

GREAT KEI LOCAL MUNICIPALITY



2019-2020 INTEGRATED DEVELOPMENT PLAN

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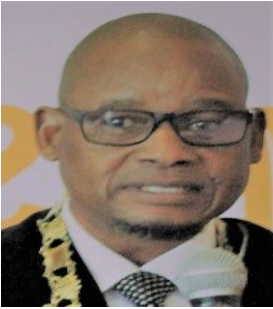
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LIST OF ACRONYMS

ACRONYMS	DESCRIPTIONS
AG	Auditor General
ADM	Amatole District Municipality
AIDS	Acquired Immune Deficiency Syndrome
ASGISA	Accelerated Shared Growth Initiative of South Africa
B2B	Back to Basics
BSD	Basic Service Delivery
CFO	Chief Financial Officer
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DFA	Development Facilitation Act
DFID	Department for International Development
COGTA	Department of Cooperative Governance & Traditional Affairs
DoHS	Department of Human Settlement
DoL	Department of Labour
DoE	Department of Energy
DoE	Department of Education
DSRAC	Department of Sport Recreation Arts and Culture
DoH	Department of Health
DoMR	Department of Minerals Resources
DTI	Department of Trade and Industry
DOS	Department of Social Development and Special Programs
DAFF	Department of Agriculture Forestry & Fisheries
DoLRD	Department of Land Reform & Rural Development
DoARD	Department of Agriculture and Rural Development
ECDC	Eastern Cape Development Corporation
EHO	Environmental Health Offices
EMP	Environmental Management Plan
EPWP	Expanded Public Works Programme
ES	Equitable Share
FBS	Free Basic Services
FET	Further Education and Training

FV & M	Financial Viability and Management
GG & PP	Good Governance and Public Participation
GKLM	Great Kei Local Municipality
HH	Households
HIV	Human Immuno-deficiency Virus
HR	Human Resources
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IGR	Inter-Governmental Relations
ISRDP	Integrated Sustainable Rural Development Programme
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government SETA
LUMS	Land Use Management System
MDG	Millennium Development Goals
MM	Municipal Manager
MSIG	Municipal Systems Improvement Grant
MPAC	Municipal Public Accounts Committee
NSDP	National Spatial Development Perspective
OHS	Occupational Health and Safety
PGDP	Provincial Growth and Development Plan
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
SAPS	South African Police Services
SEA	Strategic Environmental Assessment
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SLA	Sustainable Livelihood Approach
SMME	Small Medium and Micro Enterprises
STATSSA	Statistics South Africa
ToR	Terms of Reference
WSA	Water Services Authority

FOREWORD BY THE MAYOR



The Great Kei Local Municipality has completed its Integrated Development Plan (IDP) as per the requirements of section 25 of the Municipal Systems Act. An IDP, a five-year plan which local government is required to compile to determine the development priority needs of the municipality for its communities, and must be linked to the municipality's budget. This IDP is adopted strategically after the municipality was placed under Administration in terms of Section 139 b of the Constitution for a period of 6 months. This was due to a number of community and workers protests over alleged maladministration and mismanagement both politically and administratively. We can proudly report that subsequent to the 6 months under Section 139b the municipality is relatively stable politically and administratively. We are now expecting the administration to move with speed to qualitatively implement projects and programmes as a matter of priority without compromising quality services. Moreover, we commit to improve the lives of the people of Great Kei particularly the poor thereby improving the financial stability of the Municipality.

This IDP is a reflection of what government has planned for the community remainder of this 5 year Council term. The heart of this document is the vital role played by our communities, council structures, our administration, business formations and the NGOs giving life of a credible IDP. The focus is therefore on citizens doing things for themselves, with the municipality providing all the support to make this process happen. Not only is this approach is more effective in a context of scarce resources, but it also has overwhelming support from citizens and civil society groups who are eager to work in partnership with the municipality in improving their lives.

2015/2016 the Premier of the Eastern Cape introduced Operation Masiphathisane campaign in the form of War Rooms to solve the inconveniences of service delivery that the communities are facing on a daily basis. The objective of Masiphathisane programme seeks to craft strategies to combine services and bring them to communities while strengthening proper communication between government and local communities to prevent more service delivery protests.

We remain committed to the realisation of the 5 National Key Performance Areas of the Municipalities, being the following:

- Good Governance and Public Participation
- Municipal Transformation and Organisational Development
- Basic Infrastructure and Service Delivery
- Local Economic Development
- Municipal Financial Viability and Management

Yours in good governance,

COUNCILLOR N.W. TEKILE
MAYOR

DATE APPROVED

PREFACE BY MUNICIPAL MANAGER

In terms of Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) each municipality is required to review its Integrated Development Plan (IDP) annually to assess its performance against measurable targets and to respond to the demands of changing circumstances. This IDP Review is the result of such a process and embodies our commitment to governing with people in discharging our developmental mandate. The ultimate objective of review remains the improved implementation of Council's five-year development strategy, as well as ensuring improved responsiveness to deliver in line with the needs and priorities of our communities. Both the Great Kei Municipality's reviewed IDP and budget for 2019/2020 are products of extensive processes of internal and external consultation and participation. When Council finally adopts these documents, the challenge will be for management to translate them into effective service delivery. The final Reviewed Integrated Development Plan (IDP) document will not be a master plan but rather an enabling framework that guides our actions, inform decisions and as well our allocation of resources as a Developmental Local Government.

Equipped with the key performance objectives and indicators contained in the IDP, Great Kei Municipality is embarking on a development path that seeks to address the needs of the community through strategic infrastructure development and the implementation of numerous social and economic development projects throughout the municipal area. It is pleasing to present the 2019/2020 draft reviewed IDP to Council for approval, but as well to provide further opportunity for public scrutiny of our document and to allow government sector departments to familiarise themselves with our service delivery backlogs, challenges, special needs and developmental strategies. We will never be able to overcome and fulfil these without their contributions and co-operation.

Great Kei Municipality has made significant progress to ensure that proper alignment and consistency has been established between strategic processes such as the IDP, budget, SDBIP and the annual report. The IDP has been structured according to National and Provincial key performance areas, with specific focus on the Great Kei Municipality's Strategic Objectives and Priorities. Municipal projects have been identified in collaboration with our communities and funded projects will find expression into Directorate Service Delivery and Budget Implementation Plan (SDBIP).

Lastly, allow me to thank all the Councillors and Officials who were involved in preparing this reviewed IDP document. I extend a special word of thanks to the Mayor, Chief Whip, MPAC Chairperson and Portfolio Heads for providing strategic direction in order to keep us focused.

MR. L MAMBILA

MUNICIPAL MANAGER

INTRODUCTION

LEGISLATIVE BACKGROUND

The need for an IDP is raised in a number of pieces of legislation whereby some give direct guidance and directions on the path to be followed in developing and implementing IDPs. Therefore the preparation of this IDP framework is a legal requirement as according to the Municipal Systems Act 32 of 2000.

Constitution of RSA Act 108 of 1996

The Constitution mandates that a municipality must undertake developmentally-orientated planning so as to ensure that it:

- a) strives to achieve the objects of local government set out in section 152;
- b) gives effect to its developmental duties as required by section 153;
- c) together with other organs of state contribute to the progressive realization of fundamental rights contained in sections 24, 25, 26, 27 and 29;

White Paper

The White Paper established the basis for a new developmental local government and characterized it as a system, which is committed to working with citizens, groups and communities to create sustainable human settlements which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

To achieve developmental outcomes will require significant changes in the way local government works. The White paper further puts forward three interrelated approaches which can assist municipalities to become more developmental:

- Integrated development planning and budgeting.
- Performance management.
- Working together with local citizens and partners.

Municipal Systems Act 32 of 2000 as amended

The Municipal Systems Act (32 of 2000) is the key legislation that gives direction and guidance on the development processes of the IDP. Chapter five of the act details the process as follows:

Section 25(1) mandates that each municipal council must, upon election adopt a single, inclusive and strategic plan which:

- Links, integrates and co-ordinates plans;
- Aligns the resources and capacity with the implementation of the plan.

Section 27 mandates the district municipality, in consultation with the local municipalities – to adopt a framework for integrated development planning, which shall bind both the district municipality and its local municipalities.

On the basis of the agreed framework plan, Section 28 mandates that each municipal council must adopt a process plan to guide the planning, drafting and adoption and reviewing of its integrated development plan.

Once the IDP document has been prepared, one should bear in mind that thereafter it will have to be reviewed annually as enshrined in section 34:

- (a) A municipal council must review its integrated development plan
 - (i) Annually in accordance with an assessment of its performance measurements in terms of section 41; and
 - (ii) To the extent that changing circumstances so demand; and
- (b) May amend its integrated development plan in accordance with prescribed process.

Local Government: Municipal Planning and Performance Management Regulations, 2001

To develop further guidelines and clarity in the issues of IDP, regulations were issued in 2001. The Municipal Planning and Performance Management Regulations set out in detail requirements for Integrated Development Plans.

Municipal Finance Management Act, 2003

The MFMA (56 of 2003) speaks about promotion of cooperative governance and makes special emphasis on alignment of the IDP and the Budget. This is enshrined in chapter five of the MFMA (Act 56 of 2003).

FRAMEWORK PLAN

The Amatole District Municipality has presented a draft framework to guide the process plan of individual local municipalities. The function of the Framework plan is to ensure that the process of the district IDP and local IDP's are mutually linked and can inform each other ensuring co-operative governance as contained in section 41 of the Constitution. The Framework must:

- a. Identify the plans and planning requirements binding in terms of national and provincial legislation and identify those which were omitted in the past IDP process.
- b. Identify the matters to be included in the district and local IDP's that require alignment.
- c. The preparation and review of relevant sector plans and their alignment with the IDP.
- d. Determine procedures for consultation between the district municipality and the local municipalities.
- e. Determine the procedures to effect amendments to the Framework Plan
- f. Incorporate comments from the MEC and those derived from self-assessments.
- g. Provide guidelines for the Performance Management System and IDP implementation and communication plans.

IDP PROCESS

IDP Background:

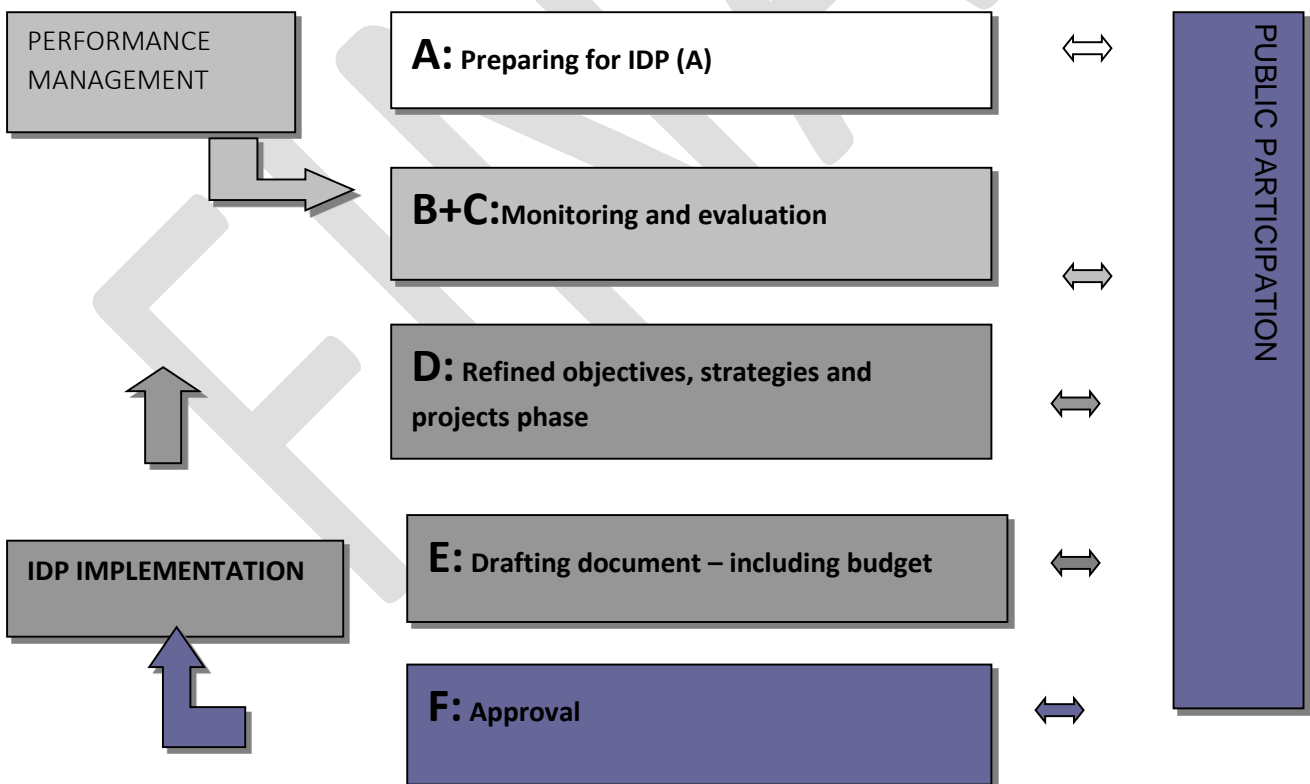
The Municipal Systems Act 32, 2000 (Act No. 32 of 2000) mandates Municipalities to develop Integrated Development Plans and review thereof annually in accordance with an assessment of its performance measurements.

Integrated Development Plan is therefore defined as a: “principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality” Municipal Systems Act 32, 2000, Chapter 5 s35 1(a).

Integrated Development Plan plays a pivotal role in informing all planning processes of the other spheres of government (National and Provincial) as well as all state owned enterprises, which implies a dire need for joint and coordinated effort by these parties in the IDP development processes. It is therefore essential that IDP must be formulated in accordance with a business plan, detailing roles and responsibilities, time frames and cost estimates, to ensure that the Integrated Development Plans gives effect to the Constitutional mandate.

The review of the IDP process is mainly geared towards picking up on early-warning sign for corrective action whenever it is required. The Performance Indicators are flowing from the IDP and constitute the heart of the Performance Management System. The diagram below laid the basis for the review of the Integrated Development Plan.

Figure 1: Summary of the IDP Process



DPLG, IDP Guide Pack, Guide IV

Apart from the statutory imperative, it is necessary for Great Kei Municipality to review its IDP in order to:

- Ensure the IDP’s relevance as the municipality’s strategic plan

- Inform other components of the municipal business processes, including institutional and financial planning and budgeting
- Inform the cyclical inter-governmental planning and budget processes

In the new IDP development cycle changes to 2017-2022 IDP were necessitated by the following

- Comments from the MEC

Previous IDP assessment results and action plan

KPA	RATING 2013/14	RATING 2014/15	RATING 2015/16	RATING 2016/17	RATING 2017/18	RATINGS 2018/19
Spatial Development Framework	High	Medium	High	High		High
Basic Service Delivery	High	High	High	High	Medium	Medium
Financial Viability	High	Medium	High	High	Medium	Medium
Local Economic Development	High	High	High	High	High	High
Good Governance & Public Participation	High	High	High	High	High	High
Institutional Arrangements	High	Medium	Medium	High	High	Medium
Overall Rating	High	High	High	High	High	High

Action plan is to focus on the comments raised by the MEC further to that, improve on areas which the municipality happens to have medium ratings. The action plan includes focus on Basic Service Delivery; Financial Viability and Institutional Arrangements key performance areas.

IDP/PMS/ AND BUDGET REVIEW PROCESS PLAN – 2018 / 2019

GKM 2018/2019 IDP PMS and Budget Process Plan Dates		
Meetings	Dates	Custodian
IDP/PMS and Budget Technical Steering Committee meeting 10H00	29 August 2018	BTO & MM's Office
ORDINARY COUNCIL MEETING	31 August 2018	MM's Office
Submission of Annual Financial Statements to Auditor General, Provincial and National Treasury	31 August 2018	CFO
IDP/PMS and Budget Representative Forum meeting 10h00	09 October 2018	MM's Office
Advertise the adopted Process Plan using local papers	15 October 2018	BTO & Strategic Services
Inter-governmental Meeting	18 October 2018	MM's Office
IDP 2017-2018 and <u>Draft</u> Annual Report 2016/2017 Roadshows	22-30 October 2018	MM's Office
Submission of S52 report to the Mayor, Provincial and National Treasury for the first quarter	31 October 2018	BTO
IDP/PMS and Budget steering committee meeting 10:00	01 November 2018	BTO & MM's Office
IDP/PMS and Budget Steering Committee @ 10:00	06 November 2018	BTO and MM's Office
Inter-governmental Relations Forum Meeting	08 November 2018	MM's Office
IDP/PMS and Budget Representative Forum meeting 10h00	20 November 2018	BTO & MM's Office
IDP/PMS and Budget Road shows to consider Situational Analysis	22-29 November 2018	CFO
ORDINARY COUNCIL	14 December 2018	MM's Office
Submission of S72 report to the Mayor , Provincial and National Treasury	25 January 2019	BTO
Submission of S72 report to the Provincial and National Treasury	25 January 2019	BTO & MM's Office
Submission of Mid Term report –Special Council	31 January 2019	MM's Office
2017/18 Draft Annual Report-Council	31 January 2019	MPAC & MM's Office
Budget Technical Meeting (Adjustment Budget-18-19)	12 February 2019	BTO
Budget Steering Meeting (Adjustment Budget-18-19)	15 February 2019	BTO
SPECIAL COUNCIL MEETING (Tabling Adjustment Budget- 18-19)	28 February	BTO
Intergovernmental Relations Forum Meeting	05 March 2019	MM's office
IDP/PMS and Budget Technical Steering Committee Meeting 10h00 (Reviewed Situational Analysis and reviewed objectives and strategies)	07 March 2019	BTO & MM's Office
IDP/PMS and Budget Technical Steering Committee Meeting 10h00 (Budget Review)	14 March 2019	BTO & MM' s Office
IDP/PMS AND Budget Representative Forum	20 March 2019	BTO & MM's Office
Meetings	Dates	Custodian
ORDINARY COUNCIL	27 March 2019	MM's Office
ORDINARY COUNCIL	29 March 2019	MM's Office

Publication of Draft SDBIP 2018/19 and Performance Agreements (Local newspaper, Library & Website)	29 March 2019	MM's Office
Submission of Draft Budget 2018/2019 to Provincial and National Treasury	30 March 2019	Strategic Services & BTO
IDP 2017-2018 and Final Annual Report 2017/2018 Roadshows	08-12 April 2019	MPAC & Mayor's Office
Submission of March S71 and quarterly reports to Mayor, Provincial Treasury & National Treasury	13 April 2019	CFO
IDP/PMS and Budget Technical Steering Committee meeting 10H00	17 April 2019	BTO & MM's Office
IDP/PMS and Budget steering committee meeting 10:00	25 April 2019	BTO & MM's Office
Submission of withdrawal report & S52(d) to Council, Provincial & National Treasury	30 April 2019	BTO
IDP/PMS and Budget Representative Forum meeting 10h00	10 May 2019	MM's Office
Submission of April S71 reports to Mayor, Provincial Treasury & National Treasury	14 May 2019	BTO
Special Council meeting	29 May 2019	MM's Office
Submission of Approved Final Budget 2018/2019 to Provincial & National Treasury	07 June 2019	CFO
Publication of the Final IDP and 2019/2021 MTREF Budget	07 June 2019	BTO & Strategic Services
Submission of the SDBIP for approval by the Mayor and Council	28 June 2019	MM
Ordinary Council Meeting	30 June 2019	MM & Mayor
Submission of withdrawal, S52(d) quarterly reports to Council, Provincial & National Treasury	31 July 2019	BTO

CHAPTER ONE: OVERARCHING STRATEGY

1.1 Vision and Mission

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 service for all.

MISSION

To provide sustainable/ continuous services, good governance and employment opportunities through infrastructure development, thriving agriculture, commerce, SMME's and tourism activities.

VALUES

Democracy

We shall respect and put into practise democratic values such as accountability, transparency and freedom of expression to ensure full participation in the affairs of the municipality.

Sound Administration and Financial Systems

We commit ourselves to setting up and maintaining an administrative and financial apparatus that will ensure an effective and efficient delivery of municipal programmes.

Inclusiveness

We shall strive to consider the needs of all the people first when formulating our policies, programmes and budgets irrespective of their sex, class, religion, beliefs, or any other form of social classification.

Responsiveness

We shall endeavor to respond timeously to service queries, complaints and inquiries by our clients.

Quality Service

The municipality will strive to provide affordable quality service through investing in human resource development.

Partnerships

Strategic partnerships will be entered into with private and public entities to ensure that the municipality is able to deliver on its mandate.

Batho Pele

We also subscribe fully and bind ourselves by the Batho Pele principles

CHAPTER TWO: BRIEF SOCIO-ECONOMIC OVERVIEW

2.1 Demographic Profile of the municipality

2.1.1 Introduction

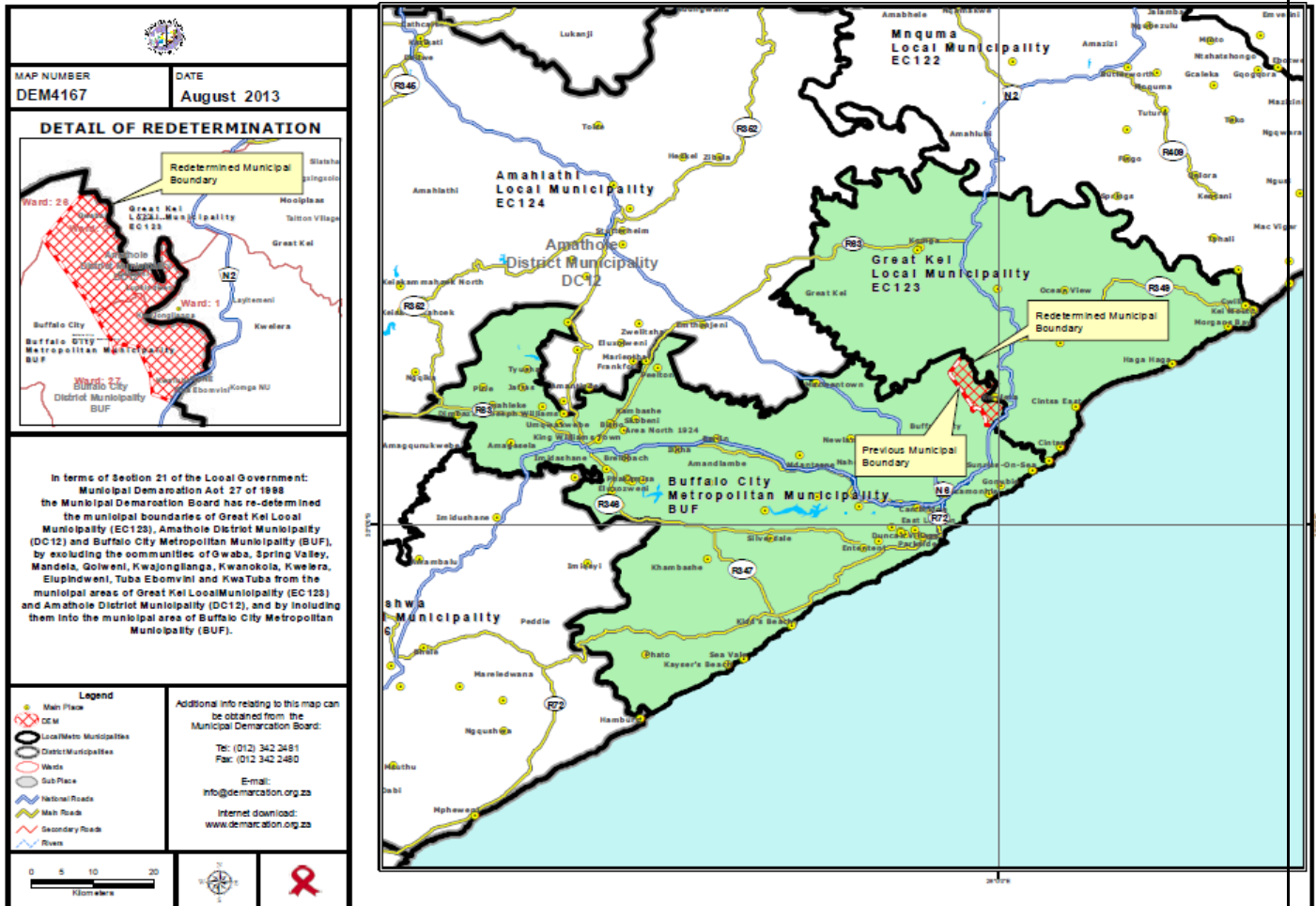
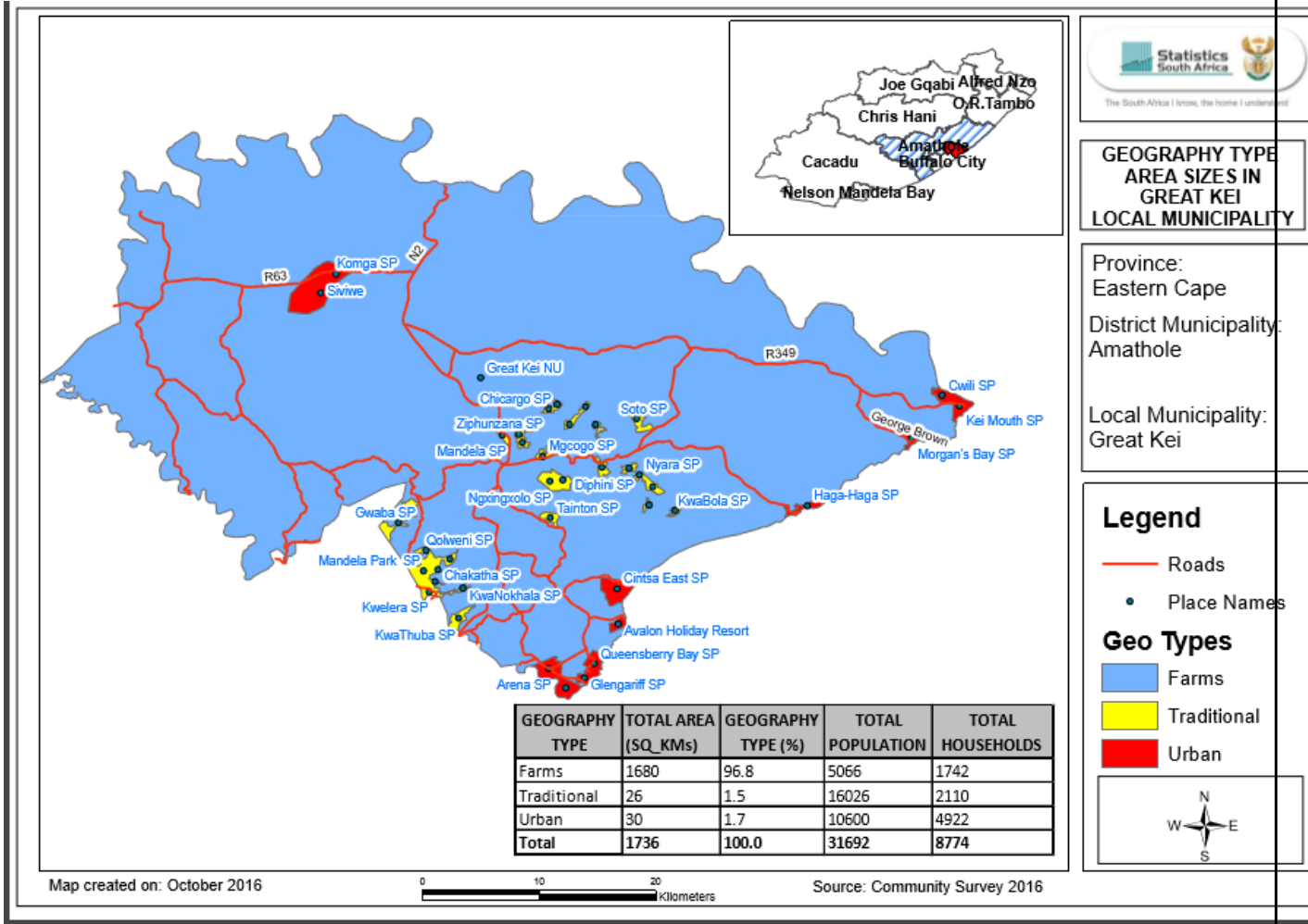


Figure 1: Demarcation Board 2015 (Redetermination)

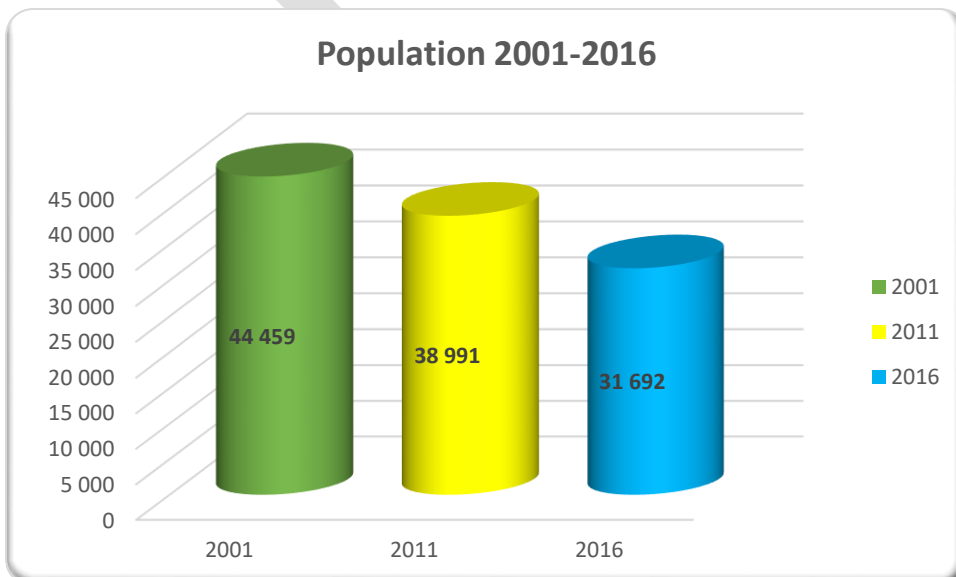
The Great Kei Municipality (GKM) is located within the Eastern Cape Province and covers an area of 1 421 square kilometres (km²). The boundaries that surround the Municipality are the borders of Buffalo City Metropolitan Municipality (BCM), Amahlathi Local Municipality and Mquma Local Municipality. The above figure 2 clearly illustrates the borders of the Great Kei Municipal jurisdiction. The redetermination of wards as per the Demarcation Board of South Africa was done and implemented on the 3rd of August 2016. The above figure illustrates the new demarcation lines that outline the jurisdiction. It clearly depicts the villages that were taken to form part of the BCM, which were taken out of ward 1 of GKM. These Villages were: Gwaba, Spring Valley, Mandela, Qolweni, kwaJongilanga, kwaNonkala, Kwelera, Elupindweni, Tuba, Ebomvini and kwaTuba. The redetermination of wards has thus had a negative impact with the Great Kei Municipal population as previously recorded to be 38 991 in 2011 by Statistic South Africa (Stats SA) to 31 692 as per the community survey of 2016.

2.2 Demographic Profile

Figure 2: Stats SA 2016(Community Survey)



The above 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, 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. The number of households was 11 365 as at 2001 and has declined to 8 774 in 2016. Figure 4 below illustrates the decline over the years.



2.2.1 Gender and Age Distribution

2.2.1.1 Gender Distribution

The population is dominated by female of approximately 52%, male compose only about 48 % of the population. The Great Kei Municipality age distribution pyramid shows into great length that there is a larger young generation as per the 2016 community survey by Statistics South Africa. About 66% of the populations fall between 15-64 years, whilst 6% are in the pension group (over 65 years) and only 27% is less than 15 years.

This indicates that there is a high dependency ratio. The ratio has significantly improved from 61.3% to 50.6%. Given the fact that there's a larger youth group the municipality needs to develop social and youth development programmes. The municipality has to have improved proper infrastructural planning, provision of basic services and job creation.

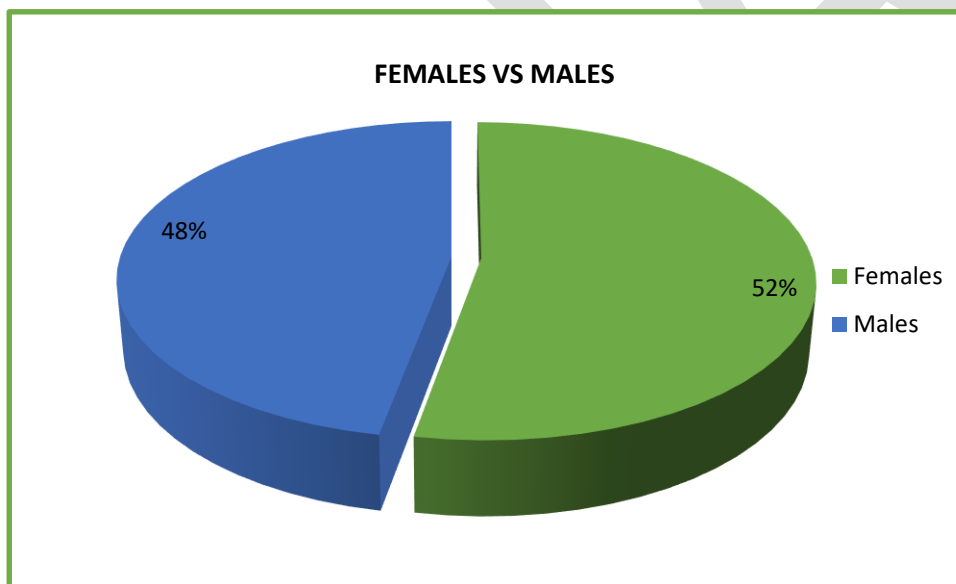


Figure 4- Population by Gender:

2.2.1.2 GKM Age Distribution by Gender 2016

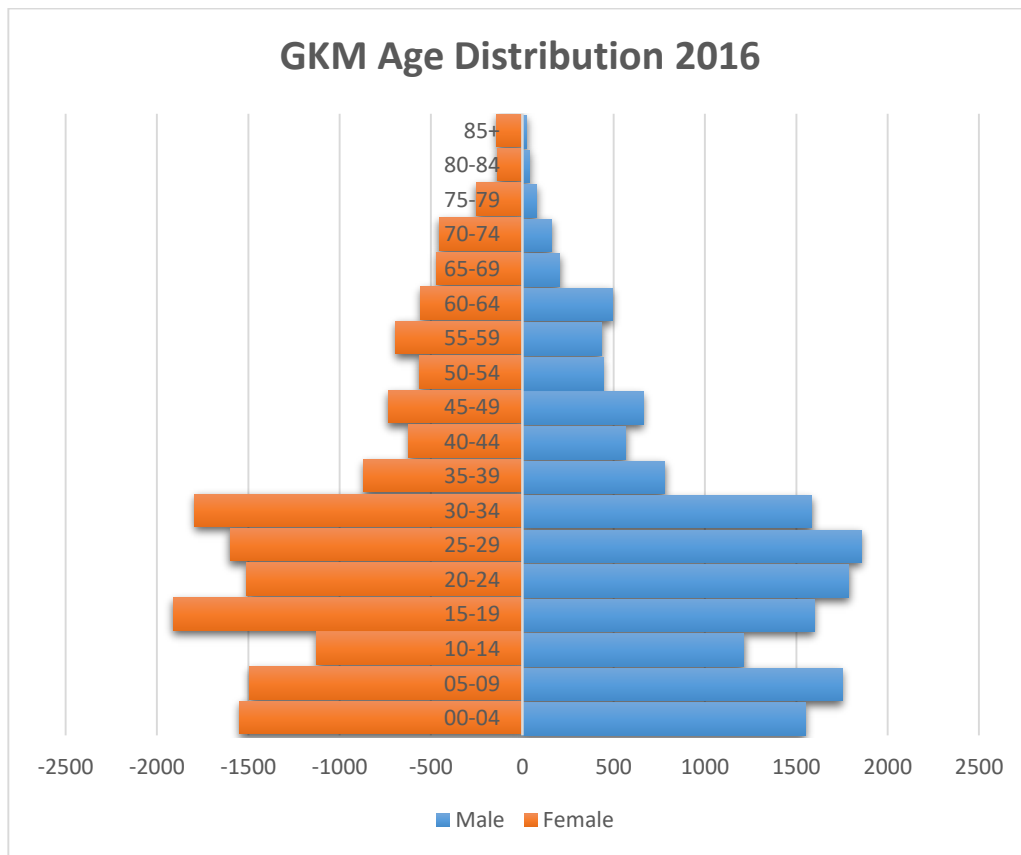


Fig 5: Stats SA 2016 Community survey

2.2.2 Population by Density

Population density (People per Sqr Km)				
1995	2000	2005	2010	2015
22,2	23,9	23,8	22,4	23,8

Fig 6: Escecc

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

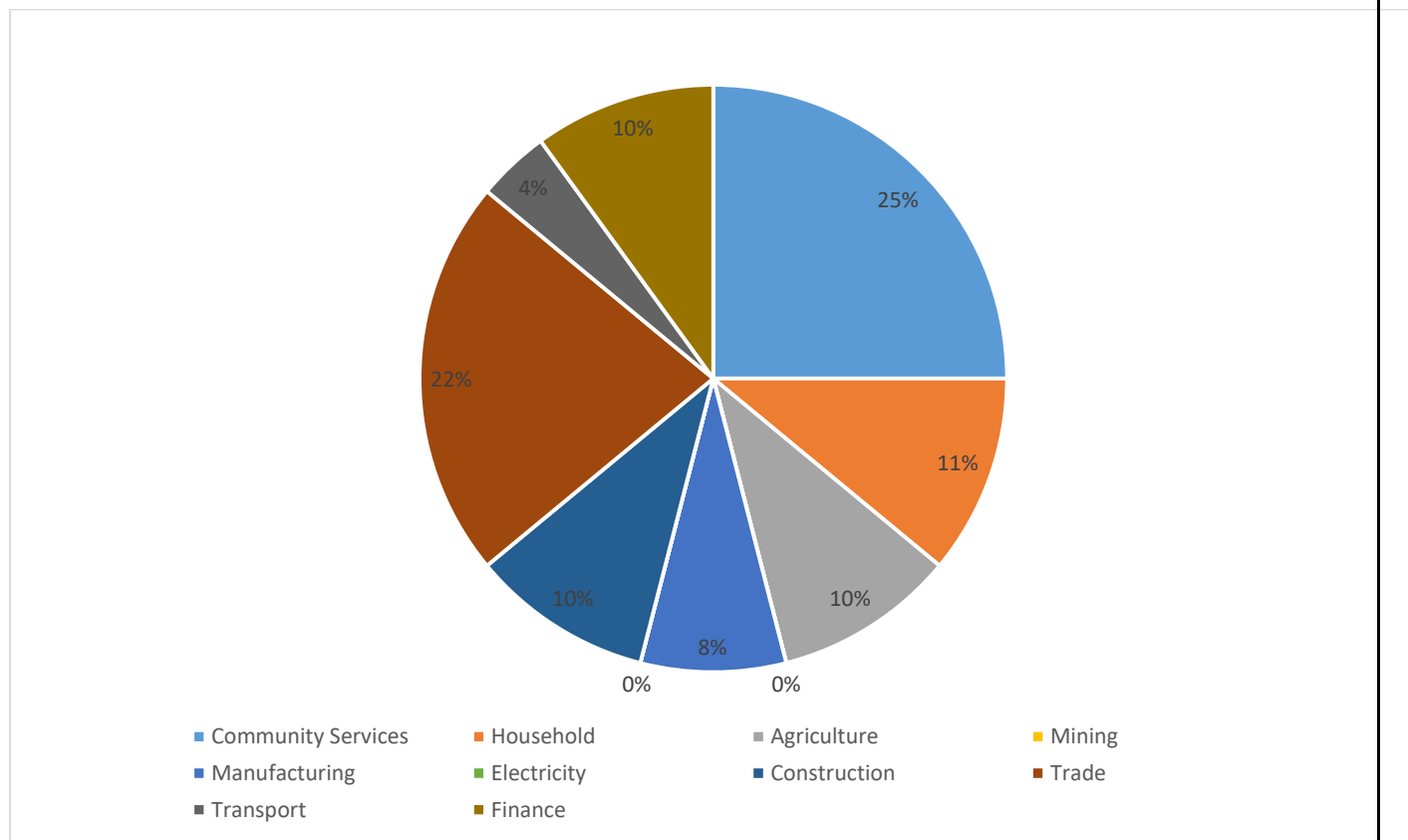
Urban centres within the area display a growth rate of around 1, 5% per annum compared to a negative growth rate of -1, and 9% for the entire Great Kei Municipal area. This is believed to be the result of the steady exodus of families from farming areas and adjacent rural settlements, causing a population increase within local urban centres. 2016 has though showed a significant decrease in population due to demarcation as stated previously.

2.3 Socio- Economic Profile

2.3.1 Employment Patterns

In 2016 Great Kei employed 1300 people which is 9.26% of the total employment in Amathole District Municipality 141 000, 0.89% of the total employment of Eastern Cape Province 1.46Million and 0.08 of the total employment of 15.7Million of South Africans. Employment within the Great Kei increased annually at an average growth rate of 0.26 from 2006-2016. The Great Kei average annual employment growth rate of 0.48% exceeds the average annual labour force growth rate of 1.03% resulting in unemployment decreasing from 23.48 as from 2006 to 22.99% in 2016 in the local municipality.

TOTAL EMPLOYMENT PER BROAD ECONOMIC SECTOR-2016



Formal and Informal Employment by Broad Economic Sectors

Item No	Sector	Formal Employment	Informal Employment
1.	Agriculture	1,300	N/A
2.	Mining	8	N/A
3.	Manufacturing	830	202
4.	Electricity	51	N/A
5.	Construction	777	569
6.	Trade	1,700	1,140
7.	Transport	238	313
8.	Finance	1060	168
9.	Community Service	2,630	590
10.	Households	1450	N/A

Employment Status	Number	Percentage
Employed	5585	29%
Unemployed	2191	11%
Employment by industry		2%
Formal		57%
Informal		15%
Private Households		22%
Economically active population	9450	31.08%
Labour force participation rate		40,7
Absorption rate		29,2
Unemployment rate		28,2
Discouraged work seeker		12%

Fig 7Stats SA 2011

Great Kei Municipality has 17.6% employed people of the total population as per the 2011 Statistics South Africa survey. Labour force participation rate is significantly higher as opposed to the employment rate at 40.7%. Unemployment rate is 28.2% but the proportion of those that are not economically active (not working, nor looking for work). Over the years the unemployment rate has improved from 34.4% recorded in 1996.

2.3.2 GDP Contribution by Sector - GROSS VALUE ADDED BY REGION (GVA-R)

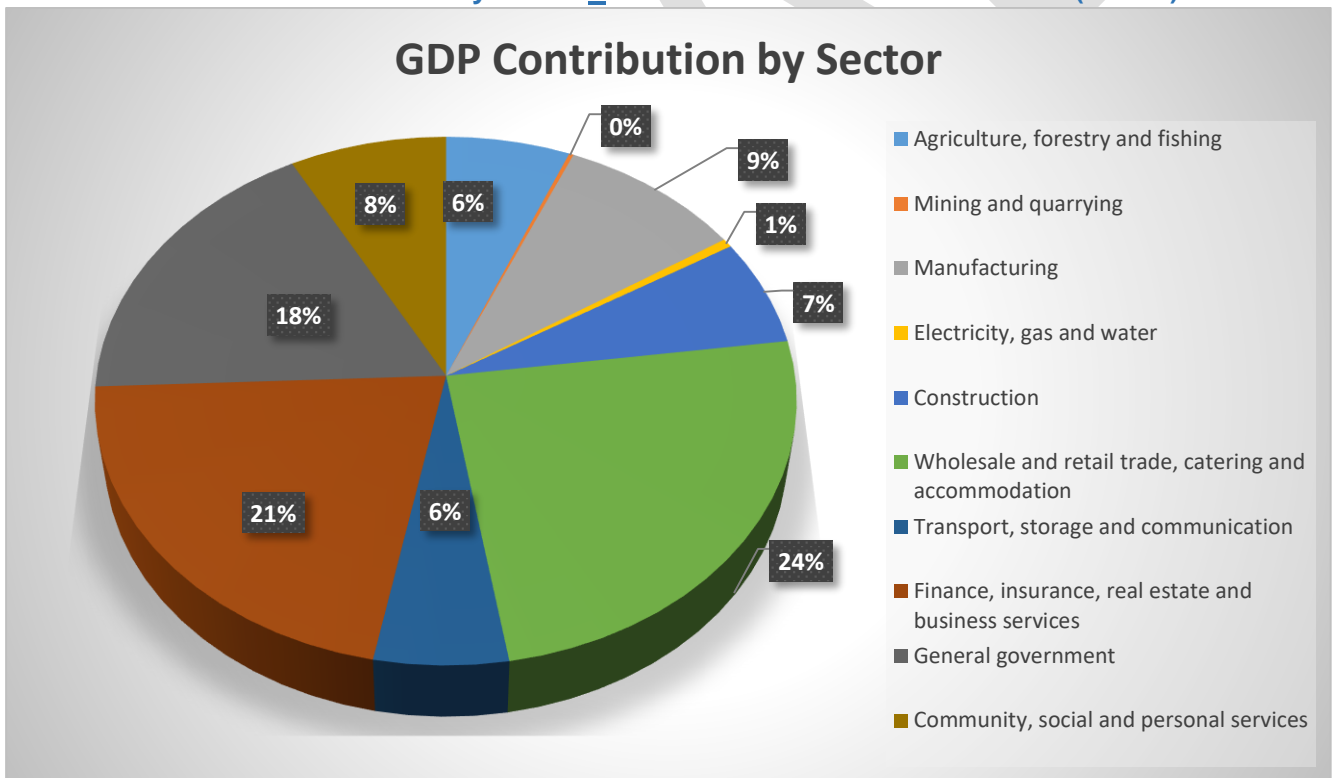


Fig 8: Escecc 2015

The Great Kei Local Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

Definition: Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Great Kei Local Municipality.

TABLE 11. GROSS VALUE ADDED (GVA) BY BROAD ECONOMIC SECTOR - GREAT KEI LOCAL MUNICIPALITY, 2016 [R BILLIONS, CURRENT PRICES]

	Great Kei	Amatole	Eastern Cape	National Total	Great Kei as % of district municipality	Great Kei as % of province	Great Kei as % of national
Agriculture	0.0	0.7	5.9	94.4	5.6%	0.66%	0.04%
Mining	0.0	0.0	0.5	306.2	4.3%	0.45%	0.00%
Manufacturing	0.4	2.0	36.3	517.4	21.1%	1.15%	0.08%
Electricity	0.0	0.5	6.2	144.1	6.0%	0.46%	0.02%
Construction	0.1	0.9	13.2	154.3	16.4%	1.13%	0.10%
Trade	0.6	5.5	61.5	589.7	11.7%	1.05%	0.11%
Transport	0.3	1.7	27.5	389.2	20.6%	1.25%	0.09%
Finance	0.7	4.7	60.5	781.7	14.1%	1.10%	0.08%
Community services	0.8	9.1	89.7	894.1	8.5%	0.86%	0.09%
Total Industries	3.1	25.1	301.2	3,871.2	12.2%	1.02%	0.08%

Source: IHS Markit Regional eXplorer version 1156

In 2016, the community services sector is the largest within Great Kei Local Municipality accounting for R 769 million or 25.1% of the total GVA in the local municipality's economy. The sector that contributes the second most to the GVA of the Great Kei Local Municipality is the finance sector at 21.7%, followed by the trade sector with 21.2%. The sector that contributes the least to the economy of Great Kei Local Municipality is the mining sector with a contribution of R 2.04 million or 0.07% of the total GVA.

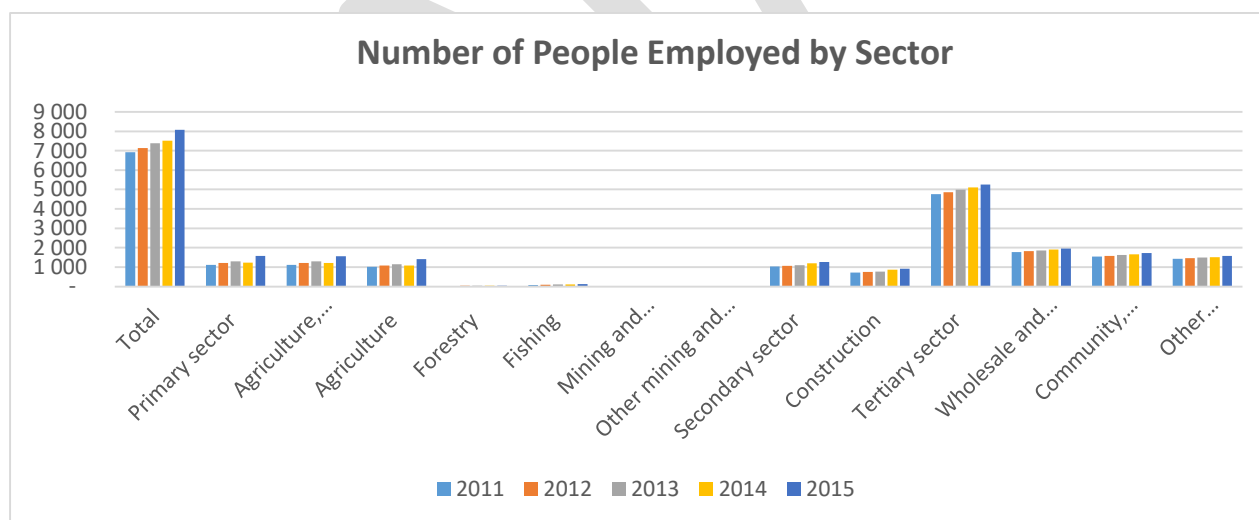


Fig 9: Escecc 2015

Total employment within the Great Kei Local Municipal area is dominated by the finance, insurance, real estate and business services which is 24% as recorded in 2015 by Escecc depicted in fig 8. This contribution is evident in the tertiary sector by the number of people employed. The tertiary sector has a progressive increase over the years as depicted in fig 9. The agricultural sector as being one the strong economic boosters has a fair contribution in the GDP at 6% which is a relatively less contribution compared

Services, ranging from social and personal to financial and business, have been one of major growth sectors in terms of employment, as too has trade, catering and accommodation (much of this due to the growth in tourism products).

Economic Growth Forecast

It is expected that Great Kei Local Municipality will grow at an average of annual rate of 1.75% from 2016 to 2021. The average annual growth rate in the GDP of Amathole District Municipality and Eastern Cape Province is expected to be 1.39% and 1.62% respectively. South Africa is forecasted to grow at an average annual growth rate of 1.61% which is lower than that of Great Kei Local Municipality.

In 2021, the Great Kei's forecasted GDP will be estimated at 2.55 billion (constant 2010 prizes) or at 12.6% of the Amathole District Municipality total GDP. The ranking in terms of the size of Great Kei Municipality will remain the same between 2016 and 2021, with a contribution to Amathole District Municipality GDP of 12.6% in 2021 compared to the 12.4% of 2016. At a 1.75% average annual GDP growth rate between 2016 and 2021, Great Kei ranked the highest compared to other regions.

Historical Economic Growth

For the period 2006-2016 the GVA in the construction sector had the highest average annual growth rate in Great Kei at 3.53%. The industry with the second highest average annual growth rate is finance sector averaging at 2.96% per year. The mining sector had an average annual growth rate of -4.05%. overall a positive growth existed for all the industries in 2016 with an annual growth rate of 0.53% since 2015.

Sector	2006	2011	2016	Average Annual Growth
Agriculture	17.4	22.3	20.8	1.79 %
Mining	2.5	2.0	2.2	-1.47%
Manufacturing	308.2	319.8	321.7	0.47%
Electricity	16.2	16.4	10.8	-4.05%
Construction	66.2	86.1	93.6	3.53%
Trade	360.6	407.2	434.0	1.87%
Transport	191.8	212.9	224.6	1.56
Finance	355.4	422.8	475.7	2.96
Community Service	435.5	498.0	544.4	2.26
Total Industries	1,753.9	1,987.4	2,127.8	1.98

LOCATION QUOTIENT

Definition: It is a specific regional economy that has a comparative advantage over the regional economies as it produces more efficiently the same good. This is one way of measuring the comparative advantage.

COMPARATIVE AND COMPETENT ADVANTAGES

For r 2016 Great Kei had a comparative advantage in the trade sector. The construction sector has a comparative advantage. The transport sector had a comparative advantage when comparing it to the South African economy as a whole though it was less prominent. The Great Kei municipality has a comparative advantage when it comes to mining and electricity sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Great Kei municipality does not have lot of mining

activities. It has just started at Qumrha though still at a medium level. The local quotient as at 2016 was at 0.00842.

FINAL

2.3.3 Education

Illiteracy levels have significantly improved over the years. In 2011 only 19% of the total population had no schooling where as in 2016 only 8% was recorder as per the 2016 Community Survey by Statistic South Africa. Notably is a decrease to some of the education levels due to current demarcation lines.

Education Level	2011		2016	
	Number	Percent	Number	Percent
No schooling	3560	19	1491	8
Some primary	3615	19	3385	18
Completed primary	1315	7	1320	7
Some secondary	6313	34	8462	44
Grade 12/Matric	2924	16	3731	19
Higher	953	5	807	4
Other	91	1	107	1

Fig 10: Stats SA Community Survey 2016

There are 34 primary schools within the Great Kei municipal area - located at Komga, Mooiplaas (9), Kwelerha, Ocean View, and Icwili and upon Farms (20).

There are 8 combined schools - located at Springvale, KwaTuba, Elupindweni, KwaJongilanga, Mooiplaas (2) and Farms (2). Three (3) secondary schools exist at Mooiplaas, Icwili and Eluqolweni.

Great Kei Municipality recognizes the value of education. A school intervention programme has been developed with NYDA, NSFAS and the Department of Higher Education to step up access to tertiary education. Career Guidance, learner placement would be undertaken to ensure access to higher education.

Through development of partnerships, the Council has approached Sibanye Gold Mining (Pty) Ltd to support the development of a TVET College or a training centre that will develop skills with a particular focus in scarce skills and Agriculture and Tourism.

CHAPTER THREE: STATUS QUO ASSESSMENT

3.1 KPA 1: SERVICE DELIVERY AND INFRASTRUCTURE

3.1.1 Technical Services and Community

Institutionally, the municipality does not have enough technical capacity to deliver infrastructure services. The Technical Services Department is headed by Director Technical and Community Services directly accountable to the Accounting Officer. The organogram of the department was approved by the Council and only PMU section has personnel that are not permanently employed. The PMU currently comprise of the following personnel:

- PMU Manager
- ISD person [Vacant Funded]
- Admin and financial controller [Dispute in Labour Court]

The ISD person of the municipality plays a critical part in dealing with ISD related matters in the implementation of Municipal Infrastructure Grant and Expanded Public Work projects. The municipality only relies on this person for all ISD related matters due limited financial resources of the municipality. The ideal structure of the unit should comprise the following:

- PMU Manager
- ISD person
- Admin and financial controller
- Project Managers

The Infrastructure Unit has the following Sections under the management of the Infrastructure Manager

Roads Section with the following personnel:

- Roads Superintendent
- Roads Foreman
- Grader Operator

The Section is currently using EPWP staff as general workers.

The section has also prioritized on the organogram the position of the TLB/Truck Operator as key to mainstream the operation of the section functionally as a team. Alongside that priority are the general workers who are also the strength required to ensure maintenance is ongoing. In order to mitigate the human and financial limitations, the municipality is in the process of developing a MOU with the Department of Roads and Public Works share resources and expertise in developing a user friendly transport network. Among the other options being considered is to use MIG as leverage to access plant and equipment and human capital of the department to address GKM backlogs in road maintenance and management.

Another sectional Unit is the Electrical Section with the following personnel under the management of the Infrastructure Manager;

- Two (2) Electricians
- Two skilled general workers

The Unit has also prioritized the services of the Electrical Superintendent for full monitoring of all the activities and operations within that section. The credible master plan that has been developed and approved by GKM Council. The municipality is in a process implementing the plan. Such appoint would assist the municipality in capping in the losses encountered on technical and non-technical

losses on our network. This recommendation by the PSP will assist in the revenue protection project (meter audits), tag all the meters to specific feeders in the management/finance system to enable pull off energy delivered and sales per feeder.

3.1.1.1 Water Services

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 Constructing Water Reticulation to 1140 erven and Upgrading of bulk water supply for Great Kei Local Municipality.

An increase in the water service 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.

3.1.1.2 Sanitation Services

Sanitation%									
Flush toilet		Chemical toilet		Pit latrine		Bucket		None	
2011	2016	2011	2016	2011	2016	2011	2016	2011	2016
41,1	36,6	1,9	4,5	27,4	36,0	2,0	1,9	27,5	20,7

Stats SA 2011 and 2016 Community Survey

Great Kei local Municipality is not the sanitation service provider but this function is contracted to Amatole District Municipality and with counter funding from MIG. Great Kei Municipality has 36.6 % of the population that have access to flush toilets as from the 2016 community survey by Statistics South Africa. Due to work that has been covered over the years, there is a fair increase on the number of the population with access to sanitation comparable to the 2011 survey and the 2016 community survey.

3.1.1.3 Electricity Services

According to Statistics 2011, a total population of 80.2 % has access to electricity services; however there is still a need to reach universal access. Great Kei Municipality, through Municipal Infrastructure Support Agency (MISA), has entered into agreement of the development of the credible Electrical Master Plan which will assist the municipality in addressing the condition of the existing infrastructure, the issue of the backlogs in all GKM areas and as well increasing capacity for future projects. This network planning process is used to assess the ability of all network infrastructure to meet industry standards in respect of existing load, future load forecasts and reliability requirements. The aim of this master plan is, inter alia, to ascertain the future growth and upgrading needs of the Municipality's 11kV distribution network;

Assess electrification needs and backlogs including a growth forecast plan for a 10 year period.

The municipality is also directly benefiting of the wind farm that has been constructed to increase power. The 132KV Chaba Wind Farm forms part of the network strengthening initiative needed in order to meet Eskom's anticipated growth in electricity demand in the area. This farm is generation about 21Megawatts (MW) of energy which contribute towards meeting the demand in this area. Another similar development called Haga Haga Wind Farms (Pty) LTD which covers 9100 hectares is currently at an Environmental Authorization stage and public comments. This will produce about 150 megawatts.

The Department of Energy funded upgrading of bulk electricity supply and also for the Electrification on new households.

The Bulk Electricity Upgrade Project Phase III has been completed. The municipality further has enter into series of engagement between Eskom and the Department of Energy (DoE) to fund electrification of new households estimated at 3000 that do have access to electricity. A total sum of R4million was then received from DoE to address challenges of Electrification for the 17/18 financial year. Also Great Kei Municipality has submitted the business plan to DoE to look at all Great Kei Backlogs and also upgrading of the infrastructure. An amount of R6.4 Million had been received for the upgrading of electricity infrastructure and construction processes are underway.

GKM Electrification Backlogs						
Item No	Project Area	FUNDING SOURCE	BACKLOG	RATE PER CONNECTION	TOTAL REQUIRED	STATUS
1	Ward 1	INEP	179	R 14 500,00	R 2 595 500,00	Allocation Received in 17/18
2	Ward 2	INEP	85	R 15 500,00	R 1 317 500,00	Application submitted
3	Ward 3	INEP	122	R 15 500,00	R 1 891 000,00	Application submitted
4	Ward 4	INEP	34	R 15 500,00	R 527 000,00	Application submitted
5	Ward 5	INEP	432	R 14 500,00	R 6 264 000,00	Application submitted
6	Ward 6	INEP	604	R 14 500,00	R 8 758 000,00	Application submitted
7	Ward 7	INEP	41	R 14 500,00	R 594 500,00	Application submitted
TOTAL FUNDING REQUIRED TO ADDRESS BACKLOG					R 21 947 500,00	

It is also important to note that High Masts Lights have been installed in Komga Ward 5, Ward 6 and Ward 7. It was also noted that the light distribution for the High Mast Light needed to be increased to cover the wide area. Also the old 40m High Mast Light in the Old Location was reconnected adding to the light distribution of the area. There is also a need to install more High Mast Lights in all our areas. This process of installing high mast light assist in combatting crime and making our space a peaceful area to leave and attract investors.

3.1.1.4 Human Settlements

Housing

The Great Kei Municipality has a diverse housing need relating to the fact that many families live in traditional dwellings in Mooiplaas and Draaibosch Farm Area (see bar chart below). Komga and the coastal towns of Kei Mouth, Morgan's Bay, Haga Haga, Crossways, Bulugha, Glen Muir and Chintsa East have a need to provide serviced sites and low cost housing for the workers who would like to live in these centres. There is also potential for development of holiday homes and tourism related accommodation. Currently, the municipality has applied to provincial housing department for the following projects (2018/19):

- Komga Zone 10 1200 units,
- Komga phase 2 with 400 units,
- Haga Haga 300 units,
- Chefane 250 units
- Chintsa East Zone 17 with 450 Units

Housing Type

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

Most households live in traditional structures (57 percent) with 35 percent of households living in formal structures (refer to Table 14). The total housing need for low-income families in Komga is estimated by the Council at 3 000 houses with serviced sites. The settlements in Draaibosch farm area and Mooiplaas also require formalization of tenure and infrastructure. The municipality has to plan for the extension of services inclusive of housing for Chintsa East, Kei Mouth and Komga.

A) Formal Housing

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

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

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

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

The Municipality has forged relations with Afesis Corplan and our Provincial Housing Department. Afesis Corplan promotes a concept known to be LAND first in an attempt to discourage expansion of shacks. The approach emphasizes the notion of being pro-active as government of the people by providing surveyed sites to all home seekers, provide basic servicers and guarantee the occupant to be the owner of that piece of land through certificate of ownership. We have identified Kei Mouth

–Icwili as a pilot. We have consulted the immediate community and agreed to the program/project. We are now awaiting approval from the office Surveyor General.

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

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
Tainton	350
Great Kei Rural Areas	6000

Informal Housing

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

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

2017/ 2018 Housing Development PROJECTS UNDERWAY

PROJECT	MUNICIPALITY	SITES	UNITS	BUDGET	Progress
<i>Rectification Project for Kei Mouth Cwili 278 - (226)</i>	Great Kei	0	7	R 169 267	
<i>Great Kei LM Vulnerable Groups/Destitute persons (86)</i>	Great Kei	2	2	R 188 000	
<i>New Housing Units Cwili 278 (79)</i>	Great Kei	0	45	R 3 825 000	

Great Kei Housing Sector Plan 2014

Overview of the Housing Sector Plan

Great Kei has a housing need of approximately 6010 as per the verified waiting list, verified on the development of the current housing sector plan. The Municipality has experienced a decline in population and household numbers between the years 2001 and 2011, and this suggest that there will be no future growth once current housing backlog has been cleared.

The purpose of a Housing Sector Plan

The main purposes of a Housing Sector Plan as per the Housing Sector Plan Manual (Project Preparation

Trust, 2006) are as follows:

- Serve as a planning and measuring instrument for housing delivery.
- Identify both the overall quantity and quality of housing to be delivered and identify areas of strategic priority.
- Become need orientated and respond to the specific housing development challenges of the Municipal area.
- Co-ordinate and facilitate alignment between district and provincial housing strategies, policies, delivery systems and other related initiatives.
- Ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions.
- Provide a formal and practical method of prioritizing housing projects and obtaining political consensus for the sequencing of their implementation.
- Ensure more integrated development through bringing together the relevant cross-sectoral role players to coordinate their development interventions in one plan.
- Ensure that there is a definite housing focus for the IDP of Council and all other relevant sectoral plans, such as; Water Services, Disaster Management, etc.
- Provide greater spatial linkages between the spatial development framework (SDF) and the physical implementation of projects on the ground.
- Provide a critical link between integrated development planning and the practical reality of delivering housing projects on the ground.
- Deal with formal and informal housing as well as the environments that they are situated in.
- Ensure effective subsidy budgeting and cash flows both at the local municipal and provincial levels.
- Align with the Eastern Cape Human Settlement Plan, policies as well as national legislation and policy frameworks pertaining to housing in the Republic of South Africa.
- Harmonise between demand and supply – different state assisted housing typologies.

Housing Demands Assessment

It is vitally important that, due to the limited number of housing subsidies per municipality, housing projects are delivered primarily in areas where there is the greatest need.

The following definitions should be noted:

- **Need** refers to the total housing need according to the backlog and forecasts.
- **Demand** refers to the ability of a household to afford a house via a subsidy, bank loan or own funds.

Strategic Housing Vision and Goals

The housing vision as stated in the Great Kei HSP 2008 to 2012 reads as follows:

“To clear the backlog of all housing projects in five to ten years, with an institutional team of dedicated officials with support from other departments.”

Municipal Housing Demand Database and Needs Register

From the previous Housing Sector Plan the following was reported:

- The municipality does not maintain a waiting list for housing;
- No accurate assessment of housing need or demand within various income groups exists; and,
- There appears to be a housing backlog, but few statistics are available to understand this backlog.

Determination of Housing Need

Currently, the preferred method of calculating housing need is through the use of statistical data collected in Census 2011. Census data on household income levels can be used to determine area of greatest need based on poverty levels while census data on housing typologies, which indicate the number of informal dwellings per ward, can be used to determine area of greatest need based on housing backlog.

Whilst many of the traditional dwellings offer more than adequate housing, often in idyllic settings, the reality is that these are traditional dwellings do not provide satisfactory shelter, compounded by the absence of basic services and amenities.

Great Kei Housing Sector Plan Review

There is an existing need to review the current Great Kei Housing Sector Plan to talk to current issues that pertain to housing as the current HSP dates back to 2014 and has not been reviewed since then.

HEALTH

Health facilities within the area consist of one community health Centre (Komga) and 4 clinics. Amahlathi Sub District took over management of Great Kei (Cwili, Komga, Sotho and Komga clinics) in March 2014. These clinics were previously under Buffalo city local municipality.

Population estimates per clinic visits:

POPULATION ESTIMATES	
CLINIC	ESTIMATES
Komga	8820
Cwili	4235
Mooiplaas	5400
Sotho	6448

Clinic Projects:

Disease burden within the Great Kei area:

- Hypertension
- Diabetes
- HIV/AIDS
- TB

Clinic supporting partners:

- TB/HIV care consortium
- Africare
- Mpuma Kapa

3.1.1.5 Transportation

It is a known fact that public transportation is very limited in GKLM. Integrated transport plan would assist in addressing this challenge. The municipality is one of the municipalities that have been identified by Municipal Infrastructure support agent (MISA) for financial and technical support. The municipality has submitted an application to MISA for technical support towards the development of road master plan. A Transport Forum is functional and meets on a quarterly basis.

The provision of formal public transport is lacking between the major travelling destinations within the area. There are few registered taxi routes and no formal bus routes. Formal bus terminals and taxi ranks do not exist either.

There are four taxi ranks that are in operation namely Komga, Mooiplaas, and Kei Mouth. These taxi ranks are all under-developed but Komga and Mooiplaas are at the planning stage of development by Amatole District Municipality. There are five bus shelters within our jurisdiction.

3.1.1.5.1 Integrated Spatial Development Framework in terms of transportation (SDF)

The spatial characteristics of the Great Kei Municipal area are largely determined by the influence of the coast, the Great Kei River and the National Road which dissects it in an east/west direction. There are four main nodes which are dominated by the influence of nearby Buffalo City. Komga is the main service centre, with Kei Mouth, Haga Haga, Chintsa and the Glens forming the other nodes. The Great Kei Municipal SDF was adopted in 2016 and the development of the SDF guidelines from the Department of Rural Development and Land Reform were used, and a new one is required hence the review. The municipality received land development applications and processes them every quarter through a Council Resolution. The Municipal SDF is aligned to the NSPD and PSDP and therefore all development proposals consider the different principles.

The SDBIP identifies a number of projects that need to be implemented that are identified by the SDF Implementation plan, such as development of LSDFs for various towns such as Kei Mouth, Morgan's Bay, Haga-Haga, and Chintsa East & West. The Municipality forms part of Amathole District Tribunal and there are council resolutions to this effect. Town Planning/ SDF Bylaws have been developed and adopted in 2016. Council has appointed an Authorised Official and a council resolution and a letter of appointment from the Municipal Manager are available. The Municipality has a Qualified Professional Town Planner to deal with Town Planning Requirements in terms of SPLUMA. A land Invasion and disposal Policy has been developed and sent to corporate services to ensure compliance and various other processes they need to follow before they are adopted and gazetted.

There are two significant development areas in the area; the Mooiplaas and the coastal belt. The settlement of Mooiplaas can be classed as model 2 type settlements. Small scale subsistence farming is practiced in both settlement areas. Densification of these settlements is proposed, with the provision of basic services.

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

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

Within the municipality itself there are agricultural areas and game/ tourism reserves which offer a wide variety of land uses and opportunity. It is significant to note that the entire municipal area is

dissected by roads but the majority of the population is living in areas which are relatively remote from the service centres, the municipal offices and the coastal employment opportunities.

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

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

There was a Kei-Rail passenger service running between East London and Umtata passing through Komga which has been suspended for reasons unknown.

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

There is a need to establish formal taxi and bus routes within Great Kei to link Kwelera, Mooiplaas, Komga, coastal towns and East London. Transport routes traversing in an East-West direction should be investigated to link Mooiplaas and Kwelera, currently situated either side of the N2 to the N6. There is a functional vehicle/licensing and testing station that is operating five days a week.

3.1.1.5.2 Railway

There was Kei rail which has since stopped operating for reasons unknown. The rail was intended to be an alternative less expensive mode of transport.

3.1.1.6 Management and Operations

The municipality operates and maintains all access roads and internal streets within its jurisdiction. The municipality utilise maintenance budget from its limited equitable share, Expanded Public works Programme, revenue collection to maintain all infrastructure services. Maintenance plant comprise the following machines:

- Grader
- TLB
- Water cart
- Pedestrian roller

Key challenges with regard to roads maintenance and transportation can be summed up as follows:

Road classification restricts the various role-players in the maintenance of roads and is therefore not responsive to community needs.

Municipalities do not have the financial resources in the short to medium term to build up the required fleet to maintain roads, especially as roads are not an income generating service.

Surfaced roads are deteriorating and insufficient funding is being allocated to ensure their constant and effective maintenance

3.1.1.7 Municipal Infrastructure Plan

Great Kei has adopted its Municipal infrastructure plan as required by the Division of Revenue Act last year November 2015. This capital plan is developed for a three-year period in line with the Integrated Developed Plan and reviewed annually, where necessary. The review for the next financial year and the two outer years will be submitted to council for adoption before the end of October 2016. The plan provides a holistic and comprehensive infrastructure delivery plan and issues of institutional requirements and financial viability of service delivery are addressed. The Comprehensive Infrastructure Plan (CIP) contains service delivery targets linked to the three-year capital development plan. The CIP informs all programmes contained in the IDP.

The list of community needs submitted during road-shows show that additional grant funding will have to be sourced to cater for all the needs. The current estimated figures are much higher than the gazetted MIG allocations.

3.1.1.8 Roads Infrastructure

Road construction and improvement is considered as the prime infrastructural component to the municipality that would assist in bringing about improved access for tourism, health facilities and agricultural developments. Roads leading to coastal areas are usually gravel or in a state of disrepair except the road to Kei Mouth, Morgan Bay and Chintsa.

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 municipality has submitted an application to Municipal Infrastructure Support Agent for assistance towards the development of Road master plan.

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

Table: Categories of Road

Road Classification	Lengths (km)		Responsible Authority
	Surfaced	Gravel Roads	
National	48,97	0	South African National Roads Agency Department Of Roads and Public Works Great Kei Municipality
Trunk	23,45	0	
Main	4,27	41,11	
District	32,45	71,82	
Minor	21,30	463,65	
Access	0	22,53	
TOTAL	130,44	599,11	

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

Available records indicate that, of the unpaved minor and access roads approximately 273 kilometres have gravel surfacing i.e. some betterment, drainage work and gravelling has taken place previously

while approximately 213 kilometres can be classified as non-gravelled roads or tracks i.e. no improvement has taken place and roads have only been identified but are in use.

It is also important to note that located on the unpaved minor and access roads a total of approximately 37 structures i.e. stream crossings with minor structures and causeways (not pipes) have been identified and a total of approximately 53 stream crossings requiring minor structures have been identified. The status of unpaved minor and access roads in terms of upgrading and structures is given in the table below:

Table: Road Status

Road Classification	Roads Status 1.		Structure 2.	
		Non-gravelled/Tracks	Existing	
Minor Access		213	401	
TOTAL		213	401	

Structures exclude all pipe culverts.

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

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

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

3.1.1.9 Storm Water

Storm water drainage forms part of the maintenance of roads and as such is included in the budgets of the municipality for roads. It would appear that the poor state of many of the roads corresponds with poor storm water management.

Most of provincial and municipal surfaced roads have deteriorated significantly to the level where they would desperately need sealing rather than occasional patchwork. The general mode of distress is potholing and corrugation caused apparently by inadequate drainage systems. In the past, there has not been enough funds allocated for any rehabilitation of the roads and so all that could be done was just filling of potholes and general patching. This has resulted in most of the top surface of roads being eroded to the roadbed. Poor drainage leads to roads being impassable in wet weather.

Streets within townships in all the urban settlements are of very poor condition leading to localized flooding in bad weather, impassable roads and poor access. Streets in the main part of town have not been maintained for a number of years and priorities of municipalities changed to focus on the previously disadvantaged areas, and this has led to some streets deteriorating beyond reasonable repair.

The Great Kei Community Services Section has the *below* listed personnel to carry out the basic services for its communities as listed per satellite office. The current personnel is able to render the following:

- Solid Waste Management
- Public Amenities and Community Facilities
- Coastal Management
- Environmental Management
- Co-coordinating Disaster management and Community Safety (reference to ADM)

SATELLITE OFFICE	STAFF
Chintsa	1x supervisor 4x G.A's
Komga	Manager 1x Solid Waste Management Officer 1x Admin Officer: Community Services 1x supervisor 1x truck driver 1x tractor driver 13x G.A's
Kei Mouth	1x Supervisor 2x Tractor driver 11x G.A's
Haga-Haga	1x supervisor 1 x Tractor driver 2x G.A's

3.1.2.1 Solid Waste Management

Waste Management planning has moved on from being purely based on a remove and dump system to be a more sophisticated Integrated Waste Management Planning system based on the waste hierarchy adopted by the South Africa's National Waste Management Strategy (NWMS).

NWMS offers a wide range of options for waste management and also requires translation of its goals and objectives into practice. These goals and objectives has to be implemented in conjunction with an action plan, which has to be crafted along the key elements of the strategy:

- Integrated Waste Strategy
- Waste Information System
- Capacity Building

- Education
- Awareness and Communication.

- Great Kei LM has Integrated Waste Management Plan (IWMP) that was developed during 2011/2012 financial year (adopted by council not endorsed by MEC). The implementation of IWMP is at 75%. Refuse is removed once a week in urban, townships households and business. 95% of households in townships and the urban are covered, rural areas and farms are not covered. IWMP is under review.
- The municipality has licenced (towards closure) its existing landfill site in Komga. The municipality has also managed to successfully complete the processes of licencing the existing Transfer Stations (one(1) in Kei Mouth and one(1) Chintsa), in Haga –Haga there is a storage container for solid waste, currently not registered/ licensed.
- There was one recycling cooperative in Kei Mouth. [recyclables: Plastics, Papers, Tins, Glass] though has since stopped operating owing to lack of financial resources
- [Clearing of illegal dumps - Awareness campaigns/ education are conducted quarterly to address the issue of illegal dumping, municipality also conducts internal awareness campaigns.](#)
- [Volumes of waste are recorded on the South African Waste Information System.](#)
- Solid waste management By-laws are in place but not promulgated.

3.1.2.1.1 Solid Waste Management Challenges

- Landfill Site not complying with minimum requirements.
- Upgrades needed in terms of structure in both transfer stations.
- No funds to commence rehabilitation at Qumrha Landfill site and to initiate processes of constructing new Landfill site.
- Inadequate recycling cooperatives.
- No fire control measures in all sites.
- Waste not pushed and compacted daily, municipality depends on hiring of machinery for pushing and compacting waste (quarterly).
- Illegal dumping.
- Shortage of staff and fleet for refuse collection.

3.1.2.2 Environmental Management

3.1.2.2.1. Climate Change

Climate change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is additional to natural climate variability over comparable time periods”.

The Eastern Cape Climate Change Strategy (2012) and the ADM Climate Change Vulnerability Assessment (2013) indicated that the primary manifestations of climate change that are expected to be relevant to Great Kei LM include the following:

- Average monthly temperatures will increase by 1.5 to 2.5 degrees;
- There will be more extremely hot days and heat waves;
- There will be fewer cold and frost days;
- Annual average precipitation may increase in certain areas or decrease in others;
- The way in which precipitation occurs will change, namely:
- Increased variability from year to year;
- Heavier and more intense rain;

- Higher likelihood of destructive storms;
- Shorter return period for floods; and
- Between very wet periods, longer dry spells and increased likelihood/ severity of droughts.
- Atmospheric CO₂ concentrations will be elevated; and
- Sea level rise coupled with high tides, stronger storm surges and higher frequency flooding will increase the chances of extreme high-water events, local inundation and coastal erosion.

Climate change effects at the Great Kei LM affected the following areas:

- Water resources;
- Commercial livestock;
- Commercial crops,
- Subsistence farming;
- Human health;
- Disaster management;
- Terrestrial biodiversity
- Marine biodiversity
- Human society, livelihoods and services (urban, rural and coastal areas); and

Perceived Impacts of Climate change within Amathole District Municipality

The climate is changing, with imminent threats. Projections for increased inconsistencies in climatic elements such as rainfall and temperature have continued to raise concerns, particularly amongst crop producers. Globally, about eighty-two per cent of crop production activities are rain fed; crop yields are thus considered under threat. The majority of South African smallholder and resource-poor crop production farmers rely heavily on rain-fed agriculture, making them vulnerable to the moods of climate change risks.

As sustainability is crucial to the continuous survival of this population, climate change impacts on crop production activities and their adaptation responses is perceived to be more severe in future. A multistage sampling procedure has recently been used to select a total of 130 crop smallholder farmers from 18 villages in the Mbhashe Local Municipality, from the Amathole District, Eastern Cape Province, South Africa.

Simple descriptive statistical tools, principal component analysis and Ward’s linkage cluster analysis were used for the data analysis. Findings revealed a perceived increase in temperature levels and a drastic decline in rainfall. Harsh and aggressive climatic conditions, with attendant problems of drought, heat waves and wind speed, were also indicated.

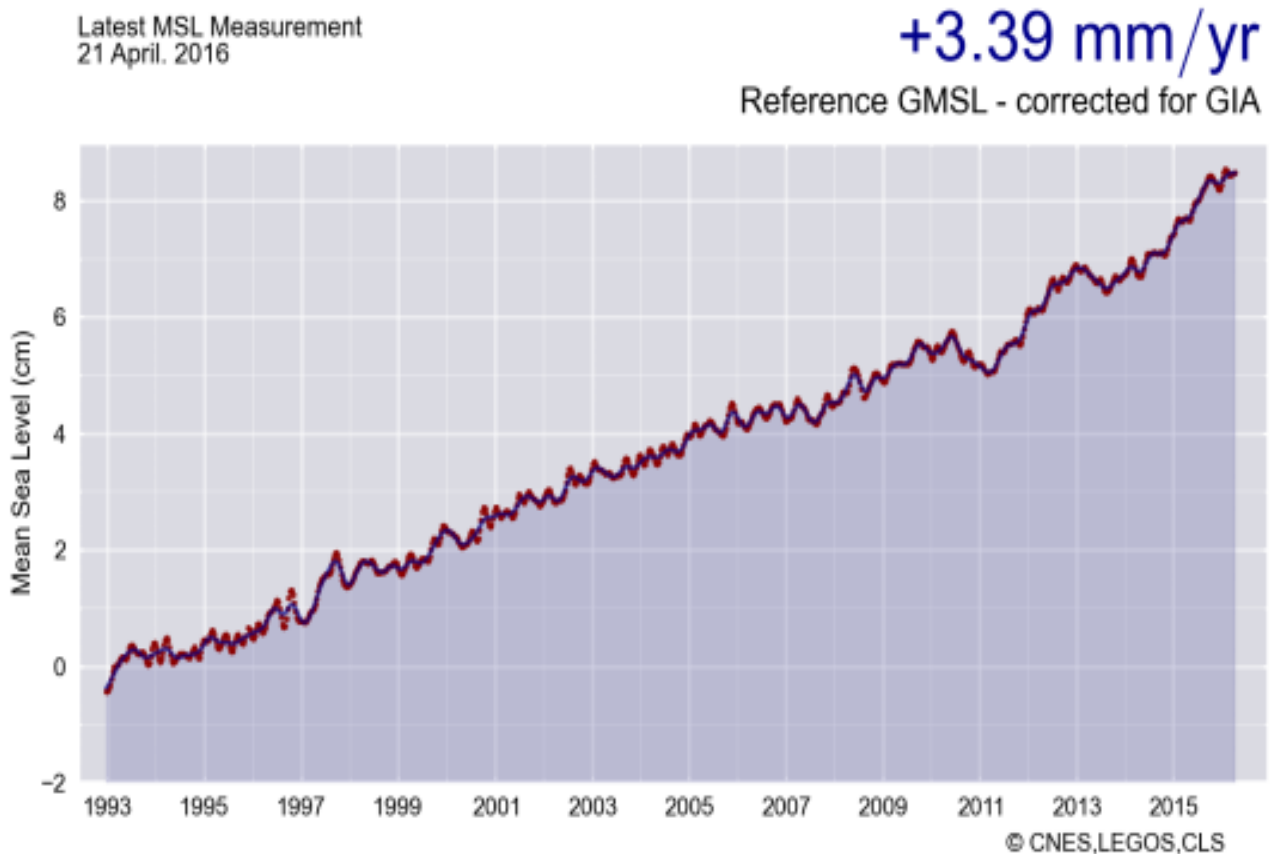
There is a perceived increased difficulty in production activities as a result of water scarcity, poor soil conditions, pest infestations and disease infections, amongst many other challenges. There is a growing threat of unsustainable agricultural production, which may in due course increase poverty levels among the smallholder farmers.

In order to sustain production activities, immediate interventions are required for appropriate extension service delivery, particularly in the area of climate change coping and adaptation responses.

COASTAL AREAS AND CRITICAL INFRASTRUCTURE FACE THE RISING TIDES OF CLIMATE CHANGE

Great Kei Municipality that boast of having 42km coastal stretch with impressing infrastructure in the form of resorts, hotels and residential areas is not immune from the challenges of climate change. Many of the hundreds of coastal areas or cities around the world are living on borrowed time. Current greenhouse gas levels — topping out near 408 parts per million CO₂ (and 490 parts per million CO₂e) this year — will need to fall in order to prevent 1-3 C of additional warming and 25 to 60 feet or more of sea level rise over the coming decades and centuries. And even if we somehow dialed atmospheric CO₂ and CO₂e levels back to 350 ppm, it’s likely that seas eventually would rise by 10-20 feet over the long term.

But with fossil fuel burning continuing at near record levels globally, and with many corporations and political bodies around the world dragging feet on greenhouse gas emissions cuts, the level of heat-trapping carbon held aloft in our airs will continue to rise for some time. These actions will further heat the atmosphere and ocean — melting a greater share of the world’s land ice and forcing seas to ultimately rise even more. If CO₂e exceeds a range of 550 to 650 parts per million, which could easily happen even under so-called moderate rates of fossil fuel burning before the middle of the 21st Century, then all the land ice on Earth will be placed under melt pressure



Notable are seas that have been rising in concert with ocean warming and fossil fuel burning since the start of the 20th Century. At first, during the first half of the 20th Century, rates of rise were less than 1 mm per year. By the 1993 through 2016 period, sea level rise averaged 3.39 mm per year. And since 2011, the rate of rise appears to have steepened into the range of 4 to 6 millimeters per year. Image source: [AVISO](#)

Municipal infrastructure:

Infrastructure in these coastal areas is considered vulnerable to climate change, in particular owing to sea level rise, which is located below the 5 meter contour line that has been proposed to encompass the inundation areas that will potentially result from global warming.

3.1.2.2.2. Natural Environment

3.1.2.2.2.1 Ecosystem Integrity

The majority of the Great Kei LM coastline is in relatively good condition due to the lack of large developments that exist. However, the integrity of coastal dunes in areas such as “the Glens”, Chintsa and Chefane is compromised due to development either on the dune systems are just behind

the dune systems. By compromising the structure of these dunes, it could lead to the collapse of dunes and the subsequent exposure of coastal forests and infrastructure behind the dunes to become exposed to tidal and storm surges.

Sand mining has been observed within the Great Kei coastal zone which could have a long term effect on the integrity of the Great Kei LM coastline. However, it is difficult to source information from the Department of Mineral Resources (DMR) regarding whether the mining activities along the Great Kei LM coastline are legitimate mining sites registered with DMR.

The Morgan Bay Cliffs are currently owned by the Great Kei LM. The Morgan Bay cliffs are an icon of the Great Kei LM coastline and the integrity of the ecosystems associated with the cliffs should be preserved and protected from development.

Great Kei Local Municipality has three (3) Biomes and thirteen (13) vegetation types namely:

- Thicket Biome, Grassland Biome and Savana Biome.
- Albany Coastal Thornville, Amatole Afromontane Forest,
- Berlin Savana Thicket, Bolo Savana Thicket,
- Buffels Thicket, Butterworth Savana Thicket,
- Chintsa Dune Thicket, Floodplain / Estuary,
- Inland Thornville, Kei Thicket ,
- Moist Mountain Grassland, South East Coastal Vegetation & Transfish Dune Thicket
- Municipality has beautification programme in place and it's being implemented, although the municipality is currently experiencing low cash flow.
- Indigenous plants are currently being promoted by the municipality.
- Beautification plan also covers planting of trees.
- Invader plant control, removed through bush clearing and projects.
- Municipality consist a number of wetlands although they are not protected.

3.1.2.2.3 Alternative Energy (Wind, Turbine, Solar and Hydro)

The Green Economy, which is becoming of great importance in South Africa is also proving to be a new important sector to the municipality. The establishment of the Chaba Wind farm outside Komga and the identification of other farms around Haga-haga areas for renewable energy projects could position the municipality favourably in this sector. The WEF was constructed on the farm Thorn Park, located near Komga, it consists of seven (7) wind turbines, each with a nominal power output of 3 Mega Watts (MW). The total installed capacity of the wind farm will be 21 MW.

3.1.2.2.4. Coastal Management

Great Kei takes about a 42km share of the 800 km coastline of the Eastern Cape. Great Kei has about 4 coastal towns and the Glens (Glengariff, Yellowsands, etc) towards Kwelerha River, viz. Chintsa (East and West), Haga - Haga, Morgan Bay and Kei Mouth, with a rich history and heritage to leverage on both for tourism and other opportunities. There are 7 beaches under Great Kei Coastline namely Kei Mouth, Morgan Bay, Haga-Haga, Chintsa East, Chintsa West, Glen Eden and Glen Gariff. Great Kei Beaches are maintained through Working for the Coast project funded by DEA. This project starts from Fish River to Kei River and Great Kei have 28 beneficiaries for a period of 2 years. The project is assisting the municipality with clearing of alien vegetation, cleaning of beaches, maintenance of sand dunes, maintenance of ablution facilities in coastline. Great Kei is also tendering for Life Savers annually through internal Funding to cover all beaches. Municipality consist of 12 Estuaries that need to be assessed and be prioritized for the development of estuary management plan.

The municipality opened a dialogue with Wildlife and Environmental Society of South Africa (WESSA) with the intention of building relationship that enables the development of project based

initiatives for a sustainable future. Municipality also participating in the Ocean Economy initiative. A MOU will be concluded and implemented to capacitate GKM and the community at large.

Great Kei has a Final Draft Coastal Management Plan, which was developed in 15/16 financial year through Working for the Coast Project funded by DEA.

Coastal Environmental Management Committee: the municipality has in collaboration with Dedeia established several environmental project committees along the coast. These committees included among others Working for the Coast, Wessa etc. The municipality in an endeavour to ensure compliance, co-ordination and management of coastal activities has resolved to establish a Coastal Environmental Management Committee by the end of June 2019.

3.1.2.3. Public Amenities and Community Facilities

3.1.2.3.1. Community Facilities

There are twenty-six (26) community halls in Great Kei local Municipality. Most of these community halls are managed by communities, only 3 that are managed by municipality which is Kei Mouth town hall in Kei Mouth, Great Hall in Komga and Komga Town Hall in Komga. These 3 Halls are booked at Community service department and are maintained by Municipality.

Community halls are list below:

WARD	COMMUNITY HALL NAME	MANAGEMENT
1	Chintsa East Township Community hall	Managed by communities
2	Chefane Community hall, Ngxingxolo community hall Red cross community hall, and Silatsha Community hall	Managed by Communities
3	Diphini community hall and Nyarha Community Hall and Soto community hall	Managed by communities
4	Belekumntwana community hall, Lusasa community hall, Mangqukela community hall and Mzwini Community hall	Managed by communities
5	Kei Mouth town hall, Icwili community hall and Morgan Bay Community hall	Bookings done at municipal offices and Cwili Community Hall managed by the Community Kei Mouth Town Hall managed by the Municipality
6	Komga Great Hall, Happy Valley Community Hall - Komga Komga Town Hall and Komga Recreational	All are managed by the Municipality
7	Hall Siviwe community hall	Komga town Hall and Komga Great hall are managed by municipality

3.1.2.3.2. Cemeteries

There are six (6) cemeteries that are maintained by municipality, 1 in Komga town, 2 in Komga Township, 2 in Kei mouth and 1 in Chintsa. In these cemeteries only 3 are booked at municipal offices. Municipality does not have a control on cemeteries that are in rural areas, the municipality only assist with fencing of those cemeteries. Two cemeteries were budgeted for fencing in Gwaba for 2015/2016 financial year and they are completed. Cemetery Management Plan is being developed internally.

3.1.2.3.3. Public Toilets

There are 11 Public Toilets within GKLM. Five in Kei Mouth, one in Komga, two in Haga-Haga and three in Chintsa. Special attention is needed in Glen Eden and Morgan Bay ablution facilities, the biggest threat is vandalism. The municipality is in a process of reviewing Asset Management policy to cover the maintenance of ablution facilities.

3.1.2.3.4. Sport Fields

The municipality has two sports field that are under construction. There is a number of sport field within Great Kei municipality that are managed by sports clubs. Below is a list of these sports field:

WARD	SPORT FIELDS	SPORT FIELD UNDER CONSTRUCTION	SCHOOL SPORT FIELD
1	Tennis court Bowling Club Chintsa East sport field	Private Golf Club	
2	Ngxingxolo rugby X2 Silatsha rugby X2 Makhazi sport field	Byletts soccer, rugby, netball	Makhazi soccer and rugby
3	Soto rugby Diphini soccer Calukeni rugby and netball Sithungu rugby and netball Bhola rugby Soto sport field	Completed	Nayara Public School soccer and netball
4	Mzwini soccer and rugby Mangqukela rugby Belekumntwana soccer	Completed	Mzwini Public School
5	Cwili soccer Kei Mouth Tennis court Kei Mouth Bowling Club Kei Mouth Golf Club Kei Mouth Squash Court Morgan's Bay soccer and rugby		Siyazakha/Ikhwili soccer, rugby and netball

6 and 7	Tails rugby Cranes rugby Liverpool soccer Park Netball court Plaza soccer field	Komga sport field	Komga Junior netball, rugby, tennis, hockey swimming pool and cricket pitch. Morgenster netball, soccer and rugby. Hlumani soccer and rugby (with cricket pitch).
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3.1.2.3.5. Parks and Open Spaces

There are three open spaces in Chintsa that are being maintained as Parks and one Park in Chintsa Township. Komga has two Parks one in town and one in Siviwe Township. Kei Mouth has two Parks a Caravan Park and one in Cwili Township. Haga-Haga has an open space that they utilise as a park. All these parks and open spaces are maintained by Municipality through grass cutting bush clearing and beautification programme that is funded internally.

3.1.4. Protection Services

The GKM provides traffic and security services. Traffic services is composed of 3 components namely motor vehicle registration and licensing, Traffic patrol and examination of driving license e-Natis services. The e-Natis is a traffic information system which is the computer system is used to capture and keep the traffic information of driving licenses and motor vehicles as protection services of information. Registration and licensing deals with registration of motor vehicles and renewal of license disc and Traffic patrol is the enforcement of national road traffic act no 93 of 1996 by issuing traffic fines to the offenders, ensuring the safety of the road users, ensuring that the road users are complying with the act which is NRTA 93/96 and Preventing the accident from further occurring.

All the above services are legislated in terms of the national road traffic act 93 of 1996

The GKM has two sections dealing with Protection Services, namely: Traffic and Security Services.

TRAFFIC SERVICES SECTION

Traffic services are the core competency of the Department of Transport, and GKM and the Department of Transport have a formal working relationship guided by a Service Level Agreement (SLA). The GKM traffic offers the following services Car registrations, license renewals, learners and drivers testing. On average the municipality generates revenue of about 1, 2 million per annum on traffic services.

The GKM Traffic section have the jurisdiction area that starts from Kei Bridge via N2 up to part of the Kwelera. It also covers the Coastal area of Chintsa, Haga Haga and Kei Mouth. The Traffic Section also covers the T-junction and R63 pass by the GKM heard quarters up to Draaibosch

The Traffic Section is further charged with the responsibility to co-ordinate and manage all transport related functions within the municipal jurisdiction. The aims and functions of the Traffic Section is to educate and create a culture of voluntary compliance with road traffic rules and regulations and to enhance courteous and tolerant road user behaviour. This section therefore operates on the legal mandate of the NRTA 93/96 & NLTA 5/2009.

Its operational activities include roadblocks at strategic places, high visibility in hotspot areas, special

intelligence driven operations, random vehicle check points, execution of traffic related warrants and enforcement of traffic laws.

These operational approaches are to co-ordinate and integrate operations, sporadic interventions in hotspot areas as per crime threat analysis e.g. offence patterns, etc. and special operations and speed enforcement in high accident frequency locations and high traffic offence locations. The section is however manned by the following personnel;

- Traffic Manager
- Chief traffic officer
- 3 Traffic officers
- 2 e-Natis officers one MVR supervisor and one cashier
Dltc
- 2 cashiers

Challenges on Traffic Section

The station has a deficiency of personnel, it needs to have officers working on the road permanently separate from the examiners enhanced with superintended in order to have effective monitoring and efficient management of the traffic work.

This section also require to have additional administrative personnel who will execute administrative functions which inter alia include eye- testing, renewal of licences, tickets management etc.

The traffic officers need to have the fire arms during patrol which are belonging to the municipality.

SECURITY SERVICES

Security services as important function of the municipality which provides vital emergency services as well as protection of the municipality's assets. There is an access control in all the building of the municipality during the working hours. The unit also provides human security when required. It therefore requires to be well capacitated. Though there is a shortage of personnel to man all municipal offices and other strategic institutional assets, but continues to provide a fairly security service.

3.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT

3.2.1 Great Kei -LED Division

Local economic development is one of the critical areas which has been defined in the object of local government as one area that forms key and critical functions the municipality should strive to realise. This significance of this area may not be over emphasise as it contributes towards improving the local economics thus reducing poverty and as well creating jobs to people. The LED Division is under capacitated as it currently led by acting manager and 2 interns (agriculture and tourism interns). The section is operating on 0 budget. Due to budget constraints in funding LED programmes, the LED section decided to forge partnerships with relevant stakeholders and potential funders.

In the municipality this division is charged to oversee the following activities constituting local economy:

- SMME Development and co-ordination
- Unleashing Tourism potential
- Coastal development and Oceans Economy
- Resources Mobilization for economic growth and development
- Promoting agriculture and its potential

In pursuit of the above listed objects the Great Kei municipality developed its LED Strategy that was adopted by Council in 2014. The LED Strategy continue to provide mechanism of intervention in addressing the economic development challenges within the municipality. This plan is serving as a guide and direct the implementation of the development initiatives.

The formulation of the strategy took into consideration all the sectors that exist in the Local municipality which among others included Agriculture / Agro processing, Research; Marketing / Tourism, SMME / Cooperatives Development, Manufacturing, Retail, Construction, Small scale mining and Infrastructure Development etc. The LED Strategy is currently under review.

LED Implementation Plan

The Great Kei LED Plan Project Implementation Plan is outlined below. The plan provides the basic details per project, in terms of the organization responsible for the project and the budgetary requirements. It also provides guidelines as to the broad timeframes for the implementation of each project. This information will allow for these projects to be included in the drafting of the IDP or other planning documents.

Project Name	Implementation Agents		Budget Requirement	Year of implementation				
	Responsible agent	Partners		2014	2015	2016	2017	2018
Develop agriculture niche markets i.e. epi-culture	DAFF	GKLM-facilitator, ADM, DEDEA, SEDA	To be determined					
Support and training for emerging farmers	DAFF, GKLMcoordinator	DRDAR, ECDC	R 500 000					
Provision of infrastructure for emerging farmers	DAFF, GKLM-coordinator and implementer	DRDAR, SEDA	To be determined					
Investment in infrastructure for key agricultural projects	DAFF, GKLMfacilitator	DRDAR, ECDC	R500 000					
Community aquaculture Projects	GKLM- initiator	DAFF, Department of Social Development, ECDC	R 500 000 Feasibility study R2m Implementation				Implement if feasible	

Enterprise Development

Project Name	Implementation Agents		Year of implementation
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	Responsible agent	Partners	Budget requirement	2014	2015	2016	2017	2018
Thusong Service Centre	GKLM- initiator	Department of Social Development, Department of Home Affairs	To be determined					
Promotion of business chamber	GKLM-facilitator	LTO, Agricultural Unions, Local Businesses	Annual support R15 000					
Support to existing co-operatives	SEDA, GKLM-facilitator and implementer	ECDC,	R 250 000 staff member salary p.a.		R250 000	R250 000	R250 000	R250 000
Establish extent of mining industry and its opportunities in the municipality	GKLM implementer	DEDEAT,	R200 000					

Information Sharing Forums for LED

The Great Kei Local Municipality established an Agricultural Forum and Task team. The purpose of the Task Team is to facilitate implementation of resolutions taken at the Agricultural Forum.

The Agricultural Forum is a consultative structure to facilitate collaboration, co-ordination and alignment of agricultural development among stakeholders in the great Kei Municipality.

The Great Kei Municipality revived the LED Forum. The LED Forum is viewed as an important governance and advisory component of the municipality on LED matters. Its overall mandate is to ensure the successful implementation of LED strategies and plans in a coordinated and integrated manner. This includes providing support and advice that is necessary to ensure successful implementation, regular reviews and monitoring of municipal LED initiatives.

JOB CREATION

3.2.1.1 Community Works Program (CWP)

The Community Work Programme (CWP) is an innovative offering from the Department of Cooperative Governance & Traditional Affairs to provide a job safety net for unemployed people of working age. The CWP is also a great opportunity for unemployed youth who are actively looking for employment opportunities and is currently implemented by Border Rural Committee for the past three years. The programme gives beneficiaries that much needed extra cash to make them effective in their search for full-time or part-time employment. In most cases the programme participants do community based work such as cleaning and renovating Schools, Clinics and Halls. The CWP mainly focuses on the following:

- Environment care
- Home-based care
- Early Childhood Development
- Infrastructure
- Safety and security
- Agriculture and food production
- Cleaning and solid waste disposal
- Training and Development, etc...

CWP Participation Rate	
YEAR	NO. OF BENEFICIARIES
2014	300
2015	330
2016	515
2017	518
2018	550
2019	556

Expanded Public Works (EPWP)

The EPWP is a nationwide programme covering all spheres of government and state-owned Enterprises that aims to draw significant numbers of unemployed into productive work, accompanied by training, so that they increase their capacity to earn an income.

This program has created ninety four (94) job opportunities within the municipality in the previous year.

3.2.2 Agriculture

Communal agriculture within the municipality generally involves both crop and animal production. Under crop production, maize is the dominant crop grown. Most households also have some home gardens where various vegetables like cabbages, spinach and green beans are grown. Under animal production the most common animals are chickens, pigs, goats and cattle. The type of communal agriculture in the sampled areas does not include irrigation or any other forms of commercial agriculture.

It is important to note that in most cases these communal farmers generally make up the members of most cooperatives and income generating projects. As a result, it can be said some limited number of communal farmers have been exposed to commercial agriculture and subsequent training attendant and consistent with government funded income generating projects.

Types of Commodities:

- Crop production
- Dairy production
- Livestock production
- Aquaculture
- Poultry
- Piggery
- Citrus
- Epi Culture

Types of farmers:

- Communal farmers
- Commercial farmers
- Emerging farmers

Livestock

The Great Kei Municipality has a total number of the following in livestock as assisted in recording by the Amatole District Municipality together with the Department of Rural Development and Agrarian Reform:

GKM Livestock Production				
Cattle	Sheep	Goats	Pigs	Poultry
8634	2170	6037	4428	4433

Arable and Grazing Land

Arable Land size:

Farmers	Land in use	Land currently not in use	Total
1. Ngxingxolo	100	-	100 ha
2. Slatsha	33	5	38 ha
3. Makazi	20	5	25
4. Carlton	20	40	60
5. Sihlangule	-	30	30
6. Mangqukela	3	22	25
7. Brooklyn	-	15	15
8. Sotho	-	20	20
9. Locklyn	2	8	10
10. Ncalukeni	20	10	30
11. Bhola	-	30	30
12. Sithungu	10	-	10
13. Hillside	-	10	10
14. Makhoba	-	2	2
15. Gugwa	5	5	10
16. Blue Gums	-	20	20
17. Stynmust	-	5	5
18. Loan Oak	-	10	10
19. Woodberry	20	-	20
20. Rocklyn	-	5	5
21. Oatbrey	-	5	5
22. Mdoda & Family	-	10	10
23. Rangile	-	2	2
24. Chefane	-	2	2
Total	233	273	506

Grazing Land:

Land	Square Meters
1. Oatbrey	1040
2. Mellow	374
3. Weltvred	372
4. Grey Valley	278
5. Amabhele Farming	278
6. Broocklyn	202
7. Seven fountain	715
8. Stainland	387
9. Styurust	420
10. Thami & others	803
11. Plika & Xatu	232
12. Woodberry	230
13. Mdoda & family	450
14. Emahlubini	183
15. Melody	340
16. Squarehill	120
17. Oom Draai	120
18. Sacranment	37
19. Bukani	84
20. Heartbees	88
21. Hill side	295
22. Eastbourne	121
23. Sotho	365
24. Beacon Hill	231
25. Sihlangule	119
26. Carlton	460
27. Fellem & Family	202
28. Silver Valley	210
29. Human Rest	210
30. Bulindery	408

31. Bosenfontein	498
Total	9635

3.2.5.3 Rivers and Dams

- Morgan's Bay Dam
- Great Kei River
- Cwili Dam
- Haga Haga Dam
- Chintsa Dam
- Quko Valley River
- Kwenxurha River
- Kubusi River
- Kwamehlwenyoka River
- Kwelerha River
- Gqunube River

3.2.5.4 Boreholes

- Rocklyn Farm
- Eastbourne

3.2.5.5 Dam Scooping

- Square Hill Farm
- Nokala Dam
- Draaibosch
- Eastborne
- Stainlands
- Soto
- Brooklyn Farm
- Mzwini
- Bola

3.2.5.6 Agriculture Infrastructure

Dip Tanks renovations

- Khayelitsha
- Cintsa East
- Morgans bay
- Mangele Farm
- Melisizwe Farm
- Komga
- Kei mouth

3.2.5.7 Fencing

- Khayelitsha
- Oom draai Farm

3.2.5.8 FARMER SUPPORT PRODUCTION UNIT (FSPU)

In accordance with the Agricultural Policy Action Plan and directives from the Department of Rural Development and Land Reform the three top scoring commodities have been identified for inclusion as the core focus areas for the Amathole Agri-Park. The top three scoring commodities for Amathole were identified as: red meat (Including beef, sheep, chevon/goat and pork); vegetable production and maize production.

The identified commodities were then taken through a detailed analysis, including a Market Analysis; ValueChain Assessment and SWOT Analysis.

The following were the key outcomes of the commodity analysis, relating to these three candidate commodities:

Red Meat:

- The Amathole environment is well suited to livestock farming with almost all areas of the District showcasing good suitability to livestock farming.
- Large opportunities exist in the Amathole District in red meat sub-classes beef, sheep, goat and pork. These opportunities include farming opportunities for commercial and emerging farmers as well as numerous opportunities for small and large concerns in the upstream and downstream portions of the value-chain including agro-processing.
- The demand for red meat has been showing strong growth in recent years and conditions are right for new entrants into the red meat market.

Vegetables:

- While the Amathole environment may not be perfectly suited in all areas to vegetable farming, there are numerous areas across the District where a variety of crops can be produced.
- By supporting multiple crops the Agri-Park can ensure more farming concerns are catered for and the most suitable crops are planted in each area. This will greatly improve the quality of production, improve enterprise flexibility to market demands and enhance food security.
- Markets for vegetables is strong and new supply will easily find a market, especially in the rural Eastern Cape where much of the vegetables sold are imported into the region. Local production should easily be able to supply the local marketplace at lower unit cost than imported vegetables.

Maize:

- Maize is well suited to many parts of the Amathole District.
- The crop is grown as a subsistence crop throughout the District, i.e. many of the skills required for production are already present in the region, which bodes well for future efforts to increase maize production.
- Maize not only contributes to food security directly, but plays a major role in supporting the red meat value chain as a major source of feed.
- Maize market is robust and any maize production will find a buyer. High quality maize will fetch a premium price but even low quality price can be sold to offset costs in the feed market.

Site Allocation for FSPU

The Great Kei Council has approved ERF 1 in Komga as a suitable site for the construction of GKM FSPU structure. GKM FSPU/AgriPark Business Plan has been developed and approved by Council in February 2019. The municipality is currently lobbying for funding to construct FSPU/AgriPark as per the approved business plan.

3.2.6. Tourism

The GKM Council has adopted its SMME Policy and Business Regulation Policy in October 2017. The tourism sector is geographically concentrated on the coastal area and is marketed through a well-established brand, while the heritage tourism is located inland and is yet to be exploited. Most of the businesses in the municipality are located along the popular coastal area which is where one can also find the highest variety of business types.

- Accommodation establishment
- Caravan parks
- Nature reserves
- Craft work
- Cultural villages
- Old Jail
- The Battle of Draaibosch
- Shell museum
- Kwenxura River
- German graves
- Fort Warwick

3.2.7. SMME/ Cooperatives

In line with National policy on SMME, Great Kei municipality endeavours to pursue an aggressive entrepreneurship drive and create an enabling environment that will make it easy for emerging businesses, particularly the youth, women and people with disabilities to start and sustain their businesses. The municipality in an attempt to realize its vision shall embark on deliberate interventions which will enable it to unlock economic opportunities and thus achieve inclusive economic growth and sustainable employment. The SMME Policy has been developed and approved by council in 2017/18 FY and in a review process to incorporate all the SMME and cooperatives needs.

3.2.8. Small Town's Revitalization

The municipality has adopted its STR strategy in February 2018. The objectives of STR Strategy are as follows:

- Releasing of State owned land for enhancing economic development initiatives upgrading and maintenance of urban infrastructure;
- Coordinating Economic Development initiatives.
- Promoting investment opportunities and productive value chain;

STR Project Implementation Plan and all LED Projects

No	ERF-No	PROJECT	LOCATION	SIZE	MUNICIPAL/PRIVATE LAND	ALLOCATED BUDGET
1.	ERF 1-R 63/ 3 Municipal Commonage	AgriPark	Komga		Municipal	R 4,7 Million
2.	ERF 1	Housing development	Komga		Private	
3.	ERF 3	Dairy farming	Komga		Municipal	
4.	ERF 3	Timber and Charcoal factory	Komga		Municipal	
5.	1 Municipal Commonage	Office Park / Tusong centre	Komga		Municipal	
6.	ERF 1	Retail Park	Komga	±19511 m ²	Municipal	
7.	ERF 2	Mine factory- milo granite-Polishing factory	Komga		Municipal	
8.	3 Municipal Commonage	Texidarm	Komga		Municipal	
9.		New landfill site	Komga		Municipal	
10.	Trust	Heritage Tourism, Hotel and accommodation	Bola/Sthungu		Private	
11.	Trust	Abalone farming	Bola/Sthungu		Private	
12.	ERF 1-Kei Mouth	Water front/Beach Precinct, Malls	Kei Mouth		Municipal	
13.	ERF 1-Kei Mouth	Medical Centre	Kei Mouth		Municipal	

No	ERF-No	PROJECT	LOCATION	SIZE	MUNICIPAL/PRIVATE LAND	ALLOCATED BUDGET
14.	ERF-Farm 106	Private School	Between Kei Mouth & Morgan's Bay		Municipal	
15.	ERF 1/ 1 Municipal Commonage	Paintball	Kei Mouth		Municipal	
16.	Farm-106 Komga Road	Rehab centre	Between Morgan's bay & Kei Mouth		Municipal	
17.	Mooiplas 314 Komga Road	Globes factory (renewable energy)-Vemolo	Mooiplas	(20HA)	State Land	
18.	314 Komga Road	Training Centre	Mooiplas		State Land	R8m from Sibanye Gold
19.	Public	Macadamia	Ngxingxolo		State Land	
20.	213 Komga Road	Grooming school	Mangqukela		State Land	
21.		Housing development	Morgan's Bay		Private	
22.	Farm 458	Housing development	Chintsa	(100HA)	Private	
23.	1208	Small retail centre	Chintsa		Municipal	
24.	ERF 1274	ADM Offices	Chintsa		Municipal	
25.	ERF 36	Middle Income Housing	Chintsa		Municipal-ADM	

3.2.9 Operation Phakisa (Oceans Economy)

Operation Phakisa is an initiative of South African Government launched by the President in 2014 and is modelled on the Malaysian “Big Fast Results” methodology.

Operation Phakisa is a results-driven approach to development, involving various sectors such as business, labour, academia, civil society and government, who worked together to develop delivery action plans, setting targets and ongoing monitoring of progress and making these results public in order to address the triple challenges of poverty, unemployment and inequality. Great Kei Municipality has also been included in the Small Coast Harbour Development of the Department of Public Works. A process of identifying potential business development initiatives has commenced this being linked with land audit processes that have evolved within our space. This land audit process has attracted number of investor interest particularly in our coastline area.

These development initiative shall stimulate economic growth and development of the towns within the municipality. The purpose of Operation Phakisa is to ensure provision of necessary maritime infrastructure facilities and services to support economic development and this program has found better alignment with municipality’s vision of unlocking tourism potentials and creating jobs.

The municipality has identified projects for the Oceans Economy implementation and Small Town Revitalisation Strategy. The municipality will be developing feasibility studies for the identified projects in [2019/20](#) financial year.

Identified projects are as follows:

- Kei Mouth Small Towns Revitalization
- Small Boat fishing Harbor
- Kei River Mouth: upgrade the small craft facilities including: boat storage and recreational use.

3.3 KPA 3: MUNICIPAL FINANCIAL VAIBILITY AND MANAGEMENT

3.3.1 Budget and Treasury Office

Section 80 of the MFMA gives effect to the establishment of the budget and treasury office which consists of the Chief Financial Officer designated by the Accounting Officer and official of the municipality designated to the CFO by the Accounting Officer. The Budget and Treasury Office consists, Revenue management, Expenditure management, Budget and reporting, supply chain and asset management and each of these components ensure that expenditure is developmental, effective, efficient and enhance accountability within the municipality. The financial standing of the municipality has improved since the last financial year. This is evidenced by the change of the audit opinion from a disclaimer in the past 3 years to a qualification in the 2014/15 financial year to unqualified with emphasis of matter in the 2015/16 FY , in 2016/17FY and as well 20117/19 FY consecutively. The revenue collection rate has improved with the implementation of the credit control policy and more strategies are being explored to improve our financial position.

Sound financial management practices are essential for the long term sustainability of the municipality. To effect sound financial management practices the municipality has put in place the following policies that guide its processes.

- SCM policy
- Asset management policy
- Fleet management policy
- Credit control and debt management policy
- Tariffs policy
- Indigent policy
- Petty cash policy
- Cash and investment policy
- Budget process policy
- Virement policy
- Inventory Management
- Fruitless and wasteful ,unauthorised and irregular expenditure policy
- IT Security Policy
- 3G Card and Cell phone Policy
- Telephone Management Policy
- Rates Policy
- Backup policy
- Infrastructure procurement and delivery management policy

Financial Systems

The municipality has over the years been using Venus for capturing financial transactions which has been integrated with the Pay Day payroll system but since December 2018 the municipality has been operating in the Sebata System that is MSCOA compliant. Transactions are already done in the Sebata System though there are still some modules not yet operational.

Challenges

- Provision of municipal services at loss, i.e. Electricity and refuse removal
- Non-payment of creditors within 30 days due to cash flow constrains.

3.3.1.1 Budget and Reporting Section

1. The Budget Unit is responsible for preparing the Annual Budget in Schedule A format, including the annual budget returns, the Adjustment Budget in Schedule B format, as well as monthly reporting in Schedule C format.
2. The unit is also responsible for Section 72 reporting, which entails reporting on the Mid-Year budget and performance assessment during the first half of the financial year.
3. Section 71 reports entail monthly, quarterly, six monthly and annual reporting on implementation of the approved annual budget.
4. Budgeting and monthly financial reporting on Externally Funded and Internally Funded Projects is also an internal core function of the unit.

Core Functions of the Budget Unit

[a] To prepare the Annual Budget

[b] To prepare the Adjustment Budget

[c] To prepare the Mid-Year budget and performance assessment

[d] To develop and update the Budget Policy in line with the applicable Treasury regulations

[e] To assist departments in formulating departmental budgets

[f] Monthly monitoring of the budget by producing monthly budget vs expenditure reports

[g] To prepare Annual Budget Returns for submission to Treasury

[h] To submit monthly VAT returns for the institution to SARS and lead any SARS audits.

[i] Assist in preparation of GRAP Annual Financial Statements.

The section is comprised of the following personnel:

- Manager – Budget and Reporting
- Accountant – Budget & Reporting (Filled)
- Accountant – Budget & Reporting (Not Filled)
- Assistant Accountant – Budget and Reporting X2

Budget Process Policy

The purpose of this policy is to set out the budgeting principles and procedures which the municipality will follow in preparing each annual budget, as well as the responsibilities of the mayor, accounting officer and chief financial officer in compiling such a budget.

This policy has to be reviewed annually during the budget process in order to ensure that it is updated with the relevant changes in National Treasury Circulars and Municipal Budget and Reporting Regulations.

In the process of preparing the budget, the Municipality, its Mayor, political office bearers, Municipal Manager, Chief Financial Officer and other officials shall comply with all relevant legal

requirements, including in particular:

- the provisions of Chapter 4 (Sections 15 to 33) of the Local
- Government: Municipal Finance Management Act, 2003 (“the MFMA”), as well as Sections 42, 43, 52, 53, 54,55, 68, 69, 70, 71, 72, 75, 80, 81 and 83 thereof; and
- the Municipal Budget and Reporting Regulations (“the Regulations”) published in terms of Section 168 of the MFMA under General Notice 393 of 2009; and
- All relevant budget-related circulars and notices issued by the National Treasury.

Virement Policy

The purpose of this policy is to allow limited flexibility in the use of budgeted funds to enable management to act on occasions such as disasters, unforeseen expenditure or savings, etc. as they arise to accelerate service delivery in a financially responsible manner.

Financial Responsibilities

Strict budgetary control must be maintained throughout the financial year to ensure that potential overspends and / or income under-recovery within individual vote departments are identified at the earliest possible opportunity. (Section 100 MFMA)

The Chief Financial Officer has a statutory duty to ensure that adequate policies and procedures are in place to ensure an effective system of financial control. The budget virement process is one of these controls. (Section 27(4) MFMA)

It is the responsibility of each manager or head of a department or activity to which funds are allotted, to plan and conduct assigned operations so as not to expend more funds than budgeted. In addition, they have the responsibility to identify and report any irregular or fruitless and wasteful expenditure in terms of the MFMA sections 78 and 102.

Once agreed, the virement policy should form part of the Municipal Manager’s formal delegations and Financial Regulations of the Municipality.

Transfers or adjustments falling outside the ambit of this policy must be submitted to the budget adjustment process in terms of section 69 of the MFMA.

3.3.1.2 Expenditure Management

Objectives/ Purpose Expenditure Management Section

The objective of the Section is regulated in Municipal Finance Management Act No 56 of 2003, Section 65 and 66

Core function of the Section is to pay municipal creditors within 30 days of receiving relevant invoice. Paying of employees' salaries as well as Councillors allowances and statutory payments on monthly basis, and reconcile all financial accounts of the Municipality with their records. The Unit comprises of the following personnel:

- Manager Expenditure and Payroll
- Accountant Expenditure : Creditors and Cash & Bank x1 Vacant
- Accountant Payroll : Payroll Section
- Assistant Accountant: Payroll X 1 Vacant
- Assistant Accountant : Creditors
- Assistant Accountant : Cash and Bank

Subsistence and Travelling Policy

The policies are reviewed on an annual basis. Subsistence and Travelling Policy was adopted in 27 June 2019 [[File no: 4P](#)] for implementation in 2019/20 financial year.

1. Subsistence and Travelling Policy :

This policy is guiding on the calculations of all Subsistence and travelling claims based on the latest SARS guide.

Currently the institution is using R 3.61 per kilometer for travelling claims it also stipulate rate for incidental costs which is R 80.00

It also covers accommodation thresholds as per respective portfolios for both Council and Administration

The policies are reviewed on an annual basis. Petty Cash Policy was adopted in 27 June 2019 [[File no: 4P](#)] for implementation in 2019/20 financial year.

Petty Cash Policy

This policy is guiding the Institution on the controls of handling cash for petty procurement of all goods that are below R 350.00.

This Policy is based on the SCM Policy and Regulations but it entails details of controls on handling of cash slips, reconciliations and Replenishment

Every replenishment is prepared by the custodian and reviewed by Expenditure manager and approved by CFO.

Mainly daily processes are guided by approved procedure manuals, and put reliance on SCM and HR policies for good practices.

3.3.2.3 Procedure Manuals

Procedure Manuals Creditors: Provide details on the controls when paying Creditors

- Ensuring that all SCM checklist are approved
- Suppliers Tax clearances is valid
- Invoice is in its original form

Procedure Manuals Employee Cost: Provide details on the controls over payment of Salaries and allowances

- Ensure that all changes effected on each employees profile is recommended by HR and approved by CFO
- Ensure that all statutory payments are approved by HR

3.3.3 Revenue Management

The objective of revenue management is to collect all monies due and payable to the municipality, and also serves as one of the key components of the municipal budget. In order for the elected council to fulfil its mandate as endorsed in the Constitution of the Republic of South Africa revenue must be collected. The turnover rate of our debtors is 30 -45 days which enables the municipality to carry on its day to day operations. The revenue management section has the following personnel:

- Manager Revenue
- Accountant Revenue : Debt Collection
- Accountant Revenue: Billing
- Assistant Accountant: Debt Collection X 1
- Valuation Officer
- Debtor Clerk (Vacant)
- Free Basic Coordinator
- Cashiers x 3
- Meter reader x 1
- Finance Intern x 1

3.3.3.1. Revenue Management Policies

- Tariff policy
- Rates policy
- Credit control and debt collection policy
- Indigent policy
- Investment policy
- Procedure manual –unallocated receipts

All these policies form part of budget related policies and are reviewed on an annual basis and were last adopted in 29 May 2018 for implementation.

3.3.3.2. Revenue Enhancement Strategy

In dealing with revenue enhancement and financial recovery, the GKM has strengthened the Revenue Section with personnel. A Revenue Enhancement Strategy that which basically deals with enforcing and fully implementing the Credit Control and debt collection policy that has been approved by Council using internal capacity of GKM. This plan seek to address the following among others:

- The criteria used to implement the Credit control policy is selection the Top 100 debtors using the Age analysis with emphasis and targeting of the Coastal Areas
- Revenue section has approached the ratepayers Associations in attempt to reach out to the debtors owing the Municipality's and updating of customer detailed addresses for billing and sending the correct and accurate statements.
- Created a sound relationship with the Government departments with regards to monthly payments of rates and services rendered by the municipality and issuing of invoices.
- Data cleansing of the Unknown properties in the General Valuation is implemented and update using the internal capacity
- The municipality has appointed a debt collector for a period of 2 years to assist in the implementation of debt collection policy.

3.3.3.2. Valuation Roll

In terms of Sec 30 of the Municipal Property Rates Act No. 6 of 2004 (MPRA), a municipality intending to levy a rate on property, a Valuation Roll must be made of all properties in the municipality. All rateable properties must be valued during a general valuation.

GKM has got its general valuation and became effective on the 1st September 2014. A supplementary valuation roll is conducted yearly.

3.3.3.3. Free Basic Services

An indigent policy exists, GKM have indigent register and policies in place and implement free basic services for electricity, alternative energy, rates and taxes as well as waste disposal. These are in terms of the national guidelines.

Indigent registers are credible and accurate. Currently the indigent register has 3600. However, due to ongoing changes on the community profile, the registers are reviewed annually to keep them up-to-date. Indigent households are provided with 100% subsidization of rates and refuse removal and 50 free units of electricity. Currently, there is one personnel who is responsible for free basic services and works directly

The objective of this policy is to ensure the following:

- The provision of basic services to the community in a sustainable manner within the financial and administrative capacity of the Council.
- Establishment of a framework for identification and management of indigent households.

- 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.

3.3.3.4. Billing

GKM is responsible for rendering services to its customers. To fulfil this core function, all revenue dues to the municipality have to be collected on a monthly basis. The GKM provides the following services:

- Rates
- Refuse removal
- Electricity

It is important to build a good relationship with your customers (Ratepayers), as this make it easy to collect arrear amount. The billing system and mechanisms is very effective and efficient, and the billing must be accurate.

3.3.3.4.1. Billing Procedure

- GKM is using Venus Financial System
- Meters are read by the meter reader on a monthly basis and captured in the system by the Accountant: Billing.
- If a meter has been read incorrectly, a meter reader goes with the electrician to take the correct readings.
- Billing is done on the last day of the month.
- A dummy report is ran, before the final billing- an exceptional report is review to check any deviation from the report.
- Once the Accountant: Billing is happy with the level of consumption, both meter reader and supervisor sign the exceptional report.
- Interest is raised on monthly basis on arrear accounts.
- Then, the Accountant Billing can run the final billing.
- Accounts must be printed and posted to the South African Post Office.

3.3.4. Supply Chain Management

The objective of SCM is to procure goods and services. The GKM Supply Chain 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. There is also a provision for Deviation from procurement processes within the SCM policy. Contracts Management Unit is located within the SCM unit. On average, procurement processes take about 38 day's turnover. This includes Advertising, bid committee processes and appointment period. Below is the personnel used for the SCM functionality:

- Manager : Asset and SCM
- Accountant SCM
- Assistant Accountant X 1
- Assistant Accountant X (Not Filled)
- Stores Assistance

3.3.4.1. Supply Chain Management Policy

The policy is reviewed on an annual basis. SCM Policy was adopted in 29 May 2018 [File no: 4P] for implementation.

The purpose of this policy is to guide all supply chain practices within the Great Kei Municipality and to implement supply chain practices that are consistent with the following principles:

- A procurement system which is fair, equitable, transparent, competitive and cost effective in terms of Section 217 of the Constitution of South Africa No 108 of 1996;
- PART 1 of chapter 11 of the MFMA and its Regulations and any norms and standards that may be prescribed in terms of section 168 of the Act;
- Best practices in Supply Chain Management;
- Uniformity in Supply Chain Management systems between organs of state in all spheres;
- Consistent with national economic policy concerning the promotion of investments and doing business with the public sector;
- Reviewed Preferential Procurement Policy Framework; and
- Broad-based Black Economic Empowerment

GKM has established three committees for bid committees and are functional which are as follows:

- (1) Bid Specification- The bid specification committee composed of one or more officials of the municipality, preferably the manager responsible for the function involved, as well as a senior supply chain official, and May, when appropriate, include external specialist advisors.
 - No person, advisor or corporate entity involved with the bid specification committee, or director of such a corporate entity, may bid for any resulting contracts
- (1) Bid Evaluation- The bid evaluation committee consist as far as possible be composed of
 - a. officials (technical experts) from departments requiring the goods or services;
 - b. Supply chain management practitioner of the municipality to ensure compliance with SCM procedures.
- (1) Bid Adjudication - The bid adjudication committee consist of at least four senior managers of the Municipality which must include –
 - a. the chief financial officer or, if the chief financial officer is not available, another manager in the budget and treasury office reporting directly to the chief financial officer and designated by the chief financial officer;
 - b. Senior supply chain management practitioner who is an official of the Municipality; and
 - c. a technical expert in the relevant field who is an official, if such an expert exists.

3.3.4.2. Contracts Management

The function of contract management is within the SCM Unit. The functions or duties includes, maintaining contract register, signing of Service Level Agreements (SLA) or tender documents, monitoring and termination of contracts. However monitoring of projects are managed by project managers and submit progress reports and rating of performance of service providers to SCM.

Furthermore the municipality ensures that contracts are administered in terms of the specifications and conditions contained in the contract, as well as any applicable legal provisions of a general nature.

3.3.4.3. Asset Management

The municipality has a GRAP Compliant Fixed Asset Register. Fixed Asset Register is updated on half yearly basis

3.3.4.3.1 Asset Management Policy

The municipality has an asset policy 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

Staff Compliment:

- Manager : Asset and SCM
- Accountant Asset Management
- Assistant Accountant Asset (Not Yet Filled)

The policy is reviewed on an annual basis. Asset Management was adopted in 29 May 2018 [File no: 4P] for implementation.

In terms of section 63 of Municipal Finance Management Act (No. 56 of 2003), the accounting officer of the municipality is responsible for the management of

- a) The assets of the municipality, including safeguarding and maintenance of those assets;
and
 - b) The liabilities of the municipality
- (2) The accounting officer must for the purpose of the above take all reasonable steps to ensure
- a) That the municipality has and maintains a management, accounting and information system that accounts for assets and liabilities of the municipality
 - b) The municipalities assets and liabilities are valued in accordance with the generally recognized accounting practice, and
 - c) That the municipality has and maintains a system of internal control of assets and liability including an asset and liability register as may be described.

3.3.5. Information Communication Technology (ICT)

The ICT Unit core business is to enable the functionality and business processes of the Municipality. ICT is implementing the policies that are governing Great Kei Municipality ICT environment incorporation with IT Masterplan which is the ICT Roadmap. The Unit comprises of the following personnel:

- ICT Acting Manager and,
- IT Technician Intern

3.3.5.1. Information Communication Technology (ICT)

The IT Master Plan was adopted December 2015, and is reviewed annually. The current reviewed Policies and Master Plan was adopted by Council in 29 May 2018.

The objectives of this strategy is to:

- Improve efficiencies by the use of technology;
- Use Information Technology (IT) to reduce steps in time consuming processes;
- Automate ordinary (Everyday) tasks;
- Improve management by increasing business intelligence;
- Minimize documentation of information (by introducing paperless strategy);
- Increase collaboration and information sharing simply and quickly.
- Reduce risk and corruption to the organization;

3.4 KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3.4.1 GOVERNANCE AND INSTITUTIONAL FRAMEWORK

Corporate Services is dealing with the provision of support to all functions of the municipality. These services are enablers to the council and the administration. This is to ensure provision of effective and efficient support to the municipality. To furthermore, ensure the alignment of an organizational structure with the overall goals, objectives and strategic direction of the municipality as enshrined in the IDP.

The following are the core functions of the department:

1. Administration-
 - 1.1 Auxiliary Services
 - 1.2 Council support
 - 1.3 Records management
 - 1.4 Customer services
 - 1.5 Knowledge management

2. Human Resources-
 - 2.1 Recruitment and Selection
 - 2.2 Labour Relations
 - 2.3 Training and Development
 - 2.4 Integrated Health, Safety, EAPs, Wellness and HIV/AIDS
 - 2.5 Organizational Development and Design
 - 2.6 Compensation and benefits

Great Kei Municipality is comprised by Qumrha, Chintsa, Haga Haga, Morgan's Bay, and Kei Mouth Towns, and 17 Mooiplaas Villages with its Headquarters in Komga.

3.4.1.1. Satellite Offices

Great Kei local municipality has also satellite offices which also accommodates additional staff who benefit from the services of Corporate Services, in addition there is a group of employees who also provide community services for Haga-Haga area, other employees are situated in the following Offices:-

- Chintsa Offices – Technical and Community Services
- Kei – Mouth – Community Services

3.4.2. Summary of Structures

The municipality has various structures with legislated roles, powers, functions and responsibilities. In the following table, a summary of key persons, roles and responsibilities including structures for Council and Administration are outlined.

PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
Mayor	<ul style="list-style-type: none"> ▪ Manage the drafting of the IDP process; ▪ Assign responsibilities in this regard to the Municipal Manager; ▪ Submit Process Plan to the Council; and approval; ▪ The responsibility for managing the drafting of the IDP has been assigned to the Municipal Manager.
Council	<p>The Council will in addition be responsible for:</p> <ul style="list-style-type: none"> ▪ Drafting IDP process, which will involve participatory processes similar to those that prevailed in the drafting of the foundation document. In addition to these will be the phasing in of Community Based Planning into the planning process
7 Ward Councillors & 5 Proportional Representatives and	<p>Ward Councillors are the major link between the municipal government and the residents.</p> <p>As such, their role is to:</p> <ul style="list-style-type: none"> ▪ Link the planning process to their constituencies and/or wards. ▪ Be responsible for organising public consultation and participation within their wards. ▪ Ensure the municipal budget is linked to and based on the IDP.
Municipal Public Accounts Committee (MPAC)	<p>Made up of five(5) Councillors to provide an oversight role over GKM:</p> <ul style="list-style-type: none"> ▪ Oversight any unauthorized, irregular or fruitless and wasteful expenditure. ▪ Oversight and prevent any activities of fraud, corruption, crime, non-compliance with policies and legislation. ▪ Report and recommend on all the matters of non-compliance to Council ▪ Liaise with all other oversight structures internally or externally to ensure seamless communication, feedback and efficient handling of the oversight, monitoring and evaluation role
Municipal Systems Act (Section 79 (Committee)	<p>Great Kei Municipality has got five(5) Section 79 Community, herein referred to as Standing Committees, namely:</p> <ul style="list-style-type: none"> • Local Economic Development • Municipal Transformation & Institutional Development • Financial Viability & Sustainability • Good Governance & Public Participation • Service Delivery & Infrastructure Development
Audit Committee	<p>Provides Oversight on municipality's financial performance:</p> <ul style="list-style-type: none"> ▪ It provides assistance to Council by fulfilling its oversight responsibility for the financial reporting process, the system of internal control and the audit process ▪ It assists the municipality in ensuring the process for monitoring compliance with laws and regulations including the code of conduct. ▪ It also appointed as the Performance Audit Committee for GKM
Municipal Manager	<p>The Municipal Manager has a responsibility to provide guidance and ensure that the administration actively participates and support the development and review of the IDP and Budget and works towards its implementation and carry the following duties:</p> <ul style="list-style-type: none"> • Preparing the Process Plan for the development and review of IDP

PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> • Undertaking the overall management and co-ordination of planning and development process considering time, resources • Ensuring that the development process is participatory, strategic and implementation oriented and aligned so that it may satisfy the sector planning requirements.
DIMAFO	<p>DIMAFO is the institutional structure spearheaded by ADM to monitor alignment and integration of the IDP process between ADM and the local municipalities. Great Kei Municipality is represented by the following members:</p> <ul style="list-style-type: none"> ▪ Chairperson of the IDP Representative Forum ▪ Chairperson of the IDP Steering Committee, (Municipal)
IDP Steering Committee	<p>The Steering Committee is a technical working team of dedicated officials who support the Strategic Director to ensure a smooth planning process. The Municipal Manager is responsible for the process but will often delegate functions to the officials that form part of the Steering Committee</p> <p>Chairperson: Municipal Manager (or Strategic Director)</p> <p>Secretariat: Heads of Department Spatial Development – sector plan champs Cluster champs – if not already included in HOD’s Skills Development Facilitator (Training) Internal Audit (Still to be established)</p> <p>The IDP Steering Committee will be responsible for the following:</p> <ul style="list-style-type: none"> ▪ Commission research studies ▪ Consider and comment on: <ul style="list-style-type: none"> - Inputs from subcommittees (s), study teams and consultants; - Inputs from provincial sector departments and support providers ▪ Process, summarise and draft outputs; ▪ Make recommendations to the Rep Forum; ▪ Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum
IDP Representative Forum	<p>Great Kei Municipality will make use of the established IDP Representative Forum which enhances community participation in the drafting of the IDP.</p>
Support providers and planning professionals	<p>Service providers will be used for the following:</p> <ul style="list-style-type: none"> ▪ Providing methodological/ technical support on the sector plans, budget reform, mainstreaming and other adhoc support as and when required; ▪ Facilitation of workshops as and when required
Management Committee	<p>The Heads of departments are responsible for:</p> <ul style="list-style-type: none"> ▪ Providing relevant technical, sector and financial information for analysis in determining priority issues ▪ Contributing in offering technical expertise in the consideration and finalization of strategies and identification of projects. ▪ Providing operational and capital budgetary information ▪ Being responsible for the preparation of project proposals, the integration of projects and sector programmes ▪ Being responsible for the preparation of amendments to the Draft IDP for submission to the municipal council for approval, submission to District Municipality and the MEC for local government for alignment.

3.4.3. Directorates and Section 54 and 56 Managers

The head of the administrative structure is the Municipal Manager who is accountable to the Speaker / Mayor.

The Council approved the creation of the following five Directorates:

- Municipal Manager's Office
- Technical and Community Services
- Strategic Services
- Budget and Treasury Office
- Corporate Services

The Council appointed the Municipal Manager, Technical and Community Services Director, Strategic Services Director and Corporate Services Director in October 2017. The municipality has started the recruitment of the Chief Financial Officer in September 2017.

3.4.4. Organogram

The Great Kei Municipality organogram which was adopted by council on the 31st of May 2017 had to be subjected to review owing to a number of issues which among others include misalignment with Strategic Document of the municipality, IDP and the lack of functional structure which is supposed to give rise to post/ micro structure. The Municipality therefore seeks to close identified gap as well ensure our structure is properly aligned with our IDP and Powers and functions supposed to be performed by the municipality in terms of Schedule 4, Part B and schedule 5, Part B. Upon the completion of the review and the analysis process, the organogram will be presented to the relevant stakeholders for consultation, inputs and comments. Thereafter tabled to council for adoption.

The development of the organogram is in line with Section 66 of the Municipal Systems Act as amended: The Municipal Systems Act (Act No. 32 of 2000, as amended) requires a Municipal Manager to within a policy framework determined by the Municipal Council and subject to any applicable legislation; develop staff establishment for the municipality, and submit the staff establishment to the Council for approval, furthermore, establish a mechanism to regularly evaluate the staff establishment of a municipality and, if necessary, review the staff establishment.

The Organogram is attached for ease reference as an **Annexure**.

Analysis of GKM Organogram:

Figure 1

3.4.4.1. Job Descriptions and Evaluations

During 2001 the amalgamation of smaller local authorities nationally resulted in larger municipalities being formed which now incorporated a combination of many different job evaluation systems and grades applicable to the smaller local authorities that had combined.

These differences made it impossible to make comparisons regarding posts within and between municipalities as all municipalities had used either the Van Der Merwe Systems and/ or systems of their own choice.

In an effort to resolve these difficulties a Collective Agreement was entered into between SALGA, IMATU and SAMWU (SALGBC) and it was agreed that the of Tuned Assessment of Skills and Knowledge **TASK System of Job Evaluation** would be implemented nationally in the local government sector. In this manner and in an effort to promote uniformity and consistency within the manner in which grades were applied to positions, the TASK Grading System was proposed and accepted as the nationally applicable job evaluation system for municipalities.

At Great Kei Municipality all Job Descriptions of employee are graded according to Task benchmarking norms.

Job Descriptions are benchmarked according to best practice, national norms and extensive research on the Task Job Evaluation System.

The current JD's are reviewed to be aligned with the reviewed Organogram of 2017/18.

ADM has established Job Evaluation Committee to ensure that all the Local Municipalities' JD's are evaluated on which Great Kei Municipality will benefit.

3.4.5. Human Resource (HR) Plan

The Human Resource Strategy is reviewed annually. The institution currently has a draft reviewed HR Strategy that will be tabled to Council by end June 2019.

The Great Kei Municipality's Human Resources Strategy (HRS) will enable it to attract and recruit staff with qualities that it requires. It also sets out the ways in which it will retain staff through effective rewards, good management, leadership and establishing a culture and environment that encourages well-being.

The aim of the Great Kei Municipality's HRS is consistent with its vision and mission and is captured as follows:

The Great Kei Municipality will achieve a peaceful and sustainable environment, where all communities enjoy an improved quality of life, affordable services, democratic governance and employment through infrastructural development, thriving agriculture, commerce, SMME'S and tourism activities.

The role of Human Resources will flex to include leadership, support and advice.

Key Strategic Priorities of the Great Kei Municipality's Human Resources Strategy:

- To lead a municipal-wide approach to support, reward, develop and manage staff so that consistent levels of high performance are the norm.
- The building of the municipal capacity to achieve successful change in the short and the long term through appropriate leadership and support for managers and councilors.
- The establishment and maintenance of effective relations with staff, individually and collectively and with their recognized trade unions to achieve high levels of employee engagement.
- The development of an environment that fosters employee wellbeing, respect for diversity and difference and in which there is no tolerance for unfair discrimination.
- The development and delivery of HR systems, policies, procedures and structure in a way that is cost efficient and consistent with other elements of the HRS.
- The development of the role of Human Resources staff such that through behaviour and activity every opportunity is taken to model, promote and sustain effective partnerships working with stakeholders.

- The building and sustaining good municipal image through service excellence provided by our employees.

3.4.6. Employment Equity Planning

Great Kei Municipality has an Employment Equity policy in place which was adopted by Council in June 2018. It is currently reviewed and the reviewed policy will be presented to Council in March 2019 for 2019/20 financial year.

The Municipality is committed to addressing the imbalance caused by discriminatory policies of the past by:

- Enhancing the capacities of historical disadvantaged, through the development and introduction of practical measures that support their advancement within the local government sector
- Inculcating a culture that values diversity and supports the Affirmation of those who have previously disadvantaged, and
- Speeding up the achievement and progressive improvement of numeric targets for the municipal workforce.

The Policy that is reflected here is particularly understood within the framework of the Employment Equity Act No. 55 of 1998.

Although the Great Kei Local Municipality has made several strides in addressing these disparities, there are still significant challenges in creating an equal and fair work environment.

Therefore, by developing an Employment Equity Plan (EEP), the Municipality commits itself to take reasonable steps in ensuring that significant progress is made with regard to these inequalities.

The purpose of the Employment Equity Plan is to analyse the Great Kei workforce profile, policies, practices & procedures and identify barriers in employment so as to provide clear action plans and or affirmative action measures against such barriers.

Another purpose is to ensure that Great Kei Employment Equity targets and goals are implemented in line with the Local, Provincial and National targets/norms.

The Municipality has formulated an Employment Equity report and which was submitted (electronically) to the Department of Labour on December 2019. The due date for submission was 15 January 2019. All the information provided was in line with the requirements of the legislation.

3.4.7. Workplace Skills Plan (WSP)

According to the Government Gazette of June 2005, all employers are expected to submit their Workplace Skills Plans to their respective SETAs by the 30 April of each financial year.

The approved Workplace Skills Plans for the financial year 2019/20 was signed off by Management and Portfolio Councillor and the Union, and it also reflects all the training programmes that were identified by the departments for both Councillors and employees, and the document was submitted to the Local Government SETA within the stipulated period. Currently Corporate Services is implementing the trainings identified in the plan.

3.4.8. Training and Development Policy

Great Kei Municipality has this policy in place which was adopted by Council in June 2019. It is currently reviewed and the reviewed policy will be presented to Council in June 2019 for 2019/20 financial year.

The Municipality is fully committed to a structured and systematic training and development programme for all its employees. Such a training and development programme will enable the employees of the Municipality to acquire the requisite skills and attain the levels of competence that will propel them to deliver on the mandate of the Municipality. It will also assist in developing their potential so that it meets the future Human Resources needs of the Municipality.

3.4.9. Code of Conduct

Great Kei Municipality adheres to the Codes of Conduct for Councillors and Municipal Officials. It also implements the disciplinary code of practice as defined by the South African Local Government Bargaining Council (SALGBC).

These Codes of Conduct are signed by all employees and workshops are conducted at the beginning of every financial year. New employees are provided with a copy of Code of Conduct during induction process on assumption of duty.

Discipline is enforced in line with the SALGBC Disciplinary Code and sanctions are implemented as recommended either through line function disciplinary process or through formal disciplinary processes where hearings are held.

There is full adherence to the code of conduct as evidenced by the reported and resolved cases affecting staff that are reported during 2018/19 financial year.

With regards to cases affecting Councillors, no cases were reported during the same period. Cases that affected officials were as followed:

3.4.10. Talent Attraction and Retention Policy

Great Kei Municipality has this policy in place which was adopted by Council in June 2019. It is currently reviewed and the reviewed policy will be presented to Council in June 2019 for 2019/20 financial year.

The Great Kei Local Municipality is located in the South Eastern part of the Eastern Cape Province with a population that has low level of education and lack of skills base amongst its challenges.

The Municipality has to provide a range of services in order to deliver its mandate; some of these services require critical and scarce skills. The municipality has to compete with other employers in order to attract competent and experienced employees. The attraction policy seeks to address the current and possible future attraction and retention concerns.

Great Kei Local Municipality needs to ensure it has a continuous pool of talent employed and supply available to deliver its mandate in terms of the relevant local government function and services.

In order to sustain a high level of service delivery it is important to examine the workforce to identify current skills shortages as well as anticipated shortages as a result of market forces internal changes and other factors.

Scarcity of resources is identified and it is therefore necessary to develop a talent attraction and retention policy for the municipality as a whole that will ensure employees are retained within reasonable parameters

3.4.11. Recruitment and Selection and Appointment Policy

Great Kei Municipality approved the recruitment and Selection Policy in June 2019 for the 2018/19 financial year. The Municipality will be conducting a review on the policy in preparation for 2019/20 financial year. This policy will be presented to Council by end June 2019 together with the other institutional policies.

The overall aim of the policy is to attract people with required competencies at minimum cost in order to satisfy the Human Resources needs of the Council.

The policy is also aimed at giving effect to the Employment Equity Policy principles and adheres to the Employment Equity Act and Labour Relations Act 66 of 1995.

The organogram indicates the posts that are vacant funded and the institution is currently busy with processes in terms of filling those posts.

3.4.12. Succession Planning Policy

Great Kei Municipality has a draft policy on Succession Planning. The policy will be adopted by Council by June 2019 for 2019/20 financial year. The policy aims to develop career paths for individual staff members by assisting them in their careers, making them more enthusiastic about their jobs and therefore making them more productive.

In this way, the individual skills may be utilized to achieve the goals of both the department as well as of the Municipality.

The correct implementation of Succession Planning and provide Career path within the Great Kei Municipality will have great benefits for the Municipality and staff members. The Municipality will always have suitably trained staff available and employees will feel that their employer is concerned about their careers and keen to train and develop them.

The Objectives of the Succession are:

- To ensure continuity of suitably trained staff in key posts (except for Section 54 and 56 as they are appointed by Council).
- To ensure that someone is always available to fulfil any particular job in the Municipal Service, even in the event of illness, resignation or death. More than one employee in a specific department should always be able to do any particular job.
- To comply with legal requirements of the Employment Equity Act, 1998 which requires the appointment and promotion of the suitably qualified person from previously disadvantaged groups, to ensure proportional representation in all occupational categories and levels.
- To ensure that training programs are undertaken in an orderly way and staff do not simply attend training courses without a purpose.
- In this way training initiatives can be properly focused.

3.4.13. Occupational Health and Safety Policy

Great Kei Municipality is committed to the safety of all its employees and stakeholders and it considers that in all circumstances safety is critical to the well – being of its employees and stakeholders.

The Municipality will strive at all times to improve safety conditions and handling methods in consultation with its employees and its stakeholders. Each Directorate has its own Health and Safety Representatives and they are trained every year as they rotate amongst employees.

The representatives conduct Health and Safety checks which they are compiled and presented in a form of report to the Health and Safety Committee which is the sub – committee of the Local Labour Forum.

The Health and Safety Policy is in place and is reviewed annually.

3.4.14. Local Labour Forum

Great Kei Municipality has established the Local Labour Forum in terms of the SALGBC agreement. The forum sits as stipulated in the agreement and the meetings are recorded in the form of minutes. The reports submitted to this forum are further escalated to the relevant structures within the Council.

Local Labour Forum is fully functional and is convened as provided in the adopted Council Calendar.

3.4.15. List of Policies

To improve the management of the municipality, the Council will be adopting the policies listed in the table below on June 2019:

No.	Title	Date	Approved by	Last Review
1.	Acting Allowance Policy	June 2019	Council	18/19 FY
2.	Employee Assistance Policy	June 2019	Council	18/19 FY
3.	Telephone Usage Policy for Councillors and Employees	June 2019	Council	18/19 FY
4.	Placement, Promotion, Demotion and Transfer Policy	June 2019	Council	18/19 FY
5.	Recruitment and Selection Policy	June 2019	Council	18/19 FY
6.	Travel and Subsistence Policy	June 2019	Council	18/19 FY
7.	Bereavement Policy	June 2019	Council	18/19 FY
8.	Code of Conduct for Staff Members	June 2019	Council	18/19 FY
9.	Employment Equity Policy	June 2019	Council	18/19 FY

No.	Title	Date	Approved by	Last Review
10.	Training and Development Policy	June 2019	Council	18/19 FY
11.	Leave Policy	June 2019	Council	18/19 FY
12.	Overtime Policy	June 2019	Council	18/19 FY
13.	Rental / Housing Allowance Policy	May 2015	Council	18/19 FY
14.	Health and Safety Policy	June 2019	Council	18/19 FY
15.	Car Allowance Policy	June 2019	Council	18/19 FY
16.	Danger Allowance Policy	June 2019	Council	18/19 FY
17.	Retention and Attraction Policy	June 2019	Council	18/19 FY
18.	Performance Management Policy	June 2019	Council	18/19 FY
19.	Remuneration Policy	June 2019	Council	18/19 FY
20.	Exit Policy	June 2019	Council	18/19 FY
21.	Use of Consultants	June 2019	Council	
22.	SCM policy	June 2019	Council	
23.	Asset management policy	June 2019	Council	
24.	Fleet management policy	June 2019	Council	
25.	Credit control and debt management policy	June 2019	Council	
26.	Tariffs policy	June 2019	Council	
27.	Indigent policy	June 2019	Council	
28.	Petty cash policy	June 2019	Council	
29.	Cash and investment policy	June 2019	Council	
30.	Budget process policy	June 2019	Council	
31.	Virement policy	June 2019	Council	
32.	Inventory Management	June 2019	Council	
33.	Fruitless and wasteful ,unauthorised and irregular expenditure policy	June 2019	Council	
34.	IT Security Policy	June 2019	Council	
35.	3G Card and Cell phone Policy	June 2019	Council	
36.	Telephone Management Policy	June 2019	Council	
37.	Rates Policy	June 2019	Council	

No.	Title	Date	Approved by	Last Review
38.	Backup policy	June 2019	Council	
39.	Succession Policy	Draft Format	Council	
40.	Internship Policy	June 2019	Council	
41.	HIV / Aids Policy	Draft Format	Council	
42.	Building Control policy	June 2019	Council	
43.	EPWP Policy Prevention of land invasion	June 2019	Council	
44.	Community Halls Management Policy	June 2019	Council	
45.	Records Management Policy	June 2019	Council	
46.	SMME Development Policy	June 2019	Council	

3.4.16. List of Strategies

Great Kei Municipality held a three (3) straight days strategic session in February 2019 and whose purpose was to envision a desired future Municipality, from the session emanated a number of plans and operational strategies were reviewed. Apart from this Great Kei has got Strategic Plan or Documents as listed below:

- Human Resources Development Strategy
- Local Economic Development Strategy
- Workplace Skills Development Plan
- Draft Communication Strategy
- Spatial Development Plan
- Communication Strategy

3.4.17. List of By-laws

The Great Kei Municipality has during the first week of September 2015 undertaken a public consultation on its By-Laws. This process was conducted in line the provisions of Section 12 (3) (a) (b) of the Local Government Municipal Systems Act, No. 32 of 2000. The Municipality is unable to gazette the by-laws due to limited financial resources, however assistance has been sourced from ADM.

No.	Title	Date	Approved by	Status
1.	Liquor Trading By-Law	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
2.	Street Trading By-Law	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation

No.	Title	Date	Approved by	Status
3.	Prevention of Nuisance By-Law	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
4.	Advertising Signs By-Law	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
5.	Open Spaces By-Law	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
6.	By-Law on Neglected Buildings & Premises	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
7.	By-Law on use and hire of municipal buildings	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
8.	By-Laws on waste management	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation
9.	By-Law relating to cemeteries and crematoria	September 2015	Yes – Still to be promulgated	By-laws taken for public consultation

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.5.1 Strategic Services

3.5.1.1 Integrated Development Plan and Performance Management System

The Municipal Systems Act 32 of 2000 requires municipalities to adopt and review their Integrated Development Plans, and throughout this processes must consult and involve the public. Great Kei Municipality adopted in 2017 its 5 year strategic plan that guides its development from 2017- 2022. This is the 3rd 5-year IDP review. The 2017-2022 IDP document was adopted on the 29 May 2017. The current IDP/Budget/ PMS Review is conducted as per our IDP Process Plan adopted in August 2018 Ordinary Council Meeting.

Great Kei Municipality has a functioning IDP and PMS Unit, which is led by the IDP and PMS Manager. The Unit comprises of PMS Coordinator reporting to the aforementioned manager. The unit is responsible for the following:

- Coordinate the development of the Integrated Development Plan
- Management of the IDP process throughout the 5 phases of the IDP
- Co-ordinate functioning of the IDP structures
- Ensure IDP, Budget and PMS integration
- Ensure vertical and horizontal alignment of internal and external programs
- Provides a professional advisory service with respect to the implementation of an effective Performance Management System capable of objectively and accurately establishing and measuring accomplishments and outcomes against key performance areas and indicators enabling the Municipality to align or adjust forward plans and execute agreed action plans that adequately addresses immediate, shorter and longer term service delivery priorities.
- Monitor and Evaluate departmental quarterly performance reports to ensure that they are in line with SDBIP.
- Provide guidance and assistance to the PMS Processes
- Facilitate capacity building and engagements with participants in the performance management
- Prepare performance management scorecard/SDBIP as per PMS Policy of the municipality
- Facilitating the development of draft service delivery and budget implantation plan for the municipality
- Plays an oversight role in developing of quarterly, mid-year and annual performance reports, and produce analysis performance report on planned targets
- Align reporting with planning
- Ensure performance clean audit (credible, authentic, reliable performance information)
- Ensure compliance with local government and other relevant legislation

3.5.1.2 Ward Based Plans

Great Kei Municipality embarked on the ward based planning programme through the assistance of the Department of Local Government and Traditional Affairs. All seven wards were visited through this extensive exercise. The situational analysis for all wards was presented and respective ward members were afforded an opportunity to comment and provide feed backs through IDP road shows programme. The Municipality is a process of reviewing the Ward Based Plans to be in line with the 2017-2022 IDP Development Plan within the 2019/20 financial year.

Section 29(b) of the Systems Act states that: “The process to be followed in developing an IDP-must allow for:

(i) The local community to be consulted on its development needs and priorities

(ii) The local community to participate in the drafting of the IDP

The Municipal Structures Act defines the structures of local government and defines the ward as the unit for participation in the Municipality. It is in this particular context that Great Kei will be preparing ward based planning on the following dates and venues

These plans have thus allowed the Municipality together with the communities to plan better when reviewing the respective community needs for inclusion in the Integrated Development Plan for the 2019/20 review. Evidently on the Ward needs analysis recommendations as per the Ward Based Plans have been considered. The ward based plans assist the municipality to know the extent of service delivery backlogs not only per ward but per area or village.

3.5.1.3 Audit Committee

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

Amongst other functions of the Audit Committee, the following are the core functions:

- Approving the internal audit three-year rolling plan and operational plans and reviewing performance against them;
- Discussing with the Chief Audit Executive (CAE) findings contained in reports and the response of management to major recommendations as well as the internal audit manager’s view on the quality of internal control;
- Considering the objectives and scope of any additional work undertaken by the internal audit of the municipality to ensure there are no conflicts of interest and that independence is not compromised;
- Meeting with the internal audit manager as deemed necessary;
- Conducting Performance Reviews for Senior Managers
- Monitoring the facilitation of risk management assessment to determine the material risk(s) to which the municipality may be exposed to and evaluating strategy for managing those risk(s);
- Reporting on the effectiveness of internal control in the annual report of the municipality;
- Reviewing the quarterly performance management reports;

- Reviewing the municipality's performance management system based on the principles of the economy, effectiveness and impact insofar as the key performance indicators and targets and making recommendations relating thereto
- Reviewing the plans of the internal audit activity and ensuring that the plans address the high risk areas;
- Reviewing the audit results; action plans and implementation thereof by management;
- Supporting the independence of the internal audit activity by supporting communication with management ;
- Involvement in the appointment, re-assignment and termination of outsourced/ co sourced internal audit service providers.

A minimum of four ordinary meetings are held during each financial year (one meeting per quarter). Special meetings of the committee may be convened by the chairperson as and when required.

The internal or external auditors are permitted to request a meeting if they consider that one is necessary. The proceeding of all meetings are documented and minutes taken.

The committee comprises of three independent and non – executive members. The chairperson of the committee was appointed by the Council.

The members have the requisite skills and knowledge to execute their duties competently.

Ex-Officio Members to the Committee include:

- The Municipal Manager;
- Internal Audit; and
- The Chief Financial Officer.
- Senior Managers

The following are invited to committee meetings:

- The office of the Auditor General; and
- Anyone else whom the committee wishes to invite, e.g. an expert, municipal employee, etc.

The members serve on the committee for a period of three years renewable to a maximum of three years but limited to two terms.

3.5.1.4 Internal Audit

Section 165 of the MFMA prescribes the establishment of the internal audit activity. Internal audit is an important component of internal control, risk management and corporate governance and provides the necessary assurance and advisory services to the organisation. The Internal Audit Unit is functional even though it is under capacitated with only one Internal Audit with a vacant positions of the Internal Audit Manager and a second Internal Auditor. The Internal audit functions are:

- To review the reliability and effectiveness of the financial and internal control systems of the municipality;
- To review the activities of the municipality to ensure that they are conducted in an economic, efficient and effective manner;
- To review the compliance to relevant policies, laws, rules and regulations;
- To review the safeguarding of assets and interests of the municipality against loss, fraud and abuse;
- To provide advice/views on internal controls of all systems including ICT systems;

- To report audit findings to municipal management and to conduct follow-up reviews on audit issues raised;
- To prepare the Internal Audit Annual Plan and the Internal Audit Annual Report for the approval of the AC.

3.5.1.5 Risk Management

Section 62 of Municipal Finance Management Act states that the duty of Municipal Manager is to ensure that a Municipality has and maintains an effective, efficient and transparent system of financial, risk management and internal controls.

The municipality has risk management policy to ensure that a strategic plan is developed that should address the following:

- An effective risk management architecture;
- A reporting system to facilitate risk reporting; and
- An effective culture of risk assessment

A strategic risk management implementation plan has been developed and is periodically updated by management to ensure that risks are mitigated.

Risk Management Committee comprises of members representing the different departments, with the majority of the members consisting of official members. The chairperson of the Risk Management Committee is an external representative from the Amatole District Municipality.

Great Kei Municipality RIMCO comprises of the following representatives:

- Accounting Officer;
- Chief Financial Officer;
- Director: Corporate Services;
- Director: Technical, Infrastructure and Community Services;
- Director: Strategic Services
- Manager: IDP and PMS;
- Acting Manager: LED
- Manager: Human Resources
- Manager: Administration
- Manager: SCM
- Manager: Revenue
- Manager: Expenditure
- Manager: Budget & Reporting
- Manager: Community Services
- Manager: Technical Services
- Manager: Project Management Unit
- Internal Audit Unit
- Chairman: External Appointment (ADM).

A maximum of four ordinary meetings are held during a year (1 meeting every quarter).

The Municipality has Fraud prevention strategy, which is currently reviewed to ensure its alignment with National and Provincial Legislative Framework. Anti-fraud strategy is the integral part of risk

management. Risk Management Committee is also responsible for ethics and fraud management. The strategy and policy were reviewed and adopted by the Council in 27 June 2019.

The fraud prevention plan outlines the procedures and steps which are and will be continually applied by the municipality to prevent occurrence in the municipality.

A fraud awareness workshop is conducted at least once a year where management identifies fraud risks and develops action plans to improve those risks.

3.5.1.6 Municipal Public Accounts Committee (MPAC)

Section 79 of the Municipal Structures Act provides for committees of the Council reporting directly to the council, in accordance with the terms of reference of such committees are developed by the councils. Such committees, because of its direct reporting lines to the full council, are best suited to do oversight in the municipality, not only in terms of the oversight report the Annual Report, but general oversight over both the administrative and executive arms of the municipality.

Great Kei Municipality has a Municipal Public Accounts Committee which plays an oversight role within the institution. This committee consist of 5 members that sit periodically as per the council calendar. Administratively the MPAC committee is assisted through Corporate Services as it is a Section 79 Committee for its functionality.

The Local Government: Municipal Structures Act, 1998, provides that a municipality, taking into account the extent of its functions and powers, the need for delegation and the resources available, may establish committees. Clearly, a municipality has substantial discretion on how to structure its committee system. Importantly, the manner in which a municipality uses that discretion can have consequences for the capacity of the council to hold the executive to account, which directly affects the quality of the governance in the municipality and ultimately the sustainability of such a municipality.

3.5.1.7 Council Structure

Great Kei Municipal Council is a Plenary Type of Municipal Council wherein all its decisions are taken by Council. The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Mayor

The Council comprises of only 13 elected Councillors. The municipality is a plenary type of council as such the Mayor holds both the Mayoral and a Speaker position due to the Municipal size. Five Councillors are Proportional Representatives (PR). Seven Councillors are Ward Councillors.

The important role of committees in assisting the Council (section 79 committees) to perform their functions effectively should thus be clearly understood and utilised for that purpose, so as to ensure good governance in the municipality

The Council has established Section 79 standing committees, which are fully functional and sit as per the Council adopted calendar. GKM Committees had been established in line with the Municipal Key Performance Areas as follows:

- Service Delivery and Infrastructure Development
- Local Economic Development
- Financial Viability and Sustainability
- Municipal Transformation and Institutional Development
- Good Governance and Public participation

3.5.1.8 Ward Committees

A Policy on the Establishment and Functioning of Ward Committees was reviewed and approved for 2016/2017 financial year. This policy covers the approach of Great Kei Municipality in establishing Ward Committees, the criterion to be used, their term of office, their code of conduct, and their stipend remuneration. As from the month of October 2016 about 70 Ward Committees have been elected and vetted, they are representing voting district and interest groups in all 7 Ward of Great Kei Municipality. The Municipality has made funding provision for the induction training and provision of stationary for 2019/2020 and beyond. There is a planned Induction Training Workshop for Ward Committees due to the recently affected Ward as result of the Municipal By-Elections in 3 Wards. Provision has been made in the WSP for Capacity Building Programme for Ward Committee which will be conducted by the University of Fort Hare for the 2019/2020 Financial Year.

Ward Committees remain an effective tool to channel back and forth issues of development and concerns of the communities. Ward Councillors are able to respond immediately to community concerns due to the functioning of Ward Committees. Great Kei Municipality has seventy (70) ward Committees who are expected submit their monthly report on their performance and are paid a stipend of R1000.00 monthly. The municipality ensures that this group of social practitioners is continuously capacitated all the times.

Issues that are raised by ward committees are attend to by Ward Councillors and forwarded to the Office of the Speaker/Mayor. This is important because it ensures that these issues find expression in the council agenda of the municipality. At times the Mayor/Speaker of the Council convenes sessions specifically with Ward Committees and address their issues.

Ward Committees Relations

The relationship between Ward Councillors and Committees by its nature will be robust and issue based. Where there is a perception of lack or slow service delivery there will be differences. Generally both Ward Councillors and Ward Committees work very well as they meet from time to time. Monthly meetings are convened and their reports are generated out of this interaction.

Ward Committees are one of the most important and critical stakeholders in the evolution of IDP processes. Their participation in the IDP development is ensured. Transport is provided for them to attend IDP Representative Meetings, Ordinary Council meetings and Ward Committees participate fully in their Ward IDP programmes.

3.5.1.9 Special Programmes Unit

The Special Programmes Unit is a fully functioning Unit of Great Kei Municipality established in 2006. At present, the Unit has 4 staff members that are responsible for its different programmes. Staff training on the mainstreaming of different SPU focal areas is one of the cornerstone of relevance to its mandate. A number of policies such as the HIV and AIDS Mainstreaming, Sports Development, etc. have been developed to assist the historically marginalised. Strategic partnerships have been developed with relevant departments and other government entities such as the NYDA, DSRAC to mention a few. A revised SPU plan was developed and approved for the 2018/2019 financial year. A programme for the establishment of vibrant structures has already unfolded.

Social Cohesion Programs

The municipality recognizes that importance of social cohesion as a way of building a nation. Different programmes have been developed and undertaken on different social aspects such as Drug Abuse awareness events, learner motivation initiatives etc. The Moral Regeneration Movement in Great is the vehicle used to carry out the mandate of social cohesion.

Moral Regeneration Movement has been established with the aim of championing and initiating dialogues amongst communities. Working Committee also been established to ensure implementation of Moral Regeneration Programs. A Working Committee will be established to ensure implementation of Moral Regeneration Programs for the term 2017-2022. A budget has been set aside for financial year to ensure implementation of the Program.

Nation Building is one of the pillars of sustainable development. National and provincial events such and Youth and Women's Days have been held with communities regardless of their racial background participated. Human Rights Day was held last year. National themes are observed in these events to make sure that there is adherence to the National Moral Regeneration Charter and other prescripts of the law.

Special Groups

The Great Special Programmes Unit is in the process of establishing all its focus structures in line with the new Council term. The programme has been developed and is implemented.

- Youth Council - Revived on the 25th -26th March 2017
- Local Aids Council has been revived on the 06/12/2018
- Women's Council: August 2017
- Elderly Forum
- Disability Structure
- Children's Advisory Council
- Sport Council – June 2019
- Moral Regeneration Movement: July 2017

Each structure developed each program of action though encountering some challenges in the execution of their mandate owing to financial challenges. Some are degenerating into dysfunctionality owing to the resources deficiencies. The municipality endeavours to provide assistance through the SPU unit where it is possible.

HIV/AIDS Mainstreaming

Great Kei Municipality adopted SPU Mainstreaming Plan in 2014 and is reviewed annually. The plan also included a blue print for each focal area. The Great Kei Aids Council contributed in the development of the HIV and Aids policy with the assistance of ADM and ECAC. Through this process, a lab was developed in ward 6 as it was identified as a hotspot. In line with the current term of council, Great Kei Aids Council was elected in April 2017 and after having noted that it has degenerated into dysfunctionality the municipality revived the LAC and was subsequently launched on the 06/12/2018.

Operation Masiphathisane

To ensure greater coordination of service delivery programmes at grassroots level, GKM as all other municipalities established War Rooms for its wards except for wards 6 and 7 in a. Operation Masiphathisane was intended to solve the inconveniences that were experienced by our communities. The noble objective of this program was to provide services to communities but as well build relationship between government and communities. The municipality has developed and adopted a program to revive and establish war room by the end of the financial year June 2019 especially at Ward 6 and Ward 7, the program would also focus on establishing a Local War Room which will be a co-ordinating municipal structure.

3.5.1.10 Marketing, Communication and Public Participation

- The Communication Strategy was adopted by Council in May 2016 and has been reviewed by Council in June 2018.
- It is a document which seeks to guide the municipality on how to best communicate with its stakeholders- Which channels to use and for which stakeholder.
- It is in the process of being reviewed in line with the objectives of the new council and programmes.
- Its aligned to the national communication strategy development framework as well as the provincial and district strategy
- It defines the roles (Political and Administrative) of who is responsible for disseminating which information.
- It details which forums must sit in order to address the communication challenges internally which have an impact on the information dissemination to the external stakeholders which at times lead to service delivery protests.
- It is attached to a communication Action Plan which details the programmes of the municipality which are aligned to Governments Communication cycle.

Public Participation and Petitions Policy

A Public Participation and Petitions Policy was reviewed and approved by Great Kei Municipality on 27th June 2018. Ward Committees, CDWs, and other stakeholders contributed in the development of this policy. In essence, the policy guides the municipality on:

- How to deal with petitions
- Identification of stakeholders to participate in municipal activities
- Methods of community mobilization
- Different role of stakeholders
- Convening of Mayoral Imbizo's

Community Participation Mechanisms

The municipality remains committed in public participation as defined in Chapter Four of the Municipal Systems Act, No 32 of 2000. Great Kei Municipality ensures a great deal of public participation through to IDP and Budget Road Shows and Representative Forum Meetings. These meetings occur in line with IDP/PMS and Budget approved process plan for that particular financial year. Annual Report Road Shows are held yearly as per the approved process plan. The participation of stakeholders and communities is key in this process. Communication is done through the use of the following:

- Formal and Informal Invites
- Loud Hailing
- Notices, Posters and Flyers
- Local Newspapers
- Radio

Public Participation Challenges

The public participation challenges includes the following, it is law of nature that every achievement is accompanied by its challenges, the challenges are as follows.

- Unsatisfactory implementation of the community needs solicited during IDP road shows.
- Ward Committee Meetings not sitting as per the schedule.
- Lack of funding for Capacity Building Programmes for Ward Committees
- Lack of funding for other pressing needs of the community

Community Development Workers

With the implications of the new Demarcation of Municipal Boundaries wherein areas like Kwelerha and surroundings were taken to Buffalo City Metropolitan Municipality left the municipality with new Wards and reduced population for Great Kei Municipality. 2 CDW's which were previously in Ward 1 & 2 in terms of the 2011-2016 Demarcation have since been incorporated to BCM, and this effectively meant that out of the 6 CDW we had, we are left with 4 which now belonging to the new Wards as affected by the new Municipal Boundaries. These are the new Wards with the rearranged allocation/ deployment of CDW's, and here are the Wards with CDW's and those with no CDW's.

WARD NUMBER	CDW – YES/ NO
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1	No
2	Yes
3	No
4	Yes
5	Yes
6	Yes
7	No

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3.6 2019/2020 Ward Needs Analysis

ISSUES RAISED	WARD (1-7)	VILLAGE	RESPONSIBLE INSTITUTION
Youth Programs (skills development)	ALL	All Villages	GKM
Job creation for youth (CWP; EPWP)	ALL	Belekumntwana; Chintsa Loc/Town; Bulura; Glen Eden Farms; Emmanuel Mission; Cwili; Kei Mouth; Zone 10; Sithi; Nomgxeki; Chefane; Ngxingxolo; Makhazi; Magrangxeni; Soto; khayelitsha; Komga; Siviwe ,Coloured Township; Morgan's Bay; Draaibosch	GKM
Bridge Construction	2; 6 ; 7	Nomgxeki; Chefane; Magrangxeni Komga Location and Town, Bhola ; Zone 10;Slatsha; Ngxingxolo	Dept of Roads & Public Works
Tourism/Culture Attraction & Site	1; 5	Chintsa Location; Kei Mouth/ Cwili	GKM
Hall Renovations	1; 2; 4; 5; 6	Mangqukela/ Lusasa; Chintsa Location; Cwili; Makhazi; Siviwe; Soto; Gxara; Mzomhle; Old Location; Town Hall,	GKM
Construction of Community Hall	3; 4,2; 7	Mzwini; Ncalukeni, Mangqukela, Ngxingxolo, Lusizini; Draaibosch; Siviwe	GKM
Fencing of the dams	4; 6,2;7	Lusasa; Siviwe; Silatsha	GKM
Cleaning of Dams	3	Nyara; Soto; Khayelistha	DRDAR
Illegal waste dumping	All	All villages	GKM
Librarian Clerk	5	Kei Mouth/ Cwili	GKM
Anti- crime and Rehab Centre	1; 4	Chintsa Location; Belekummntwana	GKM
Bridge Completion	2	Magrangxeni; Slatsha	Dept of Roads & Public Works
Bridge renovation	4	Mangqukela	Dept of Roads & Public Works
Sports fields Construction	1; 3; 4;2	Soto; Belekumntwana; Bulura; Ngxingxolo	GKM
ISSUES RAISED	WARD (1-7)	VILLAGE	RESPONSIBLE INSTITUTION
Sport Field Renovations	2;4;1	Silatsha; Magqukela, Chintsa	
Graveyard fencing	1; 3; 4; 5; 7	Mangqukela; Chintsa Loc; Cwili; Komga location; Makhazi; Komga Township; Soto; Nyara	GKM
Funding for agricultural projects	3; 6 ;7	Soto; Komga Location; Siviwe	GKM & DRDAR

Storm water drainage installation	6; 7	Zone 10; Komga Location	GKM
Creche Renovations	2 ;5	Makhazi	GKM
Creche Construction	3,2;4;7;1	Ncalukeni, Cefane; Silatsha; Mangqukela; Belekumntwana; Lusasa; Thembalethu Peace Village, Chintsa East, Nyara	GKM
Fencing of grazing land	2 ;4	Ngxingxolo; Mzwini, Mooiplaas	GKM & DRDAR
Renovations of Craft Centre	1	Cintsa East Township	GKM
Sewage Leakages	5; 6	Cwili/ Kei Mouth; Komga Location	ADM/ GKM
Land Rezoning	All	All Villages	GKM
Toilets	1; 3	Nyarha; Soto; Ncalukeni; Khayelitsha; Chintsa; Makhazi	ADM
Toilets Renovation	ALL	ALL Villages	ADM
Fire Station satellite office	3	Soto	ADM
Water taps extension	2;3: 4	Mangqukela; Slatsha; Magrangxeni, Ncalukeni, Dipini; Ngxingxolo; (Silatsha, Makhazi; Cefane; Magrangxeni-Graveyards); Soto; Mzwini; Draaibosch; Mandela Park; Lusasa	ADM
Street lights/ High Mast	1;3:5;6:7;4;	Cwili; Chintsa East , Elityeni, Sithi, Zomhle, Komga; Soto; Mzwini; Ngxingxolo	Eskom & GKM
Electricity distribution	ALL	Belekumntwana; Area 17; Chintsa Location; Siviwe; Zone 10; Makhazi; Ncalukeni; Nyarha; Soto; Nobumvu, Komga; Mzwini; Lusasa; Mapasini; Sithi; Draaibosch; Khayelitha	Eskom & GKM
Access Road	4;2;3;5	Belekumntwana, Magrangxeni; Bylets; Nyara; Soto Khayelitha, Nomacwili-Bhola, Mzwini-Sotho-Bhola; Morgan's Bay ; Price –Komga Road; Coloured Area	Dept of Roads & Public Works
Mobile Clinics and extension of visits	ALL	All Villages	DOH
Construction of Internal streets & Grave yard roads	ALL	Mangqukela; Magrangxeni; Komanisi; Lusasa; Main Road – Chintsa Loc; Bulura; Cwili/Kei Mouth; Sithi; Siviwe; Colored location; Zone 10; Nomgxeki; Slatsha; Ngxingxolo; Chifane; Magrangxeni; Soto; Nyarha; Mzwini ; Khayelitha;	GKM & Dept of Roads & Public Works

		Elityeni; Morgan's Bay; Draaibosch;Thembalethu Peace Village	
RDP Social Houses	ALL	Lusasa; Chintsa Loc; Bulura; Kei Mouth; Cwili; Haga-Haga; Zone 10; Sithi; Siviwe; Phumlani; Soto; Township; Draaibosch; Stocks; Komga Main Road, Ncalukeni, Nyara , Area 17; Nyara	Human Settlement
Social Development Satellite office	6	Komga	Soc Dev
Construction of Grid Gates	2	Makazi(Kwezi Arca)	Dept of Roads & Public Works
Land Issues	ALL	All Villages	Land Affairs
Informal to Formal Settlements	5		GKM
Taxi Rank	6	Komga Town	GKM,ADM and Dept of Transport
Elderly Center for Women/ Old age home	6; 4; 5	Mzomhle; Lusasa; Cwili	GKM
Satellite Police Station	4		SAPS
Sanitation	ALL	All Beaches and Completion of existing ones in all villages, Ngxingolo; Cwili;	
Life Savers/Guards	1;5	All Beaches- Seasonal	GKM
Shopping Mall	1	Chintsa East	Business/ Developers
Business Centre Buildings	1	Chintsa East	Business/ Developers
High School	1	Chintsa East	Dept of Education
Industrial Factories	1	Chintsa East	Business

CHAPTER FOUR: PROJECTS & SECTOR PLANS

4.1 Great Kei Municipality 3 Year Capital Projects

Projects	2019/2020	2020 /2021	2021/2022
Construction of Komga to Siviwe Street	R 3 700 000,00		
Chintsa East Internal Streets	R 2 520 000,00		
Ward 4 Elityeni Internal Streets	R 2 745 000,00		
Cwili Sportsfield	R 3 277 500,00		
Ward 6 Youth Centre	R 2 700 000,00		
Bridge from Siviwe to Zone 10		2 000 000.00	
Ward 1 High Mast lights		1 500 000.00	
Cefane Internal Road		1 800 000.00	
Lusizini community hall		2 000 000.00	
Ntush Ntush internal streets		2 000 000.00	
Ward 5 Internal Streets- Phase 2 Cwili		1 748 500.00	
Draaibosch Internal Streets			1 765 000
Mangqukela Community Hall			2 120 000
Sotho Internal Streets			1 565 000
Khayelitsha Community Hall			2 120 000
Magrangxeni Community Hall			2 120 000
Gxarha Internal Streets (Morgan Bay)			1 874 350
PMU admin cost	562 650	581 500.00	608 650
TOTAL	11 253 000	11 630 000.00	12 173 000

4.1 Municipal Departments

4.1.1 Technical Services and Community Services Department

4.1.2 Municipal Manager's Office

4.1.3 Strategic Services Department

4.1.4 Budget and Treasury Office

4.1.5 Corporate Services Department

4.2 Amatole District Municipality 2019/2020 Projects for Great Kei

Project Name	Project Type	MIG Allocation 2019/20	MIG Allocation 2020/21	MIG Allocation 2021/22
Komga Commonage Settlement Project -Bulk Water	Water & Sanitation	12,168,629	2,177,194	0
Morgan's Bay/Igxara Sanitation	Sanitation	511,623	0	0
Great Kei Area Wide Sanitation	Sanitation	12,278,099	2,877,751	0
Kei Bridge Komga Water Treatment Works	Water	12,723,525	22,377,256	2,877,751
SUB TOTAL		37,681,876	27,432,201	2,877,751

Project Name	2019/20 Water Supply Rev 1 allocation	2020/21 Water Supply Rev 1 allocation	2021/22 Water Supply Rev 1 allocation
Komga Waste Water Treatment Works	50,000.00	-	2,000,000.00
Major Dams (Morgan Bay , Centenary, Chintsa) devegetation and excess reeds removals.	200,000.00	-	-
Morgan's Bay Sewage Waste Water Ponds	-	-	2,000,000.00
Refurbishment of Qumrha Reservoirs x3	1,000,000.00	-	-
Sewer Pump Stations - Great Kei	-	-	2,085,806.00
Water Loss Reduction Programme: Great Kei	2,500,000.00	-	5,000,000.00
Water Pump Stations - Great Kei	-	-	3,000,000.00

Project Name	2019/20 Water Supply Rev 1 allocation	2020/21 Water Supply Rev 1 allocation	2021/22 Water Supply Rev 1 allocation
20x fire hydrant installations for Komga	200,000.00	-	-
Chintsa Waste Water Treatment Works	-	-	2,000,000.00
Cintsa Dam Refurbishment	200,000.00	-	-
Corrosion Evaluation of Rural reservoirs (Feasibility Study)	-	300,000.00	-
Cwili Interim Water Services	2,000,000.00	-	-
Kei Bridge Water Treatment Works	-	2,000,000.00	-
Kei Mouth town reservoirs resealing	-	200,000.00	800,000.00

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4.3 Sector Departments 2019/2020 Projects

DEPARTMENT/ SECTOR	PROJECT NAME	CATEGOR Y	MUNICIP ALITY	WA RD	AMOUN T	DURATION
Social Development	Morgan's Bay Disability Centre	Special Needs (Disability)	Great Kei	6	82 000	01st April 2019 - 31st March 2020
Social Development	Lukhanyo D.C.	ECD	Great Kei	3	106 650	01st April 2019 - 31st March 2020
Social Development	Zingisa D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Nomzamo D.C.C	ECD	Great Kei	1	106 650	01st April 2019 - 31st March 2020
Social Development	Lukhanyiso D.C.C	ECD	Great Kei	3	106 650	01st April 2019 - 31st March 2020
Social Development	Silatsha D.C.C	ECD	Great Kei	2	191 970	01st April 2019 - 31st March 2020
Social Development	Nontuthuzelo D.C.C	ECD	Great Kei	3	106 650	01st April 2019 - 31st March 2020
Social Development	Luphindo D.C.C	ECD	Great Kei	2	131 535	01st April 2019 - 31st March 2020
Social Development	Gwaba D.C.C	ECD	Great Kei	2	124 425	01st April 2019 - 31st March 2020
Social Development	Mtyana D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Eluqolweni D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Zamukukhanya D.C.C	ECD	Great Kei	4	106 650	01st April 2019 - 31st March 2020
Social Development	Siyazama D.C.C	ECD	Great Kei	2	124 425	01st April 2019 - 31st March 2020
Social Development	Kuyasa D.C.C	ECD	Great Kei	4	88 875	01st April 2019 - 31st March 2020
Social Development	Phumelala D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Zamani D.C.C	ECD	Great Kei	6	156 420	01st April 2019 - 31st March 2020
Social Development	Nomonde D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Tembaletu D.C.C	ECD	Great Kei	4	106 650	01st April 2019 - 31st March 2020
Social Development	Tuba D.C.C	ECD	Great Kei	1	142 200	01st April 2019 - 31st March 2020
Social Development	Masibonisane D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Sikhululekile D.C.C	ECD	Great Kei	4	106 650	01st April 2019 - 31st March 2020
Social Development	Mzwini D.C.C	ECD	Great Kei	3	106 650	01st April 2019 - 31st March 2020
Social Development	Masifunde	ECD	Great Kei	3	106 650	01st April 2019 - 31st March 2020
Social Development	Mzamo D.C.C	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Somila D.C.C.	ECD	Great Kei	1	106 650	01st April 2019 - 31st March 2020
Social Development	Nonzame Day Care Centre	ECD	Great Kei	1	106 650	01st April 2019 - 31st March 2020
Social Development	Mandela Park	ECD	Great Kei	4	99 540	01st April 2019 - 31st March 2020

DEPARTMENT/ SECTOR	PROJECT NAME	CATEGOR Y	MUNICIP ALITY	WA RD	AMOUN T	DURATION
Social Development	Masizakhe DCC	ECD	Great Kei	5	71 100	01st April 2019 - 31st March 2020
Social Development	Likhwezi DCC	ECD	Great Kei	2	106 650	01st April 2019 - 31st March 2020
Social Development	Gwegweshe DCC	ECD	Great Kei	4	88 875	01st April 2019 - 31st March 2020
					R 5 312 450	

OTHER PROJECT:

DEPARTMENT/ SECTOR	PROJECT NAME	MUNICIPALITY	WARD	AMOUNT	DURATION
DEDEAT	Upgrading Of Kei Mouth, Chintsa East Transfer Stations and Clearing of Illegal Dumping in All Towns/Townships	Great Kei LM	Will cover 7 Wards in the following areas, Komga, Haga- Haga, Kei Mouth, Morgan Bay and Chintsa	R3.4m	2018 (April to June 2019)
DRDAR	Household	Great Kei	614 households	R368,400,00	2019 April- March
DADAR	Integrated Cropping	Great Kei LM	136hectares	R803,600.00	2019 April- March
SANRAL	R63: Bisho to Komga	Great Kei LM	GKM	R 750 Million	2019/2020
SIBANYE GOLD	Training Centre	Great Kei Municipality	Qumrha – Ward Six(6)	R 8 Million	2018/19
MILO GRANITE	Education & Training Centre	Great Kei	Ward 6	R500 000.00	19/20

CHAPTER FIVE: DEVELOPMENT OBJECTIVES & STRATEGIES ALIGNED TO NATIONAL AND PROVINCIAL SECTOR PLANS

5.1 Mechanisms and procedures for alignment

Alignment is the instrument to blend and integrate the top-down and bottom-up planning process between different spheres of government. There are two main types of alignment required:

- Between municipalities and the district to ensure that planning processes and issues are coordinated and addressed jointly.
- Between local government (municipalities/districts) and other spheres especially provincial/national sector departments, particularly in terms of programmes and budget alignment.

The District Municipality has the responsibility to ensure that alignment between the local municipalities occurs.

It is important for municipalities to take note of both National and Provincial budgeting cycles to ensure relevant and useful input into the budgeting processes of national and provincial government at strategic times. In so doing, municipalities will ensure that their priorities are captured and addressed and that IDP implementation is facilitated.

Provincial Growth and Development Plan

- The Provincial Growth and Development Plan underline the strategic key focus areas for intervention which are:
 - The systematic eradication of poverty
 - The transformation of the agrarian economy.
 - Developing and diversifying our manufacturing and tourism sectors.
 - Building our human resources capabilities.
 - Infrastructure, including eradication of backlogs and the development of enabling infrastructure for economic growth and development.
 - Public sector and institutional transformation in support of improved service delivery.

The National Development Plan 2030

The plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.

- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

Thus GKM sets its strategic objectives as outlined in Chapter 6 in line with the Six Priorities of the National Development Plan 2030.

5.2 Alignment between National, Provincial and GKM Programmes

The GKM programmes and planning process are aligned to those of national and provincial government. The twelve (12) outcomes of government have been taken into account. The linkage between the medium term strategic framework (MTSF), 12 priority Outcomes and role of Local Government, Provincial Strategic Priorities, Outcome 9 Agreement inform the Strategic Priority Areas of the GKM (see table below).

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MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	GKM Priority Areas
1. Speed up economic growth & transform the economy to create decent work & sustainable livelihoods	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Local Government role:</p> <p>OT 4: Design service delivery processes to be labour intensive</p> <p>OT 4: Ensure proper implementation of the EPWP at municipal level</p> <p>OT 11: Creating an enabling environment for investment</p> <p>OT 9: Implement the community work programme</p>	Expand the economy to ensure it creates jobs	<p>Strategic Priority 1:</p> <p>Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</p>	<p>Output 3: CWP</p> <p>- Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014</p> <p>Output 3: CWP</p> <p>- Establish where feasible, functional cooperatives at the local level by 2014</p>	EPWP
2. Strengthen the skills & human resource base	<p>Outcome 1: Quality basic education</p> <p>Outcome 5: Skilled & capable workforce to support an inclusive growth path</p> <p>Local Government role:</p> <p>OT 5: Develop and extend intern and work experience programmes in municipalities</p> <p>OT 5: Link municipal procurement to skills development initiatives</p>	Improve the quality of education, training and innovation	<p>Strategic Priority 4:</p> <p>Strengthen education, skills and human resource base</p>	<p>Output 6:</p> <p>Support access to basic services through improved administrative and HR practices</p> <p>Output 1:</p> <p>Support municipalities in filling critical positions</p>	Human Resources Development
3. Improve the health profile of society	<p>Outcome 2: A long & healthy life for all South Africans</p> <p>Local Government role:</p>	Ensure quality health care for all	<p>Strategic Priority 5:</p>		Environmental Management

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	GKM Priority Areas
	<p>OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services</p> <p>OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>		Improving the Health profile of the Province		
4. A comprehensive rural development strategy linked to land and agrarian reform and food security	<p>Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all</p> <p>Local Government role:</p> <p>OT 7: Facilitate the development of local markets for agricultural produce</p> <p>OT 7: Promote home production to enhance food security</p>	Create an inclusive and integrated rural economy	Strategic Priority 3: Rural development, land and agrarian reform and food security		Agriculture
5. Intensify the fight against crime and corruption	<p>Outcome 3: All people in SA are & feel safe</p> <p>Local Government role:</p> <p>OT 4: Improve procurement systems to eliminate corruption and ensure value for money</p> <p>OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal bylaws</p>	Reform and public service and fighting corruption	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Risk Management
6. Massive programmes to build economic and social	Outcome 6: An efficient, competitive & responsive economic infrastructure network	Improve the Infrastructure	Strategic Priority 2: Massive programme	Output 2: Bulk infrastructure fund to unlock reticulation	Roads

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	GKM Priority Areas
infrastructure	<p>Local Government role:</p> <p>OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</p> <p>OT 6: Improve maintenance of municipal road networks</p> <p>OT 11: Ensuring basic infrastructure is in place and properly maintained</p> <p>OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand</p> <p>OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure</p> <p>OT 10: Ensure effective maintenance and rehabilitation of infrastructure</p> <p>OT 10: Develop and implement water management plans to reduce water losses</p>		to build social and economic infrastructure	<p>delivery, bulk infrastructure, land procurement</p> <p>Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity)</p> <p>Output 4: Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement</p>	Electrification (Grid Electrification)
7. Build cohesive, caring and sustainable communities	Outcome 8: Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities		Sustainable Human Settlements

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	GKM Priority Areas
8. Pursue regional development, African advancement and enhanced international cooperation	<p>Outcome 11: Create a better South Africa, a better Africa and a better world</p> <p>Local Government role:</p> <p>OT 1: Participating in needs assessments</p> <p>OT 8: Participate in the identification of suitable land for social housing</p> <p>OT 1: Facilitate the eradication of municipal service backlogs in schools</p>				Inter-Governmental Relations
9. Sustainable resource management and use	<p>Outcome 10: Protect and enhance our environmental assets and natural resources</p> <p>Local Government role:</p> <p>OT 10: Ensure development does not take place on wetlands</p> <p>OT 10: Run water and electricity saving awareness Campaigns</p>	Transition to a low carbon economy			Environmental Management
10. Build a developmental state, including improving of public services & strengthening democratic Institutions.	<p>Outcome 9: Responsive, accountable, effective & efficient Local Government system</p> <p>Outcome 12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Local Government role:</p> <p>OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality</p>	Social protection and building safer communities		<p>Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014</p> <p>Output 5: find a new approach</p>	<p>Strategic Planning</p> <p>Operational planning and performance monitoring</p>

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	GKM Priority Areas
	<p>OG 4: Utilise community structures to provide services</p> <p>OT 9: Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues</p> <p>OT 8: Ensure capital budgets are appropriately prioritised to maintain existing services and extend services</p> <p>OT12: Comply with legal financial reporting requirements</p> <p>OT12: Review municipal expenditures to eliminate wastage</p> <p>OT 9: Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption</p> <p>OT 7: Ensure effective spending of grants for funding extension of access to basic services</p> <p>OT 12: Ensure councils behave in ways to restore community trust in local government</p> <p>OG 12: Continue to develop performance monitoring and Management system</p>			<p>to better resource and fund the work and activities of ward committees</p> <p>Output 1: Implement a differentiated approach to municipal financing, planning and support</p> <p>Output 6: Improve audit outcomes of municipalities</p> <p>Output 6: Reduce municipal debt</p> <p>Output 6: Reduced municipal over-spending on operational expenditure</p> <p>Output 6: Reduced municipal under-spending on capital expenditure</p>	

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome 9 Agreement	GKM Priority Areas
				Outcome 6: Increase municipal spending on repairs and maintenance	

FINAL

5.2.1 AMATHOLE DISTRICT VISION 2058

Great Kei Municipality has embraced the long term vision 2058 of Amathole District in which they would want “to build a smart district”. The district expressed that they undertook to develop this long term vision after realising a number of challenges that overcame the institution. The district indicated that the 2030 plan was too short for the district to address challenges that confronted it thus they agreed to a longer term of 40 years which culminated to 2058 Vision.

The responsibility of ADM as provided in the Municipal Systems Act as amended is that of a district wide planning. The planning would respond to community needs and other district challenges. Key areas included the local economic growth, rural finance, social development, environmental quality and governance. Most rural areas suffer on unemployment and lack of financial assistance for the development of infrastructure and for tackling social and environmental challenges.

The proposed district wide vision 2058 seek to address the district challenges with a view to improve the standards of living for our communities, creating district wealth and building a conducive environment for economic development the primary objective of this effort is to develop a smart district solutions over the next forty years

ADM further acknowledges that as a vehicle of service provision it will extend its long term planning beyond the current National Development Plan and the Provincial Development Plan

The District expresses its vision 2058 as follows:

- To establish an ecological civilization oriented smart district towards future
- To pursue an inclusive and balanced growth for ADM's built environment
- To promote a scientific and technological innovation as a path to smart district development
- To foster an open and sharing multicultural society
- To build a friendly and liveable communities with social cities/towns and
- To pursue balanced urban-rural built environment development

5.3 Back to Basics

The back to basics in local government recognises it as a primary site for service delivery and since 1994 there has been a significant progress in delivering water, sanitation, electricity and refuse removal. The rates of service delivery at local level were unprecedented in world-wide terms. Though a lot had been done but it has become clear that a lot still needs to be done particularly to support, educate and possible enforcement on areas that requires so. The transformation of local government remains key in improving and providing service delivery during this current administration. Our National Development Plan emphasises that our transformation agenda requires functional local municipalities and capable machinery able to create a safe and healthy environment as well economically sustainable areas where people can live and work.

B2B has five pillars that would help the municipality to ensure proper standards of operations and performance

- Putting people and their concerns first
- Delivering municipal services
- Demonstrating good governance and administration
- Sound financial management and accounting
- Sound institutional and administrative capabilities

BACK TO BASICS INDICATOR	GKM INDICATORS
Basic Service Delivery:	
Ensure Infrastructure development maintenance and reduce losses with respect to: <ul style="list-style-type: none"> ▪ Electricity. ▪ Roads. 	Electrical master plan Reviewed and approved by council (Input) Number of kms of gravel roads to be constructed at Bhola Village and Old Location (Outcome)
LED:	
Increase no of CWP sites targeting the unemployed youth in informal settlements to render day to day services such as, cutting grass, patching potholes, cleaning cemeteries, etc.	Number of jobs created through municipality's local economic development initiatives including capital projects (EPWP, CWP) (Output)
Financial Viability:	
Percentage revenue collected.	% increase in actual revenue collection (Output)
The efficiency and functionality of supply chain management.	% of tenders concluded in accordance with (tender validity timeframe) (Output)
Institutional Development:	
That the municipal organograms are realistic, underpinned by a service delivery model and affordable	2017/18 Organization structure reviewed and approved by council (Input)
Sustained platforms to engage organised labour to minimize disputes and disruptions	Number of LLF meetings held (Output)
Good Governance:	
Holding of Council meetings as legislated.	Number of Council meetings set in line with 2018/19 council calendar (Output)
Functionality of oversight structures, s79 committees, audit committees and District IGR Forums	MPAC meetings held before the sitting of Council (Output)

5.4 Reviewed 5-year strategic scorecard

5.4.1 KPA 1- Service Delivery and Infrastructure Provision

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	SD01: By constructing and maintaining municipal roads	Number of km (25) to be constructed through MIG (gravel)	5km of gravel roads to be constructed in 2017/18	5km of gravel roads to be constructed in 2018/19	5km of gravel roads to be constructed in 2019/20	5km of gravel roads to be constructed in 2020/21	5km of gravel roads to be constructed in 2021/22	Technical Services
			Number of km to be surfaced (2.5)	0.5km of surfaced roads to be constructed in 2017/18	0.5km of surfaced roads to be constructed in 2018/19	0.5km of surfaced roads to be constructed in 2019/20	0.5km of surfaced roads to be constructed in 2020/21	0.5km of surfaced roads to be constructed in 2021/22	Technical Services
			Number of km to be maintained through internal funding (150)	30km of gravel roads to be maintained in 2018/19 FY	30km of gravel roads to be maintained in 2018/19 fy	30km of gravel roads to be maintained in 2019/20 fy	30km of gravel roads to be maintained in 2020/21 fy	30km of gravel roads to be maintained in 2021/22 fy	Technical Services
2. Public amenities	To ensure provision of public amenities by June 2022.	SD02: By Constructing and maintaining public amenities.	Number of public amenities to be constructed(11)	2 multi-purpose centers,	2 multi-purpose centers 1 community hall- Mzwini 1 Komga Agri Park	1 sport field and 1 Swimming pool	2 day care centers and 1 community hall	2 community halls	Technical Services

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
			Number of public amenities to be maintained (5)	1 public amenity to be maintained through internal funding by 2018/19 FY	1 public amenity to be maintained through internal funding by 2018/19 fy	1 public amenity to be maintained through internal funding by 2019/20 fy	1 public amenity to be maintained through internal funding by 2020/21 fy	1 public amenity to be maintained through internal funding by 2021/22 fy	Technical Services
3. Electrification	To increase access to electricity in Great Kei Communities by 2022	SD04: Solicit funding from DOE and potential funders	Number of applications (5) submitted to DoE for funding	1 Application submitted as at end of October 2017	1 Application submitted as at end of October 2018	1 Application submitted as at October 2019	1 Application submitted as at end of October 2020	1 Application submitted as at end of October 2021	Technical Services
		SD05: By Upgrading of electrical network	Number of projects for upgrading electrical (5)	1 project for upgrading Electrical Network for 18/19 FY	1 project for upgrading Electrical Network for 18/19 fy	1 project for upgrading Electrical Network for 19/20 fy	1 project for upgrading Electrical Network for 20/21 fy	1 project for upgrading Electrical Network for 21/22 fy	Technical/Comm Services
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	Review and Co-ordinate the development of a compliant of SDF with IDP to guide development within GKM	Review SDF annually and coordinate the development every 3 years as legislated	Review the SDF to comply with IDP	Review the SDF to comply with IDP	Coordinate the development of SDF to comply with the IDP	Review the SDF to comply with IDP	Review the SDF to comply with IDP	Technical Services

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
		Ensuring the compliance of the Municipality with SPLUMA implementation to ensure spatial planning to unlock economic development	Development of SPLUMA compliant strategic plans	A comprehensive Land Audit	A wall to wall SPLUMA Scheme	A Rural Development Plan	LSDF (Komga)	LSDF (Cintsa & Kei Mouth)	
		Ensuring Controlled development within Great Kei LM	100% of submitted plans approved by council	Processing 100% of submitted plans	Processing 100% of submitted plans	Processing 100% of submitted plans	Processing 100% of submitted plans	Processing 100% of submitted plans	
Building Control	To ensure that National Building Regulations are adhered to by 2022	Ensuring controlled building within the GKM area	100% of submitted building plans processed	100% approval of building plans within 3 months	100% approval of building plans within 3 months	100% approval of building plans within 3 months	100% approval of building plans within 3 months	100% approval of building plans within 3 months	
6. Sustainable Human Settlements	To facilitate the provision of Integrated sustainable human settlement within GKM by June 2022	SD07: By Facilitating access to Housing as per the Great Kei Housing Sector Plan By capturing beneficiary list on the National Housing Needs Register	Facilitating access to Housing as per the Great Kei Housing Sector Plan 2500 beneficiaries Number of beneficiaries captured on the National Housing Needs Register	By Facilitating access to Housing as per the Great Kei Housing Sector Plan by submission of 500 applications	By Facilitating access to Housing as per the Great Kei Housing Sector Plan by submission of 500 applications 800 Beneficiaries captured in the NHNR	By Facilitating access to Housing as per the Great Kei Housing Sector Plan by submission of 500 applications 800 Beneficiaries captured in the NHNR	By Facilitating access to Housing as per the Great Kei Housing Sector Plan by submission of 500 applications 800 Beneficiaries captured in the NHNR	By Facilitating access to Housing as per the Great Kei Housing Sector Plan by submission of 500 applications 800 Beneficiaries captured in the NHNR	Technical Services

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
		SD07: By Facilitating access to alternative Housing units.	Facilitate the implementation of the planning for alternative housing units	Establish Housing Forum, feasibility study and planning	Identify suitable Land and target group in line with the SDF	Identify suitable Land, Complete planning and submit to Council and DHS for approval	Facilitate the implementation of the planning for alternative housing units	Facilitate the implementation of the planning for alternative housing units	
7. Community Safety and Disaster Management	To ensure a safe and secure environment by June 2022	SD08: By Coordinating sitting of ward community safety forum and GKM local Community safety forum Coordinating sitting of community safety forum	20 Ward community safety forum meetings and 20 GKM local Community Safety Forum Meetings held	Establish Ward Community safety forums in all wards and 4 Ward Community meetings and 4 GKM local community meetings per year	4 Ward Community meetings and 4 GKM local Community Safety meetings per year 4 Community Safety Forums meetings	4 Ward Community meetings and 4GKM local Community Safety meetings per year 4 Community Safety Forums meetings	4 Ward Community meetings and 4 GKM local Community Safety meetings per year 4 Community Safety Forums meetings	4 Ward Community meetings and 4 GKM local Community Safety meetings per year 4 Community Safety Forums meetings	Community Services
			Reviewed and implementation of the GKM Disaster Management plan	Reviewed of the GKM Disaster Management plan	Implementation of the GKM Disaster Management plan	Implementation of the GKM Disaster Management plan	Implementation of the GKM Disaster Management plan	Implementation of the GKM Disaster Management plan	
8. Solid Waste	To ensure improved solid waste management by June 2022	SD09: By implementing integrated Waste Management Plan in line with NEMWA	Number of households provided with access to weekly refuse removal	68 additional households with access to refuse removal	80 additional households with access to refuse removal	90 additional households with access to refuse removal	100 additional households with access to refuse removal	110 additional households with refuse removal	Community Services
		SD10: By undertaking rehabilitation and the closure of the Komga landfill site	Number of reports on closure of landfill site		Conduct feasibility study for the Komga-Transfer Station	Closure and rehabilitation of the Komga landfill site Construction of the Transfer Station - Phase 1	Construction of the Transfer Station - Phase 2	N/A	Community services

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
9. Environmental Management	To Co-ordinate improvement of Municipal Environmental Management by 2022	SD11: By developing and implementing integrated environmental management plan in line with NEMA	Developing and implementing integrated environmental management plan in line with NEMA	Developing IEMP	Developed IEMP	Implementation of IEMP	Implementation of IEMP	Implementation of IEMP	Community services
		SD12: By implementing town beautification	Town beautification program conducted	2 town beautification program conducted	2 town beautification program conducted	2 town beautification program conducted	2 town beautification program conducted	2 town beautification program conducted	Community services
10. Cemeteries	To improve management of cemeteries by June 2022	SD13: By implementing Cemetery management plan	implementation of cemetery management plan	Data Collection and implementation of Cemetery management plan at Komga	Implementation of Cemetery management plan Qumrha and Data Collection for Kei Mouth	Implementation of Cemetery management plan for Kei Mouth and Data Collection for Chintsa	Implementation of Cemetery management plan	Implementation of Cemetery management plan	Community services

5.4.2 KPA 2- Local Economic Development

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
1. Local Economic Growth	<u>To create opportunities for sustainable development within the GKM area by June 2022</u>	LED01: By identifying and twinning with municipality/s and organisations with similar areas of cooperation <u>and development.</u>	1 MOU signed and implemented	MOU implemented	MOU implemented	MOU implemented	MOU implemented	MOU implemented	Strategic Services
2. Job Creation	To create job opportunities through EPWP programme by June 2022	LED02: Support initiatives geared towards mass job creation and sustainable livelihoods	Number of job opportunities created through EPWP, CWP and MIG projects	700	<u>200</u>	200	200	200	Technical and Strategic
3. Tourism	To promote the tourism potential of GKM by June 2022	LED03: By marketing GKM as a tourism destination through developing tourism routes	<u>Number of Oceans Economy Projects implemented</u>		<u>Development of feasibility study and business plan development</u>	<u>Project implementation</u>	<u>Project implementation</u>	<u>Project implementation</u>	Strategic Directorate
4.		LED04:Lobby funding for high impact projects	<u>Number of funding applications submitted to potential funders</u>		<u>2 applications</u>	<u>2 applications</u>	<u>2 applications</u>	<u>2 applications</u>	
5.			<u>Rand value of money secured from potential funders</u>		<u>1 million</u>	<u>1 million</u>	<u>1 million</u>	<u>1 million</u>	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
4. Agriculture	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2022	LED05: By supporting and monitoring Agrarian and Farming Production and Programmes in partnership with DRDAR	FSPU Project completed		Phase 1	Phase 2	Phase 3	AgricPark Project completed	Strategic Directorate
5. SMME's & Co-operatives	To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2022	LED6: Lobby technical support and funding from potential funders to support SMME's & Co-operatives	Number of SMME's supported	5 SMME's supported	5 SMME's supported	5 SMME's supported	5 SMME's supported	5 SMME's supported	Strategic Services

5.4.3 KPA 3-Financial Viability and Management

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
1. Asset Management	To ensure proper management and maintenance of GKM assets by June 2022	FM01: By developing and maintaining a GRAP compliant asset register.	Asset policy and updated asset register approved by council (Input)	Review of asset policy and maintenance of asset register	Review of asset policy and maintenance of asset register	Review of asset policy and maintenance of asset register	Review of asset policy and maintenance of asset register	Review of asset policy and maintenance of asset register	CFO
2. Supply Chain Management	To maintain effective and efficient procurement by June 2022	FM02: By ensuring adherence to Supply Chain Management Regulations	SCM policy reviewed and approved by council (Input)	SCM policy reviewed and approved by council	SCM policy reviewed and approved by council	SCM policy reviewed and approved by council	SCM policy reviewed and approved by council	SCM policy reviewed and approved by council	CFO
			Suppliers Day held (Output)	1 Suppliers Day held	1 Suppliers Day held	1 Suppliers Day held	1 Suppliers Day held	1 Suppliers Day held	
			% of tenders concluded in accordance with (tender validity timeframe) (Output)	100%	100%	100%	100%	100%	
Expenditure Management	expenditure management processes and systems by 2022	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA	Creditors payment period (Output)	30 days	30 days	30 days	30 days	30 days	CFO
			Payments of salaries and allowances as per the prescribed time.	Payment of salaries on deadline.	Payment of salaries on deadline.	Payment of salaries on deadline.	Payment of salaries on deadline.	Payment of salaries on deadline.	
			Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)	0%	0%	0%	0%	0%	ALL HOD's

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
			% of MIG Funding expenditure (Output)	100%	100%	100%	100%	100%	DT S
3. ICT Management	To Maintain effective and efficient Information and technology systems by June 2022	FM04: By Upgrading and maintenance of ICT infrastructure and systems	ICT policies and governance framework reviewed and approved by council (Input)	ICT policies reviewed and approved by council	ICT policies reviewed and approved by council	ICT policies reviewed and approved by council	ICT policies reviewed and approved by council	ICT policies reviewed and approved by council	CFO
			IT Masterplan reviewed approved by council (Input)	Review and Implement IT Masterplan approved by council	Review and Implement IT Masterplan approved by council	Review and Implement IT Masterplan approved by council	Review and Implement IT Masterplan approved by council	Review and Implement IT Masterplan approved by council	CFO
4. Budgeting and Reporting	To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act , Treasury regulations and Budget reforms , by June 2022	FM05: Comply with all Statutory reporting requirements and financial reforms. FM06: By planning and preparation of municipal budget in line with MFMA Regulations Implementation of Mscoa Reform by 2022	Compliance reports submitted as per MFMA (Input)	Submission of compliance reports within specified time frame	Submission of compliance reports within specified time frame	Submission of compliance reports within specified time frame	Submission of compliance reports within specified time frame	Submission of compliance reports within specified time frame	CFO
			Annual approved budget by council for 2018-2022	Annual approved budget by council for 2017/18	Annual approved budget by council for 2018/19	Annual approved budget by council for 2019/20	Annual approved budget by council for 2020/21	Annual approved budget by council for 2021/22	CFO
			Number of Mscoa project updates	Full Mscoa implementation	Updates on Mscoa implementation	Updates on Mscoa implementation	Updates on Mscoa implementation	Updates on Mscoa implementation	ALL HOD's
5. Revenue Enhancement &	To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and	FM07: Data cleansing and accurate billing of all GKM services	% increase in actual revenue collection (Output)	5% increase	5% increase	5% increase	5% increase	5% increase	CFO

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
	enforce the municipality's credit and debt control policy (Section 64 MFMA) by June 2022.	FM08: Review and implement the indigent policy and maintain an updated indigent register.	Review and Updated Indigent register	100% beneficiary subsidization of the customers that have claimed	100% beneficiary subsidization of the customers that have claimed	100% beneficiary subsidization of the customers that have claimed	100% beneficiary subsidization of the customers that have claimed	100% beneficiary subsidization of the customers that have claimed	CFO
6. Audit Outcome	To ensure improvement of audit outcomes through reduction of audit findings by June 2022.	FM09: By developing, implementing and monitoring of Audit Action Plan, policies and procedures.	Number of audit findings addressed	Reduction of audit findings	Reduction of audit findings	Reduction of audit findings	Reduction of audit findings	Reduction of audit findings	All Directorates
7. Risk Management	To ensure management of organizational and mitigation of risks by June 2022	FM10: Develop, monitor and review of strategic risks registers	% implementation of action plan to mitigate identified risks (Output)	% of identified risks lessened	% of identified risks lessened	% of identified risks lessened	% of identified risks lessened	% of identified risks lessened	All Directorate
8. Safety and Traffic Services	To enhance the enforcement of National Road Traffic Act 93 of 1996, by-laws and safeguard municipal assets by June 2022.	FM11: By enforcing and monitoring of road traffic rules	Number of Motor Vehicle registrations, bookings and renewals of drivers licenses (Output)	600 learners' license and 600 driver's license. 120 Motor Vehicle renewals	600 learners' license and 600 driver's license. 120 drivers renewal	600 learners' license and 600 driver's license. 120 drivers renewal	600 learners' license and 600 driver's license. 120 drivers renewal	600 learners' license and 600 driver's license. 120 drivers renewal	CFO
			Number of Fines issued						

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
			Plan and implement traffic management plan	Development of incident management plan	Review and implementation of incident management plan	Review and implementation of incident management plan	Review and implementation of incident management plan	Review and implementation of incident management plan	
		FM12: To secure all municipal assets through implementing of safety and security measures	Access control provided in municipal main offices	Implement all access control programmes (visitors control, vehicle control and routine control by June 2022)	Implement all access control programmes (visitors control, vehicle control and routine control by June 2022)	Implement all access control programmes (visitors control, vehicle control and routine control by June 2022)	Implement all access control programmes (visitors control, vehicle control and routine control by June 2022)	Implement all access control programmes (visitors control, vehicle control and routine control by June 2022)	CFO

5.4.4 KPA 4 - Institutional Development and Municipal Transformation

				5 YEAR TARGETS					
Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	Custodian
1. Strategic Corporate and HRM plan	To ensure the development and implementation of a strategic Corporate and HRM plan with a strategic Model to drive the implementation and alignment with the IDP	ID01:By designing, implementing and monitoring, all the strategies to achieve the Corporate and HR areas of focus	100% implementation of strategic CPS HRM Plan	N/A	100%	100%	100%	100%	Director CS
2. Employment Equity	To ensure that all the discriminatory employment activities and processes are eliminated to achieve employment equity by 2022	ID02: By ensuring that Affirmative Action Measures are incorporated in the EE Plan and are implemented	% of Employment equity Plan target implemented (Output)	15 %	5 %	TBD	TBD	TBD	Director CS
		ID03: By developing, reviewing and implementing the Employment Equity Plan							
		ID04: By consistently submitting on stipulated time-frames, all the EE reports to the Department of Labour							

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
3. Time and Attendance	To ensure the municipal controlled environment and stability through proper adherence to attendance and leave management by June 2022	ID05: By developing, implementing the leave policy and procedure.	100% staff adherence to Leave Management procedures and controls	4 Compliance Reports	A comprehensive gap analysis and progress report on Leave management	A comprehensive gap analysis and progress report on Leave management	A comprehensive gap analysis and progress report on Leave management	A comprehensive gap analysis and progress report on Leave management	Director CS
		ID06: By employing an access control system to manage time and attendance							
		ID07: By developing control measures to enhance the policy & procedure compliance							
4. Organizational Development	To ensure the achievement of the municipal mission and vision in enhancing service delivery by June 2022.	ID08: By Annually reviewing the Organogram aligning it with the municipal IDP	Organisational structure reviewed and approved by council (Input)	2017/18 Organization structure reviewed and approved by council	2018/19 Organization structure reviewed and approved by council	2019/20 Organization structure reviewed and approved by council	2020/21 Organization structure reviewed and approved by council	2021/22 Organization structure reviewed and approved by council	
		ID09: By ensuring that Job Evaluation is periodically conducted to obtain aligned and properly graded jobs	% of positions in the organogram evaluated		40 targeted employees with signed performance promises				

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
		ID010: By ensuring the cascading and monitoring of the departmental performance	No of employees signed performance promises and assessed		All 4 HR systems implemented				
		ID011: By ensuring periodic municipal restructuring process to improve working conditions	No of HR systems identified and implemented e.g. (Leave management system)		40 targeted employees with signed performance promises				
		ID012: By Coordination of effective and efficient Recruitment and Selection Process in line with applicable reviewed policies	100% compliance with relevant legislation and policies		All 4 HR systems implemented and fully utilized				
		ID013: By designing and implementing onboarding and retention policy, procedures and strategies	100% compliance with municipal policies		All identified vacant and funded positions to be filled within 3 months				
		ID014: By conducting organizational culture surveys and report with recommendations	No of reports compiled on organizational culture surveys with clear recommendations		2 Surveys conducted and reported				

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
		ID015: By designing and implementing an organizational culture sustainability programme	No of programmes implemented to address organizational culture		2 organizational culture sustainability programmes implemented				
5. Human Resources Development	To ensure a fully capacitated and competent workforce and council for the enhancement of performance, service delivery and sound corporate governance by June 2022.	ID016: By conducting periodic Skills and Competency audits in ascertaining staff and councillor's skills & competency gaps	No of Skills and Competency audits conducted with reports		Full skills and competency audits conducted to all councilors and employees	TBD	TBD	TBD	
		ID017: By developing, reviewing, implementing and monitoring the WSP for Capacitating Councillors, Employees and the Unemployed			WSP reviewed and approved by Council				
6. Council Support	To ensure effective functioning of Council and its committees by June 2022	ID017: By ensuring that the Council and its sub-committees sit in accordance with the approved Council calendar.	Number of Council and standing committee meetings set in line with council calendar (Output)	4 Ordinary Council sittings. 20 Standing Committee held	4 Ordinary Council sittings. 20 Standing Committee held	4 Ordinary Council sittings. 20 Standing Committee held	4 Ordinary Council sittings. 20 Standing Committee held	4 Ordinary Council sittings. 20 Standing Committee held	Director CS

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
		ID018: By ensuring safe keeping of the Council resolution register	Number of Council resolution register	4 Registers	4 Registers	4 Registers	4 Registers	4 Registers	Director CS
7. Records Management	To ensure proper keeping and maintenance of Institutional information in line with The National Archives and Records Service of South Africa by June 2022	ID019: By review and implementing Institutional Records Procedures in line with applicable legislation	Number of compliance reports submitted (Input)	2 compliance reports submitted	2 compliance reports submitted	2 compliance reports submitted	2 compliance reports submitted	2 compliance reports submitted	
		ID020: By ensuring adequate space and security for municipal records and management thereof	No of identified areas for developing mini registries		3 new areas identified and developed as mini registries	TBD	TBD	TBD	
8. Employment Motivation and Wellness	To ensure availability and retention of competent, healthy and motivated workforce by June 2022	ID021: By reviewing the Employee Wellness Policy, Procedures and Programmes.	Number of Employee Wellness policies, procedures and programs implemented (Input)	3 Employee Wellness programs conducted	2 Employee Wellness policies, procedures and programs implemented	2 Employee Wellness policies, procedures and programs implemented	2 Employee Wellness policies, procedures and programs implemented	2 Employee Wellness policies, procedures and programs implemented	
		ID022: By designing and implementing Employee Assistance Programmes for staff referrals and support.	No of EAPs referrals coordinated	N/A	4 EAP referrals coordinated	TBD	TBD	TBD	
9. Health and Safety Complain	To ensure compliance with Health and Safety Regulation by June 2022.	ID023: By implementing and monitoring of health and safety policy and regulations.	Number of Health and Safety Inspections conducted (output)	4 Inspections & reports	4 Inspections and reports	4 Inspections and reports	4 Inspections and reports	4 Inspections and reports	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
		ID024: By ensuring the achievement of health and safety practices in all municipal areas of work	No of Health and Safety workshops conducted	N/A	2 Health and Safety workshops conducted	2 Health and Safety workshops conducted	2 Health and Safety workshops conducted	2 Health and Safety workshops conducted	Director CS
10. Auxiliary Services	To promote holistic customer reception management and provision of sound auxiliary services to the entire institution by June 2022	ID025: By ensuring the implementation of the Reception Procedure Manual and the Cleaning Maintenance Plan	No of cleaning inspections conducted and reported	4 x Surveys and report	4 x Cleaning inspections conducted and reported	4 x Cleaning inspections conducted and reported	4 x Cleaning inspections conducted and reported	4 x Cleaning inspections conducted and reported	
11. Corporate Facilities and Satellite Office	To ensure the management , assessments, monitoring and controlling of municipal facilities and Satellite Offices by June 2022	ID026: By periodically assessing and identifying gaps on facilities and designing and implementing strategies to improve the conditions of facilities in all GKM area	No of assessments conducted to identify gaps	N/A	2 x Assessments conducted	TBD	TBD	TBD	
			No of strategies designed and implemented		1 x strategy designed and implemented	TBD	TBD	TBD	
12. Risk Management and auditing	ensure the management and control of internal, external audit matters including all Corporate Services	ID027: By designing and implementing an audit action plan in addressing all CPS Audit queries	% of Audit findings addressed		100% of Audit findings addressed	100% of Audit findings addressed	100% of Audit findings addressed	100% of Audit findings addressed	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
	and HR risks by 2022	ID028: By designing an Audit Checklist in line with the AG dashboard to strategically address the audit problems within CPS	Checklist designed and implemented		1 x checklist designed and implemented	1 x checklist designed and implemented	1 x checklist designed and implemented	1 x checklist designed and implemented	

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5.4.5 KPA 5- Good Governance and Public Participation

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
1. Public Participation & Management of	To promote effective participation of community members in the affairs of governance by June 2022	GG01: Regular and effective communication with communities	Number of Ward Committee Meetings held	4 meetings	4 meetings with consolidated reports	4 meetings with consolidated reports	4 meetings with consolidated reports	4 meetings with consolidated reports	Strategic services
			Number Mayoral Imbizos held	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	Strategic services
2. Institutional Marketing and	To promote effective communication with all stakeholders by June 2022	GG03: Enhance internal and external communications By redeveloping a functional website Developing a functional Communication and Marketing Strategy	Number of reports on the implementation of Marketing and Communications Strategy	GKM protocol and Etiquette policy developed and approved by council Developing a website	4 reports on implementation of Marketing and Communication s Strategy	4 reports on implementation of Marketing and Communicatio ns Strategy	4 reports on implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	Strategic services
3. Inter-Governmental Relations	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2022	GG04: By facilitating IGR sittings	Number of IGR meetings held	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings	Strategic services

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
4. Strategic Planning	To ensure the development, implementation and review of integrated development planning by June 2022	GG05: By facilitating development and review of IDP through implementation of IDP process plan	5 year IDP developed and reviewed on annual basis	IDP reviewed, implemented and approved by council	IDP reviewed, implemented and approved by council	IDP reviewed, implemented and approved by council	IDP reviewed, implemented and approved by council	IDP reviewed, implemented and approved by council	Strategic services
5. Operational planning and performance monitoring	To ensure the institutionalization of Performance Management by June 2022	GG06: Develop and review Institutional Strategic Score Card and cascading of Performance Management System	5 year Strategic scorecard developed and approved by council	SDBIP developed and approved within 28 days after the approval of IDP and Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget	Strategic services
		GG07: Monitor and measure institutional performance quarterly	Number mid-year ,annual performance reports and annual reports developed and approved by council	1-mid-year report 1-annual performance report and annual report developed and approved by council	1-mid-year report 1-annual performance report and annual report developed and approved by council	1-mid-year report 1-annual performance report and annual report developed and approved by council	1-mid-year report 1-annual performance report and annual report developed and approved by council	1-mid-year report 1-annual performance report and annual report developed and approved by council	Strategic services
6. Audit Committee	To ensure effective functioning of Oversight Committees by June 2022	GG15 Provide administrative support to oversight committees	Number of Audit Committee Meetings held (Output)	4 AC meetings	4 AC meetings	4 AC meetings	4 AC meetings	4 AC meetings	Strategic services
			MPAC meetings held before the sitting of Council (Output)	4 MPAC meetings	4 MPAC meetings	4 MPAC meetings	4 MPAC meetings	4 MPAC meetings	Strategic services

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4 2020/21	YEAR 5 2021/22	
7. Internal Auditing	To provide independent professional advice on governance issues, risk management and internal controls	Independent review on the reported performance information and other municipal activities	Number of Internal audit reports to Audit Committee	4 reports	4 reports	4 reports	4 reports	4 reports	Strategic services
		Review and adopt Internal Audit and Audit Committee Charters	Internal Audit and Audit Committee charters approved by Council (Input)	Approved Internal Audit and Audit Committee charters by Council	Approved Internal Audit and Audit Committee charters by Council	Approved Internal Audit and Audit Committee charters by Council	Approved Internal Audit and Audit Committee charters by Council	Approved Internal Audit and Audit Committee charters by Council	Strategic services
8. Legislative	2017 To ensure compliance with the legislation by 2022	By ensuring that all legal matters are dealt within prescribed timeframes	Number of reports on number of litigation received (Input)	4 reports	4 reports	4 reports	4 reports	4 reports	Strategic services
9. Risk Management	To ensure management of organizational and mitigation of risks by June 2022 To develop a functional and responsive administration by 2022	GG8: By implementing and monitor effective risk management and fraud prevention strategies By ensuring management of risk	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	OMM
10. SPU	To accelerate empowerment of historically disadvantaged groups by June 2022	GG18: By mainstreaming of Special programmes in all GKM programs, plans and projects	SPU plan developed and approved by council	SPU plan reviewed and implemented	Implementation of the SPU plan	Implementation of the SPU plan	Implementation of the SPU plan	Implementation of the SPU plan	

5.5 Reviewed 5-year Objectives & Strategies

5.5.1 KPA 1- Service Delivery and Infrastructure Provision

<u>KPA 1- Service Delivery and Infrastructure Provision</u>			
Priority Area	IDP Objective	IDP strategy	Custodian
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	SD01: By constructing and maintaining municipal roads	Technical Services
2. Public amenit	To ensure provision of public amenities by June 2022.	SD02: By Constructing and maintaining public amenities.	Technical Services
3. Electrification	To increase access to electricity in Great Kei Communities by 2022	SD03: Solicit funding from DOE and potential funders	Technical Services
		SD04: By Upgrading electrical network and electrification of new housing developments	Technical/Com
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	<u>By reviewing and co-ordinating the development of a complaint SDF with IDP to guide development within Great Kei LM</u>	Technical Services
		SD05: By Ensuring the compliance of the Municipality with SPLUMA implementation to ensure spatial planning to unlock economic development	Technical Services
Building Cont	To ensure that National Building Regulations are adhered to by 2022	By implementing National Building Regulations within the GKM Area	Technical Services

KPA 1- Service Delivery and Infrastructure Provision			
Priority Area	IDP Objective	IDP strategy	Custodian
6. Sustainable	To facilitate the provision of Integrated sustainable human settlement within GKM by June 2022	SD07: By capturing beneficiary list on the National Housing Needs Register	Technical Services
7. Comm	To ensure a safe and secure environment by June 2022	SD08: By Coordinating sitting of community safety forum	Community
8. Solid Waste	To ensure improved solid waste management by June 2022	SD09: By implementing integrated Waste Management Plan in line with NEMA	Community services
9. Environmental Management	To Co-ordinate improvement of Municipal Environmental Management by 2022	SD10: By developing and implementing integrated environmental management plan in line with NEMA	Community services
		SD11: By implementing town beautification	Community services
10. Cemeteries	To improve management of cemeteries by June 2022	SD12: By implementing Cemetery management plan	Community services

5.5.2 KPA 2- Local Economic Development

KPA 2- Local Economic Development			
Priority Area	IDP Objective	IDP strategy	Custodian
1. Local Economic Growth	<u>To create opportunities for sustainable development within the GKM area by June 2022</u>	LED01: By identifying and twinning with municipality/s and organizations with similar areas of cooperation <u>and development.</u>	Strategic Services
2. Job Creation	To create job opportunities through EPWP by June 2022	LED02: Support initiatives geared towards mass job creation and sustainable livelihoods	Technical and Strategic
3. Tourism	To promote the tourism potential of GKM by June 2022	LED03: By marketing GKM as a tourism destination through developing tourism routes	Strategic Directorate
4. High Impact Project	To promote sustainable socio- economic development within GKM area by 2022	LED04:Lobby funding for high impact projects	Strategic Services
5. Agriculture	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2022	LED05: By supporting and monitoring Agrarian and Farming Production and Programmes in partnership with DRDAR	Strategic Directorate
6. SMME's & Co-	To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2022	LED6: Lobby technical support and funding from potential funders to support SMME's & Co-operatives	Strategic Services

5.5.3 KPA 3-Financial Viability and Management

<u>KPA 3-Financial Viability and Management</u>			
Priority Area	IDP Objective	IDP strategy	Custodian
1. Asset Management	To ensure proper management and maintenance of GKM assets by June 2022	FM01: By developing and maintaining a GRAP compliant asset register.	CFO
2. Supply Chain	To maintain effective and efficient procurement by June 2022	FM02: By ensuring adherence to Supply Chain Management Regulations	CFO
Expenditure Management	To maintain effective and efficient expenditure management processes and systems by 2022	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA	CFO
3. ICT Management	To Maintain effective and efficient Information and technology systems by June 2022	FM04: By Upgrading and maintenance of ICT infrastructure and systems	CFO
4. Budgeting and Reporting	To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act , Treasury regulations and Budget reforms , by June 2022	FM05: Comply with all Statutory reporting requirements and financial reforms.	CFO
		FM06: By planning and preparation of municipal budget in line with MFMA Regulations	CFO
		Implementation of Mscoa Reform by 2022	ALL HO
5. Revenue Enhancement & Indigent Administration	To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and enforce the municipality's credit and debt control policy (Section 64 MFMA) by June 2022.	FM07: Data cleansing and accurate billing of all GKM services	CFO
		FM08: Review and implement the indigent policy and maintain an updated indigent register.	CFO

<u>KPA 3-Financial Viability and Management</u>			
Priority Area	IDP Objective	IDP strategy	Custodian
6. Audit Outcome	To ensure improvement of audit outcomes through reduction of audit findings by June 2022.	FM09: By developing, Implementing and monitoring of Audit Action Plan, policies and procedures.	All Directorate
7. Risks	To ensure management of organizational and mitigation of risks by June 2022	FM10:Develop, monitor and review of strategic risks registers	AI
8. Safety and Traffic Services	To enhance the enforcement of National Road Traffic Act 93 of 1996, by-laws and safeguard municipal assets by June 2022.	FM11: By enforcing and monitoring of road traffic rules	CF O
		FM12: To secure all municipal assets through implementation of safety and security measures	CFO

5.5.4 KPA 4 - Institutional Development and Municipal Transformation

KPA 4 - Institutional Development and Municipal Transformation			
Priority Area	IDP Objective	IDP strategy	Custodian
1. Strategic Corporate and HRM	To ensure the development and implementation of a strategic Corporate and HRM plan with a strategic Model to drive the implementation and alignment with the IDP	ID01:By designing, implementing and monitoring, all the strategies to achieve the Corporate and HR areas of focus	Director or CS
2. Employment Equity	To ensure that all the discriminatory employment activities and processes are eliminated to achieve employment equity by 2022	ID02: By ensuring that Affirmative Action Measures are incorporated in the EE Plan and are implemented	Director or CS
		ID03: By developing, reviewing and implementing the Employment Equity Plan	
		ID04: By consistently submitting on stipulated time-frames, all the EE reports to the Department of Labour	
3. Time and Attendance	To ensure the municipal controlled environment and stability through proper adherence to attendance and leave management by June 2022	ID05: By developing, implementing the leave policy and procedure.	Director
		ID06: By employing an access control system to manage time and attendance	
		ID07: By developing control measures to enhance the policy & procedure compliance	
4. Organizational	To ensure the achievement of the municipal mission and vision in enhancing service delivery by June 2022.	ID08: By Annually reviewing the Organogram aligning it with the municipal IDP	
		ID09: By ensuring that Job Evaluation is periodically conducted to obtain aligned and properly graded jobs	
		ID10: By ensuring the cascading and monitoring of the departmental performance	
		ID11: By ensuring periodic municipal restructuring process to improve working conditions	

KPA 4 - Institutional Development and Municipal Transformation			
Priority Area	IDP Objective	IDP strategy	Custodian
		ID012: By Coordination of effective and efficient Recruitment and Selection Process in line with applicable reviewed policies	
		ID013: By designing and implementing onboarding and retention policy, procedures and strategies	
		ID014: By conducting organizational culture surveys and report with recommendations	
		ID015: By designing and implementing an organizational culture sustainability programme	
5. Human Resources Development	To ensure a fully capacitated and competent workforce and council for the enhancement of performance, service delivery and sound corporate governance by June 2022.	ID016: By conducting periodic Skills and Competency audits in ascertaining staff and councillor's skills & competency gaps ID017: By developing, reviewing, implementing and monitoring the WSP for Capacitating Councillors, Employees and the Unemployed	
6. Council Support	To ensure effective functioning of Council and its committees by June 2022	ID017: By ensuring that the Council and its sub-committees sit in accordance with the approved Council calendar.	Director CS
		ID018: By ensuring safe keeping of the Council resolution register	Director CS
7. Records Management	To ensure proper keeping and maintenance of Institutional information in line with The National Archives and Records Service of South Africa by June 2022	ID019: By review and implementing Institutional Records Procedures in line with applicable legislation	
		ID020: By ensuring adequate space and security for municipal records and management thereof	
8. Employment Motivation and	To ensure availability and retention of competent, healthy and motivated workforce by June 2022	ID021: By reviewing the Employee Wellness Policy, Procedures and Programmes.	
		ID022: By designing and implementing Employee Assistance Programmes for staff referrals and support.	
9. Health and Safety Compliance	To ensure compliance with Health and Safety Regulation by June 2022.	ID023: By implementing and monitoring of health and safety policy and regulations.	
		ID024: By ensuring the achievement of health and safety practices in all municipal areas of work	Director CS

KPA 4 - Institutional Development and Municipal Transformation			
Priority Area	IDP Objective	IDP strategy	Custodian
10. Auxiliary Services	To promote holistic customer reception management and provision of sound auxiliary services to the entire institution by June 2022	ID025: By ensuring the implementation of the Reception Procedure Manual and the Cleaning Maintenance Plan	
11. Corporate Facilities and Satellite Offices	To ensure the management , assessments, monitoring and controlling of municipal facilities and Satellite Offices by June 2022	ID026: By periodically assessing and identifying gaps on facilities and designing and implementing strategies to improve the conditions of facilities in all GKM area	
12. Risk Management and auditing	To ensure the management and control of internal, external audit matters including all Corporate Services and HR risks by 2022	ID027: By designing and implementing an audit action plan in addressing all CPS Audit queries	
		ID028: By designing an Audit Checklist in line with the AG dashboard to strategically address the audit problems within CPS	

5.5.5 KPA 5- Good Governance and Public Participation

<u>KPA 5- Good Governance and Public Participation</u>			
Priority Area	IDP Objective	IDP strategy	Custodian
1. Public Participation & Management	To promote effective participation of community members in the affairs of governance by June 2022	GG01: Regular and effective communication with communities	Strategic services
2. Institutional Marketing and	To promote effective communication with all stakeholders by June 2022	GG02: By Developing a functional Communication and Marketing Strategy	Strategic services
3. Inter-Governmental Relations	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2022	GG03: By facilitating IGR sittings	Strategic services
4. Strategic Planning	To ensure the development, implementation and review of integrated development planning by June 2022	GG04: By facilitating development and review of IDP through implementation of IDP process plan	Strategic services
5. Operational planning and performance monitoring	To ensure the institutionalization of Performance Management by June 2022	GG05: Develop and review Institutional Strategic Score Card and cascading of Performance Management System	Strategic services
		GG06: Monitor and measure institutional performance quarterly	Strategic services

KPA 5- Good Governance and Public Participation			
Priority Area	IDP Objective	IDP strategy	Custodian
6. Audit Committee	To ensure effective functioning of Oversight Committees by June 2022	GG07 Provide administrative support to oversight committees	Strategic services
7. Internal Auditing	To provide independent professional advice on governance issues, risk management and internal controls	GG08: Independent review on the reported performance information and other municipal activities	Strategic services
		Review and adopt Internal Audit and Audit Committee Charters	Strategic service
8. Legislative and	2017 To ensure compliance with the legislation by 2022	GG09: By ensuring that all legal matters are dealt within prescribed timeframes	Strategic service
9. Risk Management	To develop a functional and responsive administration by 2022	GG10: By ensuring management of risk	OMM
10. SPU	To accelerate empowerment of historically disadvantaged groups by June 2022	GG11: By mainstreaming of Special programmes in all GKM programs, plans and projects	Strategic Service

CHAPTER SIX: SPATIAL DEVELOPMENT FRAMEWORK

6.1 Spatial Development Framework

In accordance with the requirements of Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000), a Spatial Development Framework (SDF) in respect of a Municipality's area of jurisdiction is a legally required component of a Municipality's Integrated Development Plan (IDP). The GKM SDF was adopted in 2016 and a new one is required

The purpose of the review of the Great Kei Spatial Development Framework is to update the SDF content to make it a credible compressive and meaningful document as well to reassess the environmental spatial analysis and determine the main pressures on the natural environment within GKM and provide an update on the environmental issues and their relation to spatial planning. The review of the SDF is also to align with the three (3) pillars/frameworks of the DRDLR spatial development framework guidelines.

This report outlined how the spatial development Framework has taken guidance from the Great Kei Municipality's IDP (2013-2017) and related initiatives to inform the shared impact or priority area for spatial development and investment, set out below.

These Comprehensive SDF Guidelines are therefore a component of these Terms of Reference and provide the necessary details thereof. Practical lessons during the implementation process should be well documented and recommendations made where the guidelines requires improvement. The SDF shall be amended accordingly and made credible.

Compliance with the following important aspects of an SDF as indicated in the Chapter 4 of SPLUMA must be adhered to. Section 12 subsection (1) (a) to (o) stipulates generally the areas an SDF must cover. In particular, Section 21 (a) to (p) prescribes over and above the parameters of preparing for the development of a MSDF.

3.2.8.1. The GKM SDF outlines its Spatial Vision as below

As a long term vision of achieving a peaceful and sustainable environment where all communities enjoy an improved quality of life affordable services, democratic governance and employment through thriving agriculture, commerce, SMME's and tourism activities.

The SDF dates back to the year 2014, this is the year it was first developed, in the likeness of this generation of the IDP 2017 - 2022, there is a need for the SDF to be re – developed so that the vision is aligned to that of the new IDP as required by the Municipal Systems Act 32 of 2000, that the SDF and the IDP should be aligned.

KEY SPATIAL DEVELOPMENT ISSUE	PROPOSED SPATIAL DEVELOPMENT OBJECTIVES
Spatial Fragmentation vs Basic Needs	To fulfill basic needs obligations and address spatial integration within available means
Land Development Trends and Urbanization	To manage land development in line with a structured approach to ensure sustainability.
Environmental Management	To adhere to environmental law and protect environmentally sensitive areas.
Local Economic Development	Reduced unemployment through local economic skills development, access to land for emerging farmers and community tourism growth.
Land Use Management	To manage land development in line with the General Principles of the new Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA)

3.2.8.2. The GKM Spatial Objectives and Strategies

Key Spatial Development Objectives	Proposed Spatial Development Strategies
To fulfil basic needs obligations and address spatial integration within available means	Provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda.
To manage land development in line with a structured approach to ensure sustainability.	sets out spatial objectives and provides spatial strategies that indicate desired patterns of land use, address spatial transformation, and provide decision making processes relating to the nature and location of development; Introduces guidelines for decision making and alignment of development programs that impact on the spatial structure and land use pattern in the area. Provide visual representation of desired spatial form and land use pattern. Creating an efficient and integrated settlement pattern in GKLM Align the local SDFs. Ensuring availability of acceptable level of infrastructure and service delivery.

	Well-structured road network system to ease movement; and efficient and effective links between nodes, relevant products and services.
To adhere to environmental law and protect environmentally sensitive areas	Gives effect to principles contained in the National Environmental Management Act No. 107 of 1998 (NEMA) and other relevant policies. Protecting environmentally sensitive areas.
To manage land development in line with the General Principles of the new Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA)	Provide basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework.

3.2.8.3. Development Scenarios for Great Kei Municipality

The Great Kei SDF outlines the following scenarios that are intended to form a guide for the Municipality towards its development.

Development scenarios are intended to give options for development in order to guide where investment could be directed, what development would be feasible and how stakeholders could participate, given the likely benefits expected to arise from each scenario. In addition, scenario planning enables the stakeholders to achieve common consensus on the best spatial development form for the GKLM and the prioritization of expenditure to reach the desired development outcome. The preferred scenario is then used as the framework for the preparation of the Spatial, Economic and Infrastructure Plans.

The following are the alternative scenarios investigated by the professional team:-

3.2.8.3.1. Scenario 1

The municipal area remains in its current form, with no development, no tertiary facilities, poor infrastructure and no proper Land Use Management or control. The decay of the CBD's with no vision to expand, no investment from the government and the CBD's continue to service only existing needs.

This will result in an unsatisfactory socio-economic situation with deterioration of the existing infrastructure and the environment. The residents in the area would suffer as a result of inadequate or no basic services, no or minimal access to social facilities and no job opportunities.

This scenario is considered “**undesirable**” and in the interest of the residents within the area, it should be avoided.

3.2.8.3.2. Scenario 2

The municipal area is allowed to grow in a haphazard manner with no spatial direction. This will result in poor land use management, loss of revenue to each local municipality, decline in the environment, uncontrolled settlement growth, etc. From an infrastructural point of view, this scenario does not offer an opportunity for forward planning, which could result in costly services in the future.

Implementation of this scenario is also considered as an “**undesirable**” scenario and should be avoided.

3.2.8.3.3. Scenario 3

Regenerated municipal area, catering for the existing and future needs of its residents, with enough water and other basic infrastructure to invite investors into the towns with confidence. Future development needs to be identified and catered for in the towns.

Vibrant towns with controlled development.

Upgrading of the local existing public transport facilities.

Upgrading of all basic infrastructure such as roads, stormwater, electricity, sewerage and water. Increase in municipal revenue.

This scenario will also make provision for job opportunities and subsequently having a ripple effect on its surrounding areas.

Great Kei SDF is formulated through the national Spatial Development Frameworks Guidelines and it has also been developed in alignment with the requirements of the Spatial Planning and Land Use Management Act 16 of 2013, this is a requirement as outlined in the Act.

The proposed SDF must give effect to the development principles contained in the Spatial Planning & Land Use Management Act, 2013 including:

Spatial Justice;

Spatial Sustainability;

Efficiency;

Spatial Resilience; and

Good Administration

Great Kei Local Municipality has been selected in the Eastern Cape Province for SDF support. Proposals are requested from suitably qualified and experienced service providers to develop a rural SDF for the Municipality in line with the Department’s SDF Guidelines.

The municipal spatial development frame work covers the following areas with regards to environmental related matters with which it ought to manage:

Illegal dumping, especially nappies.

Development in catchment areas.
Conservation of indigenous plants.
Silting up of livestock dams.
Land degradation to be mapped.
Lack of community nature reserve in rural area.
Sewerage that is being poured into the old location does more harm to the people and the air.
Houses are being built in steep slopes which creates large risks during the rainy season.
Dry rivers.
There is inadequate water supply for agricultural development
The dust from granite mining will pollute the air, causing a health hazard.
Veld fires affect the area and livestock.
The lack of proper fencing of land within the settlements.
A need for skills development programmes to empower black farmers/ emerging farmers.
The shortage of land for ploughing and other agricultural activities.
Land tenure is not secure unresolved land claims.
There is no control on the demarcation of communally owned land.
Lack of involvement from the youth in farming activities.

The lack of Capturing of Arable/Grazing land in terms of their extent.
Lack of abattoirs for communal farmers.
There are more campaigns done in agricultural programmes but there are few resources to implement.
Lack of establishment of irrigation schemes.
Agricultural projects must be implemented to benefit the people in the area.
Lack of proper planning in rural areas.
Small scale farmers are struggling to acquire farms

3.2.8.4. Land Audit.

The purpose of the project is to conduct a comprehensive land audit of all land and data associated with each land parcel, which include use, ownership, zoning, tenure etc. All records and data sets to be categorised and captured in a format that will be accessible for future use by municipal service branches and which will enable analysis against the municipal zoning and billing data sets. Ultimately the project aims to optimise the municipal property and land management capabilities and revenue collection.

3.2.8.5. Land Invasion Policy

GREAT KEI Local Municipality has developed a policy to deal with land invasion and also that recognises the right of its residents to life and to be treated with dignity.

Council acknowledges its residents' right to housing as contained in Clause 25 of the Bill of Rights of the Constitution of the Republic of South Africa, and further admit that such right may be limited as provided for in Clause 36 of the same Bill of Rights.

Council will in its efforts and endeavours (together with Department of Human Settlement) of housing and settling its residents in need of housing and accommodation take into cognisance the provision and the spirit of all legislations relevant to housing and land settlements control.

Council realizes that, there exist a great need for accommodation amongst its low income group or less fortunate residents, and that land for township development is scarce within its area of jurisdiction.

Council will do all in its power to ensure orderly development of places of residents for all its residents.

This policy underpinned and based on the provision of the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act (Act 19 of 1998) and Extension of Tenure Security Act (Act 62 of 1997).

3.2.8.5. GIS

The Great Kei Municipality does not have a stand-alone GIS unit however it is tapping in on the services of Amatole District Municipality through their Support for its local municipality. Amatole District Municipality collated all the information that needed to be on the GIS Website including scanned building plans, landfill sites, monuments, cadastral boundaries etc. this information is updated continuously and Great Kei Municipality attend the Shared Service Centre Steering Committee Meetings facilitated by Amatole District Municipality.

3.2.8.6. Identified Land

The Great Kei Municipality Spatial Development Framework has prioritized and identified land for human settlement. This has been categorized into different types of models. The intention of defining the different settlement models would be the establishment of a range of options that the Municipality and the local authorities could endorse and make available to prospective beneficiaries of a land reform process. It is acknowledged at the outset that the range of settlement models is more easily contemplated in a 'Greenfields' situation, such as in those districts where freehold tenure/commercial farming are the norm. However, the models are not only for new development, but can be used to broadly identify and categorize existing settlements in order to shape planning and support interventions in these areas. The following are the suggested range of generic settlement models proposed:

3.2.8.6.1. Model 1: Urban Settlement

Developmental Parameters – Small erf sizes (300m² or less, depending on nature of development and setting). A dwelling in terms of Provincial housing parameters.

Township layout.

Spatial Application – Located in defined settlement zones or within the fabric of existing urban development (in-fill). Good access to high order goods, services and facilities

Livelihood Base – Urban economic opportunities for employment in the formal and informal sector.

Income generation in the informal sector through use of own skills.

3.2.9.6.2. Model 2: Low Density Peri-Urban/Rural Village Settlement

Developmental Parameters – Erf sizes: sizes of existing residential sites in settlements are accepted. New residential sites to have site sizes in the range of 500–1000m², depending on local conditions and provisions of local planning processes (e.g. SDFs).

In new settlements top structure support to be provided, but can be provided in follow up phase development.

In existing settlements top structure support is optional, depending on financial availability and development priorities.

Settlement design options should be available for selection by community. In appropriate circumstances, can combine household/residential sites with arable allotments (i.e. larger site sizes).

Spatial Application – New developments located in defined Settlement Zones.

Existing settlements that get zoned by the LR&SP to be developed within parameters as set out within this table (allowing some flexibility based on local realities and development priorities).

Settlement zones should not be 'standalone' but integrate with existing settlement patterns, but should also deliberately shape the growth of existing urban patterns.

Daily/weekly commuting for work & to existing service/facility nodes.

Location of settlement and suitability of type of settlement to be related to existing infrastructure networks – i.e. base on principle of "Maximize Existing Opportunities/Build on Strengths".

Livelihood Base – A defined objective of providing a household subsistence level based on at least the economically defined 'minimum household subsistence level'.

The intention would be to support multiple livelihood options. This would include families potentially having employment in nearby farms or in close by urban employment, by participating in LED projects/enterprises on the commonage, and through access to land for small scale gardening, and access to the commonage for grazing.

Specifically this model will allow space for on-site gardens and access to grazing & arable lands (where possible) on commonage.

Commonage planning needs to take account of LED opportunity development. Commonage ideally to be state/LA-owned and managed by a commonage

3.2.8.6.3. Model 3: Productive Farming (Small/Medium/Large)

Developmental Parameters - In line with new DLA Policy Framework – must meet the criteria for LRAD support.

Dwelling will usually be existing farm buildings, but any further development comes from LRAD grant or own contribution.

Employment needs of a farming enterprise determine scale of permitted settlement on-site.

Infrastructure is owner's responsibility within property boundaries.

Layout is based on farming operations.

Individual or group ownership (Freehold/CPA or other).

Spatial Application - Can be located on any piece of land within the district. Not restricted to a zone.

Can be located within a larger zone where special planning provision has been made for the reservation of land parcel for productive agricultural use.

Land to have established agricultural potential.

Within communal areas will be on commonage or on PTO/Quitrent held land by agreement of land rights holders.

Land should be able to provide water needs for households

Livelihood Base - Predominantly agricultural production, but households may also utilize other economic related skills or opportunities to enhance agricultural income.

Business Plan for farming to set out livelihoods base for beneficiaries.

The emphasis is on productive use of the land not subsistence, so beneficiaries must demonstrate an interest and skills in farming for profit/surplus.

CHAPTER SEVEN: SECTOR PLANS:

7.1 DISASTER MANAGEMENT PLAN

The GKM is depending on Amatole District Municipality for disaster Management plan. Disaster Management Amendment Act 2015 on its introduction says “The DM Act 57 of 2002 also makes provision for emergency preparedness, rapid and effective disaster response and recovery”.

One of the key features of the DM is that it recognizes that the job of disaster risk reduction cannot be done by government alone. It requires cooperation and collaboration on the part of all spheres of government, civil society and private sector.

Amendments of section 43 of Act 57 of 2002, 16 Section 43 of the principal Act is hereby amended by the addition of the following subsections: “(3) A local municipality must establish capacity for the development and coordination of a disaster management plan and the implementation of a disaster.

Management function for the municipality which forms part of the disaster management centre. (4) A local municipality may establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set.

Great Kei Municipality due to its capacity does not have a fully-fledged Disaster Management Unit, but there is only one personnel that only coordinates for the municipality. The municipality is therefore supported by the district municipality, with financial support and personnel when crisis arises.

The risk assessment is done by the ADM. GKM is participating by invitation as other stakeholders. The ADM has done or conducted community based risk assessment and dialogues in the GK communities. If alerted by community or civic society, the municipality as coordinators will investigate and inform relevant structures for assistance and use funds if available to manage the situation. Since the new disaster plight that occurred within Great Kei Municipality jurisdiction in the 2016/17, the municipality established a Joint Operation Committee (JOC). The members of the structure depend on the nature of the disaster but there are permanent members which include departments such as Department of Social Development and the Provincial Disaster Management Center. The Amathole District Municipality is also a permanent member.

Disaster Management Amendment Act 2015 of Section 43 of Act 57 of 202, 16 Section 43 of the principal Act is hereby amended by the addition of the following subsection “(3) and (4)”.

Encompassed in the services provided by the ADM is also the Fire services. The district municipality has got offices with the provision of equipment to provide for the Great Kei communities. There three fire stations within the GKM jurisdiction, namely:

- Komga Town Fire Station
- Chintsa East Fire Station
- Kei Mouth Fire Station

CHAPTER EIGHT: FINANCIAL PLAN

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
	R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21
Cash Receipts By Source													1		
Property rates	1 696	1 696	1 696	1 696	1 696	1 696	1 696	1 696	1 696	1 696	1 696	1 696	20 349	21 448	22 606
Service charges - electricity revenue	406	406	406	406	406	406	406	406	406	406	406	406	4 871	5 134	5 411
Service charges - refuse revenue	721	721	721	721	721	721	721	721	721	721	721	721	8 655	9 122	9 615
Rental of facilities and equipment	77	77	77	77	77	77	77	77	77	77	77	77	926	976	1 029
Interest earned - external investment	44	44	44	44	44	44	44	44	44	44	44	44	526	554	584
Interest earned - outstanding debtors	360	360	360	360	360	360	360	360	360	360	360	360	4 317	4 551	4 796
Fines, penalties and forfeits	0	0	0	0	0	0	0	0	0	0	0	0	5	6	6
Licences and permits	149	149	149	149	149	149	149	149	149	149	149	149	1 788	1 885	1 987
Transfer receipts - operational	17 064	2 891				357	14 931		410	11 021			46 673	47 280	47 280
Other revenue	1 053	1 053	1 053	1 053	1 053	1 053	1 053	1 053	1 053	1 053	1 053	1 053	12 640	3 942	4 155
Cash Receipts by Source	21 570	7 397	4 507	4 507	4 863	19 437	4 507	4 917	15 528	4 507	4 507	4 507	100 751	94 898	97 469
Other Cash Flows by Source															
Transfer receipts - capital	3 376	3 200			3 376		3 200		4 501				17 653	18 030	18 030
Proceeds on disposal of PPE							9 000						9 000		
Decrease (Increase) in non-current assets	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	15 000	20 000	25 000
Total Cash Receipts by Source	26 196	11 847	5 757	5 757	9 489	20 687	17 957	6 167	21 279	5 757	5 757	5 757	142 404	132 928	140 499
Cash Payments by Type															
Employee related costs	4 633	4 633	4 633	4 633	4 633	4 633	4 633	4 633	4 633	4 633	4 633	4 633	55 602	58 604	61 769
Remuneration of councillors	383	383	383	383	383	383	383	383	383	383	383	383	4 600	4 848	5 110
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	966	966	966	966	966	966	966	966	966	966	966	966	11 595	12 221	12 881
Other expenditure	5 525	5 525	5 525	5 525	5 525	5 525	5 525	5 525	5 525	5 525	5 525	5 525	66 305	56 240	58 117
Cash Payments by Type	11 508	11 508	11 508	11 508	11 508	11 508	11 508	11 508	11 508	11 508	11 508	11 508	138 102	131 914	137 878
Other Cash Flows/Payments by Type															
Capital assets	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	1 391	16 691	16 049	18 316
Total Cash Payments by Type	12 899	12 899	12 899	12 899	12 899	12 899	12 899	12 899	12 899	12 899	12 899	12 899	154 793	147 963	156 194
NET INCREASE/(DECREASE) IN CASH HELD	13 297	(1 052)	(7 143)	(7 143)	(3 410)	7 788	5 057	(6 733)	8 380	(7 143)	(7 143)	(7 143)	(12 389)	(15 035)	(15 695)
Cash/cash equivalents at the month/	550	13 847	12 794	5 651	(1 491)	(4 902)	2 886	7 943	1 210	9 590	2 447	(4 696)	550	(11 839)	(26 874)
Cash/cash equivalents at the month/	13 847	12 794	5 651	(1 491)	(4 902)	2 886	7 943	1 210	9 590	2 447	(4 696)	(11 839)	(11 839)	(26 874)	(42 569)

CHAPTER NINE: PERFORMANCE MANAGEMENT SYSTEM

9.1 Performance Management System

Chapter 6 of Municipal Systems Act 32 of 2000 requires municipalities to establish a performance management system. In line with the Act, the Great Kei Municipality has developed PMS Framework and PMS policy which is reviewed on annual basis. This policy seeks to facilitate the shift to a strategic approach to the management of performance and empowers managers and employees to see the performance as an integrated and dynamic, real-time feature of work life. It is not a separate stand-alone process.

The municipality has developed and adopted 5-year (2017-22) strategic scorecard which serves a clear guide in developing yearly SDBIPs and performance agreements for the current term of council. This will also inform PMS cascading to lower levels.

Great Kei Municipality has a functioning PMS Unit, which is led by the IDP and PMS Manager with 1x PMS Coordinator reporting to the aforementioned manager. The unit is responsible for the following:

- Provides a professional advisory service with respect to the implementation of an effective Performance Management System capable of objectively and accurately establishing and measuring accomplishments and outcomes against key performance areas and indicators enabling the Municipality to align or adjust forward plans and execute agreed action plans that adequately addresses immediate, shorter and longer term service delivery priorities.
- Monitor and Evaluate departmental quarterly performance reports to ensure that they are in line with SDBIP.
- Provide guidance and assistance to the PMS Processes
- Facilitate capacity building and engagements with participants in the performance management
- Prepare performance management scorecard/SDBIP as per PMS Policy of the municipality
- Facilitating the development of draft service delivery and budget implantation plan for the municipality
- Plays an oversight role in developing of quarterly, mid-year and annual performance reports, and produce analysis performance report on planned targets
- Align reporting with planning
- Ensure performance clean audit (credible, authentic, reliable performance information)
- Ensure compliance with local government and other relevant legislation

**9.2 ORGANISATIONAL PERFORMANCE
2018/2019 INDICATORS AND PERFORMANCE TARGETS**

KPA 1- Service Delivery and Infrastructure provision

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	SD01: By constructing gravel roads	105 km		Number of km to be constructed through MIG	5km of gravel roads to be constructed in 2018/19	Tender for Contractors, appointment letters for contractors	Construction of 2,5 kms	Construction of 1,5 kms continues	Construction of 0,5 km and completion	Practical completion certificate	Director Technical
		SD01: By constructing Surfaced roads	24km 2.5km		Number of km to be surfaced (through MIG Maintenance funding)	0.5km of surfaced roads to be constructed in 2018/19	Tender for Contractors, appointment letters for contractor	Construction of 0.5kms	Construction of 0.2kms continues	Construction 0,1km and completion	Practical completion certificate	Director Technical and
		Maintaining Gravel Roads	100 km of gravel roads maintained		Number of km (20) to be maintained through internal funding	20km of gravel roads to be maintained in 2018/19 fy	5 km to be maintained	5 of gravel roads maintained	(5km) gravel roads maintained	(5km) gravel roads maintained	Signed Reports to Standing Committee	
2. Public amenities	To ensure provision of public amenities by June 2022.	SD02: By Constructing and maintaining public amenities.	19 Public Amenities		Number of public amenities' to be constructed	2 multi-purpose centers 1 community hall- Mzwini Komga Agri-park	Appointment of contractors and consultant	Construction of foundations	Construction of walls	Completed	Practical completion certificate.	Community Services
			3 public amenities maintained		Number of Public	1 public amenity to be maintained	Appointment of service provider to	Undertaking maintenance	1 public amenity to	1 public amenity to	Quarterly reports submitted to	

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
					amenities maintained	through internal funding by 2018/19 Town Hall-Komga	undertake maintenance	of Komga town hall	be maintained	be maintained	standing committee	
3. Electrification	To increase access to electricity in Great Kei Communities by 2022	SD04: Solicit funding from DOE and potential funders	2018/19 Application to DoE		Number of applications submitted to DoE for funding	1 Application submitted as at end of October 2018	Collection of inputs for funding application	Report on submission of Application	Planning for the gazetted funding	Preparation of design reports	Proof of submission & Gazette	Technical
		SD05: By Upgrading and maintaining the electrical network	Chintsa East Electrification Phase I		Number of Reticulation projects	1 project for upgrading Electrical Network for 18/19 fy	Design Reports	Appointment of Contractor	Reticulation	Reticulation & Completion	Completion Certificates	Technical
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	Review and Co-ordinate the development of a compliant of SDF with IDP to guide development within GKM	Approved SDF		Review SDF annually and coordinate the development every 3 years as legislated	Review the SDF to comply with IDP	Source the services of service provider (Inception Report)	Situational Analysis Report with key issues and vision	Draft SDF Report	Final SDF Report adopted by council	Signed Reports per quarter to Standing Committee	
		Ensuring the compliance of the Municipality with SPLUMA implementation to ensure spatial planning to unlock economic development	A Comprehensive Land Audit		Development of SPLUMA compliant strategic plans	A wall to wall SPLUMA Scheme	Data collection and consolidation of data	Situational Analysis Report	Draft Land Use Scheme	Final Land Use Scheme	Signed Reports per quarter to Standing Committee	
		Ensuring Controlled development within Great Kei LM	Approved Land Development Applications		100% of submitted development applications processed	Processing 100% of submitted plans	Processing of submitted development applications	Processing of submitted development applications	Processing of submitted development applications	Processing of submitted development applications	Processing of submitted development applications	Reports per quarter

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
5. Public Safety	To ensure that National Building Regulations are adhered to by 2022	Ensuring controlled building within the GKM area	Approved building plans		100% of submitted building plans processed	100% approval of building plans within 3 months	100% processing of building plans within 3 months	100% processing of building plans within 3 months	100% processing of building plans within 3 months	100% processing of building plans within 3 months	Reports per Quarter	Technical
6. Sustainable Human Settlements	To facilitate the provision of sustainable human settlement within GKM by June 2022	SD07: By Facilitating access to Housing as per the Great Kei Housing Sector Plan	800 applications		Number of beneficiaries captured in the National Housing Needs Register	800 Beneficiaries captured in the National Housing Needs Register(NHNR)	200 beneficiary Captured in the NHNR	400 beneficiary Captured in the NHNR	600 beneficiary Captured in the NHNR	800 beneficiary Captured in the NHNR	Reports to standing Committee	Technical Services
7. Community Safety	To ensure a safe and secure environment by June 2022	SD08: By Coordinating sitting of community safety forum.	8 community safety forum meetings held per year		Number of Community Safety Forum meetings held	4 GKM local community Safety meetings per year	1 community Safety meeting	1 community Safety meeting	1 community Safety meeting	1 community Safety meeting	Quarterly Reports to standing Committee	Community Services
		Development of the GKM Disaster Management plan	New Indicator		Development of the GKM Disaster Management plan	Development of the GKM Disaster Management plan	Draft GKM Disaster Management plan	Completion of the GKM Disaster Management plan and submit to Council	Implement of the GKM Disaster Management plan	N/A	Quarterly Reports to standing Committee	
8. Solid Waste	To ensure improved solid waste management by June 2022	SD09: By implementing integrated Waste Management Plan in line with NEMWA			Number of additional households with access to weekly refuse removal	40 additional households with access to weekly refuse removal	10 additional households with access to weekly refuse removal	10 additional households with access to weekly refuse removal	10 additional households with access to weekly refuse removal	10 additional households with access to weekly refuse removal	10 additional households with access to weekly refuse removal	
			New indicator		Number of reports submitted for rehabilitation	Conduct feasibility study for the GKM waste management	1 progress report on rehabilitation and closure of landfill site	1 progress report on rehabilitation and closure of landfill site	1 progress report on rehabilitation and closure of landfill site	1 progress report on rehabilitation and closure of landfill site	1 progress report on rehabilitation and closure of landfill site	Quarterly Reports to standing Committee

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
					and closure of landfill site							
9. Environmental Management	To Co-ordinate improvement of Municipal Environmental Management by 2022	SD10: By developing and implementing integrated environmental management plan in line with NEMA	New indicator		Integrated environmental management plan developed and approved council	Integrated environmental management plan developed and approved council	Draft IEMP	Consultation of stakeholders	Approved draft IEMP	Approved final IEMP	Copy of approved IEMP	Community services
		SD11: By implementing town beautification program	Two town beautification program implemented		Town beautification program conducted	Two town beautification program conducted	Beautification of Kei Mouth Town	Beautification of Komga town	Progress report	Process report	Quarterly reports	Community
10. Cemeteries	To improve management of cemeteries by June 2022	SD12: By implementing Cemetery management plan	Cemetery management plan in place		Implementation of Cemetery Management Plan	Implementation of the cemetery Management plan in Komga & Data collection for Kei Mouth Cemetery	Data collection and verification for Kei Mouth Cemetery	Implementation of the cemetery Management plan in Komga	Implementation of the cemetery Management plan in Komga	Implementation of the cemetery Management plan in Komga	Quarterly reports	Community Services

9.2.1 KPA 2- Local Economic Development

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
1. Local Economic	To create opportunities for sustainable development within the GKM area by June 2022	LED01: By identifying and twinning with municipality/s and organisations with similar areas of cooperation and development.			1 MOU signed and implemented	MOU implemented	MOU implemented	MOU implemented	MOU implemented	MOU implemented		
2. Job Creation	To create job opportunities through EPWP programme by June 2022	LED02: Support initiatives geared towards mass job creation and sustainable livelihoods			Number of job opportunities created through CWP	500						Technical and
6. Tourism	To promote the tourism potential of GKM by June 2022	LED04: By marketing GKM as a tourism destination through developing tourism routes			Number of Oceans Economy Projects implemented	Development of feasibility study and business plan development						Strategic Directorate
		LED04:Lobby funding for high impact projects			Number of funding applications submitted to potential funders	2 applications						
					Rand value of money secured from potential funders	1 million						

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
4. Agriculture	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2022	LED05: By supporting and monitoring Agrarian and Farming Production and Programmes in partnership with DRDAR			Lobby for support for the development of AgriPark (Input)	Phase 1 of the AgriPark						Strategic Directorate
5. SMME's & Co-operatives	To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2022	LED6: Lobby technical support and funding from potential funders to support SMME's & Co-operatives			Number of SMME's supported	5 SMME's supported	1	1	2	1		Strategic
					Partnership agreement developed and signed with DTI (Input)	Partnership agreement developed and signed with DTI	Monitor and report on the implementation	Monitor and report on the implementation	Monitor and report on the implementation	Monitor and report on the implementation		Strategic Services

9.2.2 **KPA 3-Financial Viability and Management**

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian	
							Q1	Q2	Q3	Q4			
1. Asset Management	To ensure proper management and maintenance of GKM assets by June 2022	FM01: By maintaining a GRAP compliant asset register.			Asset policy and updated asset register approved by council (Input)	Review of asset policy and maintenance of asset register	Review Asset Management Policy, if any. Physical verification of Assets	Circulating the reviewed Asset Management Policy. Review of updates of the FAR.	Draft Asset Management Policy. Updated draft FAR.	Submission of the draft Assets Management policy and the updated FAR to Council approval.		CFO	
					SCM policy reviewed and approved by council (Input)	SCM policy reviewed and approved by council	Review SCM Management Policy, if any.	Circulating the reviewed SCM Management Policy.	Draft SCM Management Policy.	Submission of the draft SCM Management policy to Council approval.		CFO	
2. Supply Chain Management	To maintain effective and efficient procurement by June 2022	FM02: By ensuring adherence to Supply Chain Management Regulations			Suppliers Day held (Output)	1 Suppliers Day held	N/A	Suppliers Day will be held.	N/A	N/A	Signed Minutes and attendance registers		
					% of tenders concluded in accordance with (tender validity timeframe) (Output)	100%	100%	100%	100%	100%		CFO	
						Procurement plans signed off by the Accounting Officer.	Procurement plans signed off by the Accounting Officer.	N/A	N/A	N/A	N/A		CFO
						Four reports on the implementation of the SCM policy.	1 Quarterly reports	1 Quarterly reports	1 Quarterly reports	1 Quarterly reports			CFO

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	QUARTERLY TARGETS					POE	Custodian
						Annual Target 2018/19	Q1	Q2	Q3	Q4		
3. Expenditure Management	Expenditure management processes and systems by 2022	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA			Creditors payment period (Output)	30 days	30 days	30 days	30 days	30 days		CFO
					Payments of salaries and allowances as per the prescribed time.	Payment of salaries on deadline.	Payment of salaries on deadline.	Payment of salaries on deadline.	Payment of salaries on deadline.	Payment of salaries on deadline.		CFO
					Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)	0%	0%	0%	0%	0%		ALL HOD's
					% of MIG Funding expenditure (Output)	100%	100%	100%	100%	100%		DTS
4. ICT Management a	To Maintain effective and efficient Information and technology systems by June 2022	FM04: By Upgrading and maintenance of ICT infrastructure and systems			ICT policies and governance framework reviewed and approved by council (Input)	Review ICT policies reviewed.	Circulating the reviewed ICT policies.	Draft ICT policies.	Submission of the draft ICT policies to Council approval.	Council item and Resolution.		CFO
					IT Masterplan reviewed approved by council (Input)	Implementation of IT Masterplan.	Implementation of IT Masterplan	Implementation of IT Masterplan. Review of Draft IT Masterplan.	Submission of IT Masterplan to Council approval.	Council item and Resolution. Report of the projects.		CFO
5. Budgeting	To Maintain budgeting and reporting mechanisms	FM05: Comply with all Statutory reporting requirements and financial reforms.			Compliance reports submitted as per MFMA and VAT Act. (Input)	Submission of compliance reports within specified time frame	Submission of compliance reports as per the MFMA and VAT Act.	Submission of compliance reports as per the MFMA and VAT Act.	Submission of compliance reports as per the MFMA and VAT Act.	Submission of compliance reports as per the MFMA and VAT Act.		CFO

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	QUARTERLY TARGETS					POE	Custodian
						Annual Target 2018/19	Q1	Q2	Q3	Q4		
6. Revenue Enhancement & Indigent Administration	ms in line with Municipal Finance Management Act, VAT Act, Treasury regulations and Budget reforms, by June 2022	FM06: By planning and preparation of municipal budget in line with MFMA Regulations			Annual approved budget by council for 2018-2022	Annual approved budget by council for 2017/18	Submission of Budget inputs for Development of Budget Process plan.	One Budget Technical Committee Meeting	Submit draft and adjustment budget for adoption by council.	Submit final budget for approval by Council.		CFO
		Implementation of mSCoA Reform by 2022			Number of mSCoA project updates	Full mSCoA implementation	Report on mSCoA implementation	Report on mSCoA implementation	Report on mSCoA implementation	Report on mSCoA implementation		ALL HOD's
	To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and enforce the municipality's credit and debt control policy (Section 64 MFMA) by June 2022.	FM07: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed			% increase in actual revenue collection (Output)	5% increase	2% increase	1 % increase	1 % increase	1 % increase		CFO
		FM08: Review and implement the indigent policy and maintain an updated indigent register.			Review and Updated Indigent register	100% beneficiary subsidization of the customers that have claimed	Monitoring and Implementation of Indigent register.	Monitoring and Implementation of Indigent register.	Monitoring and Implementation of Indigent register. Registration of Indigents.	Approval of the Indigent Register.		CFO

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	QUARTERLY TARGETS					POE	Custodian
						Annual Target 2018/19	Q1	Q2	Q3	Q4		
7. Audit Outcome	To ensure improvement of audit outcomes through reduction of audit findings by June 2022.	FM09: By developing, implementing and monitoring of Audit Action Plan, policies and procedures.			Number of audit findings addressed	Reduction of audit findings	Implementation and Monitoring of the Audit Action Plan	Implementation and Monitoring of the Audit Action Plan	Development, Approval and Implementation of Audit Action Plan.	Implementation and Monitoring of the Audit Action Plan		All Directorates
8. Risk Management	To ensure management of organizational and mitigation of risks by June 2022	FM10: Develop, monitor and review of strategic risks registers			% implementation of action plan to mitigate identified risks (Output)	% of identified risks lessened	Updating the progress on the risk register.	Updating the progress on the risk register.	Updating the progress on the risk register.	Updating the progress on the risk register.		All Directorates
8. Safety and Traffic Services	To enhance the enforcement of National Road Traffic Act 93 of 1996, by-laws and safeguard municipal assets by June 2022.	FM11: By enforcing and monitoring of road traffic rules			Number of Motor Vehicle registrations, bookings and renewals of drivers licenses (Output)	600 learners' license and 600 driver's license. 120 Motor Vehicle renewals	600 learners' license and 600 driver's license. 120 drivers renewal	600 learners' license and 600 driver's license. 120 drivers renewal	600 learners' license and 600 driver's license. 120 drivers renewal	600 learners' license and 600 driver's license. 120 drivers renewal		CFO

9.3.4 KPA 4: Institutional Development and Transformation

Priority Area	IDP Objective	IDP strategy	2016/17 Baseline	KPI Number	Key Performance Indicator	Annual Target	Quarterly Targets				POE	Custodian
							QRT 1	QRT 2	QTR 3	QTR 4		
1. Employment Equity	ID1:To ensure compliance with the Employment Equity Act by June 2022	ID01: By ensuring targets on EEP are met. Ensure submission of EE Reports to the Department of Labour.	15 % of EEP Targets implemented	ID01-01	% of Employment equity Plan target implemented (Output)	15 % of Employment equity Plan target implemented	Develop EEP	N/A	5% of EEP Targets implemented	10% of EEP Targets implemented	EEP Reports to standing committee/ council	Corporate services
2. Leave Management	ID2:To ensure Proper adherence to attendance and leave management by June 2022	ID02 : Ensure implementation and monitoring of attendance, leave policy and procedure	Manual leave system	ID02 -01	Automating Leave system project approved and implemented (Input)	Automating Leave system project approved and implemented	Appointment of service provider	Phase 1 of the projects	Phase 2 of the projects	Automating Leave system project approved and implemented	Signed quarterly reports	Corporate services
3. Organizational Structure	ID3:To ensure reviewal of municipality's organizational Structure and ensure alignment with the IDP Strategies, Objectives	ID03: By Annually reviewing the GKM Organogram through normal customized review processes	Reviewed 2016/17 Organizational Structure.	ID03-01	Organization structure reviewed and approved by council (Input)	2017/18 Organization structure reviewed and approved by council	Review and implement Organogram review process plan.	Implement Organogram review process plan	Conduct Workshop on the draft reviewed Organogram	2017/18 Organization structure reviewed and approved by council	Council resolution. Copy of approved organogram	Corporate services

	and available resources by June 2022.	ID04: Coordination of effective and efficient Recruitment and Selection Process in line with applicable reviewed policies	Recruitment Policy	ID04-01	The average length of time it takes to fill a vacant post (Output)	3 months positions below Sec 56.	3 months positions below Sec 56.	3 months positions below Sec 56.	3 months positions below Sec 56.	3 months positions below Sec 56.	Quarterly reports to the standing committee	Corporate services
4. Human Resources Development	ID4:To ensure the development, review, Implementation and monitoring of WSP for Councillors, Employees and Unemployed by June 2022.	ID05: By ensuring the implementation and monitoring of WSP.	Workplace Skills Plan	ID05-01	Workplace Skills Plan reviewed and approved by council (Input)	Workplace Skills Plan reviewed and approved by council	Consolidation of inputs from Directorates – Skills Audit Questionnaire	Consultations with Directorates on prioritization of training needs.	Draft WSP submitted to Internal Stakeholders (LLF), Standing Committee & LGSETA	Workplace Skills Plan adopted by council	Council resolution & Copy of WSP Plan	Corporate services
			100%	ID05-02	Number of staff actually trained as per the WSP (Output)	8 Training Interventions	2 Training interventions conducted	2 Training interventions	2 Training interventions	2 Training interventions	2 Training interventions	Training reports to standing committee/council
5. Legislative and Policy Compliance	ID5:To ensure compliance with applicable legislation, regulations, policies ,procedures and promulgation of By-laws by June 2022	ID06: By coordinating the development, review and implementation of all municipal policies, by-laws and procedure manuals in line with	All Municipal Policies.	ID06-01	Municipal Policies reviewed and approved by council (Input)	All municipal Policies reviewed and approved by council	Reviewed policy reviewal process plan.	Circulate the Gap Analysis Reviewal Form to Directorates to input gaps identified.	Coordinate workshop on Policy Reviewal for Management, Labour and Councillors	All municipal policies reviewer and approved by council	Council resolution for all municipal policies approved	Corporate Services

		applicable legislation.										
		ID07: Develop and conduct legal compliance audits	New indicator	ID07-01	Number of Compliance Audits conducted (Input)	4 Compliance Audits	1 Compliance Audit and report	1 Compliance Audit and report	1 Compliance Audit and report	1 Compliance Audit and report	Completed Audits and Reports	
		ID08: Promulgation of By - Laws	Promulgated By - Laws	ID08-01	Number of By Laws Promulgated (Input)	5 By Laws Promulgated	Coordination of Publishing By – Laws in the Government Gazette	2 By Laws Promulgated	Coordination of Publishing By – Laws in the Government Gazette	3 By Laws Promulgated	5 Copies of Promulgated By - Laws	Corporate service
6. Council Support	ID6: To ensure effective functioning of Council and its committees by June 2022	ID09: By ensuring that the Council and its sub-committees seat in accordance with the approved Council schedules	4 Ordinary Council meetings 20 Standing Committees	ID09-01	Number of Council and standing committee meetings set in line with 2017/18 council calendar (Output)	4 Ordinary Council seatings. 20 Standing Committee held	1 Ordinary Council meeting coordinated. 5 Standing Committees held	1 Ordinary Council meeting coordinated. 5 Standing Committees held	1 Ordinary Council meeting coordinated. 5 Standing Committees held	1 Ordinary Council meeting coordinated. 5 Standing Committees held	Council minutes. Standing committee minutes	Corporate service
		By ensuring safe keeping of the Council resolution register	4 Resolution Registers	ID09-02	Number of Resolution Registers (Input)	4 Resolution Registers	1 Resolution Register	1 Resolution Register	1 Resolution Register	1 Resolution Register	Copies of Resolution Registers	Corporate service

7. Records Management	ID7:To ensure proper keeping and maintenance of Institutional information in line with The National Archives and Records Service of South Africa by June 2022.	ID10: By review and implementing Institutional Records Procedures in line applicable legislation	2 compliance reports	ID10-01	Number of compliance reports submitted (Input)	2 compliance reports submitted	Formal nominations of Records Champs and Training	Conduct Workshop to Directorates on Reviewed File Plan.	1 Compliance reports	1 Compliance Reports	Quarterly compliance reports	Corporate service
8. Labour Relations	ID8:To promote sound labor relations and ensuring compliance with relevant labour legislations by June 2022.	ID11: By implementing disciplinary code and adhering to the applicable labor related legislation	Code of Conduct, Code of Ethics and Disciplinary Code.	ID11-01	No. of workshops conducted on Code of Conduct & Disciplinary Codes (Output)	4 Workshops conducted	1 Workshop on Code of Conduct	1 Workshop on Disciplinary Code	1 Workshop on Code of Conduct	1 Workshop on Disciplinary Code	Attendance Registers and Copies of Presentations	Corporates services
			4 LLF Meetings	ID11-02	Number of LLF meetings held (Output)	4 LLF meetings held	1 meeting	1 meeting	1 meeting	1 meeting	Attendance registers and minutes	Corporate services
9. Employment Wellness	ID9:To ensure availability of competent, healthy and motivated workforce by June 2022	ID12: By reviewing of Employee Wellness Policy.	Employee Wellness Programs	ID12-01	Number of Employee Wellness programs conducted (Input)	2 Employee Wellness programs conducted	Develop concept document	Institutional Fun run	Wellness open day session	N/A	Employee wellness report to standing committee	Corporate Services

10. Health and Safety Compliance	ID10:To ensure compliance with Health and Safety Regulation by June 2022.	ID13: By implementing and monitoring of health and safety policy and regulations.	2017/18 OHS Policy	ID13-01	Number of Health and Safety Inspections conducted (Output)	4 Inspections & reports	1 Inspection conducted and report	1 Inspection conducted and report	1 Inspection conducted and report	1 Inspection conducted and report	Inspection reports	Corporate Services
11. Auxiliary Services	ID11:To promote holistic customer reception management and provision of auxiliary services to the entire institution by June 2022	ID14: By ensuring the implementation of the Reception Procedure Manual and the Cleaning Maintenance Plan	Reception Procedure and Cleaning Maintenance Plan	ID 14 - 0	Number of satisfaction customer surveys conducted (Output)	4 Surveys and report	1 Customer Satisfactory Survey	1 Customer Satisfactory Survey	1 Customer Satisfactory Survey	1 Customer Satisfactory Survey	Reports of surveys	

9.3.5 KPA 5- Good Governance and Public Participation

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	QUARTERLY TARGETS				POE	Custodian	
						Annual Target 2018/19	Q1	Q2	Q3			Q4
1. Public	To promote effective participation of community members in the affairs of governance by June 2022	GG01: Regular and effective communication with communities	4 meetings		Number of Ward Committee Meetings held	4 meetings	1 consolidated report	1 consolidated report	1 consolidated report	1 consolidated report		Strategic
			4 meetings		Number Mayoral Imbizos held	4 meeting	1Report on Mayoral Imbizo held	1Report on Mayoral Imbizo held	1Report on Mayoral Imbizo held	1Report on Mayoral Imbizo held		Strategic
2. Institutional	To promote effective communication with all stakeholders by June 2022	GG03: Developing a functional Communication and Markeng Strategy			Number of reports on the implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	1 report on implementation of Marketing and Communications Strategy	1 report on implementation of Marketing and Communications Strategy	1 report on implementation of Marketing and Communications Strategy	1 report on implementation of Marketing and Communications Strategy		Strategic services
3. Inter-Governmental	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2022	GG04: By facilitating IGR sittings	4 IGR meetings		Number of IGR meetings held (Output)	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	1 meeting	Strategic services

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	Annual Target 2018/19	QUARTERLY TARGETS				POE	Custodian
							Q1	Q2	Q3	Q4		
4. Strategic	To ensure the development, implementation and review of integrated development planning by June 2022	GG05: By facilitating development and review of IDP through implementation of IDP process plan										Strategic services
5. Operational planning and performance monitoring	To ensure the institutionalization of Performance Management by June 2022	GG06: Develop and review Institutional Strategic Score Card and cascading of Performance Management System	2017/18 SDBIP		SDBIP developed and approved within 28 days after the approval of IDP and Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget	SDBIP developed and approved within 28 days after the approval of IDP and Budget		Draft 2019/20 SDBIP developed and approved by Council			Strategic services
		GG07: Monitor and measure institutional performance quarterly			Number mid-year ,annual performance reports and annual reports developed and approved by council	1-mid-year report 1-annual performance report and annual report developed and approved by council	4 th Quarter SDBIP report & Annual performance report developed and approved by Council	1 st Quarter SDBIP report developed and approved by Council	Mid-year report & Annual report developed and approved by council	3 rd Quarter SDBIP report developed and approved by Council		Strategic services

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	QUARTERLY TARGETS				POE	Custodian	
						Annual Target 2018/19	Q1	Q2	Q3			Q4
6. Audit Committee	To ensure effective functioning of Oversight Committees by June 2022	GG15 Provide administrative support to oversight committees			Number of Audit Committee Meetings held (Output)	4 AC meetings	1 AC meetings	1 AC meetings	1 AC meetings	1 AC meetings		Strategic
					MPAC meetings held before the sitting of Council (Output)	4 MPAC meetings	1 MPAC meetings	1 MPAC meetings	1 MPAC meetings	1 MPAC meetings		Strategic
7. Internal Auditing	To provide independent professional advice on governance issues, risk management and internal controls	Independent review on the reported performance information and other municipal activities			Number of Internal audit reports to Audit Committee	4 reports	1 reports	1 reports	1 reports	1 reports		Strategic services
		Review and adopt Internal Audit and Audit Committee Charters			Internal Audit and Audit Committee charters approved by Council (Input)	Approved Internal Audit and Audit Committee charters by Council	N/A	N/A	N/A	Approved Internal Audit and Audit Committee charters by Council		Strategic services

Priority Area	IDP Objective	IDP strategy	Baseline 2017/18	KPI Number	Key Performance Indicator	QUARTERLY TARGETS				POE	Custodian	
						Annual Target 2018/19	Q1	Q2	Q3			Q4
8. Legislative and	2017 To ensure compliance with the legislation by 2022	By ensuring that all legal matters are dealt within prescribed timeframes			Number of reports on litigation, legislative and compliance matter(Input)	4 reports	1 reports	1 reports	1 reports	1 reports		Strategic services
9. Risk Management	To develop a functional and responsive administration by 2022	GG8: By ensuring management of risk			Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Report on implementation of risk management register	Report on implementation of risk management register	Report on implementation of risk management register	Report on implementation of risk management register		Strategic services
10. SPU	To accelerate empowerment of historically disadvantaged groups by June 2022	GG18: By mainstreaming of Special programmes in all GKM programs, plans and projects			SPU plan developed and approved by council	4 Reports on the implementation of SPU Plan	1 one report on the implementation of the SPU plan	1 one report on the implementation of the SPU plan	1 one report on the implementation of the SPU plan	1 one report on the implementation of the SPU plan		

APPENDIX: SUMMARY OF INFORMATION

APPENDIX A: GKM POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa; 1996 outlines the following functions to be performed by the municipality;

Schedule 4 Part B		
Local Function	District Function	Shared Function
Air pollution	Water and sanitation services	Local tourism
Building regulations	Municipal health services	Municipal airports
Child care facilities	Electricity and gas reticulation	Municipal planning
Pontoons, ferries, jetties, piers and harbours	Water and sanitation services	Fire fighting services
Storm water management systems in built-up areas	Municipal health services	Municipal public transport
Trading regulations	Electricity and gas reticulation	
Schedule 5 Part B		
Local Function	District Function	Shared Function
Beaches and amusement facilities	Refuse removal, refuse dumps and solid waste disposal	
Billboards and the display of advertisements in public places	Cemeteries, funeral parlours and crematoria	

Cleansing	Municipal abattoirs	
Control of public nuisances	Municipal roads	
Control of undertakings that sell liquor to the public	Refuse removal, refuse dumps and solid waste disposal	
Facilities for the accommodation, care and burial of animals	Cemeteries, funeral parlours and crematoria	
Fencing and fences	Municipal abattoirs	
Licensing of dogs	Municipal roads	
Licensing and control of undertakings that sell food to the public		
Local amenities		
Local sport facilities		
Markets		
Noise pollution		
Pounds		
Public places		
Street trading		
Street lighting		
Traffic and parking		

Municipal parks and recreation		
Traffic and parking		
Municipal parks and recreation		

It is thus important to note that the municipality has distributed and performed its functions amongst the key performance areas as follows. Further the budget has been allocated in 2018/2019 Financial year for the functions; refer to the Chapter Eight which is the Financial Plan of this document.

KEY PERFORMANCE AREA	FUNCTION PERFORMED
Basic Service Delivery: Infrastructure; Community Services; Environment	Building regulations
	Public Safety
	Storm water management systems in built-up areas
	Fire fighting services
	Municipal public transport
	Cemeteries,
	Traffic and parking
	Municipal roads
	Refuse removal, refuse dumps and solid waste disposal

	Street lighting
	Fencing and fences
	Cleansing
	Beaches and amusement facilities
	Local amenities
	Local Sport facilities
	Beaches and amusement facilities
	Electricity reticulation
	Pounds
	Municipal parks and recreation
Local Economic Development: Planning and Development	Local Tourism; Agriculture
	Municipal planning
	Markets
	Institutional Performance Management
Institutional Development and Organizational Transformation: Council and Administration	Administrative Functions
	Human Resources Development
	Council Support

	<p>Asset Management</p> <p>Labour Relations</p> <p>Records Management</p>
Financial Viability: Finance and Information Technology	<p>Revenue Management</p> <p>Expenditure Management</p> <p>Financial Reporting</p> <p>Asset Management</p> <p>Indigent Administration</p> <p>Supply Chain Management</p> <p>Budgeting</p>
Good Governance and Public Participation	<p>Risk Management</p> <p>Institutional Communication</p> <p>Public Participation</p> <p>Special Programmes Unit</p> <p>Delegation Framework</p> <p>Legislative and Policy Compliance</p> <p>Indigent Management</p>

APPENDIX B: MUNICIPAL TURNAROUND STRATEGY

FOCUS AREA	ACTIVITY/SUPPORT REQUIRED	RESOURCES REQUIRED	EXPECTED IMPACT	TIMEFRAME	STRATEGIC PARTNERS
Strategic Outlook	Development of Long Term prognosis	R500 000	To outline the strategic outlook and milestone to undertaken for a future development of Great Kei LM	Immediately	ADM, COGTA
	Development of a Municipal Turnaround Strategy	R500 000	To reposition the municipality and have focused approach on improving its operations and service delivery		
	Development of Economic Growth and Development Strategy	R500 000	To provide guidance on the spatial economic development strategic outlook and its priority sectors		ADM, COGTA, DEDEAT
	Review of Spatial Development Framework	R500 000			
Human Resources	Secondment of Senior Officials to perform critical functions: <ul style="list-style-type: none"> - Budget and Treasury Office - ICT - Environmental Management - Internal Audit and Risk Management - Waste Management - Corporate Services - Communication - Legal Services 	Nil Costs, however acting allowance costs to be borne by supporting partner	Improvement in the provision of services and operational efficiency of the municipality	Immediately	ADM, Provincial Treasury, COGTA, DEDEAT

FOCUS AREA	ACTIVITY/SUPPORT REQUIRED	RESOURCES REQUIRED	EXPECTED IMPACT	TIMEFRAME	STRATEGIC PARTNERS
Organisational Development and Design	Review of the Staff Establishment Plan	R2 000 000	The municipality will have a strategic planning document for its human capital, which is aligned to its IDP document This will assist the municipality in identifying and prioritizing critical positions for implementing its service delivery mandate	Immediately	ADM
OHS/Wellness	Development of a Wellness strategy	R50 000	Improved physical, financial, emotional wellbeing of employees.	Immediately	ADM
Administration	Acquiring of an Office Space (park homes)	R 1 500 00 (5x park-homes)	<ul style="list-style-type: none"> - The municipality will comply with Occupational Health and Safety requirements - Employees will be working under conducive working environment and they will be able to perform their duties effectively 	immediately	Cogta, Treasury & ADM
Records Management	GKM File Space (Containers) Procurement of the Electronic Document Management System	R 1000 000	<ul style="list-style-type: none"> - The risk of losing the documents will be minimised as the Council records will be kept in a safe storage. - There will be sufficient storage for congestion of Council files and ensure safe keeping of Municipal Documents 	Immediately	ADM, DSRAC
MSCOA Compliance	Updating of the system in order to transact on Version 6.3	R6 000 000	Producing of Credible data for decision making	Immediately	ADM, Provincial Treasury

Financial Viability	Development of a 3 Financial Recovery Plan: <ul style="list-style-type: none"> - Data Cleansing - Revenue Enhancement Strategy - Property Evaluation Roll 	Nil Costs-requesting support from strategic partners in the development of the documents	To have a strategic approach towards diversifying revenue streams and the allocation of funding towards priority areas.	Immediately	ADM, Provincial Treasury
	Development of credible Indigent Register	R100 000	A credible Indigent register through an indigent verification system		
Good Governance	Review and capacitation of council committees on: <ul style="list-style-type: none"> - Council Rules - System of Delegation - Policies 	R500 000	To ensure coherence and guidance on the Council oversight responsibilities	Immediately	ADM, COGTA
	<i>Development of Brand Repositioning Strategy and Communication Tools of Trade</i>	<i>R300 000</i>	<i>To have a strategic approach towards communication, community engagements, media and stakeholder relations.</i>	Immediately	ADM, GCIS, OTP
	Review and Development of Bylaws	R500 000	Compliance of citizens	In the 2019/20 FY	ADM, COGTA
Service Delivery	Provision of Refuse Removal Truck	R3 400 000	To collect refuse on a predictable schedule.	Immediately	ADM, DEDEAT
	Resurfacing of Municipal Roads	As per the Roads Master Plan	Refurbished municipal infrastructure towards the promotion of economic activity within the municipal boundaries	Immediately	ADM, Department of Roads and Transport

Development and enforcement of By-Laws - Electricity - Waste Management - Coastal Management	R300 000	To ensure legal compliance in the implementation of policies towards service delivery	Immediately	ADM
Development of a Roads Master Plan	R400 000	To guide the development, maintainance and refurbishment of the roads infrastructure	Immediately	ADM, Department of Roads and Transport
Review of Waste Management Plan and Coastal Management	R400 000	To provide guidance on areas which need focus in order to ensure legal compliance	Immediately	ADM, DEDEAT

APPENDIX C: AUDIT ACTION PLAN

EXCEPTION	AUDIT FINDINGS	Repeated Finding	RESPONSIBLE PERSON	ROOT CAUSE	RECOMMENDATION	ACTION PLAN	Start Date	End Date	PROGRESS MADE	LEVEL OF IMPLEMENTATION	IMPACT	DEPT
Borrowings & long-term loans												
COAF 48 Fruitless & wasteful expenditure: Completeness (Issue 92)	An interest of R5 628,37 was incurred due to late payments on the DBSA loan, however, the interest is not included in the fruitless and wasteful expenditure disclosure note.	N	Ms.Sana	The cause of the finding is due to late payments of DBSA loan as the municipality is under financial constraints	Management should ensure that payments are made on time in order to prevent interest being charged on overdue accounts resulting in fruitless and wasteful expenditure	will identify interest raised each month and report them as fruitless and wasteful expenditure. Payments will be made timously depending on the financial situation of the municipality.	01/2019	06/2019	Resolved, fruitless and wasteful was included in the register	Ongoing	High	BTO
Cash and cash equivalents												
COAF 39 Cash and cash equivalents: Differences with bank confirmation (Issue 48)	Amount presented on the statement of financial position does not agree to bank confirmation from standard bank. Cash and cash equivalents presented in the statement of financial position is understated	N	Ms Sikolo	The cause of the finding is lack of proper review of financial statements before submission to ensure that figures agree to supporting schedules/ statements	Management should ensure that there are proper reviews of the annual financial statements before being submitted for audit. During the review process amounts presented in the financial statements should be agreed to supporting schedules, any discrepancies noted should be followed up and corrected in a timely manner.	An AFS plan will be developed with sufficient time for quality reviews. The plan will also detail out the planned time frames of the preparation of the AFS, as well as quality reviews.	2/2019	8/2019	Resolved	Ongoing	High	BTO
COAF 39: Cash and cash equivalents: Reconciling items (Issue 56)	Supporting documents for the following reconciling items reflected in the bank reconciliation of the main account (standard bank account number 280720963) were not submitted for audit as such we were unable to determine validity of the reconciling items	N	CFO, Ms Fikeni & Ms Sontshaka	There is lack of accountability for the information requested	Management should ensure that there is proper record keeping that enables information to be retrieved in a timely manner	A list of unreconciled items will be printed and supported with receipts and invoices not reconciled on a monthly basis.	1/2019	6/2019	Request has been forwarded to Business Connexions for investigation of these receipts	medium	High	BTO
Commitments												
COAF 50 Commitments: Overstatement (sample) (Issue 73)	Amounts disclosed for the following commitments does not agree to the auditor's recalculated amount	N	Ms. Simayile	This was caused by calculating commitment balance on contract price less only payments made and not taking into account accruals/creditors raised and retention fees. Therefore, this resulted in overstatement of commitment balance as it excludes transactions which have already occurred that are recognised as payables or retention fees.	Management should ensure that transactions for which goods and services have been received but no payment has taken place are taken into account in the calculation of the commitment balance at year end for each contract.	Will ensure that balance for commitments also includes accruals and retention amounts as recommended.	17-Jan-19	28-Feb-19	Commitment register has been updated to include the column of Accruals and Retention as december 2018 and was not audited by AG during adjustments.	1. Ongoing	Medium	BTO

Contingent liabilities												
COAF 48: Contingent liabilities: Cases confirmed by lawyers not disclosed (Issue 66)	cases were confirmed by the lawyers of the municipality, however, they are not disclosed in the annual financial statements	N	Acting MM, Mrs. Mponentshane, Ms Dumalisile	Lack of management review of contingent liabilities	Management should properly review all confirmations from lawyers so as to ensure that all contingent liabilities are included in the schedule of contingent liabilities and disclosed in the AFS accordingly	To centralise all cases to the municipal managers office, a detailed register for all litigations /cases will me maintained .to do monthly follow ups with the lawyers to get the updated case status.	2/2019	6/2019	A partnership report between ADM and GKM which includes Legal Matters has been tabled and adopted by Ordinary Council Meeting on 29 March 2019. A Litigation register has been forwarded to the ADM Lawyers for review.	Medium	High	Corporate Services
Employee costs												
COAF 30 Appointments: Senior Management (Issue 30)	There were delays in the internal approval processes of the draft advert content due to political challenges that affected the approval processes	N	Mrs. Mponentshane, Ms. Dumalisile		It is recommended that the final draft advert be presented in the council meeting where the approval for the advertising of posts will be obtained to avoid any delays and any possible non-compliance with the laws and regulations	When tabling the item requesting a senior management post it will be accompanied by the advert to avoide delays in the approval process.	1/2019	6/2019	Implemented - CFO Post - Council resolved on 27 Feb 2019 to advertise the post. It was advertised on 10 March - Sunday Times and on 11 March 2019 - Daily Dispatch - this was within 14 days as rregulated. The interviews has also been conduct in April.	High	High	Corporate Services
COAF 35 Employee related costs: Employees could not be physically verified (Issue 74)	The following employees could not be physically verified:	N	Mrs. Mponentshane, Ms. Dumalisile	Employees were not presented for physical verification as they were not available.	It is recommended that the HR department and Payroll department with the assistance of the senior managers of each department conduct a physical verification of employees. The verified employees should be compared to the payroll system of employees being remunerated by the municipality, so that fictitious employees can be identified	a physical verification of all employees will be performed on quarterly basis, centralise appointment of casuals to HR , to be included in the scorecard	1/2019	6/2019	An approval was granted by the Acting MM to conduct physical verification which will be conducted during the month of May 2019 with the assistance of ADM.	High	High	Corporate Services
COAF 35 Employee related costs: PAYE (Issue 75)	PAYE due to the South African Revenue Services (SARS) is not paid in the period in which it is due, random payments are made but the balance outstanding is still substantial.	N	ACFO	This is due to lack of review by management, as penalties and interests are incurred on outstanding amounts	The municipality should have controls in place to ensure that 3rd parties for salaries are paid over, as these amounts are part of employee salaries therefore are budgeted for.	The municipality will make an application to sars for debt write off due to the financial situation of the municipality.	2/2019	6/2019	GKM has entered into a payment agreement with SARS for payment of outsatnding debt	High	High	BTO

General IT controls												
COAF 16 IT General Controls: ICT committee (Issue 4)	The ICT committee has no terms and reference in place, furthermore the Risk committee as well does not incorporate the ICT Committee on its terms and references	N	Mr Ludidi	Risk committee has not had time to draft the new terms of reference that will incorporate the ICT committee as the municipality has been on strike.	Management should ensure that there are records in place to ensure that the ICT committee is in place and is in operation. Its terms and references must be in place and approved by council timeously	Will liase with risk committee to include the ICT terms of reference to the Risk	2/2019	4/2019	Draft terms of reference have been developed and are in place	Medium	Medium	BTO
COAF 17 IT General Controls: Anti-virus (Issue 5)	During the year the municipality's anti-virus software expired. The last update was performed on the 20th of June 2018 and has never been renewed. Furthermore there is no Patch management processes in place to support the security of information of the municipality	N	Mr Ludidi	The non-renewal of the contract with the Anti-virus service provider is caused by the financial problems facing the municipality.	Management should investigate the matter and take the necessary steps to ensure that the municipality has an antivirus in place to protect the municipality's information.	the municipality will prioritise the payment of antivirus software on the adjustment budget. To seek assistance from other government departments as well.	2/2019	7/209	The municipality will prioritise renewal of the licence in July 2019.	High	High	BTO
COAF 49 IT General controls: ICT Manager position is vacant (Issue 54)	The ICT department does not have a manager/head to assist and give guidance to the departmental staff and to give assistance to the municipal top management.	Y	Mrs. Mpontshane, Ms. Dumalile	This is caused by the municipality having financial problems and unable to afford to hire more staff.	Management should ensure that for proper operation of the municipal IT department, enough money is sourced to fill the vacant position.	The position has been prioritised for recruitment. Appointments will be done depending on the, availability of funds	4/2019	6/2019	Implemented - CFO Post - Council resolved on 27 Feb 2019 to advertise the post. It was advertised on 10 March - Sunday Times and on 11 March 2019 - Daily Dispatch - this was within 14 days as rregulated. Interviews for the post were held in April 2019.	High	High	Corporate Services
Other												
COAF 1 Information requested not submitted (Issue 1)	The information requested has not been submitted	N	Mr Juju	There inadequate communication within the municipality to ensure that all relevant officials received the request for information	Management should investigate the matter and provide the relevant information requested as a matter of urgency, to avoid a possible limitation of scope. Furthermore, the communication between the audit controller and the relevant officials should be improved to ensure that the requests for information are timeously addressed.	Control and information management systems shall be introduced to ensure timeous response and reduce delays when RFI is issued	2/2019	4/2019	Information was further submitted to AG	Medium	Medium	Strategic Services
COAF 6: Fraud questionnaires (Issue 10)	The information requested has not been submitted	N	MM	There is inadequate response by management to ensure that all relevant information requested by the audit controller is timeously submitted and addressed.	Management should investigate the matter and provide the relevant information requested as a matter of urgency, to avoid a possible limitation of scope. Furthermore, the communication between the	Control and information management systems shall be introduced to ensure timeous response and reduce delays when RFI is issued	2/2019	Ongoing during audit	GKM will ensure management tightens controls and strict rules to be given to audit controller to ensure flow of information and	High	High	All Directorate s

					audit controller and the relevant officials should be improved to ensure that the requests for information are timeously addressed.				submission to AG on time			
COAF 20 No internal policy in place for the IDP (Issue 17)	No policy has been adopted internally relating to the planning, drafting, adoption and review of the IDP.	N	Mr Mtalo & Juju	Management deemed it unnecessary to draw up a published policy as the requirements are laid out in legislation.	Management should draw up a policy relating to the planning, drafting, adoption and review of the IDP in accordance with the applicable legislation.	Policy will be developed and drawn in line with applicable legislations	4/2019	06/2019	The municipality has explained to AG that there is no policy for IDP. The Municipality is guided by Act when reviewing and compiling IDP.	High	High	Strategic Services
COAF 21 Non-compliance with MFMA disclosure requirements for SDBIP (Issue 25)	The Service Delivery and Budget Implementation Plan (SDBIP) submitted for audit did not contain monthly projections of revenue or expenditure, but annual projections	N	Mr Mkonjiswa, Ms Sana	There was inadequate oversight by leadership to ensure that the recommendations from the Performance Management System (PMS) section are adequately adhered to/implemented by management	Management should ensure (through appropriate review) that the SDBIP does meet the criteria laid out in the MFMA.	Going forward will comply with circular 13 of	1/2019	1/2019	Has already been corrected on the reviewed SDBIP 2018/19	High	High	Strategic Services
COAF 30 Audit Committee: Non Compliance (Issue 33)	1. The audit committee did not meet with the external auditors to discuss the audit strategy for the 2017/18 audit and to familiarise itself with the contents of the external audit engagement letter.2. No combined assurance plan has been crafted by the audit committee in the year under review.3. There was no review of the SDBIP by the audit committee in the year under review.4. The audit committee did not review the municipality's performance management system and did not make recommendations to the council on the municipality's performance system.	N	MM	This was mainly due to labour unrest	Management should ensure that the audit committee promotes accountability and service delivery through evaluating and monitoring responses to risks and providing oversight over the effectiveness of the internal control environment, including financial and performance reporting and compliance with laws and regulations.Management should put measures in place to have a process or alternative plan in place to address any unforeseen circumstances which may arise, e.g. labour unrest, so that the audit committee's duties are not restricted in any way.	The Municipality will ensure that the AC is invited to the audit strategy meeting. The adjusted sdbip will be submitted to the AC for reviewal.to use the process plan as a monitoring tool. To request COGTA to assist with crafting the Combined assurance plan and submit to audit committee for approval. The performance reports are submitted to audit committee for review on quarterly basis.	4/2019	6/2019				

COAF 30 Internal Audit - Post of Internal audit head is vacant (Issue 37)	The internal audit function of the municipality does not have a Head (Manager) and it is not well capacitated as it does not have people with specialised skills to audit specialised sections like the IT Audit.	Y	Mrs. Mpontshane, Ms. Dumalisile	This is caused by the fact that the municipality is in financial distress	Management should ensure that the internal audit function is adequately capacitated and has the manager to guide the internal audit activities.	The position has been prioritised for recruitment. Appointments will be done during the current financial year 2018/19.	4/2019	6/2019	The municipality is under financial constraints, but request has been forwarded to ADM for assistance for this unit.	High	High	Corporate Services
COAF 23 Information requested not submitted- Draft Annual Report. (Issue 42)	The following information, requested on 10 October 2018, as per RFI 63-Annual report, with a due date of 12 October 2018 has not been submitted:	N	Mr Mtalo, Mr Juju	There is inadequate response by management to ensure that all relevant information requested by the audit controller is timeously submitted and addressed.	Management should investigate the matter and provide the relevant information requested as a matter of urgency, to avoid a possible limitation of scope and/or non-compliance.	Control and information management systems shall be introduced to ensure timeous response and reduce delays when RFI is issued	2/2019		Information was further submitted to AG	High	High	Strategic Services
COAF 40: AFS: Prior year uncorrected misstatements (Issue 49)	Misstatements were communicated in the prior year and management did not correct the errors identified as these misstatements were considered immaterial. On assessing the impact of the prior year uncorrected misstatements in the corresponding figures it has been noted that these misstatements may be material in the current year and this may result to a qualification	N	CFO, Ms Sana	Management regarded these misstatements as immaterial, as such they were not corrected.	Management should adjust the corresponding figures with the prior year uncorrected misstatements as some of the uncorrected misstatements are now material	All identified misstatements from the audit will be corrected before the beginning of the next audit.	2/2019	6/2019	Identification of all the previous year's misstatements	High	High	BTO
COAF 49 Consequence management: Disciplinary members not appointed (Issue 52)	Through enquiry with management it has been noted that the disciplinary members have not yet been appointed for the financial year of assessment to:a) investigate allegations of financial misconduct; and b) monitor the institution of disciplinary proceedings against an alleged transgressor.	Y	Mrs. Mpontshane, Ms. Dumalisile	This is caused by lack of management oversight.	Management should ensure that all laws and regulations applicable to the municipality are complied with.	appointment of members will be done before the end of the financial year.	3/2019	4/2019	TOR will be reviewed by ADM Lawyers in order to ensure that correct legal processes are followed when appointing the members of the Board.	High	High	Corporate Services
COAF 53 Finance cost: interest not disclosed fruitless and wasteful expenditure (Issue 100)	An interest of R7 004 as incurred due to late payments on the DBSA loan, however, the interest is not included in the fruitless and wasteful expenditure disclosure note	N	Ms Sana	The cause of the finding is due to late payments of DBSA loan as the municipality is under financial constraints.	Management should ensure that payments are made on time in order to prevent interest being charged on overdue accounts resulting in fruitless and wasteful expenditure.	will identify interest raised each month and report them as fruitless and wasteful expenditure. Payments will be made timeously depending on the financial situation of the municipality.	01/2019	06/2019	Resolved, fruitless and wasteful was included in the register	Ongoing	High	ALL HOD's
COAF 66 Disclosures: MFMA (Issue 108)	Even though material irregular and fruitless and wasteful expenditures and unauthorised	N	ACFO	The cause of the above finding is due to oversight by management, internal audit and the audit committee in ensuring	Management should ensure that all disclosures required in terms of the MFMA are made. Financial statements should be prepared	Will ensure that the afs comply with treasury regulations, an MFMA AFS compliance checklist will be used.	2/2019	8/2019	Review of Draft AFS to ensure all disclosures are properly done	High	High	BTO

	expenditure have been disclosed in note 43, 44 and 45 it has been noted that the following has not been disclosed as required by section 125 of the MFMA: whether irregular and fruitless and wasteful expenditure are recoverable; any criminal or disciplinary steps taken as a result of such irregular or fruitless and wasteful expenditures; and any material losses recovered or written off;			that annual financial statements are complete and necessary disclosures are made and errors and omissions are identified during the detailed review of the AFS and corrected in a timely manner	timeously to ensure that a detailed review is performed on the AFS by management, internal audit and the audit committee, before the AFS are submitted to the Auditor General for audit.							
COAF 69 UIFW: Section 32 reports (Issue 111)	Section 32 reports in respect of UIFW incurred were not submitted for audit; in addition, there is no evidence that UIFW incurred during 2017/18 financial year was reported to the mayor, MEC for COGTA and the Auditor General as required by section 32(4) of the MFMA	N	MM	Through enquiry with management the cause of the finding can be attributed to the unforeseen disruptions that took place during the 2017/18 financial year within the municipality.	Management should ensure that compliance with applicable laws and regulations is prioritised. Immediately when UIFW incurred is discovered it should be reported to the relevant parties.	UIFW will be reported to the relevant stakeholders as required by S32 (4) of the MFMA. The reports will be included in the compliance checklist.	1/2019	6/2019	The disclosed amounts on the afs have been reported to the Mayor	High	High	BTO
COAF 73 Consequence management: Non-compliance (Issue 114)	It could not be determined whether management performed all its duties in terms of section 32 (2) of the MFMA as the following information was not submitted for audit. In addition, it was not possible to determine whether consequence management was exercised at the municipality in terms of the prescribed legislation. In addition, COAF 7 (Issued 18 September 2018) and COAF 49 (Issued 30 November 2018) relating to the consequence management. The following information as requested on 27 November 2018 per RFI 100 – Consequence management, with an agreed due date of 30 November 2018 has not been submitted. There is information still outstanding. Refer to information below		MM	This is due to lack oversight by management to ensure that the required information is submitted for audit purposes as per the request for information.	Management should ensure that all material transgressions are investigated by the appropriate committees, including items relating to Irregular, Fruitless & Wasteful and Irregular expenditure to ensure adequate consequence management is applied.			TOR will be reviewed by ADM Lawyers in order to ensure that correct legal processes are followed when appointing the members of the Board.	High	High	All HOD's	
Immovable assets												

COAF 31: PPE: Duplicate asset numbers (Issue 50)	Duplicate asset numbers were identified on the fixed asset register	N	Ms Simayile	Financial and performance management: Controls over daily and monthly processing and reconciling of transactions were not implemented.	Management should ensure that the fixed asset register is reviewed for accuracy and completeness	The asset register is reviewed monthly to strengthen the review processes by sorting assets by asset numbers to identify duplicated numbers. To submit to internal audit for review on quarterly basis.	1/2019	1/2019	Checked all duplicated asset numbers and corrected them on the Asset register. Complete. However it was already resolved during audit process	1. Ongoing	Medium	BTO
COAF 32 PPE: Non-submission of information (Issue 58)	As per RFI 71 of 2017-18, dated 19 October 2018, we requested the supporting documentation listed below, however no information has been received to date (Due date was Wednesday 24 October 2018): 1. Maintenance listing/register for buildings for 2017-18	N	Ms Kwababana, Mr Mapasa and Mnkile	There is inadequate communication within the municipality	Management should ensure that requested information is made available to the auditors, within the stipulated timeframes, to avoid a limitation of scope on the audit.	A register of all roads maintained will be kept and supported with maintenance reports and reviewed quarterly together with Buildings and amenities Mr mnkile	3/2019	6/2019	q1,2,3 to be submitted in March	High	High	Technical & Community Services
COAF 58 PPE: Asset registers not compliant with GRAP (Issue 61)	The asset register of the municipality does not meet the minimum requirements for a GRAP compliant asset register. The details are as follows:	N	Ms Simayile	Financial and performance management: Proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting was not implemented.	Management should review the relevant asset registers to ensure that it adheres to GRAP requirements.	To review the asset register annually against the GRAP requirements	1/2019	6/2019	The assets register is GRAP compliant and this was already resolved during audit process	1. Ongoing	Medium	BTO
COAF 52 PPE: Residual values and useful lives accounting policy Iss 99	The useful lives for landfill assets as per the FAR is between 4 and 50 years and the accounting policy only includes 4 years which is not consistent. The accounting policy note therefore requires adjusting to align back to the FAR.	N	CFO, Ms Simayile	The cause of the finding is that the GRAP 17 requirements are not adequately reviewed, amended and implemented in line with the practices followed by the municipality	Management should put measures in place to align their accounting policy and practices of treating assets with GRAP 17 requirements. There should not be any contradictions between what the policy says and what the actual accounting treatment is.	The accounting policy and asset Management policy will be reviewed annually for alignment.	1/2019	6/2019	The accounting policy on the AFS needs to be adjusted for this and this was already resolved during audit process	1. Ongoing	Medium	BTO
COAF 60 Investment Property: Duplicate Erf numbers on the Investment Property register Iss 18	The following investment properties had the same Erf number as recorded on the Investment Property register:	N	Y. Simayile	Financial and performance management: Regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information were not prepared	Management should ensure the following: that the investment property register is reviewed for accuracy and completeness to make it a reliable source of information in support of the annual financial statements. that an investigation is performed to identify what happened to farm Erf 429 in order to charge property rates and services accordingly, where applicable.	The asset register is reviewed monthly to strengthen the review processes by sorting assets by asset numbers to identify duplicated numbers. To submit to internal audit for review on quarterly basis.	1/2019	6/2019	The asset register has been reviewed and this was already resolved during audit process	1. Ongoing	Medium	BTO

COAF 65 Land registered to municipality: Completeness (Issue 103)	The following investment properties are appearing on the deeds search but they are not included in the municipality's investment property or land (PPE) registers	N	Ms Mr mbulawaKwababana, Mr Sicwebu, m	Financial and performance management: Regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information were not prepared.	Management to ensure that the land registers (Investment and PPE) is reviewed for accuracy and completeness to make it a reliable source of information in support of the annual financial statements. Management to ensure that an investigation is performed to identify what happened to land erf numbers as per the above list in order to charge property rates and services accordingly, if applicable. Management to ensure that the transfer of property to the relevant RDP house owners is done as soon as possible so that rates and services can be charged	To update the investment register.	1/2019	6/2019	The reconciliation between the land audit and the asset register has commenced. The service provider has requested GIS specialists perform a reconciliation.	1. Ongoing	Medium	BTO
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Movable assets												
COAF 8 Assets - No evidence that asset count sheets were reviewed and approved (Issue 13)	Assets verifications are to be reviewed and approved by the asset manager per the municipality's business process and internal controls	N	CFO, Y Simayile	The current financial year count was done at a later stage than normal and in a hurry due to the strike that occurred at the municipality between May and June 2018 which caused operational discrepancies.	Management should ensure that an appropriate asset count process is performed at year end to identify all the assets that the municipality has to ensure they are all included in the Fixed Asset Register, to verify that the assets are in good working condition and to confirm that all the assets reflected in the fixed asset register have been verified. Furthermore, the asset counts and verification sheets should be approved and reviewed by the Asset manager before the Fixed Asset Register is adjusted so that the register is correctly adjusted and appropriately represents the municipality's moveable assets.	will ensure that the asset count and verification sheets are signed by asset accounted and approved by Asset manager.	5/2019	6/2019	Asset physical verification will start in May 2019 and assets sheets will be approved and after the verification has been concluded in June 2019.	1. Ongoing	Medium	BTO
Operating expenditure												
COAF 14 Compliance: Payment not made within 30 days (Issue 2)	It was noted that the payment for invoices were not made within 30 days.	Y	CFO	This is due to the severe cash flow constraints that the municipality is currently facing, as well as inadequate systems in place to monitor the ageing of invoices owed. Invoices are entered into the invoice register when received by the expenditure department and not on the date when the goods were actually received	Management should take reasonable steps to ensure that payments to suppliers are made within 30 days.	The municipality will implement the financial recovery plan to improve the financial situation.	2/2019	6/2019	GKM is currently in a financial distress but there are plans in place to rescue the situation. Payments agreements have been entered into with other suppliers and a financial recovery plan together with services of a debt collectore are being implemented for revenue improvement.	Ongoing	High	ALL HOD's
COAF 46: Expenditure: Interest charged not disclosed as Fruitless and Wasteful expenditure Iss 45	While auditing general expenditure, invoices in which interest was charged for late payments were identified. The interest charged was traced to the fruitless and wasteful expenditure register and it was noted that this interest is not recorded in the register, thus it is not disclosed as fruitless and wasteful expenditure	N	CFO, Ms Sontshaka	The non-payment of the supplier is due to the municipality not having enough funds to pay their creditors. As such creditors were paid late.	Management should ensure that invoices are thoroughly reviewed to ensure that before processing. This will enable management to identify any interest or penalty included in the invoice. In a case whereby a supplier charges interest this should be correctly accounted for as fruitless and wasteful expenditure.	on receipt of invoices when registering on the invoice register will update the FWR as well as and when the invoice is received.	2/2019	6/2019	Fruitless and Wasteful Expenditure Register is updated on mothly basis and reported to Standing Committee and Council	Ongoing	High	ALL HOD's

COAF 46: Expenditure: Recorded amount does not agree to invoice (specific items) (Issue 47)	Amount recorded in the general ledger does not agree to invoice amount	N	CFO. Ms Sontshaka	This is due to municipal budget constraints and the municipality not having adequate systems and processes in place to ensure that suppliers are paid within the legislated timeframes	Management should ensure that work done by junior staff is properly reviewed and verified by a senior official.	invoices will be paid in full to agree with original invoice when the funds permit.	2/2019	6/2019	Suppliers are requested to change / Split invoices so that amount paid will talk to the invoice, with current arrangement of Eskom the Municipality will be able to pay the exact amount on the invoice	High	High	BTO
COAF 46: Expenditure: Recorded amount does not agree to invoice (sample) (Issue 69)	Amount recorded in the general ledger does not agree to invoice amount	N	CFO. Ms Sontshaka	The amounts are not accurate due to not allocating the VAT or interest included in the total invoice amount to their respective votes	when the invoice is captured it will be split between the invoice amount, interest and vat.	when the invoice is captured it will be split between the invoice amount, interest and vat.	2/2019	6/2019	Vat and Interest is allocated on the recording of an Invoice	High	High	BTO
COAF 46 Expenditure recorded does not relate to 2017/18 financial year (Issue 76)	The following invoices from Sizanane Consulting CC were for services rendered and expenditure incurred in the 2015/16 financial year, however they were included in the general ledger for 2017/18	N	CFO Ms Simayile	Payment of invoices was delayed due to financial constraints the municipality experienced at the time. Further delay in payment of the outstanding invoices was created by a dispute of supporting documentation that was not attached on the submission of the invoice.	Management should ensure that financial reports prepared are supported by appropriate and relevant financial information that relates to the current financial year. In terms of GRAP transactions are recorded on an accrual basis, therefore, expenditure should be recorded when it is incurred.	the municipality will recognise the expenditure on receipt of the invoice in the period which the invoice date falls in.	1/2019	6/2019	GKM is currently in a financial distress but there are plans in place to rescue the situation. Payments agreements have been entered into with other suppliers and a financial recovery plan together with services of a debt collector are being implemented for revenue improvement.	High	High	ALL HOD's
COAF 46 Transactions duplicated in the general ledger (specific items) (Issue 78)) Invoice number 78998 amounting to R28 947.37 from Cab Holdings (Pty) Ltd is duplicated in the general ledger. This invoice was paid twice with cheque number 8512 and cheque number 8484 resulting in overstatement of expenditure. The transaction date in the general ledger is 19/12/2017 for cheque number 8512 and 07/12/2017 for cheque number 8484.	N	CFO Ms Sontshaka	Controls over the review of processed transactions against supporting documents were not properly implemented	Processed transactions should be reviewed by management and checked against the supporting documentation.	All payments are being reviewed against the supporting documents and the system has been configured not to allow an invoice to be captured twice.	1/2019	6/2019	All payments are being reviewed against the supporting documents and the system has been configured not to allow an invoice to be captured twice.	High	High	BTO
Payable												

COAF 47 Payables: Trade payables are understated (Issue 81)	The amount of the Amathole District Municipality as per the ADM ageing analysis does not agree to the amount as per the age analysis of Great Kei Municipality, therefore the amount as disclosed by Great Kei is understated.	N	CFO, Ms Sontshaka	This is caused by not maintaining proper controls over the processing and reconciling of transactions	The Municipality should maintain proper controls over the processing and reconciling of transactions.	Will improve the creditors recon processs by requesting the statements from the suppliers and to ensure that the recon is fully supported.	2/2019	6/2019	Statements are requested on monthly basis to keep track of aging amanount on the Creditors age analysis	Medium	Medium	BTO
COAF 51 Unspent conditional grant: Grant compliance and potential unauthorised expenditure (Issue 91)	The municipality did not apply for roll-over of the following unspent conditional grants and therefore the is no approval from the relevant treasury to the municipality to keep the grant	N	Mr Mapasa, Ms Mkabile, Ms Sana	Financial and performance management: Review and monitor compliance with applicable laws and regulations.	Management should ensure that they apply for a roll over for all the unspent conditional grants at reporting date and that all grants are spent for their intended use to avoid any non-compliance with DORA	The municipality will monitor the grant spending and ensure that all funds are spent and reported on by the end of the financial year.	1/2019	6/2019	Will ensure that all monies are reported, including those less than R5 000 for National and Provincial Treasury's Information	Medium	Medium	BTO
Predetermined objectives												
COAF 2 Limitation: LED System verification (Issue 6), COAF 3 Limitation: Service Delivery & Infrastructure Provision system verification (Issue 7), COAF 4 PDO: Technical Indicator Descriptions(TIDs) (Issue 12)	The following information, requested on 4 September 2018 per RFI 16-Planning, with a due date of 7 September 2018 has not been submitted	N	Mr Mtao, Mr Mkonjiswa	Oversight responsibility regarding financial and performance reporting and compliance and related internal controls was not exercised	Management should investigate the matter and provide the relevant information requested as a matter of urgency, to avoid a possible limitation of scope. Furthermore, the communication within the Performance Management System Section should be improved to ensure that the request for information is timeously addressed.	to review systems discriptions of the two KPAs (LED and Service delivery). To enforce use of PMS procedure manual by conducting workshop to the extended management team. To implement the cosequence management policy on non complying directorates. To ensure quarterly reviews of performance.	3/2019	6/2019	Systems descriptions for both KPAs in place. PMS procedure manual is being implemented. Terms of reference have been developed for performance assessment pannel			Strategic Services

COAF 9 AoPO: Usefulness (Issue 20), COAF 11 AoPO: Usefulness (Issue 22), COAF 12: AoPO: Usefulness (Issue 23), COAF 25 AoPO: Usefulness (Issue 34), COAF 27: AoPO- Usefulness Iss 36, COAF 50 AOPO: Information not submitted as per request Issue 83, COAF 50 AOPO: Differences on APR and supporting evidence (Issue 84)	It was identified that the following Key Performance Indicators (KPIs) are not well defined/relevant:	N	Mr Mtalo, Mr Mkonjiswa and all Directors	There was inadequate oversight by leadership to ensure that the recommendations from the Performance Management System (PMS) section are adequately adhered to/implemented by management.	Leadership should investigate the matter and design/implement adequate oversight measures to ensure that the recommendations from the Performance Management System (PMS) section are adequately adhered to/implemented by management.	Indicators and targets will be reviewed to comply with smart principles for midterm.	1/2019	6/2019	Indicators and targets have been reviewed during the mid-year review			Strategic Services
COAF 50 AOPO: Differences on APR and supporting evidence (Issue 84)	The following differences on APR and supporting evidence were noted:	N	Mr Mtalo, Mr Mkonjiswa and all Directors	Lack of review by management	1-2. A detailed review of supporting evidence should be done in order to have performance reports that are supported and evidenced by complete and reliable information. 3. The criteria that is used to measure the performance should be consistent with the reported measure for accurate reporting. If the measure of the indicator is a number, the indicator should be reported in numbers and the target. The target should be measurable for completeness purposes. The electrification is on household, and the number of households in Chintsa should be the target.	To enforce adherence of PMS procedure manual by conducting workshop to the extended management team. To implement the cosequence management policy on non complying directorates. To ensure quarterly reviews of performance information and Authentic credible supporting documents is submitted.	1/2019	6/2019	Terms of reference have been developed for performance assessment panel. To conduct performance assessment by June 2019.			Strategic Services
COAF 61 AoPO: Differences identified (non-material indicators) (Issue 104)	The following differences on APR and supporting evidence were noted:		Mr Mtalo, Mr Mkonjiswa and all Directors			To enforce adherence of PMS procedure manual by conducting workshop to the extended management team. To implement the cosequence management policy on non complying directorates. To ensure quarterly reviews of performance information and Authentic credible supporting documents is submitted.	1/2019	6/2019	Terms of reference have been developed for performance assessment panel. To conduct performance assessment by June 2019.	Quarterly		Strategic Services

Procurement and Contract Management												
COAF 33b: Procurement and contract management: Supplier submitted a false declaration Iss 29	It has been discovered, through the use of Computer Assisted Audit Techniques (CAATs), that the person in service of other state institution as detailed below has an interest in the supplier which did business with the municipality; the person identified is a director in the supplier. However, the supplier declared that it is not connected to persons in service of the state	N	CFO, Ms Simayile	Supplier did not disclose connection with an organ of state.	Management should: Investigate this allegation as the supplier might not have declared the interest in an attempt to defraud the municipality. Implement controls to identify the interest of suppliers that have directors or members who are employees of the state	the municipality uses CSD and MBD to identify persons in the service of the state and those that have been identified, the municipality will not continue doing business with them.	1/2019	6/2019	The municipality has already communicated with supplier and will no longer use its services	Implemented	High	BTO
COAF 33b Procurement & contract management: invalid deviations (Issue 62)	The municipality deviated from the normal procurement processes on the grounds that Sparks & Ellis is the sole provider for manufacturing of security uniforms. However, per the auditor's research it has been noted that there are other service providers who manufacture the similar type of goods within the Eastern Cape province which include Zamulwazi Clothing Manufacturing, FG Clothing etc.	N	CFO, Ms Simayile	Management did not request quotations from at least three service providers; specifications were sent to Sparks & Ellis only		The municipality will request 3 quotations from the manufacturers that are on the market.	1/2019	6/2019	The municipality is requesting three quotations from manufactures and other ordinary service providers for protective clothing for security and traffic officers	Ongoing	Medium	BTO
COAF 33b: Procurement and contract management: Bid specification (Issue 63)	The bid specification in respect of RFQ: 20/2017/18 for Supply and Delivery of Electrical Cables awarded to Aberdare Cables (PTY) LTD did not stipulate the minimum threshold for local production and content. In terms of National Treasury Instruction Note the minimum threshold for electrical cables used for power station transmission is 90%.	N	CFO, Ms Simayile	This is due to misinterpretation of the Regulation	Management should ensure that requirements of laws and regulations are adequately read and understood. Should management seek clarity on any requirements, the accounting officer should communicate with the relevant Treasury.	will ensure the application of local content will be Treasury to assist with interpretation implemented as per circular 69 SCM and local content tre	1/2019	6/2019	Requirements of Local Content and production is being implemented as required by MFMA Circular 69	Implemented	Medium	BTO

COAF 33b Procurement & contract management: Incorrect points (Issue 65)	The B-BBEE and price points for the following quotations and tenders submitted for procurement of goods and services in the current year (2017/18) were incorrectly calculated. Even though the incorrect calculation does not result to irregular expenditure as the correct supplier was awarded an internal control deficiency exists around the calculation of points.	N	CFO, Ms Simayile	This was caused by incorrect calculation for BBEE and Price points for Quotation Bids submitted for procurement of Goods and Services and also inadequate reviews that did not identify the errors made in the evaluation reports	It is recommended that management should thoroughly review the evaluation reports which contain calculations and disqualifications reasons. Should errors be identified, they should be correctly in a timely manner	All rfqs will be verified by the SCM Manager to ensure that all calculations and points awarded are accurate.	1/2019	6/2019	All awarded RFQ are reviewed by SCM Manager and approved by the CFO to ensure correct BBEE points allocated accurately	Implemented	Medium	BTO
COAF 33b: Procurement & contract management: Incorrect supplier awarded (Issue 67)	The reason for disqualification of the supplier is not valid.	N	CFO, Ms Simayile	This was caused by inadequate review of the bid documents to ensure that all supporting documents required are submitted by bidders.	Management should thoroughly review bid documents submitted by bidders to ensure that all supporting documents required are submitted. Reasons for disqualifications should be supported by documented evidence	To include a requirement that on advert that suppliers must neatly and create sub-dividing folders for each attached supporting documents required for Bids as to make it easier for the Bid Evaluation Committee to note which supporting documents that has been submitted	1/2019	6/2019	Bidders are clearly made and subdividing their returnable documents in their bid documents.	Implemented	Medium	BTO
COAF 33b Procurement & contract management: invalid deviation (Issue 68)	An award, deviation number: 1005 557, to the value of R32 956 was made to Fourways Consulting Services in the form of a deviation. The municipality deviated from the normal procurement processes on the grounds that it was due to an emergency. However, per the information submitted to the auditors it was not sufficient to prove that the procurement was an emergency as the reason stated is that the community started to agitate.	N	CFO, Ms Simayile	This is due to improper planning	Management should ensure that deviations from procurement processes are reasonable and justifiable. Procurements to be done during the year should be properly planned in a timely manner and not be done when matters have escalated. This will ensure that the municipality avoids any non-compliance with procurement processes which may result in irregular expenditure	to ensure that all deviations done are aligned to regulation 36	1/2019	6/2019	Already implemented	Implemented	Medium	BTO

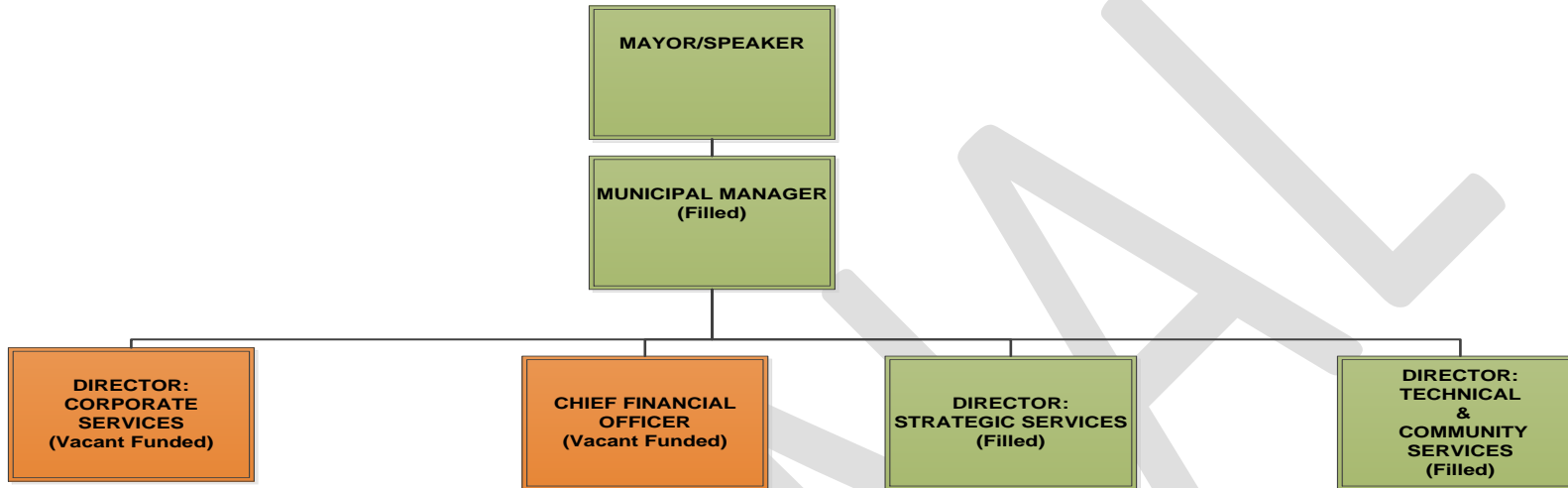
COAF 34: Procurement and contract management - contract signed (Issue 71)	The contracts awarded to the following service providers were not signed by the delegated official of the Great Kei Municipality on the acceptance section where an appropriate representative of the municipality is required to sign the contract for approval. MFMA Circular 25: SCM Guide and bid documentation states that to ensure that uniformity exists in the bidding process the accounting officers are requested to base bid invitations on the General Conditions of Contracts (GCC) issued by the National Treasury	N	CFO, Ms Simayile	This was caused by oversight by management as contract was not thoroughly reviewed to ensure that all pages have been signed and that the contract adhered to the National Treasury General Contract Conditions.	Management should thoroughly review tender documents to ensure that all contracts with service providers for goods or services provided to the municipality are signed by the delegated official of the municipality	AO and Project Mangers will review all tender documents to ensure that they are fully signed.	1/2019	6/2019	Already implemented	Implemented	Medium	BTO
COAF 33b: Procurement & contract management: register (Issue 80)	The quotation and contract registers for procurement of goods and services in the current year (2017/18) are not complete. The quotation register for goods and services to the value of R2 000 - R30 000 is not in sequence in terms of order numbers and there are gaps identified in the order numbers; these gaps are as a result of orders that were cancelled, orders that do not exist and orders which were for contracts. The quotation register for goods and service to the value of R30 001 - R200 000 is not in sequence in terms of RFQ numbers. In addition, the register excluded 8 quotations which were procured and some cancelled in the current year 2017/18. The contract register for bids above R200 001 excludes 2 contracts which were.	N	CFO, Ms Simayile	This was caused by omitting certain orders and inadequate review of the quotation and contract register to ensure that it is in sequence.	Management should reconcile the registers and ensure that they are in sequence. Cancelled contracts /orders should also be included in the registers and a column indicating the status of the order/ contract can be added.	To keep a contract register that will also include quotation that have been cancelled.	1/2019	6/2019	Already implemented	Implemented	Medium	BTO
Receivables												

COAF 18 Revenue and receivables: Disconnections (Issue 8)	The disconnection of the arrear debtor's account was not done in the required timeframe	N	CFO, Ms Fikeni, Mr Mapasa	Leadership: Policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities was not established and communicated. (L4)	Management should undertake to communicate the need for effective internal controls over assets, as well as establish a policy to ensure communication with the electricians takes place timeously so as to avoid unnecessary delays in disconnection.	will ensure that we adhere to the timeframes stipulated on the credit control and debt collection policy.	2/2019	6/2019	For financial year 2018/19, no execution of cut-offs were performed due to limited means of transport within the municipality	High	High	BTO
COAF 72 AFS: High level (Issue 28)	The following errors were noted to the AFS submitted	Y	CFO, Ms Sana	Inadequate review of the AFS before being submitted to the auditors	Management should ensure that the AFS are reviewed adequately to avoid errors. In addition, these errors should be corrected on the final set of AFS	The AFS preparation process will commence in march so as to allow enough time for internal and external quality reviews.	3/2019	6/2019	The AFS will be submitted to CFO, Internal Audit and audit committee for review before submission to AG to avoid errors.	High	High	BTO
COAF 36 Receivables: Sundry debtors (Issue 87)	As per RFI 84 of 2017-18, dated 09 November 2018, we requested the supporting documentation listed below, however no information has been received to date (Due date was Wednesday 14 November 2018)	N	Mr Gomomo,	Inadequate controls over filing of documents.	Management should ensure that requested information is made available to the auditors, within the stipulated timeframes, to avoid a limitation of scope on the audit.	Application for condonement of write off will be submitted to MEC before end of Quarter 3.	2/2019	6/2019	Draft letter for condonement has been drafted	High	High	Corporate Services
COAF 70 Accounts receivables: Indigent debtors not written off in the current year (Issue 70)	Indigent debtors were not written off in the current year	N	CFO, Ms Fikeni	This was caused by the municipality being disrupted by unforeseen circumstances during the year, including the strikes, causing management to divert their focus to other things.	Indigent debtor registers should be updated and agreed to the billing system to ensure all indigent accounts are verifiable and complete. In addition, management should prepare quarterly reports to council on the accounts receivable amounts relating to indigent debtors so that council can account for these appropriately. Internal audit should perform an audit on the indigent register and its validity during the financial year and provide feedback to the audit committee and council in order for council to make adequate and timely decisions regarding indigent account write offs per their policy.	Indigent debt will be writted off on a monthly basis when performing the billing.	2/2019	6/2019	Indigent debtors are written off as and when submitted	High	High	BTO

Revenue				Impact								
COAF 42 Revenue from non-exchange transactions: SV4 (Issue 31)	The municipality last performed its supplementary valuation in 2016/17 financial year. It has been noted that the following properties under the jurisdiction of Great Kei Municipality have been purchased since the valuation roll and no property rates have been billed on them. The total value of these properties amounted to R112 731 480. These properties, owner names and values, were extracted from the deeds search report generated in June 2018. Listed below are the properties in question	N	CFO, Ms Fikeni	The municipality did not have the funds to pay for a supplementary valuation.	Management should ensure that a supplementary valuation roll is performed at least annually as required by section 77 of the Municipal Property Rates Act so as to ensure the accuracy and completeness of the annual financial statements.	Currently preparation of SV4 is in progress and a draft will be submitted mid April 2019. A service provider for GV has been appointed and therefore going forward the supplementary valuations will be done annually by the appointed service provider.	2/2019	6/2020	For financial year 2018/19 SV4 has been performed by the Valuer and it is due for submission in the second week of April 2019. A valuer to perform GV has been appointed and an extension for the validity of the current GV has been granted by Cogta until January 2020.	Ongoing	High	BTO
COAF 41 Revenue: Property Rates: disagreement and accuracy (Issue 40)	Rates received in note 22 to the AFS are not broken down into their respective property types. The following accuracy errors were noted on recalculation of the property rates levied:	N	CFO, F Fikeni	Accuracy error: Title deeds not being updated to reflect correct owner from Great Kei Municipality. Incorrect tariffs applied to customers by the municipality relating to the understatement of property rates. Classification error: This error was not detected in the preparation of the AFS. This is due to inadequate review processes in the AFS preparation process.	Management should institute processes to follow up on instances where properties are registered in the name of the municipality but individuals are using those properties. These should be rectified by officially transferring the land into those individuals' names and updating the title deeds and Venus system to ensure correct billing. Management should institute proper review procedures in the AFS preparation process to ensure that improper classification is detected and rectified.	will perform a reconciliation between the System GV and the approved GV so as to ensure that they are aligned. The afs will be informed by the verified values from the reconciliation.	3/2019	6/2019	The GV has been loaded on to the new FMS (Sebata). But the reconciliation will be finalised before end May.	Ongoing	High	BTO

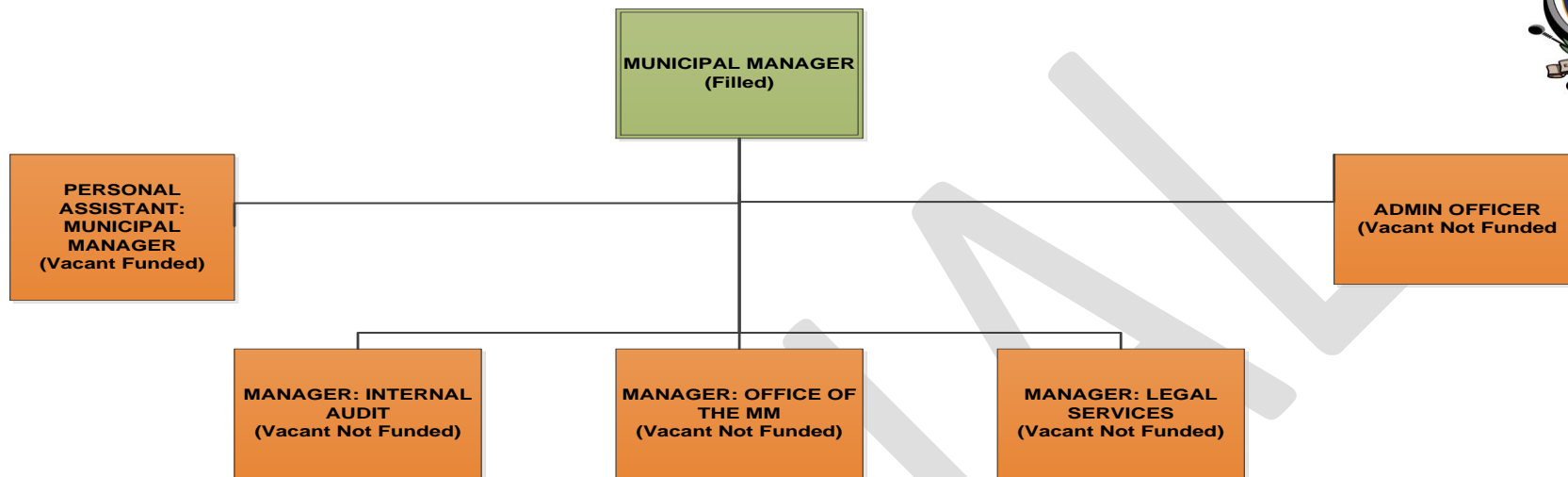
APPENDIX D – ORGANIZATIONAL STRUCTURE

DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER



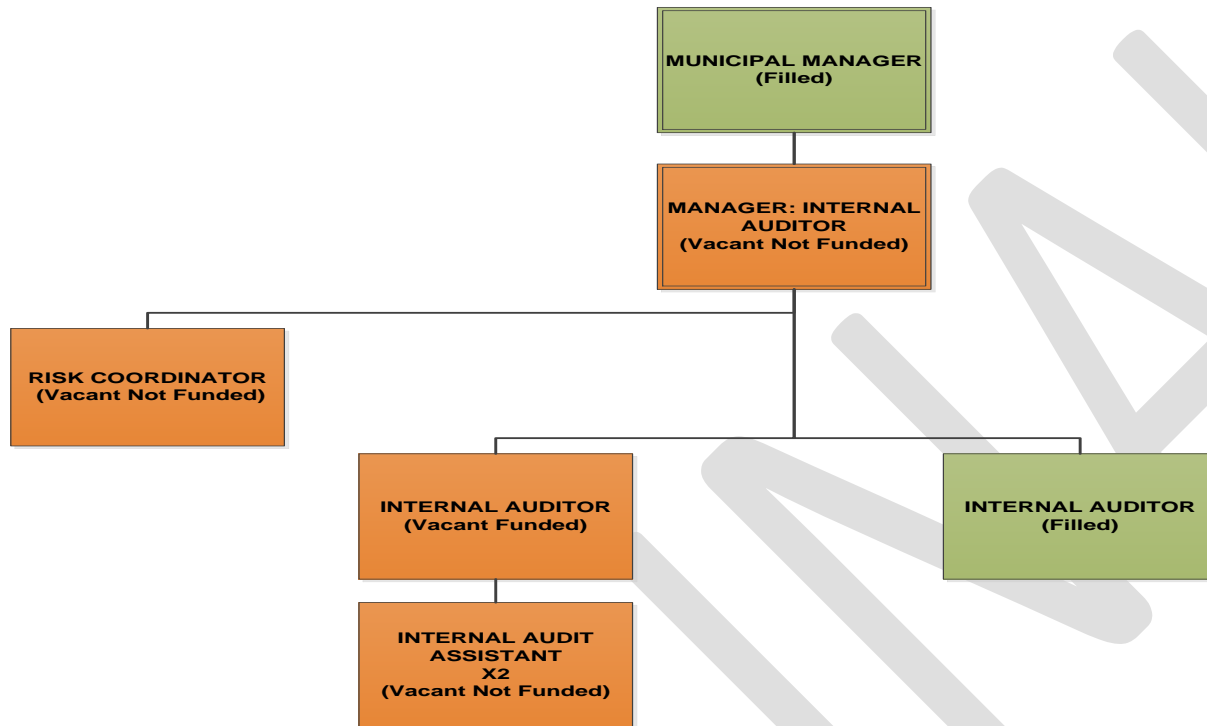
MR L.N. MAMBILA
MUNICIPAL MANAGER

DIRECTORATE: OFFICE OF THE MUNICIPAL MANAGER



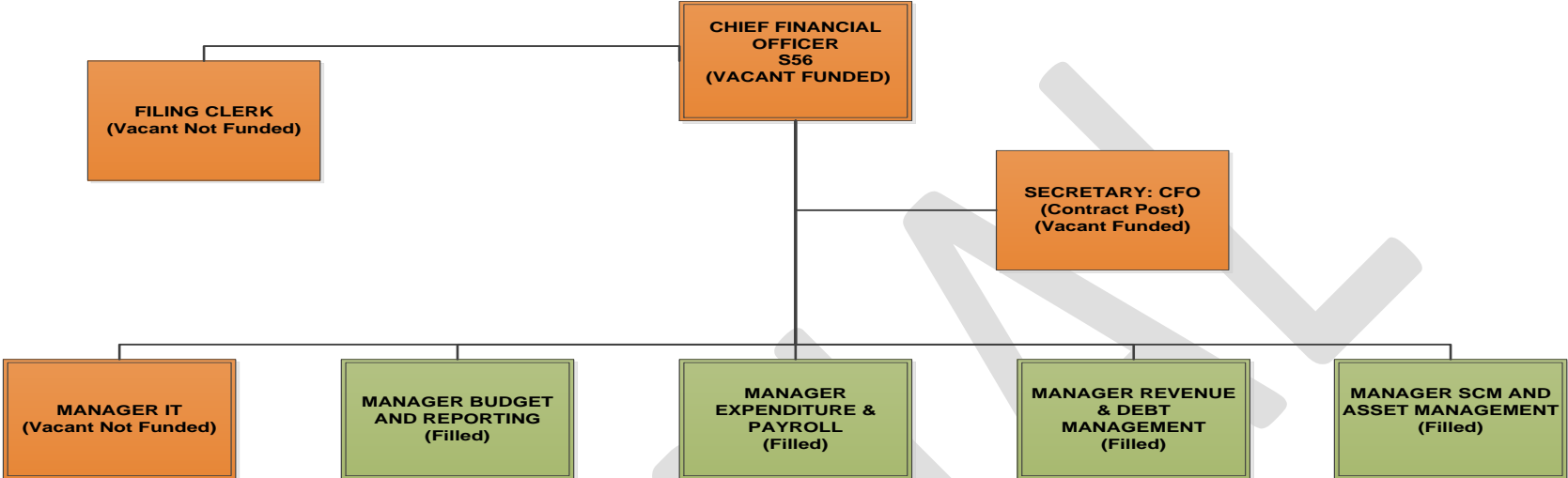
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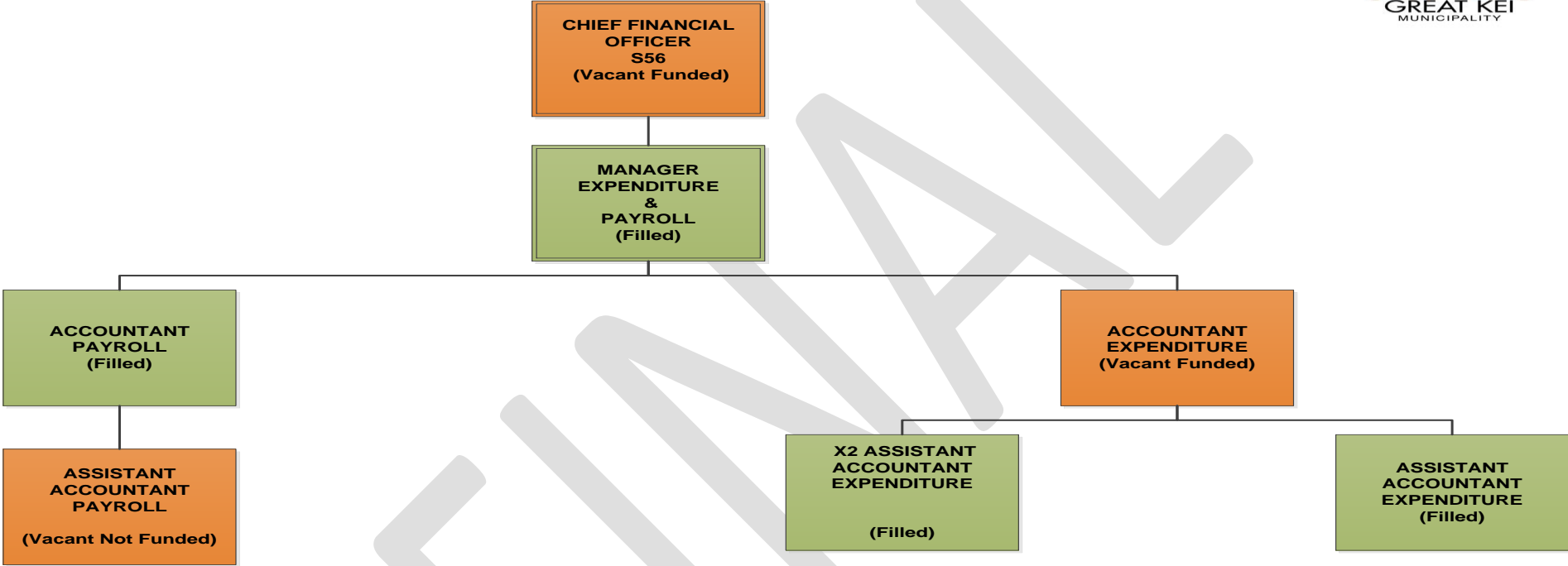
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DIRECTORATE: BTO



CHIEF FINANCIAL OFFICER
S56
(Vacant Funded)

MANAGER REVENUE & DEBT MANAGEMENT
(Filled)

ACCOUNTANT BILLING
(Vacant Funded)

VALUATIONS OFFICER
(Filled)

ACCOUNTS ENQUIRY ASSISTANT
(Vacant Not Funded)

ACCOUNTANT: DEBT COLLECTION
(Filled)

ASSISTANT ACCOUNTANT: BILLING
(Filled)

FBS COORDINATOR
(Filled)

ASSISTANT ACCOUNTANT: DEBT COLLECTION
(Filled)

CASHIER (CINTSA)
(Filled)

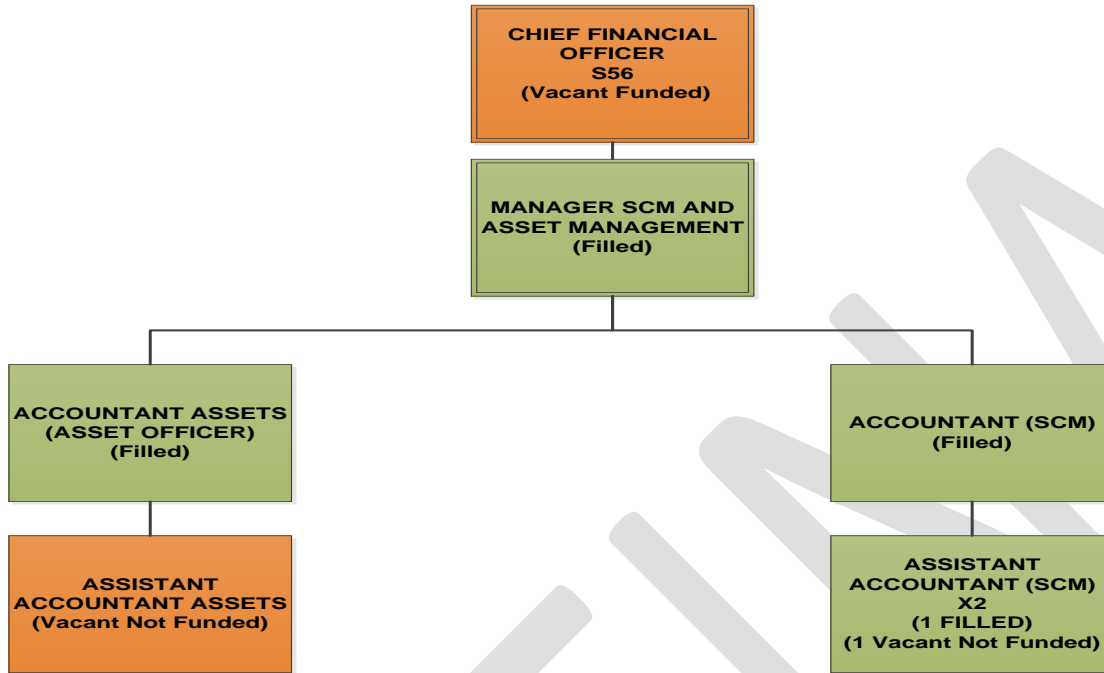
CASHIER (KEI MOUTH)
(Vacant Not Funded)

CASHIER (KOMGA)
(Filled)

METER READER
(Filled)

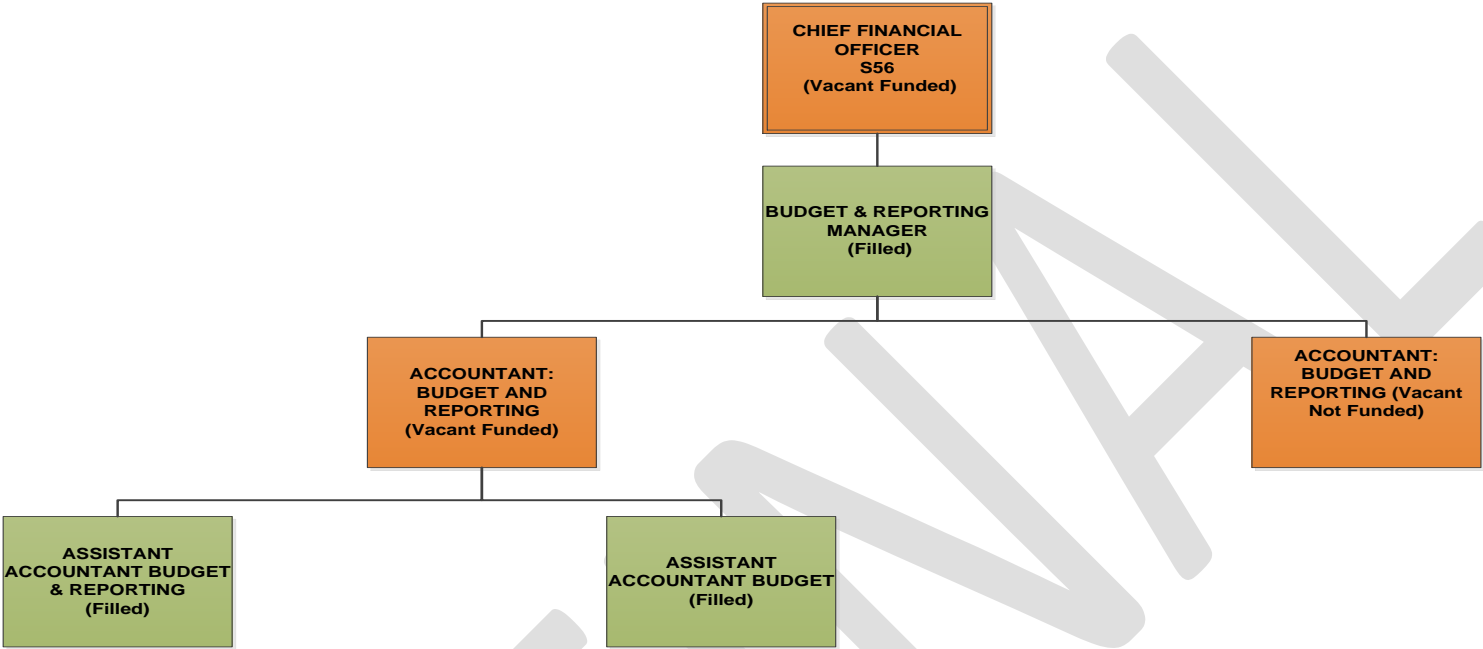
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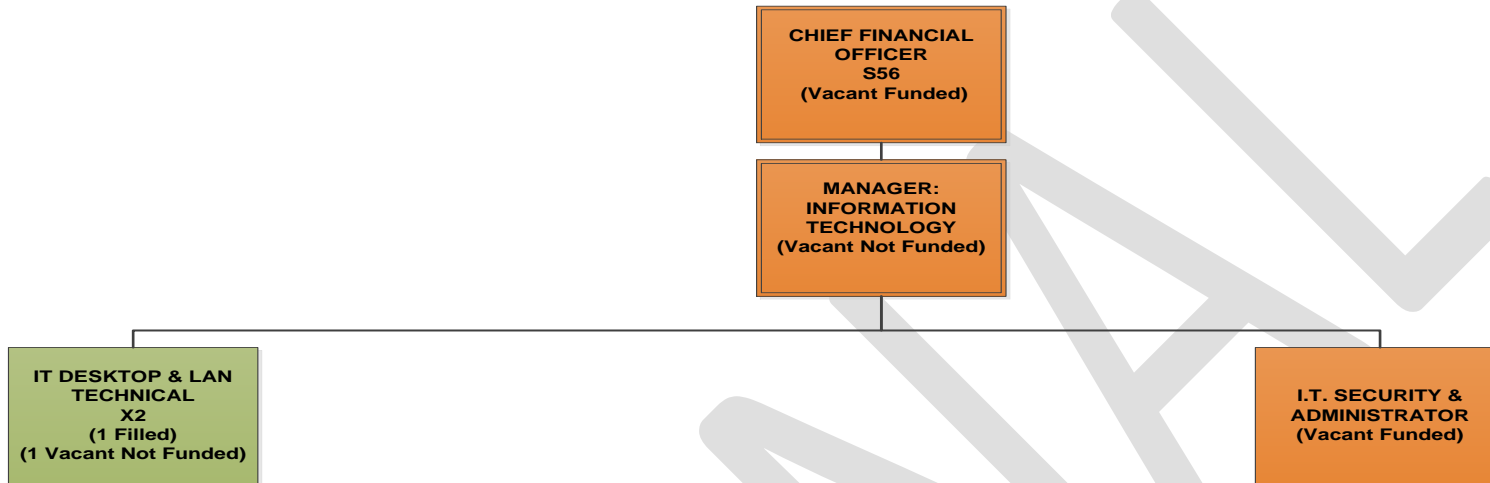
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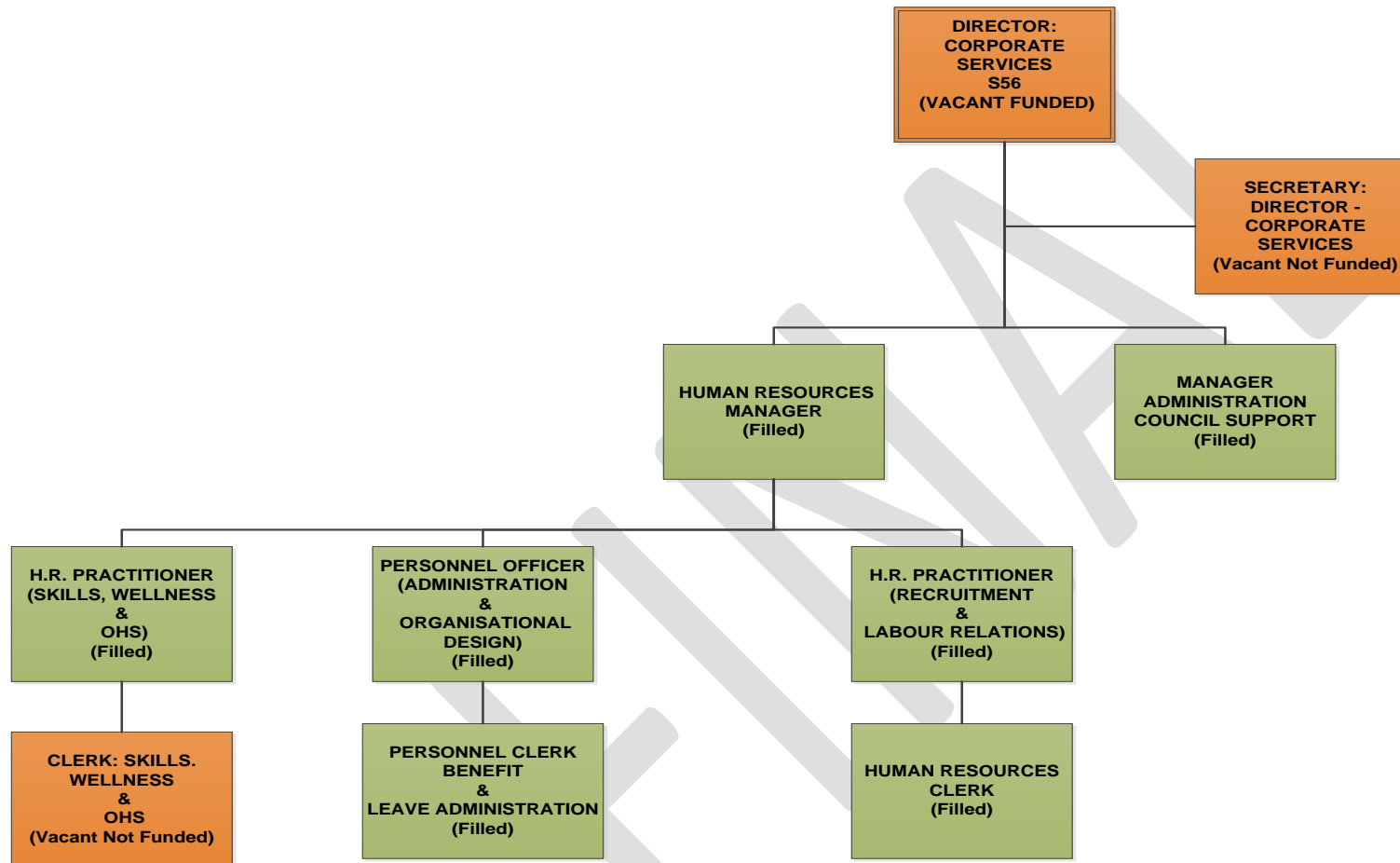
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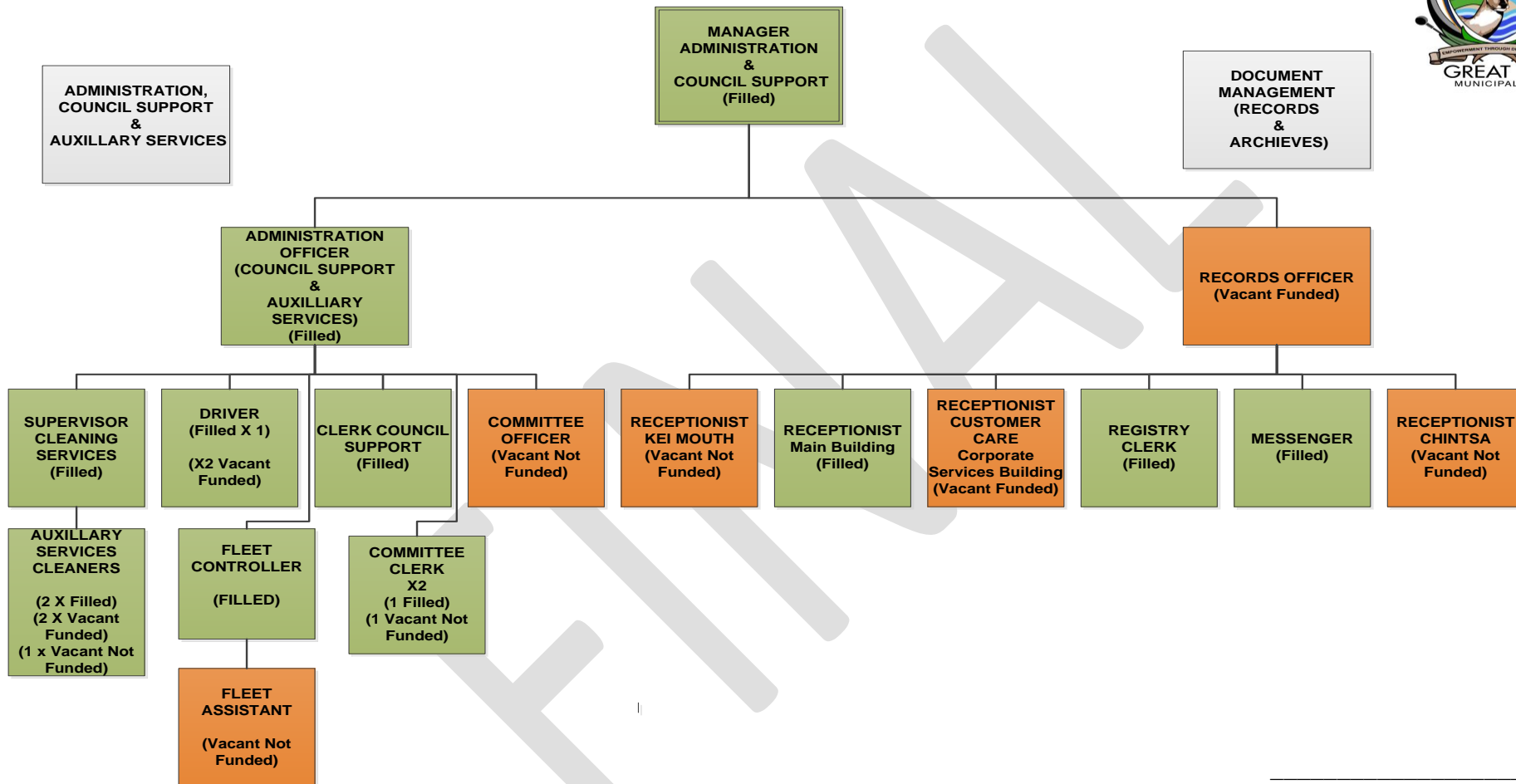
MR L.N. MAMBILA
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DIRECTORATE: CORPORATE SERVICES



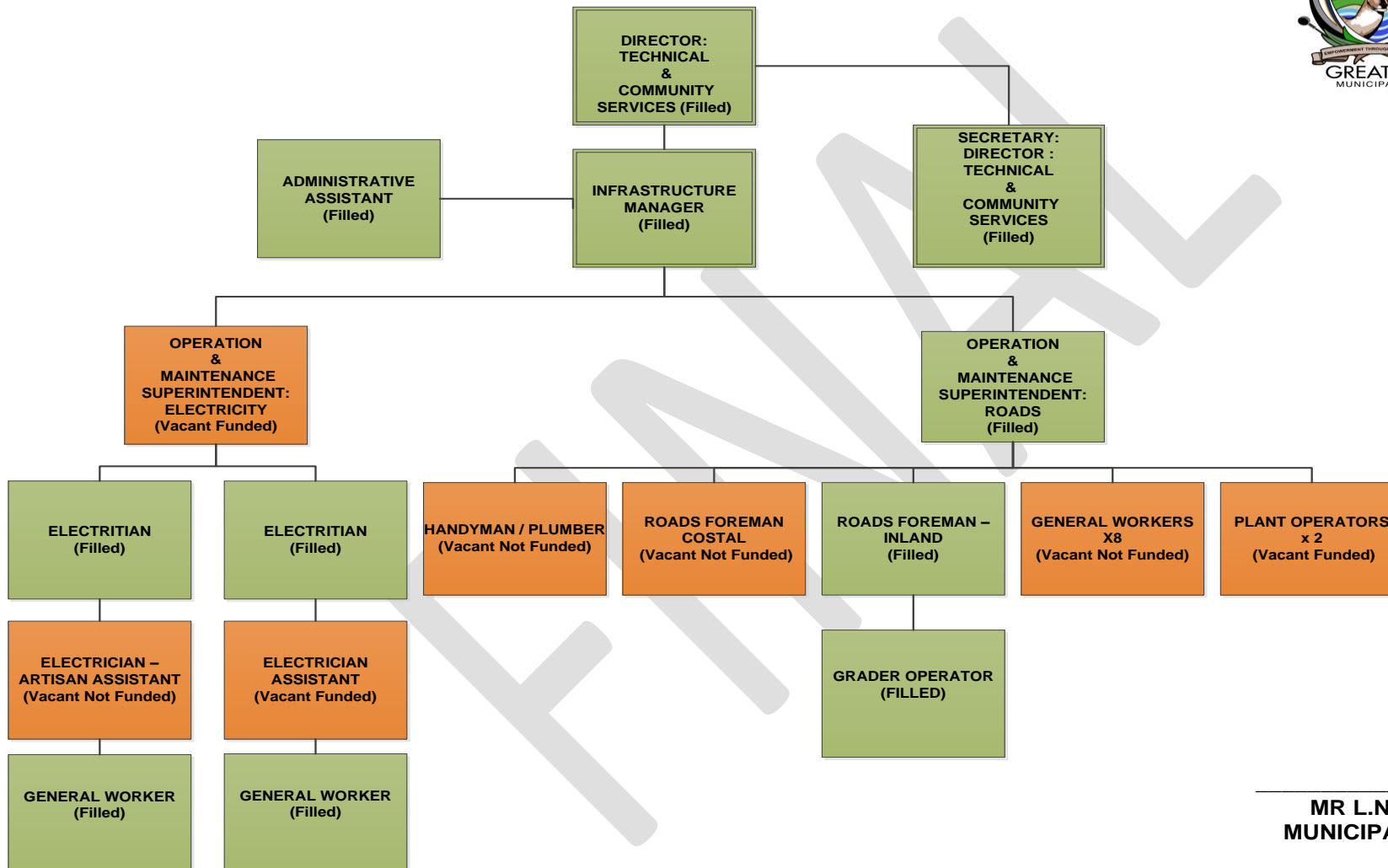
**MR L.N. MAMBILA
MUNICIPAL MANAGER**

DIRECTORATE: CORPORATE SERVICES



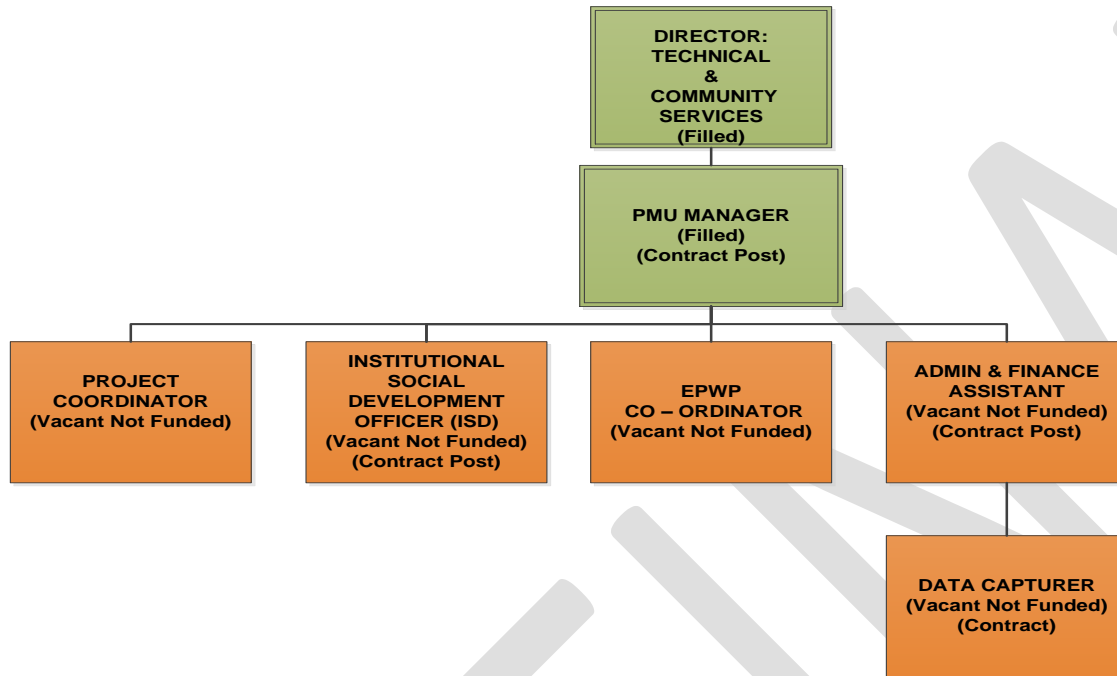
**MR L.N. MAMBILA
MUNICIPAL MANAGER**

DIRECTORATE: TECHNICAL AND COMMUNITY SERVICES



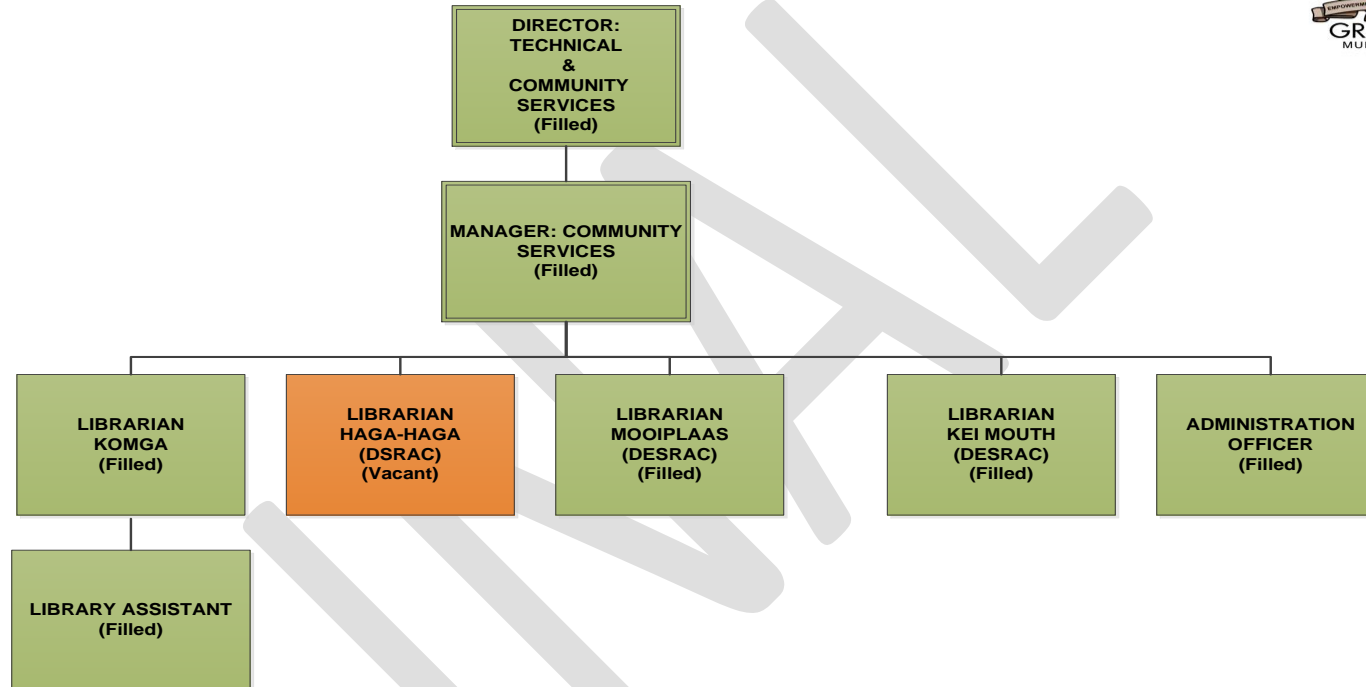
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DIRECTORATE: TECHNICAL AND COMMUNITY SERVICES



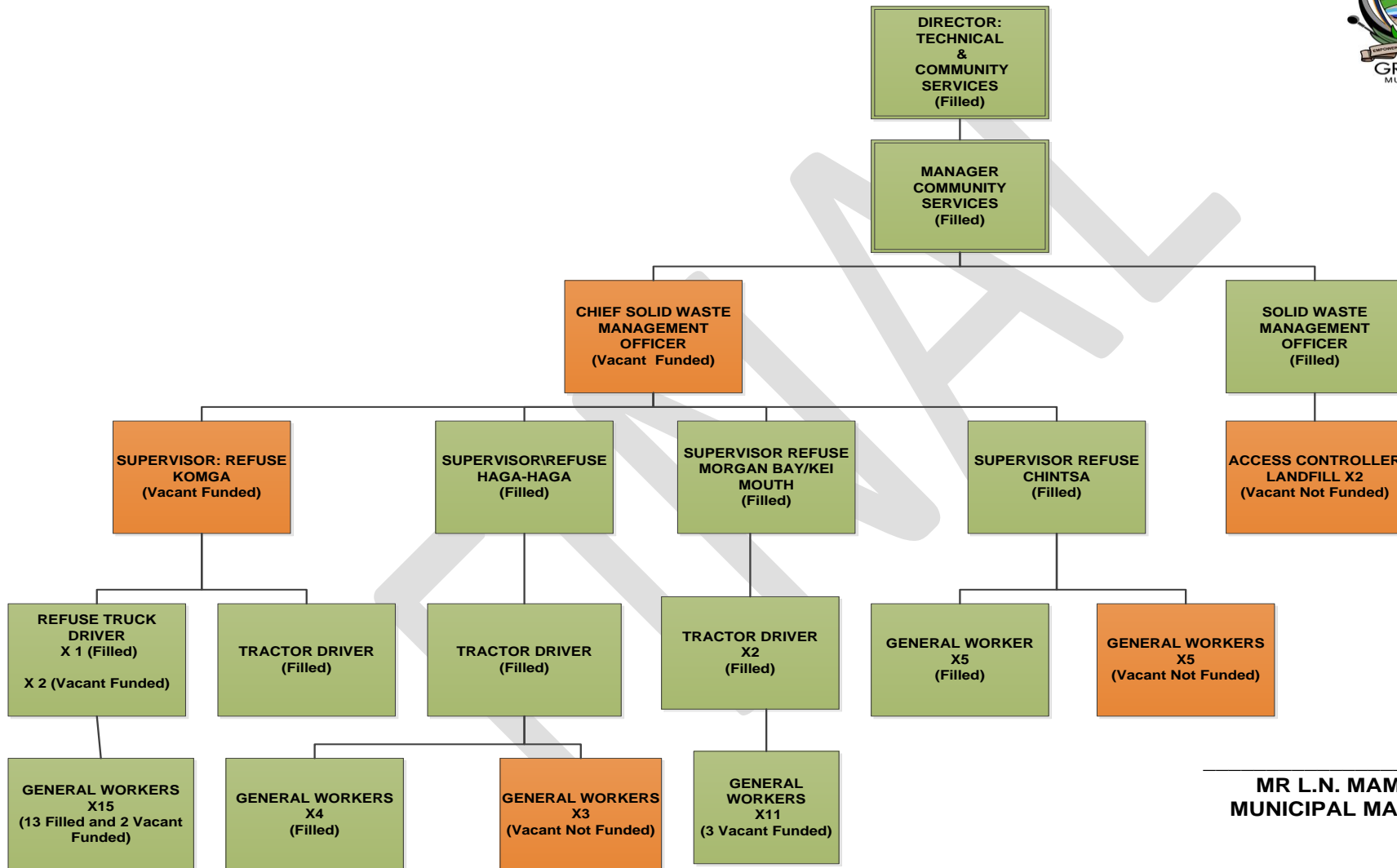
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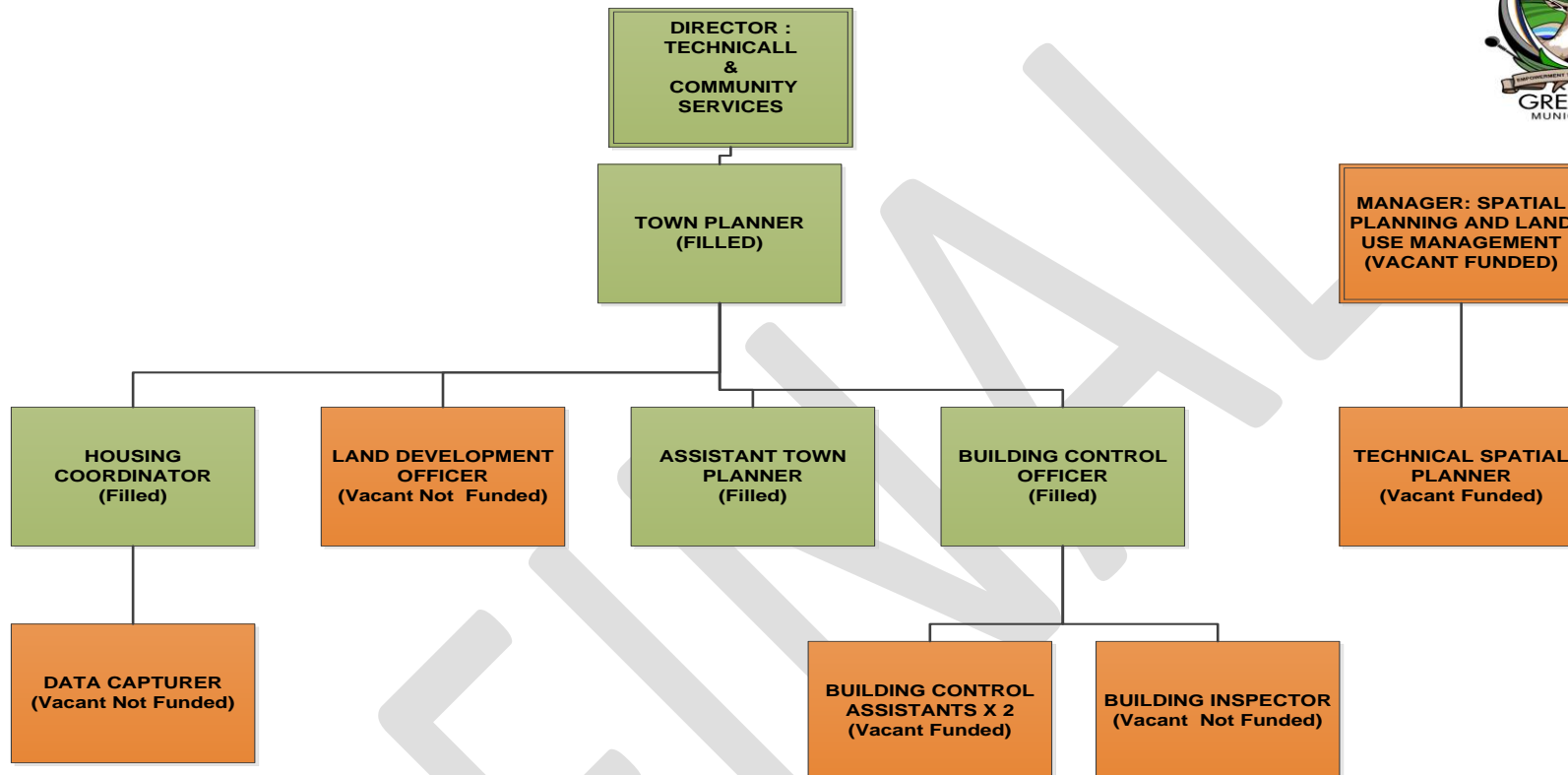
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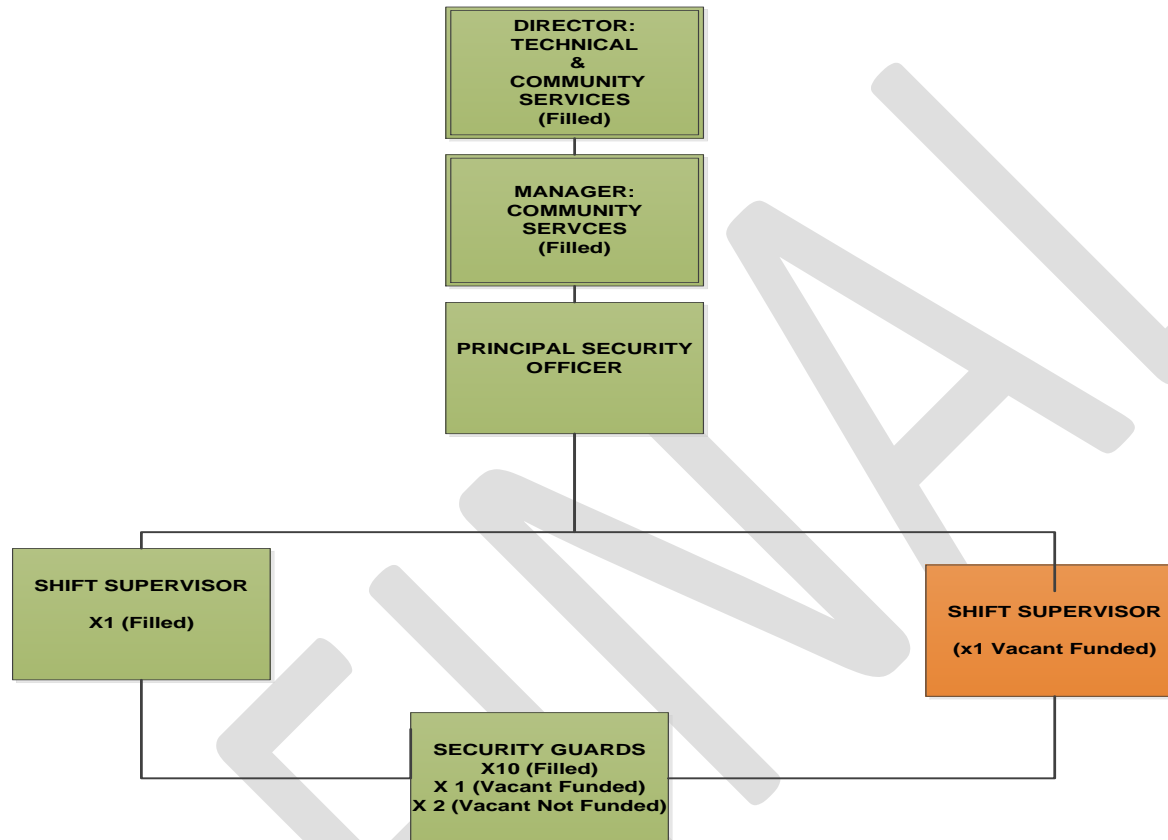
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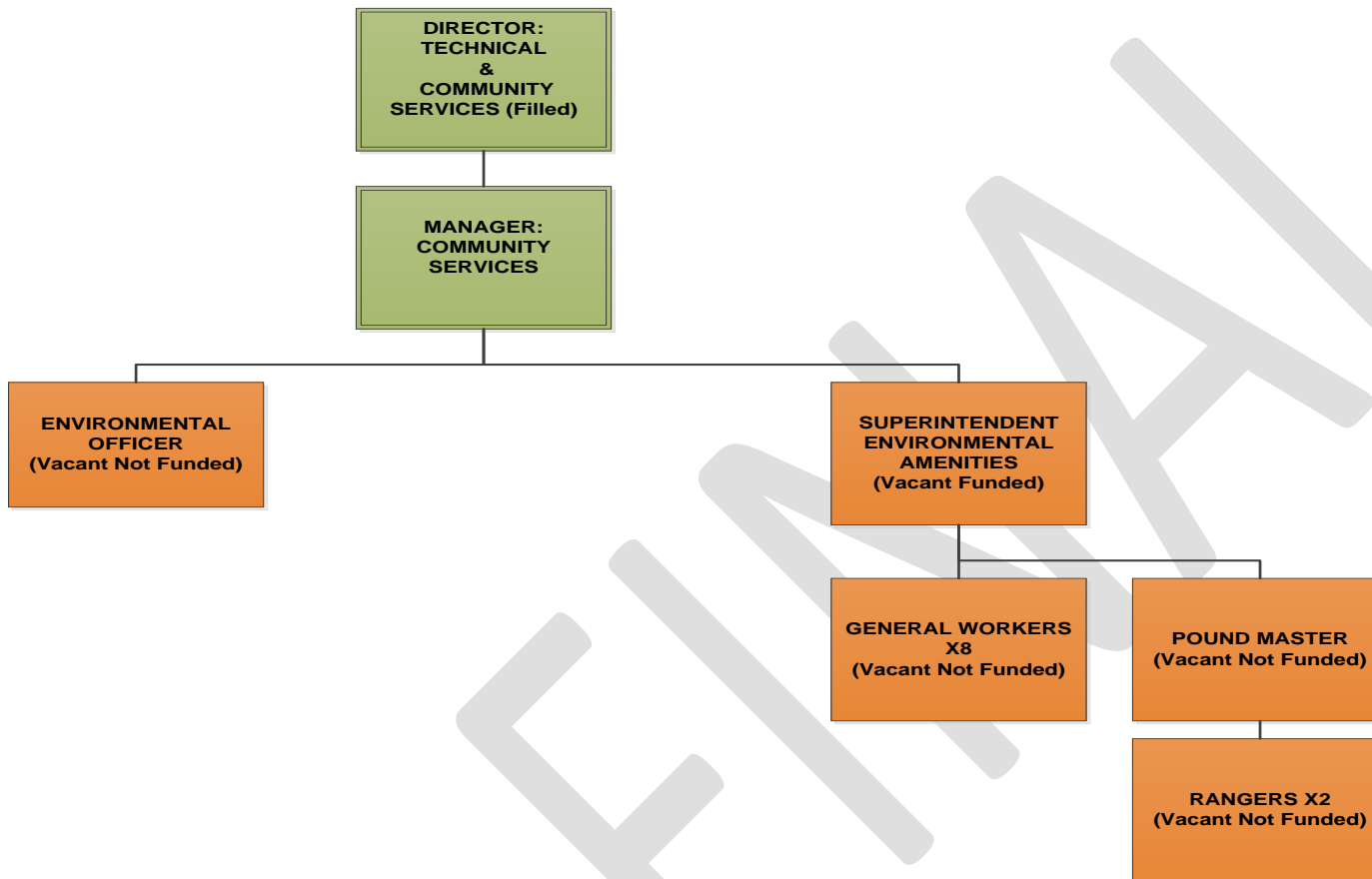
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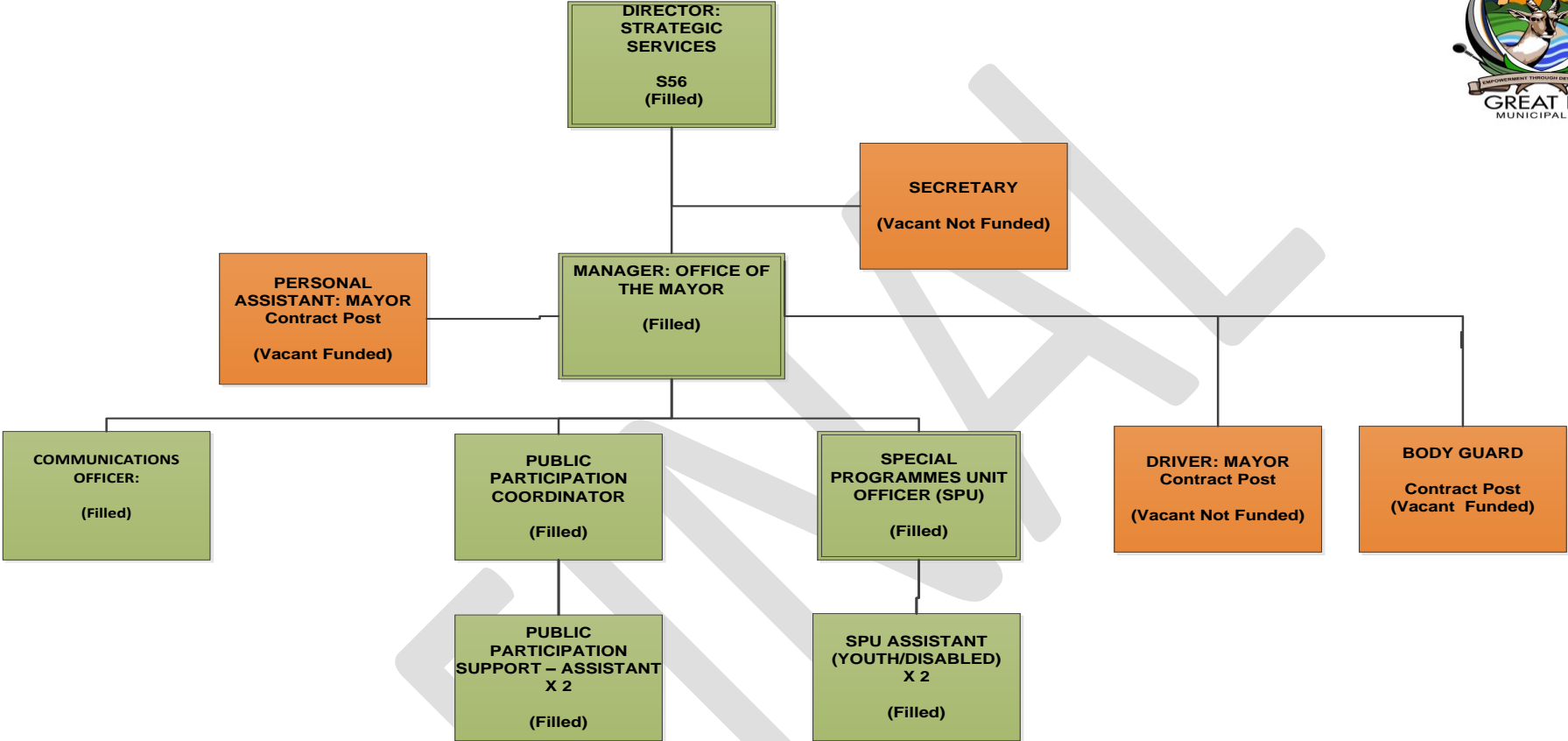
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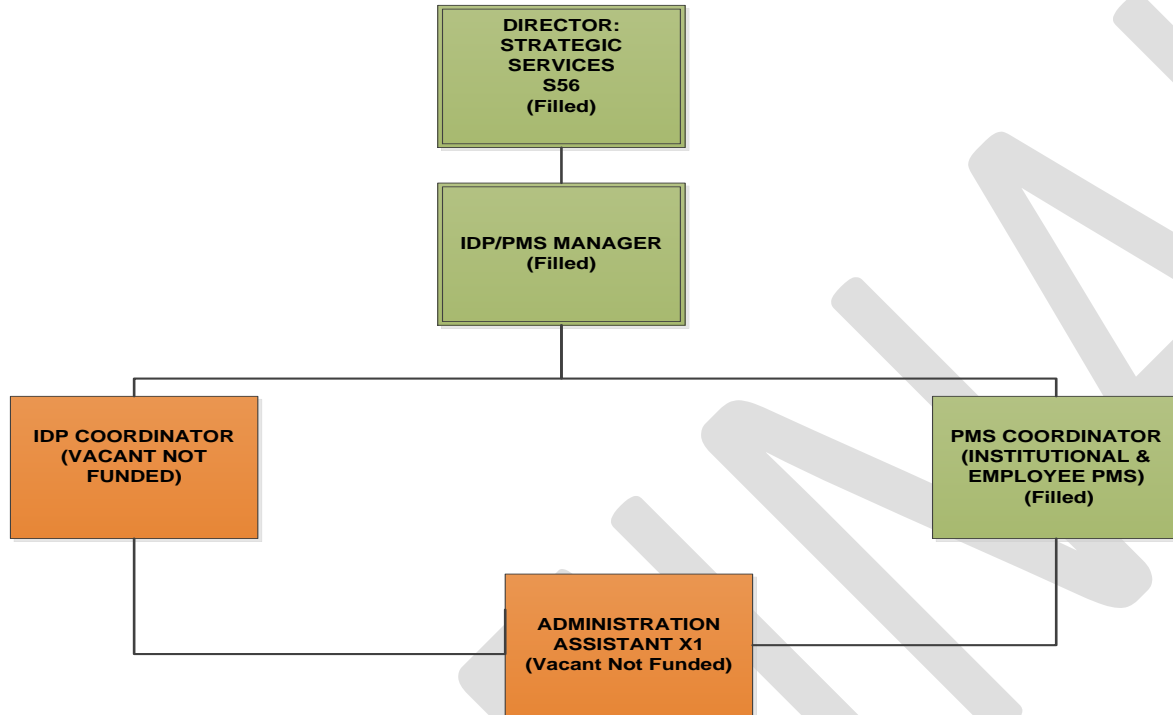
**MR L.N. MAMBILA
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DIRECTORATE: STRATEGIC SERVICES



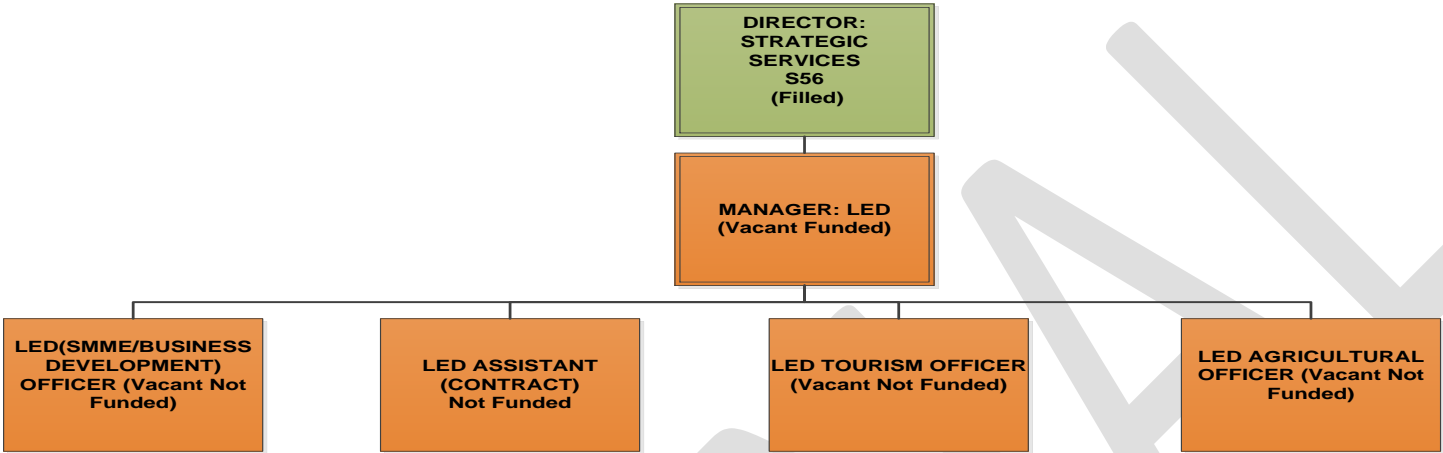
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