



2016/17 FY

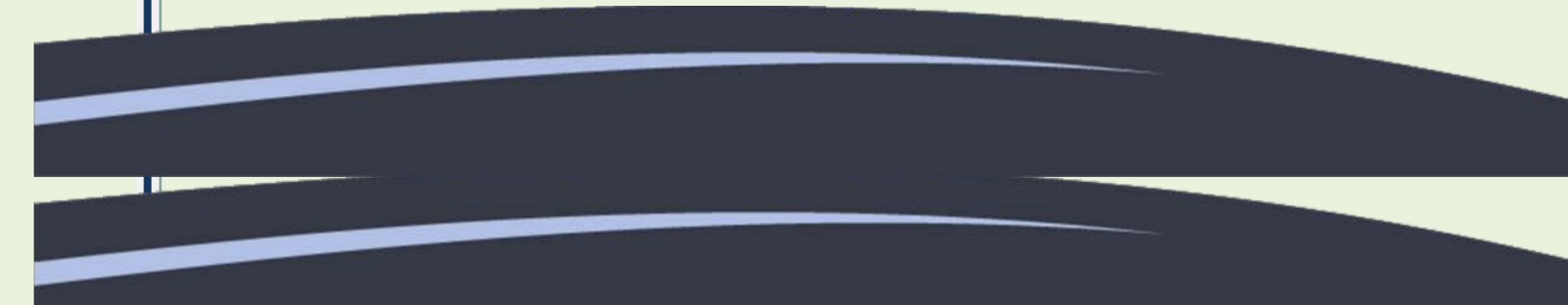
GKM ANNUAL REPORT

Volume I

Chapter 1

January

2017



Chapter 1

CONTENTS

CONTENTS.....	3
CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY	8
COMPONENT A: MAYOR’S FOREWORD	8
COMPONENT B: EXECUTIVE SUMMARY	11
1.1. MUNICIPAL MANAGER’S OVERVIEW	11
1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW	13
1.2.1 MUNICIPAL POPULATION AND ENVIRONMENTAL OVERVIEW	13
1.3. SERVICE DELIVERY OVERVIEW	17
1.4. FINANCIAL HEALTH OVERVIEW	18
1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW	21
1.6. AUDITOR GENERAL REPORT	21
1.7. STATUTORY ANNUAL REPORT PROCESS	22
CHAPTER 2 – GOVERNANCE	24
COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE	24
2.1 POLITICAL GOVERNANCE	24
2.2 ADMINISTRATIVE GOVERNANCE	26
COMPONENT B: INTERGOVERNMENTAL RELATIONS	29
2.3 INTERGOVERNMENTAL RELATIONS	30
COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION	32
2.4 PUBLIC MEETINGS.....	32
2.5 IDP PARTICIPATION AND ALIGNMENT	37
COMPONENT D: CORPORATE GOVERNANCE	38
2.6 RISK MANAGEMENT	38
2.7 ANTI-CORRUPTION AND FRAUD.....	40
2.8 SUPPLY CHAIN MANAGEMENT	40
2.9 BY-LAWS.....	41
2.10 WEBSITES	43
2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES.....	43

Chapter 1

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I).....	45
COMPONENT A: BASIC SERVICES	45
3.1. WATER PROVISION	46
3.2. WASTE WATER (SANITATION) PROVISION.....	47
3.3. ELECTRICITY	48
3.4. WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING).....	53
3.5. HOUSING	59
3.6. FREE BASIC SERVICES AND INDIGENT SUPPORT	65
COMPONENT B: ROAD TRANSPORT	69
3.7. ROADS.....	69
3.8. TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)	75
3.9. WASTE WATER (STORMWATER DRAINAGE)	76
COMPONENT C: PLANNING AND DEVELOPMENT	78
3.10. PLANNING.....	78
3.11. LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)	82
COMPONENT D: COMMUNITY & SOCIAL SERVICES.....	93
3.12. LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)	93
3.13. CEMETORIES AND CREMATORIUMS	96
3.14. CHILD CARE; AGED CARE; SOCIAL PROGRAMMES	99
COMPONENT E: ENVIRONMENTAL PROTECTION.....	102
3.15. POLLUTION CONTROL.....	102
3.16. BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)	104
COMPONENT F: HEALTH.....	106
3.17. CLINICS	106
3.18. AMBULANCE SERVICES.....	109
3.19. HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION; ETC.....	111
COMPONENT G: SECURITY AND SAFETY.....	112

Chapter 1

3.20 POLICE	112
3.21 FIRE	113
3.22 OTHER (DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)	114
COMPONENT H: SPORT AND RECREATION.....	116
3.23 SPORT AND RECREATION.....	116
COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES.....	118
3.24 EXECUTIVE AND COUNCIL	118
3.25 FINANCIAL SERVICES.....	121
3.26 HUMAN RESOURCE SERVICES.....	127
3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES.....	131
3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES	133
COMPONENT J: MISCELLANEOUS	136
COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD	138
KPA 1: Service Delivery and Infrastructure Provision.....	138
KPA 2: Local Economic Development	146
KPA 3: Financial Viability and Management.....	151
KPA 4: Institutional Development and Transformation.....	158
CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE.....	186
(PERFORMANCE REPORT PART II).....	186
COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL.....	186
4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES.....	186
COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE	188
4.2 POLICIES.....	189
4.3 INJURIES, SICKNESS AND SUSPENSIONS	192
4.4 PERFORMANCE REWARDS.....	194
COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE	195
4.5 SKILLS DEVELOPMENT AND TRAINING.....	196

Chapter 1

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE.....	200
4.6 EMPLOYEE EXPENDITURE.....	200
CHAPTER 5 – FINANCIAL PERFORMANCE	202
COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE	202
5.1 STATEMENTS OF FINANCIAL PERFORMANCE.....	203
5.2 GRANTS	205
5.3 ASSET MANAGEMENT	205
5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS	208
COMPONENT B: SPENDING AGAINST CAPITAL BUDGET.....	215
5.5 CAPITAL EXPENDITURE	216
5.6 SOURCES OF FINANCE	216
5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS	217
5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW	219
COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS.....	220
5.9 CASH FLOW	221
5.10 BORROWING AND INVESTMENTS.....	222
5.11 PUBLIC PRIVATE PARTNERSHIPS	225
COMPONENT D: OTHER FINANCIAL MATTERS	225
5.12 SUPPLY CHAIN MANAGEMENT	225
5.13 GRAP COMPLIANCE	225
CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS	227
COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS Year -1.....	227
6.1 AUDITOR GENERAL REPORTS Year -1 (Previous year).....	227
COMPONENT B: AUDITOR-GENERAL OPINION YEAR 0 (CURRENT YEAR).....	228
6.2 AUDITOR GENERAL REPORT YEAR 0	228
GLOSSARY	231
APPENDICES	234
APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE	234
APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES.....	234

Chapter 1

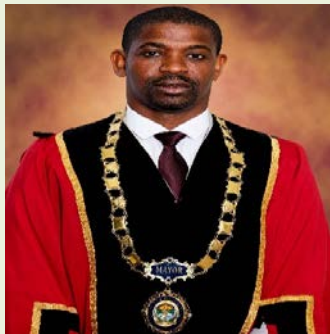
APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE	236
APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY	237
APPENDIX E – WARD REPORTING.....	238
APPENDIX F – WARD INFORMATION.....	240
APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 0	240
APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS	242
APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE	243
APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS	244
APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE.....	244
APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE	244
APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE	245
APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG	246
APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES	247
APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME.....	247
APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME	249
APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 0	249
APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 0	251
APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS.....	251
APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION	251
APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY	252
APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT	253
VOLUME II: ANNUAL FINANCIAL STATEMENTS	254

Chapter 1

CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

MAYOR’S FOREWORD



Introduction

When the new Council took over from the previous Council after 3rd August 2016 Local Government Election, a decision was taken to develop a new vision and mission in line with the mandate of Great Kei communities as expressed in the local government election.

a. Vision:

“To achieve a peaceful and sustainable environment, where all communities enjoy an improved quality of life through promotion of socio economic development and ensure sustainable quality services for all.”

To us this vision symbolises a municipality at work, an institution whose central being is to deliver sustainable and quality services.

b. Key Policy Developments:

In line with the National Development Plan, the Provincial Development Plan and other relevant prescripts for sustainable development in South Africa, our Integrated Development Plan has been developed through a consultative process with our communities, rate payers and other stakeholders. Central to it is the realisation that there is a need to focus on economic growth, create jobs for our people. Agriculture and Tourism remain the most potential areas for development in the area. Great Kei Municipality is part of the District Agri-park and Council has already identified a suitable site for the development of a production hub.

Chapter 1

Catalyst projects in the Oceans Economy have been identified to intensify coastal development to create sustainable jobs. The municipality has also identified the Small Town Revitalization Strategy to develop Komga, Kei Mouth, Morgan Bay and Chintsa. Technical expertise will be appointed through the appointment of service providers to develop strategies and business plans to financially support these programmes going forward.

c. Key Service Delivery Improvements:

As GKM in the 2016/17 FY we delivered 3 Community Hall, 1 Sportsfield and 2 Gravel Roads. We have facilitated the electrification project for Chintsa East Township Zone 17. The Municipality has spent 100% of its allocated MIG Funding as at end June 2017.

d. Public Participation:

Public Participation is a cornerstone of any democracy. The Council responded positively to a spate of community protests that were in Komga. Service delivery issues raised in the petition were attended to and the municipality continues to do so within the limited resources that are at our disposal. Ward Committees were established immediately after the inauguration of this Council on the 18th August 2017. Capacity building of the same will be undertaken in the next financial year with the intent to deepen democracy and community participation.

e. Future Actions:

The prospects of the Great Kei's participation in the Oceans Economy are huge. A partnership with key investors in the Oceans Economy and Small Town Revitalization projects will go a long way in changing the lives of the citizens of Great Kei. The municipality plans to enter into strategic partnerships, twinning arrangements with cities/ municipalities having common developmental features. This will go a long way as those institutions will create a dialogue to share developmental approaches and assistances.

f. Agreements / Partnerships:

For the first time in the history of Great Kei Municipality, young people were enrolled in big numbers in the learnership programmes with the assistance of NYDA. A school intervention programme has been initiated where grade 12 learners were linked with NSFAS and tertiary institutions were approached to assist with the enrolment of the class of 2016. Indeed the municipality is in the right path. Our audit


Chapter 1

results are indicative a commitment to do better

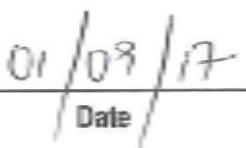
Conclusion:

The future of the municipality looks bright as we embark on this 5 year journey and beyond. For the first time ever, Great Kei Municipality achieved an unqualified audit outcome. I'm certain that with the current committed administration and Political Leadership the future of the Municipality looks bright. Together we will continue to work hard in partnership with our stakeholders to turn around the municipality and improve the future our masses.

Yours in good governance,



Cllr. L. D. Tshetsha
Mayor



Date

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Chapter 1

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

ACTING MUNICIPAL MANAGER'S OVERVIEW

As the Acting Municipal Manager, I am honoured to present the Annual Report for the year ending 2016/2017. The report has been compiled in line with the following prescripts, the Municipal Finance Management Act, No 56 of 2003, Municipal Systems Act No 32 Of 2000, as well as the National Treasury Circular No 63. The report covers the annual performance of Great Kei Municipality for the year ending as at 30 June 2017.

The report allows us to reflect on how the municipality performed and responded to its mandate as a sphere of government charged with the responsibility to deliver services to communities in a sustainable manner so that ultimately we improve the quality of life for our citizens. In this report account shall therefore be given to the progress made by the municipality in its endeavour to fulfil its strategic objectives as expressed in its IDP, Budget and SDBIP,

The year under review was fraught with a plethora of challenges including the economic down turn that engulfed our country. Our municipality, Great Kei was not immune from the national as well as international economic challenges as numbers of unemployment continue to grow resulting to severe loss of our revenue. Indigence grew at an alarming rate and this affected negatively the budget of the municipality.

Notwithstanding all the above stated challenges the municipality during the year under review had been able to stabilize the financial management and effect effective financial controls which have resulted into receiving Unqualified Audit Opinion consecutively for the second time. This has been as a result of dedication, zeal and concerted efforts by both the Political and Administrative arms of the municipality that work tirelessly in order to make this municipality the best run institution in Eastern Cape in particular and South Africa in general.

These achievements would not be realized had the municipality not received assistance from Sector departments viz. Department of Cooperative Government and Traditional Affairs (Cogta) as well as Department of Treasury and lastly our District Municipality (ADM).

Whilst a sizeable amount of work has been achieved by the municipality but a lot more is required to improve the standard of living for our citizens. The municipality has to explore potential revenue streams and that it will do through its Revenue Enhancement Strategy which will only be realized once rigorous efforts are made in enhancing local economy.

On behalf of administration, I would like to express the words of gratitude to the political leadership, its decisiveness and passion to lead by example. This has manifested itself by constant improvement in the issues of good governance.

Chapter 1

Let me close by saying “ the secrete of success is to do things uncommonly well”

I thank you

The Acting Municipal Manager
Mtalo Mzimasi

_____ **14/12/2017** _____
Date

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Chapter 1

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.2.1 MUNICIPAL POPULATION AND ENVIRONMENTAL OVERVIEW

The Great Kei Municipality (GKM) is located within the Eastern Cape Province and covers an area of 1 421 square kilometers (km²). The Municipality's Headquarters are in Komga; and satellite offices in Haga Haga with 5 employees; Kei Mouth with 5 employees and Chintsa with 5 employees. Municipal Services offered in Satellite offices are as follows:

- a) Refuse Removal
- b) Grass Cutting and Clearing of Bushes
- c) Roads Maintenance services

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.

Population of the municipality is distributed into seven wards, which are the amalgamation of previously different communities and municipal entities, including Komga, Kei Mouth, Morgan Bay, Haga-Haga, Chintsa East, Chintsa West, Mooi plaas and Kwelera.

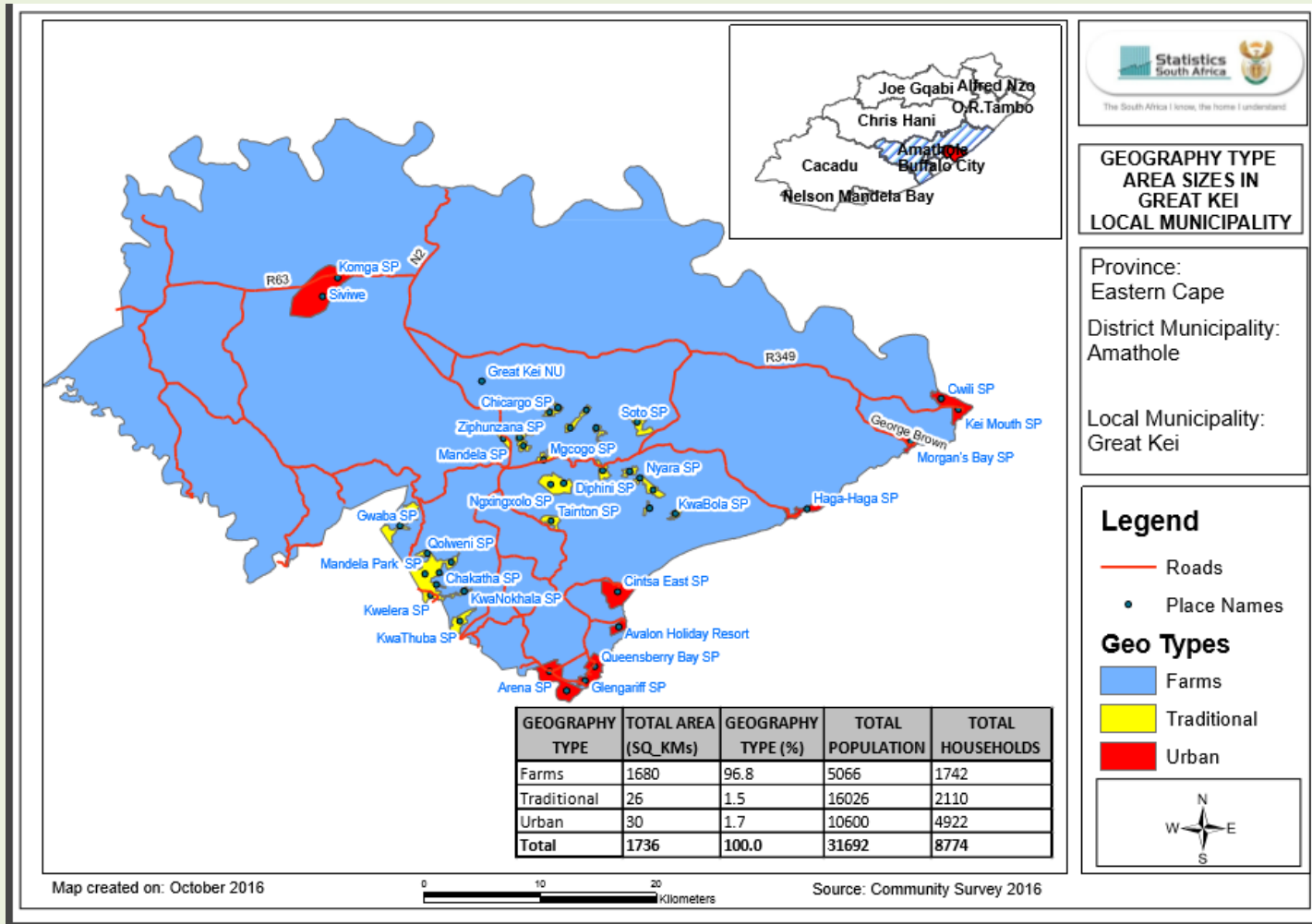
Regional access is obtained through the district via the N2 National Route from East London to Butterworth with a provincial main road N6 connection between Komga and Stutterheim and the connection between Komga and King William's town and Bhisho is via the R63.

A graphical representation of the Great Kei Local Municipality is illustrated by in Figure 1 below

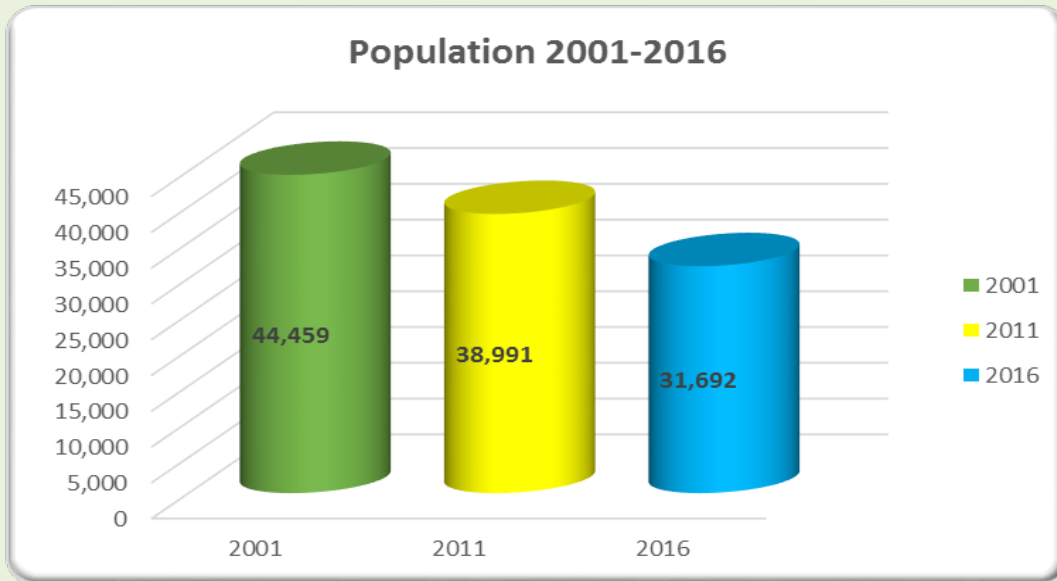
Figure 1- Map of Great Kei Local Municipal Area:

The below figure 3 , extracted from Statistic South Africa illustrates the spreading of the Great Kei Municipality, which is proportionally distributed according to the 7 wards. Over the years there has been a significant decline of the population, where in 2001 the overall population was 44 459, **but** significantly declined to 38 991 in 2011. The redetermination of wards has further caused another decline in population to be 31 692 as of August 2016.

Chapter 1



Chapter 1

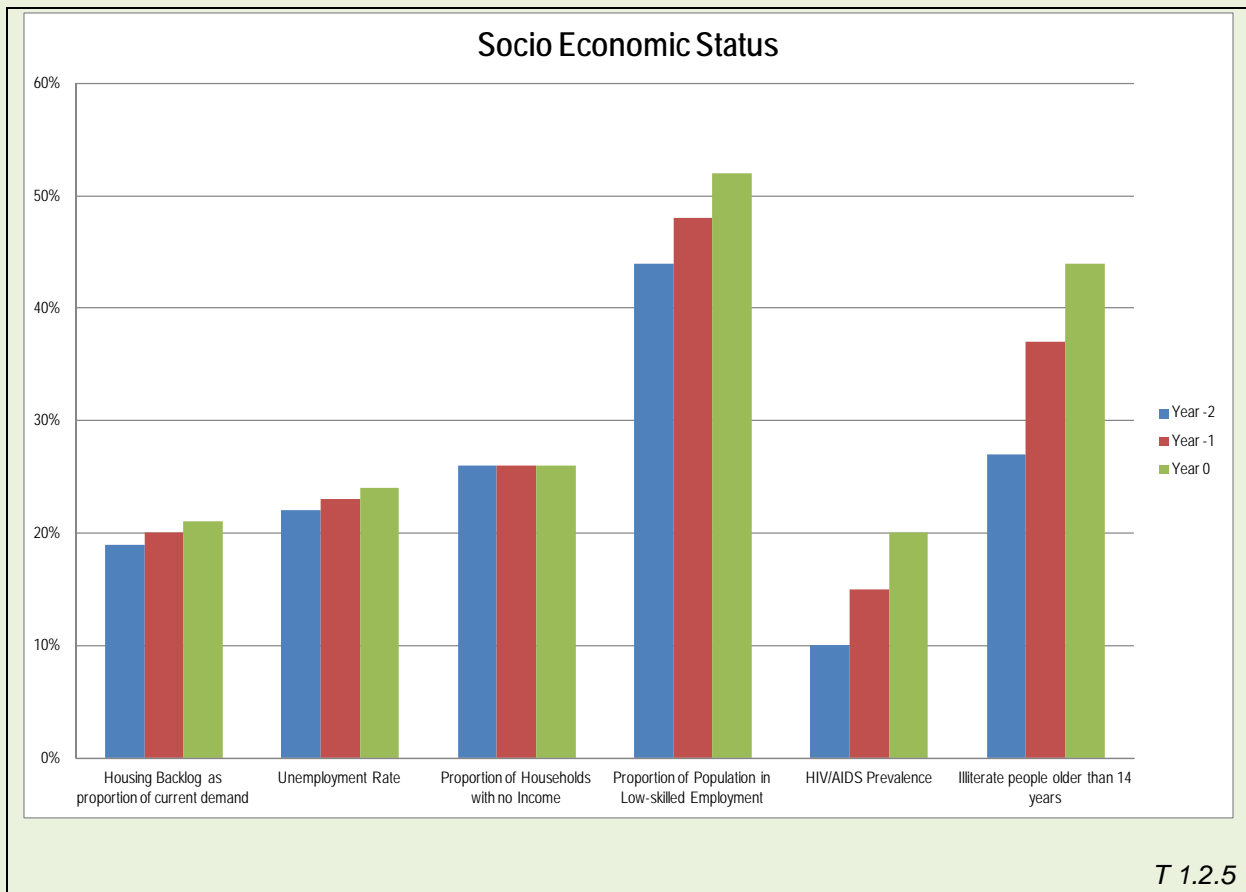


2: Population in 2001 and 2016:

Population Details			
Age	2011		
	Male %	Female %	Total %
Age: 0-4	5.6	5.5	11.1
Age: 5-9	4.9	4.5	9.4
Age: 10-19	9.4	8.6	18.0
Age: 20-29	8.2	7.4	15.6
Age: 30-39	5.6	6.4	12.0
Age: 40-49	4.9	5.7	10.6
Age: 50-59	2.3	2.3	4.6
Age: 60-69	2.3	2.3	4.6
Age: 70+	2.3	4.1	6.4
Source: Stats SA	T1.2.2		

Chapter 1

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Households with no Income	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
Year -2	19%	22%	26%	44%	10%	27%
Year -1	20%	23%	26%	48%	15%	37%
Year 0	21%	24%	26%	52%	20%	44%
<i>T 1.2.4</i>						



Natural resources		
Major resources	natural	Relevance to the community
Sand		The municipality has a small mining sector based on sand mining. The construction, trade and transport sectors have had positive growth this could have a positive effect on the local municipality as these sectors employ semi-skilled workers.
Granite		Mining activity is centred on granite mining which is being undertaken

Chapter 1

	by Milo Granite (Pty) Ltd. The firm has identified a commercial mining opportunity for the exploitation of granite dimension stone 2 km outside of Komga, on the road past the Komga Industrial areas, on the farm Castleton. The business is involved with the mining of granite and the supply of the granite blocks to the national and international markets. More employment opportunities will be open to the community.
	<i>T 1.2.7</i>

COMMENT ON BACKGROUND DATA:	
Refer to the table above	<i>T 1.2.8</i>

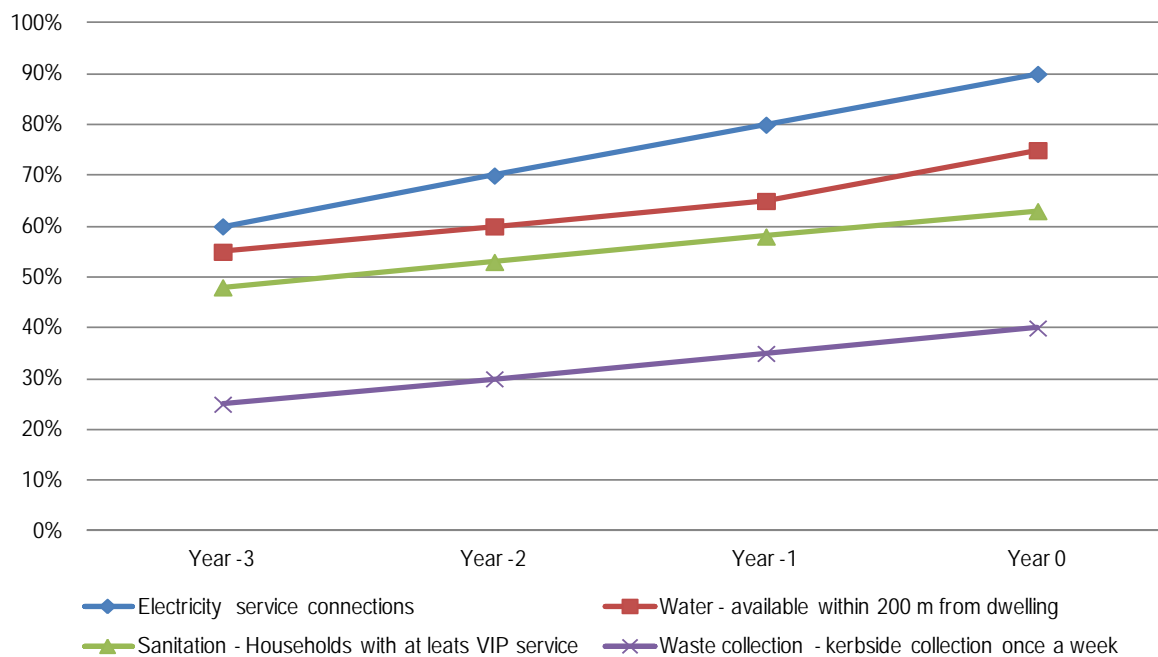
1.3. SERVICE DELIVERY OVERVIEW

SERVICE DELIVERY INTRODUCTION	
The municipality had 20 targets, out of these 17 achieved and 2 partially achieved and 1 not achieved due to number of reasons. The indigent policy is implemented to all registered indigents. For a detailed performance report refer to Component K.	
	<i>T 1.3.1</i>

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Chapter 1

Proportion of households with access to basic services



T 1.3.2

COMMENT ON ACCESS TO BASIC SERVICES:

T 1.3.3

1.4. FINANCIAL HEALTH OVERVIEW

FINANCIAL OVERVIEW

Great Kei Municipality is a small municipality that is financially viable because of its large revenue base for rates and taxes. However it has been financially crippled by the low revenue collection rate and an increasing creditors balance. For the past 3 years it has been receiving a disclaimer or Adverse audit opinion.

The financial standing of the municipality has improved in the 2015/2016 financial year as evidenced by Unqualified Audit opinion received in 2015/16 financial year. The collection rate has also improved to an overall annual collection rate of 65% end of June 2017. The improvement was achieved through strengthening of internal controls, putting processes in place and correcting of prior year errors. The

Chapter 1

cash-flow of the Municipality is also stable, creditors are paid according to the creditors payment plan of the municipality.

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Financial Overview: Year 0			
R' 000			
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	77627	80482	81851
Taxes, Levies and tariffs	0	0	0
Other	44800	48884	31921
Sub Total	122427	129366	113772
Less: Expenditure	114475	120441	109537
Net Total*	7952	8925	4235
* Note: surplus/(defecit)			T 1.4.2

Operating Ratios	
Detail	%
Employee Cost	43%
Repairs & Maintenance	0,8%
Finance Charges & Impairment	5,4%
T 1.4.3	

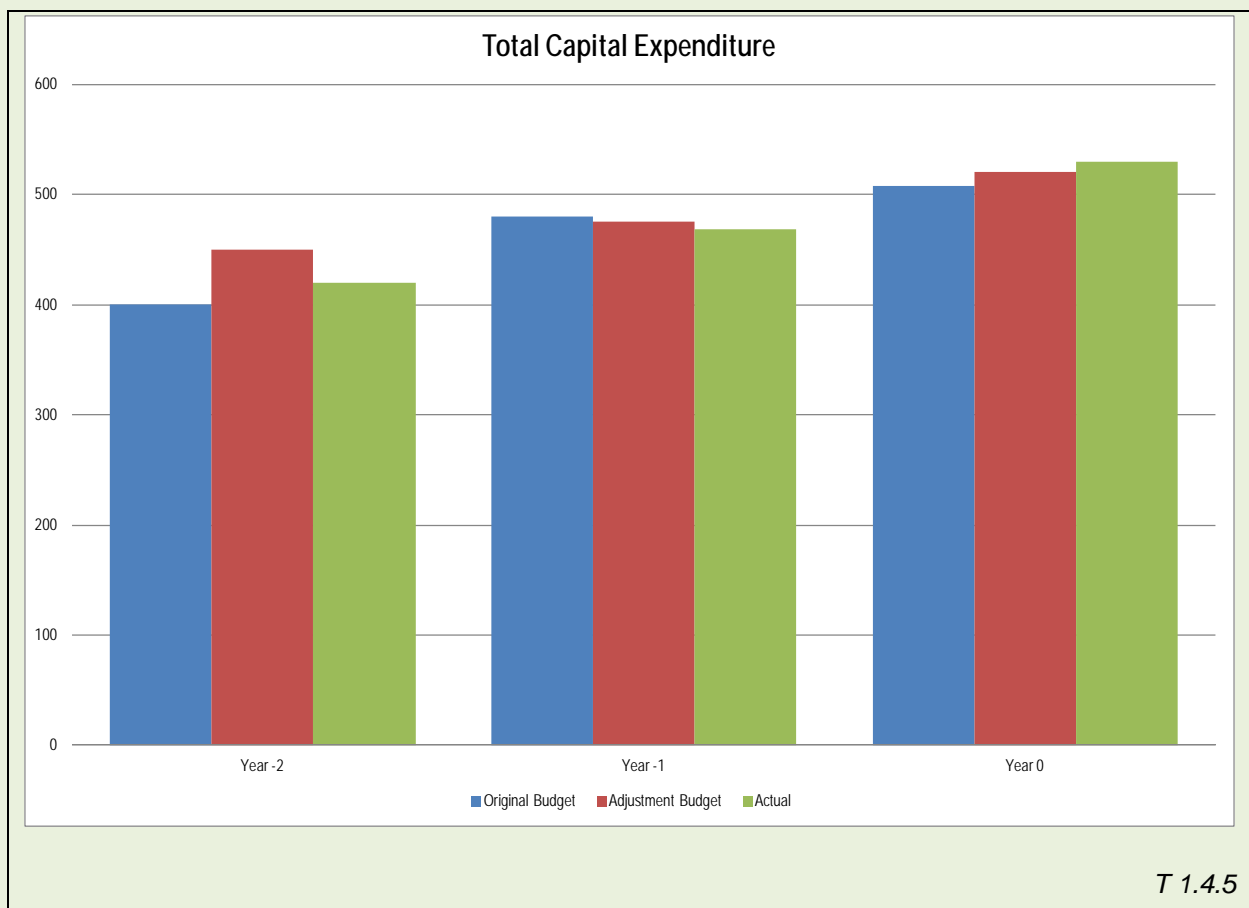
COMMENT ON OPERATING RATIOS:

The Salary bill of the Municipality has a noticeable increase in the 2015/16 financial year. This is due to the filling of vacant positions in the approved organogram and is slightly above the Treasury norms. Repairs and maintenance is below the norm because of limited funds and use of EPWP resources.

T 1.4.3

Chapter 1

Total Capital Expenditure: Year -2 to Year 0			
			R'000
Detail	Year -2	Year -1	Year 0
Original Budget	20553	12215	35152
Adjustment Budget	30155	33523	36149
Actual	19357	16730	29559
			T 1.4.4



COMMENT ON CAPITAL EXPENDITURE:

Chapter 1

The Municipality has exhausted its capital budget for 2015/16. The unspent funds relate to retention monies that are not yet due. There were savings which were realised because of the difference in the budgeted amount and the awarded amount which forms part of the unspent funds.

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1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

ORGANISATIONAL DEVELOPMENT PERFORMANCE

Refer to Chapter 4 of the report

T 1.5.1

1.6. AUDITOR GENERAL REPORT

AUDITOR GENERAL REPORT: YEAR 0 (CURRENT YEAR)

The municipality received qualified audit opinion in 2014/15 FY and Unqualified Audit opinion 2015/16. The municipality has maintained Unqualified Audit opinion for 2016/17 FY.

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Chapter 1

1.7. STATUTORY ANNUAL REPORT PROCESS

No	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise the 4th quarter Report for previous financial year	
4	Submit draft year 0 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General audits Annual Report including consolidated Annual Financial Statements and Performance data	September – October
12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	December
16	Council adopts Oversight report	
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input	January

T 1.7.1

Chapter 1

COMMENT ON THE ANNUAL REPORT PROCESS:

The GKM annual report is aligned to the annual report process as regulated in circular 63 of MFMA. The process started in the beginning of June 2016, this was to allow more time for the departments to report accurate and credible information. The document is also aligned with the IDP, Budget and Performance Management System. The annual performance report of the municipality also forms part of the annual report as legislated.

Link between IDP, PMS and Budget

Developed municipal objectives of the IDP must be translated into service delivery targets for the municipality and departmental senior managers should cascade those objectives down to lower level. The municipality then developed SDBIP as a monitoring tool of the objectives set out in the IDP. After the situational analysis the municipality should therefore prioritize according to the budget it have. Annual budget of a municipality is output-driven and that the intended outcomes are in line with the service delivery objectives outlined in the IDP. Thus, a sound municipal budget is one which sensibly allocates realistically expected resources to the achievement of defined objectives identified as priorities in the approved IDP. The operating and capital budgets must be aligned with the objectives and strategies contained in the IDP.

The GKM has fully complied with all the required time frames of the annual report.

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Chapter 2

CHAPTER 2 – GOVERNANCE

INTRODUCTION TO GOVERNANCE

A successful political-administrative interface within the public service is at the core of good public sector governance and effectiveness, which in turn is critical for improved public service delivery and the achievement of national development goals. Great Kei Municipality was established in accordance to section (12) of the local government Structures Act 117 of 1998, and as category B Municipality. Great Kei Council is a plenary executive system combined with a ward participatory system as provided in the section (9) of the same act.

In essence Great Kei has got a political arm championed by the Speaker who is also a Mayor and the administrative arm where the Municipal Manager is the head.

The GKM is committed to good governance and clean administration. This was evident in the 2015/16 audit outcomes where the municipality achieved unqualified audit opinion for the 1st time since its inception. The municipality also received an award in good governance/ clean administration for 2015/16 and 2016/17 financial years consecutively.

T 2.0.1

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The GKM political and administration governance is stable. There are cordial relations between the council and the administration. The Oversight committees are functional and sit as documented in the council calendar and process plan.

The municipality adheres to its council calendar and all the plans of the council

T 2.1.0

2.1 POLITICAL GOVERNANCE

INTRODUCTION TO POLITICAL GOVERNANCE

The legislative arm of Council is headed by the Speaker of Council, who presides over Council meetings. The Speaker is responsible for coordinating and managing the functioning and development of Section 79 committees and Councillor Affairs. In addition, the Speaker fulfils the role of building democracy; and managing community participation in local government, particularly through the ward

Chapter 2

committees, by ensuring they function effectively. The Speaker has to ensure public consultation, involvement and participation in the affairs of the Municipality. The Speaker is supported by the Chief Whip of Council, Cllr. Luleka Ndabambi Gavumente, whose role is to maintain cohesion within the governing party and to build relationships with other political parties represented in Council.








Other tasks include:

- Ensuring that each of the political parties are properly represented on the various committees;
- Maintaining sound relations between the various political parties; and
- Attending to disputes between political parties.





The Chief Whip is further responsible for enhancing the maintenance of sound relations and speedy resolution of disputes among various represented political parties.

Great Kei Municipality does have both the Audit Committee and the Oversight Committee that that provides opinions and recommendations on financial processes and performance and provides comments to the Oversight Committee (or some other stated committee) on the Annual Report. However Great Kei Municipal Oversight committee is made up of only Councillors, with the specific purpose of providing Great Kei Council with comments and recommendations on the Annual Report.

T 2.1.1

COUNCIL				
Name of councilor	Capacity	Gender	Political Party	Ward/ PR
L.D. TSHETSHA	SPEAKER/MAYOR	MALE		5
N. KANTSHASHE-TILDINI	WARD COUNCILLOR	FEMALE		5
T. GQOMOROSHE	WARD COUNCILLOR	MALE		7
L. TONZE	WARD COUNCILLOR	FEMALE		6
NKOSINATHI VEREZAR MEVANA	WARD COUNCILOR	FEMALE		4
NTOMBIZANELE PRINCESS MGEMA	PR COUNCILOR	FEMALE		7
LULEKA NDABAMBI GAVUMENTE	CHIEF WHIP	FEMALE		6

Chapter 2

COUNCIL				
Name of councilor	Capacity	Gender	Political Party	Ward/ PR
L.MHLONTLO	WARD COUNCILLOR	FEMALE		3
WELILE NDORO	PARTY REPRESENTATIVE	MALE		4
SHARNE MURIEL JACOBS	PARTY REPRESENTATIVE	FEMALE		1
BEV WOOD	WARD COUNCILLOR	FEMALE		1
T NDOLOSE	PARTY REPRESENTATIVE	MALE	EFF	6
Z NZUZO	WARD COUNCILLOR	MALE	Independed	2

T2.1.2

Insert a picture for Councillors

POLITICAL DECISION-TAKING

Great Kei Municipality is the category B and a plenary executive system combined with ward participatory system, as provided for in the Local Government Municipal Structures Act No.117 of 1998, Section 9. Therefore all political decision are collectively taken by Council which has a both legislative and executive authority for this type of Municipality. The percentage of implemented Council Resolution is (93%), against 99 decisions taken and other were partially achieved and around issues:

- Roads and Storm-water
- Electricity
- Housing

T 2.1.3

2.2 ADMINISTRATIVE GOVERNANCE

Chapter 2

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The role of public administration in governance is a continuing topic of discussion and debate. The current worldwide reassessment of the functions of the State and of public officials and civil servants arises from two major sources, one is globalization and its impacts on what governments must do to adapt and respond to rapidly changing international economic, social, political and technological trends; the other is increasing dissatisfaction among citizens in many countries, including South Africa with the functions of government and the services that public administrations provide.

The Municipal Council of Great Kei Municipality is obliged by relevant Local government prescripts to appoint a person as a Municipal Manager, this person is of course the head of administration and the Accounting Officer. The role of the Municipal Manager is primarily threefold in nature, namely:--

- Performs procedural duties re-political structure, such call first council meeting after the end of council terms, be the Municipal Electoral Officer with IEC.
- Heads the Administration by also ensure that the administration of the affairs of the municipality are governed by the democratic values and principles enshrined in the Constitution.
- The Municipal Manager is accountable to Council, in that she should ensure that Great Kei Municipality is broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

Great Kei Municipality has four other Directorate that being the following:

- Corporate Services Directorate
- Budget and Treasury Office
- Municipal Managers Office
- Technical & Community Services

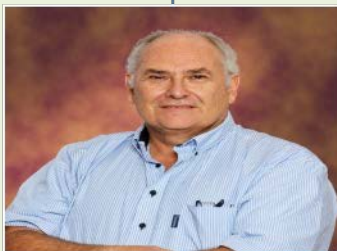
All these Directorates are headed by Directors or Senior Managers directly accountable to the Municipal Manager, as per the provision of the Municipal Systems Act. Each Director has his or her performance agreement entered into with the Municipal Manager. These contact provides terms of how these Managers work with the Accounting Officer.

T 2.2.1

Chapter 2



MM:
Mrs I. Sikhulu-Nqwena



**Director: Technical
Services & Community
Services: Mr J.F. Van Dalen**



Chief Financial Officer:
Mr L. Mosala



**Acting Director : Corporate
Services
Ms P. Dumalisile**

Chapter 2

PHOTO	TOP ADMINISTRATIVE STRUCTURE	FUNCTION
	MUNICIPAL MANAGER Mrs. Ivy Sikhulu-Nqwena	The Municipal Manager is a key role player in the functioning of the municipality. She acts not only as a communication channel between The Council and community, but also as an accounting officer and head of Administration of the municipality.
	EXECUTIVE DIRECTOR: Budget & Treasury DIRECTOR: Mr. Lucky Mosala	<ul style="list-style-type: none"> ▪ Budget & Treasury ▪ Supply Chain Management ▪ Revenue Management ▪ Creditors & Expenditure ▪ Valuation ▪ Asset Management
	EXECUTIVE DIRECTOR: Technical and Community Services Director: Mr. Francious van Dalen	<ul style="list-style-type: none"> ▪ Roads & Storm-water Services ▪ Town Planning Services ▪ Building Control & Maintenance ▪ Environmental Management ▪ Electricity & Project Management ▪ Parks & Cemeteries Management
	EXECUTIVE DIRECTOR: Corporate Services Director: Ms. P Dumalisile (Acting)	
Note: * denotes officials on fixed term performance contracts reporting to the Municipal Manager under the Municipal Systems Act Section 57.		
T2.2.2		

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

In terms of chapter 4 of Local Government: Municipal Systems Act, No.32 of 200, (1) a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-encourage, and create conditions for, the local community to participate in the affairs of the municipality.

The IDP, PMS and Budget preparation process requires an extensive consultation and participation of communities, all role players and key stakeholders in order to achieve shared understanding of the municipal development and alignment. Although municipalities are expected to establish participation

Chapter 2

structures, it will however be critical to consider utilising existing arrangements, and adapt them if necessary, and avoid duplication of mechanisms.

The GKM has effective and efficient operational structures such as, IDP, PMS and Budget Representative Forum, IDP, PMS and Budget Steering Committee, Ward Committees, IGR Structures through the assistance of Amathole District Municipality.

T 2.3.0

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 **with** 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.

T 2.3.1

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.

T 2.3.2

RELATIONSHIPS WITH MUNICIPAL ENTITIES

N/A.

T 2.3.3

DISTRICT INTERGOVERNMENTAL STRUCTURES

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

Chapter 2

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. We participate in many District Forums such as District Communication Forum, District Engineering Forum, District IDP Forum, District Speakers Forum, District LED Forum etc.

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.

T 2.3.4

Chapter 2

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

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 compliments 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

During the 2016/17 financial year communities were engaged through road shows/ mayor's programmes, IDP/PMS and budget representative forum meetings and ward meetings.

T 2.4.0

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

The communication is taking place with stakeholders through the municipal communication policy. In terms of the IDP/PMS and Budget forums stakeholders are partaking including sector departments.

The following are the stakeholders which form part of our communication and participation forums.

- Councillors;
- Ward Committees;
- GKM Local Home Affairs Stakeholder Forum
- GKM Disability Forum
- GKM Youth Council
- GKM Sport Council
- GKM Agricultural Forum
- GKM LED Forum
- GKM IDP/PMS and Budget Rep Forum
- GKM IGR Forum

Chapter 2

- GKM SPU Forum
- 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 interpreted in Xhosa is used as a medium of communication during presentations. However in community meetings languages that are spoken in that community will also being used.

T 2.4.1

Chapter 2

WARD COMMITTEES

Establishment of Ward committees

Great Kei Municipality established ward committee and their operational plans to promote public participation as mandated by Local Government: Municipal Structures Act, No 117 of 1998 and Local Government: Municipal Systems Act, No 32 of 2000. Ward committees were elected during 2016/17 financial year and signed Code of Conduct.

Ward committees are there to assist and support Ward Councilors by submitting the needs and priorities of the ward and provide feedback to communities for the issues affecting their wards. They submit reports on monthly basis to the municipality through Ward Councilors for all the issues raised from ward committee meetings. Ward committee meetings are attended by Community Development Workers in order to refer other issues to relevant spheres of government.

Critical issues raised from Great Kei Municipal wards;

Access roads and internal street.

Construction of RDP houses for all wards.

Water and Sanitation e.g. Toilets that were not finished by ADM, portable toilets at Morgan's Bay, shortage of water at Komga.

Indigent register and alternative fuel for farm dwellers.

Job creation and skills development.

Accountability

Ward committees are organizing community meetings and report to Ward Councilors for feedback on matters affecting communities, do door to door campaigns and arrange interactions with communities on quarterly basis.

T 2.4.2

Public Meetings-2016/17

Nature and purpose of the meeting	Date of the event	Number of participating Municipal Councillors	Number of participating Municipal Administration	Number of Communities Attending	Issue addressed (yes / no)	Date and manner of feedback given to communities
Ordinary Council (inauguration)	2016 August 18	13	12	119	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.

Chapter 2

Public Meetings-2016/17						
Nature and purpose of the meeting	Date of the event	Number of participating Municipal Councillors	Number of participating Municipal Administration	Number of Communities Attending	Issue addressed (yes / no)	Date and manner of feedback given to communities
Ordinary Council	2016 August 31	13	6	89	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.
Special Council	2016 September 29	12	6	0	YES	Confidential Items were discussed
Special Council	2016 October 05	11	3	0	YES	Confidential Items were discussed
Ordinary Council	2016 October 26	13	9	78	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.
Ordinary Council	2016 December 07	13	6	63	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.
Ordinary Council	2017 January 25	13	9	82	YES	Feedback is given to communities on other

Chapter 2

Public Meetings-2016/17						
Nature and purpose of the meeting	Date of the event	Number of participating Municipal Councillors	Number of participating Municipal Administration	Number of Communities Attending	Issue addressed (yes / no)	Date and manner of feedback given to communities
						platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc
Special Council	2017 February 28	12	6	0	YES	Confidential items discussed.
Ordinary Council	2017 March 30	11	5	96	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.
Ordinary Council	2017 May 31	11	6	103	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.
Ordinary Council	2017 June 27	12	6	84	YES	Feedback is given to communities on other platforms, such Ward Committee, IDP Rep Forum, IGR meetings etc.

Chapter 2

Public Meetings-2016/17

Nature and purpose of the meeting	Date of the event	Number of participating Municipal Councillors	Number of participating Municipal Administration	Number of Communities Attending	Issue addressed (yes / no)	Date and manner of feedback given to communities
						T.2.4.3

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD:

Effective public participation in the affairs of the municipality
 Structured accountability
 Effective intergovernmental relations
 Transparent and democratic processes of the municipality to the community
 Compliance with the law

T 2.4.3.1

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

Chapter 2

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
* Section 26 Municipal Systems Act 2000	T 2.5.1

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

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.

T 2.6.0

2.6 RISK MANAGEMENT

RISK MANAGEMENT

Role of Risk Management

The management of risk is the process by which the Accounting Officer, Chief Financial Officer and the other senior management of a Municipality will pro-actively, purposefully and regularly, but at least annually, identify and define current as well as emerging business, financial and operational risks and identify appropriate, business and cost effective methods of managing these risks within the Municipality, as well as the risk to the stakeholders.

Risk management ensures that management has a process in place to both set objectives and align the objectives with GKM's mission and vision and is consistent with GKM's risk tolerance. The setting of these objectives is usually completed during the, "Strategic planning and Budgetary process." GKM objectives can be viewed in the context of five categories:

1. Strategic Objectives- relating to high-level goals, aligned with and supporting GKM's mission and vision;

Chapter 2

2. Operations- relating to effectiveness and efficiency of GKM's operations, including performance and service delivery goals. They vary based on management's choices about structure and performance;
3. Reporting- relating to the effectiveness of GKM's reporting. They include internal and external reporting and may involve financial or non-financial information;
4. Compliance- relating to GKM's compliance with applicable laws and regulations;
5. Safeguarding of assets- relating to prevention of loss of a GKM's assets or resources, whether through theft, waste or inefficiency. Where the safeguarding concept applies to the prevention or timely detection of unauthorized acquisition, use, or disposition of GKM's assets.

Internal audit role in risk management

The Internal Auditor's role in risk management includes: -
 focusing on the significant risks, as identified by management, and auditing the risk management processes across the Municipality; providing assurance on the management of risk; providing active support and involvement in the risk management process; facilitating risk identification / assessment and educating line staff in risk management in internal control and the recommendations to improve them; to assess risk management matters of significant importance reported by the internal auditor; and to assess and confirm the policies, strategy and procedures for identifying areas of risk and the measures implemented to ensure adequate control of and security at such areas.

T 2.6.1

The table below indicates the top five risks within the Municipality as identified by management:

Risk Category	Risk Description	Root Causes
Human Resources / Information Integrity	Non-compliance to the legislative prescripts and institutional policies	<ul style="list-style-type: none"> ▪ Lack of awareness of legislation to comply; ▪ Unclear roles and responsibilities; ▪ Inadequate organisational structure, e.g. key positions funded not filled; ▪ Absence of a compliance officer; ▪ Leadership instability leads to lack of direction; ▪ Over regulation of local government; and ▪ Non alignment of internal policies to the relevant legislation and regulations.
Change Management / Organisational	Non alignment to the organisational structure to IDP objectives and budget	<ul style="list-style-type: none"> ▪ Organogram not timely approved in line with the IDP and budget ▪ Inability for the municipality to fund organisational structure ▪ Lack of prioritization of critical positions to sufficiently implement the strategic objectives
Human Resources	Ineffective implementation of the Work-Skills Plan	<ul style="list-style-type: none"> ▪ Inadequate participation by management on skills gap assessment. ▪ Inappropriate manner of identifying skills gap ▪ Ineffective performance management
Regulatory / Health	Non-compliance with Health and Safety Regulations by June 2017	<ul style="list-style-type: none"> ▪ Lack of adequate health and safety plans ▪ Lack of Health and Safety equipment ▪ Lack of capacity for first-aid occupational health and safety

Chapter 2

		<ul style="list-style-type: none"> ▪ Evacuation procedures not formally developed and communicated ▪ Lack of regular building assessments for compliance with safety regulations ▪ Non training of Health and Safety committee and first aid representatives ▪ Absence of fire marshals ▪ No medical examination of employees, especially general workers
Governance	Ineffective/ inadequate administrative support for oversight committees	<ul style="list-style-type: none"> ▪ Lack of human and knowledge capacity within Council Support ▪ Non implementation of Council and its sub committees recommendations and resolutions ▪ Poor credibility of reports submitted to Council and its sub committees ▪ Lack of training of Councilors and its sub committees. ▪ Poor administration support to Council and its sub committees ▪ Lack of consequence management ▪ Poor quality of minutes taking

2.7 ANTI-CORRUPTION AND FRAUD

FRAUD AND ANTI-CORRUPTION STRATEGY

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identifies supply chain measures to be enforced to combat fraud and corruption, favoritism and unfair and irregular practices. Section 115(1) of the MFMA states that the Accounting Officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

The strategies listed below have been adopted and are implemented by Council:

1. Anti-fraud and prevention strategies
2. Fraud Prevention Plan
3. Code of Ethics for Municipal Employees
4. Fraud Prevention Policy
5. Whistleblowing Policy

T 2.7.1

2.8 SUPPLY CHAIN MANAGEMENT

OVERVIEW SUPPLY CHAIN MANAGEMENT

Chapter 2

The objective of Supply Chain Management is to procure goods and services. The Great Kei Municipality Supply Chain Management is centralized for all the municipal procurement services. As per the SCM standards and norms, all SCM committees are in place and functional. The organizational structure has made provisions for separation of duties. Contracts Management Unit is located within the SCM unit. On average, procurement processes takes about 38 day's turnover for competitive bidding, for informal tender process an average time takes about 12 days and for three quotations it takes about a week.

The accounting officer established a committee system that is consistent with the MFMA and Municipal SCM Regulations for competitive bids which consists of:

Bid Specification Committee

Bid Evaluation Committee

Bid Adjudication

The supply chain processes are guided by the SCM policy of the municipality which is reviewed annually.

Challenges

Lack of professional skills within the Great Kei area

Quoting above /below market related prices

Remedial action

Workshops are conducted for suppliers by SMMEs and supplier days are conducted as well

The Municipality has provided computer and access to internet to and assists suppliers to register on CSD.

T 2.8.

2.9 BY-LAWS

BY-LAWS INTRODUCED DURING 2015/16 FINANCIAL YEAR					
Newly Developed	Revised	Public participation Conducted Prior to Adoption of By-Laws (Yes / No)	Date of Public participation	By-laws Gazetted (yes/no)	Date of Publication
Liquor trading by-law	Not yet	Yes but not yet adopted	September 2015	No	N/A
Street Trading by-law	Not yet	Yes but not yet adopted	September 2015	No	N/A
Prevention of nuisance by-law	Not yet	Yes but not yet adopted	September 2015	No	N/A
By- law relating to advertising signs	Not yet	Yes but not yet adopted	September 2015	No	N/A

Chapter 2

By-law relating to public open space	Not yet	Yes but not yet adopted	September 2015	No	N/A
By-law relating to use and hire of municipal buildings	Not yet	Yes but not yet adopted	September 2015	No	N/A
By-law relating to neglected buildings & Premises	Not yet	Yes but not yet adopted	September 2015	No	N/A
Waste Management by-law	Not yet	Yes but not yet adopted	September 2015	No	N/A
By-law relating to Cemeteries & Crematoria	Not yet	Yes but not yet adopted	September 2015	No	N/A
By-law on Spatial Land Use Management	Not yet	Yes but not yet adopted	September 2015	No	N/A
Rates Policy by-law.	Not yet	Approve in June 2016	Not yet conducted	No	N/A
Credit Control and Debt Collection by-law.	Not yet	Approved in June 2016	Not yet conducted	No	N/A
Tariff Policy by-law.	Not yet	Approved in June 2016	Not yet conducted	No	N/A
Indigent Policy by-law.	Not yet	Approved in June 2016	Not yet conducted	No	N/A
Rates Policy by-law.	Not yet	Approved in June 2016	Not yet conducted	No	N/A

T 2.9.1

COMMENT ON BY-LAWS:

The Great Kei Municipality is a plenary type council and has got thirteen (13) and seven (7) wards respectively. Therefore the Public Participation process was conducted on all wards. However the by-laws have not yet been adopted by council with the community inputs, though the institution has requested both Amathole District Municipality and EC Cogta to assist in financially to have the by-laws Gazetted once all processes have been concluded.

In the light of its size, the Municipality would work in conjunction with the relevant law enforcement agencies, such as SAPS, Traffic Law Services, to enforce the By-Laws once are gazetted.

Chapter 2

T 2.9.1.1

2.10 WEBSITES

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	16/08/2016
All current budget-related policies	Yes	26/04/2016
The previous annual report (Year -1)	Yes	16/02/2016
The annual report (Year 0) published/to be published		
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	Yes	15/07/2016
All service delivery agreements (Year 0)	N/A	N/A
All long-term borrowing contracts (Year 0)	Yes	
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes	2-May-16
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	N/A	N/A
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	N/A	N/A
Public-private partnership agreements referred to in section 120 made in Year 0	N/A	N/A
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	13/05/2016
		T 2.10.1

COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS:

Documents are loaded on the Municipal website as and when a need arises. Currently the municipality does not have personal computers that are accessible to the public however our libraries do have the personal computers accessible to the public. Municipality is in a process of procuring the services.

T 2.10.1.1

2.11 PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFCATION LEVELS

Public satisfaction survey not done in the year in question.

T 2.11.1

Chapter 2

2

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

INTRODUCTION

Out of 88 targets set 80 have been achieved, 3 partially achieved and 5 not achieved. And the overall percentage achievement is 91%.

For the detailed report refer to chapter 3 component K of this report.

T 3.0.1

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 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 did lay bulk water pipeline from the reservoir to the area and planning Construction of Water Reticulation to 1140 Ervin and also the upgrading of bulk water supply for Great Kei Local Municipality.

b. Levels and standards in water services:

An increase in the water services provision was 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.

The GKM is responsible for access roads, roads maintenance, electricity distribution in Komga and its townships, housing facilitation and solid waste management

T 3.1.0

Chapter 3

3.1. WATER PROVISION

INTRODUCTION TO WATER PROVISION

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 did lay an bulk water pipeline from the reservoir to the area and planning Construction of Water Reticulation to 1140 Ervin and also the 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.

T 3.1.1

T 3.1.2.1

COMMENT ON WATER USE BY SECTOR:

This is not the GKM function but ADM therefore the water usage by sector may be sourced from the Water Service Authority and Service Provider

T 3.1.2.2

This is not the GKM function but ADM

T 3.1.5

Chapter 3

COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

This is not the GKM function but ADM

T 3.1.10

3.2 WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO SANITATION PROVISION

Sanitation services is the function of Amatole District Municipality. 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)**

T 3.2.1

This not the GKM function. It is the ADM funtion

T 3.2.2

This is not the GKM function. It is the ADM function

T 3.2.5

Chapter 3

COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

This is not the GKM function. It is the ADM function

T 3.2.10

3.3 ELECTRICITY

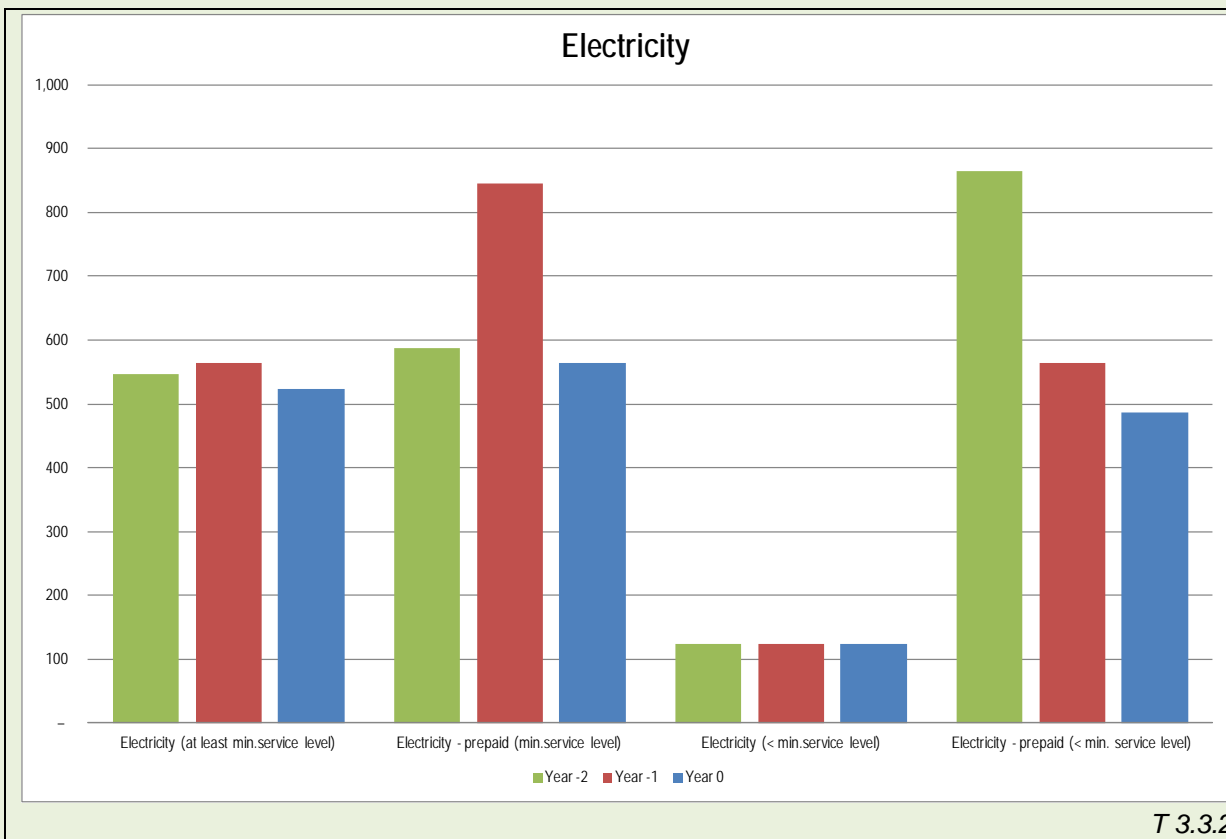
INTRODUCTION TO ELECTRICITY

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. Great Kei Municipality has got new residential establishemnt at planning stage which will require to be electricified. Some of these residential development fall within Eskom Area of supply in terms of NERSA distribution. Great Kei Municipality is therefore playing a facilitation role in terms applying for funding for areas still needing electricity but also with the intent of **re-proclaiming** these areas as part of its licesnsed distribution area. These areas include Chintsa Area 17 with a total of 429 planned housing units with **273 units** achieved as at end of 2016/17 financial year, Kei Mouth, Haga-Haga and Morgans Bay. This will enhance revenue collection of the Municipality. Eskom is currently electrifying the following areas in the 2017/18 financial year; Mzwini, Cefane and Khayelitsha.

The municipality also focused on the upgrade of Electrical infrastructure and bulk supply lines which have been funded into phases. Upgrading of Komga Bulk Supply Lines Phase III was completed as at end June 2016. However this phase has not addressed the dire need of refurbishment in these areas due to limited funding and low revenue collection . In the MTREF starting from 16/17 financial DoE gazzetted R4million funding for Electrification of the Chintsa East Area 17 to provide basic electricity services in this area. On completion of Electrifying Chintsa East area 17 the project will be handed over to Eskom for day-to-day operation and maintenance.

T 3.3.1

Chapter 3



Electricity Service Delivery Levels				
Description	Households			
	Year -3 - 2014	Year -2 - 2015	Year -1 - 2016	Year -0 - 2017
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Energy: (above minimum level)</u>				
Electricity (at least in-service level)	2,258	2,260	2,260	2260
Electricity - prepaid (in-service level)	2,141	2,141	2,141	2141
<i>Minimum Service Level and Above sub-total</i>	4	4	4	4
<i>Minimum Service Level and Above Percentage</i>	50.0%	50.0%	3.4%	3.4%
<u>Energy: (below minimum level)</u>				
Electricity (< in-service level)	2,258	2,260	123,544	123,544
Electricity - prepaid (< min. service level)	2,141	2,141	2,141	2,141
Other energy sources	-	-	-	
<i>Below Minimum Service Level sub-total</i>	4	4	126	126
<i>Below Minimum Service Level Percentage</i>	50.0%	50.0%	96.6%	97%
Total number of households	9	9	130	

T 3.3.3

Chapter 3

Households - Electricity Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Households		
	Actual	Actual	Actual	Year 0		Actual
	No.	No.	No.	Original Budget	Adjusted Budget	No.
Formal Settlements						
Total households	2,254	2,258	2,260	1,300,000	1,751,000	2,260
Households below minimum service level	50	50	50	50	50	50
Proportion of households below minimum service level	2%	2%	2%	0%	0%	2%
Informal Settlements						
Total households	2,254	2,258	2,260	1,300,000	1,751,000	2,260
Households below minimum service level	50	50	50	50	50	50
Proportion of households below minimum service level	2%	2%	2%	0%	0%	2%
						T 3.3.4

Chapter 3

Electricity Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2014/15	*Current Year-2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Provide access of electricity to Great Kei Communities by 2017	Number of reticulation projects completed at Zone 40 and Chintsa East area17 (Output)	1 MoU signed with Eskom	Upgrade the electrical network in KOMGA area	Upgrade the electrical network in KOMGA area	Chintsa east area 17 phase 1 Reticulation project completed	Achieved			
	Electrical master plan Reviewed developed and approved by council (Input)	New Indicator	Electricity operations and maintenance plan developed and approved by Council	Electricity operations and maintenance plan developed and approved by Council	Electrical master plan developed and	Achieved			
									T 3.3.5

Chapter 3

Employees: Electricity Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0%
4 - 6	0	0	0	0	0%
7 - 9	1	2	1	1	50%
10 - 12	2	2	1	1	50%
13 - 15	0	0	0	0	0%
16 - 18	1	1	1	0	0%
19 - 20	1	1	1	0	0%
Total	7	8	6	2	25%

T
3.3.6

Financial Performance Year 0: Electricity Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	5395	7600	6850	5529	-37%
Expenditure:					
Employees	388	935	857	455	-105%
Repairs and Maintenance	210	300	10	308	3%
Other	103	680	506	492	-38%
Total Operational Expenditure	701	1915	1373	1255	-53%
Net Operational Expenditure	-4694	-5685	-5477	-4274	-33%

Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.

T 3.3.7

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

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. Great Kei Municipality has got new residential establishemnt at planning stage which will require to be electricified. Some of these residential development fall within Eskom Area of supply in terms of NERSA distribution. Great Kei Municipality is therefore playing a facilitation role in terms applying for funding of areas but also with intent of proclaiming these areas as part of its licsnsed distribution area. These areas include Chintsa Area 17

Chapter 3

with a total of 429 planned housing units, Kei Mouth, Haga-Haga and Morgans Bay. This will enhance revenue collection of the Municipality.

The municipality also focused on the upgrade of Electrical infrastructure and bulk supply lines which has been funded into phases. Upgrading of Komga Bulk Supply Lines Phase III was completed as at end June 2016. However this phase has not addressed the dire need of refurbishment in these areas due to limited funding. In the MTEF starting from 16/17 financial DoE has gazetted funding for Electrification of the Chintsa East Area 17 and Komga zone 10 to provide services in these areas. On completion of Electrifying Chintsa East area 17 the project will be handed over to Eskom for day-to-day operation and maintenance.

As at end of the financial year of 2015/16 the municipality has been in consultation with Eskom towards signing of Memorandum and Understanding (**MoU**) for electrification of Chintsa East area 17. So far no agreement has been reached yet towards signing of this agreement.

T 3.3.9

3.4 WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

INTRODUCTION TO WASTE MANAGEMENT

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 three refuse removal trucks i.e. one compactor refuse truck, open refuse truck (tipper truck Datnis UD95 Nissan 8 tons) and Fuso Canter (tipper truck). The compactor and UD95 8 tons are almost five (5) years old with mechanical challenges.

Komga landfill site is licensed towards closure and also two transfer stations are licensed.

The site in Komga 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 in Chintsa and Kei Mouth.

The Kei Mouth transfer station is now operational. Waste from Kei Mouth, Morgans Bay and Chintsa is being 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. The recycle project was started with the assistance of ADM in the Kei Mouth transfer station. Only non-recyclable material are transported to Komga hence saving on transportation costs and air space.

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 areas.

Chapter 3

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 volumes of waste received at the landfill site are being reported on the South African Waste Information system. Only three (3) 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 will be purchased during the 2016/2017 financial Year.
Budget to improve on waste management programme.

T 3.4.1

Solid Waste Service Delivery Levels				
Description	Year -3	Year -2	Year -1	Households
	Actual	Actual	Actual	Year 0
	No.	No.	No.	Actual
<u>Solid Waste Removal: (Minimum level)</u>				
Removed at least once a week	4	4	4	4
Minimum Service Level and Above sub-total	4	4	4	4
Minimum Service Level and Above percentage	100.0%	100.0%	100.0%	100.0%
<u>Solid Waste Removal: (Below minimum level)</u>				
Removed less frequently than once a week				
Using communal refuse dump				
Using own refuse dump				
Other rubbish disposal				
No rubbish disposal				
Below Minimum Service Level sub-total				
Below Minimum Service Level percentage				
Total number of households	4	4	4	4

T 3.4.2

Households - Solid Waste Service Delivery Levels below the minimum						
Description	Year -3	Year -2	Year -1	Households		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	No.	No.	No.	No.	No.	No.
Formal Settlements						

Chapter 3

Total households	4	4	4	4	4	4
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	10%	10%	10%	9%	9%	9%
Informal Settlements						
Total households	0	0	0	0	0	0
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	0%	0%	0%	0%	0%	0%
						<i>T 3.4.3</i>

Chapter 3

Waste Management Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure improved solid waste management by June 2017	Number of clean-up and waste disposal campaigns conducted (Output)	Waste By-Laws reviewed and approved by council	Achieved	Waste By-Laws reviewed and approved by council	8 awareness campaigns	6 awareness campaigns			
	Number of additional households provided with access to weekly refuse removal	2 solid waste co-operative functioning by June 2016	1 solid waste co-operative functioning	2 solid waste co-operative functioning by June 2016	60 additional households (collection points)	Achieved			
	Number of solid waste/ recycling cooperatives functioning (Output)	2 solid waste co-operative functioning by June 2016	1 solid waste co-operative functioning	2 solid waste co-operative functioning by June 2016	1 solid waste co-operative functioning by June 2017	Achieved			
	Number of reports on closure of	2 Progress reports on closure of	2 reports	2 Progress reports on	4 progress reports on closure of	Achieved			

Chapter 3

	landfill site (Input)	landfill site		closure of landfill site	landfill sites				
									T 3.4.4

Chapter 3

Employees: Solid Waste Services					
Job Level	Year 1 2014/15	Year 0 2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3					
4 - 6					
7 - 9	4	4	4		0%
10 - 12	20	20	20		0%
13 - 15	3	3	3		0%
16 - 18	1	1	1		0%
19 - 20					
Total	28	28	28	0	0%

T3.4.5

Employees: Waste Disposal and Other Services					
Job Level	Year 1 2014/15	Year 0 2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	31	29	31	100%
4 - 6	3	4	4	4	100%
7 - 9	6	2	2	2	100%
10 - 12	7	5	5	5	100%
13 - 15	9	2	1	2	100%

T3.4.6

Employees: Waste Disposal and Other Services					
Job Level	Year -1-2014/15	Year 0-2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	31	29	31	100%
4 - 6	3	4	4	4	100%
7 - 9	6	2	2	2	100%
10 - 12	7	5	5	5	100%
13 - 15	9	2	1	2	100%

T3.4.6

Chapter 3

COMMENT ON WASTE MANGEMENT SERVICE PERFORMANCE OVERALL:

Komga landfill site is licensed towards closure and also two transfer stations are licensed. The site in Komga 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 in Chintsa and Kei Mouth. The Kei Mouth transfer station is now operational. Waste from Kei Mouth, Morgans Bay and Chintsa is being 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. The recycle project was started with the assistance of ADM in the Kei Mouth transfer station. Only non-recyclable material are be transported to Komga hence saving on transportation costs and air space.

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.

T 3.4.10

3.5 HOUSING

INTRODUCTION TO HOUSING

Human Settlements

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:

- Situational Analysis Review
- Feasibility Studies of all planned projects
- Development of the Draft Housing Sector Plan
- 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, Marsh Strand, 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. The Municipality applied to the provincial housing department (PDoHS) for the following projects: Komga Zone 10 Settlement 1140 units, Komga Phase (2) 400 units, Haga Haga 300 units, Cefane/ Taiton 350 units and Chintsa East Area (17) 465 units.

Chapter 3

Figure: Housing Type

Source Department of Housing & Local Government, 1997

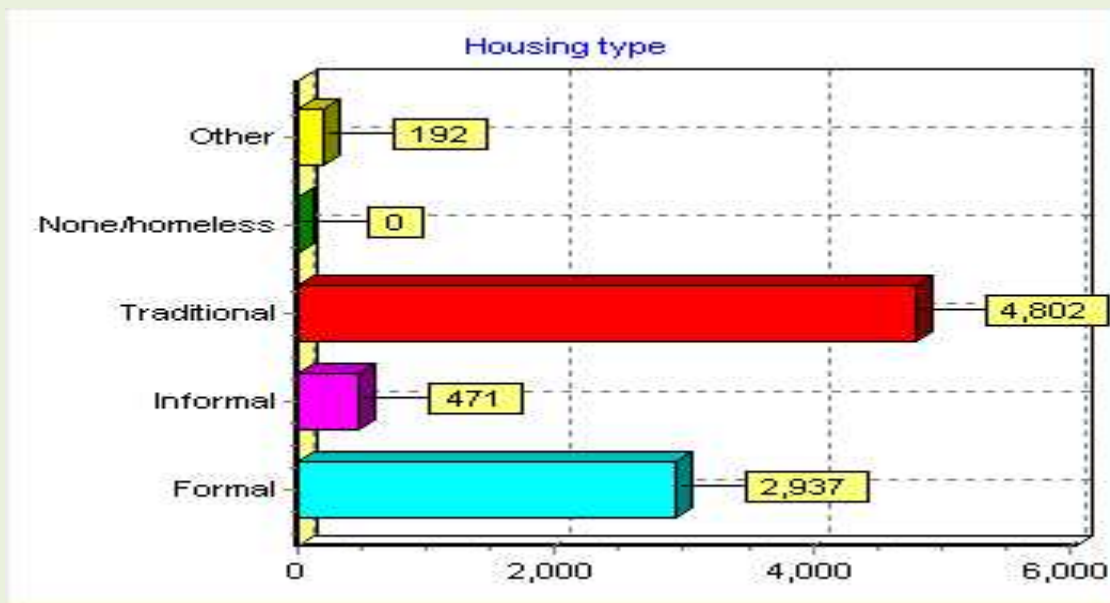


Table: Housing Type

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 at Komga was estimated by the Council at 3 000 houses with serviced sites. The settlements at Kwelera and Mooiplaas also required 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 were marginalized by this as they could not afford the types of housing being provided. This led to a high demand for rented accommodation, resulting in overcrowding and increased numbers of backyard dwellers. A high demand for serviced sites and housing thus existed.

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

Chapter 3

During the IDP/ Budget Review 2005/ 2006 an allocation of 6000 Units was identified and it was broken down into allocation by Wards as follows, 1000 Housing 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 completed. With regard to Chintsa East housing project, bulk infrastructure is the problem and the Municipality was advised to talk to ADM for temporary provision of these services whilst waiting for the completion of Bulk Water Scheme project.

The Municipality forged relations with Afesis Corplan and the Provincial Department of Human Settlements. Afesis Corplan promoted a concept known as LAND - FIRST in an attempt to discourage expansion of shack - dwellers resulting from uncontrolled land invasions. The approach emphasizes the notion of being pro-active as government of the people by providing surveyed sites to all home seekers, provide basic servicers and guarantee the occupant to be the owner of that piece of land through certificate of ownership. The GKM identified Kei Mouth – Icwili as a pilot project. The municipality consulted the immediate community who agreed to the program/project. **The municipality was awaiting approval from the office Surveyor General.**

The Municipality and the Provincial Department of Human Settlement 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	350

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 led to an increase in the urban population density through

Chapter 3

further fragmentation of urban land for human settlements, including the establishment of backyard dwellers. The number of informal settlements was growing because existing accommodation could not meet the demand for housing. There was an increasing demand by the lower income groups for land and services for housing.

It was envisaged that the Reviewed Housing Sector Plan would address the following challenges identified:

- Screening of Beneficiaries
- Land Availability and Land Ownership
- Bulk Infrastructure
- Environmental Studies such as Geotechnical Surveys etc.

T 3.5.1

Percentage of households with access to basic housing			
Year end	Total households (including in formal and informal settlements)	Households in formal settlements	Percentage of HHs in formal settlements
Year -3	11500	8965	78.0%
Year -2	11500	8965	78.0%
Year -1	11500	8965	78.0%
Year 0	11500	8965	78.0%
			T 3.5.2

Chapter 3

Housing Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To Provide access to sustainable human settlements within the GKM Area by June 2017	Number of reports on the implementation of Housing Sector Plan (Input)	2 implementation reports	1 report	2 implementation reports	Target removed in the year under review	N/A		xxxxxx	xxxxxx
	Number of beneficiaries submitted to dpt of Human Settlements for houses approval (Output)	400 beneficiaries approved	Approved list of 499 beneficiaries	400 beneficiaries approved	800 beneficiaries submitted to dpt of Human Settlements for houses approval	1140 beneficiaries submitted to DHS			
									T3.5.3

Chapter 3

3.5.5 Housing is not a standalone section, there is no budget for this section.

3.5.6 Housing is not a standalone section, there is no budget for this section.

COMMENT ON THE PERFORMANCE OF THE HOUSING SERVICE OVERALL:

The Municipality and the Provincial Department of Human Settlement 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
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TOTAL	6000
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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 led to an increase in the urban population density through further fragmentation of urban land for human settlements, including the establishment of backyard dwellers. The number of informal settlements was growing because existing accommodation could not meet the demand for housing. There was an increasing demand by the lower income groups for land and services for housing.

It was envisaged that the Reviewed Housing Sector Plan would address the following challenges identified:

- Screening of Beneficiaries
- Land Availability and Land Ownership

Chapter 3

- Bulk Infrastructure
- Environmental Studies such as Geotechnical Surveys etc.

T 3.5.7

3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

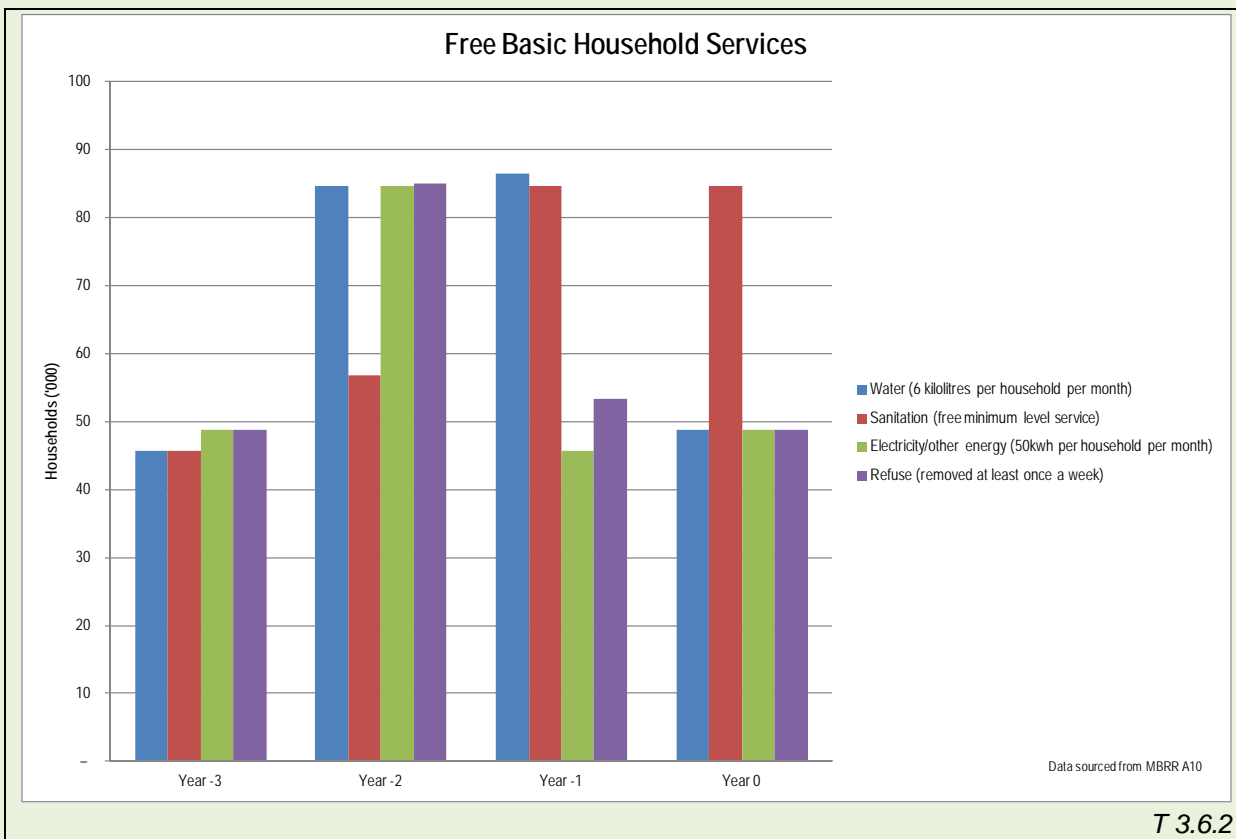
The municipality has an approved indigent policy that is reviewed annually and aligned with Eastern Cape Provincial Framework and other pieces of Legislation.

The objective of the policy is to ensure the following

- 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

T 3.6.1

Chapter 3



Free Basic Services To Low Income Households

	Number of households									
	Total	Households earning less than R1,100 per month								
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse		
		Total	Access	%	Access	%	Access	%	Access	%
Year -2	0	2 349	0	0%	0	0%	939	40%	2 114	90%
Year -1	0	2 834	0	0%	0	0%	673	24%	2 550	90%
Year 0	0	3 422	0	0%	0	0%	1 347	39%	3 075	90%

T 3.6.3

Chapter 3

Financial Performance Year 0: Cost to Municipality of Free Basic Services Delivered					
Services Delivered	Year -1	Year 0			
	Actual	Budget	Adjustment Budget	Actual	Variance to Budget
Water	0	0	0	0	0%
Waste Water (Sanitation)	0	0	0	0	0%
Electricity	1000	500	453	447	-12%
Waste Management (Solid Waste)	0	0	0	0	0%
Total	1000	500	423	403	0%

T 3.6.4

Chapter 3

Free Basic Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure availability , review and implementation of Indigent Policy and by June 2017	<u>% of indigent beneficiaries receiving free basic services (Output)</u>	Updated and approved Indigent Register	Indigent Policy and Indigent Register approved by council	Updated and approved Indigent Register	100%	100% achieved	xxxx LIHs	xxxx LIHs	xxxx LIHs
									T 3.6.5

Chapter 3

COMMENT ON FREE BASIC SERVICES AND INDIGENT SUPPORT:

In support of the indigent community the municipality has an approved indigent policy. The municipality currently provides free basic electricity of 50 KW per household, refuse removal, 20 liters paraffin per household for alternative energy and various rebates on property rates.

T 3.6.6

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and stormwater drainage.

INTRODUCTION TO ROAD TRANSPORT

T 3.7

3.7 ROADS

INTRODUCTION TO ROADS

The only funding source available for construction/upgrading of gravel and surfaced roads is the Municipal Infrastructure Grant. This funding only cover few kilometres owing to the construction of other services viz sportsfield, community halls and day care centres. The municipality utilises contractors for construction, consultants for design & project management. Six projects (three community halls, day care centre and two roads) were designed and project managed in-house.

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.

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

Great Kei Municipality has limited financial and plant resource for the road maintenance activities. This objective has been achieved by balancing of resources, activities and forecast planning. Sector departments have been engaged through service level agreements where the view of sharing resources has been developed to serve as support initiative to the municipality. The municipality has received an amount of R1 000 000 from the Department of Public Works towards implementation of EPWP projects within the municipality. The objective of this funding is to provide workplace for the unemployed, youth, women & disabled. The fund also assist in poverty alleviation, maintenance of infrastructure in all sector within the municipality; Infrastructure Sector, Social Sector and Environmental Sector. On infrastructure sector the project for road maintenance is prioritised as it address challenges faced by maintenance on surfaced roads and non-surfaced. In terms of the

Chapter 3

adopted EPWP policy, which is reviewed annually, the Mayor/Speaker is the champion of the EPWP structure and this means the Mayor/Speaker is the overseer of all operations within this fund allocation. The municipality employs people from the wards to maintain these roads (patch gravelling, pothole patching and cleaning drains). The Department of Roads and Public Works is responsible for maintenance of the Districts Roads.

Major challenges in road maintenance services

Low revenue base of the municipality to set aside sufficient funding for maintenance of Roads

Most of Access Roads are in a bad state, they need maintenance

Shortage of plant and equipment

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. Most roads leading to coastal areas which are regarded as tourist destination are usually surfaced.

The road network within the Great Kei Municipality consists of 730 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.

The Great Kei Municipality is thus directly responsible for 22 kilometres of surfaced and 487 kilometres of unpaved road.

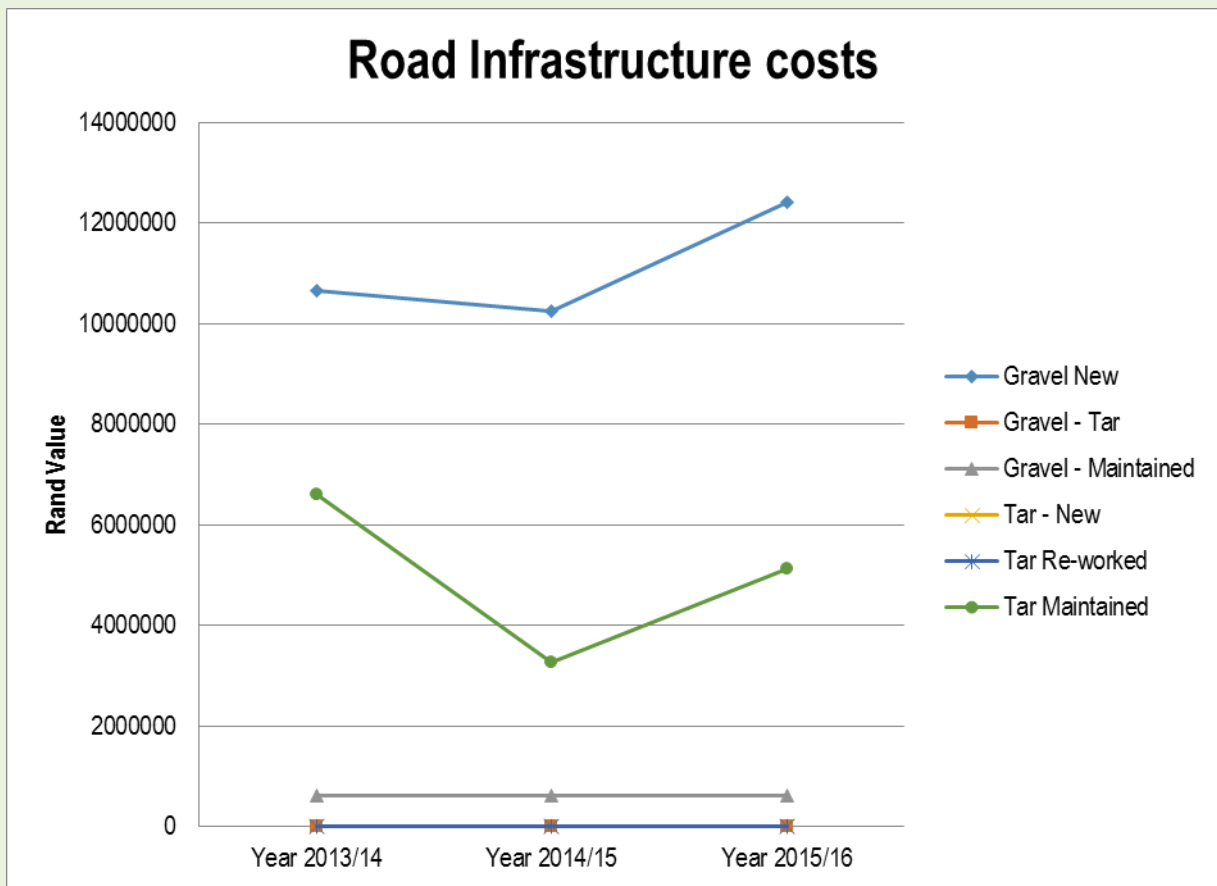
T 3.7.1

Gravel Road Infrastructure				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Kilometers Gravel roads graded/maintained
Year 2014/15	394	16	0	147
Year 2015/16	394	23	0	147
Year 2016/17	394	7	0	35
				T 3.7.2

Tarred Road Infrastructure					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Kilometers Tar roads maintained
Year 2014/15	22	0	0	0	20
Year 2015/16	22	0	0	0	20
Year 2016/17	22	0	0	0	22
					T 3.7.3

Chapter 3

Cost of Maintenance						
R' 000						
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
Year 2014/15	10243098.97	0	600000	0	0	3260912.5
Year 2015/16	12411750	0	600000	0	0	5132777.5
Year 2016/17						
						T 3.7.4



T 3.7.5

Chapter 3

Road Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective									
To Ensure accessible roads within the Great Kei Local Municipal Area by 2017	Number of kms of gravel roads to be constructed at Bhola Village and Old Location (Outcome)	To construct 20 Kms of new access roads by June 2016	37.8 kms	To construct 20 Kms of new access roads by June 2016	7 kms of gravel roads to be constructed at Bhola Village and Old Location	7 kms achieved			
	Number of kms of gravel roads to be rehabilitated/ Re-graveled (Outcome)	8 Projects to be implemented in 2015/16 FY	Completed 8 gravel roads	8 Projects to be implemented in 2015/16 FY	2 kms of gravel roads to be constructed at Komga town	2 kms achieved			
									T 3.7.6

Chapter 3

Employees: Road Services					
Task Grade	Year 2014/15	Year 2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	9	2	7	78%
4 - 6	0	3	1	2	67%
7 - 9	2	2	1	1	50%
10 - 12	3	0	0	0	0%
13 - 15	0	3	1	2	67%
16 - 18	2	2	2	0	0%
19 - 20	0	0	0	0	0%
Total	9	19	7	12	63%

T3.7.7

Financial Performance Year 0: Road Services					
Details	R'000				
	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	13814	31211	34065	34064	8%
Expenditure:					0%
Employees	5723	5644	2492	7911	29%
Repairs and Maintenance	545	2200	1958	1939	-13%
Other	10262	1924	7232	11294	83%
Total Operational Expenditure	16530	9768	11682	21144	54%
Net Operational Expenditure	2716	-21443	-22383	-12920	-66%
Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.					T 3.7.8

Capital Expenditure Year 2016/17: Road Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	12 072 000	12 072 000	12 023 393.10	0	12 072 000
Roads	3 481 176.00	3 481 176.00	3 180 185.66	0	3 481 176
Sports fields	3 100 000.00	3 593 806.24	3 417 300.41	491 806.24	3 593 806.24
Community Halls	5 181 176.00	5 181 176.00	4 194 155.39	0	0

Chapter 3

Day Care Centers	980 000	980 000	714 433.35	0	980 000
					<i>T 3.7.9</i>

Capital Expenditure Year 2016/17: Road Services					
R' 000					
Capital Projects	Year 2016/17				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	3 481 176.00	3 481 176.00	3 180 185.66	0	3 481 176
Old location internal streets	1 740 588.00	1 740 588.00	1 688 353.12	0	1 740 588.00
Bhola internal streets	1 740 588.00	1 740 588.00	1 330 395.08	0	1 740 588.00
					<i>T 3.7.9</i>

COMMENT ON THE PERFORMANCE OF ROADS OVERALL:

Road construction

The only funding source available for construction/upgrading of gravel and tar roads is the Municipal Infrastructure Grant. This funding only cover few kilometres owing to the construction of other services viz sportsfield, community halls and day care centres. The municipality utilises contractors for construction, consultants for design & project management. Six projects (three community halls, day care centre and two roads) were designed and project managed in-house.

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.

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. Currently the municipality is utilising one grader to maintain all municipal roads. The municipality received an amount of R1 000 00 from the Department of Public Works. This funding is used for the maintenance of gravel and tar roads in the entire municipal area. The municipality employs people from the wards to maintain these roads (patch gravelling, pothole patching and cleaning drains). The Department of Roads and Public Works is responsible for maintenance of the Districts Roads.

Chapter 3

Major challenges in road maintenance services

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.

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.

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

T 3.7.10

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

This is not GKM function.

T 3.8.1

This is not the GKM function.

T 3.8.2.1

Chapter 3

COMMENT ON THE PERFORMANCE OF TRANSPORT OVERALL:

This is not the GKM function.

T 3.8.7

3.9 WASTE WATER (STORMWATER DRAINAGE)

INTRODUCTION TO STORMWATER DRAINAGE

The GKM performs function of roads services

T 3.9.1

T 3.9.4

Chapter 3

Chapter 3

COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

The GKM performs the function of road services

T3.9.9

COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

INTRODUCTION TO PLANNING AND DEVELOPMENT

The opportunities of GKM as outlined by the Great Kei Spatial Development Framework are:

There is potential for renewable energy through wind farming, this means that wind farming is a variable source of energy that will attract investment and infrastructure development.

Stock farming is still one of the major contributions to the municipality's GDP and skills development and emerging farmer support programmes need to be focused on in order to sustain and grow the industry.

The Municipality forms part of the wild coast meander tourism route along the coast and wildlife tourism in the north of the Municipality has great potential for growth and needs to be part of the Municipalities development perspective.

The course of urban development and urban growth in the last twenty years has been taking an increasingly green outlook in terms of how a town should look in its growth process hence the expansion of the main town urban agriculture has been proposed as a sustainable source of food and income for the municipality in close proximity to accommodation, facilities and other scale economies.

T 3.10

3.10 PLANNING

INTRODUCTION TO PLANNING

Main Elements of Planning Strategies:

Chapter 3

The achievement achieved by Planning in year 0 are, employing permanent officials that will oversee all planning and building control within GKM.

The setting up of procedures that will ensure implementation and smooth processing of development applications.

The handing over of all development applications and building plans from the previous consultant to the relevant officials to ensure filling and processing of applications.

The Challenges experienced are:

Missing applications due to lack of steady officials in the Municipality, contributing to missing information.

Backlog of applications still requires more human resources in order to be completed.

There are existing contraventions with regards to both building control and municipal planning and these are being dealt with by the relevant officials according to relevant pieces of legislations.

Those that had issues with contravention notices and have not responded, the issues were forwarded to the Municipalities legal team.

The 3 service delivery priorities with regards to planning and building control are:

Ensuring efficient land use management.

This has been insured though the employment of permanent human resource capacity to oversee land use management.

Adopting and implementing the Great Kei Municipalities Spatial Development Framework.

Fast tracking the process of ensuring the adoption of the GKM SDF

Ensuring sustainable development for the inhabitants of GKM.

Ensuring that development is encouraged to increase employment opportunities for the lives of those that live in GKM.

Measures to ensure and improve performance.

The divisional scorecard has been developed and implemented for reporting on year 0, and year 1s report is articulated above.

This is managed through monthly reports that are converted into quarterly reports into Annual Reports.

T 3.10.1

Chapter 3

Applications for Land Use Development						
Detail	Formalization of Townships		Rezoning		Built Environment	
	Year 1 - 2014/15	Year 0- 2015/16	Year 1 - 2014/15	Year 0- 2015/16	Year 1 - 2014/15	Year 0- 2015/16
Planning application received	0	0	6	0	9	0
Determination made in year of receipt	0	0	1	0	2	0
Determination made in following year	0	0	0	0	0	0
Applications withdrawn	0	0	0	0	0	0
Applications outstanding at year end	0	0	2	0	7	0
						<i>T 3.10.2</i>

Chapter 3

Planning Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure that building regulations are adhered to by June 2017	% approval of submitted <u>building plans and land use applications</u> within 3 months (Output)	100% approval of submitted plans within 3 moths	Achieved	100% approval of submitted plans within 3 moths	100% approval of submitted building plans and land use applications within 3 months	Achieved			
To ensure compliance of IDP Sector Plans with SDF by June 2017	Land use management by-law developed and approved by council (Input)	SDF reviewed and approved with compliance report by council	Not achieved	SDF reviewed and approved with compliance report by council	Land use management by-law developed and approved by council	Achieved			
									T 3.10.3

Chapter 3

Employees: Planning Services					
Job Level	Year 2014/15	Year 2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
8	1	1	1	1	100%
11	1	1	1	1	100%
12	1	1	1	1	100%
14	1	1	1	1	100%
Total	4	4	4	4	100%
					T 3.10.4

COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL:

T 3.10.7

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

The Great Kei Local Municipality agreed to position LED as its strategic development area and core development niche focussing on investment potential which would unleash tourism in the Coast in particular.

Having agreed to the above statement the Great Kei Municipality developed and adopted an LED Strategy in 2014, and currently is under review. The LED Strategy covers the following economic sectors that were identified:

The sectors which have been identified include:

- Tourism
- Government and Community Services
- Agriculture and Aquaculture
- Trade
- Mining
- Renewable Energy
- Co-operatives

1.1 Tourism

The Great Kei Local Municipality is positioning itself as a popular tourist destination of choice. The main types of tourism undertaken includes adventure, nature based, sport and MICE. The heritage tourism is a niche market which has yet to be fully developed. Tourism products are highly concentrated along

Chapter 3

the coast with very few in the interior. Thus Heritage tourism offers an opportunity to develop the tourism and trade sector in the interior.

The area is marketed under the Wild Coast Jikaleza Route which represents product owners of Sunrise on Sea, Chefane, Chintsa and Kwelera. The Great Kei falls under the ECPTA's Wild Coast marketing destination.

1.2 Agriculture

Agriculture

The agricultural sector in the local municipality is a prominent economic sector. The sector however is following the provincial trend and has been in decline. This has been attributed to a decline in production as a result of less commercial farming activity in the municipality. Many commercial farmers have sold or consolidated their farms. Farms sold in land reform processes have yet to achieve similar levels of productivity. The consolidation of farms has also resulted in a decline in employment in the sector. The municipality has both commercial, communal and emerging farmers. There are approximately 78 farmers in the Great Kei of which 45 are emerging farmers. Farming activity has been reduced in the peri-urban areas due to stock theft and vandalism. The agriculture activity which takes place includes livestock farming, game farming, crop production, vegetable production and to a lesser extent poultry production. The livestock farming, which is the most dominant activity, is of beef, sheep and goat. The crop production is of maize which 12% includes green mealies, dry maize and fodder for commercial dairies.

The vegetable production takes place in homestead gardens in villages and small irrigation projects. This is usually on a subsistence level. There is no formal produce market. Farmers source their inputs from a co-op in Komga and other supplies in East London. The farm sizes vary from 50 ha to more than 1 000 ha, however the average size of a farm is between 200 ha and 500 ha. There are about 88 farms in total.

1.3 Trade

The trade sector in the Great Kei has shown positive growth in 2013 and continues to grow till today. The sector is one of bigger employers within the local sphere, and has employed +-20% of the total labour force.

1.4 Mining

The mining sector in the Great Kei Municipality is relatively small. Mining activity is centred on granite mining which is being undertaken by Milo Granite (Pty) Ltd. The firm has identified a commercial mining opportunity for the exploitation of granite dimension stone 2 km outside of Komga, on the road past the Komga Industrial areas, on the farm Castleton. The business is involved with the mining of granite and the supply of the granite blocks to the national and international markets. An additional value add operation will be located in the Komga Industrial area. On average the annual turnover over a period of 5 years is expected to be R 25 million.

Chapter 3

1.5 Renewable Energy

Renewable energy is generated from natural resources such as sunlight, wind, rain, tides and geothermal heat which are all renewable. One of the noteworthy advantages of renewable energy is its sustainable nature which means it will never be exhausted.

1.6 Cooperatives

As defined in the Co-operatives Act No. 14 of 2005: "A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social needs and aspirations through a jointly-owned and democratically-controlled enterprise organised and operated on cooperative principles". Government is focused on supporting and ensuring co-operative development and this is shown through its commitment to the promotion of co-operatives for the period 2012-2022. An implementation framework has been set out which is in line with the cooperatives Act of 2005.

Various LED projects have been funded by Amathole DM, Department of Environmental Affairs, Department of Rural Development and Agrarian Reform and Department of Social Development. The municipality has been involved with the facilitating of funding for SMMEs and the co-ordinating of their training.

Future plans: To develop Tourism Sector Plan, Business retention and expansion strategy. The LED unit of the municipality is staffed by one official at the moment which is responsible for local economic development. An LED assistant which is funded by the Department of Cooperative Governance and Traditional Affairs.

Challenges: The Great Kei Municipality is operating with limited professional, managerial and technical capacity in terms of human resources. The role of LED as a cross cutting function need to be recognised further by all departments. The implementation of LED strategy is concentrated on strategic partners and the implementation of district wide and provincial programmes.

T 3.11.1

Economic Activity by Sector			
	R '000		
Sector	2014/15/14	2015/16	2016/17
Agric, forestry and fishing	0	150 000	200 000
Mining and quarrying	0	0	0
Manufacturing	0	0	0
Wholesale and retail trade	0	0	0
Finance, property, etc.	0	0	0
Govt, community and social services	0	0	0
Infrastructure services	0	0	0
Total	0	150000	200 000
			T 3.11.2

Chapter 3

Economic Activity by Sector			
Sector	2014/2015	2015/2016	2016/17
Agric, forestry and fishing	8%	6%	
Mining and quarrying	14%	17%	
Manufacturing	7%	8%	
Wholesale and retail trade	15%	15%	
Finance, property, etc.	17%	11%	
Govt, community and social services	18%	21%	
Infrastructure services	10%	9%	
Total	89%	96%	
			T 3.11.2

Economic Employment by Sector			
Sector	2014/2015	2015/2016	Jobs
	No.	No.	2016/17 No.
Agric, forestry and fishing	6%	6%	6%
Mining and quarrying	6%	6%	6%
Manufacturing	9%	9%	9%
Wholesale and retail trade	24%	24%	24%
Finance, property, etc.	21%	21%	21%
Govt, community and social services	18%	18%	18%
Infrastructure services	7%	7%	7%
Total	91%	91%	91%
			T 3.11.3

COMMENT ON LOCAL JOB OPPORTUNITIES:

Project Title: Tourism Master Plan for the Great Kei LM

As one of the leading sectors in the economy, the tourism sector of Great Kei has no sector specific planning document. A tourism master plan is essential to improve the existing functioning of the sector and to address components that are integral to the efficient functioning of the tourism industry as a whole. Therefore, in addition to focusing on product development and transformation, the systems approach addresses components that are essential to the effective performance of the tourism

Sector as a whole namely:

- Marketing and branding
- Infrastructure development
- Human resource development
- Product development

Chapter 3

Project Title: Support and Training for Emerging Farmers

Emerging farmers require support and training in order to become commercially viable. Emerging farmers in the municipality receive minimal support, which means that their life span in the sector is short lived. This support includes training, market access or facilitating commercial support or Department of Agriculture extension support.

Project Title: Establish extent of mining industry and its opportunities in The municipality

Granite mining offers a new economic prospect for the municipality, however the full extent of granite mining applications is unknown. This has a potential to reduce the levels poverty as numerous jobs would be created for local people. It shall as well contributed indirectly and directly to the municipal revenue.

Project Title: Support to LTO

Currently the Local Tourism Organisation (LTO) of the municipality, located in the Wild Coast Jikeleza Route, is privately funded by the members of the association. This organisation is currently marketing the municipality, and opportunities exist for it to extend its marketing. It however requires assistance from the Great Kei Lm, in financial and institutional support for its activities.

Project Title: Mentorship, training and support programme to emerging Black owned tourism operators.

There is a shortage of black owned tourism operators in the Great Kei LM. As the number of co-operatives involved in tourism increase, there is hope that they will be in a position to formalise and develop into sustainable businesses. There is a need to mentor, train and support up and coming tourism operators. This project involves the development of a support programme for emerging tourism operators which could include aspects of the following, depending on the extent of the programme:

- Facilitate training workshops on tour guiding, business skills and first aid
- Assist with mentorship opportunities between national or local established operators
- Assistance with marketing through agreement with LTO for subsidised annual membership

Project Title: Support and Training for Emerging Farmers

Emerging farmers require support and training in order to become commercially viable. Emerging farmers in the municipality receive minimal support, which means that their life span in the sector is short lived. This support includes training, market access or facilitating commercial support or Department of Agriculture extension support. It is anticipated that this project might involve the Great Kei Municipality facilitating interventions by the Department of Agriculture.

Project Title: Promotion of Business Chamber

The promotion of organised business involves the establishment of a business chamber for the Municipal area or at least for one of the towns. This allows for ease of participation and gaining of inputs from the business group. They are then able to lobby for business issues on a single platform. Not only in terms of support and training but also its role to businesses. By promoting the chamber this should ensure more visibility and accessibility to business people.

Chapter 3

Increased employment opportunities

This goal recognises the need to increase the local employment opportunities in the Great Kei LM. Out-migration of the municipality's young and potential productive labour force is a negative trend for the area. Through the creation of employment and self-employment opportunities, the municipality can retain its most productive segment of its population and this will be essential in developing the Great Kei LM. The goal will be achieved through cross cutting measures which include:

Small business development, agriculture promotion, tourism and a conducive environment for business growth. The pillars and projects which are concerned with the two objectives are:

Tourism Development:

- Mentorship, training and support programme to emerging black owned tourism operators
- Cultural village development

Institutional Support and Capacity Development:

- Fill vacant key positions

Agriculture and Agri-processing Development:

- Community aquaculture projects
- Develop niche products such as epi-culture
- Support and training for emerging farmers
- Provision of infrastructure for emerging and subsistence farmers

Enterprise Development Assistance:

- Promotion of business chamber
- Support to existing co-operative

T 3.11.4

Jobs created during 2015/16 FY (excluding EPWP projects)

Total jobs created/ top 3 initiatives	No. Jobs created	Jobs lost	Net jobs created in a year	Method of validating jobs created/ lost
2014/15	320	0	320	None
2015/16	745	0	745	None
2016/17	659	0	659	None

T 3.11.5

Jobs created through EPWP projects

Details	No. EPWP Projects	No. Jobs created through EPWP Projects
2014/15	5	205
2015/16	5	255
2016/17	1	87

Chapter 3

T 3.11.6

Chapter 3

Local Economic Development Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Ensure availability and implementation of LED Strategy by 30 June 2017	LED Strategy reviewed and approved by council (Input)	LED Strategy reviewed and approved by council	Achieved	LED Strategy reviewed and approved by council	LED Strategy reviewed and approved by council	Not achieved			
	Number of Business Plan Developed	New Target	New Target		1 Business Plan developed and approved	Achieved			
	Number of LED Forum Meetings held (Output)	4 meetings	Achieved	4 meetings	4 LED Forum Meetings 4 Reports	Achieved			
	Number of reports on implantation of LED Strategy (Input)	4 reports	Achieved	4 reports	4 progress reports	Achieved			
To create job opportunities through EPWP programme by June 2017	Number of jobs created through municipality's local economic development initiatives including	400 jobs created	100 Jobs created through EPWP programs and	400 jobs created	200 Jobs created	87-EPWP jobs 558-CWP jobs			

Chapter 3

Local Economic Development Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target	Actual		Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
	capital projects (EPWP, CWP) (Output)		Projects						
	EPWP policy reviewed and approved by council (Input)	EPWP policy reviewed and approved by council	Achieved	EPWP policy reviewed and approved by council	EPWP policy reviewed and approved by council	Achieved			
To promote the tourism potential of GKM by June 2017	Reports of Festivals held and supported (Inputs)	3 Great Kei Festivals to market GKM	Achieved	3 Great Kei Festivals to market GKM	3 Great Kei Festivals to market GKM	Achieved			
To promote the agrarian economy in support of the disadvantaged communal farmers by June 2017	Number of communal farmers supported (Outcome)	1 communal farmer supported on Maize ploughing programme	Achieved	1 communal farmer supported on Maize ploughing programme	1 communal farmer supported on Maize ploughing programme	Achieved			
	Number of youth projects to be supported	3 youth projects to be supported	Achieved	3 youth projects to be supported	2 youth projects supported	Achieved			
	Number of Agric forum meetings (Output)	5 Agric forum Meetings 4 Reports	Achieved	5 Agric forum Meetings 4 Reports	4 Agric forum Meetings 4 Reports	Achieved			

Chapter 3

Local Economic Development Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2017	No of funded project/programmes for SMME's and capacity building	5 SMME's Funded by <u>Potential Funders</u> and 6 Capacity building	Achieved	5 SMME's Funded by <u>Potential Funders</u> and 6 Capacity building	4 SMME's Funded by <u>Potential Funders</u> and 6 Capacity building	Achieved			
									T 3.11.7

Chapter 3

Employees: LED					
Job level	Year-2015/16	Year-2016/17			
	Employee no	Post	Employees no	Vacancies (fulltime)	Vacancies (as a % of total posts)
0-20	2	4	2	3	
					T 3.11.8

Financial Performance Year 0: Local Economic Development Services					
R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	124	0	30	30	100%
Expenditure:					
Employees	1459	2592	281	2333	-11%
Repairs and Maintenance	0	0	0	0	0%
Other	1166	1163	1163	872	-33%
Total Operational Expenditure	2625	3755	218	3205	-17%
Net Operational Expenditure	2501	3755	188	11369	67%
					T 3.11.9

Capital Expenditure Year 0: Economic Development Services					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	70	70	0	0%	
Computer, Furniture & Equipment	70	70	0	0%	
	0	0	0	0%	
	0	0	0	0%	
	0	0	0	0%	
					T 3.11.10

Chapter 3

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL:

Refer to component K of the report.

T 3.11.11

COMPONENT D: COMMUNITY & SOCIAL SERVICES

This component includes: libraries and archives; museums arts and galleries; community halls; cemeteries and crematoria; child care; aged care; social programmes, theatres.

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

The municipality through a variety of community and social programs responds to all the needs affecting our people within its jurisdiction. To that extent the municipality has developed and adopted the Special Programs Unit plan which seeks to regularise the mainstreaming of special grouping into all sectors existing and emerging within our space.

Furthermore the municipality has developed and adopted an indigent policy which also seeks to regularise the provision of services to indigent communities.

T 3.52

3.12 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

INTRODUCTION TO LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES

During 2015/16 financial year 3 community halls and 2 day care centres were constructed. The institutions are functioning well. With respect to libraries the municipality is being assisted by DSRAC as it continues to subsidise books and some operations.

T3.12.1

SERVICE STATISTICS FOR LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

T 3.12.2

Chapter 3

Libraries; Archives; Museums; Galleries; Community Facilities; Other Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
To ensure provision of community facilities by June 2017.	Number of community Halls constructed at Bhola Village, Sithungu and Silatsha Community (Outcome)	Construction of 3 community halls and 2 day care centres	Achieved	Construction of 3 community halls and 2 day care centres	3 community Halls constructed at Bhola Village, Sithungu and Silatsha Community	Achieved			
	Number of Day Care Centers constructed (output)	Construction of 2 day care centres	Achieved	Construction of 2 day care centres	1 Day Care Centers constructed	Not achieved			
	Number of sportsfield constructed (Output)	2 sportsfield constructed	Achieved	2 sportsfield constructed	1 sportsfield to be constructed	Achieved			
To ensure access to public amenities by 2017	Number of reports on Implementation of Public Amenities Plan by June 2017	All public amenities maintained	Achieved	All public amenities maintained	4 progress reports on implementation of Public Amenities Plan	Achieved			
									T 3.12.3

Chapter 3

Chapter 3

T.3.12.4 N/A

T.3.12.5 N/A

T 3.12.7- Refer to Chapter 4-5

COMMENT ON THE PERFORMANCE OF LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES;
COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC) OVERALL:

Refer to component K of the report.

T 3.12.7

3.13 CEMETORIES AND CREMATORIIUMS

INTRODUCTION TO CEMETORIES & CREMATORIIUMS

Refer to component K of the report.

T 3.13.1

SERVICE STATISTICS FOR CEMETORIES & CREMATORIIUMS

T 3.13.2

Chapter 3

Cemeteries and Crematoriums Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target	Actual	Target	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To improve management of cemeteries by June 2017	Integrated cemetery management plan developed and approved by council (Input)	2 cemeteries fenced	Achieved	2 cemeteries fenced	Final draft integrated cemetery management plan approved by council	Achieved			
									T 3.13.3

Chapter 3

Employees: Cemeteries and Crematoriums					
Job Level/Task grade	Year - 2014/15	Year 2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 - 12	2	2	2	2	100%
13 - 15		1	1	1	100%
					T 3.13.4

Financial Performance Year 0: Cemeteries and Crematoriums					
					R'000
Details	Year -1	Year 0		Actual	Variance to Budget
	Actual	Original Budget	Adjustment Budget		
Total Operational Revenue	2455	2	3	2	0%
Expenditure:					
Employees	458	466	466	253	-84%
Repairs and Maintenance	0	0	0	0	0%
Other	28	53	53	0	0%
Total Operational Expenditure	486	519	519	253	-105%
Net Operational Expenditure	-1969	517	516	251	-106%
					T 3.13.5

Capital Expenditure Year 0: Cemeteries and Crematoriums					
					R' 000
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	250	250	55	-355%	
Fencing of cemeteries	250	250	55	-355%	280
Project B	0	0	0	0%	150
Project C	0	0	0	0%	320
Project D	0	0	0	0%	90
					T 3.13.6

Chapter 3

COMMENT ON THE PERFORMANCE OF CEMETORIES & CREMATORIIUMS OVERALL:

Refer to component K of the report.

T 3.13.7

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

INTRODUCTION TO CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Refer to component K of the report.

T 3.14.1

SERVICE STATISTICS FOR CHILD CARE

This is not the GKM function.

T 3.14.2

Chapter 3

Chapter 3

Financial Performance Year 0: Child Care; Aged Care; Social Programmes

R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	39	56	50	41	-37%
Expenditure:					
Employees	0	0	0	0	0%
Repairs and Maintenance : Old Age Home	22	100	100	12	-733%
Other	0	0	0	0	0%
Total Operational Expenditure	22	100	100	12	-733%
Net Operational Expenditure	-17	44	50	-29	252%
					T 3.14.5

Capital Expenditure Year 0: Child Care; Aged Care; Social Programmes

R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	0	0	0	0%	
Project A	0	0	0	0%	0
Project B	0	0	0	0%	0
Project C	0	0	0	0%	0
Project D	0	0	0	0%	0
					T 3.14.6

Chapter 3

COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL:

Refer to component K of the report.

T 3.14.7

COMPONENT E: ENVIRONMENTAL PROTECTION

This component includes: pollution control; biodiversity and landscape; and costal protection.

INTRODUCTION TO ENVIRONMENTAL PROTECTION

Environmental protection is performed by public amenities section under community service department.

T 3.14

3.15 POLLUTION CONTROL

INTRODUCTION TO POLLUTION CONTROL

The municipality is utilising the ADM's air pollution policy as our municipality falls under its jurisdiction

T 3.15.1

SERVICE STATISTICS FOR POLLUTION CONTROL

Only the ADM statistics may reveal district pollution control that exists

T 3.15.2

Chapter 3

Chapter 3

COMMENT ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL:

The ADM may be the only institution able to provide performance of pollution control as this is currently performed at this level owing to capacity

T 3.15.7

3.16 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (EG. COASTAL PROTECTION)

INTRODUCTION BIO-DIVERSITY AND LANDSCAPE

The municipality through its public amenities plan maintains all its public spaces and a unit that focuses on grass cutting, beautification and cleaning.

T 3.16.1

SERVICE STATISTICS FOR BIO-DIVERSITY AND LANDSCAPE

On a weekly basis the unit do grass cutting and beautify and do landscaping on identified areas

T 3.16.2

Chapter 3

Chapter 3

Employees: Bio-Diversity (Working for water and Working on Wetlands)					
Job Level/ Task grade	Year- 2014/15	Year- 2015/16			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 - 12	1	1	1	1	100%
13 - 15		1	11	1	100%
					T 3.16.4

COMMENT ON THE PERFORMANCE OF BIO-DIVERSITY; LANDSCAPE AND OTHER OVERALL:

This is not the GKM function.

T 3.16.7

COMPONENT F: HEALTH

This component includes: clinics; ambulance services; and health inspections.

INTRODUCTION TO HEALTH

This is not municipal mandate it resides with Department of Health.

T 3.17

3.17 CLINICS

INTRODUCTION TO CLINICS

This is not the GKM function.

T 3.17.1

Concerning T 3.17.2

This is not the GKM function.

T 3.17.2.1

Chapter 3

Chapter 3

Chapter 3

COMMENT ON THE PERFORMANCE OF CLINICS OVERALL:

This is not the GKM function.

T 3.17.7

3.18 AMBULANCE SERVICES

INTRODUCTION TO AMBULANCE SERVICES

This is not the GKM function.

T 3.18.1

Concerning T 3.18.2

This is not the GKM function.

T 3.18.2.1

Chapter 3

Chapter 3

COMMENT ON THE PERFORMANCE OF AMBULANCE SERVICES OVERALL:

This is not the GKM function.

T 3.18.7

3.19 HEALTH INSPECTION; FOOD AND ABBATOIR LICENSING AND INSPECTION;
ETC

INTRODUCTION TO HEALTH INSPECTIONS; FOOD AND ABATTOIR LICENCING AND
INSPECTIONS, ETC

This is not the GKM function.

T 3.19.1

SERVICE STATISTICS FOR HEALTH INSPECTION, Etc

This is not the GKM function.

T 3.19.2

Chapter 3

COMPONENT G: SECURITY AND SAFETY

This component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

INTRODUCTION TO SECURITY & SAFETY

The Safety and Security section consists of Traffic Services and Security Services which were located in the Budget and Treasury Office but have since been moved to Community Services. Traffic department offers the following services: motor vehicle registrations and licensing, driving licence testing, learners license testing, traffic law enforcement. We operating with four traffic officers and three cashiers. Two cashiers and one traffic officer were under suspension by end of the financial year and Department of Transport seconded two traffic officers to assist with Driving licence testing and two cashiers were seconded to the municipality by the Mbhashe Local Municipality. The traffic department is very short staffed and is in need of four traffic officers for its operations to run smoothly without the intervention of the Department of transport. Security services is running with 7 permanent securities 1 senior security and four casual securities. The main function of this section is to safeguard the assets on the municipality and the demand is increasing due to the increasing crime rate.

T 3.20

3.20 POLICE

INTRODUCTION TO POLICE

This is not the GKM function.

T 3.20.1

This is not the GKM function.

T 3.20.2.1

Chapter 3

COMMENT ON THE PERFORMANCE OF POLICE OVERALL:

This is not the GKM function.

T 3.20.7

3.21 FIRE

INTRODUCTION TO FIRE SERVICES

This is not the GKM function as it devolved to District Municipality

T 3.21.1

Concerning T3.21.2

This is not the GKM function.

T 3.21.2.1

Chapter 3

COMMENT ON THE PERFORMANCE OF FIRE SERVICES OVERALL:

This is not the GKM function.

T 3.21.7

3.22 OTHER (DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)

INTRODUCTION TO DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES, ETC

The municipality has developed public nuisance by-law which still need to be promulgated. Public hearings were conducted , the municipality is busy soliciting funding for the promulgation of the by-laws.

T 3.22.1

N/A

T 3.22.2

Chapter 3

Chapter 3

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL OF PUBLIC NUISANCES, ETC OVERALL:

This function has not been performed yet owing to promulgation of the by-law

T 3.22.7

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

INTRODUCTION TO SPORT AND RECREATION

This is not the GKM function.

T 3.23

3.23 SPORT AND RECREATION

This is not the GKM function.

T 3.23.1

Chapter 3

Chapter 3

COMMENT ON THE PERFORMANCE OF SPORT AND RECREATION OVERALL:

This is not the GKM function.

T 3.23.6

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

INTRODUCTION TO CORPORATE POLICY OFFICES, Etc

Great Kei Municipality administration is comprised of four (4) Directorates / Department, that being Technical and Community Services, Budget and Treasury Office, Strategic Services and Corporate Services Department. The Corporate Services Department being responsible for support services which include the Human Resources function with all its responsibilities and Administration & Council Support.

T 3.24

3.24 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

INTRODUCTION TO EXECUTIVE AND COUNCIL

Refer to Component K of the report T

3.24.1

SERVICE STATISTICS FOR THE EXECUTIVE AND COUNCIL

T 3.69.2

Chapter 3

The Executive and Council Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure effective functioning of Council and its committees by June 2017	Number of Council and standing committee meetings set in line with 2015/16 council calendar (Output)	4 Ordinary Council seatings. 20 Standing Committee seatings	4 Ordinary & 6 Special Council meetings . 30 Standing Committees	4 Ordinary Council seatings. 20 Standing Committee seatings	4 Ordinary Council seatings. 20 Standing Committee held	5 Ordinary & 4 Special Council meetings 30 Standing Committees			
To ensure effective functioning of Oversight Committees by June 2017	MPAC meetings held before the sitting of Council (Output)	4 meetings	10 Meetings	4 meetings	4 MPAC	14 MPAC meetings held			
									T 3.24.3

Chapter 3

Employees: The Executive and Council					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	3	3	0	0%
7 - 9	6	8	6	2	25%
10 - 12	7	15	7	8	53%
13 - 15	9	15	9	6	40%
16 - 18	11	21	11	10	48%
19 - 20	18	30	18	12	40%
Total	55	93	55	38	41%

Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days. T 3.24.4

Employees: The Executive and Council					
Job Level	Year 2015/16	Year 2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 - 9	6	6	6	0	0%
10 - 12	2	2	2	0	0%
Total	8	8	8	0	0%

Capital Expenditure Year 0: The Executive and Council

R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Total All	70	890	105	33%	
Vehicles & Computer Equipment	70	890	105	33%	0
	0	0	0	0%	0
	0	0	0	0%	0
	0	0	0	0%	0
					T 3.24.6

COMMENT ON THE PERFORMANCE OF THE EXECUTIVE AND COUNCIL:

Chapter 3

Refer to Component K of the report.

T 3.24.7

3.25 FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

Refer to Component K of the report.

T 3.25.1

Debt Recovery							
R' 000							
Details of the types of account raised and recovered	Year -1		Year 0			Year 1	
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Property Rates	12 000	30%	19 965 255	16 270 310	81%	17 246 528.60	81%
Electricity - B							
Electricity - C	3 821	33%	2 798 873	2 041 879	71%	2 164 391.74	71%
Water - B							
Water - C							
Sanitation							
Refuse	12 000	10%	4 317 157	2 557 841	51%	2 711 311.46	51%
Other							
<i>B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.</i>							T 3.25.2

Concerning T 3.25.2

The proportion of account value billed is calculated by taking the total value of the year's revenues collected against the bills raised in the year by the year's billed revenues.

T 3.25.2.1

Chapter 3

Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure proper management of GKM assets by 2017	Asset policy and updated asset register approved by council (Input)	Asset policy and updated asset register approved by council.	Achieved	Asset policy and updated asset register approved by council.	Asset policy and updated asset register approved by council.	Achieved			
To ensure adherence to Supply Chain Management Regulations by June 2017.	SCM policy reviewed and approved by council (Input)	SCM policy reviewed and approved by council	Achieved	SCM policy reviewed and approved by council	SCM policy reviewed and approved by council	Achieved			
	Suppliers Day held (Output)	1 Suppliers day held	Achieved	1 Suppliers day held	1 Suppliers day held	Achieved			
	% of tenders concluded in accordance with (tender validity timeframe) (Output)	100%	100% Achieved	100%	100%	100% Achieved			
To have effective and efficient expenditure	% of MIG Funding expenditure (Output)	100%	100% Achieved	100%	100%	97% Achieved			

Chapter 3

Financial Service Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
management processes and systems by 2017	Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)	0%	0%	0%	0%	0%			
	Creditors payment period (Output)	30 days	24% of creditors paid within 30 days	30 days	30 days	11.4% of creditors were paid within 30 days			
To strengthen reporting mechanisms in line with Municipal Finance Management Act and Treasury Regulations by June 2017	Compliance reports submitted as per MFMA (Input)	Submission of compliance reports within specified time frame	Achieved	Submission of compliance reports within specified time frame	Submission of compliance reports within specified time frame	Achieved			
	Number of Municipal standard charts of accounts compliance repots to Council (Input)	New indicator	New indicator	New indicator	4 mSCOA compliance reports	Achieved			

Chapter 3

Financial Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18	
		Target	Actual	Target		Actual	Target	
		*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year
To adhere to all budget regulations and budget reforms by June 2017	Annual approved budget by council for 2017/18	Annual approved budget by council for 2016/17	Achieved	Annual approved budget by council for 2016/17	Annual approved budget by council for 2017/18	Achieved		
To ensure that the municipality has effective revenue collection system consistent with Section 95 of the MSA and municipality's credit and debt control policy (Section 64 MFMA) by 2017.	% increase in actual revenue collection (Output)	Increase of revenue collection by 5%	77%	Increase of revenue collection by 5%	8% increase	65% collection		
To ensure availability, review and implementation of Indigent Policy and by June 2017	<u>% of indigent beneficiaries receiving free basic services (Output)</u>	Indigent Policy and Indigent Register approved by council	Achieved	Indigent Policy and Indigent Register approved by council	100%	100% achieved		

Chapter 3

Financial Service Policy Objectives Taken From IDP

Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
		*Previous Year-2015/16	2015/16	*Previous Year-2015/16	*Current Year-2016/17	2016/17	*Current Year	*Current Year	*Following Year
To ensure improvement of audit outcomes by 2017.	Improvement in Audit Opinion (Outcome)	Improvement in Audit opinion (Unqualified)	2014/15Qualified Audit Opinion	Improvement in Audit opinion (Unqualified)	Improvement in Audit opinion (Unqualified)	Unqualified			
To ensure management of organizational and mitigation of risks by June 2017	% implementation of action plan to mitigate identified risks (Output)	100% of identified risks mitigated	100% Achieved	100% of identified risks mitigated	100% of identified risks mitigated	Achieved			
To enhance the enforcement of National Road Traffic Act 93 of 1996 and by-laws by 2017	Number of Motor Vehicle registrations, bookings and renewals of drivers licenses (Output)	1.900 learners' license and 900 driver's license. 3. 120 drivers renewal	1. Learners license-1084 and Driver's license-1666 Drivers renewals-339	1.900 learners' license and 900 driver's license. 3. 120 drivers renewal	1.900 learners' license 2. 900 driver's license. 3. 120 drivers renewal 4. 180 fines issued	1. Learners' license-1212 2. Driver's license-2444 3. Drivers renewal-959 4. Fines issued- 181			
									T 3.25.3

Chapter 3

Employees: Financial Services					
Job Level	Year 2015/16		Year 2014/15		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 - 9	13	14	13	0	0%
10 - 12	7	9	7	0	0%
13 - 15	9	15	9	0	0%
16 - 18	5	7	5	0	0%
Total	34	45	34	0	0%

Financial Performance Year 0: Financial Services					
					R'000
Details	Year -1	Year 0			Variance to Budget
	Actual	Original Budget	Adjustment Budget	Actual	
Total Operational Revenue	62441	73881	79086	71590	-3%
Expenditure:					
Employees	6220	10234	14436	9714	-5%
Repairs and Maintenance	4	52	32	105	50%
Other	44881	7603	4278	6942	-10%
Total Operational Expenditure	51105	17889	18746	16761	-7%
Net Operational Expenditure	-11336	-55992	-60340	-54829	-2%
<i>Net expenditure to be consistent with summary T 5.1.2 in Chapter 5. Variances are calculated by dividing the difference between the Actual and Original Budget by the Actual.</i>					T 3.25.5

Capital Expenditure Year 0: Financial Services					
					R' 000
Capital Projects	Year 0				Total Project Value
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	
Total All	1460	860	246	-493%	
Project A	1460	860	246	-493%	280
Project B	0	0	0	0%	150
Project C	0	0	0	0%	320
Project D	0	0	0	0%	90
<i>Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.</i>					T 3.25.6

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

Chapter 3

Refer to Component K of the report

T 3.25.7

3.26 HUMAN RESOURCE SERVICES

INTRODUCTION TO HUMAN RESOURCE SERVICES

According to the 2015/16 organogram the municipality has managed to fill 95% of vacant funded positions which includes middle management and specialists in various fields. That is evident in the audit opinion achieved by the municipality (unqualified).

T 3.26.1

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

T 3.26.2

Chapter 3

Human Resource Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure compliance with the Employment Equity Act by June 2017	% of Employment equity Plan target implemented (Output)	20% of Employment equity Plan target implemented	41%	20% of Employment equity Plan target implemented	15 % of Employment equity Plan target implemented	27%			
To ensure proper coordination of payroll information by June 2017	Number of compliance reports on payroll errors reduced (Input)	4 Reports	Achieved	4 Reports	4 Reports	Achieved			
To ensure Proper Leave Management by June 2017	Number of compliance on Pay-Day Leave System Reports (Input)	4 Reports	Achieved	4 Reports	4 reports on accurate leave records	Achieved			
To ensure reviewal of municipality's organizational Structure and	2017/18 Organization structure reviewed and approved by council (Input)	2016/17 Organization structure reviewed and approved by council	Achieved	2016/17 Organization structure reviewed and approved by council	2017/18 Organization structure reviewed and approved by council	Achieved			

Chapter 3

Human Resource Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
ensure alignment with the IDP Strategies, Objectives and available resources by June 2017.	The average length of time it takes to fill a post (Output)	Recruitment Plan approved by Council	Achieved	Recruitment Plan approved by Council	3 months for positions below S54 and S56	Achieved			
To ensure the development, review, implementation and monitoring of WSP for Municipal Staff and Councilors by June 2017.	Workplace Skills Plan reviewed and approved by council (Input)	Workplace Skills Plan developed and adopted	Achieved	Workplace Skills Plan developed and adopted	Workplace Skills Plan reviewed and approved by council	Achieved			
To contribute in enhancing capacity of oversight structures of the municipality (MPAC, AC) by June 2017	% of staff actually trained as per the WSP (Output)	50%	76%	50%	100%	68%			
	Number of trainings on Oversight members (Output)	2 trainings	Achieved	2 trainings	3 trainings	2 trainings			
To ensure compliance with applicable	Number of Municipal Policies	Number of Policies reviewed	Achieved	Number of policies reviewed	All municipal policies reviewed and	Achieved			

Chapter 3

Human Resource Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
legislation, regulations, policies and procedures by June 2017	reviewed and approved by council (Input)	and adopted.		and adopted	approved by council				
									T 3.25.3

Chapter 3

Employees: Human Resource Services					
Job Level	Year 2015/16	Year 2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 - 9	3	3	3	0	0%
10 - 12	4	4	4	0	0%
16 - 18	1	1	1	0	0%
Total	8	8	8	0	0%

For T3.26.5 & 6 refer to finance chapter

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

For the past 5 years the municipality has managed to train all councillors and managers on performance management system, oversight training for councillors, municipal finance management programme, risk management etc.

T 3.26.7

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

This component includes: Information and Communication Technology (ICT) services.

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The ICT section has managed to develop ICT Master Plan and Policy to guide and regulate ICT day to day programmes. These policies have been approved by council.

T 3.27.1

SERVICE STATISTICS FOR ICT SERVICES

T 3.27.2

Chapter 3

ICT Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Ensure effective and efficient Information and communication technology systems by June 2017	ICT policies approved by council (Input)	ICT policies approved by council	Achieved	ICT policies approved by council	ICT policies reviewed and approved by council	Achieved			
	IT Masterplan approved by council (Input)	IT Masterplan approved by council	Achieved	IT Masterplan approved by council	IT Masterplan reviewed and approved by council	Achieved			
									T 3.27.3

Chapter 3

Employees: ICT Services					
Job Level	Year -1		Year 0		
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
10 - 12	2	3	2	1	33%
Total	2	3	2	1	33%

3.27.5 and 3.27.6 the financial information for ICT services is not separated from BTO's Office.

COMMENT ON THE PERFORMANCE OF ICT SERVICES OVERALL:

Refer to Component K of the report.

T3.27.7

3.28 PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

This component includes: property; legal; risk management and procurement services.

INTRODUCTION TO PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

Refer to Component K of the report

T3.28.1

SERVICE STATISTICS FOR PROPERTY; LEGAL; RISK MANAGEMENT AND PROCUREMENT SERVICES

T 3.28.2

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0			Year 1	2017/18	
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
To ensure management of organizational and mitigation of risks by June 2017	Number of reports on the implementation of Anti-Fraud and anti-corruption plan (Input)	4 reports	Achieved	4 reports	4 reports	Achieved			
	Risk and fraud management policy reviewed and approved by council (Input)	Risk and fraud management policy reviewed and approved by council	Achieved	Risk and fraud management policy reviewed and approved by council	Risk and fraud management policy reviewed and approved by council	Achieved			
	Number of RIMCO meetings held (Output)	4 meetings	4 meetings	4 meetings	4 RIMCO meetings	4 meetings			
Ensure effective and efficient resolution of legal cases	Report on number of litigation received (Input)	4 reports	Achieved	4 reports	4 reports	Achieved			

Chapter 3

Property; Legal; Risk Management; and Procurement Services Policy Objectives Taken From IDP									
Service Objectives	Outline Service Targets	Year -1		Year 0		Year 1	2017/18		
		Target	Actual	Target		Actual	Target		
	Key Performance Indicator	*Previous Year- 2015/16	2015/16	*Previous Year- 2015/16	*Current Year- 2016/17	2016/17	*Current Year	*Current Year	*Following Year
by 2017									
									T 3.28.3

Chapter 3

Employees: Property; Legal and Procurement Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
7 - 9	3	3	3	0	0%
10 - 12	1	2	1	1	50%
16 - 18	1	2	1	1	50%
Total	5	7	5	2	29%

COMMENT ON THE PERFORMANCE OF PROPERTY SERVICES OVERALL:

Refer to Component K of the report

T 3.28.7

COMPONENT J: MISCELLANEOUS

This component includes: the provision of Airports, Abattoirs, Municipal Courts and Forestry as municipal enterprises.

INTRODUCTION TO MISCELLANEOUS

This is not GKM function

T 3.29.0



Chapter 3

Chapter 3

COMPONENT K: ORGANISATIONAL PERFORMANCE SCORECARD

This component includes: Annual Performance Scorecard Report for the current year.




KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE PROVISION.

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To Ensure accessible roads within the Great Kei Local Municipal Area by 2017	SD01: By constructing municipal roads	SD01_01	Number of kms of gravel roads to be constructed at Bhola Village and Old Location (Outcome)	To construct 20 Kms of new access roads by June 2016	37.8 kms	7 kms of gravel roads to be constructed at Bhola Village and Old Location	7 kms achieved		Approved Specification Appointment letter. Monthly progress reports. Practical completion certificate	None	None	Infras. & Cominfra and Comm
		SD01_02	Number of kms of gravel roads to be	8 Projects to be implemented in	Completed 8 gravel	2 kms of gravel roads to be	2 kms achieved		Monthly progress reports. Practical	None	None	



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
			rehabilitated/ Re-graveled (Outcome)	2015/16 FY	roads	constructe d at Komga town			completion certificate			
To ensure provision of community facilities by June 2017.	SD02: By Constructing Community halls and day care centers.	SD02.01	Number of community Halls constructed at Bhola Village, Sithungu and Silatsha Community (Outcome)	Constructio n of 3 community halls and 2 day care centres	Achieved	3 communit y Halls constructe d at Bhola Village, Sithungu and Silatsha Communit y	Achieved		Monthly progress reports. Practical completion certificate	None	None	Infras. & Comm. Serv.
		SD02.02	Number of Day Care Centers constructed (output)	Constructio n of 2 day care centres	Achieved	1 Day Care Centers constructe d	Not achieved		Monthly progress reports. Practical completion certificate	Due to a number of community protests the contractor could not finish work within the desired time.	The municipality together with the contractor has developed a revised programme of works to fastrack the project. To be complete in	Infras. & Comm. Serv.



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
											end of 1 st quarter 2017/18 FY	
	SD03: Construction of sports fields	SD03.01	Number of sportsfield constructed (Output)	2 sportsfield constructed	Achieved	1 sportsfield to be constructed	Achieved		Monthly progress reports. Practical completion certificate	None	None	Infras & Comm
Provide access of electricity to Great Kei Communities by 2017	SD04: Solicit funding from DOE.	SD04.01	Number of reticulation projects completed at Zone 10 and Chintsa East area17 (Output)	Upgrade the electrical network in KOMGA area	Achieved	Chintsa east area 17 phase 1 Reticulation project completed	Achieved		Progress reports and practical completion certificate	None	None	Infras & Comm Serv
	SD05: By Upgrading and maintaining the electrical network	SD05.01	Electrical master plan Reviewed <u>developed</u> and approved by	Electricity operations and maintenance plan developed	Partially achieved - Draft Plan has been developed	Electrical master plan developed and approved	Achieved		Council resolution. Copy of approved Plan	None	None	Infras & Comm




Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
			council (Input)	and approved by Council	d	by council						
To ensure that building regulations are adhered to by June 2017	SD06: Implementation of land use and spatial planning guidelines	SD06-01	% approval of submitted <u>building plans and land use applications</u> within 3 months (Output)	100% approval of submitted plans within 3 months	Achieved	100% approval of submitted building plans and land use applications within 3 months	Achieved		Monthly progress reports on submitted applications by developers and Revenue collected.	None	None	Infras. & Comm. Serv
To Provide access to sustainable human settlements within the GKM Area by June 2017	SD07: By Facilitating access to Housing as per the Great Kei Housing Sector Plan		Number of reports on the implementation of Housing Sector Plan (Input)	2 implementation reports	1 report	Target removed in the year under review	N/A		N/A	N/A	N/A	Infras. & Comm
		SD07-01	Number of beneficiaries <u>submitted to dpt of Human</u>	400 beneficiaries	Approved list of 499 beneficia	800 beneficiaries submitted	1140 beneficiaries submitted		Reports on approved list of	None	None	Infras. &





Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
			<u>Settlements</u> for houses approval (Output)	approved	ries	<u>to dpt of Human Settlements for houses approval</u>	to DHS		beneficiaries			
To ensure compliance of IDP Sector Plans with SDF by June 2017	SD08: Co-ordinate Sector Plan compliance with SDF and establish partnership with ADM and other stakeholders	SD08_01	Land use management by-law developed and approved by council (Input)	New indicator	New indicator	Land use management by-law developed and approved by council	Achieved		Council resolutions. Copy of Land use management by-law	None	None	Infras. & Comm
		SD08_02	Number of land audit reports to council (input)	New indicator	New indicator	2 Land Audit report to council	Partially achieved		Signed reports to council on Land Audit	Previous Land Audit Developer could not finish the work in the desired time	A new service provider appointed in order to develop and finalise the Land Audit Plan	Infras. &



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure a safe and secure environment by June 2017	SD08: By Coordinating sitting of community safety forum.	SD08.01	Number of community safety forums held (Output)	Four community safety forums held.	4 community safety forums held.	Four community safety forums held.	4 community safety forums held		Attendance registers. Minutes	None	None	Infras. & Comm
To ensure improved solid waste management by June 2017	SD09: By implementing integrated Waste Management Plan in line with NEMWA	SD09.01	Number of clean-up and waste disposal campaigns conducted (Output)	Waste By-Laws reviewed and approved by council	Achieved	8 awareness campaigns	6 awareness campaigns		Attendance registers/report	Contracts for Cokisa interns were not renewed as they were responsible for awareness.	Supervisors for Solid Waste have been trained and they will take over awareness campaigns.	Infras. & Comm. Serv.
		SD09.02	Number of additional households provided with access to weekly refuse removal	New indicator	New indicator	60 additional households (collection points)	Achieved		Collection roster, log book, quarterly reports	None	None	Infras. & Comm. Serv.

Chapter 3



IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
		SD09.03	Number of solid waste/ recycling cooperatives functioning (Output)	2 solid waste co-operative functioning by June 2016	1 solid waste co-operative functioning	1 solid waste co-operative functioning by June 2017	Achieved		Quarterly reports on functioning of recycling co-operatives	None	None	Infras & Comm
	SD10: By undertake rehabilitation for the closure of the landfill site	SD10.01	Number of reports on closure of landfill site (Input)	2 Progress reports on closure of landfill site	2 reports	4 progress reports on closure of landfill sites	Achieved		2 Progress reports on closure of landfill site	None	None	Infras & Comm
To Co-ordinate improvement of Municipal Environmental Management by 2017	SD11: By developing and implementing integrated environmental management plan in line with NEMA	SD11.01	Number of reports on Implementation of Coastal Management plan. (Input)	Draft Coastal Management plan developed and approved by council	Achieved	04 progress reports on implementation of CMP	Achieved		Progress report on implementation of CMP	None	None	Infras & Comm Serv
	SD12: By implementing soft landscape	SD12.01	Two greenest town program conducted	One greenest town program	Achieved	Two greenest town program	Achieved		Report on greenest program	None	None	Infras &

Chapter 3




IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Year Under Review (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
			(Outcome)	conducted.		conducted			conducted			
To ensure access to public amenities by 2017	SD13: By maintaining and upgrade the standard of public amenities.	SD13-01	Number of reports on Implementation of Public Amenities Plan by June 2017	All public amenities maintained	Achieved	4 progress reports on implementation of Public Amenities Plan	Achieved		Progress reports on the implementation of Public Amenities Plan	None	None	Infras. & Comm. Serv.
To improve management of cemeteries by June 2017	SD14: By Developing and implementing Integrated Cemetery management plan	SD14-01	Integrated cemetery management plan developed and approved by council (Input)	2 cemeteries fenced	Achieved	Final draft integrated cemetery management plan approved by council	Achieved		Council resolution. Copy of integrated cemetery management plan	None	None	Infras. & Comm. Serv.

Chapter 3



KPA 2: LOCAL ECONOMIC DEVELOPMENT

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
Ensure availability and implementation of LED Strategy by 30 June 2017	LED01: Lobby technical and financial support for the implementation of LED Strategy	LED01_01	LED Strategy reviewed and approved by council (Input)	LED Strategy reviewed and approved by council	Achieved	LED Strategy reviewed and approved by council	Not achieved		Council resolutions reviewed and adopted strategy	The Strategy is still in consultation processes with relevant stakeholders (i.e dedea)	Further consultations are needed with other relevant stakeholders. The draft reviewed can only be ready on the 1st Qr 2017/18	Strategic Services
			Number of Business Plan Developed	New indicator	New indicator	1 Business Plan developed and approved	Achieved		Copy of approved business plan	None	None	Strategic




Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
		LED01_02	Number of LED Forum Meetings held (Output)	4 meetings	Achieved	4 LED Forum Meetings 4 Reports	Achieved		Attendance registers and minutes/reports	None	None	Strategic Services
		LED01_03	Number of reports on implantation of LED Strategy (Input)	4 progress reports	Achieved	4 progress reports	Achieved		Signed quarterly reports	None	None	Strategic
To create job opportunities through EPWP programme by June 2017	LED02: Support initiatives geared towards mass job creation and sustainable livelihoods	LED02_01	Number of jobs created through municipality's local economic development initiatives including capital projects (EPWP, CWP) (Output)	200 Jobs	255 – EPWP jobs created. 745- CWP jobs created	200 Jobs created	87- EPWP jobs 558- CWP jobs		Signed Quarterly Reports on EPWP & CWP Jobs Created	None	None	Strategic Services


Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
	LED03: Develop reporting mechanisms in partnership with EPWP	LED03.01	EPWP policy reviewed and approved by council (Input)	EPWP policy reviewed and approved by council	Achieved	EPWP policy reviewed and approved by council	Achieved		Council Resolution on the Reviewed EPWP Policy	None	None	Strategic Services
To promote the tourism potential of GKM by June 2017	LED04: By marketing the GKM as tourist destination through promoting heritage and agricultural potential	LED04.01	Reports of Festivals held and supported (Inputs)	3 Great Kei Festivals to market GKM	Achieved	3 Great Kei Festivals to market GKM	Achieved		Signed reports, photos, adverts	None	None	Strategic
			Number of business plans developed (Output)	1 business plan developed for Ngxingxolo Cultural Village	Achieved	N/A	N/A		N/A	N/A	N/A	Strategic Services

Chapter 3




IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To promote the agrarian economy in support of the disadvantaged communal farmers by June 2017	LED05: By supporting and monitoring Agrarian Production Programmes in partnership with DRDAR	LED05.01	Number of communal farmers supported (Outcome)	1 communal farmer supported on Maize ploughing programme	Achieved	1 communal farmer supported on Maize ploughing programme	Achieved		Signed quarterly reports	None	None	Strategic Services
		LED05.02	Number of youth projects to be supported	2 youth projects to be supported	Achieved	2 youth projects supported	Achieved		Signed quarterly reports	None	None	Strategic
		LED05.03	Number of Agric forum meetings (Output)	4 Agric forum Meetings 4 Reports	Achieved	4 Agric forum Meetings 4 Reports	Achieved		Minutes and attendance register/ Signed reports to standing committee	None	None	Strategic Services

Chapter 3




IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2017	LED6: Lobby technical support and funding from potential funders to support SMME's & Co-operatives	LED06-01	Number of funded project/programmes for SMME's and capacity building	4 SMME's Funded by <u>Potential Funders</u> and 6 Capacity building	Achieved	4 SMME's Funded by <u>Potential Funders</u> and 6 Capacity building	Achieved		Signed quarterly reports	None	None	Strategic Services

Chapter 3




KPA 3: FINANCIAL VIABILITY AND MANAGEMENT

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure proper management of GKM assets by 2017	FM01: By developing and maintenance a GRAP compliant asset register	FM01_01	Asset policy and updated asset register approved by council (Input)	Asset policy and updated asset register approved by council.	Achieved	Asset policy and updated asset register approved by council.	Achieved		Council resolutions. Copy of approved policy	None	None	RTO
To ensure adherence to Supply Chain Management Regulations by June 2017.	FM02: Review and enforcement of SCM policies and procedures. Strengthen reporting mechanisms /systems to Council,	FM02_01	SCM policy reviewed and approved by council (Input)	SCM policy reviewed and approved by council	Achieved	SCM policy reviewed and approved by council	Achieved		Council resolutions. Copy of approved policy	None	None	RTO
		FM02_02	Suppliers Day held (Output)	1 Suppliers day held	Achieved	1 Suppliers Day held	Achieved		Attendance register and minutes	None	None	RTO




Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
	Provincial And National Treasury	EM02_03	% of tenders concluded in accordance with (tender validity timeframe) (Output)	100%	100% Achieved	100%	100% achieved		Report on Specification. Appointment letter	None	None	RTO
To have effective and efficient expenditure management processes and systems by 2017	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA	EM03_01	% of MIG Funding expenditure (Output)	100%	100% Achieved	100%	97%		MIG expenditure report	None	None	Infrastructure
		EM03_02	Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)	0%	0%	0%	0%		S32 reports	None	None	All Directorates



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
		FM03_03	Creditors payment period (Output)	30 days	24% of creditors paid within 30 days	30 days	11.4% of creditors were paid within 30 days		Creditors payment report	The municipality experienced cash-flow problems from May and could not pay all creditors.	Creditors will be paid in July when the municipality receives equitable share.	RTO
Ensure effective and efficient Information and communication technology systems by June 2017	FM04: By Upgrading and maintenance of ICT infrastructure and systems	FM04_01	ICT policies reviewed approved by council (Input)	ICT policies approved by council	Achieved	ICT policies reviewed and approved by council	Achieved		Council resolutions. Copy of approved policy.	None	None	RTO
		FM04_02	IT Masterplan reviewed approved by council (Input)	IT Masterplan approved by council	Achieved	IT Masterplan reviewed and approved by council	Achieved		Council resolutions Copy of approved IT Master Plan	None	None	RTO



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To strengthen reporting mechanisms in line with Municipal Finance Management Act and Treasury Regulations by June 2017	FM05: Comply with all statutory financial reporting and management	FM05_01	Compliance reports submitted as per MFMA (Input)	Submission of compliance reports within specified time frame	Achieved	Submission of compliance reports within specified time frame	Achieved		Proof of submissions and copies of reports	None	None	RTO
		FM05_02	Number of Municipal standard charts of accounts compliance reports to Council (Input)	New indicator	New indicator	4 mSCOA compliance reports	Achieved		4 quarterly mSCOA compliance reports to Council	None	None	RTO
To adhere to all budget regulations and budget reforms by June 2017	FM06: By planning and preparation of municipal budget in line with MFMA Regulations	FM06_01	Annual approved budget by council for 2017/18	Annual approved budget by council for 2016/17	Achieved	Annual approved budget by council for 2017/18	Achieved		Council resolutions. Copy of approved Budget. Proof of submission	None	None	RTO


Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure that the municipality has effective revenue collection system consistent with Section 95 of the MSA and municipality's credit and debt control policy (Section 64 MFMA) by June 2017.	FM07: By Identifying and bill all GKM services	FM07_01	% increase in actual revenue collection (Output)	Increase of revenue collection by 5%	77%	8% increase	65% collection		Revenue collection report to the Standing Committee	None	None	RTO
To ensure availability , review and implementation of Indigent Policy and by June 2017	FM08: Review and maintain an updated indigents register	FM08_01	<u>% of indigent beneficiaries receiving free basic services (Output)</u>	Indigent Policy and Indigent Register approved by council	Achieved	100%	100% achieved		Signed Quarterly standing committee report on FSB	None	None	RTO

Chapter 3


IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure improvement of audit outcomes by June 2017.	FM10: Develop and monitor audit improvement plan to reduce internal audit external audit findings	FM10-01	Improvement in Audit Opinion (Outcome)	Improvement in Audit opinion (Unqualified)	2014/15 Qualified Audit Opinion	Improvement in Audit opinion (Unqualified)	Unqualified		AG report. Audit action plan report	None	None	All Directorates
To ensure management of organizational and mitigation of risks by June 2017	FM11: Develop, monitor and review of strategic risks registers	FM11-01	% implementation of action plan to mitigate identified risks (Output)	100% of identified risks mitigated	100% Achieved	100% of identified risks mitigated	Achieved		Risk reports	None	None	All Directorates

Chapter 3



IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To enhance the enforcement of National Road Traffic Act 93 of 1996 and by-laws by June 2017	FM12: Maintain safety on roads through implementation and monitoring of road traffic rules	FM12_01	Number of Motor Vehicle registrations, bookings and renewals of drivers licenses (Output)	1.900 learners' license and 900 driver's license. 3. 120 drivers renewal	1. Learners license-1084 and Driver's license-1666 3. Drivers renewal-339	1.900 learners' license 2. 900 driver's license. 3. 120 drivers renewal 4. 180 fines issued	1. Learners' license-1212 2. Driver's license-2444 3. Drivers renewal-959 4. Fines issued-181		Quarterly reports to standing committee meetings	None	None	All Directorates

Chapter 3



KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure compliance with the Employment Equity Act by June 2017	ID01: By ensuring targets on EEP are met. Ensure submission of EE Reports to the Department of Labour.		% of Employment equity Plan target implemented (Output)	20% of Employment equity Plan target implemented	41%	15 % of Employment equity Plan target implemented	27%		EEP Reports to standing committee/ council	None	None	Corporate services



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure proper coordination of payroll information by June 2017	ID02: By reviewing and providing accuracy check on the payroll information and ensure the information submitted is in line with GKM Policies and applicable legislation		Number of compliance reports on payroll errors reduced (Input)	4 Reports	Achieved	4 Reports	Achieved		Signed quarterly reports	None	None	Corporate services
To ensure Proper Leave Management by June 2017	ID03: Ensure implementation and monitoring of leave Policy and Procedure. Ensure capacity building on Payday system.		Number of compliance on Pay-Day Leave System Reports (Input)	4 Reports	Achieved	4 reports on accurate leave records	Achieved		Signed quarterly reports	None	None	Corporate services

Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure review of municipality's organizational Structure and ensure alignment with the IDP Strategies, Objectives and available resources by June 2017.	ID04: By Annually reviewing the GKM Organogram through normal customized review processes		2017/18 Organization structure reviewed and approved by council (Input)	2016/17 Organization structure reviewed and approved by council	Achieved	2017/18 Organization structure reviewed and approved by council	Achieved		Council resolution. Copy of approved organogram	None	None	Corporate services
	ID05: Coordination of effective and efficient Recruitment and Selection Process in line with applicable reviewed policies		The average length of time it takes to fill a post (Output)	Recruitment Plan approved by Council	Achieved	3 months for positions below S54 and S56	Achieved		Quarterly reports to the standing committee	None	None	Corporate services


Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure the development, review, implementation and monitoring of WSP for Municipal Staff and Councilors by June 2017.	ID06: By coordinating capacity building that enhances the skills of the workforce and councilors in-line with legislative frame work to improve service delivery by June 2017		Workplace Skills Plan reviewed and approved by council (Input)	Workplace Skills Plan reviewed and approved by council	Achieved	Workplace Skills Plan reviewed and approved by council	Achieved		Council resolution. Copy of approved Plan	None	None	Corporate services
			% of staff actually trained as per the WSP (Output)	50%	76.1%	100%	68%		Training reports to standing committee/ council	Due to municipality's cash-flow problems trainings were stopped.	Skills Development Unit be in full control of training budget.	Corporate services


Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To contribute in enhancing capacity of oversight structures of the municipality (MPAC, AC, Council) by June 2017	ID07: By ensuring that members of committees are continuously capacitated with issues relevant to their immediate functions using internal and external stakeholders		Number of trainings on Oversight members (Output)	2 trainings	Achieved	3 trainings	2 trainings		Training reports to standing committee/ council (attendance registers)	Due to municipality's cash-flow problems trainings were stopped.	1 training sourced out to ADM due unavailability of budget. Training scheduled for the July.	Corporate services
To ensure compliance with applicable legislation, regulations, policies and procedures by June 2017	ID08: By coordinating the development, review and implementation of all municipal policies, by-laws and procedure manuals in line with applicable legislation		Number of Municipal Policies reviewed and approved by council (Input)	Number of Policies reviewed and adopted.	Achieved	All municipal Policies reviewed and approved by council	Achieved		Council resolution for all municipal policies approved	None	None	Corporate services



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure effective functioning of Council and its committees by June 2017	ID09: By ensuring that the Council and its sub-committees seat in accordance with the approved Council schedules		Number of Council and standing committee meetings set in line with 2015/16 council calendar (Output)	4 Ordinary Council seatings. 20 Standing Committee seatings	4 Ordinary & 6 Special Council meetings 30 Standing Committees	4 Ordinary Council seatings. 20 Standing Committee held	5 Ordinary & 4 Special Council meetings 30 Standing Committees		Council minutes. Standing committee minutes	None	None	Corporate services



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure proper keeping and maintenance of personnel records for Institutional information in line with The National Archives and Records Service of South Africa Act (Act. No. 43 of 1996, as amended) by June 2017.	ID10: By review and implementing Institutional Records Procedures in line applicable legislation		Number of compliance reports submitted (Input)	2 compliance reports submitted	Achieved	2 compliance reports submitted	Achieved		Quarterly compliance reports	None	None	Corporate services

Chapter 3



IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To have sound labor working relations by June 2017	ID11: By implementing disciplinary code and adhering to the applicable labor related legislation		Number of disciplinary hearings concluded within 3 months of initiation (Output)	100%	37.5% Out of 8 cases 3 have been achieved and 5 pending.	6 cases	2 cases		Reports on disciplinary hearings to standing committee	Concluding the cases does not only depend on Corporate Services. Parties from outside the municipality are also involved. None availability of those parties made it impossible to conclude the cases.	Cases will be finalized in the next financial year.	Corporate services
			Number of LLF meetings held (Output)	4 LLF meetings held	4 LLF meetings held	4 LLF meetings held	4 LLF meetings held		Attendance registers and minutes	None	None	Corporate

Chapter 3




IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure availability of competent, healthy and motivated workforce by June 2017	ID12: By reviewing of Employee Wellness Policy.		Number of Employee Wellness programme conducted (Input)	Concept document to Council for approved by council	Achieved	2 Employee Wellness programme conducted	Achieved		Employee wellness report to standing committee	None	None	Corporate services
To ensure compliance with Health and Safety Regulation by June 2017	ID13: By reviewing of Terms of Reference for Health and Safety Committee. Review of OHS Policy		Number of Health and Safety Committee meetings held (output)	OHS Policy approved by council	Achieved	3 meetings	Achieved		Reports/ minutes and attendance registers	None	None	Corporate services

Chapter 3




KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To promote effective participation of community members in the affairs of governance by 2017	GG01: By implementing approved public participation & petitions strategy	GG01.01	Public participation & petitions policy reviewed approved by council (Input)	Public participatio n & petitions policy reviewed approved by council	Achieved	Public participatio n & petitions policy reviewed approved by council	Achieved		Council resolutions. Copy of approved policy	None	None	Strategic Services
		GG01.02	Number of ward committee meetings held (Output)	4 meetings and 4 reports	Achieved	4 meetings and 4 reports	Achieved		Attendance registers. Minutes/ reports	None	None	Strategic




Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure availability and implementation of Marketing and Communication Strategy by June 2017	GG02: Develop and implement GKM Marketing Communication Strategy	GG02_01	Number of Reports on the implementation of Communication strategy and policy (Input)	Marketing Communication Strategy approved by council	Achieved	4 Reports on the implementation of the Communication Strategy and Policy	Achieved		Signed Quarterly Report to the standing committee	None	None	Stratonic Services
Strengthen IGR in the municipality through institutionalization of provincial and district structured support in the municipality's IGR forums by June 2017	GG03: Develop and implement intergovernmental Relations Policy	GG03_01	Number of reports on implementation of IGR framework (Input)	4 Reports on the implementation of IGR Policy	3 reports	4 Reports on the implementation of IGR framework	Achieved		Signed quarterly reports	None	None	Stratonic Services
	GG04: Co-ordinate GKM IGR Forum	GG04_01	Number of IGR meetings held (Output)	4 IGR meetings held	3 IGR meetings	4 IGR meetings held	Achieved		Attendance register and minutes	None	None	Stratonic




Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure fully functional delegation framework by June 2017	GG05: Review and implement delegation framework by June 2017	GG05-01	Delegation Framework reviewed and approved by Council (Input)	Delegation Framework approved by Council	Achieved	Delegation Framework reviewed and approved by Council	Achieved		Council resolutions. Copy of approved DF	None	None	Strategic Services
To ensure the development and review of integrated development planning by June 2017	GG06: Review and submit IDP to council for approval	GG06-01	2016/17 IDP/PMS and Budget process plan developed and approved by council (Input)	2016/17 IDP/PMS and Budget process plan developed and approved by council	Achieved	2016/17 IDP/PMS and Budget process plan developed and approved by council	Achieved		Council resolutions. Copy of approved IDP/PMS and Budget process plan	None	None	Strategic Services
		GG06-02	Strategic planning report tabling to Council	Strategic planning Report submitted to Council	Achieved	Strategic planning Report submitted to Council	Achieved		Strategic Planning report to council	None	None	Strategic




Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure the institutionalization of Performance Management by June 2017	GG08: Develop and review Institutional Strategic Score Card and cascading of PMS	GG08_01	PMS Policy reviewed and approved by council (Input)	PMS Framework and Policy reviewed and by approved by council	Achieved	PMS Policy reviewed and by approved by council	Achieved		Council resolutions. Copy of approved PMS policy	None	None	Strategic Services
		GG08_02	SDBIP approved by the Mayor within 28 days after the approval of Budget and IDP (Input)	SDBIP approved by the Mayor within 28 days after the approval of budget and IDP	Achieved	SDBIP approved by the Mayor within 28 days after the approval of budget and IDP	Achieved		Copy of signed 2016/17 SDBIP. Copy of signed reviewed 2016/17 FY	None	None	Strategic Services
		GG08_03	Number of signed performance agreements by S56 Managers (Output)	4	Achieved	4 signed Performance Agreements	Achieved		Signed Performance Agreements	None	None	Strategic Services


Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
	GG09: Monitor and measure institutional performance quarterly	GG09.01	Number of signed Accountability Agreements (Output)	8 signed AAs	Achieved	14 signed AAs	Achieved		Signed 14 AAs	None	None	Strategic
		GG09.01	Number of Quarterly performance reports and mid-year budget and annual performance report approved by council (Input)	4 Quarterly SDBIP Reports and 1 Annual Performance report approve by council	Achieved	4 Quarterly SDBIP Reports and 1 Annual Performance report approve by council	Achieved		Council resolutions. Copy approved reports	None	None	Strategic Services
		GG09.02	Number of S56/7 performance assessment conducted	1	1	1 S56/7 performance assessment conducted	Achieved		Performance assessment reports to council. Council resolutions	None	None	Strategic Services



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
		GG06.03	Number of reports on performance of services providers (Input)	2 reports	Achieved	4 reports	Achieved		4 SCM quarterly reports	None	None	Strategic Services
To ensure management of organizational and mitigation of risks by June 2017	GG10: To stem out fraud and corruption activities	GG10.01	Number of reports on the implementation of Anti-Fraud and anti-corruption plan (Input)	4 reports	Achieved	4 reports	Achieved		Quarterly reports on anti-fraud and corruption strategy	None	None	Strategic Services
	GG11: Review and adopt risk and fraud management policies	GG11.01	Risk and fraud management policy reviewed and approved by council (Input)	Risk and fraud management policy reviewed and approved by council	Achieved	Risk and fraud management policy reviewed and approved by council	Achieved		Council resolutions. Copy of the polity	None	None	Strategic Services



Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
	GG12: Sittings of Risk Management Committee Meetings	GG12.01	Number of RIMCO meetings held (Output)	4 meetings	4 meetings	4 RIMCO meetings held	4 meetings		Attendance register. Minutes	None	None	Strategic Services
To provide independent professional advice on governance issues, risk management and internal controls	GG13: Independent review on the reported performance information	GG13.01	Internal audit reports to Audit Committee on performance management	6 internal performance information audit reports	Achieved	6 internal performance information audit reports	Achieved		Internal audit reports to audit committee	None	None	Strategic Services
	GG14: Review and adopt Internal Audit and Audit Committee Charters	GG14.01	Internal Audit and Audit Committee charters approved by Council (Input)	Approved Internal Audit and Audit Committee charters by Council	Achieved	Approved Internal Audit and Audit Committee charters by Council	Achieved		Council resolutions. Copy of approved Charter	None	None	Strategic Services


Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To ensure effective functioning of Oversight Committees by June 2017	GG15 Provide administrative support to oversight committees	GG15.01	Number of Audit Committee Meetings held (Output)	4 AC Meetings	5 AC Meetings	4 AC Meetings	6 meetings		Attendance register. Minutes	8 August 2016 24 August 2016 19 October 2016 24 January 2017 20 April 2017 19 June 2017	None	Strategic Services
		GG15.02	MPAC meetings held before the sitting of Council (Output)	4 meetings	10 Meetings	4 MPAC	14 MPAC meetings held		Attendance register. Minutes		None	Strategic Services

Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
Ensure effective and efficient resolution of legal cases by 2017	GG16: Resolve legal matters of the municipality	GG16.01	Report on number of litigation received (Input)	4 reports	Achieved	4 reports	Achieved		Reports on number of litigation received	None	None	Strategic Services
To ensure restoration of morals and values in Great Kei Community by 2017	GG17: Implement MRM Charter	GG17.01	Number of campaigns on the Moral Regeneration Movement conducted (Output)	4 campaigns on Moral Regeneration Movement National Charter	Achieved	4 campaigns	Achieved		Invites, agenda, attendance register.	None	None	Strategic Services

Chapter 3

IDP Objective	IDP strategy	KPI Number	Key Performance Indicator	Prior Financial Year (2015/16 FY)		Year Under Review (2016/17 FY)		Snapshot	Portfolio of Evidence	Variance	Corrective Measure	Responsible directorate
				Plan	Actual	Plan	Actual					
To accelerate empowerment of historically disadvantaged groups by June 2017	GG18: By developing, reviewing and implementing plan that promote mainstreaming of Special programmes in all GKM programs, plans and projects	GC18.01	Number of reports on the implementation of SPU programs in line with approved plan (Input)	Report on the implementation of SPU programs in line with approved plan and reviewed structure	Achieved	4 Reports	Achieved		Signed SPU quarterly reports	None	None	Strategic Services

Chapter 3

LGTAS KEY PERFORMANCE INDICATORS IN THE ANNUAL REPORT

KPA 1: Organisational Transformation and Institutional Development

Annual performance as per key performance indicators in municipal transformation and organizational development

No	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1	Vacancy rate for all approved and budgeted posts;	19	4	21 %	Budget constraints
2	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	2	0	0%	N/A
3	Percentage of Section 57 Managers including Municipal Managers who attended at least 1 skill development training course within the FY	3	3	100%	N/A
4	Percentage of Managers in Technical Services with a professional qualification	3	3	100%	N/A
5	Level of PMS effectiveness in the DM – (DM to report)	The PMS is cascaded to lower levels, implemented from high level management down to levels below. Directors report on quarterly basis through various structures and middle managers report on monthly bases.			
6	Level of effectiveness of PMS in the LM – (LM to report)				
7	Percentage of staff that have undergone a skills audit (including	61	32	52%	Limited budget available

Chapter 3

	competency profiles) within the current 5 year term				
8	Percentage of Councillors who attended a skill development training within the current 5 year term	13	13	100%	N/A
9	Percentage of staff complement with disability	1	1	50%	Only 1 employee disclosed his status during financial year 15/16
10	Percentage of female employees		77	51%	
11	Percentage of employees that are aged 35 or younger		31	20%	
12	Adoption and implementation of HRD Plan including WSP	50%	76.1%	100%	The WSP was adopted and submitted to the LGSETA and a council resolution confirming the submission is available.

KPA 2: Basic Service delivery performance highlights

Annual performance as per key performance indicators in water services

Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year

Annual performance as per key performance indicators in Electricity services

Chapter 3

No	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 with access to electricity services	3,000.00	73	17	17	100%
2	Percentage of indigent households with access to basic electricity services	568	TBD	600	568	95%
3	Percentage of indigent households with access to free alternative energy sources	420	TBD	420	277	65%

Annual performance as per key performance indicators in sanitation services

No	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 sanitation services	ADM				
2	Percentage of indigent households with access to free basic sanitation services	ADM				
3	Percentage of clinics with access to	ADM				

Chapter 3

	sanitation services					
4	Percentage of schools with access to sanitation services	ADM				

Annual performance as per key performance indicators in road maintenance services

No	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	394 km	316 km	7 kms of gravel roads to be constructed at Bhola Village and Old Location	7 kms achieved	100%
2	Percentage of road infrastructure requiring upgrade	142km	132	10	10	100%
3	Percentage of planned new road infrastructure actually constructed	174 km	164	10	10	100%
4	Percentage of capital budget reserved for road upgrading and maintenance effectively used.	394km	316km	24km	24km	100%

Chapter 3

Annual performance as per key performance indicators in waste management services

No	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	12340	8177	60	4163	100%
2.	Existence of waste management plan	Our IWMP is under review				

Annual performance as per key performance indicators in housing and town planning services

No	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 living in informal settlements	9386	9386	1640	0	0
2	Percentage of informal settlements that have been provided with basic services	0	1640	0	0	0
3	Percentage of households in formal housing that conforms to the minimum building standards for residential houses	35	0	0	0	0
4	Existence of an effective indigent policy	THE INFORMATION SHOULD BE REFLECTED IN A NARRATIVE FORM				

Chapter 3

5	Existence of an approved SDF	The Great Kei Local Municipality Council (GKM) adopted a Spatial Development Framework (SDF) during the 2005/2006 Financial Year. It is against this background that the SDF is currently being reviewed in partnership with Amathole District Municipality (ADM) and the Department of Human Settlements (DoHS), for alignment with 2012/2017 Integrated Development Plan (IDP). It is envisaged that the document will be ready to be submitted to Council during the month of March 2017 for final adoption. The municipality takes cognizance of, and relies on the ADM SDF when considering development applications.
6	Existence of Land Use Management System (LUMS)	Land Use Management By-laws in place.

KPA 3: MUNICIPAL LOCAL ECONOMIC DEVELOPMENT FRAMEWORK

Annual performance as per key performance indicators in LED

No	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	Existence of LED unit	Yes	The unit comprises of LED Official and LED assistant appointed before 2014/15	100% prior achievement
2	Percentage of LED Budget spent on LED related activities.	550 000.00	550 000.00	100%
3	Existence of LED strategy	GKM adopted its LED Strategy in September 2014 and is under review		
4	Number of LED stakeholder forum meetings held	4	4	100%
5	Plans to stimulate second economy	Development of Small Town Revitalization Strategy	Still in the process. Final document to be adopted on January 2018.	-

Chapter 3

6	Percentage of SMME that have benefited from a SMME support program	4	4	100%
7	Number of job opportunities created through EPWP	200	87-EPWP jobs 558-CWP jobs	100%
8	Number of job opportunities created through PPP (CWP)	200	558	100%

KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Annual performance as per key performance indicators in financial viability

No	Indicator name	Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
1	Percentage expenditure of capital budget	R36 149 000	R 34,372,078	95%
		Target set for the year (35%) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the operational budget
2	Salary budget as a percentage of the total operational budget	(38,6%) (R46 501 000)	R 42,570,086	91%
		Target set for the year (20% or less) R(000)	Achievement level during the year R(000)	Achievement percentage during the year vs the actual revenue
3	Trade creditors as a percentage of total actual revenue	(45%) (R96 301 000)	R 14,625,097	15%
		Target set for the year (80% and more) R(000)	Achievement level during the year R(000)	Achievement percentage during the year

Chapter 3

4	Total municipal own revenue as a percentage of the total actual budget	(38%) (49 108 612)	R 31,664,024	64,5%
		Target set for the year R(000)	Achievement level during the year R(000)	Achievement percentage during the year
5	Rate of municipal consumer debt reduction	73% (48 000 000)	R 17,030,141	35% Increase
6	Percentage of MIG budget appropriately spent	R 36,149,000	R 31,225,856	86%
7	Percentage of MSIG budget appropriately spent	N/A	N/A	N/A
8	AG Audit opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion
9	Functionality of the Audit Committee	Functional	Functional	Functional
10	Submission of AFS after the end of financial year	31-Aug-16	31-Aug-16	31-Aug-16

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	% of ward committees established	70	70	100%
2	% of ward committees that are functional	70	70	100%
3	Existence of an effective system to monitor CDWs	The 4 CDWs.		
4	Existence of an IGR strategy			
5	Effective of IGR structural meetings	IGR meetings seat 4 times a year (quarterly)		

Chapter 3

6	Existence of an effective communication strategy	Communication strategy was developed I 2014 and approved in March 2016 and is reviewed on annual basis.		
7	Number of mayoral imbizos conducted	4	4	100%
8	Existence of a fraud prevention mechanism	The municipality developed and adopted its reviewed fraud and prevention strategy/policy in 2017. The municipality has a complaints/ suggestion box in all offices.		

Chapter 4

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

INTRODUCTION

The objective of Organisational Development is that of ensuring capacity building of employees.

T 4.0.1

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Employees					
Description	Year – 1	Year 0- 2015/16			Vacancies
	Employees	Approved Posts	Employees	Vacancies	
	No.	No.	No.	No.	%
Electricity	4	4		0	
Waste Management	47	48		1	
Planning and Human Settlement Housing	4	5		1	
PMU and Roads	10	12		2	
Local Economic Development	2	2		0	
Environmental & Amenities	2	3		1	
Security and Safety	12	16		4	
Corporate Services	20	26		6	
Budget and Treasury Office	31	37		6	
Municipal Manager & Strategic Services	15	21		6	
TOTALS	147	174		27	

T4.1.1

Chapter 4

VACANCY RATE: YEAR 2015/16			
Designations	*Total Approved Posts No.	*Vacancies (Total time that vacancies exist using fulltime equivalents) No.	*Vacancies (as a proportion of total posts in each category) %
Municipal Manager	1	0	0 %
CFO	1	0	0 %
Other S56 Managers (excluding Finance Posts)	2	1	50 %
Highly skilled Middle Management: level 15 - 17 (excluding Finance posts)	9	2	22 %
Middle Management: level 13 - 17 (Finance posts)	6	1	17 %
Total	19	4	21 %

T4.1.2

Turn-over Rate				
Details	Total No. of Employees	Total Appointments as of beginning of Financial Year No.	Terminations during the Financial Year	Turn-over Rate*
Year -2 – 2014/15	151	16	12	8 %
Year-1-2015/16	147	58	11	7 %
Year- 2016/17				

T4.1.3

COMMENT ON VACANCIES AND TURNOVER:

Refer to T 4.1.2

T 4.1.4

Chapter 4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

HR policies have been developed and are reviewed on annual basis (e.g Recruitment & Selection, Employee Assistance Policy, Retention & Attraction etc. Refer to T4.2.1

T 4.2.0

Chapter 4

4.2 POLICIES

Municipal Policies and Plans				T4.2.1
No	Name of policy	Completed %	Reviewed %	Date adopted by Council or comment on failure to adopt
1.	Acting Allowance Policy	100%	100%	31 st May 2016
2.	Employee Assistance Policy	100%	100%	31 st May 2016
3.	Telephone Usage Policy for Councillors and Employees	100%	100%	31 st May 2016
4.	Placement, Promotion, Demotion and Transfer Policy	100%	100%	31 st May 2016
5.	Recruitment and Selection Policy	100%	100%	31 st May 2016
6.	Travel and Subsistence Policy	100%	100%	31 st May 2016
7.	Bereavement Policy	100%	100%	31 st May 2016
8.	Code of Conduct for Staff Members	100%	100%	31 st May 2016
9.	Employment Equity Policy	100%	100%	31 st May 2016
10.	Training and Development Policy	100%	100%	31 st May 2016
11.	Leave Policy	100%	100%	31 st May 2016
12.	Overtime Policy	100%	100%	31 st May 2016
13.	Rental / Housing Allowance Policy	50%	0%	31 st May 2016
14.	Health and Safety Policy	100%	100%	31 st May 2016
15.	Car Allowance Policy	100%	100%	31 st May 2016
16.	Danger Allowance Policy	100%	100%	31 st May 2016
17.	Retention and Attraction Policy	100%	100%	31 st May 2016
18.	Performance Management Policy	100%	100%	31 st May 2016
19.	Remuneration Policy	100%	100%	31 st May 2016
20.	Exit Policy	100%	100%	31 st May 2016
21.	Use of Consultants	100%	100%	31 st May 2016
22.	SCM policy	100%	100%	31 st May 2016

Chapter 4

Municipal Policies and Plans				T4.2.1
No	Name of policy	Completed %	Reviewed %	Date adopted by Council or comment on failure to adopt
23.	Asset management policy	100%	100%	31 st May 2016
24.	Fleet management policy	100%	100%	31 st May 2016
25.	Credit control and debt management policy	100%	100%	31 st May 2016
26.	Tariffs policy	100%	100%	31 st May 2016
27.	Indigent policy	100%	100%	31 st May 2016
28.	Petty cash policy	100%	100%	31 st May 2016
29.	Cash and investment policy	100%	100%	31 st May 2016
30.	Budget process policy	100%	100%	31 st May 2016
31.	Virement policy	100%	100%	31 st May 2016
32.	Inventory Management	100%	100%	31 st May 2016
33.	Fruitless and wasteful ,unauthorised and irregular expenditure policy	100%	100%	31 st May 2016
34.	IT Security Policy	100%	100%	31 st May 2016
35.	3G Card and Cell phone Policy	100%	100%	31 st May 2016
36.	Telephone Management Policy	100%	100%	31 st May 2016
37.	Rates Policy	100%	100%	31 st May 2016
38.	Backup policy	100%	100%	31 st May 2016
39.	Acting Allowance Policy	100%	100%	31 st May 2016
40.	Employee Assistance Policy	100%	100%	31 st May 2016
41.	Telephone Usage Policy for Councillors and Employees	100%	100%	31 st May 2016
42.	Placement, Promotion, Demotion and Transfer Policy	100%	100%	31 st May 2016
43.	Recruitment and Selection Policy	100%	100%	31 st May 2016
44.	Travel and Subsistence Policy	100%	100%	31 st May 2016
45.	Bereavement Policy	100%	100%	31 st May 2016
46.	Code of Conduct for Staff	100%	100%	31 st May 2016

Chapter 4

Municipal Policies and Plans				T4.2.1
No	Name of policy	Completed %	Reviewed %	Date adopted by Council or comment on failure to adopt
	Members			
47.	Employment Equity Policy	100%	100%	31 st May 2016
48.	Training and Development Policy	100%	100%	31 st May 2016
49.	Leave Policy	100%	100%	31 st May 2016
50.	Overtime Policy	100%	100%	31 st May 2016
51.	Rental / Housing Allowance Policy	50%	0%	incomplete
52.	Health and Safety Policy	100%	100%	31 st May 2016
53.	Car Allowance Policy	100%	100%	31 st May 2016
54.	Danger Allowance Policy	100%	100%	31 st May 2016
55.	Retention and Attraction Policy	100%	100%	31 st May 2016
56.	Performance Management Policy	100%	100%	31 st May 2016
57.	Remuneration Policy	100%	100%	31 st May 2016
58.	Exit Policy	100%	100%	31 st May 2016
59.	Use of Consultants	100%	100%	31 st May 2016
60.	SCM policy	100%	100%	31 st May 2016
61.	Asset management policy	100%	100%	31 st May 2016
62.	Fleet management policy	100%	100%	31 st May 2016
63.	Credit control and debt management policy	100%	100%	31 st May 2016
64.	Tariffs policy	100%	100%	31 st May 2016
65.	Indigent policy	100%	100%	31 st May 2016
66.	Petty cash policy	100%	100%	31 st May 2016
67.	Cash and investment policy	100%	100%	31 st May 2016
68.	Budget process policy	100%	100%	31 st May 2016
69.	Virement policy	100%	100%	31 st May 2016
70.	Inventory Management	100%	100%	31 st May 2016
71.	Fruitless and wasteful	100%	100%	31 st May 2016

Chapter 4

Municipal Policies and Plans				T4.2.1
No	Name of policy	Completed %	Reviewed %	Date adopted by Council or comment on failure to adopt
	,unauthorised and irregular expenditure policy			
72.	IT Security Policy	100%	100%	31 st May 2016
73.	3G Card and Cell phone Policy	100%	100%	31 st May 2016
74.	Telephone Management Policy	100%	100%	31 st May 2016
75.	Rates Policy	100%	100%	31 st May 2016
76.	Backup policy	100%	100%	31 st May 2016
77.	Succession Policy	100%	100%	31 st May 2016
78.	Internship Policy	100%	100%	31 st May 2016
79.	HIV / Aids Policy			31 st May 2016
80.	IT Security Policy	100%	100%	31 st May 2016
81.	3G Card and Cell phone Policy	100%	100%	31 st May 2016
82.	Telephone Management Policy	100%	100%	31 st May 2016
83.	Rates Policy	100%	100%	31 st May 2016
84.	Backup policy	100%	100%	31 st May 2016

COMMENT ON WORKFORCE POLICY DEVELOPMENT:

The posts for the Strategic Services Director and Corporate Services Director have been advertised and will be filled by 2017.

T 4.2.1.1

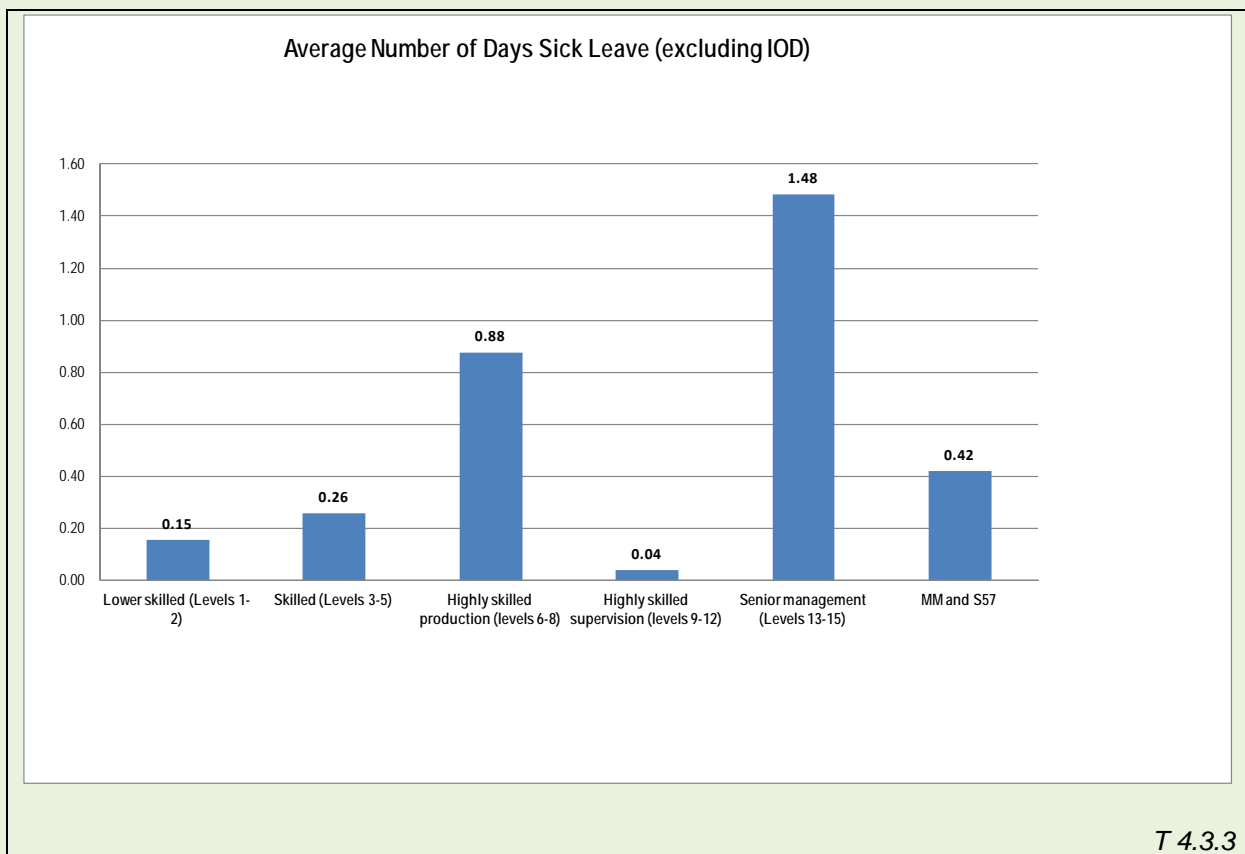
4.3 INJURIES, SICKNESS AND SUSPENSIONS

NUMBER OF DAYS AND COST OF SICK LEAVE (EXCLUDING INJURIES ON DUTY)				
SALARY BAND	TOTAL SICK LEAVE DAYS	PROPORTION OF SICK LEAVE WITHOUT MEDICAL CERTIFICATION	EMPLOYEES USING SICK LEAVE	ESTIMATED COST

Chapter 4

LOWER SKILLED (LEVELS 1 – 5)	386	0 %	31	150 926. 00
SKILLED (LEVEL 6-8)	414	0 %	39	278 208. 00
SUPERVISOR (LEVEL 9 – 12)	394	0 %	32	425 126. 00
MIDDLE MANAGER (LEVEL 13 – 17)	69	0 %	13	128 478. 00
MM AND SECTION 56 MANAGERS	11	0 %	3	31 139. 90
TOTALS	1274	0 %	118	1 013 877. 90

T4.3.2



COMMENT ON INJURY AND SICK LEAVE:

Refer to T4.3.2

Chapter 4

T 4.3.4

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
Clerical	Sexual Harassment	2015/11/01	Resignation	2016/04/01
Supervisor	Insubordination	2015/11/01	Pending	N/A
Director	Misconduct	2016/02/01	Pending	N/A
General Workers	Drunk on duty	2014/02/28	Sanction was issued	Jun-16
				T 4.3.5

4.4 PERFORMANCE REWARDS

4.4 PERFORMANCE REWARDS				
PERFORMANCE REWARDS BY GENDER				
DESIGNATIONS	GENDER	TOTAL NUMBER OF EMPLOYEES IN GROUP	NUMBER OF BENEFICIARIES	EXPENDITURE ON REWARDS – YEAR 1
MM and Section 56 Managers	Female	3	3	
	Male	1	1	
Total		4	4	

COMMENT ON PERFORMANCE REWARDS:

2015/16 performance assessments were conducted for the Municipal Manager, Chief Financial Officer, Director Technical and Community Services and Acting Director Corporate Services

T 4.4.1.1

Chapter 4

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

To address workforce capacity development, the municipality has developed the following policies:

- Training and development policy
- Promotion, demotion and transfer policy
- Retention and attraction policy
- Performance management policy

T 4.5.0

Chapter 4

4.5 SKILLS DEVELOPMENT AND TRAINING

Skills Matrix

Management level	Gender	Employees in post as at 30 June Year 2016/17	Number of skilled employees required and actual as at 30 June Year 2016/17											
			Learnerships			Skills programmes & other short courses			Other forms of training/Workshops			Total		
			No.	Actual: 2015/16	Actual: 2016/17	Year 2016/17 Target	Actual: 2015/16	Actual: 2016/17	Year 2016/17 Target	Actual: 2015/16	Actual: 2016/17	Year 2016/17 Target	Actual: 2015/16	Actual: 2016/17
MM and s57	Female	1		0	0		0	0		0	0		0	0
	Male	2		0	0		0	1		1	1		1	2
Councillors, senior officials and managers	Female	14		3	4		0	9		9	9		12	22
	Male	11		4	4		0	7		5	5		9	16
Technicians and associate professionals*	Female	4		0	0		0	2		0	0		0	2
	Male	6		0	1		2	1		0	0		2	2
Professionals	Female	18		3	3		4	4		4	4		11	11
	Male	10		0	0		2	6		1	1		3	7
Clerk's	Female	25		7	7		6	11		8	4		21	22

Chapter 4

	Male	11		0	0		0	1		0	0		0	1
Service and Sales Workers	Female	7		0	0		0	5		8	0		8	5
	Male	12		0	0		0	0		0	0		0	0
Skilled Workers	Female	0		0	0		0	0		0	0		0	0
	Male	2		0	0		0	0		0	0		0	0
Plant and Machinery	Female	0		0	0		0	0		0	0		0	0
	Male	9		0	0		0	0		0	0		0	0
Elementary Occupation	Female	18		7	9		0	0		0	0		0	9
	Male	19		7	11		0	0		0	0		7	11
Sub total	Female	87		20	23		4	31		26	17		50	71
	Male	82		11	16		4	16		7	7		22	39
Total		169	0	31	49	0	8	47	0	32	24	0	71	114
*Registered with professional Associate Body e.g CA (SA)														T 4.5.1

Chapter 4

Financial Competency Development: Progress Report*

Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidated : Total of A and B		Consolidated : Competency assessments completed for A and B (Regulation 14(4)(b) and (d))		Consolidated : Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))		Consolidated : Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))	
Financial Officials	31	0	31		16		0		16	
<i>Accounting officer</i>	1	0	1		1		1		1	
<i>CFO</i>	1	0	1		1		1		1	
<i>Senior managers</i>	1	0	1		1		1		1	
<i>Any other financial officials</i>	16	0	16		16		0		16	
SCM Officials	5	0	5		4		0		4	
<i>Heads of SCM units</i>	1	0	1		1		1		1	
<i>SCM senior managers</i>	1	0	1		1		1		1	
TOTAL	23	0	23		23		3		23	
* This is a statutory report under the National Treasury: Local Government: MFMA Competency Regulations (June 2007)										T 4.5.2

Skills Development Expenditure

Management level	Gender	Employees as at the beginning of the financial year	Original Budget and Actual Expenditure on skills development Year 2016/17									
			Learnerships		Skills programmes & other short courses		Other forms of training		Total			
			No.	Original	Actual	Original	Actual	Original	Actual	Original	Actual	

Chapter 4

			Budget		Bud get		Bud get		Bud get		
MM and S57	Fem ale	1	R600 000.00								
	Male	2									
Legislat ors, senior officials and manag ers	Fem ale	14			R 47 880.00						R 47 880.00
	Male	11			R 158 880.00						R 158 880.00
Professi onals	Fem ale	18			R33 223.00						R33 223.00
	Male	10					R7 625.00				R7 625. 00
Techni cians and associat e professi onals	Fem ale	4									
	Male	6					R34 067.36				R34 067.36
Clerks	Fem ale	25			R 199 728.00		R26 875.00				R26 875.00
	Male	11									
Service and sales workers	Fem ale	25									
	Male	11									
Service and sales workers	Fem ale	7									
	Male	12									
Skilled workers	Fem ale	0									
	Male	2									
Element ary occupati ons	Fem ale	18									
	Male	19									
Sub total	Fem ale	87			R81 103.00		R3450 0.00				
	Male	82			R 158 880.00	Nil	R34 067.36	Nil	Nil		308 550.36
Total		169	R600 000.00	R39 983.00	0	R68 567.36	0	0			
<i>*** and *R value of municipal salaries (original budget) allocated for workplace skills plan.</i>									***	R 308 550.36 T4.5.3	

Chapter 4

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS:

The Municipality is mandated by Training and Development Act to submit Annual Training report to develop and submit the Workplace skills Plan (WSP) to Local Government SETA by 30th of April each year. After submission of WSP and Annual Training Plan the Municipality is entitled to claim mandatory grant as the levy paying organisation and the grant is used for training of Councillors and Employees. Over and above that there is an amount that is budgeted by the municipality for trainings for each financial year.

T 4.5.4

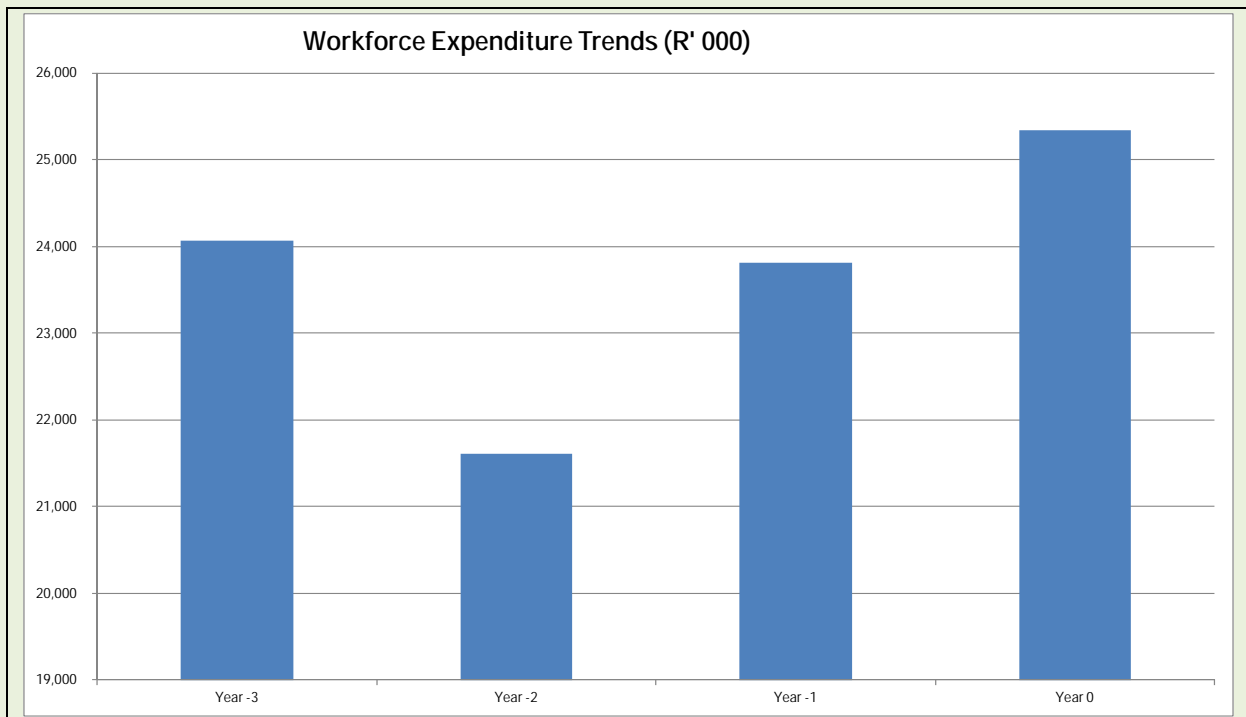
COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

INTRODUCTION TO WORKFORCE EXPENDITURE

The municipality's budget on employee related costs is based on the funded organogram which is linked to task grades. The municipality therefore spend according to the budgeted work force and monthly reports are submitted to check if there are any huge budget variances. The municipality has from previous years implemented competitive salaries which has attracted more skilled and talented staff and in turn increased the salary bill.

T 4.6.0

4.6 EMPLOYEE EXPENDITURE



Chapter 4

Source: MBRR SA22

T 4.6.1

COMMENT ON WORKFORCE EXPENDITURE:

The municipality spend according to the approved budget. The work force spending varies from one year to the next due to the increase in the budget for employee related costs. The increase is influenced by negotiations in the Bargaining Council; HR Related policies and/or inflation rate.

T 4.6.1.1

DISCLOSURES OF FINANCIAL INTERESTS

Refer AFS

T 4.6.6

Chapter 5

CHAPTER 5 – FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises of three components:

- Component A: Statement of Financial Performance
- Component B: Spending Against Capital Budget
- Component C: Other Financial Matters

The municipality make use of consultants for certain services where the municipality does not have the expertise or capacity to perform that service. The use of consultants is very limited as the municipality has taken an approach of capacitating its staff and reduce the use of consultants. The consultants used in the current year were mainly in the following areas: *professional services for construction of roads, maintenance of the Infrastructure Asset Register, Internal Audit Support and Compilation of Financial Statements.*

T 5.0.1

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

INTRODUCTION TO FINANCIAL STATEMENTS

*Note: Statements of Revenue Collection Performance by vote and by source are included at **Appendix K***

The annual financial statements have been prepared in accordance with Standards of Generally Recognized Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates. This component provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

T 5.1.0

Chapter 5

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Chapter 5

Financial Performance of Operational Services							R '000
Description	Year -1	Year 0		Year 0 Variance			
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget	
Operating Cost							
Water	-	-	-	-	0.00%	0.00%	
Waste Water (Sanitation)	-	-	-	-	0.00%	0.00%	
Electricity	6 512	8 963	10 483	701	-1179%	-1396%	
Waste Management	7 358	6 960	6 617	17 705	61%	63%	
Housing	-	-	-	-	0%	0%	
Component A: sub-total	13 870	15 923	17 100	18 405	13%	7%	
Waste Water (Stormwater Drainage)	-	-	-	-	0%	0%	
Roads	10 118	10 467	10 020	16 530	37%	39%	
Transport	-	-	-	-	0%	0%	
Component B: sub-total	10 118	10 467	10 020	16 530	37%	39%	
Planning	1 001	1 730	1 467	1 043	-66%	-41%	
Local Economic Development	3 203	3 753	2 987	2 625	-43%	-14%	
Component B: sub-total	4 204	5 483	4 454	3 668	-49%	-21%	
Planning (Strategic & Regulatory)	-	-	-	-	0%	0%	
Local Economic Development	-	-	-	-	0%	0%	
Component C: sub-total	-	-	-	-	0%	0%	
Community & Social Services	3 934	5 068	4 769	3 657	-39%	-30%	
Environmental Protection	-	-	-	-	0%	0%	
Health	-	-	-	-	0%	0%	
Security and Safety	-	-	-	-	0%	0%	
Sport and Recreation	741	1 175	960	672	-75%	-43%	
Corporate Policy Offices and Other	69 471	60 336	68 022	70 365	14%	3%	
Component D: sub-total	74 146	66 579	73 750	74 694	11%	1%	
Total Expenditure	102 338	98 451	105 325	113 298	13%	7%	
In this table operational income is offset against operational expenditure leaving a net operational expenditure total for each service as shown in the individual net service expenditure tables in chapter 3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.							T 5.1.2

COMMENT ON FINANCIAL PERFORMANCE:

Delete Directive note once comment is completed – Comment on variances above 10%.

T5.1.3

Chapter 5

5.2 GRANTS

Grant Performance						
Description	R' 000					
	Year -1	Year 0		Year 0 Variance		
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:	47 007	46 467	46 467	46 467		
Equitable share	42 202	39 457	39 452	39 452	100	100
Municipal Systems Improvement	930	-	-		0	0
Finance Management	1 875	2 010	2 010	2 010	100	100
EPWP Incentive	1 000	1 000	1 000	1 000	100	100
Integrated National Electrification Program	1 000	4 000	4 005	4 005	100	100
Provincial Government:	1 784	410	410	410		
Treasury Grant	1 343	-	-	-		
IEC Grant	31	-	-	-		
Sports and Recreation	410	410	410	410	100	100
District Municipality:	-	-	-	-		
<i>[insert description]</i>						
Other grant providers:	-	-	-	-		
<i>[insert description]</i>						
Total Operating Transfers and Grants	48 791	46 877	46 877	46 877		
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i> <i>Full list of provincial and national grants available from published gazettes.</i>						T 5.2.1

COMMENT ON OPERATING TRANSFERS AND GRANTS:

There are no variances in grants received the municipality received all the Gazetted allocations for the financial year. All the conditional grants were fully spent at the end of the financial year with the exception of MIG which has a balance of R46 877 at the end of the financial year.

T 5.2.2

T 5.2.3 N/A

COMMENT ON CONDITIONAL GRANTS AND GRANT RECEIVED FROM OTHER SOURCES:

N/A

T 5.2.4

5.3 ASSET MANAGEMENT

Chapter 5

INTRODUCTION TO ASSET MANAGEMENT

The municipality has an asset policy that is to facilitate the effective management control and maintenance. The following are the key objectives of the policy:

- Ensure the accurate recording of asset information
- The accurate recording of asset movement
- Excising strict physical control over all the assets
- Provide correct and meaningful information
- Ensure that insurance is provided for all assets
- Ensure maintenance of Council assets
- Also makes provisions for asset disposals

T 5.3.1

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 0

TREATMENT OF THE THREE LARGEST ASSETS ACQUIRED YEAR 0				
Asset 1				
Name	High Mast Lights			
Description				
Asset Type	Public Lighting Electricity			
Key Staff Involved	Manager Infrastructure			
Staff Responsibilities				
Asset Value	Year -3	Year -2	Year -1	Year 0
				587,473.63
Capital Implications				
Future Purpose of Asset	Public Lighting in Siviwe Location			
Describe Key Issues				
Policies in Place to Manage Asset	Yes			
Asset 2				
Name	Access Road to Zone 10			
Description	Gravel Road			
Asset Type	Access Road			
Key Staff Involved	Manager Infrastructure			
Staff Responsibilities				
Asset Value	Year -3	Year -2	Year -1	Year 0
				1,362,882.00
Capital Implications				
Future Purpose of Asset	Linking of Zone 10 community to services			
Describe Key Issues				
Policies in Place to Manage Asset	Yes			

Chapter 5

Asset 3				
Name	Refuse Truck			
Description	Cage Truck			
Asset Type	Transport Assets			
Key Staff Involved	Manager Community Services			
Staff Responsibilities				
Asset Value	Year -3	Year -2	Year -1	Year 0
				511,276.00
Capital Implications				
Future Purpose of Asset	Refuse Collection			
Describe Key Issues				
Policies in Place to Manage Asset	Yes			
				T 5.3.2

COMMENT ON ASSET MANAGEMENT:

Delete Directive note once comment is completed – With reference to the three projects approved in the year, set out above, describe how these projects were evaluated from a cost and revenue perspective, including Municipal tax and tariff implications (See MFMA section 19 (2) (a) & (b) and MSA section 74 (2) (d), (e) & (i)). Ensure that these projects are maintained on files that are readily accessible for audit inspection. Financial data regarding asset management may be sourced from **MBRR Table A9**

T 5.3.3

Repair and Maintenance Expenditure: Year 0				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	4503	4680	1286	71%
				T 5.3.4

Chapter 5

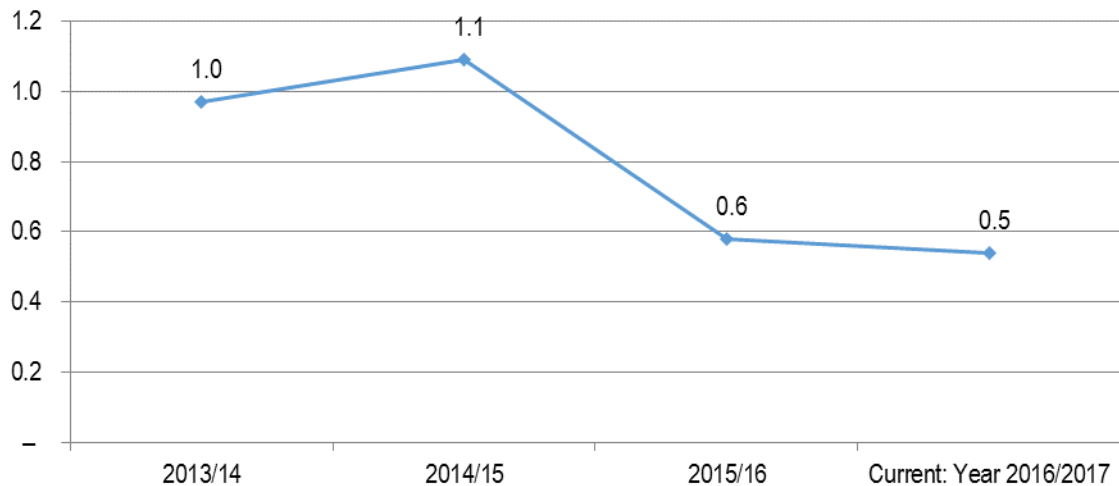
COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The Municipality has budgeted for Repairs and Maintenance at less than 8% of the PPE which is not in line with National Treasury Norms due to cash flow constraints. The actual expenditure is less because of other resources being used internally to reduce the weight on the cash flow. The municipality has also used the EPWP casuals to carry out some of the repairs required for roads.

T 5.3.4.1

5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Liquidity Ratio



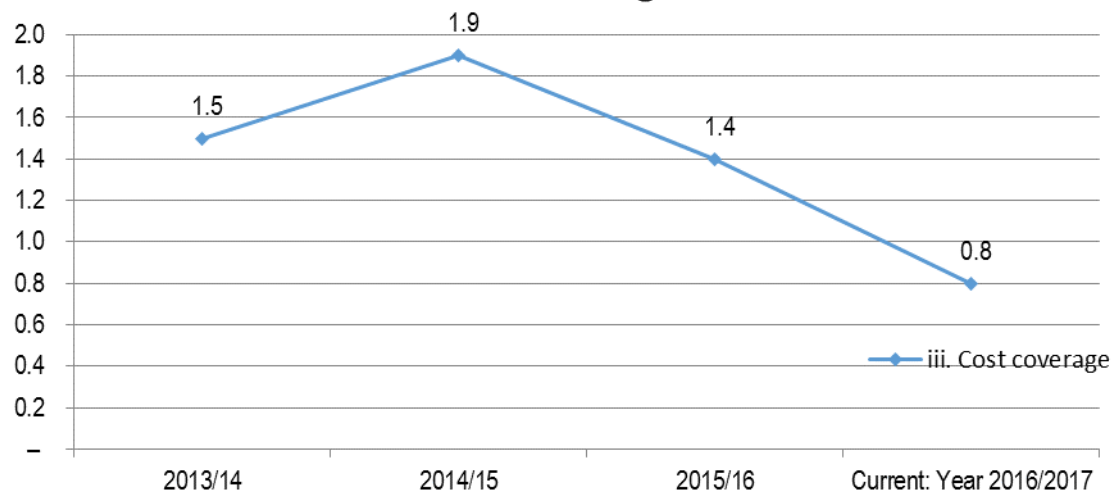
Liquidity Ratio – Measures the municipality's ability to pay its bills and is calculated by dividing the monetary assets (due within one year) by the municipality's current liabilities. A higher ratio is better.

Data used from MBRR SA8

T 5.4.1

Chapter 5

Cost Coverage



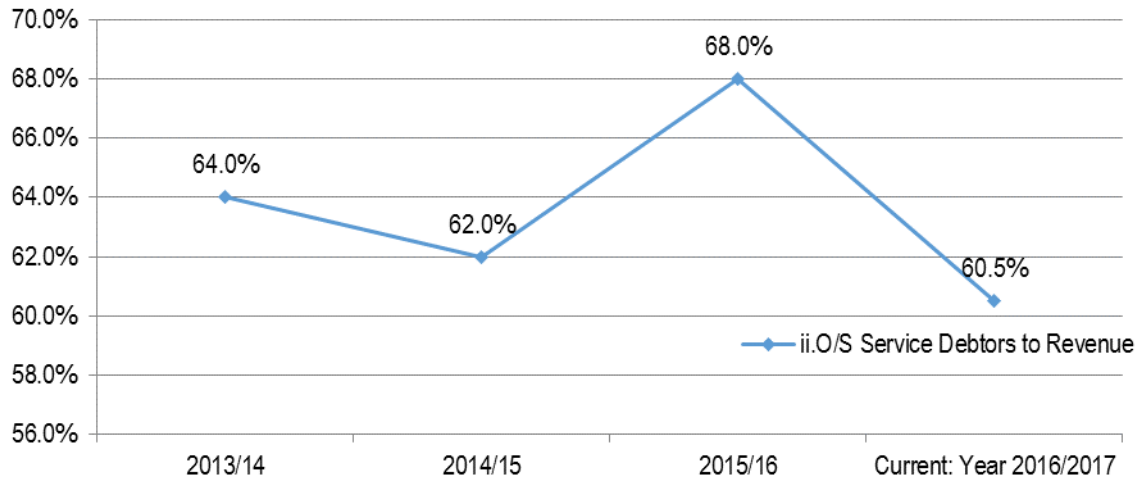
Cost Coverage– It explains how many months expenditure can be covered by the cash and other liquid assets available to the Municipality excluding utilisation of grants and is calculated

Data used from MBRR SA8

T 5.4.2

Chapter 5

Total Outstanding Service Debtors

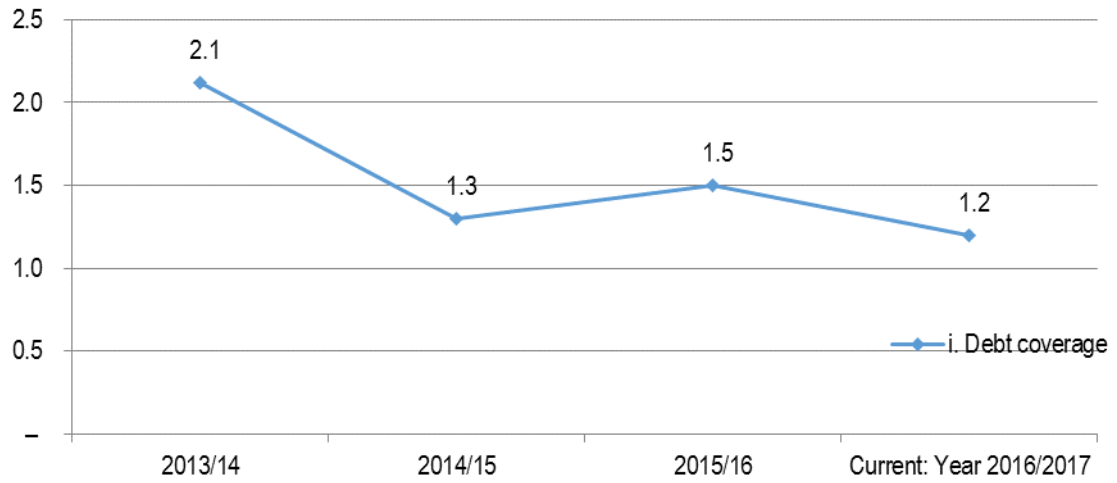


Total Outstanding Service Debtors – Measures how much money is still owed by the community for water, electricity, waste removal and sanitation compared to how much money has been paid for these services. It is calculated by dividing the total outstanding debtors by the total annual revenue. A lower score is better.

T 5.4.3

Chapter 5

Debt Coverage



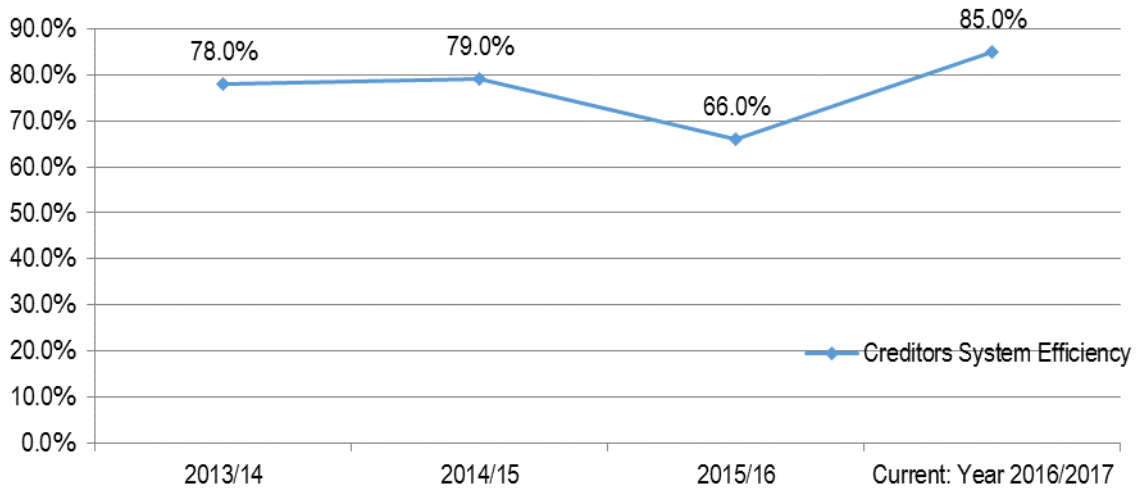
Debt Coverage– The number of times debt payments can be accommodated within Operating revenue (excluding grants) . This in turn represents the ease with which debt payments can be accommodated by the municipality

Data used from MBRR SA8

T 5.4.4

Chapter 5

Creditors System Efficiency



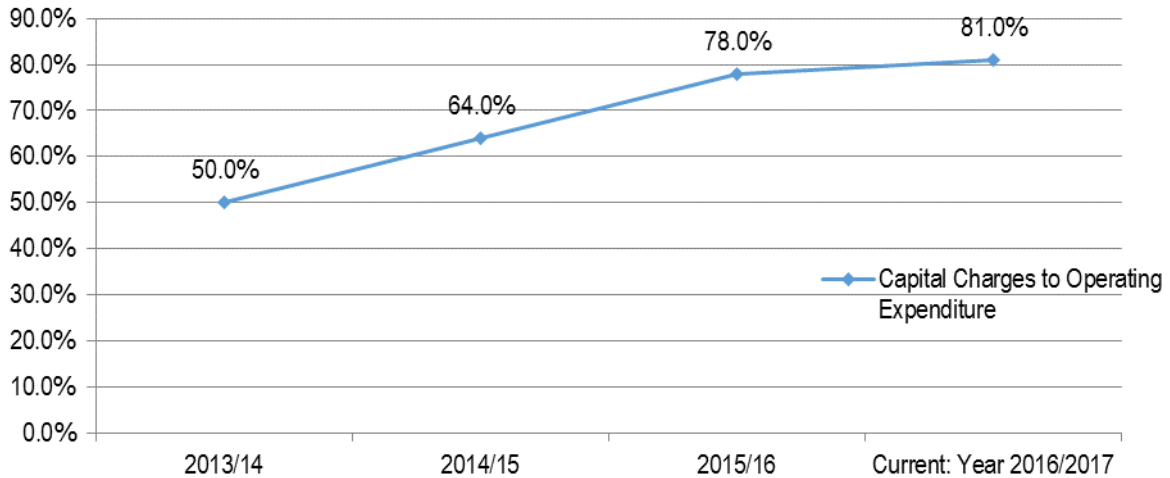
Creditor System Efficiency – The proportion of creditors paid within terms (i.e. 30 days). This ratio is calculated by outstanding trade creditors divided by credit purchases

Data used from MBRR SA8

T 5.4.5

Chapter 5

Capital Charges to Operating Expenditure

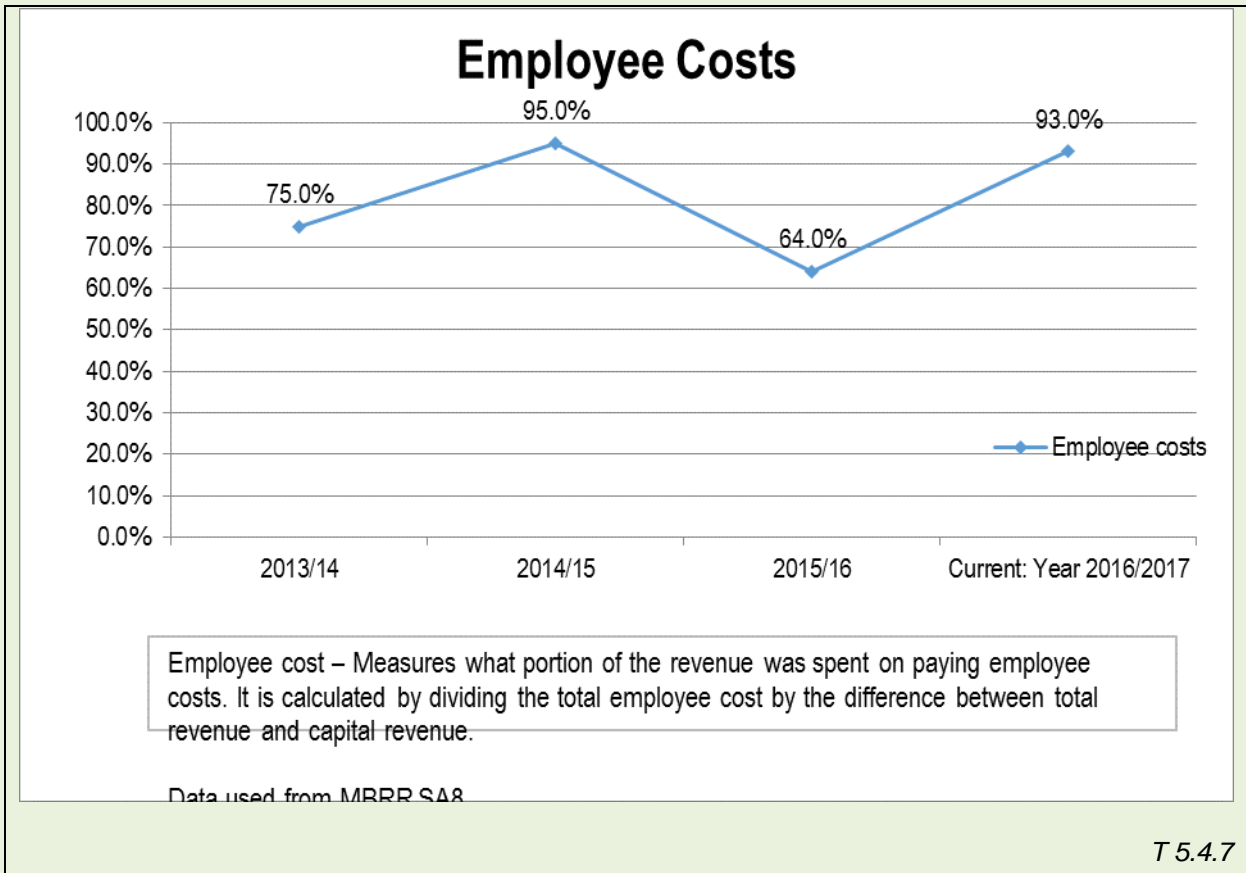


Capital Charges to Operating Expenditure ratio is calculated by dividing the sum of capital interest and principle paid by the total operating expenditure.

Data used from MBRR SA8

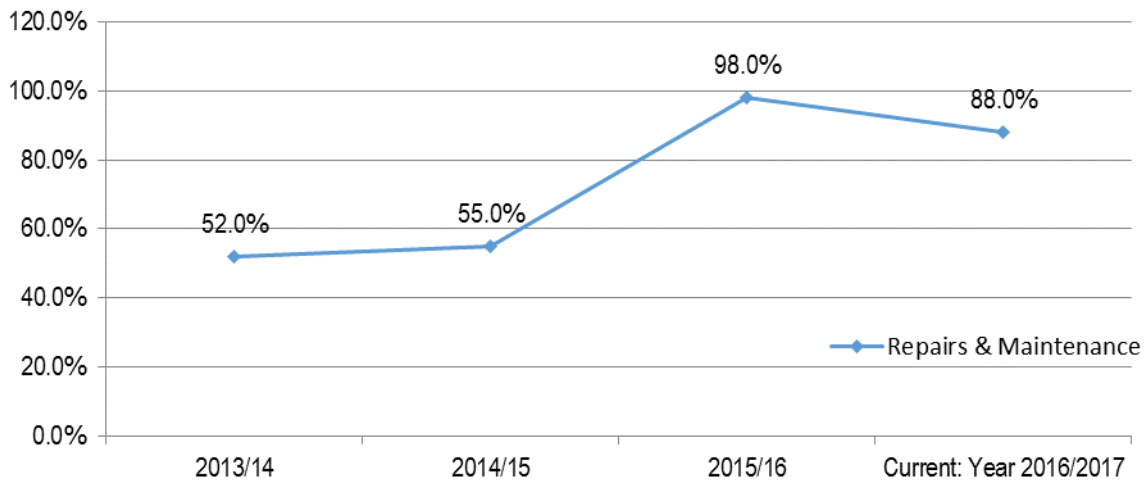
T 5.4.6

Chapter 5



Chapter 5

Repairs & Maintenance



Repairs and Maintenance – This represents the proportion of operating expenditure spent and is calculated by dividing the total repairs and maintenance.

Data used from MBRR SA8

T 5.4.8

COMMENT ON FINANCIAL RATIOS:

The financial health of the municipality has showed steady progress over the past years and still in a position to meet its short term financial obligations. Various revenue enhancement strategies have been used including the implementation of the credit control policy and also contracted services of a debt collector which will yield a positive return.

The municipality continue to meet its short term obligation with its limited resources. Arrangement with creditors is made and honoured.

T 5.4.9

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

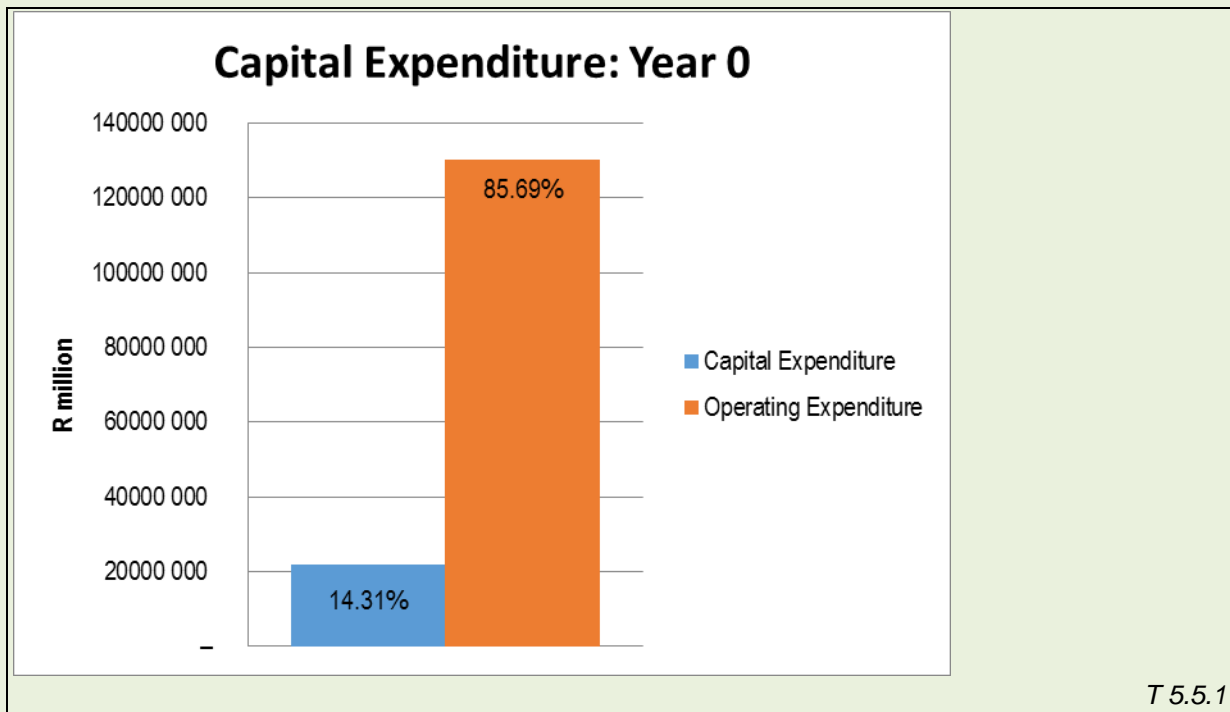
INTRODUCTION TO SPENDING AGAINST CAPITAL BUDGET

The budget for capital expenditure is mostly funded by the Municipal Infrastructure Grant. The municipality has limited budget from its own revenue to fund capital projects because of other operation requirements that are increasing. The capital projects are as per the approved IDP

T 5.5.0

Chapter 5

5.5 CAPITAL EXPENDITURE



5.6 SOURCES OF FINANCE

	R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Capital Expenditure						
	21	21	22	14	33.5%	36.7%
Operating Expenditure						
	127	127	130	129	-1.4%	0.8%
Total expenditure						
	148	148	152	143	3.5%	5.9%
Water and sanitation						
	-	-	-	-		
Electricity						
	4	4	4	4	12.3%	12.3%
Housing						
	-	-	-	-		
Roads, Pavements, Bridges and storm water						
	3	3	4	4	-4.0%	12.3%
Other						
					49.8%	51.3%

Chapter 5

R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
	13	14	7		
	21	22	14	33.5%	36.7%
External Loans	-	-	-		
Internal contributions	8	8	1	87.2%	87.2%
Grants and subsidies	13	14	13	0.1%	7.7%
Other	-	-			
	21	22	14	33.5%	36.7%

COMMENT ON SOURCES OF FUNDING:

Capital projects were funded through conditional grant, all expenditure is according to the grant conditions. The allocations was fully spent with only small percentage relating to retention monies not yet due that was not paid by the end of the financial year.

T 5.6.1.1

5.7 CAPITAL SPENDING ON 5 LARGEST PROJECTS

Chapter 5

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 0			Variance: Current Year 0	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A - Name of Project	26 000	26 500	25 700	1%	-2%
B - Name of Project	19 500	19 750	19 900	-2%	-1%
C - Name of Project	15 700	15 700	15 500	1%	0%
D - Name of Project	12 000	11 800	11 700	3%	2%
E - Name of Project	11 500	11 000	11 250	2%	4%
<i>* Projects with the highest capital expenditure in Year 0</i>					
Name of Project - A					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - B					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - C					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - D					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - E					
Objective of Project					
Delays					
Future Challenges					
Anticipated citizen benefits					
T 5.7.1					

Chapter 5

COMMENT ON CAPITAL PROJECTS:

Refer to Chapter 3

T 5.7.1.1

5.8 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

INTRODUCTION TO BASIC SERVICE AND INFRASTRUCTURE BACKLOGS

Delete Directive note once comment is completed – Explain that need and cost of backlogs are the result of migration into an area; migration out of an area; the trend towards disaggregation of families into more than one housing unit; and the cost of renewing and upgrading core infrastructure. Explain how this balance effects net demand in your municipality and how your municipality is responding to the challenges created.

T 5.8.1

Service Backlogs as at 30 June Year 0				
	*Service level above minimum standard		**Service level below minimum standard	
	No. HHs	% HHs	No. HHs	% HHs
	Water		%	
Sanitation		%		%
Electricity		%		%
Waste management		%		%
Housing		%		%

*% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refers to * formal and ** informal settlements.*

T 5.8.2

Capital Expenditure Year 2016/17: Road Services

Capital Projects	Year 2016/17					R' 000
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value	
	Total All	3 481 176.00	3 481 176.00	3 180 185.66	0	3 481 176
Old location internal streets	1 740 588.00	1 740 588.00	1 688 353.12	0	1 740 588.00	
Bhola internal streets	1 740 588.00	1 740 588.00	1 330 395.08	0	1 740 588.00	

T 5.8.3.

COMMENT ON BACKLOGS:

Delete Directive note once comment is completed - Comment on how MIG grants have been utilized to redress the backlogs and on the variances in T 5.8.3. If appropriate, comment that

Chapter 5

Appendix P contains details of schools and clinics that have been established that do not have ready access to one or more basic services and **Appendix Q** contains details of those services provided by other spheres of government (whether the municipality is involved on an agency basis or not) that carry significant backlogs.

T 5.8.4

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The Municipality is aware of its cash flow challenges and in that has put in place some control measure in the form setting realistic monthly cash flow projections to ensure that there is a proper monitoring between inflow and outflow of cash in the municipal main bank account. A payment plan is in place to manage the payment of creditors and the deployment of robust debt collection processes. The Municipality has required services of a debt collector which has contributed in the improvement of collection rate. A financial recovery plan has also been developed and implemented within the municipality as means of improving municipal cash flow.

The Municipality is grant dependent with the Equitable Share making up its biggest revenue source on the budget. With the decrease in grants on the outer years this then impels the municipality to identify new revenue sources and increase revenue collection strategies so as to meet its operational demands. Cost cutting measures were also applied within the municipality to assist in reducing spending on nice to haves and focus on service delivery based projects.

T 5.9

Chapter 5

5.9 CASH FLOW

Cash Flow Outcomes				
R'000				
Description	Year -1	Current: Year 0		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	20 308	57 664	56 382	39 730
Government - operating	48 789	42 877	42 877	44 828
Government - capital	33 065	16 072	19 606	16 072
Interest	5 567	4 500	5 500	319
Dividends	-	-	-	-
Payments				
Suppliers and employees	(90 081)	(99 613)	(102 361)	(87 053)
Finance charges	(5 651)	(260)	(260)	(2 395)
Transfers and Grants	-	-	-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	11 996	21 240	21 744	11 500
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	-	200	200	-
Decrease (Increase) in non-current debtors	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-
Decrease (increase) in non-current investments	-	-	-	-
Payments				
Capital assets	(29 730)	(20 675)	(21 719)	(13 641)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(29 730)	(20 475)	(21 519)	(13 641)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans	-	-	-	-
Borrowing long term/refinancing	-	-	-	(13)
Increase (decrease) in consumer deposits	-	-	-	-
Payments				
Repayment of borrowing	(1 115)	(442)	(442)	(264)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(1 115)	(442)	(442)	(277)
NET INCREASE/ (DECREASE) IN CASH HELD	(18 849)	323	(217)	(2 417)
Cash/cash equivalents at the year begin:	21 005	4 299	4 299	2 156
Cash/cash equivalents at the year end:	2 156	4 622	4 082	(261)
<i>Source: MBRR A7</i>				<i>T 5.9.1</i>

Chapter 5

COMMENT ON CASH FLOW OUTCOMES:

The cash flow outcome reflects that all grants and subsidies budgeted for in the current year were received in full; 50% of the rate payers and other has been received in the current year. The expenditure on municipal operational amounted to 97% funded by the grants and own revenue. The municipality did not take any loans or overdraft during the year and closed the year with a positive bank balance.

T 5.9.1.1

5.10 BORROWING AND INVESTMENTS

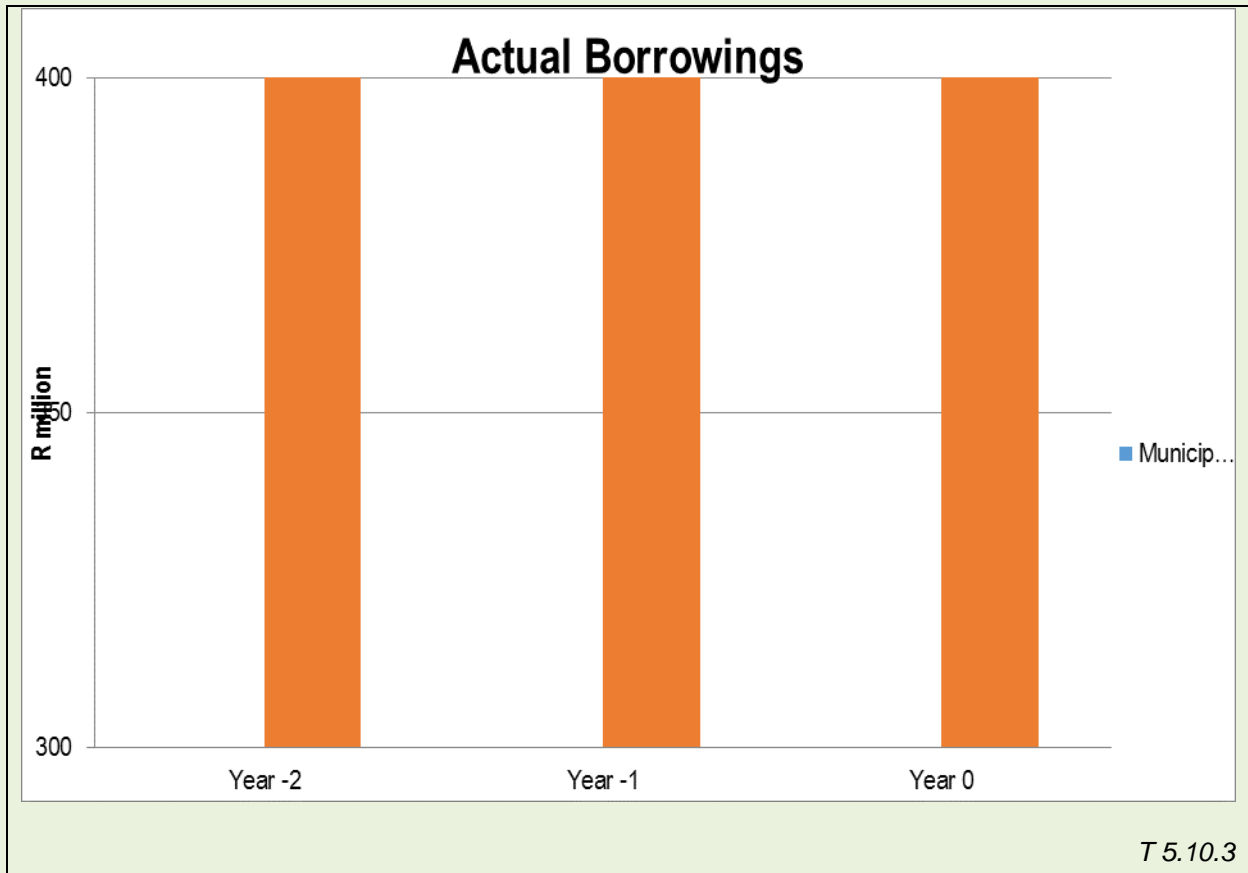
INTRODUCTION TO BORROWING AND INVESTMENTS

The municipality had secured one long-term loan with DBSA which is paid quarterly. The loan term will expire in 2019. There were no additional loans in the year under review. The municipality has investments in the form of call deposits which consist of government grants and subsidies not yet used and we also keep our surpluses. All these accounts are with Standard Bank the municipality's primary banker. The funds are readily available for use.

T 5.10.1

Actual Borrowings: Year -2 to Year 0			
	R' 000		
Instrument	Year -2	Year -1	Year 0
Municipality			
Long-Term Loans (annuity/reducing balance)	1510	1024	1024
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total	1 510	1 024	1 024

Chapter 5



Chapter 5

Municipal and Entity Investments			
R' 000			
Investment* type	Year -2	Year -1	Year 0
	Actual	Actual	Actual
<u>Municipality</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	331	1071	20104
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	331	1071	20104

Chapter 5

COMMENT ON BORROWING AND INVESTMENTS:

The municipality has no reserves in place but only investments in the form of call deposit which yield interest on monthly basis.

The municipality has secured one long term loan with DBSA which is payable quarterly.

T 5.10.5

5.11 PUBLIC PRIVATE PARTNERSHIPS

PUBLIC PRIVATE PARTNERSHIPS

There were no PPP agreements undertaken during the 2016/17 financial year.

T 5.11.1

COMPONENT D: OTHER FINANCIAL MATTERS

5.12 SUPPLY CHAIN MANAGEMENT

SUPPLY CHAIN MANAGEMENT

The Supply Chain Management unit is in full operation, and consists of qualified individuals. 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; the SCM Unit consists of Supply Chain Manager, Accountant - Assets, Accountant SCM, Assistant Accountant – SCM and Stores Clerk. The SCM Manager, Accountant SCM and Assistant Accountant SCM are compliant with MFMA minimum competency levels for SCM officials, There were no material findings reported for SCM in the 2015/16 financial year.

T 5.12.1

5.13 GRAP COMPLIANCE

Chapter 5

GRAP COMPLIANCE

The municipality has prepared financial statements that are compliant with the GRAP standards

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement.

The standards of GRAP and interpretations of such standards applicable to the operations of the municipality, are as follows:

Standards Issued and Effective:

- GRAP 1- Presentation of Financial Statements (as revised in 2010)
- GRAP 2- Cash Flow Statements (as revised in 2010)
- GRAP 3- Accounting Policies, Changes in Accounting Estimates and Errors (as revised in 2010)
- GRAP 5- Borrowing costs
- GRAP 9- Revenue from Exchange Transactions (as revised in 2010)
- GRAP 11- Construction Contracts (as revised in 2010)
- GRAP 12- Inventories (as revised in 2010)
- GRAP 13- Leases (as revised in 2010)
- GRAP 14- Events after Reporting Date (as revised in 2010)
- GRAP 16- Investment Property (as revised in 2010)
- GRAP 17- Property, Plant and Equipment (as revised in 2010)
- GRAP 19- Provisions, Contingent Liabilities and Contingent Assets (as revised in 2010)
- GRAP 21- Impairment of Non-cash Generating Assets
- GRAP 23- Revenue from Non-exchange Transactions (Taxes and Transfers)
- GRAP 24- Presentation of Budget Information in Financial Statements
- GRAP 25- Employee Benefits
- GRAP 26- Impairment of Cash Generating Assets
- GRAP 31- Intangible Assets (replace GRAP 102)
- GRAP 100- Non-current Assets Held for Sale and Discontinued Operations (as revised in 2010)
- GRAP 103- Heritage Assets
- GRAP 104- Financial Instruments

The municipality has complied with all the applicable GRAP standards.

T 5.13.1

Chapter 6

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

INTRODUCTION

The municipality has prepared Financial Statements in compliance with MFMA sec 122 and submitted to Auditor General on the 31 August 2017. The financial standing of the municipality has improved over the years. This was achieved through strengthening of internal controls, putting processes in place and correcting of prior year errors. This is evidenced by the improved audit outcome from disclaimer to unqualified Audit opinion in in the 2015/16 financial year and a reduction in the number of qualifying paragraphs. In the current financial year the Municipality achieved an unqualified audit opinion with emphasis of matter.

T 6.0.1

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS YEAR -1

6.1 AUDITOR GENERAL REPORTS YEAR -1 (PREVIOUS YEAR)

Auditor-General Report on Financial Performance: Year -1	
Audit Report Status*:	
Non-Compliance Issues	Remedial Action Taken
Money owed by the municipality was not always paid within 30 days as required by section 65(2) of the MFMA.	Municipality will make arrangements for long outstanding creditors to pay an affordable instalment. To pay outstanding creditors within 30 days and increase revenue collection.
Interest was not charged on all accounts in arrears as required by section 64(2) (g) of the MFMA.	To enhance controls and the revenue procedures will be reviewed. Interest to be reviewed and charged on all overdue accounts every month
A credit control and debt control policy was not implemented as required by section 96(b) of the MSA and 62(1) (f) (iii) of the MFMA.	Credit policy to be reviewed ,demand letters to be sent to debtors, terminate services for non-payment and default on arrangements done on arrear debt
An adequate management, accounting and information system which accounts for assets was not in place as required by section 63(20© of MFMA.	Financial procedures will be reviewed enhance controls. Asset Reconciliations will be done and reviewed monthly.

Chapter 6

<p>Unauthorised and irregular expenditure was not investigated on time to determine if anyone is liable for the expenditure as required by section 32 (2)(a)(ii) of the MFMA</p>	<p>All section 32 expenditure will be submitted to council on quarterly basis for investigation</p>
<p>The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of sec122 of the MFMA. Material misstatements of current assets, liabilities, revenue, expenditure, disclosures items were identified by the auditors in the submitted financial statements.</p>	<p>Annual financial statement will be prepared in time to allow a proper review of financial statements.</p>
<p>Awards which had been made where the supplier submitted declaration of interest form, however the specific employee of the state was not included on the form as having an interest in the state.</p>	<p>Municipality will look for other ways of identifying people who have interest on the state but do not declare and will blacklist all those identified.</p>

COMPONENT B: AUDITOR-GENERAL OPINION YEAR 0 (CURRENT YEAR)

6.2 AUDITOR GENERAL REPORT YEAR 0

Auditor-General Report on Financial Performance Year 0*	
<p>Status of audit report:</p>	<p>Unqualified with emphasis of matter</p>
<p>Non-Compliance Issues</p>	<p>Remedial Action Taken</p>
<p>Money owed by the municipality was not always paid within 30 days as required by section 65(2) of the MFMA.</p>	<p>Municipality will compile and implement financial recovery plan to improve its cash flow and payment of creditors within 30 days.</p>
<p>reasonable steps were not taken to ensure that fruitless and Wasteful, irregular and unauthorised expenditure is not incurred as required by section62(1)(d)of the MFMA</p>	<p>municipality will strengthen its controls and processes, take all reasonable steps to comply with section 62(1)(d) of the MFMA</p>

Chapter 6

The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of sec122 of the MFMA. Material misstatements of current assets, liabilities, revenue, expenditure, disclosures items were identified by the auditors in the submitted financial statements.

The municipality will compile a plan with timeframes to guide the preparation of the AFS and will submit the AFS for external reviews.

Auditor-General Report on Service Delivery Performance: Year 0*

Status of audit report**:	Unqualified with emphasis of matter
Non-Compliance Issues	Remedial Action Taken
Allegations were not always investigated as required by section 53 of the disciplinary regulations for senior managers and 171(4) of the MFMA	The municipality will adhere to the disciplinary regulations for senior managers.
Allegations of financial misconduct laid against officials were not investigated in accordance with the requirements of sections 54 of the municipal regulations on financial misconduct procedures and criminal proceedings	The municipality has established the disciplinary committee as required by section 54 and will proceed according to the requirements of the act.

AUDITOR GENERAL REPORT ON THE FINANCIAL STATEMENTS: YEAR 0

Auditor-General Report attached.

T 6.2.3

COMMENTS ON AUDITOR-GENERAL'S OPINION YEAR 0:

The municipality is satisfied with the audit results as they reflect the efforts that have been put towards the administration of the municipality. This is a huge achievement for the Great Kei municipality and community but is not the final destination. The municipality still aims at improving its administration and attain a clean audit providing service delivery that is of quality and adds value to the lives of the Great Kei Community

T 6.2.4

COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)..... Dated

Chapter 6

T 6.2.5

GLOSSARY

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual Report	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved Budget	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General performance indicators	Key After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are “ <i>what we use to do the work</i> ”. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Set out municipal goals and development plans.

GLOSSARY

National Key performance areas	<ul style="list-style-type: none"> • Service delivery & infrastructure • Economic development • Municipal transformation and institutional development • Financial viability and management • Good governance and community participation
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver". An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.
Performance Indicator	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance Information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance Standards:	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided</i>

GLOSSARY

*for the appropriation of money for the different departments or functional areas of the municipality; and
b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned*

APPENDICES

APPENDICES

APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Councilors, Committees and Council Attendance					
Council Members	Full Time / Part Time	Committee Allocated	Ward and / Party Representative	Percentage of Council Meeting Attendance	Percentage of apologies for non-attendance
LD. TSHETSHA	FT	Rules & Oversight Committee	ANC	100%	0%
N. KHANTSHASHE-TILDINI	PT	Corporate Services Committee	ANC	100%	0%
N.MGEMA	PT	Good Governance & Public Participation	ANC	100%	0%
L.MTHLONTLO	PT	Local Economic Development	ANC	100%	0%
T.GQOMORHOSHE	PT	Service Delivery & Infrastructure Development	ANC	100%	0%
N. MEVANA-SISWANA	PT	Financial Viability & Sustainability	ANC	100%	0%

APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Committees (other than Mayoral / Executive Committee) and purposes of Committee	
Municipal Committee	Purpose of the Committee
Rules & Oversight Committee	Manage the drafting of the council rules and oversee the process of implementation thereof;
Corporate Services Committee	To look in matter of institutional welfare and provide advice on staff, council support issues
Good Governance & Public Participation	To holistically ensure matters affecting previously disadvantaged groups of people are attended to and encourages community participation in municipal businesses
Local Economic Development	Encourages local business support and tourism development with the Municipal jurisdiction

APPENDICES

Service Delivery & Infrastructure Development	Oversee the delivery of services through infrastructural projects and initiation
Financial Viability & Sustainability	Oversee the financial viability of the institution and ensuring that the Municipality is liquid financially
Municipal Public Accounts Committee	
Audit Committee	Provides Oversight on municipality's financial performance working with the institution's administration and making recommendations to council
Risk Management Committee	Assess and analyze institutional threats and provides mitigating measure thereof

APPENDICES

APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure	
Directorate	Director / Manager (Title and Name)
Municipal Managers Office	Mr. L. Juju : IDP / PMS Manager
	Mr. T. Nelani Manager Mayor's Office (Acting)
	Mr. L. Mkonjiswa Manger LED (Acting)
Corporate Services Directorate	Mr. B.T Douglas : Admin & Council Support Manager
	Ms. P Dumalisile: Human Resources Manager
Community Services	Mr. R Mnkile: Solid Waste Manager
Technical Services	Mr. M. Mapasa : Manager Infrastructure
	Mr. M. Gila : Manager PMU
	Mr. S. Sicwebu : Town Planner
Budget and Treasury Office	Ms. T. Sikolo Manager Budget & Treasury
	Ms. Y. Simayile Supply Chain & Asset Manager
	Ms. T. Sontshaka Expenditure & Payroll Manager
	Ms. N. Sana Manager Budget & Reporting
	Ms. F. Fikeni Revenue & Debt Manager
	Mr. S. Gajana IT Manager (Acting)
	Mr. V. Makhwayiba Manager Traffic Services

APPENDICES

APPENDIX D – FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	No	No
Building regulations	Yes	No
Child care facilities	Yes	No
Electricity and gas reticulation	Yes	No
Firefighting services	No	No
Local tourism	Yes	No
Municipal airports	No	No
Municipal planning	Yes	No
Municipal health services	No	No
Municipal public transport	No	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	No	No
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No	No
Stormwater management systems in built-up areas	Yes	No
Trading regulations	Yes	No
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	No	No
Beaches and amusement facilities	Yes	No
Billboards and the display of advertisements in public places	Yes	No
Cemeteries, funeral parlours and crematoria	Ye	No
Cleansing	No	No
Control of public nuisances	Yes	No
Control of undertakings that sell liquor to the public	No	No
Facilities for the accommodation, care and burial of animals	Yes	No
Fencing and fences	Yes	No

APPENDICES

Licensing of dogs	Yes	No
Licensing and control of undertakings that sell food to the public	Yes	No
Local amenities	Yes	No
Local sport facilities	Yes	No
Markets	Yes	No
Municipal abattoirs	No	No
Municipal parks and recreation	Yes	No
Municipal roads	Yes	No
Noise pollution	No	No
Pounds	Yes	No
Public places	Yes	No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	Yes	No
Traffic and parking	Yes	No
* If municipality: indicate (yes or No); * If entity: Provide name of entity		<i>TD</i>

APPENDIX E – WARD REPORTING

Functionality of Great Municipal Ward Committees

Ward Number	Name of ward Councilor	Committee established Yes/No	Number of monthly ward committee meetings	Number of submission reports	Number of quarterly public meetings
1	Cllr. Beverly Wood	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
2	Cllr. Zolani Nzuzo	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
3	Cllr. Lwandisa Mhlontlo	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
4	Cllr. Nonkosinathi Mevana-Siswana	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
5	Cllr. Ndileka Khantshashe-Tildini	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
6	Cllr. Linda Tonze	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
7	Cllr. Themba Gqomoroshe	Yes	3 monthly meetings	3 monthly reports	3 monthly meetings
					<i>TE</i>

APPENDICES

APPENDICES

APPENDIX F – WARD INFORMATION

Basic Service Provision					
Detail	Water	Sanitation	Electricity	Refuse	Housing
Households with minimum service delivery					X
Households without minimum service delivery					
Total Households*					
Houses completed in year	X				
Shortfall in Housing units					
*Including informal settlements					T.F.2

ELECTED WARD MEMBERS (STATING NUMBER OF MEETING ATTENDED – MAXIMUM 12 MEETINGS)
Refer to *TE*

T.F.3

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE YEAR 0

Municipal Audit Committee Recommendations		
Date of Committee	Committee recommendations during 2016/17 FY	Recommendations adopted Yes/No
14/08/2015	<ul style="list-style-type: none"> ▪ Internal Audit reports be deferred to the next AC meeting. ▪ 	Yes
24/08/2016	<ul style="list-style-type: none"> ▪ Final draft of the AFS be forwarded to the Audit committee for inputs. ▪ Annual Performance Report be finalised prior the next Audit Committee meeting. 	Yes
19 October 2016	<ul style="list-style-type: none"> ▪ Risk Management Committee Chairperson be the one to report the Risk Register ▪ Management should institutionalise and implement the issue of assessment on 	Yes

APPENDICES

	<p>Performance Information system so that it can be easily monitored;</p> <ul style="list-style-type: none"> ▪ Management should make use of Internal Audit and respond promptly on the issues raised by the Internal Audit Unit. 	
24 January 2017	<ul style="list-style-type: none"> ▪ Internal Audit to review progress on the Audit Action plan and report to the next AC meeting; ▪ Risk register has to be developed for the whole institution; ▪ Risk Management Committee should not change the reporting template of Strategic Risk Register; ▪ Risk Management Implementation Plan should be part of the AC agenda ▪ COSO framework be used to develop strategic risk Register ▪ VAT on the implementation of Supply Chain Management Policy be recalculated. 	Yes
20 April 2017	<ul style="list-style-type: none"> ▪ Management should look into the Internal Audit Comments ; ▪ Management should review the Audit Action Plan and update it accordingly with actions that states the preventive ways on the finding; ▪ Evidence on the actions that have been implemented should be made available for review to the Internal Audit; ▪ Disciplinary committee or board be developed and have processes to follow in place; ▪ Risk Management Implementation Plan be reviewed and amended; ▪ Chairperson to send his reviews on the risk implementation plan to the AC members, Internal Audit and the MM. ▪ Management should submit a detailed report on issues relating to website and communications; ▪ Institution to develop the Business Continuity Plan. ▪ 	Yes

APPENDICES

APPENDIX H – LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

Refer to AFS

APPENDICES

APPENDIX I – MUNICIPAL ENTITY/ SERVICE PROVIDER PERFORMANCE SCHEDULE

N/A

APPENDICES

APPENDIX J – DISCLOSURES OF FINANCIAL INTERESTS

Refer to AFS

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCE

Refer to AFS

APPENDIX K (i): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
						R' 000
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
1. Municipal Council	1 854 180	0	65 000	74 475	100%	13%
2. Municipal manager	0	0	0	0	#DIV/0!	#DIV/0!
3. Strategic Services	124 317	0	30 000	994 050	100%	97%
4. Financial Management	65 619 710	73 881 221	79 085 945	70 362 011	-5%	-12%
5. Human Resources	35 731	100 000	100 000	62 450	-60%	-60%
6. Community Services	4 548 055	9 135 299	8 894 667	3 193 071	-186%	-179%
7. Technical Services	20 659 152	39 310 838	41 415 000	38 829 616	-1%	-7%
Total Revenue by Vote	92 841	122 427	129 591	113 516	-8%	-14%
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A3</i>						T K.1

APPENDICES

APPENDIX K (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source							R '000
Description	Year -1	Year 0			Year 0 Variance		
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget	
Property rates	19 710	22 500	22 500	17 000	-32%	-32%	
Property rates - penalties & collection charges	-	-	-	-	0%	0%	
Service Charges - electricity revenue	5 743	6 600	5 850	4 174	-58%	-40%	
Service Charges - water revenue	-	-	-	-	0%	0%	
Service Charges - sanitation revenue	-	-	-	-	0%	0%	
Service Charges - refuse revenue	1 660	5 728	5 452	1 311	-337%	-316%	
Service Charges - other	-	-	-	-	0%	0%	
Rentals of facilities and equipment	146	223	150	127	-75%	-18%	
Interest earned - external investments	271	1 500	1 200	896	-67%	-34%	
Interest earned - outstanding debtors	6 187	2 849	2 849	4 670	39%	39%	
Dividends received	-	-	-	-	0%	0%	
Fines	29	25	30	33	26%	10%	
Licences and permits	2 240	2 500	2 580	1 186	-111%	-118%	
Agency services	-	-	-	-	0%	0%	
Transfers recognised - operational	42 637	47 417	47 417	47 791	1%	1%	
Other revenue	1 403	2 875	8 273	2 265	-27%	-265%	
Gains on disposal of PPE	-	-	225	-	0%	0%	
Environmental Protection	-	-	-	-	0%	0%	
Total Revenue (excluding capital transfers and contributions)	80 026	92 217	96 526	79 455	-16.06%	-21.48%	
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. This table is aligned to MBRR table A4.</i>							T K.2

APPENDICES

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant	0	0	0	0%	0%	
Public Transport Infrastructure and Systems Grant	930000	930000	930000	0%	0%	
Municipal Sysytems Improvement Grant	930000	930000	930000	0%	0%	
<i>Other Specify:</i>	3875000	3875000	3870368	0%	0%	
Finance Management Grant	1875000	1875000	1875000	0%	0%	
Extendend Public Work Programme Gant	1000000	1000000	1000000	0%	0%	
Intergrated Electrification Grant	1000000	1000000	995368	0%	0%	
Total	4805000	4805000	4800368	0%	0%	
<i>* This includes Neighbourhood Development Partnership Grant, Public Transport Infrastructure and Systems Grant and any other grant excluding Municipal Infrastructure Grant (MIG) which is dealt with in the main report, see T 5.8.3. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual. Obtain a list of grants from national and provincial government.</i>						TL

COMMENT ON CONDITIONAL GRANTS EXCLUDING MIG:

Refer to annual financial statements.

TL.1

APPENDICES

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE/RENEWAL PROGRAMMES

APPENDIX M (i): CAPITAL EXPENDITURE - NEW ASSETS PROGRAMME

Capital Expenditure - New Assets Programme*							
Description	R '000						
	Year -1	Year 0			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	85 096	13 535		10 485	7 481	7 945	8 414
Infrastructure: Road transport - Total	81 931	12 535	13 794	9 485	3 481	3 697	3 915
Roads, Pavements & Bridges	81 931	12 535	13 794	9 485	3 481	3 697	3 915
Storm water							
Infrastructure: Electricity - Total	–	1 000		1 000	4 000	4 248	4 499
Generation							
Transmission & Reticulation	0	1 000	1 000	1 000	4 000	4 248	4 499
Street Lighting							
Infrastructure: Water - Total	–	–		–	–	–	–
Dams & Reservoirs							
Water purification	0	0	0	0	0	0	0
Reticulation							
Infrastructure: Sanitation - Total	–	–		–	–	–	–
Reticulation							
Sewerage purification							
Infrastructure: Other - Total	3 165	–		–	–	–	–
Waste Management	3 165	0	0	0	0	0	0
Transportation							
Community - Total	4 315	17 559		14 601	9 261	9 835	10 416
Parks & gardens							
Sportsfields & stadia	1 775	9 127	8 901	7 508	3 100	3 292	3 486
Swimming pools							
Community halls	1 300	6 359	5 973	5 021	5 181	5 502	5 827
Libraries							
Recreational facilities	1 241	2 073	2 673	2 072	980	1 041	1 102

APPENDICES

Table continued from previous page

Capital Expenditure - New Assets Programme*								R '000
Description	Year -1	Year 0			Planned Capital expenditure			
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3	
Capital expenditure by Asset Class								
Heritage assets - Total	74 253	-	-	-	-	-	-	
Buildings	74 253	0	0	0	0	0	0	
Other								
Investment properties - Total	-	-		-	-	-	-	
Housing development								
Other								
Other assets	155 256	3 606	3 288	2 107	3 733	3 964	4 198	
General vehicles	237	1 700	1 813	1 274	1 900	2 018	2 137	
Specialised vehicles	0	0	0	-	-	-	-	
Plant & equipment		150	100	255	500	531	562	
Computers - hardware/equipment		1 352	1 152	-	215	228	242	
Furniture and other office equipment	1 262	403	222	578	1 118	1 187	1 257	
Abattoirs								
Markets								
Civic Land and Buildings	128 946	0	0	0	0	0	0	
Other Buildings	24 811	0	0	0	0	0	0	
Other Land								
Surplus Assets - (Investment or Inventory)								
Other								
Agricultural assets	-	-		-	-	-	-	
List sub-class								
Biological assets	-	-		-	-	-	-	
List sub-class								
Intangibles	1 262	-		-	-	-	-	
Computers - software & programming	1 262	0	0	0	0	0	0	
Other (list sub-class)								
Total Capital Expenditure on new assets	320 183	34 700		27 193	20 475	21 744	23 027	
Specialised vehicles	-	-		-	-	-	-	
Refuse								
Fire								
Conservancy								
Ambulances								

* Note: Information for this table may be sourced from MBRR (2009: Table SA34a)

T.M.1

APPENDICES

APPENDIX M (ii): CAPITAL EXPENDITURE – UPGRADE/RENEWAL PROGRAMME

NOT APPLICABLE

APPENDIX N – CAPITAL PROGRAMME BY PROJECT YEAR 0

APPENDICES

Capital Programme by Project: Year 0					
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water					
"Project A"	0	0	0	0%	0%
Sanitation/Sewerage					
"Project A"	0	0	0	0%	0%
Electricity					
Bulk Electricity Upgrade	1000	1000	995	-1%	-1%
"Project B"	0	0	0	0%	0%
Housing					
"Project A"	0	0	0	0%	0%
Refuse removal					
Landfill Site Repairs	250000	203244	224560	0%	0%
"Project B"	0	0	0	0%	0%
Stormwater					
A - Roads Construction	12535	13794	9485	-45%	-32%
"Project B"	0	0	0	0%	0%
Economic development					
LED Agriculture	150000	120000	111188	-8%	-35%
LED Tourism	200000	250000	229558	-9%	13%
Sports, Arts & Culture					
Library project	410000	410000	100269	-309%	-309%
"Project B"	0	0	0	0%	0%
Environment					
"Project A"	0	0	0	0%	0%
Health					
"Project A"	0	0	0	0%	0%
Safety and Security					
"Project A"	0	0	0	0%	0%
ICT and Other					
IT Related Projects	1000000	600000	266794	-125%	-275%
Software Licencing	400000	344311	344310	0%	-16%
					T N

APPENDICES

APPENDIX O – CAPITAL PROGRAMME BY PROJECT BY WARD YEAR 0

APPENDIX P – SERVICE CONNECTION BACKLOGS AT SCHOOLS AND CLINICS

APPENDIX Q – SERVICE BACKLOGS EXPERIENCED BY THE COMMUNITY WHERE ANOTHER SPHERE OF GOVERNMENT IS RESPONSIBLE FOR SERVICE PROVISION

APPENDICES

APPENDIX R – DECLARATION OF LOANS AND GRANTS MADE BY THE MUNICIPALITY

APPENDICES

APPENDIX S – NATIONAL AND PROVINCIAL OUTCOMES FOR LOCAL GOVERNMENT

National and Provincial Outcomes for Local Government		
Outcome/Output	Progress to date	Number or Percentage Achieved
Output: Improving access to basic services	Municipality's focus is on roads, electricity and public facilities. As per the performance report attached in this Annual Report, significant progress has been made. However, availability of budget to implement major projects remains a challenge. More funding will be required to meet municipality's service delivery objective.	7 kms of gravel roads constructed at Bhola Village and Old Location. 3 community Halls constructed at Bhola Village, Sithungu and Silatsha.
Output: Implementation of the Community Work Programme	The municipality has created 558 CWP jobs for the 2016/17 financial year.	558 jobs created
Output: Deepen democracy through a refined Ward Committee model	The Municipality is committed to deepening democracy within implementation of various programmes. These include implementation of Mayor's community participation programme, various stakeholder and community participation fora. Community based programmes are implemented at ward level.	Significant progress achieved
Output: Administrative and financial capability	The municipal audit has significantly improved over the past years. The 2012/13-Adverse, 2013/14-Disclaimer, 2014/15-Qualified and 2015/16 financial years' audit reports have been unqualified. A clean audit is now the focus of the municipality.	Unqualified audit opinion

T S

VOLUME II

VOLUME II: ANNUAL FINANCIAL STATEMENTS

Provide the Annual Financial Statements (AFS) to the respective financial year as submitted to the Auditor-General. The completed AFS will be Volume II of the Annual Report.