

# **GREAT KEI LOCAL MUNICIPALITY**



## **2022-2023 DRAFT REVIEW IDP & 2022-2027 INTEGRATED DEVELOPMENT PLAN**

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## **LIST OF ACRONYMS**

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

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

## FOREWORD BY THE MAYOR



On behalf of Great Kei Local Municipality Council we are pleased to present the 2021/2022 Integrated Development Plan review, as outlined by section 25 of the Municipal Structures Act this has been a culmination of a consultative process with various stakeholders that have enriched our developmental planning. The widespread consultative meetings affirm the adage that says a “Government of the people, by the people, for the people”.

Due to Covid-19 we once again gathered under the auspices of the National Disaster Act, we must express a word of gratitude to our stakeholders for the manner in which they observed the set out regulations in our consultative meetings. We are equally pleased that the vaccination roll out is ongoing, as a municipality we will continue providing the Department of Health with the necessary support in ensuring the vaccination roll out objectives are met, we once again call on our communities to continue registering for the vaccine as per the stipulated rollout phases.

Our engagements with our communities have once again reminded all role-players that as representatives of the people ours is to enable platforms for our people to express their aspirations and mandate this council on an ongoing basis with regards to their development. This was also the final review of the current IDP as the term of the council is drawing to an end on the 27<sup>th</sup> of October 2021. All inputs that have been raised in the various meetings will be accorded the necessary attention, this extends to matters that pertain to sector departments as we will report these matters to the affected departments.

The consultative meetings equally coincided with the release of the Auditor’s General audit opinion, you will recall that the previous audit opinion was a disclaimer which was mainly attributed to challenges of the financial system and the municipal arson which destroyed critical documents. We committed to our communities that we will devise an audit action plan to restore sound governance and indeed a marked improvement has been accomplished as the latest audit opinion is a qualified one. Your participation in the affairs of the municipality have served to encourage our efforts in restoring good governance, we are well aware that this audit opinion is work in progress as we continue to put in place mechanisms that will realize a further improved audit in the forthcoming year.

In keeping with the spirit of integrated development the Office of the Premier has earmarked our municipality for the implementation of the Small Town Revitalization program which will fund internal streets, electrification and landfill sites. We highly welcome this program as it will beautify the face of our communities in particular our coastal towns that serve as our tourism hubs. SANRAL will equally be implementing a number of projects which will create employment opportunities for our communities and restore the conditions of our roads.

On the front of infrastructure programs we are pleased with the progress of the various MIG projects and we remain confident that they shall be completed within the stipulated timeframes. We are also pleased that our local SMME’s continue to benefit from our MIG projects in our efforts of ensuring they gain work experience and expand their enterprises.

We will continue working alongside our stakeholders in ensuring good governance and financial sustainability is achieved in our mission of delivering on the various community



needs. The IDP review has provided us with an opportunity to exchange ideas on how best should we approach our developmental trajectory, it has further armed us as this Council on matters pertaining to service delivery and the general wellbeing of our communities.

Stay Safe!!

Yours in good governance

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**COUNCILLOR N.W. TEKILE**

**DATE APPROVED**

**MAYOR**

## **PREFACE BY MUNICIPAL MANAGER**



We are delighted to report the progress made on the following KPA's to name but a few:

Good Governance & Public Participation – the continuous support from Provincial Cogta, capacity building to MPAC and Council Committees, Establishment of IGR Clusters. Public and Stakeholder participation in the review of the 2021/ 2022 IDP & Budget Process.

Local Economic Development – Our LED Unit has been effective in its interaction LED Stakeholder engagements and SMME assistance. Our SMME's are benefiting from our SCM Policy provision of 15% SMME's Beneficiation in all our procurements. We have been providing SMME's Trainings and we will continue facilitation such trainings in the upcoming 2021/2022 Financial Year.

Basic Service Delivery – We are currently concluding constructing Komga Youth Centre, Icwili Sportfield, Chintsa East Access Road, Komga to Siviwe Access Road, Siviwe to Zone 10 Bridge, Lusizini Community Hall, Cefane Internal Streets, Gxarha Internal Streets, completion of Small Town Revitalization Feasibility Study for the Komga Electrification Upgrade, Kei Mouth Internal Streets, Chintsa East Internal Streets and Komga Landfill Site all with the assistance of the Premier's Office. There is also a further commitment by Department of Roads & Transport to construct the 17km road to Haga-Haga.

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.
- h. Alignment with the District Development Model

#### **▪ CONSIDERATIONS FOR ALIGNEMENT**

1. *the gkm vision 2030*
2. *the 2030 national development plan [ndp]*
3. *the eastern cape provincial development plan [pdp]*
4. *the district development plan [ddm]*

**IDP PROCESS**

**IDP Background:**

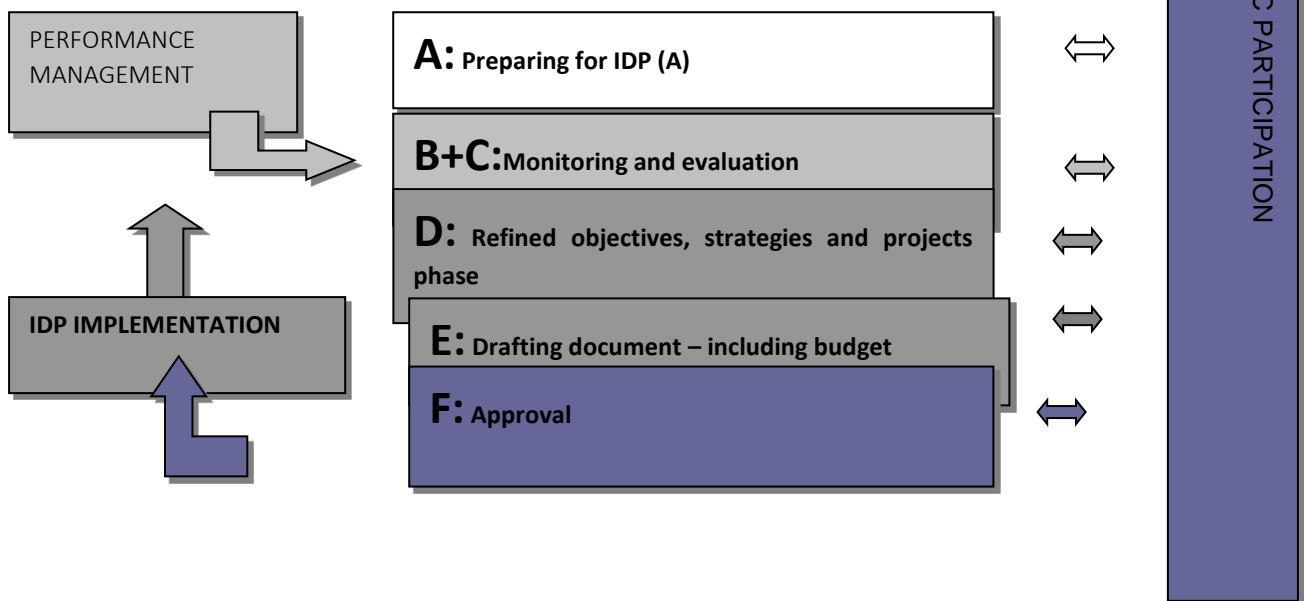
The Municipal Systems Act 32, 2000 (Act No. 32 of 2000) mandates Municipalities to develop Integrated Development Plans and review thereof annually in accordance with an assessment of its performance measurements.

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	RATINGS 2018/19	RATINGS 2019/2020	RATINGS 2020/2021	RATINGS
Spatial Development Framework	High	High	High	High
Basic Service Delivery	Medium	High	Medium	Medium
Financial Viability	Medium	High	Medium	Medium
Local Economic Development	High	High	High	High
Good Governance & Public Participation	High	High	High	High
Institutional Arrangements	Medium	Medium	Medium	Medim
<b>Overall Rating</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>

**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 – 2021 / 2022**

<b>GKM 2021/2022 IDP PMS and Budget Process Plan Dates</b>		
<b>Meetings</b>	<b>Dates</b>	<b>Custodian</b>
IDP/BDGT Tech Com 09H00	31 <sup>st</sup> August 2021	<b>MM's Office &amp; BTO</b>
SPECIAL COUNCIL MEETING 12H00 (Draft AR & AFS, IDP Process Plan) 12H00	25 August 2021	<b>MM's Office</b>
LED IGR Cluster 09H00 GGPP IGR Cluster 11H00	01 September 2021	<b>MM's Office</b>
Land Committee Meeting Technical 09H00 MTID IGR Cluster 10H00	02 September 2021	<b>MM's Office</b>
SDID IGR Cluster 10H00 FVS IGR Cluster 12H00	03 September 2021	<b>MM's Office</b>
IGR Representative Forum Meeting	10 September 2021	MM's Office
IDP/Budget Rep Forum	15 <sup>th</sup> September 2021	
<b>ORDINARY COUNCIL MEETING</b>	<b>29<sup>TH</sup> OCTOBER 2021</b>	<b>MM'S Office</b>
Special Council Meeting 10H00 (Q1 PMS Reporting)	29 <sup>th</sup> October 2021	MM's Office
IDP/PMS and Budget Technical Steering Committee Meeting @10h00 IDP/PMS/Budget Steering Committee meeting 10H00	05 <sup>th</sup> October 2021	BTO & MM's Office
IDP/PMS and Budget steering committee meeting 10:00	12 <sup>th</sup> November 2021	MM's Office
IDP/PMS and Budget Representative Forum meeting 10h00- to table the Dates for the ROADSHOWS. Advertise the adopted DATES using local papers	16 <sup>th</sup> November 2021  <b>19<sup>th</sup> January 2022</b>	BTO & MM's Office
LED IGR cluster 09h00 GGPP IGR Cluster 11H00 MTID IGR Cluster 14H00	17 <sup>th</sup> November 2021	
SDID IGR Cluster 10H00 FVS IGR Cluster 12H00	18 <sup>th</sup> November 2021	
IGR FORUM 10H00	19 <sup>th</sup> November 2021	BTO & MM's Office
IDP 2021-2022 Roadshows	22 <sup>nd</sup> -29 <sup>th</sup> November 2022  <b>25<sup>th</sup> – 28<sup>th</sup> January 2022</b>	MM's Office
IDP Rep Forum (Situational Analysis)	30 November 2021 <b>31<sup>st</sup> January 2022</b>	
<b>ORDINARY COUNCIL MEETING</b>	<b>09 December 2021</b>	<b>MM's Office</b>
<b>SPECIAL COUNCIL MEETING</b> (Q3 PMS/MID Term Reporting) 10H00	<b>28 January 2022</b>	BTO & MM's Office

<b>SPECIAL COUNCIL MEETING (Tabling Adjustment Budget 21/22) 10H00</b>	<b>24 February 2022</b>	<b>MM's Office</b>
LED IGR Cluster 10H00 GGPP IGR Cluster 11H00 MTID IGR Cluster 14H00	02 March 2022	BTO & MM's Office
SDID IGR Cluster 10H00 FVS IGR Cluster 12H00	03 March 2022	MM's Office
Policy Review Tech Team 10H00 (IDP&BDGT Policies)	09-10 March 2022	BTO & MM's Office
IDP/BDGT Rep Forum 10H00	15 March 2022	MM's Office
IDP/PMS/BDGT Rep forum 10H00	23 March 2022	MM'S Office
IGR Forum 10H00	24 March 2022	
<b>ORDINARY COUNCIL MEETING Adoption of the Annual Report, Draft IDP/Budget/PMS 2021/2022</b>	<b>30 March 2022</b>	<b>MM's Office</b>
FINAL IDP/BDGT Roadshows ICT Steering Committee	01 April 2022	MPAC & Mayor's Office
IDP/PMS and Budget Technical Steering Committee meeting 10H00	04 April 2022	BTO & MM's Office
IDP/PMS and Budget steering committee meeting 10:00	05 April 2022	BTO & MM's Office
FVS Standing Committee 10H00	18 April 2022	MM's Office
<b>SPECIAL COUNCIL MEETING 10H00 (Q3 PMS/Reporting)</b>	<b>28 April 2022</b>	<b>MM'S Office</b>
IDP/BDGT Steering Committee Meeting 10H00	05 May 2022	BTO & MM's Office
IDP Rep Forum 09H00 FVS Standing Committee 12H00	18 May 2022	BTO & MM's Office
<b>SPECIAL COUNCIL MEETING for consideration of Final IDP &amp; Budget</b>	<b>27 May 2022</b>	<b>MM's Office</b>
SD&ID Comm 10H00 FVS Comm 12H00	09 June 2022	BTO & Strategic Services
LED IGR Cluster 09H00 GGPP IGR Cluster 11H00 MTID IGR Cluster 14h00	07 June 2022	BTO& Strategic Services
SDID IGR Cluster 10H00 FVS Cluster 12H00	15 June 2022	
IGR FORUM Meeting	23 June 2022	MM & Mayor
<b>ORDINARY COUNCIL MEETING</b>	<b>29 June 2022</b>	<b>MM &amp; Mayor</b>



## **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.

#### **MISSION**

Provide affordable sustainable quality services, democratic governance and employment through infrastructural 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

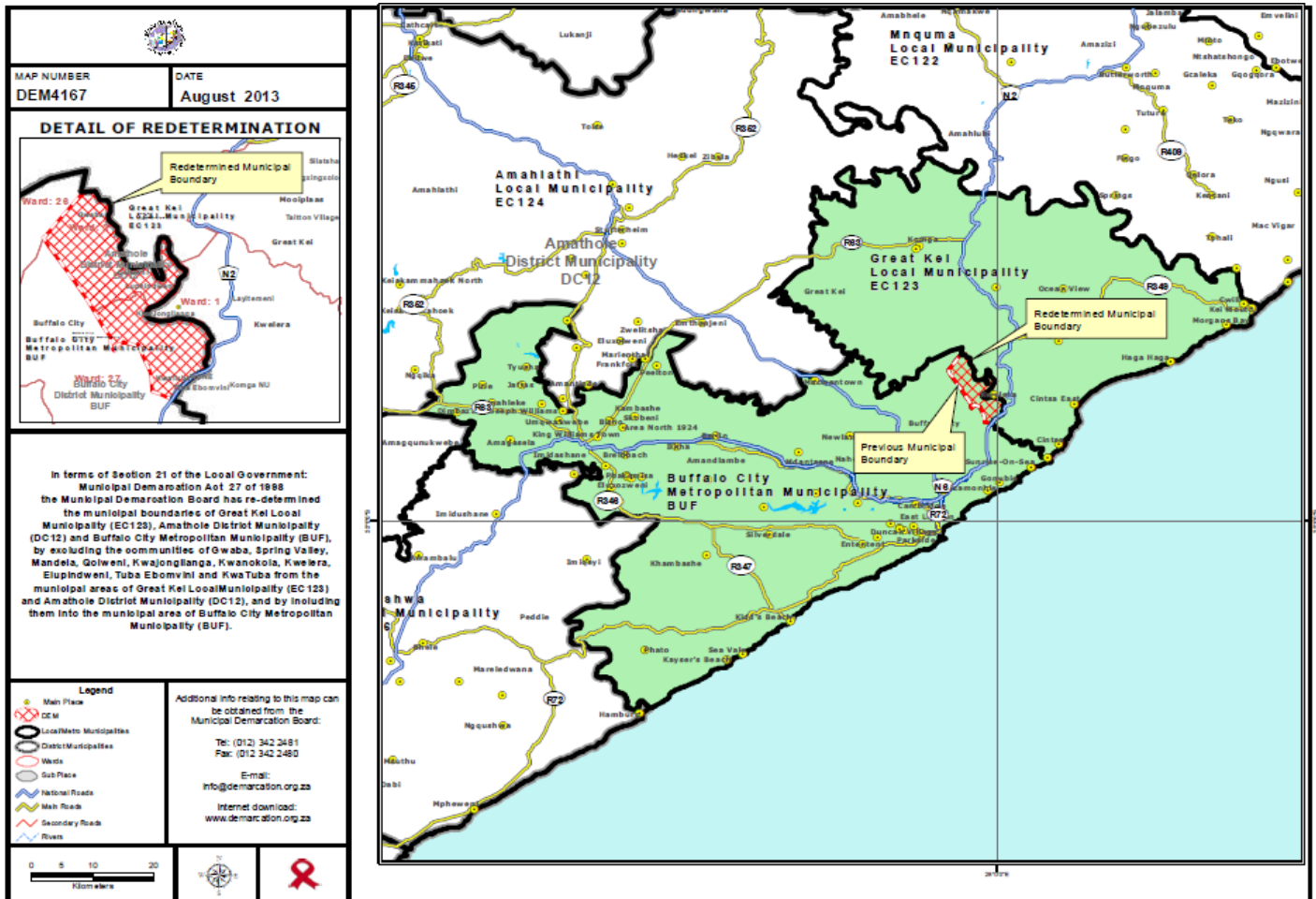


Figure 1: Demarcation Board 2015(Redetermination)

The Great Kei Municipality (GKM) is located within the Eastern Cape Province and covers an area of 1 421 square kilometres (km<sup>2</sup>). 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 3<sup>rd</sup> 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.

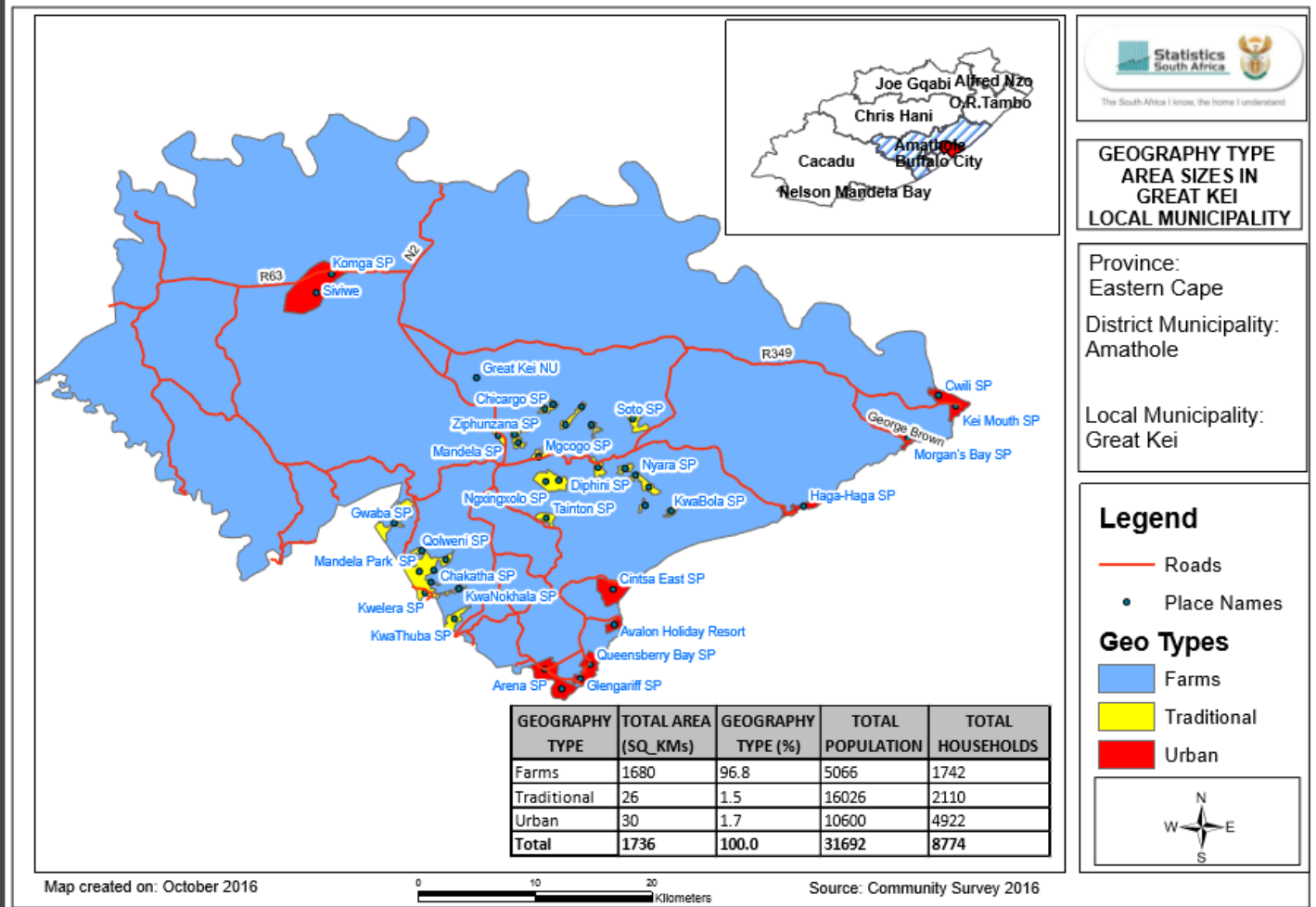
### Areas of Great Kei Municipality

- Arena
- Chakatha
- Chicargo
- Cintsa East
- Cintsa West
- Cwili

- Diphini
- Glengariff
- Great Kei NU
- Gubeni KwaSilatsha
- Siviwe Township
- Peace Village
- Komga Old Location
- Draaibosch
- Haga-Haga
- Kei Mouth
- Komga
- KwaBola
- KwaDubulekwele
- KwaMahomba
- KwaSithungu
- Kwenxura
- Lusasa
- Mandela Park
- Manqukela
- Mgcogo
- Morgan's Bay
- Mzwini
- Ncalukeni
- Ngxingxolo
- Nyara
- Qolweni
- Queensberry Bay
- Soto
- Tainton
- Yellowsands
- Ziphunzana

## 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.

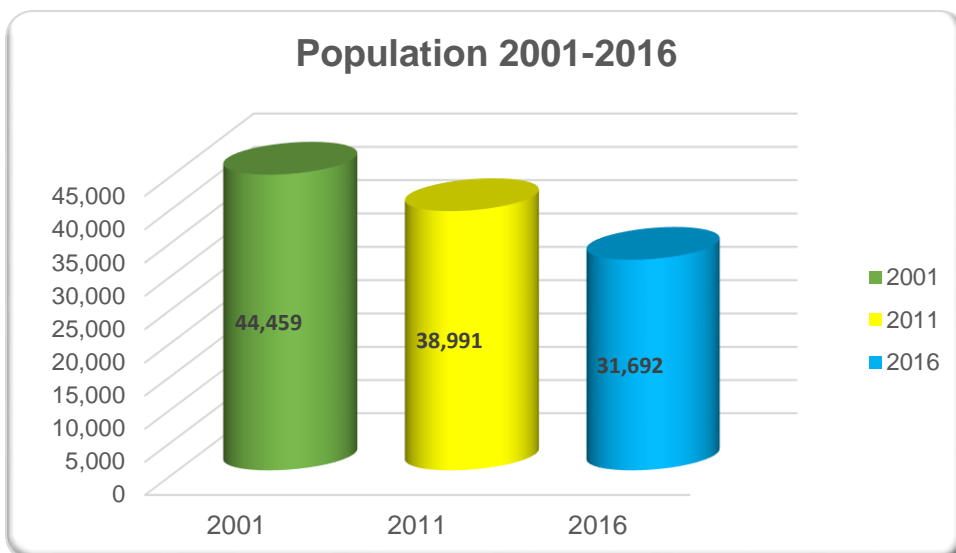


Figure 3: Stats SA 2016(Population 2001-2016)

**Figure 4 Population per Ward and Geography by Gender for Person weighted**

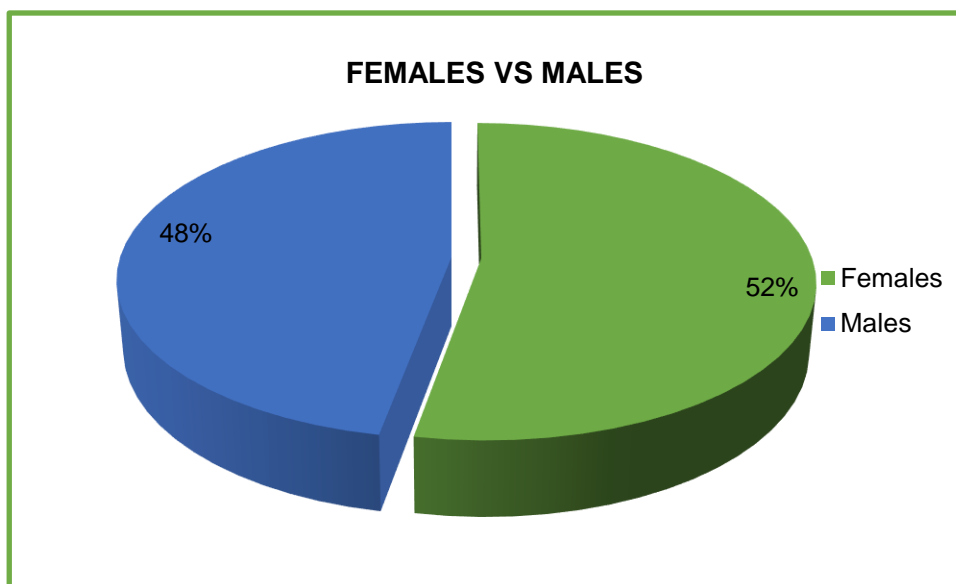
	Male	Female	Grand Total
21203001: Ward 1	3270	3403	6673
21203002: Ward 2	2054	2282	4336
21203003: Ward 3	2615	3026	5641
21203004: Ward 4	2800	3159	5960
21203005: Ward 5	2655	2691	5346
21203006: Ward 6	2762	2952	5715
21203007: Ward 7	2547	2773	5320
<b>Grand Total</b>	<b>18703</b>	<b>20287</b>	<b>38991</b>

## 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:**

## Education Patterns

<b>Geography by Educational institution for Person weighted</b>										
	Pre-school including day care; crèche; Grade R and Pre-Grade R in an ECD centre	Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	Special school	Further Education and Training College FET	Other College	Higher Educational Institution University/University of Technology	Adult Basic Education and Training Centre ABET Centre	Literacy classes e.g. Kha Ri Gude; SANLI	Home based education/ home schooling	Grand Total
21203001: Ward 1	14	1462	7	29	14	49	22	6	12	1615
21203002: Ward 2	7	1277	2	22	10	35	67	23	5	1446
21203003: Ward 3	4	1407	-	13	13	18	33	13	-	1501
21203004: Ward 4	22	1670	1	11	4	38	48	11	8	1812
21203005: Ward 5	5	1279	-	10	5	19	21	2	-	1342
21203006: Ward 6	6	1148	6	14	14	59	88	15	16	1367
21203007: Ward 7	7	1334	4	24	5	72	54	7	3	1510
<b>Grand Total</b>	<b>65</b>	<b>9577</b>	<b>20</b>	<b>124</b>	<b>64</b>	<b>289</b>	<b>335</b>	<b>76</b>	<b>44</b>	<b>10593</b>

## Geography by Present school attendance for Person weighted

	Yes	No	Do not know	Grand Total
21203001: Ward 1	1615	4095	2	5713
21203002: Ward 2	1446	2212	-	3658
21203003: Ward 3	1501	2954	1	4456
21203004: Ward 4	1812	3085	-	4897
21203005: Ward 5	1342	3230	-	4572
21203006: Ward 6	1367	3599	5	4971
21203007: Ward 7	1510	2991	2	4503
<b>Grand Total</b>	<b>10593</b>	<b>22166</b>	<b>11</b>	<b>32770</b>

<b>Highest educational level by Geography for Person weighted</b>								
	21203001: Ward 1	21203002: Ward 2	21203003: Ward 3	21203004: Ward 4	21203005: Ward 5	21203006: Ward 6	21203007: Ward 7	Grand Total
Grade 1 / Sub A - Grade 5 / Std 3/ABET 2	1229	857	1036	1268	1045	1011	1002	7449
Grade 6 / Std 4 - Grade 10 / Std 8 / Form 3	2105	1247	1674	1943	1815	1847	1632	12263
Grade 11 / Std 9 / Form 4 - N4 / NTC 4	1566	690	693	729	927	1109	1118	6832
N5 /NTC 5 - Diploma with Grade 12 / Std 10	110	56	34	39	40	144	106	530
Higher Diploma - Bachelors Degree and Post graduate Diploma	125	23	10	11	44	182	90	486
Honours degree - Higher Degree Masters / PhD	35	1	3	3	8	37	35	124
<b>Grand Total</b>	<b>5170</b>	<b>2874</b>	<b>3451</b>	<b>3993</b>	<b>3880</b>	<b>4331</b>	<b>3983</b>	<b>27682</b>

### 2.2.1.2 GKM AGE DISTRIBUTION BY GENDER 2016

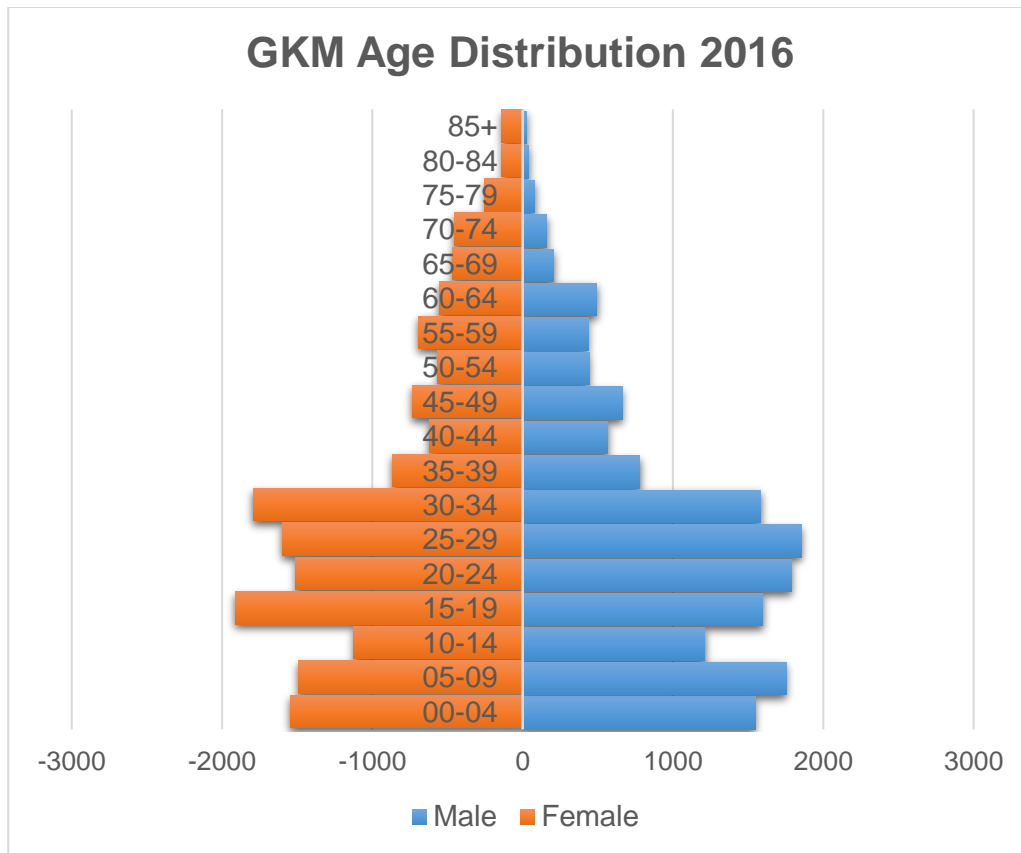


Fig 5: Stats SA 2016 Community survey

### 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.



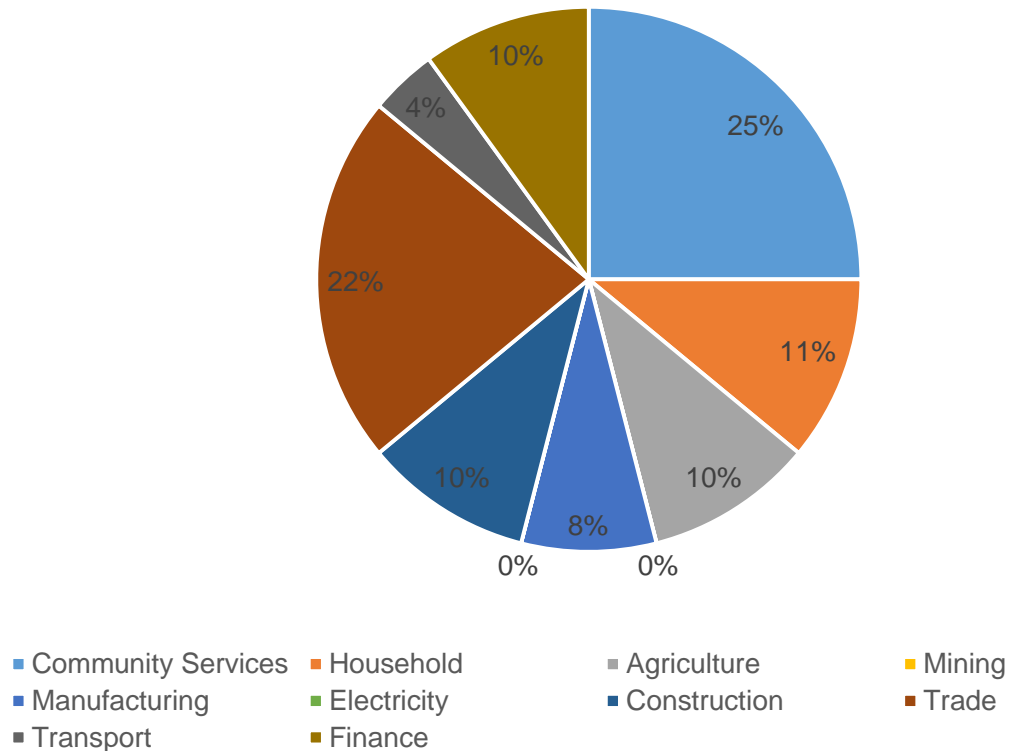
## 2.3 SOCIO- ECONOMIC PROFILE

Geography by Annual household income												
for Household weighted												
	No income	R 1 - R 4800	R 4801 - R 9600	R 9601 - R 19 600	R 19 601 - R 38 200	R 38 201 - R 76 400	R 76 401 - R 153 800	R 153 801 - R 307 600	R 307 601 - R 614 400	R 614 001 - R 1 228 800	R 1 228 801 - R 2 457 600	R 2 457 601 or more
<b>21203001:</b> <b>Ward 1</b>	234	66	78	480	384	204	117	93	75	15	9	-
<b>21203002:</b> <b>Ward 2</b>	264	108	138	339	240	57	24	6	3	3	3	-
<b>21203003:</b> <b>Ward 3</b>	222	81	141	432	387	132	12	15	6	-	3	-
<b>21203004:</b> <b>Ward 4</b>	216	105	144	384	258	45	12	3	6	-	-	-
<b>21203005:</b> <b>Ward 5</b>	204	90	153	357	402	159	36	21	18	-	-	3
<b>21203006:</b> <b>Ward 6</b>	189	72	120	342	342	168	114	114	48	12	6	3
<b>21203007:</b> <b>Ward 7</b>	324	102	117	459	378	183	120	72	27	9	3	-
<b>All cells in this table have been randomly rounded to base 3</b>												

### 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%

<b>Official employment status by Geography for Person weighted</b>							
	<b>21203001: Ward 1</b>	<b>21203002: Ward 2</b>	<b>21203003: Ward 3</b>	<b>21203004: Ward 4</b>	<b>21203005: Ward 5</b>	<b>21203006: Ward 6</b>	<b>21203007: Ward 7</b>
Employed	1770	402	513	465	1053	1323	1155
Unemployed	537	219	312	540	432	435	363
Discouraged work-seeker	486	264	516	441	396	564	270
Other not economically active	1527	1692	2070	1974	1494	1410	1566
Age less than 15 years	-	-	-	-	-	-	-
<b>All cells in this table have been randomly rounded to base 3</b>							

*Fig 7:Stats 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)

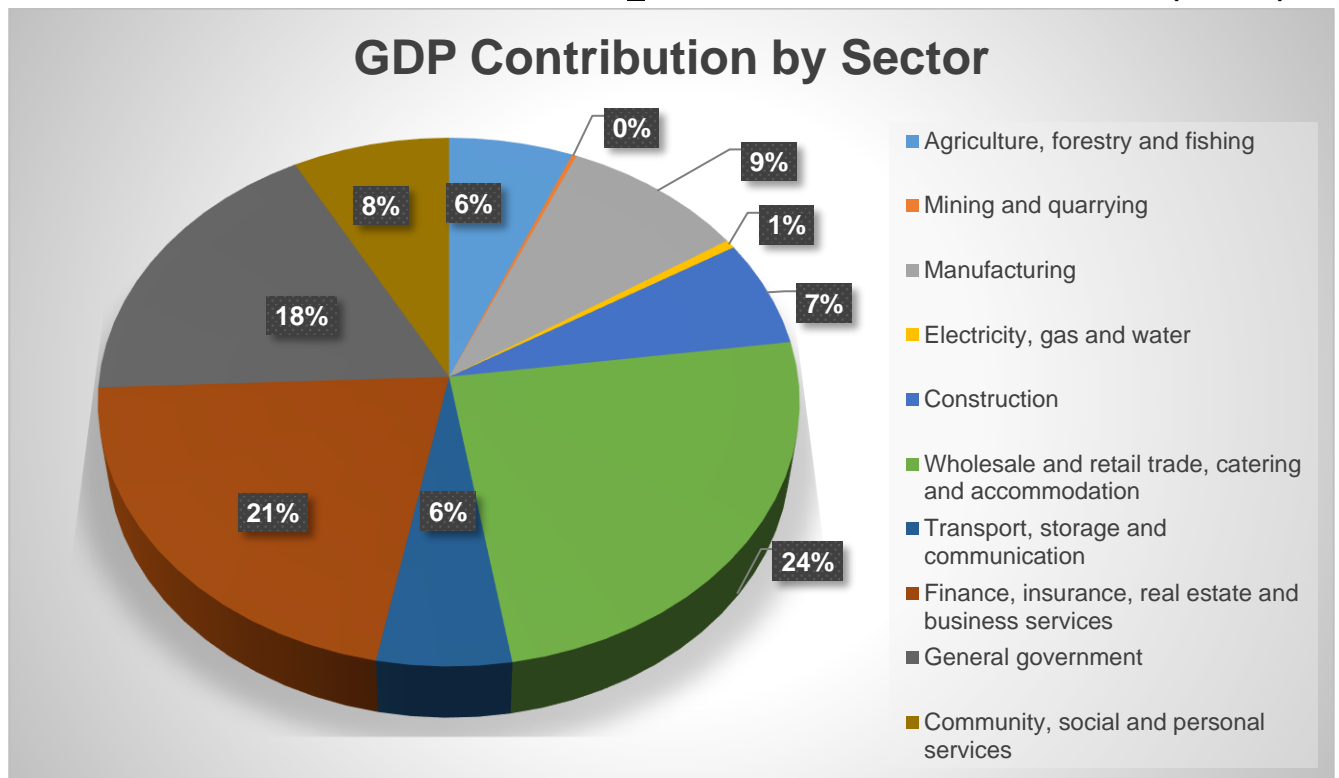


Fig 8: Escecc 2015

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%
<b>Total Industries</b>	<b>3.1</b>	<b>25.1</b>	<b>301.2</b>	<b>3,871.2</b>	<b>12.2%</b>	<b>1.02%</b>	<b>0.08%</b>

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.

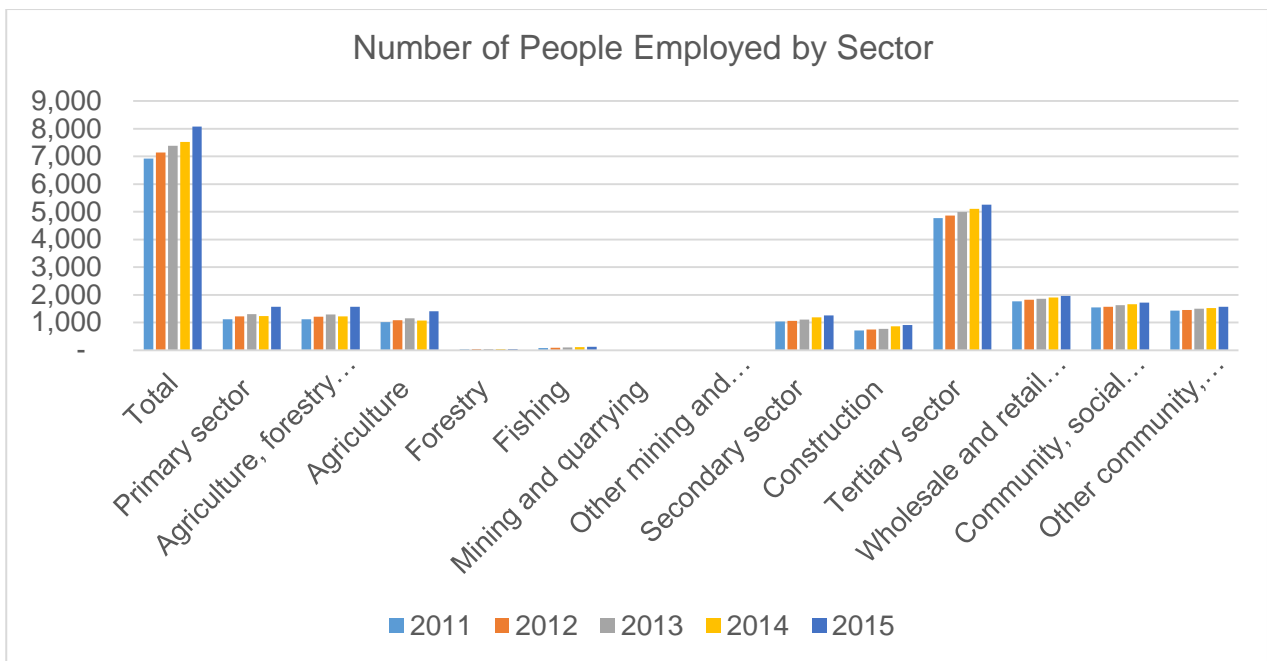


Fig 9: Escecc 2015

## 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 2016 Great Kei had a comparative advantage in the Trade Sector. The Construction Sector has a comparative advantage too. Also 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 relative 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 Municipal area does not have a lot of mining activities. Mining is operational in Qumrha Ward 6 though at a minimum level. The local quotient as at 2016 was at 0.00842

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

There are 4 combined schools - located at Mooiplaas (2) and Farms (2). Three (6) secondary schools exist Hlumani in Komga, Mzwini in Mziwini Village, Kwenxurha in Ngxingxolo, Mzuvukile in Sotho and Icwili in Kei Mouth.

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 [Vacant Funded]

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. This unit has since developed a situation analysis report looking at the current conditions of all roads and stormwater with the municipality. This report will aid in lobbying for funding from potential funders and state owned entities. The conditions of the roads has reached their design period and now requires full rehabilitation of the roads infrastructure.

The Municipality has since been supported the neighbouring Buffalo City Metro Municipality in terms of the yellow plant which has been donated to the municipality. This includes the following which will assist in the maintenance of our roads to redress the yielding conditions to the betterment of our communities;

- grader Machine
- Roller Machine and a
- TLB



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.

Geography by Source of water										
for Household weighted										
	Regional/local water scheme (operated by municipality or other water services provider)	Borehole	Spring	Rain water tank	Dam/pool/stagnant water	River/stream	Water vendor	Water tanker	Other	Not applicable
21203001: Ward 1	690	297	6	348	288	6	3	96	21	-
21203002: Ward 2	663	12	3	192	159	129	3	15	3	-
21203003: Ward 3	741	426	3	96	15	84	3	57	6	-
21203004: Ward 4	681	42	6	171	75	114	-	51	30	-
21203005: Ward 5	987	129	3	114	126	21	3	57	3	-
21203006: Ward 6	1287	57	3	75	63	21	3	18	6	-
21203007: Ward 7	1632	24	6	9	18	6	42	18	42	-
All cells in this table have been randomly rounded to base 3										

Geography by Piped water							
for Household weighted							
	Piped (tap) water inside dwelling/institution	Piped (tap) water inside yard	Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	No access to piped (tap) water
21203001: Ward 1	312	63	474	420	42	30	411
21203002: Ward 2	9	21	552	459	75	57	9
21203003: Ward 3	9	21	858	246	192	39	54
21203004: Ward 4	9	27	867	186	72	9	6
21203005: Ward 5	144	933	99	3	-	3	264
21203006: Ward 6	510	480	330	87	27	9	93
21203007: Ward 7	423	1191	51	27	6	-	96
All cells in this table have been randomly rounded to base 3							

### 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

Geography by Toilet facilities								
for Household weighted								
	None	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other
21203001: Ward 1	318	99	375	-	54	786	6	117
21203002: Ward 2	300	6	6	3	258	594	-	9
21203003: Ward 3	657	9	6	-	66	639	3	51
21203004: Ward 4	504	6	6	30	177	447	3	6
21203005: Ward 5	183	90	840	87	18	120	-	105
21203006: Ward 6	423	399	564	3	21	36	66	21
21203007: Ward 7	69	366	822	45	414	51	9	18

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;

<b>Geography by Energy or fuel for lighting</b>						
<b>for Household weighted</b>						
	<b>Electricity</b>	<b>Gas</b>	<b>Paraffin</b>	<b>Candles (not a valid option)</b>	<b>Solar</b>	<b>None</b>
<b>21203001: Ward 1</b>	1380	6	303	60	6	3
<b>21203002: Ward 2</b>	1110	-	30	24	3	9
<b>21203003: Ward 3</b>	1347	-	48	30	-	-
<b>21203004: Ward 4</b>	1050	-	99	24	3	-
<b>21203005: Ward 5</b>	903	3	420	120	3	-
<b>21203006: Ward 6</b>	1161	6	321	42	6	-
<b>21203007: Ward 7</b>	1317	6	315	144	-	3
<b>All cells in this table have been randomly rounded to base 3</b>						

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 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. As per the recommendation of the Electrical Master Plan, four bricks sub-station were upgraded to mini-substation for easy operation, safety precautions and they have been commissioned as well. As part of social cohesion and relief, the municipality has increased light distribution in Chintsa East Area 17 with 156 energy saver street lights. This was achieved through bi-lateral engagements between the Municipality, Community and private entity which funded the costs for this project.

<b>GKM Electrification Backlogs</b>						
<b>Item No</b>	<b>Project Area</b>	<b>FUNDING SOURCE</b>	<b>BACKLOG</b>	<b>RATE PER CONNECTION</b>	<b>TOTAL REQUIRED</b>	<b>STATUS</b>
1	Ward 1	INEP	400	R 15 500,00	R 6, 200 000.00	Application submitted
2	Ward 2	INEP	155	R 15 500,00	R 2, 402,500.00	Application submitted
3	Ward 3	INEP	96	R 15 500,00	R 1,488,000.00	Application submitted
4	Ward 4	INEP	34	R 15 500,00	R 527 000,00	Application submitted
5	Ward 5	INEP	2381	R 15 500,00	R 36,905,500.00	Application submitted
6	Ward 6	INEP	64	R 15 500,00	R 992,000.00	Application submitted
7	Ward 7	INEP	847	R 15 500,00	R 13,128,500.00	Application submitted
<b>TOTAL FUNDING REQUIRED TO ADDRESS BACKLOG</b>					<b>R 61,640,500,00</b>	

Eskom has already started with the planning and design for the Electrification of Ndlovini Informal area in Kei Mouth. A GPS survey was conducted to a total of 250 housing unit and this electrification is envisaged to be completed during the year 2020. 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 services and guarantee the occupant to be the owner of that piece of land through certificate of ownership. We have identified Kei Mouth –Icwili as a pilot. We have consulted the immediate community and agreed to the program/project. We are now awaiting approval from the office Surveyor General.

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

### **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.

### **Informal Settlement Upgrading Programme**

The Department of Sustainable Human Settlements is currently running a programme known as the Informal Settlement upgrading Programme, this programme seeks to identify and assist identified informal settlements that meet the criteria of the support programme.

Great Kei Municipality has identified four (4) areas that are in need of support through this programme, this includes an area in Komga, Kei Mouth, Cintsa and Haga Haga. An item has been developed and endorsed by Great Kei Council to allow the Department to assist with the upgrading of these informal settlements.

## HOUSING DEVELOPMENT PROJECTS

NAME OF THE PROJECT	CHALLENGES	PROGRESS
Construction of 570 Units for Low Cost in Zone 10 Phase 1	1. Local labourers not going to work after getting paid 2. Beneficiaries who does not have fencing-livestock affecting paint. 3. No water and electricity installed 4.DPC was cutted before pouring the concrete into the Slab	1. out of 229 that was enrolled by NHBRC 182 units are completed 2. 47 units are at the foundation Phase.

Project Name	Delivery Planned	Budget	Expenditure	Challenges	Progress to Date
Kei Mouth Cwili – 278 Units	Demolish and rebuild 47 defective units, and construct 106 new units.	R 15,588,236.52	R 10,007,829.12	Contractor's contract has expired but the Project remains incomplete due to slow pace of construction. Procurement of a Professional Service Provider and a Contractor is underway.	Complete : 66 Finishings : 0 Roof : 2 Wall Plates : 5 Foundation : 0 Not started : 153
Chintsa East – 85 Units	Demolish and rebuild 15 units that are at defective	R 14,144,110.01	R 7,648,553.16	Contractor's contract has expired but the Project remains incomplete due to slow pace of construction. Procurement of a Professional Service Provider and a Contractor is underway.	Complete : 33 Roof : 13 Wall Plates : 0 Foundation : 6

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	CHALLENGES	PROGRESS TO DATE
GREAT KEI 6000	6000	None	Project Applications need to be submitted per individual settlement	None
CINTSA PHASE 2	Unknown	None	Insufficient Bulk services capacity	None
BYLETTS	Unknown	None	No Bulk services	Land has been donated for the development of the housing project.
HAGA HAGA	Unknown	None	Municipality needs to resolved Land ownership issues and submit a confirmation on adequacy of the bulk water capacity.	None
CEFANE	Unknown	None	Municipality needs to resolved Land ownership issues and submit a confirmation on adequacy of the bulk water capacity.	None

## 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.

The Provincial Department of Human Settlements has committed to assisting municipalities with the Review of their Housing Sector plans as their municipal support programme, this is after they have identified a need for this to be done as various municipalities do not have the capabilities internally to develop these very crucial documents.

## 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
Ngxingxolo	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 and 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.

#### DBSA RECOMMENDED PROJECTS FOR TOWN PLANNING:

PROJECT NO.	NAME OF THE PROJECT	VALUE	STATUS	TOTAL VALUE
1.	Komga and Kei Mouth Local SDFs	R 2 000,000.00	RECOMMENDED	
2.	Kei Mouth Precinct Plan	R 1 000,000.00	RECOMMENDED	
3.	Human Settlements Sector Plan	R 1 000,000.00	RECOMMENDED	
4.	Agriculture and Rural Development Plan	R 2 000,000.00	RECOMMENDED	
5.	Cintsa Residential Nodal Development Plan	R 2 000,000.00	RECOMMENDED	
				<b>R 8000,000.00</b>

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 Trunk	48,97	0	South African National Roads Agency Department Of Roads and Public Works
Main District	23,45	0	
Minor Access	4,27	41,11	
	32,45	71,82	Great Kei Municipality
	21,30	463,65	
	0	22,53	
<b>TOTAL</b>	<b>130,44</b>	<b>599,11</b>	

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 ensures 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

Geography by Refuse disposal for Household weighted					
	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal
21203001: Ward 1	234	39	15	1248	195
21203002: Ward 2	6	6	3	960	195
21203003: Ward 3	3	3	12	1185	225
21203004: Ward 4	18	-	3	1047	90
21203005: Ward 5	906	3	9	453	54
21203006: Ward 6	984	24	6	432	87
21203007: Ward 7	1308	33	117	318	15
<b>All cells in this table have been randomly rounded to base 3</b>					

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 CO<sub>2</sub> 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

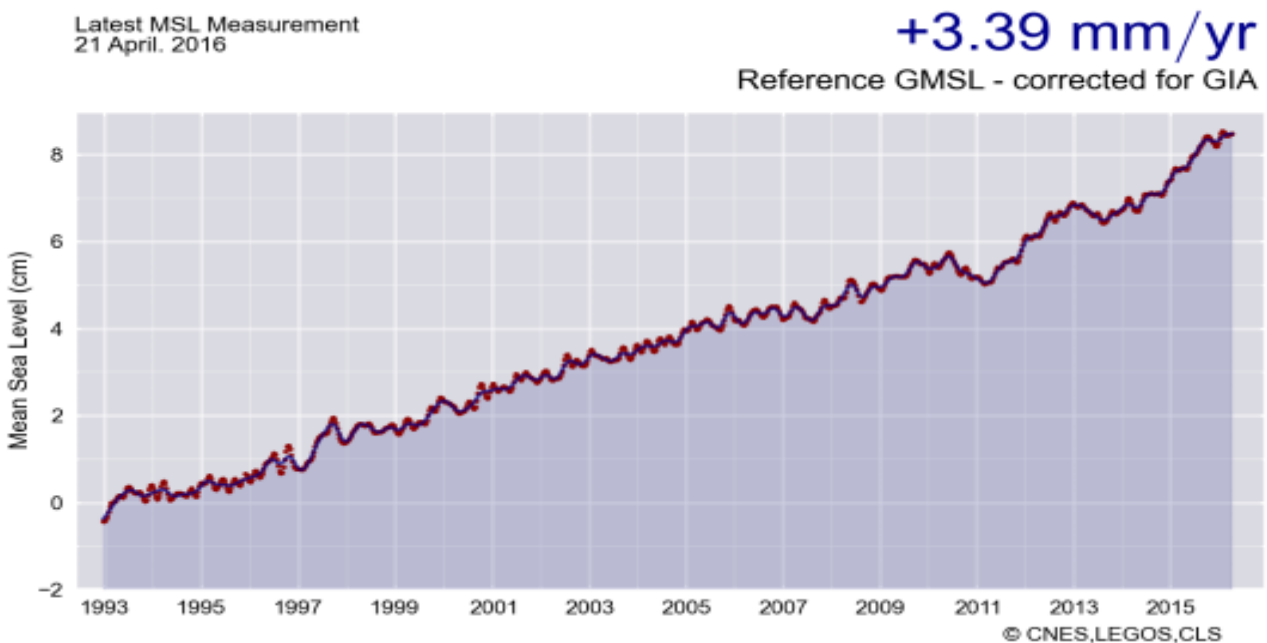
### **Perceived Impacts of Climate change within Amathole District Municipality**

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 impressive 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 CO<sub>2</sub> (and 490 parts per million CO<sub>2</sub>e) 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 CO<sub>2</sub> and CO<sub>2</sub>e 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 CO<sub>2</sub>e 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 or 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, Nyarha Community Hall, Sthungu Community Hall, Lusizini Community Hall and Soto community hall	Managed by communities
4	Belekumtwana community hall, Lusasa community hall, Mangqukela community hall, Mzwini Community hall and Magrangxeni 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).

### 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 LED Manager and 1 interns (agriculture) whose contract ends on the 17<sup>th</sup> March 2020. The section is operating on 0 budget. The budget constraints has coerced LED unit to forge partnerships with relevant stakeholders and potential funders which sometimes prove to be futile exercise. 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 strategy is being reviewed to keep up with changes in socio-economic situation and ensure approaches to development remain relevant to challenges. 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.



### Enterprise Development

Project Name	Implementation Agents		Budget Requirement	Timeframe
	Responsible agent	Partners		
Create a business advisory service and support within the municipality	GKLM	DEDEAT, ECDC and SEDA	N/A	Ongoing
Create a guide to doing business in the municipality booklet and distribute.	GKLM	ADM	R100 000	2022
Develop investment opportunities for new and growing businesses	GKLM	ADM	N/A	2021
Assisting small businesses to identify funding institutions for incentive schemes and determining strategic growth sectors for incentivisation	GKLM	ADM, DEDEAT, SEDA and ECDC	N/A	2021
Make use of municipality tenders to purchase locally produced goods and local services	GKLM	-	N/A	2021
Develop SMME and entrepreneurship mentoring programmes through identifying potential mentors / businesses able to assist	GKLM	ADM	N/A	2022
Keep SMMEs informed on planned developments and related opportunities	GKLM	ADM	N/A	2021
Marketing of investment opportunities to all potential stakeholders and investors through linking up with district for investment marketing	GKLM	ADM	R20 000	2021
Match skills in demand with skills in supply in the municipality through identifying skills shortage in the municipality through surveys and business forums.	GKLM	ADM	N/A	2021
Facilitate demand led skills development through forging partnerships with institutions of higher learning	GKLM	Eastern Cape Community Education and Training College	N/A	2021
Thusong Service Centre	GKLM- initiator	Department of Social Development, Department of Home Affairs	To be determined	2022
Promotion of business chamber	GKLM- facilitator	LTO, Agricultural Unions, Local Businesses	Annual support R15 000	2022
Support to existing co-operatives	SEDA, GKLM- facilitator and implementer	ECDC,	R 250 000 staff member salary p.a.	2022
Establish extent of mining industry and its opportunities in the municipality	GKLM implementer	DEDEAT,	R200 000	2022
Support recycling cooperatives	GKLM implementer	DEDEAT, ECDC	1 Million	2021

### Agriculture and Agri-Processing Development

Project Name	Implementation Agents		Budget Requirement	Timeframe
	Responsible agent	Partners		

Identify and make government land available for investment (conduct land audit / soil testing for agricultural activities, analyse available land in conjunction with zoning, where necessary, embark on rezoning process, create land information database of government owned land including location, services, zoning and restrictions, identify land available for land reform and allocate as such, advertise land available for investment through investment, business communication channels, regularly maintain land database,	GKLM	ADM, DRDAR, DRDLR and Department of Public Works	N/A	2021
Support small scale farmers (Develop and regularly update a small farmer database (contact details and farming type, provide information on accessing loans and government support, Link farmers to district small scale farming programme as well as create linkages between small scale farmers and purchasers/markers	GKLM	ADM, DRDAR and DRDLR	R120 000	2021
Investigate diversification of the local agricultural economy (Investigate further agro-processing opportunities, Investigate maize cultivar that can stand weather condition of the municipal area	GKLM	ADM	N/A	2022
Develop agriculture niche markets i.e. epi-culture	DAFF	GKLM- facilitator, ADM, DEDEA, SEDA	To be determined	2022
Support and training for emerging farmers	DAFF, GKLM coordinator	DRDAR, ECDC	R 500 000	2022
Provision of infrastructure for emerging farmers	DAFF, GKLM- coordinator and implementer	DRDAR, SEDA	To be determined	2022
Investment in infrastructure for key agricultural projects	DAFF, GKLMfacilitator	DRDAR, ECDC	R500 000	2022
Community aquaculture projects	GKLM- initiator	DAFF, Department of Social Development, ECDC	R 500 000 Feasibility study R2m Implementation	2022

### Tourism Sector Development

Project Name	Implementation Agents		Budget Requirement	Timeframe
	Responsible agent	Partners		
Prioritised road development for catalytic or high value investments	GKLM	ADM	To be determined	2022
Ensure road maintenance for high tourism routes, roads important for economic development	GKLM	ADM	To be determined	2022
Diversification of tourism sector (Develop mechanisms to assist in transformation of the tourism sector, Look at tourism opportunities beyond traditional areas, markets, marketing of opportunities, Facilitate training on what is tourism, how to create tourism business, assist with marketing of new tourism ventures	GKLM	ADM, DEDEAT, ECPTA	To be determined	2022

Collaborative marketing of the key towns and products within the municipality (Look at opportunities to brand export goods from the municipality, Conduct product audit, Develop and distribute marketing material	GKLM	ADM, DEDEAT, ECPTA	To be determined	2022
Create tourism infrastructure (Develop signage to key tourism products across the municipality area of jurisdiction, Develop tourism information offices in each town,	GKLM	ADM, DEDEAT, ECPTA	To be determined	2022
Cultural Village: Feasibility, Business Plan and Development	GKLM- implementer	ECPTA, NDT, DEDEAT	Studies: R500,000 Implementation +- R4million	2022
Promotion and investment in Heritage Tourism Route	ADM	GKLM- facilitator	To be determined	2022
Ongoing Tourism Statistics Collection	GKLM- implementer	ECPTA	R100 000	2022
Unlock ocean economy	GKLM- implementer	ADM. ECPTA, NDT, DEDEAT	To be determined	2022
Blue Flag or Green Coast Status	GKLM- implementer	ADM. ECPTA, NDT, DEDEAT	To be determined	2021
Coastal Management Plan	GKLM- implementer		R500 000	2020
Safety and crime awareness campaign	GKLM- implementer		R50 000	2022
Support of LTO	GKLM- facilitator	LTO	R50 000	2022
Support of tourism events and festivals	GKLM- facilitator	LTO	R25 000 p.a	2022
Mentorship, training & support programme to emerging black owned tourism operators	GKLM- implementer	SEDA, NDT	To be determined	<b>2022</b>

### Institutional Support and Capacity

Project Name	Implementation Agents		Budget Requirement	Timeframe
	Responsible agent	Partners		
Red tape reduction	GKLM implementer	ADM	R 300 000	2022
Creation of process diagrams	GKLM implementer		R 60 000	2022
Fill vacant key position	GKLM implementer	ADM	To be determined	2022
Identify and link up with strategic partners	GKLM implementer	ADM	N/A	2022
Develop and strengthen LED Forum	GKLM- facilitator	ADM	R15 000 p.a.	2022
Capacitation of officials on LED principles	GKLM implementer	ADM	R200 000	2022

## 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 has since established the SMME forum to represent the interest of business community.

## 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 Thembalethu Development. The impact of the programme has been witnessed in useful works, skills development and creation of job opportunities in the form of safety net for the poorest areas where market based jobs are unlikely to come. 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

- 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:

<b>GKM Livestock Production</b>				
<b>Cattle</b>	<b>Sheep</b>	<b>Goats</b>	<b>Pigs</b>	<b>Poultry</b>
8634	2170	6037	4428	4433

#### Arable and Grazing Land

Arable Land size:

<b>Farmers</b>	<b>Land in use</b>	<b>Land currently not in use</b>	<b>Total</b>
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
<b>Total</b>	<b>233</b>	<b>273</b>	<b>506</b>

**Grazing Land:**

<b>Land</b>	<b>Square Meters</b>
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
<b>Total</b>	<b>9635</b>

### **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) & AGRI-PARK**

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.



### PROJECTS SUPPORTED BY DRDAR IN 2021/2022

Beneficiary Name & Surname	PROJECT NAME	Gender	Youth	Type/s of support provided	QRT	District Municipality	Local Municipality	Ward
<b>GREAT KEI</b>								
Thembaletu Ntamnani	<b>Asavela Poultry Project</b>	M	Yes	<b>Chicks, Broiler Feed Equipment</b>	2	AMATHOLE	GREAT KEI	1
Charlie Bokwana		M	Yes		2	AMATHOLE	GREAT KEI	
Aviwe Ntamnani		F	Yes		2	AMATHOLE	GREAT KEI	
Zingisile Ngantweni		M			2	AMATHOLE	GREAT KEI	
Olwethu P. Mlilwana	<b>Olwethu Piggery Project</b>	F	Yes	<b>Pig Growth</b>	2	AMATHOLE	GREAT KEI	1
Sinazo Kondile		F	Yes		2	AMATHOLE	GREAT KEI	
Phelokazi Cimela		F	Yes		2	AMATHOLE	GREAT KEI	
Lwando Hawulana		M	Yes		2	AMATHOLE	GREAT KEI	
Vuyiswa L. Kaleni		F			2	AMATHOLE	GREAT KEI	
Khuthazwa Mangali	<b>Cintsa East households</b>	F		<b>Seed Potatoes and Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	1
Noxolo Mantyisi		F			2	AMATHOLE	GREAT KEI	
.Fuduka Komisa		F			2	AMATHOLE	GREAT KEI	
Ncediswa Jaji		F			2	AMATHOLE	GREAT KEI	
Nomahomba Velebayi		F			2	AMATHOLE	GREAT KEI	
Nokuzola Mfeketo		M			2	AMATHOLE	GREAT KEI	
Nandipha Makefungana		F			2	AMATHOLE	GREAT KEI	
Nonqaba Phakamile		F			2	AMATHOLE	GREAT KEI	
Lulamile Madlaka		M			2	AMATHOLE	GREAT KEI	
Xolile Sdike		F			2	AMATHOLE	GREAT KEI	
Ntombizanele Mfeketo		F			2	AMATHOLE	GREAT KEI	
Nomsinya Nketyana		M			2	AMATHOLE	GREAT KEI	

Ntombizanele Bebelele	<b>Sophumelela CWP (Ngxingxolo)</b>	M		<b>Potato Seeds &amp; Veg. Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Ncebakazi B Mhlontlo		F			2	AMATHOLE	GREAT KEI	
Boyce Sisulu		F	Yes		2	AMATHOLE	GREAT KEI	
Thandile Mbane		M			2	AMATHOLE	GREAT KEI	
Nokuzola Mbengu		M			2	AMATHOLE	GREAT KEI	
Kholiswa Mpambani		F			2	AMATHOLE	GREAT KEI	
Luyanda Mtshizane		M			2	AMATHOLE	GREAT KEI	
Nandipa Poselo		M			2	AMATHOLE	GREAT KEI	
Melumzi Tendane		M			2	AMATHOLE	GREAT KEI	
Mkhuseli Tofu		M			2	AMATHOLE	GREAT KEI	
Nobudezabo Fuyani		F			2	AMATHOLE	GREAT KEI	
Mzimkhulu Macingwana		M			2	AMATHOLE	GREAT KEI	
Nokulunga Mzimeli		F			2	AMATHOLE	GREAT KEI	
Xolelwa Mayo		F			2	AMATHOLE	GREAT KEI	
Khayethu Rangula		M			2	AMATHOLE	GREAT KEI	
Funiswa Tini		F			2	AMATHOLE	GREAT KEI	
Phumzile Velaphi		M			2	AMATHOLE	GREAT KEI	
Cikizwa Vuna		F			2	AMATHOLE	GREAT KEI	
Ntombizanele Matebese		F			2	AMATHOLE	GREAT KEI	
Ntombekhaya A. Zenani		F			2	AMATHOLE	GREAT KEI	
Robertson Ndonga	<b>Silatsha Edens</b>	M		<b>Seed Potatoes and Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Lulamile Gqethani		M			2	AMATHOLE	GREAT KEI	
Nombi Dume		F			2	AMATHOLE	GREAT KEI	

Thembela Totwana	<b>Silatsha Project</b>	<b>CWP</b>	M	Yes	<b>Seed Potatoes and Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Yonela Charles			M	yes		2	AMATHOLE	GREAT KEI	
Thembela C. Dodo			F			2	AMATHOLE	GREAT KEI	
Nomzamo C. Tshembese			F			2	AMATHOLE	GREAT KEI	
Nikelwa Oliver Balangile			F			2	AMATHOLE	GREAT KEI	
Nomzizilizo D. Tempile			F			2	AMATHOLE	GREAT KEI	
Nomangesi B. Ngqandu			F			2	AMATHOLE	GREAT KEI	
Ventshu N. Ndulani			F			2	AMATHOLE	GREAT KEI	
Bullelani Jamangile			M	yes		2	AMATHOLE	GREAT KEI	
Lavisa Buti			F	yes		2	AMATHOLE	GREAT KEI	
Lungelwa Dwayi			F			2	AMATHOLE	GREAT KEI	
Uluvuyo Nxawe			M	yes		2	AMATHOLE	GREAT KEI	
Nonzame Tanana			F			2	AMATHOLE	GREAT KEI	
Lulama Ngqanu			F			2	AMATHOLE	GREAT KEI	
Wakile R. Moss			M			2	AMATHOLE	GREAT KEI	
Sakhile Belebele			M				AMATHOLE	GREAT KEI	
Nontle Layini			F				AMATHOLE	GREAT KEI	
Nomatamsanqa Mali			F				AMATHOLE	GREAT KEI	
Nokwayintombi Bokwe			F				AMATHOLE	GREAT KEI	
Maduzana T. Pinapi			F				AMATHOLE	GREAT KEI	
Nikiwe Mrobo			F				AMATHOLE	GREAT KEI	
Nonkungu C. Nocanda	<b>Ngxingxolo Households</b>		F		<b>Seed Potatoes and Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Nophelemehlweni Dodo			F			2	AMATHOLE	GREAT KEI	

Nomasikantsi M. Dayimani		F			2	AMATHOLE	GREAT KEI	
Nobahle Sarajane Dibela		M			2	AMATHOLE	GREAT KEI	
Fumanekile M. Faltein		M			2	AMATHOLE	GREAT KEI	
Nontsha Ethel Fana		F			2	AMATHOLE	GREAT KEI	
Noputu Sesulu		F			2	AMATHOLE	GREAT KEI	
Nomini Vuzayo		F			2	AMATHOLE	GREAT KEI	
Kaizor Lote		F			2	AMATHOLE	GREAT KEI	
Vinjiwe Pali		F			2	AMATHOLE	GREAT KEI	
Maweza N. Sebenzile		M			2	AMATHOLE	GREAT KEI	
Mkameke Makubalo		F			2	AMATHOLE	GREAT KEI	
Boje Mhleli		M			2	AMATHOLE	GREAT KEI	
Ntombokuqala P.Tofu		F			2	AMATHOLE	GREAT KEI	
Bangile Mpambani		F			2	AMATHOLE	GREAT KEI	
Mkasipisi Sineyile		F			2	AMATHOLE	GREAT KEI	
Tyokololo Alton Dwayi		M			2	AMATHOLE	GREAT KEI	
Mziwabantu Bebelele		M			2	AMATHOLE	GREAT KEI	
Wadyuduza Wana		F			2	AMATHOLE	GREAT KEI	
Nosainethi Vuyiswa Ranisi		F			2	AMATHOLE	GREAT KEI	
Ntombentsha Nonose		M			2	AMATHOLE	GREAT KEI	
Nolungile Nolake Sabelo		F			2	AMATHOLE	GREAT KEI	
Mamane Wilson Puni		F			2	AMATHOLE	GREAT KEI	
Lanteni Boboyi		M			2	AMATHOLE	GREAT KEI	
Sebenzile Dodo		M			2	AMATHOLE	GREAT KEI	
Zuziwe Puni		F			2	AMATHOLE	GREAT KEI	

Aaron Sifolo Tini		F			2	AMATHOLE	GREAT KEI	
Nomalinge Ngxaza		M			2	AMATHOLE	GREAT KEI	
Noxolo Mhlambiso		F			2	AMATHOLE	GREAT KEI	
Simphiwe Guwa		M			2	AMATHOLE	GREAT KEI	
Ndoda R. Moss		M				AMATHOLE	GREAT KEI	
Kolete Mhlontlo		M				AMATHOLE	GREAT KEI	
Latiwe G. Boneli		F				AMATHOLE	GREAT KEI	
Lungisile P. Menjenjalo		M				AMATHOLE	GREAT KEI	
Bongani Aliva		M				AMATHOLE	GREAT KEI	
Makwedini Nayinayi		M				AMATHOLE	GREAT KEI	
Zuziwe Dumile		F				AMATHOLE	GREAT KEI	
Mncedi Butani		M				AMATHOLE	GREAT KEI	
<b>Nomntombo Dwayi</b>	<b>Silatsha Households</b>			<b>Seed Potatoes &amp; Veg Seedlings</b>	<b>2</b>	<b>AMATHOLE</b>	<b>GREAT KEI</b>	<b>2</b>
Notalabe Dyani		F			2	AMATHOLE	GREAT KEI	
Ntsontsoyi Dyani		F			2	AMATHOLE	GREAT KEI	
Alfred Dyantyi		F			2	AMATHOLE	GREAT KEI	
Mbishe Dabi		M			2	AMATHOLE	GREAT KEI	
Nodadephi Dyakophu		M			2	AMATHOLE	GREAT KEI	
Nomayinethi Jamangile		F			2	AMATHOLE	GREAT KEI	
Mkafiki Mbotomela		F			2	AMATHOLE	GREAT KEI	
Stepu Mali		F			2	AMATHOLE	GREAT KEI	
Nontsikelelo Ngavu		M			2	AMATHOLE	GREAT KEI	
Hilda Ncaza		F			2	AMATHOLE	GREAT KEI	
Siphiwo Sitifu		F			2	AMATHOLE	GREAT KEI	
Nokoyo Jessie Dubase		M			2	AMATHOLE	GREAT KEI	
Ntombikayise Nsuthwana		F			2	AMATHOLE	GREAT KEI	

Henry C. Tempile		F			2	AMATHOLE	GREAT KEI	
Fezekile Mahlali		M			2	AMATHOLE	GREAT KEI	
Nokeni Dabi		M			2	AMATHOLE	GREAT KEI	
Ntombentsha E.Kosani		F			2	AMATHOLE	GREAT KEI	
Nomutile N. Ndoyisile		F			2	AMATHOLE	GREAT KEI	
Noya Hammonia Stishini		F			2	AMATHOLE	GREAT KEI	
Nomrarazo Ngqandu		F				AMATHOLE	GREAT KEI	
Khayaletu Gedese		M				AMATHOLE	GREAT KEI	
Mluleki J. Ngcanga		M				AMATHOLE	GREAT KEI	
<b>Nomamakhe P. Kolisi</b>	<b>Makazi Households</b>	F		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Noparafini Seti		M			2	AMATHOLE	GREAT KEI	
Celiwe Mrobo		F			2	AMATHOLE	GREAT KEI	
Nodebelele Msenki		F			2	AMATHOLE	GREAT KEI	
Nontozakhe Kupiso		F			2	AMATHOLE	GREAT KEI	
Mncedisi Njemdaka		M			2	AMATHOLE	GREAT KEI	
Ntombekhaya Kolisi		F			2	AMATHOLE	GREAT KEI	
Polisa C. Helwana		M			2	AMATHOLE	GREAT KEI	
Zukiswa Zinto		F			2	AMATHOLE	GREAT KEI	
Nombulelo A. Mdlungu		F			2	AMATHOLE	GREAT KEI	
Nongquthu N. Ngavu		F			2	AMATHOLE	GREAT KEI	
Titina Tonse		F			2	AMATHOLE	GREAT KEI	
Sithiwe P. Ngcenge		F			2	AMATHOLE	GREAT KEI	
Mgqala D. Gqungqutha		M			2	AMATHOLE	GREAT KEI	
Nonyhedeba N. Siteti		F			2	AMATHOLE	GREAT KEI	
Nomsokolo Zondani		M			2	AMATHOLE	GREAT KEI	
Vuyiswa E. Khakhana		F			2	AMATHOLE	GREAT KEI	
Boyisana Ndwekesha		F			2	AMATHOLE	GREAT KEI	

Nompumelelo Mapaya		F			2	AMATHOLE	GREAT KEI	
Bangile N. Mvambi		F			2	AMATHOLE	GREAT KEI	
Lumka L. Komisa		F			2	AMATHOLE	GREAT KEI	
Sizwekazi Mxovulo		F			2	AMATHOLE	GREAT KEI	
Nokuzola Regina Bless		F			2	AMATHOLE	GREAT KEI	
Notitana Madosi		F			2	AMATHOLE	GREAT KEI	
Thembeke Nantente		F			2	AMATHOLE	GREAT KEI	
Ntlanganeli Nancinci		F			2	AMATHOLE	GREAT KEI	
Nombulelo Bushula		M			2	AMATHOLE	GREAT KEI	
Lulama N. Twani		F			2	AMATHOLE	GREAT KEI	
Yoyo Simumu		F			2	AMATHOLE	GREAT KEI	
Nontombizanana Honono		F			2	AMATHOLE	GREAT KEI	
Skova S Batyi		M			2	AMATHOLE	GREAT KEI	
Mrangula Mutiwe		F			2	AMATHOLE	GREAT KEI	
Temba Pawuli		M			2	AMATHOLE	GREAT KEI	
Vulindlela M. Tokwe		M			2	AMATHOLE	GREAT KEI	
Lungelwa Qajana		F			2	AMATHOLE	GREAT KEI	
Buyiswa Zondani		F			2	AMATHOLE	GREAT KEI	
Sister D. Nqumla		F			2	AMATHOLE	GREAT KEI	
Nontobeko C. Helwana		F			2	AMATHOLE	GREAT KEI	
Stototo Banda		M			2	AMATHOLE	GREAT KEI	
<b>Nolethu Mesani</b>		M			2	AMATHOLE	GREAT KEI	
Zukiswa Kolisi	<b>Ndamase Household</b>	F		<b>Poultry Feed</b>	2	<b>AMATHOLE</b>	<b>GREAT KEI</b>	<b>2</b>
Thembinkosi Ndamase						<b>AMATHOLE</b>	<b>GREAT KEI</b>	<b>2</b>
Tyiliwe Zekevu	<b>Magrangxeni Households</b>	M		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	
Boniswa Pali		F		<b>Seed potatoes &amp; Vegetable Seedlings</b>	2	AMATHOLE	GREAT KEI	2

Nomalixoli Tshali		F			2	AMATHOLE	GREAT KEI	
Linda Ntsapo		F	Yes		2	AMATHOLE	GREAT KEI	
Nobeka Vuso					2	AMATHOLE	GREAT KEI	
Wilson Tunzana		F			2	AMATHOLE	GREAT KEI	
Luleka Valiso		M			2	AMATHOLE	GREAT KEI	
Nophelelephi Sami		F			2	AMATHOLE	GREAT KEI	
Thanduxolo V. Tunzana		F			2	AMATHOLE	GREAT KEI	
Elina Dayimani		F			2	AMATHOLE	GREAT KEI	
Gadana C. Madolo		F			2	AMATHOLE	GREAT KEI	
Daniswa Betani		F			2	AMATHOLE	GREAT KEI	
Fotiwe Ngxibande		F			2	AMATHOLE	GREAT KEI	
Tandiwe Madodo		F			2	AMATHOLE	GREAT KEI	
Lele Fani		F	Yes		2	AMATHOLE	GREAT KEI	
Nokukuyi Xegu		F			2	AMATHOLE	GREAT KEI	
Balekwa R. Zono		F			2	AMATHOLE	GREAT KEI	
Pulma E. Mdiza		F	Yes		2	AMATHOLE	GREAT KEI	
Thobeka Koyo		F			2	AMATHOLE	GREAT KEI	
Ntombiyake Boje		F			2	AMATHOLE	GREAT KEI	
Nokuzola Poyo		F			2	AMATHOLE	GREAT KEI	
Nolele Zegefu		F			2	AMATHOLE	GREAT KEI	
Nomfundo Zekevu		F			2	AMATHOLE	GREAT KEI	
Nofoto Mnika	<b>Lima Home Gardners</b>	F		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Mandiswa Marasha		F			2	AMATHOLE	GREAT KEI	
Nontuthuzelo Mhambi		F			2	AMATHOLE	GREAT KEI	
Ntombentsha Mpitipiti		F			2	AMATHOLE	GREAT KEI	
Aubrey Nojanga		M			2	AMATHOLE	GREAT KEI	
Funiwe Pawuli		F			2	AMATHOLE	GREAT KEI	
Nobethuna Rosi		F			2	AMATHOLE	GREAT KEI	



Miranda Stali		F	Yes		2	AMATHOLE	GREAT KEI	
Nothalile C. Balankete		F			2	AMATHOLE	GREAT KEI	
Zanele Stali		F			2	AMATHOLE	GREAT KEI	
Valele Bengqu		F			2	AMATHOLE	GREAT KEI	
Ntsikelelo L. Jikwa		M			2	AMATHOLE	GREAT KEI	
Temba Ngwantweni		M			2	AMATHOLE	GREAT KEI	
Mandisa V. Dumezweni		F			2	AMATHOLE	GREAT KEI	
Patience N. Mcilongo		F			2	AMATHOLE	GREAT KEI	
Thembeke Mdiza		F			2	AMATHOLE	GREAT KEI	
Vuyiseka Mpangalala		F	Yes		2	AMATHOLE	GREAT KEI	
Nonkululeko N. Nqenani		F			2	AMATHOLE	GREAT KEI	
Aseza Rosi		F	Yes		2	AMATHOLE	GREAT KEI	
Nosiphelelo Sikade		F	Yes		2	AMATHOLE	GREAT KEI	
Banjiwe P. Tami		F			2	AMATHOLE	GREAT KEI	
Lungiswa Valantiya		F			2	AMATHOLE	GREAT KEI	
Nonzingo Velaphi		F			2	AMATHOLE	GREAT KEI	
Siphokazi Velem		F			2	AMATHOLE	GREAT KEI	
Thozama Qhelile		M			2	AMATHOLE	GREAT KEI	
Gcobisa Moni	<b>Masikhule Service Centre</b>	F		<b>Seed Potatoes and Vegetable seedlings</b>	2	AMATHOLE	GREAT KEI	2
Nokuzola Mpithiphithi		F			2	AMATHOLE	GREAT KEI	
Nokuzola Booi	<b>Masikhule Poultry Project</b>	M		<b>Broiler Finisher &amp; Laying Mash</b>	2	AMATHOLE	GREAT KEI	2
Mali Bongeka	<b>Mpumakapa / Silatsha</b>	F		<b>Seed Potatoes &amp; Seedlings</b>	2	AMATHOLE	GREAT KEI	2
Lucky M. Skotshi		M			2	AMATHOLE	GREAT KEI	
Mzoxolo Sikolobo		M			2	AMATHOLE	GREAT KEI	
Nomalinge Dyakopu		F			2	AMATHOLE	GREAT KEI	
Noluvuyo Dabi		F			2	AMATHOLE	GREAT KEI	

Sandiswa Plaatjie		F			2	AMATHOLE	GREAT KEI	
Nonkululeko Kodwana		F			2	AMATHOLE	GREAT KEI	
Nozanele Loliwe		F			2	AMATHOLE	GREAT KEI	
Sipesihle Liwani		M			2	AMATHOLE	GREAT KEI	
Bongisa Kawini		F			2	AMATHOLE	GREAT KEI	
Spamandla Maqingana		M			2	AMATHOLE	GREAT KEI	
Siphokazi Nolomo		F			2	AMATHOLE	GREAT KEI	
Xolelwa Soso		F			2	AMATHOLE	GREAT KEI	
Neziswa Layini		F			2	AMATHOLE	GREAT KEI	
Zenande Dwayi		M			2	AMATHOLE	GREAT KEI	
Sisanda Mtsasela		F			2	AMATHOLE	GREAT KEI	
Monica Malgas		F			2	AMATHOLE	GREAT KEI	
Athini Sineyile		M			2	AMATHOLE	GREAT KEI	
Tozama Dwayi		F			2	AMATHOLE	GREAT KEI	
Nokuzola Velaphi		F			2	AMATHOLE	GREAT KEI	
Fikiswa Mbityi	<b>Makazi Womens Project</b>	F		<b>Pig growth &amp; finisher</b>	2	AMATHOLE	GREAT KEI	2
Egnes X. Gadlela		F			2	AMATHOLE	GREAT KEI	
Tinika Mdzayiya		F			2	AMATHOLE	GREAT KEI	
Nomfusi M. Mdlungu		F			2	AMATHOLE	GREAT KEI	
Mzimeli B. Nomhle	<b>Lusizini Homesteads</b>	F		<b>Seed Potatoes and Veg Seelings</b>	2	AMATHOLE	GREAT KEI	3
Daniswa Mandili		F			2	AMATHOLE	GREAT KEI	
Nomhle Macita		F			2	AMATHOLE	GREAT KEI	
Nololo Mvumbu		M			2	AMATHOLE	GREAT KEI	
Nomandithini Yolelo		F			2	AMATHOLE	GREAT KEI	
Nomalizo N. Fota		F			2	AMATHOLE	GREAT KEI	
Nomali V. Fota		F			2	AMATHOLE	GREAT KEI	
Norwatyazo N. Twani						AMATHOLE	GREAT KEI	

Nofoto Fex		F			2	AMATHOLE	GREAT KEI	
Nomsa Nontulo						AMATHOLE	GREAT KEI	
Mteteleli Zono	<b>Bhola Households</b>	M		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	3
Mnikeli Madolemtaka		M			2	AMATHOLE	GREAT KEI	
Thozama E. Ndikinda		F			2	AMATHOLE	GREAT KEI	
Nomkhumezelo Mqhagi		F			2	AMATHOLE	GREAT KEI	
Noqholo Nontuthuzelo		F			2	AMATHOLE	GREAT KEI	
Nontyilelo Ndikinda		M			2	AMATHOLE	GREAT KEI	
Wilson Ndikinda		M			2	AMATHOLE	GREAT KEI	
Nantese Mqaga		F			2	AMATHOLE	GREAT KEI	
Nobengazi Maweni		F			2	AMATHOLE	GREAT KEI	
Tshakula D Matenjana		F			2	AMATHOLE	GREAT KEI	
Moses J. Matenjana		M			2	AMATHOLE	GREAT KEI	
Nobeka V. Zono		F	Yes		2	AMATHOLE	GREAT KEI	
Klass Rawutini		F			2	AMATHOLE	GREAT KEI	
Nokili V. Matenjana		M			2	AMATHOLE	GREAT KEI	
Mintsi V. Klass		F			2	AMATHOLE	GREAT KEI	
Nomasilosi F. Mandile		M			2	AMATHOLE	GREAT KEI	
Tokile S . Jamani		F			2	AMATHOLE	GREAT KEI	
Lizeka Klass		F			2	AMATHOLE	GREAT KEI	
Tukutuku Gola		M			2	AMATHOLE	GREAT KEI	
Zipilelele F. Best		F			2	AMATHOLE	GREAT KEI	
Theodorah Ndikinda		M			2	AMATHOLE	GREAT KEI	
Mzwandile Ndikinda		M			2	AMATHOLE	GREAT KEI	
Luvuyo J. Jamani		F			2	AMATHOLE	GREAT KEI	
Nonene T. Ndikinda		F			2	AMATHOLE	GREAT KEI	
Nikelwa Mqaga		F			2	AMATHOLE	GREAT KEI	

Nominise N. Joyi	<b>Diphini Households</b>	F			2	AMATHOLE	GREAT KEI	3
Magatiko Magashu		M			2	AMATHOLE	GREAT KEI	
Thembeke Nxabanisa		F			2	AMATHOLE	GREAT KEI	
Sizwe C. Lali		M			2	AMATHOLE	GREAT KEI	
Bonile Rosi		M			2	AMATHOLE	GREAT KEI	
Nontembiso Makinana		F			2	AMATHOLE	GREAT KEI	
Xewukazi Dunyuzo		F			2	AMATHOLE	GREAT KEI	
Bejile Buku		M			2	AMATHOLE	GREAT KEI	
Nomakula Tompana		M			2	AMATHOLE	GREAT KEI	
Votile Makonco		F			2	AMATHOLE	GREAT KEI	
Nonkanyezi Twayi		F			2	AMATHOLE	GREAT KEI	
Mcebisi H Grey		F			2	AMATHOLE	GREAT KEI	
Noledi Tusani		M			2	AMATHOLE	GREAT KEI	
Pikile Mhanana		F			2	AMATHOLE	GREAT KEI	
Nozuko M Gama		M			2	AMATHOLE	GREAT KEI	
Nombiyakhe N Ngcawe		F			2	AMATHOLE	GREAT KEI	
Nancy N Kewuti		F			2	AMATHOLE	GREAT KEI	
Ntombizodwa T. Nqaba		F			2	AMATHOLE	GREAT KEI	
Nomamiya Nombila		F			2	AMATHOLE	GREAT KEI	
Nombulelo A. Bizani		F			2	AMATHOLE	GREAT KEI	
Nomfuneko Befile	<b>Sthungu Siyazondla</b>	F		<b>Seed Potatoes and VegSeedlings</b>	2	AMATHOLE	GREAT KEI	3
Nomfundiso Melitafa		F			2	AMATHOLE	GREAT KEI	
Kilili Mkhambwana		F			2	AMATHOLE	GREAT KEI	
Nokwayiyo Jako		F			2	AMATHOLE	GREAT KEI	
Mkatwinise Melitafa		M			2	AMATHOLE	GREAT KEI	
Nongaliphi Zenzisi		F			2	AMATHOLE	GREAT KEI	
Bulelwa Lizo		F			2	AMATHOLE	GREAT KEI	

Lawukazi Mphangalala		M			2	AMATHOLE	GREAT KEI	
Collina Swelidawo		F			2	AMATHOLE	GREAT KEI	
Liliwe L. Qamba	<b>Ncalukeni Households</b>	F		<b>Seed Potatoes and Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	3
Nomvula Mcilongo		M			2	AMATHOLE	GREAT KEI	
Nkila Start		F			2	AMATHOLE	GREAT KEI	
Nonqeko Gwele		F			2	AMATHOLE	GREAT KEI	
Lindiwe Ngqunga		F			2	AMATHOLE	GREAT KEI	
Dideka Gunyazile		M			2	AMATHOLE	GREAT KEI	
Nothekanti P. Sipayile		F			2	AMATHOLE	GREAT KEI	
Kholiwe Makhonco		M			2	AMATHOLE	GREAT KEI	
Wezile Baliso		M			2	AMATHOLE	GREAT KEI	
Phindile Simanga		F			2	AMATHOLE	GREAT KEI	
Mbityokazi Mevana		F			2	AMATHOLE	GREAT KEI	
Nonjenjeni Krokranjani		F			2	AMATHOLE	GREAT KEI	
Phumeza Bizani		F			2	AMATHOLE	GREAT KEI	
Nomathamsanqa Mtiyo		F			2	AMATHOLE	GREAT KEI	
Nandipha Landu		F			2	AMATHOLE	GREAT KEI	
Andiswa Nqanqeni		F			2	AMATHOLE	GREAT KEI	
Ntuku Halom		F			2	AMATHOLE	GREAT KEI	
Nomathemba Gunuza		M			2	AMATHOLE	GREAT KEI	
Kenene Nobethu		F			2	AMATHOLE	GREAT KEI	3
Mgcinile Nawenkqu		F			2	AMATHOLE	GREAT KEI	3
Zameka Mpe		F			2	AMATHOLE	GREAT KEI	3
Noncithakalo Bizani		F			2	AMATHOLE	GREAT KEI	
Pindani Nontisane		F			2	AMATHOLE	GREAT KEI	
Nozipiwo Setlane		F			2	AMATHOLE	GREAT KEI	
Takum sikeyi	M							
Buyelwa Nzwana	F							

Priscilla Pindani	F							
Nondumazi Vellem	F							
Victoria Matyumza	F							
Philiswa Baliso	F							
Nomatshayina Sami	F							
Kenene Tekana	M							
<b>Nomisile N. Magabavu</b>	<b>Great Kei Service Centre</b>	F			2	AMATHOLE	GREAT KEI	
Sicelo Mphoci		F			2	AMATHOLE	GREAT KEI	
Babalwa Kosani		M			2	AMATHOLE	GREAT KEI	
Dyani Nosiphiwo		F			2	AMATHOLE	GREAT KEI	
Kampin Xebe		F			2	AMATHOLE	GREAT KEI	
<b>Ntombikayise Dashi</b>	<b>Avuzwa Project</b>	F		<b>Broiler Feed</b>	2	AMATHOLE	GREAT KEI	3
Zoleka P. Madondile		F			2	AMATHOLE	GREAT KEI	
Tembakazi Maqashu		F			2	AMATHOLE	GREAT KEI	
Chwayita Patani		F			2	AMATHOLE	GREAT KEI	
Sindiwe Tayigane		F			2	AMATHOLE	GREAT KEI	
Noceba Joyi		M			2	AMATHOLE	GREAT KEI	
Zuziwe Nonjinyana		F			2	AMATHOLE	GREAT KEI	
Boniswa Tshicela		F			2	AMATHOLE	GREAT KEI	
Mzoli Velebayi		F			2	AMATHOLE	GREAT KEI	
Vuyisile V. Siko	<b>Mawawa Project</b>	M		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Bethuna Gingxana		M			2	AMATHOLE	GREAT KEI	
Amanda Dyasi		F	Y		2	AMATHOLE	GREAT KEI	
Noluthando Siko		F			2	AMATHOLE	GREAT KEI	
Sinomcedi Siko						AMATHOLE	GREAT KEI	
Madoda Njanya	<b>Njanya Project</b>	<b>Veg</b>	<b>M</b>	<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4

Nomvuyo Maka	<b>Soto Purpose</b>	<b>Multi</b>	F		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Nofojolo Maphukatha			F			2	AMATHOLE	GREAT KEI	
Nomonde A. Mdishwa			F			2	AMATHOLE	GREAT KEI	
Odwa Ngeva				Y		2	AMATHOLE	GREAT KEI	
Asanda Misani				Y		2	AMATHOLE	GREAT KEI	
Zolile Nqakala	<b>Ondelani Piggery</b>		M		<b>Pig growth &amp; finisher</b>	2	AMATHOLE	GREAT KEI	4
Lonwabo Mbambisa			M			2	AMATHOLE	GREAT KEI	
Zoliwe Soldati			M			2	AMATHOLE	GREAT KEI	
Asanda K. Matoti			F			2	AMATHOLE	GREAT KEI	
Nokuqala Nqakala			F			2	AMATHOLE	GREAT KEI	
Nomfundiso Mbekela	<b>Mangqukela Veg</b>		M	Y	<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Nolulamile V. Mbekela			F			2	AMATHOLE	GREAT KEI	
Dede H. Mbekela			M			2	AMATHOLE	GREAT KEI	
Vuyisile V. Suduka	<b>4 U and 4 Me</b>		M		<b>Veg Seedlings Seed Potatoes</b>	2	AMATHOLE	GREAT KEI	4
Lindelwa G. Gowa	<b>Sithe-Piggery</b>	<b>Khanya</b>	F		<b>Pig growth &amp; finisher</b>	2	AMATHOLE	GREAT KEI	4
Nomfundo G. Mqeni			F			2	AMATHOLE	GREAT KEI	
Khangelwa Ntozini			F			2	AMATHOLE	GREAT KEI	
Nosine Roqo	<b>Thembaletu Project</b>		F		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Toliwe Halmani			F			2	AMATHOLE	GREAT KEI	
Zilindile H. Peni			M			2	AMATHOLE	GREAT KEI	
Tumeka Bebelele			F			2	AMATHOLE	GREAT KEI	
Nompumelelo H. Qamba			F			2	AMATHOLE	GREAT KEI	
Nongqinisa V. Fordie	<b>Mzwini Mpumakapa</b>		M		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4

Nonkoliseko Velile		F			2	AMATHOLE	GREAT KEI	
Ntombekaya F. Njovane		F			2	AMATHOLE	GREAT KEI	
Zuziwe Xala		F			2	AMATHOLE	GREAT KEI	
Vuyelwa Mapholompo		F			2	AMATHOLE	GREAT KEI	
Kholiwe V. Ngantweni		F			2	AMATHOLE	GREAT KEI	
Zimasile Molose		M			2	AMATHOLE	GREAT KEI	
Nongeteni Maxazi		F			2	AMATHOLE	GREAT KEI	
Thandile Fordie		Y			2	AMATHOLE	GREAT KEI	
Raymond Cocklyn	<b>Bloemhof Proejct</b>	M		<b>seed potatoes &amp; vegetable seedlings</b>	2	AMATHOLE	GREAT KEI	4
Amos Cocklen		Y			2	AMATHOLE	GREAT KEI	
Lizette Cocklen		Y			2	AMATHOLE	GREAT KEI	
Nomamfengu Ngcutha	<b>Masakhane Households</b>	M		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Nompela Tetani		F			2	AMATHOLE	GREAT KEI	
Zoleka V.Folosi		F			2	AMATHOLE	GREAT KEI	
Vuyelwa N. Jilingisi		F			2	AMATHOLE	GREAT KEI	
Nomentsu Mkonqo		M			2	AMATHOLE	GREAT KEI	
Nongathini Sigwadi		F			2	AMATHOLE	GREAT KEI	
Nontlupheko Hanti		F			2	AMATHOLE	GREAT KEI	
Zoliswa Nongqayi		F			2	AMATHOLE	GREAT KEI	
Nomfusi S. Nenete		F			2	AMATHOLE	GREAT KEI	
Veliswa Baleleweni		F			2	AMATHOLE	GREAT KEI	
Zandile Folosi		F			2	AMATHOLE	GREAT KEI	
Mboneli Mbovane		M			2	AMATHOLE	GREAT KEI	
Zodwa V. Qobo		F			2	AMATHOLE	GREAT KEI	
Mofati Nondala		M			2	AMATHOLE	GREAT KEI	



Nonkoliseko I. Matyumza		F			2	AMATHOLE	GREAT KEI	
Noluthando Majeke		F			2	AMATHOLE	GREAT KEI	
Phumla Veronica Nkumbi	<b>Lusasa Siyazondla</b>	F		<b>Veed Votatoes &amp; Vegetable Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Nobambo Simelani		F			2	AMATHOLE	GREAT KEI	
Sikade E. Yaya		F			2	AMATHOLE	GREAT KEI	
Nomamfengu Mbekela		F			2	AMATHOLE	GREAT KEI	
Gamalakhe Gqwethani		M			2	AMATHOLE	GREAT KEI	
Nomsebenzi E. Nyathane		F			2	AMATHOLE	GREAT KEI	
Nonzule Dywili		F			2	AMATHOLE	GREAT KEI	
Ntombienzima Nkumbi		F			2	AMATHOLE	GREAT KEI	
Nomama Lukashe		F			2	AMATHOLE	GREAT KEI	
Siyabulela Matayi		M			2	AMATHOLE	GREAT KEI	
Mavis V. Tyakiwe		F			2	AMATHOLE	GREAT KEI	
Ntiyane F. Kupiso		M			2	AMATHOLE	GREAT KEI	
Ntombi B. Thomas		F			2	AMATHOLE	GREAT KEI	
Pumeza Nobanda		F			2	AMATHOLE	GREAT KEI	
Nomutile N. Luningo		F			2	AMATHOLE	GREAT KEI	
Nodyontyolo Tshobongo		F			2	AMATHOLE	GREAT KEI	
Nomngxunya Mbaleki		F			2	AMATHOLE	GREAT KEI	
Bibi Mbali		F			2	AMATHOLE	GREAT KEI	
Lingiswa Gqwethani		F			2	AMATHOLE	GREAT KEI	
Nomangesi Ndoro		F			2	AMATHOLE	GREAT KEI	
Ntombekaya Mtshafuto		F			2	AMATHOLE	GREAT KEI	

Nontlebo Xhatsile		F			2	AMATHOLE	GREAT KEI	
Nomtise D. Tshobonga		F			2	AMATHOLE	GREAT KEI	
Nontombi C. Ngethu		F			2	AMATHOLE	GREAT KEI	
Nonkawu Rond		F			2	AMATHOLE	GREAT KEI	
Lulama Njanya		F			2	AMATHOLE	GREAT KEI	
Ntombencinci Nonzinyana		M			2	AMATHOLE	GREAT KEI	
Minti Mabukazi	<b>Mangqukela Mpumakapa Mangqukela Siyazondla</b>	F		<b>Vegetable Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Duddley Mtshafuto		M		<b>seed potatoes &amp; vegetable seedlings</b>	2	AMATHOLE	GREAT KEI	4
Babalwa Mtshafuto		F			2	AMATHOLE	GREAT KEI	
Nopasi Nyatani		Y			2	AMATHOLE	GREAT KEI	
Nombulelo M. Molose		F			2	AMATHOLE	GREAT KEI	
Khanyisa Madyongo		F			2	AMATHOLE	GREAT KEI	
Liliswa Ntengento		F			2	AMATHOLE	GREAT KEI	
Linda Jamangile		Y			2	AMATHOLE	GREAT KEI	
Zithulele Mtana		F			2	AMATHOLE	GREAT KEI	
Celiwe Sorele	Sotho Homestead	F		seed potatoes & vegetable seedlings	2	AMATHOLE	GREAT KEI	4
Nontobeko Pilika		F			2	AMATHOLE	GREAT KEI	
Mputhumi Dokolwana		F			2	AMATHOLE	GREAT KEI	
Nomabhaso H. Sazela		M			2	AMATHOLE	GREAT KEI	
Thayina Kilani		F			2	AMATHOLE	GREAT KEI	
Mpukwana Sazela		M			2	AMATHOLE	GREAT KEI	
Tsabitsabi Sitofile		M			2	AMATHOLE	GREAT KEI	
Tandiwe Sohopu		F			2	AMATHOLE	GREAT KEI	
Nontuta Ngqazolo		F			2	AMATHOLE	GREAT KEI	

Momama Mabuvi		F			2	AMATHOLE	GREAT KEI	
Nonkosi Neti		F			2	AMATHOLE	GREAT KEI	
Tsiliwe E. Ngotwane		F			2	AMATHOLE	GREAT KEI	
Mvuleni Bonga		F			2	AMATHOLE	GREAT KEI	
Vathiwe Mggibelo		F			2	AMATHOLE	GREAT KEI	
Lekelwa Cronjie		M			2	AMATHOLE	GREAT KEI	
Mzwandile G. Mongezi	<b>Vukani Project</b>	<b>Kuyasa</b>	M		2	AMATHOLE	GREAT KEI	
Ida Rumbu		M			2	AMATHOLE	GREAT KEI	
Nomvuyo E. Swelindawo		F			2	AMATHOLE	GREAT KEI	
Nobatembu J. Bere		F			2	AMATHOLE	GREAT KEI	
Nontsomi P.Sonkononkono		F			2	AMATHOLE	GREAT KEI	
Nomfusi Mbaleki		F			2	AMATHOLE	GREAT KEI	
Xolile Ntame	<b>Sondluntu Project</b>	M			2	AMATHOLE	GREAT KEI	
Nomvuyo Ntame		F			2	AMATHOLE	GREAT KEI	
Nomaphelo Ntame		F			2	AMATHOLE	GREAT KEI	
Lungelwa Ntsoko		F			2	AMATHOLE	GREAT KEI	
<b>Siphe Mzimeli</b>	<b>SunRay Farming</b>	M			2	AMATHOLE	GREAT KEI	4
<b>Kupiso Ndushu</b>	<b>Hlathi Project</b>	M			2	AMATHOLE	GREAT KEI	
Xolani Tendana		M			2	AMATHOLE	GREAT KEI	
Simcilile Kupiso		M			2	AMATHOLE	GREAT KEI	
Masixole Tendana		M			2	AMATHOLE	GREAT KEI	
Monica Kupiso		F			2	AMATHOLE	GREAT KEI	
<b>Nombini Mzongwana</b>	<b>Belekumntwana Siyazondla</b>	F		<b>Veg Seedlings &amp; Potato Seed</b>	2	AMATHOLE	GREAT KEI	4

Nomboniso Sigwati		F			2	AMATHOLE	GREAT KEI	
Nodiwake Dikiso		F			2	AMATHOLE	GREAT KEI	
Salala N. Lusina		F			2	AMATHOLE	GREAT KEI	
Nowethu N. Makwenkwana		M			2	AMATHOLE	GREAT KEI	
Nomerika Jelu		F			2	AMATHOLE	GREAT KEI	
Kanyiswa Titi		F			2	AMATHOLE	GREAT KEI	
Mantombana Maseti		F			2	AMATHOLE	GREAT KEI	
Nomhlophe Madondile		F			2	AMATHOLE	GREAT KEI	
Mkakholetl Sesulu		F			2	AMATHOLE	GREAT KEI	
Nofinish N. Seteni		F			2	AMATHOLE	GREAT KEI	
Nothemba Losini		F			2	AMATHOLE	GREAT KEI	
Nqatyelwa Mboxo		F			2	AMATHOLE	GREAT KEI	
Yaziwe Twani		M			2	AMATHOLE	GREAT KEI	
Khasane Phakamile		F			2	AMATHOLE	GREAT KEI	
Ntombemnyama Kafile		F			2	AMATHOLE	GREAT KEI	
Nancy Sonkononkono		F			2	AMATHOLE	GREAT KEI	
Bulelwa Pilika		F			2	AMATHOLE	GREAT KEI	
Nontose E. Ndlela		F			2	AMATHOLE	GREAT KEI	
Nomvaxa Nojiva		F			2	AMATHOLE	GREAT KEI	
Nontathu Zenzisi		F				AMATHOLE	GREAT KEI	
Zanazo Sami		M				AMATHOLE	GREAT KEI	
Nontloko Mazikwana		F				AMATHOLE	GREAT KEI	
Buyiswa Zanazo		F				AMATHOLE	GREAT KEI	
Silvia N. Peleki		F				AMATHOLE	GREAT KEI	
Tsholo N. Mzayifani		M				AMATHOLE	GREAT KEI	
Noncaluka Nkwenteni		F				AMATHOLE	GREAT KEI	

Damoyi Nontsomi		M				AMATHOLE	GREAT KEI	
Nomasomi N. Nyhali		F				AMATHOLE	GREAT KEI	
Zukile Manayi		M				AMATHOLE	GREAT KEI	
Nomabhelu Bafo		F				AMATHOLE	GREAT KEI	
Sister N. Manayi		F				AMATHOLE	GREAT KEI	
Matisa Tyatya		M				AMATHOLE	GREAT KEI	
Lindelwa Tyatya		F				AMATHOLE	GREAT KEI	
Notozane White	<b>Crediton Households</b>	F		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	4
Sakwe Gaqelo		M			2	AMATHOLE	GREAT KEI	
Neliswa C. Joyi	<b>Nyameko Piggery Project</b>	M				AMATHOLE	GREAT KEI	
Ziyanda Nanasele		F				AMATHOLE	GREAT KEI	
Monwabisi Flepu		M				AMATHOLE	GREAT KEI	
Phelisa Nanasele		F				AMATHOLE	GREAT KEI	
Nokuthula V. Xhalanga		F				AMATHOLE	GREAT KEI	
<b>Amandla Yengeni</b>	<b>Icwili poultry project</b>	F	Yes	<b>Broiler Starter &amp; Finisher</b>	2	AMATHOLE	GREAT KEI	5
Sonwabo Breakfast		M	Yes		2	AMATHOLE	GREAT KEI	
Bathande E. Yengeni		M	Yes		2	AMATHOLE	GREAT KEI	
<b>Ntombencinci Sasa</b>	<b>Morgan Bay households</b>	F		<b>Seed Potatoes &amp; Vegetable Seedlings</b>	2	AMATHOLE	GREAT KEI	5
Asanda Koli		F	Yes		2	AMATHOLE	GREAT KEI	
Njongo Hibana		F			2	AMATHOLE	GREAT KEI	
Bejile Damoyi		F			2	AMATHOLE	GREAT KEI	
Thembisile Ndor		M			2	AMATHOLE	GREAT KEI	
Sandla Soli		M			2	AMATHOLE	GREAT KEI	
Liliswa C.Komani		F			2	AMATHOLE	GREAT KEI	
Anele Hibana		M			2	AMATHOLE	GREAT KEI	

Ester N. Daniso		F			2	AMATHOLE	GREAT KEI	
Bongiwe Macibela		F			2	AMATHOLE	GREAT KEI	
Tabuni Hibana		M			2	AMATHOLE	GREAT KEI	
Thembalam Menziwe		M			2	AMATHOLE	GREAT KEI	
Ntombembi Sipotwana		F			2	AMATHOLE	GREAT KEI	
Ntombizodwa Jelu								
<b>Koloni Mlilwana</b>	<b>Ilitha Lethu Project</b>	F		<b>Broiler Chicks, Starter &amp; Grower</b>	2	AMATHOLE	GREAT KEI	5
Lingiwe Matayi		F			2	AMATHOLE	GREAT KEI	
Nomathamsanqa Nombaku		M			2	AMATHOLE	GREAT KEI	
Buleliswa Zwelibanzi		F	Yes		2	AMATHOLE	GREAT KEI	
Thabisa Foca	<b>Siyahluma Piggery Project</b>	F		<b>Pig Growth &amp; Finisher</b>	2	AMATHOLE	GREAT KEI	5
Nwabisa Mqibelo		F	Yes		2	AMATHOLE	GREAT KEI	
Loyiso L. Zaza		M			2	AMATHOLE	GREAT KEI	
Noxolo B. Gcakamani		F			2	AMATHOLE	GREAT KEI	
Busisiwe Thusani		F			2	AMATHOLE	GREAT KEI	
<b>Nokwayintombi Koli</b>	<b>Kei Mouth Households</b>	F		<b>Seed Potatoes and Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	5
Nomvula Hanisi		M			2	AMATHOLE	GREAT KEI	
Nosipho Ntengento		F			2	AMATHOLE	GREAT KEI	
Nontembiso M. Leve		F			2	AMATHOLE	GREAT KEI	
Petupetu C. Tyatya		M			2	AMATHOLE	GREAT KEI	
Ntombi Gedese		F			2	AMATHOLE	GREAT KEI	
Zukiswa T. Vukubi		F			2	AMATHOLE	GREAT KEI	
Nozinzile C. Xolo		F			2	AMATHOLE	GREAT KEI	
Bongiwe Mto		F			2	AMATHOLE	GREAT KEI	
Mkamali Bawulisi		F			2	AMATHOLE	GREAT KEI	

Mbulelo E. Pakamile		M			2	AMATHOLE	GREAT KEI	
Bukeka Qolani		F			2	AMATHOLE	GREAT KEI	
Linda Nonzinyana		M			2	AMATHOLE	GREAT KEI	
Nonqokoqwana Datini		F			2	AMATHOLE	GREAT KEI	
Bonisile Madikane		F			2	AMATHOLE	GREAT KEI	
Lindeka E. Stephen		F			2	AMATHOLE	GREAT KEI	
Montsi Mto		F			2	AMATHOLE	GREAT KEI	
Nomisile Tyhatyha		F			2	AMATHOLE	GREAT KEI	
Ntombizodwa V. Seti		F			2	AMATHOLE	GREAT KEI	
Tekana. Nkunzana		F			2	AMATHOLE	GREAT KEI	
Jackson Jabavu		F			2	AMATHOLE	GREAT KEI	
Metsha Nofirst		F			2	AMATHOLE	GREAT KEI	
Nomalungelo Nkisimani		M			2	AMATHOLE	GREAT KEI	
Nelson Nobanda		F			2	AMATHOLE	GREAT KEI	
Thozamile Mngqibelo		F			2	AMATHOLE	GREAT KEI	
Nobantu Skiti		F			2	AMATHOLE	GREAT KEI	
Koliswa Sitivini		F			2	AMATHOLE	GREAT KEI	
Xolile B. Tutwana		F			2	AMATHOLE	GREAT KEI	
<b>Funiwe Mkutukana</b>	<b>Morgan Bay Piggery</b>	M		<b>Pig Growth &amp; Finisher</b>	2	AMATHOLE	GREAT KEI	5
Nomboniso Dywashu		F			2	AMATHOLE	GREAT KEI	
Tozama Rayo		F			2	AMATHOLE	GREAT KEI	
Zoleka V. Nombaku		F				AMATHOLE	GREAT KEI	
<b>Moses Noyi</b>	<b>Noyi Piggery Project</b>	M		<b>Pig Growth &amp; Finisher</b>	2	AMATHOLE	GREAT KEI	6
<b>Peni Nomvuyo</b>	<b>Peni Poultry Project</b>	F		<b>Broiler Feed</b>	2	AMATHOLE	GREAT KEI	
<b>Samkelo Boo</b>	<b>SikoSonke Agric Co-op</b>	M		<b>Veg Seedlings &amp; Poultry Feed</b>	2	AMATHOLE	GREAT KEI	
Thobeka B. Matanga		F			2	AMATHOLE	GREAT KEI	

Kanya Matanga		F			2	AMATHOLE	GREAT KEI	
Phumzile Matanga								
Lulama N.C Gola		M			2	AMATHOLE	GREAT KEI	
<b>Nopasile N. Gqeku</b>	<b>Ikwezi lokusa Households</b>	F		<b>Vegetable Seedlings</b>	2	AMATHOLE	GREAT KEI	6
Silvia S. Malawana		F			2	AMATHOLE	GREAT KEI	
Marijo Mhana		F			2	AMATHOLE	GREAT KEI	
Nofoto Gento		F			2	AMATHOLE	GREAT KEI	
Tyutyutyu Makenke		F			2	AMATHOLE	GREAT KEI	
Nontembiso Busukwana		F			2	AMATHOLE	GREAT KEI	
Sisiwakhe K. Nyulo					2	AMATHOLE	GREAT KEI	
Sandile Mntalane					2	AMATHOLE	GREAT KEI	
Noncinci Tom					2	AMATHOLE	GREAT KEI	
Mzikiziki Adonis					2	AMATHOLE	GREAT KEI	
<b>Temba Gcina</b>	<b>Temba Gcina Household</b>	M		<b>Seed Potatoes &amp; Veg seedlings</b>	2	AMATHOLE	GREAT KEI	6
<b>Tshamabu Sindiswa</b>	<b>Tshambu Poultry Project</b>	F		<b>Broiler Feed &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	
Dzedze Akhona		F			2	AMATHOLE	GREAT KEI	
Siziphiwo .Mbuyinazo		F			2	AMATHOLE	GREAT KEI	
Ayliff Tshambo		M			2	AMATHOLE	GREAT KEI	
Luyanda tshambo		M			2	AMATHOLE	GREAT KEI	
<b>Bukelwa V. Sikhephe</b>	<b>Katshwa Poultry Project</b>	F		<b>Broiler Feed</b>	2	AMATHOLE	GREAT KEI	
Nongalo N. Katshwa		F			2	AMATHOLE	GREAT KEI	
<b>Ntombintombi Balarane</b>	<b>Komga Service Centre</b>	F		<b>Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	6
<b>Ndanele . Nqashimani</b>	<b>Nqashmani Pig Project</b>	M		<b>Pig Growth &amp; Finisher</b>	2	AMATHOLE	GREAT KEI	7



<b>Mzukisi Sorele</b>	<b>Sorele Project Poultry</b>	M		<b>Poultry Feed &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	7
Siyamthanda Sorele		F			2	AMATHOLE	GREAT KEI	
Sinesipho Baleni		F			2	AMATHOLE	GREAT KEI	
Ben Sandile		M			2	AMATHOLE	GREAT KEI	
Sinesipho Sorele		F			2	AMATHOLE	GREAT KEI	
Monica Sorele		F			2	AMATHOLE	GREAT KEI	
<b>Boy Rasburg Mbini</b>	<b>Boy Rasburg Mbini Piggery</b>	M		<b>Pig growth &amp; Finisher</b>	2	AMATHOLE	GREAT KEI	7
<b>Kenneth Matwa</b>	<b>Draaibosch households</b>	M		<b>Seed Potatoes &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	7
Fundile Magcida		M			2	AMATHOLE	GREAT KEI	
Siphokazi Silwana		F			2	AMATHOLE	GREAT KEI	
Rhawu Sikeyi		M			2	AMATHOLE	GREAT KEI	
Dambana Mbulawa		M			2	AMATHOLE	GREAT KEI	
Ntsokolo Mbulawa		M			2	AMATHOLE	GREAT KEI	
Wenana Gontsi		F			2	AMATHOLE	GREAT KEI	
Topsie N. Narwele		F			2	AMATHOLE	GREAT KEI	
Norman Blakfesi		M			2	AMATHOLE	GREAT KEI	
Thembisile Shedi		M			2	AMATHOLE	GREAT KEI	
Thembisa Siswana		F			2	AMATHOLE	GREAT KEI	
Dora Tsodi		F			2	AMATHOLE	GREAT KEI	
Lulama Gogwana		F			2	AMATHOLE	GREAT KEI	
Nomatile F. Kwana		F			2	AMATHOLE	GREAT KEI	
Nonzame G. Jim		F			2	AMATHOLE	GREAT KEI	
Mavis N. Jim		F			2	AMATHOLE	GREAT KEI	
Thembakazi Waleni		F			2	AMATHOLE	GREAT KEI	
Nomfusi Mpande		F			2	AMATHOLE	GREAT KEI	
Enny Nobanda		F			2	AMATHOLE	GREAT KEI	

Nombulelo Witbooi					2	AMATHOLE	GREAT KEI	
Thembeke Siswana		F			2	AMATHOLE	GREAT KEI	
Nombulelo Kalideni		F			2	AMATHOLE	GREAT KEI	
Boyi Mbali		M			2	AMATHOLE	GREAT KEI	
Nodakisi M. Malangeni		F			2	AMATHOLE	GREAT KEI	
Xoliswa Tomsan		F			2	AMATHOLE	GREAT KEI	
Nontombise Zenani		F			2	AMATHOLE	GREAT KEI	
Ntalombi Makala	<b>Melisizwe CPA</b>	M		<b>Seed Potato &amp; Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	7
Malixole Kalideni	<b>Siyabulela Poultry Project</b>	M	Yes	<b>Veg Seedlings &amp; Broiler Feed</b>	2	AMATHOLE	GREAT KEI	7
Zukiswa N. Blayi	<b>SunnySide Poultry Project F</b>			<b>Poultry Feed</b>	2	AMATHOLE	GREAT KEI	
Tose Nontombana Sihele	<b>Qiniseka Agric Project</b>	F		<b>Veg Seedlings</b>	2	AMATHOLE	GREAT KEI	
Zoleka Wakeni		F			2	AMATHOLE	GREAT KEI	
Petros Mohamed		M			2	AMATHOLE	GREAT KEI	
Reginah Madosi		F			2	AMATHOLE	GREAT KEI	
Nombini Booyes		F			2	AMATHOLE	GREAT KEI	
<b>Lulama Msengentwa</b>	<b>Nqobile Chicken Project</b>	F		<b>Poultry Feed &amp; Seedlings</b>	2	AMATHOLE	GREAT KEI	7
Nondumiso Klass		F			2	AMATHOLE	GREAT KEI	
Mozanele Rumbu		F			2	AMATHOLE	GREAT KEI	
Sami Zanazo		M			2	AMATHOLE	GREAT KEI	
Nozengesi Qimfu		F			2	AMATHOLE	GREAT KEI	
Anathi Jim		F			2	AMATHOLE	GREAT KEI	
Lindiwe Duma		F			2	AMATHOLE	GREAT KEI	
Mthetheleli Vuso		M			2	AMATHOLE	GREAT KEI	
<b>Raymond .N. Komanisi</b>	<b>Masakhane Project</b>	M			2	AMATHOLE	GREAT KEI	

Gidi Tayi		M			2	AMATHOLE	GREAT KEI	
Mxolisi Mfeketho		M			2	AMATHOLE	GREAT KEI	
Raymond B. Dyakopu		F			2	AMATHOLE	GREAT KEI	
Nomangesi Booyes		F			2	AMATHOLE	GREAT KEI	
Nomapayini Ntshebe		F			2	AMATHOLE	GREAT KEI	
Geti Tabataba		F			2	AMATHOLE	GREAT KEI	
Nompo Nqashimani		F			2	AMATHOLE	GREAT KEI	
Victoria Njilingisi		F			2	AMATHOLE	GREAT KEI	
Nomama C.Mamane		F			2	AMATHOLE	GREAT KEI	
Ntwazana Besithi		F			2	AMATHOLE	GREAT KEI	
Nomangesi T Msimbothi					2	AMATHOLE	GREAT KEI	

### **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 reviewal 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**

<b>N o</b>	<b>ERF-No</b>	<b>PROJECT</b>	<b>LOCATIO N</b>	<b>SIZE</b>	<b>MUNICIPAL/ PRIVATE LAND</b>	<b>ALLOCATED BUDGET</b>
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 <sup>2</sup>	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/Sthun gu		Private	
11.	Trust	Abalone farming	Bola/Sthun gu		Private	
12.	ERF 1-Kei Mouth	Water front/Beach Precinct, Malls	Kei Mouth		Municipal	
13.	ERF 1-Kei Mouth	Medical Centre	Kei Mouth		Municipal	
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	Mangqukel a		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	

## SECTORAL PROJECTS Office of the Premier [OTP]

Small Town Revitalization [STR]				
Project Description	Total Cost	2020/21	2021/22	2022/23
Great Kei Roads and Internal Streets	R45 000 000	R2 000 000	R13 000 000	R30 000 000
Great Kei Electrification	R5 000 000	R 1 000 000	R2 000 000	R2 000 000
Great Kei landfill sites	R10 000 000	R 0.00	R3 000 000	R7 000 000
<b>Total per year</b>	<b>R60 000 000</b>	<b>R3 000 000</b>	<b>R18 000 000</b>	<b>R39 000 000</b>

### PROPOSED PROJECTS

Item No	Road Name	Road Length (km)
1	Surfacing of Chintsa Internal Streets	3km
2	Surfacing of Chintsa East Township Main Road	1.1 km
3	Surfacing of Glen Garriff	3.2 km
4	Surfacing of Kei Mouth Internal Streets	4.6 km
5	Surfacing of Icwili Township Main Roads	1.8 km
6	Igxarha Main Road	1 km
7	Komga Towns Internal Streets	
8	Haga-Haga Internal Streets	
<b>TOTAL</b>		<b>14 km</b>

### **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 2021/ 2022 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.

### **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 2017/18 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
- 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 29<sup>th</sup> May 2021/22 [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 29<sup>th</sup> May 2021 [File no: 4P] for implementation in 2021/22 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 2021 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 1<sup>st</sup> 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 2022.

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. 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"> <li>▪ Manage the drafting of the IDP process;</li> <li>▪ Assign responsibilities in this regard to the Municipal Manager;</li> <li>▪ Submit Process Plan to the Council; and approval;</li> <li>▪ The responsibility for managing the drafting of the IDP has been assigned to the Municipal Manager.</li> </ul>
Council	<p>The Council will in addition be responsible for:</p> <ul style="list-style-type: none"> <li>▪ 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</li> </ul>
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"> <li>▪ Link the planning process to their constituencies and/or wards.</li> <li>▪ Be responsible for organising public consultation and participation within their wards.</li> <li>▪ Ensure the municipal budget is linked to and based on the IDP.</li> </ul>
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"> <li>▪ Oversight any unauthorized, irregular or fruitless and wasteful expenditure.</li> <li>▪ Oversight and prevent any activities of fraud, corruption, crime, non-compliance with policies and legislation.</li> <li>▪ Report and recommend on all the matters of non-compliance to Council</li> <li>▪ Liaise with all other oversight structures internally or externally to ensure seamless communication, feedback and efficient handling of the oversight, monitoring and evaluation role</li> </ul>
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"> <li>• Local Economic Development</li> <li>• Municipal Transformation &amp; Institutional Development</li> <li>• Financial Viability &amp; Sustainability</li> <li>• Good Governance &amp; Public Participation</li> <li>• Service Delivery &amp; Infrastructure Development</li> </ul>
Audit Committee	<p>Provides Oversight on municipality's financial performance:</p> <ul style="list-style-type: none"> <li>▪ It provides assistance to Council by fulfilling its oversight responsibility for the financial reporting process, the system of internal control and the audit process</li> <li>▪ It assists the municipality in ensuring the process for monitoring compliance with laws and regulations including the code of conduct.</li> <li>▪ It also appointed as the Performance Audit Committee for GKM</li> </ul>
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"> <li>• Preparing the Process Plan for the development and review of IDP</li> <li>• Undertaking the overall management and co-ordination of planning and development process considering time, resources</li> <li>• Ensuring that the development process is participatory, strategic and implementation oriented and aligned so that it may satisfy the sector planning requirements.</li> </ul>
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.</p> <p>Great Kei Municipality is represented by the following members:</p> <ul style="list-style-type: none"> <li>▪ Chairperson of the IDP Representative Forum</li> <li>▪ Chairperson of the IDP Steering Committee, (Municipal)</li> </ul>

PERSON STRUCTURE /	ROLES AND RESPONSIBILITIES
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"> <li>▪ Commission research studies</li> <li>▪ Consider and comment on: <ul style="list-style-type: none"> <li>- Inputs from subcommittees (s), study teams and consultants;</li> <li>- Inputs from provincial sector departments and support providers</li> </ul> </li> <li>▪ Process, summarise and draft outputs;</li> <li>▪ Make recommendations to the Rep Forum;</li> <li>▪ Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum</li> </ul>
IDP Representative Forum	Great Kei Municipality will make use of the established IDP Representative Forum which enhances community participation in the drafting of the IDP.
Support providers and planning professionals	<p>Service providers will be used for the following:</p> <ul style="list-style-type: none"> <li>▪ Providing methodological/ technical support on the sector plans, budget reform, mainstreaming and other adhoc support as and when required;</li> <li>▪ Facilitation of workshops as and when required</li> </ul>
Management Committee	<p>The Heads of departments are responsible for:</p> <ul style="list-style-type: none"> <li>▪ Providing relevant technical, sector and financial information for analysis in determining priority issues</li> <li>▪ Contributing in offering technical expertise in the consideration and finalization of strategies and identification of projects.</li> <li>▪ Providing operational and capital budgetary information</li> <li>▪ Being responsible for the preparation of project proposals, the integration of projects and sector programmes</li> <li>▪ 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.</li> </ul>

### 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 31<sup>st</sup> 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:

#### **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 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 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 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
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	



No.	Title	Date	Approved by	Last Review
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	
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
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 5<sup>th</sup> of 5-year IDP review. We are now developing the 2022-2027 IDP document for the net five years. The current IDP/Budget/ PMS Review is conducted as per our IDP Process Plan adopted in August 2021 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 2021/ 2022 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. The policy stipulates our approach in establishing Ward Committees, the criterion to be used, their term of office, their code of conduct, and stipend remuneration. As from the month of October 2016, 70 Ward Committees have been elected and vetted, they are representing voting district and various interest groups in all 7 Wards of Great Kei Municipality. The Municipality has made provision for continuous training and stationary for the 2020/ 2021 financial year and beyond. Ward Committees that were elected after the 2018 by elections in Ward 4, 6 and 7 have equally been inducted and have thus commenced with their official duties. A Capacity Building Programme for Ward Committee was conducted by the University of Fort Hare for the 2019/2020 Financial Year and a workshop on the formulation of Ward Operational Plans was undertaken by COGTA. The municipality ensures our Ward Committees who serve as social practitioners are continuously capacitated.

Ward Committees remain an effective tool in closing the gap between the municipality and our communities as they channel back and forth issues of development and concerns of our communities. The functioning of Ward Committees also enables Ward Councillors to respond promptly to community concerns in the various communities that constitute the Ward. Issues that are raised by Ward Committees are attended to by Ward Councillors and escalated to the Office of the Speaker/Mayor. This process of channelling community issues is important as it enables grassroots issues to find expression in the council agenda of the municipality. The seventy (70) Ward Committees are mandated by policy to submit monthly reports on tasks performed and remunerated a stipend of R1000.

#### **Ward Committees Relations**

The relationship between Ward Councillors and Committees by its nature will be robust as Ward Committees will seek to champion issues emanating from their respective communities and interest groups. Generally both Ward Councillors and Ward Committees collectively work well as prescribed meetings are convened regularly to reflect on issues confronting the Ward.

Their participation in the development of the IDP plays a pivotal role as they partake in the IDP Representatives Meetings, Ordinary Council Meetings and they participate fully in 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 is ongoing.

#### **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 has also been established to ensure implementation of Moral Regeneration Programs.

#### **Special Groups**

The Special Programs Unit has established various structures which seek to complement its objectives which are the following:

- Youth Council
- Local Aids Council
- Women's Council
- Elderly Forum
- Disability Structure
- Children's Advisory Council
- Sport Council
- Moral Regeneration Movement

Structures have developed their program of action however certain programs they are inhibited from executing due to financial constraints as a municipality we encourage structures to be innovative so as they are able to fulfil their mandate in our communities, we endeavour to provide assistance to all our structures in various ways.

#### **HIV/AIDS Mainstreaming**

Great Kei Municipality adopted SPU Mainstreaming Plan in 2014 and it is reviewed annually, the plan has 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 it was subsequently launched on the 06/12/2018.

#### **Operation Masiphathisane**

To ensure greater coordination of service delivery programmes at grassroots level, GKM has established War Rooms for all Wards. Operation Masiphathisane endeavours to close the gap between the various spheres of government and its communities equally serving as a medium of addressing service delivery issues confronting the relevant Ward. The establishment of the local War Room will be undertaken during the course of the financial year.

### **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 27<sup>th</sup> June 2018 and review annually. 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 public participation ensues through IDP and Budget Road Shows and Representative Forum Meetings. These meetings are 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 fundamental 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**

Public Participation challenges are summed as follows:

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

### **Community Development Workers**

The implication of the demarcation of municipal boundaries in the year 2016 where areas such as Kwelerha and surroundings were transferred to Buffalo City Metropolitan Municipality this resulted in the depletion of our CDW's the state of our CDW's is currently as follows:

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



### 3.6 2020/ 2021 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, Bholá ; 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; Belekumntwana	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, Nyarha	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; Thembaletu 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; Khayelistha	Eskom & GKM
Access Road	4;2;3;5	Belekumntwana, Magrangxeni; Bylets; Nyara; Soto Khayelistha, 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; Chefane; Magrangxeni; Soto; Nyarha; Mzwini ; Khayelistha; Elityeni; Morgan's Bay; Draaibosch;Thembalethu Peace Village	GKM & Dept of Roads & Public Works
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

**ISSEUS RAISED DURING THE 2022 – 2027 IDP/PMS & BUDGET CONSULTATION  
ROADSHOW**

**DATE: 25 JANUARY 2022  
09H00**

**VENUE: SLATSHA COMMUNITY HALL WARD 2 TIME:**

<p>ISSUES RAISED BY WARD 2</p>	<ul style="list-style-type: none"> <li>- Water challenge (Silatsha)</li> <li>- Internship programmes</li> <li>- Request for the fixing of grid gate at Ngxingxolo</li> <li>- Ngxingxolo Access Road</li> <li>- Employment procedure in a project</li> <li>- Request of grid gate in the Silatsha Access Roads</li> <li>- Fencing of villages and surrounding farms</li> <li>- Request for additional taps and internal streets(Silatsha)</li> <li>- Request for additional lands for the settlements</li> <li>- Bad road at Ngxixngxolo with waterlog</li> <li>- Request for community hall at Ngxingxolo</li> <li>- Weak electricity during bad weather</li> <li>- How far is the implementation of GKM Hobour concept</li> <li>- Request Street cleaning by CWP</li> <li>- Request for an access road to graveyard</li> <li>- Where is the GKM Youth Council</li> <li>- Request for road maintenance</li> <li>- Request for wheel chair – [Ms Soldathi at Mzwini]</li> <li>- Water is no longer pumping at Vezinyawo [Mandela Park]</li> <li>- Request by Mrs Jenette asking for project of chicken shed</li> <li>- Mr Themba Boso his house has been destroyed by heavy rains, he is asking for an intervention</li> <li>- Request for rural housing</li> <li>- There are destitute households</li> </ul>
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**DATE: 25 JANUARY 2022**

**VENUE: LUSIZINI COMMUNITY HALL WARD 3 TIME: 12H00**

<p>ISSUES RAISED BY WARD 3</p>	<ul style="list-style-type: none"> <li>- Request for rural housing</li> <li>- Electrification of the Extension Area [Ntakazilali]</li> <li>- Water challenges at Ntakazilali area</li> <li>- Request for Ncalukeni Sportfield</li> <li>- Request for additional taps</li> <li>- Request for street lights</li> <li>- No electricity at the Sotho Disability Centre</li> <li>- Request for an Access Road connecting Bhola Village to Chintsa East</li> <li>- Request for intervention with the Farm Owner – Mr Russel for an access to the coastal beach</li> <li>- Request for Khayelitsh Internal Street, water taps, electrification, dipping tank, additional water tanks</li> <li>- Request for water taps and tanks at Taiwan area</li> <li>- Request for intervention on the continuous vandalism of the water engine pump</li> <li>- Request for a special water tap or tank for a disabled person at Lusizini</li> <li>- Complaint about poor customer service and inaccessibility of Eskom services</li> <li>- Request for Internal Street at Ncalukeni</li> <li>- Request for the repairs of the Nyara Grid Gate</li> <li>- Request for renovations of Ncalukeni Community Hall</li> <li>- Request for the Revival of the Mayor's Cup</li> </ul>
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**DATE: 25 JANUARY 2022**

**VENUE: LUSASA COMMUNITY HALL WARD 4 TIME: 15H00**

<p>ISSUES RAISED BY WARD 4</p>	<ul style="list-style-type: none"><li>- What is the demarcation process?</li><li>- Elityeni request for community hall</li><li>- Makhazi request for community hall</li><li>- Chicago request for additional taps</li><li>- Mangqukela request for cleaning of dams</li><li>- Request for sportfields</li><li>- Request fencing of Lusasa community hall</li><li>- Request for mobile clinics at Lusasa</li><li>- Request for road maintenace and taps at Lusasa</li><li>- Request for receiving of orable land at Lusasa</li><li>- Request for creche, dams and road maintainace at Belekumtana</li><li>- Request to assist unemployed youth with jobs and projects</li><li>- Request GKM to attend police station issue</li><li>- Request for their streets to be maintained</li></ul>
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**DATE: 26 JANUARY 2022**

**VENUE: SIVIWE COMMUNITY HALL WARD 7 TIME: 12H00**

<p>ISSUES RAISED BY WARD 7</p>	<ul style="list-style-type: none"><li>- Quality of the workmanship of Komga to Siviwe Access Road</li><li>- Has the Draaibosch land issue been resolved</li><li>- The problem of waterlogged RDP Houses</li><li>- GKM 2 investigate the possibility of relocating the affected RDP Housing Beneficiaries</li><li>- GKM to make a follow-up with Milo Granite regarding the promise of paving Komga Internal Streets</li><li>- They support the acquiring of Yellow Plant for GKM</li><li>- The price-fixing of electricity sales by Foreign Shops</li><li>- Request for refuse bins 4 each households</li><li>- Komga is dirty in terms of refuse collection and illegal dumping</li><li>- Enforcement of By-laws of illegal dumping</li><li>- Siviwe Dam to be fenced</li><li>- Complaint about no Coop Support program like chicken structures and land</li><li>- Access to land for business purposes</li><li>- Business Support for bodyworks and welding</li><li>- Internal Streets, Electrification, School, crèche, water, mobile clinic for Zone 10</li><li>- Slow pace of construction of housing at Zone 10</li><li>- Feeling of unused toilets</li><li>- Request PSC meeting 2 resolve some problems at Zone 10 Project</li><li>- Electricity for Zone 10</li><li>- Renovations for Old Jail, Old Hospital</li><li>- Request for Rehab Centre</li><li>- Home Affairs 2 assist Komga Hospital with birth registrations</li><li>- Request for additional CDW for Ward 7</li><li>- Komga Youth Centre to resourced and functional</li><li>- Renovation of the Komga Sportfield</li><li>- Request for humps in the main road</li><li>-</li></ul>
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**DATE: 26 JANUARY 2022**

**VENUE: QUMRHA GREAT HALL WARD 6 TIME: 15H00**

<p>ISSUES RAISED BY WARD 6</p>	<ul style="list-style-type: none"><li>- Absence of a Doctor in Komga Hospital</li><li>- Request for an FET College</li><li>- Request for cleaning of Heritage Sites</li><li>- Request for Skills Development Cent</li><li>- Request for New Cemetry</li><li>- Endorsement of procurement of Yellow Plant</li><li>- Streetlights and fixing of High Mast</li><li>- Mobile Police Station</li><li>- Water and Sanitation crisis in Komga</li><li>- Request for electricity and toilets in Khayalabantu</li><li>- Request for computers for the Youth Centre</li><li>- Request Housing at Sidi Area</li><li>- Internal Streets at Sidi</li></ul>
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**DATE: 27 JANUARY 2022**

**VENUE: CWILI COMMUNITY HALL WARD 5**

**TIME: 09H30**

<p>ISSUES RAISED BY WARD 5</p>	<ul style="list-style-type: none"><li>- What do mean by Yellow Plant?</li><li>- GKM is collects 30% of its debtors? The impairment is 70%</li><li>- How do we write a budget of R21m when we know we won't be able to collect?</li><li>- Unachieved KPA what are consequences for the non-achieved</li><li>- When is the STR starting?</li><li>- The Green Coast Status is under threat due to the Transfer Station.</li><li>- Who manages CWP workers and where are they working?</li><li>- GKM is refusing donations to assist in some programs.</li><li>- Request for renovation and maintenance of Town Hall, Cwili Com Hall, Library and Caravan Park</li><li>- Refuse to be collected regularly.</li><li>- Request for repairs of Streetlights</li><li>- Request for cooperation in fixing potholes</li><li>- The purchase of Yellow Plant purchase is condoned?</li><li>- Request for a small shopping mall</li><li>- Unfinished Houses</li><li>- Failure in tourism support programs</li><li>- Request for a Caravan Park 2 be leased to Public Private Partnerships</li><li>- Grass-cutting be done timeously</li><li>- Failure to publicize refuse collection schedule</li><li>- Damage RDP Houses</li><li>- Unfinished Kei Mouth Sport field</li><li>- Request for a Car Wash at Marikeni</li><li>- Request for Access Land for business sites and settlement purposes</li><li>- GKM requested to accessible offices</li><li>- Suggestion GKM hire 2 purchase the Yellow Plant</li><li>- Request for fencing for arable land</li><li>- Request for Old Age Home/ Hospice Centre</li><li>- Cleaning of Cemeteries</li><li>- Request for Bridge to Ferry</li><li>- Request for a Youth Centre</li><li>- Job Creation, Employment by GKM filling of vacant posts</li><li>- Request for the maintenance and cleaning at Lovers Name, it be electrified</li><li>- Request for Access to Land for the community of Haga Haga</li></ul>
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	<ul style="list-style-type: none"> <li>- Request for additional Housing</li> <li>- Electricity supply by Eskom is weak</li> <li>- Water and Sanitation challenges in Cwili</li> <li>- Request for feedback on unsuccessful job applications in GKM</li> <li>- Request for low cost Houses/ Rent to own houses, because Failure to do so affects public servants working in Kei Mouth</li> <li>- Shortage of police and drug abuse</li> <li>- School filled with grass and trees</li> <li>- Poor Fire Service in Kei Mouth</li> </ul>
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**DATE: 27 JANUARY 2022      VENUE: CINTSA COMMUNITY HALL WARD 1      TIME: 13H00**

<p>ISSUES RAISED WARD 1</p>	<p>BY</p> <ul style="list-style-type: none"> <li>- Request for additional land for settlement</li> <li>- Running sewerage</li> <li>- Bad road</li> <li>- Fencing of Cemeteries</li> <li>- Damage Houses</li> <li>- Where does CWP recruits?</li> <li>- Ntushuntushu - Request for land and access roads, and additional water tanks</li> <li>- How far is STR paving project</li> <li>- How far is the Housing Ratification demolished and damaged Housing Project</li> <li>- Palana Area - Request for Community Hall</li> <li>- Additional Taps</li> <li>- Request for Internal Streets</li> <li>- Request for Electrification to additional new areas</li> <li>- Bulurha, request for road maintenance , land for settlement, and additional water tanks</li> <li>- Request for mobile clinic, mobile clinic</li> <li>- Request for intervention on leaked water</li> <li>- Request for intervention on the follow up to the application 4 Electrification</li> <li>- Request for flushing toilets and water in each households</li> <li>- Looking for a site, job etc</li> <li>- Request for additional taps</li> <li>- Update requests for RDP Houses in Area17</li> <li>- Request Awareness of Drugs</li> <li>- Request for Rural Housing</li> <li>- Lease Agreement for land 2 build Creche</li> <li>- Electrification to additional sites in Chintsa East</li> <li>- Poor service by Eskom ever since covid arrived</li> <li>- Poor service by Gonubie Police Station</li> <li>- Poor management of Chintsa Primary School</li> <li>- Lack Electricity at Chintsa Primary School</li> <li>- Request for Church sites</li> <li>- Request for animal vaccination</li> </ul>
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## CHAPTER FOUR: PROJECTS & SECTOR PLANS

### 4.1 GREAT KEI MUNICIPALITY 3 YEAR CAPITAL PROJECTS

<b>2021/2022 Financial Year: R11 636 000.00</b>							
<b>PROJECT NAME</b>	<b>WARD</b>	<b>Location</b>	<b>KM</b>	<b>FUNDER</b>	<b>Amt VAT)</b>	<b>(Incl. Amt (Excl. VAT)</b>	<b>STATUS</b>
Mangqukela Community Hall	4	Komga	290m <sup>2</sup>	MIG	R 2 800 000,00	2 434 783	Construction underway
Sotho Internal Streets	3	Komga	4,5	MIG	R 2 700 000,00	2 347 826	Construction underway
Khayelitsha Community Hall	3	Komga	290m <sup>2</sup>	MIG	R 2 800 000,00	2 434 783	Construction underway
Magrangxeni Community Hall	2	Komga	290m <sup>2</sup>	MIG	R 2 800 000,00	2 434 783	Construction underway
<b>2022/2023 Financial Year: R12 215 000.00</b>							
<b>PROJECT NAME</b>	<b>WARD</b>	<b>Location</b>	<b>KM</b>	<b>FUNDER</b>			<b>STATUS</b>
Ward 5 Internal Streets Phase 2- Icwili	5	Komga		MIG			Not Registered
Draaibosch Internal Streets	7	Komga		MIG			Not Registered
Ngxingxolo Community Hall	1	Komga		MIG			Not Registered
Makhazi Communiy Hall	2	Komga		MIG			Not Registered
Ntushuntushu Internal Streets	2	Komga		MIG			Not Registered
Nyara Sportsfield	3	Komga		MIG			Not Registered
Magrangxeni Access Road via Belekumntwana	3	Komga		MIG			Not Registered
Unfinished Sportsfield	1,4,5,7	Komga		MIG			Not Registered
Unfinished Creche	7	Komga		MIG			Not Registered

**ADM CAPITAL BUDGET FOR THREE YEARS**

<b>MIG THREE YEAR CAPITAL PLAN 2021 to 2024</b>	<b>VAT EXCLUSIVE PROJECT VALUE 2022/23</b>	<b>VAT EXCLUSIVE PROJECT VALUE 2023/24</b>	<b>VAT EXCLUSIVE PROJECT VALUE 2024/25</b>	<b>PROJECT DESCRIPTION</b>	<b>FUND</b>	<b>REGION</b>
Chintsa Bulk Services Upgrade (Water and Waste Water Treatment Works)	447 826	8 956 522	6 269 565	DC12-EF.14.35.000088	1604100014	EC123 GREAT KEI
Cwili Interim Water Services	447 826	8 956 522	5 373 913	DC12-EF.22.35.000050	1604100014	EC123 GREAT KEI
Great Kei Area Wide Sanitation: Phase 2	447 826	447 826	447 826	DC12-EF.14.35.000174	1604100049	EC123 GREAT KEI
Kei Bridge Komga Water Treatment Works	8 790 759	15 046 957	6 269 565	DC12-EF.14.35.000044	1604100014	EC123 GREAT KEI
Kei Mouth pipe replacement	447 826	8 956 522	6 269 565	DC12-EF.14.35.000045	1604100014	EC123 GREAT KEI
Morgan's Bay/Igxara Sanitation	295 565	4 567 826	447 826	DC12-EF.14.35.000058	1604100014	EC123 GREAT KEI
Upgrading of Haga-Haga Water Treatment Works's	447 826	8 956 522	6 269 565	DC12-EF.14.35.000040	1604100014	EC123 GREAT KEI



**4.2 SECTOR PLANS –SECTOR DEPARTMENTS**  
**DEPT OF HUMAN SETTLEMENTS**

PROJECT NAME	STATUS	AREA
Komga Zone 10 – Phase 1 [570 Units]	Running Project	Zone 10 Settlement – Ward 7
Kei Mouth Icwili – 278 Units	Blocked Project	Cwili Township – Ward 5
Chintsa East – 85 Units	Blocked Project	Chintsa East Township – Ward 1
Komga Zone 10 – Phase 2	Planned Project	Zone 10 Settlement – Ward 7
Chintsa East Phase 2	New Applications	Chintsa East Township – Ward 1
Byllets	New Applications	Byllets – Ward 2
Cefane	New Applications	Cefane Village – Ward 2
Haga-Haga	New Applications	Haga-Haga – Ward 5
Komga Phase 1	Completed Project [1000 Units]	
Komga Phase 2	Completed Project [231 Units]	

**PROGRESS ON THE RUNNING PROJECTS**

Project Name	Budget	Expenditure	Challenges	Progress to date
Komga Zone 10 – Phase 1 [570 Units]	R 74 540 610.00	R 3 159 351.00	<ul style="list-style-type: none"> <li>▪ Budgetary constraints.</li> <li>▪ Delays due to Rain</li> </ul>	Not yet started: 520 Foundations: 24 Wall Plates: 8 Roofs: 16 Complete: 2

**BLOCKED PROJECTS**

Project Name	Delivery Planned	Budget	Expenditure	Challenges	Progress to Date
Kei Mouth Cwili – 278 Units	Demolish and rebuild 47 defective units, and construct 106 new units.	R 15,588,236.52	R 10,007,829.12	Contractor's contract has expired but the Project remains incomplete due to slow pace of construction. Procurement of a Professional Service Provider and a Contractor is underway.	Complete : 66 Finishings : 0 Roof : 2 Wall Plates : 5 Foundation : 0 Not started : 153
Chintsa East – 85 Units	Demolish and rebuild 15 units that are at defective	R 14,144,110.01	R 7,648,553.16	Contractor's contract has expired but the Project remains incomplete due to slow pace of construction. Procurement of a Professional Service Provider and a Contractor is underway.	Complete : 33 Roof : 13 Wall Plates : 0 Foundation : 6

**COMPLETED PROJECTS**

Project Name	Status	Challenges	Intervention
Komga Phase 1 – 1000 Units	Completed	All the built units are seriously defective.	Project Assessment is complete.
Komga Phase 2 – 231 Units	Completed	All the built units are seriously defective.	Project Assessment is complete.

**PLANNED PROJECTS**

Project Name	Status	Challenges	Progress To Date
Komga Zone 10 Phase 2 – 570 Units	Planning Stage	Budgetary Constraints	Project Funding has been approved. The Procurement process for the appointment of

			a Professional Service Provider is underway.

**PROJECT APPLICATIONS**

PROJECT NAME	NO. OF SUBS.	DELIVERY PLANNED	CHALLENGES	PROGRESS TO DATE
GREAT KEI 6000	6000	None	Project Applications need to be submitted per individual settlement	None
CINTSA PHASE 2	Unknown	None	Insufficient Bulk services capacity	None
BYLETTS	Unknown	None	No Bulk services	Land has been donated for the development of the housing project.
HAGA HAGA	Unknown	None	Municipality needs to resolved Land ownership issues and submit a confirmation on adequacy of the bulk water capacity.	None
CEFANE	Unknown	None	Municipality needs to resolved Land ownership issues and submit a confirmation on adequacy of the bulk water capacity.	None

**UPGRADING OF INFORMAL SETTLEMENTS**

Project Name	Number Of Units	Progress To Date
Icwili Komga Igxaaha Chintsa East	98 1500 143 600	Service Level Agreement has been signed between GKM and Dept Human Settlement
<b>TOTAL BUDGET</b>		<b>R 17 536 533</b>

## ESKOM PROJECTS

### 1. ELECTRIFICATION PLAN –

Project Name	Project type	Beneficiaries	Gazette Amount	Planned H/H	Actual Capex (Jan 2022)	Actual Conn (Jan 2022)
Great Kei Extensions	Households		R 4 229 940.00	175	R 4 072 144.00	160
Great Kei schedule 5B Pre-eng 22/23	Pre engineering		R 348 988.00	0	R 254 012.00	0
Total Great Kei			R 4 510 892.00	175	R 4 326 157.00	160
Total ADM			R147 698 749.00	4040	85 993 992.00	582

Project Name	Project type	Beneficiaries	Gazette Amount	Planned H/H
Great Kei Extensions	Households		R 9 695 000.00	280
Great Kei Extensions Link Line	Infrastructure Line		R 750 000.00	
Great Kei Extensions Pre eng (23/24)	Pre- engineering		R 750 000.00	
Great Kei schedule 5B Pre-eng 22/23	Pre engineering		R 350 00.00	
Total Great Kei			R 11 665 000.00	280
Total ADM			R 180 085.83	205 4995

### GREAT KEI FREE BASIC ELECTRICITY STATUS

- Free Basic Electricity (FBE) is a national government initiative aimed at addressing the plight of the poor in electrified households.
- The initiative is funded by national government and managed at a local municipal level.
- A local municipality compiles a register of indigents\* identified to qualify for FBE.
- This compilation is done as per selection criteria set down by the municipality as per their indigent\* policy.
- An "Indigent\* Register" is then forwarded to Eskom to enable the indigents in Eskom supplied areas, to claim FBE tokens.
- The FBE initiatives provides 50 kWh electricity every month to each qualifying household as per Funding Agreement
- Households using more than 50 kWh a month will have to purchase extra units from their local vendors
- FBE rate is R 63.60c per 50 Kwh (excl.vat (15%)) NERSA Regulated

No of electrified customers	Configured for FBE	Collection December 2020	Collection January 2021	Collection February 2021
5948	0	0	0	0

Great Kei Municipality has paid off its debt by January 2021, indigents will be re-instated.

## **CHALLENGES**

- Customers not collecting their FBE tokens monthly and now new strings to use whilst sitting at home: \*130\*869# and follow prompts
- Customers tampering with the meter and not vending or buying from Ghost vendors e.g. buying for R350 and receiving 600 kWh to 1000kWh
- Meters not registered on Eskom system to configure for FBE, due to Schedule 5b project's data not received by Eskom
- Audit findings on data mismatch on the "indigent" register, due to Municipal demarcations requests not submitted to Eskom
- Municipalities are encouraged to enter into debit order agreements by end of June 2021
- Debit order forms will be sent to all CFO's to sign by 31<sup>st</sup> March 2021

## **DEPARTMENT OF ROADS & TRANSPORT**

### **TRANSPORT INFRASTRUCTURE**

#### **BUDGET**

- R394 to Haga-Haga - R108m
- Kei Mouth to Ferry R 8m
- The Amathole District Budget has been cut drastically and we as the Team need to be able to disperse the budget equally amongst the District demands of the communities.
- The Allocated budget for Great Kei Municipality is only R3million and we need to use these funds to the most demanding roads in this area.

#### **OPERATIONAL PLANS**

- LIST OF ROADS TO WORK ON BUT FINANCIAL CONSTRAINTS – NEEDS PRIORITIZATION
- Haga-haga 15km ,Sivervale 34 km ,MN10268 14km,MN10258 8km ,Mgwali 14km ,Mpethu 12km,Macleantown 27km,Tyityaba 13km ,DR02791 12km, Slatsha 7km
- Grid gate - Gxingxolo
- The Allocated budget for Great Kei Municipality is only R3million and we need to use these funds to the most demanding roads in this area

#### **OPERATIONAL PLANS FOR THE R3M**

##### **Prioritized in terms of demands:**

- Haga-haga MR00694 7,5 km which will utilize the full R3m.
- In-House teams to do minor maintenance on the balance of the roads, which is wet/dry blading and patch gravelling.
- To Note the Department will appreciate a contingency plan with the Municipality on how we are able to assist each other in making the roads trafficable for the community.

# OFFICE OF THE PREMIER

## SMALL TOWN REVITALIZATION

### PROGRESS TO DATE

The Municipality has since signed the following documents:

- Memorandum of Agreement between Office of the Premier and Great Kei Local Municipality
- Project Steering Committee terms of reference
- The Inception Report and Council resolution have been submitted to OTP
- The Memorandum of Agreement between Office of the Premier and Great Kei Local Municipality has **Annexure A** with these projects:

<b>Small Town Revitalization [STR]</b>				
<b>Project Description</b>	<b>Total Cost</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Great Kei Roads and Internal Streets	R45 000 000	R2 000 000	R13 000 000	R30 000 000
Great Kei Electrification	R5 000 000	R 1 000 000	R2 000 000	R2 000 000
Great Kei landfill sites	R10 000 000	R 0.00	R3 000 000	R7 000 000
<b>Total per year</b>	<b>R60 000 000</b>	<b>R3 000 000</b>	<b>R18 000 000</b>	<b>R39 000 000</b>

- The values are estimates and are subject to refinement based on the finalisation of the design and tender award amounts.
- Any amount not spent by GKM will not be rolled over in the new financial year.
- The projects listed in Annexure A will be implemented from 1st April 2021 in alignment with published or gazetted project budget
- Planning budget for Great Kei landfill sites is included in 2021/22 budget and that has been confirmed by the Office of the Premier

### Procurement of Consulting Engineers

Accredited service providers were called for the following services:

- Provision of Professional Engineering Services for the surfacing of Chintsa Internal Streets
- Provision of Professional Engineering Services for the surfacing of Kei Mouth Internal Streets
- Provision of Professional Services for the upgrading of Electrical Infrastructure in Komga
- The briefings were held on the 27 and 30 November 2020 respectively
- The bid closing date was on the 21 December 2020
- Appointment of Civil & Electrical Engineering Consultants
- Cessions signed between the PSPs and the OTP
- Project designs are in progress ( Submission date 05/03/2021)
- Presentation of Project Designs by Consultants to GKM Management on the 09/03/2021
- Scope Compilation for Landfill Sites in preparation for procurement of Environmental Consultants

### PROPOSED ROADS PROJECTS

Item No	Road Name	Road Length (km)
1	Surfacing of Chintsa Internal Streets	3km
2	Surfacing of Chintsa East Township Main Road	1.1 km
3	Surfacing of Glen Garriff	3.2 km
4	Surfacing of Kei Mouth Internal Streets	4.6 km
5	Surfacing of Icwili Township Main Roads	1.8 km
6	Morgan Bay Main Road	1 km
<b>TOTAL</b>		<b>14 km</b>

### CONSULTANTS COST ESTIMATES

Project Name	Scope	Cost Estimate
Komga Bulk Electrical Infrastructure		R5 000 000.00
Chintsa East Internal Streets	7km	R33 881 208.00
Kei Mouth Internal Streets	7,5km	R45 263 343.75

### DEPARTMENT OF SOCIAL DEVELOPMENT

PROGRAMME	NAME	PROJECT DESCRIPTION	ALLOCATION	LOCATION (WARD)	NO OF BENEFICIARIES	NO OF JOBS CREATED
OLDER PERSONS	04 Service Centres	Care and Support Service Centre to Older Persons	R 357 472	Ward 2, 5, 6 and 7	80	08
DISABILITY	04 CBRs	Community Based and Rehabilitation	R 518 076	Ward 2, 3 and 5	1000	19
HIV/AIDS	01 HCBC	Home Community Based	R 274 605	Ward 2 and 3	1000	10
ECD	23 Day Care Centres	ECDC	R3 819 098	All wards	779	71
ECD – Conditional Grant	14 Day Care Centres	ECDC	R1 220 736	Ward 1, 2,3, 5 and 7	295	42
VEP	01	Victim Empowerment	R 183 225	Ward 2	400	05
TADA	01	Substance Abuse	R 150 526	Ward 2, 3, 6 and 7	1 250	03
DROP CENTRES IN	02	Community based care services	R 320 112	Ward 5 and Ward 7	90	04
COMMUNITY DEVELOPMENT	02	Women Development	R175 000	Ward 3 and 7	17	17
<b>TOTAL</b>	<b>52</b>		<b>R6 790 841</b>		<b>4 911</b>	<b>187</b>

**DEPARTMENT OF RURAL DEVELOPMENT & AGRARIAN REFORM  
FOOD SECURITY PROGRAMME**

**2021/ 2022 FINANCIAL YEAR**

- |  |             |
|--|-------------|
| <input type="checkbox"/> Household Food Security Programme | - R 720 000 |
| <input type="checkbox"/> Cropping Programme                | - R 300 000 |
| <input type="checkbox"/> Vegetables [Seedlings]            | - R 135 000 |
| <input type="checkbox"/> Poultry [Chicks]                  | - R 71 429  |

**TOTAL - R 1 226 000**

## **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).



MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome Agreement 9	GKM Priority Areas
<p><b>1. Speed up economic growth &amp; transform the economy to create decent work &amp; sustainable livelihoods</b></p>	<p><b>Outcome 4:</b> Decent employment through inclusive economic growth  <b>Local Government role:</b>  OT 4: Design service delivery processes to be labour intensive  OT 4: Ensure proper implementation of the EPWP at municipal level  OT 11: Creating an enabling environment for investment  OT 9: Implement the community work programme</p>	<p>Expand the economy to ensure it creates jobs</p>	<p><b>Strategic Priority 1:</b> Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</p>	<p><b>Output 3:</b> CWP - Create work opportunities to contribute to the target of 4.5 million EPWP job opportunities by 2014  <b>Output 3:</b> CWP - Establish where feasible, functional cooperatives at the local level by 2014</p>	<p>EPWP</p>
<p><b>2. Strengthen the skills &amp; human resource base</b></p>	<p><b>Outcome 1:</b> Quality basic education  <b>Outcome 5:</b> Skilled &amp; capable workforce to support an inclusive growth path  <b>Local Government role:</b>  OT 5: Develop and extend intern and work experience programmes in municipalities  OT 5: Link municipal procurement to skills development initiatives</p>	<p>Improve the quality of education, training and innovation</p>	<p><b>Strategic Priority 4:</b> Strengthen education, skills and human resource base</p>	<p><b>Output 6:</b> Support access to basic services through improved administrative and HR practices  <b>Output 1:</b> Support municipalities in filling critical positions</p>	<p>Human Resources Development</p>
<p><b>3. Improve the health profile of society</b></p>	<p><b>Outcome 2:</b> A long &amp; healthy life for all South Africans  <b>Local Government role:</b>  OT 2: Municipalities must continue to improve Community Health Service infrastructure by providing clean water, sanitation and waste removal services  OT 2: Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</p>	<p>Ensure quality health care for all</p>	<p><b>Strategic Priority 5:</b> Improving the Health profile of the Province</p>		<p>Environmental Management</p>
<p><b>4. A comprehensive rural development strategy linked</b></p>	<p><b>Outcome 7:</b> Vibrant, equitable, sustainable rural communities contributing towards food security for all</p>	<p>Create an inclusive and integrated rural</p>	<p><b>Strategic Priority 3:</b> Rural development,</p>		<p>Agriculture</p>

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome Agreement 9	GKM Priority Areas
to land and agrarian reform and food security	<b>Local Government role:</b> OT 7: Facilitate the development of local markets for agricultural produce OT 7: Promote home production to enhance food security	economy	land and agrarian reform and food security		
5. Intensify the fight against crime and corruption	<b>Outcome 3:</b> All people in SA are & feel safe <b>Local Government role:</b> OT 4: Improve procurement systems to eliminate corruption and ensure value for money OT 3: Facilitate the development of safer communities through better planning and enforcement of municipal bylaws	Reform and public service and fighting corruption	<b>Strategic Priority 6:</b> Intensifying the fight against crime and corruption	<b>Output 7:</b> Review and amend local government legislation, policy and regulations where necessary	Risk Management
6. Massive programmes to build economic and social infrastructure	<b>Outcome 6:</b> An efficient, competitive & responsive economic infrastructure network <b>Local Government role:</b> OT 6: Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport OT 6: Improve maintenance of municipal road networks OT 11: Ensuring basic infrastructure is in place and properly maintained OT 6: Maintain and expand water purification works and waste water treatment works in line with growing demand OT 4: Ensure proper maintenance and rehabilitation of essential services infrastructure OT 10: Ensure effective maintenance and rehabilitation of infrastructure OT 10: Develop and implement water management plans to reduce water losses	Improve the Infrastructure	<b>Strategic Priority 2:</b> Massive programme to build social and economic infrastructure	<b>Output 2:</b> Bulk infrastructure fund to unlock reticulation, bulk infrastructure, land procurement <b>Output 2:</b> Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity) <b>Output 4:</b> Support the expansion of the national upgrading support programme in Priority municipalities to facilitate upgrading of informal settlement	Roads  Electrification (Grid Electrification)

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome Agreement 9	GKM Priority Areas
7. Build cohesive, caring and sustainable communities	<b>Outcome 8:</b> Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	<b>Strategic priority 8:</b> Building cohesive, caring and sustainable communities		Sustainable Human Settlements
8. Pursue regional development, African advancement and enhanced international cooperation	<b>Outcome 11:</b> Create a better South Africa, a better Africa and a better world <b>Local Government role:</b> OT 1: Participating in needs assessments OT 8: Participate in the identification of suitable land for social housing OT 1: Facilitate the eradication of municipal service backlogs in schools				Inter-Governmental Relations
9. Sustainable resource management and use	<b>Outcome 10:</b> Protect and enhance our environmental assets and natural resources <b>Local Government role:</b> OT 10: Ensure development does not take place on wetlands OT 10: Run water and electricity saving awareness Campaigns	Transition to a low carbon economy			Environmental Management
10. Build a developmental state, including improving of public services & strengthening democratic Institutions.	<b>Outcome 9:</b> Responsive, accountable, effective & efficient Local Government system <b>Outcome 12:</b> An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship <b>Local Government role:</b> OT 9: Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality OG 4: Utilise community structures to provide services OT 9: Ensure ward committees are representative and fully	Social protection and building safer communities		<b>Output 5:</b> Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014 <b>Output 5:</b> find a new approach to better resource and fund the work and activities of ward committees <b>Output 1:</b> Implement a differentiated approach to municipal financing, planning and support <b>Output 6:</b> Improve audit outcomes of municipalities	Strategic Planning  Operational planning and performance monitoring

MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome Agreement 9	GKM Priority Areas
	<p>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 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><b>Output 6:</b> Reduce municipal debt</p> <p><b>Output 6:</b> Reduced municipal over-spending on operational expenditure</p> <p><b>Output 6:</b> Reduced municipal under-spending on capital expenditure</p> <p><b>Outcome 6:</b> Increase municipal spending on repairs and maintenance</p>	

### 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
<b>Basic Service Delivery:</b>	
Ensure Infrastructure development maintenance and reduce losses with respect to: <ul style="list-style-type: none"> <li>▪ Electricity.</li> <li>▪ Roads.</li> </ul>	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)
<b>LED:</b>	
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)
<b>Financial Viability:</b>	
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)
<b>Institutional Development:</b>	
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)
<b>Good Governance:</b>	
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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
021. 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 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 2021/2022	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 2021/2022	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 2021/2022 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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
			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  Town Hall-Komga	1 public amenity to be maintained through internal funding by 2019/20 fy	1 public amenity to be maintained through internal funding by 2021/2022 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 of (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 Electrification Project 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	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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	Management Systems	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	Reports on the land audit report implementation plan (Input)		Planning and Survey of Municipal Commonage Procurement Processes	Draft subdivision Plan and Motivation Report	Motivation Report submission and Endorsement By Council	Surveying of Municipal Commonage	
Buildin a	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	Facilitating access to Housing as per the Great Kei Housing Sector Plan 2500 beneficiaries						Technical Services
		By capturing beneficiary list on the National Housing Needs Register	Number of beneficiaries captured on the National Housing Needs Register	500 applications	800 Beneficiaries captured in the NHNR	800 Beneficiaries captured in the NHNR	800 Beneficiaries captured in the NHNR	800 Beneficiaries captured in the NHNR	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		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	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 Ward Community meetings and 4GKM local Community Safety meetings per year	4 Ward Community meetings and 4 GKM local Community Safety meetings per year	4 Ward Community meetings and 4 GKM local Community Safety meetings per year	Community Services
		Coordinating sitting of community safety forum			4 Community Safety Forums meetings	4 Community Safety Forums meetings	4 Community Safety Forums meetings	4 Community Safety Forums meetings	
			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	
		By securing all municipal assets through implementing of safety and security measures	Access control provided in all municipal offices	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	
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

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		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
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 - LOCAL ECONOMIC DEVELOPMENT

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
1. Local Economic Growth	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	Strategic Services
2. Job Creation	To create job opportunities through EPWP, CWP, MIG & other sectoral programmes 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	200	200	200	200	Technical and Strategic Services
3. Tourism	To promote the tourism potential of GKM by June 2022	LED03: 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	Project implementation	Project implementation	Project implementation	Strategic Directorate
4.		LED04: Lobby funding for high impact projects	Number of funding applications submitted to potential funders		2 applications	2 applications	2 applications	2 applications	
5.			Rand value of money secured from potential funders		1 million	1 million	1 million	1 million	
4. Agrarian	To promote the agrarian economy in support of the disadvantaged	LED05: By supporting and monitoring Agrarian and Farming	FSPU Project completed		Phase 1	Phase 2	Phase 3	AgricPark Project completed	Strategic Director

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	communal farmers by June 2022	Production and Programmes in partnership with DRDAR							
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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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	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

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		Management Regulations	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
			% 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

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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.	Compliance reports submitted as per MFMA and VAT Act. (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
		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	Annual approved budget by council for 2018/19	Annual approved budget by council for 2019/20	Annual approved budget by council for 2021/2022	Annual approved budget by council for 2021/22	CFO
		Implementation of Mscoa Reform by 2022	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 & 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	% increase in actual revenue collection (Output)	5% increase	5% increase	5% increase	5% increase	5% 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	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,	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

				5 YEAR TARGETS					
Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	Custodian
		policies and procedures.							
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

#### 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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	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



Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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							
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							

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		ID07: By developing control measures to enhance the policy & procedure compliance							
4. Organizational Development and Design	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	2021/2022 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				
		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				

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		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				
		ID015: By designing and implementing an organizational culture sustainability programme	No of programmes implemented to address organizational culture		2 organizational culture sustainability programmes implemented				

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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
		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	ID019: By review and implementing Institutional Records Procedures in line	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	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	with The National Archives and Records Service of South Africa by June 2022	with applicable legislation							
		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 Compliance	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	
		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	2 Health and Safety workshops conducted

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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	
		ID026: By conducting Institutional surveys, designing and presenting reports with recommendation to Council							
11. Corporate Facilities and Satellite Office	To ensure the management, monitoring and controlling of municipal facilities and Satellite Offices by June 2022	ID027: By periodically assessing and identifying gaps on facilities and designing 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	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
12. Risk Management and auditing	Ensure the management and control of internal, external audit matters including all Corporate Services and HR risks by 2022	ID028: 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	
		ID029: 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	

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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 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 Communications Strategy	4 reports on implementation of Marketing and Communications 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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 and Policy Compliance	To ensure compliance with applicable legislation, regulations, policies, procedures and Development of By-laws by June 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

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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-YEAR OBJECTIVES & STRATEGIES

### IDP OBJECTIVES/ INDICATORS

#### KPA 1 – INFRASTRUCTURE & SERVICE DELIVERY

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2022	SD01: By constructing, maintain gravel roads & Surfaced roads	SD01-01	Number of km's to be constructed through MIG
			SD01-02	Number of km's to be constructed through Small Towns Revitalization Programme [over 2 financial years [2021/ 2022; and 2022/ 2023]
				Percentage of surfaced municipal road lanes which has been resurfaced and resealed
				KMs of new municipal road lanes built
2. Public amenities	To ensure provision of public amenities by June 2022.	SD02: By Constructing public amenities.	SD02-01	Number of public amenities constructed
3. Electrification	To increase access to electricity in Great Kei Communities by 2022	SD03: Solicit funding from DOE and potential funders	SD03-01	Number of funding applications submitted to department of energy
		SD04: By Upgrading and maintaining the electrical network	SD04-01	Small Town Revitalization Project – Upgrading of Electrical Infrastructure
				Number of household receiving Free Basic Electricity
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	SD06: <u>By ensuring Controlled development within Great Kei LM</u>	SD06-01	Number of reports on the land audit report implementation plan (Input)
			SD06-02	% of submitted development applications processed (Input)
5. Building Control	To ensure that National Building Regulations are adhered to by 2022	SD07: By implementing National Building regulations within the GKM area	SD07-01	% of submitted building plans processed within 3 months (Input)
6. Sustainable Human Settlements	To facilitate the provision of sustainable human settlement within GKM by June 2022	SD08: By Facilitating access to Housing as per the Great Kei Housing Sector Plan	SD08-01	Number of beneficiaries captured in the National Housing Needs Register
7. Community Safety	To ensure a safe and secure environment by June 2022	SD10: By Coordinating sitting of community safety forum.	SD10-01	Number of Community Safety Forum meetings

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
		SD11: By Developing and implementing of the GKM Disaster Management plan	SD11-01	Approved GKM Disaster Management plan
			SDI-02	Number of reports on the implementation of Disaster Management Plan
8. Solid Waste	To ensure improved solid waste management by June 2022	SD12: By implementing integrated Waste Management Plan in line with NEMWA	SD12-01	Percentage of Household with basic refuse removal services
9. Environmental Management	To Co-ordinate improvement of Municipal Environmental Management by 2022	SD13: By developing and implementing integrated environmental management plan in line with NEMA	SD13-01	Approved Integrated environmental management Plan
10. Cemeteries Services	To improve management of cemeteries by June 2022	SD15: By implementing Cemetery management plan	SD15-01	Number of Cemetery sites allocated and revenue generated

## KPA 2 – Local Economic Development

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
1. Local Economic Growth	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.	LED01-01	Number of twinning arrangements established
		LED02: By implementing Small Town Revitalization Strategy	LED02-01	Number of Reports on implemented STR Projects (Output)
2. Job Creation	To create job opportunities through EPWP, CWP, MIG & other sectoral programmes by June 2022	LED03: Support initiatives geared towards mass job creation and sustainable livelihoods	LED03-01	Number of work opportunities created through CWP, EPWP, MIG & STR projects (output)
3. Tourism	To promote the tourism potential of GKM by June 2022	LED04: Lobby funding for high impact projects	LED04-01	Number of funding applications submitted to potential funders
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	LED05-01	Number of facilitated farmer support

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
				Number of Agricultural Forum Meetings held (Output)
5. SMME's & Co-operatives 6, 7	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	LED06-01	Number of SMME's supported (Output)
		LED7-01: By supporting and monitoring SMMEs programmes	LED07-01	Number of Business Forum Meetings held
		LED7-02: By Supporting Co-Operatives	LED07-02	Number of Co-Operatives Supported

### KPA.3 – FINANCIAL VIABILITY

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
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.	FM01-01	Asset policy and updated asset register approved by Council (Input)
2. Supply Chain Management	To maintain effective and efficient procurement by June 2022	FM02: By ensuring adherence to Supply Chain Management Regulations	FM02-01	SCM policy reviewed and approved by council (Input)
			FM02-02	% of tenders concluded in accordance with (tender validity timeframe) (Output)
			FM02-03	Number of Supplier Days to be held (Output)
			FM02-04	Procurement plans signed off by the Accounting Officer
			FM02-05	Number of SCM implementation reports (Input)

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
Expenditure	Expenditure management processes and systems by 2022	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA	FM03-01	Creditors payment period (Output)
			FM03-02	Payments of salaries and allowances as per the prescribed time.
			FM03-03	% reduction of Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)
			FM03-04	% of MIG Funding expenditure (Output)
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	FM04-01	ICT policies and governance framework reviewed and approved by council (Input)
			FM04-02	IT Masterplan reviewed approved by council (Input)
			FM04-03	IT Masterplan Implementation
5. Budgeting and Reporting	To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act, VAT 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  FM07: Implementation of mSCOA Reform by 2022	FM05-01	Compliance reports submitted as per MFMA and VAT Act. (Input)
			FM06-01	Annual approved budget by council for 2018-2022
			FM07-01	Number of mSCOA project implementation reports to Council
6. 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.	FM08: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed  <u>FM09: By developing and implementing revenue turn-around strategy</u>  FM10: Review and implement the indigent policy and maintain an updated indigent register.	FM08-01	% increase in actual revenue collection (Output)
			FM09-01	GKM Total debt reduced
			FM09-02	Revenue turn-around strategy reviewed and approved by council (input indicator)
			FM09-03	Update of the General Valuation Roll through a supplementary roll annually

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
7. Audit Outcome	To ensure improvement of audit outcomes through reduction of audit findings by June 2022.	FM11: By developing, Implementing and monitoring of Audit Action Plan, policies and procedures.	FM11-01	% of audit findings addressed
8. Risk Management †	To ensure management of organizational and mitigation of risks by June 2022	FM12:Develop, monitor and review of strategic risks registers	FM12-01	% implementation of action plan to mitigate identified risks (Output)



## KPA 4 – Institutional Development & Transformation

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
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 by June 2022	ID01: By designing, implementing and monitoring, all the strategies to achieve the Corporate and HR areas of focus.	ID01-01	Strategic Corporate & Human Resource Management Plan developed & approved by council- (Input)
2. Employment Equity	To ensure that all the discriminatory employment processes are eliminated to achieve Employment Equity Act by June 2022	ID02: By ensuring targets on EEP are met. ID02: By developing, reviewing and implementing the Employment Equity Plan	ID02-01	Employment equity Plan target implemented and a reviewed EEP (Output)
3. Time and Attendance	To ensure the municipal controlled environment and stability through proper adherence to attendance and leave management June 2022	ID05: By developing, implementing the leave policy and procedure.	ID03-01	Number of time and attendance reconciliations reports compiled and submitted to Management and Standing Committee
4. Organizational Structure man Resources Development	To ensure the achievement of the Municipal Mission & Vision in enhancing service delivery by June 2022	ID04: By Annually reviewing the GKM Organogram in order to address the <u>community</u> needs and functions of the Municipality.	ID04-01	Organizational structure reviewed and approved by council (Input)
			ID04-02	The average length of time it takes to fill a vacant post (output)
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.	ID05: By ensuring the implementation and monitoring of WSP (including learnerships, internships, and graduate training programmes).	ID05-01	2021/22 Workplace Skills Plan reviewed and approved by LLF (Input)
			ID05-02	Number of capacity programs coordinated for Councilors and Staff (Output)
6. Legislative and Policy Compliance	To ensure compliance with applicable legislation, regulations, policies ,procedures and Development 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 applicable legislation (including compliance audits)	ID06-01	Municipal Policies reviewed and approved by council (Input)
			ID06-02	Number of By – Laws <u>submitted to council</u>
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	ID026-01	No of assessments conducted to identify gaps
			ID026-02	No of strategies designed and implemented
7. Council Support	To ensure effective functioning of Council and its committees by June 2022	ID07: By ensuring that the Council and its sub-committees seat in accordance with the approved Council calendar. ID08: By ensuring safe keeping of the Council resolution register	ID07-01	Number of Council and standing committee meetings set in line with council calendar (Output)
			ID08-01	Number of Council resolution registers dispatched and implemented
9. Labour Relations	To promote sound labor relations and ensuring compliance with relevant labour legislations by June 2022.	ID09: By implementing disciplinary codes and adhering to the applicable labour related legislations.	ID09-01	Number of workshops conducted on Code of Conduct & Disciplinary Codes (Output)

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
10. Employment Wellness	To ensure availability of competent, healthy and motivated workforce by June 2022.	ID10: By implementing and reviewing of Employee Wellness programs.	ID10-01	Number of Employee Wellness programs conducted (Input)
11. Health and Safety Compliance	To ensure compliance with Health and Safety Regulation by June 2022.	ID11: By implementing and monitoring of health and safety policy, plan and regulations.	ID11-01	Number of Health and Safety Inspections conducted (output)
12. Auxiliary Services	To promote holistic customer reception management and provision of auxiliary services to the entire institution by 2022	ID12: By ensuring the implementation of the Reception Procedure Manual and the Cleaning Maintenance Plan		Number of cleaning inspections conducted and reported
13. 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		To have all GKM Directorates complying with the approved Records File Plan
		ID020: By ensuring adequate space and security for municipal records and management thereof		To have an efficiently run registry office
14. Risk Management and auditing	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		% of Audit findings addressed

## KPA 5 – Good Governance & Public Participation

Priority Area	IDP Objective	IDP strategy	KPI Number	Key Performance Indicator
1. Public Participation & Management of Petitions	To promote effective participation of community members in the affairs of governance by June 2022	GG01: <u>By implementing a functional public participation strategy and plan</u>	GG01-01	Number of Ward Committee Meetings held
			GG01-02	Number Mayoral Imbizos held
2. Institutional Marketing and Communication	To promote effective communication with all stakeholders by June 2022	GG02: <u>By implementing a functional communication strategy and plan</u>	GG02-01	Number of reports on the implementation of Marketing and Communications Strategy
			GG02-02	GKM Monthly Newsletter(Input)
3. Inter-Governmental Relations	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2022	GG03: <u>By facilitating IGR sittings to promote effective and efficient integrated planning and development</u>	GG03-01	Number of IGR meetings held (Output)
4. Strategic Planning	To ensure the development, implementation and review of integrated development planning by June 2022	GG04: By facilitating development and reviewal of IDP through implementation of IDP process plan	GG04-01	IDP reviewed, implemented and approved by council
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  GG06: Monitor and measure institutional performance quarterly	GG05-01	SDBIP developed and approved within 28 days after the approval of IDP and Budget
			GG06-01	Number mid-year ,annual performance reports and annual reports developed and approved by council
			GG06-02	Number of reports on performance of service providers
			GG06-02	Number of S56/7 performance assessments conducted (Input)
6. Audit Committee	To ensure effective functioning of Oversight Committees by June 2022	GG07 Provide administrative support to oversight committees ( <u>Audit committee</u> )	GG07-01	Number of Audit Committee Meetings held (Output)
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	GG08-01	Number of Internal audit reports to Audit Committee

		GG09: Review and adopt Internal Audit and Audit Committee Charters	GG09-01	Internal Audit and Audit Committee charters approved by Council (Input)
8. Legislative and Policy	To ensure compliance with the legislation by 2022	GG10: By ensuring that all legal matters are dealt within prescribed <u>legislations</u>	GG11-01	Number of reports on litigation ,legislative and compliance matter(Input)
9. Risk Management	To develop a functional and responsive administration by 2022	GG11: <u>By implementing strategic and operational risk strategy</u>	GG11-01	Strategic risk register and operational risk developed and implemented
10. SPU	To accelerate empowerment of historically disadvantaged groups by June 2022	GG12: <u>Review and implement special programs strategy and plan</u>		<u>SPU strategy reviewed and implemented</u>

## **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.

<b>KEY SPATIAL DEVELOPMENT ISSUE</b>	<b>PROPOSED SPATIAL DEVELOPMENT OBJECTIVES</b>
<b>Spatial Fragmentation vs Basic Needs</b>	To fulfill basic needs obligations and address spatial integration within available means
<b>Land Development Trends and Urbanization</b>	To manage land development in line with a structured approach to ensure sustainability.
<b>Environmental Management</b>	To adhere to environmental law and protect environmentally sensitive areas.
<b>Local Economic Development</b>	Reduced unemployment through local economic skills development, access to land for emerging farmers and community tourism growth.
<b>Land Use Management</b>	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

<b>Key Spatial Development Objectives</b>	<b>Proposed Spatial Development Strategies</b>
<b>To fulfil basic needs obligations and address spatial integration within available means</b>	Provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda.
<b>To manage land development in line with a structured approach to ensure sustainability.</b>	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.

<b>To adhere to environmental law and protect environmentally sensitive areas</b>	Gives effect to principles contained in the National Environmental Management Act No. 107 of 1998 (NEMA) and other relevant policies. Protecting environmentally sensitive areas.
<b>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)</b>	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 (300m<sup>2</sup> 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 500–1000m<sup>2</sup>, 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**

**GAZETTED ALLOCATIONS - 2021/2022 - 2022/2024**

<b>Grants &amp; Subsidies</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>
Equitable Share	46 595 000	50 186 000	52 669 000	55 371 000
FMG	2 450 000	2 450 000	2 450 000	2 450 000
MIG	11 636 000	22 215 000	12 562 000	12 930 000
EPWP	1 079 000	1 050 000	-	-
Library Subsidy	500 000	500 000	-	-
INEP Grant	-	733 000	9 000 000	9 404 000
<b>Total DORA Allocations</b>	<b>62 260 000</b>	<b>77 134 000</b>	<b>76 681 000</b>	<b>80 155 000</b>

## Rates & Services

<b>Rates &amp; Services</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>
Rates	30 821 357	41 712 934	43 548 303	45 507 976
Refuse	10 333 000	11 870 099	12 392 384	12 950 041
Elelectricity	4 151 508	4 350 777	4 542 212	4 746 611
Prepaid Electricity	6 193 967	6 491 277	6 776 893	7 081 853
<b>Total</b>	<b>51 499 832</b>	<b>64 425 087</b>	<b>67 259 792</b>	<b>70 286 481</b>

## Budgeted Operating Expenditure

Operational Expenditure	2021/2022	2022/2023	2023/2024	2024/2025
Employee related costs	40 332 127	44 932 512	46 909 543	49 020 472
Remuneration of councillors	5 050 687	5 293 119	5 526 017	5 774 688
Debt impairment	11 000 000	9 000 000	9 396 000	9 818 820
Depreciation & asset impairment	15 000 000	12 700 000	13 258 800	13 855 446
Finance charges	500 000	526 000	549 144	573 855
Bulk purchases	12 000 000	12 000 000	12 528 000	13 091 760
Other materials	1 555 100	1 836 500	1 917 306	2 003 585
Contracted services	10 452 440	19 475 000	7 803 900	8 155 076
Other expenditure	17 902 964	15 325 900	16 000 240	16 720 250.35
<b>Total Opex</b>	<b>113 793 318</b>	<b>121 089 032</b>	<b>113 888 949</b>	<b>119 013 952</b>



## **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

### 5.5 REVIEWED 5-YEAR STRATEGIC SCORECARD

#### 5.5.1 KPA 1- Service Delivery and Infrastructure Provision

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
021. 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 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 2021/2022	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 2021/2022	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 2021/2022 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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
			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  Town Hall-Komga	1 public amenity to be maintained through internal funding by 2019/20 fy	1 public amenity to be maintained through internal funding by 2021/2022 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 of (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 Electrification Project 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	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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	Management Systems	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	Reports on the land audit report implementation plan (Input)		Planning and Survey of Municipal Commonage Procurement Processes	Draft subdivision Plan and Motivation Report	Motivation Report submission and Endorsement By Council	Surveying of Municipal Commonage	
Building	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	Facilitating access to Housing as per the Great Kei Housing Sector Plan 2500 beneficiaries						Technical Services
		By capturing beneficiary list on the National Housing Needs Register	Number of beneficiaries captured on the National Housing Needs Register	500 applications	800 Beneficiaries captured in the NHNR	800 Beneficiaries captured in the NHNR	800 Beneficiaries captured in the NHNR	800 Beneficiaries captured in the NHNR	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		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	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 Ward Community meetings and 4GKM local Community Safety meetings per year	4 Ward Community meetings and 4 GKM local Community Safety meetings per year	4 Ward Community meetings and 4 GKM local Community Safety meetings per year	Community Services
		Coordinating sitting of community safety forum			4 Community Safety Forums meetings	4 Community Safety Forums meetings	4 Community Safety Forums meetings	4 Community Safety Forums meetings	
			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	
		By securing all municipal assets through implementing of safety and security measures	Access control provided in all municipal offices	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	Implement all access control programmes (visitors control, vehicle control and routine control)	
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

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		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
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

## 5.5.2 KPA - LOCAL ECONOMIC DEVELOPMENT

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
1. Local Economic Growth	To <u>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 and development.	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 <u>EPWP, CWP, MIG &amp; other sectoral programmes</u> 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 Services
6. Tourism	To promote the tourism potential of GKM by June 2022	LED03: 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	Project implementation	Project implementation	Project implementation	Strategic Directorate
7.		LED04:Lobby funding for high impact projects	Number of funding applications submitted to potential funders		2 applications	2 applications	2 applications	2 applications	
8.			Rand value of money secured from potential funders		1 million	1 million	1 million	1 million	
4. Agriculture	To promote the agrarian economy in support of the disadvantaged	LED05: By supporting and monitoring Agrarian and Farming	FSPU Project completed		Phase 1	Phase 2	Phase 3	AgricPark Project completed	Strategic Director

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	communal farmers by June 2022	Production and Programmes in partnership with DRDAR							
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



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

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27		
			% 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.	Compliance reports submitted as per MFMA and VAT Act. (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	
			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	Annual approved budget by council for 2018/19	Annual approved budget by council for 2019/20	Annual approved budget by council for 2021/2022	Annual approved budget by council for 2021/22	CFO
			Implementation of Mscoa Reform by 2022	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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	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

**8.4.4 KPA 4 - Institutional Development and Municipal Transformation**

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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, reports submitted as to comply with the requirements of the employment equity act by 2027	ID02: By ensuring that Affirmative Action Measures are incorporated in the EE Plan and are implemented	100% implementation of the identified Affirmative action measures implemented (Output)	By identifying barriers and develop strategies to mitigate them.	25% barriers identified mitigated	25% barriers identified mitigated	25% barriers identified mitigated	25% barriers identified mitigated	Director CS
		ID03: By developing, reviewing and implementing the Employment Equity Plan and ensure submission of the Employment Equity Report of the DoL	Compliant EE Plan and Employment Equity report submitted to the Department of Labour (output)	Council approved report on Implementation of Employment Equity Plan and a developed (EEA2 & EEA4) submitted to the DoL	Reviewed Employment Equity Plan and submission of the draft reviewed plan to Council and submission of (EEA2 & EEA4) reports to the DoL	Review strategies and Objectives and develop a draft reviewed 3 year plan to be submitted to Council for approval and to the DoL	Implementation of the Plan and submission of annual EEA2& EEA4 reports to DoL	Implementation of the Plan and submission of annual EEA2& EEA4 reports to DoL	
		ID04: By consistently submitting on stipulated time-frames, all the required EE reports to the Department of Labour	Acknowledgement letters and copies of EEA2 & EEA4 from the Department of Labour (output)	Acknowledgement letter on submission of EEA2, EEA4 to the Department of Labour	Acknowledgement letter on submission of EEA2, EEA4 to the Department of Labour	Acknowledgement letter on submission of EEA2, EEA4 to the Department of Labour	Acknowledgement letter on submission of EEA2, EEA4 to the Department of Labour	Acknowledgement letter on submission of EEA2, EEA4 to the Department of Labour	Acknowledgement letter on submission of EEA2, EEA4 to the Department of Labour

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
3. Time and Attendance	To ensure the municipal controlled environment and stability through proper adherence to attendance and leave management by June 2027	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 ensuring purchasing of an Integrated HRM System / time and attendance system for effective record keeping of working hours and absenteeism.	Purchased Integrated HRM Systems and copy of an approved monitoring and review system report	Conduct research about the system and source compliant service provider ( IHRMS) (benefits , challenges and costs, request approval for its purchasing	Pilot the system and conduct analysis , review policies and procedure manual in line with the applicable system in place	Integrate ( Leave , clocking and Payroll) Conduct Workshop to all relevant stakeholders and to the staff on amendments utilization and implement and submit for approval to the Council	Implement and generate annual report for implementation and monitor and submit for approval to Council	Monitor and Review systems report, analyse and submit to Council for approval	
		ID07: By ensuring purchasing of an E-Leave Management System and ensures development of an E-leave management policy and procedure manual as a control measures to maximise compliance	Copy of an approved Electronic GKM Leave Management Policy and Procedure Manual	Conduct research about the system(benefits , challenges and costs, request approval for its purchasing	Pilot the system and conduct analysis, review existing policies and align them procedure manual with the new system in place	Conduct Workshop to all relevant stakeholders and to the staff on amendments utilization and implement	Implement and generate annual report for implementation and monitor and submit for approval to Council	Monitor and Review systems report, analyse and submit to Council for approval	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
4. Organizational Development and Design	To ensure the achievement of the municipal mission and vision in enhancing service delivery by June 2027	ID08: By Annually reviewing the Organogram aligning it with the municipal IDP	Organisational structure reviewed and approved by council (Input)	2022/23 Organization structure reviewed and approved by council	2023/24 Organization structure reviewed and approved by council	2024/25 Organization structure reviewed and approved by council	2025/26 Organization structure reviewed and approved by council	2026/27 Organization structure reviewed and approved by council	
		ID09: By ensuring that Job Evaluation is periodically conducted to obtain aligned and properly graded jobs	100% of positions in the organogram evaluated	Signed organogram, Training on JD's Writing and JD's Submission of completed signed JD's to Amatole District for evaluation	100% targeted employees with signed JD	Review Organogram and Job Descriptions	Review Organogram and Job Descriptions	Review Organogram and Job Descriptions	
		ID010: By ensuring the cascading and monitoring of the departmental performance	No of employees signed performance promises and assessed	Develop Performance policy and submit to Council for approval	Workshop all relevant stakeholder and Implement to all departments	Monitor, Review and Implement and submit reports to Council for approval	Monitor , Review and implement and conduct annual assessment	Implement, Monitor , Review and conduct annual	
		ID011: By ensuring periodic municipal restructuring process to improve working conditions							
		ID012: By Coordination of effective and efficient Recruitment and Selection Process	100% compliance with relevant legislation and policies	Signed copy of reviewed Recruitment and Selection policies and a signed report on	Signed copy of reviewed Recruitment and Selection policies and a signed report on	Signed copy of reviewed Recruitment and Selection policies and a signed report on	Signed copy of reviewed Recruitment and Selection policies and a signed report on	Signed copy of reviewed Recruitment and Selection policies and a signed report on	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		in line with applicable reviewed policies		recruitment and selection	recruitment and selection	recruitment and selection	recruitment and selection	recruitment and selection	
		ID013: By designing and implementing on boarding and retention policy, procedures and strategies	100% compliance with municipal policies						
		ID014: By conducting organizational culture surveys and report with recommendations	No of reports compiled on organizational culture surveys with clear recommendations						
		ID015: By designing and implementing an organizational culture sustainability programme	No of programmes implemented to address organizational culture						

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 2027.	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	1 x Annual Skills and Competency Audit Report conducted for all Councillors and Staff	1 x Annual Skills and Competency Audit Report conducted for all Councillors and Staff	1 x Annual Skills and Competency Audit Report conducted for all Councillors and Staff	1 x Annual Skills and Competency Audit Report conducted for all Councillors and Staff	1 x Annual Skills and Competency Audit Report conducted for all Councillors and Staff	
		ID017: By developing, reviewing, implementing and monitoring the WSP for Capacitating Councillors, Employees and the Unemployed	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	
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
		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	ID019: By review and implementing Institutional Records Procedures in line	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	



Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
	with The National Archives and Records Service of South Africa by June 2022	with applicable legislation							
		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 2027	ID021: By reviewing the Employee Wellness Policy, Procedures and Programmes.	Number of Employee Wellness policies, procedures and programs implemented (Input)	2 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	4 EAP referrals coordinated	4 EAP referrals coordinated	4 EAP referrals coordinated	4 EAP referrals coordinated	4 EAP referrals coordinated	4 EAP referrals coordinated
9. Health and Safety Compliance	To ensure compliance with Health and Safety Regulation by June 2027.	ID023: By implementing and monitoring of health and safety policy and regulations.	Number of Health and Safety Inspections conducted (output)	4 Inspections & reports and reported	4 Inspections and reports and reported	4 Inspections and reports and reported	4 Inspections and reports and reported	4 Inspections and reports and reported	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
		ID024: By ensuring the achievement of health and safety practices in all municipal areas of work	No of Health and Safety workshops conducted	4 Health and Safety workshops conducted and reported	4 Health and Safety workshops conducted and reported	4 Health and Safety workshops conducted and reported	4 Health and Safety workshops conducted and reported	4 Health and Safety workshops conducted and reported	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	
		ID026: By conducting Institutional surveys, designing and presenting reports with recommendation to Council							
11. Corporate Facilities and Satellite Office	To ensure the management, assessments, monitoring and controlling of municipal facilities and Satellite Offices by June 2022	ID027: 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	

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
12. Risk Management and auditing	Ensure the management and control of internal, external audit matters including all Corporate Services and HR risks by 2022	ID028: 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	
		ID029: 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	

**8.4.5 KPA 5- Good Governance and Public Participation**

Priority Area	IDP Objective	IDP strategy	5-YEAR KEY PERFORMANCE INDICATOR	5 YEAR TARGETS					Custodian
				YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 Communication	To promote effective communication with all stakeholders by June 2022	GG03 Developing a functional Communication and Marketing Strategy	Number of reports on the implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	Strategic services
			GKM Monthly Newsletter(Input)	4 Newsletters	4 Newsletters	4 Newsletters	4 Newsletters	4 Newsletters	
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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
4. Strategic Planning	To ensure the development, implementation and review of integrated development planning by June 2022	GG05: By facilitating development and reviewal 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 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27	
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 and Policy Compliance	To ensure compliance with applicable legislation, regulations, policies, procedures and Development of By-laws by June 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 Manage	To develop a functional and responsive administration by 2022	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	

## 2022/2023 INDICATORS AND PERFORMANCE TARGETS

### 9.2.1 KPA 1- Service Delivery and Infrastructure provision

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	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, maintain gravel roads & Surfaced roads	4, 5 kms gravel constructed in Chintsa & constructed in Elityeni.	SD01-01	Number of kms to be constructed through MIG	R8,15m	<del>9,8km of gravel roads to be constructed at Komga to Siviwe (2,8km), Cefane Internal Streets (3, 5km), Morgan Bay Internal Streets (2,5km) &amp; Bridge from Siviwe to Zone 10 (1km)</del>	Appointment of contractors -Site Establishment	Construction of 3km of gravel road at Komga to Siviwe Main Road (2km) & Cefane Internal Streets (1km)	Construction of 3,8km of Gravel Road at Komga to Siviwe (0,8km) & Cefane Internal Streets (1,5km) & Morgan Bay Internal Streets (0,5km) & Siviwe to Zone 10 Bridge (1km)	Construction of 3 km of gravel road at Cefane Internal Streets (1km) & Morgan Bay Internal Streets(2km)	Contractor Appointment letters, Signed Monthly progress reports, Practical and Certificates of completion	DTS
			368 square meters maintained.		SD01-02	Number of square meters to be maintained through pothole patching and blading utilizing EPWP & internal funding	R690 000	500 square meters maintained per maintenance plan	Procurement of Cold Asphalt Mix & Tools	200 m <sup>2</sup> Areas: Komga & Coastal Areas	150 m <sup>2</sup> Areas: Komga & Coastal Areas	150 m <sup>2</sup> Areas: Komga & Coastal Areas	Order for Material. Progress Reports

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
2. Public amenities	To ensure provision of public amenities by June 2022.	SD02: By Constructing public amenities.	19 Public Amenities	SD02-01	Number of public amenities' to be constructed	R2,5m	1 community hall to be constructed at Lusizini	Appointment of Contractors, -Site Establishment	Construction of foundations at the Lusizini community hall.	Construction of brickwork for superstructure for Lusizini Community Hall, Roof coverings .	Construction of walkways, Plastering & Finishes to the community hall. Completion of project.	Contractor appointment letters, Signed monthly progress reports, Practical and Certificates of completion.	DTS
			3 public amenities maintained		Number of Public amenities maintained	R0	1 public amenity to be maintained through internal funding by 2021/2022	Appointment of service provider to undertake maintenance	Undertaking maintenance of Komga town hall	1 public amenity to be maintained	1 public amenity to be maintained	Quarterly reports submitted to standing committee	
3. Electrification	To increase access to electricity in Great Kei Communities by 2022	SD03: Solicit funding from DOE and potential funders	2019/20 Application to DoE	SD03-01	Number of funding applications submitted to department of energy	R0	1 Application submitted to Department of Energy	Application submitted to DoE		Confirmation of Gazette by National Treasury	Planning stage	Proof of submission & Gazette.	DTS
		SD04: By Upgrading and maintaining the electrical network	Increase of the NMD in Komga up to 2.8 MVA (Komga reticulation project)		SD04-01	Upgrading of Komga Intake Switching Room & Sub-station – Phase II (Output)	R0	Upgrading of Komga Intake Switching Room & Sub-station – Phase II	Advertisement & Appointment of service provider	Implementation & progress report	Implementation and Progress reports	Implementation ,Progress and commissioning	1. Appointment letter 2. Completion Certificate.



Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
4. Town Planning	To ensure alignment of SDF with the IDP by June 2022 to ensure progressive Spatial Planning & Land Use Management Systems	<u>SD06: By ensuring Controlled development within Great Kei LM</u>	Report of the land audit report implementation plan	SD04-02	Reports on the land audit report implementation plan (Input)	R0	Reports on the land audit report implementation plan (Input)	Planning and Survey of Municipal Common age Procurement Processes	Draft subdivision Plan and Motivation Report	Motivation Report submission and Endorsement By Council	Surveying of Municipal Commonage	Quarterly Reports submitted to the standing committee for noting on progress	DTS
			<u>Planning and Survey of various properties in Qumrha</u>	SD06-01	Reports on the land audit report implementation plan (Input)	R300 000	Implementation of the land audit report implementation plan	Planning and Survey of Municipal Common age Procurement Processes	Draft subdivision Plan and Motivation Report	Motivation Report submission and Endorsement By Council	Surveying of Municipal Commonage	Quarterly Reports submitted to the standing committee for noting on progress	DTS
			<u>SDF</u>		SPLUMA Compliant reviewed SDF	(In House) –	Adopted Reviewed SDF	Data Gathering and a Status Quo Report	Consultation of the Status Quo Report, SWOT Report	Objectives and Strategies report, development of the Capital Investment Framework	Draft SDF, Adoption of the SDF and a Final SDF Report	Final SDF	

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
			Approved Land Development Applications	SD06-02	100% of submitted development applications processed (Input)	R0	Processing 100% of submitted development plans in 3 months	Processing of all development applications submitted in 3 months	Processing of all development applications submitted in 3 months	Processing of all development applications submitted in 3 months	Processing of all development applications submitted in 3 months	Quarterly Reports submitted to the standing committee for noting on progress	DTS
5. Building Control	To ensure that National Building Regulations are adhered to by 2022	SD07: By implementing National Building regulations within the GKM area	Approved building plans	SD07-01	100% of submitted building plans processed within 3 months (Input)	R214 567	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	Quarterly Reports submitted to the standing committee for noting on progress	DTS
6. Sustainable Human Settlements	To facilitate the provision of Integrated sustainable human settlement within GKM by June 2022	SD08: By Facilitating access to Housing as per the Great Kei Housing Sector Plan.	GKM Housing Sector Plan		Facilitating access to Housing as per the Great Kei Housing Sector Plan 2500 beneficiaries								DTS
		By capturing beneficiary list on the National Housing Needs Register	400 Beneficiaries captured in the NHNR	SD08-01	Number of beneficiaries captured in the National Housing Needs Register	R0	400 Beneficiaries captured in the NHNR	100 Beneficiaries captured in the NHNR	100 Beneficiaries captured in the NHNR	100 Beneficiaries captured in the NHNR	100 Beneficiaries captured in the NHNR	Consolidated report on Beneficiaries captured in the NHNR presented to Council.	DTS

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
		SD07: By Facilitating access to alternative Housing units.	Land Audit Report		Facilitate the implementation of the planning for alternative housing units	R0	Identification of Land for Housing Development, 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	Report on Identification of Land for Housing Development, Establish Housing Forum, feasibility study and planning	
7. Community Safety & Security Services	To ensure a safe and secure environment by June 2022	SD10: By Coordinating sitting of community safety forum.	4 Community Safety Forums meetings	SD10-01	Number of Community Safety Forum meetings	R0	4 Community Safety Forum Meetings	One community safety forum meetings	One community safety forum meetings	One community safety forum meetings	One community safety forum meetings	Minutes and Attendance Register of Awareness Campaign Photos of Disaster Incidents	DTS
		SD11: By Developing and implementing of the GKM Disaster Management plan	ADM Disaster Management Plan	SD11-01	GKM Disaster Management plan developed and approved by Council	R0	GKM Disaster Management plan developed and approved by Council	Draft GKM Disaster Management plan	Workshopping of plan to stakeholders	GKM Disaster Management plan developed and submit to Council	Implement of the GKM Disaster Management plan	Copy of a plan. Council resolutions	DTS
			COVID-19 Pandemic	SD11-02	Number of COVID-19 projects implemented	R417,000	3 COVID-19 projects implemented	Procurement of Cleaning Material, PPEs and Load Hailer				Proof procurement and delivery.	Comms & Corpo

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
		By securing all municipal assets through implementing of safety and security measures	4 reports	SD11-03	Access control provided in all municipal offices	R0	Implement all access control programmes (visitors control, vehicle control and routine control)	1 report on visitors control, vehicle control and routine control	1 report on visitors control, vehicle control and routine control	1 report on visitors control, vehicle control and routine control	1 report on visitors control, vehicle control and routine control	Security reports to the Standing Committee	DTS
8. Solid Waste	To ensure improved solid waste management by June 2022	SD12: By implementing integrated Waste Management Plan in line with NEMWA	4335 households with access to weekly refuse removal	SD12-01	40 additional households with access to refuse removal	R12,7 mil	40 additional households with access to refuse removal	10 additional households with access to refuse removal	10 additional households with access to refuse removal	10 additional households with access to refuse removal	10 additional households with access to refuse removal	Erf numbers or site numbers submitted to revenue	DTS
		SD10: By undertaking rehabilitation and the closure of the Komga landfill site			Number of reports on closure of landfill site	R0		Conduct feasibility study for the Komga-Transfer Station	Closure and rehabilitation of the Komga landfill site	Construction of the Transfer Station - Phase 2	N/A		

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
9. Environmental Management	To Co-ordinate improvement of Municipal Environmental Management by 2022	SD13: By developing and implementing integrated environmental management plan in line with NEMA	Draft plan	SD13-01	Integrated environmental management plan developed and approved council	R0	By developing Integrated environmental management plan in line with NEMA	Developed Draft IEMP	Consultation of stakeholders	Submitted Draft to Council	Approved IEMP	Copy of approved IEMP. Council resolutions	DTS
		By implementing town beautification program	Two town beautification program implemented	SD14-01	Town beautification program conducted	R0	Two town beautification program conducted	Beautification of Kei Mouth Town	Beautification of Kei Mouth Town	Beautification of Kei Mouth Town	Beautification of Kei Mouth Town	Quarterly Reports to standing Committee, Pictures	
10. Cemeteries Services	To improve management of cemeteries by June 2022	SD15: By implementing Cemetery management plan	Cemetery management plan	SD15-01	Number of cemetery sites allocated, numbered, captured and revenue generated	R5 918	60 Cemetery sites allocated	15 cemetery sites allocated	15 cemetery sites allocated	15 cemetery sites allocated	15 cemetery sites allocated	Copy of allocated cemetery sites register. Proof of payment receipts	DTS
41. security services	<del>To safeguard municipal assets by June 2022.</del>	SD16: By securing all municipal assets through implementing of safety and security measures	<del>4 reports</del>	SD14-04	<del>Access control provided in municipal main offices</del>	R0	<del>Implement all access control programmes (visitors control, vehicle control and routine control)</del>	<del>1 report on visitors control, vehicle control and routine control</del>	<del>1 report on visitors control, vehicle control and routine control</del>	<del>1 report on visitors control, vehicle control and routine control</del>	<del>1 report on visitors control, vehicle control and routine control</del>	<del>Security reports to the Standing Committee</del>	DTS

9.2.2 **KPA 2- Local Economic Development**

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
1. Local Economic Growth	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.	Draft MOU with Sibanye Still Water. 5 million funding- Sibanye Still Water	LED01	1 MOU with Sibanye Stillwater signed and implemented (Input)	R0	MOU with Sibanye Stillwater signed and implemented	Follow up on pledged financial support by Sibanye Stillwater	Follow up on pledged financial support by Sibanye Stillwater	Sign MOU with Sibanye Stillwater	Implement MOU with Sibanye Stillwater	Correspondence of follow up, MOU and implementation report	Strategic Services
		LED02: By implementing Small Town Revitalization Strategy	2018 Small Town Revitalization Strategy	LED02	Number of funding applications submitted to potential funders	R0	3 application submitted to potential funders for implementation of Small Town Revitalisation Strategy	Submit 1 application	Submit 1 application	Submit 1 application	N/A	Proof of funding applications submitted	Strategic Services
2. Job Creation	To create job opportunities through <u>EPWP</u> , <u>CWP</u> , <u>MIG</u> & <u>other sectoral programmes</u> by June 2022	LED03: Support initiatives geared towards mass job creation and sustainable livelihoods	119 EPWP 104 MIG	LED03-01	Number of job opportunities created through EPWP & MIG projects (output)	R0	140 jobs created	Recruitment of laborers-70 jobs created	30 jobs created	25 jobs created	15 jobs created	Proof of job creation.	Technical Services

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
			556	LED03-02	Number of job opportunities created through CWP projects (output)	External funded	550 CWP jobs created through reregistration of participants.	1 monitoring report to Standing Committee	1 monitoring report to Standing Committee	550 CWP jobs created through reregistration of participants.	1 monitoring report to Standing Committee	Proof of job creation. Standing committee reports.	Strategic services
			4 CWP RC meetings	LED03-03	Number of CWP Reference Committee meetings held	R0	4 CWP Local Reference Committee Meetings held	Hold 1 CWP LRC meeting	Hold 1 CWP LRC meeting	Hold 1 CWP LRC meeting	Hold 1 CWP LRC meeting	Minutes and attendance register.	Strategic Services
3. Tourism	To promote tourism potential of GKM by June 2022	LED05: By creating a conducive environment for tourism development	3 Green Coast flag Status applications submitted	LED04	Number of Green Coast Flag Status applications submitted	R 40 000.00	4 Applications for Green Coast Status submitted	-	-	-	4 Applications for Green Coast flag Status	Proof of applications submitted	Strategic Services
4. High impact	To promote sustainable socio-economic development within GKM area by 2022	LED06:Lobby funding for high impact projects	Agric Park Business Plan	LED06	Number of funding requests submitted and follow-up on Agric Park Application	R0	1 funding requests submitted and follow-up on Agric Park Application	1 funding applicaton	Follow-up on Agric Park Application	-	-	Funding application and Correspondence	Strategic Services

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
5. Agriculture	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2022	LED07: By supporting and monitoring Agrarian and Farming Production and Programmes in partnership with DRDAR	5 Agricultural Forum Meetings	LED06	Number of Agricultural Forum Meetings held (Output)	R0	4 Agricultural Forum Meetings	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Signed Report & attendance registers	Strategic Services
6. SMME's & Co-operatives	To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2022	LED08: Lobby technical support and funding from potential funders to support SMME's & Co-operatives	194	LED07-01	Number of SMME's supported (Output)	R0	80 SMME's supported	20 SMME's	20 SMME's	20 SMME's	20 SMME's	Report on SMME's supported to the Standing Committee	Strategic Services



Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI Number	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
			0	LED07-02	Number of cooperatives supported	R 150 000.00	3 cooperatives supported	Identification of cooperatives to be supported	Conducting needs assessment for cooperatives identified	Procurement of production inputs and materials	Delivery of production inputs and material	Standing committee report on list of identified cooperative, needs assessment for the cooperatives, receipts for material and production inputs and delivery note	Strategic Services
		LED09: By supporting and monitoring SMME programs	2	LED08	Number of Business Forum meetings held	R0	4 Business forum meetings held	1 Meeting	1 Meeting	1 Meeting	1 Meeting	Signed report and attendance register	Strategic Services

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

Priority	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian	
								Q1	Q2	Q3	Q4			
10														
1. Asset	To ensure proper management and maintenance of GKM assets by June 2022	FM01: By maintaining a GRAP compliant asset register.	2019/20 reviewed Asset Policy	FM01-01	Asset policy and updated asset register approved by Council (Input)	R800 000	Asset policy and updated asset register approved by Council	Review Asset Management Policy. 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.	Copy of approved policy. Council resolutions	CFO	
2. Supply Chain Management	To maintain effective and efficient procurement by June 2022	FM02: By ensuring adherence to Supply Chain Management Regulations	2019/20 reviewed SCM Policy	FM02-01	SCM policy reviewed and approved by council (Input)	R0	SCM policy reviewed and approved by council	Review SCM Management Policy.	Circulating the reviewed SCM Management Policy.	Draft SCM Management Policy.	Submission of the draft SCM Management policy to Council approval.	Copy of approved policy. Council resolutions	CFO	
			1 suppliers day	FM02-02	Suppliers Day held (Output)	R 2 000 (Advert)	1 Suppliers Day held	N/A	N/A	Suppliers Day will be held.	N/A	Attendance Register and Copy of advert	CFO	
			100%	FM02-03	% of tenders concluded in accordance with (tender validity timeframe) (Output)	R0	100%	100%	100%	100%	100%	100%	Copy of advert and appointment letters.	CFO
			2019/20 Procurement plans	FM02-04	Procurement plans signed off by the Accounting Officer	R0	Procurement plans signed off by the Accounting Officer.	Procurement plans signed off by the Accounting Officer.	Procurement plans signed off by the Accounting Officer.	N/A	N/A	N/A	Signed procurement plans	CFO

Priority	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian	
								Q1	Q2	Q3	Q4			
10	Expenditure	4 SCM reports	FM03: By Implementing expenditure management in terms of Section 65 of MFMA and 66 of MFMA	FM02-05	Number of SCM implementation reports (Input)	R0	Four reports on implementation of the SCM policy.	1 Quarterly reports	1 Quarterly reports	1 Quarterly reports	1 Quarterly reports	Quarterly reports to the standing committee	CFO	
				FM03-01	Creditors payment period (Output)	R0	30 days	30 days	30 days	30 days	30 days	30 days	Monthly creditors payment reports	CFO
				FM03-02	Payments of salaries and allowances as per the prescribed time.	R51,7	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.	Payment of salaries on deadline.	Section 66 reports	CFO
				FM03-03	Irregular, Fruitless and Wasteful and Unauthorized Expenditure report (Input)	R0	0%	0%	0%	0%	0%	0%	Irregular, fruitless and wasteful, unauthorized expenditure reports	CFO
				FM03-04	% of MIG Funding expenditure (Output)	R11,2 mil	100%	10%	40%	25%	25%	MIG expenditure reports to Council	DTS & CFO	
4.	ICT	To Maintain effective and efficient Information and technology systems by June 2022	FM04: By Upgrading and maintenance of ICT infrastructure and systems	2019/20 reviewed ICT Policies	FM04-01	ICT policies and governance framework reviewed and approved by council (Input)	R1,8 mil	ICT policies reviewed and approved by council.		Draft reviewed ICT policies submitted to management	Draft reviewed ICT policies submitted to council	ICT policies reviewed and approved by council.	Council Resolutions, copy of ICT policies	CFO

Priority	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
10			IT Masterplan	FM04-02	IT Masterplan reviewed approved by council (Input)	R0	.Implementation of IT Masterplan		Draft reviewed IT Masterplan submitted to management	Draft reviewed IT Masterplan submitted to council	IT Masterplan approved by council	Council resolutions . Copy of approved IT Masterplan	CEO
			IT Masterplan	FMM04-	IT Masterplan Implementation	R0	IT Masterplan Implantation	1 quarterly report the standing committee	1 quarterly report the standing committee	1 quarterly report the standing committee	1 quarterly report the standing committee	Quarterly reports to the Standing Committee	CEO
5. Budgeting and Reporting	To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act, VAT Act, Treasury regulations and Budget reforms , by June 2022	FM05: Comply with all Statutory reporting requirements and financial reforms.	Compliance reports submitted as per MFMA and VAT Act.	FM05-01	Compliance reports submitted as per MFMA and VAT Act. (Input)	R217,391	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.	Proof of submissions and copies of reports.	CEO
			2019/20 annual budget	FM06-01	Annual approved budget by council for 2018-2022	R0	Annual approved budget by council for 2019/20	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.	Copy of approved budget and council resolutions .	CEO
			4 Mscoa reports	FM07-01	Number of mSCOA project implementation reports to Council	R1 mil	4 mSCOA implementation reports to Council	1 Report on mSCOA implementation to Council	1 Report on mSCOA implementation to Council	1 Report on mSCOA implementation to Council	1 Report on mSCOA implementation to Council	Copy of 4 mSCOA reports to council.	ALL HOD's

Priority	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
10	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.	FM08: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed FM09: By developing and implementing revenue turn-around strategy	65%	FM08-01	% increase in actual revenue collection (Output)	R27,8 mil	8% increase as from the baseline as at 30 June 2019	2%	2%	<del>2%</del> 1%	<del>2%</del> 1%	Revenue Collection report	CFO
			R0	FM09-01	GKM Total debt reduced	R0	R10 million reduction of the Total debt owed by ratepayers	R2,5million reduction	R2,5million reduction	R2,5million reduction	R2,5million reduction	Debt by type report, List of disconnect ions	CFO
			Revenue turn-around strategy	FM09-02	Revenue turn-around strategy reviewed and approved by council (input indicator)	R0	Revenue turn-around strategy reviewed and approved by council	Collection of data, research and analysis	Consultation of stakeholders.	<u>Draft</u> reviewed Revenue turn-around strategy	Reviewed Revenue turn-around strategy <u>presented to council for approval</u>	Copy of reviewed strategy. Council resolutions	CFO
			New indicator	FM09-04	Update of the General Valuation Roll through a supplementary roll annually	R869,565	Conduct a yearly supplementary roll to update General Valuation Roll	Update General Valuation roll by Valuer & GV on FMS with the Supplementary roll	Update monthly transferred properties on FMS by downloading the deeds	Update monthly transferred properties on FMS by downloading the deeds	Perform a reconciliation of GV by Valuer and GV on FMS	Deeds Download, Rates Reconciliation	CFO

Priority	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
10		FM10: Review and implement the indigent policy and maintain an updated indigent register.	Indigent register	FM10-01	Review and updated indigent register	R0	100% beneficiary subsidization of the customers that have claimed	Update the list of indigent register with ID Numbers	100% Indigent subsidized and added indigent customers	100% Indigent subsidized and added indigent Customers	100% Indigent subsidized and added indigent customers	Monthly Indigent registration report	CFO
7. Audit Outcome	To ensure improvement of audit outcomes through reduction of audit findings by June 2022.	FM11: By developing, implementing and monitoring of Audit Action Plan, policies and procedures.	Qualified audit	FM11-01	% of audit findings addressed	R0	100% 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	Audit action plan & report. Council items.	All Directorates
8. Risk	To ensure management of organizational and mitigation of risks by June 2022	FM12: Develop, monitor and review of strategic risks registers	100%	FM12-01	% implementation of action plan to mitigate identified risks (Output)	R0	% 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.	Updated risk register.	All Directorates
9. 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.	FM13: By enforcing and monitoring of road traffic rules	2942	FM13-01	Number of Motor Vehicle registrations (Output)	R550,000	2000 Motor Vehicle registrations	500 motor vehicle registrations	500 motor vehicle registrations	500 motor vehicle registrations	500 motor vehicle registrations	Quarterly eNatis reports to the Standing Committee	DIS
			523	FM13-02	Number of Learners license bookings (Output)	R300,000	600 learners' license	150 learners license	150 learners license	150 learners license	150 learners license	150 learners license	Quarterly eNatis reports to the Standing Committee

Priority	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2021/2022	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
10			589	EM13-03	Number of renewals (drivers & PDP) (Output)	R135,000	600 motor vehicle renewals	150 motor vehicle renewals	150 motor vehicle renewals	150 motor vehicle renewals	150 motor vehicle renewals	Quarterly eNatis reports to the Standing Committee	DIS
			1344	EM13-04	Number of drivers licenses (Output)	R1,2 mil	800 driver's license	200 drivers licenses	200 drivers licenses	200 drivers licenses	200 drivers licenses	Quarterly eNatis reports to the Standing Committee	DIS
			26 fined issued	EM13-05	Number fines issued	R30,000	400 Fines issued	100 issued	100 issued	100 issued	100 issued	Quarterly Standing Committee reports.	DIS
					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	Quarterly Standing Committee Reports	

9.3.4 **KPA 4: Institutional Development and Transformation**

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2019/20	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
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 by June 2022	ID01: By designing, implementing and monitoring, all the strategies to achieve the Corporate and HR areas of focus.	Draft plan	ID01-01	Strategic Corporate & Human Resource Management Plan developed & approved by council (Input)	R0	Strategic Corporate & Human Resource Management Plan developed & approved by council	Develop the plan	Circulate to departments for inputs and consolidate	Workshop Managers, Labour and Councilors	Adoption by Council	Adopted Strategic Corporate & Human Resource Management Plan	Director CS
2. Employment Equity	To ensure that all the discriminatory employment processes are eliminated to achieve Employment Equity Act by June 2022	ID02: By ensuring targets on EEP are met.  ID03: By developing, reviewing and implementing the Employment Equity Plan	Employment Equity Plan. 5 % EE targets implemented	ID02-01	% of Employment equity Plan target implemented (Output)	R0	4 % EE targets implemented	Develop EEP	Workshop to Management	2 % targets implemented.	2 % EE targets implemented.	Progress reports on EE targets  Proof of submission of EEA forms to DoL	Director CS



Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2019/20	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
		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 June 2022	ID05: By developing, implementing the leave policy and procedure.	4 quarterly reports	ID03-01	Number of time and attendance reconciliations reports compiled and submitted to Management	R0	4 quarterly Reports	1 quarterly report submitted to the Standing Committee	1 quarterly report submitted to the Standing Committee	1 quarterly report submitted to the Standing Committee	1 quarterly report submitted to the Standing Committee	4 Quarterly reports submitted to the Standing Committee	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											

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2019/20	QUARTERLY TARGETS					POE	Custodian
								Q1	Q2	Q3	Q4			
4. Organizational Structure man Resources Development	To ensure the achievement of the Municipal Mission & Vision in enhancing service delivery by June 2022	ID04: By Annually reviewing the GKM Organogram in order to address the <u>community</u> needs and functions of the Municipality.	Reviewed 2019/20 Organizational structure	ID04-01	Organizational structure reviewed and approved by council (Input)	R51,7	2021/2022 Organizational structure reviewed and approved by council	Develop a Process Plan and circulate the Organizational Structure to Directorates for inputs	Analyze and consolidate inputs from Directorates	Workshop Management and Labour on Draft Organizational Structure	Workshop Councilors on Draft Organizational Structure. Submit to Council for adoption	Adopted and signed Organizational Structure. Council resolutions. Attendance registers	Director CS	
			Recruitment policy	ID04-02	The average length of time it takes to fill a vacant post (output)	R0	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	Recruitment reports to the standing committees	DCS	
		By ensuring the cascading and monitoring of the departmental performance					All 4 HR systems 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.	ID05: By ensuring the implementation and monitoring of WSP (including learnerships, internships, and graduate training programmes).	Workplace Skills Plan	ID05-01	2019/20 Workplace Skills Plan reviewed and approved by LLF (Input)	R100 000	2019/20 Workplace Skills Plan reviewed and approved by LLF	Skills Audit conducted	Meeting with Departments to prioritize training needs	Populate and present to all stakeholders for inputs and signing.	2019/20 Workplace Skills Plan approved by LLF and submitted to LGSETA	LLF Resolution. Proof of submission of Workplace Skills	Director CS	
			4 trainings	ID05-02	Number of capacity programs coordinated for Councilors and Staff (Output)	R0	4 capacity building Programs	1 capacity building Programs implemented	1 capacity building Programs implemented	1 capacity building Programs implemented	1 capacity building Programs implemented	1 capacity building Programs implemented	4 Standing Committee Reports on implemented programmes	

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2019/20	QUARTERLY TARGETS					Custodian
								Q1	Q2	Q3	Q4	POE	
6- Legislative and Policy Compliance	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 applicable legislation (including compliance audits)	2019/20 Municipal Policies approved	ID06-01	Municipal Policies reviewed and approved by council (Input)	R0	All municipal Policies reviewed and approved by council	Design standard operating procedures for policy implementation & workshop to staff for implementation	Coordinate & facilitate policy review	Workshop policies to all Councilors, & Labour Reps employees	Present all policies to Council for approval	Policies; Council resolutions; attendance registers	Director:CS DCS
			All municipal By-Laws	ID06-03	Number of By-Laws submitted to council	R0	4 By-Laws submitted to council	Design & Circulate standard operating procedures for by-law review & development	Coordinate & facilitate By-law review & Development processes	Coordinate public participation on prioritized By-Laws	Present Reviewed /or New By-laws to Council for approval	Council Resolution Approving By-Laws	
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	R0	2 x Assessments conducted						
					No of strategies designed and implemented	R0	1 x strategy designed and implemented						

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2019/20	QUARTERLY TARGETS				POE	Custodian
								Q1	Q2	Q3	Q4		
7. Council Support	To ensure effective functioning of Council and its committees by June 2022	ID07: By ensuring that the Council and its sub-committees seat in accordance with the approved Council calendar.	5 Ordinary & 4 Special Council meetings 30 Standing Committees	ID07-01	Number of Council and standing committee meetings set in line with council calendar (Output)	R0	4 Council sittings & 20 Standing Committee held	1 Ordinary Council sitting & 5 Standing Committees coordinated	1 Ordinary Council sitting & 5 Standing Committees coordinated	1 Ordinary Council sitting & 5 Standing Committees coordinated	1 Ordinary Council sitting & 5 Standing Committees coordinated	Copy of Council Minutes & attendance Registers for all Committees	Director.C.S
		ID08: By ensuring safe keeping of the Council resolution register	4 Registers <u>dispatched and implemented</u>	ID08-01	Number of Council resolution registers <u>dispatched and implemented</u>	R0	4 Registers <u>dispatched and implemented</u>	1 Register dispatched & implemented	1 Register dispatched & implemented	1 Register dispatched & implemented	1 Register dispatched & implemented	Council Resolution Noting Updated Council Resolutions	Director.C.S
9. Labour Relations	To promote sound labor relations and ensuring compliance with relevant labour legislations by June 2022.	ID09: By implementing disciplinary codes and adhering to the applicable labour related legislations.	4 workshops	ID09-01	Number of workshops conducted on Code of Conduct & Disciplinary Codes (Output)	R0	4 workshops	1 workshop conducted	1 workshop conducted	1 workshop conducted	1 workshop conducted	Progress reports; attendance registers	Director.C.S
10. Employment Wellness	To ensure availability of competent, healthy and motivated workforce by June 2022.	ID10: By implementing and reviewing of Employee Wellness programs.	4 Employee Wellness programs conducted	ID10-01	Number of Employee Wellness programs conducted (Input)	R173,913	4 Employee Wellness programs conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted	1 wellness programme conducted	Progress reports and attendance registers	Director.C.S

Priority Area	IDP Objective	IDP strategy	Baseline 2019/20	KPI	Key Performance Indicator	2021/2022 Budget	Annual Target 2019/20	QUARTERLY TARGETS					Custodian
								Q1	Q2	Q3	Q4	POE	
11. Health and Safety Compliance	To ensure compliance with Health and Safety Regulation by June 2022.	ID11: By implementing and monitoring of health and safety policy and regulations.	4 Inspections and reports	ID11-01	Number of Health and Safety Inspections conducted (output)	R173,913	4 Inspections and reports	1 Inspection and report	1 Inspection and report	1 Inspection and report	1 Inspection and report	4 Inspection reports. Attendance registers and	Director CS
12. Auxiliary Services	To promote holistic customer reception management and provision of auxiliary services to the entire institution	ID12: By conducting Institutional surveys, designing and presenting reports with recommendation to Council	Draft customer survey report	ID12-01	Number of satisfaction customer surveys conducted <u>and submitted to Council</u>	R0	2 Progress Reports on the Customer Survey Implementation to Council	Presentation of the 19/20 Survey Findings to Management	Consolidate Management inputs and circulate recommendations to all Directorates	Report on the implementation of Survey Findings to Council	Report on the implementation of Survey Findings to Council	Copy of Customer satisfaction survey reports to Council	Director corporate
13. Risk Management and auditing	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	Audit Action Plan		% of Audit findings addressed	R0	100% Implementation of the Audit Action Plan	100% of Audit findings addressed	100% of Audit findings addressed	100% of Audit findings addressed	100% of Audit findings addressed	100% of Audit findings addressed	
		ID028: By designing an Audit Checklist in line with the AG dashboard to strategically address the audit problems within CPS	Audit Action Plan		Checklist designed and implemented	R0	100% Implementation of the Audit Action Plan	1 x 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	1 x checklist designed and implemented

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 Participation & Management of Petitions	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 Marketing and Communication	To promote effective communication with all stakeholders by June 2022	GG03: Developing a functional Communication and Marketing 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 Relations	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	QUARTERLY TARGETS				POE	Custodian
						Annual Target 2018/19	Q1	Q2	Q3		
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									Strategic services
5. Operational planning and performance monitoring	To ensure the institutionalization of Performance Management by June 2022	GG06: Develop and review Institutional 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		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 <sup>th</sup> Quarter SDBIP report & Annual performance report developed and approved by Council	1 <sup>st</sup> Quarter SDBIP report developed and approved by Council	Mid-year report & Annual report developed and approved by council	3 <sup>rd</sup> Quarter SDBIP report developed and approved by Council	Strategic services
6. Audit Committee	To ensure effective functioning of Oversight	GG15 Provide administrative support to oversight committees			Number of Audit Committee Meetings held (Output)	4 AC meetings	1AC meetings	1 AC meetings	1 AC meetings	1 AC meetings	Strategic

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
	Committees by June 2022				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
8. Legislative and Policy Compliance	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



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
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;

<b>Schedule 4 Part B</b>		
<b>Local Function</b>	<b>District Function</b>	<b>Shared Function</b>
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	
<b>Schedule 5 Part B</b>		
<b>Local Function</b>	<b>District Function</b>	<b>Shared Function</b>
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
<b>Basic Service Delivery: Infrastructure; Community Services; Environment</b>	Building regulations
	Public Safety
	Storm water management systems in built-up areas
	Fire fighting services
	Municipal public transport
	Cemeteries,
	Traffic and parking

	<p>Municipal roads</p> <p>Refuse removal, refuse dumps and solid waste disposal</p> <p>Street lighting</p> <p>Fencing and fences</p> <p>Cleansing</p> <p>Beaches and amusement facilities</p> <p>Local amenities</p> <p>Local Sport facilities</p> <p>Beaches and amusement facilities</p> <p>Electricity reticulation</p> <p>Pounds</p> <p>Municipal parks and recreation</p>
<b>Local Economic Development: Planning and Development</b>	<p>Local Tourism; Agriculture</p> <p>Municipal planning</p> <p>Markets</p> <p>Institutional Performance Management</p>
<b>Institutional Development and Organizational Transformation: Council and Administration</b>	<p>Administrative Functions</p> <p>Human Resources Development</p> <p>Council Support</p> <p>Asset Management</p> <p>Labour Relations</p> <p>Records Management</p>
<b>Financial Viability: Finance and Information Technology</b>	<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>
<b>Good Governance and Public Participation</b>	<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"> <li>- Budget and Treasury Office</li> <li>- ICT</li> <li>- Environmental Management</li> <li>- Internal Audit and Risk Management</li> <li>- Waste Management</li> <li>- Corporate Services</li> <li>- Communication</li> <li>- Legal Services</li> </ul>	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
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
OHS/Wellness	Development of a Wellness strategy	R50 000	Improved physical, financial, emotional wellbeing of employees.	Immediately
Administration	Acquiring of an Office Space ( park homes)	R 1 500 00 (5x park-homes)	<ul style="list-style-type: none"> <li>- The municipality will comply with Occupational Health and Safety requirements</li> <li>- Employees will be working under conducive working environment and they will be able to perform their duties effectively</li> </ul>	immediately
Records Management	GKM File Space (Containers) Procurement of the Electronic Document Management System	R 1000 000	<ul style="list-style-type: none"> <li>- The risk of losing the documents will be minimised as the Council records will be kept in a safe storage.</li> <li>- There will be sufficient storage for congestion of Council files and ensure safe keeping of Municipal Documents</li> </ul>	Immediately
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
Financial Viability	Development of a 3 Financial Recovery Plan: <ul style="list-style-type: none"> <li>- Data Cleansing</li> <li>- Revenue Enhancement Strategy</li> <li>- Property Evaluation Roll</li> </ul>	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
	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"> <li>- Council Rules</li> </ul>	R500 000	To ensure coherence and guidance on the Council oversight responsibilities	Immediately

	- System of Delegation - Policies				
	<i>Development of Brand Repositioning Strategy and Communication Tools of Trade</i>	R300 000	<i>To have a strategic approach towards communication, community engagements, media and stakeholder relations.</i>	Immediately	
	Review and Development of Bylaws	R500 000	Compliance of citizens	In the 2019/20 FY	
Service Delivery	Provision of Refuse Removal Truck	R3 400 000	To collect refuse on a predictable schedule.	Immediately	
	Resurfacing of Municipal Roads	As per the Roads Master Plan	Refurbished municipal infrastructure towards the promotion of economic activity within the municipal boundaries	Immediately	
	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	
	Development of a Roads Master Plan	R400 000	To guide the development, maintainance and refurbishment of the roads infrastructure	Immediately	
	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	



## APPENDIX C: AUDIT ACTION PLAN

Number	Coaf number	Exception title	Section	Exception details	Impact	A.G. recommendation	Management Action	POE	Due date	Responsible person	Department	Sub-department	Progress to date	Status
1	COAF24	Receivables from exchange transactions - Existence could not be confirmed and incorrect classification (2018/19 financial year)	Receivables	While auditing receivables from exchange transaction the following was noted. 1. Existence of the accounts per the below table could not be confirmed; closed account balances, municipality billing itself and unknown debtors charged lead to the differences identified. 2. Auditors could not confirm whether interest and miscellaneous services were correctly classified as receivables from exchange transactions and there are interest line items on the age analysis which could not be classified as either receivable from exchange items or statutory receivables. Management did not provide sufficient appropriate evidence to support interest and miscellaneous line items, therefore, there is a limitation of scope.	Receivables from exchange transactions are overstated by a projected amount of R10 633 752 and revenue from exchange is overstated by the same amount.	Management should make sure that proper reviews are done on the underlying schedules that supports the annual financial statement.				N Sana	BTO	Revenue		In progress
2	COAF24	Receivables from exchange transactions - Existence of the accounts could not be confirmed and incorrect classification of exchange transactions (2019/20 financial year)	Receivables	When auditing receivables from exchange transaction the following issues were noted. 1. Existence of the accounts per the below table could not be confirmed; closed account balances, municipality billing itself and unknown debtors charged lead to the differences identified. 2. Auditors could not confirm whether interest and miscellaneous services were correctly classified as receivables from exchange transactions and there are interest line items on the age analysis which could not be classified as either receivable from exchange items or statutory receivables. Management did not provide sufficient appropriate evidence to support interest and miscellaneous line items, therefore, there is a limitation of scope.	Receivables from exchange transactions have been overstated by a projected amount of R 8 335 530 and revenue from exchange is overstated by the same amount.	Management should make sure that proper reviews are done on the underlying schedules that supports the annual financial statement.				N Sana	BTO	Revenue		In progress

3	COAF24	Receivables from non-exchange transactions - existence and classification issues noted (2018/19 financial year)	Receivables	<p>1. Based on the audit performed existence of the accounts per the table below could not be confirmed. We were unable to trace these accounts to the general valuation roll and some accounts are closed; in addition, as an alternative to verify existence, we inspected the debtor's statement for subsequent payments (July 2019 to September 2019), however, there were no payments identified. The municipality also has Great Kei Local Municipality as a debtor.</p> <p>2. Furthermore, there were accounts charged for miscellaneous services and we could not confirm whether they relate to services classified as non-exchange transactions. Management did not provide sufficient appropriate evidence to support these miscellaneous line items, therefore, there is a limitation of scope.</p>	Receivables from non-exchange transactions are overstated by a projected misstatement amounting to R1 614 835.	Management should perform a cleaning exercise on the billing system and remove all the closed accounts.				N Sana	BTO	Revenue		In progress
4	COAF24	Receivables from non-exchange transactions: Existence of the accounts could not be confirmed and incorrect classification of exchange transactions (2019/20)	Receivables	<p>1. Based on the audit performed existence of the accounts per the table below could not be confirmed. We were unable to trace these accounts to the general valuation roll and some accounts are closed; in addition, as an alternative to verify existence, we inspected the debtor's statement for subsequent payments (July 2020 to September 2020), however, there were no payments identified. The municipality also has Great Kei Local Municipality as a debtor.</p> <p>2. Furthermore, there were accounts charged for miscellaneous services and we could not confirm whether they relate to services classified as non-exchange transactions. Management did not provide sufficient appropriate evidence to support these miscellaneous line items, therefore, there is a limitation of scope.</p>	Receivables from non-exchange transactions are overstated by a projected amount of R9 089 775 and revenue from non-exchange is overstated by the same amount.	Management should ensure that proper reviews are done on the underlying schedules that supports the Annual Financial Statement.				N Sana	BTO	Revenue		In progress

5	COAF16	Value added tax (VAT) payable - VAT payable balance incorrectly calculated at year end (2019/20 financial year) and limitation of scope	VAT payable	The following issues were noted during the testing of VAT payables: 1. VAT payable was incorrectly calculated, the June reconciliation had a balance of R2 837 521 and no proper support was submitted to substantiate the difference between the payable balance per the reconciliation and the amount disclosed on the AFS of R5 582 490. The following calculation was noted on the reconciliation Vat payable: R2 932 521,50 Less: Vat receivable: R95 324,22 Reconciling difference: R2 837 521,28 (reconciling difference per the June reconciliation). 2. It has been confirmed through inspection of the GL and the VAT reconciliations that VAT penalties and interest charged against the municipality for late VAT201 submissions amounting to R12 378,48 and the VAT assessments amounting to R8 482,09 were not included on the calculation of the VAT payable for 2019/20.	VAT payable balance is overstated by R2 816 660.	As part of the review process, management should ensure that information as per the general ledger, the annual financial statements and VAT reconciliations agree with the supporting documents. Any errors and/ or omissions detected during the review process should be corrected in a timely manner before AFS are submitted to the Auditor General for audit.				N Sana	BTO	Revenue	Not Started
6	COAF28	Debt impairment - Debt impairment on receivables for property rates not complete (2018/19 financial statements)	Debt impairment	During the audit of debt impairment for receivables on property rates for 2018/19 financial year it was noted that not all debtors were considered for the impairment, therefore provision raised is not complete. The debtors balance per the calculation schedule for impairment is different from the debtor's balance per the age analysis	The provision raised is misstated by a factual limitation misstatement of R6 678 061	Management should consider all effects of the adjustments when the component of the financial statement has been adjusted.				N Sana	BTO	Revenue	Not Started
7	COAF28	Debt impairment - Debt impairment from non-exchange transaction not complete (2019/20 financial year)	Debt impairment	During the audit of debt impairment for receivables on property rates for 2019/20 financial year it was noted that not all debtors were considered for the impairment, therefore provision raised is not complete. The debtors balance per the calculation schedule for impairment is different from the debtor's balance per the age analysis.	Provision raised is misstated by a factual limitation misstatement of R7 922 691.	Management should consider all debtors when assessing their recoverability for impairment.				N Sana	BTO	Revenue	Not Started

8	COAF14	1. Revenue from non-exchange - Conditional grants: Overstatement of revenue from conditional grants	Revenue	The following has been noted on revenue: 1. The following transactions were incorrectly recognised as revenue in 2019/20 financial year, expenditure was incurred in 2018/19 financial year therefore, the conditions to recognise revenue were met in 2018/19 financial year. 2. Differences have been identified between the amount recorded in the grants register/ general ledger and the amount as per the invoice, this resulted to an overstatement of revenue from conditional grants.	1. Cut-off issue: Government grants and subsidies are overstatement by a projected misstatement of R4 626 223 and accumulated surplus is understated by the same amount. 2. Accuracy issue: Government grants and subsidies are overstatement by a projected misstatement amounting to R98 555 and unspent liability is understated by the same amount. The above misstatement is material and will result to a qualification which will be reported in the management and auditor's report. The misstatement is material and will result to a modification of opinion which will be reported in the management and auditor's report.	Management should ensure that revenue is recognized in the financial statements in the financial year in which the transaction occurs and conditions are met rather than when payment is made. Management should properly review the AFS for error and accuracy to ensure that the amounts that are recorded on the AFS agree with the supporting documents. The above misstatement was identified in a sample. Should management decide to correct the misstatement the entire population should be examined to assess if there are no other similar misstatements in the population.			N Sana	BTO	Budget and Reporting	Not Started
9	COAF18	Revenue from exchange transaction - Service charges: Misstatements identified on refuse removal (2019/20 financial year)	Revenue	1. The following accounts were incorrectly billed by the municipality: 2. Incorrect tariff was used to bill the following customers for refuse removal in 2019/20 financial year.	Service charges revenue is overstated by a projected misstatement amount of R 2 193 626 and receivables are overstated by the same amount.	Management should ensure that accounts belonging to the municipality are properly closed to ensure that municipality is not billing itself. Management should ensure that correct tariffs as per the approved tariff structure is used to bill the customer for a particular type of property.			N Sana	BTO	Revenue	Not Started
10	COAF10	Revenue - Service charge: Understatement of revenue from prepaid electricity	Revenue	During the audit of revenue from service charges, it was noted that prepaid electricity sales for the 2018/19 financial period were not completely recorded. The following revenue transactions could not be traced from the vendor sales report to the general ledger.	The resulting impact of the finding is a projected misstatement of R6 327 802.98.	Management should ensure that all prepaid electricity sales are completely recorded in the financial statements.			N Sana	BTO	Revenue	Not Started

11	COAF28	Cash flow statement: Differences between cash flow statement amounts and recalculated amounts	Cash flow statements	1. The following differences were identified between the cash flow statement and recalculated amounts. 2. The following differences were identified between amount per note 30 and auditor recalculation:	The cash flow statement note is not accurate and complete resulting in the cash flow statement being materially misstated. The above misstatements could result in modification of audit opinions	Management should ensure that financial statements are properly reviewed prior to submission for audit. Management should amend the financial statement to correct the above misstatements.				N Sana	BTO	Budget and Reporting	Not Started
12	COAF17	AOPO - Reported achievements is not consistent with planned and reported indicator and target	AOPO	While evaluating usefulness of the performance information presented in the annual performance report (APR) the following has been noted: 1. Reported achievements are not consistent with planned and reported indicator and target.	Reported achievement is not consistent with reported indicator and target per the APR, as a result performance information is not useful.	Management should ensure that adequate review of the APR is performed before submission of the APR to the Auditor General for audit.				L Juju	MM's Office	IDP and PMS	Not Started
13	COAF28	AOPO: Usefulness - indicator and target not well defined	AOPO	While evaluating usefulness of the performance information presented in the APR the following has been noted: 1. Indicator and target are not well defined and therefore they are not measurable:	Indicators and targets are not well defined, as a result performance information presented in the APR is not useful. This results in limitation of scope in respect of auditing reliability of performance information.	Management should ensure that indicators are clear and unambiguous and data is collected consistently. Management should ensure that targets are specific and measurable. It is recommended that management should develop and make use of technical indicator descriptions which will assist in clearing any ambiguity in indicators.				L Juju	MM's Office	IDP and PMS	Not Started
14	COAF17	AOPO: Information not provided for audit purposes	AOPO	Evidence confirming that refuse was collected in the below listed households has not been provided for audit. As a result, we were unable to confirm the validity and accuracy of the reported achievements.	This results in a limitation of scope in testing the accuracy and validity of information reported in the APR. In addition, we are limited in testing completeness of information reported in the annual performance report as the source of information is unidentifiable.	Management should ensure that reported information is supported by complete, accurate and valid documentation. As part of the review procedures, information presented in the APR should be agreed to supporting documents to ensure accuracy, validity and completeness.				L Juju	MM's Office	IDP and PMS	Not Started

15	COAF21	Compliance - Supplier not paid within 30 days	Compliance	The following invoices were not paid within 30 days of receipt.	The above finding results in non-compliance with section 65 (2)(e) of the MFMA. The material non-compliance which will be reported in the management and auditor's report.	Management should ensure that suppliers are paid within 30 days of receiving the invoice to ensure that the municipality does not incur fruitless and wasteful expenditure in the form of interest and penalties charged on overdue accounts. Where applicable, payment arrangements should be agreed upon with service providers.				T Shontshaka	BTO	Payroll and Expenditure		Not Started
16	COAF29	Consequence Management - UIFW not investigated	Disclosures	During the audit of fruitless and wasteful, unauthorized and irregular expenditure; it was noted that the instances of fruitless and wasteful, unauthorized and irregular expenditure were not investigated.	This results in a material noncompliance with MFMA 32(2).	Management should ensure that instances of fruitless and wasteful, irregular and unauthorised expenditure are investigated.				A Lwana	BTO	CFO		Not Started
1	COAF19	Cash and cash equivalents: Differences identified between general ledger (GL) amount and annual financial statements (AFS)	Cash and cash equivalents	During the audit of cash and cash equivalents the following was noted: 1. The amount disclosed in note 5 of the annual financial statements does not agree to the amount as per the general ledger. The error was identified in both financial years under audit.	Cash and cash equivalents balance in the AFS is overstated by R58 908 in 2019/20 financial year. Cash and cash equivalents balance in the AFS is overstated by R3 499 in 2018/19 financial year	As part of the review process, management should ensure that the underlying accounting records (general ledger and trial balance) agree to the annual financial statements. Any errors and/ or omissions detected during the review process should be corrected in a timely manner before AFS are submitted to the Auditor General for audit.				T Shontshaka	BTO	Payroll and Expenditure		Not Started
2	COAF19	Cash and cash equivalents - Unresolved difference in bank reconciliation	Cash and cash equivalents	The bank reconciliation at 30 June 2020 had unresolved differences.	Validity of the reconciling amount of R33 328.80 could not be confirmed.	Management should ensure that unreconciled items identified through reconciliation process are followed up and resolved.				T Shontshaka	BTO	Payroll and Expenditure		Not Started
3	COAF19	Cash and cash equivalents: Difference noted between bank confirmation amount and AFS	Cash and cash equivalents	The balance of the following bank account as at 30 June 2019 as disclosed in note 5 to the AFS does not agree to the external confirmation received from the municipality's bank.	Cash and cash equivalents balance is overstated by R78 448.	Management should ensure that the annual financial statements are properly reviewed against supporting schedules for accuracy and completeness.				T Shontshaka	BTO	Payroll and Expenditure		Not Started
4	COAF28	Commitments: Disclosure note 32 overstated	Disclosures	During the audit of the commitments, Newlipath was included in the commitment register however the municipality has a contract with supplier for the provision and network mast services. Newlipath is a regulation 37 contract therefore there is no contract value upfront, therefore there is factual misstatement of R438 341.35 that was	Commitments are overstated by a factual misstatement of R438 341.35	Management should ensure that AFS are adequately reviewed and free from errors	1. Review of the Commitments register is performed on a monthly basis 2. As part of the review, verify the inputs against supporting documentation 3. Adjusted commitments	1. Corrected commitments register 2. Restated disclosure Note	30/06/2021	Y Simayile	BTO	SCM and Assets	Commitments register is maintained on a monthly basis and AFS were already adjusted during adjustment	Completed

				included in the commitment register			register and the disclosure note							
5	COAF22	Contingent liabilities - Contingent liability not disclosed in the annual financial statements	Contingent liabilities	As part of obtaining audit evidence we requested external confirmations from the attorneys of the municipality. A contingent liability to the value of R200 000 for a case was confirmed by Lionel Trichardt & Associates, however, this contingent liability is not disclosed in the annual financial statements for the financial year 2019/20.	Contingent liabilities are understated by a factual misstatement amounting to R200 000.	As part of the review process management should ensure that the underlying schedules agree to the annual financial statements. Any errors and/ or omissions detected during the review process should be corrected in a timely manner before AFS are submitted to the Auditor General for audit.				B Douglas	Coporate Services	Administration and Council Support		Not Started
6	COAF22	Contingent liabilities - Contingent liability disclosed not confirmed by municipality attorneys	Contingent liabilities	Through enquiries with management it was indicated that the Great Kei Local Municipality vs Van Dalen Matter as disclosed in note 33 is handled by Kirchman Attorneys. As part of obtaining audit evidence we requested external confirmation from the municipality's attorneys. The request for confirmation of the contingency was responded to, the attorneys indicated that the firm does not act on behalf of Great Kei Municipality on any legal matter. As a result, we were unable to confirm existence and valuation of the contingent liability of R500 000 disclosed in note 33.	This will result in a limitation of scope as we are unable to confirm the existence and valuation of the contingent liability disclosed. Contingent liabilities are overstated by a factual limitation misstatement amount of R500 000.	As part of the review process, management should ensure that annual financial statements agree to complete and accurate supporting documents.				B Douglas	Coporate Services	Administration and Council Support		Not Started
7	COAF22	Contingent liabilities - Contingent liability disclosed does not agree to external confirmation from attorneys	Contingent liabilities	The following misstatements have been identified on contingent liabilities: 1. Contingent liability to the value of R293 034.42 was confirmed by Dyushu Majebe Attorneys, however, this contingent liability was disclosed in the annual financial statements for the financial year 2019/20 as R400 00.00. 2. The case of Chintsa Ratepayers Association vs Great Kei Local Municipality and Others: Case No 2613/19 was finalised at 30 June 2020; in addition, this case is not included in the confirmation received from attorneys; therefore, it does not meet the definition of a contingent liability. Narrative in relating to item 4 of disclosure note 33 should be	Contingent liabilities are overstated by a factual misstatement of R106 966	Financial and performance management: Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information				B Douglas	Coporate Services	Administration and Council Support		Not Started

				removed; the amount of R123 257.43 has already been recognized as a payable as per inspection of the creditor's listing at 30 June 2020.										
8	COAF28	Contingent liabilities- Difference has been noted between prior year audited AFS figure and the current year comparative figure.	Contingent liabilities	When auditing contingent liabilities, it was noted there is a difference between the prior period year amounts and the current year comparative figure.	This will result in an overstatement of contingent liabilities disclosed in note 33. The misstatement is a factual amount of R1 660 236.00	Management should ensure that a thorough review of the AFS is done.				B Douglas	Coporate Services	Administration and Council Support		Not Started
9	COAF05	Employee costs - Differences between payroll reports and annual financial statements	Employee costs	The following differences have been noted between the payroll reports and GL/TB/AFS:  1. Employee related costs 2. Remuneration of councillors	The financial statement items as detailed in the above table do not agree with the payroll reports, as a result we are unable to audit the employee related cost financial statement items as we cannot confirm that the accounting records presented are those that were used to prepare the financial statements.	Management should ensure that a thorough review of the working paper file accompanying the AFS is performed to ensure that AFS are supported by accurate supporting schedules. Management should amend or reconcile the financial statement items to agree with the general ledger and trial balance that inform the annual financial statements. The amendment/ reconciliation should be done within 5 working days as agreed in terms of the engagement letter.  If the amendment or reconciliation is not done, this will result in a limitation on the audit and the differences between the underlying accounting records (payroll reports) and the financial statement items will be regarded as a misstatement. This could result in a modification of the audit opinion.			T Shontshaka	BTO	Payroll and Expenditure		Not Started	
10	COAF28	Employee related costs: Employee remunerated above pay	Employee costs	During the audit of the employee cost it was discovered that employee with employee number 415 was remunerated above the relevant pay grade	Basic salaries are overstated by a projected amount of R9 281	The management should ensure that the employee is paid per the approved pay grade and should deduct the amount paid to employee over the salary				B Douglas	Coporate Services	Administration and Council Support		Not Started



11	COAF01	Planning: Information not submitted for audit	Planning	<p>The following information requested in RFI01 and RFI02, which were due for submission on 11 March 2020, has not been submitted for audit:</p> <p>RFI 01 OF 2020 RFI 02 OF 2020</p> <p>Responses to fraud questionnaires for the following individuals:</p> <ul style="list-style-type: none"> <li>AC chairperson</li> <li>Speaker</li> </ul> <p>The non-submission of information is due to lack of proper document management processes.</p>	Non-submission of information results in the limitation of scope on the audit.	Management should ensure that information requested for audit is submitted within the agreed upon timeframes. Management should ensure that proper record management is implemented to ensure information is readily available when required.				B Douglas	Coporate Services	Administration and Council Support		Not Started
12	COAF06	Planning: Understanding of internal controls - Internal control deficiencies	Planning	<p>While obtaining an understanding of internal controls relevant to the audit the following deficiencies have been noted:</p> <ul style="list-style-type: none"> <li>Management confirmed that employees conclude a performance agreement annually and performance evaluations are conducted quarterly; a performance evaluation for employee number 1056 was requested to evaluate the control in place, however, it was not submitted for audit. Therefore, employees' skills and competencies are not regularly evaluated in order to establish whether they are still relevant and adequate to carry out the municipality's objectives.</li> <li>The municipality does not have a succession plan to ease any future transitions and to mitigate the risk of not meeting the entity's objectives.</li> </ul>	<p>Poor performance by employees may not be identified and addressed in a timely manner. Uncorrected poor performance by employees may adversely impact the performance of the municipality and achievement of the objectives of the municipality.</p> <p>By not having a succession plan there is a risk that municipality objectives might not be met and this might have a negative impact on service delivery.</p>	<p>Management should ensure that internal controls, policies and procedures relating to monitoring and evaluation of performance of all employees of the municipality are fully implemented. Management should ensure that the performance agreements are signed at the beginning of each financial period to ensure that all employees understand the municipality's objectives and know exactly how their individual actions interrelate and contribute to those objectives and recognise how and for what they will be held accountable. Management should ensure that employees' performance is regularly monitored and evaluated based on predetermined criteria and signed performance agreements in order to identify areas of improvement and areas where employees are performing well. Management should finalise the succession plan and submit it to council for approval.</p>				B Douglas	Coporate Services	Administration and Council Support		Not Started

13	COAF06	Planning: Internal audit - internal control deficiencies identified	Planning	<p>The following internal control deficiencies on internal audit have been noted:</p> <ul style="list-style-type: none"> <li>• There is no evidence that has been furnished by the management to confirm that external quality assessment of the internal audit unit was conducted over the past 5 years as required by IIA 1312</li> <li>• It has been noted that during 2019/20 the municipality filled one internal audit post of the six posts available per organogram. Therefore, during the year under review the internal audit function was not adequately and appropriately resourced in relative to the size of the municipality and the nature of its operations.</li> </ul>	<p>This results in an internal control deficiency which should be addressed. The quality, nature and extent of the internal audit work might not meet the quality standards as per the IIA quality policies due to lack of resources within the unit resulting in the unit's functions not being properly executed.</p>	<p>Management and audit committee should ensure that internal audit function is periodically assessed by an independent external reviewer as required by IIA standard. Internal audit should ensure that the results of such assessment are presented to the audit committee together with a plan to address the findings from the assessment.</p> <p>The internal audit unit is a key partner in the accountability chain, management should ensure that the unit is capacitated with essential expertise and resources to enable the unit to perform its function which includes the evaluation of effectiveness of the municipality's internal controls.</p>				N Sonjica	MM's Office	Internal Audit	Not Started
15	COAF06	Planning: HR - Reports to MEC not provided for audit	Planning	<p>Whilst obtaining an understanding of HR management the following was noted:</p> <ul style="list-style-type: none"> <li>• The municipality provides quarterly reports to the MEC for the suspension of Senior Managers. The MEC then submits the report to the Minister.</li> </ul> <p>Evidence of submission of the quarterly reports to the MEC on the status of disciplinary case of the senior manager suspended in 2018/19 financial was not provided.</p>	<p>This results in non-compliance with Disciplinary Regulations for Senior Managers reg 19(1) and (3).</p>	<p>Management should ensure that laws and regulations applicable to the municipality are complied with. A compliance checklist should be designed and reviewed regularly to assist management in ensuring that requirements of applicable legislations are complied with.</p>				B Douglas	Coporate Services	Administration and Council Support	Not Started
16	COAF06	Planning: Audit Committee - Internal control deficiencies identified on the audit committee	Planning	<p>While obtaining an understanding of the audit committee, the following non-compliance and control deficiencies have been noted:</p> <p>a) The audit committee met only three times during the year as evidenced by the minutes provided by management for meetings held in the 2019/20 financial period.</p> <p>b) The audit committee did not submit at least twice during 2019/20 financial year, an audit report on the review of the performance management system to the council. Only one report</p>	<p>This will result in non-compliance with s166(4)(b) of the MFMA and Municipal Planning and Performance Management Regulations 14(4)(a)(i) ii).</p>	<p>It remains critical that leadership recognise the audit committee as a key partner in the accountability chain, and to capacitate the Audit Committee to ensure that the Committee can fulfil its mandate effectively. The audit committee is a key partner in the accountability chain, management should ensure that the committee is capacitated with essential expertise to enable the audit committee to perform its</p>				N Sonjica	MM's Office	Internal Audit	Not Started

				dated 30 June 2020 was submitted to council.		functions in terms of the audit committee charter.									
17	COAF06	Planning: VAT - VAT reconciliations not prepared timeously	Planning	While obtaining an understanding of VAT payables business process it was noted that VAT reconciliations are prepared, reviewed and authorised on a monthly basis. However, upon performance of walkthrough test to confirm that the process works as documented it was noted that the VAT reconciliation for the month of October 2019 was only prepared, reviewed and approved on 30 June 2020 (at year end); the control is not fully implemented.	Errors pertaining to VAT may not be identified and corrected in a timely manner and this might result in misstatements	Management should ensure that the designed controls are fully implemented.			N Sana	BTO	Budget and Reporting				Not Started
18	COAF06	General IT controls - Internal control deficiencies identified	Planning	While performing general controls review the following internal control deficiencies were identified: • Through enquiry with management it has been noted that the municipality does not have an approved disaster recovery plan. • There are no processes in place for independent reviews of the activities of the responsible for granting users access to the network and application systems.	There is a risk of loss of financial data in instances of disasters which might not be completely recovered due to the absence of a disaster recovery plan which details procedures to be followed in the event that a disaster occurs. There is a risk of management override of controls.	Management should ensure that a disaster recovery plan is developed and tabled to council for approval. Processes regarding independent reviews of the activities of the person responsible for granting users access to the network, application systems and performance reporting systems should be documented.			P Ludidi	BTO	IT				Not Started
19	COAF06	Planning: Committees - Internal control deficiency	Planning	The following internal control deficiency has been noted on risk management committee: • The committee is required meet at least four times per annum and at such additional times as may be necessary to carry out its responsibilities. However, per inspection of the minutes dated 18 November 2019 we have noted that the committee only met once in 2019/20 financial year.	Risks affecting the municipality might not be adequately addressed and this might lead to material misstatements.	The committee should be capacitated to ensure that it plays its role in terms of identifying and responding to risks affecting the municipality.			N Sonjica	MM's Office	Internal Audit				Not Started
20	COAF06	Planning: Performance management, monitoring and reporting - Non-compliance with MFMA	Planning	The performance of the municipality was not assessed by 25 January as required by section 72(1) of the MFMA. The mid-year budget and performance assessment report submitted for audit was signed by the accounting officer on 31 January 2020 which is not in compliance with MFMA section 72(1).	The impact of the finding is non-compliance with MFMA.	Management should ensure that the municipality is fully compliant with MFMA when conducting all the operations of the municipality. A compliance checklist should be designed and reviewed regularly to assist management in ensuring that requirements			N Sana	BTO	Budget and Reporting				Not Started

						applicable legislations are complied with.									
21	COAF06	Planning: Consequence management - Disciplinary board not established	Planning	While obtaining an understanding of consequences management business process it was noted that the municipality does not have a disciplinary board as required by the regulation on financial misconduct 4(1).	This will result in non-compliance with the Municipal Regulations on financial misconduct procedures and criminal proceedings.	Management should ensure that laws and regulations applicable to the municipality are complied with				B Douglas	Coporate Services	Administration and Council Support			Not Started
22	COAF06	Planning: Approved adjustment budget and supporting documentation not made public within 10 working days after council approval	Planning	The adjustment budget was not made public within ten working days after approval by municipal council. The reviewed SDBIP and adjustment budget were approved by council on 28 February 2020; however, the notice indicating that the SDBIP and adjustment budget have been revised and approved by Council was issued to the public on 20 March 2020.	This leads to non-compliance with the requirements of Municipal budget and reporting reg 26(1), 26(2)©	Management should ensure that laws and regulations applicable to the municipality are complied with. A compliance checklist should be designed and reviewed regularly to assist management in ensuring that requirements of applicable legislations are complied with.				N Sana	BTO	Budget and Reporting			Not Started
23	COAF06	Planning: AOPO - No evidence of review of reported targets against POE	Planning	In obtaining an understanding of the performance indicator measure business process the following process was confirmed by management: • The respective manager/HOD's submit their performance information to the PMS co-ordinator, the PMS co-ordinator reviews the reported targets against the POE's to ensure the validity, accuracy and completeness of the reported information and thereafter signs the proof of submission. However, upon performing walkthrough test to verify that the confirmed process works as documented, it was noted that there is no evidence to support the performance of the internal control.	The non-performance of the above mentioned internal control procedure could lead to material misstatements in the reported performance information	Management should ensure that performance information is reviewed and a proper record of evidence of review should be maintained.				L Juju	MM's Office	IDP and PMS			Not Started
24	COAF22		Disclosures	Fruitless and wasteful expenditure - Fruitless and wasteful expenditure (FWE) not completely recorded.	To determine completeness of FWE disclosed in note 37, we selected a sample of items qualifying as fruitless and wasteful expenditure from the SARS statement of account and traced these items to the register of FWE for	Management should perform a thorough review of the register for completeness. The supporting documentation (statements, invoices etc.) should be submitted, together with the register, to the reviewer. Any omissions should be corrected in a				T Sontshaka	BTO	Payroll and Expenditure			Not Started

					2019/20. In addition, we traced interest on overdue accounts identified on expenditure testing. It has been noted that interest and penalties reflected on the statement of account and supplier invoice are not included in the register of FEW and therefore not disclosed in the annual financial statements.	timely manner before any disclosures are made in the AFS.									
25	COAF22	Fruitless and wasteful expenditure - Incorrect amount disclosed as opening balance for fruitless and wasteful expenditure	Disclosures	Current year opening balance for fruitless and wasteful expenditure does not agree to prior year audited closing balance. Closing balance per 2018/19 audited financial statements is R1 063 420 and opening balance per 2019/20 AFS is R1 100 626.	FWE disclosed in the annual financial statements is overstated by a factual misstatement amounting to R37 206.	Management should ensure that annual financial statements are adequately reviewed for accuracy. Balances brought forward should be agreed to prior year audited financial statements and if corresponding figures are restated a disclosure to that effect should be made.			T Sontshaka	BTO	Payroll and Expenditure				Not Started
32	COAF28	Indigent debtors - Deceased debtors not removed on the indigent	Compliance	During the audit of indigent debtors, it was noted that the debtors below are deceased and the remaining household members did not apply for the subsidy.	The number of indigent debtors is overstated by 20 items.	Management should ensure that the indigent register is continuously reviewed and updated throughout the year to ensure that they remove debtors that are no longer eligible as indigents. Management should ensure that on a yearly basis the indigent debtors renew their applications to confirm whether or not they are eligible for the subsidy. In the event that the initial debtor who applied passes away, management should communicate with the remaining household members to re-apply for the free basic service.			N Sana	BTO	Revenue				Not Started
33	COAF28	Indigent debtors - Debtors working for government included in the indigent register	Compliance	During the audit of indigent debtors, it was noted that the debtors below did not attach proof of income on the application form to as proof that their monthly income does not exceed the limit mentioned on paragraph 5.1 of the indigent policy.	This results in a limitation of scope on the audit. The auditors could not confirm whether the 15 indigent debtors are valid or not.	Management should ensure that the indigent register is continuously reviewed and updated throughout the year to ensure that they remove debtors that are no longer eligible as indigent. Management should ensure that on a yearly basis the indigent debtors renew their applications to confirm			N Sana	BTO	Revenue				Not Started

						whether or not they are eligible for the subsidy. Furthermore, proof of unemployment should be submitted together with the application forms to ensure that the subsidy is given to those that are eligible for it as per the policy.								
34	COAF28	Indigent debtors - Non submission of supporting documents	Compliance	Supporting documents were not provided for the following indigent debtors: 1. Indigents in the employment of one or another government department or organisation 2. indigent debtors where the ID number could not be found on the NPR database:	Limitation of scope on the audit. The auditors could not confirm whether the indigent debtors are valid or not.	Management should ensure that information requested for audit is submitted within the agreed upon timeframes. Management should ensure that proper record management is implemented to ensure information is readily available when required.				N Sana	BTO	Revenue		Not Started
35	COAF28	Indigent debtors - Internal control deficiency identified	Compliance	During the audit of indigent debtors, the following internal control deficiency was noted: 1. The identity numbers of the following applicants were incorrectly captured on the indigent register:	This will result in an internal control deficiency.	Management should update the indigent register with the correct information of the applicants. Furthermore, information captured on the register should be reviewed.				N Sana	BTO	Revenue		Not Started
37	COAF04	AFS & APR - Non submission of supporting schedules and differences between underlying schedules and AFS	Disclosures	3. The following differences between underlying schedules (listings, registers etc.) and GL, TB and AFS have been noted:	1. The non-submission of underlying schedules and documentation supporting achievements reported in the APR will result in an inability to audit the annual performance report and subsequently a scope limitation on the audit of the APR of the municipality. 2. The financial statement items as detailed in the above table do not agree with the listings/ registers, as a result we are unable to audit these financial statement items as we cannot confirm that the accounting records presented are those that were used to prepare the financial statements.  Management should amend or reconcile the financial statement items to	Management should ensure that a thorough review of the working paper file accompanying the AFS is performed. The review will ensure that omission of any underlying schedules supporting information presented in the financial statements and the annual performance report is detected and corrected in a timely manner prior submission of the AFS and APR to the Auditor General.				N Sana	BTO	Budget and Reporting		Not Started

					agree with the listings within 5 working days as agreed in terms of the engagement letter.  If the amendment or reconciliation is not done, this will result in a limitation on the audit and the differences between the underlying accounting records (listings/ registers) and the financial statement items will be regarded as a misstatement. This could result in a modification of the audit opinion.																
40	COAF27	PPE: Asset incorrectly valued	Property, plant and equipment	While performing physical verification the asset is verified as a gravel road while in the asset register it is included as asphalt, this result in the asset being incorrectly valued in the FAR.	PPE is overstated by a projected amount of R320 051.	Management should ensure that the infrastructure asset is correctly classified as either gravel or asphalt so that it can be value according to its component type. The above misstatement was identified in a sample. Should management decide to correct the misstatement the entire population should be examined to assess if there are no other similar misstatements in the population.	1. Full verification of assets will be conducted, with conditional assessment and type of asset agreed to the existing register. Where differences are noted, adjustment will be processed accordingly. 2. Identify all untraceable assets for further investigation and for tabling to council for write off.	Asset Verification Report	31-Aug-21	Y Simayile	BTO	SCM and Assets									Not Started
41	COAF27	PPE: Assets could not be physically verified (2019/20)	Property, plant and equipment	The following building assets could not be verified while performing physical verification therefore they could not be confirmed for existence. The cause of the finding is that assets that were either stolen or destroyed have not been appropriately de-recognised in the fixed asset register.	Buildings amount in the AFS is overstated by a projected amount of R192 164,66.	There should be proper and regular asset verifications performed by the municipality to identify those assets which should be written off.	1. Full verification of assets will be conducted 2. Identify all untraceable assets for further investigation and for tabling to council for write off.	Asset Verification Report	31-Aug-21	Y Simayile	BTO	SCM and Assets									Not Started
44	COAF27	PPE: Depreciation incorrectly calculated	Property, plant and equipment	The depreciation for the following assets were incorrectly calculated: 2019/20 financial year	For 2019/20 financial year depreciation is overstated and PPE is understated by a factual amount of R65 220.	Management should ensure that assets in a particular year are depreciated for the period in which the asset was used by the municipality.	1. Preparation of a GRAP compliant FAR timeously 2. Review of FAR by third party before submission to AGSA	FAR	31-Aug-21	Y Simayile	BTO	SCM and Assets									Not Started

50	COAF20	Payables from exchange transactions: Retentions - Differences between amount recorded and supporting documents (2019/20 financial year)	Payable	The following differences between the last payment certificate and the retention balance per the retention schedule have been identified	The impact is a factual overstatement of the retentions payable by R24 387.	The Municipality should maintain proper controls over the processing and reconciling of transactions.	To maintain and review a retention register with supporting documents.	Retention register	31-Aug-21	Y Simayile	BTO	SCM and Assets	Not Started
51	COAF20	Payables from exchange transactions: Retentions - Differences between amount recorded and supporting documents (2018/19 financial year)	Payable	The following differences between the last payment certificate and the retention balance per the retention schedule were identified	The impact is a factual overstatement of the retentions payable of R32 023.	Management should ensure that amounts recorded in the schedule are adequately reviewed against supporting documentation	To maintain and review a retention register with supporting documents.	Retention register	31-Aug-21	Y Simayile	BTO	SCM and Assets	Not Started
52	COAF20	Payables from exchange transactions: Deposits received - Supporting schedule not submitted (2018/19 financial year)	Payable	The supporting schedule relating to the deposits received during the year and not refunded was not submitted for audit. Deposits received during the year amount to R6 663 per AFS.	Limitation of scope on the audit. Trade and other payables are overstated by R6 663	Management should ensure that proper processes are implemented around the recording of hall hiring revenue and the related deposits. An automated system should be put in place which is linked to the revenue and expenditure manuals to ensure that revenue is accurately recorded as well as the related deposit payable.				T Sontshaka	BTO	Payroll and Expenditure	Not Started
53	COAF20	Payables from exchange transactions: Deposits received - Supporting schedule not submitted (2019/20 financial year)	Payable	The supporting schedule relating to the deposits paid/refunded, amounting to R18 041, was not submitted	Limitation of scope on the audit. Trade and other payables are understated by R18 041.	Management should ensure that proper processes are implemented around the recording of hall hiring revenue and the related deposits. An automated system should be put in place which is linked to the revenue and expenditure manuals to ensure that revenue is accurately recorded as well as the related deposit payable.				T Sontshaka	BTO	Payroll and Expenditure	Not Started
54	COAF20	Payables from exchange transactions: Retentions disclosed not complete (2019/20 financial year)	Payable	The following retention payable was omitted from the retentions register, therefore, not disclosed in AFS.	The following retention payable was omitted from the retentions register, therefore, not disclosed in AFS.	The Municipality should maintain proper controls over the processing and reconciling of transactions.	To maintain and review a retention register with supporting documents.	Retention register	31-Aug-21	Y Simayile	BTO	SCM and Assets	Not Started
55	COAF20	Payables from exchange transactions: Salary suspense account - Difference between recorded amount and supporting document (2018/19 financial year)	Payable	The following difference was noted between disclosed PAYEE payable and the auditor's recalculation as confirmed on the SARS statement of account	Salary suspense account payable is overstated by a projected misstatement of R138 747.	Management should ensure that supporting documentation is thoroughly scrutinized to check accuracy. Any errors identified should be corrected in a timely manner.				T Sontshaka	BTO	Payroll and Expenditure	Not Started



56	COAF26	Unspent conditional grants - Difference between unspent grant balance disclosed and bank confirmation	Payable	The following difference was noted between the amount disclosed as unspent grant liability and amount as per the bank confirmation as at year end	The impact of the finding is that unspent conditional grant is overstated by a factual misstatement of R429 822.00.	Management should ensure that amounts disclosed as unspent correspond to the amount in the bank for each related grant.				N Sana	BTO	Budget and Reporting		Not Started
57	COAF28	Unspent conditional grant: Difference between the AFS and the Bank Confirmation	Payable	During the audit of Unspent Conditional Grants the following difference was noted between the balance per the financial statements and balance per the bank confirmation.	The unspent conditional grant liability is overstated by a factual amount of R35 224.95.	Management should ensure that the financial statements amounts agree to the supporting document (in this case, the bank confirmation).				N Sana	BTO	Budget and Reporting		Not Started
59	COAF26	Provisions - Komga Landfill site is not licenced	Provisions	Through enquiries made with management it was noted that the municipality does not have a licence to operate in Komga Landfill Site. Furthermore, per inspection of the licence issued by DEDEAT on 13 March 2014 to operate Komga Landfill site, it was noted that the licence was valid for four years i.e. expired on 17 March 2018.	Non-compliance with NEMWA will be included in the management report.  Fruitless and wasteful expenditure may result from penalties charged for operating without a licence.	Management should ensure that all laws and regulations applicable to the municipality are complied with.				N Sana	BTO	Budget and Reporting		Not Started
60	COAF17	AOPO - Reported achievements is not consistent with planned and reported indicator and target	Predetermined objectives	While evaluating usefulness of the performance information presented in the annual performance report (APR) the following has been noted:  - Reported achievements are not consistent with planned and reported indicator and target.	Reported achievement is not consistent with reported indicator and target per the APR, as a result performance information is not useful. This will be reported in management and auditor's report.	Management should ensure that adequate review of the APR is performed before submission of the APR to the Auditor General for audit.				L Juju	MM's Office	IDP and PMS		Not Started
61	COAF28	AOPO: Usefulness - indicator and target not well defined	Predetermined objectives	While evaluating usefulness of the performance information presented in the APR the following has been noted: • Indicator and target are not well defined and therefore they are not measurable	Indicators and targets are not well defined, as a result performance information presented in the APR is not useful. This results in limitation of scope in respect of auditing reliability of performance information.	Management should ensure that indicators are clear and unambiguous and data is collected consistently. Management should ensure that targets are specific and measurable. It is recommended that management should develop and make use of technical indicator descriptions which will assist in clearing any ambiguity in indicators.				L Juju	MM's Office	IDP and PMS		Not Started
65	COAF25	Procurement and contract management: Non-compliance with SCM Regulation 37	Procurement and Contract Management	During the audit of the supply chain management processes of the Great Kei Municipality the following was identified in respect of an unsolicited bid made to Newlipath for vat review: • The service offered in terms of the bid was not demonstrable or proven to be unique innovative concept	The findings above result in an irregular expenditure amounting to R 438 339.35 (all the payments made to Newlipath (Pty)Ltd in the 2019/20 financial year) inclusive of vat as the contract value is percentage based. The irregular	Management should ensure compliance with all applicable legislation when procuring goods and services through the supply chain management unit. The requirements of regulation 37 of the SCM regulations must be adhered when				Y Simayile	BTO	SCM and Assets		Not Started

				<ul style="list-style-type: none"> <li>Newlipath (Pty)Ltd) is not the sole provider of a vat related service.</li> <li>No evidence was obtained that the decision to consider the unsolicited bid was made public.</li> <li>Submission to the National Treasury and the Eastern cape provincial treasury was not made.</li> <li>No evidence was submitted indicating that the Bid adjudication set to consider the unsolicited bid</li> <li>Newlipath was not tax compliant on date of award (08 November 2019).</li> <li>No evidence was submitted for Newlipath(Pty) Ltd declaration of interest.</li> </ul>	expenditure has already been disclosed in the AFS submitted for audit. The above finding also has an impact on compliance, as a result, it will be further evaluated under procurement and contract management compliance section.	considering an unsolicited bid										
66	COAF25	Procurement and contract management - Award not made to the highest scoring bidder and the objective criteria of not selecting highest bidder was not disclosed in the tender document.	Procurement and Contract Management	During the audit of the supply chain management process of Great Kei Municipality, the following was identified: 1. Tender No: TECH/MIG 10/2019/20 Komga to Siviwe Rd was not awarded to the highest scoring bidder, Dintwa Trading, the tender was awarded to the second highest bidder, Tshiya Infrastructure Development. On inspection of the advertisement for TECH/MIG 10/2019/20 published on the daily dispatch on 3 Sept 2018 it was noted that the objective criteria were not published. Furthermore, on inspection of the tender documents for TECH/MIG 10/2019/20 it was noted that the objective criteria were not stipulated.	The finding will result in non-compliance with legislation and irregular expenditure amounting to the value of R749 998.	Management should ensure compliance with the PPPF Act in executing its supply chain management function. All objective criteria used in the evaluation of bids should be disclosed in order for the evaluation process to be fair and transparent				Y Simayile	BTO	SCM and Assets				Not Started
68	COAF26	Overstatement - Revenue from non-exchange (2018/19 financial year)	Receivables	The following invoice for expenditure incurred on conditional grants relates to an expense incurred in the 2017/18 financial year, thus revenue is overstated	Revenue from non-exchange is overstated by a projected amount of R396 335.	Management should ensure that revenue is recognized in the financial statements in a financial year in which a transaction occur and conditions are met rather than when payment is made.				N Sana	BTO	Revenue				In progress
69	COAF08	Revenue - Licenses and permits: Differences noted between GL and supporting documents	Receivables	Amounts recorded for license and permits do not agree to supporting documents. The following differences have been identified	License and permits are overstated by a projected misstatement amount of: • R89 444 (2019/20 financial year) • R211 439 (2018/19 financial year)  The misstatements are not material individually, however,	As part of the review process, management should ensure that information as per the general ledger and the annual financial statements agree with the supporting documents. Any errors and/ or omissions detected during the review process should be corrected in a timely				N Sana	BTO	Revenue				In progress

					they may be material when aggregated.  The error was identified in a sample, therefore, to correct the error management should revisit the entire population to verify that there are no other similar errors in the population.	manner before AFS are submitted to the Auditor General for audit.								
71	COAF08	Revenue - Licences and permits: Non submission of information	Receivables	Information as requested in RFI 24 was not fully submitted for the transactions listed in the table below.	Limitation of scope on the audit. The limitation misstatement results in overstatement of license and permits by a projected misstatement amount of R135 344. The misstatement is not material individually, however, it may be material when aggregated.	Management should ensure that information requested for audit is submitted within the agreed upon timeframes. Management should ensure that proper record management is implemented to ensure information is readily available when required.				N Sana	BTO	Revenue		In progress
72	COAF26	Revenue from exchange - Other income: Amount recorded inclusive of VAT (2018/19 financial year)	Receivables	The transactions below were incorrectly recorded inclusive of VAT in the general ledger.	Revenue from exchange: Other income is overstated by a projected amount of R112 358.	Management should ensure that transaction recorded in the general ledger are properly reviewed for accuracy prior to being approved for processing.				N Sana	BTO	Revenue		In progress
74	COAF08	Revenue - Licences and permits: Amount recorded in the AFS is not complete	Receivables	The following transactions from RD321 could not be successfully traced to the general ledger, therefore the amount recorded for license and permits is not complete.	License and permits for 2018/19 are understated by a projected misstatement amount of R633 110. License and permits for 2019/20 are understated by a projected misstatement amount of R419 823. The misstatements are not material individually, however, they may be material when aggregated. The error was identified in a sample, therefore, to correct the error management should revisit the entire population to verify that there are no other similar errors in the population.	Management should ensure that details per the RD321 report from the traffic department, which is filed sequentially by months, agrees with the details per general ledger and bank statements.				N Sana	BTO	Revenue		In progress
75	COAF26	Revenue from exchange transactions: Other income - Non submission of	Receivables	Supporting documents for the following transactions were not submitted for audit, therefore this resulted to limitation of scope	This limitation of scope results to overstatement of revenue from exchange: other income by a	Management should ensure that information requested for audit is submitted within the agreed upon timeframes.				N Sana	BTO	Revenue		In progress

		information (2018/19 financial year)			projected amount of R28 186.	Management should ensure that proper record management is implemented to ensure information is readily available when required.								
78	COAF26	Revenue from non-exchange - Differences noted between amount per DoRA allocation and amount Received	Receivables	Equitable share amount disclosed in note 20 does not agree to the allocation per Division of Revenue Act and amount per bank statement	1. For 2018/19 financial year equitable share is understated by a factual misstatement of R670 000 and conditional grants (INEP) are overstated by the same amount. 2. For 2019/20 financial year equitable share is understated by a factual misstatement of R350 000 and conditional grants (MIG) are overstated by the same amount.	Management should recognise revenue from equitable share for the year as per DoRA allocation and National Treasury report.				N Sana	BTO	Revenue		In progress



## APPENDIX D – ORGANIZATIONAL STRUCTURE

**APPENDIX – E : APPROVED SDBIP**