



# Municipal Excellence Awards



**cogta**

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

**BACK TO BASICS:  
SERVING OUR COMMUNITIES BETTER**

**APP** 2018/19  
**ANNUAL**  
**PERFORMANCE PLAN**



**cogta**

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

# 2018/2019 ANNUAL PERFORMANCE PLAN

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## LIST OF ACRONYMS

Acronym	Definition
AFS	Annual Financial Statements
AG	Auditor-General
ANC	African National Congress
AU	African Union
APP	Annual Performance Plan
B2B	Back to Basics
BAS	Basic Accounting System
BU	Business Unit
CAPEX	Capital Expenditure
CDW	Community Development Workers
CFO	Chief Financial Officer
COGTA	Department of Cooperative Governance and Traditional Affairs
CSC	Community Service Centres
CWP	Community Works Programme
DM	Disaster Management
DORA	Division of Revenue Act
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPSS	Development Planning Shared Service
DSS	District Shared Service
DRR	Disaster Risk Reduction
DWAS	Department of Water Affairs and Sanitation
EPWP	Expanded Public Works Programme
EHWSF	Employee Health and Wellness Strategic Framework
EPRE	Estimates of Provincial Revenue and Expenditure
FFW	Food For Waste
GIS	Geographical Information System
GRAP	Generally Recognized Accounting Practice
OHOD	Office of the Head of Department
ICT	Information Communication Technology
IT	Information Technology
IDP	Integrated Development Plan
IEC	Independent Electoral Commission
IUDF	Integrated Urban Development Framework
IGR	Intergovernmental Relations
IYM	In Year Monitoring
JOCs	Joint Operations Committees
KZN	KwaZulu-Natal
KZN COGTA	KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs
KPIs	Key Performance Indicators
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
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MISS	Minimum Information Security Standards
MMs	Municipal Managers
MOU	Memorandum of Understanding
MPAC	Municipal Public Accounts Committee
MPAT	Management Performance Assessment Tool
MPRA	Municipal Property Rates Act
MSCOA	Municipal Standard Chart Of Accounts



Acronym	Definition
MTSF	Medium Term Strategic Framework
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
NEC	National Executive Committee
NFK	North West-Free State-Kwazulu-Natal
NQF	National Qualifications Framework
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
PERSAL	Personal Salary System
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PLGESC	Provincial Local Government Election Steering Committee
PMDS	Performance Management and Development System
PMS	Performance Management System
PSA	Public Service Act
PSC	Project Steering Committee
PT	Provincial Treasury
OHSA	Occupational Health and Safety Act
OSD	Occupational Specific Dispensation
OSS	Operation Sukhuma Sakhe
RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SASSA	South Africa Social Security Agency
SACPVP	South African Council for the Property Valuers Profession
SAWS	South African Weather Services
SCM	Supply Chain Management
Stats SA	Statistics South Africa
SDIP	Service Delivery Improvement Plan
SDBIP	Service Delivery Budget Improvement Plan
SDF	Spatial Development Framework
SHERQ	Safety, Health, Environment, Risk and Quality
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprise
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
VIP	Very Important Person
WSAs	Water Service Authorities

## MEC FOREWORD

### FOREWORD TO THE 2018/19 ANNUAL PERFORMANCE PLAN FOR DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS BY THE HONOURABLE MS. NOMUSA DUBE-NCUBE

The late former President Nelson Mandela once famously said: “What counts in life is not the mere fact



that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead.” It is this difference in the lives of our people – always tangible and measurable – that we at the KZN Department of Cooperative Governance and Traditional Affairs (Cogta) consider when we measure our past performance and set future goals for ourselves in supporting our province’s municipalities and traditional institutions.

We can safely pronounce that we are passing the people’s test which, through the initiatives contained in this Annual Performance Plan, we have defined as the creation of a more prosperous society that the people can see, feel and touch, and which includes a growing economy, safer communities, better standards of living, more and better job opportunities, and improved roads and infrastructure - particularly in our rural areas.

This Annual Performance Plan for the 2018/2019 financial year is a vehicle for passing the people’s test based on the department’s resources and the province’s Medium-Term Expenditure Framework (MTEF) and Medium-Term Strategic Framework (MTSF), both of which guide our activities in the implementation of the National Development Plan (NDP). It is indeed during the current five-year MTSF that terms such as “universal access” have become buzzwords, with some of our municipalities now close to achieving universal access to electricity and others coming close to universal access to water.

It must be noted that during this time, both the department’s budget and the provincial fiscal framework within which we operate, have been under tremendous pressure as a result of the difficult economic climate and the efforts to rationalise public expenditure at all levels of government. Despite these constraints, KZN Cogta has managed to deliver first-class support programmes to municipalities based on the principle that our key service delivery initiatives must remain ring-fenced while savings are realised strictly through improved efficiency.

Even more importantly, these budgetary constraints have not prevented us from thinking big in taking important steps to advance the Radical Economic Transformation agenda in the management of our own procurement and resources as well as those of our municipalities. We have also made significant progress in reversing the apartheid-era spatial topography of KZN through major infrastructure projects in our rural areas and the targeted rehabilitation of small towns - from ghost towns devoid of employment opportunities to hubs of local economic development.

Going into 2018/2019, Radical Economic Transformation is a fact of life in our municipalities. With the help of our District Development Agencies and partnerships with the private sector, we are providing guidance for the development of new businesses to incentivise investment, spur economic growth and create employment in our towns and our own infrastructure development initiatives have become a major contributor to the economic empowerment of all previously disadvantaged communities. All of these activities combined are

changing the lives of KZN's municipal residents.

Similarly, the Back to Basics programme which was launched in KZN municipalities in February 2015 to strengthen and transform the province's local government sector has forged ahead in 2017/2018 with full steam. The programme is underpinned by five pillars, namely: putting people first and engaging communities, delivering basic services, good governance, sound financial management and building institutional capability and from where we stand today, we are happy to report that these principles have now been internalised sufficiently by KZN's municipalities.

In line with the Back to Basics principles, we have clamped down on maladministration and irregular expenditure by municipalities by strengthening our oversight and engagements with all poorly performing councils. We now routinely review appointments of senior managers by municipalities to ensure that only suitably qualified candidates make the cut and we also ensure that below par performance is not rewarded by bonuses and undue salary increases for municipal officials as well as councillors in our poorly performing municipalities.

This Annual Performance Plan in essence acknowledges that the economic challenges faced by our country continue to impact negatively on KZN's vulnerable communities. The department is therefore actively looking at improving the financial health of municipalities to stimulate their local economies. Realising such ambitions will require ever increasing efforts from various sectors of government, business and civil society while our municipalities remain at the forefront of encouraging local economic development for the benefit of their residents.

We believe strongly that good governance and sound financial management are prerequisites for efficient and effective service delivery at local level. That is why, working closely with the Office of the Auditor General, we are engaging with all municipalities on a one-on-one basis to devise tailor-made solutions for every matter of concern raised in annual audits. With our finger on the pulse of communities and our sights on the results of the Citizen Satisfaction Surveys, we are also ensuring that municipalities respond promptly to first-hand complaints about service delivery raised by their residents.

For the 2018/2019 financial year, we have received an allocation of R1.673-billion. The bulk of this funding will go towards the implementation of Back to Basics interventions in the areas of basic service delivery, municipal infrastructure, institutional capacity and local economic development. We remain committed to supporting our local government institutions, including our amakhosi, as they realise their developmental objectives. It is therefore with great pleasure that we present to the Provincial Legislature this Annual Performance Plan.

We still have many rivers to cross in our journey to achieve a better life and prosperity for all but the action-packed plans contained in this Annual Performance Plan set us on the correct path forward. As we implement our plans, the words of Amilcar Cabral to "always bear in mind that the people are not fighting for ideas, for the things in anyone's head. They are fighting to win material benefits, to live better and in peace, to see their lives go forward, to guarantee the future of their children", will remain our guiding light.



**Hon. Nomusa Dube-Ncube- MPL**

MEC for Cooperative Governance and Traditional Affairs  
Executive Authority

## 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 2018/2019 financial year.



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**Mr. B. Ndlovu**  
**Chief Financial Officer**



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**Mr. T. Tubane**  
**Accounting Officer**

Approved by:



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



## PART A: STRATEGIC OVERVIEW

### Vision

COGTA envisages “People Centered 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 MANDATE 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).
- Chapter 12 of the Constitution of the Republic of South Africa, 1996 recognises the institution of traditional leadership and emphasises the significant role it plays in preserving the customs of traditional communities. It further defines the institution as an organ of state which justifies its place in the democratic dispensation especially in relation to governance issues.

### **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)
- The National House of Traditional Leaders Act 2009 (Act No. 22 of 2009)
- The KwaZulu-Natal Traditional Leadership and Governance Act 2005 (Act No. 5 of 2005)
- The White Paper on Traditional Leadership
- 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, crèches 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.

The MEC Delivery Agreement for the 2018/19 Financial Year has been integrated into the Annual Performance Plan and contributes towards the following Outcomes:

- Outcome 6 : Economic Infrastructure
- Outcome 7 : Vibrant, Equitable And Sustainable Rural Communities And Food Security For All
- Outcome 9: A Responsive, Accountable, Effective and Efficient Local Government System
- Outcome 10: Environmental Assets and Natural Resources that are well protected continually enhanced
- Outcome 14: Nation Building and Social Cohesion

**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 8 of the NDP: Transforming Human Settlements** emphasises the need for effective and coordinated spatial planning systems. There is a need to transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and necessary infrastructure. By 2030 we strive to achieve measurable progress towards breaking apartheid spatial patterns with significant advances made towards retrofitting existing settlements offering the majority of South Africans access to adequate housing, affordable services in better living environments, within a more equitable and functional residential property market.

**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:

- Members of society have sustainable and reliable access to basic services. **(Outcome 9: Sub Outcome 1).**
- Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened **(Outcome 9: Sub Outcome 2).**
- Sound financial and administrative management. **(Outcome 9: Sub Outcome 3).**
- Promotion of social and economic development. **(Outcome 9: Sub Outcome 4)**
- 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 2035. 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
Inclusive Economic Growth	<ul style="list-style-type: none"> <li>• Develop and promote the agricultural potential of KZN</li> <li>• Enhance sectoral development through trade investment and business retention</li> <li>• Enhance spatial economic development</li> <li>• Improve the efficiency, innovation and variety of government-led job creation programmes</li> <li>• Promote SMME and entrepreneurial development □ Enhance the Knowledge Economy</li> </ul>
Human Resource Development	<ul style="list-style-type: none"> <li>• Improve Early Childhood Development, Primary and Secondary Education</li> </ul>

STRATEGIC GOALS	OBJECTIVES
	<ul style="list-style-type: none"> <li>• Support Skills alignment to Economic Growth</li> <li>• Enhance youth and adult skills development and life-long learning</li> </ul>
Human And Community Development	<ul style="list-style-type: none"> <li>• Eradicate poverty and improve social welfare services</li> <li>• Enhancing Health of Communities and Citizens</li> <li>• Safeguard Sustainable Livelihoods &amp; Food Security</li> <li>• Promote Sustainable Human Settlements</li> <li>• Enhancing Safety &amp; Security</li> <li>• Advance Social Cohesion and social capital</li> <li>• Promote Youth, Gender and Disability Advocacy &amp; the Advancement of Women</li> </ul>
Infrastructure Development	<ul style="list-style-type: none"> <li>• Development of Ports and Harbours Seaports and Airports</li> <li>• Development of Road &amp; Rail Networks</li> <li>• Development of ICT Infrastructure</li> <li>• Ensure availability and sustainable management of water and sanitation for all</li> <li>• Ensure access to affordable, reliable, sustainable and modern energy for all</li> <li>• Enhance KZN waste management capacity</li> </ul>
Environmental Sustainability	<ul style="list-style-type: none"> <li>• Enhance resilience of ecosystem services</li> <li>• Expand the application of green technologies</li> <li>• Adapt and respond to climate change</li> </ul>
Governance and Policy	<ul style="list-style-type: none"> <li>• Strengthen Policy, Strategy Co-ordination and IGR</li> <li>• Building Government Capacity</li> <li>• Eradicate Fraud &amp; Corruption</li> <li>• Promote Participative, Facilitative &amp; Accountable Governance</li> </ul>
Spatial Equity	<ul style="list-style-type: none"> <li>• Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities</li> <li>• Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment</li> </ul>

The Department is committed to the alignment of its 18/19 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.

#### ANC 2016 Local Government Manifesto

In line with the NDP, the ANC manifesto aims to move South Africa forward in addressing the challenges of poverty, unemployment and inequality. Together with communities, the ANC commits to:

- Build on achievements made in delivering basic services to the people
- Improve access to municipal services and reduce outsourcing in municipalities
- Further improve public participation and accountability of councillors
- Enhance the capacity of the local state to deliver on its mandate.
- Develop and strengthen local economies, create jobs and promote job placements, especially for the youth
- Intensify the fight against fraud and corruption in local government and social fabric crimes in communities
- Promote education as the apex priority in local communities.
- Improve health in urban and rural communities
- Help municipalities adapt to the changing climatic conditions.
- Build spatially integrated communities
- Promote nation-building and socially cohesive communities.

### **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 severe 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 mobilized; 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 the aim will be provide support to them to perform at the very least the basic functions of local government. This will be done through the monitoring of applicable policies and legislation and monitoring of performance to ensure accountability.
- **Priority 2:** For those municipalities who are functional but are not doing enough in critical areas of service delivery, they will be supported to progress to a higher path. Here the focus will be providing support to build strong municipal administrative systems and processes as well as to oversee the filling of administrative positions. Measures will be taken to support municipalities to engage with their communities.
- **Priority 3:** Municipalities that are performing well will be supported to maintain their status as well as encouraged to move beyond the basics and transform the local space economy and integrate and densify communities to improve sustainability.
- **Priority 4:** Municipalities will be monitored in respect of their response to fraud and corruption in order to ensure that these practices are rooted out.

### KZN Local Government Indaba 2018

The Minister of Cooperative Governance and Traditional Affairs addressed Local Government on 23 March 2018 and emphasized a change in this important sphere of government that is closest to the people. He further emphasised the following critical areas need to be addressed:

- A need to intensify, strengthen and revitalise the Back to Basics Programme in all municipalities
- High political infighting and instability in some municipalities
- High vacancy rates and lack of skilled personnel/incompetent staff in critical posts
- Inappropriate spending of budgets, high debt, disregard of supply chain management regulations, procurement irregularities - Provincial and municipal leaders need to eliminate irregularities, fraud corruption and all forms of procurement transgressions
- Regression in Municipal Audit Outcomes – Clean Audit is a combined responsibility between politicians and administration
- Lack of technical capacity to deliver much need infrastructure
- Municipal revenue generation
- Economic growth and Local Economic Development in municipalities to ensure radical economic transformation and promote job creation towards a prosperous country
- Working in partnership with Traditional Leaders to ensure rural development
- Response to Climate Change impacts

## **SITUATIONAL ANALYSIS**

The Community Survey 2016 conducted by Stats SA indicates that the population of Kwazulu-Natal has increased from 10 267 300 in 2011 to 11 065 240 in 2016. KZN previously comprised of 1 Metropolis, 10 Districts, 50 Municipalities and 828 Wards. However, after the 2016 Local Government Elections this has been reduced to 43 municipalities and 870 wards respectively. Statistics indicate that the most densely populated areas are mainly concentrated in eThekweni, 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.

In order for us as a Province to realise the goal of Chapter 13 in the National Development Plan of building a capable and developmental state, the Province would need to ensure that all citizens within the Province have access to basic services. There has been improvements to access to these basic services but more work needs to be done to realise the goals and targets contained in the National Development Plan, Provincial Growth and Development Plan and other policy documents.

The five leading challenges facing municipalities as perceived by households according to the Community Survey 2016 are as follows:

1. Lack of safe and reliable water supply;
2. Lack of or inadequate employment opportunities;
3. Cost of electricity;
4. Inadequate housing; and
5. Violence and Crime

The KZN Community Satisfaction Survey 2015 has indicated that almost half (49%) of the respondents in the survey are dissatisfied with the general performance of their local municipality and about a third (36%) dissatisfied with the performance of Provincial Government. Majority of respondents feel that, we, as a Province are performing poorly on eradicating fraud and corruption, enhancing entrepreneurship and SMMEs and promoting accountable government. Job Creation was also highlighted as the number one priority by the population of KZN. In terms of Batho Pele majority of residents feel that the Province does not provide equal access to services and does not spend funds wisely. The Province received favourable ratings on consultation and on informing citizens about the standards they can expect from public service. Challenges in municipalities differ and the analysis of these challenges is crucial in order for services to be delivered efficiently and effectively.

The KZN PGDP addresses the challenges of poverty, inequality and unemployment. In order to alleviate these challenges, municipalities need to address the issue of service delivery in particular the access to basic services by communities. It is our responsibility, as a Province, to create a better environment for the citizens of Kwazulu-Natal by providing them with water, electricity and basic sanitation.

Taking cognisance of the current status of the Province, the Department will contribute to improving the status by providing support to municipalities and traditional institutions in the following areas:

- Functionality of Inter-Governmental Relations (IGR);
- Administrative management;
- Accountability of governance institutions;
- Decision making through citizen participation;
- Government led job creation programmes;
- Coordination of service delivery (water, electricity and sanitation);
- Adaptation to climate change; and
- Disaster Management

Details of the above-mentioned support provided thus far and intended support has been outlined below per departmental programme.

## Performance Delivery environment

During the 2017 State of the Nation Address, the Honourable President Jacob Zuma pronounced that government was beginning a new chapter of radical socio-economic transformation. He emphasised the need to “move beyond words to practical programmes” and that the state will play a role to drive this transformation. Radical socio-economic transformation aims to open up the economy to new players and to give black South Africans opportunities which will assist the economy to become more dynamic, competitive and inclusive. KZNCOGTA has embraced this programme and is subjecting the Supply Chain Management to reforms reviewing structures and systems in place to respond to both the radical economic transformation and radical socio-economic transformation agenda. This programme focuses on opening up economic opportunities and activities to small enterprises, rural and township enterprises, designated groups as well as to promote local industrial development and thereby dismantling the monopolies that exist in certain sectors by channelling government spending power appropriately. Furthermore, municipalities are also supported to integrate radical economic transformation through IGR Structures (MUNIMEC, District Forums etc.), District Development Agencies and projects such as fresh produce markets.

### a) Administration

The Office of the MEC provide strategic policy direction and leadership to the department in line with the Department's mandates. It ensures that the operations of the Department 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.

#### **Human Resource Management**

Improved management and accountability of human resources in the Department is central to ensuring good governance. In this regard, 638 staff were capacitated in accordance with the Departmental Training Plan. Some of the training conducted related to Code of Conduct, Sexual Harassment, Fraud Prevention, Protocol, Breaking Barriers, Conflict Resolution, SMS Khaedu Course, Embracing Diversity, Leadership in Middle Management, Financial Management for SMS, Public Sector Skills and Orientation training for Interns. A skills audit was also undertaken in Department to augment the Training Plans of respective units. In terms of capacity development, 207 in-service bursaries and 173 out of service bursaries were awarded and 82 interns were appointed within the department. Twenty One (21) of the 82 appointed interns were student graduates who completed their qualifications through COGTA bursaries.

#### **Financial Management**

The Department is fully committed to improving accountability and ensuring that systems and controls are in place, and adequately implemented. In addition the department is committed to prudent fiscal management in order to ensure effective and efficient use of public funds. All audits planned for the 2017/2018 financial year were conducted to improve financial management mechanisms for the Department and Traditional Councils in order to achieve a clean audit opinion.

#### **Internal Control**

Based on the Auditor General Findings, the Auditor General Action Plan was compiled to ensure that deficiencies are addressed. In terms of Risk Management, a Risk Register was compiled and Risk Management reported on quarterly. An Anti-Fraud and Corruption Strategy was workshopped during the financial year.

#### **Performance Management**

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.

The Management Performance Assessment Tool (MPAT), is an evidence based assessment tool which assesses the Department's management practices (hereafter referred to as standards) in Strategic Management, Governance and Accountability, Human Resource and Financial Management. The results of the MPAT assessment process are used in the performance assessments of Senior



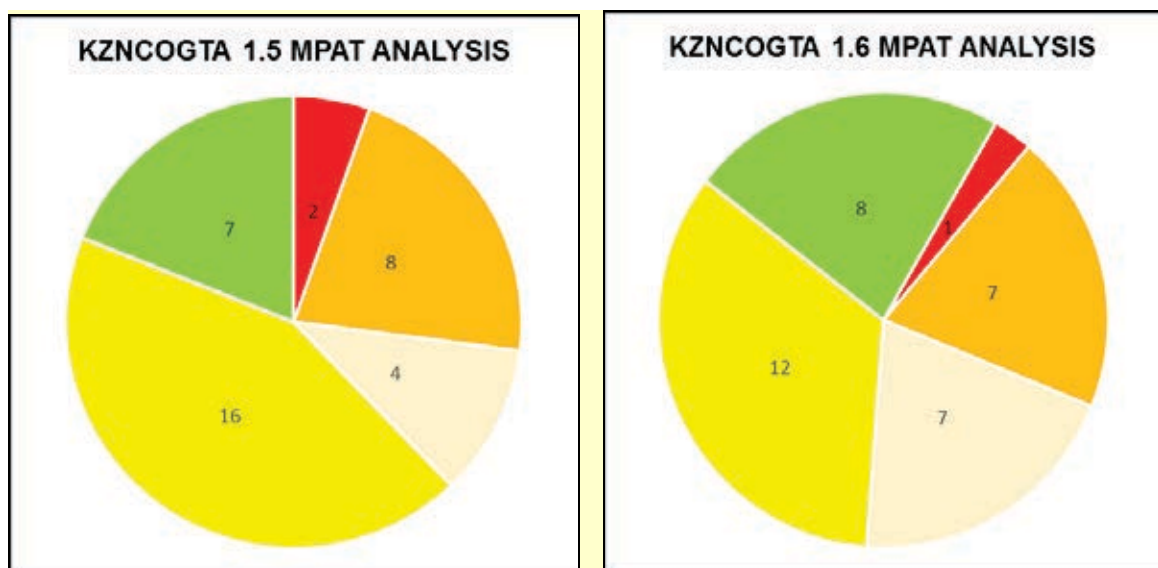
Management. In the 2016/2017 financial year, the Department was assessed against 35 standards, which were assessed alongside set levels of performance, indicating the Department's level of compliance.

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

STANDARD		12/13	14/15	14/15	15/16	16/17
<b>KPA1: Strategic Management</b>						
<b>1.1</b>	<b>Strategic Planning</b>	3	3	3	3	3
1.1.1 A	Strategic Plans					
1.1.1 B	Strategic Plans (New)	-	-	-	2	-
1.1.2 A	Annual Performance Plans	3	3	4	4	4
1.1.2 B	Annual Performance Plans (New)	-	-	-	2+	-
<b>1.3</b>	<b>Monitoring</b>	4	4	4	3	3
1.3.1	Monitoring					
1.3.2	Evaluations (New)	-	-	-	3	3
1.3.3	Planning of Implementation Programmes (New)	-	-	-	1	1
<b>KPA2: Governance and Accountability</b>						
<b>2.1</b>	<b>Service Delivery Improvement</b>	1	1	2	2	2.5
2.1.1	Service Delivery Charter, standards and SDIP					
<b>2.2</b>	<b>Management structure</b>	2	2	3	3	2.5
2.2.1	Functionality of management structure					
<b>2.3</b>	<b>Accountability</b>	3	1	4	3	2
2.3.2	Assessment of accountability mechanisms (Audit Committee)					
<b>2.4</b>	<b>Ethics</b>	3	3	3	3	3
2.4.1	Assessment of policies and systems to ensure professional ethics					
2.4.2	Fraud prevention	2	1	1	3	2
<b>2.5</b>	<b>Internal Audit</b>	2	1	4	3	2
2.5.1	Assessment of Internal audit arrangement					
<b>2.6</b>	<b>Risk Management</b>	2	1	4	3	3
2.6.1	Assessment of risk management arrangement					
<b>2.8</b>	<b>Governance of ICT</b>	4	1	1	3	3
2.8.1	Corporate Governance of ICT					
<b>2.10</b>	<b>Access to information</b>	1	1	2	2.5	4
2.10.1	Promotion of Access to information					
<b>2.11</b>	<b>Promotion of Administrative Justice</b>	-	1	2	1	2
2.11.1	Compliance with PAJA requirements					
<b>KPA3: Human Resource Management</b>						
<b>3.1</b>	<b>HR Strategy and Planning</b>	2	2	3	2	2.5
3.1.1	HR Planning					
3.1.2	Organisational design and implementation	3	3	3	2	2.5
3.1.3	Human Resource Development Planning, Implementation and Reporting	2	3	4	4	4
<b>3.2</b>	<b>Human Resource Practices and Administration</b>	1	1	3	3	2.5
3.2.2	Application of recruitment and retention practices					
3.2.4	Management of diversity	1	1	2	2.5	2.5
3.2.5	Employee Wellness	-	1	4	4	4
3.2.6	Delegation in terms of PSA	1	2	2	2	2

STANDARD		12/13	14/15	14/15	15/16	16/17
<b>3.3</b>	<b>Management of Performance</b>	3	3	2	3	3
3.3.1	Implementation of level 1-12 PDMS					
3.3.2	Implementation of SMS PMDS (excl HOD)	2	2	3	2	3
3.3.3	Implementation of SMS PMDS for HOD	3	2	2	2	2.5
<b>3.4</b>	<b>Employee Relations</b>	3	3	2	2	2
3.4.2	Management of disciplinary cases					
<b>KPA4: Financial Management</b>						
<b>4.1</b>	<b>Supply Chain Management</b>	3	3	2	3	3
4.1.1	Demand Management					
4.1.2	Acquisition Management	3	3	3	4	3
4.1.3	Logistics Management	3	2	3	3	3
4.1.4	Asset Management	3	3	3	3	4
<b>4.2</b>	<b>Expenditure Management</b>	3	4	4	4	4
4.2.1	Management of cash flow and expenditure vs.					
<b>STANDARD</b>		<b>12/13</b>	<b>14/15</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>
	budget					
4.2.2	Payment of suppliers	2	2	2	2.5	2
4.2.3	Management of unauthorised, irregular, fruitless and wasteful expenditure	3	4	3	3	3
4.2.4	Payroll certification	2	3	4	4	4
4.3.6	Delegation in terms of PFMA	3	3	4	4	4

The MPAT scores received in the 2016/2017 assessment process indicate that 57% of the MPAT standards that the Department was assessed against received scores of full compliance and above.



LEVEL	COLOUR	DEFINITION
4	Green	Department is fully compliant with legal/regulatory requirements and is doing things smartly
3	Yellow	Department is fully compliant with legal/regulatory requirements
2+	Light Yellow	Department is compliant with the basic legal/regulatory requirements but are noncompliant with one or more level 3 requirements
2	Orange	Department is partially compliant with legal/regulatory requirements
1	Red	Department is non-compliant with legal/regulatory requirements

In analysing the MPAT scores for the last 2 financial years, the following was noted:

- Overall, 9 standards reflected an improvement, 8 standards regressed and 18 Standards maintained their previous level in the 2015/2016 Financial Year.
- **Standards where performance had improved to a level where the Department is working smartly:** 2 standards had reached a level of working smartly (level 4) compared to the 1 standard which reached this level in the 15/16 MPAT process. The standards that showed an improvement were: Promotion of Access to information and Asset Management.
- **Standards where performance had improved to a level of full compliance with legal/regulatory requirements:** 1 standard reached a level of full compliance (level 3) compared to the 4 standards which reached this level in the 15/16 assessment process. The standard that showed an improvement was: Implementation of SMS PMDS (excl HOD)
- **Standards where performance has regressed to a level of partial compliance:** 4 standards have regressed in performance from full compliance (level 3) to partial compliance (level 2). This number has increased from 3 standards in the previous financial year. The standards that regressed were: Fraud Prevention, Assessment of Internal Audit arrangement and Payment of suppliers.
- **Standards where performance is at a constant trend of partial to non-compliance:** Performance trends of partial to non-compliance are seen in 3 standards. This is an improvement from the 6 standards in the previous financial year. The standards in this category consist of Planning for new implementation programmes (MPAT pilot standard), Delegation in terms of PSA and Management of Disciplinary Cases.

#### b) Local Governance

Presently the country as a whole is experiencing a daunting economic climate and there is a continuous need to rationalise public expenditure at all levels of government. Despite this challenge, the Department remains focussed and committed to deliver a high quality service to municipalities which will enable them to be responsive to the needs of the communities in Kwazulu-Natal. With this in mind, a revised Local Government Branch Structure was implemented which saw the birth of the Local Government Specialist Directorate. Through this new directorate, municipalities are provided with support to resolve/unblock/address challenges that hamper the provision of service to communities. Local Government Champions will continue to work in collaboration with municipalities, through individual visits, identifying challenges, implement project plans to address issues raised and resolve issues that are hampering service.

Inter-Governmental Relations is the instrument for mobilising the distinctive efforts, capacities, leadership and resources of each sphere towards service delivery and government defined development objectives. The Department is geared towards improving the functionality of IGR Structures to ensure that they are fully functional in accordance with the IGR Framework. IGR Structures are not executive decision making bodies, but they may take resolutions or make recommendations in order to promote and facilitate cooperative decision making and are there to provide a platform for discussion and consultation on areas that require cooperation among the family of municipalities. IGR seeks to resolve disputes without resorting to judicial proceedings as well as to ensure the smooth flow of information within government, and between government and communities, with a view of enhancing the implementation of policy and programmes. MuniMEC is an IGR structure established to be a consultative forum between Provincial CoGTA and the municipalities. Through the MuniMEC, stakeholders from all the spheres of government are provided with an opportunity to interact with local government in the true expression of the concept of cooperative governance.

Effective integrated planning is crucial for the well-functioning of Local Government Institutions and for the acceleration of service delivery. The IDP Coordination Unit aims to ensure the development of legally compliant IDPs through effective and efficient management of the Provincial IDP Management and Support Plan which envisages being a catalyst between Community-Based Plans, IDPs and Operation Sukuma Sakhe. Support via the Development Shared Services will be intensified with the aim of assisting municipalities with low or lack of planning capacity to enable them to develop credible IDPs. Further support will be provided by facilitating the Joint Service Delivery Forum with the intent of

enhancing coordination of service delivery initiatives of various government departments and municipalities.

A Back to Basics Strategic Session was held with municipalities and sector partners to engage them on business unit activity plans and to ensure their alignment with municipal support plans. The proposed support strategies derived from the strategic session is being used to guide the ongoing revision and implementation of municipal action plans/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. These support plans are updated and revised on an annual basis. A progress assessment was held with all 26 dysfunctional municipalities. Another workshop was held with all 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 with the focus of assessing the progress made and possible recategorise based on the assessment findings. 26 Support Plans developed were initially developed, where after the programme was extended to cover all municipalities, each with a support plan developed. These support plans were reviewed and amended or redeveloped in line with the Back to Basics Phase 2 10 Point Plan. Quarterly assessments of municipalities are conducted, establishing the status of performance against its mandates and progress against the individual support plans. An additional requirement of Phase 2 of the Back to Basics Programme is to develop a 5 year programme, with annual targets. The phase 2 approach will be utilised to increase the credibility of B2B monitoring and reporting system and to further develop a scientific measurement instrument and set of indicators for review of the categorization of municipalities and graduation model. Phase 2 of the B2B Programme was officially launched by the MEC, inclusive of all newly elected councillors. Phase 2 of the B2B Programme has also noted and incorporated the 20 Point Declaration that emanated from the 3rd Presidential Local Government Summit.

The Department monitors and provides support to municipalities on the implementation of the Strategic Framework on Councillor Oversight (including Standard reporting templates for municipal oversight structures) to ensure that they fulfil their oversight mandate. The oversight structures include the Council, Executive Committees, Portfolio Committees and Municipal Public Accounts Committees (MPACs). Furthermore, municipalities are provided with support aimed at ensuring their compliance with local government legislation and policies as well as the Municipal Systems Act regulations. Municipalities are provided with support in respect of the filling of Section 54A and Section 56 posts as well as intervention in municipalities who do not comply. To ensure that skilled personnel are appointed the Department can decline the appointment of senior managers where the process is flawed or the recommended candidate is not suitable. Municipalities are further supported in the drafting of by-laws developed to enhance their legislative competency.

Section 81 of the Municipal Structures Act allows traditional leaders to participate in the proceedings of municipal councils in order to facilitate cooperative decision making on service delivery and development programmes that affect traditional communities. The Department will continue to support municipalities in improving the participation of Traditional Leaders at municipal level.

There is an urgency to eradicate incidences of fraud and corruption in municipalities to ensure that resources are used efficiently and for the delivery of services to our communities. KZNCOGTA will continue to investigate reported cases of fraud, corruption and maladministration as well as support municipalities to implement anti-fraud and anti-corruption strategies.

The achievement of Clean Audits as an indicator of good governance remains a priority for government. Municipalities must work toward improving their audit outcomes and the number of clean audits following the fact that the 2016/2017 results noted that there has been an overall regression in the Province of 4

clean audit opinions, with seven (7) municipalities receiving clean audits as opposed to eleven (11) clean audits in 2015/2016. Municipalities are required in accordance with the Municipal Finance Management Act to develop individual audit response plans and the MEC for Cooperative Governance and Traditional Affairs and her Department shall monitor municipal implementation of the corrective measures reflected in these plans on a quarterly basis. Targeted support based on the analysis of the audit outcomes will be provided to specific municipalities in the areas of budget, internal controls, expenditure and debt management amongst others. Audit Outcomes were assessed and a cohesive Department 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 redemarcation 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 and annual reporting processes.

Statutory compliance in terms of Section 131 reporting and Section 81 of the MPRA reporting was achieved. Municipalities continue to receive support in implementation of the Municipal Property Rates Act. 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. The partnership with all valuation appeal boards in the Province have been established as required by the MPRA to ensure that ratepayer's objections and appeals are dealt with expeditiously.

The vision of the Department is "People Centred Sustainable Cooperative Governance" and in order to achieve this, support needs to be provided to municipalities to improve decision making by ensuring citizen participation. The Province has been experiencing service delivery protests which are a result of a communication gap between communities and municipalities. The Department is committed to supporting municipalities in improving the functionality of ward committees by monitoring ward committees community report back meetings convened by councillors as well as by implementing remedial actions in municipalities that have non-functional ward committees. Municipalities will also be supported with the alignment of ward based plans to the IDP and the implementation of ward operational plans with the aim of delivering services which address community needs. Furthermore, the functionality of all municipal Rapid Response Teams will be monitored and support will be provided to non-functional teams.

Transformation of government institutions remains a critical objective of the democratic government. To this effect, the department supports municipalities with the implementation of the Gender Equity Policy Framework for Local Government. The intention is to promote the inclusion of the previously disadvantaged groups in all levels of the municipality; such as the women, the disabled and the youth. Municipalities were supported with the implementation of Employment Equity Plans.

Chapter 13 of the National Development Plan emphasizes the need to move towards a state that is more capable, professional and more responsive to the needs of its citizens in order to eliminate poverty and reduce inequality. To strengthen the capacity of municipalities, a capacity building strategy was developed with the intention to ensure a coordinated approach of all stakeholders' capacity building programmes. This approach alleviates duplication of resources and promotes alignment of programmes.

Councillor development is imperative for service delivery and the Department has further developed a capacity building plan aimed at empowering councillors and municipal officials in line with the Capacity Building Strategy. The Integrated Councillor Induction and Sector- based Orientation Programmes was conducted at the beginning of the new term for councillors, this was to provide councillors with first-hand



information that they will require as newly elected councillors. Furthermore, in order to ensure that councillors are empowered to undertake their roles and responsibilities, portfolio based training is rolled out to councillors on an ongoing basis

Based on the outcomes of the skills profiling, councillors will be nominated for the National Certificate: Local Government Councillor Practices (NQF Level 3) and the Executive Leadership Programmes at NQF Level 5, 6 and 7. This will assist councillors with personal development programmes that will enable them to obtain qualifications as well as assist them in conducting their daily duties with insight and confidence. The Department has engaged with strategic partners to enhance skills development in the critical and scarce skills in the Province. These areas include municipal finance; leadership; governance; administration and technical skills such as engineers and artisans. The skills development training targets municipal officials and unemployed youth. These skills will assist municipal officials of specialised units to provide effective and efficient services to the communities.

### c) Development and Planning

A key objective of Chapter 8 of the National Development Plan is to ensure a transformed Human Settlement and have a strong and efficient spatial planning system well integrated across the spheres of government. This will result in a balance between spatial equity, economic opportunities and environmental sustainability. To contribute towards the achievement of this objective the Department provides support to municipalities to improve the spatial location of services in line with the Provincial Spatial Planning guidelines and frameworks. All municipalities in the Province were supported to produce Spatial Development Frameworks (SDF) that are compliant with Spatial Planning Guidelines. The Department further supported 45 municipalities on the development of land use schemes and systems in the Province, and a significant improvement of the provincial area covered by some form of land use scheme or system was reported at 68.6%.

The total geographic area of the Province that is under adopted Municipal Planning Schemes and Land Use Systems was tracked through mapping in GIS. This includes all schemes and systems that were adopted. A total of 38 local municipalities were supplied with an updated cadastral layer with ownership information. Municipalities are able to use this information to maintain their valuation rolls for full and sectional title ownership. This allows them to increase their revenue base by providing accurate and comprehensive utilities and rates bills per land owner. All disaster incidents in the Province were mapped in GIS and analysis was performed to determine if relevant early warnings were received from the South African Weather Services and passed on to the affected parties prior to their occurrence. This analysis helps to determine the degree of efficacy of the disaster early warning mechanisms that are being implemented in the Province.

Alfred Duma, Inkosi Langalibalele, Harry Gwala, KwaDukuza, Ugu, eThekweni, Umzumbe, Ray Nkonyeni, Newcastle and Mhlathuze were provided with support for the development of Densification Strategies. During the 2017/2018 financial year, the Department, developed and implemented spatial planning norms on spatial equity. This is fundamental for the achievement of the spatial transformation outcomes contained under Goal 7: Spatial Equity in the PGDP.

Five municipalities have been provided with support to produce precinct plans. These plans are used to promote the development of compact, connected and coordinated secondary towns and cities in line with the Integrated Urban Development Framework. As we work towards improving the quality of life in rural areas and to the achieve orderly planning, the Department will continue to develop Traditional Master Settlement Plans in consultation with Amakosi. These plans will be approved by the identified Amakosi.

Identified municipalities' will be supported with the development of Nodal Development Plans to attract investment which new towns are in need of to enhance their economy and to create employment.

The Department will continue to support municipalities with the implementation of SPLUMA. During the 2017/2018 Financial Year local municipalities were assessed, against specific criteria, in terms of their

readiness to implement SPLUMA. A support plan was then developed and used to provide municipalities with support in the areas where they were lacking. The processing of development applications at municipalities is monitored and remedial actions implemented in municipalities that are non-compliant with aim of achieving the 2030 PGDP target of having 90% of applications meeting time norms for processing. Formalisation of towns is fundamental to improve the economic development of rural towns, therefore, the Department continues to provide support to municipalities to unlock development potential. The Department also supports traditional councils in surveying their boundaries and have developed maps of their izigodi (traditional wards).

Through the Local Economic Development unit, the department is successfully supporting initiatives that act as catalysts for further development, create job opportunities and open up potential for further investment. Main functions that are performed are support to District Development Agencies, Community Service Centre programme and Expanded Public Works Programme which includes the Community Work Programme and the Food for Waste Programmes.

In building municipal capacity, the Department, will continue to support the District Development Agency programme created for the facilitation and realisation of larger scale local economic development investment projects and programmes thereby unlocking the economic development potential of the district. KZNCOGTA will have embarked on a support programme to ensure that District Development Agencies are responding to the call for radical socio-economic transformation.

Municipalities have a critical role to play in South Africa in providing efficient and effective basic services which contribute towards an effective environment for doing business. But there are many challenges facing municipalities. Municipalities need to understand that Red tape makes it difficult for businesses to succeed, grow, create jobs, and invest in infrastructure and development. The department will continue to support municipalities to implement the Red Tape Reduction programme.

The Department provides support to municipalities to establish Agri Hubs/Fresh Produce markets so that they can act as collection points for fresh produce which can be redistributed to institutional markets. Work is being done to align the fresh produce markets to the Agri-parks concept to ensure sustainability. The Department specifically targets the establishment of agri-hubs/fresh produce market facilities that are aligned to government markets such as schools, prisons and hospitals. Even though there was a policy shift in the programme, capacity support was provided to a number of Agri parks or Fresh Produce markets since 2015; Umgungundlovu: Mkondeni Fresh Produce Market (R15m), Harry Gwala: Ixopo Farmers Market (R19m), Amajuba: Ingogo Fresh Produce Market (R6m), King Chetswayo: Uthungulu FP Market (R18m), Umkhanyakude: Jozini Value Adding Facility (R10m), uThukela: Bergville Fresh Produce Market (R4m). As at the end of the 2016/2017 financial year, 3 agri hubs fresh produce market facilities were aligned to institutional markets and all 3 facilities are operational, namely: uThungulu Fresh Produce Market, eThekweni RASET Incubator and Bergville Agripark at the Uthukela Agrarian Park.

In order to revive and activate traditional institutions to promote socio-economic programmes the Department supported 6 traditional councils with development initiatives. Support was provided for the following TCs; Okhahlamba winery project, Empangisweni Citrus fruit production, Imbabazane Pack House for the ongoing farming projects, Msinga Asisukume Maize Mill Project, Phongolo Isilo initiative (Imbube Cultural village) and the Emadungeni Piggery Project. Traditional Institutions will be provided with further support to undertake vital development initiatives that is aimed at promoting socio-economic development towards job creation at a local level.

The ten districts and the metro will be provided with ongoing support to implement Local Economic Development projects which are aligned to municipal strategies. This support is aimed at improving medium term economic development planning, aligned to national and provincial plans and to promote job creation at local level.

Through the CWP and EPWP programmes the department will continue to create work opportunities in municipalities. The Community Works Programme is based on community-driven partnerships and strives to provide an employment safety net in recognition of the fact that sustainable employment

solutions will take time, and will reach the most marginalized last. It continues to contribute to Public Good in the development of public assets and services in poor communities. In addition, the Department is also creating more work opportunities through EPWP interventions. A number of internal programmes aimed at creating work opportunities have been initiated as a way of responding to rapid and high rates of unemployment. These Departmental programmes include, Food For Waste, Corridor Development, Small Town Rehabilitation and Community Service Centre construction. In support of radical socioeconomic transformation, these programmes have prioritised the vulnerable groups such as woman, youth and people living with disabilities, and have collectively created over 1200 work opportunities. Compliance with EPWP guidelines in terms of employment creation has seen the Department being awarded the incentive grant amounting to R3,471,000.00 in the 2014/15, R4,119,000.00 in the 2015/16, R3,667,000.00 in the 2016/17 and R 3,338,000.00 in the 2017/18 financial year. The Department through its EPWP technical support team has partnered with the Provincial Department of Public Works and the National Department of Public Works to support municipalities to institutionalise EPWP as a national umbrella of employment creation.

The Department continues to persevere in bridging the divide between the past spatial inequality and seclusion of the majority to socio economic services. This redress, as being implemented through the Community Service Centre Programme, promotes precinct/nodal development and compliments the Department's spatial development reforms.

In supporting the objectives of the National Development Plan, more specifically directed towards Transforming Human Settlements and ensuring an integrated and inclusive Rural Economy, the Community Service Programme is gathering pace in fundamentally transforming the rural landscape of the Province as is realised by recently commissioned projects at Abaqulusi. This has been done by reducing travel time and cost for marginalised communities in accessing qualitative government services, like Home Affairs, as well as the centres serving as enablers and catalysts for new small town development geared towards social economic upliftment. The array of government services provided at these centres are instrumental in supporting rural communities becoming active participants and beneficiaries in development opportunities that communities have been previously deprived of.

The support is inclusive of spatial planning, construction, functionality and rehabilitation support, the latter most being a key element in ensuring that existing infrastructure is well maintained taking cognisance of fiscal constraints towards investment in new infrastructure. The infrastructure aspect of the programme is complemented by CSC functionality support (Centre Manager Forums, Service Mobilisation and lease/rental facilitation) to municipalities in promoting continuous improvement of the provision of services through revenue enhancement strategies and infrastructure sustainability.

The Emondlo CSC is testimony to the inroads that is being made towards redress of past segregation, and now boasts fully functional SASSA and Home Affairs Service Offices. The cost burden of traveling to Vryheid, 25km away is now accessible within walking distance, a right that communities have longed for. In supporting this spatial transformation the Department has completed the Emondlo (Abaqulusi), Xulu-Msiyane (Abaqulusi), Biyela (uMlalazi), Ngwenya (Jozini) and Shange CSCs situated in rural social deprivation zones. Communities are now able to access key services of home affairs and SASSA within working distance in addition to providing functional spaces for traditional councils and ward committees. Additional projects at construction stage are the new Amatimatolo (Umvoti), Amahlubi (Inkosi Langalibele), Kwambonambi (uMfolozi) CSCs in addition to the upgrade and extension of Sonkombo (Ndwedwe) CSC. The Department has finalised designs the Mvozana (Maphumulo) and Silutshane (Nquthu) CSCs with construction commencing in the 17/18 financial year. We will also be completing the Shiyabane and Madlebe CSCs in the 17/18 financial year, projects which were negatively affected weather and contractual issues. The Department in supporting the economic transformation of small towns in creating viable local economies is supporting the Okhahlamba LM with funding towards the construction of the Bergville CSC with its current precinct development.

The service delivery environment is presently dominated by the constant demand for acceleration of provision of services. Notwithstanding the great strides in providing services, in an election year the

remainder of the backlog throughout the Province typically comes sharply into focus. As confirmed by the Citizen Satisfaction Survey conducted by the Provincial Executive, the main sources of frustration are employment, housing, electricity and water. These often manifest themselves in protest actions which are becoming increasingly prevalent.

Community 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. Over the last 20 years, backlog eradication has enjoyed high priority and there has certainly been a remarkable improvement in pursuit of universal access.

However, maintenance of the infrastructure has not kept pace and the deterioration of existing infrastructure requires immediate focus, from all spheres of government, as well as a substantial increase in subsidization of infrastructure maintenance costs. Backlogs will not be eradicated if existing infrastructure is permitted to degenerate, creating “new” backlogs.

Much work needs to be done in the financial field, to ensure sufficient municipal revenue streams for adequate provision for infrastructure maintenance. The current financial methodologies and provisions for maintenance, measured as a percentage of property, plant and equipment are fundamentally flawed and hopelessly inadequate. Current replacement cost is a far more appropriate and realistic basis of maintenance provision, which must be backed by an adequate funding level.

Water presents a particular challenge. The most severe drought in 100 years and its impacts has not only necessitated “emergency” responses to water supply, but also a change of mind-set with regard to water use and conservation measures across the water sector and within communities themselves. The limited availability of raw water and the skewed spatial location of bulk storage facilities towards major urban centres demands detailed analysis of current and future demands but also the water sources and infrastructure that needs to be developed to meet that demand. Investment in additional storage and alternative water sources is already a necessity. The Province is considering sea water desalination, water recycling and re-use. Long term financial planning, to ensure availability of the substantial amount of funding for such large investments is essential.

While South Africa is more or less on par with international averages for water loss, at around 35 - 40%, losses in KwaZulu-Natal are closer to 50%. This has hastened the transition of the drought into a disaster. Repairs, maintenance and refurbishment are already late.

In the energy environment, a greater degree of alignment between bulk electricity services and distribution is evident. Bulk supply and distribution network strengthening is being undertaken in the least electrified areas, facilitating additional household connections. Additionally, existing networks, which are elderly, are being refurbished for reliability and quality of supply purposes. Particularly in municipal licensed areas of supply, this is again limited by funding and inadequate attention to efficient operation and maintenance.

The ability to finance capital and maintenance budgets is constrained by illegal electricity connections. This is a growing problem which must be dealt with simultaneously through service provision, credit control and indigent support mechanisms.

Across all services, accountability and reporting remain challenging. Particularly non-financial reporting and compliance with mandatory reporting requirements are not at the required level. Efforts must continue, to inculcate a culture of accountability, data maintenance and information management by municipalities. Credible, “up to date” information is crucial as testimony to achievements but also for future planning purposes, both technical and financial. The success of reporting, monitoring and support mechanisms is dependent on the integrity of the data injected into it. It is unfortunately apparent that municipal data is generally inadequate. There is often little application of the mind to what is provided and conflicting, or low credibility, information results. It is also true that many municipalities do not know themselves how many households they have and how many of them receive the various services. Many

municipalities rely on Statistics SA data. In mitigation, a major factor is the dynamism and mobility of the population.

There are many deficiencies and anomalies in the provision of Free Basic Services, for example: Some municipalities indicate that 100 % of their households receive Free Basic Services. However the municipalities contain towns with relatively affluent areas, which ought not to be eligible for free services.

Many municipalities submit that free services are provided to more households than the number reflected in their register of indigents.

It is concluded that there are substantial deficiencies in the indigent registers, possibly the indigent registration processes, as well as the records of who receives free services. The relationships / agreements between municipalities and service authorities (e.g. Water Service Authorities and Eskom) need attention. As a matter of principle, local municipalities are responsible for the determination of Free Basic Services. It is they who should determine who is eligible, and provide such information to the relevant service authorities.

Deficiencies in the application of Free Basic Services policies have additional impacts. Such deficiencies render it impossible to calculate non-revenue water or to determine water and electricity theft by un billed, un-authorized consumers.

In respect of capacity and institutional memory, specific challenges relate to insufficient municipal staffing, skills and experience levels, which preclude adequate quality control over infrastructure developments, operations, maintenance and services rendered by contracted resources. There is still an inadequate pool of school leavers sufficiently proficient in, particularly, mathematics and physical sciences. These are the potential trainees. This must be addressed, from foundation phase, in dealing with the problem in the education system.

Other manifestations affecting the service delivery environment are too regular re-prioritisation of projects, often as a result of ulterior motives, slow Supply Chain Management (SCM) processes and appointment of less expensive service providers with inadequate capacity and poor coordination, between housing developments and necessary infrastructure, and between bulk services and distribution.

Kwazulu-Natal has, in the recent years, been experiencing a number of weather hazards in the form of severe storms and drought which has had a devastating impact on communities. The Provincial Growth and Development Plan aims to get the Province to a position where we are able to effectively anticipate, respond and mitigate the effects of climate change. The Department has focussed its support in the areas of planning for Disaster Risk Management by municipalities as well as sector departments, capacitating municipalities on Disaster Risk Management, monitoring the implementation of Disaster Risk Management Legislation by municipalities and sector departments as well as the provision of support to the metro and districts with the maintenance of municipal Disaster Management Centres to ensure functionality. The Department, in partnership with the South African Weather Services, disseminates prior warning for disaster incidents and continuously aims at responding to disaster events within 6 hours.

The support with the implementation of Disaster Legislation was done in various ways namely the assessments of Disaster Management Plans and their integration into their IDPs, municipal capacity building programmes, and monitoring implementation. To ensure that our 10 disaster management centres are prepared for disasters, functionality assessments are conducted and support is provided to ensure that disaster management centres are functional on an on-going basis. Disaster Risk Management workshops had been provided to all municipalities and has included traditional leadership. Furthermore, seasonal awareness campaigns are conducted in order to sensitize and prepare communities in respect disaster threats.



The Provincial Disaster Management Centre has coordinated the management of the protracted drought situation conditions which was classified and declared a provincial disaster in 2015. As part of coordinating and managing the situation, the Drought War Room meets with representatives from national and provincial departments, district disaster management practitioners and other relevant stakeholders. The PDMC also supported the establishment and working of district Joint Operation Committee (JOCs).

The PDMC continues to support needy municipalities with the training of fire-fighters in a separate programme. To date, more than 200 firefighters, from struggling municipalities, have been trained and their daily work in saving lives does not go unnoticed, but much appreciated indeed.

#### **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. The Department is committed to continue engaging amaKhosi to advise them of the importance of updating genealogies, with the aim limiting the number of recognition disputes. The Department will continue providing support to cultural events hosted by amaKhosi in their respective traditional communities as amaKhosi are custodians of culture. In consultation 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 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 Department will continue to establish strategic partnerships with relevant stakeholders (National House of Traditional Leaders; Legislature and other government departments, both National and Provincial, Municipalities).

The Department will continue to support Traditional Councils on land allocation processes, survey of boundaries where there are uncertainties between the communities for the facilitation of rural development. Furthermore, the department has embarked on mapping and preparing proclamations for newly restored amaKhosi and as well as the proclamations for the traditional councils who were previously proclaimed as community authorities.

### 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 2018 KZNCOGTA had a total of 1376 permanent posts in its employ. Males constitute 40.04% (551) while females constitute 59.60% (825) of the workforce. At the senior management level males constitutes 48.26% (28) and females is 57.72% (30). The recruitment and selection processes of the Department will be categorically focused towards achieving the employment levels in accordance with the DPSA 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.

RACE/GENDER PER SALARY LEVEL AS AT 31 JANUARY 2018										POST STATUS INFORMATION			
Salary Level	African		Coloured		Indian		White		Grand Total	Active Filled	Active Vacant	Total Posts	Disabled Employees
	Female	Male	Female	Male	Female	Male	Female	Male					
1	0	0	0	0	0	0	0	0	0	0	0	0	0
2	43	22	0	0	0	0	0	0	65	65	2	67	0
3	9	40	0	0	0	0	0	0	49	49	7	56	0
4	4	15	0	0	0	0	0	0	19	19	5	24	1
5	105	61	2	1	5	4	13	2	193	193	20	213	5
6	283	165	0	0	0	0	0	0	448	448	28	476	1
7	109	44	4	0	10	4	14	1	186	186	33	219	7
8	37	33	4	1	7	4	2	0	88	88	16	104	1
9	35	19	3	0	3	2	1	3	66	66	10	76	2
10	26	16	2	0	7	4	2	4	61	61	6	67	1
11	24	24	1	0	4	6	2	3	64	64	8	72	0
12	21	29	1	1	11	8	1	7	79	79	11	90	0
13	17	12	0	0	4	1	1	5	40	40	9	49	1
14	7	6	0	0	1	0	0	1	15	15	2	17	0
15	0	2	0	0	0	0	0	0	2	2	2	4	0
16	0	1	0	0	0	0	0	0	1	1	0	1	0
<b>TOTAL</b>	<b>720</b>	<b>489</b>	<b>17</b>	<b>3</b>	<b>52</b>	<b>33</b>	<b>36</b>	<b>26</b>	<b>1376</b>	<b>1376</b>	<b>159</b>	<b>1535</b>	<b>19</b>

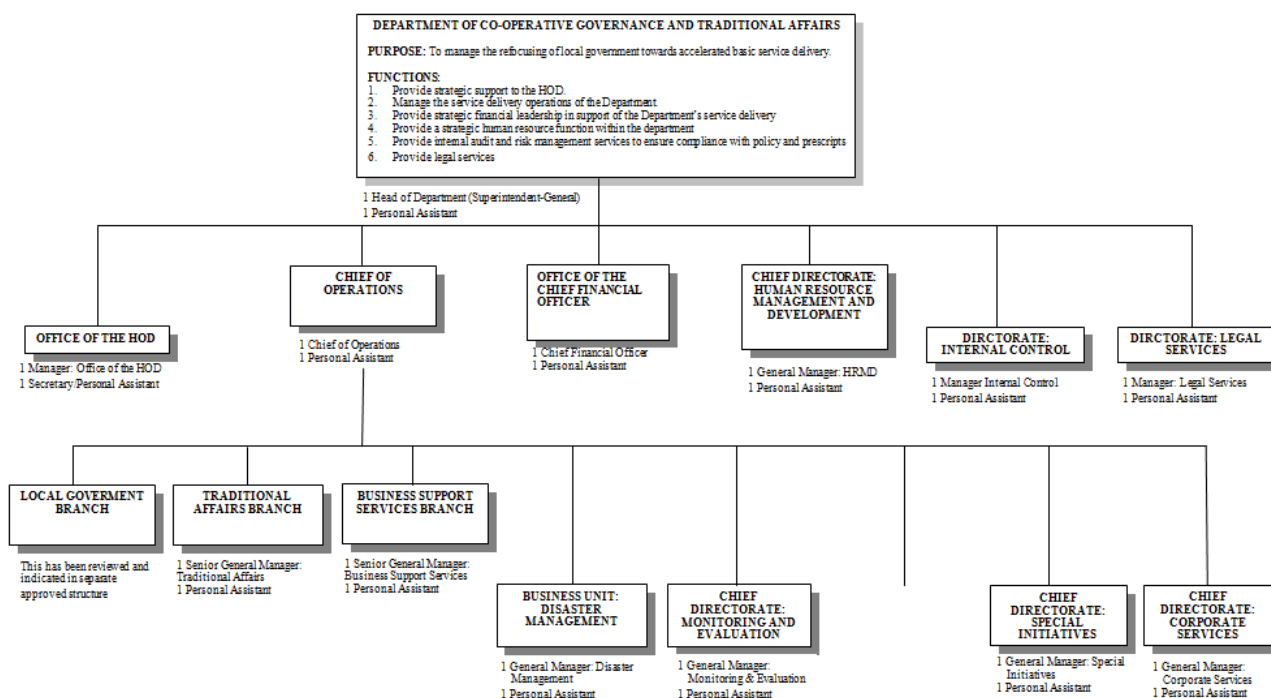
**Statistical Target Data**

Percentage Economically Active Population Group	KZN EAP QLFS 4-2016
African Female	47.20%
African Male	41.40%
Coloured Female	0.50%
Coloured Male	0.50%
Indian Female	3.70%
Indian Male	3.70%
White Female	1.50%
White Male	1.60%
<b>Total</b>	<b>100.10%</b>

**Disability Target** : **2%**  
**SMS Target for Female** : **50%**  
**All level Target for Female** : **54%**

It is the responsibility of the Department to organise itself in a manner that will maximise service delivery whilst fulfilling its mandate. The Department has examined its internal organizational environment and agree 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 anticipates 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.

**Approved Organisation and Post establishment of the Department of Cooperative Governance and Traditional Affairs**



**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



### 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
<b>Chapter 3:</b> Economy and employment	<b>Outcome 4:</b> Decent employment through inclusive growth	<b>Goal 1:</b> Inclusive Economic Growth <b>Strategic objective 1.2:</b> Enhance sectoral development through trade, investment and business retention	<b>Goal 3:</b> Increased economic opportunities	3.1. Strengthened sectoral development
		<b>Strategic objective 1.4:</b> Improve the efficiency, innovation and variety of government-led job creation programmes		3.2. Improved government led job creation programmes
<b>Chapter 5:</b> Environmental Sustainability and resilience.	<b>Outcome 10:</b> Environmental assets and natural resources that are well protected continually enhanced.	<b>Goal 3:</b> Human and Community Development <b>Strategic objective 3.3</b> Safeguard and enhance sustainable livelihoods and food security	<b>Goal 6:</b> Adaptation to Climate Change	6.1. Increased adaptation to Climate Change impacts.
		<b>Goal 5:</b> Environmental Sustainability. <b>Strategic Objective 5.3:</b> Adapt and Respond to climate change		6.2. Improved Disaster Management
<b>Chapter 6:</b> An Integrated and Inclusive rural economy. <b>Chapter 4:</b> Economic Infrastructure.	<b>Outcome 9:</b> A Responsive, accountable, effective and efficient local government system	<b>Goal 4:</b> Infrastructure Development <b>Strategic Objective 4.4.</b> Ensure availability and sustainable management of water and sanitation for all <b>Strategic Objective 4.5.</b> Ensure access to affordable, reliable, sustainable and modern energy for all	<b>Goal 4:</b> Strengthened delivery of Basic services	4.1. Improved co-ordination of service delivery

National Development Plan	Government Outcomes	PDGP Goals and Strategic Objectives	COGTA goals	COGTA Strategic Objectives
<p><b>Chapter 8:</b> Transforming Human Settlements</p>	<p><b>Outcome 8:</b> Sustainable human settlement and improved quality of household life</p>	<p><b>Goal 3:</b> Human and Community Development <b>Strategic objective 3.4</b> Promote sustainable human settlements</p> <p><b>Goal 7:</b> Spatial Equity <b>Strategic Objective 7.1:</b> Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities <b>Strategic Objective 7.2:</b> Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment</p>	<p><b>Goal 5:</b> Well Integrated Spatial Planning System</p>	<p>5.1. Improved spatial hierarchy of services</p>
<p><b>Chapter 13:</b> Building a capable and developmental state <b>Chapter 14:</b> Fighting corruption. <b>Chapter 15:</b> Transforming Society and Uniting the Country.</p>	<p><b>Outcome 9:</b> A Responsive, accountable, effective and efficient local government system. <b>Outcome 12:</b> An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship <b>Outcome 14:</b> Social Cohesion and Nation Building</p>	<p><b>GOAL 6:</b> Governance and Policy <b>Strategic objectives 6.1:</b> Strengthen policy, strategy co-ordination and IGR. <b>Strategic objectives 6.2:</b> Building government Capacity. <b>Strategic objectives 6.3:</b> Eradicate Fraud and Corruption. <b>Strategic objectives 6.4:</b> Promote participative, facilitative and accountable governance.</p>	<p><b>Goal 1:</b> Improved Cooperative Governance <b>Goal 2:</b> Strengthened Governance</p>	<p>1.1. Improved functionality of Inter-Governmental Relations 2.1. Improved capacity of political and administrative governance 2.2. Strengthened accountability 2.3. Improved decision making through citizen participation</p>

## OVERVIEW OF THE 2017/2018 BUDGET AND MTEF ESTIMATES

Table 2.1 : Summary of payments and estimates by programme: Co-Operative Governance And Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2018/19	2019/20	2020/21
1. Administration	331 891	382 559	380 420	393 839	393 839	387 309	440 816	439 805	458 743
2. Local Government	217 377	228 491	254 130	291 385	291 385	259 907	289 015	343 612	383 772
3. Development And Planning	699 251	641 708	637 146	338 735	338 735	402 678	368 638	389 856	386 356
4. Traditional Institutional Manag	234 068	265 330	331 666	561 267	561 267	581 832	574 561	603 749	645 887
Total payments and estimates	1 482 587	1 518 088	1 603 362	1 585 226	1 585 226	1 631 726	1 673 030	1 777 022	1 874 758

Table 2.2 : Summary of provincial payments and estimates by economic classification: Co-Operative Governance And Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2018/19	2019/20	2020/21
Current payments	910 219	995 720	1 213 184	1 519 975	1 519 975	1 522 604	1 587 152	1 702 644	1 797 319
Compensation of employees	557 676	607 298	630 145	1 086 644	1 086 644	917 932	1 113 543	1 250 353	1 363 239
Goods and services	352 543	388 422	583 039	433 331	433 331	604 672	473 609	452 291	434 080
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	504 959	453 017	334 163	34 214	34 214	34 312	33 351	35 613	36 476
Provinces and municipalities	353 291	273 134	161 956	21 115	21 115	21 115	19 567	21 955	23 204
Departmental agencies and acc	20 231	6 150	14 550	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and intern	-	-	-	-	-	-	-	-	-
Public corporations and private	33 254	45 100	110 333	-	-	-	-	-	-
Non-profit institutions	83 121	114 811	32 651	-	-	-	-	-	-
Households	15 062	13 822	14 673	13 099	13 099	13 197	13 784	13 658	13 272
Payments for capital assets	67 364	69 351	56 015	31 037	31 037	74 810	52 527	38 765	40 963
Buildings and other fixed structu	41 689	43 086	28 607	20 674	20 674	60 632	32 117	24 672	24 794
Machinery and equipment	24 244	25 847	26 727	10 213	10 213	14 028	20 163	13 909	15 959
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible as	1 431	418	681	150	150	150	247	184	210
Payments for financial assets	45	-	-	-	-	-	-	-	-
Total economic classification	1 482 587	1 518 088	1 603 362	1 585 226	1 585 226	1 631 726	1 673 030	1 777 022	1 874 758



# Programme 1: Administration



## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

## PROGRAMME ONE: ADMINISTRATION

**PROGRAMME PURPOSE**

This programme is dedicated to supporting all 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 (Human Resource Administration, Organisational Development and Efficiency Services and Human Capital Development), Information Technology, Auxiliary Services, Financial Management (including Traditional Finance), Internal Control, Policy and Research, Legal Services, Corporate Communication, Strategic Planning, Monitoring and Evaluation as well as Policy and Research.

STRATEGIC OBJECTIVE INDICATORS

STRATEGIC GOAL 2: STRENGTHENED GOVERNANCE											
STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS			
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21	
2.1. Improved capacity of political and administrative governance	Percentage of Staff capacitated to perform their function in a municipal context	PGDP: Goal 6	100% Staff capacitated to perform their function in a municipal context	-	100% staff capacitated in accordance with the Annual Training Plan	100% staff capacitated in accordance with the Annual Training Plan	100% staff capacitated in accordance with the Annual Training Plan	100% staff capacitated in accordance with the Annual Training Plan	100% staff capacitated in accordance with the Annual Training Plan	100% staff capacitated in accordance with the Annual Training Plan	100% staff capacitated in accordance with the Annual Training Plan
2.2. Strengthened accountability of governance institutions	Number of departmental clean audits opinions achieved	PGDP: Goal 6	Clean Audit Opinion achieved Annually	-	1 Clean Audit Opinion Achieved	0	1 Clean Audit Opinion Achieved	1 Clean Audit Opinion Achieved	1 Clean Audit Opinion Achieved	1 Clean Audit Opinion Achieved	1 Clean Audit Opinion Achieved



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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
							14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
Provide effective support services to the Department and the Ministry to promote good governance				Percentage of Cabinet matters implemented	-	100% of operational systems functional	-	-	-	100%	100%	100%
				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	-	7	5	5	5	
				Number of Cabinet Sub-Committees supported	-	100% of operational systems functional	-	-	4	6	6	
				Percentage of Portfolio Committee Protocols implemented	-	100% of operational systems functional	-	-	100%	100%	100%	
				Percentage of Parliamentary Protocols implemented	-	100% of operational systems functional	-	-	100%	100%	100%	
				Number of operational systems implemented in the ministry	-	100% of operational systems functional	-	-	-	1	1	1
				Number of strategic documents considered	-	100% of operational systems functional	-	-	-	5	5	5
				Percentage of community outreach projects supported	-	100% of ministerial projects supported	-	-	100%	100%	100%	

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
	Number of security policies implemented	-	1 Policy implemented	-	-	-	-	1	1	1

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Provide effective support services to the Department and the Ministry to promote good governance	Percentage of Cabinet matters implemented	100%	-	Quarterly	100% Cabinet Matters implemented 100% Cabinet Memos/Mentions vetted prior submission to MEC 100% Cabinet Memos/Mentions submitted to MEC 100% Cabinet Memos/Mentions meeting Cabinet Submission time norms 100% Cabinet files vetted and submitted to MEC (a day before cabinet)	100% Cabinet Matters implemented 100% Cabinet Memos/Mentions vetted prior submission to MEC 100% Cabinet Memos/Mentions submitted to MEC 100% Cabinet Memos/Mentions meeting Cabinet Submission time norms 100% Cabinet files vetted and submitted to MEC (a day before cabinet)	100% Cabinet Matters implemented 100% Cabinet Memos/Mentions vetted prior submission to MEC 100% Cabinet Memos/Mentions submitted to MEC 100% Cabinet Memos/Mentions meeting Cabinet Submission time norms 100% Cabinet files vetted and submitted to MEC (a day before cabinet)	100% Cabinet Matters implemented 100% Cabinet Memos/Mentions vetted prior submission to MEC 100% Cabinet Memos/Mentions submitted to MEC 100% Cabinet Memos/Mentions meeting Cabinet Submission time norms 100% Cabinet files vetted and submitted to MEC (a day before cabinet)
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	5	PFMA PGDP: Goal 6 & Outcome 9; Sub Outcome 3	Quarterly	3 strategic documents tabled (2018/2019 Annual Performance Plan, 2018/2019 Budget Speech, Section 131 of MFMA Report)	2 (1 Annual Report 2017/2018, 1 Section 47 of MSA Report tabled)	-	-

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Provide effective support services to the Department and the Ministry to promote good governance	Number of Cabinet Sub-Committees supported	6	-	Quarterly	Cabinet Sub Committee documentation submitted to Cabinet secretariat	Cabinet Sub Committee documentation submitted to Cabinet secretariat	Cabinet Sub Committee documentation submitted to Cabinet secretariat	Cabinet Sub Committee documentation submitted to Cabinet secretariat
	Percentage of Portfolio Committee protocols implemented	100%	-	Quarterly	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee
	Percentage of Parliamentary protocols implemented	100%	-	Quarterly	100% Parliamentary Protocols implemented 100% Parliamentary questions submitted to Legislature 100% Departmental Responses to Parliamentary questions monitored (Receive response within 5 Days) 100% Oversight Visit Cogta Issues responded to 100% Youth, Disabled, Workers, Women's and Senior Citizen Parliamentary sitting issues submitted to the MEC	100% Parliamentary Protocols implemented 100% Parliamentary questions submitted to Legislature 100% Departmental Responses to Parliamentary questions monitored (Receive response within 5 Days) 100% Oversight Visit Cogta Issues responded to 100% Youth, Disabled, Workers, Women's and Senior Citizen Parliamentary sitting issues submitted to the MEC	100% Parliamentary Protocols implemented 100% Parliamentary questions submitted to Legislature 100% Departmental Responses to Parliamentary questions monitored (Receive response within 5 Days) 100% Oversight Visit Cogta Issues responded to 100% Youth, Disabled, Workers, Women's and Senior Citizen Parliamentary sitting issues submitted to the MEC	100% Parliamentary Protocols implemented 100% Parliamentary questions submitted to Legislature 100% Departmental Responses to Parliamentary questions monitored (Receive response within 5 Days) 100% Oversight Visit Cogta Issues responded to 100% Youth, Disabled, Workers, Women's and Senior Citizen Parliamentary sitting issues submitted to the MEC

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Number of operational systems implemented in the ministry	1	-	Quarterly	100% planned diary management meetings held 100% Departmental Submissions vetted prior submission to the MEC Quarterly Performance Review for HOD conducted MEC MANCO engagement session held 100% MEC Engagement Session decisions monitored 100% SMS disclosures approved electronically (31 May 2018) IYM approved monthly Procurement plan progress report signed off monthly Audit Improvement Plan progress report signed off quarterly MEC engagement session with municipalities with negative audit opinions conducted	100% planned diary management meetings held 100% Departmental Submissions vetted prior submission to the MEC Quarterly Performance Review for HOD conducted MEC MANCO engagement session held 100% MEC Engagement Session decisions monitored IYM approved monthly Procurement plan progress report signed off monthly Audit Improvement Plan progress report signed off quarterly MEC engagement session with municipalities with negative audit opinions conducted	100% planned diary management meetings held 100% Departmental Submissions vetted prior submission to the MEC Quarterly Performance Review for HOD conducted MEC MANCO engagement session held 100% MEC Engagement Session decisions monitored IYM approved monthly Procurement plan progress report signed off monthly Audit Improvement Plan progress report signed off quarterly MEC engagement session with municipalities with negative audit opinions conducted	100% planned diary management meetings held 100% Departmental Submissions vetted prior submission to the MEC Quarterly Performance Review for HOD conducted MEC MANCO engagement session held 100% MEC Engagement Session decisions monitored IYM approved monthly Procurement plan progress report signed off monthly Audit Improvement Plan progress report signed off quarterly MEC engagement session with municipalities with negative audit opinions conducted 1 operational system implemented in the ministry

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Provide effective support services to the Department and the Ministry to promote good governance	Number of Strategic Documents considered	5	-	Quarterly	Annual HR Plan Report ratified SDIP Annual Report approved HR Development Plan approved HR implementation plan approved	-	Engaged Sessions held for consideration of Strategic Documents (APP, HR Plan)	Annual Performance Plan Approved	
	Percentage of community outreach projects supported	100%	-	Quarterly	100% of community outreach projects supported (Youth Day)  Mandela and Women's Day Preparations finalised	100% of community outreach projects supported (Mandela Day & Women's Day)  Aids, 16 days of Activism, People with disabilities & Elderly outreach programme preparations finalised	100% of community outreach projects supported (Aids, 16 days of Activism, People with disabilities & Elderly projects)  Back to School and International Women's day Projects preparations finalised	100% of community outreach projects supported (Back to School and International Women's day Projects)  Youth Day preparations finalised	
	Number of Security Policies implemented	1	-	Quarterly	1 security policy implemented  100% ministerial events supported with VIP Services  100% Departmental Buildings Compliant with security policy	1 security policy implemented  100% ministerial events supported with VIP Services  100% Departmental Buildings Compliant with security policy	1 security policy implemented  100% ministerial events supported with VIP Services  100% Departmental Buildings Compliant with security policy	1 security policy implemented  100% ministerial events supported with VIP Services  100% Departmental Buildings Compliant with security policy	



SUB-PROGRAMME: OFFICE OF THE HEAD OF DEPARTMENT

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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Align Planning with Budget processes, service delivery and organisational processes	Number of Budget and Annual performance plans implemented	PGDP Goal 6	Clean Audit Achieved	-	-	-	2 (1 APP and 1 Budget)	2 (1 APP and 1 Budget)	2 (1 APP and 1 Budget)
			Strengthen internal control measures to minimise risk and act as an early warning system:	Percentage of Service delivery issues facilitated	PGDP Goal 6	100% Service Delivery issues facilitated	-	-	-	100%	100%	100%
			Strengthen internal control measures to minimise risk and act as an early warning system:	Percent of Programme 1 AG issues resolved	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	100%	-	-	-	100%	100%	100%

OFFICE OF THE HEAD OF DEPARTMENT												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Sound financial management												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			In order to ensure an efficient SCM	Percentage of Programme 1 expenditure in line with the Departmental Procurement Plan	MPAT KPA 4 STD 4.2.1	No unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	100%	100%	100%
			The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget	Percentage of Programme 1 suppliers paid within the thirty day period	MPAT KPA 4 STD 4.2.2	No unauthorised, irregular, fruitless and wasteful expenditure	-	New	94%	100%	100%	100%

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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			<ul style="list-style-type: none"> <li>Promote inclusive and shared leadership amongst SMS</li> <li>Promote effective and speedy decision making for programme and project implementation</li> </ul>	Percentage of Strategic Evaluations recommendations implemented	PGDP Goal 6	100%	New	-	-	-	100%	100%
				Number of Departmental management structures functional	PGDP Goal 6 MPAT KPA 2 STD 2.2.1	Effective and speedy decision making	-	-	-	2 (MANCO & EXCO)	2 (MANCO & EXCO)	2 (MANCO & EXCO)
				Percentage of community concerns resolved as per the complaints management policy	PGDP: Goal 6	100% community concerns resolved	New	-	-	-	100%	100%
			Facilitate change management and succession planning	Number of SMS mentoring processes implemented	PGDP Goal 6 MPAT KPA 2 STD 2.2.1	100% Staff capable to perform their function	-	-	-	1	1	1
			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 fully compliant in terms of MISS	-	New	1	1	1	1

OFFICE OF THE HEAD OF DEPARTMENT												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Intra-Departmental coordination												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			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	10 Districts and 1 Metro	10 Districts and 1 Metro	11	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

OFFICE OF THE HEAD OF DEPARTMENT QUARTERLY TARGETS

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											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Align Planning with Budget processes, service delivery and organisational processes			Number of Budget and Annual performance plans implemented	2 (1 APP and 1 Budget)	PGDP Goal 6	Quarterly	4 <sup>th</sup> Q Budget and APP report for 17/18 reviewed and approved	1 <sup>st</sup> Q Budget and APP report for 2018/19 reviewed and approved	2 <sup>nd</sup> Q Budget and APP report for 18/19 reviewed and approved	3 <sup>rd</sup> Q Budget and APP report for 18/19 reviewed and approved	2018/2019 Budget and Annual performance plans implemented
							100% service delivery issues facilitated	100% service delivery issues facilitated	100% service delivery issues facilitated	100% service delivery issues facilitated	
							Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	
Strengthen internal control measures to minimise risk and act as an early warning system:	<ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>		Percentage of Programme 1 AG issues resolved	100%	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	Quarterly	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified
							100% service delivery issues facilitated	100% service delivery issues facilitated	100% service delivery issues facilitated	100% service delivery issues facilitated	

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Ensure Sound financial management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
In order to ensure an efficient SCM <ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 1 expenditure in line with the Departmental Procurement Plan	100%	MPAT KPA 4 STD 4.2.1	Quarterly	75% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan
	Percentage of Programme 1 suppliers paid within the thirty day period	100%	MPAT KPA 4 STD 4.2.2	Quarterly	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Promote inclusive and shared leadership amongst SMS</li> <li>Promote effective and speedy decision making for programme and project implementation</li> </ul>	Percentage of Strategic Evaluations recommendations implemented	100%	PGDP GOAL 6	Quarterly	Strategic Evaluation Recommendations monitored	Strategic Evaluation Recommendations monitored	Strategic Evaluation Recommendations monitored	100% Strategic Evaluation Recommendations monitored
	Number of Departmental management structures functional	2 (MANCO & EXCO)	PGDP Goal 6 MPAT KPA 2 STD 2.2.1	Monthly	Progress report tabled at EXCO	Progress report tabled at EXCO	Progress report tabled at EXCO	Progress report tabled at EXCO
Percentage community concerns resolved as per the complaints management policy		100%		Quarterly	100% Community concerns resolved as per the complaints management policy	100% Community concerns resolved as per the complaints management policy	100% Community concerns resolved as per the complaints management policy	100% Community concerns resolved as per the complaints management policy

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Facilitate change management and succession planning	Number of SMS mentoring processes implemented	1	PGDP Goal 6	Quarterly	Change Management/ Succession Planning and mentorship implemented	Change Management/ Succession Planning and mentorship implemented	Change Management/ Succession Planning and mentorship implemented	Change Management/ Succession Planning and mentorship implemented
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	Progress Report on the implementation of the Policy on Information and Physical Security submitted to EXCO	Progress Report on the implementation of the Policy on Information and Physical Security submitted to EXCO	Progress Report on the implementation of the Policy on Information and Physical Security submitted to EXCO	Progress Report on the implementation of the Policy on Information and Physical Security submitted to EXCO
					Departmental Document Security Systems assessed and updated	Security Vetting of Departmental Officials as per the roll out plan		Policy on information and physical security implemented
					Departmental buildings assessed on Physical Security Systems			

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
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 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated

## SUB-PROGRAMME: HUMAN RESOURCE MANAGEMENT

OFFICE OF THE CHIEF DIRECTOR: HUMAN RESOURCE MANAGEMENT													
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													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			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	-	1	-	-	1	1	1

## ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY 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													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			Implement the MTEF HR Plan	Percentage of planned targets contained in MTEF HR plan achieved	MPAT KPA 3 STD 3.1.1	100% of MTEF HR Plan Targets Achieved	-	-	-	100%	100%	100%	100%
			Review organisational structure to be designed and aligned to the Strategic Plans in order to ensure that the Department delivers on its mandate	Number of Organisational Structures implemented	MPAT KPA 3 STD 3.1.2	Department 100% functional in accordance with the approved organisational structure	-	-	1	1	1	1	1
			Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting	Number of Operations Management Frameworks implemented	Cabinet Lekgotla Resolution	1	-	-	1	1	1	1	1
			Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting	Number of diversity management strategies implemented	MPAT KPA 3 STD 3.2.4	1	-	-	1	1	1	1	1
			Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting	Percentage of Women in Leadership Action Plan issues implemented	-	100%	-	-	-	100%	100%	100%	100%



HUMAN RESOURCE ADMINISTRATION											
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17	ANNUAL TARGET 18/19		19/20	20/21	
Physically verify all staff on the establishment by conducting head counts. Salaries of all unverified staff to be frozen.	Number of headcounts undertaken	PGDP Goal 6	1 Physical verification process conducted for staff annually	-	-	-	4	4	4	4	4
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 vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	MPAT KPA 3 STD 3.2.6	Department 100% functional in accordance with the approved organisational structure	-	-	-	100%	100%	100%	100%	100%
	Percentage of exit Interviews conducted	MPAT KPA 3 STD 3.2.6	100%	New	-	-	-	-	100%	100%	100%
Develop and implement an electronic leave system	Number of electronic leave systems implemented	PGDP Goal 6	1	-	-	-	1	1	1	1	1

HUMAN CAPITAL DEVELOPMENT														
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														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS			
							14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21	
			<ul style="list-style-type: none"> <li>Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions.</li> <li>Undertake a skills audit including qualifications.</li> <li>Skills development plan for departmental staff.</li> <li>Skills levy</li> <li>Align training to Municipal and Traditional institutions training.</li> <li>Training of staff also need to address their capability to perform their function within a municipal context.</li> <li>Structured orientation of new staff overview of the Department</li> </ul>	Percentage staff capacitated in accordance with the Departmental Training Plan	NDP Chapter 13	100% staff capable to perform their function within a municipal context	-	100%	100%	100%	100%	100%	100%	
			<ul style="list-style-type: none"> <li>Alignment of Performance Management to the Strategic Plans of the Department.</li> <li>Assess staff performance and implement improvement plans for poor performance</li> </ul>	Number of Performance Management Systems implemented	MPAT KPA 3 STD 3.3.1/2	100% of staff performance agreements aligned to Strategic Plans	-	-	1	1	1	1	1	1
				Percentage of Financial Disclosures submitted	MPAT KPA 3 STD 3.3.1/2	100%	New	-	-	-	100%	100%	100%	100%
				Number of Employee Health and Wellness Policies implemented	MPAT KPA 3 STD 3.2.5	Employee Wellness programme aligned to Health and Wellness Strategic Framework for the Public Service	-	-	3	3	3	3	3	3
				Number of Employee Assistance Programmes undertaken	MPAT KPA 3 STD 3.2.5	Strategic Framework for the Public Service	-	-	1	1	1	1	1	1
				Number of Provincial Policy Frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees implemented	MPAT KPA 3 STD 3.2.5	1 Policy Implemented	-	-	-	1	1	1	1	1

HUMAN RESOURCE MANAGEMENT QUARTERLY TARGETS

OFFICE OF THE CHIEF DIRECTOR: 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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
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	-	Quarterly	1 Programme implemented	1 Programme implemented	1 Programme implemented

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY 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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Implement the MTEF HR Plan	Percentage of planned targets contained in MTEF HR plan achieved	100%	MPAT KPA 3 STD 3.1.1	Quarterly	Approved HR Implementation Report for the 17/18 FY Submitted Progress Report submitted to EXCO	100% of 1 <sup>st</sup> Quarter planned targets achieved as per HR Implementation Plan Progress report submitted to EXCO	100% of 2 <sup>nd</sup> Quarter planned targets achieved as per HR Implementation Plan Progress report submitted to EXCO
Review organisational structure to be designed and aligned to the Strategic Plans in order to ensure that the Department delivers on its mandate	Number of Organisational Structures implemented	1	MPAT KPA 3 STD 3.1.2	Quarterly	MTEF HR Plan reviewed Placement exercise for Programme 2,3 and 4 completed Progress Reports submitted to EXCO	Placement exercise for Programme 1 completed Progress Report submitted to EXCO	Analysis of filled posts against approved structure conducted 1 Organisational Structure implemented

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY 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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting	Number of Operations Management Frameworks implemented	1	Cabinet Lekgotla Resolution	Quarterly	4 Standard Operating Procedures and Business Process Maps adopted by Branch Heads	4 Standard Operating Procedures and Business Process Maps adopted by Branch Heads	4 Standard Operating Procedures and Business Process Maps adopted by Branch Heads	4 Standard Operating Procedures and Business Process Maps adopted by Branch Heads
	Number of diversity management strategies implemented	1	MPAT KPA 3 STD 3.2.4	Quarterly	Diversity Management Strategy implemented Diversity awareness campaign conducted Climate Study recommendations monitored Disability Forum convened	Diversity Management Strategy implemented Diversity awareness campaign conducted Climate Study recommendations monitored Disability Forum convened	Diversity Management Strategy implemented Diversity awareness campaign conducted Climate Study recommendations monitored Disability Forum convened	Diversity Management Strategy implemented Diversity awareness campaign conducted Climate Study recommendations monitored Disability Forum convened 50% of women in SMS 16 people with disabilities appointed to permanent posts Diversity Management targets for interns implemented

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY 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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Adhere to the diversity management requirements for SWS Female Members and Persons with disabilities within the department when recruiting	Percentage of Women in Leadership Action Plan issues implemented	100%	MPAT KPA 3 STD 3.2.4	Quarterly	100% of issues implemented in line with the approved action plan	100% of issues implemented in line with the approved action plan	100% of issues implemented in line with the approved action plan	100% of issues implemented in line with the approved action plan

HUMAN RESOURCE ADMINISTRATION								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Physically verify all staff on the establishment by conducting head counts. Salaries of all unverified staff to be frozen.	Number of headcounts undertaken	4	PGDP Goal 6	Quarterly	1 head count undertaken Unverified employee details referred to Financial Management for freezing of salaries	1 head count undertaken Unverified employee details referred to Financial Management for freezing of salaries Security vetting process conducted	1 head count undertaken Unverified employee details referred to Financial Management for freezing of salaries	1 MEC head count undertaken Unverified employee details referred to Financial Management for freezing of salaries
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 vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	100%	MPAT KPA 3 STD 3.2.6	Quarterly	Priority vacant posts approved by EXCO 100% of planned priority vacant posts filled within 3 months Progress report on filling of the approved priority posts submitted to EXCO 100% exit interviews conducted	100% of planned priority vacant posts filled within 3 months Progress report on filling of the approved priority posts submitted to EXCO 100% exit interviews conducted	100% of planned priority vacant posts filled within 3 months Progress report on filling of the approved priority posts submitted to EXCO 100% exit interviews conducted	100% of planned priority vacant posts filled within 3 months Progress report on filling of the approved priority posts submitted to EXCO Exit Interview analysis submitted to EXCO
	Percentage of exit interviews conducted	100%	MPAT KPA 3 STD 3.2.6	Quarterly	Exit interview analysis submitted to EXCO Trend Analysis on recruitment, turnover, vacancy rate, duration to fill scarce skills posts for 17/18 FY approved by EXCO Electronic Leave System developed	Exit interview analysis submitted to EXCO	Exit interview analysis submitted to EXCO	Exit Interview analysis submitted to EXCO
Develop and implement an electronic leave system	Number of electronic leave systems implemented	1	PGDP Goal 6	Quarterly	Electronic Leave System developed	4 Programmes orientated on Electronic Leave System	4 Programmes utilising Electronic Leave System	4 Programmes utilising Electronic Leave System 1 Electronic leave systems implemented



HUMAN CAPITAL DEVELOPMENT

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													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>			
		Capacity of existing staff needs to be augmented to respond externally to municipalities and traditional institutions. <ul style="list-style-type: none"> <li>Undertake a skills audit including qualifications.</li> <li>Skills development plan for departmental staff.</li> <li>Skills levy</li> <li>Align training to Municipal and Traditional institutions training.</li> <li>Training of staff also need to address their capability to perform their function within a municipal context.</li> <li>Structured orientation of new staff overview of the Department</li> </ul>	Percentage staff capacitated in accordance with the Departmental Training Plan	100%	NDP Chapter 13	Quarterly	Annual Calendar of training (per category) submitted to EXCO	Departmental Training Plan implemented (100% of planned training interventions delivered)	Departmental Training Plan implemented (100% of planned training interventions delivered)	Departmental Training Plan implemented (100% of planned training interventions delivered)	Bursary Proposals analysed with relevance to COGTA needs and bursaries awarded	100% of staff capacitated in accordance with the Departmental Training Plan	
		<ul style="list-style-type: none"> <li>Alignment of Performance Management to the Strategic Plans of the Department.</li> <li>Assess staff performance and implement improvement plans for poor performance</li> </ul>	Number of Performance Management Systems implemented	1	MPAT KPA 3 STD 3.3.1/2	Quarterly	SMS Training Analysis as per DPSA requirements submitted to EXCO (17/18 FY)	SMS Training Analysis as per DPSA requirements submitted to EXCO (17/18 FY)	Induction of new employees conducted	Induction of new employees conducted	Employee Performance Improvement plans monitored	Employee Performance Improvement plans monitored	100% Annual Assessment (17/18 FY) results captured on PERSAL
		<ul style="list-style-type: none"> <li>Alignment of Performance Management to the Strategic Plans of the Department.</li> <li>Assess staff performance and implement improvement plans for poor performance</li> </ul>	Percentage Financial Disclosures submitted	100%	MPAT KPA 3 STD 3.3.1/2	Quarterly	100% of Level 12 and SMS Financial disclosures submitted	100% of Level 12 and SMS Financial disclosures submitted	100% Level 11, SCM and Finance Officials financial disclosures submitted	100% Level 11, SCM and Finance Officials financial disclosures submitted	100% of half yearly assessments submitted	Analysis of performance (Half Year 18/19)	1 Performance Management Systems implemented

HUMAN CAPITAL DEVELOPMENT								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Implement an Employee Wellness programme which is aligned to the Employee Health and Wellness Strategic Framework for the Public Service	Number of Employee Health and Wellness Policies implemented	3	MPAT KPA 3 STD 3.2.5	Quarterly	Wellness Awareness Campaign conducted HIV/AIDS & TB Management Policy implemented Health and Productivity Management Policy implemented Wellness Management Policy implemented	Wellness Awareness Campaign conducted HIV/AIDS & TB Management Policy implemented Health and Productivity Management Policy implemented Wellness Management Policy implemented	Wellness Awareness Campaign conducted HIV/AIDS & TB Management Policy implemented Health and Productivity Management Policy implemented Wellness Management Policy implemented	Wellness Awareness Campaign conducted HIV/AIDS & TB Management Policy implemented Health and Productivity Management Policy implemented Wellness Management Policy implemented Operational Plan for 3 policies submitted to DPSA
	Number of Provincial Policy Frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees implemented	1	MPAT KPA 3 STD 3.2.5	Quarterly	Annual Report on implementation of 3 policies for 17/18 submitted to DPSA Systems Monitoring Tool submitted to DPSA 1 KZN Provincial Games supported	-	1 COGTA Sports Day Held 1 Provincial Policy Frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees implemented	-

HUMAN CAPITAL DEVELOPMENT									
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
	Number of Employee Assistance Programmes undertaken	1	MPAT KPA 3 STD 3.2.5	Quarterly	Absenteeism Trend Analysis and impact on service delivery submitted to EXCO (17/18 FY)	Absenteeism Trend Analysis and impact on service delivery submitted to EXCO (18/19 FY 1 <sup>st</sup> Quarter)	Absenteeism Trend Analysis and impact on service delivery submitted to EXCO (18/19 FY 2 <sup>nd</sup> Quarter)	Absenteeism Trend Analysis and impact on service delivery submitted to EXCO (18/19 FY 3 <sup>rd</sup> Quarter)	Absenteeism Trend Analysis and impact on service delivery submitted to EXCO (18/19 FY 4 <sup>th</sup> Quarter)
					100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO
									Remedial Action implementation outcomes submitted to EXCO
									1 Employee Assistance Programme undertaken

SUB-PROGRAMME: INFORMATION TECHNOLOGY

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> <li>• Uninterrupted and responsive IT system</li> <li>• Appropriately skilled staff</li> <li>• Security of information</li> <li>• Business Continuity and storage of information</li> <li>• Upgrading of technology</li> </ul>	Number of ECM systems Implemented	-	1	-	-	1	1	1	1	1
	Number of ICT Governance Policies and Plans implemented	MPAT KPA 2 STD 2.8.1	2 (1 plan and 1 policy)	-	-	5 (4 plans and 1 policy)	2 (1 plan and 1 policy)	2 (1 plan and 1 policy)	2 (1 plan and 1 policy)	2 (1 plan and 1 policy)
	Number of SITA Service Level Agreements enforced	-	1	-	-	1	1	1	1	1
	Number of Business Continuity Plans implemented	-	1	-	-	1	1	1	1	1
	Number of fully functional IT Services	-	Fully functional IT Service	-	1	1	1	1	1	1
	Number of Information Technology Security Policies implemented	-	Fully functional IT Service	-	-	-	-	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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> <li>• Uninterrupted and responsive IT system</li> <li>• Appropriately skilled staff</li> <li>• Security of information</li> <li>• Business Continuity and storage of information</li> <li>• Upgrading of technology</li> </ul>	Number of ECM systems Implemented	1	-	Quarterly	100% Users utilizing ECM System 1 ECM Workshop conducted	100% Users utilizing ECM System 1 ECM Workshop conducted	100% Users utilizing ECM System 1 ECM Workshop conducted	100% Users utilizing ECM System 1 ECM Workshop conducted
	Number of ICT Governance Policies and Plans implemented	2 (1 plan and 1 policy)	MPAT KPA.2 STD 2.8.1	Quarterly	1 IT Strategic Plan implemented (IT Strategic Plan, ICT Implementation Plan, ICT Operational Plan)	1 IT Strategic Plan implemented (IT Strategic Plan, ICT Implementation Plan, ICT Operational Plan)	1 IT Strategic Plan implemented (IT Strategic Plan, ICT Implementation Plan, ICT Operational Plan)	1 IT Strategic Plan implemented (IT Strategic Plan, ICT Implementation Plan, ICT Operational Plan)
	Number of SITA Service Level Agreements enforced	1	-	Quarterly	Progress on Service Level Agreement reported to EXCO Remedial Action for non-compliance implemented Monthly breach of contract reports submitted to EXCO	Progress on Service Level Agreement reported to EXCO Remedial Action for non-compliance implemented Monthly breach of contract reports submitted to EXCO	Progress on Service Level Agreement reported to EXCO Remedial Action for non-compliance implemented Monthly breach of contract reports submitted to EXCO	Progress on Service Level Agreement reported to EXCO Remedial Action for non-compliance implemented Monthly breach of contract reports submitted to EXCO
	Number of Business Continuity Plans implemented	1	-	Quarterly	Disaster Recovery Road Map developed	Disaster Recovery Road Map implemented (including off site storage)	Disaster Recovery Road Map implemented (including off site storage)	Disaster Recovery Road Map implemented (including off site storage)

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> <li>• Uninterrupted and responsive IT system</li> <li>• Appropriately skilled staff</li> <li>• Security of information</li> <li>• Business Continuity and storage of information</li> <li>• Upgrading of technology</li> </ul>	Number of fully functional IT Services	1	-	Quarterly	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity)	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity)	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity)	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity)
					User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 1 hour turnaround time in respect of downtime and remedial actions implemented Progress on implementation of Remedial Actions submitted to EXCO Progress report on upgrading of software compiled Vulnerability Assessment conducted Penetration testing conducted	User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 1 hour turnaround time in respect of downtime and remedial actions implemented Progress on implementation of Remedial Actions submitted to EXCO Software Upgraded (Migration completed for the Department) Vulnerability Assessment conducted Penetration testing conducted	User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 1 hour turnaround time in respect of downtime and remedial actions implemented Progress on implementation of Remedial Actions submitted to EXCO Progress report on upgrading of software compiled Vulnerability Assessment conducted Penetration testing conducted	User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 1 hour turnaround time in respect of downtime and remedial actions implemented Progress on implementation of Remedial Actions submitted to EXCO Progress report on upgrading of software compiled Vulnerability Assessment conducted Penetration testing conducted
	Number of information Technology Security Policies implemented	1	-	Quarterly	Progress on implementation of Remedial Actions submitted to EXCO 1 Information Technology Security Policy implemented	Progress on implementation of Remedial Actions submitted to EXCO 1 Information Technology Security Policy implemented	Progress on implementation of Remedial Actions submitted to EXCO 1 Information Technology Security Policy implemented	Progress on implementation of Remedial Actions submitted to EXCO 1 Information Technology Security Policy implemented



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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			<ul style="list-style-type: none"> <li>Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act.</li> <li>Provision of functional working environment aligned to the organisational structure and recruitment process.                             <ul style="list-style-type: none"> <li>Context specific-</li> <li>Identify needs and develop uniform standards</li> <li>Cost effectiveness</li> </ul> </li> </ul>	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	-	100%	100%	98.8%	98.8%	100%	100%	100%
			<ul style="list-style-type: none"> <li>The Department follows the prescribed procedures for PAIA when granting requests of information (PAIA Act 2 of 2000)</li> </ul>	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	MPAT KPA 3 STD 3.2.5			-	1	1	1	1
			<ul style="list-style-type: none"> <li>Effective and efficient management of fleet</li> <li>Enforcement of transport policies</li> <li>Tracking system</li> </ul>	Percentage of fleet efficiently managed	-	100% of fleet efficiently managed		-	98%	100%	100%	100%

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act.</li> <li>Provision of functional working environment aligned to the organisational structure and recruitment process.                             <ul style="list-style-type: none"> <li>Context specific- develop uniform standards</li> <li>Cost effectiveness</li> </ul> </li> </ul>	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	100% Departmental Buildings compliant with the Occupational Health and Safety Act	-	Quarterly	100% (including alignment of functional working environment to organisational structure)  Access systems at COGTA Buildings upgraded as per Information and Physical Security Policy	100% (including alignment of functional working environment to organisational structure)	100% (including alignment of functional working environment to organisational structure)	100% (including alignment of functional working environment to organisational structure)
	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	1	MPAT KPA 3 STD 3.2.5	Quarterly	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented  Inspections conducted on Departmental Buildings for compliance with SHERQ  Remedial actions implemented for non-compliance  Compliance Status report submitted to EXCO	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented  Inspections conducted on Departmental Buildings for compliance with SHERQ  Remedial actions implemented for non-compliance  Compliance Status report submitted to EXCO	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented  Inspections conducted on Departmental Buildings for compliance with SHERQ  Remedial actions implemented for non-compliance  Compliance Status report submitted to EXCO	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented  Inspections conducted on Departmental Buildings for compliance with SHERQ  Remedial actions implemented for non-compliance  Compliance Status report submitted to EXCO
The Department follows the prescribed procedures for PAIA when granting requests of information (PAIA Act 2 of 2000)	Number of PAIA Manuals Implemented	1	MPAT KPA 2 STD 2.10.1	Quarterly	PAIA Manual Implemented  PAIA Report tabled at Management Structure	PAIA Manual Implemented  PAIA Report tabled at Management Structure	PAIA Manual Implemented  PAIA Report tabled at Management Structure	PAIA Manual Implemented  PAIA Report tabled at Management Structure

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Effective and efficient management of fleet <ul style="list-style-type: none"> <li>Enforcement of transport policies</li> <li>Tracking system</li> </ul>	Percentage of fleet efficiently managed	100%	-	Quarterly	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO
					100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO	100% of fleet efficiently managed Report on fleet functionality(usage, abuse, fines etc. to be included) submitted to EXCO

SUB-PROGRAMME: FINANCIAL MANAGEMENT

OFFICE OF THE CHIEF FINANCIAL OFFICER

2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Sound financial management												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Provide support to municipalities in respect of Financial Administration	Number of Programmes implemented to support municipalities on financial administration	-	1	-	1	-	1	1	1

FINANCIAL MANAGEMENT

2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Ensure Sound financial management														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS				
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21	
Clean audit	<ul style="list-style-type: none"> <li>AG Action Plan to address audit outcomes</li> <li>All statutory reports compiled and submitted</li> <li>Effective and efficient expenditure management</li> <li>No unauthorised, irregular, fruitless, and wasteful expenditure</li> </ul>		Number of clean audits achieved			Clean Audit achieved	1	1	0	1	1	1		
			Number of Traditional Entities with audited financial statements			Clean Audit achieved	-	New	257	1	1	1	1	
			Number of Statutory Reports submitted			Clean Audit achieved	27	26	28	28	28	28	28	28
			Number of programme budgets spent in accordance with approved budget			Clean Audit achieved	-	-	4	4	4	4	4	4
In order to ensure an efficient SCM	<ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget</li> <li>The Department will implement effective and</li> </ul>		Percentage commitments in line with the Departmental Procurement Plan			No unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	100%	100%		
			Number of Customer Satisfaction Surveys conducted			No unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	2	2	2	

FINANCIAL MANAGEMENT												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Sound financial management												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			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 procurement awarded to SMMEs, Cooperatives, Township/Rural Enterprises and people with disabilities  Percentage of suppliers paid within the thirty day period	-	-	-	-	-	30%	35%	40%
				No unauthorised, irregular, fruitless and wasteful expenditure  Percentage of suppliers paid within the thirty day period	MPAT KPA 4 STD 4.2.2	New	94%	100%	100%	100%	100%	100%
				Number of Departmental Movable Asset Policies implemented	MPAT KPA 4 STD 4.1.4	Clean Audit achieved	1	1	1	1	1	1
			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

FINANCIAL MANAGEMENT QUARTERLY TARGETS

OFFICE OF THE CHIEF FINANCIAL OFFICER								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Ensure Sound financial management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Provide support to municipalities in respect of Financial Administration	Number of Programmes implemented to support municipalities on financial administration	1	-	1	1 Programme implemented	1 Programme implemented	1 Programme implemented	1 Programme implemented

FINANCIAL MANAGEMENT									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance								
INTERVENTION	Ensure Sound financial management								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Clean audit <ul style="list-style-type: none"> <li>AG Action Plan to address audit outcomes</li> <li>All statutory reports compiled and submitted</li> <li>Effective and efficient expenditure management</li> <li>No unauthorised, irregular fruitless, and wasteful expenditure</li> </ul>	Number of clean audits achieved	1	PGDP: Goal 6	Annually	Annual Financial Statements for 2017/2018 submitted to treasury	Clean audit on Financial Information achieved	1 <sup>st</sup> Quarter Interim Financial Statements for 2018/2019 submitted to Treasury	2 <sup>nd</sup> Quarter Interim Financial Statements for 2018/2019 submitted to Treasury	3 <sup>rd</sup> Quarter Interim Financial Statements for 2018/2019 submitted to Treasury
Clean audit <ul style="list-style-type: none"> <li>AG Action Plan to address audit outcomes</li> <li>All statutory reports compiled and submitted</li> <li>Effective and efficient expenditure management</li> <li>No unauthorised, irregular fruitless, and wasteful expenditure</li> </ul>	Number of Traditional Entities with audited financial statements	1		Annually	257 TCs with audited financial statements (2017/2018)	Clean audit on Traditional Entity achieved	Consolidated half yearly financial statement submitted to Treasury for 2018/19 (257 TCs)	Monthly Financial Statements submitted to HOD and MEC by 7 <sup>th</sup> of the month	Monthly Financial Statements submitted to HOD and MEC by 7 <sup>th</sup> of the month



FINANCIAL MANAGEMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Ensure sound financial management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Efficient SCM <ul style="list-style-type: none"> <li>The Department procures goods and services based on the needs assessment and specification of goods and services linked to the departmental budget</li> <li>The Department has processes in place for the effective and efficient management of the acquisition process</li> <li>Department has process in place for management of logistics</li> <li>The Department has a process in place to dispose of</li> </ul>	Number of Statutory Reports submitted	28	MPAT KPA 4 STD 4.2.1	Quarterly	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports 1 <sup>st</sup> draft EPRE (2019/20)	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports 2 <sup>nd</sup> draft EPRE (2019/20)	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports 1 Budget Submission on final EPRE (2019/20)	
	Number of programme budgets spent in accordance with approved budget	4	MPAT KPA 4 STD 4.2.1	Annually	Annual report consolidated on 2% variance expenditure for 2017/18 Less than 2% movement of funds between main divisions of budget	4 Programmes expenditure monitored towards achieving 2% variance Less than 2% movement of funds between main divisions of budget Conditional grant transferred in July 2018	4 programme budgets spent in accordance with approved budget Less than 2% movement of funds between main divisions of budget Conditional grant transfers concluded in October 2018	
	Percentage commitments in line with the Departmental Procurement Plan	100%	MPAT KPA 4 STD 4.2.1	Quarterly	Procurement Plan consolidated Procurement Plan Progress Report submitted to MEC monthly	75% commitments as per the Approved Procurement Plan Procurement Plan Progress Report submitted to MEC monthly	100% commitments as per the Approved Procurement Plan Procurement Plan Progress Report submitted to MEC monthly	Procurement Plan consolidated for the 19/20 FY and submitted to MEC Procurement Plan Progress Report submitted to MEC monthly
	Number of Customer Satisfaction Surveys conducted	2	MPAT KPA 4 STD 4.2.1	Quarterly	End User satisfaction reviewed	-	-	Supplier Performance reviewed
	Percentage of procurement awarded to SMMEs, Cooperatives, Township/Rural Entreprises and people with disabilities	30%	-	Quarterly	5% procurement awarded to SMMEs, Cooperatives, Township/Rural Entreprises and people with disabilities	10% procurement awarded to SMMEs, Cooperatives, Township/Rural Entreprises and people with disabilities	5% procurement awarded to SMMEs, Cooperatives, Township/Rural Entreprises and people with disabilities	

FINANCIAL MANAGEMENT																
2. Strengthened Governance																
2.1. Improved capacity of political and administrative governance																
Ensure Sound financial management																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS								
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>					
			unserviceable, redundant or obsolete goods	Percentage of suppliers paid within the thirty day period	100%	MPAT KPA 4 STD 4.2.2	Quarterly	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	Exception reports submitted	Exception reports submitted	Exception reports submitted	Exception reports submitted	
				Number of Departmental Movable Asset Policies implemented	1	MPAT KPA 4 STD 4.1.4	Quarterly	17/18 AFS Asset Report submitted	Asset Physical verification conducted	Asset Physical verification conducted	Asset Physical verification conducted	Asset Physical verification conducted	1 Asset Register Updated	1 Asset Register Updated	1 Asset Register updated	Departmental records reconciled with Provincial Treasury Records
			Develop and monitor effective traditional financial management systems	Number of Traditional Administrative Centres with updated Movable Asset Registers	257	PGDP: Goal 6	Quarterly	-	90	90	77	Departmental records reconciled with Provincial Treasury Records	Asset Physical verification conducted	1 Asset Register Updated	1 Asset Register updated	Departmental Movable Asset Policies implemented

TRADITIONAL FINANCE

TRADITIONAL FINANCE										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Ensure Sound financial management										
STRATEGIC GOAL										
STRATEGIC OBJECTIVE										
INTERVENTION										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE		ESTIMATED	ANNUAL TARGET	MEDIUM TERM TARGETS		
				14/15	15/16	16/17	17/18	18/19	19/20	21/21
Develop and monitor effective traditional financial management systems	Number of Traditional Councils supported to implement the financial management practice notes	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	All Traditional Councils are implementing the financial management practice notes	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										
STRATEGIC GOAL										
STRATEGIC OBJECTIVE										
INTERVENTION										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS					
		2018/2019			1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>		
Develop and monitor effective traditional financial management systems	Number of Traditional Councils supported to implement the financial management practice notes	267	PGDP: Goal 6	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									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 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"> <li>Measures to act as a deterrent-</li> <li>Strengthen disciplinary action in the Department (see link with HR above)</li> <li>Measures to prevent fraud</li> <li>Systems and controls put in place for early detection of fraud</li> <li>Education-</li> <li>Creating awareness within the Department</li> <li>Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations</li> <li>Report criminal cases</li> </ul>	Number of anti-fraud and corruption strategies implemented	NDP Chapter 14 MPAT KPA 2 STD 2.4.2	Incidences of fraud in the Department eradicated	1	1	1	1	1	1
				100%	New	100%	100%	100%	100%
	Percentage of reported fraud cases investigated	NDP Chapter 14 MPAT KPA 2 STD 2.4.2	Incidences of fraud in the Department eradicated						

INTERNAL CONTROL											
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				ESTIMATED 17/18	ANNUAL TARGET 18/19	MEDIUM TERM TARGETS	
				14/15	15/16	16/17	19/20			20/21	
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> <li>• Internal Audit Plan</li> <li>• Risk management Plan</li> <li>• Compliance Auditing</li> <li>• AG Management Action Plan</li> </ul>	Number of Internal Audit Improvement Strategies implemented	NDP Chapter 14	Enhanced Internal Control measures in place for all business processes	1	1	1	1	1	1	1	1
	Number of internal audits conducted	MPAT KPA 2 STD 2.5.1	All required audits conducted	-	-	-	4	4	4	4	4
	Percentage of Risks reduced from high to moderate and below	NDP Chapter 14 MPAT KPA 2 STD 2.6.1	100%	-	-	-	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below
	Percentage of AG issues resolved	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	100%	-	-	-	100%	100%	100%	100%	100%

INTERNAL CONTROL QUARTERLY TARGETS

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<p>In order to eradicate the incidences of fraud within the Department the following needs to occur:</p> <ul style="list-style-type: none"> <li>Measures to act as a deterrent-</li> <li>Strengthen disciplinary action in the Department (see link with HR above)</li> <li>Measures to prevent fraud</li> <li>Systems and controls put in place for early detection of fraud</li> <li>Education-</li> <li>Creating awareness within the Department</li> <li>Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations</li> <li>Report criminal cases</li> </ul>	<p>Number of anti-fraud and corruption strategies implemented</p>	1	<p>NDP Chapter 14 MPAT KPA 2 STD 2.4.2</p>	Quarterly	<p>Investigation Methodology reviewed</p> <p>Centralised Fraud Incident Report reviewed</p> <p>Whistle Blowing Policy implementation Plan implemented</p> <p>Fraud Red Flags reviewed</p> <p>Ethics and Corruption Risk Assessment conducted</p> <p>Ethics Management Strategy developed</p> <p>Ethics Management Implementation Plan developed</p> <p>Feedback on Anti-Corruption cases submitted to PSC within 40 days</p> <p>All investigations on IFW expenditure concluded</p>	<p>Centralised Fraud Incident Report reviewed</p> <p>Whistle Blowing Policy implementation Plan implemented</p> <p>Fraud Red Flags reviewed</p> <p>Ethics and Corruption Risk Assessment conducted</p> <p>Ethics Management Strategy developed</p> <p>Ethics Management Strategy workshoped</p> <p>Feedback on Anti-Corruption cases submitted to PSC within 40 days</p> <p>Application for condonation submitted</p>	<p>Centralised Fraud Incident Report reviewed</p> <p>Whistle Blowing Policy implementation Plan implemented</p> <p>Fraud Red Flags reviewed</p> <p>Ethics and Corruption Risk Assessment conducted</p> <p>Feedback on Anti-Corruption cases submitted to PSC within 40 days</p> <p>Consequence management applied</p>	<p>Centralised Fraud Incident Report reviewed</p> <p>Whistle Blowing Policy implementation Plan implemented</p> <p>Fraud Red Flags reviewed</p> <p>Ethics and Corruption Risk Assessment conducted</p> <p>Feedback on Anti-Corruption cases submitted to PSC within 40 days</p> <p>Consequence management applied</p> <p>Data mining exercise conducted for both departmental officials and service provider information</p> <p>Annual Report on Fraud cases</p> <p>1 Anti-Fraud and Corruption Strategy implemented</p>



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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
	Percentage of reported fraud cases investigated	100%	NDP Chapter 14 MPAT KPA 2 STD 2.4.2	Quarterly	1 <sup>ST</sup> 100% of reported fraud cases investigated 100% of presidential hotline cases investigated	2 <sup>ND</sup> 100% of reported fraud cases investigated 100% of presidential hotline cases investigated	3 <sup>RD</sup> 100% of reported fraud cases investigated 100% of presidential hotline cases investigated	4 <sup>TH</sup> 100% of reported fraud cases investigated 100% of presidential hotline cases investigated

INTERNAL CONTROL								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>	Number of Internal Audit Improvement Strategies implemented	1	NDP Chapter 14 MPAT KPA 2 STD 2.5.1	Quarterly	1 <sup>ST</sup> 1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures	2 <sup>ND</sup> 1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures	3 <sup>RD</sup> 1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures	4 <sup>TH</sup> 1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures
	Number of internal audits conducted	4		Quarterly	1 Audit conducted Remedial actions monitored External audit committee Resolutions implemented Top 20 Risks approved by EXCO	1 Audit conducted Remedial actions monitored External audit committee Resolutions implemented	1 Audit conducted Remedial actions monitored External audit committee Resolutions implemented	1 Audit conducted Remedial actions monitored External audit committee Resolutions implemented
	Percentage of Risks reduced from high to moderate and below	100% of high risks reduced to moderate and below		NDP Chapter 14 MPAT KPA 2 STD 2.6.1	Quarterly	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified

INTERNAL CONTROL								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Percentage of AG Issues resolved	100%	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	Quarterly	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified
								100% AG Issues resolved

SUB-PROGRAMME: MONITORING, EVALUATION, STRATEGIC PLANNING AND SERVICE DELIVERY

STRATEGIC PLANNING AND SERVICE DELIVERY												
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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles	Number of Service Delivery Improvement Plans implemented	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	-	1	1	1	1	1	1
			Develop a Service Delivery Improvement Plan	Number of stakeholder consultations held	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	-	-	-	12	8	8	8
				Number of programmes implemented to recognise employee excellence	-	-	-	-	-	1	1	1

STRATEGIC PLANNING AND SERVICE DELIVERY												
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Utilise a sound and responsive strategic planning processes that:	Number of Annual Performance Plans aligned to National and Provincial Imperatives	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	Strategic Plans aligned to National and Provincial Imperatives	1	1	1	1	1	1
			Promotes consultation, participation and consensus	Percentage of Business Plans aligned to Strategic Plans	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	100% Business Plans aligned to Strategic Plans	100%	99%	100%	100%	100%	100%
			Ensures it is client oriented									
			Links Departmental performance to individual performance									

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS				
							14/15	15/16	16/17	ESTIMATED 17/18	19/20	20/21	20/21	
			Implement a transparent and accountable Monitoring system that will enhance programme performance through : <ul style="list-style-type: none"> <li>• An early warning system</li> <li>• Reliable and valid performance information for decision making</li> <li>• Maintenance and encourage use of the performance information knowledge base</li> </ul>	Number of Clean Audits on performance information achieved	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Clean Audit on performance information	1	1	0	1	1	1	1	
				Number of monitoring systems functional	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Monitoring performance information informs the preparation of Strategic Plans	1	1	1	1	1	1	1	1
				Number of Conditional Grant Registers Maintained	PGDP Goal 6	1	New	-	-	-	1	1	1	1

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	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS	
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Implement a transparent and accountable Evaluation system that will enhance programme performance through: <ul style="list-style-type: none"> <li>• An early warning system</li> <li>• Efficient use of departmental resources</li> <li>• Effectiveness of departmental programmes</li> <li>• Maintenance and encourage use of the performance information knowledge base</li> </ul>	Percentage of confirmed evaluation recommendations monitored for implementation  Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans  Number of periodic evaluations conducted	PGDP Goal 6 MPAT KPA 1 STD 1.3.2  PGDP Goal 6 MPAT KPA 1 STD 1.3.2  PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Recommendations implemented  Recommendations implemented  Recommendations implemented	100%  4  New	80%  6  -	100%  6  -	100%  8  8	100%  8  8	100%  8  8
		Ensure that the Department is Compliant with: <ul style="list-style-type: none"> <li>• MPAT requirements in respect of the four key result areas being: Strategic Management</li> <li>• Governance and Accountability</li> <li>• Financial Management</li> <li>• Human Resource Management</li> </ul>	Number of MPAT Key Performance Areas that fully comply / level 4 rating	PGDP Goal 6 MPAT KPA 1,2,3 & 4	Department full compliance with MPAT requirements	-  -	-  1	4  4	4  4	4  4	4  4	4  4

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles • Develop a Service Delivery Improvement Plan	Number of Service Delivery Improvement Plans implemented	1	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	Quarterly	2017/2018 SDIP Annual Report produced Remedial actions implemented	SDIP for 2018/2019 monitored Remedial actions implemented	SDIP for 2018/2019 monitored Remedial actions implemented	SDIP for 2018/2019 monitored Remedial actions implemented
	Number of stakeholder consultations	8	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	Quarterly	2	2	2	2
	Number of programmes implemented to recognise employee excellence	1	-	Quarterly	Employee of the month coordinated monthly	Employee of the month coordinated monthly	Employee of the month coordinated monthly	Employee of the month coordinated monthly

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Utilise a sound and responsive strategic planning processes that: • Ensures alignment of National and Provincial legislative and policy imperatives (including Departmental mandate) • Promotes consultation, participation and consensus • Ensures it is client oriented • Links Departmental performance to individual performance	Number of Annual Performance Plans aligned to National and Provincial imperatives	1	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	Quarterly	-	First Draft Submitted	Second Draft Submitted	Final APP Submitted 1 APP aligned to National and Provincial imperatives
	Percentage of Business Plans aligned to Strategic Plans	100%	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	Quarterly	100% Business Plans aligned to Strategic Plans (2018/19 APP)	-	-	-



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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Implement a transparent and accountable Monitoring system that will enhance programme performance through: <ul style="list-style-type: none"> <li>• An early warning system</li> <li>• Reliable and valid performance information for decision making</li> <li>• Maintenance and encourage use of the performance information knowledge base</li> </ul>	Number of Clean Audits on performance information achieved	1	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Quarterly	2017/18 Annual Performance Report produced and submitted to Auditor General by 31 May  Clean audit on Performance achieved Information 2018/2019  1 Consolidated 2017/2018 Annual Report produced and submitted by 31 August			
	Number of monitoring systems functional	1	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Quarterly	1 monitoring systems functional  2018/2019 1 <sup>st</sup> Quarter Performance Report produced  1 Register maintained	1 monitoring systems functional  2018/2019 2 <sup>nd</sup> Quarter Performance Report produced  1 Register maintained	1 monitoring systems functional  2018/2019 3 <sup>rd</sup> Quarter Performance Report produced  1 Register maintained	1 monitoring systems functional  2018/2019 4 <sup>th</sup> Quarter Performance Report produced  1 Register maintained
	Number of Conditional Grant Registers maintained	1	PGDP Goal 6	Quarterly	Data for capital Projects collected and analysed	Site evaluations conducted	Site evaluations conducted	Site evaluations conducted

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	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
				Percentage of confirmed evaluation recommendations monitored for implementation	100%	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Quarterly	Confirmed evaluation recommendations integrated to the planning (for 18/19 FY)	Implementation of evaluation recommendations monitored (for 17/18 FY)	Implementation of evaluation recommendations monitored (for 17/18 FY)	100% of confirmed recommendations monitored
			Implement a transparent and accountable Evaluation system that will enhance programme performance through: <ul style="list-style-type: none"> <li>An early warning system</li> <li>Efficient use of departmental resources</li> <li>Effectiveness of departmental programmes</li> <li>Maintenance and encourage use of the performance information knowledge base</li> </ul>	Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans	8	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Quarterly	Evaluation Project selection (2 projects per programme) approved by EXCO	Data collected and analysed for 8 evaluation studies (2 projects per programme)	Evaluation Reports including findings for 8 Evaluation Studies submitted to EXCO (2 projects per programme)	Recommendations for 8 evaluation studies (2 projects per programme) confirmed
				Number of periodic evaluations conducted	8	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Quarterly	2 periodic evaluations conducted on identified projects	2 periodic evaluations conducted on identified projects	2 periodic evaluations conducted on identified projects	2 periodic evaluations conducted on identified projects
			Ensure that the Department is Compliant with: <ul style="list-style-type: none"> <li>MPAT requirements in respect of the four key result areas being: Strategic Management Governance and Accountability</li> <li>Financial Management</li> <li>Human Resource Management</li> </ul>	Number of MPAT Key Performance Areas that fully comply level 4 rating	4	PGDP Goal 6 MPAT KPA 1,2,3 & 4	Quarterly	1.7 MPAT improvement plan developed and monitored	1.8 Self-Assessment MPAT information submitted to DPME	1.8 MPAT outstanding information submitted to DPME	1.8 MPAT outstanding information submitted to DPME 4 MPAT 1.8 KPAs at level 4

SUB-PROGRAMME: POLICY AND RESEARCH

POLICY AND RESEARCH

STRATEGIC GOAL		POLICY AND RESEARCH									
STRATEGIC OBJECTIVE		POLICY AND RESEARCH									
INTERVENTION		POLICY AND RESEARCH									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS			
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21	
Support the Department with policy and research development <ul style="list-style-type: none"> <li>Knowledge management,</li> <li>Determining trends and highlighting cutting edge information that impact on the Department</li> <li>Database of municipal and traditional institution statistical information</li> <li>Research to inform and be aligned to the Capacity Building Strategy</li> <li>Research on trends in Sector Departments' and its impact on municipalities</li> <li>Support the department to review of certified policies annually (inward looking and outward looking)</li> </ul>	Number of departmental policies reviewed	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	3	3	10	8	8	8	8	
	Number of policies monitored	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	1	New	3	3	3	3	3	
	Number of information hubs with data related to Municipalities and Traditional Institutions updated	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	1	1	1	1	1	1	1	1
	Number of research projects undertaken	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	-	-	-	1	8	8	8	
<ul style="list-style-type: none"> <li>Establish a LG and TA archive and knowledge management/generation policy and implement this policy through the identification of historical information to be researched, documented, packaged, published and archived.</li> <li>Continuously investigating, researching and distributing new/ cutting edge governance and administration methodologies and infrastructure/ LED/ sustainable settlement innovations</li> </ul>											

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	
Support the Department with policy and research development <ul style="list-style-type: none"> <li>Knowledge management,</li> <li>Determining trends and highlighting cutting edge information that impact on the Department</li> <li>Database of municipal and traditional institution statistical information</li> <li>Research to inform and be aligned to the Capacity Building Strategy</li> <li>Research on trends in Sector Departments' and its impact on municipalities</li> <li>Support the department to review of certified policies annually (inward looking and outward looking)</li> </ul>	Number of departmental policies reviewed	8	PGDP Goal 6	Quarterly	Business units consulted on policies to be reviewed	Policy review sessions conducted	Policy review sessions conducted	8 departmental policies reviewed	
	Number of policies monitored	3	PGDP Goal 6	Quarterly	Departmental Policy Register maintained consultations conducted Monitoring plan developed	Departmental Policy Register maintained	Policy monitoring plan rolled out	Departmental Policy Register maintained Feedback Sessions held and report produced	3 policies monitored
	Number of information hubs with data related to Municipalities and Traditional Institutions updated	1	PGDP Goal 6	Quarterly	Data for 5 Districts collected	Data for 5 Districts and 1 Metro collected	Data for 10 Districts and 1 Metro classified and captured into the existing Amilib System	Current data on Local Government and Traditional Affairs analysed and disseminated monthly	Knowledge Sharing Session held
<ul style="list-style-type: none"> <li>Establish a LG and TA archive and knowledge management/generation policy and implement this policy through the identification of historical information to be researched, documented, packaged, published and archived.</li> <li>Continuously investigating, researching and distributing new/ cutting edge governance and administration methodologies and infrastructure/ LED/ sustainable settlement innovations</li> </ul>	Number of research projects undertaken	8	PGDP Goal 6	Quarterly	2 Research Projects conducted	2 Research Projects conducted	2 Research Projects conducted	2 Research Projects conducted	
					Research Results presented to EXCO	Research Results presented to EXCO	Research Results presented to EXCO	Research Results presented to EXCO	Research projects for the 19/20 FY identified

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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			<ul style="list-style-type: none"> <li>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)</li> <li>Monitor compliance and take corrective action if required.</li> <li>Put procedures and processes in place for compliance of transversal legislation (PAJA, PAJA, etc)</li> <li>Monitor compliance and take corrective action if required.</li> </ul>	Percentage compliance with all legislation	PGDP Goal 6	100% compliance with all line function and transversal legislation	New	0%	42%	100% compliance with all line function legislation	100% compliance with all legislation	100% compliance with all legislation
			<ul style="list-style-type: none"> <li>Put procedures and processes in place for compliance of transversal legislation (PAJA, PAJA, etc)</li> <li>Monitor compliance and take corrective action if required.</li> </ul>	Percentage of Service Delivery Decisions compliant with PAJA	MPAT KPA 2 STD 2.11.1	100% compliant with PAJA	-	-	-	100% compliance	100% compliance	100% compliance

LEGAL SERVICES												
2. Strengthened Governance												
2.1. Improve capacity of political and administrative governance												
Build the capacity and capability of the Department to promote clean, effective and efficient governance												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			<ul style="list-style-type: none"> <li>Strengthen Disciplinary practice in the Department.</li> <li>Measures need to be put in place to expedite disciplinary cases.</li> <li>Measures need to be put in place to deal with criminal cases in the Department</li> </ul>	Percent of cases completed within 90 days	MPAT KPA 3 STD 3.4.2	90% of cases completed within 90 days (in accordance to MPAT Standards)	--	-	100% Cases completed within 60 days	90% of cases completed within 90 days (in accordance to MPAT Standards)	90% of cases completed within 90 days	90% of cases completed within 90 days

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>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.)</li> <li>Monitor compliance and take corrective action if required.</li> <li>Put procedures and processes in place for compliance of transversal legislation (PAA, PAJA, etc.)</li> <li>Monitor compliance and take corrective action if required.</li> </ul>	Percentage compliance with all legislation	100% compliance with all legislation	PGDP Goal 6	Quarterly	100% compliance with all line function and transversal legislation	100% compliance with all line function and transversal legislation	100% compliance with all line function and transversal legislation	100% compliance with all line function and transversal legislation
					Quarterly report submitted to EXCO	Quarterly report submitted to EXCO	Quarterly report submitted to EXCO	Quarterly report submitted to EXCO
<ul style="list-style-type: none"> <li>Monitor compliance and take corrective action if required.</li> <li>Put procedures and processes in place for compliance of transversal legislation (PAA, PAJA, etc.)</li> <li>Monitor compliance and take corrective action if required.</li> </ul>	Percentage of Service Delivery Decisions compliant with PAJA	100% Compliance	MPAT KPA 2 STD 2.11.1	Annually	Administrative decisions register updated	Administrative decisions register updated	Administrative decisions register updated	Administrative decisions register updated
					Decision implementation monitored	Decision implementation monitored	Decision implementation monitored	Decision implementation monitored
					Awareness campaign conducted	Awareness campaign conducted	Awareness campaign conducted	Awareness campaign conducted
								100% Service Delivery Decisions compliant with PAJA

LEGAL SERVICES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improve capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Strengthen Disciplinary practice in the Department. <ul style="list-style-type: none"> <li>Measures need to put in place to expedite disciplinary cases.</li> <li>Measures need to be put in place to deal with criminal cases in the Department</li> </ul>	Percent of cases completed within 90 days	90% of cases completed within 90 days	MPAT KPA 3 STD 3.4.2	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	90% of cases completed within 90 days



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												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
						14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
		Implement Department Communication Strategy (Internal) <ul style="list-style-type: none"> <li>Develop and maintain relations with the media</li> <li>Develop and maintain platforms to communicate departmental programmes both internally and externally.</li> <li>Put mechanisms in place to ensure the strength of the department as a brand.</li> <li>Promote a positive image of the MEC and the department</li> <li>To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services</li> <li>To profile KZN COGTA as a driver for socio-economic development</li> <li>To strengthen local government communication</li> <li>Setting the agenda for communication- implement a proactive media management system</li> <li>Manage the communication implications of Parliamentary Questions</li> <li>Support campaigns on the national and provincial Government priorities</li> <li>Enhance the corporate identity for government</li> </ul>	Number of Communication Strategies implemented	PGDP Goal 6	100% communication on Departmental programmes and events	1	1	1	1	1	1	1

CORPORATE COMMUNICATION

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			<ul style="list-style-type: none"> <li>Implement the Back to Basics Communication Plan</li> <li>Support the Municipalities to develop and implement measures to effectively engage with communities</li> </ul>	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	1

CORPORATE COMMUNICATION QUARTERLY REPORTS

CORPORATE COMMUNICATION										
2. Strengthened Governance										
2.2. Strengthened accountability of governance institutions										
Coherent, responsive and effective communication services for all Departmental programmes										
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
		<ul style="list-style-type: none"> <li>Implement Department Communication Strategy (Internal)</li> <li>Develop and maintain relations with the media</li> <li>Setting the agenda for communication- implement a proactive media management system</li> <li>Develop and maintain platforms to communicate departmental programmes both internally and externally</li> <li>Put mechanisms in place to ensure the strength of the department as a brand.</li> <li>Promote a positive image of the MEC and the department</li> <li>To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services</li> <li>To profile KZN COGTA as a driver for socio-economic development</li> <li>Enhance the corporate identity for government</li> <li>To strengthen local government communication</li> <li>Manage the communication implications of Parliamentary Questions</li> <li>Support campaigns on the national and provincial Government priorities</li> </ul>	<p>Number of Communication Strategies implemented</p> <p>1</p>		PGDP Goal 6	Quarterly	<p>Communicate departmental programmes via internal magazine and website</p> <p>Proactive Media Management System implemented (20 Speeches, 4 Opinion/Foreword/Letters Pieces, 20 Press Statements, 15 Media Alerts, prepared)</p> <p>Compliance with Departmental Branding Manual monitored</p> <p>Campaigns on Government priorities supported</p>	<p>Communicate departmental programmes via internal magazine and website</p> <p>Proactive Media Management System implemented (20 Speeches, 4 Opinion/Foreword/Letters Pieces, 20 Press Statements, 15 Media Alerts, prepared)</p> <p>Compliance with Departmental Branding Manual monitored</p> <p>Campaigns on Government priorities supported</p>	<p>Communicate departmental programmes via internal magazine and website</p> <p>Proactive Media Management System implemented (20 Speeches, 4 Opinion/Foreword/Letters Pieces, 20 Press Statements, 15 Media Alerts, prepared)</p> <p>Compliance with Departmental Branding Manual monitored</p> <p>Campaigns on Government priorities supported</p>	<p>Communicate departmental programmes via internal magazine and website</p> <p>Proactive Media Management System implemented (20 Speeches, 4 Opinion/Foreword/Letters Pieces, 20 Press Statements, 15 Media Alerts, prepared)</p> <p>Compliance with Departmental Branding Manual monitored</p> <p>Campaigns on Government priorities supported</p>

CORPORATE COMMUNICATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Improve Local government communication and coordinate a LGC system that ensures the public is informed of government programmes and policies							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Implement the Back to Basics Communication Plan</li> <li>Support the Municipalities to develop and implement measures to effectively engage with communities</li> </ul>	Number of Local Government Communication Plans implemented	1	PGDP Goal 6 B2B 11 Point Plan: 11	Quarterly	LG Back to Basics communication plan implemented Functionality of Municipal Communication Units monitored Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities	LG Back to Basics communication plan implemented Functionality of Municipal Communication Units monitored Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities	LG Back to Basics communication plan implemented Functionality of Municipal Communication Units monitored Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities	LG Back to Basics communication plan implemented Functionality of Municipal Communication Units monitored Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities 1 Local Government Communication Plans implemented

## OVERVIEW OF THE 2017/2018 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 1

Table 3.1 : Summary of payments and estimates by sub-programme: Programme 1: 1. Administration

R thousand	Outcome		Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16				2016/17	2018/19	2019/20
1. Office Of The Mec	20 090	21 302	20 812	27 320	19 329	22 789	26 310	28 071
2. Corporate Services	311 801	361 257	359 608	366 519	367 980	418 027	413 495	430 672
<b>Total payments and estimates</b>	<b>331 891</b>	<b>382 559</b>	<b>380 420</b>	<b>393 839</b>	<b>387 309</b>	<b>440 816</b>	<b>439 805</b>	<b>458 743</b>

Table 3.2 : Summary of payments and estimates by economic classification: Programme 1: 1. Administration

R thousand	Outcome		Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16				2016/17	2018/19	2019/20
<b>Current payments</b>	<b>300 157</b>	<b>358 677</b>	<b>357 235</b>	<b>379 639</b>	<b>373 011</b>	<b>422 257</b>	<b>420 460</b>	<b>437 627</b>
Compensation of employees	151 237	160 671	168 131	205 148	182 097	212 886	231 178	248 152
Goods and services	148 920	198 006	189 104	174 491	190 914	209 371	189 282	189 475
Interest and rent on land	-	-	-	-	-	-	-	-
Transfers and subsidies to:	13 796	11 778	11 961	12 464	12 562	12 611	13 183	13 222
Provinces and municipalities	230	228	422	215	215	497	525	554
Departmental agencies and acc	1 381	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-
Foreign governments and intern	-	-	-	-	-	-	-	-
Public corporations and private	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	12 185	11 550	11 539	12 249	12 347	12 114	12 658	12 668
<b>Payments for capital assets</b>	<b>17 914</b>	<b>12 104</b>	<b>11 224</b>	<b>1 736</b>	<b>1 736</b>	<b>5 948</b>	<b>6 162</b>	<b>7 894</b>
Buildings and other fixed structu	-	936	4 112	-	-	-	-	-
Machinery and equipment	16 483	10 842	6 696	1 736	1 736	5 948	6 162	7 894
Heritage Assets	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-
Software and other intangible as	1 431	326	416	-	-	-	-	-
<b>Payments for financial assets</b>	<b>24</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>331 891</b>	<b>382 559</b>	<b>380 420</b>	<b>393 839</b>	<b>387 309</b>	<b>440 816</b>	<b>439 805</b>	<b>458 743</b>



# Programme 2: Local Government



## PROGRAMME TWO: LOCAL GOVERNANCE

### PROGRAMME PURPOSE

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 the following sub-programmes which are detailed below, namely Local Government Specialists, Inter-Governmental Relations, IDP Coordination, Municipal Performance Monitoring, Reporting and Evaluation, Municipal Governance and Administration, Municipal Forensics, Synergistic Partnerships, Municipal Finance, Public Participation and Capacity Building.

### STRATEGIC OBJECTIVE INDICATORS

STRATEGIC GOAL 1: IMPROVED COOPERATIVE GOVERNANCE									
STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
1.1. Improved functionality of Inter-Governmental Relations	Number of IGR Structures compliant with the IGR Framework	PGDP: Goal 6	All IGR Structures compliant with the IGR Framework	-	10 IGR Structures	10 IGR Structures	10 IGR Structures	10 IGR Structures	10 IGR Structures

STRATEGIC GOAL 2: STRENGTHENED GOVERNANCE									
STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
2.1. Improved capacity of political and administrative governance	Number of municipalities capacitated in line with the Provincial Capacity Building Strategy	PGDP: Goal 6	All municipalities capacitated in line with the Provincial Capacity Building Strategy	-	61	54	54	54	54
2.2. Strengthened accountability of governance institutions	Number of municipalities achieving a clean audit opinion	PGDP: Goal 6	All municipalities with clean audits	-	18	11	54	54	54
2.3. Improved decision making of municipalities through citizen participation	Number of municipalities reporting back to their communities	PGDP: Goal 6	All municipalities reporting back to their communities	-	61	54	54	54	54



OFFICE OF THE DEPUTY DIRECTOR GENERAL: LOCAL GOVERNANCE

OFFICE OF THE DEPUTY DIRECTOR GENERAL: LOCAL GOVERNANCE													
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>	Percent of Programme 2 AG Issues resolved	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	100%	-	-	-	-	100%	100%	100%

OFFICE OF THE DEPUTY DIRECTOR GENERAL: LOCAL GOVERNANCE													
2. Strengthened Governance													
2.1. Improved capacity of political and administrative governance													
Ensure Sound financial management													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			In order to ensure an efficient SCM <ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Department al budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 2 Departmental Procurement Plan	MPAT KPA 4 STD 4.2.1	No unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	100%	100%	100%
				Percentage of Programme 2 suppliers paid within the thirty day period	MPAT KPA 4 STD 4.2.2	No unauthorised, irregular, fruitless and wasteful expenditure	-	New	94%	100%	100%	100%	100%

OFFICE OF THE DEPUTY DIRECTOR GENERAL: LOCAL GOVERNANCE QUARTERLY TARGETS

OFFICE OF THE DEPUTY DIRECTOR GENERAL: LOCAL GOVERNANCE								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>	Percentage of Programme 2 AG issues resolved	100%	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	Quarterly	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified

OFFICE OF THE DEPUTY DIRECTOR GENERAL: LOCAL GOVERNANCE								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Ensure Sound financial management								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
In order to ensure an efficient SCM <ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Department al budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 2 expenditure in line with the Departmental Procurement Plan  Percentage of Programme 2 suppliers paid within the thirty day period	100%	MPAT KPA 4 STD 4.2.1  MPAT KPA 4 STD 4.2.2	Quarterly  Quarterly	Procurement Plan consolidated	75% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan	Procurement Plan consolidated for the 19/20 FY

SUB-PROGRAMME: LOCAL GOVERNMENT SPECIALISTS

LOCAL GOVERNMENT SPECIALISTS										
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17	ANNUAL TARGET 18/19		19/20	20/21
<ul style="list-style-type: none"> <li>Implement Municipal Strategic Planning through coordination of sector departments and municipalities.</li> <li>Measure Performance on the implementation of IDP, B2B Support Plans and institutionalise PMS</li> </ul>	Percentage of Service Delivery Issues coordinated	PGDP Goal 6 Outcome 9 Sub Outcome 2 B2B 10 Point Plan : 8	Service Delivery coordinated at municipal level	-	-	-	-	100%	100%	100%

LOCAL GOVERNMENT SPECIALISTS QUARTERLY TARGETS

LOCAL GOVERNMENT SPECIALISTS								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Implement Municipal Strategic Planning through coordination of sector departments and municipalities.</li> <li>Measure Performance on the implementation of IDP, B2B Support Plans and institutionalise PMS</li> </ul>	Percentage of Service Delivery issues coordinated	100%	PGDP Goal 6 Outcome 9 Sub Outcome 2 B2B 10 Point Plan : 8	Quarterly	100% Service Delivery Issues coordinated	100% Service Delivery Issues coordinated	100% Service Delivery Issues coordinated	100% Service Delivery Issues coordinated

SUB-PROGRAMME: INTER-GOVERNMENTAL RELATIONS

INTER-GOVERNMENTAL RELATIONS											
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.)											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS	
						14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
Improve functionality of IGR Structures and systems. <ul style="list-style-type: none"> <li>Cooperative decision making (including inter-municipal)</li> <li>Coordinate and align budget priorities and policies</li> <li>Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan.</li> <li>Flow of information within and between government and communities</li> <li>Prevention and resolution of conflict and disputes.</li> <li>Coordination of the implementation of decisions taken.</li> </ul>	Number of IGR Structures functional in accordance with the IGR Framework.	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan: 8	All IGR Structures are 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	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	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		
Percentage of disputes Priority Projects, Referrals and resolutions monitored	Percentage of disputes Priority Projects, Referrals and resolutions monitored	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan: 8	100%	-	-	-	-	100%	100%	100%	100%
				-	-	-	-	100%	100%	100%	
				-	-	-	-	100%	100%	100%	
Number of partnerships with SALGA maintained	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	-	-	1	1	1	1	1	1
				-	-	1	1	1	1		
				-	-	1	1	1	1		

INTER-GOVERNMENTAL RELATIONS QUARTERLY TARGETS

INTER-GOVERNMENTAL RELATIONS								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Improve functionality of IGR Structures and systems. <ul style="list-style-type: none"> <li>Cooperative decision making (including inter-municipal)</li> <li>Coordinate and align budget priorities and policies</li> <li>Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan.</li> <li>Flow of information within and between government and communities</li> <li>Prevention and resolution of conflict and disputes.</li> <li>Coordination of the implementation of decisions taken.</li> </ul>	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 10 Point Plan: 8	Quarterly	10 IGR Structures achieving 70% of the functionality criteria  Report on remedial actions implemented in non-compliant structures	10 IGR Structures achieving 70% of the functionality criteria  Report on remedial actions implemented in non-compliant structures	10 IGR Structures achieving 70% of the functionality criteria  Report on remedial actions implemented in non-compliant structures	10 IGR Structures achieving 70% of the functionality criteria  Report on remedial actions implemented in non-compliant structures
	Percentage of disputes, Priority Projects, Referrals and resolutions monitored	100%	PGDP: Goal 6  Outcome 9: Sub Outcome 2  B2B 10 Point Plan: 8	Quarterly	100% disputes, Priority Projects, Referrals and resolutions monitored	100% disputes, Priority Projects, Referrals and resolutions monitored	100% disputes, Priority Projects, Referrals and resolutions monitored	100% disputes, Priority Projects, Referrals and resolutions monitored
	Number of partnerships with SALGA maintained	1	PGDP: Goal 6  Outcome 9: Sub Outcome 2	Quarterly	Bilateral Meeting held prior to MUNIMEC  Municipal Structures participating in Provincial Government structures	Bilateral Meeting held prior to MUNIMEC  Municipal Structures participating in Provincial Government structures	Bilateral Meeting held prior to MUNIMEC  Municipal Structures participating in Provincial Government structures	Bilateral Meeting held prior to MUNIMEC  Municipal Structures participating in Provincial Government structures

SUB-PROGRAMME: IDP CO-ORDINATION

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs.	Number of municipalities supported with development of the IDP	DCOG Indicator B2B.10 Point Plan: 8	54	61	61	54	54	54	54	54
<ul style="list-style-type: none"> <li>Alignment of MTSF, PGDP and other government priorities with IDP</li> <li>Alignment of IDP with Sector Department budgets</li> <li>Alignment of cross border issues</li> </ul>										
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Percentage of IDP implementation issues facilitated via the Joint Provincial Service Delivery Forum	B2B.10 Point Plan: 8	1 joint provincial service delivery forum supported	-	-	-	-	100%	100%	100%



IDP CO-ORDINATION													
2. Strengthened Governance													
2.3. Improved decision making of municipalities through citizen participation													
Strengthen ward based planning													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			Assist municipalities align budget with community needs	Number of municipalities with ward based plans aligned to the IDP	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	All municipalities with ward based plans aligned to the IDP	-	51	44	44	44	44	44

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			<ul style="list-style-type: none"> <li>Build capacity of critical skills in District Municipalities (pool of skills)</li> <li>Extend shared services to include local government</li> </ul>	Number of districts shared services implemented	PGDP: Goal 6 & Outcome 9 Sub Outcome 3 B2B 10 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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs. <ul style="list-style-type: none"> <li>Alignment of MTSF, PGDP and other government priorities with IDP</li> <li>Alignment of IDP with Sector Department budgets</li> <li>Alignment of cross border issues</li> </ul>	Number of municipalities supported with development of legally compliant IDP	<b>54</b>	DCOG Indicator B2B 10 Point Plan: 8	Quarterly	Draft IDPs and SDBIP assessed on content and compliance  10 DGDGs and 54 Draft 2018/2019 IDPs aligned to the PGDP	Adopted IDPs and SDBIP assessed on content and compliance  10 District Framework Plans assessed in terms of Section 27 of MSA  54 Process Plans assessed in terms of Section 27 of MSA  10 DGDGs aligned with 54 Draft 2018/2019 adopted IDPs  1 report produced regarding content and state of KZN IDP Credibility (to include average IDP assessment score based on credibility criteria towards 90%)	IDP Readiness and Stakeholder engagement session conducted
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Percentage of IDP implementation issues facilitated via the Joint Provincial Service Delivery Forum	<b>100%</b>	PGDP: Goal 6  B2B 10 Point Plan: 8	Quarterly	100%	100%	100%

IDP CO-ORDINATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation							
INTERVENTION	Strengthen ward based planning							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Assist municipalities align budget with community needs	Number of municipalities with ward based plans aligned to the IDP	44	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	1 <sup>ST</sup> 44 municipalities monitored to ensure alignment	2 <sup>ND</sup> 22 municipalities supported to develop/review ward based plans	3 <sup>RD</sup> 22 municipalities supported to develop/review ward based plans 44 municipalities with Ward Based Plans aligned to the IDP (2018/2019)	4 <sup>TH</sup> 44 municipalities monitored to ensure alignment

IDP CO-ORDINATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity of District Municipalities to build resilient local municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
<ul style="list-style-type: none"> <li>Build capacity of critical skills in District Municipalities(pool of skills)</li> <li>Extend shared services to include local government</li> </ul>	Number of district shared services implemented	10	PGDP: Goal 6 & Outcome 9 Sub Outcome 3 B2B 10 Point Plan: 8	Quarterly	1 <sup>ST</sup> 10 District Shared services implemented	2 <sup>ND</sup> 10 District Shared services implemented	3 <sup>RD</sup> 10 District Shared services implemented	4 <sup>TH</sup> 10 District Shared services implemented

SUB-PROGRAMME: MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			Support municipalities to establish an effective performance management to ensure value for money	Number of municipalities supported to institutionalise performance management system	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities have effective performance management systems	61	20	54	54	54	54	
			Report on progress of performance made by municipalities	Number of Section 47 Reports compiled as prescribed by the MSA	DCOG Indicator PGDP: Goal 6 & Outcome 9: Sub Outcome 3		1	1	1	1	1	1	1
			Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of evaluations conducted	DCOG Indicator PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities evaluated on administrative performance and recommendation	-	-	-	1	1	1	1

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	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			Capacitate municipalities on single reporting mechanism.	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	16	-	54	54	54	54	54
			Monitor the compliance of the municipalities with the reporting system.										

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										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Develop an electronic dashboard that reflects the current status of municipalities	Number of electronic dashboards implemented			10 Developed	10	10 Implemented	10 implemented	10 implemented	10 implemented	10 implemented

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
<ul style="list-style-type: none"> <li>Implementation of Back to Basics programmes through a functional Nerve Centre</li> <li>Develop an early warning system:                             <ul style="list-style-type: none"> <li>Development of District and Municipal Profiles.</li> <li>Classification of municipalities and support</li> <li>Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team)</li> </ul> </li> <li>Co-ordinate basket of services to support Municipalities:                             <ul style="list-style-type: none"> <li>Assessment of municipalities</li> <li>Consolidated support and Monitoring</li> <li>Performance to ensure sustainability</li> </ul> </li> </ul>	Report on the implementation of Back-to Basics Action Plans by municipalities  Percentage of COGTA issues resolved  Percentage of Sector issues facilitated	PGDP: Goal 6 B2B 10 Point Plan: 1-10 DCOG Indicator  PGDP: Goal 6	All municipalities are categorised as functional	-	-	-	100%	100%	100%	100%

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION QUARTERLY TARGETS

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Monitoring, Evaluation & Reporting							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Support municipalities to develop and implement PMS processes to manage institutional performance	Number of municipalities supported to institutionalise performance management system	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3  DCOG Indicator	Quarterly	54 municipalities assessed and supported on SMARTness of SDIP and alignment with draft IDP  54 municipalities validated internal quarterly performance reports submitted to council  External Audit Committee meetings monitored	54 municipalities assessed and supported on SMARTness of SDIP and alignment with draft IDP  54 municipalities validated internal quarterly performance reports submitted to council  External Audit Committee meetings monitored	54 municipalities validated internal quarterly performance reports submitted to council  External Audit Committee meetings monitored	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives
Report on progress of performance made by municipalities	Number of Section 47 Reports compiled as prescribed by the MSA	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3  DCOG Indicator	Annually	-	1 Section 47 Report compiled as prescribed by the MSA	Feedback provided to 54 municipalities and COGTA business units	-

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Monitoring, Evaluation & Reporting							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of evaluations conducted	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	1 evaluation plan developed for 54 municipalities	Data collected and analysed	Consultation conducted	1 Report consolidated for 54 municipalities 1 Evaluation conducted
<ul style="list-style-type: none"> <li>Municipal Administrators evaluated and recommendations implemented</li> </ul>								

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Implement a single mechanism to measure and report on performance of municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Capacitate municipalities on single reporting mechanism.</li> <li>Monitor the compliance of the municipalities with the reporting system.</li> </ul>	Number of municipalities complying with the single reporting mechanism	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
Develop an electronic dashboard that reflects the current status of municipalities	Number of electronic dashboards implemented	10 Implemented		Quarterly	11 District Profiles updated Dashboard updated weekly	11 District Profiles updated Dashboard updated weekly	11 District Profiles updated Dashboard updated weekly	11 District Profiles updated Dashboard updated weekly 10 electronic dashboards implemented



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											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
			<ul style="list-style-type: none"> <li>Implementation of Back to Basics programmes through a functional Nerve Centre</li> <li>Develop an early warning system:                             <ul style="list-style-type: none"> <li>Development of District and Municipal Profiles.</li> <li>Classification of municipalities and support</li> <li>Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team)</li> </ul> </li> <li>Co-ordinate basket of services to support Municipalities:                             <ul style="list-style-type: none"> <li>Assessment of municipalities</li> <li>Consolidated support and implementation</li> <li>Monitoring Performance to ensure sustainability</li> </ul> </li> </ul>	Report on the implementation of Back-to-Basics action plans by municipalities	4	PGDP: Goal 6 B2B 10 Point Plan : 1-10 DCOG Indicator	Quarterly	1 Report on implementation of Back to Basics Action Plans by 54 municipalities (DCOG Requirement) Nerve Centre meetings conducted weekly	1 Report on implementation of Back to Basics Action Plans by 54 municipalities (DCOG Requirement) Nerve Centre meetings conducted weekly	1 Report on implementation of Back to Basics Action Plans by 54 municipalities (DCOG Requirement) Nerve Centre meetings conducted weekly	1 Report on implementation of Back to Basics Action Plans by 54 municipalities (DCOG Requirement) Nerve Centre meetings conducted weekly
				Percentage of COGTA issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the B2B Plan resolved	100% of issues as per the B2B Plan resolved	100% of issues as per the B2B Plan resolved	100% of issues as per the B2B 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

SUB-PROGRAMME: MUNICIPAL GOVERNANCE AND ADMINISTRATION

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
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	61	61	54	54	54	54

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities supported to comply with local government legislation	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities comply with Local Government legislation and policies	61	61	54	54	54	54
	Number of municipalities complying with local government policies			61	61	53	54	54	54
	Number of draft standard by-laws developed to support the municipalities with their legislative competency			-	New	5	5	5	5
	Number of municipalities supported to comply with MSA regulations on the appointment of senior managers	DCOG Indicator Outcome 9: Sub Outcome 3			61	61	54	54	54
	Number of municipalities supported to achieve the 50/50 representation of women in Section 56 posts (B2B Pillar 5)	B2B 10 Point Plan: 4		New	-	-	54	54	54

MUNICIPAL GOVERNANCE AND ADMINISTRATION										
1. Improved Co-operative Governance										
1.1. Improved functionality of Inter-Governmental Relations										
Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Governance and Administration COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%	100%

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
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	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
					Municipalities supported on the implementation of the Strategic Framework	Municipalities supported on the implementation of the Strategic Framework	Municipalities supported on the implementation of the Strategic Framework	54 municipalities with functional oversight structures

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities supported to comply with local government legislation	54	PGDP: Goal 6 & Outcome 9; Sub Outcome 3	Quarterly	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
					1 Draft Municipal Management Performance Assessment Tool developed	1 Municipal Management Performance Assessment Tool Finalised	Preliminary Assessment conducted on 54 municipalities in terms of the Municipal Management Performance Assessment Tool	54 municipalities assessed in terms of the Municipal Management Performance Assessment Tool Feedback provided to 54 municipalities
	Number of municipalities complying with local government policies	54		Quarterly	Implementation of 7 policies monitored	Implementation of 7 policies monitored	Implementation of 7 policies monitored	54 municipalities compliant with the 7 policies
	Number of draft standard by-laws developed to support the municipalities with their legislative competency	5		Quarterly	Research undertaken on 5 by-laws	Draft by-laws produced	Consultation conducted and by-laws revised	5 Standard by-laws Gazetted

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Number of municipalities supported to comply with MSA regulations on the appointment of Senior Managers	54	DCOG indicator Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 4	Quarterly	Municipalities supported to comply with MSA regulations on the appointment of senior managers	Municipalities supported to comply with MSA regulations on the appointment of senior managers	Municipalities supported to comply with MSA regulations on the appointment of senior managers	Municipalities supported to comply with MSA regulations on the appointment of senior managers
	Number of municipalities supported to achieve 50/50 representation of women in Section 56 posts (B2B Pillar 5)	54	DCOG indicator Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 4	Quarterly	100% MM and S56 Appointment Reports received, considered by the MEC within 14 days	100% MM and S56 Appointment Reports received, considered by the MEC within 14 days	100% MM and S56 Appointment Reports received, considered by the MEC within 14 days	100% MM and S56 Appointment Reports received, considered by the MEC within 14 days
					Municipalities supported to comply with MSA regulations on the appointment of senior managers	Municipalities supported to comply with MSA regulations on the appointment of senior managers	Municipalities supported to comply with MSA regulations on the appointment of senior managers	Municipalities supported to comply with MSA regulations on the appointment of senior managers
					MM and S56 vacancy rate monitored	MM and S56 vacancy rate monitored	MM and S56 vacancy rate monitored	MM and S56 vacancy rate monitored
					Implementation of National Gender Policy Framework monitored	Implementation of National Gender Policy Framework monitored	Implementation of National Gender Policy Framework monitored	Implementation of National Gender Policy Framework monitored
					Municipalities supported to implement Gender Policy Framework	Municipalities supported to implement Gender Policy Framework	Municipalities supported to implement Gender Policy Framework	Municipalities supported to implement Gender Policy Framework

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Governance and Administration COGTA B2B 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

SUB-PROGRAMME: SYNERGISTIC PARTNERSHIPS

SYNERGISTIC PARTNERSHIPS										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance									
INTERVENTION	Stabilisation and strengthening of Traditional Leadership									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
<ul style="list-style-type: none"> <li>Support municipalities in improving participation of traditional leaders at municipal level. (Section 81)</li> <li>Create a mechanism for Traditional Institutions to engage with IGR Structures</li> </ul>	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 Councils	58	-	54	54	52	52	52
	Number of Protocols implemented to support participation of Amakosi in municipal structures	PGDP: Goal 6 & Outcome 9 Output 7 Sub Output 2	All 54 municipalities with participation of Amakhosi in Municipal Councils	-	-	-	1	1	1	1

SYNERGISTIC PARTNERSHIPS										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Integrated and sustainable support to Municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Synergistic Partnerships COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%	100%

SYNERGYSTIC PARTNERSHIPS QUARTERLY TARGETS

SYNERGYSTIC PARTNERSHIPS								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Stabilisation and strengthening of Traditional Leadership								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Support municipalities in improving participation of traditional leaders at municipal level. (Section 81)</li> <li>Create a mechanism for Traditional Institutions to engage with IGR Structures</li> </ul>	Number of municipalities with the participation of traditional leaders	52	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	52 municipalities with the participation of traditional leaders	52 municipalities with the participation of traditional leaders	52 municipalities with the participation of traditional leaders	52 municipalities with the participation of traditional leaders
	Number of Protocols implemented to support participation of Amakosi in municipal structures	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	100% participation issues facilitated 10 District IGR Structures supported in relation to participation of traditional leaders in municipalities Decisions and resolutions monitored Comparative assessment conducted	100% participation issues facilitated 10 District IGR Structures supported in relation to participation of traditional leaders in municipalities Decisions and resolutions monitored 1 Protocol developed and approved	100% participation issues facilitated 10 District IGR Structures supported in relation to participation of traditional leaders in municipalities Decisions and resolutions monitored Protocol implemented	100% participation issues facilitated 10 District IGR Structures supported in relation to participation of traditional leaders in municipalities Decisions and resolutions monitored Protocol implemented

SYNERGYSTIC PARTNERSHIPS								
1. Improved Co-operative Governance								
1.1. Improved functionality of Inter-Governmental Relations								
Integrated and sustainable support to Municipalities								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Synergistic Partnerships COGTA B2B 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
					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



SUB-PROGRAMME: MUNICIPAL FORENSICS

MUNICIPAL FORENSICS												
2. Strengthened Governance												
2.2. Strengthened accountability of governance institutions												
Implement integrity management programmes in municipalities												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			In order to eradicate the incidences of fraud within Municipalities the following needs to occur: <ul style="list-style-type: none"> <li>Measures to act a deterrent-                             <ul style="list-style-type: none"> <li>Strengthen disciplinary action in municipalities</li> </ul> </li> <li>Measures to prevent fraud                             <ul style="list-style-type: none"> <li>Systems and controls put in place for early detection of fraud</li> </ul> </li> <li>Education-                             <ul style="list-style-type: none"> <li>Creating awareness within municipalities</li> </ul> </li> </ul>	Number of municipalities monitored on the extent to which anti-corruption measures are implemented	DCOG indicator	No incidence of fraud in municipalities	-	-	-	54	54	54
				Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	B2B 10 point plan: 6	No incidence of fraud in municipalities	-	-	-	100%	100%	100%
				Number of municipalities supported with the review of fraud risk registers	B2B 10 point plan: 6	No incidence of fraud in municipalities	-	-	-	54	54	54
				Percentage of COGTA forensic investigation recommendations monitored	B2B 10 point plan: 6	No incidence of fraud in municipalities	-	-	-	100%	100%	100%

MUNICIPAL FORENSICS												
1. Improved Co-operative Governance												
1.1. Improved functionality of Inter-Governmental Relations												
Integrated and sustainable support to Municipalities												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Forensics COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%

MUNICIPAL FORENSICS QUARTERLY TARGETS

MUNICIPAL FORENSICS													
2. Strengthened Governance													
2.2. Strengthened accountability of governance institutions													
Implement integrity management programmes in municipalities													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>			
In order to eradicate the incidences of fraud within Municipalities the following needs to occur:	<ul style="list-style-type: none"> <li>Measures to act a deterrent-                             <ul style="list-style-type: none"> <li>Strengthen disciplinary action in municipalities</li> </ul> </li> <li>Measures to prevent fraud                             <ul style="list-style-type: none"> <li>Systems and controls put in place for early detection of fraud</li> </ul> </li> <li>Education-                             <ul style="list-style-type: none"> <li>Creating awareness within municipalities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Measures to act a deterrent-                             <ul style="list-style-type: none"> <li>Strengthen disciplinary action in municipalities</li> </ul> </li> <li>Measures to prevent fraud                             <ul style="list-style-type: none"> <li>Systems and controls put in place for early detection of fraud</li> </ul> </li> <li>Education-                             <ul style="list-style-type: none"> <li>Creating awareness within municipalities</li> </ul> </li> </ul>	Number of municipalities monitored on the extent to which anti-corruption measures are implemented	54	DCOG indicator	Quarterly	Municipalities monitored on the implementation of anti-corruption measures	Remedial Actions implemented in non-compliant municipalities	Municipalities monitored on the implementation of anti-corruption measures	Remedial Actions implemented in non-compliant municipalities	54 Municipalities monitored on the implementation of anti-corruption measures		
			Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	100%	B2B 10 point plan: 6	Quarterly	Municipalities monitored on the investigation of fraud, corruption and maladministration cases	Municipalities monitored on the investigation of fraud, corruption and maladministration cases	Municipalities monitored on the investigation of fraud, corruption and maladministration cases	Municipalities monitored on the investigation of fraud, corruption and maladministration cases	Municipalities monitored on the investigation of fraud, corruption and maladministration cases	Municipalities monitored on the investigation of fraud, corruption and maladministration cases	100% cases investigated
			Number of municipalities supported with the review of fraud risk registers	54	B2B 10 point plan: 6	Quarterly	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	12 municipalities assessed on the credibility of fraud risk registers
			Percentage of COGTA forensic investigation recommendations monitored	100%	B2B 10 point plan: 6	Quarterly	100% of recommendations monitored	100% of recommendations monitored	100% of recommendations monitored	100% of recommendations monitored	100% of recommendations monitored	100% of recommendations monitored	100% of recommendations monitored

MUNICIPAL FORENSICS											
1. Improved Co-operative Governance											
1.1. Improved functionality of Inter-Governmental Relations											
Integrated and sustainable support to Municipalities											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Forensics COGTA B2B issues resolved		Percentage of Municipal Forensics COGTA B2B 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	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	100% of issues as per the 10 Point Plan resolved	

SUB-PROGRAMME: MUNICIPAL FINANCE

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	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
			<ul style="list-style-type: none"> <li>Capacitate municipalities with expenditure on capital infrastructure.</li> <li>Monitor municipal expenditure on capital infrastructure.</li> <li>Monitor the 8% expenditure on Operations and Maintenance</li> </ul>	Number of municipalities assessed on budget allocated to capital infrastructure (new constructions, maintenance and operation)		All municipalities with 30% expenditure on capital infrastructure	61 municipalities with 25% expenditure on capital infrastructure Monitored	-	54 municipalities with 26% expenditure on capital infrastructure monitored	54	54	54	
				PGDP: Goal 6 & Outcome 9: Sub Outcome 3  Number of municipalities assessed on expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)		54 municipalities with 100% expenditure on Capital Infrastructure	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	54	54	
			<ul style="list-style-type: none"> <li>Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs.</li> <li>Alignment of MTSF, PGDP and other government priorities with IDP</li> <li>Alignment of IDP with Sector Department budgets</li> <li>Alignment of cross border issues</li> </ul>	Percentage of public sector expenditure spent in accordance to the municipal IDP	PGDP Goal 6  Outcome 9 Sub Outcome 2	75% Public sector expenditure	60%	-	60%	65%	70%	75%	80%
			<ul style="list-style-type: none"> <li>Assist municipalities to implement revenue raising strategy.</li> <li>Monitor municipal revenue management (tariffs, billing system,</li> </ul>	Percentage of Government debt in municipalities	B2B 10 Point Plan: 3	All municipalities with debt reduced	-	-	-	-	-	<5%	<5%

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)											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17	ANNUAL TARGET 18/19		19/20	20/21	
debt collection etc.)	Number of municipalities supported to reduce consumer debt	B2B 10 Point Plan: 3	All municipalities with revenue raised	-	-	-	-	51	51	51	51
	Number of municipalities supported to reduce consumer debt	All municipalities with debt reduced	All municipalities with revenue raised	-	-	-	-	51	51	51	51
	Number of municipalities guided to comply with the MPRA	DCOG Indicator	All municipalities supported with implementation of MPRA	-	51	51	44	44	44	44	44
	Number of municipalities supported to implement indigent policies	DCOG Indicator	All municipalities implementing indigent policies	31	20	31	53	53	53	53	53
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	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Statutory reports submitted as per legislation requirements	1	1	1	1	1	1	1	1

MUNICIPAL FINANCE									
2. Strengthened Governance									
2.2. Strengthened accountability of governance institutions									
Support municipalities to achieve clean audits									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
<ul style="list-style-type: none"> <li>Ensure municipalities address all issues highlighted in the audit outcomes</li> <li>Specialisation of support staff to municipalities e.g. SCM, MPRA, and Audits.                             <ul style="list-style-type: none"> <li>Aligning skills of staff to municipal functions</li> </ul> </li> </ul>	Number of municipalities supported towards the achievement of clean audits	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities with clean audits	61 municipalities monitored and guided in the achievement of clean audit	-	54 municipalities monitored and guided in the achievement of clean audit	54	54	54
	Number of municipalities with functional audit committees	B2B 10 Point Plan: 2		61	-	54	54	54	54

MUNICIPAL FINANCE									
1. Improved Co-operative Governance									
1.1. Improved functionality of Inter-Governmental Relations									
Integrated and sustainable support to Municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Finance COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%

MUNICIPAL FINANCE QUARTERLY TARGETS

MUNICIPAL FINANCE							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
<ul style="list-style-type: none"> <li>Capacitate municipalities with expenditure on capital infrastructure.</li> <li>Monitor municipal expenditure on capital infrastructure.</li> <li>Monitor the 8% expenditure on Operations and Maintenance</li> </ul>	Number of municipalities assessed on budget allocated to capital infrastructure (new constructions, maintenance and operation)	54		Annual	Assessment of 54 municipalities 18/19 final budget allocation to capital infrastructure	Finalised assessment and Report on 54 municipalities 18/19 budget allocation to capital infrastructure	-
	Number of municipalities assessed on expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)	54	PGDP: Goat 6 & Outcome 9: Sub Outcome 3	Quarterly	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (17/18 FY – Q3)	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (18/19 FY – Q1)	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (17/18 FY audited)
<ul style="list-style-type: none"> <li>Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs.</li> <li>Alignment of MTSF, PGDP and other government priorities with IDP</li> <li>Alignment of IDP with Sector Department budgets</li> <li>Alignment of cross border issues</li> <li>Assist municipalities to implement revenue raising strategy.</li> <li>Monitor municipal revenue management</li> </ul>	Percentage of public sector expenditure spent in accordance to the municipal IDP	70%	B2B 10 Point Plan: 3	Quarterly	Assessment of 54 Municipal IDPs (18/19) to identify allocations	Assessment of 54 Municipal budgets (18/19) to determine allocations to IDP Projects	-
	Percentage of Government Debt in municipalities	<5%		Quarterly	Government Debt maintained at less than 5% through the Provincial Co-ordinating Forum on Government Debt	Government Debt maintained at less than 5% through the Provincial Co-ordinating Forum on Government Debt	Government Debt maintained at less than 5% through the Provincial Co-ordinating Forum on Government Debt

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
(tariffs, billing system, debt collection etc.) Section 81 and 131 (corrective actions based on the reports)	Number of municipalities supported to reduce consumer debt	51	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B: 10 Point Plan: 3	Quarterly	51 Municipalities AFS analysed to determine Consumer Debt	1 Project Plan developed to address 51 Municipalities consumer debt	Participating municipalities adopting project plan	MOUs signed with participating municipalities 51 municipalities supported to reduce consumer debt	
	Number of municipalities guided to comply with the MPRA	44	DCOG Indicator PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B: 10 Point Plan: 3	Quarterly	Support plans monitored for targeted municipalities 100% Issues Facilitated as per support plans MPRA Compliance Schedule updated	Support plans monitored for targeted municipalities 100% Issues Facilitated as per support plans MPRA Compliance Schedule updated	Support plans monitored for targeted municipalities 100% Issues Facilitated as per support plans MPRA Compliance Schedule updated	Support plans monitored for targeted municipalities 100% Issues Facilitated as per support plans 1 Report submitted on compliance with MPRA in terms of Section 81 of the MPRA 44 municipalities guided to comply with the MPRA	
	Number of municipalities supported to implement indigent policies	53	DCOG Indicator	Quarterly	-	26 municipal indigent policies assessed on compliance to National Indigent Policy Framework and provide feedback	27 municipal indigent policies assessed on compliance to National Indigent Policy Framework and provide feedback	53 municipalities supported to implement indigent policies	
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	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B: 10 Point Plan: 3	Annual	1 Report submitted to the Provincial Legislature in terms of section 131 of the MFMA	-	-	Annual Financial Statements, Audit Reports, Responses and compliance with MFMA analysed	



MUNICIPAL FINANCE								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Support municipalities to achieve clean audits							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
<ul style="list-style-type: none"> <li>Ensure municipalities address all issues highlighted in the audit outcomes</li> <li>Specialisation of support staff to municipalities eg SCM, MPRA, and Audits.                             <ul style="list-style-type: none"> <li>Aligning skills of staff to municipal functions</li> </ul> </li> </ul>	Number of municipalities supported towards the achievement of clean audits	54	PGDP: Goal 6 & Outcome 9; Sub Outcome 3 B2B 10 Point Plan: 2	Quarterly	1 <sup>ST</sup> Collective Audit Outcome Strategy coordinated and monitored (16/17 FY) Report on irregular expenditure produced MEC engagement session with municipalities with negative audit opinions conducted	2 <sup>ND</sup> Collective Audit Outcome Strategy coordinated and monitored (16/17 FY) Report on irregular expenditure produced MEC engagement session with municipalities with negative audit opinions conducted	3 <sup>RD</sup> Report on irregular expenditure produced MEC engagement session with municipalities with negative audit opinions conducted	4 <sup>TH</sup> Audit outcome strategy developed (17/18FY) Audit outcomes for 17/18 FY analysed Report on irregular expenditure produced MEC engagement session with municipalities with negative audit opinions conducted 40 municipalities with clean audits 10 with unqualified audits
	Number of municipalities with functional audit committees	54	PGDP: Goal 6 & Outcome 9; Sub Outcome 3 B2B 10 Point Plan: 2	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	4 with qualified audits 54 municipalities assessed on achievement of functional Audit Committees 54 municipalities with functional Audit Committees

MUNICIPAL FINANCE								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Finance COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	1 <sup>ST</sup> 100% of issues as per the 10 Point Plan resolved	2 <sup>ND</sup> 100% of issues as per the 10 Point Plan resolved	3 <sup>RD</sup> 100% of issues as per the 10 Point Plan resolved	4 <sup>TH</sup> 100% of issues as per the 10 Point Plan resolved

SUB-PROGRAMME: PUBLIC PARTICIPATION

PUBLIC PARTICIPATION											
2. Strengthened Governance											
2.3. Improved decision making of municipalities through citizen participation											
Strengthen functionality of Ward Committees											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
						14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act.			Number of municipalities supported to maintain functional ward committees	DCOG Indicator PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan: 1	All municipalities with functional ward committees	51	43	37	44	44	44
			Number of municipalities supported on implementation of ward operational plans			New	-	-	-	44	44

PUBLIC PARTICIPATION												
2. Strengthened Governance												
2.3. Improved decision making of municipalities through citizen participation												
Early warning systems – service delivery protests												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
						14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests			Percentage of Sectoral Parliament COGTA Resolutions implemented	Outcome 9: Sub Outcome 3	100% Sectoral Parliament COGTA Resolutions implemented	New	-	-	-	100%	100%	100%
			Number of municipalities supported to respond to community concerns	DCOG Indicator B2B 10 Point Plan: 1	All municipalities are without service delivery protests	51	51	44	44	44	44	44
			Number of municipalities with functional rapid response teams in line with the Rapid Response Strategy	Outcome 9: Sub Outcome 3	Functional response teams in all 54 municipalities	-	-	54	54	54	54	54

PUBLIC PARTICIPATION														
1. Improved Co-operative Governance														
1.1. Improved functionality of Inter-Governmental Relations														
Integrated and sustainable support to Municipalities														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS				
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21	
			Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Public Participation COGTA B2B issues resolved	PGDIP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%	100%	100%

PUBLIC PARTICIPATION QUARTERLY TARGETS

PUBLIC PARTICIPATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation							
INTERVENTION	Strengthen functionality of Ward Committees							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act.	Number of municipalities supported to maintain functional ward committees	44	DCOG Indicator FGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan: 1	Quarterly	44 Municipalities supported on ward committee functionality	44 Municipalities supported on ward committee functionality	44 Municipalities supported on ward committee functionality	44 Municipalities supported to maintain functional Ward Committees
					Remedial actions implemented in Municipalities with non-functional ward committees	Remedial actions implemented in Municipalities with non-functional ward committees	Remedial actions implemented in Municipalities with non-functional ward committees	Remedial actions implemented in Municipalities with non-functional ward committees
	Number of municipalities supported on implementation of ward operational plans	44		Quarterly	44 municipalities with ward operational plans reviewed	Ward operational plans monitored	Ward operational plans monitored	Ward operational plans monitored
						Remedial Actions implemented in non-compliant ward committees	Remedial Actions implemented in non-compliant ward committees	Remedial Actions implemented in non-compliant ward committees
								44 municipalities supported on implementation of ward operational plans

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Percentage of Sectoral Parliament COGTA Resolutions implemented	100%	PGDP: Goal 6 & Outcome 9 Sub-outcome 2	Quarterly	100% Sectoral Parliament COGTA Resolutions monitored	100% Sectoral Parliament COGTA Resolutions monitored	100% Sectoral Parliament COGTA Resolutions implemented
	Number of municipalities supported to respond to community concerns	44	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan – 1 Positive Community Experiences	Quarterly	44 municipalities supported to implement the integrated complaints management system Proposed remedial actions on community concerns monitored	44 municipalities supported to implement the integrated complaints management system Proposed remedial actions on community concerns monitored	44 municipalities implementing the integrated complaints management system 44 municipalities with ward level databases containing community concerns and proposed remedial actions Feedback to communities on concerns received monitored
	Number of municipalities with functional rapid response teams in line with the Rapid Response Strategy	44	PGDP: Goal 6 & Outcome 9 Sub-outcome 2	Quarterly	Functionality of Rapid Response Teams monitored Remedial action implemented in non-functional rapid response teams Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison Feedback to communities on petitions received monitored	Functionality of Rapid Response Teams monitored Remedial action implemented in non-functional rapid response teams Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison Feedback to communities on petitions received monitored	Functionality of Rapid Response Teams monitored Remedial action implemented in non-functional rapid response teams Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison Feedback to communities on petitions received monitored

PUBLIC PARTICIPATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Public Participation COGTA B2B 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

SUB-PROGRAMME: CAPACITY BUILDING

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)									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
<ul style="list-style-type: none"> <li>Capacitate municipalities in accordance to the capacity building strategy (in the context of the Back to Basics Approach)</li> <li>Monitor the implementation of the integrated capacity building strategy. (internal and external)</li> </ul>	Number of provincial capacity building strategies coordinated	PGDP: Goal 6 & Outcome 9; Sub Outcome 3 B2B 10 Point Plan: 5 & 10	All municipalities capacitated in line with the provincial capacity building strategy	-	-	-	1	1	1
	Number of capacity building interventions conducted in municipalities	DCOG Indicator Outcome 9; Sub Outcome 3	All municipalities and traditional institutions capacitated in line with the provincial capacity building strategy	-	1	1	2	3	3

CAPACITY BUILDING									
1. Improved Co-operative Governance									
1.1. Improved functionality of Inter-Governmental Relations									
Integrated and sustainable support to Municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Capacity Building COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%



# Programme 3: Development and Planning



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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
<ul style="list-style-type: none"> <li>Capacitate municipalities in accordance to the capacity building strategy (in the context of the Back to Basics Approach)</li> <li>Monitor the implementation of the integrated capacity building strategy. (internal and external)</li> </ul>	Number of provincial capacity building strategies coordinated	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan 5 & 10	Quarterly	2018/2019 Capacity Building Plan approved by EXCO 2018/2019 Capacity Building Plan monitored	2018/2019 Capacity Building Plan monitored	2018/2019 Capacity Building Plan implemented Consultation Sessions with all Departmental programmes and sector departments conducted for the development of the 2019/2020 Capacity Building Plan
	Number of capacity building interventions conducted in municipalities	3	DCOG Indicator Outcome 9: Sub Outcome 3	Quarterly	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented Capacity Building Programme for Traditional Institutions Implemented	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented Capacity Building Programme for Traditional Institutions Implemented	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented Capacity Building Programme for Traditional Institutions Implemented
CAPACITY BUILDING							
STRATEGIC GOAL	1. Improved Co-operative Governance						
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations						
INTERVENTION	Integrated and sustainable support to Municipalities						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Capacity Building COGTA B2B 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	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved

## OVERVIEW OF THE 2017/2018 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 2

Table 4.1 : Summary of payments and estimates by sub-programme: Programme 2: 2. Local Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2018/19	2019/20	2020/21
1. Municipal Administration	35 522	47 303	49 843	55 704	55 704	42 259	49 711	61 588	61 062
2. Municipal Finance	32 772	25 824	23 704	32 264	32 264	29 097	34 115	35 562	37 879
3. Public Participation	127 668	139 888	158 227	168 206	168 206	158 180	173 201	208 502	244 909
4. Capacity Development	5 525	6 053	10 498	18 380	18 380	17 761	16 617	18 815	19 810
5. Municipal Performance, Reporting	15 890	9 423	11 858	16 831	16 831	12 610	15 371	19 145	20 112
Total payments and estimates	217 377	228 491	254 130	291 385	291 385	259 907	289 015	343 612	383 772

Table 4.2 : Summary of payments and estimates by economic classification : Programme 2: 2. Local Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2018/19	2019/20	2020/21
Current payments	210 231	226 960	246 711	290 090	290 090	258 161	287 415	342 957	383 452
Compensation of employees	161 148	180 463	194 979	242 275	242 275	207 444	239 074	298 008	338 997
Goods and services	49 083	46 497	51 732	47 815	47 815	50 717	48 341	44 949	44 455
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	6 698	431	6 423	150	150	150	70	450	150
Provinces and municipalities	6 000	-	5 500	-	-	-	-	-	-
Departmental agencies and acc.	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and intern.	-	-	-	-	-	-	-	-	-
Public corporations and private	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	698	431	923	150	150	150	70	450	150
Payments for capital assets	448	1 100	996	1 145	1 145	1 596	1 530	205	170
Buildings and other fixed structure	-	-	-	-	-	-	-	-	-
Machinery and equipment	448	1 100	996	1 145	1 145	1 596	1 530	205	170
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible as	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	217 377	228 491	254 130	291 385	291 385	259 907	289 015	343 612	383 772



## PROGRAMME THREE: DEVELOPMENT AND PLANNING

### PROGRAMME PURPOSE

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 and Disaster Management.

### STRATEGIC OBJECTIVE INDICATORS

STRATEGIC GOAL 2: STRENGTHENED GOVERNANCE										
STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
2.1.	Improved capacity of political and administrative governance	PGDP: Goal 6	80% of development applications processed within time norms	-	70%	86%	80%	80%	80%	80%
2.3.	Improved decision making of municipalities through citizen participation	PGDP: Goal 6	All District Forums functional	-	-	-	10	10	10	10

STRATEGIC GOAL 3: INCREASED ECONOMIC OPPORTUNITIES										
STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
3.1.	Strengthened Sectoral Development	PGDP: Goal 1	10 District Agencies Functional	-	7	7	10	10	10	10
3.2.	Improved government led job creation programmes	PGDP: Goal 1	4000 employment opportunities created	-	1659	2017	1500	2500	2500	3000

**STRATEGIC GOAL 4: STRENGTHENED DELIVERY OF BASIC SERVICES**

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
4.1. Improved coordination of service delivery	Number of Infrastructure IGR Forums functional	PGDP: Goal 4	11 Infrastructure IGR Forums Functional	-	8	11	11	11	11	11

**STRATEGIC GOAL 5: WELL INTEGRATED SPATIAL PLANNING SYSTEM**

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
5.1. Improved Spatial hierarchy of services	Number of Municipalities with SDFs aligned to Provincial Spatial Planning Guidelines	PGDP: Goal 7	All municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	61	54	54	54	54	54

**STRATEGIC GOAL 6: ADAPTATION TO CLIMATE CHANGE**

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
6.1. Increased Adaptation to Climate Change impacts	Number of municipalities with Disaster Management included in the IDP	PGDP: Goal 5	All municipalities with disaster management featured in the IDP	-	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
6.2. Improved Disaster Management	Number of District Disaster Management Centres functional	PGDP: Goal 5	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	10 Districts and 1 Metro

OFFICE OF THE DEPUTY DIRECTOR GENERAL: DEVELOPMENT AND PLANNING

OFFICE OF THE DEPUTY DIRECTOR GENERAL: DEVELOPMENT AND PLANNING												
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Strengthen internal control measures to minimise risk and act as an early warning system:	Percent of Programme 3 AG Issues resolved	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	100%	-	-	-	100%	100%	100%
			<ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>									

OFFICE OF THE DEPUTY DIRECTOR GENERAL: DEVELOPMENT AND PLANNING												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Sound financial management												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			In order to ensure an efficient SCM	Percentage of Programme 3 Departmental Procurement Plan	MPAT KPA 4 STD 4.2.1	No unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	100%	100%
			<ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 3 suppliers paid within the thirty day period	MPAT KPA 4 STD 4.2.2	No unauthorised, irregular, fruitless and wasteful expenditure	-	New	94%	100%	100%	100%

OFFICE OF THE DEPUTY DIRECTOR GENERAL: DEVELOPMENT AND PLANNING QUARTERLY TARGETS

OFFICE OF THE DEPUTY DIRECTOR GENERAL: DEVELOPMENT AND PLANNING								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>	Percentage of Programme 3 AG issues resolved	100%	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	Quarterly	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified

OFFICE OF THE DEPUTY DIRECTOR GENERAL: DEVELOPMENT AND PLANNING								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Ensure Sound financial management								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
In order to ensure an efficient SCM <ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 3 expenditure in line with the Departmental Procurement Plan	100%	MPAT KPA 4 STD 4.2.1	Quarterly	Procurement Plan consolidated	75% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan	Procurement Plan consolidated for the 19/20 FY
	Percentage of Programme 3 suppliers paid within the thirty day period	100%	MPAT KPA 4 STD 4.2.2	Quarterly	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period



SUB-PROGRAMME: SPATIAL PLANNING

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			<ul style="list-style-type: none"> <li>Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP)</li> <li>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.</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	<p>Number of municipal SDFs compliant with SPLUMA Provisions</p> <p>Number of Provincial Spatial Development Frameworks reviewed</p> <p>Number of provincial spatial planning norms and standards on spatial equity implemented</p>	<p>PGDP: Goal 7 B2B 10 Point Plan: 9</p> <p>PGDP: Goal 7 B2B 10 Point Plan: 9</p> <p>PGDP: Goal 3 &amp; 7</p>	All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF	61	61	54	54	54	54
						All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF	New	-	-	1	1	-
						All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF	-	-	-	1	1	-

SPATIAL PLANNING										
STRATEGIC GOAL	5. Well Integrated Spatial Planning System									
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services									
INTERVENTION	Implementation of SPLUMA and PDA									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Assist municipalities in implementing Land Use Management Schemes and systems	Number of municipalities supported to implement Land Use Schemes	PGDP: Goal 7	100% of total provincial geographical area with Land Use Management Systems	-	-	-	44	44	44	44
<ul style="list-style-type: none"> <li>Development of a suite of plans.</li> <li>Implement a strategy for new town development e.g. Ndumo, Emadlangeni, Urban Development Frameworks</li> <li>Shape and design Targeted public/private Sector investment</li> <li>Phased development approach</li> <li>Increased population density</li> </ul>	Number of Traditional Master Settlement Plans developed	PGDP: Goal 7	All municipalities are implementing the suite of plans	5	8	5	8	8	8	8
	Number of nodal development plans developed to promote growth of small towns	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Corridor development plans and new town development strategies Implemented	-	2	4	4	5	6	7
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

SPATIAL PLANNING										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Integrated and sustainable support to Municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Spatial Planning COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	-	100%	100%	100%	100%

SPATIAL PLANNING QUARTERLY TARGETS

SPATIAL PLANNING							
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP) <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	Number of municipal SDFs aligned with SPLUMA Provisions	54	PGDP: Goal 7 B2B 10 Point Plan: 9	Quarterly	54 municipal SDFs assessed against SPLUMA Provisions  Municipalities supported to implement remedial actions  Business plans for 5 municipalities completed  Sector Plans analysed  Status Report on achievement of 65% public Sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects completed	Municipalities supported to implement remedial actions  Funding transferred to 5 municipalities  Provincial Spatial Vision developed  1 Spatial Conceptual Plan and Framework developed	Municipalities supported to implement remedial actions  1 Provincial Spatial Development Framework reviewed
	Number of Provincial Spatial Development Frameworks reviewed	1	PGDP: Goal 7 B2B 10 Point Plan: 9	Quarterly	Status Report on achievement of 65% public Sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects completed  Spatial Equity within KZN against norms and standards analysed	1 Spatial Conceptual Plan and Framework developed  Provincial Spatial Vision developed  Spatial Equity within KZN against norms and standards analysed	1 Provincial Spatial Development Framework reviewed  Spatial Equity within KZN against norms and standards analysed
	Number of provincial spatial planning norms and standards on spatial equity implemented	1	PGDP: Goal 3 & 7	Quarterly	Spatial Equity within KZN against norms and standards analysed  Spatial Equity Report presented at Leqgotla (Geo referencing spatial equity and interventions to drive spatial equity in the Province)	Spatial Equity within KZN against norms and standards analysed  Spatial Equity Report presented at Leqgotla (Geo referencing spatial equity and interventions to drive spatial equity in the Province)	1 Provincial Framework for Spatial Equity Norms and Standards implemented  Spatial Equity Report presented at Leqgotla (Geo referencing spatial equity and interventions to drive spatial equity in the Province)

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
			Assist municipalities in implementing Land Use Management Schemes and systems	Number of municipalities supported to implement Land Use Schemes	44	PGDP: Goal 7	Quarterly	Municipalities assessed on compliance with SPLUMA Provisions  Implementation of Remedial Actions monitored in non-compliant municipalities	Non-Compliant municipalities monitored on implementation of SPLUMA Provisions  Funding transferred to 7 municipalities	Non-Compliant municipalities monitored on implementation of SPLUMA Provisions  Identified municipalities supported with Land Use Schemes	Identified municipalities supported with Land Use Schemes  44 municipalities supported to implement Land Use Schemes (7 municipalities with wall to wall schemes maintained, 11 municipalities with wall to wall schemes finalised, 26 municipalities with urban schemes/formal towns and settlements) finalised)
			<ul style="list-style-type: none"> <li>Development of a suite of plans.</li> <li>Implement a strategy for new town development e.g. Ndumo, Emadlangeni, Urban Development Frameworks                             <ul style="list-style-type: none"> <li>- Shape and design Targeted public/private Sector investment</li> <li>- Phased development approach</li> <li>- Increased population density</li> </ul> </li> </ul>	Number of Traditional Master Settlement Plans developed	8	PGDP Goal 7	Quarterly	8 TSMP engagement sessions held to confirm plans and obtain buy-in  8 Process Plans (Traditional Settlement Master Plans) Developed	8 TSMPs in progress as per process plans  8 consultation sessions held with Amakhosi	8 TSMPs in progress as per process plans  8 consultation sessions held with Amakhosi	8 TSMPs developed and approved
			Number of nodal development plans developed to promote growth of small towns	Number of nodal development plans developed to promote growth of small towns	5	PGDP: Goal 7 & Output 2:	Quarterly	Engagement session undertaken with prioritised nodes/small towns	Funding transferred to identified municipalities	Development of plan monitored	5 Nodal plans developed for implementation
			Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	1	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	Development of Plan monitored in line with the business plan	Development of Plan monitored in line with the business plan	Draft framework Plan developed	Final Corridor Plan developed

SPATIAL PLANNING								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Spatial Planning COGTA B2B 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

SUB-PROGRAMME: DEVELOPMENT INFORMATION SERVICES

DEVELOPMENT INFORMATION SERVICES										
STRATEGIC GOAL	6. Adaptation to Climate Change									
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.									
INTERVENTION	Early Warning systems									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	ANNUAL TARGET 18/19	MEDIUM TERM TARGETS	
				14/15	15/16	16/17			19/20	20/21
Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters)	Percentage of incidents data mapped	PGDP: Goal 5	100%	-	-	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
	Percentage of incidents, where early warning messages were disseminated mapped			100% of incidents mapped	100% of incidents mapped	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)		

DEVELOPMENT INFORMATION SERVICES										
STRATEGIC GOAL	5. Well Integrated Spatial Planning System									
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services									
INTERVENTION	Implementation of SPLUMA and PDA									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	ANNUAL TARGET 18/19	MEDIUM TERM TARGETS	
				14/15	15/16	16/17			19/20	20/21
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of adopted municipal schemes in the Province mapped	PGDP: Goal 7 B2B 10 Point Plan: 9	100% of total provincial geographical area with Land Use Management Systems	100% adopted municipal schemes mapped	100%	100%	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped
	Percentage of PGDP Projects mapped			-	-	100% PGDP Projects Mapped	100% PGDP Projects Mapped	100% PGDP Projects 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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 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 10. Point Plan: 3	All municipalities supported with implementation of MPRA	45	45	38	38	38	38

DEVELOPMENT INFORMATION SERVICES									
2. Strengthened Governance									
2.1. Improved capacity of political and administrative governance									
Build the capacity of District Municipalities to build resilient local municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS	
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20
<ul style="list-style-type: none"> <li>Build capacity of critical skills in District Municipalities(pool of skills)</li> <li>Extend shared services to include local government</li> </ul>	Number of municipalities with functional GIS units	PGDP: Goal 6	10 Districts with functional GIS units	-	-	-	10	10	10



DEVELOPMENT INFORMATION SERVICES QUARTERLY TARGETS

DEVELOPMENT INFORMATION SERVICES								
STRATEGIC GOAL	6. Adaptation to Climate Change							
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.							
INTERVENTION	Early Warning systems							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters)	Percentage of incidents data mapped	100% of incidents data received 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
	Percentage of incidents, where early warning messages were disseminated mapped	100% of incidents mapped (where early warning was disseminated)	PGDP: Goal 5	Quarterly	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)
					Vulnerable areas within KZN mapped			

DEVELOPMENT INFORMATION SERVICES

STRATEGIC GOAL	5. Well Integrated Spatial Planning System							
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services							
INTERVENTION	Implementation of SPLUMA and PDA							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
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	Quarterly	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped
	Percentage of PGDP Projects mapped	100% PGDP Projects Mapped	B2B 11 Point Plan: 9	Quarterly	100% PGDP Projects Mapped	100% PGDP Projects Mapped	100% PGDP Projects Mapped	100% PGDP Projects Mapped

DEVELOPMENT INFORMATION SERVICES

STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
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 10 Point Plan: 3	Quarterly	38 Municipal Property Registers updated	38 Municipal Property Registers updated	38 Municipal Property Registers updated	38 municipalities supported with MPRA implementation

DEVELOPMENT INFORMATION SERVICES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity of District Municipalities to build resilient local municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
<ul style="list-style-type: none"> <li>Build capacity of critical skills in District Municipalities(pool of skills)</li> <li>Extend shared services to include local government</li> </ul>	Number of municipalities with functional GIS units	10	PGDP: Goal 6	Quarterly	2	3	3	2

SUB-PROGRAMME: LAND USE MANAGEMENT

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
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	-	-	-	-	80%	80%	80%

LAND USE MANAGEMENT										
5. Well Integrated Spatial Planning System										
5.1. Improved spatial hierarchy of services										
Implementation of SPLUMA and PDA										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Assist municipalities in implementing Land Use Management Schemes.	Number of municipalities supported with the implementation of SPLUMA	DCOG Indicator PGDP: Goal 7	100% of total provincial geographical area with Land Use Management Systems	51	51	44	44	44	44	44
	Number of municipalities capacitated on Development Administration	PGDP: Goal 7		New	-	-	-	44	44	44
	Number of municipalities supported with the Formalisation of Towns	PGDP: Goal 7		12	12	12	13	15	15	15

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP) <ul style="list-style-type: none"> <li>Reforms to the current planning system for improved co-ordination.</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	Number of Provincial Development Norms and Standards developed	PGDP: Goal 7	5	-	-	-	2	2	1	1

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
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	335	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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Support municipalities to meet the time norms for processing of development applications	Percentage of development applications that meet time norms for processing	80%	PGDP: Goal 6	Quarterly	80% of development applications at municipalities meet time norms for processing	80% of development applications at municipalities meet time norms for processing	80% 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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Assist municipalities in implementing Land Use Management Schemes	Number of municipalities supported with the implementation of SPLUMA	44	DCOG Indicator PGDP: Goal 7	Quarterly	2 Appeals Authority Induction Sessions conducted 7 Municipal Planning Tribunal Induction/Operationalisation Sessions conducted 11 Municipal Planning Authorising Officers Induction/Operationalisation Sessions conducted	5 Appeals Authority Induction Sessions conducted 8 Municipal Planning Tribunal Induction/Operationalisation Sessions conducted 11 Municipal Planning Authorising Officers Induction/Operationalisation Sessions conducted	2 Appeals Authority Induction Sessions conducted 4 Municipal Planning Tribunal Induction/Operationalisation Sessions conducted 11 Municipal Planning Authorising Officers Induction/Operationalisation Sessions conducted 44 municipalities supported with the implementation of SPLUMA
	Number of municipalities capacitated on Development Administration	44	PGDP: Goal 7	Quarterly	44 municipalities capacitated on Consideration of Applications Procedures	44 municipalities capacitated on Public Participation processes and procedures Remedial action provided for municipalities not complying with legislative requirements	44 municipalities capacitated on Compliance and Enforcement (dealing with illegal development) Remedial action provided for municipalities not complying with legislative requirements

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
	Number of municipalities supported with the Formalisation of Towns	15	PGDP: Goal 7	Quarterly	Outside figures determined for 15 municipalities Land Audits conducted in 15 municipalities	Land Right Enquiries conducted	Land Right Enquiries conducted	Land Right Enquiries conducted	15 General/Working Plans compiled Support plan for the 19/20 FY developed 15 municipalities supported with the Formalisation of Towns

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Align SDFs of municipalities with Spatial Planning. Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP) <ul style="list-style-type: none"> <li>Reforms to the current planning system for improved co-ordination.</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	Number of Provincial Development Norms and Standards developed	2	PGDP: Goal 7	Quarterly	1 <sup>ST</sup> Concept Papers for 2 Provincial Development Norms and Standards developed	2 <sup>ND</sup> Draft Consultation papers for 2 Provincial Development Norms and Standards developed	3 <sup>RD</sup> Final Consultation Papers for 2 Provincial Development Norms and Standards developed  Consultation sessions for 2 Provincial Development Norms and Standards conducted	4 <sup>TH</sup> 2 Provincial Development Norms and Standards developed

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
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%	PGDP Goal 7	Quarterly	1 <sup>ST</sup> 100%	2 <sup>ND</sup> 100%	3 <sup>RD</sup> 100%	4 <sup>TH</sup> 100%
	Number of izigodi mapped	240		Quarterly	70	70	50	50



SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
						5 YEAR TARGET	14/15	15/16	16/17	17/18	ANNUAL TARGET 18/19
			Establish District Agencies to drive LED and Investment	Number of District Agencies supported to drive LED	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	10	7	10	10	10	10

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES

3. Increased economic opportunities													
3.2. Improved government led job creation programmes													
Create employment opportunities through: Corridor Development and Small Town Rehabilitation													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	17/18	ANNUAL TARGET 18/19	19/20	20/21
			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	DCOG Indicator	50 municipalities implementing LED plans	10 Districts	10 Districts	10 Districts	10 Districts	54	54	54
			Formal and informal sector	Number of Municipalities supported to implement the Red Tape Reduction programme	DCOG Indicator		-	10 Districts	10 Districts and 1 Metro	10 Districts and 1 Metro	54	54	54

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES														
2. Strengthened Governance														
2.3. Improved decision making of municipalities through citizen participation														
Intervention: Coordination of interfaith to promote social cohesion and nation building.														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21	
			<ul style="list-style-type: none"> <li>Establish and support Traditional and Interfaith leadership forums at District levels</li> <li>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, osonkondo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks.</li> <li>Interfaith calendar to be implemented and monitored at a district level.</li> </ul>	<p>Number of Social Cohesion and Nation Building programmes supported</p>	PGDP: Goal 1	All District Forums functional	New	-	-	-	-	1	1	1
				<p>Number of District Traditional Leadership and Interfaith Forums convened</p>	PGDP: Goal 1	All District Forums functional	New	-	-	-	-	10	10	10

LOCAL ECONOMIC DEVELOPMENT - SPECIAL INITIATIVES QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES							
STRATEGIC GOAL	3. Increased economic opportunities						
STRATEGIC OBJECTIVE	3.1. Strengthened sectoral development						
INTERVENTION	Co-ordination of public and private stakeholders to drive economic potential in each district						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Establish District Agencies to drive LED and Investment	Number of District Agencies supported to drive LED	10	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	Quarterly	Status Quo Assessment of 10 Districts 10 Action Plans developed	10 District Agencies supported to implement Action plans	10 District Agencies supported to drive LED
							Status Report on District Agencies driving LED

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
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	54	DCOG Indicator	Quarterly	54 Municipal LED Strategies assessed for alignment to National LED Framework Municipal Support Plans developed	54 municipal support plans reviewed in line with adjustment budgets 54 municipal strategies monitored for the implementation of funded projects	54 municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies
Formal and informal sector	Number of Municipalities supported to implement the Red Tape Reduction programme	54	DCOG Indicator	Quarterly	54 municipalities assessed on the implementation of the Red Tape Reduction Programme Municipal Action Plans developed	Municipal Action Plans implemented	54 Municipalities supported to implement the Red Tape Reduction programme

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
2. Strengthened Governance											
2.3. Improved decision making of municipalities through citizen participation											
Intervention: Coordination of interfaith to promote social cohesion and nation building.											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
		<ul style="list-style-type: none"> <li>Establish and support Traditional and Interfaith leadership forums at District levels</li> <li>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, osonkondo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks, interfaith calendar to be implemented and monitored at a district level</li> </ul>	<p>Number of social cohesion and nation building programmes supported</p>	1	PGDP: Goal 3	Quarterly	<p>Programme for social cohesion conversations developed</p> <p>2 social cohesion conversations supported</p>	2 social cohesion conversations supported	2 social cohesion conversations supported	2 social cohesion conversations supported	<p>Consolidated Report and lessons learnt</p> <p>1 Social Cohesion and Nation Building Programme supported</p>
		<ul style="list-style-type: none"> <li>Number of District Traditional Leadership and Interfaith Forums convened</li> </ul>	<p>Number of District Traditional Leadership and Interfaith Forums convened</p>	10	PGDP: Goal 3	Quarterly	<p>3 District Traditional Leadership and Interfaith Forums convened</p>	3 District Traditional Leadership and Interfaith Forums convened	3 District Traditional Leadership and Interfaith Forums convened	1 District Traditional Leadership and Interfaith Forum convened	

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES

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)													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Establishment of CSCs in Key Nodes aligned to Provincial Framework				Number of CSC Construction programmes implemented	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		1	New	1	1	1	1	1
				Number of CSC Rehabilitation programmes implemented	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		-	-	-	1	1	1	1
				Number of municipalities supported with Grade 1 CSCs Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	All established CSCs functional	25	25	26	20	21	21	21
				Number of Traditional Councils supported with Grade 2 CSCs Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		20	20	25	30	35	35	35

## LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES – QUARTERLY TARGETS

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC programmes implemented	1	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Implementation of Plans developed for 1 new infrastructure project	Designs, BOQs and Building Plans prepared	1 Contractor appointed	1 infrastructure project at construction phase
	Number of CSC Rehabilitation-programmes implemented	1	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Implementation of previous FY CSC Construction projects monitored in line with PIP	Implementation of previous FY CSC Construction projects monitored in line with PIP	Implementation of previous FY CSC Construction projects monitored in line with PIP	Implementation of previous FY CSC Construction projects at practical completion (95%)
	Number of municipalities supported with Grade 1 CSCs Functionality	21	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Rehabilitation programme developed and contractors appointed	Rehabilitation projects at implementation phase	Rehabilitation projects at practical completion	Rehabilitation projects closed out
	Number of Traditional Councils supported with Grade 2 CSCs Functionality	30	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Status quo analysis conducted	Support plans developed	Implementation of support plans monitored	21 municipalities supported with Grade 1 CSCs functionality

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME										
3. Increased economic opportunities										
3.2. Improved government led job creation programmes										
Create employment opportunities through Corridor Development and Small Town Rehabilitation										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	30 500 employment opportunities maintained through CWP inclusive of all sectors	31 500	33323	36155	40 500	40 500	40 500	40 500

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME									
3. Increased economic opportunities									
3.2. Improved government led job creation programmes									
Create employment opportunities through Corridor Development and Small Town Rehabilitation									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	40 500	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	Quarterly	Annual CWP Review conducted	Action plan to address challenges developed CWP Action Plan rolled out	CWP Action Plan rolled out	40 500 work opportunities maintained	



LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME												
3. Increased economic opportunities												
3.2. Improved government led job creation programmes												
Create employment opportunities through Corridor Development and Small Town Rehabilitation												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
						14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
				Number of employment opportunities created through EPWP inclusive of all sectors (FPW, Corridor, Small town, CSC Construction)	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	1500	1659	2017	1500	1500	2500	3000
				Number of municipalities supported to comply with EPWP principles	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	-	-	-	54	54	54	54

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME													
3. Increased economic opportunities													
3.2. Improved government led job creation programmes													
Create employment opportunities through Corridor Development and Small Town Rehabilitation													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
							ANNUAL TARGET 2018/2019	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>		
				Number of employment opportunities created through EPWP inclusive of sub-programmes	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	Quarterly	1500	MIS database updated with all registered projects	Status quo schedule of projects with employment opportunities compiled	Site visits conducted	Site visits conducted	Site visits conducted	1500 employment opportunities created
				Number of municipalities supported to comply with EPWP principles	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	Quarterly	54	Draft Agreements and Project lists prepared	Agreements and Project lists submitted	Site visits conducted	EPWP workshop convened	Impact Assessment Report compiled	54 municipalities supported to comply with EPWP principles

SUB-PROGRAMME: MUNICIPAL INFRASTRUCTURE

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 For a									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Functionality of IGR forums to promote the coordination of service delivery	Number of functional coordinating structures for infrastructure development and service delivery	PGDP Goal 4		8	8	11	11		11	11
	Number of municipalities monitored on the implementation of infrastructure delivery programmes	DCOG Indicator	Coordinated planning for service delivery	38	30	31	31		31	31
	Number of municipalities supported on the implementation of MIG	PGDP Goal 4		-	-	-	-		53	53

MUNICIPAL INFRASTRUCTURE										
STRATEGIC GOAL	4. Strengthened delivery of Basic services									
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery									
INTERVENTION	Support municipalities to improve the delivery of basic services									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Support municipalities on the delivery of basic services	Number of municipalities supported with increasing yard water connections	PGDP Goal 4	35% of households with yard water connections	13	-	13	13		13	13
	Number of municipalities supported in provision of basic level of sanitation services		100% of households with sanitation to MIG standards	13	-	13	13		13	13

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Municipalities with the supply of energy	Number of municipalities supported with increasing households with a source of electrical supply	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan: 5	89% of households with a source of electrical supply.	10	-	9	9	3	3	3

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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
<ul style="list-style-type: none"> <li>Support municipalities in implementing operations and maintenance plans</li> <li>Support municipalities in implementing infrastructure plans</li> <li>Strengthen the capacity of municipalities to efficiently deliver infrastructure services as per required standards</li> <li>Establish and maintain appropriate technical capacity at municipal level</li> <li>Improve Departmental technical capacity to respond to provincial and municipal service delivery matters</li> </ul>	Number of municipalities supported to implement operation and maintenance plans	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan: 5	All municipalities have 8% of budgets allocated and spent on operations and maintenance	-	New	54	53	53	53	53

MUNICIPAL INFRASTRUCTURE										
1. Improved Co-operative Governance										
1.1. Improved functionality of Inter-Governmental Relations										
Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS		
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Infrastructure COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	-	-	100%	100%	100%	100%	100%

MUNICIPAL INFRASTRUCTURE QUARTERLY TARGETS

MUNICIPAL INFRASTRUCTURE											
4. Strengthened delivery of Basic services											
4.1. Improved co-ordination of service delivery											
Co-ordinate service delivery utilising IGR Fora											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Functionality of IGR Fora to promote the coordination of service delivery			Number of functional coordinating structures for infrastructure development and service delivery	Number of functional coordinating structures for infrastructure development and service delivery	11	PGDP Goal 4	Quarterly	3 infrastructure forums convened	4 infrastructure forums convened	3 infrastructure forums convened	1 infrastructure forum convened
								Data collection and collation on the delivery of infrastructure as per required standards	Mid-Year assessment report on the implementation of infrastructure delivery programmes produced	Data Collection and collation on the delivery of infrastructure as per required standards	Year-end Assessment Report on the implementation of infrastructure delivery programmes produced
								Municipalities supported with project scoping (MIG)	Municipalities supported with Business planning (MIG)	Municipalities supported to draft Capital Development Plans	53 municipalities supported to achieve 65% expenditure on MIG
			Number of municipalities monitored on the implementation of infrastructure delivery programmes	53	DCOG Indicator	Quarterly					
			Number of municipalities supported with the implementation of MIG	53	PGDP Goal 4	Quarterly					

MUNICIPAL INFRASTRUCTURE								
STRATEGIC GOAL	4. Strengthened delivery of Basic services							
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery							
INTERVENTION	Support municipalities to improve the delivery of basic services							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Support municipalities on the delivery of basic services	Number of municipalities supported with increasing yard water connections	13		Quarterly	Municipalities assessed on status of yard water connections 13 Municipal Reports on new yard connections	Municipalities supported with increasing water connections 13 Municipal Reports on new yard connections	Municipalities supported with increasing water connections 13 Municipal Reports on new yard connections	13 municipalities supported
	Number of municipalities supported in provision of basic level of sanitation services	13	PGDP Goal 4	Quarterly	Municipalities assessed on status of basic level of sanitation services 13 Municipal Reports on new basic level of sanitation services	Municipalities supported with provision of basic level of sanitation services 13 Municipal Reports on new basic level of sanitation services	Municipalities supported with provision of basic level of sanitation services 13 Municipal Reports on new basic level of sanitation services	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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Municipalities with the supply of energy	Number of municipalities supported with increasing households with a source of electrical supply	3	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan: 5	Quarterly	Municipalities supported	Implementation monitored	Implementation monitored	3 municipalities supported with a source of electrical supply

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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
<ul style="list-style-type: none"> <li>Support municipalities in implementing operations and maintenance plans</li> <li>Support municipalities in implementing infrastructure plans</li> <li>Strengthen the capacity of municipalities to efficiently deliver infrastructure services as per required standards</li> <li>Establish and maintain appropriate technical capacity at municipal level</li> <li>Improve Departmental technical capacity to respond to provincial and municipal service delivery matters</li> </ul>	Number of municipalities supported to implement operation and maintenance plans	53	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan 5:	Quarterly	53 Draft IDPs assessed on adequate technical and financial provision for Operation and Maintenance Municipalities supported to implement operation and maintenance plans	53 Adopted IDPs assessed on adequate technical and financial provision for Operation and Maintenance Municipalities supported to implement operation and maintenance plans	Municipalities assessed on the status of O & M Plans  53 municipalities supported to implement Operation and Maintenance Plans

MUNICIPAL INFRASTRUCTURE							
STRATEGIC GOAL	1. Improved Co-operative Governance						
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations						
INTERVENTION	Integrated and sustainable support to Municipalities						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Infrastructure COGTA B2B 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



SUB-PROGRAMME: DISASTER MANAGEMENT

DISASTER MANAGEMENT										
STRATEGIC GOAL	6. Adaptation to climate change									
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.									
INTERVENTION	Response to Climate Change									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Disseminate early warning systems, impact, frequency and response plan.	Percentage of disaster incidents where prior warning was disseminated	PGDP: Goal 5	100% Regular forecast of anticipated impacts of climate change and response plan	100%	-	100%	100%	100%	100%	100%
	Percentage of disaster events responded to within 6 hours	PGDP: Goal 5	Average time taken to respond to disaster events (72 hours co-ordination from the Department)	72hrs	-	6hrs	100%	100%	100%	100%
	Number of Integrated Communication System projects installed	PGDP: Goal 5	100% Regular forecast of anticipated impacts of climate change and response plan	-	-	-	-	1	-	-

DISASTER MANAGEMENT										
STRATEGIC GOAL	6. Adaptation to climate change									
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management									
INTERVENTION	Integrated Institutional Arrangements for Disaster Risk Management									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			ESTIMATED 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	16/17		ANNUAL TARGET 18/19	19/20	20/21
Provincial and District Disaster Management IGR Structures operational	Number of Disaster Management Advisory Forums supported	PGDP: Goal 5	All Provincial and District Disaster Management IGR Structures operational	-	-	-	12	12	12	12

# Programme 4: Traditional Affairs





DISASTER MANAGEMENT										
6. Adaptation to climate change										
6.2. Improved Disaster Management										
Capacity Building for Disaster Risk Management										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Capacitate municipalities on Disaster Risk Management.	Number of municipalities supported on Fire Brigade Services	DCOG Indicator	10 Districts and 1 Metro	New	-	-	-	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

DISASTER MANAGEMENT										
6. Adaptation to climate change										
6.2. Improved Disaster Management										
Monitoring and Evaluation										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
Monitor the implementation of Disaster Risk Reduction Legislation by Municipalities, Sector Departments and stakeholders	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	PGDP: Goal 5	10 Districts plus 1 Metro (11)	New	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)	10 Districts plus 1 Metro (11)
	Number of sector departments and Stakeholders monitored on the implementation of Disaster Risk Management Legislation		-	-	7 Sector Departments and 3 Stakeholders	7 Sector Departments and 3 Stakeholders	7 Sector Departments and 3 Stakeholders	7 Sector Departments and 3 Stakeholders	7 Sector Departments and 3 Stakeholders	
	Number of municipalities supported to maintain functional Disaster Management Centres		10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	Province, 10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro

DISASTER MANAGEMENT QUARTERLY TARGETS

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.							
INTERVENTION	Response to Climate Change							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Disseminate early warning systems, impact, frequency and response plan.	Percentage of disaster incidents where prior warning was disseminated	100%	PGDP: Goal 5	Quarterly	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Percentage of disaster events responded to within 6 hours	100%	PGDP: Goal 5	Quarterly	100% Weather warnings disseminated	100% Weather warnings disseminated	100% Weather warnings disseminated	100% Weather warnings disseminated
	Number of Integrated Communication System projects installed	1	PGDP: Goal 5	Quarterly	100% disaster events responded to within 6 hours	100% disaster events responded to within 6 hours	100% disaster events responded to within 6 hours	100% disaster events responded to within 6 hours

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management							
INTERVENTION	Integrated Institutional Arrangements for Disaster Risk Management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Provincial and District Disaster Management IGR Structures operational	Number of Disaster Management Advisory Forums supported	12	PGDP: Goal 5	Quarterly	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
					1 Provincial Disaster Management Advisory Forum held	1 Provincial Disaster Management Advisory Forum held	1 Provincial Disaster Management Advisory Forum held	1 Provincial Disaster Management Advisory Forum held
					11 Municipal Disaster Management Advisory Forums supported	11 Municipal Disaster Management Advisory Forums supported	11 Municipal Disaster Management Advisory Forums supported	11 Municipal Disaster Management Advisory Forums supported

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management							
INTERVENTION	Capacity Building for Disaster Risk Management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Capacitate municipalities on Disaster Risk Management.	Number of municipalities supported on Fire Brigade Services	10 Districts and 1 Metro	DCOG Indicator	Quarterly	Conduct review of Municipal Fire Capacity Assessment (10 Districts and 1 Metro)	4 Districts monitored and supported with municipal fire brigade services	4 Districts monitored and supported with municipal fire brigade services	2 Districts and 1 Metro monitored and supported with municipal fire brigade services
					Provincial Technical Support Plan developed	Registered candidates capacitated on firefighting	Registered candidates capacitated on firefighting	Registered candidates certified on firefighting
					Coordinate recruitment of 30 municipal firefighting trainees			
					Database of registered candidates developed			

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management							
INTERVENTION	Monitoring and Evaluation							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Monitor the implementation of Disaster Risk Reduction Legislation by Municipalities, Sector Departments and stakeholders	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	Implementation of Disaster Management Legislation monitored  Disaster Management Sector Plans Assessed for alignment with the IDP and climate change risks  Summer contingency plan developed  Winter Seasonal Awareness campaign conducted	Implementation of Disaster Management Legislation monitored  Municipalities supported to review Disaster Management Sector Plans based on IDP Assessment	Implementation of Disaster Management Legislation monitored  Municipalities supported to review Disaster Management Sector Plans based on IDP Assessment	10 Districts and 1 Metro supported with Disaster Risk Management Legislation  10 Districts and 1 Metro supported with Disaster Risk Management Planning  Winter Contingency Plan developed
	Number of sector departments and Stakeholders monitored on the implementation of Disaster Risk Management Legislation	7 Sector Departments and 3 Stakeholders		Quarterly	Implementation of Disaster Management Legislation monitored  Sector Departments and stakeholders supported to review/draft Disaster Management Plans audited	Implementation of Disaster Management Legislation monitored  4 Sector Departments and 2 Stakeholders supported to review/draft Disaster Management Plans	Implementation of Disaster Management Legislation monitored  3 Sector Departments and 1 Stakeholder supported to review/draft Disaster Management Plans	7 sector departments and 3 Stakeholders monitored on the implementation of Disaster Risk Management Legislation
	Number of municipalities supported to maintain functional Disaster Management Centres	10 districts plus 1 metro	DCOG Indicator	Quarterly				10 districts plus 1 metro functional

## OVERVIEW OF THE 2017/2018 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 3

Table 5.1 : Summary of payments and estimates by sub-programme: Programme 3: 3. Development And Planning

R thousand	Outcome		Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16				2016/17	2018/19	2019/20
1. Spatial Planning	38 163	34 175	32 899	42 220	44 591	55 232	68 013	65 896
2. Land Use Management	17 697	18 596	21 876	24 694	22 021	22 942	24 393	26 297
3. Local Economic Development	337 806	174 748	252 417	120 205	159 545	123 889	135 687	141 767
4. Municipal Infrastructure	196 151	295 101	108 756	76 268	79 503	92 134	77 507	62 911
5. Disaster Management	88 860	105 033	206 373	56 207	79 207	52 925	59 555	63 390
6. Idp Co-Ordination	20 574	14 055	14 825	19 141	17 811	21 516	24 701	26 095
7. Ppdc	-	-	-	-	-	-	-	-
Total payments and estimates	699 251	641 708	637 146	338 735	402 678	368 638	389 856	386 356

Table 5.2 : Summary of payments and estimates by economic classification: Programme 3: 3. Development And Planning

R thousand	Outcome		Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16				2016/17	2018/19	2019/20
Current payments	254 237	251 149	307 390	289 629	313 136	309 631	336 133	330 967
Compensation of employees	101 964	109 684	98 736	122 072	111 155	136 807	160 015	174 522
Goods and services	152 273	141 465	208 654	167 557	201 981	172 824	176 118	156 445
Interest and rent on land	-	-	-	-	-	-	-	-
Transfers and subsidies to:	399 286	336 300	286 298	21 000	21 000	19 520	21 430	22 650
Provinces and municipalities	347 061	272 906	156 034	20 900	20 900	19 070	21 430	22 650
Departmental agencies and acc	18 850	6 150	14 550	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-
Foreign governments and intern	-	-	-	-	-	-	-	-
Public corporations and private	33 254	45 100	110 333	-	-	-	-	-
Non-profit institutions	-	11 536	4 947	-	-	-	-	-
Households	121	608	434	100	100	450	-	-
Payments for capital assets	45 728	54 259	43 458	28 106	68 542	39 487	32 293	32 739
Buildings and other fixed structu	39 342	42 150	24 495	20 674	60 632	32 117	24 672	24 794
Machinery and equipment	6 386	12 109	18 698	7 282	7 760	7 208	7 457	7 755
Heritage Assets	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-
Software and other intangible as	-	265	-	150	150	162	164	190
Payments for financial assets	-	-	-	-	-	-	-	-
Total economic classification	699 251	641 708	637 146	338 735	402 678	368 638	389 856	386 356

## 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.

### STRATEGIC OBJECTIVE INDICATOR

STRATEGIC GOAL 2: STRENGTHENED GOVERNANCE									
STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
2.1. Improved capacity of political and administrative governance	Number of Provincial and Local Houses capacitated in line with the Provincial Capacity Building Strategy	PGDP: Goal 6	1 Provincial House and 11 Houses	-	1 Provincial House and 11 Houses	1 Provincial House and 11 Houses	1 Provincial House and 11 Houses	1 Provincial House and 11 Houses	1 Provincial House and 11 Houses



OFFICE OF THE DEPUTY DIRECTOR GENERAL: TRADITIONAL INSTITUTIONAL MANAGEMENT

OFFICE OF THE DEPUTY DIRECTOR GENERAL: TRADITIONAL INSTITUTIONAL MANAGEMENT												
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			Strengthen internal control measures to minimise risk and act as an early warning system:	Percent of Programme 4 AG Issues resolved	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	100%	-	-	-	100%	100%	100%
			<ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>									

OFFICE OF THE DEPUTY DIRECTOR GENERAL: TRADITIONAL INSTITUTIONAL MANAGEMENT												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Sound financial management												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20
			In order to ensure an efficient SCM	Percentage of Programme 4 Departmental Procurement Plan	MPAT KPA 4 STD 4.2.1	No unauthorised, irregular, fruitless and wasteful expenditure	-	-	-	-	100%	100%
			<ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 4 suppliers paid within the thirty day period	MPAT KPA 4 STD 4.2.2	No unauthorised, irregular, fruitless and wasteful expenditure	-	New	94%	100%	100%	100%

OFFICE OF THE DEPUTY DIRECTOR GENERAL: TRADITIONAL INSTITUTIONAL MANAGEMENT QUARTERLY TARGETS

OFFICE OF THE DEPUTY DIRECTOR GENERAL: TRADITIONAL INSTITUTIONAL MANAGEMENT								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> <li>Internal Audit Plan</li> <li>Risk management Plan</li> <li>Compliance Auditing</li> <li>AG Management Action Plan</li> </ul>	Percentage of Programme 4 AG issues resolved	100%	NDP Chapter 14 MPAT KPA 2 STD 2.3.2	Quarterly	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified	2017/2018 Risk Action/mitigation Plans monitored and verified

OFFICE OF THE DEPUTY DIRECTOR GENERAL: TRADITIONAL INSTITUTIONAL MANAGEMENT								
2. Strengthened Governance								
2.1. Improved capacity of political and administrative governance								
Ensure Sound financial management								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
In order to ensure an efficient SCM <ul style="list-style-type: none"> <li>The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget</li> <li>The Department will implement effective and efficient management of the acquisition processes</li> </ul>	Percentage of Programme 4 expenditure in line with the Departmental Procurement Plan	100%	MPAT KPA 4 STD 4.2.1	Quarterly	Procurement Plan consolidated	75% expenditure as per the Approved Procurement Plan	100% expenditure as per the Approved Procurement Plan	Procurement Plan consolidated for the 19/20 FY
	Percentage of Programme 4 suppliers paid within the thirty day period	100%	MPAT KPA 4 STD 4.2.2	Quarterly	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period	100% suppliers paid within the thirty day period

SUB-PROGRAMME: TRADITIONAL INSTITUTIONAL ADMINISTRATION

TRADITIONAL GOVERNANCE														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Implementation of policies, legislation and regulations towards transformation and regulation of the sector.														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	AUDITED PERFORMANCE			MEDIUM TERM TARGETS					
						14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21		
			To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership  Number of Programmes implemented to support the recognition of Traditional Leadership	PGDP: Goal 6 & Outcome 9 Sub Outcome 3  PGDP: Goal 6	Cultural and customary programmes promoted in the Institution of Traditional Leadership and in our communities	-	-	-	1	-	-	1	1

TRADITIONAL GOVERNANCE															
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															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	AUDITED PERFORMANCE			MEDIUM TERM TARGETS						
						14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21			
			Support platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels	Percentage of approved cultural platforms supported  Number of izizwe with updated family trees	PGDP: Goal 6  PGDP: Goal 6	100% of approved cultural platforms supported	100%	-	100%	100%	100%	100%	100%	300	300

DISPUTE RESOLUTION										
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	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS		
				14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Percentage of succession claims/disputes processed	DCOG Indicator PGDP: Goal 6	Cultural and customary programmes promoted in the Institution of Traditional Leadership and in our communities	100%	100%	100%	100%	100%	100%	100%
	Percentage of Litigation matters monitored	PGDP: Goal 6		-	-	-	-	100%	100%	100%

TRADITIONAL INSTITUTIONAL ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL GOVERNANCE								
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	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	1 Programme implemented to support Legislature	1 Programme implemented to support Legislature	1 Programme implemented to support Legislature	Bill Finalised
	Number of Programmes implemented to support the recognition of Traditional Leadership	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	100% of genealogy updated within 1 week of receipt of minutes from Umdeni 100% recognitions submitted to cabinet for approval within 2 weeks of receipt of minutes from Umdeni 100% of approved recognitions gazetted within a week of cabinet approval 100% of approval letters handed to iNkosi/iBambabukhosi within a week of gazetting	100% of genealogy updated within 1 week of receipt of minutes from Umdeni 100% recognitions submitted to cabinet for approval within 2 weeks of receipt of minutes from Umdeni 100% of approved recognitions gazetted within a week of cabinet approval 100% of approval letters handed to iNkosi/iBambabukhosi within a week of gazetting	100% of genealogy updated within 1 week of receipt of minutes from Umdeni 100% recognitions submitted to cabinet for approval within 2 weeks of receipt of minutes from Umdeni 100% of approved recognitions gazetted within a week of cabinet approval 100% of approval letters handed to iNkosi/iBambabukhosi within a week of gazetting	100% of genealogy updated within 1 week of receipt of minutes from Umdeni 100% recognitions submitted to cabinet for approval within 2 weeks of receipt of minutes from Umdeni 100% of approved recognitions gazetted within a week of cabinet approval 100% of approval letters handed to iNkosi/iBambabukhosi within a week of gazetting
								Roll Out Plan Initiated

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											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
		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% approved cultural platforms supported	100% approved cultural platforms supported	100% approved cultural platforms supported	100% approved cultural platforms supported	
			Number of Iizwe with updated family trees	300	PGDP: Goal 6	Quarterly	75	75	75	75	

DISPUTE RESOLUTION											
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											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
		To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Percentage of succession claims/disputes processed	100%	DCOG Indicator	Quarterly	100% succession claims/disputes processed	100% succession claims/disputes processed	100% succession claims/disputes processed	100% succession claims/disputes processed	
			Percentage of Litigation matters monitored	100%	PGDP: Goal 6	Quarterly	100% litigation matters monitored	100% litigation matters monitored	100% litigation matters monitored	100% litigation matters monitored	

SUB-PROGRAMME: TRADITIONAL RESOURCE ADMINISTRATION

TRADITIONAL RESOURCE ADMINISTRATION

2. Strengthened Governance															
2.1. Improved capacity of political and administrative governance															
Stabilisation and strengthening of Traditional Leadership															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	AUDITED PERFORMANCE				MEDIUM TERM TARGETS				
							14/15	15/16	16/17	ESTIMATED 17/18	ANNUAL TARGET 18/19	19/20	20/21		
				Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		-	-	-	1	1	1	1	1	1
				Number of Engagement Sessions facilitated for the Institution of Traditional Leadership	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		-	-	-	-	48	48	48	48	48
				Number of Provincial Houses of Traditional Leaders supported with functionality	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		-	-	1	1	1	1	1	1	1
				Number of Local Houses of Traditional Leaders supported with functionality	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	One Provincial House and eleven Local Houses capacitated in line with the capacity building strategy	-	-	11	11	11	11	11	11	11
				Number of Traditional Councils supported to perform their duties	DCOG Indicator		-	-	-	257	257	257	257	257	257
				Number of performance management systems developed for the Institution of Traditional Leadership	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		-	-	-	-	1	1	1	1	1
				Number of Policies implemented on support to families of deceased Amakosi	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		-	-	-	-	1	1	1	1	1
				Number of head counts conducted on izinduna	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		-	-	-	4	4	4	4	4	4



TRADITIONAL RESOURCE ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL RESOURCE ADMINISTRATION												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Stabilisation and strengthening of Traditional Leadership												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS					
ACTIONS							1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>		
			Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	Capacity Building Interventions implemented Skills Audit on Amakosi updated	Capacity Building Interventions implemented 1 Knowledge Sharing Seminar held	Capacity Building Interventions implemented	Capacity building programme implemented 1 Knowledge Sharing Seminar held Consolidated capacity building programme reviewed for the 19/20 FY		
			Number of Engagement Sessions facilitated for the institution of Traditional Leadership	48	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	Decisions taken at meetings monitored Functionality Criteria/ Assessment Tool reviewed	1 Munimec for Traditional Leaders held Decisions taken at meetings monitored	Decisions taken at meetings monitored	Decisions taken at meetings monitored	1 Munimec for Traditional Leaders held Decisions taken at meetings monitored	
			Number of Provincial Houses of Traditional Leaders supported with functionality	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	1 House assessed Remedial actions produced 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved Provincial House Opened 1 Provincial House supported with functionality	

TRADITIONAL RESOURCE ADMINISTRATION														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Stabilisation and strengthening of Traditional Leadership														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>			
				Number of Local Houses of Traditional Leaders supported with functionality	11	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	Functionality Criteria/ Assessment Tool reviewed 11 Houses assessed Remedial actions produced 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved	Implementation of Remedial actions monitored 100% COGTA Issues resolved	11 Local Houses supported with functionality Implementation of Remedial actions monitored	Physical conditions assessed 100% of Cash Books Reviewed monthly Consolidated Report developed on support provided to Amakosi by all Sectors Partnership with identified Sector Departments maintained 257 Traditional Councils supported	
				Number of Traditional Councils supported to perform their duties	257	DCOG Indicator	Quarterly	Functionality Criteria/ Assessment Tool reviewed 257 TCs assessed Physical conditions assessed Remedial actions produced 100% of Cash Books Reviewed monthly Consolidated Report developed on support provided to Amakosi by all Sectors Partnership with identified Sector Departments maintained	Implementation of Remedial actions monitored Physical conditions assessed 100% of Cash Books Reviewed monthly Consolidated Report developed on support provided to Amakosi by all Sectors Partnership with identified Sector Departments maintained	Implementation of Remedial actions monitored Physical conditions assessed 100% of Cash Books Reviewed monthly Consolidated Report developed on support provided to Amakosi by all Sectors Partnership with identified Sector Departments maintained	Implementation of Remedial actions monitored Physical conditions assessed 100% of Cash Books Reviewed monthly Consolidated Report developed on support provided to Amakosi by all Sectors Partnership with identified Sector Departments maintained 257 Traditional Councils supported	Performance Monitoring Tool Developed for the Institution of Traditional Leadership	Amakosi and Stakeholders consulted on customised Job Descriptions	National Job Descriptions for the institution of traditional leadership customised for KZN
				Number of performance management systems developed for the Institution of Traditional Leadership	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly							

- 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

TRADITIONAL RESOURCE ADMINISTRATION															
2. Strengthened Governance															
2.1. Improved capacity of political and administrative governance															
Stabilisation and strengthening of Traditional Leadership															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2018/2019	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS							
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>				
			<ul style="list-style-type: none"> <li>Audit skills levels of traditional leadership institutions</li> <li>Capacitate traditional institutions in accordance to the Provincial capacity building strategy</li> <li>Provide support to Houses of Traditional Leaders to ensure that they are established and functional</li> </ul>	<p>Number of Policies implemented on support to families of deceased Amakosi</p> <p>Number of head counts conducted on izinduna</p>	<p>1</p> <p>4</p>	<p>PGDP: Goal 6 &amp; Outcome 9 Sub Outcome 3</p> <p>PGDP: Goal 6 &amp; Outcome 9 Sub Outcome 3</p>	<p>Quarterly</p> <p>Quarterly</p>	<p>1 Policy implemented</p> <p>1 head count conducted on 11 Districts</p>	<p>1 Policy implemented</p> <p>1 head count conducted on 11 Districts</p>	<p>1 Policy implemented</p> <p>1 head count conducted on 11 Districts</p>	<p>1 Policy implemented</p> <p>1 head count conducted on 11 Districts</p>	<p>1 Policy implemented</p> <p>1 head count conducted on 11 Districts</p>			

## OVERVIEW OF THE 2017/2018 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 4

Table 6.1 : Summary of payments and estimates by sub-programme: Programme 4: 4. Traditional Institutional Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2018/19	2019/20	2020/21
1. Traditional Institutional Administration	118 297	152 811	223 826	440 852	440 852	471 813	448 918	477 000	509 465
2. Traditional Resource Administration	80 558	76 391	73 923	82 207	82 207	74 427	82 505	79 897	85 739
3. Rural Development Facilitation	18 195	17 594	17 310	20 410	20 410	18 105	22 345	24 722	27 086
4. Traditional Land Administration	17 018	18 534	16 607	17 798	17 798	17 487	20 793	22 130	23 597
Total payments and estimates	234 068	265 330	331 666	561 267	561 267	581 832	574 561	603 749	645 887

Table 6.2 : Summary of payments and estimates by economic classification: Programme 4: 4. Traditional Institutional Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2018/19	2019/20	2020/21
Current payments	145 594	158 934	301 848	560 617	560 617	578 296	567 849	603 094	645 273
Compensation of employees	143 327	156 480	168 299	517 149	517 149	417 236	524 776	561 152	601 568
Goods and services	2 267	2 454	133 549	43 468	43 468	161 060	43 073	41 942	43 705
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	85 179	104 508	29 481	600	600	600	1 150	550	454
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private entities	-	-	-	-	-	-	-	-	-
Non-profit institutions	83 121	103 275	27 704	-	-	-	-	-	-
Households	2 058	1 233	1 777	600	600	600	1 150	550	454
Payments for capital assets	3 274	1 888	337	50	50	2 936	5 562	105	160
Buildings and other fixed structures	2 347	-	-	-	-	-	-	-	-
Machinery and equipment	927	1 796	337	50	50	2 936	5 477	85	140
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	92	-	-	-	-	85	20	20
Payments for financial assets	21	-	-	-	-	-	-	-	-
Total economic classification	234 068	265 330	331 666	561 267	561 267	581 832	574 561	603 749	645 887

## PART C: LINKS TO OTHER PLANS

## LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Table B.5: Co-Operative Governance And Traditional Affairs - Payments of Infrastructure by category

No.	Type of Infrastructure	Project name	IDMS Gate / Project status	Municipality / Region	Project duration		Source of funding	Budget programme name	Delivery Mechanism (Individual project or Packaged Program)	Total project cost	Total Expenditure from previous years	MTEF Forward estimates		
					Date: Start	Date: Finish						MTEF 2019/20	MTEF 2020/21	
1.	New infrastructure assets													
1	Park home offices	District Office (Admin Block)	Construction works/incomplete	Herry Gwala	01/04/2015	31/10/2015	Equitable share	Administration	Individual project	-	-	-	-	
2	Park home offices	District Office (Admin Block)	Project Complete	Ethekewini	01/07/2016	30/09/2018	Equitable share	Administration	Individual project	-	-	-	-	
3	Disaster Management Centre	Provincial Disaster Management Centre	Construction	Msunduzi	26/2/2014	30/11/2014	Equitable share	Programme 3	Individual project	-	-	2 222	2 344	
4	Community Service Centre	Malimabalo	Construction works	Umzinyathi	26/2/2014	30/05/2019	Equitable share	Programme 3	Individual project	14 659	7 638	-	-	
5	Community Service Centre	Silushana	Tender	Umzinyathi	13/04/2018	15/6/2019	Equitable share	Programme 3	Individual project	6 500	228	3 000	-	
6	Community Service Centre	Mvuzana	Design	Ilembe	15/2/2019	31/01/2021	Equitable share	Programme 3	Individual project	16 500	564	2 000	7 600	
7	Community Service Centre	Amahlubi	Construction works	Uthukela	6/9/2016	15/5/2018	Equitable share	Programme 3	Individual project	6 500	10 505	-	-	
Total New infrastructure assets											18 935	27 604	16 222	23 344



## CONDITIONAL GRANTS

Name of Grant	Purpose	Performance Indicator	Continuation	Motivation
Schemes Support	To support Municipalities in preparing legally compliant Schemes: uMngeni Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Schemes Support	To support Municipalities in preparing legally compliant Schemes: Nongoma Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Schemes Support	To support Municipalities in preparing legally compliant Schemes: Ulundi Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Schemes Support	To support Municipalities in preparing legally compliant Schemes: Mubatuba Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Schemes Support	To support Municipalities in preparing legally compliant Schemes: Big Five Hlabisa Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Schemes Support	To support Municipalities in preparing legally compliant Schemes: Mlolozi Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Development Planning Shared Service	Implementation of DPSS in Ugu District Municipality	Number of District Shared Services implemented	2014/15; 2015/16; 2016/17 & 2017/18	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in Umgungundlovu District Municipality	Number of District Shared Services implemented	2014/15	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in uThukela District Municipality	Number of District Shared Services implemented	2014/15; 2015/16; 2016/17 & 2017/18	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in Umzimnyathi District Municipality	Number of District Shared Services implemented	2014/15; 2015/16; 2016/17 & 2017/18	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in Amajuba District Municipality	Number of District Shared Services implemented	2014/15; 2015/16 & 2016/17	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in Zululand District Municipality	Number of District Shared Services implemented	2014/15 & 2015/16	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in King Cetshwayo District Municipality	Number of District Shared Services implemented	2014/15; 2015/16; 2016/17 & 2017/18	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of IDP Projects in uMngeni Municipality	Number of municipalities supported with development of legally compliant IDP	-	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Development Planning Shared Service	Implementation of IDP Projects in Mkhambathini Municipality	Number of municipalities supported with development of legally compliant IDP	-	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Development Planning Shared Service	Implementation of IDP Projects in Inkosi Langalibalele Municipality	Number of municipalities supported with development of legally compliant IDP	2016/17 & 2017/18	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Development Planning Shared Service	Implementation of IDP Projects in Alfred Duma Municipality	Number of municipalities supported with development of legally compliant IDP	2016/17	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Development Planning Shared Service	Implementation of IDP Projects in eDumbe Municipality	Number of municipalities supported with development of legally compliant IDP	2016/17	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Spatial Development Framework Support	Spatial Development Framework Support to Umdoni Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)
Spatial Development Framework Support	Spatial Development Framework Support to Inkosi Langalibalele Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)
Spatial Development Framework Support	Spatial Development Framework Support to Alfred Duma Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)



Name of Grant	Purpose	Performance Indicator	Continuation	Motivation
Spatial Development Framework Support	Spatial Development Framework Support to KwaDukuza Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)
Spatial Development Framework Support	Spatial Development Framework Support to Ubuhlebezwe Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)
Sustainable Living Exhibition	Support to host exhibition: Ethekwini Municipality			Support the Municipality to host the Sustainable Living Exhibition which is aimed at showcasing such sustainability efforts, provide an opportune learning, sharing and networking experience to the broad spectrum of the public and to inspire action at individual, organizational, sectoral or community levels.

## 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		
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	<b>SDG 1:</b> End poverty in all its forms everywhere	<b>Goal 3:</b> Increased economic opportunities	3.1. Strengthened sectoral development
		1.1 (b) Poverty and Hunger	<b>SDG 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		3.2. Improved government led job creation programmes
	1.1 (d) Modern Affordable and Liveable Habitats and Quality Basic Services	<b>SDG 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable <b>SDG 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<b>Goal 1:</b> Improved Co-operative Governance <b>Goal 4:</b> 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 Sustainable and Inclusive Economic Growth		<b>SDG 1:</b> End poverty in all its forms everywhere <b>SDG 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<b>Goal 5:</b> Well Integrated Spatial Planning System	5.1. Improved spatial hierarchy of services
				<b>Goal 3:</b> Increased economic opportunities	3.1. Strengthened sectoral development 3.2. Improved government led job creation programmes

AFRICAN UNION AGENDA 2063			SUSTAINABLE DEVELOPMENT GOALS 2030		DEPARTMENT GOALS	DEPARTMENT'S STRATEGIC OBJECTIVES
ASPIRATION	GOALS	PRIORITY AREAS	GOALS	GOALS		
	1.7 Environmentally sustainable and climate resilient Economies and Communities	1.7 (a) Sustainable Consumption Patterns 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	<p><b>SDG 6:</b> Ensure availability and sustainable management of water and sanitation for all</p> <p><b>SDG 7:</b> Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p><b>SDG 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p> <p><b>SDG 13:</b> Take urgent action to combat climate change and its impacts</p>	<p><b>Goal 4:</b> Strengthened delivery of Basic services</p> <p><b>Goal 6:</b> Adaptation to Climate Change</p>	<p>4.1. Improved co-ordination of service delivery</p> <p>6.1. Increased adaptation to Climate Change impacts.</p> <p>6.2. Improved Disaster Management</p>	
2. An Integrated Continent, Politically United, based on the Ideals of Pan Africanism and the Vision of Africa's Renaissance	2.3 World Class Infrastructure Criss-crosses Africa	2.3 (a) Communications and Infrastructure Connectivity;	<p><b>SDG 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p> <p><b>SDG 9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p><b>Goal 4:</b> Strengthened delivery of Basic services</p>	<p>4.1. Improved co-ordination of service delivery</p>	
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	<p><b>SDG 5:</b> Achieve gender equality and empower all</p> <p><b>SDG 10:</b> Reduce inequality within and among countries</p> <p><b>SDG 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p><b>SDG 17:</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p>	<p><b>Goal 2:</b> Strengthened Governance</p>	<p>2.1. Improved capacity of political and administrative governance</p> <p>2.2. Strengthened accountability of governance institutions</p> <p>2.3. Improved decision making through citizen participation</p>	

The following amendments have been made in respect of Interventions and Actions contained in the 2015-2020 Strategic Plan

### PROGRAMME ONE

Amendment	Sub-Programme	Action	Indicator
Addition of an action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1.</b> Improved capacity of political and administrative governance, <b>Intervention:</b> 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 <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1.</b> Improved capacity of political and administrative governance, <b>Intervention:</b> 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	Percentage of ministerial projects supported
			Percentage of ministerial events supported with VIP services
Addition of an action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1.</b> Improved capacity of political and administrative governance, <b>Intervention:</b> 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"> <li>PFMA regulations</li> <li>MPAT requirements in respect of the four key result areas being: <ul style="list-style-type: none"> <li>Strategic Management</li> <li>Governance and Accountability</li> <li>Financial Management</li> <li>Human Resource Management</li> </ul> </li> </ul>	Percentage of Departmental buildings compliant with security policy
			Number of policies implemented in respect of Information and physical security
Addition of an action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.2.</b> Improved capacity of political and administrative governance, <b>Intervention:</b> 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	Align Planning with Budget processes, service delivery and organisational processes	Number of Departmental Clean Audit achieved
			Number of MPAT Key Performance Areas that fully comply with level 4 rating
Addition of an action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.2.</b> Improved capacity of political and administrative governance, <b>Intervention:</b> 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	Conduct Internal Audits and implement remedial actions for non-compliance	Number of Budget and Annual performance plans implemented
			Number of Internal Audit processes implemented
Addition of an action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1.</b> Improved capacity of political and administrative governance, <b>Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance	Office of the Head of Department	Facilitate change management and succession planning	Number of SMS mentoring processes implemented

Amendment	Sub-Programme	Action	Indicator
<p>Addition of an action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of actions to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Build the capacity and capability of the Department to promote clean, effective and efficient governance</p>	<p>Office of the Head of Department</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Human Resource Management</p> <p>Auxiliary Services</p>	<ul style="list-style-type: none"> <li>Promote inclusive and shared leadership amongst SMS</li> <li>Promote effective and speedy decision making for programme and project implementation</li> </ul> <p>Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions.</p> <ul style="list-style-type: none"> <li>Undertake a skills audit including qualifications</li> <li>Skills development Plan for departmental staff</li> <li>Skills levy</li> </ul> <p>Implement the MTEF HR Plan</p> <p>Physically verify all staff on the establishment by conducting head counts. Salaries of all unverified staff to be frozen.</p> <p>Develop and implement an electronic leave system</p> <p>Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting</p> <ul style="list-style-type: none"> <li>Alignment of Performance Management to the Strategic Plans of the Department.</li> <li>Assess staff performance and implement improvement plans for poor performance</li> </ul> <p>Implement an Employee Wellness programme which is aligned to the Employee Health and Wellness Strategic Framework for the Public Service</p> <p>The Department follows the prescribed procedures for PAIA when granting requests of information (PAIA Act 2 of 2000)</p>	<p>Number of Departmental management structures functional</p> <p>Percentage of staff capacitated in accordance with the Departmental Training Plan</p> <p>Percentage of planned targets contained in MTEF HR plan achieved</p> <p>Prescribed percentage of staff that can be held addition to establishment</p> <p>Number of electronic leave systems implemented</p> <p>Number of diversity management strategies implemented</p> <p>Number of Performance Management Systems implemented</p> <p>Number of Employee Health and Wellness Policies implemented</p> <p>Number of Employee Assistance Programmes undertaken</p> <p>Number of PAIA Manuals Implemented</p>

Amendment	Sub-Programme	Action	Indicator
<p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance,</b>  <b>Intervention:</b> Improve Organisational Proficiency</p>	Policy and Research	Establish a LG and TA archive and knowledge management/generation policy and implement this policy through the identification of historical information to be researched, documented, packaged, published and archived.	Number of sector knowledge management/ generation research projects undertaken
<p>Addition of action to <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance,</b>  <b>Intervention:</b> Improve Organisational Proficiency</p>	Policy and Research	Continuously investigating, researching and distributing new/ cutting edge governance and administration methodologies and infrastructure/ LED/ sustainable settlement innovations	Number of sector innovation research projects undertaken

**PROGRAMME TWO**

Amendment	Sub-Programme	Action	Indicator
<p>Addition of Actions to <b>Strategic Goal 1: Improved Co-operative Governance, Strategic Objective 1.1. Improved functionality of Inter-Governmental Relations. Intervention:</b> Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora).</p> <p>Movement of interventions and actions from <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Stabilisation and strengthening of Traditional Leadership from <b>Programme 4: Rural Development Facilitation to Programme 2: Municipal Governance and Administration</b></p>	<p>Local Government Specialists</p>	<ul style="list-style-type: none"> <li>Implement Municipal Strategic Planning through coordination of sector departments and municipalities.</li> <li>Measure Performance on the implementation of IDP, B2B Support Plans and institutionalise PMS</li> </ul>	<p>Number of municipalities supported with coordinated service delivery</p>
<p>Amendment of action from <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention:</b> Stabilisation and strengthening of Traditional Leadership <b>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</b></p>	<p>Municipal Governance and Administration</p>	<ul style="list-style-type: none"> <li>Support municipalities in improving participation of traditional leaders at municipal level. (Section 81)</li> <li>Establishment of IGR Structures on Traditional Affairs</li> </ul>	<p>Number of municipalities with the participation of traditional leaders</p>
<p>Removal of Actions from <b>Strategic Goal 1: Improved Co-operative Governance, Strategic Objective 1.1. Improved functionality of Inter-Governmental Relations. Intervention:</b> Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination from <b>Programme 2: Municipal Finance</b> Removal of actions:</p> <ul style="list-style-type: none"> <li>Monitor public sector expenditure in line with the Municipal IDP.</li> <li>Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS</li> </ul>	<p>Municipal Finance</p>	<ul style="list-style-type: none"> <li>Monitor public sector expenditure in line with the Municipal IDP.</li> <li>Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS</li> </ul>	<p>All indicators removed</p>
<p>Movement of the Sub Programme: IDP Co-ordination from <b>Programme 3: Development and Planning to Programme 2: Local Governance</b> in the Annual Performance Plan</p> <p>Additional Action under <b>Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.2. Strengthened accountability of governance institutions, Intervention:</b> Monitoring, Evaluation &amp; 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>Add Action: 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 to the action from <b>Strategic Goal 5</b>: Well Integrated Spatial Planning System, <b>Strategic Objective 5.1</b>: Improved Spatial Hierarchy of services, <b>Intervention</b>: Support municipalities to improve spatial location of services, <b>Action</b> Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF.</p> <ul style="list-style-type: none"> <li>Reforms to the current planning system for improved co-ordination.</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	Spatial Planning	<p>Align SDFs of municipalities with Spatial Planning Guidelines including(SDGS, Vision 2063, NDP, IUDF and PGDP)</p> <ul style="list-style-type: none"> <li>Reforms to the current planning system for improved co-ordination.</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines
<p>Movement of action from <b>Strategic Goal 3</b>: Increased Economic Opportunities, <b>Strategic Objective: 3.2</b>: Improved government led job creation programmes</p> <p><b>Intervention</b>: Create employment opportunities through: Corridor Development and Small Town Rehabilitation</p> <p><b>Actions moved to Goal 5</b>: Well Integrated Spatial Planning System, <b>Strategic Objective: 5.1</b>: Improved spatial hierarchy of services, <b>Intervention</b>: Implementation of SPLUMA and PDA</p> <p><b>Moved from Local Economic Development-Special Initiatives to Spatial Planning</b></p>	Local Economic Development – Special Initiatives	<ul style="list-style-type: none"> <li>Implement a strategy for new town development e.g. Ndumo, Ermadlangeni, Urban Development Frameworks <ul style="list-style-type: none"> <li>Shape and design</li> <li>Targeted public/private sector investment</li> <li>Phased development approach</li> <li>Increased population density</li> </ul> </li> </ul>	Number of nodal development plans developed to promote growth of small towns
<p>Movement of action from <b>Strategic Goal 3</b>: Increased Economic Opportunities, <b>Strategic Objective: 3.2</b>: Improved government led job creation programmes</p> <p><b>Intervention</b>: Create employment opportunities through: Corridor Development and Small Town Rehabilitation</p> <p><b>Actions moved to Goal 5</b>: Well Integrated Spatial Planning System, <b>Strategic Objective: 5.1</b>: Improved spatial hierarchy of services, <b>Intervention</b>: Implementation of SPLUMA and PDA</p> <p><b>Moved from Local Economic Development-Special Initiatives to Spatial Planning</b></p>	Local Economic Development – Special Initiatives	<ul style="list-style-type: none"> <li>Development and implementation of key corridor development plans</li> </ul>	Number of Corridor plans developed
<p>Amendment of actions from <b>Strategic Goal 2</b>: Strengthened Governance, <b>Strategic Objective: 2.1</b>: Improved capacity of political and administrative governance,</p> <p><b>Intervention</b>: Revive and activate support of Traditional Institutions to promote socio-economic programmes</p> <p>Replacement of intervention and actions from <b>Strategic Goal 4</b>: Strengthened delivery of Basic Services, <b>Strategic Objective: 4.1</b>. Improved co-ordination of service delivery, <b>Programme 3: Municipal Infrastructure</b>:</p> <p><b>Replace Intervention: Co-ordinate with DWA for the roll out of 75</b></p>	Land Use Management (Traditional Land Administration)	<ul style="list-style-type: none"> <li>Add an action : Undertake cadastral survey work for the provision and maintenance of property descriptions the areas of jurisdiction of Traditional Institutions</li> <li>Co-ordinate with DWA for the roll out of 75 litres of water per person per day</li> <li>Monitor the implementation of 75 litres of water per person per day</li> </ul>	<p>Percentage of received boundary description requests received</p> <p>Number of izigodi mapped</p> <p>Number of municipalities supported in increasing percentage of yard connections</p> <p>Number of municipalities</p>

Amendment	Sub-Programme	Action	Indicator
<p><b>litres of water per person per day</b> with Support municipalities to improve the delivery of basic services.</p> <p><b>Replace Actions:</b></p> <ul style="list-style-type: none"> <li>Co-ordinate with DWA for the roll out of 75 litres of water per person per day</li> <li>Monitor the implementation of 75 litres of water per person per day with Support municipalities on the delivery of basic services</li> </ul>			supported in provision of basic level of sanitation services

Removal of all interventions and movement of actions to newly developed interventions within <b>Strategic Goal 6: Adaptation to Climate Change, Programme 3: Disaster Management.</b>			
Strategic Objective	New Intervention	Action	Indicators
<p><b>6.1. Increased Adaptation to Climate change impacts</b></p>	<p>Planning for Disaster Risk Management: Policy frameworks, plans and strategies to reduce risks</p>	<p>Internalise Disaster Management planning in relevant structures (Mainstream disaster management function within relevant stakeholders)</p> <ul style="list-style-type: none"> <li>Facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget.</li> <li>Implementation of Disaster Risk Reduction Plans by sector Departments and stakeholders</li> </ul>	<p>Number of Districts and Metro Supported with Disaster Risk Management Planning</p> <p>Number of Sector Departments and stakeholders supported with Disaster Risk Management Planning</p> <p>Percentage of disaster incidents where prior warning was disseminated</p> <p>Percentage of disaster events responded to within 6 hours</p>
	<p>Response to Climate change</p>	<p>Disseminate early warning systems, impact, frequency and response plan</p>	<p>Number of Provincial Disaster Management Advisory Forums held</p> <p>Number of Municipal Disaster Management Advisory Forums supported</p> <p>Provincial Fire brigade services established by target date (2018)</p> <p>Number of Disaster Risk Management public awareness campaigns conducted</p> <p>Number of municipalities supported with Disaster Risk Management capacity building initiatives</p>
<p><b>6.2. Improved Disaster Management</b></p>	<p>Integrated institutional arrangements for disaster risk management</p>	<p><b>Amended Action:</b> Ensure that the Provincial and District Disaster Management Centres are operational amended to <b>Provincial and District Disaster Management IGR structures operational</b></p>	
	<p>Capacity Building for disaster management</p>	<p>Capacitate municipalities on disaster risk management</p> <ul style="list-style-type: none"> <li>Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability</li> <li>Capacitate municipalities on Disaster Risk Management</li> </ul>	<p>Provincial Fire brigade services established by target date (2018)</p> <p>Number of Disaster Risk Management public awareness campaigns conducted</p> <p>Number of municipalities supported with Disaster Risk Management capacity building initiatives</p>
<p><b>6.2. Improved Disaster Management</b></p>	<p>Monitoring and Evaluation</p>	<p><b>New Action:</b> Monitor the implementation of Disaster Risk Reduction Legislation by municipalities, Sector Departments and stakeholders</p>	<p>Number of Districts and Metro monitored on the implementation of Disaster Risk</p>

Removal of all interventions and movement of actions to newly developed interventions within <b>Strategic Goal 6: Adaptation to Climate Change, Programme 3: Disaster Management.</b> Revisions as per table below			
Strategic Objective	New Intervention	Action	Indicators
			Management Legislation  Number of sector departments and stakeholders monitored on the implementation of Disaster Risk Management Legislation  Number of functional municipal Disaster Management Centres

## PROGRAMME FOUR

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

ANNEXURE E: TECHNICAL INDICATOR DESCRIPTIONS - 2018/2019 ANNUAL PERFORMANCE PLAN

PROGRAMME ONE: ADMINISTRATION

STRATEGIC OBJECTIVE	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
2.1. Improved capacity of political and administrative governance	Percentage of Staff capacitated to perform their function in a municipal context	Augment the capacity of existing staff to enable them to respond externally to municipalities and traditional institutions. This will be undertaken by implementing a plan indicating training & development of departmental staff.	To build the capacity and capability of the Department to promote clean, effective and efficient governance	Training Needs Analysis, PDPs, Personal Improvement Plans	Count the number of staff trained, then divide it by the number of employees who required training as per the annual training plan, then multiply the total by 100	None	Output	Non-Cumulative	Annually	Yes	All staff have the skills required to perform their duties effectively and efficiently	Director: Human Capital Development
2.2. Strengthened accountability of governance institutions	Number of departmental clean audits opinions 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 performance information in the Department that will result in a clean audit. Compile the Annual Report using information from relevant internal business units	To promote a culture of integrated planning, transparency and accountability that enhances efficient and effective performance of the Department	Monitoring Data, Financial Data, HR Data, Internal Audit Data, Internal Communications Data, AG Report	Count the number of departmental clean audits opinions achieved	Yes Cooperation from Business Units	Output	Non-Cumulative	Annually	Yes	To meet all requirements of the AG in respect of Performance, financial, Human Resource Management and Internal Audit Information	Head of Department

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	Percentage of Cabinet matters implemented	Coordinate cabinet matters within the department that support the MEC's Role at the Provincial Executive Council. Implementation refers to the achievement of all the quarterly targets listed within each quarter. Submission time norms must be strictly adhered in accordance with the stipulated time frames.	To ensure compliance with the Executive Committee requirements in order for the Department and the MEC to achieve their political mandate.	Critical dates, Cabinet Memos/Matters, Cabinet Files, Cabinet Decisions, Cabinet Manual	Count the number of cabinet matters implemented and divide it by the total number of cabinet matters, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All Cabinet matters implemented	Director: Operations
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. These include the tabling of the Annual Performance Plans, Annual Performance Reports, Budget Speech, Section 47 of MSA 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	Annual Performance Plans, Annual Reports, Budget Speech, Section 47 of MSA Report, Section 131 of MFMA Report	Count the number of strategic documents tabled at the legislature during the current financial year	None	Output	Cumulative	Quarterly	No	Strategic Documents tabled timely as prescribed by the relevant regulations and circulars	Director: Operations
Office of The MEC	Number of Cabinet Sub-Committees supported	Support the MEC's to fulfil her role at Cabinet Sub Committees. 1. Ministers Committee of Budget 2. International Relations 3. Provincial Assets 4. Disaster Management 5. Public Protests 6. Major Events	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Dates for Cabinet Sub Committees, Documentation for Cabinet Sub-Committees	Count the number of Cabinet Sub Committees supported	None	Output	Non-Cumulative	Quarterly	No	4 Cabinet Sub-Committees supported	Director: Operations

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF RPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The MEC	Percentage of Portfolio Committee protocols implemented	Implement portfolio committee protocols by coordinating the convening of Study Groups and the monitoring of action lists. Monitor the implementation of the Annual Oversight Plan specific to aspects related to the Department.	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Agendas, Minutes, Action Lists, Annual Oversight Plan	Count the number of portfolio committee protocols implemented, divide it by the total number of portfolio committee protocols, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All Portfolio Committee protocols implemented	Director: Operations
Office of The MEC	Percentage of Parliamentary Protocols implemented	Implement parliamentary protocols by monitoring responses to Parliamentary questions and submission to the Legislature. Respond to issues raised at oversight visits. Submit progress reports on Sectoral Parliament sittings to the MEC.	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Parliamentary questions, Oversight Visit Reports, Youth, Disabled, Women's and Senior Citizen Parliamentary Resolution Reports	Count the number of parliamentary protocols implemented, divide it by the total number of parliamentary protocols, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All Parliamentary Protocols implemented	Director: Operations
Office of The MEC	Number of operational systems implemented in the ministry	Coordinate systems that support the Executive Authority, implement systems to manage the diary of the Executive Authority, Vetting of submissions received by the Office of the MEC and monitor the implementation of strategic decisions taken at engagement sessions held between the MEC and the Department	Improve systems offered to the Department and the ministry.	Incoming and Outgoing correspondence, Diary etc	Count the number of operational systems implemented in the ministry	None	Output	Non-Cumulative	Quarterly	Yes	Operational System fully implemented in the ministry	Director: Operations
Office of The MEC	Number of strategic documents considered	To consider strategic documents that need to be submitted to relevant departments in terms of the Public Service Regulations 2016	Improve systems offered to the Department and the ministry.	APP, HR Plan Report, SDIP Report	Count the number of strategic documents tabled	None	Output	Cumulative	Quarterly	Yes	Operational System fully implemented in the ministry	Director: Operations
Office of The MEC	Percentage of community outreach projects supported	Provide executive support to the MEC and the Department in the coordination of ministerial projects	Promotion of social cohesion and to address community needs	Attendance Registers, Minutes, Letters of request, Event approval by the MEC	Total number of community outreach projects supported divided by the total number of approved community outreach projects then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All community outreach projects within the department coordinated	Director: Ministerial Projects
Office of The MEC	Number of Security Policies implemented	Provide physical security at all Departmental buildings to ensure that staff, assets and information safety. Provide VIP services to the Executive Authority at all events.	To ensure personal safety and security of the Executive Authority. To ensure safety and security of staff, assets and information.	Executive Diary, Directives from the Protocol Unit, Security policy	Count the number of security policies implemented	Yes Unclear information provided for events Unclear Incident reports/ Registers	Output	Non-Cumulative	Quarterly	No	All ministerial events provided with VIP Services All Departmental Buildings to be fully compliant with the security policy	Director: Security Services
Office of The Head of Department	Number of Budget and Annual performance plans implemented	Monitor the implementation of the Annual Performance Plan and the Budget.	The success of the Provincial Government Programmes hinges on adhering to the principles of good governance which are, inter alia, service delivery in line with Batho Pele principles, responsiveness, citizen empowerment, public participation, communication and accountability.	Budget Reports, Quarterly Performance Reports	Count the number of plans implemented	None	Output	Non-Cumulative	Quarterly	No	Annual Performance Plan and Budget aligned in order to improve service delivery and promote accountability	Head of Department

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF RPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The Head of Department	Percentage of Service Delivery issues facilitated	This includes the measurement of methods to promote intra and inter departmental cooperation and integration of different programmes to ensure maximum implementation results. Facilitate the response to service delivery issues received by the Office of the Head of Department by channelling the issues to the related Business Unit and track progress.	Ensure the resolution of service delivery issues to enhance responsiveness, citizen empowerment, public participation, communication and accountability.	Service Delivery Issues	Count the number of Service Delivery issues facilitated divided by the total number of Service Delivery issues received then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All service delivery issues facilitated	Head of Department
Office of The Head of Department	Percentage of Programme 1 AG issues resolved	On a quarterly basis to conduct follow ups on the AG management action plan for Programme 1	To ensure that management's action plans were implemented.	AG Report, Mitigation Plans	Total number of Programme 1 AG issues resolved divided by the total number of Programme 1 AG issues then multiply by 100	Yes Lack of cooperation of business units AG Report not presented timely	Output	Non-Cumulative	Quarterly	Yes	AG Improvement Strategy to address AG queries from previous audits implemented	Head of Department
Office of The Head of Department	Percentage of Programme 1 expenditure in line with the Departmental Procurement Plan	This relates to the Department having a Procurement Plan with input from Programme 1 business units and monitor expenditure in partnership with Financial Management and Programme 1 business units to ensure expenditure for Programme 1 is in line with the Approved Procurement Plan.	Monitor the financial performance of Programme 1 to ensure that spending is in line with the approved budget	Procurement Plan, Input from Business Units, Project Lists, Budget, APP, Questionnaires	Count the number of actual expenditure incurred for Programme 1, divide it by an approved amount of Procurement Plan for Programme 1, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Programme 1 spends in line with the Approved Procurement Plan	Head of Department
Office of The Head of Department	Percentage of Programme 1 suppliers paid within the thirty day period	This relates to the payment of Programme 1 suppliers within thirty days of receipt of invoices.	To ensure that suppliers are paid within 30 days as per SCM requirements	Orders, Invoice	Count the number of Programme 1 suppliers paid within the thirty day period, divide it by the total number of Programme 1 suppliers who were due to be paid and multiply the total by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Programme 1 suppliers paid within thirty days of receipt of the invoice	Head of Department
Office of The Head of Department	Percentage of Strategic Evaluation recommendations implemented	Monitor the implementation of Climate Study Recommendations and other Strategic Evaluation recommendations	The Success of the Provincial Government Programmes hinges on adhering to the principles of good governance which are, inter alia, service delivery in line with Batho Pele principles, responsiveness, citizen empowerment, public participation, communication and accountability	Evaluation Reports	Count the number of strategic evaluation recommendations implemented divided by the total number of strategic evaluation recommendations then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Strategic Evaluation recommendations implemented	Head of Department
Office of The Head of Department	Number of Departmental management structures functional	EXCO and MANCO are functional. This includes - SMS meeting agenda focuses on strategic objectives and priorities of department as described in the Strategic Plan and APP. SMS also discuss (GR/ interdepartmental reports/resolutions such as clusters, outcomes implementation fora and assign responsibility for implementation. Liaison between Department and Ministry	The Department has formalised structures that make decisions, and monitoring the implementation of decisions.	Minutes, Attendance Registers, Decision Matrix, Reports	Count the number of Departmental management structures functional	None	Output	Non-Cumulative	Quarterly	No	Both structures (EXCO and MANCO) functional	Head of Department



PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF RPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The Head of Department	Percentage of Community concerns resolved as per the complaints management policy	This includes the measurement of methods to promote intra and inter departmental cooperation and integration of different programmes to ensure maximum implementation results. Facilitate the response to community concerns received by the Office of the Head of Department by channelling the issues to the related Business Unit and track progress.	Ensure the resolution of community concerns to enhance responsiveness, citizen empowerment, public participation, communication and accountability.	Community Concerns received. Complaints Management Policy. Provincial Batho Pele Forum	Count the number of community concerns resolved divided by the total number of community concerns received then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All community concerns resolved	Head of Department
Office of The Head of Department	Number of SMS mentoring processes implemented	To implement a change management process in the department which includes succession planning and mentorship	Promote accountability and corrective counseling amongst the senior officials in to implementing the plans and strategies This includes the evaluations being done to determine the improvement in the practice of the Departmental Values and Organisational Culture by M&E	Change Management Policy	Count the number of SMS mentoring processes implemented	None	Output	Non-Cumulative	Quarterly	No	SMS mentoring processes implemented	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. Progress Reports must contain the level of compliance in terms of the Policy on Information and Physical Security as well as the implementation of Remedial actions where required.	Ensure compliance with MISS	Monitoring Checklists, Information and Physical Security Policy	Count the number of policies implemented	None	Output	Non-Cumulative	Quarterly	No	Department compliant with the requirements in the policy on information and physical security	Head of Department
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	Reports from District OSS Champions	Count the number of OSS Reports	None	Output	Non-Cumulative	Quarterly	No	Service delivery on OSS in the 10 Districts and Metro coordinated and monitored	Head of Department
Human Resource Management: Office of the Chief Director	Number of programmes implemented to support municipalities on Human Resource Management	Implement a programme to support municipalities on Human Resource Management	Municipalities capacitated on Human Resource Management	Programme of support	Count the number of programmes implemented to support municipalities on Human Resource Management	None	Output	Non-Cumulative	Quarterly	No	Municipalities capacitated on Human Resource Management	Chief Director: Human Resource Management
Human Resource Management: Organisational Development and Efficiency Services	Percentage of planned targets contained in MTEF HR plan achieved	The Department complies with, and implements (inclusive of review), the human resource planning requirements in terms of the Public Service Regulations. The MTEF Human Resource Plan must be approved by the relevant authority.	To achieve organizational objectives. To align HR Practices with the Strategic Objectives of the Department.	HR MTEF Plan, Strategic Plan, Annual Performance Plan	Count the number of planned targets achieved for the FY then divide it by the total number of planned targets for the FY and multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All planned targets for the FY within the HR Implementation Plan achieved	Director: ODES
Human Resource Management: Organisational Development and Efficiency Services	Number of Organisational Structures implemented	(Organisational Structure Implementation - Report on Total number of posts on approved organisational structure. Total number of filled posts being utilised as per the approved structure.) Review vacancies and spending on compensation of employees. on PERSAL. Approved MTEF budget allocations for compensation of employees. Full year cost of the approved organisational Structure)	An approved organisational structure that defines the purpose and functions that are aligned to the department's strategic goals and objectives	Approved Organisational Structure. Staff establishment reports	Count the number of Organisational Structures implemented	None	Output	Non-Cumulative	Quarterly	No	Organisational structure fully implemented	Director: ODES

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Human Resource Management: Organisational Development and Efficiency Services	Number of Operations Management Frameworks implemented	To implement the Operations Management Framework by supporting business units with the development of standard operating procedures and business process mapping.	To ensure effective and efficient service delivery by the Department	Data from Business Units, Operations Management Framework	Count the number of Operations Management Frameworks implemented	None	Output	Non-Cumulative	Quarterly	No	Effective and efficient service delivery by the Department	Director: ODES
Human Resource Management: Organisational Development and Efficiency Services	Number of diversity management strategies implemented	Management practices that support the management of diversity within the department.	Department to reflect the communities that we serve by meeting equity targets set by government. It is also intended to improve working relationships of the diverse workforce.	Diversity Management Strategy, Workforce Profile	Count the number of diversity management strategies implemented	None	Output	Non-Cumulative	Quarterly	No	50% of women in SMS2% of workforce being People With Disabilities20% of workforce being youth	Director: ODES
Human Resource Management: Organisational Development and Efficiency Services	Percentage of Women in Leadership Action Plan issues implemented	Implement the actions contained in the HODs 8 Principles action plan for women's empowerment and gender equality	To promote women empowerment and gender equality within the department	HODs 8 Principles action plan for women's empowerment and gender equality	Count the number of issues implemented divided by the total number of issues then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Women in Leadership Action Plan issues implemented	Director: ODES
Human Resource Management: Human Resource Administration	Number of headcounts undertaken	Physical verification of all staff within the department.	This will contribute towards the elimination of Fraud and Corruption by paying valid employees of the department	Personel	Count the number of staff verifications(Head Counts) conducted	None	Output	Non-Cumulative	Quarterly	No	All Staff verified	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Percentage of vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	Recruitment of staff in accordance to procedures and standards, these include scarce skills. Seek Approval from EXCO and submit a list to OTP for final authorisation for the filling of vacant posts.	To ensure that the department has sufficient human resources to achieve organizational objectives.	Approved Structure	Count the number of priority vacant posts filled divided by the total number of priority vacant posts then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All priority vacancy posts vacancies filled within necessary timeframes in order to prevent a compromise on service delivery	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Percentage of exit interviews conducted	To conduct exit interviews on staff leaving the department and to analyse responses to determine reasons for exit and recommend remedial actions	To retain human resources that possess crucial skills and knowledge on the department. To reduce the overall turnover rate	Resignations, Personel Reports	Count the number of personnel interviewed divided by the total number of personnel who resigned and then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	To retain human resources that possess crucial skills and knowledge on the department	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Number of electronic leave systems implemented	Implement an electronic leave system which allows personnel to submit leave forms, supervisors to approve leave forms and to have accurate leave balances reflected.	Up to date Leave Records available	Functionality reports from leave system	Count the number of electronic leave systems implemented	None	Output	Non-Cumulative	Quarterly	No	All Staff have an accurate reflection of leave records	Director: Human Resource Administration
Human Resource Management: Human Capital Development	Percentage staff capacitated in accordance with the Departmental Training Plan	Implement a plan indicating training & development of departmental staff as well as to report on deviations from the plan. Award bursaries to candidates(internal and external) in fields of study related to COGTA needs	To consolidate training & development to provide departmental staff with relevant skills	Training Needs Analysis, PDPs, Personal Improvement Plans	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	None	Output	Non-Cumulative	Quarterly	No	All staff have the skills required to perform their duties effectively and efficiently	Director: Human Capital Development

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Human Resource Management: Human Capital Development	Number of Performance Management Systems implemented	The Department implements their PMDS policy in terms of all employees. Performance Management System constitutes: 1. Submission of Performance Agreements and analysed for alignment. 2. Submission and monitoring of Employee Performance Improvement Plans where necessary. 3. Performance Assessments (Half Yearly and Annual) and analysis	The aim of performance management is to optimise every employee's output in terms of quality and quantity, thereby improving the department's overall performance and service delivery.	Strategic Plan, APP, Agreements, Performance Assessments, Employee Performance Improvement Plans	Count the number of Performance Management systems implemented	Yes Non-Cooperation of Staff	Output	Non-Cumulative	Quarterly	No	Ensure full compliance with MPAT	Director: Human Capital Development
Human Resource Management: Human Capital Development	Percentage financial disclosures submitted	Support to staff within the department to submit Financial Disclosures as per the prescribed timelines	To ensure ethical behaviour in the Public Service	Financial Disclosures, E Disclosure	Count the number of disclosures submitted divided by the total number of staff within the department then multiply by 100	Yes Non-Compliance from staff	Output	Non-Cumulative	Quarterly	Yes	Ensure full compliance with MPAT	Director: Human Capital Development
Human Resource Management: Human Capital Development	Number of Employee Health and Wellness Policies implemented	Conducting Wellness Awareness Campaigns (events or dissemination of information) as per the Health Calendar Employee Health and Wellness Strategic Framework (EHWSF) for the Public Service. Submission of statutory reports to DPSA and OTP.	To provide an integrated approach to employee health and wellness by recognising the importance of individual health and wellness, safety, and organisational wellness for productivity and improved service delivery outcomes.	HIV/Aids and TB Management Policy, Health and Productivity Management Policy, Management Policy, Wellness Management Policy, Health and Wellness Calendar, Wellness Reports from Service, Employee Health and Wellness Strategic Framework (EHWSF) Provider	Count the number of Employee Health and Wellness Policies implemented	None	Output	Non-Cumulative	Quarterly	No	Ensure full compliance with MPAT	Director: Human Capital Development
Human Resource Management: Human Capital Development	Number of Provincial Policy frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees implemented	Implement the Provincial Policy Frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees by participating in the KZN Provincial Games and hosting a Departmental Sports Day	To create an enabling environment for Public Service Employees to participate in physical exercise, sport, recreation and health lifestyle activities. To improve health status of Public service employees to increase their life expectancy thereby realising improved service delivery to the citizens of the Province	Provincial Policy Framework on promoting physical exercises and sport, recreation and relaxation activities amongst employees	Count the number of Provincial Policy frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees implemented	None	Output	Non-Cumulative	Quarterly	Yes	Improve health status of Public service employees to increase their life expectancy thereby realising improved service delivery to the citizens of the Province	Director: Human Capital Development
Human Resource Management: Human Capital Development	Number of Employee Assistance Programmes undertaken	Implement a programme which supports staff to deal with challenging areas. Absenteeism Trend Analysis is undertaken on PILLAR cases and identified/referral cases by supervisors where there is excessive use of sick leave. Names of officials will remain confidential.	Reduce absenteeism and improve productivity of staff within the department	Referrals from Supervisors, Sick Leave Records, Pillar Records, Visitation Records	Count the number of Employee Assistance Programmes implemented	None	Output	Non-Cumulative	Quarterly	No	All employee referral cases supported	Director: Human Capital Development
Information Technology	Number of ECM systems implemented	The Department has already initiated the implementation of Enterprise Content Management system for document workflows and document management. Monitoring will entail checking usage of the system and provide support through conducting workshops. Workshops will be conducted based on usage.	To improve document management processes within the department by monitoring the electronic system	ECM System Records	Count the number of business units utilising the new system	Yes dependency on buy-in from end-users	Output	Non-Cumulative	Quarterly	No	All business units using the system to its best	Director: Information Technology

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Information Technology	Number of ICT Governance Policies and Plans implemented	Department has implemented: - Corporate Governance of ICT Policy including the Corporate Governance of IT Charter. - IT Strategic Plan (5 year), including the - ICT Implementation Plan (3 Year Plan) and ICT Operational Plan (Annual Plan)	Improved corporate governance of ICT leads to: effective public service delivery through ICT-enabled access to government information and services, ICT enablement of business, improved quality of ICT service, stakeholder communication, trust between ICT, the business units and citizens, lowering of costs, increased alignment of investment towards strategic goals, protection and management of the departmental and employee information.	ICT Governance Policies and Plans	Count the number of policies implemented Count the number of plans implemented	Yes Availability of Policy and Research unit and Legal Services to certify	Output	Non-Cumulative	Quarterly	No	Compliance to all ICT policies	Director: Information Technology
Information Technology	Number of SITA Service Level Agreements enforced	Enforce all aspects of the SITA Level Agreement in respect of all IT systems within the Department. Involving penalty clauses is done via submission to OTP to implement.	To ensure that the department has a functional and effective IT System to enable service delivery	SITA Service Level Agreement	Count the number of SITA Service level agreements enforced	None	Output	Non-Cumulative	Quarterly	No	Compliance with the SITA Service Level Agreement	Director: Information Technology
Information Technology	Number of Business Continuity Plans implemented	Implementation of the Business Continuity Plan by conducting IT Disaster Recovery simulation testing and Activation and execution of protocols affirmed by EXCO	To ensure that critical operations continue to be functional even during a disaster	Business Continuity Plan, Disaster Recovery plan.	Count the number of Business Continuity Plans implemented Count the number of simulation (testing) conducted	Yes Availability and commitment of EXCO members to conduct simulation, Finalisation of the Provincial DR site by the Premier	Output	Non-Cumulative	Quarterly	No	Business Continuity Management embedded across the Department	Director: Information Technology
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	SITA Server Reports	Count the number of fully functional IT services	Yes Dependence on SITA	Output	Non-Cumulative	Quarterly	No	IT Services within the department fully functional and operational	Director: Information Technology
Information Technology	Number of Information Technology Security policies implemented	Conduct Vulnerability Assessment on Network Servers and Work Stations. Penetration Testing conducted to test the departments security policy compliance, employees security awareness and the department's ability to respond to security incidents.	To ascertain Department's Infrastructure and Security Weaknesses	Information Technology Security Policy	Count the number of Information Security Policies implemented	No	Output	Non-Cumulative	Quarterly	Yes	Information Technology Security policy implemented	Director: Information Technology
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 appointing 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.	Occupational Health and Safety Act	Count the number of Departmental Buildings that are compliant with OHS Act, then divide it by the total number of buildings, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All Departmental buildings compliant with the requirements contained in the Occupational Health and Safety Act	Director: Auxiliary Services
Auxiliary Services	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	The Department has management practices that support the implementation of the Safety, Health, Environment, Risk and Quality (SHERQ) Management policy	Departmental Buildings are compliant with the Safety, Health, Environment, Risk and Quality (SHERQ) Management Policy	Safety, Health, Environment, Risk and Quality (SHERQ) Management Policy	Count the number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	None	Output	Non-Cumulative	Quarterly	No	Department is compliant with the Safety, Health, Environment, Risk and Quality (SHERQ) Management policy	Director: Auxiliary Services

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Auxiliary Services	Number of PAIA Manuals Implemented	The department follows the prescribed procedures of PAIA when granting requests of information	To encourage openness and to establish voluntary and mandatory mechanisms or procedures which give effect to the right of access to information in a speedy, inexpensive and effortless manner as reasonably possible, striving towards transparency, accountability and effective governance in the public sector.	PAIA Manual, Requests received from the public	Count the number of PAIA manuals implemented	None	Output	Non-Cumulative	Quarterly	No	Full compliance with PAIA	Director, Auxiliary Services
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 investigations, 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	Log Sheets (Govt Fleet and Sub), Traffic Fines, Satellite Tracking Reports, Managed Maintenance Reports for Govt Service Provider	Count the number of fleet that are effectively managed, divide it by total number of fleet in the Department, then multiply by 100. This is done through utilising policies, fleet management reports and tracking system to evaluate the effectiveness and efficiency of the fleet in support of the Department.	Yes Non-Receipt of Log Sheets Non-Receipt of Managed Maintenance Service Provider Reports	Output	Non-Cumulative	Quarterly	No	All Departmental vehicles managed efficiently to ensure a reduction of abuse and misuse of state resources	Director, Auxiliary Services
Financial Management – Office of the Chief Financial Officer	Number of programmes implemented to support municipalities on Financial Administration	Implement a programme to support municipalities on Financial Administration	Municipalities capacitated on Financial Administration	Programme of support	Count the number of programmes implemented to support municipalities on Financial Administration	No	Output	Non-Cumulative	Quarterly	No	Municipalities capacitated on Financial Administration	Chief Director: Finance Chief Financial Officer
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	Templates provided by PT, BAS Reports, HR Stats, SCM Stats, Financial Reports	Count the number of clean audit opinion received	Yes Information from business units	Output	Non-Cumulative	Quarterly and Annually	No	Department is fully compliant with financial requirements of the Auditor General of South Africa	Chief Director: Finance Director: Traditional Finance Accounting Officer / CFO
Financial Management	Number of Traditional Entities with audited financial statements	To compile and report on the financial performance and financial position of the Traditional Councils which are submitted to Provincial Treasury and the Auditor General for auditing in terms of the PFMA.	To provide reasonable assurance that the financial position and performance of TCs are fairly stated and reflect a true state of financial affairs in relation to applicable financial legislation in each TC.	Cashbooks, Copies of Deposits, Receipts, Requisition Books, Expenditure vouchers	Count the number of financial statements produced	Yes Lack of submission of information from TCs	Output	Non-cumulative	Annually and half yearly	No	Clean Audit achieved on Traditional Entity	Director: Traditional Finance
Financial Management	Number of Statutory Reports submitted	On a monthly basis complete the YM and Revenue Reports that reflect the expenditure and revenue for the Department. On an annual basis the MEF input of each programme is checked and revised in line with the priorities of the department. The EPRE and Adjustment Estimates format as provided by PT is completed and submitted by deadline as per the Budget Time Table.	Monitor the financial performance of the Department in line with the 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	Templates as provided by PT as well as spreadsheet compiled by department, input from Programme Managers, Treasury Guideline Documents,	Count the number of reports submitted Count the number of submissions	Yes Input from Programme Manager's Final Approval from Accounting Officer and Executive Authority	Output	Cumulative	Monthly (YM) and Annually (EPRE, ADJAFS)	No	28 required statutory reports submitted as prescribed by relevant regulations and circulars	Director, Budget Control and Planning

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			for the Department for the next 3 financial years. All spending must be in terms of the approved budget.	Indicative Budget								
<b>Financial Management</b>	Number of programme budgets spent in accordance with approved budget	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 prescripts of being accountable and transparent on the applications of public funds and the results of implementing programmes on communities.	IYM Template from PT, BAS Reports, Input from Responsibility Managers	Count the number of programme budgets spent in accordance with the approved budget	Yes Input from Programme Managers Access to BAS	Output	Non-Cumulative	Annually	No	All programmes within the Department achieve a 2% variance on expenditure for the financial year.	Director: Budget Control and Planning
<b>Financial Management</b>	Percentage of commitments in line with the Departmental Procurement Plan	This relates to the Department having a Consolidated Procurement Plan with input from all business units and monitor expenditure in partnership with Financial Management(Commitments) and business units to ensure expenditure(commitments) in line with the Approved Procurement Plan. SCM will assess requests to ensure compliance with the procurement Plan. End user Satisfaction reviewed refers to reviewing of the procurement plan by updating the document, on a quarterly basis, with input from business units.	Monitor the financial performance of the department to ensure that spending is in line with the approved budget	Procurement Plan, Input from Business Units, Project Lists, Budget, APP, Questionnaires	Count the number of actual expenditure incurred, divide it by an approved amount on Procurement Plan, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	Department spends in line with the Approved Procurement Plan	Director: Supply Chain Management
<b>Financial Management</b>	Number of Customer Satisfaction surveys conducted	Supplier Performance reviewed refers to assessing the performance of suppliers by distribution of questionnaires to business units that have had services rendered to them.	To determine levels of satisfaction by clients for services received	Questionnaires	Count the number of satisfaction surveys conducted	None	Output	Non-Cumulative	Quarterly	Yes	Department spends in line with the Approved Procurement Plan	Director: Supply Chain Management
<b>Financial Management</b>	Percentage of procurement awarded to SMMEs, Cooperatives, Township/Rural Entreprises and people with disabilities	Award procurement to SMMEs, Cooperatives and Township/Rural Entreprises and people with disabilities	Advance the growth of the SMME Sector of the economy	Contracts Register	Count the number of bids awarded to prioritised groups then divide by the total number of bids awarded and multiply by 100	None	Output	Cumulative	Quarterly	Yes	Department procures services from prioritized groups	Director: Supply Chain Management
<b>Financial Management</b>	Percentage of suppliers paid within the thirty day period	This relates to the payment of suppliers within thirty days of receipt of invoices. Submit exception reports to Provincial Treasury on a monthly basis which contains an explanation deviations.	To ensure that suppliers are paid within 30 days as per SCM requirements	Orders, Invoice	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	None	Output	Non-Cumulative	Quarterly	No	All suppliers paid within thirty days of receipt of the invoice	Director: Supply Chain Management
<b>Financial Management</b>	Number of Departmental Movable Asset Policies implemented	This relates to the updating of the Departmental Movable Assets Register and the implementation of the Movable Asset Policy.	To address weaknesses in accountability and governance systems in the Department in relation to movable assets.	Departmental Movable Asset Policy, Asset Register (HARDCAT), Physical Assets	Count the number of Departmental Movable Asset Policies implemented	None	Output	Non-Cumulative	Quarterly	No	Movable Asset Register reflects all assets of the department	Director: Supply Chain Management



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<b>Financial Management</b>	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 in respect of movable assets	Traditional Administrative Centre Movable asset register	Count the number of Traditional Administrative Centre Asset Inventories compiled and updated	None	Output	Cumulative	Quarterly	No	All Traditional Administrative Centres Asset Registers reflect all the assets of the TAC	Director: Supply Chain Management
<b>Traditional Finance</b>	Number of Traditional Councils supported to implement the financial management practice notes	To capacitate TC secretaries to ensure compliance with financial management practice notes through workshops, hands on support on Pastel Point of Sale Software and Financial Records.	To create a sound/strengthened internal controls, transparency, compliance, accountability) financial environment at Traditional Councils.	Financial Practice Notes	Count the number of Traditional Councils supported to implement the financial management practice notes	None	Output	Cumulative	Quarterly	No	267 Traditional Councils implementing financial management practice notes	Director: Traditional Finance
<b>Internal Control</b>	Number of anti-fraud and corruption strategies implemented (Risk Management)	Refers to the implementation of anti-fraud and corruption strategies based on the requirements contained in MPAT, Ethics and Risk assessment Report to be tabled at management. Mitigation plans are discussed at management structure.	To prevent, detect and control fraud and corruption	Anti-Fraud and Corruption Strategy, Fraud Prevention Plan, Documentary Evidence from Business Units, Audit Methodology to test controls, Whistle Blowing Policy Implementation Plan	Count the number of anti-fraud and corruption strategies implemented	Yes Non-Submission of evidence from Business Units EXCO and Risk Committee not meeting	Output	Non-Cumulative	Quarterly	No	No incidences of fraud and corruption within the department	Director: Internal Control
<b>Internal Control</b>	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.	Reported Allegations	Count the number of fraud cases investigated, then divide it by the total number of fraud cases reported, then multiply by 100	Yes Insufficient information on allegations	Output	Non-Cumulative	Quarterly	No	All reported fraud cases investigated	Director: Internal Control
<b>Internal Control</b>	Number of Internal Audit improvement Strategies implemented (Internal Control)	On a quarterly basis to conduct follow ups on implementation of management action plans.	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.) Audit Methodology to test controls	Count the number of Audit Improvement Strategies implemented	Yes Non-Submission of evidence from Business Units	Output	Non-Cumulative	Quarterly	No	Internal control measures implemented within the Department	Director: Internal Control
<b>Internal Control</b>	Number of Internal Audits conducted	Audits conducted by Internal Audit on a quarterly basis covering ICT, Finance, Human Resource Management, Performance Information and Supply Chain Management	To ensure that there are effective internal control systems within the Department and to recommend improvements for all weaknesses identified.	Internal Audit Operational Plan	Count the number of Internal audits conducted	Yes Lack of cooperation of business units	Output	Cumulative	Quarterly	No	Internal control measures implemented within the Department	Director: Internal Control
<b>Internal Control</b>	Percentage of risks reduced from high to moderate and below	Conduct quarterly follow ups on actions plans implemented as per the risk register. Conduct quarterly consultation sessions with Business Units to update Risk Register. Re-rate the risk rating based on the implementation of the action plans by the business units.	To ensure that action plans are implemented and emerging risks are identified, analysed and responded to.	Risk Register	Total number of risks reduced from high to moderate and below divided by Total number of high risks then multiply by 100	Yes Lack of cooperation of business units	Output	Non-Cumulative	Quarterly	No	Departmental Risk Register updated in order to mitigate possible risks	Director: Internal Control



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Internal Control	Percentage of AG issues resolved	On a quarterly basis to conduct follow ups on the AG management action plan.	To ensure that management's action plans were implemented.	AG Report, Mitigation Plans	Total number of AG issues resolved divided by the total number of AG issues then multiply by 100	Yes Lack of cooperation of business units AG Report not presented timely	Output	Non-Cumulative	Quarterly	No	AG Improvement Strategy to address AG queries from previous audits implemented	Director: Internal Control
Monitoring, Evaluation, Strategic Planning and Service Delivery – 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. Frontline Service Delivery monitoring refers to user satisfaction survey	To improve the means in which the Department delivers services to its clients	Attendance Registers, Minutes, Service Charter, Service Delivery Improvement Plan	Count the number of Service Delivery Improvement Plans implemented	Yes Lack of cooperation from Business Units	Output	Non-Cumulative	Quarterly	No	SDIP Implemented and an improvement in service delivery evident	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – Strategic Planning and Service Delivery	Number of stakeholder consultations	Consult with stakeholders on operations of the department	To improve the means in which the Department delivers services to its clients	Attendance Registers, Minutes	Count the number of stakeholder consultations held	Yes Lack of cooperation/ response from stakeholders	Output	Cumulative	Quarterly	No	SDIP Implemented and an improvement in service delivery evident	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – Strategic Planning and Service Delivery	Number of programmes implemented to recognise employee excellence	Coordinate a programme which recognises the employee of the month on a monthly basis which will culminated in the Employee of the Year Award	Improve the morale of staff within the department and reward excellence	Nomination from Business Units	Count the number of programmes implemented to recognise employee of the excellence	Yes Lack of cooperation/ response from stakeholders	Output	Non-Cumulative	Quarterly	Yes	Staff excellence recognised	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – 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.	Attendance Registers, Draft Annual Performance Plan, Strategic Plan	Count the number of Departmental Annual Performance Plans developed	None	Output	Non-Cumulative	Annually	No	Department implements National and Provincial Imperatives through the implementation of the Annual Performance Plan	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – 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	Draft Business Plans, Approved Business Plans	Count the number of Business Plans aligned to Strategic Plans, divide it by the total number of business plans then multiply by 100	Yes Non Submission of Business Plans from Business Units	Output	Non-Cumulative	Annually	No	All Business Plans aligned to Strategic Plans	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – Monitoring	Number of Clean Audits on performance information achieved	To report on performance information in the Department that will result in a clean audit. Compile the Annual Report using information from relevant internal business units	To align with Government's programme on operation Clean Audit	Monitoring Data, Financial Data, HR Data, Internal Audit Data, Communications Data, AG Report	Count the number of clean audits on performance information received	Yes Cooperation from Business Units	Output	Non-Cumulative	Quarterly	No	To meet all requirements of the AG in respect of Performance Information	Director: Monitoring

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Monitoring, Evaluation, Strategic Planning and Service Delivery - Monitoring	Number of monitoring systems functional	To maintain a system that houses performance information from all sub programmes in the Department. Produce Quarterly Performance Information Reports	To have a single storage facility for easy access and reduces data manipulation.	M & E System Reports	Count the number of monitoring systems functional	Yes Stability of Departmental Network	Output	Non-Cumulative	Quarterly	No	Electronic monitoring system implemented to monitor performance of the department	Director: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery - Monitoring	Number of Conditional Grant registers maintained	To monitor the spending of conditional grants transferred to municipalities and entities through maintaining a Conditional Grant Register per financial year. To conduct evaluations on capital projects for grants transferred in the 17/18 FY to the value of 5 million rands or more.	To ensure that municipalities are spending funds in line with the approved Business plan and the MOA. The evaluation will determine whether grants for capital projects were utilised for their intended purpose and whether timeframes were adhered to.	AOGs, Business Plans, Council Resolutions, Gazettes, BAS Subs, Requisitions, Progress Reports, Expenditure reports, invoices, General Ledgers, Close out Reports.	Count the number of conditional Grant Registers Maintained	Yes Cooperation from Business Units	Output	Non-Cumulative	Quarterly	Yes	Municipalities are spending funds in line with the approved Business plan and the MOA.	Director: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Percentage of confirmed evaluation recommendations monitored for implementation	Refers to monitoring of the implementation of confirmed recommendations by business units planned for the current financial year through departmental plans (APP and Business Plans)	To ensure that the confirmed evaluation recommendations are implemented to improve the departmental support to municipalities and institution of traditional leadership	Signed off Recommendations	Count the number of confirmed recommendations implemented and divide it by the total number of confirmed recommendations and multiply by 100.	None	Output	Non-Cumulative	Quarterly	No	All confirmed evaluation recommendations implemented by respective business units	Director: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans	It refers to conducting of evaluation studies on identified departmental programmes.	To inform the Departmental planning, and budgeting process.	Questionnaires	Count the number of evaluations studies conducted on departmental programmes to inform the Strategic Plans.	None	Output	Non-Cumulative	Quarterly	No	Evaluations conducted and findings inform planning for the next financial year	Director: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Number of periodic evaluations conducted	Conduct periodic evaluations on identified projects within the Department	To inform planning and to act as an early warning system to the department	Quarterly Reports	Count the number of periodic evaluations conducted	None	Output	Non-Cumulative	Quarterly	Yes	Improve performance of the department	Director: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Number of MPAT Key Performance Areas that fully comply with level 4 rating	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 Self-Assessment Scores	Count the Number of MPAT Key Performance Areas that fully comply with level 4 rating	Yes Non-compliance by business units Access to DPME MPAT System	Output	Non-Cumulative	Quarterly	No	Department fully complies with the MPAT level 4 rating requirements	Director: Evaluation
Policy and Research	Number of departmental policies reviewed	Relates to the reviewing (inclusive of development) of the identified policies and submission of the final draft to Business Units. Update Policy Register in line with new policies and policy status change	To ensure that departmental policies comply with relevant legislation, manages possible risks and achieves operational efficiency. To ensure that there is a record of policies that have been approved and those that are due for review	Policies, Policy Register, Requests from Business Units	Count the number of departmental policies reviewed	None	Output	Non-Cumulative	Quarterly	No	Policies that are reviewed and developed comply with legislation	Director: Policy and Research

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Policy and Research	Number of policies monitored	Relates to monitoring of policy implementation. Monitoring entails verifying that policies have been certified and approved, communication of policy and implementation of identified gaps (if any) within policies.	To ensure that identified risks are addressed and operational efficiency is improved.	Policies, Departmental Risk Register	Count the number of policies monitored	None	Output	Non-Cumulative	Quarterly	No	Operational efficiency of the department improved	Director, Policy and Research
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.	Data from Departmental Business Units	Count the number of information hubs updated and promoted	Yes Poor co-ordination of information	Output	Non-Cumulative	Quarterly	No	A data hub which contains up to date information on municipalities and traditional institutions	Director, Policy and Research
Policy and Research	Number of research projects undertaken	Collect data on the sectors. Sector refers to either Local Government and/or Traditional Affairs. Undertaken refers to data analysis, research conducted and the work published on at least the Dept. website/ other media. To undertake research on cutting edge/latest trends in Local Government and Traditional Affairs	To retain and maintain information in the Local Government and Traditional Affairs Sectors To ensure that the department implements cutting edge/latest innovations to our clients	Data collected from Sectors	Count the number of research projects undertaken	None	Output	Cumulative	Quarterly	No	Historic data retained and maintained	Director, Policy and Research
Legal Services	Percentage compliance with legislation	To monitor compliance in terms of line function and transversal legislation that 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 and complies with legal prescriptions affecting Provincial Government, Local Government and Traditional Affairs	Line Function and Transversal Legislation, Progress Reports from Business Units via System	Count the number of actions that business units have complied with divided by the total number of actions that are required to be complied with (as per Compliance System) and multiply by 100	Yes Non-Submission of progress by Business Units Reliance on Compliance System Stability of Network	Output	Non-Cumulative	Quarterly	No	Department compliant with all line function legislation	Director, Legal Services
Legal Services	Percentage of Service Delivery Decisions compliant with PAJA	Updating the Administrative Decisions Register with input received from line function business units, monitor the implementation of decisions taken and conduct awareness campaigns via distribution of decisions via email and tabling at EXCO and IMANCO.	To ensure that decisions are compliant with the requirements of PAJA. To promote efficient and good governance, and create a culture of accountability, openness and transparency in the public administration or in the exercise of a public power or the performance of a public function, by giving effect to the right to just administrative action.	Decisions taken, PAJA requirements	Count the number of a service delivery decisions compliant with PAJA divide by the total number of service delivery decisions then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	Department compliant with PAJA requirements	Director, Legal Services
Legal Services	Percent of cases completed within 90 days	Monitor compliance on completion of cases within the prescribed timeframe from DPSA from the day the hearing has been set	Ensure speedy administration of justice	Register of Reported cases, Reports from Presiding Officers	Count the number of cases completed within 90 days, then divide it by the total number of cases (completed and not completed), then multiply the total by 100	None	Output	Non-Cumulative	Quarterly	No	All reported cases investigated and completed within the timeframes stipulated by MPAT	Director, Legal Services

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<b>Corporate Communication</b>	Number of Communication Strategies implemented	Implement the Communication Strategy to guide PR, Marketing and Media Liaison for the Department and the MEC. Drive the implementation of the departmental branding manual. Drive the implementation of the Local Government Communication System by supporting municipalities to establish and maintain fully functional Communication Units.	The strategy guides the profiling of the MEC and the Department. To enhance the Corporate Identity of the Department. To strengthen municipal communication.	Branding Manual, Communication Strategy, Submissions/ Input from Business Units, Research data	Count the number of Communication Strategies implemented	None	Output	Non-Cumulative	Quarterly	No	Effective communication and profiling of the Department	Director: Corporate Communication
<b>Corporate Communication</b>	Number of Local Government Communication Plans implemented	Implement the Local Government Communication Plan to ensure that communities informed of the Back to Basics programme. Support municipalities through the LGCF and provide guidance on resolutions taken at Lekgotla, Cabinet etc.	To ensure that municipalities implement the Back to Basics Communication Programme so that communities are informed.	Local Government Communication Plan, Local Government Back to Basics Communication plan	Count the number of Local Government Communication Plans implemented	None	Output	Non-Cumulative	Quarterly	No	Public is informed of developments and progress on Back to Basics	Director: Corporate Communication

## PROGRAMME TWO: LOCAL GOVERNMENT

STRATEGIC OBJECTIVE	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
1.1. Improved functionality of Inter-Governmental Relations	Number of IGR Structures compliant with the IGR Framework	<p>Improve functionality of IGR Structures and systems.</p> <ul style="list-style-type: none"> <li>Cooperative decision making (including inter-municipal)</li> <li>Coordinate and align budget priorities and policies</li> <li>Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan.</li> <li>Flow of information within and between government and communities</li> <li>Prevention and resolution of conflict and disputes.</li> <li>Coordination of the implementation of decisions taken.</li> </ul>	Strengthen oversight and functionality of IGR structures (such as Mfeme, Munimec, PCF, Municipal IGR fora.)	Assessment Tool, Agendas, IGR Framework, IGR Calendar, Terms of Reference.	Count the Number of IGR Structures functional in accordance with the IGR Framework.	Yes Lack of co-operation from IGR Structures	Output	Non-Cumulative	Annually	Yes	10 IGR structures fully functional within the Province	DDG: Local Government
2.1. Improved capacity of political and administrative governance	Number of municipalities capacitated in line with the Provincial Capacity Building Strategy	Capacitate municipalities in accordance to the Provincial Capacity Building Strategy. Coordinating the capacity initiatives for municipalities. 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 differentiated support is provided to each municipality based on its unique needs	Capacity Building Strategy, Input from Business Units at Consultation sessions, Annual Performance Plan	Count the number of municipalities capacitated in accordance to the provincial capacity building strategy	None	Output	Non-Cumulative	Annually	Yes	Improved municipal capacity	DDG: Local Government
2.2. Strengthened accountability of governance institutions	Number of municipalities achieving a clean audit opinion	Support municipalities to address all issues highlighted in the audit outcomes. This will be done through the development and coordination of the Audit Outcome Strategy.	To ensure sound financial management and reporting	Municipal Financial Reports Audit Outcome Strategy, Audit Reports Municipal Finance Business Unit CMET Tools Ward Committee Attendance, Ward Committee Minutes of Meetings, Councillor Ward Reports, Monitoring Template from municipalities.	Count the number of municipalities achieving a clean audit opinion	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Annually	Yes	Strengthened capacity of municipalities to ensure efficient financial management, accountability, transparency and value for money	DDG: Local Government
2.3. Improved decision making of municipalities through citizen participation	Number of municipalities reporting back to their communities	Support municipalities in improving the functionality of ward committees as per municipal structures/systems act. Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests.	To strengthen ward committee functionality and enhance community participation. Address the needs of communities	Ward Committee Attendance, Ward Committee Minutes of Meetings, Councillor Ward Reports, Monitoring Template from municipalities.	Count the number of municipalities reporting back to their communities	None	Output	Non-Cumulative	Annually	Yes	All ward committees within the Province functional	DDG: Local Government

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Office of the Deputy Director General: Local Governance	Percentage of Programme 2 AG issues resolved	On a quarterly basis to conduct follow ups on the AG management action plan for Programme 2	To ensure that management's action plans were implemented.	AG Report Mitigation Plans	Total number of Programme 2 AG issues resolved divided by the total number of Programme 2 AG issues then multiply by 100	Yes Lack of cooperation of business units AG Report not presented timely	Output	Non-Cumulative	Quarterly	Yes	AG Improvement Strategy to address AG queries from previous audits implemented	DDG: Local Governance
Office of the Deputy Director General: Local Governance	Percentage of Programme 2 expenditure in line with the Departmental Procurement Plan	This relates to the Department having a Procurement Plan with input from Programme 2 business units and monitor expenditure in partnership with Financial Management and Programme 2 business units to ensure expenditure for Programme 2 is in line with the Approved Procurement Plan.	Monitor the financial performance of Programme 2 to ensure that spending is in line with the approved budget	Procurement Plan, input from Business Units, Project Lists, Budget, APP, Questionnaires	Count the number of actual expenditure incurred for Programme 2, divide it by an approved amount on Procurement Plan for Programme 2, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Programme 2 spends in line with the Approved Procurement Plan	DDG: Local Governance
Office of the Deputy Director General: Local Governance	Percentage of Programme 2 suppliers paid within the thirty day period	This relates to the payment of Programme 2 suppliers within thirty days of receipt of invoices.	To ensure that suppliers are paid within 30 days as per SCM requirements	Orders, Invoice	Count the number of Programme 2 suppliers paid within the thirty day period, divide it by the total number of Programme 2 suppliers who were due to be paid and multiply the total by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Programme 2 suppliers paid within thirty days of receipt of the invoice	DDG: Local Governance
Municipal Service Delivery: Local Government Specialists	Percentage of Service Delivery issues coordinated	Coordinate Departmental support to municipalities in order to resolve/unblock/address challenges that hamper service delivery. This will be implemented through the Local Government Champions/Specialists. Service Delivery refers to the functionality of the municipality not limited to the provision of infrastructure.  On a quarterly basis the following activities will be undertaken to support municipalities with coordinated service delivery: 1. Visit 54 municipalities 2. A Service Delivery Report contain issues/challenges that municipalities are experiencing that are hampering service delivery is compiled and validated by Municipal Managers. 3. Responsive Support/Projects Plans are developed for issues raised. 4. Issues contained in the Municipal Service Delivery Report are integrated into the B2B Programme with an Action Plan 5. A Status Report is compiled 6. Coordinate and Facilitate the resolution of service delivery issues through the monitoring of the action plan and by channeling them to line function and monitor progress.	To coordinate service delivery and to dispose of the silo mentality in order to maximise impact at municipal level	Municipal Visitation Reports	Count the number of service delivery issues coordinated divided by the total number of Service Delivery issues received then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	A coordinated approach in dealing with service delivery issues at all municipalities	Chief Director: Municipal Service Delivery

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Municipal Service Delivery: Inter-Governmental Relations	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. Functionality refers to Section 26 (1 a-h and 2 a-b) and 27 of the IGR ACT 13 of 2005. Consideration of all these issues must be demonstrated. Munimee - facilitation of the sitting which must have an inclusive agenda (sector department participation), Joint EXCO - facilitate the sitting of a joint EXCO which includes the participation of Amakosi and municipalities.	To improve inter-governmental relation in compliance with the IGR Framework Act to ensure the realisation of National, Provincial and Local Plans. This will accelerate the unblocking of service delivery issues. To give clear direction in respect of roles and responsibilities within District families.	Assessment Tool, Agendas, IGR Framework, IGR Calendar, Terms of Reference.	Count the Number of IGR Structures functional in accordance with the IGR Framework.	Yes Lack of co-operation from IGR Structures	Output	Non-Cumulative	Quarterly	No	10 IGR structures fully functional within the Province	Director: Inter-Governmental Relations
Municipal Service Delivery: Inter-Governmental Relations	Percentage of disputes, Priority Projects, referrals and resolutions monitored	Monitoring of disputes, Priority Projects, referrals and resolutions from IGR Structures to ensure the resolution of them.	To improve inter-governmental relation in compliance with the IGR Framework Act to ensure the realisation of National, Provincial and Local Plans. This will accelerate the unblocking of service delivery issues. To give clear direction in respect of roles and responsibilities within District families.	Minutes of Meetings	Count the number of Priority Projects, referrals and resolutions monitored divide by the total number of Priority Projects, referrals and resolutions then multiply by 100	Yes Lack of co-operation from IGR Structures	Output	Non-Cumulative	Quarterly	Yes	All disputes, Priority Projects, referrals and resolutions resolved	Director: Inter-Governmental Relations
Municipal Service Delivery: Inter-Governmental Relations	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	Terms of Reference	Count the number of partnerships maintained	None	Output	Non-Cumulative	Quarterly	No	A partnership with SALGA in place and maintained	Director: Inter-Governmental Relations
Municipal Service Delivery: IDP Coordination	Number of municipalities supported with development of IDP	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation AND MUST CONTAIN a spatially referenced (georeferenced) implementation plan for at least 3 years at a minimum of ward level spatially referenced. This links squarely with the Spatial Planning Directorate in Programme 3 where an SDF must contain a spatially referenced CAPEX budget, Municipal Finance and Municipal Performance input is needed on SDBIP  Content refers to the appropriateness, alignment, relevance and "smartness" of the IDP. Compliance refers to the credibility framework.	Municipalities developing community responsive IDPs within legislated framework	Municipal IDPs, PMS Reports, SDBIPs, Agendas and IGR/OSS and JDSF and minutes of meeting	Count the number of municipalities supported with development of legally compliant IDPs	Yes Political Instability Timeous Submission of IDPs with supporting documentation Outdated Sector Plans	Output	Non-cumulative	Quarterly	No	All municipalities develop legally compliant IDPs	Director: IDP Coordination



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Municipal Service Delivery: IDP Coordination	Percentage of IDP implementation issues facilitated via the Joint Provincial Service Delivery Forum	A forum facilitating joint planning and implementation between sector departments and municipalities in line with IDP priorities.	Joint planning across the 3 spheres of government.	Terms of Reference, Minutes, Attendance Registers	Count the number of IDP implementation issues facilitated via the JPSPDF divided by the total number of IDP implementation issues then multiply by 100	Yes Incorrect information submitted Structure of the Forum Incorrect Terms of Reference	Output	Non-cumulative	Quarterly	Yes	Functional Forum which addresses and resolves service delivery matters	Director: IDP Coordination
Municipal Service Delivery: IDP Coordination	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	NDP, PGDP, DGDG, SDG, OSS, Ward-based plans Municipal IDPs	Count the number of municipalities with ward based plans aligned to the IDP	None	Output	Non-cumulative	Quarterly	No	Ward committees function in relation to ward based plans and improve community participation	Director: IDP Coordination
Municipal Service Delivery: IDP Coordination	Number of district 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	Monitoring Reports and Financial Reporting	Count the number of district families participating in DPSS	Yes Lack of submission of reports and updated business plans Inability to transfer funds	Output	Non-cumulative	Quarterly	No	Improved planning capacity	Director: IDP Coordination
Municipal Service Delivery - 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. Apply PMS assessment tools and produce a PMS assessment report that will inform the support. Support will be provided through engagements, workshops and training. 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 the 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.	PMS assessment report, Reports from municipalities, PMS audit reports, PMS assessment tool Annual Municipal Reports IDPs, SDBIPs, Stats SA census, AG Findings, COGTA Business Unit reports PMS assessment report, Reports from municipalities, PMS audit reports, PMS assessment tool	Count the number of municipalities with effective performance management systems	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-cumulative	Quarterly	No	All municipalities implementing functional PMS	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of Section 47 Reports compiled as prescribed by the MSA	The report must: Identify municipalities that under-performed during the year; propose remedial action to be taken; and Be published in the Provincial Gazette The signed-off consolidated annual (provincial) municipal performance report is a legal requirement in Section 47 of the Municipal Systems Act which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local	To put in place provincial mechanisms to organize, consolidate and interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal performance report and to monitor municipal performance in order to identify gaps, interventions and support on municipal performance.	Annual Municipal Performance Reports Annual Financial statements SDBIPs Stats SA census AG Findings Cogta BU reports CMET Tool MSA Annual Municipal Performance	Count the number of Section 47 Reports compiled as prescribed by the MSA	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-cumulative	Quarterly	No	Improved performance of Local Government in KZN	Director: Municipal Performance, Monitoring, Reporting and Evaluation

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		Government. Municipal Performance Reports/Department Records on performance are assessed and verified for compliance. Provide feedback to municipalities on the assessment.		Reports (section 46) and secondary data from sector departments								
Municipal Service Delivery - 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	IDPs AG Findings/COGTA BU Reports	Count the number of evaluations conducted	Yes Lack of submission of documents by municipalities! Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Improved administrative performance of municipalities	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - 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. The tool must contain a minimum of 30 KPIs with thresholds and standards. CMET tools distributed with due dates for submission. Assessment of the CMET Tool. Verification of information with COGTA BU Units, conduct municipal visits and provide feedback.	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 on other interventions	CMET Tool	Count the number of municipalities complying with the single reporting mechanism	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-Cumulative	Quarterly	No	Effective and efficient reporting system by municipalities	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of electronic dashboards implemented	Using the reporting mechanism, ensure the development and implementation of an automated performance management system that reflects the reporting of municipal information on dashboards for all municipalities. System is implemented through capturing and updating data as per the CMET tool. Updating of District Profiles by circulating and receiving input from COGTA Business Units.	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	CMET Tool, BU Reports	Count the number of electronic dashboards implemented Count the number of validated district profiles	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-Cumulative	Quarterly	No	Improved municipal performance	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Report on the implementation of Back-to-Basics action plans by municipalities	Implement Back to Basic Action plans and monitor the performance of municipalities. Implement municipal support plans in 26 municipalities and monitor and sustain the performance of 35 municipalities. Coordinate all stakeholder's commitments and support interventions within the Back to Basics action plans and report thereon.	To categorise, resource and track monthly progress on issues (activities) identified in support plans of the priority stakeholders. To make all stakeholders aware of the progress and issues needing attention. Performance will be monitored against the number of issues categorised, resource 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	CMET Tool	Count the number of municipalities implementing Back to Basics Action Plans Count the number of reports on implementation of back to basics action plans by municipalities	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-Cumulative	Quarterly	No	Service delivery is enhanced through the implementation of support plans	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of COGTA issues resolved	Co-ordinate the provision of support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Reports from COGTA Business Units	Count the number of COGTA issues resolved, divide by the total number of issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units/incomplete data	Output	Non-Cumulative	Quarterly	No	Department resolves all COGTA related issues raised at municipal level	Director: Municipal Performance, Monitoring, Reporting and Evaluation

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Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of Sector issues facilitated	Co-ordinate the facilitation for the response to sector B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Reports from Sector Departments and Business Units	Count the number of sector issues facilitated, divide by the total number of issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units and sector departments Incomplete data	Output	Non-Cumulative	Quarterly	No	Sector Departments resolve all sector issues raised at municipal level	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Governance & Administration	Number of municipalities with functional oversight structures	Support municipalities with functional municipal Oversight processes (processes refer to Section 80 Committees reporting to EXCO, EXCO Section 44 of the MSA) and other Section 79 Committees to Council Functionality = Quorate meetings convened as per the adopted calendar. Municipal Departments provide credible performance reports to Portfolio Committees, Administration complete resolution registers for monitoring. Develop a Municipal Management Assessment Tool. The implementation of this tool to measure municipalities' compliance with local government legislation in respect of AG Requirements towards the achievement of a clean audit. Assess municipalities in terms of the Municipal Management Assessment Tool.	To improve oversight capacity of municipalities	Notice of Meetings, Agendas, Minutes, Resolutions, Progress on Resolutions	Count the number of municipalities supported with functional oversight structures	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities with improved oversight capacity through functional oversight structures	Directors: Municipal Governance and Administration
Municipal Governance & Administration	Number of municipalities supported to comply with local government legislation	The implementation of a monitoring mechanism to measure municipalities' compliance with municipal policies: 1. Municipal Delegations System (of Political Structures; Political Office Bearers; Municipal Managers and Chief Financial Officers) 2. Municipal S & T Policy 3. Recruitment policy 4. Leave Policy Monitored 5. Overtime Policy 6. Individual Performance Management Policy 7. Records Management Policy	To strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation	AG Audit Criteria	Count the number of municipalities supported to comply with local government legislation	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities to comply with identified legislation	Director: Municipal Governance
Municipal Governance & Administration	Number of municipalities complying with local government policies	Review, identified standard draft by-laws and promulgate after conducting consultations as per the legislative framework. 1. Water Supply By Law 2. Waste Removal By Law 4. Property Rates By Law 5. Disaster Management By Law	To strengthen the institutional capacity of municipalities by monitoring compliance with local government policies	Approved Policies, Council Resolutions	Count the number of municipalities supported to comply with local government policies	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities to comply with identified local government policies	Directors: Municipal Governance and Administration
Municipal Governance & Administration	Number of draft standard by-laws developed to support the municipalities with their legislative competency	Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the S54 & 56 positions. Develop a report on compliance of municipalities with the Regulations on appointment of senior management (S54A & S56). Assist and support municipalities through meetings and workshops to interpret and apply the Regulation	To assist the capacity of municipalities to exercise their legislative competence	Draft By Laws from other stakeholders, Relevant enabling Legislation and regulations.	Count the number of standard draft by-laws developed	None	Output	Non-Cumulative	Quarterly	No	By laws in place in identified municipalities	Director: Municipal Governance
Municipal Governance & Administration	Number of municipalities supported to comply with MSA regulations on the appointment of senior managers		To promote the appointment of competent and suitably qualified Senior Management	Municipal reports on compliance in terms of Municipal Systems Act Regulations 2014	Count the number of municipalities supported	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	Improve institutional and administrative capability in all municipalities to effectively perform and deliver services	Director: Municipal Administration

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		where applicable. Support municipalities who do not comply.										
<b>Municipal Governance &amp; Administration</b>	Number of municipalities supported to achieve the 50/50 representation of women in Section 56 posts	Municipalities guided to achieve the 50/50 representation of women in S56 (senior management positions). Through workshops/meetings/training engage with municipalities on the policy framework.	Responding to non- sexist society and ensure the achievement of the 50/50 equity targets for women in senior management	National Gender Policy Framework, Municipal quarterly reports on implementation of the national gender policy framework and/or the Public Service Commission reports and/or the employment equity plan.	Count the number of municipalities supported to achieve the 50/50 representation of women in Section 56 posts	Yes Lack of maintaining the gender disaggregation or inaccurate information provided by municipalities	Output	Cumulative	Quarterly	Yes	All municipalities achieve the 50/50 representation of women in senior management to promote gender equity	Director: Municipal Administration
<b>Municipal Governance &amp; Administration</b>	Percentage of Municipal Governance and Administration COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Governance and Administration COGTA B2B issues resolved, divide by the total number of Municipal Governance and Administration COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non- Cumulative	Quarterly	No	Municipal Governance and Administration COGTA B2B issues raised at municipal level resolved	Directors: Municipal Governance and Administration
<b>Municipal Governance &amp; Administration – Synergistic Partnerships</b>	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. Supporting DfGR Structures to engage with Traditional Leaders. Monitor the progress on decisions and resolutions taken at TGR Structures and Municipal Council Meetings.	Complementing representative government with a system of participatory governance for sustainable services delivery and development in traditional communities. To ensure that the objectives of the White Paper of Local Government and related legislation are realised.	Attendance registers from municipalities, Letters of newly recognised traditional leaders, Section 81	Count the number of municipalities with the participation of traditional leaders Total number of participation issues facilitated divided by the total number of participation issues received/deferred then multiply by 100	Yes Lack of co-operation from municipalities in submitting registers Access to recognition letters	Output	Non- cumulative	Quarterly	No	Improve the participation of traditional leaders in municipalities	Director: Synergistic Partnerships
<b>Municipal Governance &amp; Administration – Synergistic Partnerships</b>	Number of protocols implemented to support participation of Amakosi in municipal structures	To implement a protocol for the participation of Amakosi in municipal structures. Conduct a comparative study on participation of Amakosi in municipal structures, tools of trade, remuneration, availability of offices etc. Results of the study is to be approved by EXCO and presented at the MUNIMEC. Remedial Actions to be developed and implemented to correct anomalies	To strengthen the working relationship of Amakosi and Municipalities	Municipal Data	Count the number of protocols implemented to support participation of Amakosi in municipal structures	Yes Lack of co-operation from municipalities	Output	Non- cumulative	Quarterly	Yes	Improve the participation of traditional leaders in municipalities	Director: Synergistic Partnerships

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Municipal Governance & Administration – Synergistic Partnerships	Percentage of Synergistic Partnerships COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Synergistic Partnerships COGTA B2B issues resolved, divide by the total number of Synergistic Partnerships COGTA B2B issues failing within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	No	Synergistic Partnerships COGTA B2B issues raised at municipal level resolved	Director: Synergistic Partnerships
Municipal Governance & Administration – Municipal Forensics	Number of municipalities monitored on the extent to which anti-corruption measures are implemented	Monitor regularly and report on the extent to which municipalities implement anti-corruption measures towards promoting good governance. Monitoring entails inter alia, assessing whether there are anti-corruption measures or policies in place; and/or tracking on a regular basis, the cases reported in municipalities, whether they are being processed.	To strengthen and support municipalities with anti-fraud and corruption measures. To ensure coordination of all anti-corruption activities towards eradication of fraud	Assessment from Survey, Findings assessment, Support Plan Municipal reports and/or data on the extent to which municipalities implement anti-corruption measures, Anti-Corruption Strategy	Count the number of municipalities monitored on the extent to which anti-corruption measures are implemented	Yes Municipal responses to assessment	Output	Cumulative	Quarterly	Yes	Anti-corruption measures implemented in all municipalities	Director: Forensic Auditing
Municipal Governance & Administration – Municipal Forensics	Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	Monitoring of the investigation of fraud, corruption and maladministration cases in municipalities	To ensure consequence management for fraud, corruption and maladministration	Investigation database, NACH Database, MEC approval where applicable	Count the number of reports on maladministration, fraud, and corruption investigated Count the number of maladministration, fraud and corruption cases investigated divided by the number of maladministration, fraud and corruption cases received, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All fraud, corruption and maladministration cases investigated and appropriate action taken	Director: Forensic Auditing
Municipal Governance & Administration – Municipal Forensics	Number of municipalities supported with the review of fraud risk registers	Support municipalities to review fraud risk registers and to ensure credible fraud risk registers	To eliminate Fraud within municipalities	Fraud Risk Registers	Count the number of municipalities supported to review fraud risk registers	None	Output	Cumulative	Quarterly	No	Municipalities have credible fraud risk registers in place	Director: Forensic Auditing
Municipal Governance & Administration – Municipal Forensics	Percentage of COGTA forensic investigation recommendations monitored	Monitoring of the implementation of tabled recommendations on a quarterly basis	Ensure that municipalities implement forensic reports	Feedback from municipalities	Count the number of recommendations monitored divided by the total number of tabled recommendations then multiply by 100	Yes Lack of co-operation by municipalities Non-implementation of recommendations	Output	Non-Cumulative	Quarterly	No	All recommendations being implemented	Director: Forensic Auditing

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<b>Municipal Governance &amp; Administration – Municipal Forensics</b>	Percentage of Municipal Forensics COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Forensics COGTA B2B issues resolved, divide by the total number of Municipal Forensics COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	No	Municipal Forensics COGTA B2B issues raised at municipal level resolved	Director: Forensic Auditing
<b>Municipal Finance</b>	Number of municipalities assessed on budget allocated to capital infrastructure (new constructions, maintenance and operation)	Analyse final approved municipal budgets and determine allocation to Capital infrastructure. Compile consolidated schedule and report on percentage budgetary allocation to capital infrastructure...	To determine investment in service delivery priorities	Municipal Final Budgets	Count the number of municipalities assessed on budget allocation to capital infrastructure (new constructions, maintenance and operation)	Yes 1. Municipalities budgets may not be complete with the relevant information for the calculations to be computed 2. Non submission of budgets by municipalities	Output	Non-cumulative	Quarterly	No	Municipalities allocate funding to capital infrastructure	Director: Municipal Finance
<b>Municipal Finance</b>	Number of municipalities assessed on municipal expenditure allocated to capital infrastructure spent (New constructions, Maintenance and Operation)	1. Determine actual capital infrastructure expenditure from grants and own revenue spent on new construction, maintenance and operations per municipality and compile a consolidated schedule and report. (Audited 17/18 FY) 2. Compile consolidated schedule and report on capital infrastructure projects funded from municipal grant (MIG and INEP/MW/G) and own revenue allocations (quarterly)	Timely implementation of capital projects and adequate expenditure on conditional grants for infrastructure	1. Budget analysis Report (indicator above re-allocations) 2. Grants Registers/Reconciliation 3. Section 71 reports 4. Audited Annual Financial Statements 5. CMET Tools	Count the number of municipalities assessed on municipal expenditure allocated to capital infrastructure spent (New constructions, Maintenance and Operation)  Actual Capital Infrastructure Expenditure divided by Total Capital Infrastructure Allocation Multiplied by 100	Yes 1. Lack of approved municipal procurement plans and operations & maintenance plans 2. Non responsiveness by municipalities 3. Incomplete and inaccurate municipal information	Output	Non-cumulative	Quarterly	No	Municipalities spend funding allocated to capital infrastructure	Director: Municipal Finance
<b>Municipal Finance</b>	Percentage of public sector expenditure spent in accordance to the municipal IDP	1. Assess Municipal IDPs to identify specific Public Sector allocations within the IDP (Provincial and National allocations) 2. Categorise and collate information on public sector allocations reflected in municipal IDPs and compile consolidated schedule 3. Confirm municipal budgetary allocations on public sector allocations 4. Report on spend against allocations	To assess whether public sector expenditure is in accordance with the needs of the community as defined in a municipal IDP	1. Municipal IDPs 2. Municipal Budgets 3. Municipal Annual Reports 4. Annual Financial Statements	Percentage Funded Projects: confirmed Budgeted Allocation/IDP Allocation X 100  Percentage Spent: Amount Spent off Budgetary Allocation /IDP Allocation X 100  1. Sum of municipal IDPs included in National and Provincial Sector Departments as reflected on municipal IDPs and not reported in accordance with allocations defined in IDP 2. Confirm IDP capital project budgets per municipality and sum totals per sector/department	Yes 1. Municipal IDPs vague/incomplete 2. Sector Department allocations not included in municipal IDPs 3. Municipal IDPs not reported in accordance with allocations defined in IDP 4. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Annually	No	Public sector expenditure is in line with community as defined in the IDP	Director: Municipal Finance



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<b>Municipal Finance</b>	Percentage of Government Debt in municipalities	Provincial Co-ordinating Forum on Government Debt Convened to reduce Government Debt	To support municipalities to reduce outstanding Government debt.	Minutes, Agendas and documents from Revenue and Debt Steering Committees and Provincial Co-ordinating Forum on Government Debt.	(National and Provincial) 3. Compare IDP allocation to budgetary allocation and compute percentage spent in accordance with IDP	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Annually	Yes	Municipalities improve their financial status through revenue management and debt collection	Director: Municipal Finance
<b>Municipal Finance</b>	Number of municipalities supported to reduce consumer debt	Support municipalities to reduce consumer debt by: assessing municipal policies, procedures and systems for debt management. This is a multiyear project requiring municipal cooperation and financial commitment. 18/19 FY will focus on planning for the roll out of the programme.	Reduction in Provincial Consumer Debt	Audit 16/17 AFS, Municipal Policies/ documents	Count the number of municipalities supported to reduce consumer debt	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Quarterly	Yes	Municipalities improve their financial status through revenue management and debt collection	Director: Municipal Finance
<b>Municipal Finance</b>	Number of municipalities supported to implement indigent policies	Monitor municipal compliance to national indigent policy framework using the municipal policy assessment tool to determine the extent to which the municipal indigent policies adhere to the framework. Analyse the indigent policies of municipalities and communicate recommendations for improvement and implementation through workshops and meetings and or written communicate	Provision of free basic services to indigent households	Municipal quarterly reports on implementation of the indigent policy framework.	Count the number of municipalities supported to implement indigent policies	Yes Inadequate data from reports submitted	Output	Cumulative	Quarterly	No	Municipalities implementing indigent policies	Director: Municipal Finance
<b>Municipal Finance</b>	Number of municipalities guided to comply with the MPRA	Guide municipalities towards improving the extent to which municipalities comply with the Municipal Property Rates Act (MPRA). This will be done by assessing municipal rates policies, by-laws, rate randage and other related matters.  • Advise municipalities on compliance with regards to the MPRA • Make recommendations to non-compliant municipalities on corrective measures • Facilitate the establishment and effective functioning of Valuation Appeal Boards.	Compliance with the MPRA will ensure that each municipality values and rates property uniformly and fairly in a transparent and consultative manner	Rates policies, by-laws, tariffs, valuation / supplementary rolls from municipalities.	Count the number of MPRA steering committee meetings convened and correspondence issued to municipalities providing guidance to comply with MPRA  Count the number of municipal plans developed and supported  Count the number of sector issues facilitated divide it by the total number of sector issues due then multiply by 100	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Quarterly	No	Municipalities comply with critical aspects of the MPRA and its regulations	Chief Director: Municipal Finance	



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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 and submitted to the Provincial Legislature	Legislative Compliance in terms of the MFMA.	Municipal Annual and oversight Reports	Count the number of Reports produced	None	Output	Non-cumulative	Annually	No	A report submitted which reflects the state of municipal finances in terms of Section 131 of the MFMA	Chief Director: Municipal Finance
Municipal Finance	Number of municipalities supported towards the achievement of clean audits	Annual report on achievement of clean audits by municipalities Quarterly report on financial management per municipality (54). Municipalities to improve their previous financial year audit status i.e. Movement from: Disclaimed/Adverse to qualified, Qualified to unqualified, Unqualified to clean audit and Maintenance of clean audit (Based on the 17/18 Audit Outcomes)	To ensure sound financial management and reporting	Municipal Financial Reports Audit Outcome Strategy, Audit Reports Municipal Finance Business Unit CMET Tools	Count the number of municipalities supported towards the achievement of clean audits Count the number of reports on the achievement of clean audits Count the number of Municipal quarterly assessments (54)	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-cumulative	Quarterly	No	Strengthened capacity of municipalities to ensure efficient financial management, accountability, transparency and value for money	Director: 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. Support provided in terms of attendance at Audit Committee Meetings. Analysis of minutes to confirm compliance with Section 166 of MFMA in targeted municipalities	To strengthen the municipal council oversight responsibility.	Agendas, Minutes and reports of Municipal Audit Committee Meetings	Count the number of municipalities with functional Audit Committees	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-cumulative	Quarterly	No	All municipal Internal Audit Activity and Audit Committees are functional in terms of the MFMA section 165 and 166	Director: Municipal Finance
Municipal Finance	Percentage of Municipal Finance COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Finance B2B issues resolved, divide by the total number of Municipal Finance COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Municipal Finance COGTA B2B issues raised at municipal level resolved	Director: Municipal Finance
Public Participation	Number of municipalities supported to maintain functional ward committees	To support the maintenance of functional ward committees and implementation of intervention plans for non-functional ward committees Functionality refers to: 1. Ward Committee Meetings held 2. Ward committee meetings chaired by the Ward Councillor 3. 50%+1 Quorum at Ward Committee Meeting 4. Community Feedback Meetings 5. Reports submitted by ward committee 6. 50% ward committee members participating in war rooms 7. Submission of ward reports on planned activities Strengthening community feedback mechanisms by municipal councillors Assist municipalities in developing a schedule of community feedback meetings and monitor the implementation thereof. (convened	Section 73(4) of the Municipal Structures Act requires Municipalities to make administrative arrangements to perform their function and exercise their powers effectively. Deepen democracy and communication between communities and local government. Supports the realisation of Pillar 1 of the B2B Programme. To strengthen ward committee functionality and enhance community participation	Ward Committee Attendance Registers, Ward Committee Minutes of Meetings, Councillor Ward Reports, Monitoring Template from municipalities.	Count the number of municipalities supported to maintain functional ward committees	None	Output	Non-cumulative	Quarterly	Yes	All ward committees within the Province functional	Director: Public Participation

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		<p>by Councillors in each ward per quarter). Facilitate stakeholder participation where there is lack of participation between ward committees, councillors, speakers and community members.</p> <p>Ward Councillor Functionality Criteria.</p> <p>Support municipalities to maintain functional ward committees in line with national functionality criteria:</p> <ul style="list-style-type: none"> <li>• Number of ward committee management meetings held and percentage attendance by members.</li> <li>• Number of community meetings organized by the ward committee and percentage attendance by the ward committee.</li> <li>• Submission and tabling of ward reports and plans to the Council covering needs and priorities for the ward, feedback on the performance of the council's various line/ service functions and their impact on the ward.</li> <li>• Number of door-to-door campaigns and for interactions with sub structures including street committees</li> </ul> <p>Support includes:</p> <ul style="list-style-type: none"> <li>• Assess with a functionality tool; and/or</li> <li>• Hold monthly and quarterly meetings;</li> <li>• Provide functionality indicator template;</li> <li>• Provide municipalities with generic template on /off ward operational plans;</li> <li>• Monitor implementation of ward operational plans</li> <li>• Conduct workshops</li> </ul>										
<b>Public Participation</b>	Number of municipalities supported on the implementation of ward operational plans	<p>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)</p> <p>Monitor implementation of ward operational plans by municipalities.</p> <p>Conduct workshops to capacitate municipalities/ward committees on development and implementation of ward operational plans.</p>	To strengthen ward committee functionality and enhance community participation. Address the needs of communities	Ward level operational plans, Assessment tool	Count the number of municipalities supported on the implementation of ward operational plans	None	Output	Non-cumulative	Quarterly	Yes	Structured ward committee operations which improves the accountability of ward committees and municipal structures to the communities they serve	Director: Public Participation
<b>Public Participation</b>	Percentage Sectoral Parliament COGTA Resolutions implemented	<p>Monitor the implementation of resolutions by relevant business units, taken at Women's, Youth, Workers, Senior Citizens and Disability Parliaments related to COGTA.</p> <p>The following Sectoral Parliament COGTA Resolutions will be monitored quarterly.</p>	To ensure that interventions required by COGTA are implemented in order to address/respond to issues raised by communities	Resolutions	Count the number of Sectoral Parliament COGTA issues implemented divided by the Total number of Sectoral Parliament COGTA issues the multiply by 100	None	Output	Non-cumulative	Quarterly	Yes	Community issues are addressed	Director: Public Participation

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Public Participation: CDWP	Number of municipalities supported to respond to community concerns	1. 100% Women's Parliament resolutions 2. 100% Youth Parliament resolutions 3. 100% Senior Citizens Parliament resolutions 4. 100% Disability Parliament resolutions 5. 100% Workers Parliament resolutions	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. To ensure that municipalities address community concerns.	B2B Questionnaires, Database on community concerns	Count the number of municipalities supported to respond to community concerns	None	Output	Non-Cumulative	Quarterly	No	Functional complaints management system that shows ward level information	Director: CDWs
		Relates to the establishment of processes to register and respond to community concerns. Support entails - development of guidelines on municipal complaints management and capacity building on the guidelines, develop support plans and remedial actions for non-compliant municipalities.										
Public Participation: CDWP	Number municipalities with functional rapid response teams in line with the Rapid Response strategy	Monitor the functionality of municipal Rapid Response Teams in line with the MRRT Functionality Tool. Implement remedial actions in non-functional municipal rapid response teams. Engage DCSL to reconcile database in respect of service delivery/public protests within the Province.	To strengthen the institutional and administrative capacity of the municipalities to deal service delivery/public protests.	Rapid Response Strategy, Media, Memos from protest organisers, Information from CDWs	Count the number of municipalities with Rapid Response teams	None	Output	Non-Cumulative	Quarterly	No	Improved rate of response to community concerns by municipalities	Director: CDWs
Public Participation	Percentage of Public Participation COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Public Participation COGTA B2B issues resolved, divide by the total number of Public Participation COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Public Participation COGTA B2B issues raised at municipal level resolved	Directors: Public Participation & CDWS
Capacity Building	Number of provincial capacity building strategies coordinated	Coordinating the capacity initiatives for municipalities and Traditional Institutions. Business Units are responsible for the implementation of the Capacity Building plan and are required to report progress and submit evidence on a quarterly basis to reflect achievements aligned to the Capacity Building Plan. Each stakeholder's capacity building initiatives must take guidance from the developed strategy, which will give guidance on how individual municipality's and traditional institutions challenges are to be addressed. Implement capacity building programmes (interventions) for municipalities, traditional institutions and municipal institutions (soft skills and accredited training) to enable them to fulfil their governance obligations. The intervention also identifies strategic partners to support COGTA's capacity building	To ensure that differentiated support is provided to each municipality based on its unique needs	Capacity Building Strategy, Input from Business Units at Consultation sessions, Annual Performance Plan	Count the provincial capacity building strategies coordinated	None	Output	Non-Cumulative	Quarterly	No	Improved municipal and traditional institution capacity	Director: Capacity Building Strategy
Capacity Building	Number of capacity building interventions conducted		Institutionalise capacity building for municipalities and traditional institutions so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations.	Capacity Building Plan, Councillor Skills Audit Report, LGSETA Sector Skills Plan	Count the number of capacity building interventions conducted	None	Output	Non-Cumulative	Quarterly	No	Strengthened capability and ability of officials in municipalities and traditional institutions to accomplish their governance responsibilities	Director: Capacity Building – Operations and Implementation

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		<p>programmes to support municipalities and traditional institutions.</p> <p>Capacity Building for municipal officials entails - Training programmes specifically targeting municipal officials</p> <p>Capacity Building for municipalities entails - training programmes for councillors</p> <p>Capacity Building for traditional institutions entails - training programmes for Amakosi and TC Officials.</p>										
<b>Capacity Building</b>	Percentage of Capacity Building COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Capacity Building COGTA B2B issues resolved, divide by the total number of Capacity Building COGTA B2B issues falling within the targeted date, then multiply by 100	<p><b>Yes</b></p> <p>Lack of submission of documents by business units</p> <p>Incomplete data</p>	Output	Non-Cumulative	Quarterly	Yes	Capacity Building COGTA B2B issues raised at municipal level resolved	Directors: Capacity Building – Strategy and Operations and Implementation

PROGRAMME THREE: DEVELOPMENT AND PLANNING

STRATEGIC OBJECTIVE	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
2.1. Improved capacity of political and administrative governance	Percentage of development applications processed within time norms	Support municipalities to meet the time norms for processing of development applications. Monitoring all municipalities with respect to Development Administration processes and procedures so that they can meet the time norms for processing applications as stipulated in applicable legislation.	Improve the response time for processing of development applications	Development applications, Municipal Development Compliance and Monitoring Template Decisions of finalised applications	Total number of applications in the Province that have complied divided by the Total number of the applications received in the Province then multiply the result by 100	Yes Capacity constraints at municipalities Lack of co-operation from municipalities	Output	Non-Cumulative	Annually	Yes	All municipalities meet the time norms for processing development applications	DDG: Development and Planning
2.3. Improved decision making of municipalities through citizen participation	Number of Traditional and Interfaith Leadership Forums convened	Support stakeholders through the implementation of the Provincial Social Cohesion and Moral Regeneration Strategy.	Coordination of interfaith to promote social cohesion and nation building	Provincial Summit Resolutions.	Count the number of Traditional and Interfaith Leadership Forums convened	None	Output	Non-Cumulative	Annually	Yes	Provincial and Local Houses implement Social Cohesion conversations	DDG: Development and Planning
3.1. Strengthened Sectoral Development	Number of District Agencies functional	District Agencies to driving LED and investment	To establish special purpose vehicles to support with implementation of high impact LED Initiatives	Site Visit Reports, Attendance Registers, Functionality Frameworks, DDA Policies	Count the number of districts supported	Yes Lack of co-operation from District Agencies	Output	Non-Cumulative	Annually	Yes	District Agencies effectively drive LED	DDG: Development and Planning
3.2. Improved government led job creation programmes	Number of employment opportunities created through the Expanded Public Works Programme	Create/maintain jobs through the implementation of COGTA funded programmes. Monitoring and verification of work opportunities created which include site visits to where projects are being implemented.	Ensuring that COGTA programmes are labour intensive and create job opportunities. To provide employment to alleviate poverty and promote community development and social cohesion.	Project reports/ implementation plans, Site Visit Reports	Count the number of employment opportunities created and verified	None	Output	Non-Cumulative	Annually	Yes	Job Creation through the EPWP	DDG: Development and Planning
4.1. Improved coordination of service delivery	Number of Infrastructure IGR Forums functional	Joint initiative to deliver basic services. District and Provincial Fora convened to integrate water, sanitation and electricity service delivery efforts for the Province	Coordinated Service Delivery	Input/initiatives received from stakeholders, IGR Framework Act	Count the number of Infrastructure IGR Forums functional	None	Output	Non-Cumulative	Annually	Yes	Infrastructure Coordinating Forums functional	DDG: Development and Planning
5.1. Improved Spatial hierarchy of services	Number of Municipalities with SDFs aligned to Provincial Spatial Planning Guidelines	Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDF) <ul style="list-style-type: none"> <li>Reforms to the current planning system for improved coordination.</li> <li>Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements.</li> <li>Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and</li> <li>Provide incentives for citizen activity for local planning and development of spatial compacts.</li> <li>Support the review of the Provincial SDF</li> <li>Assist and monitor municipal implementation of Projects identified in the Densification Frameworks</li> </ul>	Improve the spatial location of services in line with Provincial Spatial Planning	Municipal SDFs, SPLUMA Provisions, MSA Regulations, IDPs, Sector Plans	Count the number of Municipal SDFs aligned with Provincial Spatial Planning Guidelines	Yes Availability of Reviewed SDFs Lack of dedicated municipal SDF Staff Financial resources	Output	Non-Cumulative	Annually	Yes	All SDFs aligned with SPLUMA Provisions	DDG: Development and Planning

STRATEGIC OBJECTIVE	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
6.1. Increased Adaptation to Climate Change impacts	Number of municipalities with Disaster Management Centres functional included in the IDP	Internalise Disaster Management Planning in relevant structures. Facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget.	Climate change is factored into planning and development processes	Municipal IDPs	Count the number of municipalities with include Disaster Management Centres functional included in the IDP	None	Output	Non-Cumulative	Annually	Yes	All municipalities include Disaster Management in the IDP	DDG: Development and Planning
6.2. Improved Disaster Management	Number of District Disaster Management Centres functional	Ensure that District Disaster Management Centres are 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 coordination and management of provincial disasters that occur in the Province	Municipal Quarterly Reports	Count the number of District Disaster Management Centres functional	Yes Non-submission of quarterly reports by municipalities	Output	Non-Cumulative	Annually	Yes	All disaster management centres functional	DDG: Development and Planning

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Office of the Deputy Director General: Development and Planning	Percentage of Programme 3 AG issues resolved	On a quarterly basis to conduct follow ups on the AG management action plan for Programme 3	To ensure that management's action plans were implemented.	AG Report, Mitigation Plans	Total number of Programme 3 AG issues resolved divided by the total number of Programme 3 AG issues then multiply by 100	Yes Lack of cooperation of business units AG Report not presented timely	Output	Non-Cumulative	Quarterly	Yes	AG Improvement Strategy to address AG queries from previous audits implemented	DDG: Development and Planning
Office of the Deputy Director General: Development and Planning	Percentage of Programme 3 expenditure in line with the Departmental Procurement Plan	This relates to the Department having a Procurement Plan with input from Programme 3 business units and monitor expenditure in partnership with Financial Management and Programme 3 business units to ensure expenditure for Programme 3 is in line with the Approved Procurement Plan.	Monitor the financial performance of Programme 3 to ensure that spending is in line with the approved budget	Procurement Plan, Input from Business Units, Project Lists, Budget, APP, Questionnaires	Count the number of actual expenditure incurred for Programme 3, divide it by an approved amount on Procurement Plan for Programme 3, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Programme 3 spends in line with the Approved Procurement Plan	DDG: Development and Planning
Office of the Deputy Director General: Development and Planning	Percentage of Programme 3 suppliers paid within the thirty day period	This relates to the payment of Programme 3 suppliers within thirty days of receipt of invoices.	To ensure that suppliers are paid within 30 days as per SCM requirements	Orders, Invoice	Count the number of Programme 3 suppliers paid within the thirty day period, divide it by the total number of Programme 3 suppliers who were due to be paid and multiply the total by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Programme 3 suppliers paid within thirty days of receipt of the invoice	DDG: Development and Planning
Spatial Planning	Number of municipal SDFs compliant with SPLUMA Provisions	Support municipalities in the alignment of their SDFs with SPLUMA Provisions. Support will entail - * Analysis of SDFs against identified SPLUMA provisions * Monitor the implementation of renewal actions by municipalities * Support municipalities to address	SPLUMA has detailed a new role for Spatial Planning that has implications for municipal SDFs. This will ensure that SDFs contain long term development strategies and visions that inform both the IDP and Budgets of municipalities.	Municipal SDFs, SPLUMA Provisions, MSA Regulations, IDPs, Sector Plans	Calculate the number of Municipal SDFs aligned with Provincial Spatial Planning Guidelines	Yes Availability of Reviewed SDFs Lack of dedicated municipal SDF Staff Financial	Output	Non-Cumulative	Quarterly	Yes	All SDFs aligned with SPLUMA Provisions	Director: Spatial Planning

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		remedial actions * Transfer grants to identified municipalities * Support identified municipalities to develop Spatial Development Strategies in line with SPLUMA Provisions SDF Assessment must entail the following areas: Alignment with NSDF and PSDF Alignment with the Provincial Infrastructure Master Plan Percentage of municipal capital expenditure aligned to the PSDF This process is a 24 month project and a Draft Provincial Spatial Development Framework will be produced at the end of the 18/19 FY as part of the first phase of review. Sector Plans analysed - analyse current sector plans in line with the Spatial Equity Norms and Standards Framework as part of refining the status quo information. Provincial Spatial Vision - Strategic Vision outlined in the PGDP, spatially locate and quantify it through engagements with stakeholders. Conceptual Framework and Plan - Identify priority investment/development potential areas	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN			resources						
<b>Spatial Planning</b>	Number of Provincial Spatial Development Frameworks reviewed		To ensure sustainable development of the Province, unleashing the development potential and coordination of investment by various sectors	Provincial Spatial Development Framework, PGDP, PGDS and PSED, Sector Plans	Count the number of draft Provincial Spatial Development Frameworks reviewed	None	Output	Non-Cumulative	Quarterly	Yes	Provincial Spatial Development Framework reviewed	Director: Spatial Planning
<b>Spatial Planning</b>	Number of provincial spatial planning norms and standards on spatial equity implemented	Development Spatial Equity Norms and Standards as part of refinement of the PGDP interventions for improved access to land and equitable access to goods/ social service standards and development opportunities. As part of the development consultation sessions will be held with relevant stakeholders to refine the framework and finalise the implementation plan. Monitor implementation of various sector department Annual Performance Plans for alignment with the Framework.	This indicator is fundamental for achieving spatial transformation outcomes as highlighted by the PGDS strategic objective and Goal 7 of the PGDP or Spatial Equity. It will also inform the development of a spatial vision for the Province as part of the PSDF.	Spatial Datasets, Spatial Equity 2015 Model base information, Statistical data for projected improvement to 2035, Community Survey 2016	Count the number of provincial spatial planning norms and standards on spatial equity implemented	None	Output	Non-Cumulative	Quarterly	No	Enhancing equitable access to resources, social and economic opportunities	Director: Spatial Planning
<b>Spatial Planning</b>	Number of municipalities supported to implement Land Use Schemes	Facilitate the preparation and monitor implementation of Land Use Management Systems by municipalities. Support includes: development of Single Land Use Schemes, development of terms of reference for scheme development and financial support	This indicator is fundamental to achieve legal compliance with SPLUMA.	Land Use Surveys, Audits, Zoning Maps	Count the number of municipalities supported to implement Land Use Schemes	Yes Reliance on a secondary source to provide information. Information is historic	Output	Non-Cumulative	Quarterly	No	Effective spatial planning and land use management schemes are applied across the Province	Director: Spatial Planning
<b>Spatial Planning</b>	Number of Traditional Master Settlement Plans developed	Plans will be drafted in consultation with Amakosi to achieve orderly planning in rural areas. Plans to be approved by identified Amakosi.	Plans aim to improve land use management thereby improving the quality of life in rural areas	Community Needs, Stats SA data, IDP, SDF, Planning documents	Count the number of plans developed	None	Output	Non-Cumulative	Quarterly	No	Effective spatial planning and land use management system applied across the Province	Director: Spatial Planning



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<b>Spatial Planning</b>	Number of nodal development plans developed to promote growth of small towns	Support municipalities to develop nodal plans for new towns and to accommodate growth in small town nodes Support includes: financial transfers to identified municipalities and technical support provided to teams appointed to undertake development of nodal plans	The purpose is to attract investment in new towns, hence create more employment to enhance the economy	PGDP, PGDS, PSEDS, PEMIP, Norms and Standards Framework, Inkululeko Development Project Criteria	Count the number of nodal development plans/strategies developed to promote growth of new/small towns	None	Output	Non-Cumulative	Quarterly	No	Identified municipalities with nodal plans in place	Director: Spatial Planning
<b>Spatial Planning</b>	Number of Corridor Plans Developed	Support the development of specific corridor plans to inform catalytic projects for implementation. Support entails transfer of funding, development of corridor plans and monitoring the development of the plan.	Ensure catalytic projects are aligned across municipal boundaries	PGDP, PGDS, PSEDS, PEMIP, Norms and Standards Framework, Inkululeko Development Project Criteria, Municipal SDFs and IDPS, Detailed sector plans	Count the number of corridor plans developed	None	Output	Non-Cumulative	Quarterly	No	1 Corridor Plan developed	Director: Spatial Planning
<b>Spatial Planning</b>	Percentage of Spatial Planning COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Spatial Planning COGTA B2B issues resolved, divide by the total number of Spatial Planning COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	No	Spatial Planning COGTA B2B issues raised at municipal level resolved	Director: Spatial Planning
<b>Development Information Services</b>	Percentage of incidents data mapped	Relates to the mapping of all reported incidents	The reported incidents that have been mapped will enable future trend analyses to be carried out.	Disaster Management beneficiary list	Total number of incidents that have been mapped, divide it by the total number of incidents received, multiply by 100	Yes Unavailability of the beneficiary list, Incomplete beneficiary list, Quality of information captured	Output	Non-Cumulative	Quarterly	No	All reported disaster incidents mapped	Director: DIS
<b>Development Information Services</b>	Percentage of incidents, where early warning messages were disseminated mapped	Relates to incidents with early warning messages reported that have been mapped. Vulnerable areas relates to settlements on flood lines and areas susceptible to mud slides	The reported incidents that have been mapped will enable future trend analyses to be carried out to enhance response to climate change.	Disaster Management beneficiary list	Total number of incidents that have been mapped, divide by the total number of incidents received, multiply by 100	Yes Unavailability of the beneficiary list, Incomplete beneficiary list, Quality of information captured	Output	Non-Cumulative	Quarterly	Yes	Affected communities given prior warning of disaster incidents	Director: DIS
<b>Development Information Services</b>	Percentage of adopted municipal schemes in the Province mapped	Relates to the adopted municipal schemes that have been mapped in the Province	To determine the geographic extent under adopted Land Use Schemes and Systems (gives effect to the related Cabinet Legkotia resolution)	Spatial Planning municipal schemes compliance report	Total Number of municipal schemes mapped, divide it by the total number of municipal schemes adopted, then multiply by 100	Yes Unavailability of the Spatial Planning municipal schemes compliance report	Output	Non-Cumulative	Quarterly	No	Mapping of all adopted municipal schemes in the Province	Director: DIS
<b>Development Information Services</b>	Percentage of PGDP Projects mapped	Relates to the mapping of PGDP projects. These projects include but is not limited to where investment is made, expenditure against the IDPS, infrastructure projects are undertaken etc.	To be able to record and view where investment is taking place, expenditure is occurring and where projects are being undertaken	Municipal Finance Records, Infrastructure Records, Planning Records	Count the number of PGDP projects mapped, divide it by the total number of projects implemented then multiply by 100	Yes Unavailability of data from business units as well as the location of implemented projects	Output	Non-Cumulative	Quarterly	No	Mapping of all PGDP Projects in order to reflect where investment is taking place in KZN	Director: DIS

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<b>Development Information Services</b>	Number of municipalities supported with MIPRA implementation	Relates to the maintenance of the municipal valuation rolls	Provide municipalities with updated property registers for municipal valuation roll maintenance	Surveyor General Office approved cadastral layers, Deeds ownership information	Count the number of municipalities supported with updated property registers.	Yes Unavailability of source data	Output	Non-Cumulative	Quarterly	No	Municipalities provided with updated property registers	Director: DIS
<b>Development Information Services</b>	Number of municipalities with functional GIS units	Relates to supporting municipalities to establish/maintain functional GIS Units	Provide municipalities with support on GIS	Municipal Establishments	Count the number of municipalities with functional GIS units	No	Output	Cumulative	Quarterly	Yes	10 Districts with functional GIS units	Director: DIS
<b>Land Use Management</b>	Percentage of development applications that meet time norms for processing	Monitoring all municipalities with respect to Development Administration processes and procedures so that they can meet the time norms for processing applications as stipulated in applicable legislation.	To achieve legislative compliance with respect to processing of development applications and improve municipal service delivery	Development applications, Municipal Development Compliance and Monitoring Template Decisions of finalised applications	Total number of applications in the Province that have completed divided by the Total number of the applications received in the Province then multiply the result by 100	Yes Capacity constraints at municipalities Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities meet the time norms for processing development applications	Director: Land Use Management
<b>Land Use Management</b>	Number of municipalities supported with the implementation of SPLUMA	Support municipalities on the effective implementation of SPLUMA. The support is directed to the three structures: Appeals Authorities, Municipal Planning Tribunals and the Municipal Planning Authorising Officers. There are 23 Municipal Planning Tribunals in the Province . Municipalities assisted to comply with SPLUMA through reviewing of SDF's, Land Use Management schemes, By-laws, regulations and capacity building.	To achieve compliance with new legislation, ensure legitimacy of municipal planning institutions and improve structures and improve municipal service delivery	Legislation Training Manuals Standard Operating Procedures	Count the number of municipalities supported with the implementation of SPLUMA	None	Output	Non-Cumulative	Quarterly	No	Municipalities implement and are compliant with SPLUMA	Director: Land Use Management
<b>Land Use Management</b>	Number of municipalities capacitated on Development Administration	Build the capacity of municipalities with respect to various aspects of development administration on an ongoing basis. Issues identified by sections with the directorate in their engagements with municipalities particularly the Development Compliance Monitoring are also addressed through remedial action as and when they arise.	To improve the integrity of development planning decisions within municipalities	Legislation policies, Training Manuals Standard Operating Procedures	Count the number of municipalities capacitated on development administration	None	Output	Non-Cumulative	Quarterly	Yes	Municipalities capacitated on Development Administration	Director: Land Use Management
<b>Land Use Management</b>	Number of municipalities supported with the Formalisation of Towns	Support municipalities in unlocking development potential of identified towns by conducting Land Audits, Land Rights investigations, preparing of working plans and preparation of general plans as legislation requires.	This indicator is fundamental to improve economic development and infrastructure development of rural towns through formalisation.	Deeds Office General Office data, DIS Mapping, Municipal data, Indigenous Knowledge	Count the number of municipalities supported with the formalisation of towns	None	Output	Non-Cumulative	Quarterly	No	Development potential of identified rural towns unlocked	Director: Land Use Management

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<b>Land Use Management</b>	Number of Provincial Development Norms and Standards developed	Development of Norms and standards to assist decision making in terms of the Planning Development Act as well as SPLUMA.	The norms and standards are a tool to standardize decision making in respect of development administration in the Province.	Literature, Legislation, Sector Based Norms and Standards, Indigenous knowledge, Planning Policies	Count the number of Provincial Development Norms and Standards developed	Yes Unavailability of National Development Norms and Standards to use as a benchmark	Output	Non-Cumulative	Quarterly	No	Provincial norms and standards developed	Director: Land Use Management
<b>Land Use Management (TLA)</b>	Percentage of boundary description requests attended to	Each Traditional Institution must have certainty regarding their area of jurisdiction. The Department attends to requests regarding boundary description from TCS. Conduct consultation sessions with the affected stakeholders, preparation of maps, conduct land surveys and site visits.	To ensure that Traditional Councils are within their proclaimed boundaries.	Survey requests from TCS, Gazetted Proclamations for Traditional Councils, Survey Diagrams from Survey General's Office, Traditional Leadership and Governance Framework Act of 2005, Database of Izinduna	Count the number of the boundary requests attended to divided by requests received multiplied by 100.	None	Output	Non-Cumulative	Quarterly	No	All boundary description requests received attended to	Director: Traditional Council Land Administration Support
<b>Land Use Management (TLA)</b>	Number of izigodi mapped	Each Traditional Institution must have alignment between recognised izinduna and izigodi. Identification of areas of jurisdiction of izinduna and mapping of the boundaries.	To ensure certainty regarding the areas covered by each izinduna and to facilitate rural development and governance.	Traditional Leadership and Governance Framework Act of 2005, Database of Izinduna	Count the number of izigodi mapped	None	Output	Cumulative	Quarterly	No	Alignment between recognised izinduna and izigodi	Director: Traditional Council Land Administration Support
<b>Local Economic Development- Special Initiatives</b>	Number of District Agencies supported to effectively drive LED	Monitor the functionality of DDAs on governance, funding model and sustainability. [LED project]	To establish special purpose vehicles to support with implementation of high impact LED initiatives	Site Visit Reports, Attendance Registers, Functionality Frameworks, DDA Policies	Count the number of districts supported	Yes Lack of co-operation from District Agencies	Output	Non-Cumulative	Quarterly	No	District Agencies effectively drive LED	Director: LED – Special Initiatives
<b>Local Economic Development- Special Initiatives</b>	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. Sustainable Projects generate own revenue/income without dependency on grant funding in long term	To improve medium term economic development planning, aligned to national and provincial plans and promote job creation at local level	MEC Comments on IDP, Municipal LED Strategies	Count the Number of municipalities supported to implement Local Economic Development projects in line with municipal LED strategies	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	Municipalities implementing LED projects in line with LED Strategies	Director: LED – Special Initiatives
<b>Local Economic Development- Special Initiatives</b>	Number of Municipalities supported to implement the Red Tape Reduction programme	Provision of 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 SMME developments	Provincial Red Tape Reduction Framework	Count the number of Municipalities supported to implement the Red Tape Reduction programme	Yes Unavailability of prescripts compelling municipalities to comply	Output	Non-Cumulative	Quarterly	No	Municipalities implement the red tape reduction programme	Director: LED – Special Initiatives

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Local Economic Development- Special Initiatives	Number of social cohesion and nation building programmes supported	Support stakeholders through the implementation of the Provincial Social Cohesion and Moral Regeneration Strategy.	The SC conversations will allow for consultation of community members to create awareness and find solutions to social ills	Provincial Summit Resolutions.	Count the number of National Cohesion and Nation Building programmes supported	None	Output	Cumulative	Quarterly	No	Provincial and Local Houses implement Social Cohesion conversations	Director: LED – Special Initiatives
Local Economic Development- Special Initiatives	Number of District Traditional Leadership and Interfaith forums convened	Support Traditional and Interfaith Forums at District Level.	Coordination of interfaith to promote social cohesion and nation building	Interfaith Calendar	Count the number of District Traditional Leadership and Interfaith forums convened	None	Output	Cumulative	Quarterly	Yes	All District Traditional Leadership and Interfaith forums convened	Director: LED – Special Initiatives
Local Economic Development- Community Service Centres	Number of CSC construction programmes implemented	The KPI relates to the physical construction of CSCs. Support provided financially as well as through tenant mobilisation towards functionality.	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	Onsite physical verification assessment, and PSC Reports	Count the number of CSC construction programmes implemented Count number of CSCs at construction phase	None	Output	Non-Cumulative	Quarterly	No	Identified Community Service Centres constructed	Director: LED – Community Service Centres
Local Economic Development- Community Service Centres	Number of CSC Rehabilitation programmes implemented	The KPI relates to the rehabilitation of CSCs through the appointment of professional teams and contractors. Support is provided financially and monitoring through onsite physical verification and PSC Meetings.	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	Onsite physical verification assessment, and PSC Reports	Count the number of CSC Rehabilitation programmes implemented Count number of CSCs rehabilitation at works stage	None	Output	Non-Cumulative	Quarterly	No	Identified Community Service Centres rehabilitated	Director: LED – Community Service Centres
Local Economic Development- Community Service Centres	Number of municipalities supported with Grade 1 CSC Functionality	The KPI relates to supporting municipalities and/or Traditional Institutions in ensuring Grade 1 CSC functionality as per the CSC Functionality Framework	Ensure that Grade 1 CSCs fulfil their potential in providing qualitative services through sound centre management, operations, adequate resources provision and tenant centre occupation	CSC Functionality Framework, Status Quo Assessment, Centre Manager Forums	Count number of municipalities supported with Grade 1 CSC functionality	None	Output	Non-Cumulative	Quarterly	No	Identified Grade 1 CSCs functional	Director: LED – Community Service Centres
Local Economic Development- Community Service Centres	Number of Traditional Councils supported with Grade 2 CSCs Functionality	The KPI relates to supporting Traditional Councils - Grade 2 CSCs in enhancing the centres in becoming functional and viable service delivery access points. Facilitate the provision of mobile government service delivery to communities.	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	Status Quo Assessment	Count number TCs supported with Grade 2 CSCs functionality	None	Output	Non-Cumulative	Quarterly	No	Identified Grade 2 CSCs functional	Director: 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. Support provided to establish Local Reference Committees, Monitoring and coordination of LRCs to ensure they are functional.	To provide employment safety nets, alleviate poverty and community development.	System Generated Reports, Implementing Agent Reports, Timesheets	Count the number of work opportunities created and maintained through CWP	Yes Credibility of the System Reliability of the system	Output	Non-Cumulative	Quarterly	No	Job Creation through the CWP	Director: LED – Expanded Public Works Programme

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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. Monitoring and verification of work opportunities created which include site visits to where projects are being implemented.	Ensuring that COGTA programmes are labour intensive and create job opportunities. To provide employment to alleviate poverty and promote community development and social cohesion.	Project reports/ implementation plans. Site Visit Reports	Count the number of employment opportunities created and verified	None	Output	Non-Cumulative	Quarterly	No	Job Creation through the EPWP	Director: LED – Expanded Public Works Programme
Local Economic Development- Expanded Public Works Programme	Number of municipalities supported to comply with EPWP principles	Provision of support to municipalities to comply with EPWP guidelines. Support provided through workshops, 1 on 1 visits and District Forums. Develop a Report which indicates the result of the implementation of EPWP as well as analysing the change in the quality of life of beneficiaries.	To ensure that municipalities comply with EPWP Principles/Guidelines for EPWP implementation. To maximise employment creation at local level.	Agreement of Grant and Project List, Consolidated reports on Support Plans, EPWP Guidelines	Count the number of municipalities supported to comply with EPWP principles	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities compliant with EPWP principles	Director: LED – Expanded Public Works Programme
Municipal Infrastructure	Number of functional coordinating structures for infrastructure development and service delivery	Joint initiative to deliver basic services. District and Provincial Fora convened to integrate water, sanitation and electricity service delivery efforts for the Province	Continuous coordination of municipal service delivery	Input/initiatives received from stakeholders, IGR Framework Act	Count the number of functional coordinating structures for infrastructure development and service delivery	None	Output	Cumulative	Quarterly	No	Infrastructure Coordinating Forums functional	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities monitored on the implementation of infrastructure delivery programmes	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments through MIG DoRA reports, site visits and report on progressive access to basic services (water, sanitation, electricity and waste).	Increased ability of municipalities to provide basic services	Municipal service delivery reports, Sector departments, CoGTA and entities reports, Statistics SA Service Delivery Data	Count the number of municipalities monitored on the implementation of infrastructure delivery programmes	Yes Inadequate data from reports submitted	Output	Non-Cumulative	Quarterly	Yes	Identified municipalities implementing service delivery programmes	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported with the implementation of MIG	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments through MIG DoRA reports, site visits and report on progressive access to basic services (water, sanitation, electricity and waste). Expenditure on MIG relates to the implementation of MIG Projects within a Municipality	Increased ability of municipalities to provide basic services	Municipal service delivery reports, Sector departments, CoGTA and entities reports, Statistics SA Service Delivery Data	Count the number of municipalities supported with the implementation of MIG	Yes Inadequate data from reports submitted	Output	Non-Cumulative	Quarterly	Yes	All municipalities implementation of MIG	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of yard water connections	Assess municipalities on the status of yard water connections. Support municipalities through meetings, site visits and financing	Increasing the level of services	WSAs, DWS, Water Boards	Count the number of municipalities supported in increasing percentage of yard water connections	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Water Service Authorities increase the percentage of yard water connections	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in provision of basic level of sanitation services	Assess municipalities on the status of provision of basic level of sanitation services. Support municipalities through meetings, site visits and financing	Provision of decent sanitation services	WSAs, DWS, Water Boards	Count the number of municipalities supported in provision of basic level of sanitation services	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Water Service Authorities provide basic level of sanitation services	Chief Director: Municipal Infrastructure

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<b>Municipal Infrastructure</b>	Number of municipalities supported in increasing percentage of households with a source of electrical supply	Assess municipalities on the status of increasing households with a source of electrical supply. Support municipalities through meetings, site visits and financing. uMvoti, Msiriga, eDumbe	Provision of basic level of service	Municipalities, Eskom, DOE	Count the number of municipalities supported in increasing percentage of households with a source of electrical supply	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Identified municipalities increasing percentage of households with a source of electrical supply	Chief Director: Municipal Infrastructure
<b>Municipal Infrastructure</b>	Number municipalities supported to implement operation and maintenance plans	To support municipalities to implement operation and maintenance plans. Support municipalities through workshops, provision of guidance and advice.	To ensure the sustainability of infrastructure	Municipal Reports	Count the number of municipalities implementing operation and maintenance plans	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Municipalities implementing operation and maintenance plans	Chief Director: Municipal Infrastructure
<b>Municipal Infrastructure</b>	Percentage of Municipal Infrastructure COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Infrastructure COGTA B2B issues resolved, divide by the total number of Municipal Infrastructure COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Incomplete data	Output	Non-Cumulative	Quarterly	No	Municipal Infrastructure COGTA B2B issues raised at municipal level resolved	Chief Director: Municipal Infrastructure
<b>Disaster Management</b>	Percentage of disaster incidents where prior warning was disseminated	Relates to stakeholders being updated on anticipated weather forecasts.	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. Stakeholders will be prepared for possible devastating events so that they have relief measures to support the affected communities	Severe weather alerts issued by SAWS	Number of weather alerts distributed divided by the number of weather alerts received then multiply by 100	Yes Unreliable means of communication	Output	Non-Cumulative	Quarterly	No	Stakeholders updated with all anticipated disasters	Director: Risk Reduction & Planning
<b>Disaster Management</b>	Percentage of disaster events responded to within 6 hours	Relates to the coordination of rapid response, by Stakeholders, to incidents reported through the Provincial Disaster Management Centre 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  To normalise and improve situation, within a defined period (6 hours), where a disaster incident has occurred	Municipal incident reports	Total number of disaster events responded to within 6 hours divided by the total number of disaster incidents then multiply by 100	Yes Non-submission of incident reports by municipalities	Output	Non-Cumulative	Quarterly	No	Response time of 6 hours for all disaster events	Director: Disaster Management Operations



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Disaster Management	Number of Integrated Communication System projects installed	Installation of the Integrated Communication System at the Provincial Disaster Management Centre	To integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Specifications	Count the number of Integrated Communication System projects installed	None	Output	Non-Cumulative	Quarterly	Yes	1 Integrated Communication System installed	Director: Disaster Management Operations
Disaster Management	Number of Disaster Management Advisory Forums supported	The Disaster Management advisory forum is a body in which provincial government and municipal and other relevant role-players consult one another and coordinate their actions on matters relating to disaster management in the Province	Section 37 of the Disaster Management Act No. 57 of 2002 & section 13 of the Amendment Act provide for an integrated and coordinated approach to disaster management in the Province with special emphasis on prevention and mitigation. To make provision for the integration and coordination of disaster management activities and to give effect to the principle of co-operative governance to ensure that a uniform and multi disciplinary approach is used when dealing with disaster risk managements	Attendance register and Reports	Count the number of Disaster Management Advisory Forums supported	Yes/Poor attendance and reporting by stakeholders	Output	Cumulative	Quarterly	No	4 Forums held to capacitate provincial government and relevant role players on Disaster Management	Director: Disaster Management Operations
Disaster Management	Number of municipalities supported on Fire Brigade Services	Fire Brigade Services operational in the municipalities in terms of legislative requirements. Department ensures to maintain functionality through quarterly engagements of which assessments and monitoring are done in this forums. Support provided will be provided on Institutional Capacity, Preparedness, Fire Safety and Prevention, Response and Reporting.	To ensure effective and efficient oversight and support of the management of fires in the Province	Status reports on fire brigade services from municipalities	Count the number of municipalities supported with fire brigade services Count the number of fire fighters trained Number of provincial fire coordination committee meetings	Yes Non-submission of reports on fire brigade services from municipalities	Output	Non-Cumulative	Quarterly	No	Provincial Fire Brigade Services Structure approved and staff appointed	Director: Disaster Management Operations
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 required support Chapter 5 of the DM Act read in conjunction with Amendment Act (16 of 2015) Relates to the development of disaster management plans as well as the seasonal contingency plans 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 and co-ordinate their actions on matters relating to disaster risk management as prescribed in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Updated monitoring tool quarterly	Count the number of Municipalities monitored with the implementation of the Disaster Risk Management Legislation	Yes Non-submission of information by district municipalities	Output	Non-Cumulative	Quarterly	No	10 districts and 1 metro implementing Disaster Risk Management Legislation	Director: Risk Reduction & Planning
Disaster Management	Number of Sector Departments and stakeholders monitored on the implementation of Disaster Risk Management Legislation	Monitor compliance with the Disaster Management Act and its Policy Frameworks and provide required support Applicable sections in Chapter 4 of the Disaster Management Act read in conjunction with relevant section in the Amendment Act (16 of 2015) Support sector departments and stakeholders to develop/review	This is 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	Updated monitoring tool quarterly	Count the number of Sector Departments and stakeholders monitored on the implementation of Disaster Risk Management Legislation	Yes Non-submission of information by sector department and stakeholders	Output	Non-Cumulative	Quarterly	No	7 Sector Departments and 3 Stakeholders implementing Disaster Risk Management Legislation	Director: Risk Reduction & Planning



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Disaster Management	Number of municipalities supported to maintain functional Disaster Management Centres	disaster management plans in accordance with their line-function responsibilities. Support will be provided through one on one engagements or group engagements  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.  Chapter 5 of the DM Act read in conjunction with Amendment Act (16 of 2015)	Disaster Management Act, Act No. 57 of 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	Municipal quarterly reports	Count the number of functional Municipal Disaster Management Centres	Yes Non-submission of quarterly reports by municipalities	Output	Non-Cumulative	Quarterly	No	All disaster management centres functional	Director: Disaster Management Operations

PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL ADMINISTRATION

STRATEGIC OBJECTIVE	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
2.1. Improved capacity of political and administrative governance	Number of Provincial and Local Houses capacitated in line with the Provincial Capacity Building Strategy	Capacitate Traditional Institutions 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 traditional institutions challenges are to be addressed.	Stabilisation and strengthening of Traditional Leadership	Capacity Building Strategy, Input from Business Units at Consultation sessions, Annual Performance Plan	Count the number of Provincial and Local Houses capacitated in line with the Provincial Capacity Building Strategy	None	Output	Non-Cumulative	Annually	Yes	Improved traditional institution capacity	DDG: Traditional Affairs

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 Deputy Director General: Traditional Institutional Management	Percentage of Programme 4 AG issues resolved	On a quarterly basis to conduct follow ups on the AG management action plan for Programme 4	To ensure that management's action plans were implemented.	AG Report, Mitigation Plans	Total number of Programme 4 AG issues resolved divided by the total number of Programme 4 AG issues then multiply by 100	Yes Lack of cooperation of business units AG Report not presented timely	Output	Non-Cumulative	Quarterly	Yes	AG Improvement Strategy to address AG queries from previous audits implemented	DDG: Traditional Institutional Management
Office of the Deputy Director General: Traditional Institutional Management	Percentage of Programme 4 expenditure in line with the Departmental Procurement Plan	This relates to the Department having a Procurement Plan with input from Programme 4 business units and monitor expenditure in partnership with Financial Management and Programme 4 business units to ensure expenditure for Programme 4 is in line with the Approved Procurement Plan.	Monitor the financial performance of Programme 4 to ensure that spending is in line with the approved budget	Procurement Plan, Input from Business Units, Project Lists, Budget, APP, Questionnaires	Count the number of actual expenditure incurred for Programme 4, divide it by an approved amount on Procurement Plan for Programme 4, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Programme 4 spends in line with the Approved Procurement Plan	DDG: Traditional Institutional Management
Office of the Deputy Director General: Traditional Institutional Management	Percentage of Programme 4 suppliers paid within the thirty day period	This relates to the payment of Programme 4 suppliers within thirty days of receipt of invoices.	To ensure that suppliers are paid within 30 days as per SCM requirements	Orders, Invoice	Count the number of Programme 4 suppliers paid within the thirty day period, divide it by the total number of Programme 4 suppliers who were due to be paid and multiply the total by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Programme 4 suppliers paid within thirty days of receipt of the invoice	DDG: Traditional Institutional Management
Traditional Institutional Management (Traditional Governance)	Number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership	To undertake activities that will support the process to finalise the bill on traditional leadership	Ensure compliance with legislation, policies and frameworks	Bill on Traditional Leadership	Count the number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership	None	Output	Non-Cumulative	Quarterly	No	Traditional Institutions comply with legislation, policies and frameworks	Director: Traditional Governance

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 (Traditional Governance)	Number of programmes implemented to support the recognition of Traditional Leadership	The Programme that will be implemented include the following: 1. Approach Amakosi Family to determine the successor within 2 weeks of the passing of the Amakosi 2. Submit recognition documentation (including Isipodi) to Cabinet for approval 3. Recognition of Amakosi to be gazetted, 4. Letter to family prepared and delivered 5. Support the installation ceremonies when budget is available Support approved cultural and customary programmes (financial and non-financial support - logistics) Restoration of the Dignity: • Izwe Profiling • Culture • Family Tree • Celebration • Recognition	To legally recognise Amakhosi	Recognition documents, Family Trees	Count the number of programmes implemented to support the recognition of Traditional Leadership	Yes Reluctance by Amakosi	Output	Non - Cumulative	Quarterly	Yes	Traditional Institutions comply with legislation, policies and frameworks	Director: Traditional Governance
Traditional Institutional Management (Traditional Governance)	Percentage of approved cultural platforms supported	Support approved cultural and customary programmes (financial and non-financial support - logistics) Restoration of the Dignity: • Izwe Profiling • Culture • Family Tree • Celebration • Recognition	Promote cultural and customary way of life	Photos, Requests and Invoices	Total number of cultural platforms supported divided by the total number of cultural platforms approved, then multiply by 100	None	Output	Non - Cumulative	Quarterly	No	All approved cultural platforms provided with support	Director Traditional Governance
Traditional Institutional Management (Traditional Governance)	Number of Izwe with updated family trees	This involves conducting verification and updating of family trees for all recognized Izwe in the Province.	The updating of family trees will provide clear frame of reference to deal with succession disputes.	Attendance Registers	Count the number of Izwe with updated family trees	Yes Reluctance by Amakosi to update Family Trees	Output	Non - Cumulative	Quarterly	No	Izwe with updated family trees	Director Traditional Governance
Traditional Institutional Management (Dispute Resolution)	Percentage of succession claims/ disputes processed	This relates to the finalisation of traditional leadership, disputes and conflicts in the Province and also the implement the resolution reconciliation manual investigation of all outstanding succession claims/disputes received and lodged with the Department and report filed to the EA	To resolve traditional leadership and land/ boundary disputes	Claims received, Reconciliations attended, Dispute Resolution and Conflict Management Policy	Total number of succession claims/disputes resolved/divided by the total number of succession claims/disputes received, then multiply the result by 100	Yes Non Receipt of disputes that need reconciliation	Output	Non - Cumulative	Quarterly	No	All succession claims/ disputes received processed	Director Dispute Resolution
Traditional Institutional Management (Dispute Resolution)	Percentage of Litigation matters monitored	Support the process to finalise litigation matters relating to Traditional Leaders Database to include the name of the matter, nature of the matter, progress and what is required to resolve the matter. Monitoring will be undertaken monthly.	To resolve traditional leadership and land/ boundary disputes	Database of Litigation matters	Count the number Litigation matters monitored divided by the total number of Litigation matters then multiply by 100	Yes Lack of cooperation from Amakosi	Output	Non - Cumulative	Quarterly	Yes	All succession claims/ disputes received processed	Director Dispute Resolution
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. Programme refers to the consolidated list of capacity building interventions which will be implemented for Traditional Institutions This involves holding seminars with Institutions of Traditional Leadership for knowledge sharing and building capacity among Traditional Institutions (Amakhosi, Izinduna, Traditional Council Members, TC Secretaries).	To capacitate traditional institutions in line with the Provincial Capacity building strategy. To share knowledge on matters related to traditional institutions	Outcomes of the National Traditional Leadership Conference, Consultation Records, Skills Audit Report Training Programme, Provincial Building Capacity Strategy	Count the number of Capacity building programmes implemented in line with the Provincial Capacity Building Strategy	None	Output	Non - Cumulative	Quarterly	No	Traditional Institutions capacitated on identified areas	Director: Traditional Resource Administration
Traditional Resource Administration	Number of engagement sessions facilitated for the institution of	Provision of Administrative Support - Logistical arrangements, preparation of documentation, Secretariat Support, Develop Decision Matrix,	To ensure that Houses of Traditional Leaders are able to carry out the functions assigned to them in terms of	Diary of Provincial and Local Houses, MEC Diary	Count the number of engagement sessions	Yes Lack of Cooperation from	Output	Cumulative	Quarterly	Yes	Provincial and Local Houses functional	Director: Traditional Resource Administration

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	Traditional Leadership	Accompany Traditional Leaders to engagements outside the Province. This involves facilitating meetings with the MEC at least twice a year, Sector Departments, Provincial House and Local House Engagement sessions.	the Act		facilitated for the institution of Traditional Leadership	Stakeholders						
<b>Traditional Resource Administration</b>	Number of Provincial Houses of Traditional Leaders supported with functionality	To support the Provincial House of Traditional Leaders in accordance with the Traditional Leadership and Governance Framework Act of 2005. Support refers to: 1. Provision of Tools of trade when budget is available 2. Facilitation of engagement sessions with sector departments and other stakeholders 3. Preparation of S & T Claims	To ensure that Houses of Traditional Leaders are able to carry out the functions assigned to them in terms of the Act	Traditional Leadership and Governance Framework Act of 2005, Assessment Results	Count the number of Provincial Houses of Traditional Leaders supported	None	Output	Non – Cumulative	Quarterly	No	Provincial House functional	Director: Traditional Resource Administration
<b>Traditional Resource Administration</b>	Number of Local Houses of Traditional Leaders supported with functionality	To support the Houses of Traditional Leaders in accordance with the Traditional Leadership and Governance Framework Act of 2005. Support refers to: 1. Provision of Tools of trade when budget is available 2. Facilitation of engagement sessions with sector departments and other stakeholders 3. Preparation of S & T Claims	To ensure that Houses of Traditional Leaders are able to carry out the functions assigned to them in terms of the Act	Traditional Leadership and Governance Framework Act of 2005, Assessment Results	Count the number of Local Houses of Traditional Leaders supported	None	Output	Non – Cumulative	Quarterly	No	Local Houses functional	Director: Traditional Resource Administration
<b>Traditional Resource Administration</b>	Number of Traditional Councils supported to perform their duties	To support Traditional Councils in accordance with the Traditional Leadership and Governance Framework Act of 2005 as well as with physical conditions. Support includes Provision of Tools of trade when budget is available, Reviewing of Cash Books monthly, Assessment of Physical conditions	To ensure that Traditional Councils are able to carry out the functions assigned to them in terms of the act. To have constituted, stable and functional TC in compliance with Sec 4 of the Traditional Leadership and Governance Framework Act of 2003.	Traditional Leadership and Governance Framework Act of 2005, Assessment Results Checklist reflecting administration and financial documents required i.e (attendance register, minutes etc)	Count the number of Traditional Councils supported to perform their duties	None	Output	Non – Cumulative	Quarterly	No	Traditional Councils functional	Director: Traditional Resource Administration
<b>Traditional Resource Administration</b>	Number of performance management systems developed for the institution of Traditional Leadership	Develop a Performance Management System for the institution that will be used to monitor individual Performance	To ensure accountability by the institution of Traditional Leadership	National Job Descriptions	Count the number of performance management systems developed for the institution of Traditional Leadership	None	Output	Non-Cumulative	Quarterly	Yes	Performance management systems developed for the institution of Traditional Leadership	Director: Traditional Resource Administration
<b>Traditional Resource Administration</b>	Number of Policies implemented on support to families of deceased Annakosi	Implement a policy to support the families of Annakosi who die. This includes logistical arrangements for the funeral	To support the family of Annakosi in respect of funeral arrangements	Policy on Support to families of Deceased Annakosi	Count the number of Policies implemented on support to families of deceased Annakosi	None	Output	Non-Cumulative	Quarterly	Yes	Families of deceased Annakosi provided with support	Director: Traditional Resource Administration
<b>Traditional Resource Administration</b>	Number of head counts conducted on Izinduna	Physical verification of all Izinduna including biometric process in partnership with Human Resource Management	Verification of the 11 Districts will result in the elimination of fraud	Database of Izinduna	Count the number of head counts conducted	None	Output	Cumulative	Quarterly	No	11 Districts verified	Director: Traditional Resource Administration







Tel: 033 395 2831  
Fax: 033 345 6432



**OFFICE OF THE MEC**  
1st Floor, FNB House,  
Redlands Estate, Wembley,  
Pietermaritzburg 3201

**OFFICE OF THE HEAD OF DEPARTMENT**  
14th Floor, North Tower, Natalia Building,  
330 Langalibalele Street, Pietermaritzburg 3201



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**BACK TO BASICS: SERVING OUR COMMUNITIES BETTER **B<sub>2</sub>B****