



2026/2027 INTERGRATED DEVELOPMENT PLAN



043 831 5700



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17 Main Road Qumrha

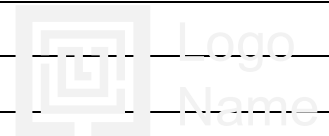


**EMPOWERMENT THROUGH
DEVELOPMENT**



LIST OF ACRONYMS

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





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



SECTION A: EXECUTIVE SUMMARY

FOREWORD BY THE MAYOR



On behalf of Great Kei Local Municipality Council we are pleased to present the Final 2026/2027 Integrated Development Plan and Budget, as outlined by section 25 of the Municipal Structures Act. This has been a culmination of a consultative process with various stakeholders and Ward Community meetings that have enriched our developmental planning. The widespread consultative meetings affirm the famous definition of democracy that says a “Government of the people, by the people, for the people”.

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 continue to mandate Council on an ongoing basis with regards to their development. All inputs that have been raised in 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. It continues to be a disappointment the absence and non-participation of Sector Departments in our IDP Rep Forums/ Roadshows.

The public/ community participation in the affairs of the municipality is commendable. It has served to encourage our efforts in restoring good governance, and we are pleased with the political and administrative stability which has contributed to us receiving a Clean Audit for 2024/2025 financial year. In keeping with the spirit of integrated development, SANRAL has implemented the R63 Road Construction Project which has created employment opportunities for our communities by restoring the conditions of our roads and by implementing other social responsibility projects like the Qumrha Access Roads and Qumrha Taxi Rank.

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 that 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 we should 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!!

COUNCILLOR N.W. TEKILE

28 MAY 2026

DATE APPROVED



PREFACE BY MUNICIPAL MANAGER



This Final 2026/2027 IDP and Budget is a product of stakeholder and community/ public participation/ consultation process in all 7 of our Wards in order to consolidate their inputs. In the same community consultation process the municipality presented its Final Annual Report. The stakeholders and community participation in the IDP/Budget Review is commendable and we are encouraged by their valuable inputs which were both honest constructive criticism and advices. This consultation process highlighted both our weaknesses, where we needed inputs and our areas of successes. We acknowledge that service delivery and infrastructure backlog remain unresolved issue of our communities.

During 2024/2025 financial year we have handed over the construction of Draaibosch community hall, Construction of Ncalukeni Sportfield, Construction of 7km's gravel road at (Tainton 3.5 km's and Sotho 3.5 km's) Internal Streets, Construction progress of 20km's of disaster management projects (Ntushu-ntushu 2.5km's, Ncalukeni 2.5km's, Lusizini 2.5km's, Khayelitsha 2.5km's, Ngxingxolo 2.5km's, Hardwick 5.km's and Chintsa East 2.5km's) Internal Street.

In the year 2025/2026 the following projects will be implemented: construction of 3.5km's at Mangqukela internal streets, Construction of Diphini Community Hall which is awaiting for handover, construction of 3.5km's at Sithungu internal streets which is completed and construction of Zone 10 Community Hall which is also awaiting handover to the community.

In Local Economic Development – Our LED Unit has been effective in its interaction with 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 continue facilitating such trainings in the upcoming Financial Year.

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 Honorable Mayor, Chief Whip, MPAC Chairperson and Portfolio Heads for providing strategic leadership in order to keep us focused.

MR. L N MAMBILA

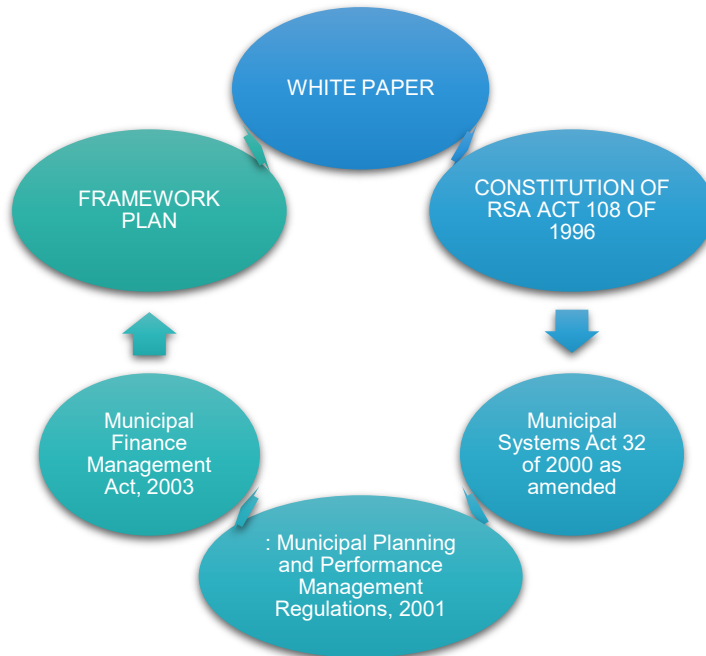
MUNICIPAL MANAGER



INTRODUCTION

LEGISLATIVE BACKGROUND

The need for an IDP is raised in several 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

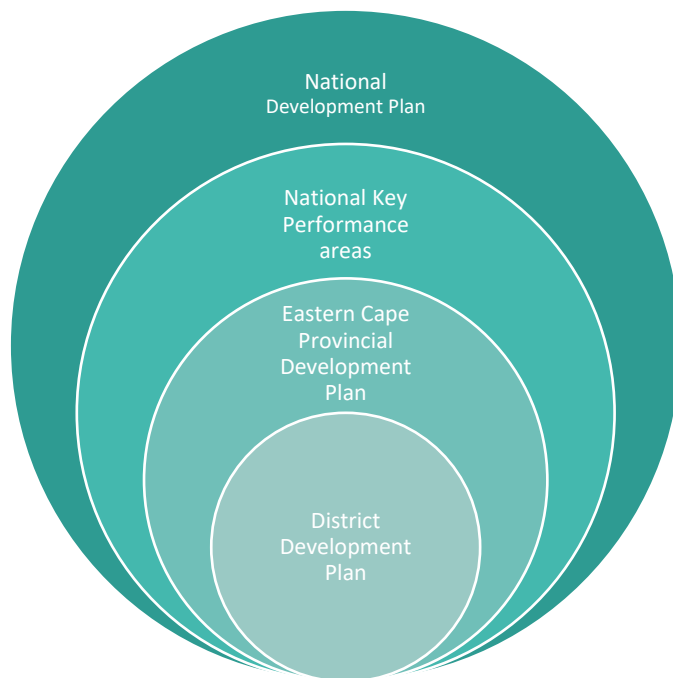
The Amatole District Municipality has presented a draft framework to guide the process plan of individual local municipalities. The function of the Framework plan is to ensure that the process of the district IDP and local IDP's are mutually linked and can inform each other ensuring co-operative governance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

- 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.
- Identify the matters to be included in the district and local IDP's that require alignment.
- The preparation and review of relevant sector plans and their alignment with the IDP.
 - Determine procedures for consultation between the district municipality and the local municipalities.
 - Determine the procedures to effect amendments to the Framework Plan
 - Incorporate comments from the MEC and those derived from self-assessments.
 - Provide guidelines for the Performance Management System and IDP implementation and communication plans.
 - Alignment with the District Development Model

CONSIDERATIONS FOR ALIGNEMENT



This IDP was drafted, taking the various plans listed below into consideration, by ensuring Alignment, inclusivity and involvement by all spheres of government. These plans include:



IDP PROCESS

IDP BACKGROUND:

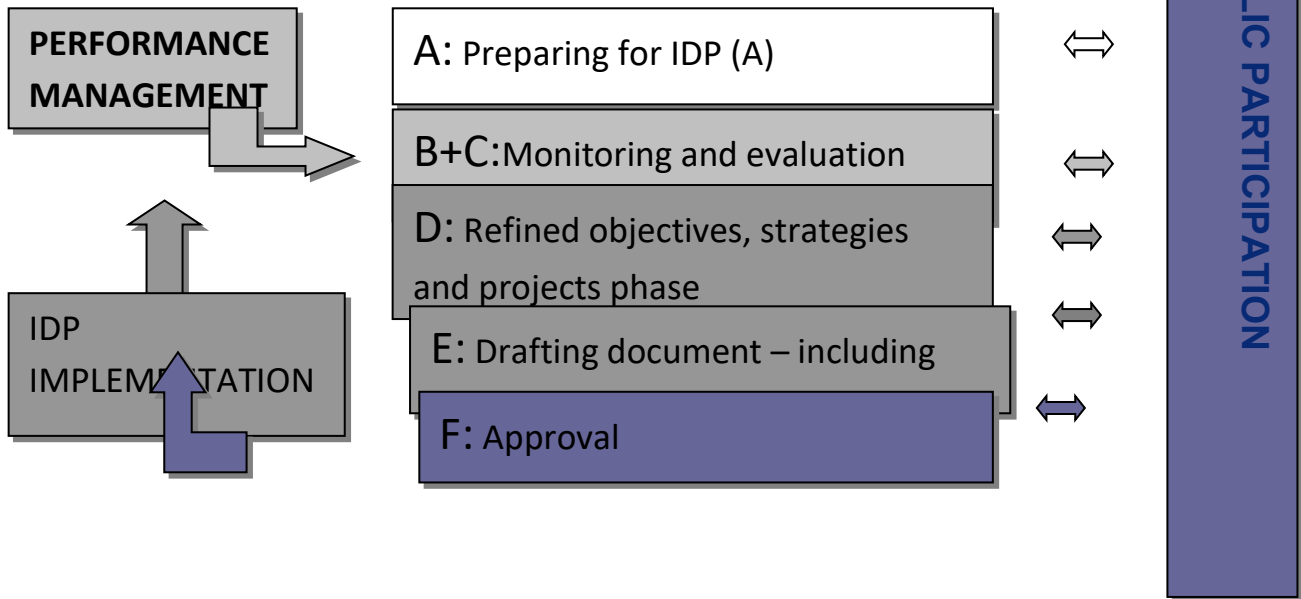
The Municipal Systems Act 32, 2000 (Act No. 32 of 2000) mandates Municipalities to develop Integrated Development Plans and review thereof annually in accordance with an assessment of its performance measurements.

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 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
- Comments from the MEC

PREVIOUS IDP ASSESSMENT RESULTS AND ACTION PLAN

KPA	RATINGS 2022/2023	RATINGS 2023/2024	RATINGS 2024/2025	RATINGS 2025/2026
Spatial Development Framework	Medium	Medium	High	High
Basic Service Delivery	Medium	Low	Basic	Basic
Financial Viability	Medium	Medium	Basic	High
Local Economic Development	High	Medium	High	High
Good Governance & Public Participation	High	Medium	Medium	High



Institutional Arrangements	High	Medium	High	High
Overall Rating	High	Medium	Medium	High

ACTION PLAN is to focus on the comments raised by the MEC further to that, improve on areas which the municipality happens to have medium ratings. The action plan includes focus on Basic Service Delivery as the key performance areas

MEC COMMENTS/FINDINGS OF THE FINAL IDP

KPA 1: Spatial Planning, Land, Human Settlements and Environmental Management -

Overall Rating: HIGH

- The municipality must demonstrate how it intends to use and protect its natural resources/protected areas and heritage as its comparative and competitive advantage.
- The municipality must put in place mechanisms to capacitate local communities on environmental issues.
- The municipality must indicate whether an environmental unit is in place, or an environmental official has been appointed to implement environmental plans and programmes.
- The municipality must indicate capital projects that will require environmental authorization to comply with an Environmental Impact Assessment (EIA) process.
- The municipality must review the Coastal Management Plan and reflect in the IDP.
- The municipality must establish Municipal Coastal Committees and reflect in the IDP.

KPA 2: Service Delivery and Infrastructure Planning - Overall Rating: BASIC

- The municipality must develop a Storm water Management Plan and reflect it in the IDP.
- The municipality must reflect on the key District Development Model programmes and catalytic projects in the IDP.
- The municipality must develop and budget for an Integrated Transport Plan and reflect in the IDP.
- The municipality must develop plans and budget for non-motorized road facilities.
- The municipality must reflect on both primary and secondary schools within the area that has been affected by the school rationalisation and realignment process.
- The municipality must indicate projects that will be implemented by the Department of Education in the IDP.
- The municipality must develop the Disaster Management Plan and reflect in the IDP.
- The municipality must develop capacity to implement its Disaster Management Plan and reflect in the IDP.
- The municipality must budget for ongoing disaster risk assessments, and the implementation of disaster public awareness and advocacy campaigns.
- The municipality must budget for disaster response and recovery in line with gazetted national thresholds.



- The municipality must prepare and adopt the by law to enhance its state of readiness when disaster occurs.

- The municipality must have adequate fire-fighting and reserve vehicles including equipment to deal with fire risks.
- The municipality must develop and implement fire-safety by-law and reflect in the IDP.
- The municipality must develop the Fire Hydrant Maintenance Plan and reflect in the IDP.
- The municipality must develop electricity bylaws.
- The municipality must develop a Major Electricity Disruption Contingency Plan and reflect in the IDP.
- The municipality must reflect on the status of its NERSA license in the IDP.
- The municipality must develop electricity by-laws and reflect in the IDP.
- The municipality must develop a major electricity disruption contingency plan and reflect in the IDP.

KPA 3: Financial Planning and Budgets - Overall Rating: BASIC

- The municipality must reflect on a financial plan aligned to the IDP which includes the cash flow statement/ projections for the financial year and a budget projection for at least the next 3 years in line with section 26(h) of the Municipal Systems Act (MSA) and Treasury Regulations.
- The municipality must incorporate Annual Financial Statements (AFS) and year-end preparation plan activities into the IDP, budget, and Performance Management System (PMS) process plan.
- The municipality must develop a repair and maintenance plan and ensure it is budgeted for as per Municipal Finance Management Act (MFMA), No. 56 of 2003 Circular 51.
- The municipality reflect on capital budget and grants expenditure in the IDP.
- The municipality must demonstrate the management and reporting of its conditional grants according to DoRA requirements.
- The municipality must service its creditors within 30 days as per norms and standards.
- The municipality must address the issue of councilor remuneration and employee costs and ensure that the salary budget is within the norms and standards. This must be reflected in the IDP.
- The municipality must indicate how it is servicing its loans.
- The municipality must indicate whether it has updated the project plan in terms of Section 81 of the amendment of the Municipal Property Rates Act (MPRA) No. 6 of 2004.
- The municipality must indicate the budget allocated to appoint a service provider to conduct a general valuation.
- The municipality must indicate whether Sections 6 and 14 of the MPRA were published and gazetted.
- The municipality must publish the property valuation roll on its website and reflect it in the IDP.
- The municipality must reflect the promulgation of the notice in terms of Section 49 for public inspection of the valuation roll in its IDP.
- The municipality must indicate the budget provision for Free Basic Services (FBS).
- The municipality must reflect the free basic services budget for the previous two years.
- The municipality must indicate whether an indigent steering committee has been established and whether it is functional.

KPA 4: Local Economic Development (LED) - Overall Rating: HIGH



- The municipality must reflect on the economic analysis that capture income inequality in the municipal economy.
- The municipality must reflect on the economic analysis that capture poverty levels of the municipality.
- The municipality must reflect on spatial consideration to support the implementation of LED programmes.

KPA 5: Good Governance and Public Participation - Overall Rating: MEDIUM

- The recommendations of the previous year's IDP assessment and the implementation of the IDP Assessment Action Plan must be reflected in the municipality's IDP.
- The municipality must indicate programmes to capacitate ward committees.
- The municipality must establish an institutionalised complaint management system.
- The municipality must institutionalise the District Development Model to ensure alignment of the IDPs and the emerging District One Plans.
- The municipality must reflect financial disclosures of senior officials in municipalities in the IDP.
- The municipality must prioritize the establishment of a legal services office or unit.
- The municipality's IDP must reflect its Legal Management System (Litigation Register).
- The municipality's IDP must reflect the findings on predetermined objectives and compliance issues.
- The municipality must adopt an audit action plan and attach it to the IDP.
- The municipality must reflect on the adopted delegation framework and register in the IDP.
- The municipality must develop a policy on reasonable accommodation for persons with disability and reflect in the IDP.
- The municipality must indicate Integrated Gender Based Violence & Femicide Prevention Programmes in the IDP.
- The municipality must reflect on the levels of crime including Gender Based Violence in the IDP.
- The municipality must indicate LGBTQ+ programmes in the IDP.

KPA 6: Institutional Arrangements - Overall Rating: HIGH

- The municipality must indicate the political and the administrative seats in the IDP.
- The municipality must indicate whether it perform according to the assigned Powers and Functions.
- The municipality must attach an approved organizational structure to the IDP.



NUMBER	FINDINGS AND RECOMMENDATIONS	TIME FRAME	RESPONSIBILITY	STATUS
1	The recommendation of the previous years IDP assessment and the implementation of the IDP assessment must be reflected in the municipality IDP	31 MAY 2026	Mr Juju	Done
2	The Municipality must indicate programs to capacitate ward committees	31 MAY 2026	Mrs Tseane	In Progress
3	The Municipality must establish an institutional complaints management system	31 MAY 2026	Mr Douglas	Not Yet Done
4	The municipality must institutionalise the District Development Model to ensure alignment of the IDP and the emerging district plans	31 MAY 2026	Mr Juju	Done
5	The municipality must reflect financial disclosures of Senior Officials in municipalities in the IDP	31 MAY 2026	Mr Douglas	Done
6	The municipality must priorities the establishment of legal services office or unit	31 MAY 2026	Mr Douglas	Not Yet Done
7	The municipality must reflect on the Legal Management System	31 MAY 2026	Mr Douglas	Done
8	The municipality IDP must reflect the findings on predetermined objectives and complaints issues	31 MAY 2026	Mr Juju Mrs Tseane	Done
9	The municipality must adopt an audit action plan and attach it to the IDP	31 MAY 2026	Mr Juju	Done
10	The municipality must reflect on the adopted delegation framework and register in the IDP	31 MAY 2026	Mr Douglas	Done
11	The municipality must develop a policy on reasonable accommodation for persons with disability and reflect in the IDP	31 MAY 2026	Mrs Tseane Mr Douglas	Not Yet Done
12	The municipality must indicate Integrated Gender Based Violence & Femicide Prevention Programs in the IDP	31 MAY 2026	Mrs Tseane	Done
13	The municipality Must reflect on the levels of crime including GBV in the IDP	31 MAY 2026	Mr Juju Mrs Tseane	Not Yet Done
14	The municipality must indicate LGBTQ Programs in the IDP	31 MAY 2026	Mrs Tseane	Not Yet Done
15	The municipality must indicate political and administrative seats in the IDP	31 MAY 2026	Mr Juju	Done
16	The municipality must indicate whether it performs according to the assigned powers and functions	31 MAY 2026	Mr Douglas	Done
17	The municipality must attached an approved organisational structure in the IDP	31 MAY 2026	Mr Douglas	Done
18	The municipality must develop an action plan on the recommendations of IDP assessment to track implementation	31 MAY 2026	Mr Juju	Action Plan developed
20	Compliance; Spatial rationale; SPLUMA implementation; Access to Land and Human Settlements; Air Quality Management; Climate Change and Natural Environmental Analysis	31 MAY 2026	Ms Matubatuba	



21	Public Transport; Waste Management Sewices; Safe and Secured Environment; Disaster Management; Energy; Emergencies and Fire Services; Water and Sanitation.	31 MAY 2026	Mr Godongwana/ Ms Mzantsi	
22	Compliance; Expenditure; Revenue Management; Alignment; Valuation; Supply Chain Management; Financial Reporting and Free Basic Services	31 MAY 2026	Mr Lwana/ Mr Adonis	
23	Socio-economic Analysis; EconomicInfrastructure; Alignment, Comparative and Competitive Advantages; Stakeholder Engagement; Enterprise Development; Business Expansion and Retention.	31 MAY 2026	Mr Godongwana/ Ms Hela/ Mr Juju	
24	Public Participation; Social Cohesion; Complaints and Fraud Management; Council and other Governance Structures; Special Groups and Populations Issues.	31 MAY 2026	Ms Tseane	
25	Organisational Development; Information Communication and Technology (ICT).	31 MAY 2026	Mr Douglas/ Ms Mgweba	
26	The municipality must demonstrate how it intends to use and protect its natural resources/protected areas and heritage as its comparative and competitive advantage.	31 MAY 2026	Mr Godongwana/ Ms Mzantsi/ Ms Hela	
27	The municipality must have landfill site licensed for operation and reflect in the IDP.	31 MAY 2026	Mr Godongwana/ Ms Mzantsi	
28	The municipality must reflect on the gazetted waste management by-laws that comply with	31 MAY 2026	Mr Godongwana/Ms Mzantsi	
29	the National Environmental Management: Waste Act No. 59 of 2008 and also address the issues of illegal dumping and littering.	31 MAY 2026	Mr Godongwana/ Ms Mzantsi/ Ms Hela	
30	The municipality must reflect in the IDP on any projects that address waste management challenges.	31 MAY 2026	Mr Godongwana/ Ms Mzantsi/ Ms Hela	
31	The municipality must reflect on any coordinated fora for waste management.	31 MAY 2026	Mr Godongwana/ Ms Mzantsi	
32	The municipality must use the Rural Roads Asset Management System developed by the district to plan and implement roads development and reflect in the IDP.	31 MAY 2026	Mr Mapasa/ Mr Mapasa	
33	The municipality must develop a 3 Year Capital Plan inclusive of Roads and stormwater planning and include in the IDP.	31 MAY 2026	Ms Petse / Mr Mapasa	
34	The municipality must reflect on both primary and secondary schools within the area that has been affected by the school rationalisation and realignment process.	31 MAY 2026	Ms Tseane	
35	The municipality must reflect the status of registration and an indication on ECD centres that meet the norms and standards set by Department of Social Development.		Ms Tseane	
36	The municipality must develop the Disaster Management Plan and reflect in the IDP.		Ms Petse / Mr Mapasa	
7	The municipality must budget for ongoing disaster risk assessments, and the implementation of disaster public awareness and advocacy campaigns. The municipality must budget for disaster response and recovery in line with gazetted national thresholds.		Ms Petse Mr Adonis	



IDP/PMS/ AND BUDGET REVIEW PROCESS PLAN – 2025/ 2026

GKM 2025/2026 IDP PMS and Budget Process Plan Dates		
Meetings	Dates	Custodian
Special Council meeting 10h00 (Sect 52d and Quarterly compliance reports) GKM	09 July 2025	BTO & MM's Office
Formal HOD/Performance Reviews - 14H00	07 August 2025	MM's Office
IDP REP FORUM– 10H00	14 August 2025	MM's Office
IGR Forum	21 August 2025	Mayor's office
EXCO meeting at 14h00 GKM	26 August 2025	
Ordinary Council meeting 10h00 [AFS & AR Unaudited] GKM	28 August 2025	BTO & MM's Office
GGPP Standing Committee -9am GKM MTID Standing Committee -GKM 12h00	11 September 2025	MM's Office
Exco Meeting at 13h00 GKM	23 September 2025	Corporate Services
GKM Ordinary Council Meeting	26 September 2025	BTO & MM's Office
IGR Forum at 10am	15 October 2025	Mayor's office
Exco Meeting at 14h00 GKM	28 October 2025	
GKM Special Council Meeting (Sect 52d and Quarterly compliance reports	30 October 2025	BTO & MM's Office
IDP ROADSHOWS – 10H00	11 – 13 November 2025	MM's Office
FVS GKM 9h00 LED GKM 12h00 SDID GKM 14h00	19 November 2025	MM's Office
GGPP GKM 9am MTID GKM 12h00	20 November 2025	MM's Office
IDP REP FORUM – 10H00	26 November 2025	MM's Office
Exco Meeting at 10h00 GKM	03 December 2025	Corporate Services
GKM Ordinary Council meeting (AG's Report & Annual Report)	05 December 2025	BTO & MM's Office
Exco Committee Meeting 14h00	21 January 2026	Corporate Services
Formal HOD Reviews 10H00	22 January 2026	MM's Office
GKM Special Council (Sect 52d Quarterly & 72 Mid Term compliance reports and Annual Report)	23 January 2026	BTO & MM's Office
IGR Forum	28 January 2026	Mayor's office
IDP Steering Committee – 10H00	05 February 2026	MM's Office
SDID Strategic Session	11 February 2026	MM's Office
MTID and GGPP Strategic Session	12 February 2026	MM's Office
EXCO GKM 14h00	24 February 2026	Corporate Services
GKM Special Council (Budget Adjustment) 10h00	26 February 2026	BTO & MM's Office
LED GKM 09h00 SDID GKM 12h00	11 March 2026	MM's Office
GGPP GKM 9am MTID GKM 12h00	12 March 2026	MM's Office
IDP/PMS/BUDGET REP FORUM – 10H00	18 March 2026	MM's Office
Performance Evaluations 10H00	19 March 2026	MM's Office
EXCO GKM 14h00	24 March 2026	
GKM Ordinary Council Meeting (Tabling of Draft IDP & Budget.	26 March 2026	BTO & MM's Office



Adoption of Oversight Report) 10h00		
IGR Forum meeting at 10am	09 April 2026	Mayor's office
IDP Roadshows – 10H00	14 – 17 April 2026	MM's Office
Formal HOD/Performance Reviews – 10H00	22 April 2026	MM's Office
EXCO GKM 12H00	28 April 2026	Corporate Services
GKM Special Council Meeting (Sect 52d and Quarterly compliance reports)	30 April 2026	BTO & MM's Office
IGR Forum at 10am	06 May 2026	Mayor's office
IDP Rep Forum 10H00	13 May 2026	MM's Office
Exco Meeting GKM at 14h00	26 May 2026	Corporate Services
GKM Special Council Meeting (IDP & Budget Adoption) -10h00	28 May 2026	BTO & MM's Office
GGPP GKM 9h00	11 June 2026	MM's Office
MTID GKM 12h00		
EXCO GKM 12H00	23 June 2026	Corporate Services
GKM Ordinary Council	26 June 2026	BTO & MM's Office



SECTION B: SITUATIONAL ANALYSIS

BRIEF SOCIO-ECONOMIC OVERVIEW

2.1 DEMOGRAPHIC PROFILE OF THE MUNICIPALITY

INTRODUCTION

FIGURE 1: DEMARCATION BOARD

The Great Kei Municipality (GKM) is located within the Eastern Cape Province and covers an area of 1 421 square kilometres (km²). The boundaries that surround the Municipality are the borders of Buffalo City Metropolitan Municipality (BCM), Amahlathi Local Municipality and Mquma Local Municipality. The above figure 2 clearly illustrates the borders of the Great Kei Municipal jurisdiction. The redetermination of wards as per the Demarcation Board of South Africa was done and implemented on the 3rd of August 2016 (Next implementation will be conducted during local government elections). The above figure illustrates the 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, Kwezana, 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 35 990 in 2022 by Statistic South Africa (Stats SA) compared to 38 991 in 2011.

2.2 DEMOGRAPHIC PROFILE

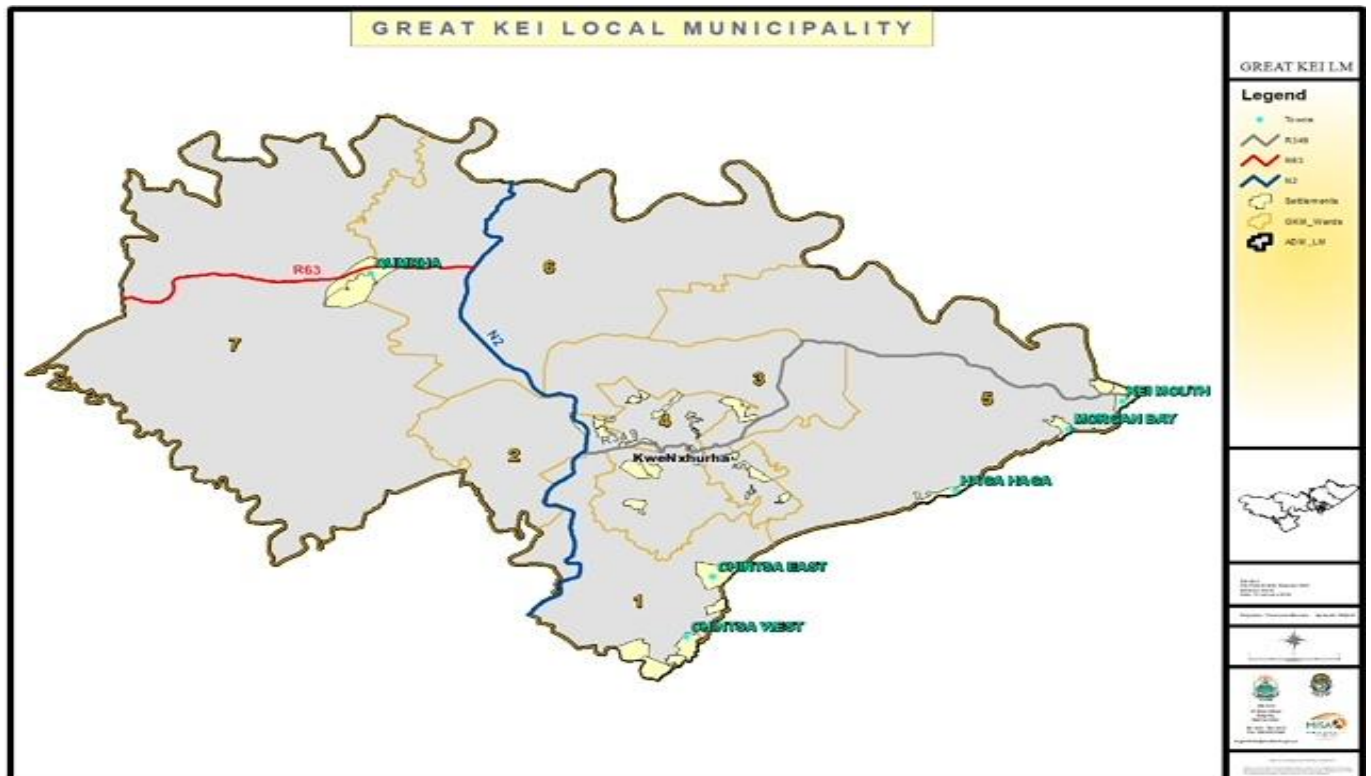


Figure 2: Stats SA (Community Survey)

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 35 990 in 2022. The redetermination of wards has further caused another decline in population to be 35 990 as 2022. The number of households was 11 365 as at 2001 and has increased to 12 095 in 2022. Figure 4 below illustrates the increase over the years.

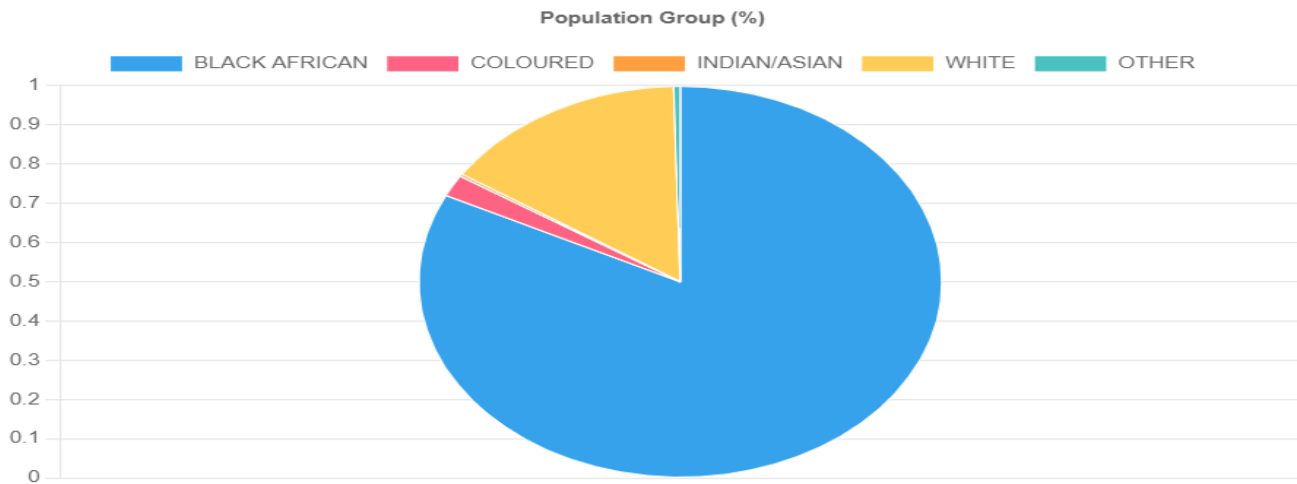


Figure 3: Stats SA 2022(Population 2013-2022)

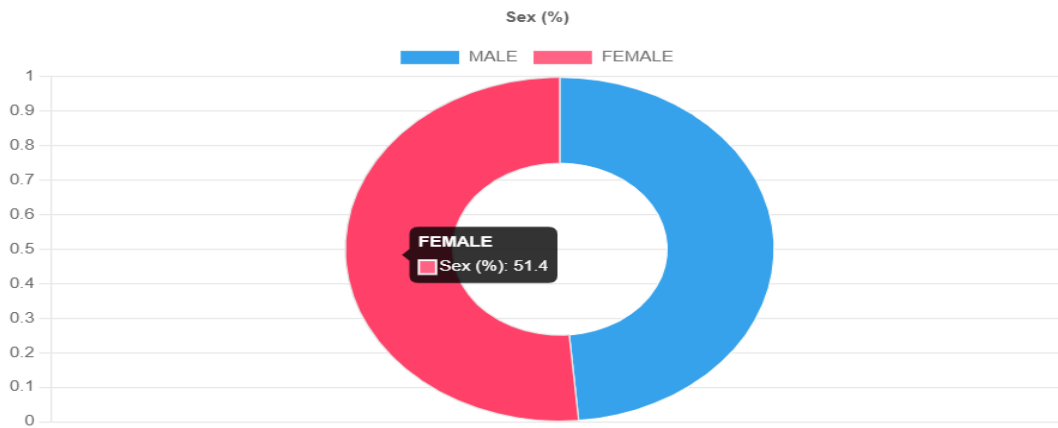
Figure 4 Population per Ward and Geography by Gender for Person weighted			
	Male	Female	Grand Total
Ward 1	3270	3403	6673
Ward 2	2054	2282	4336
Ward 3	2615	3026	5641
Ward 4	2800	3159	5960
Ward 5	2655	2691	5346
Ward 6	2762	2952	5715
Ward 7	2547	2773	5320
Grand Total	18703	20287	38991

2.3 GENDER AND AGE DISTRIBUTION

GENDER DISTRIBUTION

The population is dominated by female of approximately 51.4%, male compose only about 48.6% of the population. The Great Kei Municipality age distribution pyramid shows into great length that there is a larger young generation as per the 2022 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.



Stats SA 2022(Male and Female 2013-2022)

Figure 4- Population by Gender:

EDUCATION PATTERNS

Geography by Educational institution for Person weighted

	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
Ward 1	14	1462	7	29	14	49	22	6	12	1615
Ward 2	7	1277	2	22	10	35	67	23	5	1446
Ward 3	4	1407	-	13	13	18	33	13	-	1501
Ward 4	22	1670	1	11	4	38	48	11	8	1812
Ward 5	5	1279	-	10	5	19	21	2	-	1342
Ward 6	6	1148	6	14	14	59	88	15	16	1367
Ward 7	7	1334	4	24	5	72	54	7	3	1510
Grand Total	65	9577	20	124	64	289	335	76	44	10593

Geography by Present school attendance for Person weighted

	Yes	No	Do not know	Grand Total
Ward 1	1615	4095	2	5713
Ward 2	1446	2212	-	3658
Ward 3	1501	2954	1	4456
Ward 4	1812	3085	-	4897
Ward 5	1342	3230	-	4572



Ward 6	1367	3599	5	4971
Ward 7	1510	2991	2	4503
Grand Total	10593	22166	11	32770

Highest educational level by Geography for Person weighted

	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	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
Grand Total	5170	2874	3451	3993	3880	4331	3983	27682

2.4 GKM AGE DISTRIBUTION BY GENDER

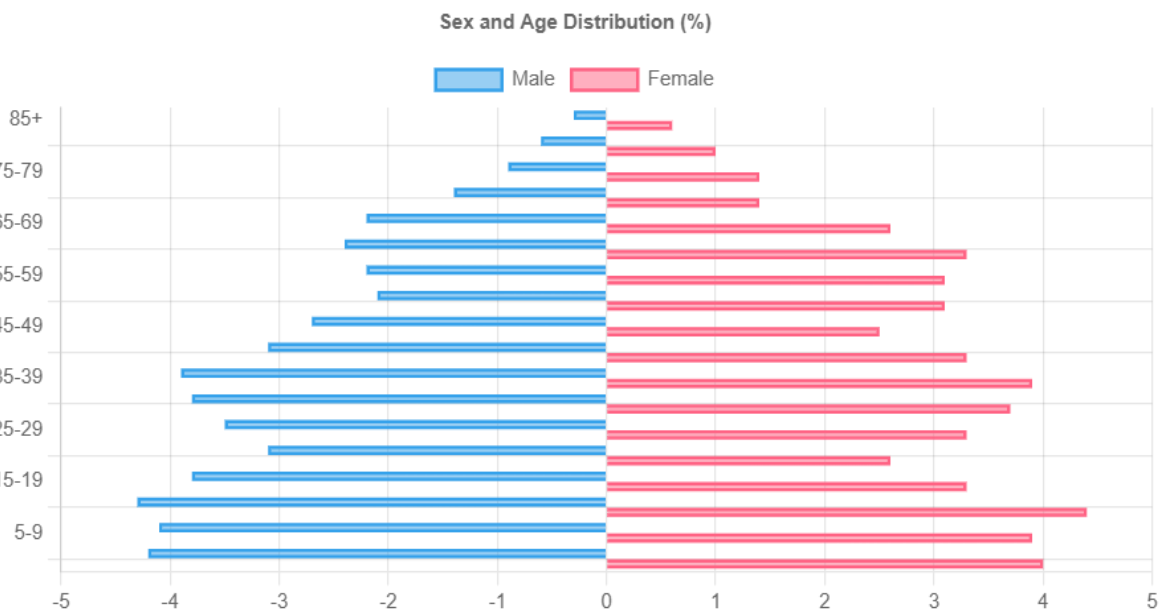


Fig 5: Stats SA 2022 Community survey

2.5 POPULATION BY DENSITY



Population density (People per Sqr Km)						
1995	2000	2005	2010	2015	2016	2022
22,2	23,9	23,8	22,4	23,8	23,8	23,9

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. 2022 has though showed a significant decrease in population due to demarcation as stated previously.



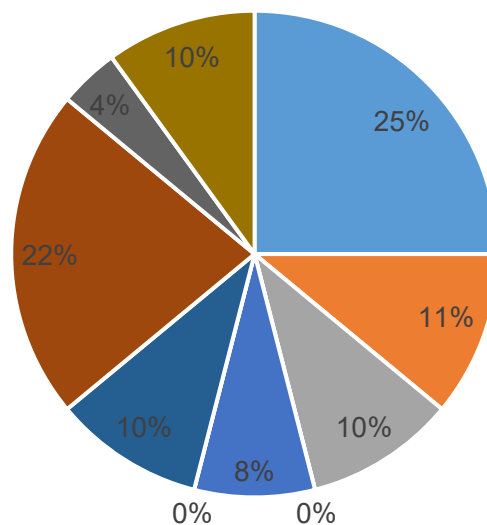
2.6 SOCIO- ECONOMIC PROFILE

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
Ward 1	234	66	78	480	384	204	117	93	75	15	9	-
Ward 2	264	108	138	339	240	57	24	6	3	3	3	-
Ward 3	222	81	141	432	387	132	12	15	6	-	3	-
Ward 4	216	105	144	384	258	45	12	3	6	-	-	-
Ward 5	204	90	153	357	402	159	36	21	18	-	-	3
Ward 6	189	72	120	342	342	168	114	114	48	12	6	3
Ward 7	324	102	117	459	378	183	120	72	27	9	3	-
All cells in this table have been randomly rounded to base 3												

2.7 EMPLOYMENT PATTERNS

In 2024 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 2011-2022. 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-2022



- Community Services
- Household
- Agriculture
- Mining
- Manufacturing
- Electricity
- Construction
- Trade
- Transport



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%

Official employment status by Geography for Person weighted	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7
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	-	-	-	-	-	-	-
All cells in this table have been randomly rounded to base 3							

Fig 7:Stats SA 2022

Great Kei Municipality has 17.6% employed people of the total population as per the 2022 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 2011.



2.7.1 GDP CONTRIBUTION BY SECTOR_ GROSS VALUE ADDED BY REGION (GVA-R)

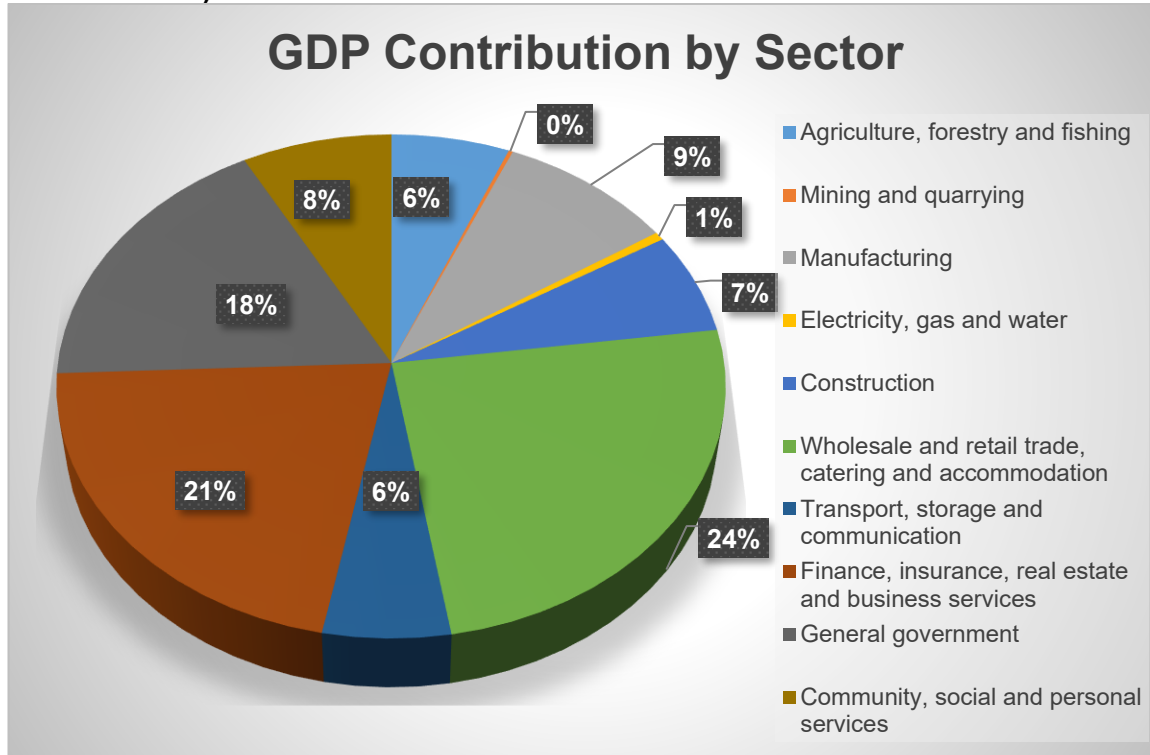


Fig 8: Escecc 2022

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, 2022 [R BILLIONS, CURRENT PRICES]

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

Total Industries 3.1 25.1 301.2 3,871.2 12.2% 1.02% 0.08%

Source: IHS Markit Regional eXplorer version 1156



In 2024, 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.

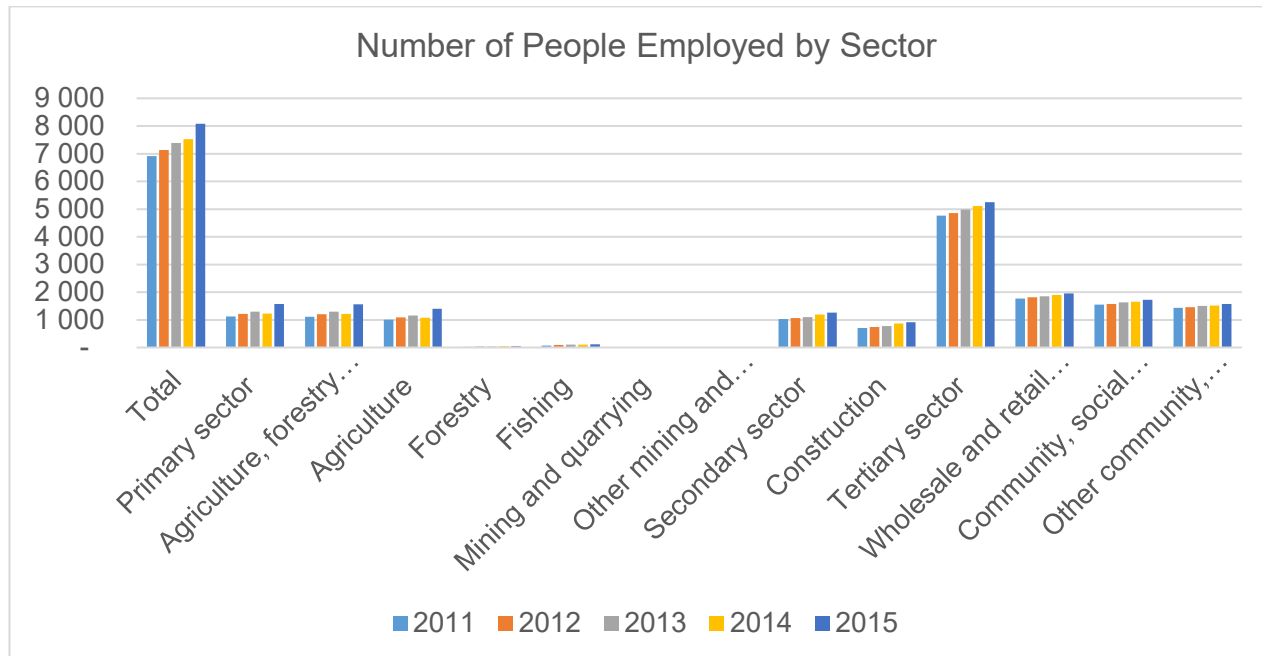


Fig 9: Escecc 2022

2.8 ECONOMIC GROWTH FORECAST

It is expected that Great Kei Local Municipality will grow at an average of annual rate of 1.75% from 2011 to 2022. 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 2024, 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 2011 - 2022, 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 2011 - 2022 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 2022 with an annual growth rate of 0.53% since 2022.

SECTOR	2011	2016	2022	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

2.9 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

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 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 of 2022 was at 0.00842.

EDUCATION

Illiteracy levels have significantly improved over the years. In 2022 only 19% of the total population had no schooling whereas in 2011 only 8% was recorder as per the 2022 Community Survey by Statistic South Africa. Notably is a decrease to some of the education levels due to current demarcation lines.

Education Level	2016		2022	
	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 2022

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 particular focus in scarce skills and Agriculture and Tourism.

SECTION C: VISION

“To achieve a peaceful and sustainable environment, where all communities enjoy an improved quality of Life”.

3.1 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.



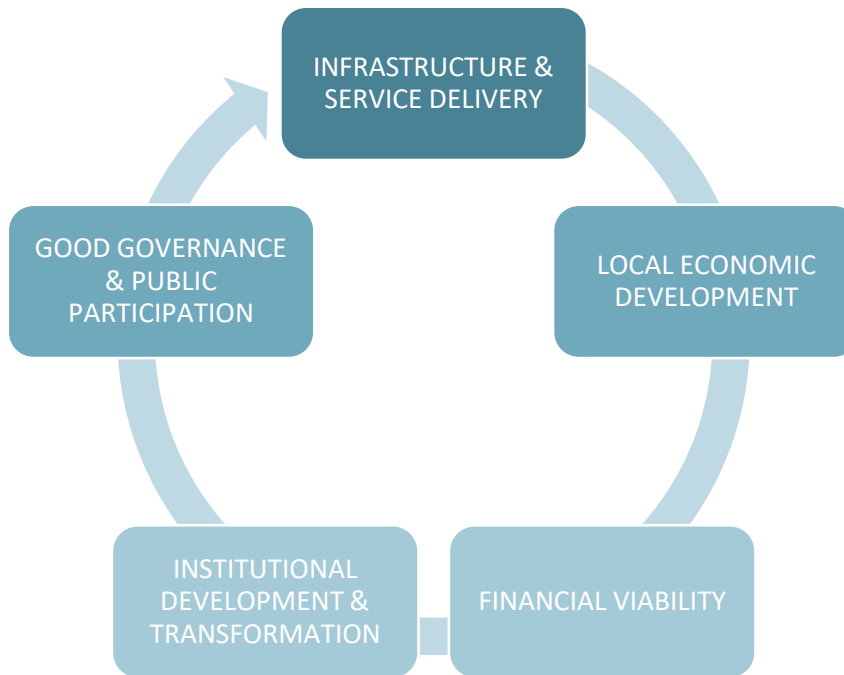
3.2 SECTION D: MISSION

"Provide affordable sustainable quality services, democratic governance, and employment through Infrastructure development, thriving agriculture, commerce, SMME's and Tourism Activities".



SECTION E: STRATEGIC OBJECTIVES

4.1 5 – Year Objectives and Strategies IDP Objectives/ IDP Strategies



KPA 1 – INFRASTRUCTURE & SERVICE DELIVERY

Priority Area	IDP Objective	IDP strategy
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2027	SD01: By constructing, maintain gravel roads & Surfaced roads
2. Publ	To ensure provision of public amenities by June 2027.	SD02: By Constructing public amenities.
3. Electri	To increase access to electricity in Great Kei Communities by 2027	SD03: Solicit funding from DOE and potential funders
4. Solid Waste	To ensure improved solid waste management by June 2027	SD05: By implementing integrated Waste Management Plan in line with 2020 National Waste Management Strategy
		SD06: By Developing a new landfill site



Priority Area	IDP Objective	IDP strategy
6 Ani	To control stray animals	SD07: By constructing a new animal pound
7. Risk	To ensure management of organizational and mitigation of risks by June 2027	SD08: Develop, monitor and review of strategic risks registers

KPA 2 – PLANNING AND LOCAL ECONOMIC DEVELOPMENT

Priority Area	IDP Objective	IDP strategy
1.To wn	To ensure alignment of SDF with the IDP by June 2027 to ensure progressive Spatial Planning & Land Use Management Systems	LED01: By ensuring Controlled development within Great Kei LM
2.Hu man	To facilitate the provision of Integrated sustainable human settlement within GKM by June 2027	LED02: By Facilitating access to alternative Land for Settlement purposes.
3. Local Economic	To create sustainable partnerships for towards socio economic development within GKM by June 2027	LED03: By identifying and twinning with municipality/s and organisations with similar areas of cooperation and development
		LED03: By implementing Small Town Revitalization Strategy
4. Job	To create job opportunities through EPWP, CWP, MIG & other sectoral programmers by June 2027	LED04: Support initiatives geared towards mass job creation and sustainable livelihoods
5.	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2027	LED05: By supporting and monitoring Agrarian and Farming Production and Programmes in partnership with other institutions
6. SMM	To create a conducive environment for SMME's , Informal traders and Co-operatives to access economic opportunities by June 2027	LED06:Lobby technical support and funding from potential funders to support SMME's, informal traders & Co-operatives
7.Ris k	To ensure management of organizational and mitigation of risks by June 2027	LED07: Develop, monitor and review of strategic risks registers
8.Cir cular	To ensure proper integration between the Integrated Development Plan (IDP), Budget and Nationally prescribed indicators	LED10: Strengthen Internal Strategic planning

KPA.3 – FINANCIAL VIABILITY

Priority Area	IDP Objective	IDP strategy
1. Asset	To ensure proper management and maintenance of GKM assets by June 2027	FM01: By developing and maintaining a GRAP compliant asset register.



Priorit y Area	IDP Objective	IDP strategy
2. Supply Chain	To maintain effective and efficient procurement by June 2027	FM02: By ensuring adherence to Supply Chain Management Regulations
3. Expenditure Management	Expenditure management processes and systems by 2027	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA
4. ICT Management	To Maintain effective and efficient Information and technology systems by June 2027	FM04: By Upgrading and maintenance of ICT infrastructure and systems
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 2027	FM05: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed
		FM06: By developing and implementing revenue turn-around strategy
		FM07: Review and implement the indigent policy and maintain an updated indigent register.
6. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	FM08: Develop, monitor and review of strategic risks registers

KPA 4 – INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

Priorit y Area	IDP Objective	IDP strategy
Strategic	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 2027	ID01: By designing, implementing, and monitoring, all the strategies to achieve the Corporate and HR areas of focus.
2. Employment Equity	To ensure that all the discriminatory employment processes are eliminated to achieve Employment Equity Act by June 2027	ID02: By consistently submitting on stipulated timeframes, all the EE reports to the Department of Labour
		ID03: By developing, reviewing, and implementing the Employment Equity Plan



Priority Area	IDP Objective	IDP strategy
3. Organizational	To ensure the achievement of the Municipal Mission & Vision in enhancing service delivery by June 2027	ID04: By Annually reviewing the GKM Organogram in order to address the <u>community</u> needs and functions of the Municipality.
4. Human Resources	To ensure a fully capacitated and competent workforce and Council for the enhancement of performance, service delivery and sound corporate governance by June 2027.	ID05: By ensuring the implementation and monitoring of WSP (including learnerships, internships, and graduate training programmers).
5. Council Support	To ensure effective functioning of Council and its committees by June 2027	ID06: By ensuring that the Council and its sub-committee's seat in accordance with the approved Council calendar.
		ID07: By ensuring safe keeping of the Council resolution register
6. Labour	To promote sound labour relations and ensuring compliance with relevant labour legislations by June 2027.	ID08: By implementing disciplinary codes and adhering to the applicable labour related legislations.
7. Policies	To ensure compliance with applicable legislation, regulations, policies and, procedures by June 2027	ID09: By coordinating the development, review and implementation of all municipal policies, and procedure manuals in line with applicable legislation
8. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	ID10: Develop, monitor and review of strategic risks registers
9. Circular	To ensure proper integration between the Integrated Development Plan (IDP), Budget and Nationally prescribed indicators	ID11: Strengthen Internal Strategic planning

KPA 5 – GOOD GOVERNANCE & PUBLIC PARTICIPATION

Priority Area	IDP Objective	IDP strategy
1. Public Participation	To promote effective participation of community members in the affairs of governance by June 2027	GG01: Regular and effective communication with communities



2. Inter-	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2027	GG02: By facilitating IGR sittings
3.	To ensure effective functioning of Oversight Committees by June 2027	GG03: Provide administrative support to oversight committees
4. Internal	To provide independent professional advice on governance issues, risk management and internal controls by 2027	GG04: Review and adopt Internal Audit and Audit Committee Charters
5.	To ensure compliance with applicable legislation, by June 2027	GG05: By ensuring that all legal matters are dealt within prescribed timeframes
6.	To develop a functional and responsive administration by 2027	GG06: By ensuring management of risk
7.	To accelerate empowerment of historically vulnerable groups by June 2027	GG07: By mainstreaming of Special programmers in all GKM programs, plans, and projects
8.Cir	To ensure proper integration between the Integrated Development Plan (IDP), Budget and Nationally prescribed indicators	GG08: Strengthen Internal Strategic planning



SECTION F: DEVELOPMENT STRATEGIES

5.1 DEVELOPMENT OBJECTIVES & STRATEGIES ALIGNED TO NATIONAL AND PROVINCIAL SECTOR PLANS

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.

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, and Outcome 9 Agreement inform the Strategic Priority

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



MTSF	12 Priority Outcomes and role of Local Government National	National Development Plan	Provincial Strategic Priorities	Outcome Agreement 9	GKM Priority Areas
strategy linked to land and agrarian reform and food security	Local Government role: 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	Outcome 3: All people in SA are & feel safe Local Government role: 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	Strategic Priority 6: Intensifying the fight against crime and corruption	Output 7: Review and amend local government legislation, policy and regulations where necessary	Risk Management
6. Massive programmes to build economic and social infrastructure	Outcome 6: An efficient, competitive & responsive economic infrastructure network Local Government role: 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	Strategic Priority 2: Massive programme to build social and economic infrastructure	Output 2: Bulk infrastructure fund to unlock reticulation delivery, bulk infrastructure, land procurement Output 2: Improving Universal Access to Basic Services (water, sanitation, refuse removal and Electricity) Output 4: 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	Outcome 8: Sustainable human settlements and improved quality of household life	Reversing the spatial effects of apartheid	Strategic priority 8: Building cohesive, caring and sustainable communities			Sustainable Human Settlements
8. Pursue regional development, African advancement and enhanced international cooperation	Outcome 11: Create a better South Africa, a better Africa and a better world Local Government role: 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	Outcome 10: Protect and enhance our environmental assets and natural resources Local Government role: 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.	Outcome 9: Responsive, accountable, effective & efficient Local Government system Outcome 12: An efficient, effective & development oriented public service and an empowered, fair and inclusive citizenship Local Government role: 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 involved in community consultation processes around the	Social protection and building safer communities		Output 5: Put support measures in place to ensure that at least 90% of all ward committees are fully functional by 2014 Output 5: find a new approach to better resource and fund the work and activities of ward committees Output 1: Implement a differentiated approach to municipal financing, planning and support Output 6: Improve audit		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>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.</p> <p>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>outcomes of municipalities</p> <p>Output 6: Reduce municipal debt</p> <p>Output 6: Reduced municipal over-spending on operational expenditure</p> <p>Output 6: Reduced municipal under-spending on capital expenditure</p> <p>Outcome 6: Increase municipal spending on repairs and Maintenance</p>	

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 solution 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

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.

SECTION F1: SPATIAL RATIONALE

SPATIAL PLANNING, LAND AND HUMAN SETTLEMENTS, ENVIRONMENTAL MANAGEMENT & WASTE MANAGEMENT

SPATIAL



DEVELOPMENT FRAMEWORK



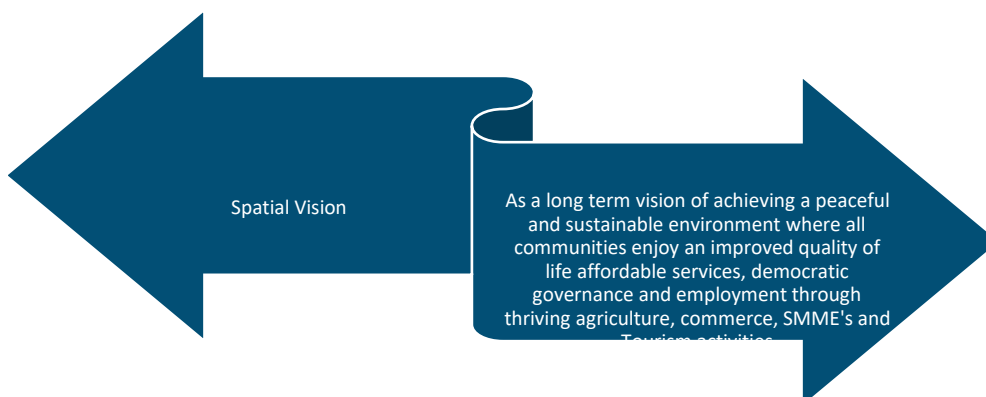
In accordance with the requirements of Section 26 (e) of the Municipal Systems Act (Act No. 32 of 2000), a Spatial Development Framework (SDF) in respect of a Municipality's area of jurisdiction is a legally required component of a Municipality's Integrated Development Plan (IDP). The GKM SDF was adopted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

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 DALRRD spatial development framework guidelines and to further comply with the requirements of the Spatial Planning and Land Use Management Act (No. 16 of 2013).

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 and has been in implementation since its adoption by Council in 2016.

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.

SPATIAL VISION 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.





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

SPATIAL OBJECTIVES AND STRATEGIES

Key Spatial Development Objectives	Proposed Spatial Development Strategies
To fulfil basic needs obligations and address spatial integration within available means	Provides a spatial representation of the location of the strategic development projects in line with the spatial transformation agenda.
To manage land development in line with a structured approach to ensure sustainability.	<p>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;</p> <p>Introduces guidelines for decision making and alignment of development programs that impact on the spatial structure and land use pattern in the area.</p> <p>Provide visual representation of desired spatial form and land use pattern.</p> <p>Creating an efficient and integrated settlement pattern in GKLM</p> <p>Align the local SDFs.</p> <p>Ensuring availability of acceptable level of infrastructure and service delivery.</p> <p>Well-structured road network system to ease movement; and efficient and effective links between nodes, relevant products and services.</p>
To adhere to environmental law and protect environmentally sensitive areas	<p>Gives effect to principles contained in the National Environmental Management Act No. 107 of 1998 (NEMA) and other relevant policies.</p> <p>Protecting environmentally sensitive areas.</p>



To manage land development in line with the General Principles of the new Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA)

Provide basic guidelines for a Land Use Management System and development of a spatial Capital Investment Framework.

LAND AUDIT

The purpose of the project was 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 aimed to optimise the municipal property and land management capabilities and revenue collection. The project was conducted in 2019 and identified multiple land portions under the ownership of the municipality as well as sector departments. This exercise greatly assisted the Municipality in revenue enhancement and verified land ownership.

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. The policy seeks to address such gaps and a great need for housing need and development and proposes measures to take in instances of land invasion

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 admits 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 Settlements) 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 scare within its area of jurisdiction.

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

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

GIS

The Great Kei Municipality does not have a stand- alone GIS unit however it is tapping in on the services of Amathole District Municipality through their Support for its local municipalities. There is a standing Memorandum of Understanding (MoU) between Amathole DM and Great Kei Municipality for the GIS Shared Services. The Amathole 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 continuous and Great Kei Municipality attends the Shared Service Centre Steering Committee Meetings facilitated by Amathole District Municipality. The Amathole District Municipality manages and runs the GIS system.



IDENTIFIED LAND

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:

COMPLIANCE

SPLUMA compliant Spatial Development Framework (SDF)

The Municipality is currently reviewing its SDF, in-house with the assistance of the Municipal Infrastructure Support Agent (MISA) and Amathole District Municipality. The SDF is scheduled to be submitted to Council by July 2025 in order to ensure SPLUMA compliance. After Council submission and adoption, the SDF will be gazetted.

There are various stakeholders currently being engaged, including sector departments on the review process as part of public participation.

SPATIAL RATIONALE

The current SDF review process is ensuring that there is multi-sector and cross-border alignment of the SDF. This is inclusive of the District Development Model, plans of the neighbouring municipalities and sector departments. This is to ensure that all proposed projects and plans are aligned.

The SDF, through its Implementation Framework shows indication of various locations of proposed projects as well as any existing projects within the municipal jurisdiction. The implementation plan also indicates the various future projects, land reserved for future developments and economic nodes among other matters. This is also demonstrated through the Spatial Proposals of the SDF.

The SDF priorities are translated into the municipal IDP projects and also used for business plan submission to the various sector departments.

SPLUMA IMPLEMENTATION

Item	Comments
Have the Planning Tribunal been established and adopted by Council?	The Municipality has a stand-alone Municipal Planning Tribunal (MPT). The MPT was adopted by Council and gazetted in 2023. The operations of the MPT begun in February 2023 and have been sitting consistently since inception.
Have Town Planning by-laws been prepared, adopted and gazetted by the Council?	The Spatial Planning and Land Use Management By-Law was adopted and gazetted in 2016 through the assistance of COGTA.
Are authorised officials appointed?	No appointed Authorised Official in place to date. However, there are recommendations that will be actioned during the first quarter of the 2025/26 FY.



Has the municipality appointed a registered town planner to deal with town planning requirements in terms of SPLUMA?

There is a SACPLAN registered Town Planner within the Municipality to consider all development applications.

HUMAN SETTLEMENTS OVERVIEW

The Great Kei Municipality has a diverse housing need as many families live in traditional dwellings in KweNxurha, Nyarha Villages and Draaibosch Farm Area. The coastal towns of Kei Mouth, Morgan’s Bay, Haga Haga, Chintsa West and Chintsa East currently house a number of private developments and middle to higher income residential developments. Only a few towns have catered for low-income housing development, being; Chintsa (Area 16 & 17), Morgan’s Bay (iGxarha Village) and Kei Mouth (iCwili). Qumrha is the primary town that constitutes multiple areas with low-income housing development. Henceforth, Qumrha offers an opportunity to develop middle to higher income housing developments.

The Department of Human Settlements has further played a critical role within the Municipality through the distribution of more than 250 title deeds between Kei Mouth and Qumrha. This is a great milestone towards restoring dignity and the promotion of tenure security for low-income households.

HOUSING TYPE

Traditional	Informal	Formal	Other
5%	9.1%	85.5%	0.5%

The current population of the GKM is reported as 35 990, with 12 095 households (Census, 2022). Most households live in formal dwellings (85.5%) according to the Census (2022), with 9.1% of households living in informal structures (refer to above). This is a significant increase from the 2016 Community Survey as approximately 10 341 households reside in formal dwellings as compared to 5 841 households in 2016. The increase in the number of formal housing dwelling is documented from the established towns as well as the KweNxurha areas (which is mainly rural in nature).

FORMAL HOUSING

Private developers participate 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 in the towns of the municipality.

The Department of Human Settlements subsidies offer the opportunity of tapping into various housing typologies and further responding to housing needs within the municipality. Subsidy schemes such as Gap housing finance, offer first time home buyers through subsidy provision for middle income households. Such subsidies are aimed at minimising the financial gap and promote access to finance and home improvement.

However, the over allocation of funding together with the slow rate of delivery places a number of new housing projects on the waiting list.



PROPOSED HOUSING DEVELOPMENT

TOWNSHIP	ESTIMATED NO. OF UNITS
Morgan's Bay	200
Kei Mouth (Icwili)	250
Chintsa East	500
QumrhaZone 10	1140
QumrhaPhase 1	96
QumrhaPhase 2	400
Haga-Haga	300
Cefani	250
Tainton/Palana	350
Ntushuntushu	350
Great Kei Rural Areas	6000

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 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 within the Municipality. This programme seeks to identify, and assist identified informal settlements that meet the criteria of the support programme but upgrading bulk infrastructure services and secure tenure through the registration of Title deeds.

Great Kei Municipality has identified four (4) areas which are supported through this programme, namely, Qumrha, Kei Mouth (iCwili), Cintsa and Gxarha Village. Through this project, a total of 2 013 households have benefitted from the provision of communal standpipes, pour-flush toilets, the blading of roads and upgrading of boreholes. The project is currently on Phase 2 of 3 as there has been land acquisition needed for Chintsa and Gxarha Village. The land acquisition for the subject settlements has been attributed by challenging geographical features, limited access for bulk services and location of households in floodplain.

The land acquisition process is currently being facilitated by the Housing Development Agency (HDA), as an implementing agency of the Department of Human Settlements. The HDA has been implementing the project and continues to facilitate it.

There have been significant improvements within the affected communities through improved access to bulk infrastructure services and minimising the infrastructural shortfall in informal settlements within the Municipality.



HOUSING DEVELOPMENT PROJECTS

NAME OF THE PROJECT	CHALLENGES	PROGRESS
Construction of 570 Units for Low Cost in Zone 10 Phase 1	1. Contractual arrangements 2. Beneficiaries who does not have fencing-livestock affecting paint. 3. Growing for additional land uses such as gravesites and grazing fields	1. 289 Unit have been completed. 2. There has been an addition 3 sub-contractors on-site to speed the construction 3. 250 Households have been electrified to date. 4. There is a Community Hall development proposed for the whole Zone 10 (Phase 1 and 2) area
Construction of 570 Units for Low Cost in Zone 10 Phase 2		Consulting has been appointed by the Department of Human Settlements. The Professional Service Provider is currently at Planning and Design stage of the project.

PROPOSED HOUSING PROJECTS

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. Feasibility study was conducted by the Department of Human Settlements.
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



BLOCKED PROJECTS

Project Name	Delivery Planned	Progress
Kei Mouth Cwili – 278 Units	Demolish and rebuild 47 defective units and construct 106 new units.	The Professional Service Provider has been appointed as a Turnkey project. The verification of all beneficiaries has been done and building plans have been submitted to the local authority for approval. The approved building plans will then be lodged with NHBRC.
Chintsa East – 85 Units	Demolish and rebuild 31 units that are at defective	The Professional Service Provider has been appointed as a Turnkey project. The verification of all beneficiaries has been done and building plans have been submitted to the local authority for approval. The approved building plans will then be lodged with NHBRC.

TOWNSHIP ESTABLISHMENT IN QUMRHA AND KEI MOUTH

Project Name	Number Of Units	Budget	Expenditure	Progress To Date
Icwili (Kei Mouth) Qumrha	~600 ~800	R 929 690.48	R 557 813.05	Service Provider appointed for the 2 projects to run concurrently and specialist studies have been completed.

HUMAN SETTLEMENTS SECTOR PLAN OVERVIEW

THE PURPOSE OF A HUMAN SETTLEMENTS SECTOR PLAN

The main purposes of a Human Settlements Sector Plan are as follows:

- 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.
- Ensure effective subsidy budgeting and cash flows both at the local municipal and provincial levels.
- Ensure the effective allocation of limited resources (specifically financial and human) to a large pool of potential development interventions.
- Ensure more integrated development through bringing together the relevant cross-sectorial role players to coordinate their development interventions in one plan.
- Provide greater spatial linkages between the spatial development framework (SDF) and the physical implementation of projects on the ground



STRATEGIC HOUSING VISION AND GOALS

The housing vision as stated in the draft Human Settlements Sector Plan:

“To create a future where everyone has access to adequate housing and liveable neighbourhoods.”



HOUSING DEMAND DATABASE AND NEEDS REGISTER

The National Department of Human Settlements requires that a National Housing Needs Register (NHNR) be created and updated for each municipality in order to ascertain housing needs of each municipality. This is a central database and system managed by the National Department of Human Settlements. The database was updated in November 2024 and the database is continuously being updated.

The Municipality has no Housing demand database in place, however, the work of the Human Settlements Sector Plan that is currently being reviewed is undertaking a municipal housing demand analysis, to develop the current housing demand. The noted housing demand will indicate income groups and housing typology demanded (low-cost, social housing, gap housing etc).

HUMAN SETTLEMENTS SECTOR PLAN REVIEW

The Provincial Department of Human Settlements has appointed a service provider to assist five (5) of the six (6) local municipalities within the Amathole District Municipality. The service provider is currently undertaking the review of the Great Kei Municipality and will be completing the review by December 2025.

The updated and reviewed Human Settlements Sector Plan will identify human settlements related gaps within the municipality and devise approaches to address those gaps through project proposals and interventions.



ACCESS TO LAND

The Municipality, through Council approved the planning and survey of land for residential development in Kei Mouth and Qumrha. This has been a response towards the growing need for access to land as well as the utilisation of available municipal resources. In this case, the planned residential developments are located in Council land and the Great Kei municipal Council has land within these towns.

The Municipality has appointed Service Providers for the development of a shopping facility and a mixed-use development. The developments are aimed at promoting the economic uplift of our towns as well as to plough investment back into our municipal area and targeted at the towns of Kei Mouth and Qumrha respectively. The developments are currently undergoing specialist studies.

The Municipality is further making strides to improving accessing to land for multiple land uses such as grazing land, land for cemeteries, land for commercial developments and provision of infrastructural services. The Municipality is continuously engaging various sector departments, through the District Development Model and integrated development approach to enact strategic land release for integrated functions. Such an initiative is that of the proposed ADM Offices to be located in Great Kei Municipality, in partnership with the GKM appointed Daku Group Developers for a 40 year lease where municipal land would be mixed used for the development of Offices and further enhance the development of the local town of Qumrha.

LAND DEVELOPMENTS UNDER TRADITIONAL AUTHORITY

The Municipality does not have Traditional Authorities within its jurisdiction, henceforth, no traditional authorities are required for engagements and consultation. Land development applications are processed through the municipal Planning Unit in consultation with Ward Councillors (depending on the nature of application) in non-urban areas such as KweNxurha.

LAND CLAIMS

The Land Claims Commissioner is considering land claims in terms of section 11(1) of the Restitution of Land rights Act (1994). There are areas within the Municipality that are under claim, however, the Department of Agriculture, Land Reform and Rural Development (Land Claims Commission) has a detailed inventory of the affected farm portions throughout the municipal jurisdiction.

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
Ward 1	234	39	15	1248	195
Ward 2	6	6	3	960	195



Ward 3	3	3	12	1185	225
Ward 4	18	-	3	1047	90
Ward 5	906	3	9	453	54
Ward 6	984	24	6	432	87
Ward 7	1308	33	117	318	15
All cells in this table have been randomly rounded to base 3					

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.
- Enforcing of bylaws.

INTEGRATED WASTE MANAGEMENT PLAN

The Municipality is in the process of reviewing its Integrated Waste Management Plan (IWMP), the reviewal of the IWMP is to be finalized in the 2025/2026 Financial year. The Integrated Waste Management Plan has been reviewed in line with the National Waste Management Strategy, Eastern Cape Integrated Waste Management Plan (2022/26) and GKM IDP cycle

WASTE DISPOSAL SITES

Great Kei Municipality has one Waste Disposal Site which is managed by the Municipality. The landfill site is licenced for closure and rehabilitation (Licence No.: HO/B/9/L01/23). The Qumrha Waste Disposal Site is approximately 73 000 m² in extent. It is located on Erf 1 Qumrha within the GKM (GPS Coordinates- 32°34'48.61"S 27°52'36.96"E).

The site is located approximately 1 km west of Qumrha and is accessed directly off the National Route 63 (R63). The Komga Landfill Site is the only landfill site within the Great Kei Local Municipality (GKLM), servicing the whole municipal jurisdiction.

Great Kei Municipality has two registered transfer stations, which are based in Kei Mouth and Chintsa. Chintsa transfer station is temporarily closed. Volumes of waste are recorded on the South African Waste Information System on a monthly basis.



DESIGNATED WASTE MANAGEMENT OFFICER

The Municipality does have a designated Waste Management Officer (WMO) in the form of the position of Manager: Community Services. The GKM Waste Management Officer acts as a point of contact between other spheres of government on waste management issues and co-ordinate their activities.

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.
- Illegal dumping.

- Shortage of staff and fleet for refuse collection.

THE FOLLOWING PROJECTS ADDRESSES THE ABOVE MENTIONED CHALLENGES.

Cleaning and Greening Project

Waste Recycling Project

Construction of a New Landfill Site

Clearing of illegal dumps - Awareness campaigns/ education are conducted quarterly to address the issue of illegal dumping, municipality also conducts internal awareness campaigns.

Great Kei Municipality attends and participates in the District Waste and Provincial waste forums which sits on a quarterly basis.

Solid waste management By-laws are in place and promulgated.

ENVIRONMENTAL MANAGEMENT

CLIMATE CHANGE

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

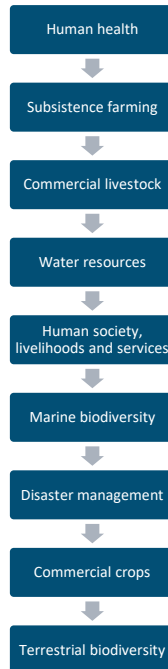
The Eastern Cape Climate Change Strategy (2012) and the ADM Climate Change Vulnerability Assessment (2013) indicated that the primary manifestations of climate change that are expected to be relevant to Great Kei LM include the following:

- Average monthly temperatures will increase by 1.5 to 2.5 degrees;
- There will be more extremely hot days and heat waves;
- There will be fewer cold and frost days;
- Annual average precipitation may increase in certain areas or decrease in others;
- The way in which precipitation occurs will change, namely:
 - Increased variability from year to year;
 - Heavier and more intense rain;
 - Higher likelihood of destructive storms;
 - Shorter return period for floods; and
- Between very wet periods, longer dry spells and increased likelihood/ severity of droughts.



- Atmospheric CO₂ concentrations will be elevated; and
- Sea level rise coupled with high tides, stronger storm surges and higher frequency flooding will increase the chances of extreme high-water events, local inundation and coastal erosion.

CLIMATE CHANGE EFFECTS AT THE GREAT KEI LM AFFECTED THE FOLLOWING AREAS:



PERCEIVED IMPACTS OF CLIMATE CHANGE WITHIN AMATHOLE DISTRICT MUNICIPALITY

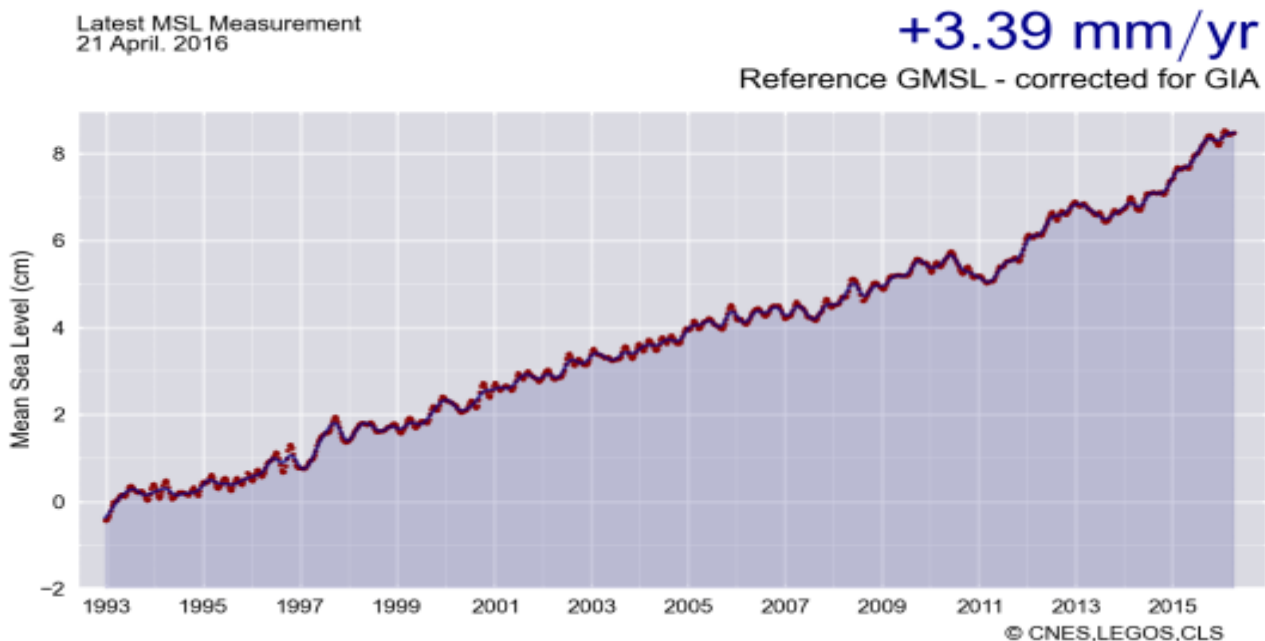
The climate is changing, with imminent threats. Projections for increased inconsistencies in climatic elements such as rainfall and temperature have continued to raise concerns, particularly amongst crop producers. Globally, about eighty-two per cent of crop production activities are rain fed; crop yields 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 Mbashe Local Municipality, from the Amathole District, Eastern Cape Province, South Africa. Simple descriptive statistical tools, principal component analysis and Ward's linkage cluster analysis were used for the data analysis. Findings revealed a perceived increase in temperature levels and a drastic decline in rainfall. Harsh and aggressive climatic conditions, with attendant problems of drought, heat waves and wind speed, were also indicated. There is a perceived increased difficulty in production activities as a result of water scarcity, poor soil conditions, pest infestations and disease infections, amongst many other challenges. There is a growing threat of unsustainable agricultural production, which may in due course increase poverty levels among the smallholder farmers. In order to sustain production activities, immediate interventions are required for appropriate extension service delivery, particularly in the area of climate change coping and adaptation responses.



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

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

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



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

COASTAL ZONE MANAGEMENT

There are four coastal towns namely Chintsa, Haga- Haga, Morgan Bay and Kei Mouth, which are based in Great Kei Municipality and they take part of the 42 km share of the 800 km coastline



of the Eastern Cape. Along the Great Kei Coastline are seven beaches: Kei Mouth, Morgan Bay, Haga Haga, Chintsa East, Chintsa West, Glen Eden and Glen Gariff.

Great Kei Municipality does not have the Coastal Management Programme but it uses the Amathole District Municipality. Great Kei Municipality has established the Coastal Management Committee. The intention of this committee is to engage the broad stakeholder in the management of the coastline.

Environmental Management Project

Great Kei Municipality addresses the environmental challenges like Alien Invasive Species through the use of the Extended Public Works Programme. The Municipality screens whether the projects will need the Environmental Impact Assessment or Not prior the commencement of the Projects. This ensure that the municipalities complies with all the relevant environmental legislations.



SECTION F2: BASIC SERVICE DELIVERY

TECHNICAL SERVICES AND COMMUNITY

ROADS AND STORMWATER MANAGEMENT

The municipal roads and stormwater management function of the municipality falls within the Technical and Community Services Directorate, headed by the Director who is directly accountable to the Accounting officer. The Municipality receives funding from the national fiscal through Municipal Infrastructure Grant (MIG) to address the existing backlog and needs for roads maintenance. Stormwater management is addressed during Planning and Design stage for the construction of new roads, wherein, it is intended to drain water effectively from the road. Additionally, the Infrastructure Unit within the Directorate has the responsibility to maintain roads, stormwater and install roads furniture as part of maintenance and conducted through internal funding.

The Directorate has an approved Stormwater Management Plan that is utilised as a guiding documents for the maintenance of municipal roads. At the beginning of each financial year, the Infrastructure Unit submits a detailed procurement plan for road and stormwater maintenance as per the approved internal budget.

The composition of the Directorate has the following Management:

- Director: Technical and Community Services
- Manager: Infrastructure
- PMU Manager
- Manager: Community Services

The Municipality currently has the following yellowplant in place for road maintenance:

- TLB
- Grader (Volvo&Komatsu)
- Low-bed
- Dozer

Furthermore, the Municipality is looking to procure additional yellow-plant to ensure that the Roads maintenance section is capacitated in the form of:

- Grid- Roller
- 2x Tipper trucks
- Water-cut

In line with the above, the Municipality has prioritised human resources for the yellow-plant (Drivers).

RURAL ROADS ASSESSMENT MANAGEMENT SYSTEM (RRAMS)

For rural roads maintenance, the Municipality utilises the Rural Roads Assessment Management System (RRAMS) through the assistance of the Amathole District Municipality. The system assists in updating, providing conditional assessment for the municipal roads network and used as a guide to the prioritisation of rural roads to be maintained.

There are currently two (2) users registered in the RRAMS system within the Infrastructure Directorate and the Municipality seeks to increase the number of users. Additionally, the



Municipality extensively engages the Amathole District Municipality on RRAMS including workshops and trainings as well as updates to be inputted into the system.

INTEGRATED TRANSPORT PLAN

The Municipality currently does not have an approved Integrated Transport Plan as there are no clear public transportation routes within its jurisdiction. There are no clear short-distance taxi routes and there are no operational bus services within the Municipality. However, there are two (2) taxi routes on the national roads; between Qumrha and Qonce as well as Qumrha and East London. The Kei Mouth Ferry is also playing a major role in transporting people between Centane and greater Kei areas such as Kei Mouth and East London. This has also been seen as a major contributor to the transport network within the Municipality.

The Qumrha Taxi Rank is currently at Planning and Design stage, through the assistance of SANRAL as part of the social corporate responsibility project. This will further promote accessibility within the Municipality.

The Municipality has since resuscitated its Transport Forum, sitting quarterly. The Transport Forum is aimed at advising on transport related matters, identify and prioritise transport infrastructure needs and engage relevant authorities with regards to human resource development and capacity building among other objectives.

The stakeholders who are part of the Forum include Great Kei Municipality (Law enforcement, Manager: Infrastructure, Manager: Community Services), Department of Transport, SAPS, Taxi industry, organised community groups and organisations and Ward Councillors.

3-YEAR CAPITAL PLAN AND DISTRICT DEVELOPMENT MODEL (DDM)

The Municipality currently has an approved 3-year Capital Plan for infrastructure projects, including roads and stormwater that is approved and was developed in the 2024/25 financial year.

The Municipality has intensified its integrated development, through the District Development Model (DDM) by implementing the following projects:

- Construction of Kei Mouth Ferry Road to asphalt surface standards (Class 3 roads) , sidewalks, hawker stalls and boat parking bays funded by the Department of Transport
- Construction of Haga-Haga Road to asphalt surface standards (Class 3 roads) funded by the Department of Transport
- Upgrading of R63 Road by SANRAL
- Upgrading of N2 Road by SANRAL
- Construction of Camp Street Siviwe Main Road (Qumrha) to asphalt surface standards with sidewalks by SANRAL

ENERGY

ELECTRICITY LICENSING

The Municipality is currently the License Holder for distributing electricity in Qumrha town and its townships. The licence, *NER/D/EC123*, was approved in 2005 and this has since been reviewed in 2020, focusing on areas where the Municipality is currently distributing. The Municipality is currently receiving energy supply from the ESKOM Chaba sub-station through 22kV line down to Qumrha substation with 11kV.

The municipality is implementing all national energy programmes, and the backlog currently stands at 1140 housing units, as part of the new development by Department of Human Settlements. Off-grid energy solutions have been implemented, a case in point being Chaba Wind



Energy project at 21MW. This project is currently being upgraded with additional turbines, from 7 to 36 turbines.

In terms of the reviewed licence, the Municipality is licenced to distribute in the following areas:

- Qumrha Town
- Siviwe
- Mzomhle
- Zone 10
- Sidi
- Coloured Township/Thembaletu Peace Village
- And all greenfield areas within Qumrha area (not proclaimed)

The Municipality has conducted a Cost of Supply (COS) Study which enables the Municipality to evaluate the energy supplied in relation to energy distributed to the community. This Study is reviewed annually and submitted to NERSA.

Furthermore, the municipality has established a working Forum with ESKOM, MISA and as well has appointed a pool of Electrical Turnkey Service Providers for a period of 3-years which sits quarterly as seeks to address the following:

- Disruption losses
- Emergency electricity break-downs
- Community awareness campaigns
- Development of the municipal Contingency Plan for Electricity

Other areas within the Great Kei jurisdiction are being supplied by ESKOM, including all our coastal towns.

ELECTRICITY BY-LAWS AND POLICIES

The Municipality has a Council approved Electricity Master plan in place which addresses the electrical network needs and backlogs. Furthermore, the Municipality has gazetted an Electricity Maintenance Policy and By-Law, which are reviewed annually.

ELECTRICITY CONTINGENCY PLAN

The Municipality does not currently have an approved Electricity Contingency, but it is at draft stages. Furthermore, the Municipality has a pool of Electricity Turnkey Service Providers for a period of 3-years as well as an Electricity Forum which currently provides oversight on electricity network and disruption losses and future planning.

RENEWABLE ENERGY

Wind Turbines

The Municipality currently has seven (7) existing wind turbines located on the N2 close to Qumrha town and currently producing an output of 21 MW of energy, as part of the Qumrha Wind Farm. This Qumrha Wind Farm is envisaged to increase to a total of 36 wind turbines.

Additionally, there will be a development of five (5) wind turbines in Marshstrand, with the aim of supplying the Wild Coast Abalone Farm through a sub-station.

Bio-gas renewable fuel

We currently have three (3) households within the Municipality using organic waste energy and are in the Nyarha Villages of Sithungu and Ncalukeni. The Municipality would benefit in the



expansion of such initiatives to address energy shortfalls especially in rural areas as this is still limited to certain households.

There is also exploration and use of solar energy in various locations within the municipality. The growth in solar energy is evident at household level as well as some business within the municipal towns.

ELECTRICITY INFILLS

Electricity infills

ELECTRICITY BACKLOGS

ESKOM

3-YEAR CAPITAL ELECTRIFICATION PLAN

ESKOM currently has the following projects planned

- **Extensions:** KweNxurha, Chintsa East Area 16& 17
- **Pre-engineering** in the 2026/27 financial year
- Pre-engineering Schedule 5B

Project name	Project Type	Beneficiaries	Planned Capex	Planned H/H	Status
Great Kei Extensions	Household	Cintsa East (Area 16&17), KweNxurha Ngxingxolo, Silatsha, Magxangxeni, Makazi,Lusizini, Manqukela, Cwili, Mandela Park Palana Mkomati Ncalukeni Elityeni KweNxurha Soto	R 6 681 034	230	Design Stage
Great Kei Extensions Engineering (26/27 projects)	Pre-Engineering	No Scope	R 450 000		
Great Kei Pre-Engineering Schedule 5B	Pre – Engineering		R 350 000		
Total			R 9 376 547	230	



For the Municipality, the 3-year capital plan is as follows:

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.

GKM ELECTRIFICATION BACKLOGS						
Item No	Project Area	FUNDING SOURCE	BACKLOG	RATE PER CONNECTION	TOTAL REQUIRED	STATUS
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
TOTAL FUNDING REQUIRED TO ADDRESS BACKLOG					R 61,640,500,00	

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 QumrhaWard 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.

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.

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.



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. Qumrha is the main service centre, with Kei Mouth, Haga Haga, Chintsa and Morgan's Bay 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, with its review currently underway.

The Municipality receives land development applications and processes them quarterly through the Municipal Planning Tribunal. The Municipal SDF is aligned to the NSPD and PSDP and therefore all development proposals consider the different principles. The Municipality was initially part of a joint MPT with the District Municipality but has since been in a single MPT, as of January 2023. The Spatial Planning and Land Use Management Bylaws have been developed and were adopted in 2016. The Municipality has a Qualified Professional Town Planner (SACPLAN) to deal with Town Planning Requirements in terms of SPLUMA. A land Invasion and disposal Policy has been developed and sent to corporate services to ensure compliance and various other processes they need to follow before they are adopted and gazetted.

There are two significant development areas in the area; the KweNxurha and the coastal belt. The settlement of KweNxurha can be classed as model 2 type settlement and constitutes of small scale subsistence farming. 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, 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 KweNxurha 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 KweNxurha 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 KweNxurha. 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.

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

There is a need to establish formal taxi and bus routes within Great Kei to link KweNxurha, Qumrha, coastal towns and East London. There is a functional vehicle/licensing and testing station that is operating five days a week in Qumrha.



RAILWAY

There was Kei rail, managed by PRASA which has since stopped operating for reasons unknown. The rail was intended to be an alternative less expensive mode of transport but is not functional although there is existing infrastructure.

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

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.

ROADS INFRASTRUCTURE

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

The road network within the Great Kei Municipality consists of 729, 55 kilometres of surfaced and unpaved road. Unpaved roads are defined as gravel roads as well as non-gravelled roads and tracks i.e. identified access or minor roads that have not been upgraded in any way. The responsibility for capital expenditure and maintenance rests with various authorities including the Great Kei Municipality. The municipality has submitted an application to Municipal Infrastructure Support Agent for assistance towards the development of Road master plan.



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

TABLE: CATEGORIES OF ROAD

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

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

Available records indicate that, of the unpaved minor and access roads approximately 273 kilometres have gravel surfacing i.e. some betterment, drainage work and gravelling has taken place previously while approximately 213 kilometres can be classified as non-gravelled roads or tracks i.e. no improvement has taken place and roads have only been identified but are in use.

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

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.

PUBLIC FACILITIES

- **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 Qumrha and Qumrha Town Hall in Qumrha. 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	Belekumntwana community hall, Lusasa community hall, Mangqukela community hall, Mzwini Community Hall and Magrangxeni Community Hall	Managed by communities



5	Kie Mouth town hall, Icwili community hall and Morgan Bay Community Hall	Cwili Community Hall and Morgan's Bay are managed by the Community Bookings are done at municipal offices for Kei Mouth Town Hall managed by the Municipality
6	QumrhaGreat Hall, QumrhaTown Hall and QumrhaRecreational QumrhaYouth Centre	All are managed by the Municipality
7	Happy Valley Community Hall, Siviwe community hall, Draaibosch Community Hall	Qumrhatown Hall and QumrhaGreat hall are managed by municipality

• CEMETERIES

There are six (6) cemeteries that are maintained by municipality, 1 in Qumrhatown, 2 in Qumrha 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. The Cemetery Management System is in place and operational. The cemeteries in the township have reached the capacity , the municipality have identified a sites for new cemeteries and it is approved by the council.

• PUBLIC TOILETS

There are 11 Public Toilets within GKLM. Five in Kei Mouth, one in Qumrha, one in Haga-Haga and three in Chintsa. Special attention is needed in Glen Eden and Morgan Bay ablution facilities, the biggest threat is vandalism.

• 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	Qumrhasport field	Qumrha Junior netball, rugby, tennis, hockey swimming pool and cricket pitch. Morgenster netball, soccer and rugby. Hlumani soccer and rugby (with cricket pitch).
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PARKS AND OPEN SPACES

There are two open spaces in Chintsa that are being maintained as Parks. Qumrha 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.

HEALTH INFRASTRUCTURE PROGRAMMES

• HEALTH

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

POPULATION ESTIMATES	
CLINIC	ESTIMATES
Qumrha	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

ENERGY

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;

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

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.

GKM ELECTRIFICATION BACKLOGS						
Item No	Project Area	FUNDING SOURCE	BACKLOG	RATE PER CONNECTION	TOTAL REQUIRED	STATUS
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
TOTAL FUNDING REQUIRED TO ADDRESS BACKLOG					R 61,640,500,00	

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 QumrhaWard 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.

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 Qumrhaand 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 Qumrha, 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.

WATER AND SANITATION

• 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 even 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 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/s tream	Water vendor	Water tanker	Other	Not applicable
Ward 1	690	297	6	348	288	6	3	96	21	-
Ward 2	663	12	3	192	159	129	3	15	3	-
Ward 3	741	426	3	96	15	84	3	57	6	-
Ward 4	681	42	6	171	75	114	-	51	30	-
Ward 5	987	129	3	114	126	21	3	57	3	-
Ward 6	1287	57	3	75	63	21	3	18	6	-



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
Ward 1	312	63	474	420	42	30	411
Ward 2	9	21	552	459	75	57	9
Ward 3	9	21	858	246	192	39	54
Ward 4	9	27	867	186	72	9	6
Ward 5	144	933	99	3	-	3	264
Ward 6	510	480	330	87	27	9	93
Ward 7	423	1191	51	27	6	-	96
All cells in this table have been randomly rounded to base 3							

• **SANITATION SERVICES**

Sanitation%

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

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 - Vacant
- Chief traffic officer - Vacant
- 3 Traffic officers - Filled
- 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 firearms 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. Currently we have 13 Security Officers.



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:

- QumrhaTown Fire Station
- Chintsa East Fire Station
- Kei Mouth Fire Station



SECTION F3: LOCAL ECONOMIC DEVELOPMENT

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 1 LED Assistant. The section is operating on R 300 000.00 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 was reviewed in 2019 and is to be reviewed in 2025.

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
	Responsible agent	Partners	
Create a business advisory service and support within the municipality	GKLM	DEDEAT, ECDC and SEDA	N/A
Create a guide to doing business in the municipality booklet and distribute.	GKLM	ADM	R100 000
Develop investment opportunities for new and growing businesses	GKLM	ADM	N/A
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
Make use of municipality tenders to purchase locally produced goods and local services	GKLM	-	N/A



Develop SMME and entrepreneurship mentoring programmes through identifying potential mentors / businesses able to assist	GKLM	ADM	N/A
Keep SMMEs informed on planned developments and related opportunities	GKLM	ADM	N/A
Marketing of investment opportunities to all potential stakeholders and investors through linking up with district for investment marketing	GKLM	ADM	R20 000
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
Facilitate demand led skills development through forging partnerships with institutions of higher learning	GKLM	Eastern Cape Community Education and Training College	N/A
Thusong Service Centre	GKLM- initiator	Department of Social Development, Department of Home Affairs	To be determined
Promotion of business chamber	GKLM-facilitator	LTO, Agricultural Unions, Local Businesses	Annual support R15 000
Support to existing co-operatives	SEDA, GKLM-facilitator and implementer	ECDC,	R 250 000 staff member salary p.a.
Establish extent of mining industry and its opportunities in the municipality	GKLM implementer	DEDEAT,	R200 000
Support recycling cooperatives	GKLM implementer	DEDEAT, ECDC	1 Million

AGRICULTURE AND AGRI-PROCESSING DEVELOPMENT

Project Name	Implementation Agents		Budget Requirement
	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



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
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
Develop agriculture niche markets i.e. epi-culture	DAFF	GKLM- facilitator, ADM, DEDEA, SEDA	To be determined
Support and training for emerging farmers	DAFF, GKLM coordinator	DRDAR, ECDC	R 500 000
Provision of infrastructure for emerging farmers	DAFF, GKLM-coordinator and implementer	DRDAR, SEDA	To be determined
Investment in infrastructure for key agricultural projects	DAFF, GKLMfacilitator	DRDAR, ECDC	R500 000

TOURISM SECTOR DEVELOPMENT

Project Name	Implementation Agents		Budget Requirement
	Responsible agent	Partners	
Prioritised road development for catalytic or high value investments	GKLM	ADM	To be determined
Ensure road maintenance for high tourism routes, roads important for economic development	GKLM	ADM	To be determined
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



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
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
Cultural Village: Feasibility, Business Plan and Development	GKLM- implementer	ECPTA, NDT, DEDEAT	Studies: R500,000 Implementation +/- R4million
Promotion and investment in Heritage Tourism Route	ADM	GKLM- facilitator	To be determined
Ongoing Tourism Statistics Collection	GKLM- implementer	ECPTA	R100 000
Unlock ocean economy	GKLM- implementer	ADM. ECPTA, NDT, DEDEAT	To be determined
Blue Flag or Green Coast Status	GKLM- implementer	ADM. ECPTA, NDT, DEDEAT	To be determined
Coastal Management Plan	GKLM- implementer		R500 000
Safety and crime awareness campaign	GKLM- implementer		R50 000
Support of LTO	GKLM- facilitator	LTO	R50 000
Support of tourism events and festivals	GKLM- facilitator	LTO	R25 000 p.a
Mentorship, training & support programme to emerging black owned tourism operators	GKLM- implementer	SEDA, NDT	To be determined

INSTITUTIONAL SUPPORT AND CAPACITY

Project Name	Implementation Agents		Budget Requirement
	Responsible agent	Partners	
Red tape reduction	GKLM implementer	ADM	R 300 000
Creation of process diagrams	GKLM implementer		R 60 000



Fill vacant key position	GKLM implementer	ADM	To be determined
Identify and link up with strategic partners	GKLM implementer	ADM	N/A
Develop and strengthen LED Forum	GKLM- facilitator	ADM	R15 000 p.a.
Capacitation of officials on LED principles	GKLM implementer	ADM	R200 000



INFORMATION SHARING FORUMS FOR LED

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

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

The Great Kei Municipality has since established the SMME forum to represent the interest of business community.

JOB CREATION

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. 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
2021	563
2022	567
2023	607
2024	610



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 (933) job opportunities within the municipality in the previous year.

AGRICULTURE

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

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

Types of Commodities:

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

Types of farmers:

- Communal farmers
- Commercial farmers
- Emerging farmers

LIVESTOCK

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

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

ARABLE AND GRAZING LAND

ARABLE LAND SIZE:

Farmers	Land in use	Land currently not in use	Total
1. Ngxingxolo	100	-	100 ha
2. Slatsha	33	5	38 ha



3. Makazi	20	5	25
4. Carlton	20	40	60
5. Sihlangule	-	30	30
6. Mangqukela	3	22	25
7. Brooklyn	-	15	15
8. Sotho	-	20	20
9. Locklyn	2	8	10
10. Ncalukeni	20	10	30
11. Bhola	-	30	30
12. Sithungu	10	-	10
13. Hillside	-	10	10
14. Makhoba	-	2	2
15. Gugwa	5	5	10
16. Blue Gums	-	20	20
17. Stynmust	-	5	5
18. Loan Oak	-	10	10
19. Woodberry	20	-	20
20. Rocklyn	-	5	5
21. Oatbrey	-	5	5
22. Mdoda & Family	-	10	10
23. Rangile	-	2	2
24. Chefane	-	2	2
Total	233	273	506

GRAZING LAND:

Land	Square Meters
1. Oatbrey	1040
2. Mellow	374
3. Weltvred	372
4. Grey Valley	278
5. Amabhele Farming	278
6. Broocklyn	202
7. Seven fountain	715
8. Stainland	387



9. Styurust	420
10. Thami & others	803
11. Plika & Xatu	232
12. Woodberry	230
13. Mdoda & family	450
14. Emahlubini	183
15. Melody	340
16. Squarehill	120
17. Oom Draai	120
18. Sacranment	37
19. Bukani	84
20. Heartbees	88
21. Hill side	295
22. Eastbourne	121
23. Sotho	365
24. Beacon Hill	231
25. Sihlangule	119
26. Carlton	460
27. Fellem & Family	202
28. Silver Valley	210
29. Human Rest	210
30. Bulindery	408
31. Bosenfontein	498
Total	9635

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



BOREHOLES

- Rocklyn Farm
- Eastbourne

DAM SCOOPING

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

AGRICULTURE INFRASTRUCTURE DIP TANKS RENOVATIONS

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

FENCING

- Khayelitsha
- Oom draai Farm

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.

SITE ALLOCATION FOR FSPU

The Great Kei Council has approved ERF 1 in Qumrha 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.

LED POLICIES

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



SMME/ COOPERATIVES AND MECHANISMS FOR ATTRACTING INVESTMENTS INTO TOWNSHIP ECONOMIES

In line with National policy on SMME, Great Kei municipality endeavors 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 2022/23 FY and in a reviewal process to incorporate all the SMME and cooperatives needs.

SMALL TOWN'S REVITALIZATION

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

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

STR PROJECT IMPLEMENTATION PLAN AND ALL LED PROJECTS

No	ERF-No	PROJECT	LOCATION	SIZE	MUNICIPAL/PRIVATE LAND	ALLOCATED BUDGET
1.	ERF 1-R 63/ 3 Municipal Commonage	AgriPark	Komga		Municipal	R 4,7 Million
2.	ERF 1	Housing development	Komga		Private	
3.	ERF 3	Dairy farming	Qumrha		Municipal	
4.	ERF 3	Timber and Charcoal factory	Qumrha		Municipal	
5.	1 Municipal Commonage	Office Park / Tusong centre	Qumrha		Municipal	
6.	ERF 1	Retail Park	Qumrha	±19511 m ²	Municipal	
7.	ERF 2	Mine factory- milo granite-Polishing factory	Qumrha		Municipal	
8.	3 Municipal Commonage	Texidarm	Komga		Municipal	
9.		New landfill site	Qumrha		Municipal	
10.	Trust	Heritage Tourism, Hotel and accommodation	Bola/Sthungu		Private	
11.	Trust	Abalone farming	Bola/Sthungu		Private	
12.	ERF 1-Kei Mouth	Water front/Beach Precinct, Malls	Kei Mouth		Municipal	
13.	ERF 1-Kei Mouth	Medical Centre	Kei Mouth		Municipal	
14.	ERF-Farm 106	Private School	Between Kei Mouth & Morgan's Bay		Municipal	
15.	ERF 1/ Municipal Commonage	Paintball	Kei Mouth		Municipal	



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

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	Qumrha Towns Internal Streets	
8	Haga-Haga Internal Streets	
TOTAL		14 km

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.



This 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.



SECTION F 4 - MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

INSTITUTIONAL ARRANGEMENTS

GENERAL CORPORATE ADMINISTRATION

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:

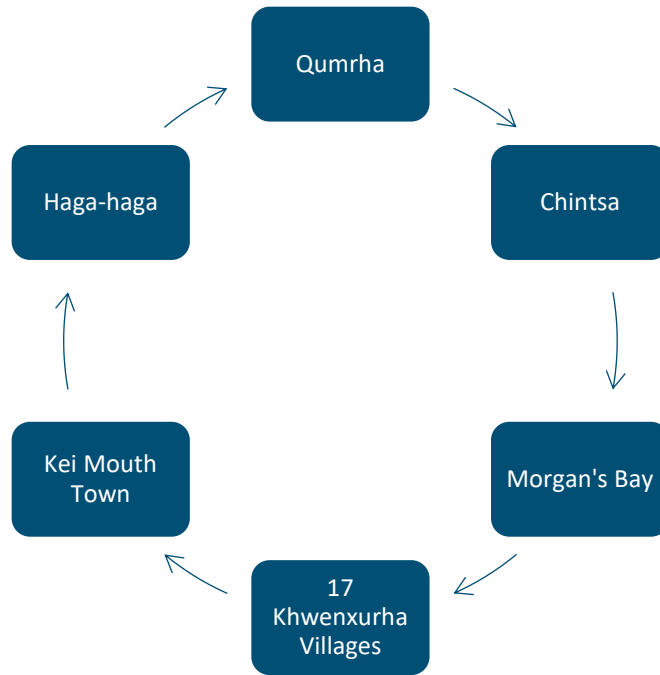
ADMINISTRATION-

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

HUMAN RESOURCES-

- 1.6 Recruitment and Selection
- 1.7 Labour Relations
- 1.8 Training and Development
- 1.9 Integrated Health, Safety, EAPs, Wellness and HIV/AIDS
- 1.10 Organizational Development and Design
- 1.11 Compensation and benefits

GREAT KEI MUNICIPALITY IS COMPRISED by Qumrha, Chintsa, Haga Haga, Morgan's Bay, and Kei Mouth, and 17 Khwenxurha Villages with its Headquarters in Komga.



POLITICAL AND THE ADMINISTRATIVE SEAT

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 – CHAIRPERSON: CLLR Z PATULUKO**
- **LOCAL ECONOMIC DEVELOPMENT - CHAIRPERSON: CLLR ZUKO PATULUKO**
- **FINANCIAL VIABILITY AND SUSTAINABILITY - CHAIRPERSON: CLLR Z PATULUKO**
- **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT – CHAIRPERSON: CLLR S. JACOBS**



▪ **GOOD GOVERNANCE AND PUBLIC PARTICIPATION - CHAIRPERSON: CLLR S. JACOBS**

- **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE- CHAIRPERSON: CLLR S PAKAMILE**
- **WHIP OF COUNCIL - CLLR Z NZUZO**

MECHANISMS FOR PROPER MANAGEMENT OF SATELITE OFFICES

Great Kei local municipality has satellite offices which 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

ASSIGNED POWERS AND FUNCTIONS

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

PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
Mayor	<ul style="list-style-type: none"> ▪ Manage the drafting of the IDP process; ▪ Assign responsibilities in this regard to the Municipal Manager; ▪ Submit Process Plan to the Council; and approval; ▪ The responsibility for managing the drafting of the IDP has been assigned to the Municipal Manager.
Council	<p>The Council will in addition be responsible for:</p> <ul style="list-style-type: none"> ▪ Drafting IDP process, which will involve participatory processes similar to those that prevailed in the drafting of the foundation document. In addition to these will be the phasing in of Community Based Planning into the planning process
7 Ward Councillors & 5 Proportional Representatives	<p>Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> ▪ Link the planning process to their constituencies and/or wards. ▪ Be responsible for organising public consultation and participation within their wards. ▪ Ensure the municipal budget is linked to and based on the IDP.
Municipal Public Accounts Committee (MPAC)	<p>Made up of five(5) Councillors to provide an oversight role over GKM:</p> <ul style="list-style-type: none"> ▪ Oversight any unauthorized, irregular or fruitless and wasteful expenditure. ▪ Oversight and prevent any activities of fraud, corruption, crime, non-compliance with policies and legislation. ▪ Report and recommend on all the matters of non-compliance to Council ▪ Liaise with all other oversight structures internally or externally to ensure seamless communication, feedback and efficient handling of the oversight, monitoring and evaluation role
Municipal Systems Act (Section 79 Committee)	<p>Great Kei Municipality has got five(5) Section 79 Committes, herein referred to as Standing Committees, namely:</p> <ul style="list-style-type: none"> • Local Economic Development • Municipal Transformation & Institutional Development



PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> • Financial Viability & Sustainability • Good Governance & Public Participation • Service Delivery & Infrastructure Development
Audit Committee	<p>Provides Oversight on municipality's financial performance:</p> <ul style="list-style-type: none"> ▪ It provides assistance to Council by fulfilling its oversight responsibility for the financial reporting process, the system of internal control and the audit process. ▪ It assists the municipality in ensuring the process for monitoring compliance with laws and regulations including the code of conduct. ▪ It also appointed as the Performance Audit Committee for GKM
Municipal Manager	<p>The Municipal Manager has a responsibility to provide guidance and ensure that the administration actively participates and support the development and review of the IDP and Budget and works towards its implementation and carry the following duties:</p> <ul style="list-style-type: none"> • Preparing the Process Plan for the development and review of IDP • Undertaking the overall management and co-ordination of planning and development process considering time, resources • Ensuring that the development process is participatory, strategic and implementation oriented and aligned so that it may satisfy the sector planning requirements.
DIMAFO	<p>DIMAFO is the institutional structure spearheaded by ADM to monitor alignment and integration of the IDP process between ADM and the local municipalities. Great Kei Municipality is represented by the following members:</p> <ul style="list-style-type: none"> ▪ Chairperson of the IDP Representative Forum ▪ Chairperson of the IDP Steering Committee, (Municipal)
IDP Steering Committee	<p>The Steering Committee is a technical working team of dedicated officials who support the Strategic Director to ensure a smooth planning process. The Municipal Manager is responsible for the process but will often delegate functions to the officials that form part of the Steering Committee</p> <p>Chairperson: Municipal Manager (or Strategic Director)</p> <p>Secretariat: Heads of Department Spatial Development – sector plan champs Cluster champs – if not already included in HOD's Skills Development Facilitator (Training) Internal Audit (Still to be established)</p> <p>The IDP Steering Committee is responsible for the following:</p> <ul style="list-style-type: none"> ▪ Commission research studies ▪ Consider and comment on: <ul style="list-style-type: none"> - Inputs from subcommittees (s), study teams and consultants; - Inputs from provincial sector departments and support providers ▪ Process, summarise and draft outputs; ▪ Make recommendations to the Rep Forum; ▪ Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum
IDP Representative Forum	<p>Great Kei Municipality make use of the established IDP Representative Forum which enhances community participation in the drafting of the IDP.</p>
Support providers and	<p>Service providers are used for the following:</p>



PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
planning professionals	<ul style="list-style-type: none"> ▪ Providing methodological/ technical support on the sector plans, budget reform, mainstreaming and other adhoc support as and when required; ▪ Facilitation of workshops as and when required
Management Committee	<p>The Heads of departments are responsible for:</p> <ul style="list-style-type: none"> ▪ Providing relevant technical, sector and financial information for analysis in determining priority issues ▪ Contributing in offering technical expertise in the consideration and finalization of strategies and identification of projects. ▪ Providing operational and capital budgetary information ▪ Being responsible for the preparation of project proposals, the integration of projects and sector programmes ▪ Being responsible for the preparation of amendments to the Draft IDP for submission to the municipal council for approval, submission to District Municipality and the MEC for local government for alignment.

ORGANISATIONAL DEVELOPMENT

APPROVED ORGANISATIONAL STRUCTURE/ORGANOGRAM

Local Government Municipal Systems Act, 2000 section 32 states that the municipality in accordance with applicable law and subject to any applicable collective agreement must develop and adopt appropriate systems and procedures consistence with any uniform standards prescribed. The municipality has been required by law to have the Organizational structure for 2024/2025 to give effect to the 2024/2025 IDP. The reviewed structure has been adopted by Council with the IDP.

ORGANOGRAM

The Great Kei Municipality organogram which was adopted by council on the 31st of May 2022 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/ microstructure. 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.

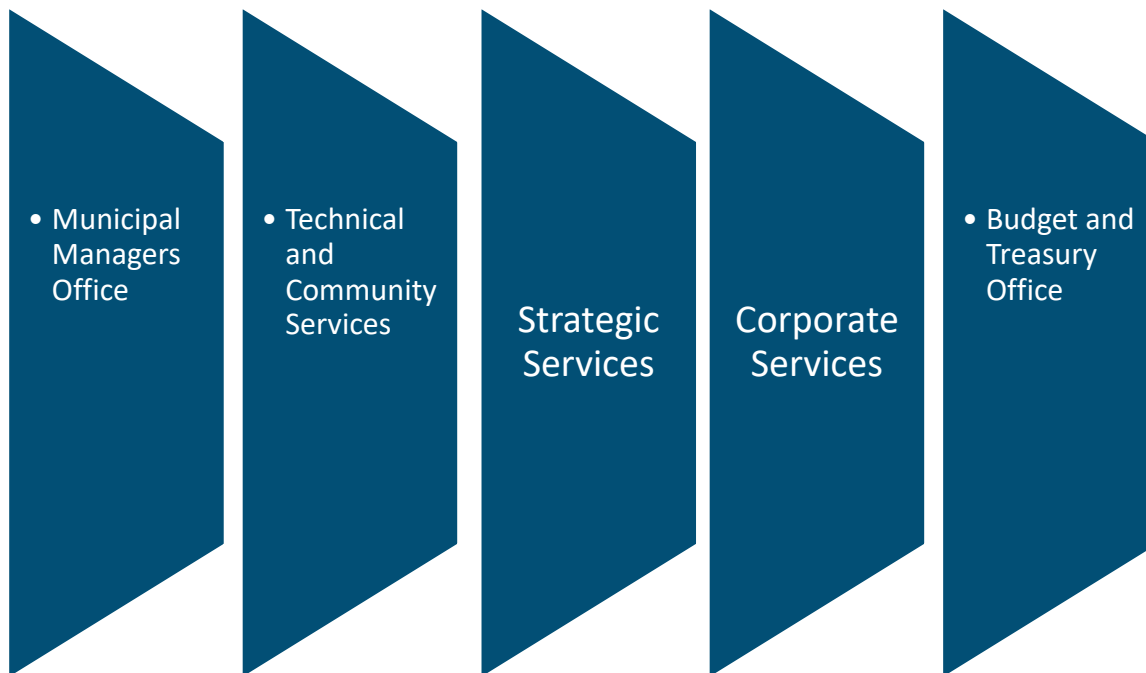
The Organogram is attached for ease reference as an Annexure.

ANALYSIS OF GKM ORGANOGRAM:

MUNICIPAL MANAGER AND SECTION 56 MANAGERS POSITIONS

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 [Vacant], Strategic Services Director [Vacant] and Corporate Services Director in October [Vacant] since 2017. The municipality has filled the position of the Chief Financial Officer in September 2019

Filled and vacant posts per Department

LIST OF HUMAN RESOURCE (HR) POLICIES

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



No.	Title	Approved by	Last Review
1.	Acting Allowance Policy	Council	24/25 FY
2.	Employee Assistance Policy	Council	24/25 FY
3.	Telephone Usage Policy for Councillors and Employees	Council	24/25 FY
4.	Placement, Promotion, Demotion and Transfer Policy	Council	24/25 FY
5.	Recruitment and Selection Policy	Council	24/25 FY
6.	Travel and Subsistence Policy	Council	24/25 FY
7.	Bereavement Policy	Council	24/25 FY
8.	Code of Conduct for Staff Members	Council	24/25 FY
9.	Employment Equity Policy	Council	24/25 FY
10.	Training and Development Policy	Council	24/25 FY
11.	Leave Policy	Council	24/25 FY
12.	Overtime Policy	Council	24/25 FY
13.	Rental / Housing Allowance Policy	Council	24/25 FY
14.	Health and Safety Policy	Council	24/25 FY
15.	Car Allowance Policy	Council	24/25 FY
16.	Danger Allowance Policy	Council	24/25 FY
17.	Retention and Attraction Policy	Council	24/25 FY
18.	Performance Management Policy	Council	24/25 FY
19.	Remuneration Policy	Council	24/25 FY
20.	Exit Policy	Council	24/25 FY
21.	Use of Consultants	Council	24/25 FY
22.	SCM policy	Council	24/25 FY
23.	Asset management policy	Council	24/25 FY
24.	Fleet management policy	Council	24/25 FY
25.	Credit control and debt management policy	Council	24/25 FY
26.	Tariffs policy	Council	24/25 FY
27.	Indigent policy	Council	24/25 FY
28.	Petty cash policy	Council	24/25 FY
29.	Cash and investment policy	Council	24/25 FY
30.	Budget process policy	Council	24/25 FY
31.	Virement policy	Council	24/25 FY



No.	Title	Approved by	Last Review
32.	Inventory Management	Council	24/25 FY
33.	Fruitless and wasteful, unauthorised and irregular expenditure policy	Council	24/25 FY
34.	IT Security Policy	Council	24/25 FY
35.	3G Card and Cell phone Policy	Council	24/25 FY
36.	Telephone Management Policy	Council	24/25 FY
37.	Rates Policy	Council	24/25 FY
38.	Backup policy	Council	24/25 FY
39.	Succession Policy	Council	24/25 FY
40.	Internship Policy	Council	24/25 FY
41.	HIV / Aids Policy	Council	24/25 FY
42.	Building Control policy	Council	24/25 FY
43.	EPWP Policy Prevention of land invasion	Council	24/25 FY
44.	Community Halls Management Policy	Council	24/25 FY
45.	Records Management Policy	Council	24/25 FY
46.	SMME Development Policy	Council	24/25 FY

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 2024.

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.

EMPLOYMENT EQUITY PLAN (EEP)

Great Kei Municipality has an Employment Equity policy in place which was adopted by Council in June 2022. It is currently reviewed and the reviewed policy will be presented to Council in March 2024 for 2023//24 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 2022. The due date for submission was 15 January 2024. All the information provided was in line with the requirements of the legislation.

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 2022/23 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.

STRATEGIES ON EMPLOYEE WELLNESS

Great Kei Municipality held a three (3) straight days strategic session in February 2023 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

OCCUPATIONAL HEALTH AND SAFETY

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.

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 2022/23.

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

TRAINING AND DEVELOPMENT POLICY

Great Kei Municipality has this policy in place which was adopted by Council in June 2023. It is currently reviewed and the reviewed policy will presented to Council in June 2024 for 2023/24 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.

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 2022/23 financial year. With regards to cases affecting Councillors, no cases were reported during the same period. Cases that affected officials were as followed:

TALENT ATTRACTION AND RETENTION POLICY

Great Kei Municipality has this policy in place which was adopted by Council in June 2023. It is currently reviewed and the reviewed policy will presented to Council in June 2023 for 2023/24 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

RECRUITMENT AND SELECTION AND APPOINTMENT POLICY

Great Kei Municipality approved the recruitment and Selection Policy in June 2023 for the 2022/23 financial year. The Municipality will be conducting a review on the policy in preparation for 2023/24 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.



SUCCESSION PLANNING POLICY

Great Kei Municipality has a draft policy on Succession Planning. The policy will be adopted by Council by June 2023 for 2023/24 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.

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.

LIST OF BY-LAWS

The Great Kei Municipality has during the first week of May 2023 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	Approved by	Status
1.	Liquor Trading By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
2.	Street Trading By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
3.	Prevention of Nuisance By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
4.	Advertising Signs By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
5.	Open Spaces By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
6.	By-Law on Neglected Buildings & Premises	Yes – Still to be promulgated	By-laws taken for public consultation
7.	By-Law on use and hire of municipal buildings	Yes – Still to be promulgated	By-laws taken for public consultation
8.	By-Laws on waste management	Yes – Still to be promulgated	By-laws taken for public consultation
9.	By-Law relating to cemeteries and crematoria	Yes – Still to be promulgated	By-laws taken for public consultation

PERFORMANCE MANAGEMENT SYSTEM (PMS)

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 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 1X IDP/PMS Manager and 1x IDP/ PMS Coordinator reporting to the 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

PERFORMANCE MANAGEMENT SYSTEM (PMS) CASCADED TO OTHER LEVELS

The Municipality made consultations with COGTA to assist PMS to be cascaded to Managers. Currently GKM is updating its PMS Policy to cater the cascading.

PMS QUARTERLY REVIEWS

The MFMA stipulates general responsibilities of Section 52 (d) of the Act requires that a Mayor of a municipality must, within 30 days of the end of each quarter, submit a report to the Council on the implementation of the budget and the financial situation of the municipality. GKM has prepared all four quarterly reports for 2023/2024 financial year.

INFORMATION COMMUNICATION AND TECHNOLOGY

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 Management and Systems Administrator (Vacant Funded),
- IT Desktop / LAN Technician (Filled)
- ICT LAN Technician (Vacant Unfunded)
- ICT Intern (Externally Funded)

INFORMATION COMMUNICATION TECHNOLOGY (ICT)

The ICT section has managed to review ICT Master Plan, develop IT disaster recovery plan through the assistance from Amatole District Municipality (Municipal Support) and Department of Corporate and Traditional Affairs and with its functional ICT steering



committee and Policy to guide and regulate ICT Day to day programmes. These polices have been approved by council.

The municipality has also managed to upgrade its municipal website and provision for Internet, VPN, Firewall and Telephone management and implemented hosted solutions for municipalities systems.

ICT POLICY FRAMEWORK

Great Kei Municipality policy applies to all business units, employees, Service Providers and any other resources requiring access to the GKM computing environment. Computing environment includes:

- physical and virtual environmental; and
- Hardware, software, system and applications.

The framework applies to any and all personnel who have any form of computer account requiring a password on the municipality's network including e-mail accounts.

DISASTER RECOVERY PLAN

The Municipality has developed a comprehensive IT Disaster recovery plan. The Plan covers all essential and critical infrastructure elements, systems and networks in accordance with key business activities.

All GKM staff are aware of the ICT Disaster Plan and its own respective roles and responsibilities. It contains all relevant information, templates, and procedures in order for the ICT team to be informed prior and during the Disaster and how to recover the key ICT systems and application.

ACTION PLAN TO ADDRESS ICT CHALLENGES

Providing more ICT resources and constructing well-furnished ICT labs; Proper maintenance of the available ICT resources; Training on integration of ICT; Having power backups in case of power failure; Providing stronger internet and the Availability of the e-content to be used in the Municipality.

RECORDS AND ARCHIVE

The Municipality complies with the National Archives Act in order to provide the proper management and care of the records of governmental bodies and the preservation and use of a national archival heritage and to provide for matters connected therewith.

SECTION F 5 - MUNICIPAL FINANCIAL VAIBILITY AND MANAGEMENT

EXECUTIVE SUMMARY



The key service delivery priorities, as reflected in the IDP, informed the development of the Budget, including the need to maintain and improve the Municipality's financial sustainability. It is also to be noted that cost containment measures are being implemented to curb costs and to improve operational efficiency.

National Treasury's MFMA Circulars No. 132 and 134 was used to guide the compilation of the 2025/26 Medium Term Revenue and Expenditure Framework (MTREF).

The Municipality faced the following significant challenges during the compilation of the 2026/27 MTREF:

- Maintaining an acceptable employee related cost ratio.
- Increased costs associated with bulk electricity, placing upward pressure on municipal tariff increases.
- Maintaining electricity to acceptable levels.
- Maintaining and upgrading dilapidated electrical infrastructure.

Great Kei Municipal Final Budget has prioritized service delivery projects and creation of job opportunities through SMME, Agriculture development and Extended Public Works Programme (EPWP). Department of Fisheries has also assisted municipality by creating job opportunities to the unemployed.

The total expenditure for the final budget of the municipality is R187.4 million of which R45.3 million is for capital expenditure and R142.1 million for operating expenditure. Due to limited resources, 60% (74%:2026) of the capital expenditure is funded from Conditional Grants:

Budget Summary	Draft Budget 2026-27	Final Budget 2026-27	2027-28	2028-29
Total Operating Revenue	157 422 369	158 288 109	162 205 523	167 534 955
Total Capital Revenue	31 815 000	31 815 000	20 780 000	21 390 000
Total Revenue	189 237 369	190 103 109	182 985 523	188 924 955
Total Operating Expenditure	142 423 580	142 162 854	145 228 482	150 731 633
Total Capital Expenditure	44 297 391	45 319 130	17 464 087	17 981 478
Total Expenditure	186 720 971	187 481 984	162 692 569	168 713 111
Suplus/Deficit	2 516 397	2 621 125	20 292 954	20 211 844

As a summary, the medium-term service delivery objectives include the following:

- The registration of indigent consumers and the rollout of free basic services;



- **Implementation of an improved debt and credit control policy in partnership with ADM**
- **Improve Collection rate by implementing Supplementary Valuation Rolls in order to improve debtors database;**
- **Implementation of Revenue Turnaround Plan**
- **Continuous implementation and monitoring of mSCOA project.**
- **Upgrading and rehabilitation of roads;**
- **Implementation of EPWP and MIG projects;**
- **Implementation of the Disaster Management Response Grant funded projects (National Disaster Command Centre: COGTA)**
- **Implementation of capital projects that are funded by Eastern Cape Department of Transport (EC:DOT)**
- **Implementation of Land Audit/ Sourcing of Investors in order to invest in GKM area**
- **Review of municipal property leases**

THE MAJOR PROPOSED TARIFF ADJUSTMENTS ARE AS FOLLOWS:

- Property Rates - 3.7% with an annual rebate of R15 000 for all residential properties and an additional R50 000 rebate.
- Waste Management - 83.7%
- Electricity - an estimated tariff of 3.7% will be used whilst awaiting the final tariff
- Other Sundries tariffs - 3.7%
- The municipality has legislative primary rebate of R15 000 given to all residential properties

OPERATING REVENUE FRAMEWORK

The continued provision and expansion of municipal services is largely dependent on the Municipality generating sufficient revenues. Efficient and effective revenue management is thus of vital importance in ensuring the ongoing financial sustainability of the Municipality. Furthermore, in accordance with the MFMA, expenditure must be limited to the realistically anticipated revenues. The Municipality's revenue management strategy includes the following key components:

- National Treasury's guidelines in this regard.
- Tariff Policies.
- Property Rates Policy.
- Indigent Policy and provision of free basic services.
- The level of property rates and tariff increases must ensure financially sustainable service delivery.
- The level of property rates and tariff increases to consider the maintenance and replacement of infrastructure, including the expansion of services.
- Determining fully cost reflective tariffs for trading services.



- Electricity bulk tariff increases as approved by the National Electricity Regulator of South Africa (NERSA).
- Efficient revenue management, targeting a 75% annual collection rate for property rates and service charges.



THE FOLLOWING TABLE ILLUSTRATES THE MIX OF MAIN REVENUE SOURCES, SUPPORTING THE 2024/25 MTREF:

EC123 Great Kei - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Revenue											
Exchange Revenue											
Service charges - Electricity	2	9 923	9 740	14 081	13 830	15 240	15 240	15 240	18 136	18 739	19 356
Service charges - Water	2	-	-	-	-	-	-	-	-	0	0
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	(0)	(0)
Service charges - Waste Management	2	4 321	3 540	4 143	4 061	5 061	5 061	5 061	6 147	6 788	6 553
Sale of Goods and Rendering of Services	2	680	888	1 035	1 185	1 095	1 095	1 095	930	960	991
Agency services	2	298	299	422	705	705	705	705	870	898	927
Interest	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	2	1 323	1 510	1 125	1 126	1 126	1 126	1 126	1 477	1 526	1 575
Interest earned from Current and Non Current Assets	2	1 959	4 392	6 525	6 733	6 733	6 733	6 733	8 000	8 702	8 528
Dividends	2	-	-	-	-	-	-	-	-	-	-
Rent on Land	2	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	2	288	558	375	214	214	214	214	201	208	214
Licence and permits	2	601	540	984	2 906	2 750	2 750	2 750	3 565	3 683	3 801
Special rating levies	2	-	-	-	-	-	-	-	-	-	-
Construction Contract Revenue	2	-	-	-	-	-	-	-	-	-	-
Development Charges	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	212	96	147	53	53	53	53	58	60	62
Non-Exchange Revenue											
Property rates	2	-	27 532	35 180	54 888	53 388	53 388	53 388	54 647	56 450	58 256
Surcharges and Taxes	2	-	-	-	-	-	-	-	-	0	0
Fines, penalties and forfeits	2	95	217	710	200	200	200	200	150	155	160
Licences or permits	2	-	-	-	-	-	-	-	-	0	0
Transfer and subsidies - Operational	2	56 743	57 697	60 484	61 753	60 753	60 753	60 753	59 027	57 400	61 422
Interest	2	6 223	6 585	4 947	5 676	5 676	5 676	5 676	5 081	5 249	5 417
Fuel Levy	2	-	-	-	-	-	-	-	-	-	-
Operational Revenue	2	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Fixed and Intangible Assets	2	(65)	506	(193)	-	-	-	-	-	-	0
Other Gains	2	(292)	4 534	(1 678)	-	-	-	-	-	-	-
Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		82 310	118 635	128 287	153 330	152 994	152 994	152 994	158 288	160 818	167 262

OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2026/27 budget and MTREF is informed by the following:

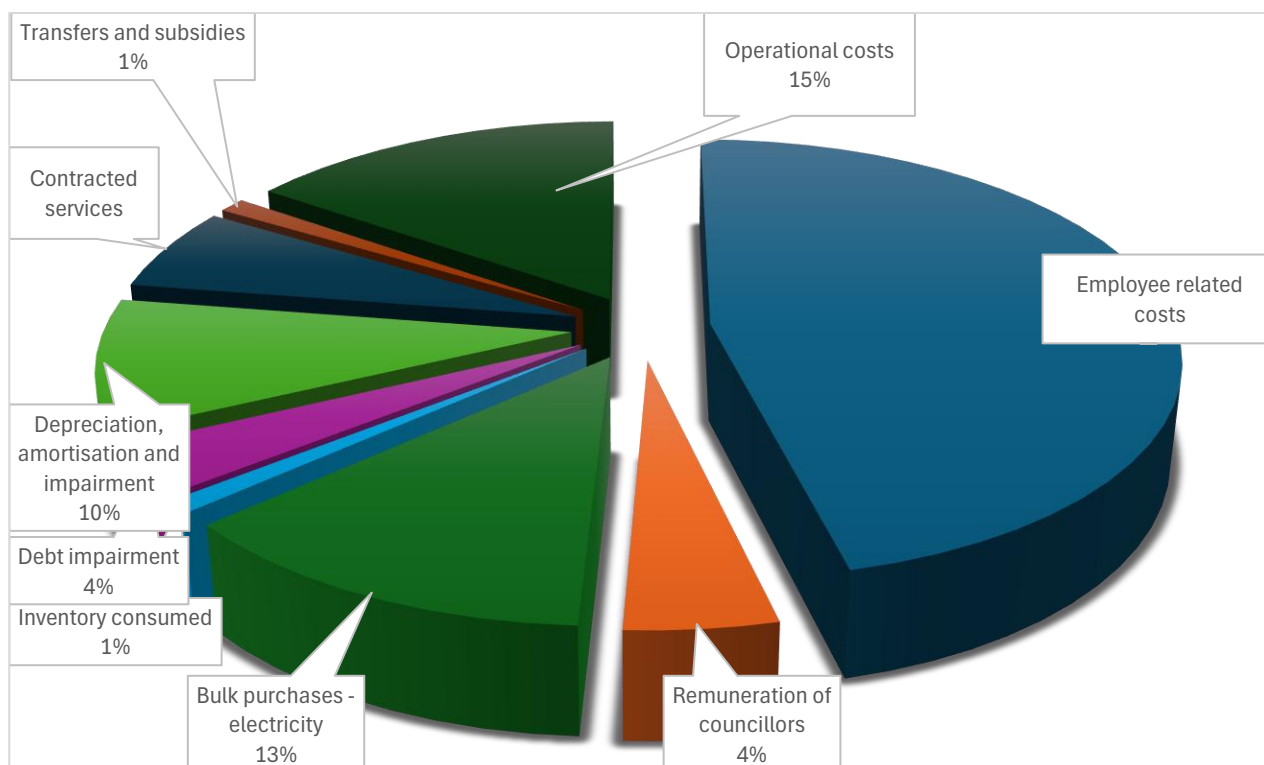
- The Salary and Wage Collective Agreement for the period 01 July 2026 to June 2027 an increase of four comma seventy five percent (4.75%)
- The municipality will strive to collect 75% of the billing in all services with major focus on the continuous implementation of credit control policy; implementation of Supplementary Valuation Rolls, implementation of discount scheme and cleansing of database.
- The assessment performed by Provincial Treasury on the municipality's Mid-Year Financial and Performance budget was considered.
- Administration costs – zero based budgeting was used and as per municipality's affordability,
- Repairs and maintenance costs – zero based budgeting and as per municipality's affordability,
- There is a minimal amount for capital projects budgeted for internally due cash flow constraints.
- The municipality has prioritized Phase 4 of the Main Building, construction of roads, planning fees for new landfill site, Maintenance of cemeteries, maintenance municipal website, Gazetting of by-laws, Implementation of mSCOA.



The following table is a high-level summary of the 2025/26 budget and MTREF (classified per main type of operating expenditure):

EC123 Great Kei - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Expenditure											
Employee related costs	2	25 857	49 182	64 388	55 678	57 181	57 181	57 181	65 820	68 890	71 933
Remuneration of councillors	2	-	5 493	5 923	5 738	6 057	6 057	6 057	6 305	6 513	6 721
Bulk purchases - electricity	2	-	12 707	14 587	15 497	17 647	17 647	17 647	18 000	18 594	19 189
Inventory consumed	2,8	123	440	192	1 059	1 982	1 982	1 982	1 312	700	717
Debt impairment	2,3	-	-	-	2 500	0	0	0	5 108	5 277	5 445
Depreciation, amortisation and impairment	2	2 541	16 353	18 966	20 848	14 614	14 614	14 614	13 568	14 016	14 465
Interest, Dividends and Rent on Land	2	294	1 977	1 329	-	-	-	-	-	0	0
Contracted services	2	1 790	6 608	8 078	8 393	9 983	9 983	9 983	8 763	7 142	7 369
Transfers and subsidies	2	156	149	-	450	713	713	713	1 541	1 333	1 376
Irrecoverable debts written off	2	-	-	5 002	-	-	-	-	-	0	0
Operational costs	2	7 532	16 018	17 680	20 306	24 125	24 125	24 125	21 746	22 452	23 192
Disposal of Fixed and Intangible Assets	2	-	-	337	-	-	-	-	-	-	-
Other Losses	2	-	-	(1 059)	-	-	-	-	-	-	-
Total Expenditure		38 293	108 926	135 411	130 468	132 301	132 301	132 301	142 163	144 917	150 407

The graph below reflects the expenditure components of the budgeted statement of financial performance.





REPAIRS AND MAINTENANCE

Repairs and maintenance costs are budgeted on a zero-based budgeting and as per municipality's affordability

Repairs and Maintenance per directorate	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Library Projects	90 000.00	92 970.00	95 945.00
Budget and Treasury	50 000.00	51 650.00	53 303.00
Corporate Services	100 000.00	103 300.00	106 605.00
Solid Waste Service	610 000.00	630 130.00	650 295.00
Traffic Services	100 000.00	103 300.00	106 606.00
Electricity Service	600 000.00	619 800.00	639 634.00
Roads and Streets	500 000.00	-	-
	2 050 000.00	1 601 150.00	1 652 388.00

The following is the list of other projects that will be done by the Infrastructure Unit in the 2026/27 FY

- Renewal of Cwili Sports Field
- Renewal Mzini Sports Field
- Renewal Sotho Sports Field Gate
- Renewal Makhazi community
- Renewal Cwili Community Hall
- Renewal Morgans Bay Community Hall
- Renewal of Kei Mouth Townhall
- Refurbishment of Main Building – Phase 4

The municipality's repairs and maintenance plan can be obtained on the municipal website.

FREE BASIC SERVICES: INDIGENT SUPPORT

The municipality has also revived its Indigent Steering Committee and has partnered with Amathole District Municipality (ADM) in an effort to improve Indigent Beneficiary numbers. Continuous implementation of credit control policy and revenue turnaround plan enables the Municipality to deliver on its mandate and achievement of National and Provincial priorities. The municipality has good relations with Provincial Departments and is working towards improving its relationship with Ratepayers and Farmers Association in order to improve revenue collection. ADM and COGTA is assisting the municipality where there is limited capacity to count a few; Internal Audit, Risk Management and Information Technology

The budget provision for free basic electricity is R1 million and for alternative energy (paraffin) the budget is R150 000



GENERAL VALUATION ROLL

- Great Kei Municipality Appointed Penny Lindstrom Valuations CC for the compilation of the General Valuation Roll 2025-2030 for a period of 5 years.
- A General valuation was compiled by the Municipal Valuer and a certified valuation roll was submitted to the municipality.
- The General Valuation Roll was open for public inspection and lodging of objections for a period of 30 days from 25 March 2025 31 May 2025.
- The roll was published in the local newspaper for 2 consecutive weeks, hard copies placed on all municipal offices, satellite office and municipal website.
- Section 49 Notices were sent out to all property owners
- Objections were received and attended by the Municipal Valuer
- Appeals were received, attended and resolved by an Independent Appeal Board appointed by the Office of the Premier.
- General Valuation Roll was implemented on the 01 July 2025
- Supplementary Valuation Roll 1 was conducted (maintenance of the General Valuation Roll)
- Section 49 Notice was promulgated in the Eastern Cape Provincial Gazette
- Section 8 of the Municipal Property Rates Act was promulgated in the Eastern Cape Provincial Gazette
- Section 14 of the Municipal Property Rates Act resolution was passed by Council, resolution was published in the Provincial Gazette



GREAT KEI LOCAL MUNICIPALITY

Private Bag X02, Qumrha 4950

EXTENTION OF THE PUBLIC INSPECTION OF THE VALUATION ROLL 01 JULY 2025 TO 30 JUNE 2030

Notice is hereby given in terms of Section 49(1) a (i) (ii) of the Local Government Municipal Property Rates Act 2004 (Act No.6 of 2004), herein after referred to as the "Act" that the Valuation Roll for the Financial years 2025-2030 is open for public inspection at the Municipal Offices as listed below from **25 March 2025 to 31 May 2025** during office hours. In addition the Valuation Roll is available on the municipal website: www.greatkeilm.gov.za

The forms for lodging of objection are obtainable from the below mentioned offices and Municipal website at www.greatkeilm.gov.za

- Qumrha Municipal Office
- Cintsa Municipal Satellite Office
- Kei Mouth Municipal Satellite Office
- Haga Haga Library

Completed forms must be returned to the following address by registered mail: **The Municipal Manager, Great Kei Municipality, Private Bag x 2 Qumrha, 4950** or hand delivered at the Municipal Offices at **No. 17 Main street, Qumrha, 4950** during offices hours 08h00-16h30 Monday to Thursday and from 08h00-16h00 on Fridays.

For any enquiries please contact Ms Phumla Ndolose (Valuations Officer) at the budget and Treasury Office at: Tel: **043 831 5700** or email: pndolose@greatkeilm.gov.za

UMASIPALA WASE-GREAT KEI MUNICIPALITY UBIZO LOKUHLOLA UMQULU WOKUBHATALISA IMIHLABA

Abahlali bayaziswa ngokugunyaziswe ngumthetho sisekelo (49)(1) a (i) (ii) somthetho iLocal Government Municipal Property Act 2004 (Act No.6 of 2004), ophathelene nokuhlawulwa kweemali zerhafu ezihlawulelwa imizi, obizwa nge Municipal Property Rates Act 2004 okokuba kunyaka 01 Eyekhala 2025 ukuya kunyaka ka 30 Isilimela 2030 noqulathe amanani erhafu yezindlu nezakhiwo bangakwenza oku ngokuhambela amasebe kamasipala iGreat Kei Municipality ukusukela ngomhla we **25 EyoKwindla 2025 ukuya kumhla we 31 Ucandzibe 2025** kwezindawo zingasentla ngamaxesha omsebenzi.

Ifomu yokufaka isikhalazo ifumaneka kwi Ofisi enkulu kamasipala e **-17 Main Street, Qumra, 4950** nakwi posi kule dilesi: **The Municipal Manager, Private Bag x 2, Qumra, 4950** ukusukela ngo 08h00-16h30 ngoMvulo ukuya ngoLwesine nango 08h00-16h00 ngoLwesihlanu nakwi website ka Maspala www.greatkeilm.gov.za

Ngeminye imibuzo neenkukacha mayela nolu hlelo angaqhakamshelana no: Ms Phumla Ndolose (Valuations Officer) ku: **043 831 5700** nakwi email: pndolose@greatkeilm.gov.za

MUNICIPAL MANAGER | MR. L.N MAMBILA

LOCAL AUTHORITY NOTICE 1333 OF 2025



NOTICE CALLING FOR THE INSPECTION OF THE GENERAL VALUATION ROLL 2025-2030

OFFICIAL NOTICES • OFFISIËLE KENNISGEWINGS

OFFICIAL NOTICE 3 OF 2025

GREAT KEI MUNICIPALITY

INCLUSIVENESS | RESPONSIVENESS | QUALITY SERVICE | PARTNERSHIPS | BATHO PELE



APPOINTED MEMBERS OF THE GREAT KEI MUNICIPAL PLANNING APPEALS TRIBUNAL

Notice is hereby given in terms Section 51 (6) of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) in line with Chapter 8 of the Great Kei Spatial Planning and Land Use Management By-Laws of 2016, that the Great Kei Municipal Council has resolved to establish an external body to serve as an Appeal Authority.

The following persons have been appointed to serve on the Appeal Authority.

Mrs. Tandokazi Soga	- Chairperson
Ms. Cathyrine Mwanza	- Member
Mr. Charles Kumbula	- Member
Ms. Nande Mheshe	- Member

The Municipal Council further determined that the term of office will be five (5) years from the date of this publication.

Mr. L.N. Mambila
Municipal Manager



Valuation Roll

[Residential Objection Form 2025](#)

[Non Residential Objection Form 2025](#)

[Agriculture Objection Form 2025](#)

[General Valuation Roll 2025](#)

Due to the implementation of the new General Valuation Roll the municipality has offered a discount of 5% to the CPI norm of 4,3% in order to provide relief for the ratepayers during the implementation of the new roll in line with MPRA.

The compilation of the general valuation roll has been budgeted at R1 794 642.

CAPITAL EXPENDITURE

THE FOLLOWING TABLE PROVIDES A BREAKDOWN OF BUDGETED CAPITAL EXPENDITURE BY VOTE:

Vote Description	Ref	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Office of the Municipal Manager					1 507	2 472	2 472	2 472			
Vote 2 - Directorate: Budget and Treasury		21		(13)		140	140	140			0
Vote 3 - Directorate: Corporate Services						370	370	370			
Vote 4 - Directorate: Strategic Services											
Vote 5 - Directorate: Technical Service & Community Services			3 718	4 970	11 783	10 545	10 545	10 545	11 123	0	0
Vote 6 - Municipal Manager- Acting											
Vote 7 - Engineering Services											
Capital multi-year expenditure sub-total	7	21	3 718	4 956	13 290	13 526	13 526	13 526	11 123	0	0
Single-year expenditure to be appropriated	2										
Vote 1 - Office of the Municipal Manager									217	0	0
Vote 2 - Directorate: Budget and Treasury		1 199	749	3 239	359	239	239	239	1 637	0	0
Vote 3 - Directorate: Corporate Services		17	553	264	839	779	779	779	350	0	0
Vote 4 - Directorate: Strategic Services		118	2 284	6 122	1 102	1 403	1 403	1 403	430	0	0
Vote 5 - Directorate: Technical Service & Community Services		35 617	25 441	36 350	29 687	48 533	48 533	48 533	31 562	17 464	17 982
Vote 6 - Municipal Manager- Acting											
Vote 7 - Engineering Services											
Capital single-year expenditure sub-total		36 951	29 027	45 974	31 987	50 954	50 954	50 954	34 197	17 464	17 982
Total Capital Expenditure - Vote		36 971	32 746	50 931	45 277	64 480	64 480	64 480	45 319	17 464	17 982
Capital Expenditure - Functional											
Governance and administration		1 236	1 302	3 489	1 198	1 528	1 528	1 528	2 204	0	0
Executive and council									217	0	0
Finance and administration		1 236	1 302	3 489	1 198	1 528	1 528	1 528	1 987	0	0
Community and public safety		349	19	834	543	570	570	570	1 160	0	0
Public safety			19	834	543	570	570	570	1 160	0	0
Economic and environmental services		31 139	26 803	45 190	32 377	49 200	49 200	49 200	33 087	11 504	11 752
Planning and development		118	2 284	6 122	1 102	1 403	1 403	1 403	430	0	0
Road transport		31 021	24 518	39 068	31 275	47 797	47 797	47 797	32 657	11 504	11 752
Trading services		4 247	4 622	1 418	11 158	13 182	13 182	13 182	8 867	5 960	6 230
Energy sources		499	4 462	267	8 888	9 898	9 898	9 898	8 117	5 960	6 230
Waste management		3 748	160	1 150	2 271	3 285	3 285	3 285	750	0	0
Total Capital Expenditure - Functional	3	36 971	32 746	50 931	45 277	64 480	64 480	64 480	45 319	17 464	17 982
Funded by:											
National Government		15 409	17 405	32 519	24 890	50 107	50 107	50 107	27 101	17 464	17 982
Provincial Government		10 362	5 448	257	8 696	160	160	160		0	0
District Municipality											
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)			3 370	1 739		0	0	0		0	0
Transfers recognised - capital	4	25 771	26 222	34 515	33 585	50 267	50 267	50 267	27 101	17 464	17 982
Borrowing	6										
Internally generated funds		10 830	6 523	10 340	11 691	14 213	14 213	14 213	18 218	0	0
Total Capital Funding	7	36 601	32 746	44 855	45 277	64 480	64 480	64 480	45 319	17 464	17 982



The budget for MIG funding has increased to R12.9 million as compared to R12.8 million that was allocated in the 2025/2026 FY, this funding has been allocated to the following projects:

- Construction of Mangqukela Internal Streets
- Construction of Palane Internal streets
- Construction of Mkomati Internal streets
- Construction of Silatsha Internal streets

The municipality has an approved NERSA electricity distribution license to service the Qumrha and its surroundings (Ward 6 & Ward 7) only, other municipal areas are supplied by Eskom directly. The DORA allocation for the Integrated National Electrification Grant (INEP) in the 2026/2027 financial year is R4.3 million and has been provided for:

- Electrification of Zone Phase - Phase III

Due to a limited grant allocations / transfer, the municipality had to use its own revenue to be able to fund internally capital projects to the value of R18.7 million for the 2026/2027 financial year and below are some of the major projects planned:

- Renewal of Cwili Sports Field
- Renewal Mzwini Sports Field
- Renewal Sotho Sports Field Gate
- Renewal Makhazi Sport Field
- Renewal Cwili Community Hall
- Renewal Morgans Bay Community Hall
- Renewal of Kei Mouth Townhall
- Refurbishment of Main Building – Phase 4
- Purchase of Water Cart side tipper truck
- Purchase of Grid roller
- Purchase of speed equipment and camera
- Purchase of Traffic Department Law enforcement bakkie
- Purchase of LED bakkie
- Purchase and delivery of Electronic Document Management System (EDMS)
- Fencing of cemetery
- Upgrade of Server Room and Municipal data protection

The municipality has prioritized Network cabling (Main Building), construction of roads, construction of community hall; planning fees for new landfill site, maintenance of cemeteries, maintenance municipal website, Gazette of by-laws, Implementation of mSCOA and General Valuation Roll.



MATTERS RAISED BY THE OFFICE OF THE AUDITOR GENERAL (AG-SA)

The municipality has a statutory requirement in terms of s 131 of the MFMA that a municipality must address any issues raised by the Auditor General in an audit report. The mayor of a municipality must ensure compliance with the legislative prescripts by the municipality.

In terms of s 79A (3) of the Local Government Structures Amendment Act, 2021, The municipal council must determine the functions of the municipal public accounts committee, which must include the following:

a) review the Auditor-General's reports and comments of the management committee and the audit committee and make recommendations to the municipal council;

Auditor-General Report (2024/2025)

The Auditor General opinion is that the municipality has submitted financial statements that fairly present in all material respects the financial position of the municipality and its financial performance and cash flows for the year ended 30 June 2025 in accordance with the GRAP and requirements of the MFMA and DORA.

The municipality had five (5) findings in 2024/2025 Audit that were not resolved which will need to be attended by management. Currently the municipality has managed to attend to three (5) out five (5) findings, all these findings are in progress as they must be attended to, monthly until the end of the financial year, below is the progress status:

Row Labels	Count of Coaf number
Compliance	4
COAF 07 Expenditure Management: Non-compliance - Creditors not paid in 30 days as per section 65(2)(e)	1
COAF 08 Indigent debtors - CAAT's	1
COAF 12 HR Management Compliance Testing	2
Financial Statements	1
COAF 09 Moveable Assets Opening Balance - Accuracy issues Identified	1
Grand Total	5



AUDIT ACTION PLAN



Number	Type of Finding	Coaf num	Exception title	Section	Exception details	Impact	A.G. recommendation	Management Action	POE	Due date	Responsible person	Department	Sub-department	Status as at 31 March 2026	Progress as at 31 March 2026
1	Compliance	8	COAF 08 Indigent debtors - CAAT's	Free Basic Services	<p>1.Deceased indigent debtors The AGSA office has performed the CAAT's based on the indigent information received, and exceptions received from the CAAT's results were tested and found to be valid for deceased indigent debtors. Therefore,184 exceptions were identified as deceased indigent debtors where 131 records relate to indigent debtors that deceased before the start of an audit period, and 53 records relate to indigent debtors that deceased within the audit period. Refer to annexure A (deceased tab). These debtors received indigent subsidy while there was no re-assessment of whether or not they meet the indigent qualification criteria per the policy.</p> <p>2. Invalid IDs About 76 exceptions identified from the CAAT's results were found to be invalid IDs and these were further confirmed through testing as application forms with correct ID numbers were submitted on a selected sample. Refer to annexure A (Invalid IDs tab) for the list of debtors affected.</p> <p>3.Debtors in business About three debtors were identified to be directors of businesses which generated income that exceeded the threshold to qualify for the indigent status in the current financial year. Refer to annexure A (CIPC directors tab) for the list of debtors affected.</p> <p>4. Debtors with spouses in business About two debtors were identified to be spouses to directors of businesses which generated income that exceeded the threshold to qualify for the indigent status in the current financial year. Refer to annexure A (Spouses CIPC directors tab) for the list of debtors affected.</p>	<p>1. Limitation of scope for deceased debtors as it could not be confirmed whether or not these debtors qualify for indigent status.</p> <p>2. Internal control deficiency on Invalid IDs debtors.</p> <p>3. Internal control deficiency for debtors in business as these debtors did not actually receive indigent subsidy during the current financial year based on submitted schedules.</p>	<p>It is recommended that management should implement adequate controls to verify the accuracy of all applications before it is processed on the system and indigent register. Periodic re-assessments should be performed and terminate indigent status for any indigent debtors who do not come for re-assessment. Management should further investigate all debtors listed in the attached annexure to ensure that they qualify for indigent subsidy</p>	<p>1. Removal of deceased beneficiaries.</p> <p>2. Correction of invalid IDs.</p> <p>3. Removal of indigents with businesses and spouses in government.</p> <p>4. Verification of indigent register data by confirming with COGTA</p>	Indigent Register	30-Jun-26	Y Adonis	BTO	Revenue, Budget and Reporting	In Progress	<p>1. Deceased beneficiaries have been removed.</p> <p>2. Invalid IDs have been corrected</p> <p>3. Consumers/spouses with business or employed in government have been removed.</p> <p>4. Email sent to COGTA to assist with register review</p>
2	Financial Statements	9	COAF 09 Moveable Assets Opening Balance - Accuracy issues identified	Assets	Differences between the recorded and audited carrying amounts were noted for the below moveable assets. These differences are attributable to incorrect calculations of depreciatio	The misstatement results in an understatement of property, plant and equipment by a projected amount of R168038,17 and understatement of accumulated depreciation and depreciation.	It is recommended that management ensures proper and accurate calculations of depreciation on assets. More importantly, management should ensure the performance of thorough reviews for such calculations to identify and correct any errors contained in the valuation of assets.	Reperform calculations on FAR from the recognition date of the asset.Calculation and passing of depreciation on a monthly basis	FAR	30-Jun-26	P Bidla	BTO	Assets	In Progress	Monthly recalculations of depreciations has been performed for the 9months.
3	Compliance	10	COAF 07 Expenditure Management - Non-Compliance - Creditors not paid in 30 days as per section 65(2)(e)	Expenditure Management	Nature The sample of suppliers below have not been paid within 30 days of receiving the invoice:	Impact The municipality may incur interest and penalties. This is also a material non-compliance with MFMA section 65(2)(e), this will be included in the management report (MR) and the Audit Report (AR).	Recommendation Management should ensure that invoices are attended to and stay compliant with sec 65(2)(e).	Management to submit a creditors reduction plan and submit an item to council on the old and long outstanding creditors	Council Resolutions Proof of payments	30-Jun-26	T Sontshaka	BTO	Expenditure and Payroll	In Progress	Monthly creditors reconciliations have been performed. Department of Labour has an arrangement and 20% of Capital Amount Owed has been paid as at 1st July 2025. ADM was busy with system migration from old to new CCG System. An Amathole District CFOs Forum meeting was held and municipal debts were presented Council have approved payment of old debt on the 23/01/2026.
4	Compliance	12	COAF 12 HR Management Compliance Testing	Corporate Services	During the testing of the HR Management Compliance, it was determined that there is no evidence that was submitted by the municipality to confirm that verification checks such as criminal records, identification document, security clearance and, where necessary, validity of candidate qualifications and credit checks were performed.	The impact results in non-compliance with Municipal Systems Regulation 19 on References and personal credential verification that will be reported in the management report.	Management is encouraged to perform extensive vetting checks on new and re-appointments. This will ensure that the municipality sources qualified, competent, trustworthy, ethical individuals who are suitable for the positions they will hold. •HR Management should establish monitoring controls to ensure that verification checks are consistently performed, reviewed, and authorised before final appointment letters are issued.	Management to perform verification checks for all employees employed in line with the staff regulations	Verification reports	30-Jun-26	T Mgweba	Corporate Services	HR Management	In Progress	Procurement process have commenced to appoint a service provider to provide employee vetting.
5	Compliance	COAF 3	COAF 12 HR Management Compliance Testing	Application to waive the provisions of the gazette on upper limits is submitted to the Minister of COGTA for approval	During the testing of Senior Managements basic salary, it was noted that the total remuneration package, of two employees exceeded the upper limits that has been gazetted by the Minister, in the government gazette notice no. 50737, dated 30 May 2024, and notice no 48789, dated 8 June 2023.	The above results to non-compliance with the below provisions: •§72(A) of the Municipal Systems Act no 32 of 2000. •Regulation 35 of the appointment and conditions of employment of senior managers •Transitional Provision 14(3) of Senior Managements Upper limits notice issued under gazette No. 50737 dated 30 May 2024.	Management should ensure reviews and monitoring of controls over compliance with applicable legislation. This can be achieved by implementing a formal compliance checklist or framework, assigning responsibility for regular legislative reviews, and conducting periodic internal assessments to ensure that all financial and performance management processes align with current legal and regulatory requirements.	Application to waive the provisions of the gazette on upper limits is submitted to the Minister of COGTA for approval	Application letter for waiver to Minister	30-Jun-26	T Mgweba	Corporate Services	HR Management	In Progress	An application to the Minister for Weaver on the implementation of Senior Managers Upper limits was submitted in response to the compliance finding on the same



FINANCE DEPARTMENT

Section 80 of the MFMA gives effect to the establishment of the Finance Department 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 Finance Department 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, and efficient and enhance accountability within the municipality. We are pleased to report that systems we have put in place are yielding the desired outcomes as the Office of the Auditor General has accorded the municipality with another unqualified audit opinion during the 2024/25 Financial Year, making it five unqualified audit reports for the past five consecutive years. We are proud to report that our tirelessly efforts paid off in improving our audit outcomes, we have since instructed management to up their efforts of achieving clean audit as part of promoting clean governance and delivery of basic services.

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
- Cost Containment Policy
- Retentions Forfeit Policy
- Unallocated deposits Policy



FINANCIAL SYSTEMS

The municipality has over the years been using Inzalo EMS for capturing financial transactions which has been MSCOA compliant. All MSCOA modules are implemented and functional and a due diligence report was submitted to the Provincial Treasury Office.

CHALLENGES

- Provision of municipal trading services are running at a loss, i.e. Electricity, Traffic Services and Refuse Removal
- Historical creditors not paid within 30 days (there are existing payment arrangements in place and process plan to respond to the long outstanding creditors was submitted to council)

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.
5. Interim Financial Statements are prepared in-house on monthly basis

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 (Filled)
- Accountant – Budget & Reporting (Filled)
- Assistant Accountant – Budget and Reporting X2 (Filled)
- Finance Management Intern (FMG Grant) X1 (Filled)



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.

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 (Filled)
- Accountant Expenditure and Payroll (Filled)
- Assistant Accountant: Payroll; Cash and Bank (Filled)
- Assistant Accountant: Expenditure and Creditors X2 (Filled)
- Finance Management Intern (FMG Grant) X1 (Filled)

SUBSISTENCE AND TRAVELLING POLICY

The policies are reviewed on an annual basis. Subsistence and Travelling Policy was adopted 28th May 2026 for implementation in 2026/27 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 4, 95 per kilometer for minimum travelling claims of 350 kilometres there and back.

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 28th May 2026 for implementation in 2026/27 financial year.



PRETTY CASH POLICY

This policy is guiding the Institution on the controls of handling cash for petty procurement of all goods that are R 1000.00 and below.

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.

PROCEDURE MANUALS

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

- Ensuring that all SCM checklist are approved
- Suppliers Tax clearances are 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 employee's profile are initiated by HR, recommended by CFO and approved by Municipal Manager.
- Ensure that all statutory payments are approved by HR

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 is a fully fledged unit which consists of the following:

- Manager Revenue (Filled)
- Accountant Revenue Management (Filled)
- Assistant Accountant: Debt Collection X 1 (Filled)
- Assistant Accountant: Billing X 1 (Filled)
- Valuation Officer (Filled)
- Assistant Valuations (Vacant Unfunded)
- Cashiers x 1 (Filled)



- Meter reader x 1 (Filled)
- Finance Management Intern (FMG Grant) X1 (Filled)

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 26th May 2023 for implementation.

REVENUE ENHANCEMENT STRATEGY

In dealing with revenue enhancement and financial recovery, the GKM has strengthened the Revenue Section with personnel. A Revenue Enhancement Strategy 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 Valuer for implementation of a 5-year General Valuation Roll.

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.

Great Kei Municipality Appointed Penny Lindstrom Valuations CC for the compilation of the General Valuation Roll 2025-2030 for a period of 5 years. A General valuation was compiled by the Municipal Valuer and a certified valuation roll was submitted to the municipality..



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 ±2568. 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:

- municipal property rates
- refuse removal services and
- 50 kWh of free basic units of electricity per household per month as well as 20L of alternative energy (Paraffin).
- Currently, there are 3 staff personnel who are responsible for free basic services, and they work directly with the Revenue Manager
- Free Basic Services Co-ordinator (Filled)
- Assistant Free Basic Services (2 X Filled)

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.

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.

BILLING PROCEDURE

- GKM is using Inzalo EMS Financial Management System



- Meters are read by the meter reader on monthly basis and captured in the system by the Assistant 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 extracted, before the final billing- an exceptional report is reviewed to check any deviation from the report.
- Once the Revenue Management Accountant: Billing is done 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 Revenue Management Accountant can run the final billing.
- Statement of Accounts are emailed to customers on a monthly basis.

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 (Vacant Funded)
- Accountant SCM (Filled)
- Assistant Accountant SCM X 1 (Filled)
- Finance Management Intern (FMG Grant) X1 (Filled)

SUPPLY CHAIN MANAGEMENT POLICY

The policy is reviewed on an annual basis. SCM Policy was adopted on 28th May 2026 [File no: 4P] for implementation on the 1st July 2026.

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
- Historically Disadvantaged Individuals Goals (HDI)

GKM has established three 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 Finance Department 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.

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 [areis](#) 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.

ASSET MANAGEMENT



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

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 (Vacant Unfunded)
- Assistant Accountant Asset (Filled)

The policy is reviewed on an annual basis. Asset Management was adopted in 28th May 2026 [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

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



SECTION F 6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC SERVICES

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 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

IDP PROCESS PLAN

It is required by legislation that a municipal council adopt a process to guide the planning, drafting and adoption of its IDP.

MSA 28(1) “each municipal council...must adopt a process set out in writing to guide the planning drafting adoption and review of its integrated development plan.”



This Process Plan outlines the programme to be followed and provides detail on the issues specified in the Act.

A Process Plan is required to include:

- a programme specifying timeframes for the different steps.
- outline mechanisms, processes and procedures for consultation of the community, organs of state, traditional authorities and role-players.
- identify all plans and planning requirements binding on the municipality, and
- be consistent with any other matters prescribed by legislation. MSA 29(1) “the process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –

(a) be in accordance with pre-determined programme specifying timeframes for the different steps.

(b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 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.

iii. organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP.

(c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and

(d) be consistent with any other matters that may be prescribed by regulation”

INTEGRATED DEVELOPMENT PLAN AND PERFORMANCE MANAGEMENT SYSTEM

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 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

CIRCULAR 88

Primary mandate of the Department of Cooperative Governance includes supporting and exercising oversight over provincial and local government. One of the provisions from which this mandate is derived include:

Sect 43 of MSA, that the Minister of local government, after consultation with MECs for local government and organised local government, may prescribe and regulate key performance indicators to local government generally.

Municipal Planning & Performance Management Regulations introduced in 2001 already, and all municipalities have been legally required to annually plan for, monitor and report on the same set of outdated, non-standardised indicators for which data is not available in most cases.

The current set of Municipal Planning & Performance Management indicators form part of the problem statement for the Reporting Reform- the proliferation of fragmented, duplicated and insufficiently coordinated reporting requests of local government.

Since 2017, the DCoG, National Treasury and the Department of Performance Monitoring and Evaluation been jointly developing, rolling out and institutionalizing a set of LG indicators with standardized definitions in metropolitan municipalities.

Since 2020, the reform has expanded to all other municipalities and differentiated per municipal grouping, with regard to the District Municipalities (44), Intermediate Cities (39) and the local municipalities (166) through successive joint MFMA Circular No. 88 updates, guidance and support to provincial CoGTA's and municipalities.

This is part of the reform process and joint work between the NT, DCoG and the DPME under the Joint Planning, Budgeting and Reporting Reforms Steering Committee, and

issued in the co-signed MFMA Circular Nr 88 updates between these departments. (The Joint Planning, Budgeting and Reporting Reforms Steering Committee co-Chaired by NT and DCOG and include the AGSA, StatsSA, SACN and SALGA.)

The Reporting Reforms process will lead to the revision of the Local Government: Municipal Planning and Performance Management Regulations of 2001 as provided for in Section 43 of the MSA, and will assist to create a single, coordinated monitoring and reporting system for local government.



The LG indicators seek to standardize performance information with agreed indicator definitions at local government level providing a common basis for measurement and comparison between municipalities, enabling more objective determinations of performance.

In addition, this reform has a rationalizing objective to simultaneously reduce the lack of coordination causing the reporting burden on municipalities from the side of national and provincial government departments, and

To make reporting more strategic by also focusing on outputs and outcomes over the medium term and not only at outputs, activities and inputs on the short term.

TIME FRAMES FOR SUBMISSION OF PERFORMANCE INFORMATION

TYPE OF REPORT	REPORTING STRUCTURE	REVIEWING STRUCTURE	FREQUENCY/ WHEN
Quarterly SDBIP reports	Directorates	PMS	10 TH of the month after the end of each quarter
Circular 88 Report	Directorates	PMS	10 TH of the month after the end of each quarter
Quarterly Institutional Analysis report	PMS	Internal Audit	As per institutional Calendar
	Internal Audit	Audit Committee	As per institutional Calendar
	MM/PMS	MPAC	As per institutional Calendar
	MM/PMS	Council	As per institutional Calendar
	PMS	National and provincial Treasury	Within 5 days of tabling of the report in the council
Mid-year report	Directorate	PMS	10 th of January each year
Mid-year assessment report	PMS	Internal Audit	As per institutional Calendar
	Internal Audit	Audit Committee	As per institutional Calendar
	MM	Mayor/Council	25 th of January each year
	MM/PMS	MPAC	As per institutional Calendar
	PMS	National and provincial Treasury	Within 5 days of tabling of the report in the council
Annual performance report	Directorates	PMS	10 th of July each year
	PMS	Internal Audit	As per institutional Calendar
	Internal Audit	Audit Committee	As per institutional Calendar
	MM/PMS	MPAC	As per institutional Calendar
	MM/PMS	Council	As per institutional Calendar
	PMS	National and provincial Treasury	Within 5 days of tabling of the report in the council
Annual report	Directorates	PMS	As per institutional Calendar
	PMS	Internal Audit	As per institutional Calendar
	Internal Audit	Audit Committee	As per institutional Calendar
	MM/PMS	MPAC	As per institutional Calendar
	MM/PMS	Council	As per institutional Calendar



CIRCULAR 88 INDICATORS

OUTPUT INDICATORS FOR QUARTERLY REPORTING

Number of dwellings provided with connections to mains electricity supply by the municipality

Percentage of unplanned outages that are restored to supply within industry standard timeframes

Percentage of planned maintenance performed

Percentage of recognized informal settlements receiving basic waste removal services

Percentage of surfaced municipal road lanes which has been resurfaced and resealed

KMs of new municipal road network

Percentage of reported pothole complaints resolved within standard municipal response time

Number of new sewer connections meeting minimum standards

Number of new water connections meeting minimum standards

Percentage of callouts responded to within 48 hours (sanitation/wastewater)

Percentage of callouts responded to within 48 hours (water)

Percentage compliance with the required attendance time for structural firefighting incidents

Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area

Number of work opportunities created through Public Employment Programs (incl. EPWP, CWP and other related employment programs)

Percentage of the municipality's operating budget spent on indigent relief for free basic services

Average time taken to finalized business license applications

Average number of days from the point of advertising to the letter of award per 80/20 procurement process

Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission

Staff vacancy rate

Percentage of vacant posts filled within 6 months

Percentage of ward committees with 6 or more ward committee members (excluding the ward councilor)

Percentage of wards that have held a quarterly councilor-convened community meeting

Percentage of official complaints responded to through the municipal complaint management system

Number of active suspensions longer than three months

Total Capital Expenditure as a percentage of Total Capital Budget

Total Operating Expenditure as a percentage of Total Operating Expenditure Budget

Total Operating Revenue as a percentage of Total Operating Revenue Budget

Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget

Funded budget (Y/N) (Municipal)

Cash/Cost coverage ratio

Trade payables to cash ratio

Liquidity ratio

Creditor's payment period



Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)

Percentage of awarded tenders [over R200k], published on the municipality's website

Percentage of tender cancellations

Debtor's payment period

Collection rate ratio

COMPLIANCE INDICATORS FOR QUARTERLY REPORTING

Number of signed performance agreements by the MM and section 56 managers:

Number of ExCo or Mayoral Executive meetings held:

Number of Council portfolio committee meetings held:

Number of MPAC meetings held:

Number of formal (minutes) meetings between the Mayor, Speaker and MM were held to deal with municipal matters:

Number of formal (minutes) meetings - to which all senior managers were invited- held:

Number of councilors completed training:

Number of municipal officials completed training:

Number of work stoppages occurring:

Number of litigation cases instituted by the municipality:

Number of litigation cases instituted against the municipality:

Number of forensic investigations instituted:

Number of forensic investigations concluded:

Number of days of sick leave taken by employees:

Number of temporary employees employed:

Number of approved demonstrations in the municipal area:

Number of recognized traditional and Khoi-San leaders in attendance (sum of) at all council meetings:

Number of permanent environmental health practitioners employed by the municipality:

Number of Council meetings held:

Number of disciplinary cases for misconduct relating to fraud and corruption:

Number of council meetings disrupted

Number of protests reported

R-value of all tenders awarded

Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:

R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations:

Number of approved applications for rezoning a property for commercial purposes:

Number of business licenses approved:

Number of positions filled with regard to municipal infrastructure:

Number of tenders over R200 000 awarded:

Number of months the Municipal Managers' position has been filled (not Acting):

Number of months the Chief Financial Officers' position has been filled (not Acting):

Number of vacant posts of senior managers:

Number of filled posts in the treasury and budget office:

Number of filled posts in the development and planning department

Number of registered engineers employed in approved posts

Number of engineers employed in approved posts:

Number of disciplinary cases in the municipality:



Number of finalized disciplinary cases:

Number of waste management posts filled:

Number of electricians employed in approved posts:

Number of filled water and wastewater management posts:

Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)

Number of registered electricity consumers with an embedded generation system

Total non-technical electricity losses in MWh (estimate)

Number of municipal buildings that consume renewable energy

Total number of chemical toilets in operation

Total volume of water delivered by water trucks

Number of paid full-time firefighters employed by the municipality

Number of part-time and firefighter reservists in the service of the municipality

Number of 'displaced persons' to whom the municipality delivered assistance

Number of procurement processes where disputes were raised

Number of structural fires occurring in informal settlements

Number of dwellings in informal settlements affected by structural fires (estimate)

Number of SMMEs and informal businesses benefitting from municipal digitization support programmers rolled out directly or in partnership with other stakeholders

B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based

B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned

B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement

Number of building plans submitted for review

Number of households in the municipal area registered as indigent

Number of meetings of the Executive or Mayoral Committee postponed due to lack of quorum

Number of agenda items deferred to the next council meeting

Number of awards made in terms of SCM Reg 32

Number of requests approved for deviation from approved procurement plan

Number of building plan applications approved

Quarterly salary bill of suspended officials

Number of incidents of improper disposal of medical waste responded to by the municipality

Number of notifiable medical condition investigations following the prescribed protocols

Number of foodborne disease outbreak investigations following the prescribed protocols

COMPLIANCE INDICATORS FOR ANNUAL REPORTING

Number of recognised traditional leaders within your municipal boundary

Number of approved environmental health practitioner posts in the municipality

Number of approved posts in the municipality with regard to municipal infrastructure:

Number of approved posts in the treasury and budget office:

Number of approved posts in the development and planning department:

Number of approved engineer posts in the municipality:

Number of approved waste management posts in the municipality:

Number of approved electrician posts in the municipality:

Number of approved water and wastewater management posts in the municipality:

Number of maintained sports facilities



Square meters of maintained public outdoor recreation space

Number of municipality-owned community halls

Total number of sewer connections

Total number of Ventilation Improved Pit Toilets (VIPs)

Number of residential properties in the billing system

Number of non-residential properties in the billing system

Number of properties in the valuation roll

Number of dismissals for fraud and corruption

COMPLIANCE QUESTIONS FOR ANNUAL REPORTING

Does the municipality have an approved Performance Management Framework?

Has the IDP been adopted by Council by the target date?

Does the municipality have an approved LED Strategy?

What are the main causes of work stoppage in the past quarter by type of stoppage?

How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?

When was the last scientifically representative community feedback survey undertaken in the municipality?

What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.

Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:

Does the municipality have an Internal Audit Unit?

Is there a dedicated position responsible for internal audits?

Is the internal audit position filled or vacant?

Has an Audit Committee been established? If so, is it functional?

Has the internal audit plan been approved by the Audit Committee?

Has an Internal Audit Charter and Audit Committee charter been approved and adopted?

Does the internal audit plan set monthly targets?

How many monthly targets in the internal audit plan were not achieved?

Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant role-player?

What economic incentive policies adopted by Council does the municipality have by date of adoption?

Is the municipal supplier database aligned with the Central Supplier Database?

What is the number of steps a business must comply with when applying for a construction permit before final document is received?

Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:

Where is the organizational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?

Is the MPAC functional? List the reasons why if the answer is not 'Yes'.

Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?



PUBLIC PARTICIPATION

PUBLIC PARTICIPATION AND PETITIONS POLICY

A Public Participation and Petitions Policy was approved by Great Kei Municipality on 27th June 2018 and reviewed 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

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.

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. 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.

PROGRAMMES TO CAPACITATE WARD COMMITTEES

With the assistance from Eastern Cape Provincial Cogta, Great Kei Municipality Ward Committees will continue receiving training on the following programs:

- Building Capacity for Communication and Conflict Resolution
- Training on Local Government operations and development planning
- Training on Report writing and Minutes taking

COMPLAINT MANAGEMENT SYSTEM

The Municipality currently having the complaint management system under Technical services for Electricity, Infrastructure and Roads.

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 2022/ 2023 financial year and beyond. Ward Committees that were elected after the 2021 Local Government Elections and have been inducted and have thus commenced with their official duties and a workshop training 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 R1500.

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.

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:

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

GREAT KEI MUNICIPALITY WARD BASED INFORMATION

WARD 1

GOVERNANCE STRUCTURE:

Ward Councillor: Siphiso Honey Phakamile		
Name	Surname	Portfolio
Phumla	Mkontwana	Human Settlement
Wendy	Mbodi	Infrastructure
Bongani	Mpande	Youth
Nonette	Lemmer	LED
Lindelwa	Gowa	Social Development
Xolelwa	Nogqala	Science & Environment
Yamkela	Mkhohlakali	Health
Noluthando	Simayile	Education
Pina	Zigcine	ADM Services
Jaco	Jacobs	Safety and Security

WARD 2

GOVERNANCE STRUCTURE:

Ward Councillor: Zolani Nzuzo		
Name	Surname	Portfolio
Nomfusi Synoria	Nenete	Health
Mawethu	Nqanani	Education
Nomvuyo	Stali	ADM Services
Sisize	Wani	Safety and Security
Liziwe	Gqita	LED
Monde	Maqingana	Human Settlement
Neliswa	Gogi	Infrastructure



Nandipha	August	Youth
Nkululeko	Ganeko	Social Development
Bonelwa	Velem	Science & Environment

WARD 3

GOVERNANCE STRUCTURE:

Ward Councillor: Monwabise Njanya		
Name	Surname	Portfolio
Sigejana	Janya	Safety & Security
Bulelwa	Mkwenteni	ADM Services
Thembani	Gebe	Education
Vuyo	Qamba	Health
Nokuthula	Dayimani	Science & Environment
Mbuyiseli	Maxaza	Social Development
Anita	Kontshane	Youth
Bongani	Charlie	Infrastructure
Nomaphelo	Mafu	Human Settlement
Vuyani	Mpgangalala	LED

WARD 4

GOVERNANCE STRUCTURE:

Ward Councillor: Mzoli Twani		
Name	Surname	Portfolio
Siyabulela Lunathi	Maroqo	Safety and Security
Nandiswa	Ntusana	ADM Services
Songezo	Makeleni	Youth
Pamella	Sami	Education
Sesethu	Siko	Health
Babalwa	Mtshafuto	Human Settlement
Boniswa	Socham	Infrastructure
Nontsha	Zoya	LED
Nomsebenzi	Nyathane	Science & Environment
Khanya	Losini	Social Development



WARD 5

GOVERNANCE STRUCTURE:

Ward Councillor: Zuko Patuluko		
Name	Surname	Portfolio
Ivin	Zenana	Human Settlement
Thabisa	Foca	Social Development
Kim	Roberts	Infrastructure
Koloni	Mlilwana	ADM Services
Michael	Clarke	Education
James	Brown	LED
Vusumzi Sonwabo	Mnqovu	Youth
Gastov Johan	Breetzke	Safety and Security

WARD 6

GOVERNANCE STRUCTURE:

Ward Councillor: Weaver Sinqana		
Name	Surname	Portfolio
Lutho	Gola	Youth
Thembile	Zamani	Infrastructure
Cingiswa	Jack	LED
Ntombizanele	Fanti	Education
Luzuko	Vellem	Human Settlement
Nonzuzo Verinica	Tyanti	Social Development
Vuyelwa	Valiso	ADM Services
Ntombi	Makoba	Health
Noluthando	Themhani	Safety and Security
Gordon	Richter	Science & Environment



WARD 7

GOVERNANCE STRUCTURE:

Ward Councillor: Zola Tshali		
Name	Surname	Portfolio
Vuyiseka	Balarana	Infrastructure
Nomanani	Jadi	Youth
Ncediswa	Kom	LED
Noncedo	Ngange	ADM Services
Nokuthula	Mnyaka	Youth
Ntombekhaya	Gavumente	Social Development
Nomangesi	Sileyi	Science & Environment
Simthandile	Ntengento	Health
Nomzamo	Gumede	Education
Willy	Teni	Safety & Security

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; Nomgxeke; Chefane; Ngxingxolo; Makhazi; Magrangxeni; Soto; khayelitsha; Komga; Siviwe ,Coloured Township; Morgan's Bay; Draaibosch	GKM
Bridge Construction	2; 6 ; 7	Nomgxeke; Chefane; Magrangxeni QumrhaLocation and Town, Bhola; Zone 10;Slatsha; Ngxingxolo	Dept of Roads & Public Works
Tourism/Culture Attraction & Site	1; 5	Chintsa Location; Kei Mouth/ Cwili	GKM
Hall Renovations	1; 2; 4; 5; 6	Mangqukela/ Lusasa; Chintsa Location; Cwili; Makhazi; Siviwe; Soto; Gxara; Mzomhle; Old Location; Town Hall,	GKM
Construction of Community Hall	3; 4,2; 7	Mzwini; Ncalukeni, Mangqukela, Ngxingxolo, Lusizini; Draaibosch; Siviwe	GKM
Fencing of the dams	4; 6,2;7	Lusasa; Siviwe; Silatsha	GKM
Cleaning of Dams	3	Nyara; Soto; Khayelistha	DRDAR
Illegal waste dumping	All	All villages	GKM
Librarian Clerk	5	Kei Mouth/ Cwili	GKM



Anti- crime and Rehab Centre	1; 4	Chintsa Location; 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; Qumrhalocation; Makhazi; QumrhaTownship; Soto; Nyara	GKM
Funding for agricultural projects	3; 6 ;7	Soto; QumrhaLocation; Siviwe	GKM & DRDAR
Storm water drainage installation	6; 7	Zone 10; QumrhaLocation	GKM
Creche Renovations	2 ;5	Makhazi	GKM
Creche Construction	3,2;4;7;1	Ncalukeni, Cefane; Silatsha; Mangqukela; Belekumntwana; Lusasa; Thembalethu Peace Village, Chintsa East, Nyara	GKM
Fencing of grazing land	2 ;4	Ngxingxolo; Mzwini, Mooiplaas	GKM & DRDAR
Renovations of Craft Centre	1	Cintsa East Township	GKM
Sewage Leakages	5; 6	Cwili/ Kei Mouth; QumrhaLocation	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-	Dept of Roads & Public Works



		Sotho-Bhola; Morgan's Bay ; Price – QumrhaRoad; Coloured Area	
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; Nomngxeki; Slatsha; Ngxingxolo; Chefane; Magrangxeni; Soto; Nyarha; Mzwini ; Khayelitha; 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; QumrhaMain Road, Ncalukeni, Nyara , Area 17; Nyara	Human Settlement
Social Development Satellite office	6	Qumrha	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	QumrhaTown	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



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 three 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.

INTERNAL AUDIT

In terms of section 165 of the MFMA, each municipality and each municipal entity must have an internal audit unit,

(2) The internal audit unit of a municipality or municipal entity must.

(a) prepare a risk-based audit plan and an internal audit program for each

(b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to.

- Internal audit.
- internal controls.
- accounting procedures and practices.
- risk and risk management
- performance management,
- loss control; and
- compliance with this Act, the annual Division of Revenue Act and any
- other applicable legislation
- and perform such other duties as may be assigned to it by the accounting officer.

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 Senior Internal Auditor and two Internal Audit Assistants with a vacant position of the 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 Reports for the approval of the Audit Committee.

LEGAL MANAGEMENT SYSTEM

Legal services management within a municipality involves managing the legal affairs of the municipality, including advising on legal matters, drafting and interpreting legal documents, and managing litigation. It also includes ensuring compliance with laws and regulations, conducting legal research, and analyzing trends in misconduct, grievances, and disputes. As such Great Kei LM does not have a Fully Fledge Unit dealing with legal matters, but has got a pool of legal services, with variety of expertise and specialties, that it deploys for legal matters, in General.

RISK MANAGEMENT

Section 62 of the Municipal Finance Management Act states that the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must, for this purpose, take all reasonable steps to ensure that the municipality has and maintains effective, efficient, and transparent systems of risk management and internal control.

The municipality has a 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.

The Risk Management Committee is composed of one external member and members representing various directorates within the institution, ensuring cross-functional input and accountability. The majority of the members are internal officials, appointed based on their roles and responsibilities within the organisation.

To enhance objectivity and independence, the Chairperson of the Risk Management Committee is an external representative from the Cooperative Governance and Traditional Affairs, appointed to provide strategic oversight and ensure alignment with broader risk management principles and intergovernmental best practices.

Great Kei Municipality RIMCO comprises the following representatives:

- Accounting Officer.
- Chief Financial Officer;
- Director Corporate Services
- Director of Technical Services and Community Services
- Director of Good Governance
- Director of Local Economic Development
- Senior Management
- Chairman: External Appointment (COGTA)



A maximum of four ordinary risk management committee meetings are held annually (1 meeting every quarter).

The Municipality has a fraud prevention strategy, which is currently reviewed to ensure its alignment with the National and Provincial Legislative Framework. Anti-fraud strategy is an integral part of risk management. The strategy and policy were reviewed and adopted by the Council in May 2023.

The fraud prevention plan outlines the procedures and steps that are and will be continually applied by the municipality to prevent occurrences 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.

FUNCTIONS OF THE RISK MANAGEMENT COMMITTEE –

- Review and recommend for the Approval of the Accounting Officer / Authority, the risk management policy, risk management strategy, risk management implementation plan Institution's risk appetite.
- Evaluate the extent and effectiveness of the integration of risk management within the Institution.
- Assess implementation of the risk management policy and strategy (including plan).
- Evaluate the effectiveness of the mitigating strategies implemented to address the material Risks of the Institution.
- Review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations.
- Develop its key performance indicators for approval by the Accounting Officer / Authority.
- Interact with the Audit Committee to share information relating to material risks of the Institution; and
- Provide timely and useful reports to the Accounting Officer / Authority on the state of risk management, together with accompanying recommendations to address any deficiencies identified by the Committee.
- The Risk Management Committee is also responsible for ethics and fraud management.

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.

MARKETING, COMMUNICATION AND PUBLIC PARTICIPATION

- The Communication Strategy was adopted by Council in May 2016 and has been reviewed by Council in June 2023.
- 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.

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 2024/2025 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 revived in 2025.

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.

GENDER BASED VIOLENCE & FEMICIDE PREVENTION PROGRAMMES

In response to Gender Based Violence and Femicide prevention, the municipality, through Speaker's Outreaches, has programs aligned to Women's Day, and 16 Days of Activism against Gender Based Violence and Femicide.



ISSEUS RAISED DURING 2026/2027 IDP/PMS & BUDGET CONSULTATION ROADSHOW

IDP Roadshow- Cwili Community Hall - Ward 5

- Request for more grass cutting
- Is there 15% SMME beneficiation in the Kei Mouth Ferry project?
- When is the allocation of sites/ plots
- When is the youth center going to be done
- What is the GKM plan in dealing with the stray animals in Kei Mouth town
- Why the retired posts have not been filled
- Request for the cleaning of the grave site
- Request for the removal of alien vegetation
- Request for a shopping mall development
- How come clean audit whilst there are unfinished projects
- Request for job/ employment opportunities
- The Kei Mouth Ferry belongs to GKM so why GKM is not in control
- How can the Ward 5 community is not benefiting from the Abalone Farm
- Request for intervention on the burnt house damaged by Eskom meter that burst

IDP ROADSHOW-SIVIWE COMMUNITY HALL - Ward7

- On the taxi rank that is under construction by Sanral what is the status of the unused house in the next to the rank
- When is the mall going to constructed
- What is the progress on the unfinished temporal shelters and the contractors have left the site
- Request for renovation of the unfinished crèche
- Request for Zone 10 Dipping Tank
- Request for grave site for Zone 10
- Request for additional water taps
- Request for refuse bins
- Request for Mayors intervention on the waterlogged houses as Department of Human Settlement has failed to fix the assessed damages houses
- Request for additional law enforcement to safeguard municipal properties
- Appreciation for the highmast lights and purchased yellow plant
- Complaint about employment in low posts which do not need qualifications to people from very far away areas as if there are no people locally as only local people are only employed on EPWP
- Request for Zone 10 internal streets
- Request for maintenance of street lights
- Request for temporal shelters for the people who live in shacks in Thembaletu Peace Village
- Request for the maintenance of the Peace Village Community Hall
- Request for intervention for the unoccupied houses in Zone 10 to be occupied
- What is the progress on the Zone 10 Phase 2 Housing Project
- Request for maintenance of the graveyard in colored township

IDP ROADSHOW- QUMRHA YOUTH CENTRE - WARD 6

- Request for additional land for a new grave site
- Request for the fastracking of wind turbines development
- Request for the municipality to be responsible for allocation of grave sites with a TLB
- Request for 15 % SMME Support in all municipal contracts and what is the percentage beneficiation of SMME?
- Request for a disability centre
- Request for fencing for stray animals
- Water and Sanitation Services are in challenges in Qumrha
- Request for Home Affairs services especially late birth registration



IDP ROADSHOW- MAGRANGXENI WARD 4

- Request for fencing of the Lusasa Community Hall
- Water challenges in all villages of Ward 4, and a request for a Water Tanks
- Request for Lusasa Internal Streets
- Request for a grid gate for stray animals at Magrangxeni,
- Request for a bridge to the graveyard
- Request for Makhazi Internal Streets
- Request Magrangxeni bottom streets at Mpolweni area
- No water and toilets the Clinic
- Request for Magrangxeni sports field
- Request Elityeni internal streets
- Back to school campaign mayoral program is appreciated◦ Request for Mkomati Internal Streets
- Request for cleaning of graveyards
- Request for Rural Housing in all villages
- Request for additional land for Makhazi Village
- Request for Crèche at Belekumntwana

IDP ROADSHOW - WARD 1 CHINTSA EAST COMMUNITY HALL

- CERPA - Request for Chintsa East Town Internal Streets to be surfaced
- Appreciation for the Byletts Provincial Road
- Request for the completion of Chintsa East Sportfield
- When is the reconstruction of the Chintsa East Community Hall
- When is the land purchased by Department of Human Settlement will be allocated sites
- Request for a Community Development Centre
- What is the progress on the unfinished houses in Chintsa East Township
- Palana Village appreciates the development projects in their area
- Water challenges at Palana
- Request for a sportfield in Palana
- Request for the provincial road from N2 to Palana
- Request for electrification of Phase 2 at Palana
- Appreciation for the construction of Ntushuntushu Access Road
- Request for Electrification of Ntushushuntushu
- What happened to the Land Acquisition for Ntushuntushu Farm Area
- Request for Rural Houses at Palana



SECTION F 4 - MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

INSTITUTIONAL ARRANGEMENTS

GENERAL CORPORATE ADMINISTRATION

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:

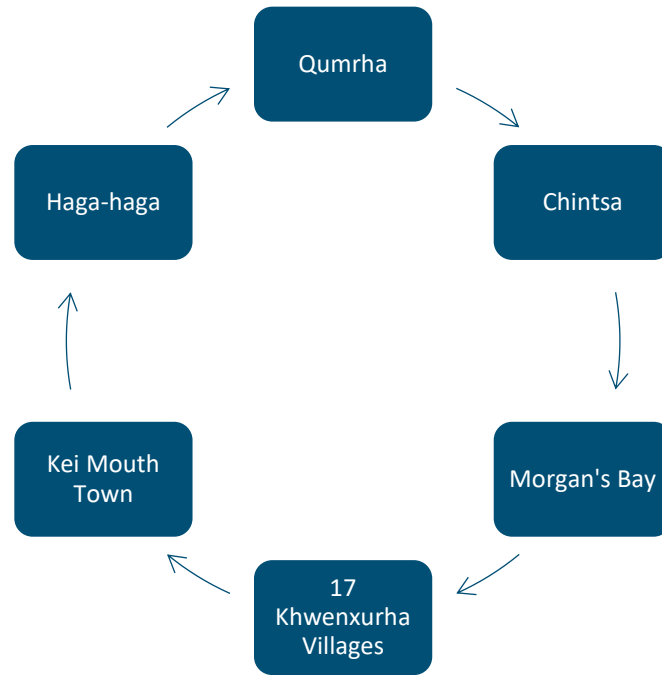
ADMINISTRATION-

- 1.12 Auxiliary Services
- 1.13 Council support
- 1.14 Records management
- 1.15 Customer services
- 1.16 Knowledge management

HUMAN RESOURCES-

- 1.17 Recruitment and Selection
- 1.18 Labour Relations
- 1.19 Training and Development
- 1.20 Integrated Health, Safety, EAPs, Wellness and HIV/AIDS
- 1.21 Organizational Development and Design
- 1.22 Compensation and benefits

GREAT KEI MUNICIPALITY IS COMPRISED by Qumrha, Chintsa, Haga Haga, Morgan's Bay, and Kei Mouth, and 17 Khwenxurha Villages with its Headquarters in Komga.



POLITICAL AND THE ADMINISTRATIVE SEAT

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 – CHAIRPERSON: CLLR Z PATULUKO**
- **LOCAL ECONOMIC DEVELOPMENT - CHAIRPERSON: CLLR ZUKO PATULUKO**
- **FINANCIAL VIABILITY AND SUSTAINABILITY - CHAIRPERSON: CLLR Z PATULUKO**
- **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT – CHAIRPERSON: CLLR S. JACOBS**



▪ **GOOD GOVERNANCE AND PUBLIC PARTICIPATION -
CHAIRPERSON: CLLR S. JACOBS**

- **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE- CHAIRPERSON: CLLR S PAKAMILE**
- **WHIP OF COUNCIL - CLLR Z NZUZO**

MECHANISMS FOR PROPER MANAGEMENT OF SATELITE OFFICES

Great Kei local municipality has satellite offices which 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

ASSIGNED POWERS AND FUNCTIONS

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

PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
Mayor	<ul style="list-style-type: none"> ▪ Manage the drafting of the IDP process; ▪ Assign responsibilities in this regard to the Municipal Manager; ▪ Submit Process Plan to the Council; and approval; ▪ The responsibility for managing the drafting of the IDP has been assigned to the Municipal Manager.
Council	<p>The Council will in addition be responsible for:</p> <ul style="list-style-type: none"> ▪ Drafting IDP process, which will involve participatory processes similar to those that prevailed in the drafting of the foundation document. In addition to these will be the phasing in of Community Based Planning into the planning process
7 Ward Councillors & 5 Proportional Representatives	<p>Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:</p> <ul style="list-style-type: none"> ▪ Link the planning process to their constituencies and/or wards. ▪ Be responsible for organising public consultation and participation within their wards. ▪ Ensure the municipal budget is linked to and based on the IDP.
Municipal Public Accounts Committee (MPAC)	<p>Made up of five(5) Councillors to provide an oversight role over GKM:</p> <ul style="list-style-type: none"> ▪ Oversight any unauthorized, irregular or fruitless and wasteful expenditure. ▪ Oversight and prevent any activities of fraud, corruption, crime, non-compliance with policies and legislation. ▪ Report and recommend on all the matters of non-compliance to Council ▪ Liaise with all other oversight structures internally or externally to ensure seamless communication, feedback and efficient handling of the oversight, monitoring and evaluation role
Municipal Systems Act (Section 79 (Committee)	<p>Great Kei Municipality has got five(5) Section 79 Committes, herein referred to as Standing Committees, namely:</p> <ul style="list-style-type: none"> • Local Economic Development • Municipal Transformation & Institutional Development



PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> • Financial Viability & Sustainability • Good Governance & Public Participation • Service Delivery & Infrastructure Development
Audit Committee	<p>Provides Oversight on municipality's financial performance:</p> <ul style="list-style-type: none"> ▪ It provides assistance to Council by fulfilling its oversight responsibility for the financial reporting process, the system of internal control and the audit process. ▪ It assists the municipality in ensuring the process for monitoring compliance with laws and regulations including the code of conduct. ▪ It also appointed as the Performance Audit Committee for GKM
Municipal Manager	<p>The Municipal Manager has a responsibility to provide guidance and ensure that the administration actively participates and support the development and review of the IDP and Budget and works towards its implementation and carry the following duties:</p> <ul style="list-style-type: none"> • Preparing the Process Plan for the development and review of IDP • Undertaking the overall management and co-ordination of planning and development process considering time, resources • Ensuring that the development process is participatory, strategic and implementation oriented and aligned so that it may satisfy the sector planning requirements.
DIMAFO	<p>DIMAFO is the institutional structure spearheaded by ADM to monitor alignment and integration of the IDP process between ADM and the local municipalities. Great Kei Municipality is represented by the following members:</p> <ul style="list-style-type: none"> ▪ Chairperson of the IDP Representative Forum ▪ Chairperson of the IDP Steering Committee, (Municipal)
IDP Steering Committee	<p>The Steering Committee is a technical working team of dedicated officials who support the Strategic Director to ensure a smooth planning process. The Municipal Manager is responsible for the process but will often delegate functions to the officials that form part of the Steering Committee</p> <p>Chairperson: Municipal Manager (or Strategic Director)</p> <p>Secretariat: Heads of Department Spatial Development – sector plan champs Cluster champs – if not already included in HOD's Skills Development Facilitator (Training) Internal Audit (Still to be established)</p> <p>The IDP Steering Committee is responsible for the following:</p> <ul style="list-style-type: none"> ▪ Commission research studies ▪ Consider and comment on: <ul style="list-style-type: none"> - Inputs from subcommittees (s), study teams and consultants; - Inputs from provincial sector departments and support providers ▪ Process, summarise and draft outputs; ▪ Make recommendations to the Rep Forum; ▪ Prepare, facilitate and minute meetings. Prepare and submit reports to the IDP Representative Forum
IDP Representative Forum	<p>Great Kei Municipality make use of the established IDP Representative Forum which enhances community participation in the drafting of the IDP.</p>



PERSON / STRUCTURE	ROLES AND RESPONSIBILITIES
Support providers and planning professionals	Service providers are used for the following: <ul style="list-style-type: none"> ▪ Providing methodological/ technical support on the sector plans, budget reform, mainstreaming and other adhoc support as and when required; ▪ Facilitation of workshops as and when required
Management Committee	The Heads of departments are responsible for: <ul style="list-style-type: none"> ▪ Providing relevant technical, sector and financial information for analysis in determining priority issues ▪ Contributing in offering technical expertise in the consideration and finalization of strategies and identification of projects. ▪ Providing operational and capital budgetary information ▪ Being responsible for the preparation of project proposals, the integration of projects and sector programmes ▪ Being responsible for the preparation of amendments to the Draft IDP for submission to the municipal council for approval, submission to District Municipality and the MEC for local government for alignment.

ORGANISATIONAL DEVELOPMENT

APPROVED ORGANISATIONAL STRUCTURE/ORGANOGRAM

Local Government Municipal Systems Act, 2000 section 32 states that the municipality in accordance with applicable law and subject to any applicable collective agreement must develop and adopt appropriate systems and procedures consistence with any uniform standards prescribed. The municipality has been required by law to have the Organizational structure for 2026/2027 to give effect to the 2026/2027 IDP. The reviewed structure has been adopted by Council with the IDP.

ORGANOGRAM

The Great Kei Municipality organogram which was adopted by council on the 28th of May 2027 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/ microstructure. 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.

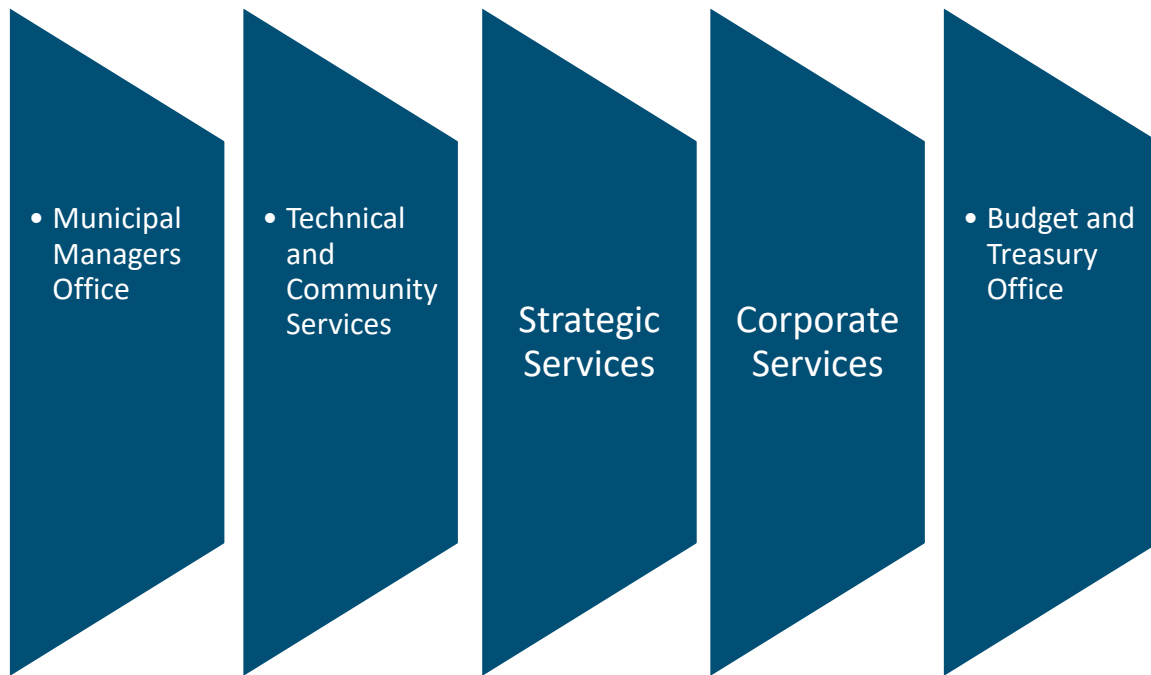
The Organogram is attached for ease reference as an Annexure.

ANALYSIS OF GKM ORGANOGRAM:

MUNICIPAL MANAGER AND SECTION 56 MANAGERS POSITIONS

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 [Filled], Strategic Services Director [Vacant] and Corporate Services Director is [Filled] . The municipality has filled the position of the Chief Financial Officer filled Filled and vacant posts per Department

LIST OF HUMAN RESOURCE (HR) POLICIES

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



No.	Title	Approved by	Last Review
47.	Acting Allowance Policy	Council	24/25 FY
48.	Employee Assistance Policy	Council	24/25 FY
49.	Telephone Usage Policy for Councillors and Employees	Council	24/25 FY
50.	Placement, Promotion, Demotion and Transfer Policy	Council	24/25 FY
51.	Recruitment and Selection Policy	Council	24/25 FY
52.	Travel and Subsistence Policy	Council	24/25 FY
53.	Bereavement Policy	Council	24/25 FY
54.	Code of Conduct for Staff Members	Council	24/25 FY
55.	Employment Equity Policy	Council	24/25 FY
56.	Training and Development Policy	Council	24/25 FY
57.	Leave Policy	Council	24/25 FY
58.	Overtime Policy	Council	24/25 FY
59.	Rental / Housing Allowance Policy	Council	24/25 FY
60.	Health and Safety Policy	Council	24/25 FY
61.	Car Allowance Policy	Council	24/25 FY
62.	Danger Allowance Policy	Council	24/25 FY
63.	Retention and Attraction Policy	Council	24/25 FY
64.	Performance Management Policy	Council	24/25 FY
65.	Remuneration Policy	Council	24/25 FY
66.	Exit Policy	Council	24/25 FY
67.	Use of Consultants	Council	24/25 FY
68.	SCM policy	Council	24/25 FY
69.	Asset management policy	Council	24/25 FY
70.	Fleet management policy	Council	24/25 FY
71.	Credit control and debt management policy	Council	24/25 FY
72.	Tariffs policy	Council	24/25 FY
73.	Indigent policy	Council	24/25 FY
74.	Petty cash policy	Council	24/25 FY
75.	Cash and investment policy	Council	24/25 FY
76.	Budget process policy	Council	24/25 FY
77.	Virement policy	Council	24/25 FY



No.	Title	Approved by	Last Review
78.	Inventory Management	Council	24/25 FY
79.	Fruitless and wasteful, unauthorised and irregular expenditure policy	Council	24/25 FY
80.	IT Security Policy	Council	24/25 FY
81.	3G Card and Cell phone Policy	Council	24/25 FY
82.	Telephone Management Policy	Council	24/25 FY
83.	Rates Policy	Council	24/25 FY
84.	Backup policy	Council	24/25 FY
85.	Succession Policy	Council	24/25 FY
86.	Internship Policy	Council	24/25 FY
87.	HIV / Aids Policy	Council	24/25 FY
88.	Building Control policy	Council	24/25 FY
89.	EPWP Policy Prevention of land invasion	Council	24/25 FY
90.	Community Halls Management Policy	Council	24/25 FY
91.	Records Management Policy	Council	24/25 FY
92.	SMME Development Policy	Council	24/25 FY

HUMAN RESOURCE (HR) PLAN

The Human Resource Strategy is reviewed annually. The institution currently has a reviewed HR Strategy was tabled to Council by end June 2025.

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.

EMPLOYMENT EQUITY PLAN (EEP)

Great Kei Municipality has an Employment Equity policy in place which was adopted by Council in June 2025. It was reviewed and the reviewed policy will be presented to Council in June 2026 for 2026//27 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 2025. The due date for submission was 15 January 2026. All the information provided was in line with the requirements of the legislation.

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 2025/26 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.

STRATEGIES ON EMPLOYEE WELLNESS

Great Kei Municipality held a three (3) straight days strategic session in February 2026 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

OCCUPATIONAL HEALTH AND SAFETY

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.

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 2026/27. ADM has established Job Evaluation Committee to ensure that all the Local Municipalities' JD's are evaluated on which Great Kei Municipality will benefit.

TRAINING AND DEVELOPMENT POLICY

Great Kei Municipality has this policy in place which was adopted by Council in June 2025. It is currently reviewed and the reviewed policy will presented to Council in June 2026 for 2026/27 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.

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 2025/26 financial year. With regards to cases affecting Councillors, no cases were reported during the same period. Cases that affected officials were as followed:

TALENT ATTRACTION AND RETENTION POLICY

Great Kei Municipality has this policy in place which was adopted by Council in June 2025. It is currently reviewed and the reviewed policy will presented to Council in June 2026 for 2026/27 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

RECRUITMENT AND SELECTION AND APPOINTMENT POLICY

Great Kei Municipality approved the recruitment and Selection Policy in June 2025 for the 2025/26 financial year. The Municipality will be conducting a review on the policy in preparation for 2026/27 financial year. This policy will be presented to Council by end June 2026 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.

SUCCESSION PLANNING POLICY

Great Kei Municipality has a draft policy on Succession Planning. The policy will be adopted by Council by June 2025 for 2026/27 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.

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.

LIST OF BY-LAWS

The Great Kei Municipality has during the first week of May 2023 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	Approved by	Status
10	Liquor Trading By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
11	Street Trading By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
12	Prevention of Nuisance By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
13	Advertising Signs By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
14	Open Spaces By-Law	Yes – Still to be promulgated	By-laws taken for public consultation
15	By-Law on Neglected Buildings & Premises	Yes – Still to be promulgated	By-laws taken for public consultation
16	By-Law on use and hire of municipal buildings	Yes – Still to be promulgated	By-laws taken for public consultation
17	By-Laws on waste management	Yes – Still to be promulgated	By-laws taken for public consultation
18	By-Law relating to cemeteries and crematoria	Yes – Still to be promulgated	By-laws taken for public consultation

PERFORMANCE MANAGEMENT SYSTEM (PMS)

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 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 1X IDP/PMS Manager and 1x IDP/ PMS Coordinator reporting to the 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

PERFORMANCE MANAGEMENT SYSTEM (PMS) CASCADED TO OTHER LEVELS

The Municipality made consultations with COGTA to assist PMS to be cascaded to Managers. Currently GKM is updating its PMS Policy to cater the cascading.

PMS QUARTERLY REVIEWS

The MFMA stipulates general responsibilities of Section 52 (d) of the Act requires that a Mayor of a municipality must, within 30 days of the end of each quarter, submit a report to the Council on the implementation of the budget and the financial situation of the municipality. GKM has prepared all four quarterly reports for 2025/2026 financial year.

INFORMATION COMMUNICATION AND TECHNOLOGY

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 Management and Systems Administrator (Vacant Funded),
- IT Desktop / LAN Technician (Filled)



- ICT LAN Technician (Vacant Unfunded)
- ICT Intern (Externally Funded)

INFORMATION COMMUNICATION TECHNOLOGY (ICT)

The ICT section has managed to review ICT Master Plan, develop IT disaster recovery plan through the assistance from Amatole District Municipality (Municipal Support) and Department of Corporate and Traditional Affairs and with its functional ICT steering committee and Policy to guide and regulate ICT Day to day programmes. These policies have been approved by council.

The municipality has also managed to upgrade its municipal website and provision for Internet, VPN, Firewall and Telephone management and implemented hosted solutions for municipalities systems.

ICT POLICY FRAMEWORK

Great Kei Municipality policy applies to all business units, employees, Service Providers and any other resources requiring access to the GKM computing environment.

Computing environment includes:

- physical and virtual environmental; and
- Hardware, software, system and applications.

The framework applies to any and all personnel who have any form of computer account requiring a password on the municipality's network including e-mail accounts.

DISASTER RECOVERY PLAN

The Municipality has developed a comprehensive IT Disaster recovery plan. The Plan covers all essential and critical infrastructure elements, systems and networks in accordance with key business activities.

All GKM staff are aware of the ICT Disaster Plan and its own respective roles and responsibilities. It contains all relevant information, templates, and procedures in order for the ICT team to be informed prior and during the Disaster and how to recover the key ICT systems and application.

ACTION PLAN TO ADDRESS ICT CHALLENGES

Providing more ICT resources and constructing well-furnished ICT labs; Proper maintenance of the available ICT resources; Training on integration of ICT; Having power backups in case of power failure; Providing stronger internet and the Availability of the e-content to be used in the Municipality.

RECORDS AND ARCHIVE

The Municipality complies with the National Archives Act in order to provide the proper management and care of the records of governmental bodies and the preservation and use of a national archival heritage and to provide for matters connected therewith.



INFORMATION COMMUNICATION AND TECHNOLOGY

The ICT section has managed to review ICT Master Plan, develop IT disaster recovery plan through the assistance from Amatole District Municipality (Municipal Support) and Department of Corporate and Traditional Affairs and with its functional ICT steering committee and Policy to guide and regulate ICT Day to day programmes. These policies have been approved by council.

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Great Kei Municipality policy applies to all business units, employees, Service Providers and any other resources requiring access to the GKM computing environment. Computing environment includes:

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- Hardware, software, system and applications.

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DISASTER RECOVERY PLAN AND ITS IMPLEMENTATION IN THE ICT POLICY

The Municipality has developed a comprehensive IT Disaster recovery plan. The Plan covers all essential and critical infrastructure elements, systems and networks in accordance with key business activities.

All GKM staff are aware of the ICT Disaster Plan and its own respective roles and responsibilities. It contains all relevant information, templates, and procedures in order for the ICT team to be informed prior and during the Disaster and how to recover the key ICT systems and application.

REMEDIAL ACTIONS TO ICT CHALLENGES

Providing more ICT resources and constructing well-furnished ICT labs; Proper maintenance of the available ICT resources; Training on integration of ICT; Having power backups in case of power failure; Providing stronger internet and the Availability of the e-content to be used in the Municipality.

RECORDS AND ARCHIVE (BACK UP)

The Municipality complies with the National Archives Act in order to provide the proper management and care of the records of governmental bodies and the preservation and use of a national archival heritage and to provide for matters connected therewith.

Further Council has is budget for the implementation of Electronic Document Management System, that complies with the Municipal Standard Charter of Accounts (MSCOA).



SECTION G: PROJECTS & SECTOR PLANS 2026/2027

GREAT KEI MUNICIPALITY

DORA ALLOCATION FOR GREAT KEI MUNICIPALITY IS AS FOLLOWS

Grants	2025/2026	2026/2027	2027/2028	2028/2029
Equitable Share	R 55 269 000,00	R 54 214 000,00	R 53 838 000,00	R 57 721 000,00
FMG	R 2 400 000,00	R 2 600 000,00	R 2 700 000,00	R 2 800 000,00
EPWP	R 1 327 000,00	R 1 351 000,00		
INEP	R 7 312 000,00	R 4 335 000,00	R 6 854 000,00	R 7 164 000,00
MIG	R 12 875 000,00	R 12 980 000,00	R 13 926 000,00	R 14 226 000,00
	R 79 183 000,00	R 75 480 000,00	R 77 318 000,00	R 81 911 000,00



FINAL BUDGET FOR 2026/27 AND 2 OUTER YEARS

	Adjustment Budget - February 2026	Draft Budget 2026-27	Final Budget 2026-27	2027-28	2028-29
Budget Summary					
Total Operating Revenue	152 993 890	157 422 369	158 288 109	162 205 523	167 534 955
Total Capital Revenue	58 267 000	31 815 000	31 815 000	20 780 000	21 390 000
Total Revenue	211 260 890	189 237 369	190 103 109	182 985 523	188 924 955
Total Operating Expenditure	133 835 149	142 423 580	142 749 810	145 886 458	151 410 664
Total Capital Expenditure	64 470 431	44 297 391	44 732 174	17 464 087	17 981 478
Total Expenditure	198 305 580	186 720 971	187 481 984	163 350 545	169 392 142
Suplus/Deficit	12 955 310	2 516 397	2 621 125	19 634 978	19 532 813





2026/27 MIG PROJECTS

2026/2027 Financial Year: R 12 980 000			
PROJECT NAME	BUDGET ALLOCATION	FUNDER	STATUS
Mangqukela internal Streets	2 200 000,00	MIG	Procurement Stage
Construction of Palane Internal streets	3 501 217,10	MIG	Procurement Stage
Construction of Silatsha Internal streets	3 531 479,48	MIG	Procurement Stage
Construction of Mkomati Internal streets	2 449 303,42	MIG	Procurement Stage



INEP PROJECTS

PROJECT NAME	BUDGET ALLOCATION	Financial Year	FUNDER	STATUS
Electrification of 200 houses in Zone 10 – Phase II	R7 312 000.0	2025/26	INEP	203 Households had been connected and energised. Additional scope to cover 12 infills and 2 extension including the 300 LV is scheduled to be constructed starting from 1 st to 30 th June
Electrification of 150 houses in Zone 10 – Phase III	R4 335 000.00	2026/27	INEP	Planning Stage





INEP PROJECTS

PROJECT NAME	BUDGET ALLOCATION	Financial Year	FUNDER	STATUS
Reconstruction of Electricity MV & MV line at Coloured township, Siviwe, Old Location and City in Ward 6 &7 and 5 High mast Lights	R10 000 000.00	2026/27	Disaster	The project is on construction stage. Two service providers (YG Solutions and Komanin Nyanda) were appointed. Site establishment and delivery of materials are complete. The project will be roll-over to the next financial year 2026/27 as per the project plan.



DISASTER PROJECTS – (2024/25) ROLLED OVER TO 2025/26

	Project Name	Ward	Amount	Progress
1.	Khwenxurha/Ngxingxolo access road	Ward 2	R2,000,000	100% complete
2.	Kei Mouth internal streets	Ward 5	R5,300,000	100% complete
3.	Haga-Haga internal streets	Ward 5	R4,000,000	100% Complete
4.	Morgans Bay internal streets	Ward 5	R4,600,000	100% Complete
5.	Zone 10 internal streets	Ward 7	R2,000,000	100% complete



AMATHOLE DISTRICT MUNICIPALITY - MUNICIPAL INFRASTRUCTURE GRANT THREE YEAR CAPITAL PLAN

2025||2028 FOR SCHEDULE 5B & 6B

	REGION	PROJECT TYPE	PROJECT CATEGORY	2025 2026 BUDGET ALLOCATION	2026 2027 BUDGET ALLOCATION	2027 2028 BUDGET ALLOCATION
Emergency Interventions at Sewage Systems in the Amathole District Municipality – Great Kei	EC123 GREAT KEI	Sanitation	Rehabilitation	1,032,400	2,499,972	2,000,000
Completion of backlog-Great kei area wide sanitation project	EC123 GREAT KEI	Sanitation	New	14,210,460	-	-
Cintsa East Bulk Services Upgrade - Wastewater Infrastructure	EC123 GREAT KEI	Water	Upgrade	1,000,000	1,000,000	1,500,000
Cintsa East Bulk Services Upgrade - Water Infrastructure	EC123 GREAT KEI	Sanitation	Upgrade	1,000,000	1,000,000	1,173,765
Kei Bridge Water Treatment Works Project	EC123 GREAT KEI	Water	New	19,590,100	11,190,594	-
Komga Commonage Settlement	EC123 GREAT KEI	Water	New	1,200,000	1,101,506	2,000,000
Morgan Bay Sanitation	EC123 GREAT KEI	Sanitation	New	387,000	-	-
Kei Mouth water pipe replacement phase 1&2	EC123 GREAT KEI	Water	Upgrade	19,000,000	20,224,250	34,853,640

AMATHOLE DISTRICT MUNICIPALITY - WATER SERVICES INFRASTRUCTURE GRANT THREE YEAR CAPITAL PLAN 2025 2028 MTREF						"ANNEXURE K3"
PROJECT TITLE	TYPE	REGION	TYPE (NEW/RENEW/UPGRADE)	BUDGET 2025 2026	BUDGET 2026 2027	BUDGET 2027 2028
Non Revenue Water Loss Control Project: Great Kei	Water	EC123 GREAT KEI	RENEWAL	5,000,000	9,000,000	9,000,000
Refurbishment of Great Kei LM water retaining structures	Water	EC123 GREAT KEI	RENEWAL	2,000,000	-	-
Chintsa Dam Refurbishment	Water	EC123 GREAT KEI	UPGRADING	8,000,000	-	-
Refurbishment of Chintsa Water Treatment Works	Water	EC123 GREAT KEI	RENEWAL	-	3,000,000	-
Refurbishment of Haga-Haga Water Treatment Works	Water	EC123 GREAT KEI	RENEWAL	-	3,000,000	-



Upgrading of Kei Bridge Water Treatment Works	Water	EC123 GREAT KEI	UPGRADING	-	3,000,000	-
Refurbishment of Morgan's Bay Water Treatment Works	Water	EC123 GREAT KEI	RENEWAL	-	3,000,000	-

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



REVIEWED 5-YEAR STRATEGIC SCORECARD

KPA 1 - Service Delivery and Infrastructure Provision

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
01. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2027	By constructing, maintain gravel roads & Surfaced roads	Percentage of km's of gravel roads to be constructed	6 km of gravel roads to be constructed in 2022/23	9.5 km of gravel roads to be constructed in 2023/24	Construction of 7km's gravel road at Tainton and Sotho Internal	3 km of gravel roads to be constructed in 2025/26	3 km of gravel roads to be constructed in 2026/27	Technical Services
			Percentage of MIG Funding Expenditure (Output)	2.8km of surfaced roads to be constructed in 2022/23	1.4km of surfaced roads to be constructed in 2023/24	Spending of MIG Funding Expenditure	km of surfaced roads to be constructed in 2025/26	km of surfaced roads to be constructed in 2026/27	Technical Services
			Percentage of km to be surfaced through Small Town Revitalization	N/A	Appointment of Consultants for surfaced roads to be constructed in 2023/24	3,7 km roads to be surfaced at Kei Mouth Internal Streets	3,5km of surfaced roads to be constructed in 2025/26	6km of surfaced roads to be constructed in 2026/27	Technical Services
			Percentage of kms to be surfaced in R349 to Haga-Haga and Kei Mouth Ferry Road	N/A	Appointment of Consultants for surfaced roads to be constructed in 2023/24	16.3 kms to be surfaced in R349 to Haga-Haga and Kei Mouth Ferry	1,5km of surfaced roads to be constructed in 2025/26	N/A	Technical Services
			Percentage of km to be surfaced	30km of gravel roads to be maintained in 2022/23	30km of gravel roads to be maintained in 2022/24	20kms of disaster management projects	30km of gravel roads to be maintained in 2025/26	30km of gravel roads to be maintained in 2026/27	Technical Services



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
2. Public amenities	To ensure provision of public amenities by June 2027.	By Constructing public amenities.	Percentage of public amenities to be constructed	2 community halls to be constructed in 2022/23	1 community hall to be constructed in 2023/24	1 sport field, 2 community halls to be constructed in 2024/25	1 sport field to be constructed in 2025/26	1 sport field, 1 community halls to be constructed in 2026/27	Technical Services
3 Electricity Provision	To increase access to electricity in Great Kei Community by 2027	By developing electrical infrastructure master plan						Development of Draft Electrical Master Plan	—
		By connecting households to electricity network					Connection of 200 Household Units in Zone 10		—
		By Maintaining and upgrading of electricity network					Upgrading of Feeder Line in Qumrha Upgrading of MV Line to Qumrha Hospital Reconstruction of MV Line & LV Line at Coloured Township/ Siviwe Township/ Qumrha Town	Reconstruction of MV Line & LV Line at Coloured Township / Siviwe Township / Qumrha Town	—
		By providing alternative energy and Engaging of farmers for installation of infrastructure for farm dweller houses						Soliciting Funding for the Solar System to be installed for farm dwellers	—



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
5. Solid Waste	To ensure improved solid waste management by June 2027	Integrated Waste Management Plan	Review Integrated Waste Management Plan in line with the 2020 Waste Management Strategy	Reviewing of the Integrated Waste Management System	Reviewing and implementation of Integrated Waste Management Plan	Implementation of Integrated Waste Management Plan	Implementation of Integrated Waste Management Plan	Implementation of Integrated Waste Management Plan	Community Services
	SD06: By Developing a new landfill site	Report on the new identified landfill site	Environmental Impact Assessment for the new Qumrha landfill site		Conduct feasibility study for the new identified Qumrha landfill site.	Construction of the Qumrha landfill site	Closure and rehabilitation of a new the Komga landfill site.	Closure and rehabilitation of a new the Komga landfill site.	Community services
6 Animal Pound	To control stray animals	By constructing a new animal pound	Build and fenced animal pound.			Develop specifications, advertise for building and fencing of municipal pound	Appointment and construction of GKM animal pound	Construction of a animal pound	Community services

KPA - LOCAL ECONOMIC DEVELOPMENT

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. Town Planning	To ensure alignment of SDF with the IDP by June 2027 to ensure progressive Spatial Planning & Land Use Management Systems	By ensuring Controlled development with in Great Kei LM	Review of the Municipal Spatial Development Framework	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
2 Sustainable Human Settlements	To facilitate the provision of Integrated sustainable human settlement within GKM by June 2027	Formalization of informal Settlements	Number of Reports on the formalization of informal Settlements	N/A	N/A	formalization of the informal settlements (Cwili, Qumrha, Morgans Bay and Cintsa informal Settlements)	N/A	N/A	Technical Services
		By implementing Small Town Revitalization Strategy	Number of funding applications submitted to potential funders			3 applications submitted to potential funders for implementation of Small-Town Revitalisation Strategy			LEPARD
3 Job Creation	To create job opportunities through EPWP, CWP, MIG & other sectoral programmers by June 2027	Support initiatives geared towards mass job creation and sustainable livelihoods	Number of job opportunities created through EPWP & MIG projects (output)	700	200	140	200	200	LEPARD
			Number of job opportunities created through CWP projects (output)			550			
4 Agriculture	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2027	By supporting and monitoring Agrarian and Farming Production and Programmes in partnership with DRDAR	Number of Reports on Agrarian & Farming Supported Programmes		Development of feasibility study and business plan development	Reports on Agrarian & Farming Supported Programmes	Project implementation	Project implementation	LEPARD



5. SMME's & Co-operatives	To create a conducive environment for SMME's and Co-operatives to access economic opportunities by June 2027	Lobby technical support and funding from potential funders to support SMME's & Co-operatives	Number of SMME's supported (Output)	5 SMME's supported	5 SMME's supported	80 SMME's supported	5 SMME's supported	5 SMME's supported	LEPA RD
			Number of cooperatives supported			3 cooperatives supported			LEPARD

KPA 3-Financial Viability and Management

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. Asset Management	To ensure proper management and maintenance of GKM assets by June 2027	By developing and maintaining a GRAP compliant asset register.	Asset Management 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 asset register approved by Council 30th June 2025.	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 2027	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 by 31 May 2025.	SCM policy reviewed and approved by council by 31st May 2026	SCM policy reviewed and approved by council	CFO
3. Expenditure	Expenditure management processes and systems by 2027	By Implementing expenditure management in terms of Section 65 and 66 of MFMA	% Compliance on Payments of creditors within prescribed period	30 days	30 days	100% Compliance on Payments of creditors within prescribed period	100% Compliance on Payments of creditors within prescribed period by end of June 2026	30 days	CFO
			Zero incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 June 2025.	0%	0%	Zero incurrence of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 June 2025	0%	0%	ALL HOD's



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
4. ICT Management	To Maintain effective and efficient Information and technology systems by June 2027	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 as at 30th June 2025.	ICT policies reviewed and approved by council	ICT policies reviewed and approved by council	CFO
			IT Masterplan reviewed and approved by council (Input)	Review and Implement IT Masterplan approved by council	Review and Implement IT Masterplan approved by council	IT Master Plan Review and approved by council	Review and Implement IT Masterplan approved by council	Review and Implement IT Masterplan approved by council	CFO
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 2027	Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed	% increase in actual revenue collection (Output)	5% increase	5% increase	65% collection rate on average by 30 June 2025.	5% increase	5% increase	CFO
		By developing and implementing revenue turn-around strategy	GKM Total debt reduced			To reduce old debt by 16 million as at end June 2025			CFO
		Review and implement the indigent policy and maintain an updated indigent register.	% of provisioned beneficiaries	100% beneficiary subsidization of the customers that have claimed	100% beneficiary subsidization of the customers that have claimed	100% provision of free basic services for approved beneficiaries by 30th June 2025	100% beneficiary subsidization of the customers that have claimed	100% beneficiary subsidization of the customers that have claimed	



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	Custodia
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 2027	By designing, implementing, and monitoring, all the strategies to achieve the Corporate and HR areas of focus.	Strategic Human Resource Management Plan developed & approved by council (Input)	N/A	100%	Development of Strategic HRM Plan and approval by Council	100%	100%	Director CS
2. Employment Equity	To ensure that all the discriminatory employment processes are eliminated to achieve Employment Equity Act by June 2027	By consistently submitting on stipulated timeframes, all the EE reports to the Department of Labour	Development and Submission of the EEP to LLF and the Dept. of Labor	N/A	N/A	Development and Submission of the EEP to the LLF and Dept. of Labor			Director CS
		By developing, reviewing, and implementing the Employment Equity Plan	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	N/A	N/A	Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA			Director CS
3. Organizational Structure and Resources	To ensure the achievement of the Municipal Mission & Vision in enhancing service delivery by June 2027	By Annually reviewing the GKM Organogram in order to address the <u>community</u> needs and functions of the Municipality.	Organizational 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	2024/2025 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	Director CS
4. 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.	By ensuring the implementation and monitoring of WSP (including learnerships, internships, and graduate training programmers)	2023/2024 ATR & 24/25 Workplace Skills Plan reviewed, presented to LLF & submitted to LGSETA, & Council (input)	N/A	Full skills and competency audits conducted to all councilors and employees	2023/2024 ATR & 24/25 Workplace Skills Plan reviewed, presented to LLF & submitted to LGSETA, & Council (input)	TBD	TBD	Director CS



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	Custodia
6. Council Support	To ensure effective functioning of Council and its committees by June 2027	By ensuring that the Council and its sub-committee's seat 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 Council sittings & 20 Standing Committee held	4 Ordinary Council sittings. 20 Standing Committee held by 30 th June 2026.	4 Ordinary Council sittings. 20 Standing Committee held	Director CS
		By ensuring safe keeping of the Council resolution register	Number of Council resolution registers dispatched and implemented	4 Registers	4 Registers	4 Council Resolution Registers dispatched and implemented	4 Registers	4 Registers	Director CS
6. Labour related Matters	To promote sound labour relations and ensuring compliance with relevant labour legislations by June 2027.	By implementing disciplinary codes and adhering to the applicable labour related legislations.	Percentage of Labour Related Matters recorded	N/A	N/A	100% Labour Related Matters recorded			Director CS



KPA 5- Good Governance and Public Participation

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. Public Participation & Management of Petitions	To promote effective participation of community members in the affairs of governance by June 2027	Regular and effective communication with communities	Number of reports on functionality of ward committees	4 meetings	4 meetings with consolidated reports	4 reports on functionality of ward committees	4 meetings with consolidated reports	4 meetings with consolidated reports	Strategic
			Percentage of customer care/petitions recorded and attended	N/A	N/A	100% of customer care/petition recorded and attended			Strategic
2. Institutional Marketing and Communication	To promote effective communication with all stakeholders by June 2027	Developing a functional Communication and Marketing Strategy	Percentage of implementation of GKM communication strategy	GKM protocol and Etiquette policy developed and approved by council Developing a website	4 reports on implementation of Marketing and Communications Strategy	100% of implementation of GKM communication strategy	4 reports on implementation of Marketing and Communications Strategy	4 reports on implementation of Marketing and Communications Strategy	Strategic services
3. Inter-Governmental	To strengthen relations between the municipality, government departments and parastatals and to ensure integrated planning by June 2027	By facilitating IGR sittings	Number of IGR meetings held (Output)	4 meetings	4 meetings	4 Inter-Governmental Relations Meeting held	4 meetings	4 meetings	Strategic services
4. Audit Committee	To ensure effective functioning of Oversight Committees by June 2027	Provide administrative support to oversight committees	Number of Audit Committee Meetings held (Output)	4 AC meetings	4 AC meetings	4 Audit Committee Meetings held	4 AC meetings	4 AC meetings	Strategic
			MPAC meetings held before the sitting of Council (Output)	4 MPAC meetings	4 MPAC meetings	4 Municipal Public Accounts Committee meeting held	4 MPAC meetings	4 MPAC meetings	Strategic
5. Internal Auditing	To provide independent professional advice on governance issues, risk management and internal controls by 2027	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 charter by Council	Approved Internal Audit and Audit Committee charters by Council	Approved Internal Audit and Audit Committee charters by Council	Strategic services



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
6. Legislative and Policy Compliance	To ensure compliance with applicable legislation, by June 2027	By ensuring that all legal matters are dealt within prescribed timeframes	Percentage of litigations and compliance matters reported and recorded	4 reports	4 reports	100% of litigations and compliance matters reported and recorded	4 reports	4 reports	Strategic services
7. Risk Management	To develop a functional and responsive administration by 2027	By ensuring management of risk	Risk Registers developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic, Operational and Fraud Risk Registers developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic risk register and operational risk developed and implemented	Strategic services
8. SPU	To accelerate empowerment of historically vulnerable groups by June 2027	By mainstreaming of Special programmers in all GKM programs, plans, and projects	Percentage implementation of SPU plan	SPU plan reviewed and implemented	Implementation of the SPU plan	100% implementation of SPU plan	Implementation of the SPU plan	Implementation of the SPU plan	Strategic



STRATEGIC ORGANIZATIONAL PERFORMANCE 2026 - 2027 SDBIP - KPA 1- SERVICE DELIVERY & INFRASTRUCTURE PROVISION

QUARTERLY TARGETS														
Priority Area	IDP Objective	IDP strategy	Baseline 2024/2025	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Responsibl	Custodian
							2026/2027							
1. Roads	To ensure accessible roads within the Great Kei Local Municipal Area by June 2027	SD01: By constructing, maintain gravel roads & Surfaced roads	27kms of gravel roads constructed in 2024/25 Financial Year	SD01-01	Percentage progress on km's of gravel roads to be constructed- Mkhomati Internal streets by June 2027	R3,3 Million	100% Construction of 3,5 km's gravel road at internal Construction of Mkomati Internal streets by 30th June 2027	Facilitate Appointment of Service providers Site Handover and construction 30%) by 30th September 2026	60 % Construction progress of 3,5km of Mkhomati Internal Streets by 31st December 2026	85 % Constructio n progress of 3,5km of Mkhomati Internal Streets by 31st March 2027	100 % Constructio n progress of 3,5km of Mkhomati internal Streets by 30 June 2027	Design Reports, Monthly Reports, Practical completion certificate.	PMU MANAGER	DIRECTOR TECHNICAL SERVICES
								Q1 POE						



				Percentage progress on km's of gravel roads to be constructed- Mangqukela Internal streets by June 2027	R1.3 million	100% Construction of 1,5 km's gravel road at Mangqukela internal streets Phase 2 by 30th June 2027	Facilitate Appointment of Service providers, Site Handover and construction 30%) by 30th September 2026	60 % Construction progress of 3,5km of Mangqukel Internal Streets Phase 2 by 31st December 2026	85 % Construction progress of 3,5km of Mnqukela Internal Streets Phase 2 by 31st March 2027	100 % Construction progress of 3,5km of Mnqukela internal Streets Phase 2 by 30 June 2027	Design Reports, Monthly Reports, Practical completion certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE			
							Design Report, the Draft tender Document , Site handover attendance register and Monthly progress reports	3 x Monthly Progress Report	3X Monthly Progress Reports	Practical Completion Certificate			
				Percentage of km's of gravel roads to be constructed- Palana Internal streets by June 2027		100% Construction of 3,5 km's gravel road at Palana internal Construction of streets by 30th June 2027	Facilitate Appointment of Service providers Site Handover and construction 30%) by 30th September 2026	60 % Construction progress of 3,5km of Palana Internal Streets by 31st December 2025	85 % Construction progress of 3,5km of Palana Internal Streets by 31st March 2026	100 % Construction progress of 3,5km of Palana internal Streets by 30 June 2026	Design Reports, Monthly Reports, Practical completion certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE			



							Design Report, the Draft tender Document, Site handover attendance register and Monthly progress report	3X Monthly Progress Reports	3X Monthly Progress Reports	Practical Completion Certificate			
						Percentage of km's of gravel roads to be constructed- Silatsha Internal streets by June 2027	Facilitate Appointment of Service providers Site Handover and construction 30%) by 30th September 2026	60 % Construction progress of 3,5km of Silatsha Internal Streets Internal Streets by 31st December 2026	85 % Construction progress of 3,5km of Silatsha Internal Streets by 31st March 2027	100 % Construction progress of 3,5km of Silatsha internal Streets by 30 June 2027	Design Reports , Monthly Reports, Practical completion certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE			
						Design Report, the Draft tender Document, Site handover attendance register and Monthly progress report	3X Monthly Progress Reports	3X Monthly Progress Reports	Practical Completion Certificate				



			0% construction in 2024/2025 financial year.		Percentage Construction Progress of km for the surfacing of Kei Mouth Ferry by June 2027	R0.00	100% Construction Progress of 0,9 km surfacing of Kei Mouth Ferry by June 2027	30 % Construction progress of 0,9 km of Kei Mouth Ferry by 31st September 2026	60 % Construction progress of 0,9 km of Kei Mouth Ferry by 31st December 2026	85 % Construction progress of 0,9 km of Kei Mouth Ferry by 31st March 2027	100 % Construction progress of 0,9 km of Kei Mouth Ferry by 30 June 2027	Monthly Reports, Practical completion certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES		
								Q1 POE	Q2 POE	Q3 POE	Q4 POE					
								3X Monthly Progress Reports	3X Monthly Progress Reports	3X Monthly Progress Reports	Progress Report and the practical Completion Certificate					48.5



				Acquisition of land for upgrading of Haga-haaa road to Asphalt Surface standards and percentage progress of km for Asphalt Surfacing standards completed by June 2027		Facilitate Land Acquisition and procurement process for Upgrading of Haga-Haga road to Asphalt Surface Standards and 10% Construction work completed by June 20247	2 x Engagement meetings for finalization of land acquisition for Upgrading of Haga-Haga road to Asphalt Surface Standards Engagement	Submission of a water use licence (WULA) to DEDEAT	Draft Tender document and Specification Site handover meeting to be held	10 % Construction progress of Haga-Haga Road by 31st September 2026	2x Attendance Registers and minutes, Draft Tender Documents, and monthly progress reports	PMU MANAGER	DIRECTOR TECHNICAL SERVICES	6-10
							Q1 POE 2x Attendance Registers and Minutes	Q2 POE Copy of an email	Q3 POE Attendance register for the site handover meeting and the draft tender document	Q4 POE 3x Monthly progress report				



				Percentage progress on construction of kms to be surfaced of 1,5 km on Coloured/Siviwe township internal Streets by June 2027	8.7m	100% Reconstruction progress of 1,5 km on Coloured/Siviwe township internal Streets by July 2027	60 % Construction progress of 1,5 km on Coloured/Siviwe township internal Streets	60 % Construction progress of 1,5 km on Coloured/Siviwe township internal Streets	100 % Construction progress of 1,5 km on Coloured/Siviwe township internal Streets.	N/A	9x Monthly Reports and the Practical Completion Certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES	
							Q1 POE	Q2 POE	Q3 POE	Q4 POE				
							3 x Monthly progress reports	3 x Monthly progress reports	3 x monthly progress report & practical completion certificate	N/A				
				Percentage progress on construction of 1,5 kms to be surfaced on Old location/Mzomhle township internal Streets by June 2027	R7.3m	100% Reconstruction progress of 1,5 km on Old location/Mzomhle township internal Streets by June 2027	30 % Construction progress of Old location/Mzomhle township internal Streets	60% Construction progress Old location/Mzomhle township internal Streets	100% Construction progress Old location/Mzomhle township internal Streets	N/A	9x Monthly Reports and the Practical Completion Certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES	
							Q1 POE	Q2 POE	Q3 POE	Q4 POE				
							3 x Monthly progress reports	3 x monthly progress report & practical completion certificate	3 x Monthly progress reports	N/A				



				Percentage progress on construction of kms to be re-gravelled on Belekumntwana internal Streets by June 2027	R3m	100% Reconstruction Progress of 1,5 km on Belekumntwana internal Streets by June 2026	60 % Construction progress of 1,5 kml on Belekumntwana Streets by 30st September 2026	100 % Construction progress of 1,5 km on Belekumntwana Internal Streets by 30th September 2026	N/A	N/A	6x Monthly Reports and the Practical Completion Certificate	PMU MANAGER	DIRECTOR TECHNICAL SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE			
							3 x Monthly progress reports	3 x monthly progress report & practical completion certificate	N/A	N/A			
2. Public amenities	To ensure provision of public amenities by June 2027.	SD02: By Constructing public amenities.	1 Community Hall Constructed during the 2024/2025 financial year. 1 Sport Filed Constructed during the 2024/2025 financial year.	SD02-01 Percentage progress on Refabrication progress of Morgans Bay community Hall by June 2027	2,9million	100% Refabrication progress of Morgans Bay community Hall by June 2027	Facilitate Appointment of Service provider Site Handover and 30 % Refabrication progress of Morgans Bay community Hall by 30 September 2026	60 % Refabrication progress of Morgans Bay community hall by 31st December 2026	85 % Refabrication progress of Morgans Bay community Hall by 31st March 2027	100 % Refabrication progress of Morgans Bay community Hall by 30 June 2026	12 x monthly progress reports, practical Completion certificates	PMU MANAGER	DIRECTOR TECHNICAL SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE			



							Design Report, the Draft tender Document, Site handover attendance registers and Monthly progress report	3 x Monthly progress reports	3 x Monthly progress reports	3 x monthly progress report & practical completion certificate				11				
3. Electrification	To increase access to electricity in Great Kei Communities by 2027	SD03: Solicit funding from DOE and potential funders	0% Connections of households during the 2024/2025 financial year.	SD03-01	Percentage progress on households connected in Zone 10 (200 units) by June 2026	R4,3M	100% connection progress of 150 households in zone 10 by June 2027	Appointment of Service providers Site Handover and construction (Progress = 15%) by 30th September 2026)	40 % on Connection of 150 House Holds completed	80% on Connection of 150 House Holds completed	100 % on Connection of 150 House Holds completed	12 x monthly progress reports, practical Completion certificates	MANAGER INFRASTRUCTURE	DIRECTOR TECHNICAL SERVICES				
															Q1 POE	Q2 POE	Q3 POE	Q4 POE
															Quarterly progress reports	3 x Monthly progress reports	3 x Monthly progress reports	3 x monthly progress report & practical completion certificate
															13			



			0% Reconstruction of Electricity MV & MV line during the 2024/2025 financial year.		Percentage progress on reconstruction of electricity MV & LV line at Coloured township, Siviwe and Old Location by June 2026	R5,6 m	100% reconstruction progress of Electricity MV & MV line at Coloured township, Siviwe and Old Location by June 2026	60 % reconstruction progress of Electricity MV & MV line at Coloured township, Siviwe and Old Location by 30 th September 2026	100 % reconstruction progress of Electricity MV & MV line at Coloured township, Siviwe and Old Location by 31 st December 2026	N/A	N/A	Design Report, Draft Tender Document and Monthly Reports	MANAGER INFRASTRUCTURE	DIRECTOR TECHNICAL SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								3 x Monthly progress reports	3 x monthly progress report & practical completion certificate	N/A	N/A			
			0% Reconstruction of Overhead Backbone Line during the 2024/2025 financial year.		Percentage progress on Reconstruction of Overhead Backbone Line to Zone 10 (2,5 km) by June 2027	R2,7 m	100% Reconstruction progress of Overhead Backbone Line to Zone 10 (2,5 km) by June 2027	60 % Reconstruction progress of Overhead Backbone Line to Zone 10 (2,5 km) by 30 st September 2026	100 % Reconstruction progress of Overhead Backbone Line to Zone 10 (2,5 km) by 30 th December 2026	N/A	N/A	Design Report, Draft Tender Document and Monthly Reports	MANAGER INFRASTRUCTURE	DIRECTOR TECHNICAL SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								3 x Monthly progress reports	3 x monthly progress report & practical completion certificate	N/A	N/A			



			0% Re-installation of damaged High Mast Lights during the 2024/2025 financial year.		Percentage progress on Re-installation of 5 damaged High Mast Lights by June 2026	R1,7 m	100% Re-installation progress on 5 damaged High Mast Lights by June 2026	60 % Re-installation progress on 5 damaged High Mast Lights by 30 st September 2026	100 % Re-installation progress on 5 damaged High Mast Lights by 30 th September 2026	N/A	N/A	Design Report, Draft Tender Document and Monthly Reports	MANAGER INFRASTRUCTURE				
								Q1 POE	Q2 POE	Q3 POE	Q4 POE						
								3 x Monthly progress reports	3 x monthly progress report & practical completion certificate								
		SD06: By Developing a new landfill site			Number of Environmental Impact Assessment conducted for the new Qumrha landfill site to the Council by June 2027	R1 m	4xEnvironmental Impact Assessment conducted for the Qumrha Landfill Site to the Council by June 2027	1xEnvironmental Impact Assessment conducted for the Qumrha Landfill Site by 30 th September 2026	1xEnvironmental Impact Assessment conducted for the Qumrha Landfill Site by 31 st December 2026	1xEnvironmental Impact Assessment conducted for the Qumrha Landfill Site by 31 st March 2027	1xEnvironmental Impact Assessment conducted for the Qumrha Landfill Site 30 th June 2027	Geotechnical investigation report	MANAGER COMMUNITY SERVICES	DIRECTOR TECHNICAL SERVICES			
								Q1 POE	Q2 POE	Q3 POE	Q4 POE						
								Progress Report on the development of Qumrha Landfill Site to Council	Progress Report on the development of Qumrha Landfill Site to Council	Progress Report on the development of Qumrha Landfill Site to Council	Progress Report on the development of Qumrha Landfill Site to Council						16



6. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	SD08: Develop, monitor and review of strategic risks registers	Approved Risk Register during the 2024/2025 financial year.	SD06-01	Percentage implementation of technical services risk action plan to mitigate identified risks (output) by June 2026	R0.00	100 % implementation of technical services risk action plan to mitigate identified risks by 30th June 2026	30% implementation of technical services risk action plan to mitigate identified risks by 30 th September 2026	60% implementation of technical services risk action plan to mitigate identified risks by 31 st December 2026	80% implementation of technical services risk action plan to mitigate identified risks by 31 st March 2027	100% implementation of technical services risk action plan to mitigate identified risks by 30 th June 2027	Updated risk register	ALL	ALL DIRECTORATES		
								Q1 POE	Q2 POE	Q3 POE	Q4 POE				18	
								Technical Services risk registers	Technical Services risk registers	Technical Services risk registers	Technical Services risk registers					
08. Audit Findings	To ensure improvement of audit outcomes through reduction of audit findings by June 2027.	SD09: By designing and implementing an audit action plan in addressing all Audit queries	Audit Action Plan for 2023/2024 financial year		Percentage implementation and monitoring of audit action plan	R0.00	100% implementation and monitoring of audit action plan by 30 th June 2027	N/A	30% Implementation and monitoring of Audit Action Plan by 31 st December 2026	60% Implementation and monitoring of Audit Action Plan by 31 st March 2027	100% Implementation and Monitoring of Audit Action Plan by 30 th June 2027	Implemented and monitored Audit action plan	ALL MANAGERS	ALL MANAGERS	DIRECTOR TECHNICAL SERVICES	
								Q1 POE	Q2 POE	Q3 POE	Q4 POE					
								N/A	Audit Action Plan Report	Audit Action Plan Report	Audit Action Plan Report					



KPA 2- PLANNING & LOCAL ECONOMIC DEVELOPMENT

QUARTERLY TARGETS																	
Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Person	Custodian			
							2026/27										
1. Town Planning	To ensure alignment of SDF with the IDP by June 2027 to ensure progressive Spatial Planning & Land Use Management Systems	LED01: By ensuring Controlled development within Great Kei LM	SDF	LED01-01	Review and approval of the Municipal Spatial Development Framework	R0.00	Reviewed and Approved Spatial Development Framework by Council as at 30th June 2027	Procurement of GIS Service Provider for the Development of Spatial Plans by 30th September 2026	Working sessions and engagements with appointed service providers 31st December 2026	Draft SDF including maps to Standing Committee by 31st March 2027	Public Participation on the final draft SDF by 30th June 2027	Reviewed and Council Approved SDF Document	TOWN PLANNER	DIRECTOR TECHNICAL SERVICES			
								Q1 POE							Q2 POE	Q3 POE	Q4 POE
								Appointment letter of the service provider for SDF							Meetings minutes and progress reports	Attendance registers to meetings and Notice	Attendance registers to meetings and notice
2. Sustainable Human Settlements	To facilitate the provision of Integrated sustainable human settlement within GKM by June 2027	LED02: By Facilitating access to alternative Land for Settlement purposes.	Formalisation of informal Settlements	LED02-	Number of Facilitation Reports obtained from the Department of Human Settlements (DoHS)	R60 Thousand	4 x Quarterly Facilitation Reports obtained from the Department of Human Settlements on the formalisation of the informal settlements (Cwili, Qumrha, Morgans Bay and Chintsa informal Settlements by 30th June 2026	1x Facilitation Report on the formalisation of the informal settlements (Cwili, Qumrha, Morgans Bay and Chintsa informal Settlements by 30th September 2026	1x Facilitation Report on the formalisation of the informal settlements (Cwili, Qumrha, Morgans Bay and Chintsa informal Settlements by 31st December 2026	1x Facilitation Report on the formalisation of the informal settlements (Cwili, Qumrha, Morgans Bay and Chintsa informal Settlements by 31st March 2027	1x Facilitation Report on the formalisation of the informal settlements (Cwili, Qumrha, Morgans Bay and Chintsa informal Settlements Q4 POE by 30th June 2027	Progress Report and Minutes of Meetings	TOWN PLANNER	DIRECTOR TECHNICAL SERVICES			
								Q1 POE							Q2 POE	Q3 POE	Q4 POE
								Report to the HOD and							Report to the HOD and	Report to the HOD and	Report to the HOD and



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Person	Custodian
							2026/27							
								copy of the minutes	copy of the minutes	copy of the minutes	copy of the minutes			
	To create sustainable partnerships for towards socio economic development within GKM by June 2027	LED03: By implementing Small Town Revitalization Strategy			Number of Memorandum of Understanding reports with stakeholders approved and implemented	R0.00	4 x Memorandum of Understanding reports with stakeholders approved and implemented by 30 th June 2026	N/A	N/A	N/A	N/A	N/A		
			2024 Small Town Revitalization Strategy		Number of environmental scanning reports for Small Town Revitalization opportunities by 30 th June 2027	R0.00	Develop 2 environmental scanning reports for Small Town Revitalization for Komga and Kei Mouth by 30 th June 2027	Identification of 2 opportunities reports for Small Town Revitalization for Komga by 30 th September 2026	Environmental scanning of 2 report for the Small Town Revitalization of Komga by 31 st December 2027	Identification of 2 opportunities reports for Small Town Revitalization for Kei Mouth by 31 th March 2027	Environmental scanning of 2 reports for the Small Town Revitalization of Kei Mouth by 30 th June 2027	2 Environmental scanning reports for Small Town Revitalization for Komga and Kei Mouth	LED ASSISTANT	LED MANAGER
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Report on the identified opportunities for Small Town	Environmental Scanning Report for Small Town Revitalization of Komga	Report on the identified opportunities for Small Town	Environmental Scanning Report for Small Town Revitalization of Komga			



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Person	Custodian	
							2026/27								
								Revitalization of Komga		Revitalization for Kei Mouth					
4. Job Creation	To create job opportunities through EPWP, CWP, MIG & other sectoral programmers by June 2027	LED04: Support initiatives geared towards mass job creation and sustainable livelihoods	119 EPWP & MIG Jobs	LED04-04	Number of job opportunities created through EPWP & MIG projects (output)	R2.1 Million	140 jobs created through EPW & MIG projects by 30 th June 2027	70 jobs created through EPW & MIG projects by 30 th September 2026	30 jobs created through EPW & MIG projects by 31 st December 2026	25 jobs created through EPW & MIG projects by 31 st March 2027	15 jobs created through EPW & MIG projects by 30 th June 2027	Proof of job creation	LED ASSISTANT	LED MANAGER	
			104 MIG												
			556												
						Number of monitoring reports on the implementation of CWP program	R0.00	4x Monitoring reports on the implementation of CWP program by 30 th June 2027	1x Monitoring report on the implementation of CWP program by 30 th September 2026	1x Monitoring report on the implementation of CWP program by 31 st December 2026	1x Monitoring report on the implementation of CWP program by 31 st March 2027	1x Monitoring report on the implementation of CWP program by 30 th June 2027	4 Report and list of beneficiaries	LED ASSISTANT	LED MANAGER
5. Agriculture	To promote the agrarian economy in support of the disadvantaged communal farmers by June 2027	LED05: By supporting and monitoring Agrarian and Farming Production and Programmes	0		Number of Reports on Agrarian & Farming Supported Programmes	R0.00	4x Reports on Agrarian & Farming Supported Programmes by 30 th June 2027	1x Report on Agrarian & Farming Supported Programmes by 30 th September 2026	1x Report on Agrarian & Farming Supported Programmes by 31 st December 2026	1x Report on Agrarian & Farming Supported Programmes by 31 st March 2027	1x Report on Agrarian & Farming Supported Programmes by 30 th June 2027	Copy of the Report on Agrarian & Farming Supported Programmes	LED ASSISTANT	IDP /PMS/LED MANAGER	



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Person	Custodian							
							2026/27														
		in partnership with other institutions						Report on Agrarian & Farming Supported Programmes	Report on Agrarian & Farming Supported Programmes	Report on Agrarian & Farming Supported Programmes	Report on Agrarian & Farming Supported Programmes										
6. SMME's & Co-operatives ENTERPRISE	To create a conducive environment for SMME's, Informal traders and Co-operatives to access economic opportunities by June 2027	LED06:Lobby technical support and funding from potential funders to support SMME's, informal traders & Co-operatives	194 GKM Small, Medium and Micro Enterprise supported	LED06-06	Number of GKM Small, Medium and Micro Enterprise supported (Output)	R0.00	40 Small, Medium and Micro Enterprise (SMME's) supported by 30 th June 2027	10 Small, Medium and Micro Enterprise's supported by 30 th September 2026	10 Small, Medium and Micro Enterprise's supported by 31 st December 2026	10 Small, Medium and Micro Enterprise's supported by 31 st March 2027	10 Small, Medium and Micro Enterprise's supported by 30 th June 2027	Business plans developed, company registrations, CSD registrations, business licenses issued	LED ASSISTANT	LED MANAGER							
								Q1 POE	Q2 POE	Q3 POE	Q4 POE										
								Business plans developed, company registrations, CSD registrations, business licenses issued	Business plans developed, company registrations, CSD registrations, business licenses issued	Business plans developed, company registrations, CSD registrations, business licenses issued	Business plans developed, company registrations, CSD registrations, business licenses issued										
								0	Number of cooperatives supported	R200 Thousand	3x Cooperatives supported by 30 th June 2027				Identification of 3 cooperatives to be supported by 30 th September 2026	Conducting needs assessment for 3 cooperatives identified by 31 st December 2026	N/A	3 x Cooperatives supported by 30 th June 2027	Report on three identified cooperative, copy of needs assessment for the cooperatives and receipts for material and	LED ASSISTANT	LED MANAGER
								Q1 POE							Q2 POE	Q3 POE	Q4 POE				
								Report on the							Need assessment	N/A	Report on delivery and				



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Person	Custodian
							2026/27							
								Identification of cooperatives to be supported	report for cooperatives identified		receipt of the production inputs	production inputs and delivery note		
7. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	LED06: Develop, monitor and review of strategic risks registers	Approved Risk Register during the 2024/2025 financial year.	LEDP07-01	Percentage implementation of LED risk action plan to mitigate identified risks (output)	R0.00	100 % implementation of LED risk action plan to mitigate identified risks by 30th June 2027	30% implementation of LED risk action plan to mitigate identified risks by 30 th September 2026	60% implementation of LED risk action plan to mitigate identified risks by 31 st December 2026	80% implementation of LED risk action plan to mitigate identified risks by 31 st March 2027	100% implementation of LED risk action plan to mitigate identified risks by 30 th June 2027	Updated risk register	ALL	ALL DIRECTORATES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								LED risk registers	LED Risk registers	LED Risk registers	LED Risk registers			

CIRCULAR 88 INDICATORS

8. Circular 88	To ensure proper integration between the Integrated Development Plan (IDP), Budget and Nationally	GG10: Strengthen Internal Strategic planning		LEDP08-01	Average time taken to finalise business license application	R0.00	90days taken to finalise business license application by 30 th June 2027	90days taken to finalise business license application by 30 th September 2026	90days taken to finalise business license application by 31 st December 2026	90days taken to finalise business license application by 30 th March 2027	90days taken to finalise business license application by 30 th June 2027	Business license application	LED ASSISTANT	DP /PMS/LED MANAGER
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	Person	Custodian
							2026/27							
	prescribed indicators							Business license application	Business license application	Business license application	Business license application			
9. Audit Findings	To ensure improvement of audit outcomes through reduction of audit findings by June 2027	LED05: By designing and implementing an audit action plan in addressing all Audit queries	Unqualified audit opinion	LED07-01	Percentage of implementation and monitoring of audit action plan	R0.00	100% implementation and monitoring of audit action plan by 30th June 2027	N/A	30% Implementation and monitoring of Audit Action Plan by 31 st December 2026	60% Implementation and monitoring of Audit Action Plan by 31 st March 2027	100% Implementation and monitoring of Audit Action Plan by 30 th June 2027	Implemented and monitored Audit action plan		
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								N/A	Audit Action Plan Report	Audit Action Plan Report	Audit Action Plan Report			



KPA 3-FINANCIAL VIABILITY AND MANAGEMENT

QUARTERLY TARGETS														
Priority	IDP Objective	IDP strategy	Baseline 2025/2026	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPON	Custodi
1. Asset Management	To ensure proper management and maintenance of GKM assets by June 2027	FM01: By developing and maintaining a GRAP compliant asset register	2025/26 reviewed Council approved Asset Management Policy	FM01-01	Asset Management policy and updated Asset register approved by Council (Input)	R800 Thousand	Review of asset policy and asset register approved by Council 31st May 2027	Review Asset Management Policy	Circulating the reviewed Asset Management Policy	Draft Asset Management Policy	Submission of the draft Assets Management policy and the updated FAR to Council approval by 30th June 2027	Copy of approved policy. Council resolutions	MANAGER SCM	CFO
								Physical verification of Assets by 30th September 2026	Review of updates of the FAR by 31st December 2026	Updated draft FAR by 31st March 2027				
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Approved Asset Management policy, Asset Verification Report	Proof of circulated Asset Management policy Updates of the FAR	Fixed Asset Register	Copy of Council resolution			
2. Supply Chain	To maintain effective and efficient procurement by June 2027	FM02: By ensuring adherence to Supply Chain Management Regulations	2025/26 reviewed Council approved SCM Policy		SCM Policy reviewed and approved by Council (Input)	R.00	SCM policy reviewed and approved by council by 31st May 2027	Review SCM Management Policy by 30th September 2026	Circulating the reviewed SCM Management Policy by 31st December 2026	Draft SCM Management Policy by 31st March 2027	Submission of the draft SCM Management policy to Council approval by 30th June 2027	Copy of approved policy. Council resolutions	MANAGER SCM	CFO
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			



QUARTERLY TARGETS

Priority	IDP Objective	IDP strategy	Baseline 2025/2026	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPON	Custodi
3. Expenditure	Expenditure management processes and systems by 2027	FM03: By Implementing expenditure management in terms of Section 65 and 66 of MFMA	Section 65 reports	FM03-03	Percentage of Compliance on Payments of creditors within prescribed period	R.00	100% Compliance on Payments of creditors within prescribed period by end of June 2027	Copy of Reviewed SCM Policy	Proof of circulated SCM policy	Draft SCM policy	Copy of Council resolution	Monthly creditors report	MANAGER EXPENDITURE	CFO
			0%		Number of incurrance of Irregular, Fruitless and Wasteful and Unauthorized Expenditure	R.00	Zero incurrance of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 June 2027	Q1 POE	Q2 POE	Q3 POE	Q4 POE			
			3X Monthly creditors report		3X Monthly creditors report	3X Monthly creditors report	3X Monthly creditors report							
			Zero incurrance of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 th September 2026		Zero incurrance of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 30 th September 2026	Zero incurrance of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 31 st December 2026	Zero incurrance of Irregular, Fruitless and Wasteful and Unauthorized Expenditure by 31 st March 2027							
			Q1 POE		Q2 POE	Q3 POE	Q4 POE							
			UIFW Registers		UIFW Registers	UIFW Registers	UIFW Registers							
			Irregular, fruitless and wasteful, unauthorized expenditure reports		Irregular, fruitless and wasteful, unauthorized expenditure reports	Irregular, fruitless and wasteful, unauthorized expenditure reports	Irregular, fruitless and wasteful, unauthorized expenditure reports							
			UIFW Registers		UIFW Registers	UIFW Registers	UIFW Registers							



QUARTERLY TARGETS

Priority	IDP Objective	IDP strategy	Baseline 2025/2026	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPON	Custodi
			Spending of MIG allocation by 30th June 2026		Percentage spending of MIG Allocation (Output) by 30 June 2026	R12, 980 million	100% Spending of MIG allocation by 30th June 2027	30% Spending of MIG allocation by 31 st September 2026	60% Spending of MIG allocation by 31 st December 2026	75% Spending of MIG allocation by 31 st March 2027	Spending of MIG allocation by 30th June 2027		PMU MANAGER	DIRECTOR TECHNICAL
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								MIG Monthly expenditure reconciliation reports	MIG Monthly expenditure reconciliation reports	MIG Monthly expenditure reconciliation reports	MIG Monthly expenditure reconciliation reports			
			Spending of INEP allocation by 30th June 2026		Percentage spending of INEP Allocation (Output) by 30 June 2026	4, 335 Million	100% Spending of INEP allocation by 30th June 2027	30% Spending of INE allocation by 30 September 2026	60% Spending of INEP allocation by 31 st December 2026	75% Spending of INEP allocation by 31 st March 2027	100% Spending of INEP allocation by 30 June 2027	12 x INEP Monthly expenditure reconciliation reports		
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								INEP Monthly expenditure reconciliation reports	INEP Monthly expenditure reconciliation reports	INEP Monthly expenditure reconciliation reports	INEP Monthly expenditure reconciliation reports			DIRECTOR TECHNICAL & CFO SERVICES



QUARTERLY TARGETS

Priority	IDP Objective	IDP strategy	Baseline 2025/2026	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPON	Custodi
4. ICT Management	To Maintain effective and efficient Information and technology systems by June 2027	FM04: By Upgrading and maintenance of ICT infrastructure and systems	2025/26 reviewed ICT Policies	FM04-01	ICT policies and governance framework reviewed and approved by Council (Input)	R.00	ICT policies reviewed and approved by Council as at 30 th June 2027	N/A	Draft reviewed ICT policies submitted to management by 31 st December 2026	Draft reviewed ICT policies submitted to council by 31 st March 2027	ICT policies reviewed and approved by council by 30 th June 2027	Council Resolutions, copy of ICT policies	IT TECHNICIAN	CFO
			Q1 POE					Q2 POE	Q3 POE	Q4 POE				
			N/A					Copy of the Draft ICT Policy	Copy of the Draft ICT Policy	Council resolution				
			N/A					Draft reviewed IT Masterplan submitted to management by 31 st December 2026	Draft reviewed IT Masterplan submitted to Council by 31 st March 2027	IT Masterplan reviewed approved by Council by 30 th June 2027				
			Q1 POE					Q2 POE	Q3 POE	Q4 POE				
			N/A					Copy of the Draft IT Masterplan	Copy of the Draft ICT Policy	Council resolution				
4. ICT Management	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	FM05: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of	65%		Percentage increase in actual revenue collection (Output)	R.00	65% collection rate on average by 30 th June 2027	65% average collection by 30 th September 2026	65% average collection by 31 st December 2026	65% average collection by 31 st March 2027	65% average collection by 30 th June 2027	Revenue Collection report	MANAGER REVENUE	CFO
			Q1 POE					Q2 POE	Q3 POE	Q4 POE				
			Monthly collection reports					Monthly collection reports	Monthly collection reports	Monthly collection reports				



QUARTERLY TARGETS

Priority	IDP Objective	IDP strategy	Baseline 2025/2026	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPON	Custodi
	MFMA) by June 2027	municipal services billed												
		FM06: By developing and implementing revenue turn-around strategy	RO		Number of GKM Total debt reduced	R.00	To reduce old debt by 16 million as at 30 th June 2027	R4 million reduction of old debt by 30 th September 2026	R4 million reduction of old debt by 31 st December 2026	R4 million reduction of old debt by 31 st March 2027	R4 million reduction of old debt by 30 th June 2027	GKM Total debt reduced	MANAGER	CFO
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Monthly Income reports	Monthly Income reports	Monthly Income reports	Monthly Income reports			
		FM07: Review and implement the indigent policy and maintain an updated indigent register.	Indigent register		Percentage of provisioning of approved registered beneficiaries	R522 Thousand	100% provision of free basic services for approved registered beneficiaries by 30 th June 2027	100% provisioning of approved registered Beneficiaries by 30 September 2026	100% provisioning of approved registered Beneficiaries by 31 st December 2026	100% provisioning of approved registered Beneficiaries by 31 st March 2027	100% provisioning of approved registered Beneficiaries by 30 June 2027	Monthly Progress Reports	MANAGER REVENUE	CFO
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
3 X FBS monthly reports	3 X FBS monthly reports			3 X FBS monthly reports				3 X FBS monthly reports						
6. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	FM09: Develop, monitor and review of strategic risks registers	Approved Risk Register during the 2025/2026 financial year.	FM06-01	Percentage implementation of financial viability risk action plan to mitigate identified risks (output)	R.00	100 % implementation of financial viability risk action plan to mitigate identified risks by 30 th June 2027	100% implementation of financial viability risk action plan to mitigate identified risks by 30 th	100% implementation of financial viability risk action plan to mitigate identified risks by 31 st	100% implementation of financial viability risk action plan to mitigate identified risks	100% implementation of financial viability risk action plan to mitigate identified risks	Updated risk register	CFO	ALL DIRECTORATES



QUARTERLY TARGETS

Priority	IDP Objective	IDP strategy	Baseline 2025/2026	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPON	Custodi
7. Audit Outcome	To ensure improvement of audit outcomes through reduction of audit findings by June 2027	FM08: By developing, implementing, and monitoring of Audit Action Plan, policies and procedures	Unqualified audit opinion with no material findings	FM05-01	Percentage implementation and monitoring of audit action plan	R0.00	100% implementation and monitoring of audit action plan by 30 th June 2027	September 2026	December 2026	risks by 31 st March 2027	risks by 30 th June 2027	Audit action plan. Council items	CFO	ALL DIRECTORATES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Financial Viability Risk registers	Financial Viability Risk registers	Financial Viability Risk registers	Financial Viability Risk registers			
								N/A	10% Implementation and Monitoring of the Audit Action Plan by 31 st December 2026	60% Implementation and Monitoring of Audit Action Plan by 31 st March 2027	100% Implementation and Monitoring of the Audit Action Plan by 30 th June 2027			
Q1 POE	Q2 POE	Q3 POE	Q4 POE											
N/A	Audit Action Plan Report	Audit Action Plan Report	Audit Action Plan Report											



KPA 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

QUARTERLY TARGETS														
Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESONSIBL	Custodian
							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 by June 2027	ID01: By designing, implementing, and monitoring, all the strategies to achieve the Corporate and HR areas of focus.	Draft HR plan during the 2026/2027 financial year.		Strategic Human Resource Management Plan developed & approved by Council (Input)	R0.00	Development of Strategic HRM Plan and approval by Council on the 30 th June 2027	Develop the Draft Strategic HRM Plan by 30 th September 2026	Circulate Draft Strategic HRM Plan to departments for inputs and consolidate by 31 st December 2026	Present the Draft HRM Plan to Labour Unions by 31 st March 2027	Table HRM Pan to Council for consideration by 30 th June 2027	GKM Human Resource Management Plan	HR PRACTITIONER	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Copy of Draft Strategic HR Plan	Proof of circulated Draft Strategic HR Plan to departments for inputs	Attendance Register	Council Resolution			
2. Employment Equity	To ensure that all the discriminatory employment processes are eliminated to achieve Employment Equity Act by June 2027	ID02: By consistently submitting on stipulated timeframes, all the EE reports to the Department of Labour	Employment Equity Plan. 5 % EE targets implemented	ID02-01	Development and Submission of the EEP to LLF and Dept. of Labor	R0.00	Development and Submission of the EEP to the LLF and Dept. of Labor by 30 th of June 2027	Develop Draft EEP by 30 th September 2026	Workshop to Management by 31 st December 2026	Presentation of the EEP to LLF by 31 st March 2027	Submission of EEP to the Dept. of Labour by 30 th June 2027	Proof of submission of EEA forms to DoL	HR PRACTITIONER	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Copy of Draft EEP	Copy of attendance register	Copy of attendance register	Proof of Submission			



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESONSIBL	Custodian
							2026/27							
		ID03: By developing, reviewing, and implementing the Employment Equity Plan	Annual Training Report 2025/2026 and Workplace Skills Plan during the 2026/2027 financial year.		Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	R0.00	Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA by 30 June 2027	Develop the Draft Annual Training Report and Workplace Skills Plan by 30th September 2026	Circulate Draft Annual Training Report and Workplace Skills Plan for inputs by 31st December 2026	Present the Draft Annual Training Report and Workplace Skills Plan to Management, to the LLF by 31st March 2027	Submit the Annual Training Report and Workplace Skills Plan to Council & LGSETA by 30th June 2027	Approved Annual Training Report and Workplace Skills Plan submitted to Council and LGSETA	HR PRACTITIONER	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
							Copy of Draft Annual Training Report and Workplace Skills Plan	Proof of circulated Draft Annual Training Report and Workplace Skills Plan 2026	Proof of attendance register by	Proof of attendance register				
3. Organizational Structure man Resources Development	To ensure the achievement of the Municipal Mission & Vision in enhancing service delivery by June 2027	ID04: By Annually reviewing the GKM Organogram in order to address the <u>community</u> needs and functions of the Municipality.	Reviewed and council approved 2027/2028 Organizational structure.		Organizational structure reviewed and approved by Council (Input)	R0.00	2027/2028 Organizational structure reviewed and approved by Council as at 30 June 2027	Develop The Organogram Process Plan and circulate the 27/28 Organizational Structure to Directorates by 30th September 2026	Analyse and consolidate inputs from Directorates by 31st December 2026	Present Organogram 27/28 to both Management & Labour Unions by 31st March 2027	Table the 27/28 Organogram to Council by 30th June 2027	Adopted 27/28 Organizational Structure.	HR PRACTITIONER	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESONSIBL	Custodian
							2026/27							
								Organogram Process Plan & Proof of Organogram Circulation	Copy of draft organizational structure	Attendanc e register	Council Resolution			
					Number of reports on recruitment, terminations submitted to the Council	R0.00	4X reports on recruitment, terminations submitted to the Council by 30 th June 2027	1X reports on recruitment, terminations submitted to the Council by 31 st September 2026	1X reports on recruitment, terminations submitted to the Council by 31 st December 2026	1X reports on recruitment , termination s submitted to the Council by 31 st March 2027	1X reports on recruitment, terminations submitted to the Council by 30 th June 2027	Reports on recruitment, terminatio ns submitted to the Council	HR PRACTITIONER	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Reports on recruitment, terminations submitted to the Council	Reports on recruitment, terminations submitted to the Council	Reports on recruitment , termination s submitted to the Council	Reports on recruitment, terminations submitted to the Council			
4. 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.	ID05: By ensuring the implementation and monitoring of WSP (including learnerships, internships, and graduate training programmers).	Workplace Skills Plan during the 2026/2027 financial year.		2025/2026 ATR & 26/27 Workplace Skills Plan reviewed, presented to LLF & submitted to LGSETA, & Council (input)	R0.00	2025/2026 ATR & 26/27 Workplace Skills Plan reviewed, presented to LLF & submitted to LGSETA, & Council (input) by	Skills Audit conducted by 30 th September 2026	Meeting with Departments to prioritize training needs by 31 st December 2026	Populate list of training needs and present to all relevant stakeholders by 31 st March 2027	2024 /25 ATR and 2024/25 Workplace Skills Plan † presented to LLF & submitted to LGSETA, & Council by 30 th June 2027	LLF Resolution, Proof of submission of Workplace Skills	HR PRACTITIONER	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE	Custodian					
							2026/27												
5. Council Support	To ensure effective functioning of Council and its committees by June 2027	ID06: By ensuring that the Council and its sub-committee's seat in accordance with the approved Council calendar.	2027/2028 Reviewed and approved council calendar.		Number of Council and standing committee meetings set in line with Council calendar (Output)	R0.00	30 th June 2027	Copy of attendance register	Copy of attendance register	Attendance register	Council resolutions Minutes and Attendance Register	Copy of Council Minutes & attendance Registers for all Committees	MANAGER COUNCIL ADMIN &	DIRECTOR CORPORATE SERVICES					
							4 x Council sittings coordination and recording	1x Ordinary Council sitting &	1x Ordinary Council sitting &	1x Ordinary Council sitting &	1x Ordinary Council sitting &								
							20 Standing Committee held by 30 th June 2027	5x Standing Committees coordinate by 30 th September 2026	5x Standing Committees coordinate by 31 st December 2026	5x Standing Committees coordinate by 31 st March 2027	5x Standing Committees coordinated by 30 th June 2027								
								Q1 POE	Q2 POE	Q3 POE	Q4 POE								
								Council Draft Minutes and Attendance Register	Council Draft Minutes and Attendance Register	Council Draft Minutes and Attendance Register	Council Draft Minutes and Attendance Register								
		ID07: By ensuring safe keeping of the Council resolution register	2026/2027 Council Resolutions Register during the 2025/2026 financial year.	ID05-01	Number of Council resolution registers <u>dispatched</u> and <u>implemented</u>	R0.00	4x Council Resolution Registers <u>dispatched</u> and <u>implemented</u> by 30 th June 2027	Submit 1x updated Council Resolution Register to Council for noting by 30 th September 2026	Submit 1x updated Council Resolution Register to Council for noting by 31 st December 2026	Submit 1x updated Council Resolution Register to Council for noting by 31 st March 2027	Submit 1x updated Council Resolution Register to Council for noting by 30 th June 2027	Copy of the Council Resolution Noting the updates / progress on implementation	MANAGER COUNCIL	DIRECTOR CORPORATE SERVICES					
																Q1 POE	Q2 POE	Q3 POE	Q4 POE



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESINSIBL	Custodian
							2026/27							
6.Labour related Matters	To promote sound labour relations and ensuring compliance with relevant labour legislations by June 2027.	ID08: By implementing disciplinary codes and adhering to the applicable labour related legislations.	100% labour related matters recorded in 2026/27 financial year	ID06-	Percentage of Labour Related Matters recorded reported to Council	R0.00	100% Labour Related Matters recorded and reported to Council by 30 th June 2027	100% Labour Related Matters recorded and reported to Council by 30 th September 2026	100% Labour Related Matters recorded and reported to Council by 31 st December 2026	100% Labour Related Matters recorded and reported to Council by 31 st March 2027	100% Labour Related Matters recorded and reported to Council by 30 th June 2027	Consolidated Reports on Labour Related Matters recorded and resolved	MANAGER COUNCIL ADMIN & SUPPORT	DIRECTOR CORPORATE SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE				
							Notices, Memo, attendance Registers	Notices, Memo, attendance Registers	Notices, Memo, attendance Registers	Notices, Memo, attendance Registers				
7. Policies	To ensure compliance with applicable legislation, regulations, policies and, procedures by June 2027	ID09: By coordinating the development, review and implementation of all municipal policies, and procedure manuals in line with applicable legislation	2027/2028 Municipal approved Policies	ID07-01	Municipal Policies reviewed and approved by council (Input)	R65 Thousand	Table all 2025/2026 municipal Policies reviewed and approved by council by 30 th June 2027	N/A	N/A	N/A	Table all Policies to Council for approval by 30 th June 2027	Approved Municipal Offices	MANAGER COUNCIL ADMIN &	DIRECTOR CORPORATE SERVICES
							Q1 POE	Q2 POE	Q3 POE	Q4 POE				
							N/A	N/A	N/A	Council Resolution on approved policies				



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE	Custodian
							2026/27							
8. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	ID10: Develop, monitor and review of strategic risks registers	100 % implementation of technical services risk action plan to mitigate during the 2026/207 financial year.	ID08-01	Percentage of implementation of Institutional development and transformation risk action plan to mitigate identified risks (output)	R0.00	100 % implementation of Institutional development and transformation risk action plan to mitigate identified risks by 30th June 2027	30% implementation of Institutional development and transformation risk action plan to mitigate identified risks by 30 th September 2026	60% implementation of Institutional development and transformation risk action plan to mitigate identified risks by 31 st December 2026	80% implementation of Institutional development and transformation risk action plan to mitigate identified risks by 31 st March 2027	100% implementation of Institutional development and transformation risk action plan to mitigate identified risks by 30 th June 2027	Updated risk register	ALL MANAGERS	DIRECTOR CORPORATE SERVICES
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
							Institutional development and transformation Risk registers	Institutional development and transformation Risk registers	Institutional development and transformation Risk registers	Institutional development and transformation Risk registers				

CIRCULAR 88 INDICATORS



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESONSIBL	Custodian
							2026/27							
09. Circular 88	To ensure proper integration between the Integrated Development Plan (IDP), Budget and Nationally prescribed indicators	GG10: Strengthen Internal Strategic planning	New Indicator	ID09-01	10% Reduction of Staff Vacancy rate on vacant and budgeted for positions by June 2027	R0.00	10% reduction of Staff Vacancy rate on vacant and budgeted for positions by 30 th June 2027	Staff Vacancy rate on vacant and budgeted for positions of 2% by 30 th September 2026	Staff Vacancy rate on vacant and budgeted for positions of 6% by 31 st December 2026	Staff Vacancy rate on vacant and budgeted for positions of 8% by 31 st March 2027	Staff Vacancy rate on vacant and budgeted for positions of 10% by 30 th June 2027	Staff Vacancy on vacant and budgeted for positions report		
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Quarterly Recruitment Report	Quarterly Recruitment Report	Quarterly Recruitment Report	Quarterly Recruitment Report			
10. Audit Findings	To ensure the management and control of internal, external audit matters including all Corporate Services and HR risks by 2027	ID06: By designing and implementing an audit action plan in addressing all CPS Audit queries	Unqualified audit opinion	ID09-01	Percentage of implementation and monitoring of audit action plan	R0.00	100% implementation and monitoring of audit action plan by 30 th June 2027	N/A	30% Implementation and monitoring of the Audit Action Plan by 31 st December 2026	60% Implementation and monitoring of Audit Action Plan by 31 st March 2027	100% Implementation and monitoring of Audit Action Plan by 30 th June 2027	Audit action plan. Council items	MANAGER COUNCIL	DIRECTOR CORPORATE SERVICES



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2026/27	KPI Number	Key Performance Indicator	2026/27 Budget	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESONSIBL	Custodian
							2026/27							
								N/A	Audit Action Plan Report	Audit Action Plan Report	Audit Action Plan Report			



KPA 5- GOOD GOVERNANCE AND PUBLIC PARTICIPATION

		QUARTERLY TARGETS																		
Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI Number	Key Performance Indicator	2026/26 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE PERSON	Custodian						
1. Public Participation & Management of Petitions	To promote effective participation of community members in the affairs of governance by June 2027	GG01: Regular and effective communication with communities	Quarterly reports on functionality of ward Committees	GG01-01	Number of reports on functionality of ward committees	R0.00	4x Reports on functionality of ward committees by 30 th June 2027	1x Report on functionality of ward committees by 30 th September 2026	1x Report on functionality of ward committees by 31 st December 2026	1x Report on functionality of ward committees by 31 st March 2027	1x Report on functionality of ward committees by 30 th June 2027	Reports on functionality of ward committees	MANAGER OFFICE OF THE MAYOR	ACTING DIRECTOR STRATEGIC						
								Q1 POE	Q2 POE	Q3 POE	Q4 POE									
								Functionality of ward committees report	Functionality of ward committees report	Functionality of ward committees report	Functionality of ward committees report									
								Percentage of petitions recorded and attended	R0.00	100% petitions recorded and attended by 30 th June 2027	100% petitions recorded and attended by 30 th September 2026				100% petitions recorded and attended by 31 st December 2026	100% petitions recorded and attended by 31 st March 2027	100% petitions recorded and attended by 30 th June 2027	Petitions register	MANAGER OFFICE OF THE MAYOR	ACTING DIRECTOR STRATEGIC
								Q1 POE	Q2 POE	Q3 POE	Q4 POE									
								Updated petitions register	Updated petitions register	Updated petitions register	Updated petitions register									
2. Inter-Governmental Relations	To strengthen relations between the municipality, government departments and parastatals	GG02: By facilitating IGR sittings	4 IGR meetings	GG02-01	Number of Inter-Governmental Relations meetings held (Output)	R0.00	4x Inter-Governmental Relations meeting held by 30 th June 2026	1x Inter-Governmental Relations meeting held by 30 th September 2026	1x Inter-Governmental Relations Meeting held by 31 st December 2026	1x Inter-Governmental Relations Meeting held by 31 st March 2027	1x Inter-Governmental Relations meeting held by 30 th June 2027	IGR, Agenda, Attendance register, invite	MANAGER OFFICE OF THE MAYOR	ACTING DIRECTOR STRATEGIC						
								Q1 POE	Q2 POE	Q3 POE	Q4 POE									



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI Number	Key Performance Indicator	2026/26 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE PERSON	Custodian
	and to ensure integrated planning by June 2027							IGR Agenda, Attendance register and invite	IGR Agenda, Attendance register and invite	IGR Agenda, Attendance register and invite	IGR Agenda, Attendance register and invite			
3. Audit Committee	To ensure effective functioning of Oversight Committees by June 2027	GG03: Provide administrative support to oversight committees	5 Audit Committee Meetings	GG03-01	Number of Audit Committee Meetings held (Output)	R176 Thousand d	4x Audit Committee Meetings held by 30 th June 2027	1x Audit Committee Meeting held by 30 th September 2026	1x Audit Committee Meeting held by 31 st December 2026	1x Audit Committee Meeting held by 31 st March 2027	1x Audit Committee Meeting held by 30 th June 2027	Audit Committee Minutes	INTERNAL AUDIT	ACTING DIRECTOR STRATEGIC
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Audit Committee Minutes	Audit Committee Minutes	Audit Committee Minutes	Audit Committee Minutes			
			4 MPAC meetings		Number of Municipal Public Accounts Committee meetings held before the sitting of Council (Output)	R0.00	4x Municipal Public Accounts Committee meeting held by 30 th June 2026	1x Municipal Public Accounts Committee meeting held by 30 th September 2025	1x Municipal Public Accounts Committee meeting held by 31 st December 2025	1x Municipal Public Accounts Committee meeting held by 30 th March 2026	1x Municipal Public Accounts Committee meeting held by 30 th June 2026	Municipal Public Accounts Committee Minutes	MANAGER ADMIN & COUNCIL SUPPORT	ACTING DIRECTOR STRATEGIC
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								MPAC attendance register, Minutes	MPAC attendance register, Minutes	MPAC attendance register, Minutes	MPAC attendance register, Minutes			
4. Internal Auditing	To provide independent professional advice on governance issues, risk management and internal	GG04: Review and adopt Internal Audit and Audit Committee Charters	2024/25 Audit Charter	GG04-01	Audit Committee charters approved by Council (Input)	R0.00	Approved Audit Committee charter by Council as at end of June 2027	N/A	N/A	N/A	Approved Audit Committee charters by Council by 30 th June 2027	Audit Committee Charters	INTERNAL AUDIT	ACTING DIRECTOR STRATEGIC
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			



QUARTERLY TARGETS																			
Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI Number	Key Performance Indicator	2026/26 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE PERSON	Custodian					
	controls by 2027							N/A	N/A	N/A	Approved Audit Charters								
5. Communications & Marketing	To promote effective communication with all stakeholders by June 2027	Developing a functional Communication and Marketing Strategy		GG-05-01	Number of reports on the implementation of GKM communication strategy	R0.00	4 reports on implementation of Marketing and Communications Strategy by 30 th June 2027	1 reports on implementation of Marketing and Communications Strategy	1 reports on implementation of Marketing and Communications Strategy	1 reports on implementation of Marketing and Communications Strategy	1 reports on implementation of Marketing and Communications Strategy	4 x Reports on implementation of GKM Communication Strategy	MANAGER PUBLIC PARTICIPATION & SPU	ACTING DIRECTOR STRATEGIC					
								Q2 POE	Q3 POE	Q4 POE	Q4 POE								
								1 x Report on implementation of Marketing and Communications Strategy	1x Report on implementation of Marketing and Communications Strategy	1x Report on implementation of Marketing and Communications Strategy	1x Report on implementation of Marketing and Communications Strategy								
								2024/25 Newsletter	Number of Municipal Newsletters developed	R0.00	4 Municipal Newsletters developed by 30 th June 2027				1 x Municipal Newsletter developed	1 x Municipal Newsletter developed	1x Municipal Newsletter developed	1 x Municipal Newsletter developed	4x Municipal Newsletter
															Q2 POE	Q3 POE	Q4 POE	Q4 POE	
															1 Municipal Newsletter	1 Municipal Newsletter	1 Municipal Newsletter	1 Municipal Newsletter	



QUARTERLY TARGETS

Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI Number	Key Performance Indicator	2026/26 Budget	Annual Target 2026/27	QUARTERLY TARGETS				Annual POE	RESPONSIBLE PERSON	Custodian
								Q1 Target	Q2 Target	Q3 Target	Q4 Target			
6. Legislative and Policy Compliance	To ensure compliance with applicable legislation, by June 2027	GG05: By ensuring that all legal matters are dealt within prescribed timeframes	2024/25 Litigation Register	GG06-01	Percentage of litigations and compliance matters reported and recorded	R0.00	100% litigations and compliance matters reported and recorded by 30 th June 2027	100% litigations and compliance matters reported and recorded by 30 th September 2026	100% litigations and compliance matters reported and recorded by 31 st December 2026	100% litigations and compliance matters reported and recorded by 30 th March 2027	100% litigations and compliance matters reported and recorded by 30 th June 2027	Litigation Register	MANAGER ADMIN & COUNCIL SUPPORT	ACTING DIRECTOR STRATEGIC
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Litigation register	Litigation register	Litigation register	Litigation register			
7. SPU	To accelerate empowerment of historically vulnerable groups by June 2027	GG07: By mainstreaming of Special programmers in all GKM programs, plans, and projects	SPU PLAN	GG07-01	Number of SPU Programs implemented	R0.00	4 X SPU Programs implemented by 30 June 2027	1X SPU Programs implemented by 30 September 2026	1X SPU Programs implemented by 31 st December 2026	1X SPU Programs implemented by 30 th March 2027	1X SPU Programs implemented by 30 th June 2027	SPU Plan and SPU Implementation Report	MANAGER OFFICE OF THE MAYOR	ACTING DIRECTOR STRATEGIC
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								SPU implementation report by 30 September 2026	SPU implementation report by 31 st December 2026	SPU implementation report by 30 th March 2027	SPU implementation report by 30 th June 2027			



QUARTERLY TARGETS														
Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI Number	Key Performance Indicator	2026/26 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE PERSON	Custodian
8. Risk Management	To ensure management of organizational and mitigation of risks by June 2027	GG08: Develop, monitor and review of strategic risks registers	100%	GG08-01	Percentage of implementation of good governance and public participation risk action plan to mitigate identified risks (output)	R0.00	100% implementation of good governance and public participation risk action plan to mitigate identified risks by 30 th June 2027	30% implementation of good governance and public participation risk action plan to mitigate identified risks by 30 th September 2026	60% implementation of good governance and public participation risk action plan to mitigate identified risks by 31 st December 2026	80% implementation of good governance and public participation risk action plan to mitigate identified risks by 31 st March 2027	100% implementation of good governance and public participation risk action plan to mitigate identified risks by 30 th June 2027	Updated risk register	ALL MANAGERS	ALL MANAGERS
								Q1 POE	Q2 POE	Q3 POE	Q4 POE			
								Good governance and public participation Risk registers	Good governance and public participation Risk registers	Good governance and public participation Risk registers	Good governance and public participation Risk registers			
CIRCULAR 88 INDICATORS														
9. Circular 88	To ensure proper integration between the Integrated Development Plan (IDP), Budget and Nationally	GG09: Strengthen Internal Strategic planning			Percentage of ward committees with 6 or more ward committee members (excluding the	R0.00	100% ward committees with 6 or more ward committee members by the 30 th June 2027	100% ward committees with 6 or more ward committee members by 30 th September 2026	100% ward committees with 6 or more ward committee members by 31 st December 2026	100% ward committees with 6 or more ward committee members by 30 th March 2027	100% ward committees with 6 or more ward committee members by 30 th June 2027	List of ward committee members per ward	MANAGER OFFICE OF THE MAYOR	ACTING DIRECTOR STRATEGIC



QUARTERLY TARGETS														
Priority Area	IDP Objective	IDP strategy	Baseline 2024/25	KPI Number	Key Performance Indicator	2026/26 Budget	Annual Target 2026/27	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual POE	RESPONSIBLE PERSON	Custodian
	prescribed indicators				ward councillor)			Q1 POE List of ward committee members per ward	Q2 POE List of ward committee members per ward	Q3 POE List of ward committee members per ward	Q4 POE List of ward committee members per ward			
					Percentage of wards that have held a quarterly councillor – convened community meeting	R0.00	100% wards that have held a quarterly councillor – convened community meeting by 30 th June 2027	100% wards that have held a quarterly councillor – convened community meeting by 30 th September 2026	100% wards that have held a quarterly councillor – convened community meeting by 31 st December 2026	100% wards that have held a quarterly councillor – convened community meeting by 30 th March 2027	100% wards that have held a quarterly councillor – convened community meeting by 30 th June 2027	Attendance register	MANAGER OFFICE OF THE MAYOR	ACTING DIRECTOR STRATEGIC
								Q1 POE Attendance register	Q2 POE Attendance register	Q3 POE Attendance register	Q4 POE Attendance register			



ANNEXURE A: GKM POWERS AND FUNCTIONS

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

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



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



Public places		
Street trading		
Street lighting		
Traffic and parking		
Municipal parks and recreation		
Traffic and parking		
Municipal parks and recreation		

It is thus important to note that the municipality has distributed and performed its functions amongst the key performance areas as follows. Further the budget has been allocated in 2025/2026 Financial year for the functions; refer to the IDP which is the Financial Plan of this document.



KEY PERFORMANCE AREA	FUNCTION PERFORMED
Basic Service Delivery: Infrastructure; Community Services; Environment	Roads
	Public amenities
	Town Planning
	Building regulations
	Public Safety
	Cemeteries,
	Traffic and parking
	Municipal roads
	Refuse removal, refuse dumps and solid waste disposal
	Street lighting
	Fencing and fences
	Cleansing
	Beaches and amusement facilities
	Local Sport facilities
	Beaches and amusement facilities
	Electricity reticulation
Pounds	
Municipal parks and recreation	
Local Economic Development: Planning and Development	Local Tourism; Agriculture
	Municipal planning
	Agriculture
	SMME's
Institutional Development and Organizational Transformation: Council and Administration	Administrative Functions
	Human Resources Development
	Council Support
	Labour Relations
	Leave Management
	Records Management
	Delegation Framework



	Legislative and Policy Compliance
Financial Viability: Finance and Information Technology	Revenue Management Expenditure Management Financial Reporting Asset Management Indigent Administration Supply Chain Management Budgeting
Good Governance and Public Participation	Risk Management Institutional Communication Public Participation Special Programmes Unit Institutional Performance Management Internal Audit



ANNEXURE B: AUDIT ACTION PLAN

Number	Type of Finding	Coaf num	Exception title	Section	Exception details	Impact	A.G. recommendation	Management Action	POE	Due date	Responsible person	Department	Sub-department	Status as at 31 March 2026	Progress as at 31 March 2026
1	Compliance	8	COAF 08 Indigent debtors - CAAT's	Free Basic Services	<p>1.Deceased indigent debtors The AGSA office has performed the CAATs based on the indigent information received, and exceptions received from the CAATs results were tested and found to be valid for deceased indigent debtors. Therefore,184 exceptions were identified as deceased indigent debtors where 131 records relate to indigent debtors that deceased before the start of an audit period, and 53 records relate to indigent debtors that deceased within the audit period. Refer to annexure A (deceased tab). These debtors received indigent subsidy while there was no re-assessment of whether or not they meet the indigent qualification criteria per the policy.</p> <p>2. Invalid IDs About 76 exceptions identified from the CAATs results were found to be invalid IDs and these were further confirmed through testing as application forms with correct ID numbers were submitted on a selected sample. Refer to annexure A (invalid IDs tab) for the list of debtors affected.2.Invalid IDs About 76 exceptions identified from the CAATs results were found to be invalid IDs and these were further confirmed through testing as application forms with correct ID numbers were submitted on a selected sample. Refer to annexure A (invalid IDs tab) for the list of debtors affected.</p> <p>3.Debtors in business About three debtors were identified to be directors of businesses which generated income that exceeded the threshold to qualify for the indigent status in the current financial year. Refer to annexure A (CIPC directors tab) for the list of debtors affected.</p> <p>4. Debtors with spouses in business About two debtors were identified to be spouses to directors of businesses which generated income that exceeded the threshold to qualify for the indigent status in the current financial year. Refer to annexure A (Spouses CIPC directors tab) for the list of debtors affected.</p>	<p>1. Limitation of scope for deceased debtors as it could not be confirmed whether or not these debtors qualify for indigent status.</p> <p>2. Internal control deficiency on Invalid IDs debtors. As these debtors did not actually receive indigent subsidy during the current financial year based on submitted schedules.</p>	<p>It is recommended that management should implement adequate controls to verify the accuracy of all applications before it is processed on the system and indigent register. Periodic re-assessments should be performed and terminate indigent status for any indigent debtors who do not come for re-assessment. Management should further investigate all debtors listed in the attached annexure to ensure that they qualify for indigent subsidy</p>	<p>1. Removal of deceased beneficiaries. 2. Correction of Invalid IDs 3. Removal of indigents with businesses and spouses in government. 4. Verification of indigent register data by confirming with COGTA</p>	Indigent Register	30-Jun-26	Y Adonis	BTO	Revenue, Budget and Reporting	In Progress	<p>1. Deceased beneficiaries have been removed. 2. Invalid IDs have been corrected 3. Consumers/spouses with business or employed in government have been removed. 4. Email sent to COGTA to assist with register review</p>
2	Financial Statements	9	COAF 09 Moveable Assets Opening Balance - Accuracy issues identified	Assets	Differences between the recorded and audited carrying amounts were noted for the below moveable assets. These differences are attributable to incorrect calculations of depreciatio	The misstatement results in an understatement of property, plant and equipment by a projected amount of R168035.17 and understatement of accumulated depreciation and depreciation.	It is recommended that management ensures proper and accurate calculations of depreciation on assets. More importantly, management should ensure the performance of thorough reviews for such calculations to identify and correct any errors contained in the valuation of assets.	Reperform calculations on FAR from the recognition date of the asset.Calculation and passing of depreciation on a monthly basis	FAR	30-Jun-26	P Bidla	BTO	Assets	In Progress	Monthly recalculations of depreciations has been performed for the 9months.
3	Compliance	10	COAF 07 Expenditure Management: Non-compliance - Creditors not paid in 30 days as per section 65(2)(e)	Expenditure Management	Nature The sample of suppliers below have not been paid within 30 days of receiving the invoice:	Impact The municipality may incur interest and penalties. This is also a material non-compliance with MFMA section 65(2)(e), this will be included in the management report (MR) and the Audit Report (AR).	Recommendation Management should ensure that invoices are attended to and stay compliant with sec 65(2)(e).	Management to submit a creditors reduction plan and submit an item to council on the old and long outstanding creditors	Council Resolutions Proof of payments	30-Jun-26	T Sontshaka	BTO	Expenditure and Payroll	In Progress	Monthly creditors reconciliations have been performed. Department of Labour has an arrangement and 20% of Capital Amount Owed has been paid as at 1st July 2025. ADM was busy with system migration from old to new CCG Systems. An Amathole District CFOs Forum meeting was held and municipal debts were presented Council have approved payment of old debt on the 23/01/2026.
4	Compliance	12	COAF 12 HR Management Compliance Testing	Corporate Services	During the testing of the HR Management Compliance, it was determined that there is no evidence that was submitted by the municipality to confirm that verification checks such as criminal records, identification document, security clearance and, where necessary, validity of candidate qualifications and credit checks were performed.	The impact results in non-compliance with Municipal Systems Regulation 19 on References and personal credential verification that will be reported in the management report.	Management is encouraged to perform extensive vetting checks on new and re-appointments. This will ensure that the municipality sources qualified, competent, trustworthy, ethical individuals who are suitable for the positions they will hold. HR Management should establish monitoring controls to ensure that verification checks are consistently performed, reviewed, and authorized before final appointment letters are issued.	Management to perform verification checks for all employees employed in line with the staff regulations	Verification reports	30-Jun-26	T Mgweba	Corporate Services	HR Management	In Progress	Procurement process have commenced to appoint a service provider to provide employee vetting.
5	Compliance	COAF 3	COAF 12 HR Management Compliance Testing	Application to waive the provisions of the gazette on upper limits is submitted to the Minister of COGTA for approval	During the testing of Senior Managements basic salary, it was noted that the total remuneration package, of two employees exceeded the upper limits that has been gazetted by the Minister, in the government gazette notice no. 50737, dated 30 May 2024, and notice no 48789, dated 8 June 2023.	The above results to non-compliance with the below provisions: •§72(A) of the Municipal Systems Act no 32 of 2000, •Regulation 35 of the appointment and conditions of employment of senior managers •Transitional Provision 14(3) of Senior Managements Upper limits notice issued under gazette No. 50737 dated 30 May 2024.	Management should ensure reviews and monitoring of controls over compliance with applicable legislation. This can be achieved by implementing a formal compliance checklist or framework, assigning responsibility for regular legislative reviews, and conducting periodic internal assessments to ensure that all financial and performance management processes align with current legal and regulatory requirements.	Application to waive the provisions of the gazette on upper limits is submitted to the Minister of COGTA for approval	Application letter for waiver to Minister	30-Jun-26	T Mgweba	Corporate Services	HR Management	In Progress	An application to the Minister for Weaver on the implementation of Senior Managers Upper limits was submitted in response to the compliance finding on the same



ORGANIZATIONAL ESTABLISHMENT

GREAT KEI MUNICIPALITY ORGANOGRAM FINANCIAL

WHO ARE WE?

VISION

“To achieve a peaceful and sustainable environment, where all communities enjoy an improved quality of life”

MISSION

“Provide affordable services, democratic governance and employment through infrastructural development, thriving agriculture, commerce, SMME’s and tourism activities.”

BRIEF OVERVIEW OF THE MUNICIPALITY

Great Kei Local Municipality is situated within the area of Qumrha. The Municipality is divided into seven wards, with its headquarters in Qumrha, including the satellite areas such as Kei Mouth, Chintsa, Haga Haga, and Mooiplaas The Municipality consists of 153 staff members which comprise of 129 employees, 13 Councillor’s including Mayor, with seven(7) ward Councillor’s and three (3) x P.R Councillor’s.

LINES OF REPORTING

The Municipality have different Levels of Reporting on the Administration arm which totals up to 7 levels with different Task Grades within each levels of reporting.



STRATEGIC AREAS OF FOCUS

DIREC T ORATE S	OFFICE OF THE MUNICIPAL MANAGER	BUDGET AND TREASURY BUDGET AND TREASURY	TECHNICAL & COMMUNITY SERVICES		CORPORATE SERVICES AND ADMINISTRATION COUNCIL SUPPORT		DEVELOPM ENT & PLANNING
KEY PRIORITY AREAS	<ul style="list-style-type: none"> ✓ Political Executive Support ✓ Strategic (Administration) Support ✓ Internal Audit Communications ✓ Public Participation ✓ Performance Management ✓ Risk Management 	<ul style="list-style-type: none"> ✓ Revenue Management ✓ Supply Chain & Asset Management ✓ Payroll & Expenditure Management ✓ Budget & Reporting ✓ Information Technology Support ✓ Fleet Management 	Technical Services <ul style="list-style-type: none"> ✓ Infrastructure Development ✓ Electricity ✓ Roads Maintenance ✓ PMU (Project Management) 	Community Services DEPARTMENT <ul style="list-style-type: none"> ✓ Traffic Services ✓ Refuse Collection ✓ Waste Management ✓ Cemeteries ✓ Libraries ✓ Service Delivery 	Corporate Services <ul style="list-style-type: none"> ✓ Human Resources Administration ✓ Training and Development ✓ Occupational Health and Safety ✓ Employment Equity ✓ Labour Relations ✓ Organisational Design 	<ul style="list-style-type: none"> ✓ Administration and Council Support ✓ Cleaning Services ✓ Records Management ✓ Council Support 	<ul style="list-style-type: none"> ✓ Town Planning ✓ Housing Building Control ✓ Local Economic Development



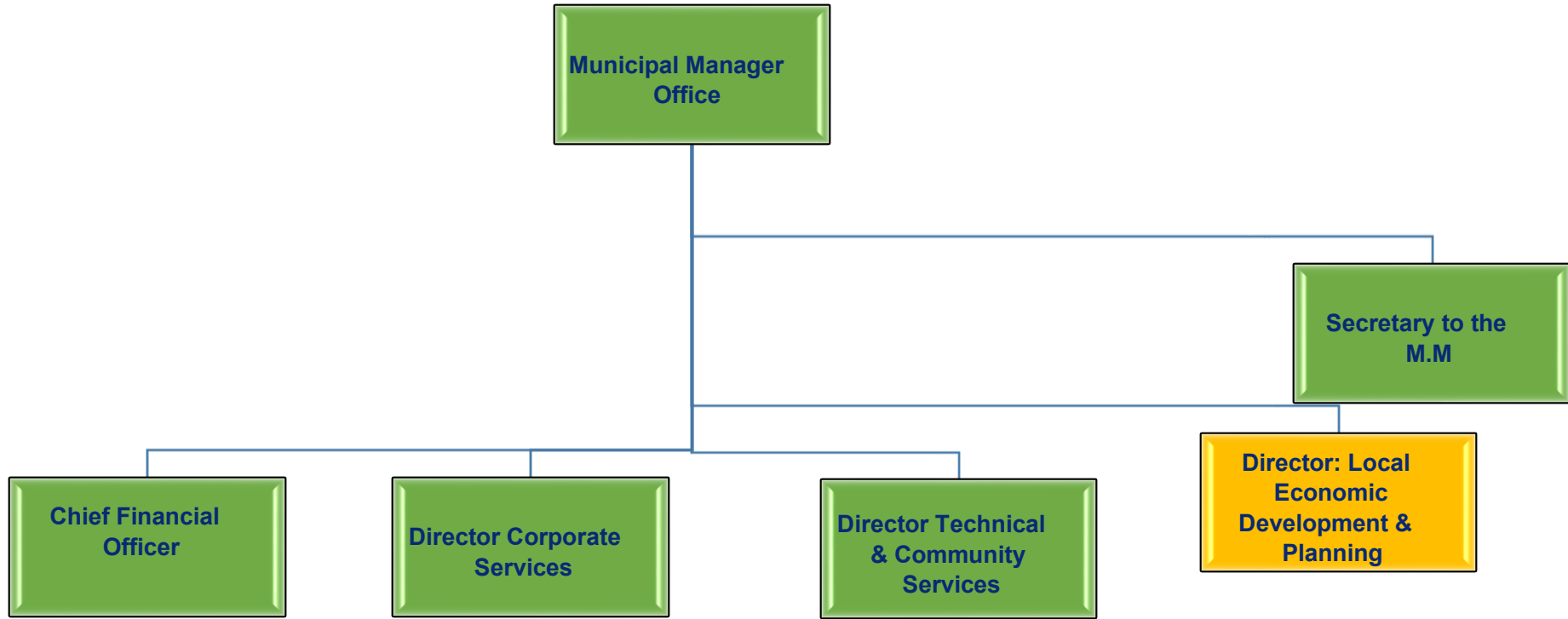
MUNICIPAL COUNCIL

POLITICAL LEADERSHIP



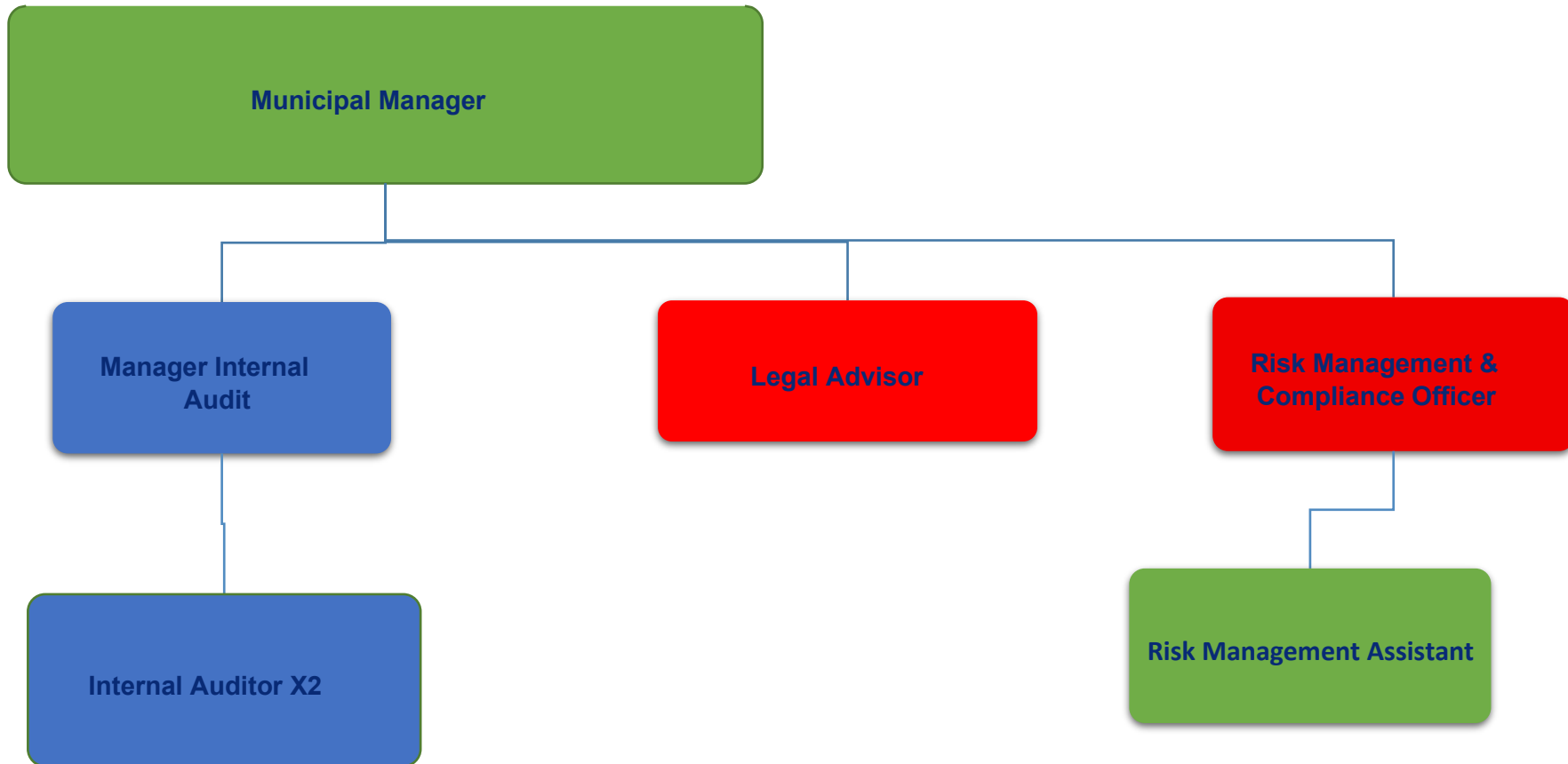


SECT 56 MANAGER





INTERNAL AUDIT DEPARTMENT & LEGAL DEPARTMENT





ANNEXURE D: WARD BASED PLAN

GREAT KEI MUNICIPALITY WARD BASED INFORMATION

WARD 1

GOVERNANCE STRUCTURE:

Ward Councillor: Sipiwo Honey Phakamile		
Name	Surname	Portfolio
Phumla	Mkontwana	Human Settlement
Wendy	Mbodi	Infrastructure
Bongani	Mpande	Youth
Nonette	Lemmer	LED
Lindelwa	Gowa	Social Development
Xolelwa	Nogqala	Science & Environment
Yamkela	Mkhohlakali	Health
Noluthando	Simayile	Education
Pina	Zigcine	ADM Services
Jaco	Jacobs	Safety and Security

WARD 2

GOVERNANCE STRUCTURE:

Ward Councillor: Zolani Nzuzo		
Name	Surname	Portfolio
Nomfusi Synoria	Nenete	Health
Mawethu	Nqanani	Education



Nomvuyo	Stali	ADM Services
Sisize	Wani	Safety and Security
Liziwe	Gqita	LED
Monde	Maqingana	Human Settlement
Neliswa	Gogi	Infrastructure
Nandipha	August	Youth
Nkululeko	Ganeko	Social Development
Bonelwa	Velem	Science & Environment

WARD 3

GOVERNANCE STRUCTURE:

Ward Councillor: Monwabise Njanya		
Name	Surname	Portfolio
Sigejana	Janya	Safety & Security
Bulelwa	Mkwenteni	ADM Services
Them bani	Gebe	Education



Vuyo	Qamba	Health
Nokuthula	Dayimani	Science & Environment
Mbuyiseli	Maxaza	Social Development
Anita	Kontshane	Youth
Bongani	Charlie	Infrastructure
Nomaphelo	Mafu	Human Settlement
Vuyani	Mpgangalala	LED

WARD 4

GOVERNANCE STRUCTURE:

Ward Councillor: Mzoli Twani		
Name	Surname	Portfolio
Siyabulela Lunathi	Maroqo	Safety and Security
Nandiswa	Ntusana	ADM Services
Songezo	Makeleni	Youth
Pamella	Sami	Education
Sesethu	Siko	Health
Babalwa	Mtshafuto	Human Settlement
Boniswa	Socham	Infrastructure



Nontsha	Zoya	LED
Nomsebenzi	Nyathane	Science & Environment
Khanya	Losini	Social Development

WARD 5

GOVERNANCE STRUCTURE:

Ward Councillor: Zuko Patuluko		
Name	Surname	Portfolio
Ivin	Zenana	Human Settlement
Thabisa	Foca	Social Development
Kim	Roberts	Infrastructure
Koloni	Mlilwana	ADM Services
Michael	Clarke	Education
James	Brown	LED
Vusumzi Sonwabo	Mngovu	Youth
Gastov Johan	Breetzke	Safety and Security

WARD 6

GOVERNANCE STRUCTURE:

**Ward Councillor: Weaver Sinqana**

Name	Surname	Portfolio
Lutho	Gola	Youth
Thembile	Zamani	Infrastructure
Cingiswa	Jack	LED
Ntombizanele	Fanti	Education
Luzuko	Vellem	Human Settlement
Nonzuzo Verinica	Tyanti	Social Development
Vuyelwa	Valiso	ADM Services
Ntombi	Makoba	Health
Noluthando	Thembani	Safety and Security
Gordon	Richter	Science & Environment

WARD 7**GOVERNANCE STRUCTURE:****Ward Councillor: Zola Tshali**

Name	Surname	Portfolio
Vuyiseka	Balarana	Infrastructure
Nomanani	Jadi	Youth
Ncediswa	Kom	LED



Noncedo	Ngange	ADM Services
Nokuthula	Mnyaka	Youth
Ntombekhaya	Gavumente	Social Development
Nomangesi	Sileyi	Science & Environment
Simthandile	Ntengento	Health
Nomzamo	Gumede	Education
Willy	Teni	Safety & Security