



TABLE OF CONTENTS

1. List of Acronyms	2
2. Foreword by the MEC for Cooperative Governance and Traditional Affairs	4
3. Official Sign Off	6
4. Part A: Strategic Overview	7
5. Legislative and Other Mandates	8
6. Situational Analysis	16
7. Description of the APP Process	22
8. Strategic Objectives	23
9. Alignment of Provincial Strategic Objectives and Sector Priorities to Government Outcomes	24
10. Overview of the 2015/2016 Departmental Budget and MTEF Estimates	26
11. Part B: Programme and Sub-Programmes	28
Programme One: Administration	28
• Strategic Objectives, Performance Indicators and Annual TARGETS for 2015-2019	
• Quarterly Targets for 2016/17	
• Overview of the 2015/2016 Budget and MTEF Estimates for Programme One	
Programme Two: Local Governance	71
• Strategic Objectives, Performance Indicators and Annual TARGETS for 2015-2019	
• Quarterly Targets for 2016/17	
• Overview of the 2015/2016 Budget and MTEF Estimates for Programme Two	
Programme Three: Development and Planning	112
• Strategic Objectives, Performance Indicators and Annual TARGETS for 2015-2019	
• Quarterly Targets for 2016/17	
• Overview of the 2015/2016 Budget and MTEF Estimates for Programme Three	
Programme Four: Traditional Institutional Management	162
• Strategic Objectives, Performance Indicators and Annual TARGETS for 2015-2019	
• Quarterly Targets for 2016/17	
• Overview of the 2015/2016 Budget and MTEF Estimates for Programme Three	
12. Annexure D: Changes to the 2015 – 2020 Strategic Plan	170
13. Annexure E: Technical Indicator Descriptions	175



LIST OF ACRONYMS

AFS	Annual Financial Statements
AG	Auditor-General
ANC	African National Congress
AU	African Union
APP	Annual Performance Plan
CDW	Community Development Workers
CFO	Chief Financial Officer
COGTA	Department of Cooperative Governance and Traditional Affairs
CSC	Community Service Centres
CWP	Community Works Programme
DPME	Department of Performance Monitoring and Evaluation
DPSS	Development Planning Shared Service
DSS	District Shared Service
DWAS	Department of Water Affairs and Sanitation
EPWP	Expanded Public Works Programme
GIS	Geographical Information System
OHOD	Office of the Head of Department
IDP	Integrated Development Plan
IEC	Independent Electoral Commission
IUDF	Integrated Urban Development Framework
IGR	Intergovernmental Relations
KZN	KwaZulu-Natal
KZN COGTA	KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs
LED	Local Economic Development
LG	Local Government
LGSETA	Local Government Sector Education and Training Authority
LUMS	Land Use Management System
M and E	Monitoring and Evaluation
MDB	Municipal Demarcation Board
MEC	Member of the Executive Council
MISS	Minimum Information Security Standards
MMs	Municipal Managers
MPAC	Municipal Public Accounts Committee
MPAT	Management Performance Assessment Tool
MPRA	Municipal Property Rates Act
MSCOA	Municipal Standard Chart Of Accounts
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEC	National Executive Committee
OSD	Occupation Specific Dispensation
OTP	Office of the Premier
OSS	Operation Sukuma Sakhe
PAJA	Promotion of Administrative Justice Act
PAIA,	Promotion of Access to Information Act,
PDA	Planning and Development Act
PDMC	Provincial Disaster Management Centre
PGDP	Provincial Growth and Development Plan

PLGES	Provincial Local Government Election Steering Committee
SALGA	South African Local Government Association
SACPVP	South African Council for the Property Valuers Profession
SCM	Supply Chain Management
Stats SA	Statistics South Africa
SDBIP	Service Delivery Budget Improvement Plan
SDF	Spatial Development Framework
SOP	Standard Operating Procedures
SPLUMA	Spatial Planning and Land Use Management Act
SDG	Sustainable development Goals
TA	Traditional Authorities
TIS	Traditional Institutional Support
TOR	Terms of Reference
UAP	Universal Access Plan



MEC FOREWORD



Sixteen years into our democratic local government, we can say with confidence that we have managed to transform the face of KZN municipalities for ever. From polarised and racially constituted municipalities of the pre-1994 era, we now have inclusive and vibrant municipalities that foster social cohesion as an important backdrop to service delivery.

Veteran poet and author Don Mattera in one of his poems challenges us to use the glory of freedom to give birth to what he calls “*perfect days*” for our people. As harbingers of the “*perfect days*” for our people, we have carried out our tasks in the past sixteen years as the sphere of local governance in a manner than ensures that year on year we lessen the burden imposed on communities by poverty, inequality and underdevelopment.

We have worked hard to ensure that the most vulnerable among us see their rights to development being realised with each passing day, through progressive advances in access to land, shelter, water, sanitation, education, training, health care and economic opportunities.

This Annual Performance Plan is our blueprint on how we take these municipalities forward and usher in the more “*perfect days*” that our people yearn for as we implement the National Development Plan (NDP). In this vein, we pledge to monitor and support local government performance to ensure that municipalities become economically viable and remain sustainable to carry out their constitutional mandate.

The bottom line is that we need functional municipalities and traditional leadership institutions. To this end, we undertake capacity building, training, skills development, technical support and targeted interventions to help each municipality perform better in discharging its responsibilities. In addition to this, we want municipalities to become engines of economic development where government continually strives to create a conducive environment for private businesses to create jobs and prosper. We are in this Annual Performance Plan redefining the new focus for our local governance institutions to be more on growing local economies.

One of the challenges that continue to hamper local government is debt owed to municipalities. In response to this, we are assisting municipalities with revenue collection and debt enhancement strategies. Unless these debts are collected, municipalities will struggle to provide much needed services to communities.

KZN is breaking records with the number of clean audits its municipalities and municipal entities receive from the Auditor-General in recognition of their financial management practices. Cogta’s support programmes in this regard are among our most critical interventions to improve the financial management and performance of municipalities.

Local government is central to the provision of service delivery to the citizens. The fact that service delivery protests are directed primarily at municipalities is an indication of the importance of municipalities. In order to improve communication and public awareness, we are placing a premium on communication and public

participation through our rapid response teams, public meetings, CDWs and other channels to ensure that community issues are resolved before communities turn violent.

The promotion of participatory democracy also includes the strengthening of ward committees through capacity building. We view this in a very serious light and we are working to ensure that adequate training takes place so that every ward committee is able to deal with and resolve issues at ward level.

A continuous synergy between budgets and IDPs is important for municipalities to maximise outcomes and outputs for the benefit of their residents. Our respective support programmes seek to coordinate, facilitate and promote integrated development and long-term planning in municipalities to define service delivery in integrated and sustainable terms.

Our wealth as a nation stems from our diversity and heritage. One important part of our heritage are our traditional institutions which remind us of where we come from. In order to safeguard this heritage, we are supporting and strengthening our amakhosi, izinduna and the Traditional Councils, all of which we want to be run more efficiently. Our interventions also include capacity building programmes in traditional leadership and the advancement of women within our traditional communities.

The two immediate tasks we face is the ongoing drought which has devastated communities in our province since 2014 and the 2016 local government elections which also coincide with the culmination of redemarcation of our municipalities. We are executing both tasks with vigour. In addition to a comprehensive drought awareness campaign, we are assisting drought-stricken municipalities with practical solutions such as the construction and rehabilitation of boreholes and water tankering. We are also ensuring that the upcoming elections are free and fair and that the demarcation process results in a network of economically viable municipalities.

Our main task in 2016/2017 is to strike a balance between a focus on management, finances and capacity building and the pressures of the difficult economic climate and the ever growing need for jobs and municipal services in KZN. Only by engaging all stakeholders and utilising the resources we have optimally will we be able to improve the quality of life of our people and ensure that KZN becomes a better place for everyone.



Hon. Nomusa Dube-Ncube, MPL
MEC for Cooperative Governance and Traditional Affairs
KwaZulu-Natal Provincial Government



cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Cooperative Governance and Traditional Affairs under the guidance of Ms. Nomusa Dube-Ncube;
- Was prepared in line with the current Strategic Plan of the Department of Cooperative Governance and Traditional Affairs;
- Accurately reflects the performance targets which the Department of Cooperative Governance and Traditional Affairs will endeavour to achieve given the resources made available in the budget for the 2016/2017 financial year.

Mr. B. Ndlovu
Chief Financial Officer

Ms. D. N. Qhobosheane
Accounting Officer

Approved by:

Ms. N. Dube-Ncube- MPL
MEC for Cooperative Governance and Traditional Affairs
Executive Authority

PART A: STRATEGIC OVERVIEW

Vision

KZN COGTA envisages “People Centred sustainable Cooperative governance”.

Mission

“KZN COGTA will coordinate and foster cooperation amongst governance institutions and build capacity to accelerate delivery of high quality services to communities”.

VALUES

VALUE	DEFINITION
Transparency, integrity, professionalism and objectivity	Allowing service beneficiaries and staff to ask questions and responding to their enquiries honestly, frankly and timeously.
A high standard of fiscal discipline and accountability	All expenditure be accounted for and be aligned to departmental objectives.
Value for money	Adding value to the lives of service beneficiaries.
Open communication and consultation	Listening to, taking account of the views and paying heed to the needs of service beneficiaries, when deciding what services should be provided.
Respect for staff and investment in them as a valued asset	Treating staff with consideration and respect and assigning development programmes in line with the Department’s objectives and providing a wellness programme.
Recognition of performance excellence	Rewarding and recognising staff for good performance.
Service excellence through teamwork, sound planning and committed implementation	Support programmes developed by the Department are designed and monitored to impact on service beneficiaries.



LEGISLATIVE AND OTHER MANDATES

Constitutional Mandate

The mandates of the Department of Cooperative Governance and Traditional Affairs are embodied in the following Sections of the Constitution, 1996:

- Section 139 provides for provincial intervention in local government. This intervention in municipalities, includes the issuing of directives, and managing interventions by the Provincial Executive Council in accordance with the provisions of section 139(1) (a), (b) and (c);
- Section 154 determines that provincial governments must provide support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions in accordance with the provisions of section 154(1) and (2);
- Section 155(5) and (6) determines the types of municipalities in KwaZulu-Natal, and establishes municipalities in KwaZulu-Natal, thereafter the Municipalities, by legislative and other measures, must be monitored and supported, in addition to which the Department must promote the development of local government capacity, to enable municipalities to perform their functions and manage their own affairs; and
- Section 155 (7) stipulates that provincial governments have legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).

Legislative Mandates

The following legislation is administered by the Department:

- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Financial Management Act, 2003 (Act No. 53 of 2003)
- Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- Local Government Demarcation Act, 1998 (Act No. 6 of 2004)
- Local Government Municipal Electoral Act, 2000 (Act No. 27 of 2000)
- Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)
- Disaster Management Act, 2002 (Act No. 57 of 2002)
- Spatial Planning and Land Use Management Act, 2013: (Act No. 16 of 2013)
- Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007)
- Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998)
- KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008)
- KwaZulu-Natal Pounds Act, 2006 (Act No. 3 of 2006)
- KwaZulu-Natal Cemeteries and Crematoria Act, 1996 (Act No. 32 of 2000)
- KwaZulu-Natal Determination of Types of Municipalities Act, 2000 (Act No. 7 of 2000)
- KwaZulu-Natal Traditional Leadership and Governance Act, 2005 (Act No. 5 of 2005)
- Fire Brigade Services Act, 1987 (Act No. 99 of 1987)

POLICY MANDATES

Policy mandates have in the past created the parameters within which laws have been developed. For example, the White Paper on Developmental Local Government created the policy environment for the development of the Municipal Structures, Systems, Financial Management and Intergovernmental Relations Acts.

Policy mandates are also associated with policy pronouncements such as: the National Development Plan (NDP), Medium Term Strategic Framework (MTSF) and the Provincial Growth and Development Plan (PGDP) which then enhance the mandate for Cooperative Governance

Freedom Charter, 1961

The Freedom Charter is a document that the Congress of the People adopted in 1961 as to what would be a picture of a free South Africa. The Freedom Charter declares that "South Africa belongs to all who live in it, black and white, and no government can justly claim authority unless it is based on the will of all the people" (Freedom Charter, 1961: 1). The will of all people is at the centre, and forms a base for this document. The core principles of the Freedom Charter find manifestation in the SA Constitution. The key opening demand for the Freedom Charter is "The people shall govern". This means that all men and women of all races, sex and colour have a right to vote, and can stand as a candidate for all bodies which make law and are entitled to be part of the administration of the country. Indeed, as COGTA we have witnessed that our government is elected regularly through transparent, free and fair elections as a prerequisite of our democracy demanded by the Freedom Charter. Every South African has the right to elect a government of his or her own choice. Regardless of race, the charter also calls for full equal rights for all citizens including human rights; common ownership of land and industry; equality before law; right to housing, security and comfort; jobs and security; fully-funded education for children and greater access to higher education.

The Freedom Charter remains the platform and vision for South African policies, strategic thinking and aspirations that South Africa seeks to achieve. On the Statement of the National Executive Committee (NEC) of the African National Congress, President Jacob Zuma defines National Development Plan (NDP) as an "overarching plan and a vision to realise the ideals of the Freedom Charter to put in place a South Africa that belongs to all who live in it" (Statement of the NEC of the ANC, 2015: 3). This means that the NDP is our long term vision to attain the objectives of the Freedom Charter.

26 June 2015 marks the 60th anniversary of the adoption of the Freedom Charter. While there has been huge progress, there is still a lot to be done for our people in giving effect to the ideals envisaged by the Freedom Charter. Our role as COGTA is to co-ordinate, lead Integrated Provincial Service Delivery; support ward based planning; and strengthen Local Government to ensure that it has the necessary capacity to decently house people whilst providing other necessary services such as transport, roads, lighting, playing fields, creches and social centres called for by the Freedom Charter. The Department will also work towards improving consultation, communication and feedback in municipalities and traditional councils.

National Development Plan and Medium Term Strategic Framework

The National Development Plan is a plan for South Africa and provides a broad strategic framework to guide key choices and actions in order to eliminate poverty, reduce inequality and unemployment by 2030. The NDP approach draws extensively on the notion of capabilities, active citizenry and inclusive economy, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. As with the Freedom Charter, NDP calls on our people to be part of an active citizenry and to take greater collective responsibility for their own development.

COGTA contributes to the delivery of chapters 4, 5, 6, 8, 13, 14 and 15 of the NDP. Table 8.2 illustrates the alignment of the COGTA strategic goals and objectives with the NDP, MTSF outcomes and PGDP.

Chapter 4 of the NDP: Economic Infrastructure stipulates that in order for the country to support the long term economic objectives and development goals, South Africa needs to extensively invest in basic services such as electricity, water, sanitation, telecommunications and public transport. The challenge is to maintain and expand the provision of basic services in order to address the demands of the growing economy. Our role as COGTA includes providing support to municipalities in the provision of new infrastructure, as well as operational, maintenance and upgrade of existing infrastructure. In addition, COGTA will strengthen the capacity of municipalities to efficiently deliver infrastructure services to the required standard.

According to **Chapter 5 of the NDP: Environmental Sustainability and Resilience**, developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities (NDP, 2011: 197). To this effect, adaptation strategies in conjunction with national development strategies should be implemented, including disaster preparedness, investment in more sustainable technologies and programmes to conserve and rehabilitate ecosystems and biodiversity assets. Consequently, the strategic objective of KZN COGTA is to increase adaptation to Climate Change impacts and improve Disaster Management by identifying and putting into effect appropriate policies and measures.



Chapter 6 of the NDP: An Integrated and Inclusive Rural Economy states that by 2030 South African rural communities must have better opportunities to fully participate in the economic, social and political life of the country. Our people will only achieve this through access to high-quality basic services which will enable them to seek economic opportunities. COGTA acknowledges the challenges at municipalities and it is then our priority to implement the Back to Basics programme and ensure that all municipalities move from a dysfunctional to functional state.

One of the key objectives of the NDP is to ensure a transformed Human Settlement (Chapter 8). To have a strong and efficient spatial planning system well integrated across the spheres of government. Among other things this will require:

- Reforms to the current planning system for improved co-ordination;
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements;
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and
- Provide incentives for citizen activity for local planning and development of spatial compacts.

Chapter 13 of the NDP: Building a Capable and Developmental State places emphasis on building a capable state to eliminate poverty, reduce inequality and unemployment by 2030. Our determination is to ensure that Local Government has committed people with appropriate skills and is capable of being transformative and developmental state to achieve NDP goals. Building a capable state necessitates the following:

- Stabilisation of the political administrative interface;
- Making the public service and local government careers of choice;
- Development of technical and specialist professional skills;
- Improving relationships between the spheres of government, and
- Reforming the state owned enterprises.

Chapter 14 of the NDP: Fighting Corruption states that corruption frustrates the country's ability of operating fairly and efficiently, and hinders the country's ability to deliver on its development mandate. A no "corruption country" will be realised through:

- Enforcement of law, procedures and policies will ensure that anti-corruption agencies have requisite resources and independence;
- Prevention focuses on the effectiveness of the available systems, institutional arrangements and accountability in the organisation; and
- Education in society is about the society understanding the social dimensions of corruption and reporting it.
- Operation Clean Audit, good governance, sound financial management and accountability remain the priority for COGTA.

The National Development Plan is the collective future of people of South Africa regardless of gender and race and it is our responsibility to make it work. **Chapter 15 of the NDP: Transforming Society and Uniting the Country** emphasises that people must unite around a vision of a better South Africa. This indicates that citizens have an important role to play in bringing about transformation and holding government accountable for the services they deliver. Participation in local governance is a key principle of post-apartheid legislation. White Paper on Local Government (1998) encourages municipalities to find ways of structuring participation to enhance service delivery. KZN COGTA will work towards strengthening the functionality of oversight structures; Ward Based Planning; Ward Committees; improve timeous consultation, communication and feedback in municipalities and traditional councils. It will also enhance the participation of Traditional Leaders in municipalities and improve IGR Structures.

The MTSF is the short term strategy that gives effect to the NDP. The NDP and MTSF identify the following priorities that are particularly important to improve Local Government performance and ensure quality service delivery:

- a) Members of society have sustainable and reliable access to basic services. **(Outcome 9: Sub Outcome 1)**.

- b) Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened (**Outcome 9: Sub Outcome 2**).
- c) Sound financial and administrative management. (**Outcome 9: Sub Outcome 3**).
- d) Promotion of social and economic development. (**Outcome 9: Sub Outcome 4**)
- e) Local public employment programmes expanded through the Community Work Programme. (**Outcome 9: Sub Outcome 5**).

Provincial Growth and Development Plan (PGDP)

The KwaZulu-Natal Provincial Growth and Development Plan (PGDP) is a comprehensive document that addresses the enormous triple challenge of poverty, inequality and unemployment. This is a long-term plan which sets ambitious but achievable TARGETS that will be realised by the year 2030. The PGDP espouses the Provincial vision that: KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.

The PGDP is aligned to the National Development Plan. The Department's operations are guided by the National Development Plan, 2030 which is expressed in the Provincial Growth and Development Plan

STRATEGIC GOALS	OBJECTIVES
Job Creation	Enhance Industrial Development through Trade, Investment & Exports Expansion of Government-led Job Creation Programmes Promoting SMME, Entrepreneurial and Youth Development Enhance the Knowledge Economy
Human Resource Development	Improve Early Childhood Development, Primary and Secondary Education Support Skills alignment to Economic Growth Promote enhanced Youth Skills Development & Life-Long Learning
Human And Community Development	Poverty Alleviation & Social Welfare Enhancing Health of Communities and Citizens Safeguard Sustainable Livelihoods & Food Security Sustainable Human Settlements Enhancing Safety & Security Advance Social Cohesion Promote Youth, Gender and Disability Advocacy & the Advancement of Women
Strategic Infrastructure	Development of Ports and Harbours Development of Road & Rail Networks Development of ICT Infrastructure Improve Water Resource Management Develop Energy Production Capacity
Environmental Sustainability	Increase Productive Use of Land Advance Alternative Energy Generation Manage pressures on Biodiversity Disaster Management
Governance and Policy	Strengthen Policy, Strategy Co-ordination and IGR Building Government Capacity Eradicating Fraud & Corruption Promote Participative, Facilitative & Accountable Governance
Spatial Equity	Actively Promoting Spatial Concentration Facilitate Integrated Land Management & Spatial Planning

The Department is committed to the alignment of its 15/16 APP with the PGDP and where it is felt that the interventions are operational, these will be incorporated in the Business Plans of the respective Business Units.

KZN Poverty Eradication Master Plan

KZN Poverty Eradication Master Plan is a programme adopted by KZN to ensure that government in partnership with all non-governmental partners work together to eradicate poverty through Operation Sukuma (bottom up approach).

In the State of the Province Address, 26 June 2014 KZN Premier, honourable Mr Senzo Mchunu declared "poverty as public enemy number one" (State of the Nation Address, 2014:1). In this regard, KZN is



committed in throwing full weight behind poverty eradication. The government seek to intensify its support to vulnerable groups, in particular mother and children; the disabled; communities on commercial farms and informal settlements. It is fully aligned to national and provincial imperative namely, NDP, PGDP and ruling party policy pronouncements (RDP, Ready to Govern, Mangaung Conference Resolution and Manifestos (2014).

Five strategic Game Changers and Core Delivery Plans with qualitative and quantitative imperatives and targeted milestone between 2014 to 2030 (and beyond) have been formulated, aligned to the PDGP interventions and targets; and assigned to PGDP workgroups in which COGTA is represented.

The 5 Game Changers are as follows:

- Agriculture: Fast track Festa Tlala; linking mechanisation entrepreneurship; Commercialisation of livestock; Revitalisation of land reform farms; Promote Agric cooperatives; and Agribusiness Youth Empowerment
- Enterprise Development : Waste management; Build KZN Construction; Agri-food value chain; Comprehensive Rural renewable energy; Business support programme; and Sand and stone mining
- Employment Creation: Rural infrastructure development; Revamped EPWP; Rural Tourism; and Communal Milling Stations
- Skills development: Early childhood development; Primary and Sec school education Improvement; Skills alignment -economic growth; Artisan development; Youth Skills development; and Life Long Learning
- Social Protection: Improving Child Health Outcomes; Improving access to quality education; Uplifting Living Standards; Food and Nutrition Security; Social security; and Community mobilisation and Development

Sustainable Development Goals (SDG)

The 2030 Agenda for Sustainable Development is a comprehensive document which United Nations adopted in its aim to shift the world onto a path of inclusive and sustainable development, which includes 17 Sustainable Development Goals (SDGs). The objective of SDG is to provide a set of universally relevant and applicable goals that balance the dimensions of sustainable development: economic, environmental and social.

SDG 1: End Poverty, aims to eradicate extreme poverty for all people everywhere by 2030 and ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services. The trial is South Africa cannot flourish if the mass of our people remain in poverty, without land, without tangible prospects for a better life, therefore, attacking poverty and deprivation must therefore be the first priority of a democratic government. The Department's (COGTA) strategic goal is to increase economic opportunities to foster economic wellbeing for all, through improving sectorial development and improving government job creation programs.

SDG 5: Gender Equality call for an end to all forms of discrimination against women and children and ensuring that women fully participate and have equal opportunities for leadership at all levels of decision-making in political, economic and public life (social). In the efforts to address the issues of women's exclusion, the Department provide municipalities with support to adopt and strengthen policies that empower women and promote gender equality. On an annual base the Department hosts a "Women in Dialogue Conference" which sets to empower women in leadership positions, Seniors Managers and Municipal Councillors.

SDG 6: Clean water and sanitation stipulates to achieve universal and equitable access to safe and affordable drinking water for all, while substantially increasing water-use efficiency to address water scarcity and reduce the number of suffering from water scarcity. With the country currently facing a serve water shortage problem (KwaZulu-Natal is critically affected), it is vital for COGTA to provide support and capacity to municipalities to strengthen the participation of local communities in improving water management.

SDG 7: Affordable and clean energy by 2030, ensure universal access and affordable, reliable and modern energy services and expand infrastructure and upgrade technology for supplying modern and sustainable energy services. The challenge is that Infrastructure is poorly located, inadequate and under-

maintained. In its efforts to combat the challenge of addressing the demands municipalities face to maintain and expand the delivery of basic services, COGTA, as a strategic objective, provides support to municipalities by expanding infrastructure (new), upgrade and maintain existing infrastructure to raise the promotion and improving co-ordination of service delivery.

SDG 8: Decent work and economic growth aims to achieve full and productive employment and decent work for all women and men, including youth and persons with disabilities and equal pay for work of equal value. Promotion of development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation are important for job creation. In the efforts to eliminate poverty and reduce inequality and achieve economic wellbeing there needs to be an enabling environment. Department create employment through Local Economic Development initiatives which includes: Community Work Programme (CWP) and Expanded Public Work Programme (EPWP).

SDG 9: Infrastructure, industrialization and innovation stipulate develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being with focus on affordable and equitable access for all and significantly increase to access information and communications technology. With KwaZulu-Natal positioning itself as a gateway to Africa and the world it is of imperative value that the province has reliable and sustainable infrastructure that will be facilitate economic development and allow for the establishment of transborder infrastructure and communications. In order to sustain economic activity in municipalities, the Department will support infrastructure management and the provision of new infrastructure.

SDG 10: Reduce Inequality within and amongst countries. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard and ensure enhanced representation and voice for all in decision-making. The Department's role in promoting equality is through facilitative and accountable governance that and supports municipalities to improve decision making through public participation. COGTA, through supporting municipalities to strengthen Inter-Governmental Relations, also reduces inequalities; IGR intends to meet the challenge of coherent and cooperative government in order to coordinate service delivery faster.

SDG 11: Sustainable cities and communities relates to adequate access to safe and affordable housing and basic services and upgrade of slums, by 2030 and enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. As well as, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management. The Department, through its planning and development programme provide support to improve municipal capacity for effective development planning and policy making aimed at creating and maintaining spatial norms and standards to densifying cities, locating jobs where people live, upgrading informal settlements, which will make for sustainable cities and communities and boost economic development locally.

SDG 13: Climate action: in the efforts to combat climate change and its impacts, focus must be given to strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries, integrate climate change measures into national policies, strategies and planning and Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. In order to address climate change, it is important for the Department support and builds capacity of disaster risk and management at municipal levels, to support municipalities to proactively deal with disasters and climate change related incidents.

SDG 16: Peace, justice and strong institutions aims to develop effective, accountable and transparent institutions at all levels, substantially reduce corruption and bribery, while ensuring responsive, inclusive, participatory and representative decision-making at all levels and promote and enforce non-discriminatory laws and policies for sustainable development. COGTA's function's to coordinate and support municipalities to have functional governance structures which promote good governance as expressed through factors like reliability, certainty, accountability decision-making through citizen participation. The Department will make provision of support to the improvement of capacity for knowledge, resource allocation, implementation and maintenance for municipal officials to promote strong institutions and strengthen accountability of governance institutions



SDG 17: Strengthened partnerships for goals relates to strengthening of the means of implementation and revitalizing the global partnership for sustainable development through enhancement of policy coherence for sustainable development and encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. In its aim to place build capable governance, the Department will continue to support municipalities for functionality to be able to deliver for sustainable development.

African Union Agenda 2063

The African Union Agenda is a “global strategy to optimise the use of Africa’s resources for the benefits of all Africans” (African Union Agenda 2063, 2015:1) It is a robust plan based on Pan Africanism and Renaissance with the intentions of addressing past injustice, learning from the lessons of the past At the same time build a bright future for the continent. AU commits itself to the Pan African vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic in the international arena” (African Union Agenda 2063, 2015:1).

Africa has a good identity, culture, heritage, strong values, global influence, and has a capacity to realise full potential in development, peace, prosperous societies if it works together. The AU Agenda then commits to the aspirations for an integrated and prosperous Africa:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent politically united based on the ideals of Pan Africanism and the vision of Africa’s Renaissance;
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children;
- Africa as a strong, united, resilient and influential global player and partner

AU Agenda will only succeed if African resources to finance and accelerate transformation and integration are mobilised; leadership are transformed at all levels and in all fields; capable developmental states with the appropriate institutions, policies, human resources, systems and processes; change in attitudes and mind sets to strengthen Pan African values of self-reliance, solidarity, hard work and collective prosperity and building on African successes, experiences and best practices; Africa’s take charge of narrative and brand, to ensure that it reflects continental realities, aspirations and priorities and Africa’s position in the world; Agenda 2063 integrated into all national and regional development plans; national, regional and continental institutions are strengthened and transformed to effectively lead and drive the agenda for transformation and integration; and learn from the diverse, unique and shared experiences of various countries and regions as a basis of forging an African approach to transformation.

The COGTA Strategic Goals and Objectives have been clearly aligned with the AU Agenda, and SDG goals. **Refer to Annexure D.**

Back to Basics

The Back to Basics programme was launched with the theme of “Serving Our Communities Better”. The Presidential Summit was held on the 18 September 2014, in which the President, outlined governments plan of action for the next 5 years which is to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government , providing basic services efficiently and effectively and in a caring manner.

The 5 pillars of the programme have been outlined as:

- Putting People First: Listening and communicate
- Adequate and community orientated service provision
- Good governance and transparent administration
- Sound financial management and accounting
- Robust institutions with skilled and capable staff

Changing strategic orientation will not be easy and it will require bold leadership and political will. At the same time a collective effort and unity of purpose and partnership with leaders in local government, provinces and national government is required. There is a need to improve the political management of municipalities and be responsive to the needs and aspirations of local communities

The Back to Basics transformational agenda recognises that there are widely divergent levels of performance between different categories of municipalities – in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centres of good governance. There is also a need to set the proper standards for municipal performance.

- **Priority 1:** For those municipalities in a dysfunctional state aim will be for them to perform at the very least the basic functions of local government. This will be done through enforcement of current policies and legislation, systematically managing performance and accountability, and ensuring that there are consequences for underperformance. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, the provision of basic services, and the appointment of competent staff.
- **Priority 2:** For those municipalities who are functional but are not doing enough in critical areas of service, they will be supported to progress to a higher path. Here the focus will be on building strong municipal administrative systems and processes, and ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. The oversight system for local government will be improved through creating real-time monitoring systems. Measures will be taken to ensure that municipalities engage properly with their communities.
- **Priority 3:** Municipalities that are performing well will be incentivised by giving them greater flexibility and control over their resources and grants, and encouraging them to move beyond the basics and transform the local space economy and integrate and densify communities to improve sustainability.
- **Priority 4:** There will be a target set and vigorous response to corruption and fraud, and a zero tolerance approach to ensure that these practices are rooted out. Supply chain management practices in municipalities will be closely scrutinized.

In November 2015, the next phase of Back to Basics was presented which prioritizes and focuses the programme in the pre and post-election period. This led to the adoption of the following Back to Basics 10 Point Plan:

1. Positive community experience
2. Municipalities receiving disclaimers over five years
3. Revenue enhancement programme
4. Appointment of Senior Managers in municipalities
5. Service and Infrastructure
6. Implementation of forensic reports
7. Metropolitan Back to Basic programme
8. Strengthening roles of district municipalities
9. Spatial regional integration zones/spatial contracts
10. Strengthen capacity and role of provincial COGTA Departments



SITUATIONAL ANALYSIS

SITUATIONAL ANALYSIS

KwaZulu-Natal is the province with the second largest population in South Africa. According to Statistics South Africa, the population density of the Province of KwaZulu-Natal is 10,92 million people (Statistics South Africa, mid-year statistics July 2015). It is estimated that South Africa has a total number 15,602 million of households and KwaZulu-Natal has 2,663 million of those households. KZN currently comprises of 1 Metropol, 10 Districts, 50 Municipalities and 828 Wards. However, the number of municipalities and wards will change to 43 municipalities and 870 wards respectively after the 2016 Local Government elections. Statistics indicate that the most densely populated areas (including fast growing informal settlements) are mainly concentrated in eThekwinini, UMgungundlovu and UThungulu; they are considered to be the fast growing economic hubs in the Province. Newcastle area is also showing signs of rapid development.

Performance Delivery environment

a) Administration

The Office of the MEC provide strategic leadership and management support to both the department as well as the Ministry in line with the Department's mandates. It ensures that the operations of the Departments and those of the Ministry are not only streamlined, but also in harmony to enable the Department to achieve its administrative mandates in accordance with the MEC's political mandates. Improved management and accountability of human resources in the Department is central to ensuring good governance. In this regard, the Department reviewed and implemented the Human Resource Plan, Employment Equity Plan and Workplace Skills Plan. A number of training courses were conducted and 403 staff members received different trainings. In terms of capacity development, 162 in-service bursaries and 166 out of service bursaries were awarded and 85 interns were appointed within the department. The Department Service Charter was approved in 2014/15 financial year and a Batho Pele Forum will continually be used as a channel to mainstream the implementation of Batho Pele within the Department. In order to improve the effective management of discipline, the Department has introduced measures to decentralise disciplinary processes. Regarding the filling of vacant posts as at 1 April 2015, there were 106 vacant posts. The number of posts filled including Occupation Specific Dispensation (OSD) was 73. The number of vacant posts as at 31 January 2016 is 89. The total number of OSD posts filled 12."

The Department is fully committed to improving accountability and ensuring that systems and controls are in place, and adequately implemented. All audits planned for the 2014/2015 financial year were conducted to improve financial management mechanisms for the Department and Traditional Councils in order to achieve an unqualified audit opinion. These include audits on Transfer Payments and Asset Management. In terms of Risk Management, a Risk Register was compiled and Risk Management reported on quarterly. In addition, based on Auditor General Findings, the Auditor General Action Plan was compiled to ensure that concerns are addressed. An Anti-Fraud and Corruption Strategy was developed and approved during the financial year. Following on from this, Fraud Awareness campaigns were conducted in all Districts. An electronic reporting system and the Compliance System are maintained to monitor the performance information and the compliance of the Department with both the line function and transversal legislation.

In terms of Management Performance Assessment Tool (MPAT), the Departments' scorecard by Department of Planning, Monitoring and Evaluation (DPME) is as follows:

Key Performance Areas	2012	2013	2014
KPA 1: Strategic Management			
1.1.1 Strategic Planning	3	3	3
1.1.2 Annual Performance Plans	2	3	4
1.3.1 Monitoring and Evaluation	4	4	4
KPA 2: Governance and Accountability			
2. 1.1 Service Delivery Improvement Plan (SDIP)	1	1	2
2. 2.1 Management Structures	2	2	3
2. 3.2 Audit Committee	3	1	4
2. 4.1 Professional ethics	1	3	3
2. 4.2 Fraud prevention	2	1	1
2. 5.1 Internal audit	2	1	4
2. 6.1 Risk management	2	1	4
2. 8.1 Corporate governance ICT	4	1	1
2.9.1 PAJA (Administrative Justice)	-	-	1
2.10.1 PAIA (Promotion of Access to Information)	-	1	2
KPA 3: Human Resource Management			
3.1.1 HR Planning	2	2	3
3.1.2 Organisational Design	3	3	3
3.1.3 HR Practices & Administration	2	3	4
3.2.2 Recruitment	1	1	3
3.2.4 Management of Diversity	1	1	2
3.2.5 Employee Wellness	-	1	4
3.2.6 Delegations-PSA	1	2	2
3.3.1 PMDS 1!12	3	3	2
3.3.2 PMDS SMS	2	2	3
3.3.3 PMDS HOD	3	2	2
3.4.2 Disciplinary cases	3	3	2
KPA 4: Financial Management			
4.1.1 Demand Management	3	3	2
4.1.2 Acquisition Management	3	3	3
4.1.3 Logistics Management	3	2	3
4.1.4 Disposal Management	2	3	3
4.2.1 Cash flow	3	4	4
4.2.2 Payment of suppliers	2	2	2
4.2.3 Unauthorised	3	4	3
4.2.4 Payroll certification	2	3	4
4.2.5 Delegations-PFMA	3	3	4

Level	Description
Level 1	Department is non-compliant with legal/regulatory requirements
Level 2	Department is partially compliant with legal/regulatory requirements
Level 3	Department is fully compliant with legal/regulatory requirements
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly

Governance trends between 2012 and 2014 indicated by the MPAT scores suggest that there is an improvement made by the Department. However, it is noted that several areas in the report had not yet achieved the average score of 3. The above results indicate weaknesses in ICT governance, Fraud Prevention, SDIP, PAJA, PAIA, PMDS 1!12, PMDS HOD, Disciplinary cases, Diversity, Demand Management and Payment of Suppliers as key areas needing attention. KZN COGTA believes that good management practices are the key in ensuring quality service delivery; hence the Department will continue to improve its management practices, and share good practices. It will initiate interventions to strengthen those areas that were identified as weak during the assessment.

Although the Department obtained an unqualified audit opinion during 2014/2015 financial year; compliance with laws and regulations in respect of annual financial statements; procurement and contract management;



expenditure management; and transfer payments will continue to receive full attention. The Department is seeking a drastic improvement in Information Technology. An IT Strategy was developed using the Government-Wide Enterprise Architect Framework which will assist in ensuring the functional IT services in the Department. The service provider was appointed to implement this strategy.

b) Local Governance

Back to Basics Strategic Session was held with municipalities and sector partners to engage them on the business unit activity plans and to ensure their alignment with municipal support plans. A presentation on Back to Basics and a specific presentation per district outlining their support plans were presented by each team to all Councillors and Community Development Workers (CDWs). An Internal Stakeholder workshop was held with KZN COGTA staff to sensitize them on Back to Basics approach and the 10 Point Plan. Terms of Reference (TOR) were developed for Local Government Champions as per the alignment to the Operation Sukuma Sakhe (OSS) model that was adopted by the Cabinet. All municipalities adopted their Back to Basics support plans. A progress assessment was held with all 26 dysfunctional municipalities. Another workshop was held with all 61 Municipal Managers (MMs) to introduce them to the OSS model as well as their role within the Back to Basics programme, the roll out of the KZN COGTA Back to Basics Activity plans and the Campaign Plan. All municipalities were visited in May 2015 with the focus of assessing the progress made and possible re-categorise based on the assessment findings. About 26 Support Plans developed are in line with Back to Basics 10 Point Plan for dysfunctional municipalities. However, business units needs to fast-track implementation of support plans in 2016/17.

The Municipal Demarcation Board (MDB) has finalised the outer boundaries of municipalities and the number of municipalities in KZN have decreased from 61 to 54. The municipalities that were affected by major re-determinations which will take effect in 2016 are as follows:

Split Municipalities:

- Vulamehlo LM: Split between Umdoni and Ethekewini.
- Ntambanana LM: Split between Mthonjaneni, Umhlathuze and Mfolozi.

Merged Municipalities:

- Imbabazane LM and Umtshezi LM
- Indaka LM and Emnambithi
- Hlabisa LM and Big 5 False Bay
- Kwa Sani LM and Ingwe LM
- Eziqoleni LM and Hibiscus Coast LM.

Technical and Political Change Management Committees were established for each of the merged and split municipalities. Following the re-determinations of outer boundaries, the MEC determined the number of councillors, after the National Minister had determined the formula. The MEC published the number of councillors in each municipality on the 31st of October 2015. The MEC increased the 2011 number of councillors by 110, from 1736 to a total of 1846 councillors and the number of wards increased from 828 to 870 after the 2016 Local Government elections as a results of re-demarcation.

The Department of Cooperative Governance and Traditional Affairs is entrusted with a mandate of monitoring and supporting the Local Government Election. All Business Units within the Department are working together in ensuring the success of the Local Government Election. As part of monitoring and supporting the Local Government Election, the Department has established the following structures:

- The Provincial Local Government Election Steering Committee (PLGESC) - The members include COGTA, South African Local Government Association (SALGA), Independent Electoral Commission (IEC) and the State Security Agency. The purpose of the Steering Committee is to monitor, support, guide and oversee the election process.
- The Provincial Infrastructure Task Team - The members are: The Provincial Infrastructure Task Team (led by the Department's Municipal Infrastructure Business Unit), representatives from Sector Departments whose public facilities will be used as voting stations or can support and/or build the capacity of voting stations and the IEC. The purpose of the Task Team will be to evaluate the status of water, sanitation and electricity services available on site at all voting stations and ensure that all voting stations are adequately equipped with these basic services, thereby ensuring that the Elections are run smoothly.

A Post- Election plan has been developed to address the following:-

- First Council meetings;
- COGTA's Election Helpline;
- Comprehensive database which will contain LG Election results onto a single comprehensive database;
- Exit strategy for councillors who will not be re-elected;
- Councillor Orientation and empowerment programme;
- Comprehensive training programme for new councillors;
- Communication Strategy to roll out voter awareness campaigns; and
- Rapid response teams to monitor and resolve service delivery protests.

The Department is committed to monitoring and supporting municipalities to maintain functional municipal structures. An assessment was conducted to establish the functionality of oversight structures in all 61 municipalities. The oversight structures whose functionality was assessed included the Council, Executive Committees, Portfolio Committees and Municipal Public Accounts Committees (MPACs). In municipalities where oversight structures were identified as either not fully functional or dysfunctional, remedial action plans were developed and support is currently being provided.

COGTA supports municipalities with the assessment of senior management appointment vacancies and in the recruitment and selection process to appoint suitably qualified, skilled and experienced Municipal Managers (MMs), Chief Financial Officers (CFOs), and other senior managers. The support includes drafting adverts and supporting the short-listing and interview process (as observers). In this process, a monitoring mechanism and Standard Operating Procedure Manual (SOP manual) have been developed, and the implementation of SOP manual is underway and is being monitored.

Currently, all audit Committees were found to be established and functional. Three fraud risk registers were developed for Umzumbe, Vulamehlo and Umsinga. Audit outcomes results for 2014/15 were released in December 2015 with 18 municipalities receiving a Clean Audit, 35 municipalities an Unqualified, 7 municipalities with Qualifications and 1 municipality with a Disclaimer opinion. The Department will develop an audit response plan to support all municipalities to achieve a clean audit. KZN COGTA will continue to support municipalities to have good financial management and accountability. Municipal Debt was analysed and stratified into bands to assist in determining the financial contribution of each municipality on a sliding scale.

The Department placed about 456 Community Development Workers (CDWs) across 51 Municipalities. They play a critical role to support the functionality of war rooms by ensuring that the community as a key component of the institution of local government is effectively engaged. The CDWs also support the implementation of Back to Basics Programme aiming at strengthening Public Participation and enhance governance, accountability and service delivery.

In terms of coordinated capacity building, the strategy has been developed and consulted upon with stakeholders. Inputs received from stakeholders have been incorporated into the strategy. A strategy will be presented to the MEC for KZN COGTA for approval.

The Department formulated a Provincial IDP Management and Support Plan with the intent to optimize seamless governance in the planning, implementation and reporting of the provincial, national and local government priorities. Furthermore, the Department assisted municipalities in building their municipal planning capacity through the concept of District Shared Services (DSS [formerly DPSS]); which enabled the municipalities to be in a better position to respond to the changing policy environment in respect of the new legislations, namely; the Spatial Planning and Land Use Management Act (SPLUMA).

The Department supported and monitored the performance of municipalities. However, political instability and weaknesses in governance are two of the primary causes of poor service delivery at municipalities. Municipalities with weaknesses in governance and corporate management functions such as financial management, HRM and SCM also tend to experience difficulties in service delivery and increasing corrupt activities. Processes and systems for citizen engagement are generally weak in municipalities categorized as dysfunctional and at-risk. Some of the Back to Basics actions plans does not address some of the key underlying causes of problems in municipalities.

**c) Development and Planning**

The Department ensured that all municipalities in the province were supported to produce draft Spatial Development Frameworks (SDF). Monitoring tool for implementation of Densification Framework was prepared and adopted at Spatial Planning. In working towards ensuring that 50% of the provincial geographical area with Land Use Management Schemes and systems, a concept document with definition of land use management schemes and systems support was adopted at Spatial Planning. The identified municipalities are Vulamehlo, Richmond, Umshwathi, Umtshezi, Msinga, Nongoma, Umhlabuyalingana, Hlabisa, Mfолоzi, Mthonjaneni, Kokstad, Ubuhlebezwe, and Ethekwini.

The Department will continue to support municipalities with the implementation of SPLUMA. Currently, All 51 municipalities were capacitated as per the prescribed structures required in terms of SPLUMA. Programme of support to be provided to the previously established fresh produce market is in place. This includes Uthungulu Fresh Produce Markets, Newcastle Ingogo Fresh Produce Market, Msunduzi Fresh Produce Market and Okhahlamba Fresh Produce Market. The annual review of the Community Work Programme was conducted and an action plan was developed. The Department will continue to create work opportunities through the CWP and EPWP in municipalities.

In supporting municipalities in increasing percentage of households with a source of electrical supply, a working session was convened in June 2015 with 9 Municipalities to present and interrogate the proposed multi-year electrification reticulation project methodology against current practice. The working session was attended by Emadlangeni Local Municipality, uBuhlebezwe Local Municipality, uMzimkhulu Local Municipality, Jozini Local Municipality, Mandeni Local Municipality, uMtshezi Local Municipality, Nquthu Local Municipality, uMzumbe Local Municipality and Mkhambathini Local Municipality. From the 9 municipalities, uMzumbe Local Municipality requested assistance on their electrification projects from COGTA.

Municipal sector plans for 10 districts plus 1 metro were assessed for Disaster Management (DM) alignment with municipal IDPs during the COGTA Municipal Planning Unit assessment sessions with an intention to facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget. 61 municipalities were supported with the development of their Disaster Management Sector Plans. Severe weather early warning messages are disseminated promptly to all stakeholders as received from South African Weather Service. Spread sheet to log all anticipated climate change events warnings has been developed and circulated to all Provincial Disaster Management Centre (PDMC) officials' municipalities. Also, Terms of Reference for the establishment of Municipal climate change Technical Task Team were developed and workshopped to municipal practitioners. Municipalities within 10 districts plus metro were supported with the development and the review of their disaster management plans. The PDMC continues to coordinate and support municipalities and stakeholders to effectively respond to incidents, recover and rehabilitate the affected areas in an integrated manner.

Local Government environment remains characterized by a great demand for accelerated service delivery. It is beyond argument that communities require sustained service provision as top priority. It is rare that protest action, which is becoming increasingly prevalent, does not relate to service delivery. Community frustrations most often relate to water, electricity and housing. These frustrations emanate from two sources viz. those communities who do not yet have services and those who do have services but these have deteriorated into a state of dysfunctionality or at least, poor reliability.

Accelerated, resource intensive responses (skilled, experienced human resources as well as funding) remain necessary in pursuit of universal access. The deterioration of existing infrastructure requires increasing focus, from all spheres of government, and subsidization of infrastructure maintenance costs. Backlogs will not be eradicated if existing infrastructure is permitted to degenerate, creating "new" backlogs. Specific challenges relate to insufficient municipal capacity and skills levels which preclude adequate quality control over services rendered by contracted resources, ageing infrastructure, an inadequate pool of school leavers with good capabilities in mathematics and physical science—the potential trainees, too regular re-prioritisation of projects, often as a result of ulterior motives. The significant imbalance between backlog eradication demands and funding availability, slow Supply Chain Management (SCM) processes and appointment of less expensive service providers with inadequate capacity, poor coordination between housing

developments and necessary infrastructure, and inadequate focus of National funding priorities on eradication of backlogs and on adequate provision for infrastructure maintenance.

d) Traditional Institutional Management

Most traditional communities continue to be plagued by poverty and underdevelopment. The Department is poised to play a key strategic role not only in assisting the institution of traditional leadership to transform itself; but also in coordinating the traditional affairs activities, promoting good governance and enhancing service delivery in the Traditional Communities.

Sometimes there are delays in government interventions and development programmes due to ubuKhosi family disputes and faction fights in traditional communities. To ensure good governance in the Institution of Traditional Leadership, the Department will continue to provide effective governance and conflict management support to amaKhosi and the Traditional Councils. In partnership with the Office of His Majesty the King, amaKhosi were installed and recognised in order to continue with the restoration of the dignity of the Institution of Traditional Leadership.

The Department also successfully supported the legislature in piloting the Bill on Traditional Leadership and Governance towards passing a new Act regulating traditional leadership matters in the province; in line with the national framework. To ensure peace and stability in traditional communities and to provide conducive environment for service delivery and development, the Department will continue to make professional interventions in cases of conflict in traditional communities, installation and recognition of amaKhosi.

The Department in partnership with the University of KwaZulu-Natal continues to run a leadership programme to enhance the capacity of amaKhosi through Leadership Programme. AmaKhosi are then expected to use this knowledge to benefit their communities and the Traditional Councils. In addition, the Department ensures that sufficient resources (human, financial and infrastructural) are provided to transform the landscape in the functional domain of Traditional Affairs. Furthermore, the Department rolled out a capacity building programme to ensure effective and efficient functioning of our Traditional Councils.

The participation of Traditional Leaders in the Municipal Councils in terms of Section 81 of the Municipal Structures Act 1998 (Act No.117 of 1998) remain one of the main areas of focus for the Department.

Organisational Performance Environment

The Department is structured around four programmes.

Programme 1 is Administration and is the support service for the other three Programmes by ensuring that they are capacitated to perform their functions.

Programme 2 is Local Governance responsible for supporting Local Government structures in the municipalities on governance, administration, financial management, legislative mandates of the municipalities, public participation, capacity building and monitoring the performance of the municipalities.

Programme 3 is Development and Planning responsible to provide planning and development support to the municipalities in KwaZulu-Natal through implementing programmes to accelerate service delivery in the communities. This include providing support related to disaster management, infrastructure for basic services, spatial planning and enhancing Local Economic Development.

Programme 4 supports the Institutions of Traditional leadership on governance, conflict management, partnerships and participation on Municipal Councils in terms of Section 81 of the Municipal Structures Act 1998 (Act No.117 of 1998).

As of 31 January 2016 COGTA had a total of 1879 permanent posts in its employ. Males constitute 44.67% (888) while females constitute 48.89% (972) of the workforce. At the senior management level males constitutes 51.72% (16) and females is 48.33% (29). The recruitment and selection processes of the Department will be categorically focused towards achieving the employment levels in accordance with the DPSEA Transformation targets.

Going forward, the Department will focus on the following areas of employment policy or practice barriers, to drive the achievement of our employment equity targets as stipulated in the Employment Equity Plan;



recruitment procedures, appointments, training and development, promotions, succession and experience planning, and retention of designated personnel.

Table 1: KZN COGTA WORKFORCE PROFILE AS AT 31 January 2016

Salary Level	Total No' of posts	Filled Posts	Vacant & Acting	Male				Female				People with disabilities
				A	C	I	W	A	C	I	W	
16	1	1	0	0	0	0	0	1	0	0	0	0
15	7	4	3	4	0	0	0	0	0	0	0	0
14	16	14	2	6	0	0	1	6	0	1	0	0
13	45	42	3	11	0	2	7	15	0	4	2	1
12	116	106	10	37	1	8	11	33	1	12	1	2
11	73	61	12	24	0	4	3	23	1	4	2	0
10	91	85	6	24	0	5	7	35	2	7	3	2
9	64	59	5	14	0	4	1	30	4	4	1	1
8	393	389	4	270	1	4	3	79	5	9	15	3
7	211	179	32	39	0	4	0	110	2	10	10	4
6	618	610	8	236	0	2	1	357	1	2	10	1
5	208	192	20	72	1	3	1	105	0	4	2	4
4	27	25	2	20	0	0	0	4	0	0	0	1
3	61	58	3	42	0	0	0	16	0	0	0	0
2	57	54	3	15	0	0	0	39	0	0	0	0
Total	1988	1879	113	814	3	36	35	853	16	57	46	19
Total %	100.00	94.52	5.68	40.95	0.15	1.81	1.76	42.91	0.80	2.87	2.31	0.96
EAP KZNP %				40.8%	0.9%	5.9%	3.5%	40.1%	0.9%	4.4%	3.1%	2%
GAP's %				0.15%	-0.75%	-4.09%	-1.74%	2.81%	-0.10%	-1.53%	0.79%	-1.04%
GAP's in No'				2	-16	-82	34	56	-2	-30	16	-21
				Provincia l	Blacks	Whites	Indians	Coloure ds	PWD			
				EAP KZNP	80.9	6.58	10.31	1.8	2			
				KZN COGTA	83.9	4.1	4.7	1.0	1.0			

that it needs to reconfigure its working arrangement to enhance the responsibility of co-ordination within and outside the Department. This environmental change will have very significant impact in the next five years. With the new reconfigured arrangement, the Department anticipate becoming more vigorously responsive to the needs of its clients. In addition, filling of critical posts remains critical for COGTA. Continuous capacitating of employees as per Personal Development Plan will work towards improving the service delivery at COGTA.

DESCRIPTION OF THE APP PROCESS

The Department followed a process whereby indicators and targets were developed to measure the most critical aspects of performance in each of the sub-programmes business processes. This process assisted the Department to develop indicators that are more outcome orientated rather than operationally focussed. Operational issues and project specific indicators will be catered for in the operational business plans.

The targets are aimed at achieving results/impact at the client level. The targets now reflect the level of intensity provided by the Department to its clients that is light, medium or high. The aforementioned evaluation indicated that "light" support does not contribute significantly to achieving impacts or outcomes. Therefore, the targets reflected are the realistic number of municipalities/ traditional institutions that the Department, given its capacity, can provide with "medium" (changing practices) or/and "high" (changing attitudes) type of support.

STRATEGIC OBJECTIVES

NUMBER	DEPARTMENT 'S GOALS	DEPARTMENT 'S STRATEGIC OBJECTIVES
1	Improved Cooperative Governance	1.1. Improved functionality of Inter-Governmental Relations
2	Strengthened Governance	2.1. Improved capacity of political and administrative governance (Local Government and Traditional Institution)
		2.2. Strengthened accountability of governance institutions (Local Government and Traditional Institution)
		2.3. Improved decision making through citizen participation
3	Increased Economic Opportunities	3.1. Strengthened sectoral development
		3.2. Improved government led job creation programmes
4	Strengthened Delivery of Basic Services	4.1. Improved co-ordination of service delivery
5	Well Integrated Spatial Planning System	5.1. Improved spatial hierarchy of services
6	Adaptation to Climate Change	6.1. Increased adaptation to climate change impacts.
		6.2. Improved disaster management



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
 PROVINCE OF KWAZULU-NATAL

Alignment of Provincial Strategic Objectives and Sector Priorities to Government Outcomes

The COGTA Strategic Goals and Objectives have been clearly aligned with the National Development Plan, Government Outcomes and Provincial Growth and Development Plan as illustrated by the following table.

National Development Plan	Government Outcomes	PDGP Goals and Strategic Objectives	COGTA goals	COGTA Strategic Objectives
Chapter 3: Economy and employment	Outcome 4: Decent employment through inclusive growth	Goal 1: Job creation Strategic objective 1.2: Enhance sectoral development through trade and investment	Goal 3: Increased economic opportunities	3.1. Strengthened sectoral development
		Strategic objective 1.3: Expansion of government-led job creation programmes		3.2. Improved government led job creation programmes
Chapter 5: Environmental Sustainability and resilience.	Outcome 10: Environmental assets and natural resources that are well protected continually enhanced.	Goal 3: Human and Community Development Strategic objective 3.3 Enhance sustainable household food security in KZN.	Goal 6: Adaptation to Climate Change	6.1. Increased adaptation to Climate Change impacts.
		Goal 5: Environmental Sustainability. Strategic Objective 5.4: Adaptation to Climate change		6.2. Improved Disaster Management.
Chapter 6: An Integrated and Inclusive rural economy. Chapter 4: Economic Infrastructure.	Outcome 9: A Responsive, accountable, effective and efficient local government system	Goal 4: Strategic Infrastructure Strategic Objective 4.5. Improve water resource management and supply Strategic Objective 4.6. Improve energy production and supply	Goal 4: Strengthened delivery of Basic services	4.1. Improved co-ordination of service delivery



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

National Development Plan	Government Outcomes	PDGP Goals and Strategic Objectives	COGTA goals	COGTA Strategic Objectives
<p>Chapter 8: Transforming Human Settlements.</p>	<p>Outcome 8: Sustainable human settlement and improved quality of household life</p>	<p>Goal 3: Human and Community Development</p> <p>Strategic objective 3.4 Sustainable human settlements</p> <p>Goal 7: Spatial Equity</p> <p>Strategic Objective 7.1: Actively promote spatial concentration and co-ordination of development interventions.</p> <p>Strategic Objective 7.2: Facilitate integrated land management and spatial planning</p>	<p>Goal 5: Well Integrated Spatial Planning System</p>	<p>5.1. Improved spatial hierarchy of services</p>
<p>Chapter 13: Building a capable and developmental state</p> <p>Chapter 14: Fighting corruption.</p> <p>Chapter 15: Transforming Society and Uniting the Country.</p>	<p>Outcome 9: A Responsive, accountable, effective and efficient local government system.</p> <p>Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Outcome 15: A diverse, socially cohesive society with a common national identity.</p>	<p>GOAL 6: Governance and Policy</p> <p>Strategic objectives 6.1: Strengthen policy, strategy co-ordination and IGR.</p> <p>Strategic objectives 6.2: Building government Capacity.</p> <p>Strategic objectives 6.3: Eradicating Fraud and Corruption.</p> <p>Strategic objectives 6.4: Promote participative, facilitative and accountable governance.</p>	<p>Goal 1: Improved Cooperative Governance</p> <p>Goal 2: Strengthened Governance</p>	<p>1.1. Improved functionality of Inter-Governmental Relations</p> <p>2.1. Improved capacity of political and administrative governance</p> <p>2.2. Strengthened accountability</p> <p>2.3. Improved decision making through citizen participation</p>



OVERVIEW OF THE 2015/2016 BUDGET AND MTEF ESTIMATES

Table 11.5 : Summary of payments and estimates by programme: Co-operative Governance and Traditional Affairs

R thousand	Audited Outcome			2015/16	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
1. Administration	311 497	318 880	331 891	379 998	385 624	367 321	374 160	390 788
2. Local Governance	182 069	222 739	217 377	263 678	263 244	249 953	273 964	308 847
3. Development and Planning	614 226	430 891	699 251	670 520	666 608	643 650	515 618	534 569
4. Traditional Institutional Management	206 738	269 986	234 068	266 967	265 687	284 999	297 710	312 271
Total	1 314 550	1 242 496	1 482 587	1 581 163	1 581 163	1 545 923	1 461 452	1 546 475

Table 11.6 : Summary of provincial payments and estimates by economic classification: Co-operative Governance and Traditional Affairs

R thousand	Audited Outcome			2015/16	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15			2016/17	2017/18	2018/19
Current payments	799 663	931 321	992 678	1 238 714	1 228 109	1 403 000	1 336 181	1 406 423
Compensation of employees	411 741	523 274	557 676	630 118	615 631	674 446	738 550	798 330
Goods and services	387 922	408 047	435 002	608 596	612 478	728 554	597 631	608 093
Interest and rent on land	-	-	-	-	-	-	-	-
Transfers and subsidies to:	456 986	246 873	421 838	240 524	250 479	47 497	49 358	52 115
Provinces and municipalities	444 587	232 228	353 291	181 006	184 506	33 021	35 999	36 689
Departmental agencies and accounts	1 000	1 278	20 231	-	6 150	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Public corporations and private enterprises	558	-	33 254	45 100	45 100	-	-	-
Non-profit institutions	100	-	-	-	-	-	-	-
Households	10 741	13 367	15 062	14 418	14 723	14 476	13 359	15 426
Payments for capital assets	57 757	64 276	68 026	101 925	102 575	95 426	75 913	87 937
Buildings and other fixed structures	24 225	39 069	41 689	76 601	76 601	76 596	61 674	71 450
Machinery and equipment	29 188	21 104	24 906	22 720	23 278	16 518	14 039	16 212
Heritage assets	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-
Land and other intangible assets	4 344	4 103	1 431	2 604	2 696	2 312	200	275
Payments for financial assets	144	26	45	-	-	-	-	-
Total	1 314 550	1 242 496	1 482 587	1 581 163	1 581 163	1 545 923	1 461 452	1 546 475

PROGRAMME ONE: ADMINISTRATION





cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

PROGRAMME ONE: ADMINISTRATION

PROGRAMME PURPOSE

This programme is dedicated to all supporting sub-programmes within the Department to be able to render quality services to the municipalities under the umbrella of Corporate Services. This programme covers Office of the MEC, Office of the Head of Department (OHOD), Human Resource Management, Information Technology, Auxiliary Services, Financial Management, Internal Control, Policy and Research, Legal Service, Corporate Communications as well as Strategic Planning, Monitoring and Evaluation.

Agreements aligned to the implementation of strategic Plan.

The Department also achieved the set 100% on compliance of building with Occupational Health and Safety Act (OHSA), having functional working environment aligned to the organisational structure and efficiently management of fleet. In addition, the Department achieved clean audit on its financial and programme performance for 2014/15 Financial Year, submitted 26 statutory reports, kept programmes expenditure with 2% variance, updated asset registers for 257 Traditional Administrative Centres and supported 267 Traditional Councils with financial management practice notes. The Traditional Councils were further supported with the use of the Pastel Evolution software for recording of revenue transactions as well as and computer and financial management related training as part of Capacity Building programme. An Anti-fraud and corruption strategy was implemented through conducting 9 workshops, investigated 100% of fraud reported cases and issues on Auditor-General (AG) Management Action Plan. Furthermore, the Department developed Service

Delivery Improvement Plan, conducted the set 4 evaluation studies, reviewed 3 policies, conducted 2 research projects and implemented a communication strategy. The Department drafted and edited 72 speeches, 13 briefing documents, 89 press statements and a book for the 2015 Women in Leadership Dialogue event.

Analysis of constraints and measures planned to overcome them

The Department experienced the following challenges: migration delays on Information Technology when dealing with SITA, procurement in line with the procurement plan and Business Units and compliance with legislation. However, the Service Management System business case was developed; Business Units were alerted to meet the timeframes stipulated in the plan and developed action plan to enforce compliance with legislation. The Department will closely monitor its budget and align its expenditure to outcomes designed to improve financial management mechanisms, achieve service delivery targets and achievement of an unqualified audit opinion.

SUB-PROGRAMME: CORPORATE SERVICES

Progress Analysis

The overall performance of the Department depends on Corporate Service's ability to effectively render perform its assigned functions. Some of these functions include supporting the implementation of OSS; with reports from all districts plus metro. The Department is on track in achieving 100% on recruiting staff with scarce skills, capacitating staff in accordance to the Departmental Training Plan and having Performance



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

SUB-PROGRAMME: OFFICE OF THE MEC

OFFICE OF THE MEC										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity and capability of the Department to promote clean, effective and efficient governance										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE			ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15	15/16		17/18	18/19
Provide effective support services to the Department and the Ministry to promote good governance	Number of strategic documents tabled to the legislature as per statutory requirements	PFMA PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All strategic documents tabled as per statutory requirements	New	-	-	7	7	7	7
	Percentage of functional operational systems implemented in the ministry	-	100% of operational systems functional	New	-	-	100%	100%	100%	100%



OFFICE OF THE MEC – QUARTERLY TARGETS

OFFICE OF THE MEC								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Provide effective support services to the Department and the Ministry to promote good governance	Number of strategic documents tabled to the legislature as per statutory requirements	7	PFMA PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	4 strategic documents tabled (2016/17 APP, 2017/18 Budget Speech, 2015/16 APR & Section 131 of MFMA Report)	1 Section 47 of MSA Report tabled	-	1 Section 81 of MPRA Report tabled
					100%	100%	100%	100%
	Percentage of functional operational systems implemented in the ministry	100%	-	Quarterly	100% of cabinet, parliamentary and protocols implemented	100% of cabinet, parliamentary and protocols implemented	100% of cabinet, parliamentary and protocols implemented	100% of cabinet, parliamentary and protocols implemented



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: OFFICE OF THE HEAD OF DEPARTMENT

OFFICE OF THE HEAD OF DEPARTMENT										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Ensure Intra-Departmental coordination										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Coordinate service delivery- ensure that the affected sector departments and entities are fully represented in the multi sectoral task teams-OSS	Number of Districts and Metros supported on OSS	PGDP: Goal 6	10 Districts and 1 Metro supported on OSS	New	-	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

OFFICE OF THE HEAD OF DEPARTMENT										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity and capability of the Department to promote clean, effective and efficient governance										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Implementation of MISS guidelines in order to comply with PAIA, Control of access to public premises and vehicles Act and OHS Act	Number of policies implemented in respect of information and physical security	PGDP: Goal 6	Department full compliance in terms of MISS	New	-	-	-	1	1	1



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

OFFICE OF THE HEAD OF DEPARTMENT											
2. Strengthened Governance											
2.2. Strengthened accountability of governance institutions											
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Ensure that the Department is Compliant with: <ul style="list-style-type: none"> • PFMA regulations • MPAT requirements in respect of the four key result areas being: <ul style="list-style-type: none"> • Strategic Management • Governance and Accountability • Financial Management • Human Resource Management 	Number of Departmental Clean Audit achieved		Clean Audit on performance information	New	-	-	1	1	1	1	1
	Number of MPAT Key Performance Areas fully compliant with legal/regulatory requirements	PGDP: Goal 6	Department full compliance with MPAT requirements	New	-	-	-	4	4	4	4



OFFICE OF THE HEAD OF DEPARTMENT QUARTERLY TARGETS

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Ensure Intra-Departmental coordination							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Coordinate service delivery- ensure that the affected sector departments and entities are fully represented in the multi sectoral task teams- OSS	Number of Districts and Metros supported on OSS	10 Districts and 1 Metro	PGDP: Goal 6	Quarterly	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implementation of MISS guidelines in order to comply with PAIA, Control of access to public premises and vehicles Act and OHS Act	Number of policies implemented in respect of information and physical security	1	PGDP: Goal 6	Quarterly	Policy on information and physical security developed	Policy on information and physical security approved	Policy on information and physical security implemented	Policy on information and physical security implemented



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Ensure that the Department is Compliant with: <ul style="list-style-type: none"> • PFMA regulations • MPAT requirements in respect of the four key result areas being: <ul style="list-style-type: none"> • Strategic Management • Governance and Accountability • Financial Management • Human Resource Management 	Number of Departmental Clean Audit achieved	1	PGDP: Goal 6	Quarterly	Draft Annual Report for 15/16 FY produced	Annual Report for 15/16 FY published	-	AG engaged (on for the 16/17 FY audit process)
	Number of MPAT Key Performance Areas fully compliant with legal/regulatory requirements	4	PGDP: Goal 6	Quarterly	MPAT Key Performance Areas corrective action plan (14/15 FY) monitored	MPAT information submitted to DPME (15/16 FY)	4 MPAT Key Performance Areas fully compliant with legal/regulatory requirements (15/16 FY)	MPAT Key Performance Areas corrective action plan (15/16 FY) developed



HUMAN RESOURCE MANAGEMENT QUARTERLY TARGETS

HUMAN RESOURCE MANAGEMENT							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Internal capacity of the Department will be developed through a targeted recruitment process especially with regard to scarce skills (not limited to OSD)	Percentage of staff with scarce skills recruited in accordance with the recruitment plan	100 % staff with scarce skills recruited in accordance with the recruitment plan	NDP Chapter 13	Annually	-	Recruitment of staff with scarce skills monitored	100 % staff with scarce skills recruited in accordance with the recruitment plan
<ul style="list-style-type: none"> Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions. Undertake a skills audit including qualifications Skills development Plan for departmental staff Skills levy Align training to Municipal and Traditional Institutions training Training of staff also need to address their capability to perform their function within a municipal context Structured orientation of new staff- overview of the Department. 	Percentage of staff capacitated in accordance with the Departmental Training Plan	100% of staff capacitated in accordance with the Departmental Training Plan	NDP Chapter 13	Annually	-	Departmental Training Plan Implemented	100% of staff capacitated in accordance with the Departmental Training Plan



HUMAN RESOURCE MANAGEMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Provide support to municipalities in respect of Human Resource Management, Skills Levy, Employment Equity Plan and Skills Development Plan	Number of programmes implemented to support municipalities on Human Resource Management	1 programme implemented	NDP Chapter 13	Quarterly	1 Programme implemented	1 Programme implemented	1 Programme implemented	1 Programme implemented
Review organisational structure to respond to the Strategic Plans implementation	Number of Organisational Structures aligned to implementation of Strategic Plan	1	-	Annually	-	Alignment of Organisational Structures monitored	-	1 Organisational Structure aligned
Alignment of Performance Management to the Strategic Plans (Strategic Plan and APP) of the Department. <ul style="list-style-type: none"> Stringent probation period. 	Percentage of Performance Agreements aligned to Strategic Plans	100% of Senior Management Services Performance Agreements aligned to Strategic Plans	NDP Chapter 13	Annually	100% of Senior Management Services Performance Agreements aligned to Strategic Plans	-	-	-
Strengthen Disciplinary practice in the Department <ul style="list-style-type: none"> Measures need to be put in place to expedite disciplinary cases Measures need to be put in place to deal with criminal cases in the Department. 	Percent of cases completed within 60 days in terms of PSCBC Res 1/2003-Disciplinary Code and Procedures (Items 6 and 7).	100% of cases completed within 60 days	NDP Chapter 14	Annually	Implementation of Disciplinary Code and Procedures on cases monitored	Implementation of Disciplinary Code and Procedures on cases monitored	Implementation of Disciplinary Code and Procedures on cases monitored	100% of cases completed within 60 days



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
 PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity and capability of the Department to promote clean, effective and efficient governance										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> • Uninterrupted and responsive IT system. • Appropriately skilled staff • Security of information • Business Continuity and storage of information • Upgrading of technology 	Number of fully functional IT Services	-	Fully functional IT Service	New	-	-	1	1	1	1



INFORMATION TECHNOLOGY QUARTERLY TARGETS

INFORMATION TECHNOLOGY								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> • Uninterrupted and responsive IT system. • Appropriately skilled staff • Security of information • Business Continuity and storage of information • Upgrading of technology 	Number of fully functional IT Services	1	-	Quarterly	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Disaster Recovery Plan implemented (including off site storage) Software upgraded	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Disaster Recovery Plan implemented (including off site storage) Software upgraded	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Disaster Recovery Plan implemented (including off site storage) Software upgraded	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Disaster Recovery Plan implemented (including off site storage) Software upgraded



SUB-PROGRAMME: AUXILIARY SERVICES

AUXILIARY SERVICES											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Build the capacity and capability of the Department to promote clean, effective and efficient governance											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATE D 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act. Provision of functional working environment aligned to the organisational structure and recruitment process. <ul style="list-style-type: none"> Context specific Identify needs and develop uniform standards Cost effectiveness 	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	-	100% of Departmental buildings compliant with the Occupational Health and Safety Act	New	98%	98%	100%	100%	100%	100%	100%
<ul style="list-style-type: none"> Effective and efficient management of fleet <ul style="list-style-type: none"> Enforcement of transport policies Tracking system 	Percentage of fleet efficiently managed	-	100% alignment of functional working environment to organisational structure	New	-	-	100%	100%	100%	100%	100%



cogta

Department: Governance and Traditional Affairs
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

AUXILIARY SERVICES QUARTERLY TARGETS

AUXILIARY SERVICES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act. Provision of functional working environment aligned to the organisational structure and recruitment process. <ul style="list-style-type: none"> Context specific- Identify needs and develop uniform standards Cost effectiveness 	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	100%	-	Quarterly	100%	100%	100%	100%
<ul style="list-style-type: none"> Effective and efficient management of fleet <ul style="list-style-type: none"> Enforcement of transport policies Tracking system 	Percentage of fleet efficiently managed	100%	-	Quarterly	100%	100%	100%	100%



SUB-PROGRAMME: FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Ensure Sound financial management										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Clean audit <ul style="list-style-type: none"> AG Action Plan to address audit outcomes All statutory reports compiled and submitted Effective and efficient expenditure management No unauthorised, irregular, fruitless, and wasteful expenditure 	Number of clean audits achieved			1	-	1	1	1	1	1	1
	Number of Traditional Councils with audited financial statements		Clean Audit achieved for the Department	New	-	-	-	257	257	257	257
	Number of Statutory Reports submitted			27	27	27	27	28	28	28	28
	Number of programmes achieving a 2% variance on expenditure		PGDP: Goal 6	4	4	4	4	4	4	4	4
Provide support to municipalities in respect of Financial Administration	Number of programmes implemented to support municipalities on Financial Administration		All municipalities with clean audits	New	-	-	-	1 programme implemented	1 programme implemented	1 programme implemented	1 programme implemented
In order to ensure an efficient SCM <ul style="list-style-type: none"> The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget The Department will implement effective and efficient management of the acquisition processes The Department will implement efficient processes for management of logistics The Department will implement processes to effectively dispose unserviceable, redundant or obsolete goods 	Percentage of expenditure in line with the Departmental Procurement Plan			New	-	-	100%	100%	100%	100%	
	Percentage of suppliers paid within the thirty day period	PGDP: Goal 6	No unauthorised, irregular, fruitless and wasteful expenditure	New	-	-	-	100%	100%	100%	100%



FINANCIAL MANAGEMENT QUARTERLY TARGETS

FINANCIAL MANAGEMENT									
2. Strengthened Governance									
2.1. Improved capacity of political and administrative governance									
Ensure Sound financial management									
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1ST	2ND	3RD	4TH	
Clean audit <ul style="list-style-type: none"> AG Action Plan to address audit outcomes All statutory reports compiled and submitted Effective and efficient expenditure management No unauthorised, irregular, fruitless, and wasteful expenditure 	Number of clean audits achieved	1	PGDP: Goal 6	Annually	1 (Annual Financial Statements 2015/2016)	-	Half yearly Financial Statement (2016/2017) submitted to Treasury	-	
	Number of Traditional Councils with audited financial statements	257		Annually	257 financial statements produced 2015/16	-	257 half yearly financial statements produced 2016/17	-	
					Quarterly	3 In-year monitoring expenditure reports	3 In-year monitoring expenditure reports	3 In-year monitoring expenditure reports	3 In-year monitoring expenditure reports
						3 In-year monitoring revenue reports	3 In-year monitoring revenue reports	3 In-year monitoring revenue reports	3 In-year monitoring revenue reports
	Number of Statutory Reports submitted	28				1 st draft EPRE (2017/18)	1 Adjustment Estimates of Provincial Revenue and Expenditure (2016/17) 2 nd draft EPRE (2017/18)	1 Budget Submission on final EPRE (2017/18)	



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

FINANCIAL MANAGEMENT							
2. Strengthened Governance							
2.1. Improved capacity of political and administrative governance							
Ensure Sound financial management							
STRATEGIC GOAL	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	1ST	2ND	3RD	4TH	
		Number of programmes achieving a 2% variance on expenditure	4	Annually	4 Programmes expenditure monitored towards achieving 2% variance	4 Programmes expenditure monitored towards achieving 2% variance	4 Programmes expenditure monitored towards achieving 2% variance
Provide support to municipalities in respect of Financial Administration		Number of programmes implemented to support municipalities on Financial Administration	1	Quarterly	1 Programme implemented	1 Programme implemented	1 Programme implemented
Efficient SCM		Percentage of expenditure in line with the Departmental Procurement Plan	100%	Quarterly	Procurement Plan consolidated	50% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan
<ul style="list-style-type: none"> The Department procures goods and services based on the needs assessment and specification of goods and services linked to the departmental budget The Department has processes in place for the effective and efficient management of the acquisition process Department has process in place for management of logistics The Department has a process in place to dispose of unserviceable, redundant or obsolete goods 		Percentage of suppliers paid within the thirty day period	100%	Quarterly	100%	100%	100%



TRADITIONAL FINANCE

TRADITIONAL FINANCE													
2. Strengthened Governance													
2.1. Improved capacity of political and administrative governance													
Ensure Sound financial management													
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS				
					13/14	14/15			17/18	18/19	19/20		
Develop and monitor effective traditional financial management systems	Number of Traditional Administrative Centres with updated Movable Asset Registers	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	All Traditional Administrative Centres with updated Movable Asset Registers	257	257	257	257	257	257	257	257	257	257
	Number of Traditional Councils supported to implement the financial management practice notes		All Traditional Councils are implementing the financial management practice notes	267	267	267	267	267	267	267	267	267	267

TRADITIONAL FINANCE QUARTERLY TARGETS

TRADITIONAL FINANCE									
2. Strengthened Governance									
2.1. Improved capacity of political and administrative governance									
Ensure Sound financial management									
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	ANNUAL TARGET 2016/2017	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Develop and monitor effective traditional financial management systems	Number of Traditional Administrative Centres with updated Movable Asset Registers	PGDP: Goal 6	257	Quarterly	25	85	90	57	
	Number of Traditional Councils supported to implement the financial management practice notes		267	Quarterly	25	85	100	57	



SUB-PROGRAMME: INTERNAL CONTROL

INTERNAL CONTROL																		
2. Strengthened Governance																		
2.2. Strengthened accountability of governance institutions																		
Create a culture within the Department, where all employees and stakeholders continuously behave ethically in dealing with the or on behalf of the Department																		
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ANNUAL TARGET 16/17	MEDIUM TERM TARGETS								
							13/14	14/15		15/16	17/18	18/19	19/20					
In order to eradicate the incidences of fraud within the Department the following needs to occur: <ul style="list-style-type: none"> Measures to act as a deterrent- <ul style="list-style-type: none"> Strengthen disciplinary action in the Department (see link with HR above) Measures to prevent fraud <ul style="list-style-type: none"> Systems and controls put in place for early detection of fraud Education- <ul style="list-style-type: none"> Creating awareness within the Department Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations Report criminal cases 	Number of anti-fraud and corruption strategies implemented	NDP Chapter 14 Incidence of fraud in the Department eradicated	New	-	-	1	1	1	1	1	1	1						
													Percentage of reported fraud cases investigated	100%	100%	100%	100%	100%
													Percentage of criminal cases reported on	100%	100%	100%	100%	100%



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

INTERNAL CONTROL														
2. Strengthened Governance														
2.2. Strengthened accountability of governance institutions														
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS			
							13/14	14/15			17/18	18/19	19/20	
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> Internal Audit Plan Risk management Plan Compliance Auditing AG Management Action Plan 			Number of Internal audit plans implemented	NDP Chapter 14	Enhanced Internal Control measures in place for all Business processes	1	1	1	1	1	1	1	1	1
			Number of Risk Action Plans implemented			1	1	1	1	1	1	1		
			Number of compliance audits performed.			4	4	4	4	4	4	4		
			Percentage of issues on the AG Management Action Plan addressed			4	4	4	4	100%	100%	100%	100%	



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

INTERNAL CONTROL											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions										
INTERVENTION	Create a culture within the Department, where all employees and stakeholders continuously behave ethically in dealing with the or on behalf of the Department										
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
					1 ST	2 ND	3 RD	4 TH			
<ul style="list-style-type: none"> In order to eradicate the incidences of fraud within the Department the following needs to occur: <ul style="list-style-type: none"> Measures to act as a deterrent- <ul style="list-style-type: none"> Strengthen disciplinary action in the Department (see link with HR above) Measures to prevent fraud <ul style="list-style-type: none"> Systems and controls put in place for early detection of fraud Education- <ul style="list-style-type: none"> Creating awareness within the Department Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations Report criminal cases 	Number of anti-fraud and corruption strategies implemented	1	NDP Chapter 14	Quarterly	1	1	1	1	100% of reported fraud cases investigated	100% of reported fraud cases investigated	100% of reported fraud cases investigated
	Percentage of reported fraud cases investigated	100%		Quarterly	100%	100%	100%	100%	100% of reported fraud cases investigated	100% of reported fraud cases investigated	100% of reported fraud cases investigated
	Percentage of criminal cases reported on	100%		Quarterly	100%	100%	100%	100%	100%	100% of reported fraud cases investigated	100% of reported fraud cases investigated



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

INTERNAL CONTROL								
2. Strengthened Governance								
2.2. Strengthened accountability of governance institutions								
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> Internal Audit Plan Risk management Plan Compliance Auditing AG Management Action Plan 	Number of Internal audit plans implemented	1	NDP Chapter 14	Quarterly	1	1	1	1
	Number of Risk Action Plans implemented	1		Quarterly	100% Risk Action Plan implemented	100% Risk Action Plan implemented	100% Risk Action Plan implemented	100% Risk Action Plan implemented
	Number of compliance audits performed.	4		Quarterly	1	1	1	1
	Percentage of issues on the AG Management Action Plan addressed	100%		Quarterly	100%	100%	100%	100%



cogta

Department: Governance and Traditional Affairs
Co-operative Province of KWAZULU-NATAL

MONITORING																
2. Strengthened Governance																
2.2. Strengthened accountability of governance institutions																
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS				
								13/14	14/15			17/18	18/19	19/20		
Implement a transparent and accountable Monitoring system that will enhance programme performance through : <ul style="list-style-type: none"> An early warning system Reliable and valid performance information for decision making Maintenance and encourage use of the performance information knowledge base 			Number of Clean Audits on performance information achieved		Clean Audit on performance information	New	-	-	1	1	1	1	1	1	1	
			Number of monitoring systems functional		PGDP Goal 6	Monitoring performance information informs the preparation of Strategic Plans	1	1	1	1	1	1	1	1	1	1
			Number of knowledge sharing sessions conducted			New	-	-	16	16	16	16	16	16	16	



EVALUATION														
2. Strengthened Governance														
2.2. Strengthened accountability of governance institutions														
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE			ANNUAL TARGET 16/17	MEDIUM TERM TARGETS			
							13/14	14/15	15/16		17/18	18/19	19/20	
Implement a transparent and accountable Evaluation system that will enhance programme performance through:			Percentage of confirmed evaluation recommendations monitored for implementation			New	-	-	100%	100%	100%	100%	100%	100%
			<ul style="list-style-type: none"> An early warning system Efficient use of departmental resources Effectiveness of departmental programmes Maintenance and encourage use of the performance information knowledge base 											
Ensure that the Department is Compliant with:			Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans	PGDP Goal 6		New	-	-	4	6	8	8	8	8
			<ul style="list-style-type: none"> requirements in respect of the four key result areas being: <ul style="list-style-type: none"> Strategic Management Governance and Accountability Financial Management Human Resource Management 											
			Department full compliance with MPAT requirements			New	-	-	-	1	1	1	1	1



MONITORING, EVALUATION, STRATEGIC PLANNING AND SERVICE DELIVERY QUARTERLY TARGETS

STRATEGIC PLANNING AND SERVICE DELIVERY							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles	Number of Service Delivery Improvement Plans implemented	1	PGDP Goal 6	Quarterly	Implementation of SDIP monitored	Implementation of SDIP monitored	Implementation of SDIP monitored
<ul style="list-style-type: none"> Develop a Service Delivery Improvement Plan 					Implementation of Batho Pele monitored for 4 programmes	Implementation of Batho Pele monitored for 4 programmes	Implementation of Batho Pele monitored for 4 programmes

STRATEGIC PLANNING AND SERVICE DELIVERY								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Utilise a sound and responsive strategic planning processes that: <ul style="list-style-type: none"> Ensures alignment of National and Provincial legislative and policy imperatives (including 	Number of Annual Performance Plans aligned to National and Provincial imperatives	1	PGDP Goal 6	Quarterly	-	First Draft Submitted	Second Draft Submitted	Final APP Submitted



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

MONITORING								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Implement a transparent and accountable Monitoring system that will enhance programme performance through : <ul style="list-style-type: none"> • An early warning system • Reliable and valid performance information for decision making • Maintenance and encourage use of the performance information knowledge base 	Number of clean audits on performance information	1	PGDP Goal 6	Quarterly	2015/16 Annual Performance Report produced	2 nd Quarter Performance Report produced (based on monitoring system)	3 rd Quarter Performance Report produced (based on monitoring system)	4 th Quarter Performance Report produced (based on monitoring system)
	Number of monitoring systems functional	1		Quarterly	1	1	1	1
	Number of knowledge sharing sessions conducted	16		Quarterly	4	4	4	4



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

EVALUATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Implement a transparent and accountable Evaluation system that will enhance programme performance through: <ul style="list-style-type: none"> An early warning system Efficient use of departmental resources Effectiveness of departmental programmes Maintenance and encourage use of the performance information knowledge base 	Percentage of confirmed evaluation recommendations monitored for implementation	100%		Quarterly	Confirmed evaluation recommendations integrated to the planning (for 15/16 FY)	Implementation of evaluation recommendations monitored (for 15/16 FY)	100% of confirmed recommendations monitored	
	Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans		6	PGDP Goal 6	Quarterly	Terms of Reference approved for 6 evaluation studies	Data collected and analysed for 6 evaluation studies	6 Evaluation Reports produced
Ensure that the Department is Compliant with: <ul style="list-style-type: none"> MPAT requirements in respect of the four key result areas being: <ul style="list-style-type: none"> Strategic Management Governance and Accountability Financial Management Human Resource Management 	Number of programmes supported to fully comply with MPAT legal/regulatory requirements	1	-	Quarterly	MPAT self-assessment and validation conducted (15/16 FY)	MPAT information submitted to DPME (15/16 FY)	Departmental MPAT outcome trends monitored (15/16 FY)	MPAT improvement plan (15/16 FY) developed



SUB-PROGRAMME: POLICY AND RESEARCH

POLICY AND RESEARCH											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Improve organisational proficiency											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Support the Department with policy and research development <ul style="list-style-type: none"> Knowledge management, Determining trends and highlighting cutting edge information that impact on the Department Database of municipal and traditional institution statistical information Research to inform and be aligned to the Capacity Building Strategy Research on trends in Sector Departments' and its impact on municipalities 	Number of policies reviewed			1	2	3	3	8	8	8	8
	Number of policies monitored			0	1	1	1	3	3	3	3
	Number of Departmental policy registers maintained		Research informs the preparation of Strategic Plans and policies	0	1	1	1	1	1	1	1
	Number of Research Projects conducted to inform the Annual Performance Plan	PGDP Goal 6		New	-	-	2	2	2	2	2
Support the department to review of certified policies annually (inward looking and outward looking)	Number of information hubs data related to Municipalities and Traditional Institutions updated			0	0	1	1	1	1	1	1



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

POLICY AND RESEARCH QUARTERLY TARGETS

POLICY AND RESEARCH								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Improve organisational proficiency							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Support the Department with policy and research development <ul style="list-style-type: none"> Knowledge management, Determining trends and highlighting cutting edge information that impact on the Department Database of municipal and traditional institution statistical information Research to inform and be aligned to the Capacity Building Strategy Research on trends in Sector Departments' and its impact on municipalities 	Number of policies reviewed	8		Quarterly	Business units consulted on policies to be reviewed	Policy review sessions conducted	Policy review sessions conducted	8 Final policy drafts submitted to Business Units to undergo certification
			PGDP Goal 6	Quarterly	Policy monitoring consultations conducted Monitoring plan developed	Policy monitoring plan rolled out	Policy monitoring plan rolled out	Feedback Sessions held and report produced
Support the department to review of certified policies annually (inward looking and outward looking)	Number of Departmental policy registers maintained	1		Quarterly		Departmental Policy Register maintained	Departmental Policy Register maintained	Departmental Policy Register maintained



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

POLICY AND RESEARCH								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Improve organisational proficiency								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
	Number of Research Projects conducted to inform the Annual Performance Plans	2		Quarterly	Research projects identified	Research projects undertaken	Research projects undertaken	Research reports produced
	Number of information hubs with data related to Municipalities and Traditional Institutions updated	1	-	Quarterly	11 Partnerships formed	Data for 10 Districts and the 1 Metro classified	Data for 10 Districts and the 1 Metro captured into the existing Amlib system	Knowledge sharing session held 1 information hub updated with information from 10 Districts and the 1 Metro



SUB-PROGRAMME: LEGAL SERVICES

LEGAL SERVICES											
2. Strengthened Governance											
2.2. Strengthened accountability of governance institutions											
The Department is fully compliant with regard to legal prescripts											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Facilitate a process whereby the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc) Monitor compliance and take corrective action if required. Put procedures and processes in place for compliance of transversal legislation (PAIA, PAJA, etc) Monitor compliance and take corrective action if required. 	<p>Percentage compliance with all line function legislation</p>	<p>PGDP Goal 6</p>	<p>100% compliance with all line function legislation</p>	<p>New</p>	<p>-</p>	<p>-</p>	<p>100% compliance with all line function legislation</p>	<p>100% compliance with all line function legislation</p>	<p>100% compliance with all line function legislation</p>	<p>100% compliance with all transversal legislation</p>	<p>100% compliance with all transversal legislation</p>



LEGAL SERVICES QUARTERLY TARGETS

LEGAL SERVICES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	The Department is fully compliant with regard to legal prescripts							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Facilitate a process whereby the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc.) Monitor compliance and take corrective action if required. 	Percentage compliance with all line function legislation	100% compliance with all line function legislation	PGDP Goal 6	Quarterly	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation
<ul style="list-style-type: none"> Put procedures and processes in place for compliance of transversal legislation (PAIA, PAJA, etc.) Monitor compliance and take corrective action if required. 	Percentage compliance with all transversal legislation	100% compliance with all transversal legislation		Quarterly	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation



SUB-PROGRAMME: CORPORATE COMMUNICATION

CORPORATE COMMUNICATION										
2. Strengthened Governance										
2.2. Strengthened accountability of governance institutions										
Coherent, responsive and effective communication services for all Departmental programmes										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
<ul style="list-style-type: none"> • Implement Department Communication Strategy (Internal) <ul style="list-style-type: none"> ○ Develop and maintain relations with the media ○ Develop and maintain platforms to communicate departmental programmes both internally and externally. ○ Put mechanisms in place to ensure the strength of the department as a brand. ○ Promote a positive image of the MEC and the department ○ To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services ○ To profile KZN COGTA as a driver for socio-economic development ○ To strengthen local 	<p>Number of Communication Strategies implemented</p>	PGDP Goal 6	100% communication on Departmental programmes and events	1	1	1	1	1	1	1



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

CORPORATE COMMUNICATION													
2. Strengthened Governance													
2.2. Strengthened accountability of governance institutions													
Improve Local government communication and coordinate a LGC system that ensures the public is informed of government programmes and policies													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
								13/14	14/15		17/18	18/19	19/20
			<ul style="list-style-type: none"> Implement the Back to Basics Communication Plan Support the Municipalities to develop and implement measures to effectively engage with communities 	Number of Local Government Communication Plans implemented	PGDP Goal 6 B2B 11 Point Plan: 11	Communities informed of progress on Departmental programmes	-	-	1	1	1	1	1



CORPORATE COMMUNICATION QUARTERLY REPORTS

CORPORATE COMMUNICATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Coherent, responsive and effective communication services for all Departmental programmes							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Implement Department Communication Strategy (Internal) <ul style="list-style-type: none"> Develop and maintain relations with the media Setting the agenda for communication- implement a proactive media management system Develop and maintain platforms to communicate departmental programmes both internally and externally 	Number of Communication Strategies implemented (Internally focus)	1	PGDP Goal 6	Quarterly	Media liaison maintained	Media liaison maintained	Media liaison maintained	Media liaison maintained
<ul style="list-style-type: none"> Put mechanisms in place to ensure the strength of the department as a brand. Promote a positive image of the MEC and the department To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services To profile KZN COGTA as a driver for socio-economic development Enhance the corporate identity for government 					Proactive Media Management System implemented (20 Speeches, 4 Briefing Documents, 20 Press Statements and 15 Media Alerts prepared)	Proactive Media Management System implemented (20 Speeches, 4 Briefing Documents, 20 Press Statements and 15 Media Alerts prepared)	Proactive Media Management System implemented (20 Speeches, 4 Briefing Documents, 20 Press Statements and 15 Media Alerts prepared)	Proactive Media Management System implemented (20 Speeches, 4 Briefing Documents, 20 Press Statements and 15 Media Alerts prepared)
					Mechanism for department branding in place	Department profiled as driver of socio-economic development	Corporate Identity of government enhanced	Image of the MEC and department promoted



CORPORATE COMMUNICATION								
2. Strengthened Governance								
2.2. Strengthened accountability of governance institutions								
Coherent, responsive and effective communication services for all Departmental programmes								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> To strengthen local government communication Manage the communication implications of Parliamentary Questions Support campaigns on the national and provincial Government priorities 				Quarterly	Local government communication strengthened	Local government communication strengthened	Campaigns on Government priorities supported	Parliamentary Questions managed

CORPORATE COMMUNICATION								
2. Strengthened Governance								
2.2. Strengthened accountability of governance institutions								
Improve Local government communication and coordinate a LGC system that ensures the public is informed of government programmes and policies								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> Implement the Back to Basics Communication Plan Support the Municipalities to develop and implement measures to effectively engage with communities 	Number of Local Government Communication Plans implemented	1	PGDP Goal 6 B2B 11 Point Plan: 11	Quarterly	Back to Basics communication plan implemented	Back to Basics communication plan implemented	Back to Basics communication plan implemented	Back to Basics communication plan implemented



OVERVIEW OF THE 2015/2016 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 1

Table 11.14 : Summary of payments and estimates by sub-programme: Administration

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
R thousand									
1. Office of the MEC	18 001	19 888	20 090	25 769	22 243	20 629	23 534	25 085	27 035
2. Corporate Services	293 496	298 992	311 801	326 625	357 755	364 995	343 787	349 075	363 753
Total	311 497	318 880	331 891	352 394	379 998	385 624	367 321	374 160	390 788

Table 11.15 : Summary of payments and estimates by economic classification: Administration

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
R thousand									
Current payments	280 275	291 652	300 157	329 540	352 547	357 966	342 399	354 729	369 139
Compensation of employees	124 758	141 556	151 237	170 144	165 323	161 997	181 992	197 982	208 601
Goods and services	155 517	150 096	148 920	159 396	187 224	195 969	160 407	156 747	160 538
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	8 839	11 853	13 796	12 649	12 721	12 927	12 916	12 394	13 949
Provinces and municipalities	143	154	230	200	200	200	205	215	241
Departmental agencies and accounts	-	1 278	1 381	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	8 696	10 421	12 185	12 449	12 521	12 727	12 711	12 179	13 708
Payments for capital assets	22 351	15 365	17 914	10 205	14 730	14 731	12 006	7 037	7 700
Buildings and other fixed structures	-	-	-	-	1 870	1 870	4 000	-	-
Machinery and equipment	18 007	11 415	16 483	7 705	10 456	10 457	6 006	7 037	7 700
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	4 344	3 950	1 431	2 500	2 404	2 404	2 000	-	-
Payments for financial assets	32	10	24	-	-	-	-	-	-
Total	311 497	318 880	331 891	352 394	379 998	385 624	367 321	374 160	390 788

PROGRAMME TWO: LOCAL GOVERNANCE





cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME TWO - LOCAL GOVERNANCE

PROGRAMME PURPOSE

The Department was able to keep its commitment to providing effective support to local government institutions for strengthened governance, promote sound financial management, enhance public participation and improve capacity of municipalities to accelerate service delivery. The purpose of the programme is to co-ordinate, support, promote and enhance governance, administration and public participation in local government. The programme consists of five sub-programmes which are detailed below, namely Municipal Administration, Municipal Finance, Public Participation, Capacity Building and Municipal Performance Monitoring, Reporting and Evaluation.

SUB-PROGRAMME: 2.1. MUNICIPAL GOVERNANCE AND ADMINISTRATION

Progress Analysis:

The Department supported the Municipal Demarcation Board with the redetermination of municipal boundaries process. A Roadmap for Municipal Demarcation, including all legislative prescripts was developed and implemented at affected municipalities.

A generic municipal Organisation and Design framework was researched, developed and implemented. Municipalities were also supported to implement municipal policies, plans and frameworks to enhance municipal administration and governance, including support with the filling of critical senior management posts.

A framework was developed to implement formal interventions, support was provided to municipalities to improve councillor oversight and 26 municipalities were supported on Back to Basics.

Skilled professionals were deployed to support and build capacity within district families with determining, reviewing and implementing appropriate municipal governance and administration processes, systems, plans, frameworks and procedures.

To promote and facilitate effective and efficient IGR between the province and local government, various MuniMec Forums (political and technical) were held including a successful Women in Leadership Dialogue that was hosted by the MEC.

A Departmental Rapid Response Team has been established and an early alert system is being

implemented. KZN continues to experience fewer service delivery protests compared to other provinces. This is due largely to effective engagement with relevant stakeholders and support given to municipal rapid response teams.

Analysis of constraints and measures planned to overcome them

To enhance municipal administration and governance, a package of support programmes to municipalities will be developed and co-ordinated. In addition, a draft Framework of the Local Government Bill will be prepared and municipalities will be supported in revising draft standard bylaws. IGR and inter-municipal co-operation will continue to be supported and facilitated.

The Department will implement its Roadmap and will also continue to support the Municipal Demarcation Board and the IEC with the ward delimitation process.



cogta

Department: Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL GOVERNANCE AND ADMINISTRATION											
1. Improved Co-operative Governance											
1.1. Improved functionality of Inter-Governmental Relations											
Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS		
					13/14	14/145			17/18	18/19	19/20
Improve functionality of IGR Structures and systems. <ul style="list-style-type: none"> Cooperative decision making (including inter-municipal) Coordinate and align budget priorities and policies Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan. Flow of information within and between government and communities Prevention and resolution of conflict and disputes. Coordination of the implementation of decisions taken. 	Number of IGR Structures functional in accordance with the IGR Framework.	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 11 Point Plan: 8	All IGR Structures are fully functional in accordance with the IGR Framework	New	-	10 IGR Structures fully functional in accordance with the IGR Framework	10 IGR Structures fully functional in accordance with the IGR Framework	10 IGR Structures fully functional in accordance with the IGR Framework	10 IGR Structures fully functional in accordance with the IGR Framework	10 IGR Structures fully functional in accordance with the IGR Framework	10 IGR Structures fully functional in accordance with the IGR Framework
<ul style="list-style-type: none"> Number of partnerships with SALGA maintained 	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	All IGR Structures are fully functional in accordance with the IGR Framework	New	-	-	1	1	1	1	1	
Support municipalities to enhance the functionality of oversight structures	Number of municipalities with functional oversight structures	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities with functional oversight structures	10	10	61	54	54	54	54	45



MUNICIPAL GOVERNANCE AND ADMINISTRATION											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Enforcement of legislation and policy in local government											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities complying with local government legislation	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities comply with Local Government legislation and policies	New	-	-	61	54	54	54	54
	Number of municipalities complying with local government policies			-	-	61	54	54	54	54	
	Number of draft standard by-laws developed to support the municipalities with their legislative competency			-	-	-	5	5	5	5	
Number of municipalities supported to comply with MSA regulations	NT indicator Outcome 9: Sub Outcome 3	B2B 11 Point Plan: 4		New	-	-	61	54	54	54	54
Number of programmes to support the establishment of municipalities in preparation for 2016 elections	PGDP: Goal 6 & Outcome 9: Sub Outcome 3			-	-	1	1	1	-	-	-



MUNICIPAL GOVERNANCE AND ADMINISTRATION											
2. Strengthened Governance											
2.3. Improve decision making of municipalities through citizen participation											
Early warning systems to reduce service delivery protests											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Assist municipalities to enhance engagement of stakeholders and to provide constant feedback in order to reduce service delivery protests	Number of municipalities with functional rapid response teams in line with the strategy	Outcome 9: Sub Outcome 3	Functional response teams in all 54 municipalities	New	-	-	-	54	54	54	54

MUNICIPAL GOVERNANCE AND ADMINISTRATION (RURAL DEVELOPMENT FACILITATION)										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Stabilisation and strengthening of Traditional Leadership										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS		
				13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Support municipalities in improving participation of traditional leaders at municipal level. Create a mechanism for Traditional Institutions to engage with IGR Structures 	Number of municipalities with the participation of traditional leaders	PGDP: Goal 6 & Outcome 9 Output 7 Sub Output 2	All 54 municipalities with participation of AmaKhosi in Municipal Council	New	-	58	54	54	54	54



MUNICIPAL GOVERNANCE AND ADMINISTRATION QUARTERLY TARGETS

MUNICIPAL GOVERNANCE AND ADMINISTRATION						
STRATEGIC GOAL	1. Improved Co-operative Governance					
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations					
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)					
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1 ST	2 ND
Improve functionality of IGR Structures and systems. <ul style="list-style-type: none"> Cooperative decision making (including inter-municipal) Coordinate and align budget priorities and policies Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan. Flow of information within and between government and communities Prevention and resolution of conflict and disputes. Coordination of the implementation of decisions taken. 	Number of IGR Structures functional in accordance with the IGR Framework.	10 Structures fully functional in accordance with the IGR Framework	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 11 Point Plan: 8	Quarterly	IGR Framework reviewed (including coordination model, powers and functions) Councillors capacitated on reviewed IGR Framework	10 IGR Structures monitored
	Number of partnerships with SALGA maintained	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	Partnership maintained Partnership maintained Partnership maintained	Partnership maintained



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL GOVERNANCE AND ADMINISTRATION									
STRATEGIC GOAL									
1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE									
1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION									
Strengthening oversight and functionality of IGR structures (such as Minimec, Munimec, PCF, Municipal IGR fora.)									
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1ST	2ND	3RD	4TH	
Support municipalities to enhance the functionality of oversight structures	Number of municipalities with functional oversight structures	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	Strategic Framework on councillor oversight (including Standard reporting templates for municipal oversight structures) reviewed and updated	Newly established municipal structures capacitated through workshops and progress monitored	10 municipalities supported on the implementation of the Strategic Framework	10 municipalities supported on the implementation of the Strategic Framework	54 municipalities with functional oversight structures



MUNICIPAL GOVERNANCE AND ADMINISTRATION									
2. Strengthened Governance									
2.1. Improved capacity of political and administrative governance									
Enforcement of legislation and policy in local government									
STRATEGIC GOAL	INTERVENTION	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 ST	2 ND	3 RD	4 TH
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.		Number of municipalities complying with local government legislation	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	54 municipalities monitored and assessed to comply with identified local government legislation	Remedial actions identified in the Back to Basics support plan implemented	Remedial actions identified in the Back to Basics support plan implemented	54 municipalities complying with identified local government legislation
						Draft a Uniform Procedure manual developed (in terms of Item 4(3) of the Code of Conduct for Councillors)	Compliance with Code of Conduct for Councillors assessed and support plan implemented	Support plan implemented	Support plan implemented
						4 policies reviewed	54 municipalities capacitated on the 4 policies	54 municipalities monitored on compliance with the 4 policies	54 municipalities monitored on compliance with the 4 policies
						Research undertaken on 5 by-laws	Draft by-laws produced	Consultation conducted and by-laws revised	5 Standard by-laws Gazetted
		Number of draft standard by-laws developed to support the municipalities with their legislative competency	5		Quarterly				
		Number of municipalities supported to comply with MSA regulations	54	NT indicator Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 4	Quarterly	Procedural manual reviewed and updated	Stakeholders consulted	New councils capacitated on procedural manual	54 municipalities supported to comply with MSA regulations



cogta

Department: Governance and Traditional Affairs
Co-operative Province of KWAZULU-NATAL

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Enforcement of legislation and policy in local government							
ACTIONS	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
				1 ST	2 ND	3 RD	4 TH	
Number of programmes to support the establishment of municipalities in preparation for 2016 elections	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	Election plan implemented	Support electoral process for the 2016 elections	Post-election plan implemented	Close out report on 2016 elections	Appointment of senior managers post-election supported

MUNICIPAL GOVERNANCE AND ADMINISTRATION							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation						
INTERVENTION	Early warning systems to reduce service delivery protests						
ACTIONS	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
				1 ST	2 ND	3 RD	4 TH
Assist municipalities to enhance engagement of stakeholders and to provide constant feedback in order to reduce service delivery protests	54	PGDP: Goal 6 & Outcome 9 Sub-outcome 2	Quarterly	Strategy for addressing service delivery protests reviewed	Stakeholders consulted on the reviewed strategy	27 municipalities with rapid response teams established	27 municipalities with rapid response teams established



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL GOVERNANCE AND ADMINISTRATION (RURAL DEVELOPMENT FACILITATION)								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Stabilisation and strengthening of Traditional Leadership							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> • Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) • Create a mechanism for Traditional Institutions to engage with IGR Structures 	Number of municipalities with the participation of traditional leaders	54	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	54	54	54	54



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 2.2. MUNICIPAL FINANCE

Progress Analysis:

Sound financial management in all 61 Municipalities is crucial for the functionality of local government institutions. The Auditor General's assessments over the last five years have reflected that financial management and compliance issues in our municipalities have improved significantly with a substantial reduction in the number of audit queries raised. There is an overall improvement in the province of 14 audit opinions year on year and the highest recorded number of Clean Audits with municipalities receiving 18 Clean audits, 35 Unqualified, 7 Qualifications and 1 Disclaimer opinion and the seven municipal entities receiving four (4) Clean, two (2) Unqualified and one (1) Qualified opinions resulting in a total of twenty two (22) Clean Audits; thirty seven (37) Unqualified Audits; nine (9) Qualifications and one (1) Disclaimer opinion. Audit Outcomes were assessed and a cohesive Departmental Strategy to address these was developed promoting a multi-disciplinary response to addressing municipal audit outcomes to sustain and improve results in the Province. The Department has through effective financial monitoring and assessment under the Back to Basics Programme enhanced financial management and reporting in municipalities against the Sound Financial Management Pillar. Departmental support was provided through various fora including the District Finance Forums which also served as the Finance Technical Committees in support of the Re-demarcation Change Management Committees and process with targeted support to municipalities affected by

re-demarcation on Information and Communication Technology, Budget and Annual Financial processes. All municipalities received light to medium support on key financial management processes including annual financial statement, mid-year budget and annual reporting processes. Guidance, advice and capacity building to Mayors and municipalities on the new MSCOA framework for has also commenced in partnership with the Provincial and National Treasury.

A partnership by KZN COGTA with DCOG, SACPVP and LGSETA through the National Municipal Property Rates Act (MPRA) - Mass Appraisal Strategy Committee yielded success in producing a final draft of MPRA Standards for Valuation which were drafted by KZN COGTA and submitted to the SACPVP for adoption to guide the valuation profession in MPRA implementation. The partnership also yielded positive results in the area of MPRA-Mass Appraisal-Valuation Education and Training programmes, and the Municipal Assessors Program was approved by the Department of Higher Education and Training with the addition of an alternative occupation title Municipal Property Assessor via the LGSETA providing for the development of a formal qualification to capacitate and professionalise municipal officials. The Department has further developed its own monitoring framework based on the amendment to the MPRA during the year. Municipalities were supported in preparation for the next General Valuation to be implemented on the 1st of July 2017. Municipalities affected by the re-demarcation

were specifically supported to align valuation cycles and the Department processed applications for extension of valuation roll validity to promote alignment of valuation rolls and the Department published specific provisions relating thereto in the section 14(5) notice under the Municipal Structures Act (MSA). Statutory compliance in terms of the Section 131 of the MFMA and Section 81 of the MPRA reporting was achieved. Municipalities continue to receive support in implementation of the MPRA.

The Anti-corruption programme incorporated training on fraud awareness and fraud prevention with municipalities having been trained during the year and fraud risk registers having been developed.

Analysis of constraints and measures planned to overcome them

Lack of funding allocated to roll-out programmatic support to municipalities on the implementation of Simplified Revenue Plans, Debt and Indigent Management resulted in a limited level of support to municipalities. Internal capacity constraints further hamper the delivery of intense support and the realignment of the Department's Local Government Branch seeks to enable the provision of targeted intense support rather than general support. However, this is still subject to the appointment of staff. The Local Government elections present a risk of non-compliance and financial challenges in municipalities which are being managed by the Department through a Re-demarcation Financial Process Plan and mitigation of specific risks.



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL FINANCE												
1. Improved Co-operative Governance												
1.1. Improved functionality of Inter-Governmental Relations												
Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.												
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE			ESTIMATE D 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15	17/18			18/19	19/20	
Monitor public sector expenditure in line with the municipal IDP	Percentage of public sector expenditure spent in accordance to the municipal IDP	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	75% public sector expenditure spent in accordance to the municipal IDP	New	-	-	60%	Public Sector achieving 60% spend in accordance with IDP monitored	Public Sector achieving 65% spend in accordance with IDP monitored	Public Sector achieving 70% spend in accordance with IDP monitored	Public Sector achieving 75% spend in accordance with IDP monitored	
Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS.	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	Outcome 2	70% public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	New	-	-	50%	Public Sector achieving 55% spend in accordance with IDP monitored	Public sector achieving 60% spend in accordance with PGDS monitored	Public sector achieving 65% spend in accordance with PGDS monitored	Public sector achieving 70% spend in accordance with PGDS monitored	



MUNICIPAL FINANCE											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Implement programmes to support financial viability and management in local government and traditional intuitions. (billing, overspending and underspending)											
STRATEGIC GOAL	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATE D 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Capacitate municipalities with expenditure on capital infrastructure. Monitor municipal expenditure on capital infrastructure. Monitor the 8% expenditure on Operations and Maintenance 	Percentage of municipal expenditure allocated to capital infrastructure (new constructions, maintenance and operation)	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities with 30% capital expenditure on infrastructure All municipalities with 8% expenditure on Operations and Maintenance 54 municipalities with 100% expenditure on Capital Infrastructure	New	-	-	61 municipalities with 25% expenditure on capital infrastructure Monitored	54 municipalities with 26% expenditure on capital infrastructure monitored	54 municipalities with 27% expenditure on capital infrastructure monitored	54 municipalities with 28% expenditure on capital infrastructure monitored	54 municipalities with 29% expenditure on capital infrastructure monitored
					Percentage of municipal expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)	expenditure on Operations and Maintenance	61 municipalities with 100% municipal expenditure allocated to capital infrastructure monitored	54 municipalities with 100% spend on municipal expenditure allocated to capital infrastructure monitored	54 municipalities with 100% spend on municipal expenditure allocated to capital infrastructure monitored	54 municipalities with 100% spend on municipal expenditure allocated to capital infrastructure monitored	
<ul style="list-style-type: none"> Assist municipalities to implement revenue raising strategy. Monitor municipal revenue management (tariffs, billing system, debt collection etc.) 	Number of municipalities supported to improve revenue management and debt collection	NT Indicator B2B 11 Point Plan: 3	All municipalities with revenue raised All municipalities with debt reduced All municipalities with supported implementation of MPRA	New	-	-	11 on Revenue Management	11 on Revenue Management	20 on Revenue Management	26 on Revenue Management	26 on Revenue Management
					Number of municipalities guided to comply with MPRA by target date	NT Indicator	18 on Debt Management	18 on Debt Management	20 on Debt Management	26 on Debt Management	26 on Debt Management



MUNICIPAL FINANCE															
2. Strengthened Governance															
2.2. Strengthened accountability of governance institutions															
Support municipalities to achieve clean audits															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS			
								13/14	14/15			17/18	18/19	19/20	
			<ul style="list-style-type: none"> Ensure municipalities address all issues highlighted in the audit outcomes Specialisation of support staff to municipalities e.g. SCM, MPRA, and Audits. Aligning skills of staff to municipal functions 	Number of municipalities with clean audits Number of municipalities with functional audit committees Number of municipalities monitored on implementation of Audit Response Plan based on the 2014/2015 audit outcomes monitored	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 2 NT Indicator NT Indicator	All municipalities with clean audits	New	-	-	61 municipalities monitored and guided in the achievement of clean audit	54 municipalities monitored and guided in the achievement of clean audit	54 municipalities monitored and guided in the achievement of clean audit	54 municipalities monitored and guided in the achievement of clean audit	54 municipalities monitored and guided in the achievement of clean audit	
											54	54	54	54	54
											54	54	54	54	54



MUNICIPAL FINANCE															
2. Strengthened Governance															
2.2. Strengthened accountability of governance institutions															
Implement integrity management programmes in municipalities															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS			
								13/14	14/15			17/18	18/19	19/20	
			In order to eradicate the incidences of fraud within Municipalities the following needs to occur:	Number of reports produced on the extent to which municipalities comply with the implementation of the anti-corruption measure	NT indicator	No incidence of fraud in municipalities	New	-	-	-	4	4	4	4	4
			<ul style="list-style-type: none"> Measures to act a deterrent- <ul style="list-style-type: none"> Strengthen disciplinary action in municipalities Measures to prevent fraud <ul style="list-style-type: none"> Systems and controls put in place for early detection of fraud Education- <ul style="list-style-type: none"> Creating awareness within municipalities 	Number of reports on fraud, corruption and maladministration cases reported and investigated	NT Indicator B2B 11 point plan: 6		New	-	4	4	4	4	4	4	4



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
 PROVINCE OF KWAZULU-NATAL

MUNICIPAL FINANCE QUARTERLY TARGETS

MUNICIPAL FINANCE								
1. Improved Co-operative Governance								
1.1. Improved functionality of Inter-Governmental Relations								
Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Monitor public sector expenditure in line with the municipal IDP	Percentage of public sector expenditure spent in accordance to the municipal IDP	60%	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Annual	Assessment of 54 municipalities' IDP achieving 60% public sector expenditure	Finalised assessment and Report on 54 municipalities' IDP achieving 60% public sector expenditure	-	-
Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS.	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	55%		Annual	Assessment of 54 Municipalities' IDP projects achieving 55% alignment to the PGDS	Finalised assessment and Report on 54 Municipalities' IDP projects achieving 55% alignment to the PGDS	-	-



MUNICIPAL FINANCE										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)										
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
							1ST	2ND	3RD	4TH
		<ul style="list-style-type: none"> Capacitate municipalities with expenditure on capital infrastructure. Monitor municipal expenditure on capital infrastructure. Monitor the 8% expenditure on Operations and Maintenance 	Percentage of municipal expenditure on capital infrastructure (new constructions, maintenance and operation)	54 municipalities with 26% expenditure on capital infrastructure Monitored		Annual	Assessment of 54 municipalities achieving 26% allocation on capital infrastructure	Finalised assessment and Report on 54 municipalities allocation of 26% expenditure on capital infrastructure	-	-
		<ul style="list-style-type: none"> Assist municipalities to implement revenue raising strategy. Monitor municipal revenue management (tariffs, billing system, debt collection etc.) Section 81 and 131 (corrective 	Percentage of municipal expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)	54 municipalities with 100 % municipal expenditure allocated to capital infrastructure monitored	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 3	Quarterly	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure
		<ul style="list-style-type: none"> Assist municipalities to implement revenue raising strategy. Monitor municipal revenue management (tariffs, billing system, debt collection etc.) Section 81 and 131 (corrective 	Number of municipalities supported to improve revenue management and debt collection – NT Indicator	11 on Revenue Management 18 on Debt Management		Quarterly	Support plans on Revenue Management Implemented in 11 municipalities	Support plans on Revenue Management Implemented in 11 municipalities	Support plans on Revenue Management Implemented in 11 municipalities	Support plans on Revenue Management Implemented in 11 municipalities



MUNICIPAL FINANCE								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
actions based on the reports)	Number of municipalities guided to comply with MPRA by TARGETS date	54		Quarterly	1 MPRA steering Committee Meeting Convened Support plans monitored for targeted municipalities	1 MPRA steering Committee Meeting Convened Support plans monitored for targeted municipalities	1 MPRA steering Committee Meeting Convened Support plans monitored for targeted municipalities	1 MPRA steering Committee Meeting Convened Support plans monitored for targeted municipalities
Section 81 and 131 (corrective actions based on the reports)	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	1		Annual	1 Report submitted to the Provincial Legislature in terms of the MFMA	-	-	Annual Financial Statements, Audit Reports, Responses and compliance with MFMA analysed
	Number of Reports submitted on compliance with MPRA in terms of section 81 of the MPRA	1		Annual	Compliance Schedule updated	Compliance Schedule updated	Compliance Schedule updated	1 Report submitted on compliance with MPRA in terms of section 81 of the MPRA



MUNICIPAL FINANCE								
2. Strengthened Governance								
2.2. Strengthened accountability of governance institutions								
Support municipalities to achieve clean audits								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> Ensure municipalities address all issues highlighted in the audit outcomes Specialisation of support staff to municipalities eg SCM, MPRA, and Audits. <ul style="list-style-type: none"> Aligning skills of staff to municipal functions 	Number of municipalities with clean audits	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 2	Quarterly	54 municipalities assessed on financial management and targeted support provided	54 municipalities assessed on financial management and targeted support provided	54 municipalities assessed on financial management and targeted support provided	54 municipalities with clean audits
	Number of municipalities with functional audit committees	54	NT Indicator	Quarterly	54 Audit Committees assessed on functionality and targeted support provided	54 Audit Committees assessed on functionality and targeted support provided	54 Audit Committees assessed on functionality and targeted support provided	54 municipalities with functional Audit Committees
	Number of municipalities monitored on implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored	54	NT Indicator	Quarterly	Implementation of Municipal Audit Response Plan for 2014/15 monitored	Implementation of Municipal Audit Response Plan for 2014/15 monitored	Implementation of Municipal Audit Response Plan for 2014/15 monitored	Adequacy of Municipal Audit Response Plan 2015/16 assessed and feedback provided to Municipality



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL FINANCE								
STRATEGIC GOAL								
2. Strengthened Governance								
STRATEGIC OBJECTIVE								
2.2. Strengthened accountability of governance institutions								
INTERVENTION								
Implement integrity management programmes in municipalities								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
In order to eradicate the incidences of fraud within Municipalities the following needs to occur: <ul style="list-style-type: none"> • Measures to act a deterrent- <ul style="list-style-type: none"> o Strengthen disciplinary action in municipalities • Measures to prevent fraud <ul style="list-style-type: none"> o Systems and controls put in place for early detection of fraud • Education- <ul style="list-style-type: none"> o Creating awareness within municipalities 	Number of reports produced on the extent to which municipalities comply with the implementation of the anti-corruption measures	4	NT Indicator	Quarterly	1	1	1	1
	Number of reports on fraud, corruption and maladministration cases reported and investigated	4	NT Indicator B2B 11 point plan: 6	Quarterly	One narrative report on all investigations reported and conducted	One narrative report on all investigations reported and conducted	One narrative report on all investigations reported and conducted	One narrative report on all investigations reported and conducted



SUB-PROGRAMME: 2.3. PUBLIC PARTICIPATION

Progress Analysis:

Public participation is a key facet in bridging the gap between government and the community. Various supports were provided to all 51 municipalities such as the development of Municipal schedules of community report back meetings, functionality of ward committees, development of ward based plans and with the development of ward level database with community concerns and remedial actions. In addition, all 828 ward committees were supported on the implementation of ward operational plans and all Community Development Workers were trained on the new reporting template. The CDWs are expected to play a pivotal role in the OSS

structures as a supportive mechanism or platform to existing service delivery programmes. All war rooms were established and their functionality is static.

In addition, the Department prioritized the alignment of ward-based plans to the municipal IDPs with intent of enhancing the realization of provincial and national priorities at a ward-based level. The alignment of ward-based plans to IDPs is further aimed at promoting the role of ward committees and Operation Sukuma Sakhe in ensuring that a conducive platform for public participation through good governance in a manner that will optimize the realization of

integrated and sustained service delivery is created.

Analysis of constraints and measures planned to overcome them:

Public participation requires a collective effort and commitment from various stakeholders to be effective. However, there has been a lack of support from other stakeholders being unable to play their role. Efforts will be made to ensure that all stakeholders are engaged at all times and reminded on their various roles and responsibilities. The unit remains committed in achieving its target even with the existing high vacancy rate.

PUBLIC PARTICIPATION										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation									
INTERVENTION	Improve consultation, communication and feedback in municipalities and traditional councils									
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE 13/14 14/15	ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
								17/18	18/19	19/20
<ul style="list-style-type: none"> Assist municipalities to enhance community engagement processes Monitor councillors reporting back to their constituents. 	Report on the number of community report back meetings convened by Councillors in each ward	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 NT Indicator	All Municipalities report back to their communities (1 per quarter)	New	-	51	4	4	4	4



PUBLIC PARTICIPATION											
2. Strengthened Governance											
2.3. Improved decision making of municipalities through citizen participation											
Early warning systems –service delivery protests											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced	NT Indicator B2B 11 Point Plan: 1	All municipalities are without service delivery protests	New	-	-	51	44	44	44	44

PUBLIC PARTICIPATION QUARTERLY TARGETS

PUBLIC PARTICIPATION									
2. Strengthened Governance									
2.3. Improved decision making of municipalities through citizen participation									
Improve consultation, communication and feedback in municipalities and traditional councils									
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
<ul style="list-style-type: none"> Assist municipalities to enhance community engagement processes Monitor councillors reporting back to their constituents. 	Report on the number of community report back meetings convened by Councillors in each ward	4	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 NT Indicator	Quarterly	1 report on 828 wards	1 report on 828 wards	1 report on 828 wards	1 report on 870 wards	1 report on 870 wards



PUBLIC PARTICIPATION									
2. Strengthened Governance									
2.3. Improved decision making of municipalities through citizen participation									
Strengthen functionality of Ward Committees									
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1ST	2ND	3RD	4TH	
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act.	Number of municipalities with functional ward committees as per the Municipal Structures/Systems Act (MSA)	44 municipalities with functional Ward committees"	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 11 Point Plan: 1	Quarterly	Verification of ward committee functionality	Verification of ward committee functionality	44 municipalities with functional ward committees established	Ward Committees inducted	
					-	Ward Level Improvement Plans Implemented	Ward Level Improvement Plans Implemented	Ward Level Improvement Plans Implemented	Ward Level Improvement Plans Implemented
					44 municipalities with functional ward committees	44 municipalities with functional ward committees	Verification of ward committee functionality in terms of MSA	Verification of ward committee functionality	
					Provincial Ward Committee election support plan implemented	Provincial Ward Committee election support plan implemented	Provincial Ward Committee election support plan implemented	Provincial Ward Committee election support plan implemented	
		870 ward committees		Quarterly	Ward operational plans monitored	Ward operational plans monitored	Ward operational plans monitored	Ward operational plans reviewed	



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

PUBLIC PARTICIPATION								
STRATEGIC GOAL								
2. Strengthened Governance								
STRATEGIC OBJECTIVE								
2.3. Improved decision making of municipalities through citizen participation								
INTERVENTION								
Strengthen Ward Based Planning								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Assist municipalities align budget with community needs.	Number of municipalities with ward based plans aligned to the IDP	44 municipalities with Ward based plans aligned to the IDP"	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	CBP process plans developed	22 Municipalities supported to develop ward based plans	22 Municipalities supported to develop ward based plans	44 municipalities with Ward based plans aligned to the IDP"

PUBLIC PARTICIPATION								
STRATEGIC GOAL								
2. Strengthened Governance								
STRATEGIC OBJECTIVE								
2.3. Improved decision making of municipalities through citizen participation								
INTERVENTION								
Early warning systems –service delivery protests								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (NT Indicator)	44	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 11 Point Plan – 1 Positive Community Experiences	Quarterly	Proposed remedial actions submitted to municipalities	Proposed remedial actions submitted to municipalities	Proposed remedial actions submitted to municipalities	44 Proposed remedial actions submitted to municipalities
					Proposed remedial actions monitored (institute corrective actions where necessary)	Proposed remedial actions monitored (institute corrective actions where necessary)	Proposed remedial actions monitored (institute corrective actions where necessary)	44 Proposed remedial actions monitored (institute corrective actions where necessary)



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 2.4. CAPACITY BUILDING

Progress Analysis:

The process of supporting municipalities with capacity building is central to the Department's philosophy. The Department ensured that all municipalities are capacitated in accordance to the provincial capacity building strategy, implemented capacity building interventions and rolled out gender policy framework to all the municipalities. Phase 1 of the Accredited Councillor Training was rolled out to 10 District Municipalities. This training was based on 3 manuals which include Legislation, Structures and Functions; Good Governance and Codes of Conduct; and Councillor Oversight. Phase 2 of the Accredited Councillor Training was rolled out to Umkhanyakude and Umgungundlovu districts. This training was based on the following manuals which include Municipal Planning,

Performance Management Systems, Municipal Finance, Traditional Affairs and Special Projects. The Department received 359 nominations for the training. A total of 199 Councillors attended their training and 174 Councillors submitted their portfolios of evidence and were found competent. A graduation ceremony was held for female Councillors on 3 September 2015 to acknowledge their achievements on the programme. 287 Female Councillors were invited to the graduation. It was proposed that a further graduation will be held for the Male Councillors.

The newly elected Councillors at Mtubatuba Municipality attended the Councillor Orientation Programme in May 2015 and August 2015. The Orientation Workshop was further rolled out to

Councillors at Umkhanyakude District Municipality in November 2015 as part of the support provided to Section 139 Intervention Municipalities.

Analysis of constraints and measures to overcome them

There is a lack of funding to roll out the full qualification to Councillors namely, National Certificate: Local Government Councillor Practices, NQF Level 3. The Department is currently engaging with stakeholders to source funding for the various initiatives. There are huge differences between the number of nominated councillors and the actual number of councillors that attend the training.

CAPACITY BUILDING													
2. Strengthened Governance													
2.1. Improved capacity of political and administrative governance													
Implement a provincial capacity building strategy for local government and traditional institutions (include programmes within the department as well as sector departments)													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
							13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy (in the context of the Back to Basics Approach) Monitor the implementation of the integrated capacity building strategy. (internal 	Number of municipalities capacitated in accordance to the provincial capacity building strategy	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 5 & 10 NT Indicator Outcome 9: Sub Outcome 3	All municipalities capacitated in line with the provincial capacity building strategy	New	-	-	-	61	54	54	54	54	54



CAPACITY BUILDING QUARTERLY TARGETS

CAPACITY BUILDING								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Implement a provincial capacity building strategy for local government and traditional institutions (include programmes within the department as well as sector departments)							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy/in the context of the Back to Basics Approach Monitor the implementation of the integrated capacity building strategy. (Internal and external) 	Number of municipalities capacitated in accordance to the provincial capacity building strategy	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan 5 & 10	Quarterly	Coordination of capacity building in line with the strategy	Coordination of capacity building in line with the strategy	Coordination of capacity building in line with the strategy	54 municipalities capacitated
	Number of municipalities supported to roll-out gender policy framework	54	NT Indicator Outcome 9: Sub Outcome 3	Quarterly	Implementation of the Gender Policy Framework monitored and required support provided	Implementation of the Gender Policy Framework monitored and required support provided	Implementation of the Gender Policy Framework monitored and required support provided	54 municipalities supported
	Number of capacity building interventions conducted in municipalities	2	NT Indicator Outcome 9: Sub Outcome 3	Quarterly	Nominations for capacity building interventions co-ordinated (Official)	Capacity building interventions implemented (Official)	Capacity building interventions implemented (Official)	Capacity building plan implemented
	Number of strategic partnerships facilitated	2	-	Quarterly	Identified strategic partners engaged	Identified strategic partners engaged	Agreements with confirmed Strategic Partners finalised	Implementation plans developed
	Number of learnership programmes implemented in accordance to the provincial capacity building strategy	1	Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 5.1	Quarterly	MOU with identified partner finalized	Implementation plan developed	Programme implementation monitored	



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 2.5. IDP CO-ORDINATION

Progress Analysis:

The Department believe that effective integrated planning is crucial for the well-functioning of Local Government Institutions and acceleration of service delivery. The Department formulated the Provincial Integrated Development Planning (IDP) Management and Support Plan with intent to optimize seamless governance in the planning, implementation and reporting of the provincial, national and local government priorities. The Provincial IDP Management and Support Plan serves as a tool through which the sub-programme co-ordinates its initiatives in partnership with the sector departments, State Owned Enterprises (SOEs) and municipalities. Furthermore, the Provincial IDP Management and Support Plan are envisaged to be approved by all the municipalities, sector departments and the SOEs at the Stakeholders Forum scheduled for February 2016.

In furtherance of the efforts to streamline and integrate provincial and national priorities using the IDPs as a conduit at a local government level. The Department has an on-going basis also assisted municipalities in building their municipal planning capacity through the concept of Development Planning Shared Services (DPSS). The DPSS equips municipalities with the requisite planning skills, which has enabled the municipalities to be in a better position to respond to the changing policy environment in respect of the new legislations, namely; the Spatial Planning and Land Use Management Act (SPLUMA).

In response to the resolutions of the Rural Development Summit that was convened on 23 to 24 July 2013, the IDP Co-ordination Unit has prioritised the development of the Traditional

Settlement Master Plans. The main rationale of the Traditional Settlement Master Plans is to improve land use management in traditional areas, thereby optimizing the use of land and mitigate against adverse development impact. This is going to be achieved through the working partnership that has been formulated by the IDP Co-ordination Unit with the Provincial House of Traditional Leaders.

Analysis of constraints and measures planned to overcome them

A major constraint during the drafting of the IDP Management and Support Plan is to find suitable dates and government venues to convene IDP meetings. Sector Departments and SOE's do not have sufficient capacity to support the Provincial IDP Management and Support Plan and to attend IDP related meetings in Municipalities as required by the adopted Framework and Process Plans.



IDP CO-ORDINATION										
1. Improved Co-operative Governance										
1.1. Improved functionality of Inter-Governmental Relations										
Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs.	Number of Integrated Provincial Service Delivery Plans implemented	PGDP: Goal 6 & Outcome 9 Sub Outcome 2 B2B 11 Point Plan: 8	1 Integrated Provincial Service Delivery Plan implemented	New	-	-	1 Plan developed	1 Plan implemented	1 Plan implemented	1 Plan implemented
<ul style="list-style-type: none"> Alignment of MTSF, PGDP and other government priorities with IDP Alignment of IDP with Sector Department budgets Alignment of cross border issues 	Number of municipalities supported with development of legally compliant IDP	NT Indicator B2B 11 Point Plan: 8	61	61	61	61	54	54	54	54

IDP CO-ORDINATION										
1. Improved Co-operative Governance										
1.1. Improved functionality of Inter-Governmental Relations										
Co-ordinate service delivery through the Joint Provincial Forum										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Number of joint provincial service delivery forums supported	B2B 11 Point Plan: 8	1 joint provincial service delivery forum supported	New	-	-	1	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

IDP CO-ORDINATION										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity of District Municipalities to build resilient local municipalities										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
<ul style="list-style-type: none"> Build capacity of critical skills in District Municipalities(pool of skills) Extend shared services to include local government- 	Number of districts shared services implemented	PGDP: Goal 6 & Outcome 9 Sub Outcome 3 B2B 11 Point Plan: 8	All Districts capacitated (people) with critical skills	10	10	10	10	10	10	10



IDP CO-ORDINATION QUARTERLY TARGETS

IDP CO-ORDINATION							
STRATEGIC GOAL	1. Improved Co-operative Governance						
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations						
INTERVENTION	Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs. <ul style="list-style-type: none"> Alignment of MTSF, PGDP and other government priorities with IDP Alignment of IDP with Sector Department budgets Alignment of cross border issues 	Number of Integrated Provincial Service Delivery Plans implemented	1 Plan implemented	PGDP: Goal 6 & Outcome 9 Sub Outcome 2 B2B 11 Point Plan: 8	Quarterly	Provincial Departments budgets' assessed in line with draft IDPs	Provincial Departments supported to align their APPs to municipal IDPs	Provincial Departments supported to align their APPs to municipal IDPs
	Number of municipalities supported with development of legally compliant IDP	54	NT Indicator B2B 11 Point Plan: 8	Quarterly	Draft IDPs Assessed	IDPs Adopted and submitted	1 report produced regarding state of KZN IDP Credibility

IDP CO-ORDINATION							
STRATEGIC GOAL	1. Improved Co-operative Governance						
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations						
INTERVENTION	Co-ordinate service delivery through the Joint Provincial Forum						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Number of joint provincial service delivery forums supported	1 functional joint provincial service delivery forum	PGDP: Goal 6 B2B 11 Point Plan: 8	Quarterly	Joint Provincial Service Delivery Forum functional	Joint Provincial Service Delivery Forum functional	Joint Provincial Service Delivery Forum functional



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

IDP CO-ORDINATION								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Build the capacity of District Municipalities to build resilient local municipalities								
STRATEGIC GOAL								
STRATEGIC OBJECTIVE								
INTERVENTION								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> Build capacity of critical skills in District Municipalities(pool of skills) Extend shared services to include local government 	Number of district shared services implemented	10	PGDP: Goal 6 & Outcome 9 Sub Outcome 3 B2B 11 Point Plan: 8	Quarterly	10 District Shared services implemented	10 District Shared services implemented	10 District Shared services implemented	10 District Shared services implemented



SUB-PROGRAMME: 2.6. MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION QUARTERLY TARGETS

Progress Analysis: Functional municipal Organisational Performance Management Systems are crucial to give effect to the Municipal IDP's. The Department remain committed in supporting the municipalities to meet their basic delivery mandates through the Back to Basics programme. As a result, all 61 municipalities had Back to Basics Support Plans developed, implemented and monitored. The Back to Basics reporting template was utilized to improve reporting for the municipalities. The implementation of Back to Basics programme in the Province was aligned to Operation Sukuma Sakhe. In addition, Back to Basics campaigns were conducted to create awareness in the municipalities.

The Department also conducted 61 evaluations on the implementation of Back to Basics programme. All municipalities were supported to ensure that they are complying with single reporting system. All 61 municipalities were supported to institutionalise performance management system through assessing the alignment of IDP with Scorecard and Service Delivery Budget Implementation Plan (SDBIP).

Analysis of constraints and measures planned to overcome them

It was noticed that some of the support plans do not clearly identify desired results to be achieved, how they will be achieved, how they will be measured

and that the provided support had little or no impact to the municipalities. Assessment tool was used to monitor Back to Basics programme performance and found that some municipalities were regressing dysfunctional category. As a result, a Strategic Planning session was held in December 2016 to discuss the challenges on Back to Basics programme. This resulted on the assessment tool and support plans being amended for immediate implementation. There was a delay in the development of the electronic dashboard due to the change of project scope which further led to severe budget constraints.

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION													
1. Improved Co-operative Governance													
1.1. Improved functionality of Inter-Governmental Relations													
Implement a single mechanism to measure and report on performance of municipalities													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
							13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism. Monitor the compliance of the municipalities with the reporting system. 	Number of municipalities complying with the single reporting mechanism			PGDP: Goal 6 & Outcome 9: Sub Outcome 2	All municipalities are complying with the single reporting mechanism	New	-	-	61	54	54	54	54
Develop an electronic dashboard that reflects the current status of municipalities	Number of electronic dashboards developed					New	-	10	10 Developed	10 Implemented	10 implemented	10 implemented	10 implemented



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION															
2. Strengthened Governance															
2.2. Strengthened accountability of governance institutions															
Monitoring, Evaluation & Reporting															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASEL LINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS			
								13/14	14/15			17/18	18/19	19/20	
			Support municipalities to establish an effective performance management to ensure value for money	Number of municipalities supported to institutionalise performance management system		All municipalities have effective performance management systems	10	20	20	61	54	54	54	54	54
			Report on progress of performance made by municipalities	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 NT Indicator		1	1	1	1	1	1	1	1	1
			Support municipalities enhance the oversight role of councillors in assessing the performance of administration. <ul style="list-style-type: none"> Municipal Administrations evaluated and recommendations implemented 	Number of evaluations conducted		All municipalities evaluated on administrative performance and recommendation	New	-	-	-	1	1	1	1	1



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION QUARTERLY TARGETS

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION											
1. Improved Co-operative Governance											
1.1. Improved functionality of Inter-Governmental Relations											
Implement a single mechanism to measure and report on performance of municipalities											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1ST	2ND	3RD	4TH	
			<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism. Monitor the compliance of the municipalities with the reporting system. 	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism	Performance management system implemented
			Develop an electronic dashboard that reflects the current status of municipalities	10 Implemented		Quarterly					Performance management system implemented



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
1. Improved Co-operative Governance								
1.1. Improved functionality of Inter-Governmental Relations								
Integrated and sustainable support to Municipalities								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> Implementation of Back to Basics programmes through a functional Nerve Centre Develop an early warning system: <ul style="list-style-type: none"> Development of District and Municipal Profiles. Classification of municipalities and support Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team) Co-ordinate basket of services to support Municipalities: <ul style="list-style-type: none"> Assessment of municipalities Consolidated support and implementation Monitoring Performance to ensure sustainability 	Number of municipal Support Plans implemented in line with the 10 Point Plan	54	PGDP: Goal 6 B2B 11 Point Plan : 1-11	Quarterly	54 priority municipal support plans implemented	54 priority municipal support plans implemented	54 priority municipal support plans implemented	54 priority municipal support plans implemented
	Report on implementation of Back to Basics support plans by municipalities	4	NT Indicator	Quarterly	1	1	1	1
	Number of validated district profiles prepared	11	PGDP: Goal 6	Quarterly	11 validated profiles	11 validated profiles	11 validated profiles	11 validated profiles
	Percentage of COGTA issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved
	Percentage of Sector issues facilitated	100%	PGDP: Goal 6	Quarterly	100% of issues facilitated	100% of issues facilitated	100% of issues facilitated	100% of issues facilitated



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
2. Strengthened Governance								
2.2. Strengthened accountability of governance institutions								
Monitoring, Evaluation & Reporting								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Support municipalities to develop and implement PMS processes to manage institutional performance	Number of municipalities supported to institutionalise performance management system	54		Quarterly	54 municipalities assessed on alignment of IDP with Scorecard and SDBIP	54 municipalities supported to implement functional PMS	54 municipalities supported to implement functional PMS	54 municipalities implementing functional PMS
Report on progress of performance made by municipalities	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 NT Indicator	Annually	54 Municipal reports assessed for compliance	54 reports verified	1 Report compiled 1 Excellence Awards held	Feedback provided to 54 municipalities and COGTA business units Support plans for non-performing municipalities developed
Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of evaluations conducted	1		Quarterly	1 evaluation plan developed for 54 municipalities	Data collected and analysed	Consultation at DTAC conducted	1 Report consolidated for 54 municipalities



OVERVIEW OF THE 2015/2016 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 2

Table 11.16 : Summary of payments and estimates by sub-programme: Local Governance

	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
R thousand							
1. Municipal Administration	28 551	30 823	35 522	68 785	43 281	50 130	62 224
2. Municipal Finance	22 771	36 444	32 772	29 516	32 017	30 488	37 879
3. Public Participation	114 785	139 870	127 668	143 653	144 868	161 888	175 417
4. Capacity Development	4 422	4 544	5 525	7 705	12 950	13 749	14 859
5. Municipal Perf. Monitoring, Reporting and Evaluation	11 560	11 058	15 890	13 585	16 837	17 709	18 468
Total	182 089	222 739	217 377	263 244	249 953	273 964	308 847

Table 11.17 : Summary of payments and estimates by economic classification: Local Governance

	Audited Outcome			Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
R thousand							
Current payments	165 391	217 138	210 231	260 313	248 091	273 389	307 847
Compensation of employees	111 694	148 830	161 148	183 371	201 802	231 071	258 038
Goods and services	53 697	68 308	49 083	76 942	46 289	42 318	49 809
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies to:	15 401	4 307	6 698	339	479	480	518
Provinces and municipalities	14 160	3 500	6 000	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	158	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	1 083	807	698	339	479	480	518
Payments for capital assets	1 240	1 282	448	2 592	1 383	95	482
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	1 240	1 282	448	2 592	1 383	95	482
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	57	12	-	-	-	-	-
Total	182 089	222 739	217 377	263 244	249 953	273 964	308 847

PROGRAMME THREE: DEVELOPMENT AND PLANNING





cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME PURPOSE

The accelerated Sustainable development can be achieved through effective integrated planning, local economic development and implementation of schemes and provision of basic services. The purpose of this programme is to promote informed integrated planning and development in the province. This Programme consists of the following sub-programmes, namely Spatial Planning, Development Information Services, Land Use Management, Local Economic Development, Municipal Infrastructure, Disaster Management and IDP Coordination.

SUB-PROGRAMME: 3.1. SPATIAL PLANNING

Progress Analysis:
Spatial mapping of the projects is critical in effective integrated planning and sustainable development. The Department ensured that all 61 municipalities in the province were supported in supported in respect of their Spatial Development Frameworks (SDFs) aligned with Provincial Spatial Guidelines. The level of support offered differed from municipality to municipality due to different

circumstances in municipalities and also because some municipalities developed their SDFs using appointed consultants whilst others used in-house capacity. Support offered therefore ranged from the development of Terms of Reference for the appointment of consultants, evaluation of bids submitted, management of consultants, and technical support on the development of Spatial Development Frameworks. All Spatial Development Frameworks for the 61 municipalities in KwaZulu-Natal (submitted as part of the adopted IDPs) were assessed. A report was then produced in respect of SDF compliance including alignment of the SDF with the Provincial Growth and Development Strategy (PGDS). About 5 municipalities were monitored on the implementation of the Provincial Densification Framework and monitored the increase in the population density within designated development areas to facilitate the achievement of 4.12 households per hectare.

In addition, municipalities were supported towards the development, review and implementation of Scheme towards achievement of wall-to-wall scheme coverage across the province. A report on

the coverage of Schemes and Systems was prepared indicating progress in line with provincial and national legislative requirements for wall-to-wall Schemes, and the area within the province that is covered by Schemes and Systems. Further 6 municipalities were supported to develop a suite of plans and an analysis was made of the extent to which these plans have transformed municipalities and resulted in Spatial Equity.

Analysis of constraints and measures planned to overcome them

Varying levels of support were provided to municipalities identified in accordance with available resources. Constraints identified included internal staff vacancies and limited funding, as well as high municipal staff turn-over and leading to low capacity. Measures planned to overcome this include motivation to appoint additional internal planning capacity, assisting municipalities utilising internal skills, and applying departmental professional resources to municipal planning projects in collaboration with municipal planners. Structured support will be looked at to rationalise available resources.



cogta

Department: Governance and Traditional Affairs
Co-operative
PROVINCE OF KWAZULU-NATAL

SPATIAL PLANNING										
5. Well Integrated Spatial Planning System										
5.1. Improved spatial hierarchy of services										
Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	PGDP: Goal 7 B2B 11 Point Plan: 9	All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF	6	6	61	54	54	54	54
	Number of municipalities monitored on the implementation of the densification framework	PGDP: Goal 3 & 7	Investment of public funds responding to Municipal SDFs	New	-	5	5	5	5	5
	Increase in the population density within designated development areas	PGDP: Goal 7	7 household s/ha Increase in the population density within designated development areas	New	New	4.12 household/ha	4.28 household/ha	4.45 household s/ha	4.62 household s/ha	4.62 household s/ha



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SPATIAL PLANNING														
5. Well Integrated Spatial Planning System														
5.1. Improved spatial hierarchy of services														
Implementation of SPLUMA and PDA														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
								13/14	14/15			17/18	18/19	19/20
			Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of total provincial geographical area with Land Use Management Schemes and systems	PGDP: Goal 7	100% of total provincial geographical area with Land Use Management Systems	New	-	-	50%	65%	80%	95%	95%
			Development of a suite of plans.	Number of municipalities supported to produce a suite of plans.	PGDP: Goal 7 B2B 11 Point Plan: 9	All municipalities implementing the suite of plans	New	-	-	6	6	6	6	6
			Development of a suite of plans.	Number of Traditional Master Settlement Plans developed	PGDP: Goal 7		New	-	5	8	5	-	-	-



cogta

Department: Governance and Traditional Affairs
 Co-operative
 PROVINCE OF KWAZULU-NATAL

SPATIAL PLANNING QUARTERLY TARGETS

SPATIAL PLANNING											
5. Well Integrated Spatial Planning System											
5.1. Improved spatial hierarchy of services											
Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
								1 ST	2 ND	3 RD	4 TH
			<ul style="list-style-type: none"> Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of 	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	54	PGDP: Goal 7 B2B 11 Point Plan: 9	Quarterly	54 draft municipal SDF's assessed	SDF support in progress	SDF support in progress	54 Municipal SDFs aligned with Provincial Spatial Planning Guidelines
			<ul style="list-style-type: none"> Number of municipalities monitored on the implementation of the densification framework 	Number of municipalities monitored on the implementation of the densification framework	5	PGDP: Goal 3, 7	Quarterly	5 municipalities monitored on the implementation of the densification framework	5 municipalities monitored on the implementation of the densification framework	5 municipalities monitored on the implementation of the densification framework	5 municipalities monitored on the implementation of the densification framework



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

SPATIAL PLANNING											
5. Well Integrated Spatial Planning System											
5.1. Improved spatial hierarchy of services											
Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning guidelines/frameworks & regulatory framework)											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
								1ST	2ND	3RD	4TH
			Projects identified in the Densification Frameworks	Increase in the population density within designated development areas	4.28 households/ha	PGDP: Goal 7	Quarterly	Growth and development monitored	Growth and development monitored	Growth and development monitored	Desired growth of 4.28 household/ha achieved



cogta

Department: Governance and Traditional Affairs
Co-operative
PROVINCE OF KWAZULU-NATAL

SPATIAL PLANNING								
5. Well Integrated Spatial Planning System								
5.1. Improved spatial hierarchy of services								
Implementation of SPLUMA and PDA								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of total provincial geographical area with Land Use Management Schemes and systems	65%	PGDP: Goal 7	Quarterly	Land Use Management Schemes and Systems support defined	Support on Land Use Management Schemes and Systems in progress.	Support on Land Use Management Schemes and Systems in progress.	65% of provincial geographical area with Land Use Management Schemes and systems
	Development of a suite of plans.	Number of municipalities supported to produce a suite of plans	6	PGDP: Goal 7 B2B 11 Point Plan: 9	Quarterly	6 Project plans developed	Development of suite of plans in progress	Development of suite of plans in progress
Number of Traditional Settlement Master Plans developed		5	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	New cities/towns requiring high-level designs/conceptual frameworks identified	Consultation with affected municipalities finalised and buy-in received	Resources for development of high-level designs/conceptual frameworks confirmed	Project Plan for development of high-level designs/conceptual frameworks in place



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 3.1 DEVELOPMENT INFORMATION SERVICES

Progress Analysis:

The Department continued to provide support to Local Government Institutions for effective integrated planning through implementing GIS programmes. In support of the Municipal Property Rate Act (MPRA) implementation, the Municipal Property Rates System was introduced to ensure that 45 Local Municipalities get access to their property rates information, namely; cadastral, ownership and valuation related information. This obviates the need for financially constrained municipal entities to have to pay for access to this critical information. The MPRA Value-Add programme has been implemented in 12 local municipalities in the 2015/16 financial year.

District Municipality Web Pages were developed to ensure that municipalities get access to the current

infrastructure related information online. Cooperation with the relevant municipalities ensures that the currency and integrity of the information thereon is maintained. Web based mobile GIS apps were developed to support the various functions of KZN CoGTA and the Province. This technology is rapidly becoming the preferred method to capture spatially referenced field data. Technical GIS support was provided to the municipalities through the Development Planning Shared Services (DPSS) (Now District Shared Services) structures and the participation in the forum was extended to the local municipalities that are outside the DPSS fold. GIS mapping support and customized GIS applications continue to be provided in support of the Departmental initiatives (i.e. Disaster Management). Ongoing GIS support is being rendered in terms of the municipal outer

and inner boundary demarcation processes which are critical for the imminent Local Municipality elections.

Analysis of constraints and measures planned to overcome them

DIS is rationalizing the placement of the limited staff resources that it has at its disposal in the face of the moratorium on staff recruitment as well as the challenges that are arising from the OSD staff recruitment requirements. The GIS support provided by some of the DPSS municipalities to their respective Local Municipality's has been less than ideal due to a number of reasons including insufficient HR capacity. In order to ensure that the Local Municipality's do get some form of GIS support, the DPSS-GIS forum has been extended to include the Local Municipality's that are willing to participate.



DEVELOPMENT INFORMATION SERVICES											
6. Adaptation to Climate Change											
6.1. Increased adaptation to Climate Change impacts.											
Early Warning systems											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters)	Percentage of climate related incidents data mapped		100%	New	-	-	-	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped
	Share of events with early warning systems, where affected parties received prior warning.	PGDP: Goal 5		New	-	-	100% of incidents mapped	100% of incidents mapped	100% of incidents mapped	100% of incidents mapped	100% of incidents mapped

DEVELOPMENT INFORMATION SERVICES											
5. Well Integrated Spatial Planning System											
5.1. Improved spatial hierarchy of services											
Implementation of SPLUMA and PDA											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of adopted municipal schemes in the Province mapped	PGDP: Goal 7 B2B 11 Point Plan: 9	100% of total provincial geographical area with Land Use Management Systems	New	-	-	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped



DEVELOPMENT INFORMATION SERVICES											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Implement programmes to support financial viability and management in local government and traditional intuitions. (billing, overspending and underspending)											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Source, produce and disseminate updated municipal property registers (i.e. cadastral layer with ownership information); and analysis municipal rate data for revenue gaps (where applicable)	Number of municipalities supported with MPRA implementation	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 3	All municipalities with supported with implementation of MPRA	45	45	45	45	38	38	38	38

DEVELOPMENT INFORMATION SERVICES QUARTERLY TARGETS									
DEVELOPMENT INFORMATION SERVICES									
6. Adaptation to Climate Change									
6.1. Increased adaptation to Climate Change impacts.									
Early Warning systems									
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters)	Percentage of climate related incidents data mapped	100% of incidents data received mapped	PGDP: Goal 5	Quarterly	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped
	Share of events with early warning systems, where affected parties received prior warning.	100% of incidents mapped		Quarterly	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped



cogta

Department: Governance and Traditional Affairs
Co-operative
PROVINCE OF KWAZULU-NATAL

DEVELOPMENT INFORMATION SERVICES								
5. Well Integrated Spatial Planning System								
5.1. Improved spatial hierarchy of services								
Implementation of SPLUMA and PDA								
STRATEGIC GOAL								
STRATEGIC OBJECTIVE								
INTERVENTION								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of adopted municipal schemes in the Province mapped	100% of adopted municipal schemes mapped	PGDP: Goal 7 B2B 11 Point Plan: 9	Quarterly	100% municipal schemes adopted in the quarter mapped	100% municipal schemes adopted in the quarter mapped	100% municipal schemes adopted in the quarter mapped	100% municipal schemes adopted in the quarter mapped

DEVELOPMENT INFORMATION SERVICES								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)								
STRATEGIC GOAL								
STRATEGIC OBJECTIVE								
INTERVENTION								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Source, produce and disseminate updated municipal property registers (i.e. cadastral layer with ownership information); and analysis municipal rate data for revenue gaps (where applicable)	Number of municipalities supported with MPRA implementation	38	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 3	Quarterly	38 municipal property registers updated	38 municipal property registers updated	38 municipal property registers updated	38 municipal property registers updated



SUB-PROGRAMME: 3.2. LAND USE MANAGEMENT

Progress Analysis:

The process of supporting municipalities on accelerating service delivery is very central to the Department. Municipalities were monitored against time norms and standards for development applications in terms of the planning legislation. The Assessment Template was reviewed based on previous assessment outcomes in order to achieve the Annual Performance Plan Targets. In addition, all 51 municipalities were supported in order to facilitate the roll-out of the Spatial Planning Land Use Management Act, 2013 (SPLUMA) in collaboration with the other stakeholders and 12 municipalities were supported with the land use management formalisation of towns project which entails the determination of outside figures, signing

of Memorandum of understanding, finalisation of land rights audit and land right enquiries. The Department further monitored the Provincial Human Development Index (HDI) against the 0.58 target set in the PGDP, attended 100% of survey and boundary requests received.

Analysis of constraints and measures planned to overcome them

In order to successfully monitor municipalities in terms of development application time norms, applications must be submitted to province to ensure this assessment can transpire. Although municipalities are contacted on a regular basis to provide this information, municipalities are not always forthcoming with the statistical information

on developments applications. Furthermore, to address this close interaction and regular visits to municipalities will be required to ensure this monitoring can take place and feedback regarding issues of concern can be discussed in order to achieve the annual target.

With the adoption of municipal by-laws in line with the implementation of SPLUMA, each municipality can now have their own time norms with regard to the processing of development applications which will make monitoring these norms challenging. To address this, municipalities will be guided and encouraged not to deviate from the time norms set in the previous legislation.



LAND USE MANAGEMENT											
2. Strengthened Governance											
2.1. Improved capacity and political and administrative governance in municipalities											
Improve the response time for processing of development applications											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Support municipalities to meet the time norms for processing of development applications	Percentage of development applications that meet time norms for processing	PGDP: Goal 6	80% of development applications processed within time norms	New	-	-	70%	73%	76%	80%	80%

LAND USE MANAGEMENT											
5. Well Integrated Spatial Planning System											
5.1. Improved spatial hierarchy of services											
Implementation of SPLUMA and PDA											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Assist municipalities in implementing Land Use Management Schemes.	Number of municipalities supported with the implementation of SPLUMA	PGDP: Goal 7	100% of total provincial geographical area with Land Use Management Systems	7	10	10	51	44	44	44	44
	Number of municipalities supported with the Formalisation of Towns	PGDP: Goal 7		New	12	12	12	12	13	15	15



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

LAND USE MANAGEMENT											
5. Well Integrated Spatial Planning System											
5.1. Improved spatial hierarchy of services											
Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Spatial Distribution of Human Development Index (HDI) at provincial scale	PGDP: Goal 7	60% Spatial Distribut ion of Human Develop ment Index (HDI) at provinci al scale	New	-	-	0.58	0.60	0.62	0.65	0.65



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
 PROVINCE OF KWAZULU-NATAL

LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance in municipalities											
Revive and activate support of Traditional Institution to promote socio-economic programmes											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Support TCs with survey of land for agricultural use towards targets of 100 hectares	Percentage of received survey requests attended to	PGDP: Goal & Outcome 9 Sub Outcome 36	100%	New	-	-	100%	100%	100%	100%	
Undertake cadastral survey work for the provision and maintenance of property descriptions of the areas of jurisdiction of Traditional Institutions	Percentage of received boundary description requests attended to		100%	100%	100%	100%	100%	100%	100%	100%	
	Number of izigodi mapped		240	New	-	-	-	228	232	240	-



LAND USE MANAGEMENT QUARTERLY TARGETS

LAND USE MANAGEMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity and political and administrative governance in municipalities							
INTERVENTION	Improve the response time for processing of development applications							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Support municipalities to meet the time norms for processing of development applications	Percentage of development applications that meet time norms for processing	73%	PGDP: Goal 6	Quarterly	1 ST 73% of development applications at municipalities meet time norms for processing	2 ND 73% of development applications at municipalities meet time norms for processing	3 RD 73% of development applications at municipalities meet time norms for processing	4 TH 73% of development applications at municipalities meet time norms for processing

LAND USE MANAGEMENT								
STRATEGIC GOAL	5. Well Integrated Spatial Planning System							
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services							
INTERVENTION	Implementation of SPLUMA and PDA							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Assist municipalities in implementing Land Use Management Schemes	Number of municipalities supported with the implementation of SPLUMA	44 municipalities	PGDP: Goal 7	Quarterly	1 ST 44 Municipalities assessed on Municipal readiness in terms of the implementation of SPLUMA and support plan developed	2 ND Municipalities supported with SPLUMA related by-laws in accordance with the support plan	3 RD Municipalities supported with SPLUMA related by-laws in accordance with the support plan	4 TH 44 Municipalities supported with SPLUMA related by-laws in accordance with the support plan
					Municipalities supported on the establishment of the Appeal Tribunals in accordance with	Municipalities supported on the establishment of the Appeal Tribunals in accordance with	Municipalities supported on the establishment of the Appeal Tribunals in accordance with	Municipalities supported on the establishment of the Appeal Tribunals in accordance with



LAND USE MANAGEMENT						
STRATEGIC GOAL	5. Well Integrated Spatial Planning System					
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services					
INTERVENTION	Implementation of SPLUMA and PDA					
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1 ST	2 ND 3 RD 4 TH
	Number of municipalities supported with the Formalisation of Towns	12	PGDP: Goal 7	Quarterly	Municipalities supported in accordance to the formalisation support plan	Municipalities supported in accordance to the formalisation support plan
					Municipalities supported in accordance to the support plan	Municipalities supported in accordance to the support plan

LAND USE MANAGEMENT						
STRATEGIC GOAL	5. Well Integrated Spatial Planning System					
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services					
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)					
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1 ST	2 ND 3 RD 4 TH
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF	Spatial Distribution of Human Development Index (HDI) at provincial scale	0.6	PGDP: Goal 7	Quarterly	Spatial Distribution of current Human Development Index (HDI) analysed	Mapping of Human Development Index (HDI) at provincial level in progress
<ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including 					Mapping of Human Development Index (HDI) at provincial level in progress	Report on Spatial Distribution of Human Development Index (HDI) at provincial scale towards 0.60



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

LAND USE MANAGEMENT								
STRATEGIC GOAL	5. Well Integrated Spatial Planning System							
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services							
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 								

LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance in municipalities							
INTERVENTION	Revive and activate support of Traditional Institution to promote socio-economic programmes							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Support TCs with survey of land for agricultural use towards targets of 100 hectares	Percentage of received survey requests attended to	100%	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	100%	100%	100%	100%
Undertake cadastral survey work for the provision and maintenance of	Percentage of received boundary description requests attended to	100%		Quarterly	100%	100%	100%	100%



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance in municipalities								
Revive and activate support of Traditional Institution to promote socio-economic programmes								
STRATEGIC GOAL								
STRATEGIC OBJECTIVE								
INTERVENTION								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
property descriptions of the areas of jurisdiction of Traditional Institutions	Number of izigodi mapped	228		Quarterly	57	57	57	57



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 3.3. LOCAL ECONOMIC DEVELOPMENT

Progress analysis

The Department implemented programmes and initiatives that became the catalysts for further development and created job opportunities. The Local Economic Development Unit is responsible for providing capacity support to municipalities in the implementation of local economic development programmes and initiatives for the creation of job opportunities and economic growth. The main objective of the programmes supported is community economic upliftment. The unit is made up of three sub directorates being Special Initiatives, Community Service Centres and EPWP support.

During the year under review, the Department successfully implemented the corridor development programme with a special focus on the N3 Corridor plan and its key nodes including identifying new nodes along the corridor. Under the small town rehabilitation programme continued support was provided to small town and rural nodes to the following areas: Kranskop, Mpofana, Weenen, Phongolo, Harding, Mtubatuba, Mkhuzi and Ndumo. The amaKhosi Rural Economic Development Programme implementation in UThukela and Msinga resulted in the creation of more than 70 opportunities in the agricultural sector in the projects owned and championed by amaKhosi focusing on fresh produce and maize. The amaKhosi programme was further expanded to three additional districts focusing on niche products such as fish farming, vineyards and fruit farming. Under the social cohesion initiatives aimed at uplifting rural economies, the Department successfully hosted the annual Mandela Marathon with over 13 000 participants and the annual festival of beads competition with over 5000 participants. The programmes are all implemented

in line with the KZN Poverty Eradication Master plan, given the call for radical economic transformation and the industrialization of rural areas.

In order to improve LED Capacity in municipalities as well as enhancing impact of projects, the Department was mandated to support municipalities in establishing District Economic Development Agencies. The Department supported the recruitment of board of directors for the new Agencies established under UThukela, Amajuba, UMgungundlovu, Ugu and Zululand District while operational support was provided to Ilembe, Harry Gwala and UMkhanyakude Development agencies. Further support was provided in the development of standard policies and guidelines for good governance practices in all agencies and rolling out of the school nutrition programme through the Agency programme in partnership with the Department of Education. The Community Service Centres (CSC) programme aims to strengthen the capacity of the Traditional Institutions to be able to play a critical role in accelerating service delivery in partnership with the municipalities and sector departments. The CSC programme successfully completed construction of 4 grade 2 community service centres and one grade 1 CSC in Emondlo. Furthermore, 4 new CSCs are at construction stage in Bulwer, Muden, KwaMbonambi and Bulwer. Planning and design work for Nquthu and Maphumulo is underway for implementation in the 2016/17 Financial Year. 24 CSCs were successfully refurbished while 23 CSC had alternative energy installed. Under the Expanded Public Works (EPWP) programme, over 300 rural women and youth were registered for EPWP under the KZN COGTA incentive grant in the social sector while an additional 100 people

were employed to maintain community projects under amakhosi. Overall under the EPWP programme, over 1500 jobs were created in the KZN COGTA grant funded construction projects. The Community Works (CWP) programme received a major boost with an additional 5000 work opportunities allocated to 8 new sites in the province. The KZN province now boasts of a total of 38 municipalities benefitting from the CWP programme.

Analysis of constraints and measures planned to overcome them

Municipalities have limited LED capacity as well as project management skills to effectively monitor implementation of projects. Most municipalities have weak LED units and require support. Ongoing training is provided to municipalities leading to accreditation at NQF level 5. 30 LED officials from various municipalities benefitted from LED accredited training through the University of Johannesburg centre for LED, while all municipalities were trained in red tape reduction, project packaging and LED strategy development.

The CWP drop out and lower than target participation rate remain a challenge, which can only be overcome through continued marketing and communication of the benefits of the programme. The Unit will closely monitor sites participation rate and mobilize communities to take part in the programme. Challenges still exist in relation to EPWP reporting and expenditure especially of the incentive grants. Training and workshops will continue to be rolled out to capacitate municipalities on the principles of EPWP in line with the Phase 3 implementation strategy.



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES														
3. Increased economic opportunities														
3.1. Strengthened sectoral development														
Co-ordination of public and private stakeholders to drive economic potential in each district														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 11/12	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
								13/14	14/15			17/18	18/19	19/20
			Establish District Agencies to drive LED and Investment	Number of District Agencies supported to effectively drive LED	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	10 District Agencies established to drive LED	New	-	-	10	10	10	10	10
			Provide Support to informal economy	Number of districts/metro supported with informal economy initiatives			New	-	-	11	11	11	11	11



LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
3. Increased economic opportunities											
3.2. Improved government led job creation programmes											
Intervention: Create employment opportunities through: Corridor Development and Small Town Rehabilitation											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 11/12	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Implement a strategy for new town development e.g. Ndumo, Emadlangeni, Urban Development Frameworks Shape and design Targeted public/private sector investment Phased development approach Increased population density 	Number of nodal development plans/strategies developed to promote growth of new/small towns	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Corridor development plans and new town development strategies implemented	New	-	-	2	4	5	6	
Establish agri-hubs/fresh produce market facilities aligned to institutional markets (schools, prisons, hospitals)	Number of municipalities with agri-hubs/fresh produce market facilities aligned to the institutional markets	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	10 Districts with agri-hubs/fresh produce market facilities aligned to the institutional markets (schools, hospitals and prisons)	New	-	-	2	3	4	5	6



LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
STRATEGIC GOAL	3. Increased economic opportunities										
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes										
INTERVENTION	Create employment opportunities through: Corridor Development and Small Town Rehabilitation										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	PGDP: Goal 7 & Outcome 9 Sub Outcome 4	Corridor development plans and new town development strategies Implemented	1	-	-	1	1	1	1	1
Implementation of Local Economic Development projects in line with municipal LED strategies	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	NT Indicator	50 municipalities implementing LED plans	10 Districts	-	-	10 Districts	10 Districts	10 Districts	10 Districts	10 Districts
	Number of Municipalities supported to implement the Red Tape intervention programme	NT Indicator		10 Districts and 1 Metro	-	-	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
STRATEGIC GOAL	3. Increased economic opportunities										
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes										
INTERVENTION	Revive and activate support of traditional institutions to promote socio-economic programmes										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Establish development support initiatives in Traditional communities to enable development	Number of TCs supported with Development Initiatives	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Traditional Institution supported to promote socio-economic programmes	New	3	3	3	6	7	10	15



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
 PROVINCE OF KWAZULU-NATAL

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
2. Strengthened Governance											
2.3. Improved decision making of municipalities through citizen participation											
Coordination of interfaith to promote social cohesion and nation building.											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Establish and support Traditional and Interfaith leadership forums at District levels An inaugural district interfaith forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would be Amakhosi, izinduna, traditional healers, osonkondlo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks. Interfaith calendar to be implemented and monitored at a district level 	Number of dialogues held to support social cohesion and nation building	PGDP: Goal 3	All District Forums functional	New	-	-	3	4	6	8	8



cogta

Department: Governance and Traditional Affairs
Co-operative
PROVINCE OF KWAZULU-NATAL

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION	Create employment opportunities through: Corridor Development and Small Town Rehabilitation							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Establish agri-hubs/fresh produce market facilities aligned to institutional markets (schools, prisons, hospitals)	Number of municipalities with agri-hubs/fresh produce market facilities aligned to the institutional markets	3	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	Review Programme of support	Implementation monitored	Implementation monitored	3 Agri Hubs Operational

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION	Create employment opportunities through: Corridor Development and Small Town Rehabilitation							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	1	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	Plan preparation monitored	Plan preparation monitored	Draft framework Plan in place	Final Corridor Plan in place
Implementation of Local Economic Development projects in line with municipal LED strategies <ul style="list-style-type: none"> Formal and informal sector 	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	10 Districts	NT Indicator	Quarterly	Review District Support Plans	Implementation monitored	Implementation monitored	10 districts supported
	Number of Municipalities supported to implement the Red Tape intervention programme	10 Districts and 1 Metro	NT Indicator	Quarterly	Challenges of red tape identified in each District Municipality	Workshop conducted on Red Tape intervention	Action plans for 10 District Municipalities and 1 Metro developed	Action plans for 10 Districts and 1 Metro monitored



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION	Revive and activate support of traditional institutions to promote socio-economic programmes							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Establish development support initiatives in Traditional communities to enable development 	Number of TCs supported with Development Initiatives	6	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	Support plans developed	Implementation of support plans monitored	Implementation of support plans monitored	6 TCs supported with development initiatives

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation							
INTERVENTION	Coordination of interfaith to promote social cohesion and nation building.							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Establish and support Traditional and Interfaith leadership forums at District levels An inaugural district interfaith forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would 	Number of dialogues held to support social cohesion and nation building	4	PGDP: Goal 3	Quarterly	Prepare a programme for social cohesion conversations	2 social cohesion conversation held	2 social cohesion conversation held	Consolidated report and lessons learnt



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES						
STRATEGIC GOAL						
2. Strengthened Governance						
STRATEGIC OBJECTIVE						
2.3. Improved decision making of municipalities through citizen participation						
INTERVENTION						
Coordination of interfaith to promote social cohesion and nation building.						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1ST	2ND
be Amakhosi, izinduna, traditional healers, osonkondlo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks. <ul style="list-style-type: none"> Interfaith calendar to be implemented and monitored at a district level 						



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

3.3. LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES												
5. Well Integrated Spatial Planning System												
5.1. Improved Spatial Hierarchy of services												
Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)												
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS			
					12/14	14/15			17/18	18/19	19/20	
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC infrastructure programmes implemented	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		New	-	6	1	1	1	1	1	1
	Number of Grade 1 CSCs supported for Effective Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	All established CSCs functional	New	-	-	25	26	28	30	32	
	Number of Grade 2 CSCs supported for Effective Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		New	-	-	20	25	30	35	35	



LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES								
STRATEGIC GOAL	5. Well Integrated Spatial Planning System							
STRATEGIC OBJECTIVE	5.1. Improved Spatial Hierarchy of services							
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC infrastructure programmes implemented	1	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Infrastructure programme developed for construction [2]	Infrastructure programme construction (2) monitored in line with project plan	Infrastructure programme construction (2) monitored in line with project plan	Infrastructure programme construction (2) projects at construction phase
					Infrastructure programme developed for rehabilitation [25]	Infrastructure programme rehabilitation (25) monitored in line with project plan	Infrastructure programme rehabilitation (25) monitored in line with project plan	Infrastructure programme rehabilitation (25) monitored in line with project plan
						Implementation of 4 CSC construction projects monitored (2015/16)	Implementation of 4 CSC construction projects monitored (2015/16)	Implementation of 4 CSC construction projects monitored (2015/16)
	Number of Grade 1 CSCs supported for Effective Functionality	26	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Support Plans developed	Implementation of the support plans monitored	Implementation of the support plans monitored	Grade one CSCs supported with functionality interventions
	Number of Grade 2 CSCs supported for Effective Functionality	25	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Status quo analysis conducted	Service provision for Grade 2 CSCs coordinated	Development of service schedules facilitated	25 Grade 2 CSCs supported with functionality interventions



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

3.3. LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME											
STRATEGIC GOAL											
3. Increased economic opportunities											
STRATEGIC OBJECTIVE											
3.2. Improved government led job creation programmes											
INTERVENTION											
Create employment opportunities through Corridor Development and Small Town Rehabilitation											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE			ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS	
					13/14	14/15	17/18			18/19	19/20
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	PGDP: Goal 3 & Outcome 9 Sub Outcome 5	30 500 employment opportunities maintained through CWP inclusive of all sectors	New	-	30 500	31 500	34 500	34 500	34 500	34 500



LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	34 500	PGDP: Goal 3 & Outcome 9 Sub Outcome 5	Quarterly	Annual CWP Review conducted	Action plan to address challenges developed	CWP Action Plan rolled out	34 500 work opportunities maintained
					Quarterly Provincial steering committee meeting held	CWP Action Plan rolled out	Quarterly Provincial steering committee meeting held	Quarterly Provincial steering committee meeting held
					Management coordinating forum meeting held	Quarterly Provincial steering committee meeting held	Management coordinating forum meeting held	Management coordinating forum meeting held



3.3. LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME											
STRATEGIC GOAL	3. Increased economic opportunities										
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes										
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASE LINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Maintain EPWP and CWP employment opportunities	Number of employment opportunities created through EPWP inclusive of all sectors (FFW, Corridor, Small town, CSC Construction)	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	4000 employment opportunities created through EPWP inclusive of all sectors	New	-	-	1500	2000	2500	3000	3000

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME									
STRATEGIC GOAL	3. Increased economic opportunities								
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes								
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Maintain EPWP and CWP employment opportunities	Number of employment opportunities created through EPWP inclusive of sub-programmes	2000	PGDP: Goal 3 & Outcome 9 Sub Outcome 5	Quarterly	Updating MIS database with all registered projects	Progress report produced	Progress report produced	Progress report produced	2000 employment opportunities created
					Site visits conducted	Site visits conducted	Site visits conducted	Site visits conducted	Site visits conducted



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 3.4. MUNICIPAL INFRASTRUCTURE

Progress Analysis

The service delivery environment remains characterised by an inadequate provision for operation and maintenance of infrastructure, general long term planning, and shortage of funding as well as skilled personnel. Initiatives and programmes are focused on infrastructure investment planning, co-ordination of infrastructure delivery with the various support institutions and service authorities, project planning and management of implementation, financial support (provision of grants as well as financial management), implementation of planned and preventative maintenance programmes, and "basic" service delivery under the Back to Basics programme.

The Department assessed 60 municipalities against service delivery benchmarks, supported 38 municipalities with service delivery programmes and 31 municipalities on the implementations of indigent policies. In addition, 13 municipalities were supported in yard water connections, basic level of sanitation services and 10 municipalities in increasing households with a source of electricity supply. Water and Energy fora were established as

permanent institutions, meeting regularly for co-ordination and support purposes. Universal Access Plans were completed for water services in all districts. Operation and Maintenance plans are being completed in 6 districts and this programme continues in 2016 / 2017. A programme for the installation of "package-type" water purification plants in priority areas was completed. Although there was a slight but disappointing decrease in expenditure (fund utilization) on MIG in the 2014 / 2015 financial year, utilization of available capital funding remains good. There is a focus on increasing levels of service, particularly water, with monitoring and support instituted in respect of the quantity of water supplied per capita per day and in increasing the number of households with water supply in the yard. The Back to Basics programme has, inter alia, focused service authorities on fundamental service delivery matters – water loss and immediate attention to leaks, immediate attention to sewer spillages, roads maintenance and pothole repair, electricity theft, refuse removal and the management of solid waste disposal.

Analysis of constraints and measures planned to overcome them.

The challenges relating to service delivery have been adequately summarized above. The Business Unit's programmes tabulated below accordingly focus on co-ordination, accelerating service delivery through improved programme and project management, increasing service levels, infrastructure maintenance and monitoring of service delivery. Efforts must continue to secure an Operation and Maintenance conditional grant for municipalities, funded from the National fiscals and allocated in terms of the Division of Revenue Act. The anomaly of funding Operation and Maintenance from municipal revenue (inclusive of Equitable Share) while also requiring municipalities to provide Free Basic Services needs to be removed by the introduction of a Conditional Grant for Operation and Maintenance. The Department has continued to lobby in this regard. Review of National fund allocation policies for infrastructure capital development must be precipitated. Needs-based allocations (as opposed to formula-based allocations) to municipalities with sufficient management capacity, needs to be pursued.



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL INFRASTRUCTURE											
STRATEGIC GOAL	4. Strengthened delivery of Basic services										
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery										
INTERVENTION	Co-ordinate service delivery utilising IGR Fora										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Functionality of IGR forums to promote the coordination of service delivery	Number of functional coordinating structures for infrastructure development and service delivery	NT Indicator		New	-	8	8	11	11	11	11
	Number of municipalities assessed against service delivery bench marks	NT Indicator	Coordinated planning for service delivery	New	-	60	60	53	53	53	53
	Number of municipalities supported with service delivery programmes	NT Indicator		New	-	38	38	31	31	31	31
	Number of municipalities supported to implement indigent policies	NT Indicator		New	-	20	31	30	54	54	54



MUNICIPAL INFRASTRUCTURE																
4. Strengthened delivery of Basic services																
4.1. Improved co-ordination of service delivery																
Co-ordinate with DWA for the roll out of 75 litres of water per person per day																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS				
								13/14	14/15			17/18	18/19	19/20		
<ul style="list-style-type: none"> Co-ordinate with DWA for the roll out of 75 litres of water per person per day Monitor the implementation of 75 litres of water per person per day 	<ul style="list-style-type: none"> Number of reports on cubic metres per capita per year available Number of reports on water systems in balance (supply and demand balance) Number of reports on households with access to 75 litres of water per person per day Number of municipalities supported in increasing percentage of yard water connections Number of municipalities supported in provision of basic level of sanitation services 	<ul style="list-style-type: none"> 1000 Cubic metres per capita per year available 60% water service systems in balance (supply and demand balance) 100% of households with access to 75 litres of water per person per day 35% of households with yard water connections 100% of households with sanitation to MIG standards 	<ul style="list-style-type: none"> New New New New 	<ul style="list-style-type: none"> - - - - 	<ul style="list-style-type: none"> - - - - 	<ul style="list-style-type: none"> - - - - 	<ul style="list-style-type: none"> - - - - 	<ul style="list-style-type: none"> - - - - 	<ul style="list-style-type: none"> 2 2 2 13 	<ul style="list-style-type: none"> 2 2 2 13 	<ul style="list-style-type: none"> 2 2 2 13 	<ul style="list-style-type: none"> 2 2 2 13 	<ul style="list-style-type: none"> 2 2 2 13 	<ul style="list-style-type: none"> 2 2 2 13 		
															<ul style="list-style-type: none"> PGDP: Goal 4 & Outcome 9 Sub Outcome 1 	



MUNICIPAL INFRASTRUCTURE											
4. Strengthened delivery of Basic services											
4.1. Improved co-ordination of service delivery											
Support municipalities with improvement in the production and supply of energy (including alternate energy)											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Municipalities with the supply of energy	Number of municipalities supported in increasing percentage of households with a source of electrical supply	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 11 Point Plan: 5	89% of households with a source of electrical supply.	New	-	-	10	9	9	9	9

MUNICIPAL INFRASTRUCTURE											
4. Strengthened delivery of Basic services											
4.1. Improved co-ordination of service delivery											
Adopt a holistic approach to service delivery to address provision of new as well as the operation, maintenance and upgrade of existing infrastructure (through the development of UAPs)											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
• Support municipalities in implementing operations and maintenance plans	Number of municipalities implementing operation and maintenance plans	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 11 Point Plan: 5	All municipalities have 8% of budgets allocated and spent on operations and maintenance	New	-	-	-	54	54	54	54
• Support municipalities in implementing infrastructure plans	Number of municipalities monitored on the delivery of infrastructure as per required standards	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 11 Point Plan: 5	All municipalities with 100% expenditure on capital budgets (incl MIG)	New	-	-	-	54	54	54	54



MUNICIPAL INFRASTRUCTURE QUARTERLY TARGETS

MUNICIPAL INFRASTRUCTURE								
STRATEGIC GOAL	4. Strengthened delivery of Basic services							
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery							
INTERVENTION	Co-ordinate service delivery utilising IGR Fora							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Functionality of IGR Fora to promote the coordination of service delivery	Number of functional coordinating structures for infrastructure development and service delivery	11		Quarterly	3 infrastructure forums convened	4 infrastructure forums convened	3 infrastructure forums convened	1 infrastructure forum convened
	Number of municipalities assessed against service delivery benchmarks	53		Quarterly	Data collection and collation	Mid-year assessment report produced	Data collection and collation	Year-end assessment report produced
	Number of municipalities supported with service delivery programmes	31	NT Indicator	Quarterly	Support municipalities with project scoping	Business planning	Project initiation supported	31 municipalities supported
	Number of municipalities supported to implement indigent policies	30		Quarterly	Support expenditure	Funding transferred	Project registration supported	8



MUNICIPAL INFRASTRUCTURE								
STRATEGIC GOAL	4. Strengthened delivery of Basic services							
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery							
INTERVENTION	Co-ordinate with DWA for the roll out of 75 litres of water per person per day							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Co-ordinate with DWA for the roll out of 75 litres of water per person per day Monitor the implementation of 75 litres of water per person per day 	Number of reports on cubic metres per capita per year available	2	PGDP: Goal 4 & Outcome 9 Sub Outcome 1	Quarterly	Data collection and collation	1 report on cubic metres produced	Data collection and collation	1 report on cubic metres produced
	Number of reports on water systems in balance (supply and demand balance)	2		Quarterly	Data collection and collation	1 report on water systems produced	Data collection and collation	1 report on water systems produced
	Number of reports on households with access to 75 litres of water per person per day	2		Quarterly	Data collection and collation	1 report on households produced	Data collection and collation	1 report on households produced
	Number of municipalities supported in increasing percentage of yard water connections	13		Quarterly	Report on supported municipalities produced	Report on supported municipalities produced	Project registered	13 municipalities supported
	Number of municipalities supported in provision of basic level of sanitation services	13		Quarterly	Report on supported municipalities produced	Report on supported municipalities produced	Project registered	13 municipalities supported

MUNICIPAL INFRASTRUCTURE								
STRATEGIC GOAL	4. Strengthened delivery of Basic services							
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery							
INTERVENTION	Support municipalities with improvement in the production and supply of energy (including alternate energy)							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Municipalities with the supply of energy	Number of municipalities supported in increasing percentage of households with a source of electrical supply	9	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 11 Point Plan: 5	Quarterly	3 municipalities supported	6 municipalities supported	Implementation monitored	Progress report on 9 municipalities



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

MUNICIPAL INFRASTRUCTURE								
STRATEGIC GOAL	4. Strengthened delivery of Basic services							
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery							
INTERVENTION	Adopt a holistic approach to service delivery to address provision of new as well as the operation, maintenance and upgrade of existing infrastructure (through the development of UAPs)							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> Support municipalities in implementing operations and maintenance plans Support municipalities in implementing infrastructure plans Strengthen the capacity of municipalities to efficiently deliver infrastructure services as per required standards Establish and maintain appropriate technical capacity at municipal level Improve Departmental technical capacity to respond to provincial and municipal service delivery matters 	Number of municipalities implementing operation and maintenance plans Number of municipalities monitored on the delivery of infrastructure as per required standards	54	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 11 Point Plan 5:	Quarterly	54 O & M Plans developed	54 O & M Plans implemented	54 O & M Plans implemented	54 O & M Plans implemented
					54	54 municipalities monitored	54 municipalities monitored	54 municipalities monitored



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 3.5. DISASTER MANAGEMENT

Progress Analysis:

The Department made serious efforts to address the strategic goal of responding to Climate Change as articulated in the Provincial Growth and Development Plan (PGDP) with the objective of managing pressures of biodiversity. The Provincial Disaster Management Plan was reviewed through various consultations with stakeholders as part of ensuring that all relevant inputs are incorporated into the plan.

The refurbishment of the Provincial Disaster Management Centre (PDMC) is underway; occupation is anticipated in the 2016/17 financial year.

PDMC continues to roll out the Capacity Building Programme to municipalities, to date at least 45 Fire Fighters were trained on Fire Fighting Level 1 & 2, and they have been deployed to various municipalities in their Fire & Rescue Services. 90 Municipal Disaster Management officials were trained on Disaster Risk Management as well as

Fire and Rescue Skills Development through funding sourced from LGSETA, with this training the municipal capacity shall be augmented.

The Department continues to support municipalities with the development of the Climate Change mitigation and adaptation plans. The PDMC has been responsible for supporting municipalities in lobbying financial support from the National Departments, for responding to the drought situation that the Province of KwaZulu-Natal is facing in order to normalise the lives of fellow citizens.

Analysis of constraints and measures planned to overcome them

There has been a delay with the finalisation of the Provincial Disaster Management Centre (PDMC) construction, the PDMC continues to engage the Implementing Agent to discuss the implications of

this delay and further obtain the final date when the project is anticipated to be concluded.

The Provincial cost containment strategy has had an impact in the process of establishing the Provincial Fire and Rescue Service Unit within the PDMC as a National Imperative, as it indicates that no restructuring should be done by departments.

The lack of proper institutional arrangement at a municipal level to deal with disaster management as well as fire and rescue services continues to be a challenge; hence the PDMC opted to secure funding for training which was undertaken throughout the 2015/16 financial year. The Province of KwaZulu-Natal has been declared as the Drought Disaster Area due to water shortages emanating from the drying up of water resources (dams, rivers etc.). The PDMC, together with the National Disaster Management Centre (NDMC) and other Sector Departments, is working tirelessly to deal with the scourge of this drought situation.



DISASTER MANAGEMENT											
6. Adaptation to climate change											
6.1. Increased adaptation to Climate Change impacts											
Policy frameworks, plans and strategies to reduce risks											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
<ul style="list-style-type: none"> Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability. Capacitate municipalities on Disaster Risk Management. 	Number of Disaster Risk Management public awareness campaigns conducted	PGDP: Goal 5	10 Districts and 1 metro monitored on the implementation of Disaster Risk Management Strategy	-	-	2	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns
	Number of municipalities supported with Disaster Risk Management capacity building initiatives				-	-	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)



DISASTER MANAGEMENT											
6. Adaptation to climate change											
6.1. Increased adaptation to Climate Change impacts.											
Early Warning systems											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Disseminate early warning systems, impact, frequency and response plan.	Regular forecast of anticipated impacts of climate change and response plan	PGDP: Goal 5	100% Regular forecast of anticipated impacts of climate change and response plan	New	-	-	100%	100%	100%	100%	100%
	Number of research projects conducted on KZN specific weather related patterns in partnership with relevant institutions	-	1	New	-	-	-	1 MOU signed	1 Draft Research Project completed	1 Research Project finalized	-

DISASTER MANAGEMENT											
6. Adaptation to climate change											
6.2. Improved Disaster Management											
Co-ordinate interventions and support through Disaster Management Institutional Structures											
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Provincial and District Disaster Management Centres operational	Number of functional Municipal Disaster Management Centres	PGDP: Goal 5	Average time taken to respond to disaster events (72 hours co-ordination from the Department)	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	Province, 10 districts + 1 metro	Province, 10 districts + 1 metro	Province, 10 districts + 1 metro	Province, 10 districts + 1 metro
	Average time taken to respond to disaster events			New	-	-	72hrs	6hrs	6hrs	6hrs	6hrs



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

DISASTER MANAGEMENT										
STRATEGIC GOAL										
6. Adaptation to climate change										
STRATEGIC OBJECTIVE										
6.2. Improved Disaster Management										
INTERVENTION										
Improve preparedness through capacity building programmes										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Capacitate municipalities on Disaster Risk Management.	Provincial Fire brigade services established by target date (2017)	National Technical Indicator	1	New	-	-	1	1	-	-



DISASTER MANAGEMENT QUARTERLY TARGETS

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.							
INTERVENTION	Policy frameworks, plans and strategies to reduce risks							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Internalise Disaster Management planning in relevant structures (Mainstream disaster management function within relevant stakeholders) <ul style="list-style-type: none"> Facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget. Implementation of Disaster Risk Reduction Plans by sector Departments and stakeholders 	Number Districts and Metro supported with Disaster Risk Management Planning	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	10 District+1 metro Draft Disaster Management Sector Plans Analysed	10 Districts plus 1 Metro Adopted	Feedback workshops held with 10 districts plus 1 metro	10 Districts and 1 Metro supported with Disaster Risk Management Planning
					Winter contingency plan implemented	Disaster Management Sector Plans assessed for the next financial year	10 districts plus 1 metro draft supported to developed	Disaster Management Sector Plans for the next financial year
	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	Technical Support Plans developed (need analysis)	10 districts plus 1 metro provided with technical support	Implementation of Disaster Management Legislation monitored	Implementation of Disaster Management Legislation monitored



DISASTER MANAGEMENT							
6. Adaptation to climate change							
6.1. Increased adaptation to Climate Change impacts.							
Policy frameworks, plans and strategies to reduce risks							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1ST	2ND	3RD
<ul style="list-style-type: none"> Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability. Capacitate municipalities on Disaster Risk Management. 	Number of Disaster Risk Management public awareness campaigns conducted	2 awareness campaigns	PGDP: Goal 5	Quarterly	Winter Seasonal awareness campaign conducted	Summer Seasonal awareness campaign conducted	-
	Number of municipalities supported with Disaster Risk Management capacity building initiatives	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)

DISASTER MANAGEMENT							
6. Adaptation to climate change							
6.1. Increased adaptation to Climate Change impacts.							
Early Warning systems							
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1ST	2ND	3RD
Disseminate early warning systems, impact, frequency and response plan.	Regular forecast of anticipated impacts of climate change and response plan	100%	PGDP: Goal 5	Quarterly	Weather warnings disseminated	Weather warnings disseminated	Weather warnings disseminated
	Number of research projects conducted on KZN specific weather related patterns in partnership with relevant institutions	1 MOU signed	-	Quarterly	Engagement workshop with institutions facilitated	Reference finalized Call for Proposals issued	Service provider appointed MOU signed



DISASTER MANAGEMENT							
STRATEGIC GOAL	6. Adaptation to climate change						
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management						
INTERVENTION	Co-ordinate interventions and support through Disaster Management Institutional Structures						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Provincial and District Disaster Management Centres operational	Number of functional Municipal Disaster Management Centres	Province, 10 districts plus 1 metro (11)	National Technical Indicator	Quarterly	Province, 10 districts plus 1 metro functional	Province, 10 districts plus 1 metro functional	Province, 10 districts plus 1 metro functional
	Average time taken to respond to disaster events	6hrs	PGDP: Goal 5	Quarterly	6 hours turnaround time in the event of a disaster	6 hours turnaround time in the event of a disaster	6 hours turnaround time in the event of a disaster

DISASTER MANAGEMENT							
STRATEGIC GOAL	6. Adaptation to climate change						
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management						
INTERVENTION	Improve preparedness through capacity building programmes						
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Capacitate municipalities on Disaster Risk Management.	Provincial Fire brigade services established by target date (2017)	1	National Technical Indicator	Quarterly	Functional structure submitted for MEC approval	Staff appointed to perform tasks	Staff appointed to perform tasks
					Fire Brigade Services established and functional		



OVERVIEW OF THE 2015/2016 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 3

Table 11.19 : Summary of payments and estimates by sub-programme: Development and Planning

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
1. Spatial Planning	22 625	33 519	38 163	37 418	35 052	34 508	48 250	48 741	52 484
2. Land Use Management	14 855	17 353	17 697	23 483	19 276	18 594	19 271	21 130	22 156
3. Local Economic Development	311 689	221 473	337 806	228 385	209 104	207 299	230 033	249 305	244 107
4. Municipal Infrastructure	163 238	76 071	196 151	116 772	286 077	285 281	85 884	89 787	111 157
5. Disaster Management	83 315	64 530	88 860	107 993	106 791	106 791	241 044	86 603	83 075
6. IDP Co-ordination	18 504	17 945	20 574	20 547	14 220	14 135	19 168	20 052	21 590
Total	614 226	430 891	699 251	534 598	670 520	666 608	643 650	515 618	534 569

Table 11.20 : Summary of payments and estimates by economic classification: Development and Planning

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Current payments	159 896	183 689	254 237	381 941	364 980	350 847	538 491	420 053	430 626
Compensation of employees	57 960	94 545	101 964	127 543	114 922	110 670	114 595	123 632	131 857
Goods and services	101 936	89 144	152 273	254 398	250 058	240 177	423 896	296 421	298 769
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	431 707	229 425	399 286	73 756	226 107	235 826	33 302	35 784	36 448
Provinces and municipalities	430 284	228 574	347 061	61 656	180 806	184 306	32 816	35 784	36 448
Departmental agencies and accounts	1 000	-	18 850	-	-	6 150	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	400	-	33 254	12 100	45 100	45 100	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	23	851	121	-	201	270	486	-	-
Payments for capital assets	22 616	17 774	45 728	78 901	79 433	79 935	71 857	59 781	67 495
Buildings and other fixed structures	15 230	12 899	39 342	71 231	71 731	71 731	64 596	52 674	60 450
Machinery and equipment	7 386	4 722	6 386	7 470	7 502	8 004	7 061	6 907	6 770
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	153	-	200	200	200	200	200	275
Payments for financial assets	7	3	-	-	-	-	-	-	-
Total	614 226	430 891	699 251	534 598	670 520	666 608	643 650	515 618	534 569

PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT





cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT

Programme Purpose:

Good governance is critical for the Institutions of Traditional Leadership to provide effective support to the communities. The purpose of this programme is to support and enhance the capacity of traditional councils. This programme consists of the following sub-programmes, namely; Traditional Institutional Administration and Traditional Resource Administration.

SUB-PROGRAMME: 4.1. TRADITIONAL INSTITUTIONAL ADMINISTRATION

Progress Analysis:

The Department is striving towards ensuring that good governance in the Traditional Institutions is

strengthened through providing effective support. In partnership with the Office of His Majesty the King, 6 amaKhosi were installed and 16 recognised in order to continue with the restoration of the dignity of the Institution of Traditional Leadership. The Department also successfully supported the legislature in the piloting the Bill on Traditional Leadership and Governance towards passing a new Act regulating traditional leadership matters in the province in line with the national framework and continued to make professional interventions in cases of conflict to ensure peace and stability in the traditional communities. Once the Bill is passed, the Department will devise a programme to implement the new legislation, and will still include recognitions and installations of

amaKhosi and attending to cases of conflict and disputes.

The Department will continue to support cultural platforms to enable the traditional communities the opportunity to share their cultures, customs, celebrations, family tree and profiling of to ensure that their dignity is restored.

Analysis of constraints and measures planned to overcome them

Sometimes there are delays in government interventions and development programmes due to ubuKhosi family disputes and faction fights in traditional communities. However, the Department remains committed to offer its professional support to resolve such disputes with the reasonable time.



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

TRADITIONAL INSTITUTIONAL ADMINISTRATION										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles										
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS	
					13/14	14/15			17/18	18/19
Support platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels	Percentage of approved cultural platforms supported	PGDP: Goal 6	100% of approved cultural platforms supported	New	-	-	100%	100%	100%	100%
	Percentage of Iizwe with updated family trees			New	-	-	100%	100%	100%	100%



TRADITIONAL INSTITUTIONAL ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL INSTITUTIONAL ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Implementation of policies, legislation and regulations towards transformation and regulation of the sector.							
ACTIONS	ANNUAL TARGETS 2016/2017	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	1	Number of programmes implemented to support Traditional Institutions in line with the Act	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	-	Provincial House and 5 Local Houses workshoped	6 Local Houses workshoped	Draft Implementation programme developed	Implementation programme finalised

TRADITIONAL INSTITUTIONAL ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles							
ACTIONS	ANNUAL TARGETS 2016/2017	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	5	Number of AmaKhosi installed	PGDP: Goal 6	Quarterly	1	1	1	2
	10	Number of AmaKhosi recognised		Quarterly	2	3	3	2
	100%	Percentage of Dispute claims finalised		Quarterly	100% claims finalised	100% claims finalised	100% claims finalised	100% claims finalised



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

TRADITIONAL INSTITUTIONAL ADMINISTRATION								
STRATEGIC GOAL								
2. Strengthened Governance								
STRATEGIC OBJECTIVE								
2.1. Improved capacity of political and administrative governance								
INTERVENTION								
Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles								
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2016/2017	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Support platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels	Percentage of approved cultural platforms supported	100%	PGDP: Goal 6	Quarterly	100%	100%	100%	100%
	Percentage of Izizwe with updated family trees	100%	PGDP: Goal 6	Quarterly	Umzimkhulu Izizwe audited	Umzimkhulu Izizwe audited	100% of Izizwe verified	100% of Izizwe updated



cogta

Department: Governance and Traditional Affairs
 Co-operative PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: 4.2. TRADITIONAL RESOURCE ADMINISTRATION

Progress Analysis:

The process of sustaining the support to the Traditional Leadership and Traditional Institutions remained the main focus of the Department as a strategy to strengthen good governance. The Department conducted skills audit for 11 houses, implemented Capacity Building Programmes for AmaKhosi for all Local Houses and the Provincial House aligned to Provincial Capacity Building Strategy. Furthermore, the Department in partnership with the University of KwaZulu-Natal continues to run a leadership programme and 20 AmaKhosi registered for a Leadership Programme for 2015. All amaKhosi who registered for the leadership programme were provided with laptops and printers and are then expected to use this knowledge to benefit their communities and the Traditional Councils. The Department rolled out a capacity building programme on climate change and land use management as joint initiative between University of KwaZulu-Natal, British Council and Ikusasa Lethu.

TRADITIONAL RESOURCE ADMINISTRATION												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Stabilisation and strengthening of Traditional Leadership												
ACTIONS	PERFORMANCE INDICATOR	LINKAGE	5 Year Target	BASELINE 12/13	AUDITED PERFORMANCE			ESTIMATED 15/16	ANNUAL TARGETS 16/17	MEDIUM TERM TARGETS		
					13/14	14/15	15/16			17/18	18/19	19/20
<ul style="list-style-type: none"> Audit skills levels of traditional leadership institutions Capacitate traditional institutions in accordance to the Provincial capacity building strategy Provide support to Houses of Traditional Leaders to ensure that they are established and functional 	Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy			New	-	-	1	1	1	1	1	1
	Number of seminars held on the Institutions of Traditional Leadership	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	One Provincial House and eleven Local Houses capacitated in line with the capacity building strategy	New	-	-	2	2	2	2	2	2
	Number of AmaKhosi attending the UKZN Advanced Leadership Programme			30	24	24	20	20	20	20	20	20
	Number of Houses of Traditional Leaders supported with functionality in accordance with the act			New	-	-	12	12	12	12	12	12



TRADITIONAL RESOURCE ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL RESOURCE ADMINISTRATION									
STRATEGIC GOAL									
2. Strengthened Governance									
STRATEGIC OBJECTIVE									
2.1. Improved capacity of political and administrative governance									
INTERVENTION									
Stabilisation and strengthening of Traditional Leadership									
ACTIONS	PERFORMANCE INDICATOR	ANNUAL TARGETS 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1ST	2ND	3RD	4TH	
<ul style="list-style-type: none"> Audit skills levels of traditional leadership institutions Capacitate traditional institutions in accordance to the Provincial capacity building strategy Provide support to Houses of Traditional Leaders to ensure that they are established and functional 	Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	Strategic partners identified in line with the strategy	Capacity building programme implemented	Capacity building programme implemented		
					Consolidated capacity building programme and implemented	Capacity building programme implemented	Capacity building programme implemented	Capacity building programme implemented	
					Logistics for the 1 st seminar finalized	Logistics for the 2 nd seminar finalized	1 st seminar held	2 nd seminar held	
					Programme commenced	20 Amakhosi attending programme	20 Amakhosi attending programme	20 Amakhosi completed programme	
	Number of seminars held on the Institutions of Traditional Leadership	2		Quarterly					
	Number of Amakhosi attending the UKZN Advanced Leadership Programme	20		Quarterly					
	Number of Houses of Traditional Leaders supported with functionality in accordance with the act	12		Quarterly					



cogta

Department: Governance and Traditional Affairs
Co-operative Province of KWAZULU-NATAL

OVERVIEW OF THE 2015/2016 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 4

Table 11.22 : Summary of payments and estimates by sub-programme: Traditional Institutional Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
1. Traditional Institutional Administration	106 726	128 985	118 297	138 890	154 367	154 868	160 676	171 365	170 748
2. Traditional Resource Administration	66 502	106 600	80 558	79 797	75 119	73 338	83 386	85 184	95 377
3. Rural Development Facilitation	17 418	15 880	18 195	18 616	18 738	18 738	19 426	20 818	23 945
4. Traditional Land Administration	16 092	18 521	17 018	18 588	18 743	18 743	21 511	20 343	22 201
Total	206 738	269 986	234 068	255 891	266 967	265 687	284 999	297 710	312 271

Table 11.23 : Summary of payments and estimates by economic classification: Traditional Institutional Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
Current payments	194 101	238 842	228 053	246 688	260 435	258 983	274 019	288 010	298 811
Compensation of employees	117 329	138 343	143 327	165 739	163 072	159 593	176 057	185 865	199 834
Goods and services	76 772	100 499	84 726	80 949	97 363	99 390	97 962	102 145	98 977
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	1 039	1 288	2 058	1 100	1 362	1 387	800	700	1 200
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	100	-	-	-	-	-	-	-	-
Households	939	1 288	2 058	1 100	1 362	1 387	800	700	1 200
Payments for capital assets	11 550	29 855	3 936	8 103	5 170	5 317	10 180	9 000	12 260
Buildings and other fixed structures	8 995	26 170	2 347	7 000	3 000	3 000	8 000	9 000	11 000
Machinery and equipment	2 555	3 685	1 589	1 103	2 170	2 225	2 068	-	1 260
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	92	112	-	-
Payments for financial assets	48	1	21	-	-	-	-	-	-
Total	206 738	269 986	234 068	255 891	266 967	265 687	284 999	297 710	312 271



cogta

Department: Governance and Traditional Affairs
 Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

ANNEXURE D: CHANGES TO THE 2015-2020 STRATEGIC PLAN

The Department revised its Strategic Plan and aligned it with the new policy mandate namely: Sustainable Development Goals and African Union Agenda 2063. The COGTA Strategic Goals and Objectives have been clearly aligned with the AU Agenda, and SDG goals as illustrated by the following table.

AFRICAN UNION AGENDA 2063		SUSTAINABLE DEVELOPMENT GOALS 2030		DEPARTMENT GOALS		DEPARTMENT'S STRATEGIC OBJECTIVES	
ASPIRATION	GOALS	PRIORITY AREAS	GOALS	DEPARTMENT GOALS		DEPARTMENT'S STRATEGIC OBJECTIVES	
1. A Prosperous Africa based on Inclusive Growth and Sustainable Development	1.1 A High Standard of Living, Quality of Life and Well Being for all Citizens	1.1 (a) Incomes and Jobs	SDG 1: End poverty in all its forms everywhere SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Goal 3: Increased economic opportunities		3.1. Strengthened sectoral development	3.2. Improved government led job creation programmes
		1.1 (b) Poverty and Hunger	SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Goal 1: Improved Co-operative Governance Goal 4: Strengthened delivery of Basic services		1.1. Improved functionality of Inter-Governmental Relations	4.1. Improved co-ordination of service delivery
1.4 Transformed Economies	1.4 (a) Sustainable and Inclusive Economic Growth	1.1 (d) Modern Affordable and Liveable Habitats and Quality Basic Services	SDG 1: End poverty in all its forms everywhere SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Goal 5: Well Integrated Spatial Planning System		5.1. Improved spatial hierarchy of services	
		1.4 (a) Sustainable and Inclusive Economic Growth	SDG 1: End poverty in all its forms everywhere SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Goal 3: Increased economic opportunities		3.1. Strengthened sectoral development	3.2. Improved government led job creation programmes



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

ASPIRATION	AFRICAN UNION AGENDA 2063		SUSTAINABLE DEVELOPMENT GOALS 2030 GOALS	DEPARTMENT GOALS	DEPARTMENT'S STRATEGIC OBJECTIVES
	GOALS	PRIORITY AREAS			
2. An Integrated Continent, Politically United, based on the Ideals of Pan Africanism and the Vision of Africa's Renaissance	1.7 Environmentally sustainable and climate resilient Economies and Communities	1.7 (a) Sustainable Consumption Patters 1.7 (b) Biodiversity conservation and Sustainable Natural Recourse Management 1.7. (c) Water Security 1.7 (d) Climate Resilience and Natural Disasters 1.7 (e) Renewable Energy	SDG 6: Ensure availability and sustainable management of water and sanitation for all SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development SDG 13: Take urgent action to combat climate change and its impacts	Goal 4: Strengthened delivery of Basic services Goal 6: Adaptation to climate change	4.1. Improved co-ordination of service delivery 6.1. Increased adaptation to Climate Change impacts. 6.2. Improved Disaster Management
	2.3 World Class Infrastructure Crisscrosses Africa	2.3 (a) Communications and Infrastructure Connectivity;	SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation SDG 5: Achieve gender equality and empower all SDG 10: Reduce inequality within and among countries SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Goal 4: Strengthened delivery of Basic services Goal 2: Strengthened Governance	4.1. Improved co-ordination of service delivery 2.1. Improved capacity of political and administrative governance 2.2. Strengthened accountability of governance institutions 2.3. Improved decision making through citizen participation
3. An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and Rule of Law	3.1 Democratic values, practices, universal principles of Human Rights, Justice and Rule of Law entrenchment 3.2 Capable Institutions and Transformative Leadership in place	3.1 (a) Democracy and good Governance 3.2 (a) Institutions and Leadership 3.2 (b) pparticipatory Development and Local Governance			



The following additional actions have been linked to interventions contained in the 2015-2020 Strategic Plan

PROGRAMME ONE

Amendment	Sub-Programme	Action	Indicator
Addition of an action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance	Office of the MEC	Provide effective support services to the Department and the Ministry to promote good governance	Number of strategic documents tabled to the legislature as per statutory requirements Percentage of functional operational systems implemented in the Ministry
Addition of an action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance	Office of the Head of Department	Implementation of MISS guidelines in order to comply with PAIA, Control of access to public premises and vehicles Act and OHS Act	Number of policies implemented in respect of Information and physical security
Addition of an action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department	Office of the Head of Department	Ensure that the Department is Compliant with: <ul style="list-style-type: none"> PFMA regulations MPAT requirements in respect of the four key result areas being: <ul style="list-style-type: none"> Strategic Management Governance and Accountability Financial Management Human Resource Management 	Number of Departmental Clean Audit achieved Number of MPAT Key Performance Areas fully compliant with legal/regulatory requirements
Addition of actions to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance	Human Resource Management	Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions. <ul style="list-style-type: none"> Undertake a skills audit including qualifications Skills development Plan for departmental staff Skills levy 	Percentage of staff capacitated in accordance with the Departmental Training Plan
Addition of actions to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance	Human Resource Management	Provide support to municipalities in respect of Human Resource Management, Skills Levy, Employment Equity Plan and Skills Development Plan	Number of programmes implemented to support municipalities on Human Resource Management
Addition of actions to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Ensure sound financial Management	Financial Management	Provide support to municipalities in respect of Financial Administration	Number of programmes implemented to support municipalities on Financial Administration



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME TWO

Amendment	Sub-Programme	Action	Indicator
<p>Movement of interventions and actions from Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Stabilisation and strengthening of Traditional Leadership from Programme 4: Rural Development Facilitation to Programme 2: Municipal Governance and Administration</p> <p>Amendment of action from Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Stabilisation and strengthening of Traditional Leadership Programme 4: Rural Development Facilitation – Amend Establishment of IGR Structures on Traditional Affairs to Create a mechanism for Traditional Institutions to engage with IGR Structures</p>	<p>Municipal Governance and Administration</p> <p>Municipal Governance and Administration</p>	<ul style="list-style-type: none"> Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Establishment of IGR Structures on Traditional Affairs Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Create a mechanism for Traditional Institutions to engage with IGR Structures 	<p>Number of municipalities with the participation of traditional leaders</p> <p>Number of municipalities with the participation of traditional leaders</p>
<p>Movement of the Sub Programme: IDP Co-ordination from Programme 3: Development and Planning to Programme 2: Local Governance in the Annual Performance Plan</p> <p>Additional Action under Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.2. Strengthened accountability of governance institutions, Intervention: Monitoring, Evaluation & Reporting</p>	<p>IDP Co-ordination</p> <p>Municipal Performance, Monitoring, Reporting and Evaluation</p>	<p>No amendment to actions contained in the Strategic Plan</p> <p>Report on progress of performance made by municipalities</p>	<p>All Indicators moved</p> <p>Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA</p>

PROGRAMME THREE

Amendment	Sub-Programme	Action	Indicator
<p>Amendment of action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Revive and activate support of Traditional Institutions to promote socio-economic programmes</p>	<p>Land Use Management (Traditional Land Administration)</p>	<ul style="list-style-type: none"> Add an action : Undertake cadastral survey work for the provision and maintenance of property descriptions the areas of jurisdiction of Traditional Institutions 	<p>Percentage of received boundary description requests received</p> <p>Number of izigodi mapped</p>



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME FOUR

Amendment	Sub-Programme	Action	Indicator
<p>Amendment of action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Stabilisation and strengthening of Traditional Leadership</p> <p>Action: Create platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels</p>	Traditional Resource Administration	<ul style="list-style-type: none"> Support platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels 	Percentage of approved cultural platforms supported
<p>Addition of actions to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Stabilisation and strengthening of Traditional Leadership</p>	Traditional Resource Administration	<ul style="list-style-type: none"> Provide support to Houses of Traditional Leaders to ensure that they are established and functional 	Number of Houses of Traditional Leaders supported with functionality in accordance with the act



cogta

Department: Governance and Traditional Affairs
 Co-operative Province of KWAZULU-NATAL

ANNEXURE E: TECHNICAL INDICATOR DESCRIPTION

PROGRAMME ONE: ADMINISTRATION

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The MEC	Number of strategic documents tabled to the legislature as per statutory requirements	Coordinate specific legislated strategic documents to be tabled at the legislature as per the relevant statutory requirements. This include the tabling of the Annual Performance Plans, Annual Performance Reports, Budget Speech, Section 47 of MSA Report, Section 81 of MPRA Report, Section 131 of MFMA Report	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Documentary	Count the number of strategic documents tabled at the legislature during the current financial year	NII	Output	Non-Cumulative	Quarterly	Yes	7	Office of the MEC
Office of The MEC	Percentage of functional operational systems implemented in the ministry	Coordinate systems that support the MEC's role at Provincial Executive Council Lekgotla. Implement coordinated cabinet, parliamentary and protocols systems. Implement systems to ensure compliance with financial prescripts and ensure that the planned diary management sessions are held	To ensure that existing systems in the Ministry are optimally utilized to improve services offered to the Department and the Ministry	Documentary	Count the number of systems implemented and divide it by the total systems planned to be implemented (e.g. as per the checklist) and multiply by 100	NII	Output	Non-Cumulative	Quarterly	Yes	100%	Office of the MEC
Office of The Head of Department	Number of Districts and Metros supported on OSS	Coordinate and monitor service delivery to the 10 Districts and the Metro on Operation Sukuma Sakhe	Ensure sustained functionality of Operation Sukuma Sakhe in the Province	Documentary	Count the number of OSS Reports	NII	Output	Non-Cumulative	Quarterly	No	11 Reports	Head of Department
Office of The Head of Department	Number of policies implemented in respect of information and physical security	Implement a policy taking cognisance of Minimum Information Security Standards (MISS) and other security matters	Ensure compliance with MISS	Documentary	Count the number of policies implemented	NII	Output	Non-Cumulative	Quarterly	Yes	1	Head of Department
Office of The Head of Department	Number of Departmental Clean Audits achieved	Manage all departmental processes (financial, human and performance) that will result in a clean audit	To align with government's programme on Operation Clean Audit	Documentary	Count the number of clean audits achieved	NII	Output	Non-Cumulative	Quarterly	Yes	1	Head of Department



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION DATA	METHOD OF CALCULATION	DATA LINKAGE ALIENS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The Head of Department	Number of MPAT Key Performance Areas fully compliant with legal/regulatory requirements	Ensure departmental compliance with legal/mandatory requirements as contained in MPAT standards	To ensure that the Department achieves a minimum rating of 3 in all Key Performance Areas as defined in MPAT	Documentary	Count the number of MPAT Key Performance Areas fully compliant with legal/regulatory requirements	Nil	Output	Non-Cumulative	Quarterly	Yes	4	Head of Department
Human Resource Management	Percentage of staff with scarce skills recruited in accordance with the recruitment plan	Staff that are in short supply in the Labour Market in terms of National Scarce Skills list from Department of Labour	To enable service delivery	Recruitment plan and recruitment report	Count the number of staff with scarce skills recruited, then divide it with the total number of staff with scarce skills to be recruited as per the recruitment plan, then multiply the total by 100 Number of predetermined individuals within each skills category e.g. Survey Technicians	Nil	Output	Non-Cumulative	Annually	No	100% of staff with scarce skills recruited in accordance with the recruitment plan	Senior Manager: Human Resource Administration
Human Resource Management	Percentage of staff capacitated in accordance with the Departmental Training Plan	Implement a plan indicating training & development of departmental staff	To consolidate training & development to provide departmental staff with skills	Skills audit and the training implementation plan	Count the number of staff trained, then divide it by the number of employees who required training as per the training plan, then multiply the total by 100	Nil	Output	Non-Cumulative	Annually	No	100% of staff capacitated in accordance with the Departmental Training Plan	Senior Manager: Human Capital Development
Human Resource Management	Number of programmes implemented to support municipalities on Human Resource Management	Implement a programme to support municipalities on Human Resource Management	To capacitate municipalities on Human Resource Management	Documentary	Count the number of programmes implemented to support municipalities on HRM	Nil	Output	Non-Cumulative	Quarterly	Yes	1	General Manager: Human Resource Management



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Human Resource Management	Number of Organisational Structures aligned to the implementation of Strategic Plan	The organisational structure defines the operational and reporting structure of the department	Provision of an organisational structure along with the required post establishment., this defines the purpose and functions of the respective units as well as the reporting/communication/line of command of the organisation as a whole	Documentary (report and defined structure)	Count the number of organisational structures aligned	Nil	Output	Non-Cumulative	Annually	No	1	Senior Manager: ODES
Human Resource Management	Percentage of Performance Agreements aligned to Strategic Plans	Alignment of all Senior Management Services Performance Agreements to the Strategic Plan and the Annual Performance Plan	To ensure that there is a clear link between the Strategic Plan and APP with the Performance Agreements of Senior Management Services to promote accountability towards achievements in the Strategic Plan and APP	Documentary	Count the number of SMS members with Performance Agreements aligned to the APP and Strategic Plan, then divide it by the number of SMS members, then multiply the total by 100	Nil	Output	Non-Cumulative	Annually	No	100% of Senior Management Service Performance Agreements aligned to Strategic Plans	Senior Manager: Human Capital Development
Human Resource Management	Percentage of cases completed within 60 days in terms of PSCBC Res 1/2003 – Disciplinary Code and Procedures (Items 6 and 7)	Ensure compliance on completion of cases with the prescribed timeframe from DPSA	Ensure speedy administration of justice	Monthly reports to the Office of the Premier	Count the number of cases completed within 60 days, then divide it by the total number of cases (completed and not completed), then multiply the total by 100 Captured statistics on Peral	Nil	Output	Non-Cumulative	Annually	No	100%	Senior Manager: Human Resource Administration
Information Technology	Number of fully functional IT Services	To provide an information communications technology with minimum downtime, secured information access and storage, upgrade of software, infrastructure and implement disaster recovery plan if necessary.	To improve the delivery of IT Services within the Department through: -Uninterrupted and responsive IT system. -Appropriately skilled staff -Security of information -Business Continuity and storage of information - Upgrading of technology	Documents (report /spreadsheets etc.)	Count the number of fully functional IT services	Nil	Output	Non-accumulative	Quarterly	No	1	Senior Manager: Information Technology



cogta

Department: Governance and Traditional Affairs
 Co-operative
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Auxiliary Services	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	On a continuous basis, to evaluate, assess and upgrade Departmental buildings. Compliance with Occupational Health and Safety Act. Building inspected and holding safety reps.	To ensure compliance with the Occupational Health and Safety Act, and thereby achieve a safe working environment for all staff of the Department.	Documentary (reports/spreadsheets etc.)	Count the number of Departmental Buildings that are compliant with OHSA, then divide it by the Total number of buildings, then multiply by 100 This is done through utilising a spreadsheet to evaluate OHS compliance at all buildings against specific criteria in order to achieve an overall percentage compliance.	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Auxiliary Services
Auxiliary Services	Percentage alignment of functional working environment to organisational structure	On a continuous basis, to evaluate office accommodation needs in accordance with the organisational structure. Needs assessment conducted and request processed.	To ensure the availability of suitable and sufficient office accommodation, in accordance with National norms, to achieve a functional working environment for all appointed staff.	Documentary (reports/spreadsheets etc.)	Count the number of functional working environments, divide it by total number working environment according to the organisational structure, then multiply by 100 This is done through compiling needs assessments, in accordance with National space norms, to identify required accommodation needs aligned to the organisational structure (filled posts).	Nil	Output	Non-Cumulative	Quarterly	No	100%	Senior Manager: Auxiliary Services



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Auxiliary Services	Percentage of fleet efficiently managed	On a continuous basis, monitor the utilisation of the fleet. (Including but not limited to: Log returns analysed, vehicle abuse investigated, holding of Local Transport Officers' Forums and monitoring the utilisation of subsidised vehicles)	To ensure the availability and roadworthiness of vehicles to the Department in order that the Business Units are suitably equipped to be in a position to concentrate on their specific functionalities and to support them in their responsibilities with regards to Corporate Services functions	Documentary (reports/spreadsheets etc.)	Count the number of fleet that are effectively managed, divide it by total number of fleet in the Department, then multiply by 100	Nil	Output	Non-Cumulative	Quarterly	No	100%	Senior Manager: Auxiliary Services
Financial Management	Number of clean audits achieved	Financial Statements are free from material misstatements and there are no material findings on reporting on performance objectives on non-compliance to legislation	To report on the financial performance and financial position of the department	Documentary (buss reports, invoice, contracts, persal system etc.)	Count the number of clean audits opinion received	Nil	Output	Non-Cumulative	Annually and Half yearly	No	1	General Manager: Finance Senior Manager: Traditional Finance Accounting Officer / CFO
Financial Management	Number of Traditional Councils with audited financial statements	This indicator will measure the financial accountability arrangements of TCs as per the provincial legislation and also their legal status in complying with the process of reconstitution	To report on the financial performance and financial position of the Traditional Councils	Documentary	Count the number of financial statements produced	Nil	Output	Non-cumulative	Annually and half yearly	New	257	Senior Manager: Traditional Finance
Financial Management	Number of Statutory Reports submitted	On a monthly basis completes the IYM and Revenue Reports that reflects the expenditure and revenue for the Department. On an annual basis the MTEF input of each programme is checked and revised in line with the priorities of the department. The EPRE format as	Monitor the financial performance of the Department. PFMA requirement. Provision of an integrated financial administration services and to provide a client oriented, economical, efficient and effective support services to the MEC and the Department. The EPRE reflects the Budget	Documentary (templates as provided by PT as well as spreadsheet compiled by department.	Count the number of reports submitted. Count the number of submissions	Nil	Output	Non-Cumulative	Monthly (IYM) and Annually (EPRE, ADJ,AFS)	No	28	General Manager: Finance Senior Manager: Budget Control and Planning Senior Manager:



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		provided by PT is completed and submitted by deadline as per the Budget Time Table.	for the Department for the next financial year. All spending must be in terms of the approved budget.									Financial Administration
Financial Management	Number of programmes achieving a 2% variance on expenditure	On a monthly basis, financial report is prepared per programme and discussed with Programme/Responsibility managers to ensure that each programme remains within its allocated budget	Further, Government is to adhere to the legislative precepts of being accountable and transparent on the applications of public funds and the results of implementing programmes on communities	Documentati on (reports/ spreadsheet etc.)	Count the number of programmes achieving 2% variance on expenditure	Nil	Output	Non-cumulative	Annually	No	4	General Manager: Finance Senior Manager: Budget Control and Planning
Financial Management	Number of programmes implemented to support municipalities in Financial Administration	Implement a programme to support municipalities on Financial Administration	To capacitate municipalities on Financial Administration	Documentary	Count the number of programmes implemented to support municipalities on Financial Administration	Nil	Output	Non-Cumulative	Quarterly	Yes	1	Chief Financial Officer
Financial Management	Percentage of expenditure in line with the Departmental Procurement Plan	This relates to the Department having a Consolidated Procurement Plan and the expenditures being in line with the Approved Procurement Plan	Monitor the financial performance of the department to ensure that spending is in line with the approved budget	Documentati on (reports/ spreadsheet etc.)	Count the number of actual expenditure incurred, divided it by an approved amount on Procurement Plan, then multiply by 100	Nil	Output	Non-cumulative	Quarterly	No	100%	General Manager: Finance Senior Manager: Supply Chain Management
Financial Management	Percentage of suppliers paid within the thirty day period	This relates to the payment of suppliers within thirty days of receipt of invoices	To ensure that suppliers are paid within 30 days as per SCM requirements	Documentati on (reports/ spreadsheet etc.)	Count the number of suppliers paid within the thirty day period, divide it by the total number of suppliers who were due to be paid and multiply the total by 100	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Supply Chain Management



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Finance	Number of Traditional Administrative Centres with updated Movable Asset Registers	This relates to creating an asset inventories listing which will enable the business unit to generate a fixed asset register in terms of GRAP 17	To address weaknesses in accountability and governance systems of traditional institutions	Physical Copies of asset registers	Count the number of Traditional Administrative Centre Asset Inventories compiled and updated	Nil	Output	Non-Cumulative	Quarterly	No	257	Manager: Finance Senior Manager: Supply Chain Management
Traditional Finance	Number of Traditional Councils supported to implement the financial management practice notes	To capacitate TC members to ensure compliance with financial management practice notes	To address weaknesses in accountability and governance systems of traditional institutions	Documentary Spreadsheets and reports	Count the number of Traditional Councils supported to implement the financial management practice notes	Nil	Output	Non-Cumulative	Quarterly	No	267	Senior Manager Traditional Finance
Internal Control	Number of anti-fraud and corruption strategies implemented (Risk Management)	Refers to the implementation of matrix of tasks and responsibilities on fraud and corruption	To prevent, detect and control fraud and corruption	Documentary	Count the number of anti-fraud and corruption strategies implemented	Nil	Output	Non-cumulative	Quarterly	No	1	Senior Manager: Internal Control
Internal Control	Percentage of reported fraud cases investigated (Risk Management)	Investigate all allegations that are reported to internal control	To ensure that the stance of zero tolerance to fraud and corruption is enforced.	Documentary	Count the number of fraud cases investigated, then divide it by the total number of fraud cases reported, then multiply by 100	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Internal Control
Internal Control	Percentage of criminal cases reported on (Risk Management)	Compile report on all criminal cases (fraud as well as other offences committed by employees of the Department). Confirm that these are being investigated by the SAPS and MEC/HOD is aware of these.	To ensure that criminal cases are investigated further.	Documentary	Count the number of criminal cases reported on, then divide it by total number of criminal cases for the employees in the Department, then multiply by 100	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Internal Control



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Internal Control	Number of internal audit plans implemented (Internal Control)	On a quarterly basis to conduct follow ups on the audit improvement management action plan.	To ensure that internal controls are put in place as per the management action plans.	Enquiries (discussions held with officials). Documentary (policies, procedure manuals, reports, records etc.)	Count the number of improvement audit plans	Nil	Output	Cumulative	Quarterly	No	1	Senior Manager: Internal Control
Internal Control	Number of Risk Action Plans implemented (Risk Management)	Conduct quarterly follow ups on actions plans implemented as per the risk register	To ensure that action plans are implemented and risks mitigated	Documentary. POEs	Count the number of action plans implemented	Nil	Output	Cumulative	Quarterly	No	1%	Senior Manager: Internal Control
Internal Control	Number of compliance audits performed (Risk Management)	On a quarterly basis internal control and risk assignments are executed	To identify ineffective internal control systems within the Department and to recommend improvements for all weaknesses identified.	Enquiries (discussions held with officials). Documentary (policies, procedure manuals, reports, records etc.)	Count the number of compliance audits performed.	Nil	Output	Cumulative	Quarterly	No	4	Senior Manager: Internal Control
Internal Control	Percentage of issues on the AG management action plan addressed (Internal Control)	On a quarterly basis to conduct follow ups on the AG management action plan.	To ensure that management's action plans were implemented.	Enquiries (discussions held with officials). Documentary (policies, procedure manuals, reports, records etc.)	Count the number of action plans addressed, then divide it by the total number of issues on the AG management action plan, the multiply by 100	Nil	Output	Cumulative	Quarterly	No	100%	Senior Manager: Internal Control
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of Service Delivery Improvement Plans implemented	To support business units within the department with the implementation of SDIP and Batho Pele	To improve the means in which the Department delivers services to its clients	Documentary (reports/spreadsheets etc.)	Count the number of Service Delivery Improvement Plans developed	Nil	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: Strategic Planning and Service Delivery



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

ANNUAL PERFORMANCE PLAN 2016/2017 - PAGE 183

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of Annual Performance Plans aligned to National and Provincial imperatives	To coordinate and produce the APP of the Department	There is an increased demand for performance information by Government to review and improve service delivery strategy and implementation of plans.	Document	Count the number of Departmental Annual Performance Plans developed and approved	Nil	Output	Non-Cumulative	Annually	No	1	Senior Manager: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery	Percentage of Business Plans aligned to Strategic Plans	To support business units to align their business plans to the Annual Performance Plan and Strategic Plan	Alignment of business plans is crucial as this will enable the Department meet the goals and objectives set out in the Strategic Plan	Documentary (reports/spreadsheets etc.)	Count the number of Business Plans aligned to Strategic Plans	Nil	Output	Non-Cumulative	Annually	No	100%	Senior Manager: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of Clean Audits on performance information achieved	To manage performance information in the Department that will result in a clean audit	To align with Government's programme on operation Clean Audit	Documentary (reports/spreadsheets etc.)	Based on AG processes	Cooperation from Business Units	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of monitoring systems functional	To maintain a system that houses performance information from all sub programmes in the Department	To have a single storage facility for easy access and reduces data manipulation	Business Units	Count the number of monitoring systems functional	None	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of knowledge sharing sessions conducted	To either create or use existing platforms to inform Business units of the quarterly performance moderation process, reporting shortcomings and action planning.	To increase contact with performance information and the use of it to correct planning and programme implementation	Documentary (reports/spreadsheets etc.)	Count the number of knowledge sharing sessions conducted and divide it by the total number of sessions planned and multiply by 100	Nil	Output	Non-Cumulative	Quarterly	No	16	Senior Manager: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery	% of confirmed recommendations monitored for implementation	Refers to monitoring and supporting the implementation of confirmed recommendation by the business units planned for the current financial year through departmental plans	To ensure that the confirmed evaluation recommendations are implemented to improve the municipalities support to institutions of traditional leadership	Recommendations templates	Count the number of confirmed recommendations implemented and divide it by the total number of recommendations confirmed and multiply by 100.	No	Output	Cumulative	Quarterly	Yes	100%	Senior Manager: Evaluation



COGTA

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of evaluation studies conducted on Departmental programmes to Inform the Strategic Plans	It refers to the number of evaluations that were conducted to inform the Departmental planning, budgeting process and enhance the feedback cycle on Departmental interventions	To provide feedback and assist during the planning and budgeting processes	Evaluation reports.	Count the number of evaluations conducted on departmental programmes to Inform the Strategic Plans.	No	Output	Non-cumulative	Annually	No	6	Senior Manager: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of programmes supported to fully comply with MPAT legal/regulatory requirements	Relates to supporting programme one with MPAT on self-assessment, validation, submission, monitoring trends and improvement plans	To ensure that the Department is compliant with MPAT requirements on 4 Key Results areas - Strategic Management, Governance and accountability, Financial management and Human Resources management	MPAT report	Count the number of programmes to comply with MPAT requirements	No	Output	Non-cumulative	Quarterly	Yes	1	Senior Manager: Evaluation
Policy and Research	Number of policies reviewed	Relates to the reviewal (inclusive of development) of the identified policies and submission of the final draft to Business Units.	Policies create an enabling environment by ensuring that the department complies with relevant legislation, manages possible risks and achieves operational efficiency.	Documentary (reports/ spread sheets etc.)	Count the number of policies reviewed	Nil	Output	Non-Cumulative	Quarterly	No	8	Senior Manager: Policy and Research
Policy and Research	Number of policies monitored	Relates to monitoring of policy implementation.	Through monitoring of policies one is able to identify possible risks and improve operational efficiency.	Documentary (reports/ spread sheets etc.)	Count the number of policies monitored	Nil	Output	Non-Cumulative	Quarterly	Yes	3	Senior Manager: Policy and Research
Policy and Research	Number of Departmental policy registers maintained	Update Policy Register in line with new policies	A departmental policy register identifies gaps for policy development and reviewing to ensure compliance	Documentary (reports/spread sheets, etc.)	Count the number of Policy Registers maintained	Nil	Output	Non-cumulative	Quarterly	No	1	Senior Manager: Policy and Research
Policy and Research	Number of Research Projects conducted to inform Annual Performance Plans	Identify and conduct research that: <ul style="list-style-type: none"> determines trends and highlights cutting edge information impacting on municipalities and the Department influences how the Department rolls out support to municipalities through the Capacity Building Strategy 	Research provides scientific data to be used as a basis for decision making and planning.	Documentary (reports /spread sheets, etc.)	Count the number of research projects conducted	Nil	Output	Non-Cumulative	Quarterly	No	2	Senior Manager: Policy and Research



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Policy and Research	Number of information hubs data related to Municipalities and Traditional Institutions updated	Promote the Departmental knowledge systems and avail up-to-date information on all Municipal and Traditional Institutions within KZN. The information hub will be centrally located.	To ensure that the Information hub serves as a central repository of up-to-date information for the Department and other external stakeholders.	Documentary (reports /spread sheets, videos etc.)	Count the number of information hubs promoted	Nil	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: Policy and Research
Legal Services	Percentage compliance with all line function legislation	To monitor compliance in terms of legislation that line function business units need to adhere to in performing their function and provide support in respect of legal opinions, certification of policies, legal support and administrative services	To ensure that all business units operate within the legal mandate of the Department	Documentary (reports /spread sheets, etc.)	Count the number legislation that business units have complied with	Nil	Output	Non-Cumulative	Quarterly	No	100%	Senior Manager: Legal Services
Legal Services	Percentage compliance with all transversal legislation	To monitor compliance in terms of transversal legislation that Department needs to adhere to and provide support in respect of legal opinions, certification of policies, legal support and administrative services	To ensure that the Department complies with the legal prescripts affectation Provincial Government	Documentary (reports /spread sheets, etc.)	Count the number transversal legislation that the Department has complied with	Nil	Output	Non-Cumulative	Quarterly	No	100%	Senior Manager: Legal Services
Corporate Communication	Number of Communication Strategies implemented	Implement the Communication Strategy to guide PR, Marketing and Media Liaison for the Department and the MEC	The strategy guides the profiling of the MEC and the Department	Documentary (reports /spread sheets, etc.)	Count the number of Communication Strategies implemented	Nil	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: Corporate Communication
Corporate Communication	Number of Local Government Communication Plans implemented	Implement the Local Government Communication Plan to ensure that communities informed of the Back to Basics programme	To ensure that the public is informed of the Departments Back to Basics programmes and policies.	Documentary (reports /spread sheets, etc.)	Count the number of Local Government Communication Plans implemented	Nil	Output	Non-Cumulative	Quarterly	Yes	1	Senior Manager: Corporate Communication



PROGRAMME TWO: LOCAL GOVERNMENT

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Governance & Administration	Number of IGR Structures functional in accordance with the IGR Framework.	Facilitate and co-ordinate information and decisions across the spheres of government through appropriate IGR structures. Support municipalities with functional District Inter-Governmental Relation structures and systems	To improve Inter-governmental relation in compliance with the Integrated IGR Framework Act	Documentary (reports/spreadsheets etc.)	Count the Number of IGR Structures functional in accordance with the IGR Framework.	Nil	Output	Non-Cumulative	Quarterly	No	10	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of partnerships with SALGA maintained	To maintain a partnership with SALGA	To develop partnerships with strategic stakeholders in order to provide a high quality support to municipalities	Documentary (reports/spreadsheets etc.)	Count the number of partnerships maintained	Nil	Output	Non-Cumulative	Quarterly	Yes	1	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities with functional oversight structures	Support municipalities with functional municipal Oversight processes (processes refer to reporting to Section 80 Portfolio Committees, Council in terms of Section 44 of the MSA) and other Section 79 Committees	To improve oversight capacity of municipalities	Documentary (reports, etc.)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	No	54	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities complying with local government legislation	The implementation of a monitoring mechanism (through the Back to Basics support plans) to measure municipalities' compliance with local government legislation. Capacitate the Speakers on the Rule of Law and Constitutional Democracy, Code of Conduct for Councillors, Rules and Orders and Ethics)	To strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation	Documentary (reports, copies of policies, action plans)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	No	54	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities complying with local government policies	The implementation of a monitoring mechanism to measure municipalities' compliance with municipal policies (policies include: recruitment, leave policies, Guidelines on roles and responsibilities of municipal political structures, office bearers and senior officials Standard municipal	To strengthen the institutional capacity of municipalities by monitoring compliance with local government policies	Documentary (reports, copies of policies, action plans)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	No	54	Senior Managers: Municipal Governance and Administration and IGR



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		delegations framework)										
Municipal Governance & Administration	Number of draft standard by-laws developed to support the municipalities with their legislative competency	Review identified standard draft by-laws and promulgate after conducting consultations as per the legislative framework	To assist the capacity of municipalities to exercise their legislative competence	Documentary (reports, copies of policies, action plans)	Count the number of standard draft by-laws developed	Nil	Output	Non-Cumulative	Quarterly	Yes	5	Senior Managers: Municipal Governance
Municipal Governance & Administration	Number of municipalities supported to comply with MSA regulations	Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the senior manager positions. Develop a report on compliance of municipalities wot the Regulations on appointment of senior management (S61A&S56). Assist and support municipalities through meetings and workshops to interpret and apply the Regulation. Intervene where municipalities do not comply and provide support	To promote the appointment of competent and suitably qualified senior managers	Municipal reports on compliance	Count the number of municipalities supported	Nil	Output	Cumulative	Quarterly	No	54	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of programmes to support the establishment of municipalities and 2016 local government elections	Support to be provided to newly established municipalities in terms of the demarcation process, pre and post-local government election.	In terms of the Municipal Demarcation Act certain municipalities were disestablished and merged to form new municipalities. The MEC is obligated to ensure that these municipalities are restructured and institutionalised in terms of the Structures Act. The LGE process will be supported and municipalities will be assisted at first council meetings, etc.	Documentary (reports/ spreadsheets etc.)	Count the number of municipal establishment processes supported	Nil	Output	Non-Cumulative	Quarterly	No	1	Manager Municipal Administration



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Governance & Administration	Number municipalities with functional rapid response teams in line with the strategy	Relates to reviewing of the strategy for addressing service delivery protests stakeholders consultations and establishment of Rapid Response Teams in the municipalities as a mechanism to deal with service delivery protests	To strengthen the institutional and administrative capacity of the municipalities to deal service delivery protests	Documentary (reports/ spreadsheets etc.	Count the number of municipalities with Rapid Response Teams	Nil	Output	Non-Cumulative	Quarterly	Yes	54	Manager Municipal Governance
Municipal Governance & Administration (Rural Development Facilitation)	Number of municipalities with the participation of traditional leaders	Maintenance of MSA Section 81(2) Notice by reporting vacancies and facilitating the filling of vacancies, provide quarterly reports on the actual attendance of traditional leaders in the Municipal Councils. Tracking and reporting on the status of Ubukhosi existence in the other two municipalities will be done.	Complementing representative government with a system of participatory governance for sustainable service delivery and development in traditional communities	Quarterly reports on attendance and vacancies; and attendance registers	Count the number of municipalities reported on	Nil	Output	Non-cumulative	Quarterly	No	54	Senior Managers: Rural Development Facilitation
Municipal Finance	Percentage of public sector expenditure spent in accordance to the municipal IDP	Assessment of Municipal IDPs for legal compliance of Capital Investment plans and Revenue Raising Strategies Assess IDP projects implemented by National and Provincial Government and any other Agency	To ensure that the public sector is responding to the needs of the community as defined in a municipal IDP and spending in accordance therewith	Municipal IDPs	Count the number of Capital Investment plans and Revenue Raising Strategies assessed and reported on	Time ly sub missi on of IDPs	Output	Non-cumulative	Annual	No	60%	Senior Manager: Municipal Finance
Municipal Finance	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	Assessment of 64 Municipal IDPs in determining alignment of projects to the PGDS	To facilitate achievement of KZN PGDS priorities	Municipal IDPs and PGDS	Count the number of projects on Municipal IDPs aligned to the PGDS	Time ly sub missi on of IDPs	Output	Non-cumulative	Annual	No	55%	Senior Manager: Municipal Finance
Municipal Finance	Percentage of municipal expenditure allocated to capital infrastructure (New constructions, Maintenance and Operation)	Assessment of municipal budgets in respect of allocation of funds to capital infrastructure	To determine investment in service delivery priorities	Municipal Budgets	Calculate allocation of funds to capital budget of municipalities in relation to total budget	Nil	Output	Non-cumulative	Annual	No	54 municipalities with 26% expenditure on capital infrastructure	Senior Manager: Municipal Finance



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Finance	Percentage of municipal expenditure allocated to capital infrastructure spent (New constructions, Maintenance and Operation)	Assessment of municipal capital infrastructure spending levels in accordance with budget projections	Timely implementation of capital projects and adequate expenditure on conditional grants for infrastructure	Municipal Financial Reports and System	Calculate Percentage spent against total budget and projection on Capital Budget	Accuracy of municipal records	Output	Non-cumulative	Quarterly	No	54 municipalities with 100% municipal expenditure allocated to capital infrastructure spent	Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities supported to improve Revenue Management and Debt Collection	11 municipalities identifying Revenue Management support in accordance with Back to Basics plans 18 municipalities identifying Debt Management support in accordance with Back to Basics plans	To monitor municipal credit control and debt collection policies and their implementation in order to improve revenue collection and debt management	Quarterly MF Compliance Assessment Report	Determine level of achievement against plan Determine level of achievement against plan	Nil	Output	Non-Cumulative	Quarterly	New	11 municipalities supported on Revenue management 18 municipalities supported Debt Management	Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities supported to comply with MPRA by target date	Municipalities monitored, assessed and guided to comply with the MPRA through MPRA Steering Committees and general communication to all municipalities. Targeted municipalities with specific plans developed and supported	To monitor and assess municipal compliance with the MPRA and provide guidance with respect to non-compliance	MPRA, Municipal Valuation information	Count the number of MPRA steering committee meetings convened and correspondence issues to municipalities providing guidance to comply with MPRA Count the number of municipal plans developed and supported	Nil	Output	Non-Cumulative	Quarterly	New	54	General Manager: Municipal Finance



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITA- TIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Finance	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	Report prepared by MEC in accordance with section 131 of the MFMA for submission to the Provincial Legislature	Legislative Compliance	Assessment reports and schedules of Municipal Finance Unit	Count the number of Reports produced	Nil	Output	Non- cumulative	Annual	No	1	General Manager: Municipal Finance
Municipal Finance	Number of Reports submitted on compliance with MPRA in terms of section 81 of the MPRA	Report prepared on Municipal compliance with MPRA	Legislative Compliance	Municipal Finance Compliance Schedules	Count the number of Reports produced	Nil	Output	Non- cumulative	Annual	No	1	General Manager: Municipal Finance
Municipal Finance	Number of municipalities with clean audits	Report on mid-year review of annual financial statements of municipalities per municipality for 26 Back to Basics Municipalities Quarterly report on financial management per municipality (61) under Back to Basics	To ensure sound financial management and reporting	Municipal Financial Reports and System	Count the number of reports on: 1. Number of Mid-year budget and performan ce assessme nts undertake n and reported (26) 2. Municipali ties quarterly assessme nts (61)	Nil	Output	Non- cumulative	Quarterly	No	54	Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities with functional audit committees	Municipal Audit Committee in place and functional in accordance with section 166 of the MFMA	To strengthen the municipal council oversight responsibility.	Agendas, Minutes and reports of Audit Committee Meetings	Count the number of municipalities with functional Audit Committees	Nil	Output	Non- cumulative	Quarterly	No	54	Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities monitored on implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored	Adequacy of Municipal Audit response plans assessed and feedback provided. Municipalities monitored and supported to implement audit response plans.	To improve municipal audit outcomes by addressing previous findings	Audit reports & quarterly reports on the implementati on of audit response plans.	Count the number of municipalities monitored on implementation of Audit Response Plan based on previous audit outcomes	Nil	Output	Non- cumulative	Quarterly	No	54	Senior Manager: Municipal Finance



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Finance	Number of reports produced on the extent to which municipalities comply with the implementation of the Anti-corruption measures	Anti-corruption measures include the establishment and functionality of a structure that deals with Anti-corruption issues, towards combating fraud and corruption of Law enforcement agency, OTP, Municipalities, Treasury, CoGTA, etc. to identify risk and mitigating factors to reduce levels of corruption in municipalities Municipalities monitored to determine what anti-corruption measures are being implemented.	To ensure coordination of all anti-corruption activities per province	Municipal quarterly report on all anti-corruption and reports from law enforcement	Count the number of reports produced on the	Nil	Output	Non-cumulative	Quarterly	New	4	Senior Manager: Forensic Auditing
Municipal Finance	Number of reports on fraud, corruption and maladministration cases reported and investigated	Comprehensive reports on analysis of cases reported, investigated and concluded that demonstrate possible maladministration, fraud and/or corruption in municipalities	To reduce incidences of fraud and corruption in municipalities	Progress report on cases referred and investigated by law enforcement agencies, and municipal reports on anti-corruption	Count the number of maladministration, fraud, and corruption investigated	Nil	Output	Cumulative	Quarterly	No	4	Senior Manager: Forensic Auditing
Public Participation	Report on the number of community report back meetings convened by Councilors in each ward	Strengthening community feedback mechanisms by municipal councilors Assist municipalities in developing a schedule of community feedback meetings and monitor the implementation thereof. (convened by Councilors in each ward per quarter)	To ensure compliance with schedule 5 of the MSA	Municipal schedule; Municipal Speaker's report; Back to Basics report; ward committees functionality assessment report	Count the number of community feedback meetings convened by Councilors per quarter	Nil	Output	Non-cumulative	Quarterly	No	4	Senior Managers: Public Participation



COGTA

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Public Participation	Number of municipalities with functional ward committees as per the municipal structures/ systems act	To support the maintenance of functional ward committees and implementation of intervention plans for non-functional ward committees	Section 73(4) of the Municipal Structures Act requires Municipalities to make administrative arrangements to perform their function and exercise their powers effectively	Documentary (ward committee functionality assessment report/ spread sheets etc.)	Count the number of municipalities verified on the functionality of ward committee	Nil	Output	Non-cumulative	Quarterly	No	44	Senior Managers: Public Participation
Public Participation	Number of ward committees supported on implementation of ward operational plans	Functionality of ward committees in relation to the implementation of ward operational plans in municipal wards that include basic ward level issues (potholes, non-functioning traffic lights, service interruptions, billing queries, etc. to be addressed) Monitor implementation of ward operational plans by municipalities	To strengthen ward committee functionality and enhance community participation	Ward level operational plans and ward committee functionality reports	Ward level operational plan developed and implemented in each Municipal wards	Nil	Output	Cumulative	Quarterly	No	870	Senior Manager: Public Participation
Public Participation	Number of municipalities with ward based plans aligned to the IDP	Functionality of ward committee in relation to the development of ward based plans	To strengthen ward committee functionality and enhance community participation	Ward level operational plans and ward committee functionality reports	Ward level operational plan developed and implemented in each Municipal wards	Nil	Output	Cumulative	Quarterly	No	44	Senior Manager: Public Participation
Public Participation: CDWP	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced	Relates to the establishment of processes to register and respond to community concerns	To ensure a structured two way communication between Municipalities and communities on service delivery concerns to act as an early warning system to address issues at an early stage	Database on community concerns	Quantitative	Nil	Output	Cumulative	Quarterly	No	44	Senior Managers: CDWs
Capacity Building	Number of municipalities capacitated in accordance to the provincial capacity building strategy	Each stakeholder's capacity building initiatives must take guidance from the developed strategy, which will give guidance on how individual municipality's challenges are to be addressed	To ensure that a differentiated support is provided to each municipality based on its unique needs	Capacity Building Database	Quantitative	Nil	Output	Cumulative	Quarterly	No	54	Senior Manager: Capacity Building



COGTA

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Capacity Building	Number of capacity building interventions conducted in municipalities	Implementing councillor and municipal official training programmes (soft skills and accredited training) to enable them to fulfil their governance obligations.	Institutionalise capacity building for municipalities so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations. The intervention also identifies strategic partners to support COGTA's capacity building programme to support municipalities. Implement a learnership programme for unemployed youth.	Municipal capacity building initiatives	Count the number of capacity building interventions conducted in municipalities	Nil	Output	Cumulative	Quarterly	No	2	Senior Manager: Capacity Building
Capacity Building	Number of municipalities supported to roll-out gender policy framework	Guide municipalities on gender policy to achieve the 50/50 representation of women in senior management position	Responding to a none racist, none sexist society	Municipal quarterly report	Count the number of municipalities supported to roll-out gender policy framework	Nil	Output	Cumulative	Quarterly	No	54	Senior Manager: Capacity Building
Capacity Building	Number of strategic partnerships facilitated	Facilitating international and local partnerships for funding and training programmes to support the municipalities	Institutionalise capacity building for municipalities so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations	Partnership agreements	Count the number of strategic partnerships facilitated	Nil	Output	Cumulative	Quarterly	Yes	2	Senior Manager: Capacity Building – Operations and Implementation
Capacity Building	Number of learnership programmes implemented in accordance to the provincial capacity building strategy	Facilitating the implementation of learnership programmes that will address the shortage of scarce skills in municipalities	To ensure that there are appropriately skilled artisans available to meet the demands of the current development priorities and equipping citizens with requisite skills	Capacity Building Database	Count the number of learnership programmes implemented	Nil	Output	Cumulative	Quarterly	Yes	1	Senior Manager: Capacity Building – Operations and Implementation
IDP Co-ordination	Number of Integrated Provincial Service Delivery Plans implemented	The plan guides and tracks public and private spending in accordance with the PGDPs and IDPs	Public and private spending investments spatially referenced for ease of monitoring and alignment	Documentary	Count the number of reports produced	Nil	Output	Non-cumulative	Quarterly	No	1	Senior Manager: IDP Co-ordination
IDP Co-ordination	Number of municipalities supported with development of legally complaint IDP	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP forums and IDP assessments. A legally complaint IDP should be developed according to the	Municipalities developing community responsive IDPs within legislated framework	IDP assessment and analysis reports	Count the number of municipalities supported with legally complaint IDPs	Nil	Output	Non-cumulative	Quarterly	No	54	Senior Manager: IDP Co-ordination



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		requirements of applicable legislation										
IDP Co-ordination	Number of joint provincial service delivery forums supported	A forum facilitating joint planning between sector departments and municipalities in line with IDP priorities. Functionality_ means meeting 80% of the performance indicators described in the Forums TOR	Joint planning across the 3 spheres of government.	Documentary	Count the number of Forums established & Functional.	Nil	Output	Non-cumulative	Quarterly	No	1	Senior Manager: IDP Coordination
IDP Co-ordination	Number of districts with shared services implemented	Support districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS) Implementation- Means 60% adherence to an agreed business plans	Municipalities will improve their development planning capacity and be more effective in implementing planning legislation	Documentary	Count the number district families participating in DPSS	Nil	output	Non-cumulative	quarterly	No	10	Senior Manager: IDP Coordination
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities complying with the single reporting mechanism	To enable the development of an integrated monitoring, evaluation and reporting system that will guide the provision of technical support to municipalities by various units within the Department	There is a need for consistent and integrated set of key performance data on municipalities that brings together various pieces of information to form an integrated and holistic picture of the municipality. This will assist in crafting coordinated responses, be it in terms of support or other interventions	Municipal quarterly report	Count the number of municipalities supported in terms of action plans	Nil	Output	Cumulative	Quarterly	No	54	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of electronic dashboards developed and maintained	Ensure the development and implementation of an automated performance management system	Assist in implementing a standardised performance management process; Provide mechanisms to monitor and evaluate the achievements against set Targets through dashboards; provide mechanisms for early warning signals of non-achievement of Targets	Municipal quarterly report	Count the number of municipalities submitting reports in terms of the electronic system	Nil	Output	Cumulative	Quarterly	No	10	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipal Support Plans implemented in line with the 10 point plan	Implement municipal support plans in 26 municipalities and monitor and sustain the performance of 35 municipalities.	To categorise, resource and track monthly progress on issues (activities) identified in support plans of the 26 priority municipalities. To make all stakeholders aware of the progress and issues needing	Documentation	Count the number of municipal Support Plans implemented in line with the key aspects	Nil	Output	Cumulative	Quarterly	No	54	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation



cogta

Department: Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			attention. Performance will be monitored against the number of issues categorised, resourced and receiving attention in the support plan. Validation = evidence based, not mere municipal sign off. It also refers to sustaining and adapted monitoring practices in the remaining well performing municipalities		Identified in the 5 pillars of the back to basics approach							
Municipal Performance, Monitoring, Reporting and Evaluation	Report on implementation of Back to Basics support plans by municipalities	Coordinate all stakeholders' commitments and support interventions within the Back to Basics support plan.	Improve coordination of support interventions directed to municipalities by national, provincial, sector departments and other key stakeholders	Reports from municipalities, sectors, departments and other stakeholders	Count the number reports on implementation of Back to Basics support plans	Nil	Output	Cumulative	Quarterly	No	4	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of validated district profiles prepared	To prepare a validated profile for every municipality within each district "family". This profile (and standardised template) must be against the profile of an "ideal municipality" as per the B2E guiding documents and to indicate an improvement or regression in state of affairs	To determine whether there is an improvement or regression in state of affairs within KZN	Documentary	Count the number of validated district profiles prepared	Nil	Output	Cumulative	Quarterly	No	11	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of COGTA issues resolved	Provide support which is responsive to the issue in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Documentary	Count the number of COGTA issues resolved, divide by the total number of issues falling within the targeted date, then multiply by 100	Nil	Output	Cumulative	Quarterly	No	100%	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of Sector issues facilitated	Facilitate the response to sector issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Documentary	Count the number of sector issues facilitated, divide by the total number of issues falling within the targeted date, then multiply by 100	Nil	Output	Cumulative	Quarterly	No	100%	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities supported to institutionalise performance management system	Assists municipalities to develop and implement PMS core components to manage institutional performance. A municipality must by law establish a PMS that is in line with the priorities, objectives, indicators and targets contained in its IDP	Improve service delivery and accountability in terms of Chapter 6 of MSA and Municipal planning and performance regulations of 2001. By law municipalities are required to report on how well they are performing in delivering services. An effective PMS will provide the municipality with the information necessary to make intelligent decisions to improve performance.	Reports from municipalities PMS audit reports, PMS assessment tool Annual Municipal Per Reports Annual Financial statements IDPs SDBIPs Stats SA AG Findings Cogta BU reports	Count the number of municipalities with effective performance management systems	Nil	Output	Non - Cumulative	Quarterly	No	54	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of Municipal Reports compiled as per the requirements of Section 47 of the MSA	The MEC must annually compile and submit to the Provincial Legislatures and the Minister a consolidated report on the performance of municipalities in the province. The report must: identify municipalities that under-performed during the year; propose remedial action to be taken; and Be published in the Provincial Gazette	To put in place provincial mechanisms to organise, consolidate and interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal report and to monitor municipal performance in order identify gaps, interventions and support on municipal performance. To provide holistic integrated performance information of municipalities against key indicators to enable strategic leadership by Council and to provide evidence base for providing support and intervention measures to municipalities	Annual Municipal Per Reports Annual Financial statements IDPs SDBIPs Stats SA AG Findings Cogta BU reports	Consolidated Annual Municipal Performance Reports prepared	Yes	Output	Non - Cumulative	Annually	No	1	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number evaluations conducted	Conduct evaluations on municipalities and provide them with recommendations to improve their administrative performance	To provide feedback that will assist municipalities to improve their administrative performance	Evaluation Report(s)	Count the number evaluations conducted	No	Output	Non - Cumulative	Quarterly	Yes	1	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation



PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Spatial Planning	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	Support municipalities in the alignment of their SDFs with Provincial Spatial Planning Guidelines	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	Documentary (reports/spre adsheets, Etc.)	Calculate the number of Municipal SDFs aligned with Provincial Spatial Planning Guidelines	Nil	outcome	Non-cumulative	Quarterly	No	54	Senior Manager: Spatial Planning
Spatial Planning	Number of municipalities monitored on the implementation of the densification framework	Monitor municipalities on the implementation of the densification framework	This indicator is fundamental in supporting human settlements outcomes as well as achieving the strategic objective of the PGDS of actively promoting spatial concentration	Documentary (reports/spre adsheets, etc.)	Calculate the number of municipalities monitored on the implementation of the densification framework	Nil	outcome	Non-cumulative	Quarterly	No	5	Senior Manager: Spatial Planning
Spatial Planning	Increase in the population density within designated development areas	Support municipalities in increasing densities in designated development areas	This indicator is fundamental in supporting human settlements outcomes as well as achieving the strategic objective of the PGDS of actively promoting spatial concentration	Documentary (reports/spre adsheets, etc.)	Calculate the number of households per ha in designated development areas	Nil	outcome	Cumulative	Quarterly	No	4.28 households/ha	Senior Manager: Spatial Planning
Spatial Planning	Percentage of total provincial geographical area with Land Use Management Schemes and systems	Support municipalities in developing Land Use Management Schemes and Systems	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	Documentary (reports/spre adsheets, etc.)	Calculate the percentage of provincial geographical area with Land Use Management Schemes and systems	Nil	Outcome	Cumulative	Quarterly	No	65%	Senior Manager: Spatial Planning
Spatial Planning	Number of municipalities supported to produce a suite of plans.	Municipalities assisted in developing suite of plans required	This indicator relates to the development of a suite of plans as per the PGDP (eThekweni, Ugu, Uthungulu & Umgungundlovu)	Documentary (reports/spre adsheets, etc.)	Calculate the number of municipalities supported to produce a suite of plans	Nil	Output	Non-cumulative	Quarterly	No	6	Senior Manager: Spatial Planning



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Spatial Planning	Number of Traditional Settlement Master Plans developed	Plans will be drafted to achieve orderly planning in rural areas	Plans aim to improve land use management thereby improving the quality of life in rural areas	Documentary	Count the number of plans developed	Nil	Output	Non-cumulative	Quarterly	No	5	Senior Manager: Spatial Planning
Development Information Services	Percentage of climate related incidents data mapped	Relates to incidents with and without early warning messages reported that have been mapped.	The reported incidents that have been mapped will enable future trend analyses to be carried out to enhance response to climate change.	Disaster Management register	Count the Number of incidents that have been mapped, divided by the total number of climate related incidents data reported, multiply by 100	Yes	Output	Cumulative	Quarterly	No	100%	Senior Manager: DIS
Development Information Services	Share of events with early warning systems, where affected parties received prior warning.	Relates to incidents with early warning messages reported that have been mapped.	The reported incidents that have been mapped will enable future trend analyses to be carried out to enhance response to climate change.	Disaster Management register	Number of incidents that have been mapped divided by the total reported x 100	Yes	Output	Cumulative	Quarterly	No	100%	Senior Manager: DIS
Development Information Services	Percentage of adopted municipal schemes in the Province mapped	Relates to the adopted municipal schemes that have been mapped in the Province	To control the level of development within the area (gives effect to the related Cabinet Legkotla resolution)	Spatial Planning municipal schemes compliance report	Count the Number of municipal schemes mapped, divide it by the total number of municipal schemes adopted	Nil	Output	Cumulative	Quarterly	No	100% of adopted municipal schemes mapped	Senior Manager: DIS
Development Information Services	Number of municipalities supported with MPRA implementation	Relates to the maintenance of the municipal valuation rolls	Provide municipalities with updated property registers for municipal valuation roll maintenance	SGO approved cadastral layers, Deeds ownership information, adopted municipal valuation rolls	Count the number of municipalities supported with updated property registers.	Yes	Output	Cumulative	Quarterly	No	38	Senior Manager: DIS



COGTA

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

ANNUAL PERFORMANCE PLAN 2016/2017 - PAGE 199

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Land Use Management	Percentage of development applications that meet time norms for processing	Assessment of compliance of development applications with time norms.	To achieve legislative compliance	Documentary (reports/spreadsheets, etc.)	Calculate applications received by the municipality against the time it took the municipality to take a decision on those applications	Yes	Output	Cumulative	Quarterly	No	73%	Senior Manager: Land Use Management
Land Use Management	Number of municipalities supported with the implementation of SPLUMA	Support municipalities on the effective implementation of planning legislation	This indicator is fundamental in supporting municipalities in achieving legal mandates.	Documentary (reports/spreadsheets, etc.)	Calculate the number of applications that meet statutory compliance	Yes	Output	Cumulative	Quarterly	No	44	Senior Manager: Land Use Management
Land Use Management	Number of municipalities supported with the Formalisation of Towns	Support municipalities in unlocking development potential of identified towns	This indicator is fundamental to improve economic development of rural towns through formalisation.	Documentary (reports/spreadsheets, etc.)	Calculate the number of applications that meet statutory compliance	Yes	Output	Cumulative	Quarterly	No	12	Senior Manager: Land Use Management
Land Use Management	Spatial Distribution of Human Development Index (HDI) at provincial scale	Analysis of Spatial Distribution of current Human Development Index (HDI) across the province	This indicator is aligned to Goal 3 of the PGDP: Human and Community Development	Documentary (reports/spreadsheets etc.)	Analyse percentage of Spatial Distribution of current Human Development Index (HDI) across the province	Nil	Outcome	Cumulative	Quarterly	No	0.6	Senior Manager: Land Use Management
Land Use Management (TLA)	Percentage of received survey requests attended to	Each TC is required to set aside 100 ha. for agricultural use	The intervention seeks to improve the productivity of communal land by promoting the availability of land for agricultural production	Monthly Reports, Business Plan milestones	Count the number of the survey requests attended to divided by received multiplied by 100.	Nil	Output	Cumulative	Monthly	No	100%	Senior Manager: Traditional Council Land Administration Support
Land Use Management (TLA)	Percentage of received boundary description requests attended to	Each Traditional Institution must have certainty regarding their area of jurisdiction	To facilitate rural development, there must be certainty regarding the areas of jurisdiction (boundaries) of all Traditional Institutions	Monthly Reports, Business Plan milestones	Count the number of the boundary requests attended to divided by received multiplied by 100.	NIL	Output	Cumulative	Monthly	No	100%	Senior Manager: Traditional Council Land Administration Support



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Land Use Management (TLA)	Number of izigodi mapped	Each Traditional Institution must have alignment between recognised izinduna and izigodi	To facilitate rural development and governance. There must be certainty regarding the areas covered by each of the izinduna.	Monthly Reports, Business Plan milestones	Count the number of izigodi mapped	NIL	Output	Cumulative	Monthly	Yes	228	Senior Manager: Traditional Council Land Administration Support
Local Economic Development-Special Initiatives	Number of District Agencies supported to effectively drive LED	Facilitate the establishment of new agencies and the realignment of existing local agencies to be at district level [LED project]	To establish special purpose vehicles to support with implementation of high impact LED initiatives	Documentary (reports/spreadsheets etc.)	Count the number of districts supported	Nil	Output	Non-Cumulative	Quarterly	No	10	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of districts/metro supported with informal economy initiatives	Provision of capacity support to municipalities in relation to the informal economy sector [LED project]	To ensure the informal economy sector regularisation and infrastructure support through training, provision of trading facilities and policy development	Documentary (reports/spreadsheets etc.)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	No	11	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of nodal development plans/strategies developed to promote growth of new/small towns	Assist municipalities to develop nodal plans for new towns and to accommodate growth in small town nodes [Special Initiative]	The purpose is to attract investment in new towns, hence create more employment to enhance economy	Documentary (reports/spreadsheets etc.)	Count the number of nodal development plans/strategies developed to promote growth of new/small towns	Nil	Output	Non-Cumulative	Quarterly	No	4	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of municipalities supported to establish agri-hubs/fresh produce Markets aligned to institutional markets	Operationalization, Construction or acquisition of property utilized as agri-hubs of markets [LED project]	The intention is to support municipalities to establish Agri-hubs that will act as collection points for fresh produce which can be redistributed to institutional markets.	Documentary (reports/spreadsheets etc.)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	No	3	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of Corridor Plans Developed	Support the development of specific corridor plans to inform catalytic projects for implementation [Special Initiative]	Ensure catalytic projects are aligned across municipal boundaries	Documentary (reports/spreadsheets etc.)	Count the number of corridor plans developed	Nil	output	Non-cumulative	Quarterly	No	1	Senior Manager: LED - Special Initiatives



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Local Economic Development-Special Initiatives	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	Guide municipalities to develop/ review Local Economic Development Strategies with high impact and sustainable programmes aligned to the national LED framework, approved by the council. Funded projects in the municipal strategies implemented, monitored and key stakeholders coordinated. Prioritization of 27 district municipalities (country-wide). Sustainable LED Projects generate own revenue/income without dependency on grant funding in long term [LED project]	To improve medium term economic development planning, aligned to national and provincial plans and promote job creation at local level	Municipal quarterly report on LED and provincial quarterly reports	Count the Number of municipalities supported to implement Local Economic Development projects in line with municipal LED strategies	Nil	Output	Cumulative	Quarterly	No	10 Districts	Senior Manager: LED – Special Initiatives
Local Economic Development-Special Initiatives	Number of Municipalities supported to implement the Red Tape Intervention programme	Provision support to municipalities with regard to the implementation of red tape reduction programme to ensure investment attraction and retention at local level. Support to be provided through facilitation of municipal-business partnership for red tape reduction in targeted municipalities [LED project]	To improve investment attraction and retention and SME developments	Municipal and Provincial Quarterly reports	Count the number of Municipalities monitored to reduce cost of doing business through Red Tape Intervention	Nil	Output	Cumulative	Quarterly	No	11	Senior Manager: LED – Special Initiatives
Local Economic Development-Special Initiatives	Number of TCs supported with Development Initiatives	Professional support provided to undertake scoping analysis and develop comprehensive business support plans through the establishment of Project Steering Committees [LED project]	This will ensure that vital development initiatives are undertaken in traditional communities that are aimed at promoting socio-economic development towards job creation at a local level	Documentary (business plans, scoping reports, attendance registers, spreadsheets etc.)	Count the number of traditional communities supported	Nil	output	Non-cumulative	Quarterly	No	6	Managers: Rural Development Facilitation
Local Economic Development-Special Initiatives	Number of dialogues held to support social cohesion and nation building	Support to PH & LH's to implement Social Cohesion conversations to create awareness and deliberate around social ills [LED project]	The SC conversations will allow for consultation community members to create awareness and find solutions to social ills	Monthly reports and attendance registers	Count the number of Provincial and Local Houses SC conversations held	Nil	output	Non-cumulative	Quarterly	No	4	Managers: Rural Development Facilitation



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Local Economic Development-Community Service Centres	Number of CSC Infrastructure programmes Implemented	The KPI relates to the physical construction and rehabilitation of CSCs	Ensuring that CSCs become catalysts to development leading to the possible emergence of sustainable small towns contributing to socio-economic upliftment in addition to service interventions within areas of high social need as identified within the PGDS	Documentary (reports/ spread sheets etc.)	Count number of CSCs at construction phase and rehabilitation at practical completion phase	Nil	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: LED – Community Service Centres
Local Economic Development-Community Service Centres	Number of Grade 1 CSCs supported for Effective Functionality	The KPI relates to supporting municipalities and/or Traditional Institutions in ensuring Grade 1 CSCs functionality as per the CSC Functionality Framework	Ensure that Grade 1 CSCs fulfill their potential in providing qualitative services through sound centre management, operations, adequate resources provision and tenant centre occupation	Documentary (reports/ spread sheets etc.)	Count number of Grade 1 CSCs supported (technically or financially)	Nil	Output	Non-Cumulative	Quarterly	No	26	Senior Manager: LED – Community Service Centres
Local Economic Development-Community Service Centres	Number of Grade 2 CSCs supported for Effective Functionality	The KPI relates to supporting Grade 2 CSCs in enhancing the centres in becoming functional and viable service delivery access points.	Ensuring that Grade 2 CSCs serve as viable and accessible service delivery points for the benefit of marginalised communities in terms of the Provincial Hierarchy of Nodes	Documentary (reports/ spread sheets etc.)	Count number of Grade 2 CSCs supported (technically or financially)	Nil	Output	Non-Cumulative	Quarterly	No	25	Senior Manager: LED – Community Service Centres
Local Economic Development-Community Works Programme	Number of work opportunities created through the CWP in municipalities	To support municipalities on coordinating the creation (provision) of work opportunities in line with CWP implementation manual	To provide employment safety nets, alleviate poverty and community development	Documentary (reports/ spreadsheets etc.)	Count the Number of work opportunities created and maintained through CWP	Nil	Output	Non-Cumulative	Quarterly	No	34500	Senior Manager: LED – Expanded Public Works Programme
Local Economic Development-Expanded Public Works Programme	Number of employment opportunities created through EPWP inclusive of sub-programmes (FFW, Corridor, Small town, CSC Construction etc.)	This KPI relates to the number of jobs created/maintained through the implementation of COGTA funded programmes	Ensuring that COGTA programmes are labour intensive and create job opportunities.	Documentary (project reports/ implementation plans)	Count the Number of employment opportunities created and verified	Nil	Output	Non-Cumulative	Quarterly	No	2000	Senior Manager: LED – Expanded Public Works Programme
Municipal Infrastructure	Number of functional coordinating structures for infrastructure development and service delivery	Joint initiative to deliver basic services	Continuously coordination of municipal services delivery	Sector Department reports, Municipal reports	Count the number of functional coordinating structures for infrastructure development and service delivery	Nil	Output	Cumulative	Quarterly	No	11	General Manager: Municipal Infrastructure



COGTA

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Infrastructure	Number of municipalities assessed against service delivery bench marks	Measurement of municipal performance on provision of basic service	Monitor provision of basic services	Sector departments, municipalities and utilities	Count the number of municipalities assessed against service delivery bench marks	Nil	Output	Cumulative	Quarterly	No	53	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported with service delivery programmes – NT Indicator	Assist municipalities to plan, implement, operate and maintain infrastructure programmes and projects (MIG)	Functional infrastructure	Sector departments, municipalities and utilities	Count the number of municipalities implementing a long term service delivery plan	Nil	Output	Cumulative	Quarterly	No	31	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported to implement indigent policies	Provide guidance to municipalities in developing/reviewing indigent policies and updating indigent registers aligned to the national policy framework	Provision of free basic services to indigent households	Municipal quarterly reports	Count the number of municipalities supported to implement indigent policies	Nil	Output	Cumulative	Quarterly	No	30	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of reports on cubic metres per capita per year available	Monitoring mechanism for provision of adequate water resources	Adequate availability of water	WSAs, DWS, Water Boards	Quantitative	Inaccurate data Non-reporting	Output	Non-cumulative	Bi-annually	No	2	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of reports on water service systems in balance (supply and demand balance)	Mechanism for monitoring that supply systems meet demand	Adequate availability of water	WSAs, DWS, Water Boards	Quantitative	Inaccurate data Non-reporting	Output	Non-cumulative	Bi-annually	No	2	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of reports on households with access to 75 litres of water per person per day	Monitoring mechanism for provision of adequate water supply and review norms and standards	Monitor extent to which increasing demands for water are met	WSAs, DWS, Water Boards	Quantitative	Inaccurate data	Output	Non-cumulative	Annual	No	2	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of yard water connections	Monitoring mechanism (PMU) for improved level of services	Ongoing monitoring of community development	WSAs, DWS, Water Boards	Quantitative	Inaccurate data Non-reporting	Output	Cumulative	Bi-annually	No	13 WSAs	General Manager: Municipal Infrastructure



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Infrastructure	Number of municipalities supported in provision of basic level of sanitation services	Monitoring mechanism (PMU) for provision of adequate sanitation	Ongoing monitoring of provision of sanitation facilities	WSAs, DWS, Water Boards	Quantitative	Inaccurate data Non-reporting	Output	Cumulative	Bi-annually	No	13 WSAs	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of households with a source of electrical supply	Monitoring mechanism (PMU) for provision of electricity – support include planning, SCM process, project cycle processes and Project Steering Committee meetings	Ongoing monitoring of extent to which energy needs are met	Municipalities, utilities	Quantitative	Inaccurate data Non-reporting	Output	Cumulative	Bi-annually	No	9	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities implementing operation and maintenance plans	To support municipalities to implement operation and maintenance plans	To ensure that municipalities are compliant with regards to operation and maintenance	Documentary	Count the number of municipalities implementing operation and maintenance plans	Nil	Output	Cumulative	Quarterly	Yes	54	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities monitored on the delivery of infrastructure as per required standards	To monitor municipalities delivery of infrastructure to ensure that they meet the required standards (such as national building act)	To ensure that municipalities construct infrastructure in accordance to required standards	Documentary	Count the number of municipalities monitored on the delivery of infrastructure as per required standards	Nil	Output	Cumulative	Quarterly	Yes	54	General Manager: Municipal Infrastructure
Disaster Management	Number Districts and Metro supported with Disaster Risk Management Planning	Relates to the development and alignment of Disaster Management Plans with Municipal IDPs, Disaster Management Sector Plans must be integrated into the Municipal IDP's for proper allocation of budget and other resources. Contingency plans are also developed in line with the anticipated seasonal hazards.	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002. To ensure uniform and coordinated approach to incidents response.	Documentary (reports/spreadsheets etc.)	Count the number of Municipalities supported with the implementation of the Disaster Risk Management Strategy	Nil	Output	Non-Cumulative	Quarterly	Yes	10 districts + 1 metro	Senior Manager: Risk Reduction & Planning



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Disaster Management	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	Monitor compliance with the Disaster Management Act and its Policy Frameworks and provide required support	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Documentary (reports/spreadsheets etc.)	Count the number of Municipalities supported with the implementation of the Disaster Risk Management Strategy	Nil	Output	Non-Cumulative	Quarterly	No	10 districts + 1 metro	Senior Manager: Risk Reduction & Planning
Disaster Management	Number of Disaster Risk Management public awareness campaigns conducted	Conduct number of awareness campaigns to educate community members about Disaster Risk Management	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Documentary (reports/spreadsheets etc.)	Count the number of awareness campaigns conducted	Nil	Output	Non-Cumulative	Quarterly	No	2	Senior Manager: Risk Reduction & Planning
Disaster Management	Number of municipalities supported with Disaster Risk Management capacity building initiatives	To support municipalities with various programmes as part of capacity building	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Documentary (reports/spreadsheets etc.)	Count the number of municipalities provided with support on capacity building	Nil	Output	Non-Cumulative	Quarterly	No	10 districts + 1 metro	Senior Manager: Risk Reduction & Planning
Disaster Management	Regular forecast of anticipated impacts of climate change and response plan	Relates to stakeholders being updated on anticipated weather forecasts and that they have relief measures to support affected communities at speed	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in the province of KwaZulu-Natal to integrate	Documentary (reports/spreadsheets etc.)	Count the reports on support provided with mobilization of emergency relief measures	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Policy & Research



cogta

Department: Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Disaster Management	Number of research projects conducted on KZN specific patterns in partnership with relevant institutions	Relates to starting a process of conducting a research project with identified academic institution on specific weather related patterns. This will include the signing of the MOU with the relevant institution	and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Documentary (reports)	Count the number of MOU signed with relevant institution.	Nil	Output	Non-cumulative	Quarterly	Yes	1 MOU Signed	Senior Manager: Policy & Research
Disaster Management	Number of functional Municipal Disaster Management Centres	All the Disaster Management Centres (Provincial/Metro/District) in the province have been established and is functional in terms of the Disaster Management Act, 2002.	To ensure an efficient, effective, integrated and coordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of provincial disasters that occur in the province	Documentary (reports/spreadsheets etc.)	Count the number of functional Municipal Disaster Management Centres	Nil	Output	Cumulative	Quarterly	No	Province, 10 districts plus 1 metro	Senior Manager: Disaster Management Operations
Disaster Management	Average time taken to respond to disaster events	Relates to rapid response and coordination of relief measures to normalise and improve situation within a defined period (6 hours).	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Documentary (reports/spreadsheets etc.)	Count the number of monthly incident reports processed	Nil	Output	Non-cumulative	Quarterly	No	6 hours	Senior Manager: Disaster Management Operations
Disaster Management	Provincial Fire brigade services established by TARGETS date <ul style="list-style-type: none"> Personnel assigned to perform Fire & Emergency Rescue services functions Municipalities 	Provincial Fire Brigade services unit established to coordinate fire services activities in the province in terms of legislative requirements	To ensure effective and efficient oversight and support of the management of fires in the province	Documentary (reports/spreadsheets etc.)	Count the number of Provincial Fire brigade services established by target date	Nil	Output	Cumulative	Quarterly	No	1	Senior Manager: Disaster Management Operations



PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL ADMINISTRATION

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Institutional Management	Number of programmes implemented to support Traditional Institutions in line with the Act	To undertake activities that will support the implementation of the legislation, policies and frameworks to the Traditional Institution	Ensure compliance with legislation, policies and frameworks	Documentary	Count the number of programmes undertaken to support the implementation of the legislation, policies and frameworks to the Traditional Leadership	Nil	Output	Non - cumulative	Quarterly	Yew	1	Senior Manager: Traditional Governance
Traditional Institutional Management	Number of AmaKhosi installed	This relates to the number of AmaKhosi who have been installed	To officially install INkosi to the traditional community by His Majesty The King	Physical : photographs of the event	Count the number of amaKhosi installed	Nil	Output	Non - cumulative	Quarterly	No	5	Senior Manager Traditional Governance
Traditional Institutional Management	Number of AmaKhosi recognised	This relates to the number of amaKhosi recognised by the Provincial Executive Committee as per Legislation	To legally recognise amaKhosi	Physical: Cabinet decision matrix & Cabinet resolution	Count the number of amaKhosi recognised	Nil	Output	Non - cumulative	Quarterly	No	10	Senior Manager Traditional Governance
Traditional Institutional Management	Percentage of Dispute claims finalised	This relates to the finalisation of traditional leadership disputes and conflicts in the province and also the review of the dispute resolution framework	To resolve traditional leadership and land/ boundary dispute	Documentary	Percentage of disputes resolved	Nil	Output	Non - cumulative	Quarterly	No	100%	Senior Manager Dispute Resolution
Traditional Institutional Management	Percentage of approved cultural platforms supported	Support approved cultural and customary programmes (financial and non-financial support - logistics) Restoration of the Dignity: <ul style="list-style-type: none"> • Izizwe Profiling • Customs • Culture • Family Tree • Celebration • Recognition 	Promote cultural and customary way of life	Documentary	Count the number of approved cultural platforms supported	Nil	Output	Non - cumulative	Quarterly	No	100%	Senior Manager Traditional Governance



COGTA

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

ANNUAL PERFORMANCE PLAN 2016/2017 - PAGE 209

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Institutional Management	% of izizwe with updated family trees	This involves conducting audit for all izizwe at Umzimkhulu, verification of family trees of izizwe and updating family trees for all izizwe in the province.	The updating of family trees will provide clear frame of reference to deal with succession disputes.	Documentary (reports/spreadsheets etc.)	Count the number of izizwe with updated family trees, divide by the total number of izizwe and multiply by 100	Nil	Output	Non – cumulative	Quarterly	Yes	100%	Senior Manager Traditional Governance
Traditional Resource Administration	Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	Relates to the implementation of the Capacity Building Programme in line with the Provincial Strategy	To capacitate traditional institutions in line with the Provincial Capacity building strategy	Documentary	Count the number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	Nil	Output	Non – cumulative	Quarterly	No	1	Senior Managers: Traditional Resource Administration
Traditional Resource Administration	Number of seminars held on the Institutions of Traditional Leadership	This involves holding seminars with Institutions of Traditional Leadership for knowledge sharing and building capacity among amaKhosi and Traditional councils	To share knowledge on matters related to the traditional community	Documentary (reports)	Count the number of seminars held	Nil	Output	Non – cumulative	Quarterly	No	2	Senior Managers: Traditional Resource Administration
Traditional Resource Administration	Number of AmaKhosi attending the UKZN Leadership Programme	To provide support to AmaKhosi on Leadership Skills (identify, provide tools of study and funding)	To enhance leadership skills of AmaKhosi	Documentary	Count the number of AmaKhosi attending the UKZN Leadership Programme	Nil	Output	Non – cumulative	Quarterly	No	20	Senior Managers: Traditional Resource Administration
Traditional Resource Administration	Number of Houses of Traditional Leaders supported with the act	To support the Houses of Traditional Leaders in accordance with the Traditional Leadership and Governance Framework Act of 2005	To ensure that Houses of Traditional Leaders are able to carry out the functions assigned to them in terms of the act	Documentary	Count the number of Houses of Traditional Leaders supported	Nil	Output	Non – cumulative	Quarterly	Yes	12	Senior Managers: Traditional Resource Administration

