Lack of performance review between the Accounting Officer and Section 56 Managers:** No reviews were conducted during the period ending 31 December 2013 to review and measure institutional and departmental performance. The Council should monitor performance of the municipality and ensure that there is a formal process of reviewing performance of senior management.
- **Lack of control process to govern bonus payment for Section 56 Managers:** Management should institute a control mechanism and table it to Council for adoption.

- **Supply Chain Management:** The municipality appointed SCM Practitioner. SCM reports were tabled in the AC meetings. Management should ensure that irregular and unauthorized register is regularly reviewed by the Accounting Officer and tabled to Council.
- **Unauthorized stop orders on municipal account:** There were unauthorized stop orders on municipal bank account and these have been going on for some time. The management informed the AC that the matter was to be reported to the police. Management reported that there has been decrease in the number of unauthorized stop orders on municipal bank account. The Audit Committee advised management to change the municipal bank account number.
- **Deviation reports:** The committee has noted a high rate in disregarding the SCM policies. The root cause for this was poor planning. It is advised that the municipal management should have a sound reasoning for deviating SCM processes.
- **Losses on sale of electricity:** This matter was of a concern for the committee that the municipality is unable to get profit or break-even on sale of electricity. The municipality promised to devise other means to curb the electricity that is stolen. The municipality has appointed as service provider to develop means of curbing electricity theft and revenue enhancement.
- **Contract Management:** The AC has reviewed contract register submitted by management and provided advice in areas that require improvement. The committee advised management accordingly to ensure that proper contract management is in place between the municipality and its contractors. The municipality should ensure that performance of service providers is managed and reported continuously on periodical basis to municipal structures. Municipality should ensure that proper development, review of and performance monitoring on terms of reference and service level agreement is implemented to improve service delivery.
- **Unspent conditional grants:** The municipality has again not spent the whole conditional grant it was allocated. The underlying cause to this situation is usually attributed to supply chain management issues and procurement plans. The committee encourages council to continue to give attention to the identification and prioritization of suitable projects and thereafter the actual spending of the grants on service delivery to eradicate backlogs. The standard practice of applying for roll-overs is discouraged. The management informed the committee that for 2013/14 financial year, all SCM procedures will be done during June and early July 2013.

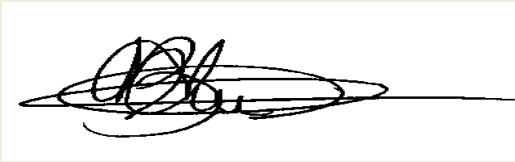
- **Fraud Prevention Policies:** Council has fraud prevention policies in place. A challenge has been to operationalize the plan. The committee noted that Risk Management Committee is also responsible for fraud management.. This would also require further cascading the plan down to all employees of the organization. Fraud Prevention Policy, Whistleblowing and Code of Ethics to Municipal Employee were developed and management should ensure that the policies are approved by Council. Fraud Prevention Awareness was conducted for municipal employees during the year.
- **Debt Management:** Council is urged to monitor outstanding debt. All legal avenues should be explored to recover outstanding debt.
- **Human Resources and Payroll Management:** Identified control deficiencies and deviations that include insufficient controls in the release of the municipality's payroll and overriding of payroll pose high risk to the entity. High rate of appointing employees to acting positions was noted. The management is advised to implement corrective measures to rectify control deficiencies identified. The Council is urged to monitor control environment relating to the aforesaid areas and review HR policies appropriately.
- **Inability to meet set deadlines:** The audit committee is concerned with the inability of management to meet deadlines in submitting the reports and information to the committee and this affect the performance of audit committee. Council is urged to assist the committee in this regard.

The Committee recommends that the management of the GKM designs and implements adequate systems of internal controls to address the reported internal control weaknesses, instances of non-compliance with applicable legislation, instances of irregular expenditure.

CHALLENGES

- Management instability that is affecting continuity of the municipality including sitting of the Audit Committee meetings.
- Ineffective leadership due to critical positions of Section 56 managers' vacant positions that have been vacant for the period. As the results of this the municipality is faced with the challenge of accountability. In some instances there is reluctance in the ownership of action plans to address control deficiency identified in audit reports.
- Delays in the audit of performance information for the quarter ending 31 December 2013 as the result the Committee was unable to review control environment and the functionality of the performance management system.

- The AC tried to arrange for the meeting to discuss performance information, but could not sit due to non-availability of dates by municipal management.
- The AC tried to arrange an audit committee meeting without success or co-operation from the municipal management as the last meeting was held on 20 March 2014.
- The internal audit unit is under staffed to implement the approved plan. Consequently, there will be discontinuity in the unit and impact on staff turnover levels.
- The audit committee is sometimes unable to evaluate situations due to the absence of quality information which should be made available by management. The audit committee therefore cannot fulfill all its responsibilities appropriately.



G. Bana
Chairperson: Audit Committee
13/14 Financial Year

1.8.3 Internal Audit Unit

Great Kei Local Municipality has established an internal audit function in terms of section 165 (1) of the Municipal Finance Management Act no 56 of 2003 (“MFMA”).

The internal audit function of the Municipality is an independent, objective assurance and consulting activity designed to add value and improve the Municipality’s operations. It assists the Municipality to accomplish its objectives by bringing a systematic, disciplined approach to the evaluation and effectiveness of risk management, control and governance processes. Such assurance is based on objective information arising from internal audits performed.

The specific objectives of internal audit are to:

- Provide an independent appraisal function to examine and evaluate the Municipality’s activities as a value added service.
- Review the adequacy and effectiveness of systems of control, governance and risk management.
- Assist members of the Municipality in the effective discharge of their duties and responsibilities via its reviews, reporting and recommendations.
- Provide analyses, appraisals, recommendations, counsel, and information concerning the activities reviewed.
- Promote effective control at reasonable cost.

Below are the functions of the Internal Audit Unit that was performed during the financial year under review:

- Income and Debtors
- Budget control
- Fixed assets
- General computer controls
- Human resources
- Integrated Development Planning
- Treasury
- Spatial and infrastructure planning
- Follow up on external audit findings of prior year

2.2 ADMINISTRATIVE GOVERNANCE

TOP ADMINISTRATIVE STRUCTURE	FUNCTION
<p>Photo</p> <p>TIER 1 MUNICIPAL MANAGER: Mr Viwe Zacharia Mapukata</p>	<ul style="list-style-type: none"> • Risk Management • Institutional Communication • Public Participation • Special Programmes Unit • Delegation Framework • Legislative and Policy Compliance • Indigent Management • Public Participation
<p>EXECUTIVE DIRECTOR: Mr. François Van Dalen Acting DIRECTOR:(Technical/Engineering/Community Services)</p>	<ul style="list-style-type: none"> • Building regulations • Public Safety • Storm water management systems in built-up areas • Firefighting services • Municipal public transport

	<ul style="list-style-type: none"> • Cemeteries, • Traffic and parking • Municipal roads • Refuse removal, refuse dumps and solid waste disposal • Street lighting • Fencing and fences • Cleansing • Beaches and amusement facilities • Local amenities • Local Sport facilities • Beaches and amusement facilities • Electricity reticulation Pounds • Municipal parks and recreation
<p>Photo</p>	<p>EXECUTIVE DIRECTOR: Mrs. Luthando Thandazwa Sontshaka Acting Chief Financial Officer Budget and Treasury Office</p> <ul style="list-style-type: none"> • Revenue Management • Expenditure Management • Financial Reporting • Asset Management • Indigent Administration

		<ul style="list-style-type: none"> • Supply Chain Management • Budgeting
Photo	<p>EXECUTIVE DIRECTOR: Mr. Mzukisi Petros Cekiso Acting Director: Strategic Services</p>	<ul style="list-style-type: none"> • Integrated Development Planning. • Performance Management System. • Local Economic Development. • Special Programmes. • Agriculture, Tourism and Heritage.
Photo	<p>EXECUTIVE DIRECTOR: Miss Pumza Dumalisile Acting Director Corporate Services</p>	<ul style="list-style-type: none"> • Administrative Functions • Human Resources Development • Council Support • Asset Management • Labor Relations • Records Management

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

The Cooperative Governance and Intergovernmental Relations is one of the core mandates, which Great Kei is expected to exercise in collaboration with other stakeholders. Great Kei is complying with the principles of Cooperative Governance and Intergovernmental Relations through IDP forums and IGR forum that is sitting quarterly through the assistance of the District Municipality.

There are contributions that are taking place with relates to service delivery in particular service delivery areas which do not fall within the municipal mandate and those that fall within the municipal mandate but the municipality doesn't have adequate financial resources to respond to those areas raised.

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The municipality is participating into National Intergovernmental Structures, through national institute of auditors and COGTA programmes such as capacity building workshops organized by COGTA. The benefit to that effect is major when it comes to capacity building of municipal officials as it is general knowledge that Great Kei is suffering in other areas of skills.

Our internal audit is registered in the national institute of auditors and the municipality has set aside a budget to pay for registration and that forum is assisting in terms of capacitating our internal audit unit. The support that we are getting from national forums is mostly on capacity building not necessary financial resources.

T2.3.1

PROVINCIAL INTERGOVERNMENTAL STRUCTURE

The Provincial Intergovernmental Structures are key in terms of assisting the municipality general and in particular service delivery issues and other issues raised through Presidential Hotline.

The municipality is participating in Provincial MuniMec and Provincial IDP Assessments. The municipality is also participating in provincial communication structure.

DISTRICT INTERGOVERNMENTAL STRUCTURES

The municipality is participating in District IDP Representatives Forums also the municipality form part of the District IDP planning and coordination forum which normally seats once a quarter.

Great Kei is also participating in a District Mayoral DEMAFO which is also seating once a quarter, there is also District Communication forum and District IGR (Intergovernmental Forum) which also seats once a quarter organized by a district municipality. There is also a district Chief Financial Officers forum which also assist in addressing issues of audit by Auditor General and other finance related matters such as GRAP compliance and MFMA calendar implementation and compliance.

There is also a district agricultural stakeholder forum and other related forums of the district. These district forums assist in terms of alignment of programmes which ultimately deter duplication of services. These forums also assist in information sharing and capacity building.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

Great Kei Municipality is trying its best in ensuring that it complies with the constitutional mandate entrenched in Section 152 of the Constitution, under the objectives of the Local Government. That of ensuring that the municipality promotes public participation.

Starting from the IDP, Budget and PMS processes the municipality is consulting the members of the public through stakeholder representation and every information is unleashed in a manner that promotes accountability and the community is supplied with the information concerning municipal governance, management and development. When the by-laws and financial statements are being prepared and approved, members of the public are afforded an opportunity to engage and be part of the decision making process.

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

The communication starts from internal point of view to the external part of it. The communication is taking place with stakeholders through the municipal communication policy. In terms of the IDP forums stakeholders are part-taking including sector departments and the following are the stakeholders which forms part of our communication and participation forums.

- Councilors;
- Ward Committees;
- Community Development Workers
- Community - based organizations;
- Advocates for unorganized groups
- Civil society
- Business People

- Organized labour
- Sector Departments

Furthermore following is the procedure of communication and consultation.

Participation Procedure

Provisions of MSA Chapter 4 Section 17 provide for mechanisms for participation:

- IDP Representative Forum to verify and add data
- District Municipality's Representative Forum to ensure that local priorities are adequately reflected in the District's IDP
- Use Ward Councilors to call meetings to keep communities informed about the IDP progress (including Ward Committees and CDWs)
- Publish annual reports on municipal progress
- Advertise in local newspapers
- Making the IDP document available to all units and public places for public comments
- Making use of municipal website.

Appropriate Language Use

English will be used as a medium of communication. However in community meetings languages that are spoken in that community will also be used.

Appropriate venues and transport

- Officials will be responsible for arranging venues and transport for all wards;
- Transport will be arranged for Designated Groups and Ward Committees;
- Great Kei Municipality will be responsible for the costs of these meetings

WARD COMMITTEES

Great Kei consists of 70 ward committees for seven wards and 10 ten ward committees for each ward, the chairpersons for ward committees is the ward councilor for each ward respectively. The ward committees work hand in glove with Community Development Workers (CDW). In ward committee meetings which are normally taking place monthly a CDW of that particular ward automatically becomes part of that meeting and ward committees submit their monthly and quarterly reports through public participation Office, some of the reports find space in the council agenda based on the importance of the matter which has been raised at that moment.

The following are the meetings that have been attended by ward committee members

Meeting	Purpose of the meeting	Venue
IDP/PMS and Budget Representative Forum	To discuss draft budget/IDP/SDBIP and Tariffs.	Great Hall Komga
Ward Based Planning	To conduct ward statistics and needs verification	Ward 1,2,3,4,5,6,and 7
Council Meetings	To present council issues and to approve policies.	Great Hall.
Home Affairs Stakeholder Meeting	To deal with matters relating to ID documents and etc.	Great Hall Komga
Indigent Steering Committee	To deal with indigent matters	CFO office and council
Mayor Engagement meeting with ward committees	Engagements with ward committees on ward businesses	Great Hall Komga
LED Forums	LED stakeholder engagement	Great Hall Komga

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

The public meetings have assisted the municipality on setting clear and achievable objectives and targets for the 2013/2014 financial year. In terms of section 152 of the Constitution 108 of the Republic of South Africa, the Municipality has got a legislative mandate to promote public participation.

This has assisted in ensuring collective decision making and prioritization in terms of the needs raised by community members, public meetings have assisted in reducing community protests and in particular relating to service delivery. The Batho Pele principles have been practically promoted in particular the following.

Consultation.

Communication.

Openness and transparency and

Redress Etc.

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	YES
Does the IDP have priorities, objectives, KPIs, development strategies?	YES
Does the IDP have multi-year targets?	YES
Are the above aligned and can they calculate into a score?	YES
Does the budget align directly to the KPIs in the strategic plan?	YES
Do the IDP KPIs align to the Section 57 Managers	YES
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	YES
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	YES
Were the indicators communicated to the public?	YES
Were the four quarter aligned reports submitted within stipulated time frames?	YES

2.6 RISK MANAGEMENT

The underlying premise of Enterprise Risk Management (ERM) is that every entity exists to provide value for its stakeholders. All entities face uncertainty and the challenge for management is to determine how much uncertainty to accept as it strives to grow stakeholder value. Uncertainty presents both risk and opportunity, with the potential to erode or enhance value. ERM enables management to effectively deal with uncertainty and associated risk and opportunity, enhancing the capacity to build value.

Value is maximised when management sets objectives to achieve an optimal balance between growth and related risks, and effectively deploys resources in pursuit of the entity's objectives.

Municipal Finance Management Act

Section 62.(1)(a) of the MFMA states that "The accounting officer of a municipality is responsible for managing the financial Administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control..."

Treasury Regulations

Section 3.2.1 of the Treasury Regulations states the following:

"The accounting officer must ensure that a risk assessment is conducted regularly so as to identify emerging risks of the institution. A risk management strategy, which must include a fraud prevention plan, must be used to direct the internal audit effort and priority ..."

Background of risk management

It is acknowledged that the new style of risk management in the King III Report on Corporate Governance (King III) and the Municipal Finance Management Act (MFMA) addresses a much wider spectrum of risk than in the past. In addition, the corporate governance drivers behind risk management today require new ways of reporting and monitoring GKM's risk exposures.

As such, the Municipal Manager is responsible and accountable for directing and monitoring GKM's risk management activities and related performance in a structured framework. All core / support services support the Municipal Manager to maintain an effective system of risk management.

The risk management framework herein set out the rules embedded within GKM's risk management policy. These are the mandatory requirements established by the Municipal Manager for the management of risk in GKM. The standards are based on current recognised business practices and standards and corporate governance principles.

It is important to note that the risk management framework is, of necessity, an evolving document. The contents of the framework reflect the current risk management requirements of GKM. Future versions of this document will reflect advances and developments in GKM's risk management strategies and processes. The document must be reviewed and updated annually.

2.7 ANTI-CORRUPTION AND FRAUD

The Great Kei Local Municipality recognizes that crimes of dishonesty, such as fraud and corruption, and unethical practices are a threat to the limited resources at the Municipality's disposal and are therefore a threat to the Municipality's service delivery objectives. The Municipality further recognizes that this threat may occur internally or externally and may be perpetrated by, employees, members of the public, service providers, or development partners, individually or in collusion with others.

The Great Kei Local Municipality has both a legal and moral duty to protect public funds under its control against fraud and corruption from both within the Municipality and from external sources. This Policy forms an integral part of the Municipality's Anti-Fraud Management Strategy, and confirms the Municipality's commitment to sound corporate governance.

The Great Kei Local Municipality expects all councilors and officials to lead by example in the achievement of probity and accountability by ensuring adherence to legal requirements, policies and procedures.

The Great Kei Local Municipality also expects that external stakeholders, such as suppliers, service providers, and partners, with whom it comes into contact, will act with integrity and honesty in all their dealings with the Municipality.

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

The Supply Chain Management unit is in full operation, and consists of qualified individuals functionally and administratively it reports to the Chief Financial Officer. All functions contained under the legislative mandate of the Supply Chain Management are fully implemented considering, the number of employees in that section; there is only one Supply Chain Practitioner and two Supply Chain Clerks. Despite that challenge of staff shortage supply chain is able to move.

2.9 BY-LAWS

LIST OF BY LAWS

- 1) The PREVENTATION OF TAMPERING WITH ELECTRICAL INSTALLATION AND/ OR THE IMPROPER AND / OR UNAUTHORISED USE OF SUCH INSTALLATIONS
- 2) SOLID WASTE DISPOSAL
- 3) THE USE AND HIRE OF MUNICIPAL BUILDINGS
- 4) STREET TRADING
- 5) PUBLIC OPEN SPACE
- 6) ADVERTISING SIGNS
- 7) NEGLETED BUILDINGS AND PREMISES
- 8) PREVENTING OF NUISANES
- 9) LIQUOR TRADING
- 10) PREVENTION OF NUISANCE.
- 11) COMMUNITY FIRE SAFETY
- 12) USE & HIRE OF MUNICIPAL BUILDINGS
- 13) PUBLIC OPEN SPACES

COMMENT ON BY-LAWS:

The municipality has been battling to have By-Laws in place it is even worse when it comes to gazetting of the existing by-laws.

To be specific the institution in partnership with Amathole District Municipality has embarked on process of reviewing and capacitating all stakeholders regarding the importance of having by-laws in place, to this far the work that has been done is minimal as compared to the need in place.

The municipality is working in partnership with the following stakeholders in ensuring vibrant by-laws in place.

South African Police Service, Community Development Workers. Ward Committees, Liquor Board

2.10 WEBSITE

Information to be included on website	Status Yes/No
Annual Report	Yes
Annual Performance report	Yes
Service Delivery and Budget Implementation Plan	Yes
Integrated Development Plan	Yes
Budget	Yes
Policies and Tariffs	Yes
Organisational Structure	Yes
Annual Financial Statements	Yes

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

The website is being updated on a daily basis by the IT Officer, there are some challenges however the municipality is addressing them. All the information on the website as reflected above talk to 2013/2014 financial year.

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

INTRODUCTION TO BASIC SERVICES

WATER AND SANITATION SERVICES

Water services

a. Water services delivery strategy and main role-players:

The ADM is the Water Services Authority and a Water Services Provider, thus the Great Kei Local Municipality participates in the development of Water Services Plan to inform planning and funding requirements. The ADM is planning Construction of Water Reticulation to 1140 Ervin and Upgrading of bulk water supply for Great Kei Local Municipality.

b. Levels and standards in water services:

An increase in the water services provision is noticed between 2001 and 2011 where in 2001 only 8.4 % households had an access to piped water services whilst in 2011 about 13.7 % households have access to piped water services.

ADM MIG Budget for Capital Project Water, Sanitation and Transport Facilities for GKM

Project Name	2014/15	2015/16	2016/17
Komga Commonage Settlement Services	5 000 000	8 000 000	1 000 000
New Waste Water Treatment Waste- Morgan's Bay	1 000 000	3 000 000	8 000 000
Area Wide Sanitation Projects (GKM Phase 1 A) All regions	10 000 000	- 136 000	5 000 000
Department of Environmental Affairs: – Clearing and Beautification of Illegal Dumps.	R5 Million: 12 months period.	0	0
<u>NEW MIG PROJECTS TO BE REGISTERED</u>			
Morgan's Bay Water Treatment Works Upgrade	-	1 000 000	1 000 000
Kei Mouth Reticulation	1 000 000	1 000 000	2 000 000
Upgrade Komga Water Treatment Works	1 000 000	3 000 000	100 000
Kei Mouth Pipe Replacement	1 00 000	2 00 000	1 000 000
Morgan's Bay Sewer Upgrade	-	-	5 00 000

Chintsa East Bulk Services Upgrade (to include Water Treatment Works and Waste Treatment Works)	1 00 000	-	
Kei Bridge Komga Water Treatment Works	-	1 00 000	5 00 000
Haga Haga Water Treatment Works	-	1 00 000	5 00 000
Komga Public Transport Facility (Preliminary designs, detailed Design and tender documentation Development)	120 000	1 000 000	3 000 000
Komga Sewer Reticulation upgrade (preliminary design, detailed design and tender documentation development)	350 000	2 000 000	4 000 000
Mooiplaas Public Transport (preliminary design, detailed design and tender documentation development)	180 000	1 000 000	4 000 000
Implement Sanitation Upgrade study recommendation in tourist nodes (Kei Mouth – Morgan’s Bay)	3 00 000	2 000 000	-
Clearing and Beautification of illegal Dumps [Funded by DEAT]	5 000 000	-	-
Sub Total for Great Kei	24 150 000	26 536 000	30 600 000

WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

Sanitation Services

a) Sanitation services delivery strategy and main role-players

Great Kei local Municipality is not the sanitation service provider but this function is contracted to Amathole District Municipality and with counter funding from MIG. Only 9.4 % of the total population has access to flushed toilet services, which is an increase from 2001, where only 8.9 % of the population had access to the service. **(Census 2011)**

The ADM plans for the financial year 2013/2014 are as follows to reduce the sanitation backlogs:

ELECTRICITY

a) Electricity Services

According to Statistics 2011, a total population of 80.2 % has access to electricity services; however there is still a need to reach universal access. The Department of Energy funded upgrading of bulk electricity supply.

The Bulk Electricity Upgrade Project has been completed 300 split meter were procured to curb tampering. The municipality is busy to draw up an Electrical Master plan to engage Eskom and the Department of Energy to fund electrification of the outstanding households estimated at 3000 that do have access to electricity.

It is also important to note that 3 High Masts Lights are in construction in Komga and Kei Mouth. Street Lights were maintained in the financial year.

Great Kei only supply electricity to Komga Households and Eskom in all the other wards.

➤ Electricity services delivery strategy and main role-players

The table below illustrates the main role players and the role in electricity services:

PARTNER	ROLE OF THE PARTNER
Consultants (Bellenden & Robb Engineers)	Consultants are used for implementing capital projects (Project Management & Quality Assurance)
Eskom	Eskom availed professional staff to ensure the success of the projects. Eskom staff was involved in the process of planning and they will also play an active role in maintaining the asset for the lifespan of the project.
Department of Energy (National Transferring Officer)	Source of Funding for Bulk Electricity Supply
Great Kei Local Municipality	Project Implementers and provision is Electricity in urban areas).
The Department of Human Settlement,	Bulk Services Funder for Housing Projects

a) Major challenges in electricity services and remedial actions

CHALLENGES

- Limited financial resources to reduce electricity backlogs, and thus dependency to the Department of Energy and ESKOM.
- Electricity theft through tempering with electricity meter boxes results in heavy losses.

REMEDIAL MEASURE

- GKM has completed the phase 2 of upgrading of electricity power lines of Komga.
- 350 split meters was procured 100 split meters were installed and will be temper proof of electricity meters which should reduce the loses currently being incurre

WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Waste management

- a. Waste management services delivery strategy and main role-players

a) Solid waste

Solid Waste Management within Great Kei is characterised by a predominantly privately managed dump system upon individual sites (i.e. backyards) rural villages and farms. Urban centres and some villages receive a weekly local authority waste collection services.

There are only two refuse removal trucks i.e. one compactor refuse truck and open refuse truck (tipper truck Datnis UD95 Nissan 8 tons). These vehicles are almost five (5) years old with mechanical challenges.

There are no registered solid waste sites in Great Kei Municipality however a number of unlicensed solid waste, sites do exist in the area. The establishment and operation of regional sites is a District Municipality function.

The site in Komga is not operating according to the prescribed requirements. The site is fenced off. The site is becoming a wet land area because of the old quarry cells that were dug to excavate the gravel.

Two (2) transfer stations are under construction in Chintsa and Kei Mouth.

The Kei Mouth transfer station is now completed. Waste from Kei Mouth, Morgans Bay and Chintsa will be collected to these transfer stations for sorting of recyclable materials so as to reduce the large volume of waste to be transported to Komga landfill site. Only non-recyclable material will be transported to Komga hence saving on transportation costs and air space. Garden refuse will be accepted in those transfer stations.

b) Level and standards in waste management services.

Great Kei Municipality is rendering once a week refuse collection from businesses and urban settlements. Villages of Great Kei Municipality are not receiving refuse collection because of budgetary constraints. In areas where access by big refuse compactor truck is not possible a tractor or small bakkie is used to collect refuse in such area.

c) Annual performance as per key performance indicators in waste management services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to refuse removal services	8365	2106	2106	4015	48%

d) Major challenges in waste management services and remedial actions.

Challenges in waste management include budgetary constraints and human resources. Because of financial constraints it is not possible to have machine working in our landfill site full time. The absence of waste information system makes it difficult to know exactly the quantities of waste that we are collecting on daily basis. Only two (2) refuse trucks that are used to collect refuse and it becomes a challenge when one truck is in for repairs or service.

In order to address the above it is recommended that:

- Additional refuse truck to be purchased
- Budget to improve on waste management programme
- Waste information system to be established for Great Kei Municipality.

TRANSPORT AND ROAD INFRASTRUCTURE

a)Transport Services

Council adopted Terms of Reference and resuscitated Roads Forum in 2012/2013 financial year. It is envisaged that the Forum will sit on quarterly basis effectively from 2013/2014 financial year.

It is a known fact that public transportation is very limited in GKLM. A Roads Management Plan would address the above issues and the Amathole District Municipality and Department of Roads and Transport were approached for funding. A Transport Forum is functional and they meet on a quarterly basis.

The provision of formal public transport is lacking between the major travels destinations within the area. There are few registered taxi routes and no formal bus routes. Bus Shelters; Landstrip and maritime transport are other existing types of Transport.

A backpacker bus runs on request between Kei Mouth and East London but is expensive. The Baz bus (a back packer bus) from Cape Town to Durban stops daily at Buccaneers at Chintsa West.

There is a Kei-Rail passenger service running between East London and Umtata passes through Komga. The East London, Amabhele to Umtata Railway which once was an important service to the Transkei has come back in the area. The Provincial Government and Department of Transport has revived this railway to offer commuter and freight transport opportunities.

As a result of the current lack of formalized public transport, commuters travelling between Komga and Kwelera must travel via East London.

There is a need to establish formal taxi and bus routes within Great Kei to link Kwelera, Mooiplaas, Komga, other coastal towns and East London. Transport routes traversing in an East-West direction should be investigated to link Mooiplaas and Kwelera, currently situated either side of the N2 to the N6.

b)Integrated Spatial Development Framework in terms of transportation

The spatial characteristics of the Great Kei Municipal area are largely determined by the influence of the coast, the Great Kei River and the National Road which dissects it in an east/west direction. There are four main nodes which are dominated by the influence of nearby Buffalo City. Komga is the main service centre, with Kei Mouth, Haga Haga, Chintsa and the Glens forming the other nodes.

There are three significant development areas in the area; the two settlement areas of Kwelera and Mooiplaas and the coastal belt. The settlements of Kwelera and Mooiplaas can be classed as model 2 type settlements. Formal planning has been carried out in Kwelera and currently being carried out in certain villages in Mooiplaas. Small scale subsistence farming is practiced in both settlement areas. Densification of these settlements is proposed, with the provision of basic services.

The areas of Kei Mouth and Chintsa East are regarded as major coastal resorts and settlement model type 1.

With the upgrading of the main road MR 695/687 to Kei Mouth, tourism has increased significantly. These areas have large amounts of tourism potential but an upgrade in infrastructure is required to support development.

Within the municipality itself there are agricultural areas and game/ tourism reserves which offer a wide variety of land uses and opportunity. It is significant to note that the entire municipal area is dissected by roads but the majority of the population is living in areas which are relatively remote from the service centres, the municipal offices and the coastal employment opportunities.

Upgrading of the road network, especially the links between Kwetyana (Newlands on the N6) and the junction with the N2 at the Mooiplaas Hotel area and onwards to Kei Mouth, has a significant impact on development and transportation in the area. In addition, it is envisaged that focused development in the vicinity of Mooiplaas junction could see the longer term establishment of a service centre which would bring services, commerce and local economic development closer to the communities of Kwelera and Mooiplaas. This is enhanced by the location of the Multi-Purpose Centre and the Sports Complex in closer proximity to rural communities.

Finally, it is noted that from a transportation point of view, this junction is at the central pivotal point in the area where all transport has to pass. This creates an opportunity for travelers fuelling centre, tourism information centre, taxi and bus facility shops, workshops, education, skills training. It is anticipated that private sector investment will occur in all areas of the Municipal area provided an enabling environment of infrastructure and Land Use Management is created. Prime areas for investment are in coastal resorts, eco-tourism, game farming and commercial development.

c) Roads Infrastructure

a) Road maintenance services delivery strategy and main role-players (partnership with Roads & Public Works)

GKM with the limited resources doing road maintenance but need some support from other sector departments from government. The municipality is in the process of procuring plant that will be utilised in the maintenance of gravel roads. The only funding source available is the Municipal Infrastructure Grant. The Department of Roads and Public Works is responsible for maintenance of the Districts Roads.

It is important as well to mention that DBSA was further approached for funding of the Roads Infrastructure.

The Department of Cooperative Government and Traditional Affairs has afforded GKM the services of an Engineer to help with the implementation of projects and maintenance.

b) Level and standards in road maintenance services

GKM has embarked on a system, through the support from ADM, which will assist to monitor and to track backlogs in terms of maintenance of our road infrastructure.

c) Annual performance as per key performance indicators in road maintenance services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review (Actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households without access to gravel or graded roads	11363	7941	7941	3642 Households benefited	32%
2	Percentage of road infrastructure requiring upgrade	11363	3770	3770	2666 Households benefited	23%
4	Percentage of new road infrastructure actually constructed	3549	2699	2699	1500	42%
5	Percentage of capital budget reserved for road upgrading and maintenance effectively used.	R 13.9 million	R5 M	R5 M	R9,9M	50%

d) Major challenges in road maintenance services and remedial actions
Challenges

- Low revenue base of the municipality to set aside sufficient funding for maintenance of Roads Infrastructure
- Most of Access Roads are in a bad state, they need maintenance
- Limited capital funding to consider Village Internal roads, the only source of funding available is MIG.

Road construction and improvement is considered as the prime infrastructural component to the municipality that would assist in bringing about improved access for tourism, health facilities and agricultural developments. Roads leading to coastal areas are usually gravel or in a state of disrepair. The road network within the Great Kei Municipality consists of 729, 55 kilometres of surfaced and unpaved road. Unpaved roads are defined as gravel roads as well as non-gravelled roads and tracks i.e. identified access or minor roads that have not been upgraded in any way. The responsibility for capital expenditure and maintenance rests with various authorities including the Great Kei Municipality.

The Table below schedules the various categories of road, the length of road and the authority responsible for capital expenditure and maintenance.

Table: Categories of Road

The Great Kei Municipality is thus directly responsible for 21, 30 kilometres of surfaced and 486, 18 kilometres of unpaved road.

ROAD LENGTHS IN GREAT KEI AREA	LENGTH km
National Roads	53.21
Trunk Roads	23.4
Main Surfaced Roads	37.45
Main Unsurfaced Roads	41.41
District Surfaced roads	52.21
District Unsurfaced Roads	204.95
Minor Roads	307.49
Access Roads	24.63
Other Roads - Outside Towns	309.6
SUB TOTAL A	1054.35
Other Roads - Town Areas	
Komga (Surfaced)	7.21
Komga (Unsurfaced)	10.33

Ewanrigg (Unsurfaced)		0.71
Icwilli (Unsurfaced)		4.78
Morgan Bay (Unsurfaced)		7.2
Kei Mouth (Unsurfaced)		7.86
Mooiplaas: Makhazi (unsurfaced)		0.51
Mooiplaas: Silatsha (unsurfaced)		1.29
Mooiplaas: Ngxingxolo (unsurfaced)		3.25
Mooiplaas:Tainton (unsurfaced)		0.98
Mooiplaas:Bhola (unsurfaced)		1.51
Mooiplaas: Sithungu (unsurfaced)		0.7
Mooiplaas: Diphini (unsurfaced)		1.76
Mooiplaas: Sotho (unsurfaced)		2.41
Mooiplaas: Belekumtwana (Unsurfaced)		1.44
Mooiplaas: Lusasa (unsurfaced)		1.15
Kwanmahomba		1.26
Gwaba		4.67
Eluphindweni		6.45
Spring Valley		1.52
Kwelera		0.53
Chintsa East		5.36
Chintsa West		0.86
Haga Haga		0.32
SUB TOTAL	B	74.06
TOTAL	A+B	1128.41

It is also important to note that located on the unpaved minor and access roads a total of approximately 41 structures i.e. stream crossings with minor structures and causeways (not pipes) have been identified and a total of approximately 56 stream crossings requiring minor structures have been identified. The status of unpaved minor and access roads in terms of upgrading and structures is given in the table below:

Table: Road Status

Road Classification	Roads Status 1.		Structure 2.	
		Non-gravelled/Tracks	Existing	
Minor Access		214 14	401	
TOTAL	258	228	401	

Structures exclude all pipe culverts.

Existing gravel roads and structures have been assessed to determine if the existing infrastructure meets desirable standards and any upgrading required.

With the establishment of the Transport Forum, Great Kei Municipality can safely say coordination and management of various activities implemented by responsible authorities such as the Department of Roads and Public Works in regard to both capital and maintenance works on roads under their jurisdiction i.e. trunk and minor roads to ensure a holistic approach. Existing infrastructure as well as infrastructure developed through capital expenditure requires regular and on-going maintenance to preserve the asset created and to prevent premature deterioration.

An overall integrated strategy will be achievable which will address issues such as higher order strategies developed by National Departments, Provincial Departments and the District Municipality as well as local issues and requirements such as, road standards, policy. This must also integrate with other initiatives within the Great Kei Municipality e.g. the construction of a clinic, school or sports facility should be preceded by the construction of an access road to ensure a holistic approach to the provision of services.

Municipal Infrastructure Grant (MIG) has been utilized by the municipality in the last three financial years for construction of roads. The municipality adopted a three year capital plan which is reviewed each financial year. A capital grant (MIG) of R12 M has been set aside for roads and infrastructure construction projects in 2014/2015 financial year. The municipality has a functional Project Management Unit, responsible for implementation, reporting and monitoring of capital projects. The Department is busy with the implementation of a Road Management Plan which will assist in the management of maintenance of the roads in the region.

During the 2013/2014 financial year the following Road and Infrastructure projects were implemented and completed:

WARD NO.	PROJECT NAME	ESTIMATED AMOUNT
3	Internal streets of Silatsha	R 1,250,000
3	Rehabilitate Cefane Bridge	R 850,000
5	Siviwe Access Road	R 1,500,000
2	Manxiweni internal street/Mzwini Ext.	R 1,500,000
7	Komga Internal Streets	R 1,137,100
6	Morgans Bay Access Road	R 2,000,000
6	Cintsa East Township Road	R 1,320,000
6	Kei Mouth roads	R 1,100,000
2	Eluphindweni Community Hall	R 1,354,100
	TOTAL	R 12,011,200

The following MIG Roads and infrastructure projects will be implemented for the next financial year 2014/2015:

WARD NO.	PROJECT NAME	Budget amount
1	Nomzamo Day Care Centre	R 1 000 000
5	Road to Orphanage Home	R 1 500 000
3	Makhazi Internal Streets	R 1 000 000
5	Zone 10 internal streets	R 1 250 000
4	Belekumntana Internal streets	R 1 185 000
7	Sidi Internal Streets	R 3 308 100
4	Sotho Soccer Pitch	R 1,500,000
4	Mangqukela Internal Streets	R 1 000 000
4	Lusasa Internal Streets	R 1 000 000
6	Bhola Day Care Centre	R 936 850
	TOTAL	R 13 679 950

HOUSING AND TOWN PLANNING

Currently there are only 4 staff members employed by the Municipality to deal with Town planning and building control services. One Town planning Clerk and one Building Inspector and an Town Planner on contract and also a Building Control Officer on contract

a) Housing and town planning services delivery strategy and main role-players

GKM in conjunction with ADM are responsible for town planning ADM is looking after SDF and then GKM is doing the other town planning and rezoning approvals.

Major challenges in housing and town planning services and remedial actions

- The municipality did manage to get rid of all backlogs of Applications since due to the fact that the function was previously not performed due to unavailability of the skills and expertise.
- In 2012/2013 financial year the municipality appointed 2 Town Planners on contract and 2013/2014 only one. Currently the position of a Permanent Town Planner was advertised for appointment in 2014/2015FY.

Spatial planning

a. Preparation and approval process of SDF:

The municipality adopted its Spatial Development Framework and Land Use Management in 2005/2006 Financial Year. A need has been identified to review the existing SDF for its alignment with 2012/2017 IDP Objectives, Strategies and Projects.

It is upon this background that Department of Rural Development and Land Reform is assisting GKM in the 2014/2015 FY to update and review the SDF for completion at February 2015.

Specific reference is made to water services plans, disaster management plans, HIV/Aids programme, etc. Given the capacity, financial and legislative requirements, the Great Kei Municipality is in the process of updating and preparing many of these sector plans and programmes and is subject to the availability of financial and capacity assistance from district and provincial levels.

The settlement patterns of Great Kei Municipal Area is characterised by three prominent urban settlements, namely Komga, Kei Mouth, Morgan's Bay and Chintsa. Komga is the administrative centre of the Great Kei Municipal Area. The agricultural sector employs the highest percentage of people therefore it plays a fairly big economic role. There is however still a high level of unemployment in great Kei Municipal Area.

b. Land use management:

Significantly, land set aside for private commercial agriculture constitutes the bulk (96%) of the municipal available land resource where much of the agricultural practice in the area (77%) is based on the extensive utilisation of the veld for livestock production (cattle, sheep and goats).

Source: D Data (1995) - Existing Land Use / Magisterial district of the 1 421km² municipal areas, some 57km² is taken up by the urban service centers of Komga and Kei Mouth which represents

4% of the total district area (refer to Table 2 and Figure 2). Komga functions as the predominant rural service centre to the surrounding agricultural areas as well as adjacent parts of Mnquma. It also serves as an urban communications link and small commercial centre

The coastal settlements of Kei Mouth, Morgans Bay, Haga Haga and Chintsa, whilst having a small number of permanent residents, have over many years provided a tourism and holiday destination for both local and national visitors who regularly spend their holiday

in the area. Approximately 0.5% of the area, mostly within the coastal forest reserve, is protected for environmental conservation purposes. Figure 2: Land Use – District

Land Use - District

- Formal residential Informal residential Business
- Agriculture Services Transport Other
- Applications received

b) Major challenges in spatial planning services and remedial action

The 2004 SDF is not aligned to the IDP hence the ADM and the Department of Rural Development and Land Reform appointed the Service Provider on behalf of the GKLM to review the SDF.

3.8 Indigent policy implementation

a. Preparation and approval process of the indigent policy

The municipality has an approved indigent policy; however a need to review the policy has been identified to ensure alignment with Eastern Cape Provincial Framework and other pieces of Legislation.

The objective of the review to ensure effective and efficient implementation as follows:

- Provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council;
- The financial sustainability of free basic services through the determination of appropriate tariffs that contribute to such sustainability through cross subsidization;
- Establishment of a framework for the identification and management of indigent households including a socio-economic analysis where necessary and an exit strategy; The provision of procedures and guidelines for the subsidization of basic charges and the provision of free basic energy to indigent households; and Co-operative governance with other spheres of government

Human Settlements

Housing

The Municipality has an existing Housing Sector Plan (2011-2016). The Department of Human Settlement appointed a Service Provider to review the Sector Plan in line with 2013/2017 IDP. The key focus areas of the review are as follows:

- a. Situational Analysis Review
- b. Feasibility Studies of all planned projects

c. Development of the Draft Housing Sector Plan

d. Presentation of the Housing Sector Plan to Stakeholders and Final Adoption.

The project is expected to be completed within seven months from June 2013.

The Great Kei Municipality has a diverse housing need relating to the fact that many families live in traditional dwellings in Mooiplaas and Kwelerha (see bar chart below). The coastal towns of Kei Mouth, Morgan’s Bay, Haga Haga, Crossways, Bulugha, Glen Muir and Chintsa East have a need to provide serviced sites and low cost housing for the workers who would like to live in these centres. There is also potential for development of holiday homes and tourism related accommodation. Currently, we’ve applied to our provincial housing department for the following projects: Komga Zone 10 1200 units, Komga phase 2 400 units, Haga Haga 300 units, Cefane 250 units.

Figure: Housing Type

Source Department of Housing & Local Government, 1997

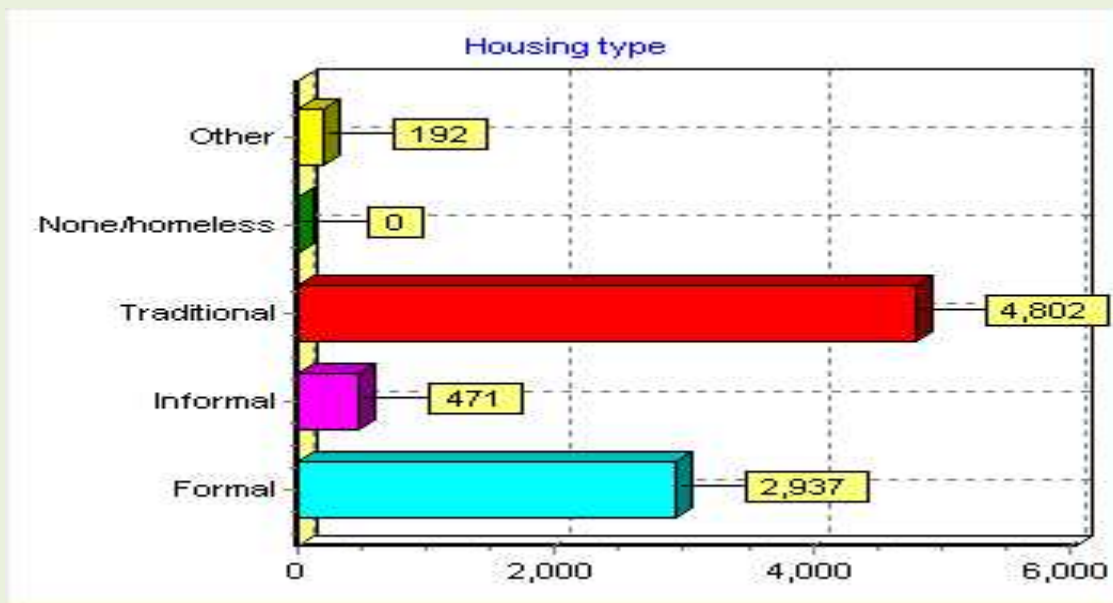


Table: Housing Type

Traditional	Informal	Formal	Other
57%	6%	35%	2%

Most households live in traditional structures (57 percent) with 35 percent of households living in formal structures (refer to Table 14). The total housing need for low-income families in Komga is estimated by the Council at 3 000 houses with serviced sites. The settlements in Kwelera and

Mooiplaas also require formalization of tenure and infrastructure. The municipality has to plan for the extension of services inclusive of housing for Chintsa East, Kei Mouth and Komga.

H (b) Formal Housing

Private developers are involved in the provision of most formal housing within the urban areas; however people in the lower income groups have been marginalized by this as they cannot afford the types of housing presently provided. This has led to a high demand for rented accommodation, overcrowding and increased numbers of backyard shacks. A very high demand for serviced sites and housing thus exists.

The Provincial Housing Board subsidy projects have the opportunity of making inroads into the affordable and low cost housing need. However, the over allocation of funding together with the slow rate of delivery places a number of new housing projects on the waiting list.

During the IDP/ Budget Review 2005/ 2006 an allocation of 6000 Units was identified and it was broken down into allocation by Wards that is, 1000 Units per Ward. Due to the problem with the existing housing projects a Directive from the Office of The MEC, Housing, that priority must be given to blocked, stopped, and incomplete projects.

Developments are that, the Icwili Phase I (255) housing project has been unblocked and therefore 84 houses will be built an additional 19 houses will be completed. With regard to Chintsa East housing project, bulk infrastructure is the problem and the Municipality is advised to talk to ADM for temporary provision of these services whilst waiting for the completion of Bulk Water Scheme project.

The Municipality has forged relations with Afesis Corplan and our Provincial Housing Department. Afesis Corplan promotes a concept known to be LAND first in an attempt to discourage expansion of shacks. The approach emphasizes the notion of being pro-active as government of the people by providing surveyed sites to all home seekers, provide basic services and guarantee the occupant to be the owner of that piece of land through certificate of ownership. We have identified Kei Mouth – Icwili as a pilot. We have consulted the immediate community and agreed to the program/project. We are now awaiting approval from the office Surveyor General.

The Municipality with the Department of Human Settlement have agreed to work together: The main purpose was for the Department to provide technical support to the municipality by developing business plans for capacity enhancement in performing the housing function including management of housing projects.

Table 15: Current Housing Access

Proposed Housing Development

Morgan's Bay	200
Kei Mouth (Icwili)	250
Chintsa East	500
Komga Zone 10	1140
Komga Phase 1	96
Komga Phase 2	400
Haga-Haga	300
Cefani	250
Taiton	250
TOTAL	6000

Informal Housing

The in-migration of people to urban centres is manifest in informal settlements developing in the periphery of towns and small centres. This leads to an increase in the urban population density through further fragmentation of urban land for housing, including the establishment of backyard shacks.

The number of informal settlements is growing because existing accommodation cannot meet the demand for housing. There is an increasing demand by the lower income groups for land and services for housing.

It is envisaged that the Reviewed Housing Sector Plan will address the following challenges identified:

- a) Screening of Beneficiaries
- b) Land Availability and Land Ownership
- c) Bulk Infrastructure
- d) Environmental Studies such as Geotechnical Surveys etc.

HEALTH

HEALTH SERVICES

Health facilities within the area consist of one community health centre (Komga) and 5 clinics (Komga, Kwelera, Mooiplaas (2), and Icwili). The availability of health facilities is an important determinant of the health status of the sub-region. This refers not only to their existence, but also ease of access to and quality of health facilities. As most health facilities fall within the urban areas, most of the rural population has limited access to these facilities. Some 58% of people live more than 5 km from medical facilities and only 1, 5% have access to a medical benefit fund (DBSA, 1997)

Table 7: Hospital Beds

Hospital beds	Number of persons per hospital bed.	
	Total population should be divided by number of beds.	
	Great Kei Municipality	Number of beds
1	Com. Health Centre	16
5	Other (Clinics)	4
6	Total	20
5	Number of person/ bed	2234

Source Department of Housing & Local Government, 1997

According to the Department of Housing and Local Government (1997) the total capacity of hospitals and clinics in the district is 20 beds (refer to Table 7). This amounts to ½ bed / 1 000 people in the district or 2 234 persons/bed. This figure is much lower than that of the central sub region (2, 3 beds per 1 000 people) and 5, 1 beds / 1 000 for South Africa.

There is a strong trend towards decentralization in South Africa and tremendous demands are being placed upon the local government sphere. Local government currently does not have the capacity to accept and carry out additional functions.

It is in this context that the *District Health System* is being established. The process of developing such a system will have to take account of current reality and the various processes that will impact on health service delivery. It will be important for people involved in the health sector to:

- participate in the Integrated Development Planning process;
- explore new mechanisms for delivering services;
- engage with the allocation of health service functions to Municipalities;
- Continue to improve the rendering of high quality health care in an integrated manner.

SECURITY AND SAFETY

INTRODUCTION TO SECURITY & SAFETY&FIRE SERVICES

PROTECTION SERVICES

The GKM has three sections dealing with Protection Services, namely: Traffic, Fire and Disaster Management.

Traffic services are the core competency of the Department of Transport, and GKM and the Department of Transport have a formal working relationship guided by a Service Level Agreement (SLA). The GKM has five traffic officers and there is still a need to appoint one officer and an examiner of vehicles.

Fire Services and Disaster Management are core functions of ADM. The ADM however renders the services on behalf of the GKM (without a SLA). Disaster Management volunteers have been established in the three (3) towns of Kei Mouth and Morgan's Bay, Chintsa and Komga. All of them have been trained on basic disaster management principles such as first aid; radio communications, firefighting, etc. The Fire Services have appointed Fire Fighters and a Station Commander who are working in putting the systems in place. There is a fully Hazmad vehicle and a Fire engine fully equipped stationed at the Fire station at Komga

Traffic By-laws are available. Great Kei Disaster Management Risk Assessment Profile will be developed in partnership with ADM. Peace Officers have been trained, but not yet appointed as such.

The Community-based planning initiative identified a major need for crime prevention associated with community based Taverns and alcohol consumption. In an attempt to address such instances of crime by means of a Community Policing Forum, which could undertake nightly neighbourhood watches. The Municipality is represented in the Community Policing Forums. The GKM plans to develop a Liquor Trading By-Law.

Protection services are an important function of the municipality because it provides vital emergency services as well as signage, etc. that make the navigation of the towns easy for tourists and potential investors.

SAFETY

THE MUNICIPALITY HAS INTEGRATED SAFETY PLAN AND EXISTING COMMUNITY SAFETY FORUM. THE MUNICIPALITY WORKS IN PARTNERSHIP WITH SAPS; MORAL REGENERATION MOVEMENT; COMMUNITY SAFETY FORUMS TO DO AWARENESS CAMPAIGNS TOWARDS COMBATING CRIME

SPORT AND RECREATION

Great Kei build 3 Sport fields during the financial Year at Chinsta East, Komga and Kwelera from MIG grand to the value of R4,4million

COMPONENT C: PLANNING AND DEVELOPMENT

The municipality has managed to perform some of its legislative mandate and it is the law of nature that every challenge is accompanied by its challenges as much as there are achievements also there are challenges reflected on the below and the role

- It is to support SMMEs / Cooperatives through Capacity Building Programmes.
- To organize information Sharing Session by inviting funding government departments/ Institutions.
- To organize in-house training with SCM for on Tendering Matters.
- To organize business registration for SMMEs/ Cooperatives.
- To assist the previously disadvantaged to come into mainstream economies.
- To provide support to active SMMEs / Cooperatives.
- To provide intervention procedures for inactive Cooperatives/ SMMEs.
- To continuously update SMME / Cooperatives Database.
- To attend to enquiries on business matters.

What has been done up to date:

- Workshops and Trainings with SEDA, ADM and SETA
- Information Sharing Sessions
- Business registrations
- Transporting SMMEs to attend Exhibitions and Summits

The above information or assistance was done according to what was in the 2013/14 SDBIP for SMME Development.

Challenges:

- Insufficient funding from the municipality
- There is no designated transport for LED we are depending on other departments for transportation.
- The SDBIP limits the work to be done, however we are trying to work even if its out of the SDBIP but it is not easy when you have to compile your monthly and quarterly report based on what was in the SDBIP and you will find out that most your POE is not in line with the SDBIP. The mandate for LED is to create a conducive environment for SMME's and Cooperatives.

INTRODUCTION TO ECONOMIC DEVELOPMENT

The LED Strategy is currently under development by an appointed service provider and will be adopted by council by the end of August 2014. As the Great Kei LED we have not been in the position to create jobs as such but however Amathole District Municipality has employed 98 casual workers from all & Wards under the EPWP programme for a period of 3 months. There are 3 economic drivers that are employing large number of community members such as: Agricultural Sector (emerging Farmers and Cooperatives), Tourism Sector (B&B's, Lodges, Crafters and Private game reserves, and SMME/ Business Support (Suppliers, Caterers, Contractors, Street Trading) other projects were funded by the Department of Social Development in 2012/13 financial year.

COMMENT ON LOCAL JOB OPPORTUNITIES:

Jobs have been created through Cooperative Development, Street Trading, and Expanded Public Works Programme.

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

The LED has performed quite well in past financial year, but due to insufficient budget other projects could not be done and this has a negative impact on our reporting as we could not meet targets.

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
Office of the Municipal Manager																			
1	Institutional Marketing Communication	To ensure effective and efficient communication processes internally and externally	Co-ordinate development of Communication Strategy	GKLM Communication Strategy adopted by council	Services of Institutional Marketing Communication Strategy procured in 2012/2013 financial year.	GKLM Communication Strategy adopted by council			Quarterly report supported by credible evidence	Adoption	GKLM Communication Strategy adopted by council	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A		1. Communication strategy 2. Council resolution	1

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
		y by June 2017																	
2	Delegation Framework	To ensure effective and efficient governance processes	Reviewal of the Delegations Framework	Reviewed Delegations Framework adopted by council	Delegation Framework available needs review in line with Reviewed IDP and Organizational Structure	Reviewed Delegations Framework adopted by council			Quarterly report supported by credible evidence	Adoption	Reviewed Delegations Framework adopted by council	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A		1. Reviewed delegations framework 2. Council resolution	2

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.	
		towards a clean administration and unqualified audit by 2017 and beyond																		
3	Audit Committee	To continuously provide effective assurance and	Co-ordinate Audit Committee activities	Number of audit committee meetings coordinated	Audit Committee Schedule	4 Audit committee meeting held			Quarterly report supported by credible evidence	Number	4 Audit committee meeting held	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS				Signed minutes		

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.	
		good governance services by 2017												and Internal Audit Unit						
4				Approved Audit committee and Internal Audit Charter		Approved Audit committee and Internal Audit Charter			Quarterly report supported by credible evidence	Approval	Approved Audit committee and Internal Audit Charter	Target Not Achieved	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal					1. Council resolution 2. Signed IA charter	4	

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
														Audit Unit				by chairperson of the AC	

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
5	Risk management.	To ensure that strategic and operational risks threatening organizational objectives are identified and managed to an	Development and implementation of Institutional Strategic and Operational Risk action plans	% implementation of risk action plans	2012/2013 Strategic Risk Register Available	100% implementation of risk management plan by June 2014.			Quarterly report supported by credible evidence	%	100% implementation of risk management plan by June 2014.	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				Risk action plan report reflecting status of implementation (implemented/in-progress/not implemented) signed by MM	5

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.	
		acceptable level by June 2017																		

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
6	Legislative and Policy Compliance	To ensure compliance with applicable legislation, regulations, policies and procedures by June 2017	Reviewal of municipal policies, by-laws procedure manuals in line with legislation	Great Kei Municipality Policies and By-laws adopted by council	Existing Policies and By laws need review	Great Kei Municipality Policies and By-laws adopted by council			Quarterly report supported by credible evidence	Adoption	Great Kei Municipality Policies and By-laws adopted by council	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				Council resolution with a list of approved policies	6

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
7	ICT Management and Governance and Research	Ensure effective and efficient Information Communication technology systems by June 2017	Review of the ICT environment and profiling	ICT environmental situational analysis report adopted by council	ICT Policy available needs procedure	ICT environment situational analysis report adopted by council			Quarterly report supported by credible evidence	Adoption	ICT environment situational analysis report adopted by council	Target Not Achieved	This will be achieved once the appointment of the IT Manager has been made in the 2014/15 Financial	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		This project did not happen due internal capacity		Council resolution approving the ICT gap/situational analysis report	7

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
													1 Year						
8	Overall Administration of GKLM	To ensure effective coordination of integrated planning implementation monitoring and	Monitor implementation of council resolutions	% implementation of council resolutions	Council resolutions	100% implementation of council resolutions			Quarterly report supported by credible evidence	%	100% implementation of council resolutions	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				Report submitted signed by the MM	8

GREAT KEI LOCAL MUNICIPALITY

2013/2014 Annual Performance Report as at Quarter Four

Scorecard 2013/2014 Financial Year

No.	Strategic Focus Area (IDP)	IDP Objectives	IDP Strategy	Key Performance Indicator	Baseline Previous years actual	Demand	Backlog	5 Year Target	Means of Verification	Unit of Measure	Annual Target	Status(Achieved/Not achieved)	Measures taken to improve performance	Performance Monitoring Quality Assurance Comments	KPI Weighting	Management Response	Internal Audit Comment	Portfolio of Evidence	KPI No.
		evaluation by June 2017																	

Corporate Services dept.

9	Employment Equity	To ensure compliance with the Employment Equity Act by June 2017 and beyond	Develop and implementation of the Employment Equity Plan	% implementation of the Employment Equity Plan	Employment Equity Committee exists	40% implementation of the Employment Equity Plan			Quarterly report supported by credible evidence	%	40% implementation of the Employment Equity Plan	Target not Achieved	This will be implemented in the 2014/15 Financial Year	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		Due to institutional challenges and budget constraints, vacant funded positions had to be freed which made it difficult to present and implement the plan.		Report on employment equity with % status implementation and signed by Hod	9
10	Payroll	To ensure an effective, compliant and	Monitor payments of employees and deduction of	% accuracy of payroll information by 2017	Payroll system Payday is functional.	100% accuracy of payroll information			Quarterly report supported by credible	%	100% accuracy of payroll information	Target Not Achieved	This will be fully achieved in	Through Minco meetings, Hod Quarterly		Due to procurement processes we		Payroll report sig	10

		efficient administration by 2017 and beyond	pay-overs.					evidence				the 2014/15 FY	reports, PoE verifications by IDP/PMS and Internal Audit Unit		only managed to conduct HR Module Training end of Quarter 3 and were unable to incorporate it to SLA between Payday and BCX		needed by Hod	
11	Organizational Structure	To ensure an adequate organizational Structure aligned to the IDP by June 2017	Reviewal of the Organizational Structure	Reviewed organizational Structure adopted by council	Quarterly Reports to Standing Committee and Council	Reviewed organizational Structure adopted by council		Quarterly report supported by credible evidence	Adoption	Reviewed organizational Structure adopted by council	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A		Council resolution approving the program	R 11

12	Human Resources Development	To ensure competent and vibrant workforce and skills commensurate to the strategic imperatives enshrined in the IDP by 2017 and beyond	Coordinate capacity building that enhances the skills of the workforce and councilors in-line with legislative framework to improve service delivery	% of municipal staff and councilors trained annually per WSP.	Work-Skills plan is available and has been implemented in 2012/2013.	65% of municipal staff and councilors trained annually per WSP.			Quarterly report supported by credible evidence	%	65% of municipal staff and councilors trained annually per WSP.	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A	Quarterly Training Reports with % status of trained members signed by Hod	12
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13	Council Support	To ensure effective and efficient governance processes towards a clean administration and unqualified audit by 2017 and beyond	Review and implement/enforce Rules of Order in line with legislative framework	Number of council and standing committee sittings/meetings	Quarterly Standing committee reports and council resolutions.	4 council and 16 standing committee sittings/meetings			Quarterly report supported by credible evidence	Number	4 council and 16 standing committee sittings/meetings	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Signed minutes and attendance registers	13
14	Records Management	To ensure effective, efficient and economical safeguard of the Institutional memory by 2017 and beyond	Effective records and information management in line with the National Archives and Records Service of South Africa Act (Act. No. 43 of	Records Procedures developed.	Archives Systems in existence.	Records Procedures developed.			Quarterly report supported by credible evidence	Approval	Records Procedures developed.	Target Not Achieved	Provincial Archives to conduct an inspection will be performed on the 31 July 2014	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	Requested Provincial Archives to conduct inspection of the Procedure Manual and File Plan		1. Quarterly report with status of compliance. 2. Checklist	14

																		(with all procedures ticked "yes") signed by Hod	
15	Labour Relations	To ensure an effective, cohesive and conducive working environment by June 2017 and beyond	Regulate conduct between employer and employee in line with SA Constitution, Labor Relations Act & Conditions of Basic Services etc.	Number of LLF sittings/meetings	Human Resources Policies available- need review	1 Workshop held on Conditions of Services for all Employees 6 sittings/meetings of the LLF			Quarterly report supported by credible evidence	Number	1 Workshop held on Conditions of Services for all Employees 6 sittings/meetings of the LLF	Target Not Achieved	Workshop has been scheduled for first quarter of 2014/15 Financial year	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		Workshop delayed by review of the code of conduct. It has been tabled to council on the 20 June 2014		Signed minutes and attendance registers	15
16	Health and Safety Compliance	To ensure compliance with Health and	Revival of the Health and Safety Committee	Draft reviewed policy adopted by	Health and safety policy exists and need review.	Draft reviewed policy adopted by			Quarterly report supported by	Adoption	Draft reviewed policy adopted by	Target not Achieved	The review of the	Through Minco meetings, Hod		We have requested ADM to assist in		1. Council resolution	16

	nce	Safety Regulation s by June 2017		council 1 OHS report on effective functioning of the OHS committee		council 1 OHS report on effective functioning of the OHS committee			credible evidence		council 1 OHS report on effective functioning of the OHS committee		policy will be perfor med in the 2014/1 5 Financi al Year	Quarterly reports, PoE verification s by IDP/PMS and Internal Audit Unit		reviewin g of the policy		on app rovi ng the OHS poli cy 2. OHS poli cy 3. OHS rep ort sign ed by Hod	
17	Employ ment Wellnes s	To continuous ly ensure availability of a competent healthy and motivated workforce by 2017	Establishment of the Employee Wellness function	Employee Wellness committee established with ToR	134 employees in 2012/2013 financial year	Employee Wellness committee established with ToR			Quarterl y report supporte d by credible evidence	Establishme nt	Employee Wellness committee established with ToR	Target not Achieved	This project is transfe rred to the 2014/1 5 Financi al Year	Through Minco meetings, Hod Quarterly reports, PoE verification s by IDP/PMS and Internal Audit Unit		We have requeste d ADM to assist as they have a unit on Wellness		1. List of Emp loye e Wel lnes s Co mmi ttee me mbe rs 2. ToR for	17

																		the established Employee Wellness Committee	
19	Strategic Planning : IDP	To ensure effective coordination of integrated planning implementation monitoring and evaluation by June 2017	By Developing and implementing IDP/Budget/PMS Process plan	% implementation of the IDP/Budget/PMS process plan	% implementation of the IDP/Budget/PMS process plan	100% implementation of the IDP/Budget/PMS process plan			Quarterly report supported by credible evidence	%	100% implementation of the IDP/Budget/PMS process plan	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A		1. Council resolution 2. IDP/Budget/PMS process plan or 3. Variance report	19

20				Number of IDP Technical Committee meetings coordinated		1IDP Technical Committee meetings coordinated		Quarterly report supported by credible evidence	Number	1IDP Technical Committee meetings coordinated	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Signed minutes and attendance register	20
21				Number of IDP representative forum meetings coordinated		1IDP representative forum meetings coordinated		Quarterly report supported by credible evidence	Number	1IDP representative forum meetings coordinated	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Signed minutes and attendance register	21

22								Quarterly report supported by credible evidence	Advert	IDP advertised	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Copy of the advert with name of newspaper and date	22
23								Quarterly report supported by credible evidence	Adoption	2013-2017 IDP Reviewed and adopted by Council	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS	N/A		Council resolution/s signed minutes bearing the tabli	23

26	Development Planning	To ensure effective coordination of integrated planning implementation monitoring and evaluation by June 2017	To develop, review, implement Institutional Development Plans such as Spatial Development Frameworks, Environmental Management Plans. Feasibility Studies, Investment Strategy, Business Retention Strategy etc. by June 2017	Number of Institutional Development Plans adopted by council	SDF, LUMS, IWMP Sector Plans available	5 Institutional Development Sector Plans adopted by council.		Quarterly report supported by credible evidence	Number	5 Institutional Development Sector Plans adopted by council.	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verification by IDP/PMS and Internal Audit Unit				Council resolution showing adoption of the 5 Development Sector Plans	26
27	LED Strategy	To ensure growth in the local economy through radical local economic	Development of the LED strategy	LED strategy adopted by council	0	LED strategy adopted by council		Quarterly report supported by credible evidence	Adoption	LED strategy adopted by council	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verification				Council resolution adopting the LED	27

		development support programmes by 2017											s by IDP/PMS and Internal Audit Unit				strategy	
28	Tourism: Arts, Culture & Heritage	Revival of GKLM Tourism	GKLM Tourism Sector Plan adopted by council	Database of Tourism Products is available	GKLM Tourism Sector Plan adopted by council			Quarterly report supported by credible evidence	Adoption	GKLM Tourism Sector Plan adopted by council	Target Not Achieved	The project will be rolled over to the 2014/15 Financial Year	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		There was no budget allocated for this project in the 2013/14 Financial Year		Council resolution adopting the Tourism plan	28
29	Business Support: Retailers, SMME/Co-operatives	Develop and Implement the Business Retention and Expansion Strategy	Number Economic Summits coordinated	Support provided on Adhoc Basis	1 Economic Summit coordinated			Quarterly report supported by credible evidence	Number	1 Economic Summit coordinated	Target Not Achieved	The project will be rolled over to the 2014/15 Financial Year	Through Minco meetings, Hod Quarterly reports, PoE verifications by		There was no budget allocated for this project in the 2013/14 Financial Year		1. Dated photos 2. Signed attendance regi	29

31	EPWP	To increase the number of jobs created by 20% by June 2014	Identify EPWP programs/projects	Number of quarterly reports on progress made to create 120 jobs through EPWP Programs/Projects	205 work opportunities created; R283 000 incentives received	4 quarterly reports on progress made in creating 180 jobs through EPWP Programs/Projects		Quarterly report supported by credible evidence	Number	4 quarterly reports on progress made in creating 180 jobs through EPWP Programs/Projects	Target not Achieved	The Municipality requested funds from the department of roads and public works EPWP	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		This project was fully funded by Amathole District Municipality. The Municipality had no full control over this project.		1. Payment report with names, ID numbers and amounts paid signed by	31	

												programme for the 2014/15 Financial Year					Hod 2. Timesheets signed by EPWP employees corresponding to payment report	
32	Electricity: New Households connections	To facilitate access to electricity to all areas of Great Kei thereby reducing backlogs by at least 20% in	Effective engagement with Eskom & DoEA	% reduction of the electricity backlog	Backlog Study Report identifies 3000 households without access to electricity	10% reduction of the electricity backlogs			Quarterly report supported by credible evidence	%	10% reduction of the electricity backlogs	Target not achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and			Quarterly report (with progress on prioritized con	32

		2017											Internal Audit Unit					nect ion to achieve the 10% reduction of backlog) signed by Eskom and Hod	
33	High Masts Lights	To facilitate provision of access to electricity (high mast) to all areas of Great Kei thereby reducing backlogs by at least	Effective engagement with Eskom & DoEA	% completion of installation of 2 High Mast Lights	Project advertised for consultants. Waiting for SCM Processes to be finalized	100% completion of installation of 2 High Mast Lights in Komga and Chinsta		Quarterly report supported by credible evidence	%	100% completion of installation of 2 High Mast Lights in Komga and Chinsta	Target not achieved	The appointing of contractors will be done in quarter four of the 2013/14 Financial	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	The target was not met due to the shortage of budget after the appointment of consultants which delayed the process			Pro	33	

		20% in 2021										al Year.			of appointing the contractor, which also resulted in the installation of high mast lights also being delayed. Strikes were also one of the causal factors.		
34	Maintenance of Street Lights	To facilitate provision of uninterrupted access to electricity to all areas of Great Kei thereby reducing	Effective repairs and maintenance	Number of quarterly reports on prioritized faulty and repaired street lights in in Komga, Kei Mouth, Haga-Haga, Chintsa East and West,	Materials for maintenance procured	2 quarterly reports on prioritized faulty and repaired street lights in Komga, Kei Mouth, Haga-Haga, Chintsa East and West,		Quarterly report supported by credible evidence	Number	2 quarterly reports on prioritized faulty and repaired street lights in Komga, Kei Mouth, Haga-Haga, Chintsa East and West,	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal		1. Progress report on repaired street lights signed by Hod 2. Detailed report of prioritized street lights		34

		backlogs by at least 20% in 2025		Morgans Bay		Morgans Bay				Morgans Bay			Audit Unit			signed by Hod		
35	Road Management Plan	To ensure provision of an adequate road network by June 2017	Implementation of the Road Management Plan	% completion of construction of 7 access roads - Silatsha, Siviwe, Manxiweni/ Mzwini Ext, Komga, Morgans Bay, Cintsa and Kei Mouth (10kms in total) and 1 bridge(Cefan	Roads infrastructure back log report is in place. Road Management Plan is available	50% completion of construction of 7 access roads - Great Kei (10kms in total) and 1 bridge		Quarterly report supported by credible evidence	%	50% completion of construction of 7 access roads - Great Kei (10kms in total) and 1 bridge	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A		1. Project Plan 2. Progress report from consultant % status completion	35

				e bridge)														
36	Sport Fields	To ensure provision of adequate community amenities by June 2017	Provision of adequate sports field	% completion of construction of 4 sport fields (Makhazi, Komga, Kwelerha; Sotho Soccer Pitch) by June 2014	Service provider was appointed for the design of sport fields in 2012/2013, however construction to start in 2013/2014.	100% completion of construction of 4 sport fields (Makhazi, Komga, Kwelerha; Sotho Soccer Pitch) by June 2014		Quarterly report supported by credible evidence	%	100% completion of construction of 4 sport fields (Makhazi, Komga, Kwelerha; Sotho Soccer Pitch) by June 2014	Target not achieved	This project was moved to the 2015/16.	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		The target was not met due to the MIG budget being decreased.		1. Project Plan 2. Progress report from consultant % status completion	36

37	Community Halls	Provision of adequate Community Halls	% completion of construction of Eluphindweni Community Hall.	Tender Documents currently prepared. Projects approved in the MIG Funding. Construction of 5 Community Halls planned for 2012/2013. Only one funded for 2013/2014 (Eluphindweni Community Hall)	100% completion of construction of Eluphindweni Community Hall.		Quarterly report supported by credible evidence	%	100% completion of construction of Eluphindweni Community Hall.	Target not achieved	Through Minco meetings, Hod Quarterly reports, PoE verification by IDP/PMS and Internal Audit Unit	Due to no BAC members appointed, the appointment of the constructors was not awarded in quarter three.	1. Project Plan 2. Progress report from consultant % status completion	37
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																	Strikes also caused delays.			
38	Housing	To ensure a 12% reduction of housing backlogs by 2017	Effective human settlements	Housing Sector plan adopted by council	Housing backlog report in place	Housing Sector plan adopted by council			Quarterly report supported by credible evidence	Adoption	Housing Sector plan adopted by council	Target not achieved	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit						1. Housing Sector plan 2. Council resolution	38

39	Water and Sanitation	To facilitate access by at least 20 % to water and sanitation services in June 2017	Facilitate provision of access to water and sanitation	Number of reports prepared on progress towards reduction of households with no access to water and sanitation by 5% (facilitation role)	ADM currently a Water Services Authority and a provider.	4 reports prepared on progress towards reduction of households with no access to water and sanitation by 5% (facilitation role)			Quarterly report supported by credible evidence	Number	4 reports prepared on progress towards reduction of households with no access to water and sanitation by 5% (facilitation role)	Target not achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verification by IDP/PMS and Internal Audit Unit			Quarterly report with detailed progress and activities (and supported by external evidence) signed by Hod	39
40	Project Management and Expenditure	To ensure effective and efficient management of	Effective and efficient monitoring of service delivery projects	Three-year capital plan adopted by council % spending	List of all approved projects under construction and those to be constructed	Three-year capital plan adopted by council 100%			Quarterly report supported by credible evidence	%	Three-year capital plan adopted by council 100%	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports,	N/A		1. MIG Reports signed by CFO	40

	Management of MIG Capital Grant	service delivery projects for a sustainable project output and outcome by 2017		of the MIG funding	available	spending of the MIG funding				spending of the MIG funding			PoE verifications by IDP/PMS and Internal Audit Unit				2. Proof of submission to Provincial Treasury /MIG	
41	Traffic Services	To enhance the enforcement of National roads traffic act in line with municipal by-laws by June 2017	By providing efficient and effective vehicle licensing, Learners and Drivers Licensing services.	Rand amount of revenue collected from vehicle licensing, Leaners and drivers applications	How much did we collect in 12/13?	R418 348.90 revenue collected from vehicle licensing, Leaners and drivers applications		Quarterly report supported by credible evidence	Rand amount	R418 348.90 revenue collected from vehicle licensing, Leaners and drivers applications	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A		Income report from eNATIS or financial management system signed by Chief	41

																		Traffic Officer/CFO	
42			Law enforcement	Number of patrols conducted towards law enforcement	250 Patrols from July to February 2013 conducted	300 patrols conducted towards law enforcement		Quarterly report supported by credible evidence	Number	300 patrols conducted towards law enforcement	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit					1. Signed MoU 2. Schedule of patrols conducted signed by TO and CTO and photos	42

43				Rand amount of revenue collected patrols	How much did we collect in 12/13?	R79 499 revenue collected from patrols			Quarterly report supported by credible evidence	Rand amount	R79 499 revenue collected from patrols	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				System generated income report on collected revenue signed by CTO or CFO	43
44	Library services	To ensure effective and economical functioning of the municipal library by 2017.	Provision of adequate and effective library services	Number of library weeks held	4 X Libraries exist in GKL	1library week held			Quarterly report supported by credible evidence	Number	1library week held	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal	N/A			1. Attendance registers 2. Photos	44

												Audit Unit						
45				Number of learners/community members with access to the library	5 X Libraries exist in GKLM	100 learners/community members with access to the library			Quarterly report supported by credible evidence	Number	100 learners/community members with access to the library	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Library statistics report signed by Librarian and Hod or	45

46	Cemeteries services	To facilitate effective management and maintenance of cemeteries by 2017	By ensuring the fencing and maintenance of existing cemeteries.	Number of cemeteries fenced	1 Cemetery in the urban area. 2 X in the township and 15 in the rural areas (Magrangxeni & Cwili).	2 cemeteries fenced			Quarterly report supported by credible evidence	Number	2 cemeteries fenced	Target Not Achieved	The project will then be transferred to quarter one 2014/15 financial year.	Through Minco meetings, Hod Quarterly reports, PoE verification s by IDP/PMS and Internal Audit Unit	Delays from the service provider in delivering the fencing material were the cause of target not being met. Part of the fencing material has been delivered and the department is unable to start fencing without the whole material.	1. Photos (before and after) showing the location of the cemetery for audit purposes 2. Maintenance schedule (if available) signed	46
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49	Disaster management	To ensure effective, economical and efficient management of disasters within Great Kei by June 2017	By coordinating with ADM the response to disasters occurring within GKM	Number of reports on implementation of Disaster Management Plan	Disaster management profile in place.	4 reports on implementation of Disaster Management Plan			Quarterly report supported by credible evidence	Number	4 reports on implementation of Disaster Management Plan	Target not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verification by IDP/PMS and Internal Audit Unit		Quarterly report with detailed progress and activities on implementation of the DMP (and supported by external evidence) signed by Hod	49
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50	Town Planning	To ensure availability and adherence to the Land Use Management Plan, Zoning Plans, Town Planning Scheme by June 2017	Implementation of the Land Use Management Plan, Zoning Plans, Town Planning Scheme	% compliance with the Land Use Management Plan, Zoning Plans, Town Planning Scheme in relation to approved applications	Town Planning Scheme available	100% compliance with the Land Use Management Plan, Zoning Plans, Town Planning Scheme in relation to approved applications			Quarterly report supported by credible evidence	%	100% compliance with the Land Use Management Plan, Zoning Plans, Town Planning Scheme in relation to approved applications	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verification by IDP/PMS and Internal Audit Unit	N/A		Approval checklist of each approved application signed by Hod/delegate or Variance report	50
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51	Building inspection rate and approvals	To ensure that building regulations are adhered to thereby increasing revenue by 15% by 2017	Implementation of the Building Regulations	Rand amount of revenue collected from implementation of the building regulations	Building Regulations By-Laws available. All applications processed in the 2012/2013 financial year.	R121 532.52 collected from implementation of the building regulations			Quarterly report supported by credible evidence	Rand amount	R121 532.52 collected from implementation of the building regulations	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		1. Income report from finance system signed by Hod/CF O or 2. Variance report	51
52	Waste Management	To continuously ensure effective management of waste in line with applicable laws by 2017.	Implementation of the IWMP	% collection of waste/removal waste per collection schedule	Waste Management By-Laws need review and IWMP adopted by Council	100% collection of waste/removal waste per collection schedule			Quarterly report supported by credible evidence	%	100% collection of waste/removal waste per collection schedule	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and	N/A		Waste removal/collection schedule signed by Supervi	52

54	Environmental Management	To continuously ensure effective management of the environment (including degradation) in line with applicable laws by 2017.	Establish a development planning unit for co-ordination of feasibility studies and environmental aspects	Integrated Environmental Management Plan adopted by council	GKLM does not have EMP to respond	Integrated Environmental Management Plan adopted by council		Quarterly report supported by credible evidence	Adoption	Integrated Environmental Management Plan adopted by council	Target not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				1. Council resolution 2. IEMP	54
55	EPWP	To continuously ensure significant reduction of poverty through creation of jobs by 2017	Identify EPWP programs/projects	Number of jobs created through EPWP Programs/Projects	205 work opportunities created; R283 000 incentives received	220 jobs created through EPWP Programs/Projects		Quarterly report supported by credible evidence	Number	220 jobs created through EPWP Programs/Projects	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A			1. Payment report with names, ID numbers and amounts paid signed	55

Office of the Mayor dept.

56	Public Participation & Management of Petitions	To promote effective participation of community members in the affairs of the municipality and its governance by 2017	Enhance effective functioning of ward committee and community development workers	Public Participation Strategy & Draft Petitions Policy adopted by council	70 ward committee members elected from voting stations and Ward Committee Policy adopted by Council	Public Participation Strategy & Draft Petitions Policy adopted by council			Quarterly report supported by credible evidence	Adoption	Public Participation Strategy & Draft Petitions Policy adopted by council	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit			Council resolution approving the Draft Public Participation Strategy & Draft Petitions Policy	56
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57			Training and capacity building of ward committees	Number of Mayoral Imbizo's/ Public Hearings Held	3 Mayoral Imbizo's/ Public Hearings Held			Quarterly report supported by credible evidence	Number	3 Mayoral Imbizo's / Public Hearings Held	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				1. Signed attendance registers 2. Minutes signed by Mayor	57
58				Number of GKLM CDW programmes implemented	2 GKLM CDW programmes implemented			Quarterly report supported by credible evidence	Number	2 GKLM CDW programmes implemented	Target Not Achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit				1. Programme of action 2. Credible evidence confirming implementation of the programmes	58

60	SPU: Youth, Women, Physical Challenge, Orphans and Vulnerable Children, Elderly, HIV/AIDS	To ensure mainstreaming of the Special Programmes (vulnerable groups) into the municipal business by 2017	Conduct baseline study	SPU Strategy developed and adopted by council	Youth Programs supported by GKLM	SPU Strategy developed and adopted by council			Quarterly report supported by credible evidence	Adoption	SPU Strategy developed and adopted by council	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A			1. SPU strategy 2. Council resolution	60
61	Sports development	To ensure effective and efficient promotion of sport and maturing of talent within Great Kei by June 2017	Revival of Membership and Constitution of Great Kei Sport Council	GKLM Sports Development Policy adopted by council	GKLM Sports Council exists and Mayoral Cup to be Hosted	GKLM Sports Development Policy adopted by council			Quarterly report supported by credible evidence	Adoption	GKLM Sports Development Policy adopted by council	Target not achieved		Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit				1. Council resolution 2. List of members of the Sports	61

63	Indigent Management	To ensure effective and efficient revenue management processes by 2017	Effective indigent management	Indigent register updated (removal and additions)		Indigent register updated (removal and additions)			Quarterly report supported by credible evidence	Register	Indigent register updated (removal and additions)	Target achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Indigent register with registered household or Variance report	63
Budget and Treasury office dept.																		
64	Revenue Management	To increase actual revenue collection by at least 5% in June 2017	Alignment of Billing Information	% accuracy of valuation roll data to billing data	Credit control and debt collection policy is in place. PWC appointed for Revenue Solution Project.	100% accuracy of valuation roll data to billing data			Quarterly report supported by credible evidence	%	100% accuracy of valuation roll data to billing data	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and	N/A		Reconciliation of valuation roll data and billing data signed by CFO	64

					R25035 418 Own Revenue Realized in 2011/201 2						Internal Audit Unit						
65					Financial Year.	4 quarterly progress reports on revenue enhancement			Quarterl y report supporte d by credible evidence	Number	4 quarterly progress reports on revenue enhance ment	Target Achieved	N/A	Through Minco meetings , Hod Quarterl y reports, PoE verificati ons by IDP/PMS and Internal Audit Unit	N/A	Quart erly progre ss report indicat ing the status quo activiti es signed by CFO	65

66	Customer Care	To develop Customer Care Services Charter for GKLM by June 2017	Effective and efficient management of customer complaints	Number of quarterly reports indicating 100% response to received customer queries	The municipality identified a need to respond to Customer Enquiries Promptly	3 quarterly reports indicating 100% response to received customer queries			Quarterly report supported by credible evidence	Number	3 quarterly reports indicating 100% response to received customer queries	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		1. Quarterly report signed by CFO indicating 100% response to customer queries 2. Customer care register showing received and complaints response	66
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68				Number of SCM day events held		1 SCM day event conducted			Quarterly report supported by credible evidence	Number	1 SCM day event conducted	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		1. Signed attendance register 2. Photos (if available)	68
69	Expenditure Management	To have effective and efficient processes and systems of managing municipal finances by 2017	Strengthen the effectiveness of expenditure control including procedures for approval, authorization and withdrawal payment of	Number of section 71 and sec 72 reports prepared confirming 100% spending of conditional grants	S71 reports submitted to Council and Treasury.	11 section 71 and 1 sec 72 reports prepared confirming 100% expending of conditional grants			Quarterly report supported by credible evidence	Number	11 section 71 and 1 sec 72 reports prepared confirming 100% expending of conditional grants	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit	N/A		Section 71 reports indicating spending of the conditional grant according	69

			funds										Unit				expen diture projec tions (signe d by CFO)	
70	Reportin g	To strengthen reporting mechanism s in line with Municipal Finance Managemen t Act and Treasury Regulations by June 2017	Credible and compliant financial reporting	Date in which the AFS are submitted to AG	Reporting mechanis ms are in place. 2011/201 2 Annual Financial Statemen ts adopted by Council	AFS submitted to AG on 31 August 2013			Quarterl y report supporte d by credible evidence	Date	AFS submitte d to AG on 31 August 2013	Target Achieved	N/A	Through Minco meetings , Hod Quarterl y reports, PoE verificati ons by IDP/PMS and Internal Audit Unit	N/A		1. Signed minut es of counci l 2. Proof of submi ssion/ ackno wledg ement of recep t signed by AG	70

71				Number of bank reconciliations prepared	12 bank reconciliations prepared	12 bank reconciliations prepared			Quarterly report supported by credible evidence	Number	12 bank reconciliations prepared	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		Bank reconciliations signed by CFO	71
72	Asset Register	To update and maintain a GRAP compliant asset register by June 2017	GRAP compliant Asset register	% updated asset register	Asset register is in place and asset schedule.	100% updated asset register			Quarterly report supported by credible evidence	%	100% updated asset register	Target not Achieved	The target will be removed in the 2014/15 Financial Year SDBIP	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit	The project delayed due to recruitment processes, service provider has been appointed		Asset reconciliation signed by CFO	72

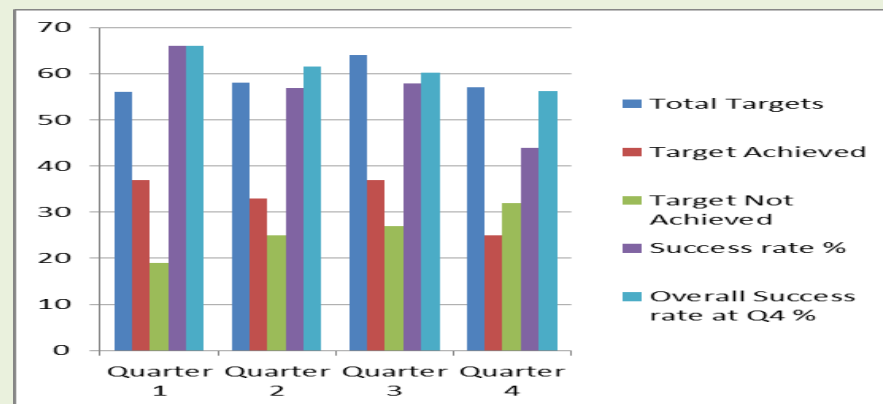
														Unit		ed in quarter 4 and they have recently commenced with the project		
73	Budgeting	To ensure that Budget is aligned to IDP Objectives and Strategies, Organization Structure, tabled and approved in line with MFMA and Treasury regulations by June 2017	Develop the Budget Process Plan	Date in which the 2014/15 budget is approved by council	2012/2013 Budget Approved in line with MFMA Regulations	2014/2015 Budget approved by Council 31 May 2014			Quarterly report supported by credible evidence	Date	2014/2015 Budget approved by Council 31 May 2014	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit		N/A	Council resolution/signed minutes bearing the adoption of the 2014/15 budget	73

74	AUDIT OUTCOMES	To ensure an Unqualified Audit Opinion by 2017.	Development and implementation of the Audit Action Plan	% implementation of the audit action plan	2011/2012 Audit Opinion	100% implementation of the audit action plan			Quarterly report supported by credible evidence	%	100% implementation of the audit action plan	Target Achieved	N/A	Through Minco meetings, Hod Quarterly reports, PoE verifications by IDP/PMS and Internal Audit Unit	N/A		1. Audit action plan 2. Quarterly report with status	74
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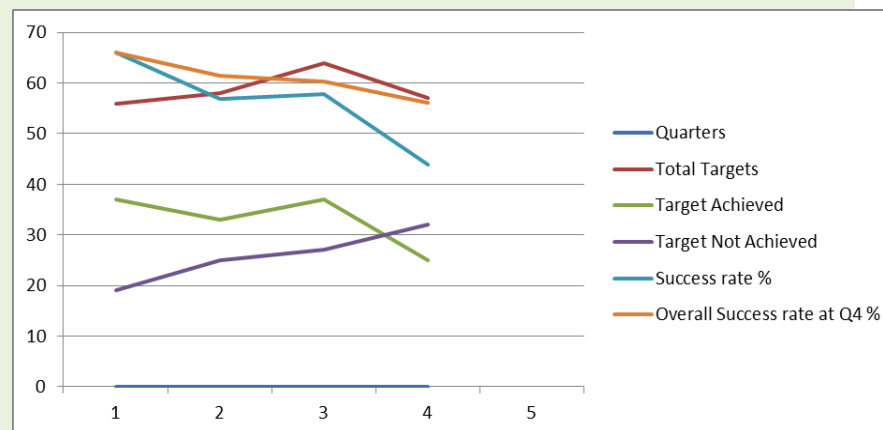
Key Legends

Target Achieved	
Target not Achieved	

Quarters	Total Targets	Target Achieved	Target Not Achieved	Success rate %	Overall Success rate at Q4 %
Quarter 1	56	37	19	66	66
Quarter 2	58	33	25	57	61
Quarter 3	64	37	27	58	60
Quarter 4	57	25	32	44	56



The **overall Municipal performance as at end of quarter four is sitting at 56%**, and this is based on the outstanding evidence still to be submitted by the Hod. We also wish to note that the reported performance may not necessarily mean that targets were not achieved/projects not implemented in the reporting quarters, the main challenge that management is grappling with is the CREDIBLE evidence supporting the achievements, and this is being aggressively addressed with the assistance from the consultants.



(PERFORMANCE REPORT PART II)

EMPLOYEE TOTALS, TURNOVER AND VACANCIES

TOTAL EMPLOYEES

OCCUPATION CATEGORY	FEMALE				MALE				TOTAL	AGE GROUPS			TOTAL AGE
	A	C	I	W	A	C	I	W		35 and below	35-55	>55	
LEGISLATORS	6	0	0	1	5	0	0	1	13	1	8	4	13
MANAGERS	4	0	0	1	5	0	0	1	11	1	8	2	11
PROFESSIONALS	5	0	0	2	6	0	0	1	14	3	11	0	14
TECHNICIANS AND TRADE WORKERS	3	0	0	0	3	0	0	0	6	4	2	0	6
COMMUNITY AND PERSONAL SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0
CLERICAL AND ADMINISTRATIVE WORKERS	21	2	0	2	6	1	0	0	32	15	12	5	32
SALES AND SERVICE WORKERS	3	0	0	0	10	2	0	1	16	5	9	2	16
MACHINERY OPERATORS AND DRIVERS	0	0	0	0	8	0	0	0	8	1	4	3	8
ELEMENTARY WORKERS	22	0	0	0	26	0	0	0	48	6	35	7	48
TOTAL	64	2	0	6	69	3	0	4	148	36	89	23	148

Year	Total Posts	Filled Posts	Vacant Posts
2011/2012	134	123	11
2012/2013	203	143	60
2013/14	178	148	30

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

a) Full time staff complement per functional area

MM/Section 56 Managers

	Approved positions (e.g. MM-S57 etc...)	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1	Municipal Manager	1	1	0
2	Chief Financial Officer	1	0	1
3	Director Strategic Services	1	0	0
4	Director: Corporate Services	1	0	0
5	Director: Technical and Engineering / Community Services	1	1	0
	Total	5	2	3

Technical Services Staff Complement

	Approved positions	Number of approved and budgeted posts per position	Filled posts	Vacant posts
1	Director: Technical and Engineering / Community Services	1	1	0
2	Infrastructure Manager	1	1	0
3	Superintendent Operations & Maintenance	1	0	1
4	Building Control Officer	1	0	1
5	Town Planner	1	0	1
6	Town Planner Clerk	1	1	0
7	Project Manager	1	1	0
8	Finance & Admin Assistant	1	1	0
9	Electrician	1	0	1
10	Assistant Electrician	1	1	0
11	General Worker (Electricity)	2	2	0
12	Roads Foreman	1	0	1
13	Driver – Grader	1	1	0
14	General Workers - Roads	4	2	2
	Total	18	11	7

Technical staff registered with professional bodies

Technical Service (e.g water, electricity etc...)	Total number of technical service Managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
Technical Infrastructure Services Director	1	0	0	0
Infrastructure Manager	1	0	0	0
Project Manager	1	1	0	0

4.2 POLICIES

Ref No.	Title	Date	Approved by	Status
1.	<i>Acting Allowance Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
2.	<i>Employee Assistance Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
3.	<i>Telephone Usage Policy for Councillors and Employees</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
4.	<i>Promotion, Demotion and Transfer Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
5.	<i>Recruitment and Selection Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
6.	<i>Travel and Subsistence Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
7.	<i>Bereavement Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
8.	<i>Code of Conduct for Staff Members</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
9.	<i>Employment Equity Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
10.	<i>Training and Development Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>
11.	<i>Leave Policy</i>	<i>20/06/2014</i>	<i>Council</i>	<i>Approved</i>

4.3 INJURIES, SICKNESS AND SUSPENSIONS

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%		R'000
Required basic medical attention only					
Temporary total disablement					
Permanent disablement					
Fatal					
Total	0				

COMMENT ON INJURY AND SICK LEAVE:

During 2013/14 we only had one Injury on duty.

NUMBER AND PERIOD OF SUSPENSIONS

Positions	Nature of alleged misconduct	Date of Suspension	Date finalised
Director: Corporate Services	Misconduct	April 2012	Still in progress
Accountant - Expenditure	Dereliction of Duty	September 2012	September 2013
Creditors Clerk	Gross Dishonesty	September 2012	September 2013
Finance Intern	Gross Dishonesty	September 2012	September 2013

4.4 PERFORMANCE REWARDS

COMMENT ON PERFORMANCE REWARDS:

There were no performance rewards in 2013/14

4.5 SKILLS DEVELOPMENT AND TRAINING

MUNICIPAL KEY PERFORMANCE AREA	TYPE OF LEARNING INTERVENTION	NAME OF LEARNING INTERVENTION	NQF LEVEL	NUMBER TRAINED	
				FEMALE	MALE
Municipal Transformation and Institutional Development	Skills Programme	Pay Day- HR Module	4	3	1
Municipal Transformation and Institutional Development	Skills Programme	ICDL	5	5	1
	Skills Programme	ICDL	2	2	
Good Governance and the Deepening of Democracy	Learnership	Diploma in Local Government and Administration	5		1
		Certificate in Local Government and Administration	4	2	
Municipal Financial Viability and Management	Short Course: Non-credit	Pay Day- Tax Reconciliation	3	1	1
Municipal Financial Viability and Management	Skills Programme	Venus Training	4	1	
Municipal Financial Viability and Management	Skills Programme	GRAP	2	2	
TOTAL				16	4

CHAPTER 5 – FINANCIAL PERFORMANCE

Consultants Appointed for 2013/2014 and 2014/2015 financial year

NO	SUPPLIER NAME	PROJECT NAME	TENDER NO	SPECIFICATION DATE	EVALUATION DATE	ADJUDICATION DATE	APPOINTMENT DATE	EXTENSION DATE	REJECTION DATE	CONTRACT AMOUNT
1	FNS Consulting Engineers	Provision of professional service provider for bhola day care centre	TECH/MIG 08/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 98 772.45
2	FNS Consulting Engineers	Provision of professional service provider for makahazi internal street	TECH/MIG 03/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 102 372.00
3	FNS Consulting Engineers	Provision of professional service provider for road to zone 10 settlement / orphanage home	TECH/MIG 02/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 130 872.00
4	FNS Consulting Engineers	Provision of professional service provider for zone 10 internal streets	TECH/MIG 09/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 113 772.00
5	FNS Consulting Engineers	Provision of professional service provider for Lusasa internal street	TECH/MIG 06/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 102 429.00
6	Usiba Lwe Africa Consulting Engineers	Provision of professional service provider for sidi internal streets	TECH/MIG 07/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 190 070.19

7	Humble African's Consulting Engineers	Provision of professional service provider for nomzamo day care centre (nokhala)	TECH/MIG 01/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 100 000.00
8	Humble African's Consulting Engineers	Provision of professional service provider for Mangqukela interna street	TECH/MIG 05/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 100 000.00
9	Humble African's Consulting Engineers	Provision of professional service provider for belekumntwana internal street	TECH/MIG 04/2014/15	21/10/2013	20/03/2014	20/03/2014	20/03/2014	No Extension	No Rejection	R 118 500.00
10	Element Consulting	High Mast Lighting	TECH/MIG 08/2012/13	08.04.2013	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 79 936.80
11	Mbesi Consulting	Icwili coloured township roads and stormwater	TECH/MIG 12/2012/13	08.04.2013	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 45 896.00
12	Chuleto Consulting	Professional Services for Sotho Soccer pitch	TECH/MIG 08//2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 118 492.57
13	Element Consulting	Professional Service for Silatsha Internal Streets	TECH/MIG 01/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 136 122.29
14	Element Consulting	Professional Service for Siviwe internal streets	TECH/MIG 03/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 149 658.06
15	Element Consulting	Professional Service for Manxiweni internal streets	TECH/MIG 04/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 149 658.06
16	Chuleto Consulting	Professional Service Komga township internal streets	TECH/MIG 05/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 127 855.57

17	Element Consulting	Professional Service for Morgan bay access road	TECH/MIG 06/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 193 359.23
18	Element Consulting	Professional Services for Chintsa east township road	TECH/MIG 07/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 139 947.90
19	Chuleto Consulting	Professional service Kei mouth roads	TECH/MIG 09/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 123 492.57
20	Humble Africans Consulting	Profossional service for Rehabilitation of cefana bridge	TECH/MIG 02/2013/14	02.08.2012	02.09.2013	09.09.2013	25.09.2013	No Extension	No Rejection	R 106 020.00
21	Beacon Consulting	completion of unfinished stungu internal gravel roads at stungu village as the contractor who was initial appointed the contract was terminated due to number of reasons indicated as per the item prepared by the project manager.	DEV 001			14.04.2014	14.04.2014	No Extension	No Rejection	R 59 850.00

**R 2 487
076.69**

DISCLOSURES OF FINANCIAL INTERESTS

The financial interest disclosure has been made by both the councillors and the officials the following are the names and nature of interests for both the officials and councillors as at end 2013/2014 financial year. That information is contained on the financial statements for 2013/2014 financial year.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

5.1 STATEMENTS OF FINANCIAL PERFORMANCE (ANNEXURE A FINANCIAL STATEMENTS) (ANNEXURE B AUDIT ACTION PLAN AND ANNEXURE C ORGANISATIONAL STRUCTURE)