



Mr Stefan Botha
M&E, SLP.

cogta

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

MINISTRY CO-OPERATIVE GOVERNANCE,
TRADITIONAL AFFAIRS

2016-09-07

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Received by the Office of the HOD

STRATEGIC PLANNING, MONITORING AND EVALUATION UNIT 5 SEP 2016

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Co-operative Governance & Traditional Affairs

MEMO ROUTE FORM

SUBJECT	BRIEFING DOCUMENT FOR THE ANNUAL CITIZEN'S REPORT
REFERENCE	2/9/2/R
DATE	26 AUGUST 2016

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TO : Hon MEC N. Dube-Ncube, MPL

FROM : Mr. S. Botha
Acting General Manager: Strategic Planning, Monitoring and Evaluation

DATE : 26 August 2016

UBJECT : BRIEFING DOCUMENT FOR THE ANNUAL CITIZEN'S REPORT

1. PURPOSE

The purpose of this memorandum is to present to the MEC, the KZN COGTA Annual Citizen's Report for her noting and sign-off.

2. BACKGROUND

The White Paper on Transforming Public Service Delivery (WPTPS) (Batho Pele) of 1997, calls on all national and provincial departments to make service delivery a priority and publish their Service Standards in a statement of Public Service Commitment (Service Delivery Charter). The aim is to make a clear commitment to the standard of service that citizens can expect, and how the Department will fulfill each of the Batho Pele Principles. It also provides a framework to enable national and provincial departments to develop departmental service delivery strategies to promote continuous improvements in the quality and equity of service provision. The Annual Citizen's Report is a requirement in terms of the KPA 2 of MPAT. Reporting on this is in accordance with the Service Delivery Improvement Plan (SDIP) Directive of 2009, done annually through a prescribed template provided by DPSA.

The Public Service Regulations of 2016 directs that an Executive Authority shall establish and maintain an operations management framework which shall include Service Standards for all services, a Service Delivery Charter and a Service Delivery Improvement Plan that shall be aligned to the Strategic Plan contemplated in Public Service regulation 25 for his or her Department.

The Service Standards and Service Delivery Charter were approved both by the MEC and HOD on the 05th of February 2015.

SUBJECT : BRIEFING DOCUMENT FOR THE ANNUAL CITIZEN'S REPORT

3. CONTENT OF THE ANNUAL CITIZEN'S REPORT

The White Paper on Transforming Public Service Delivery (1997) requires departments to report on how they have met the standards as published in the Service Delivery Charter. The report indicates the achievements and challenges encountered during the implementation of the Service Standards and Service Delivery Charter and provide for mitigating factors and recommendations on how to improve the services identified for improvement.

The report covers the achievements of the following Service Standards per Programme:

Programme One

- Provision of performance monitoring support to the Department management and the MEC on quarterly and annual basis.
- Provide service delivery planning to the Department and the MEC annually.
- Provide functional working space support (hard) when to the Department in order to enable the Department to conveniently and safely conduct its business.
- Provide financial planning and expenditure management to the Department as per norms and standards.
- Provide HRM & D (people) support to the Department in order to enable the Department to carry out its service delivery functions.
- Ensure compliance with relevant legal prescripts and policies.
- Provide staff provisioning/recruitment and selection for the Department.

Programme Two

- Providing support in financial disciplines to achieve sound financial management on annual basis;
- Monitoring the state of municipal finance and providing feedback with recommendations to municipalities on quarterly basis;
- Assess and Monitor municipal performance on quarterly basis;
- Conduct annual evaluations of the overall performance of municipalities as per section 47 report;
- Assist communities to access government services through CDWs on monthly basis;
- Provide on-going support to functionality of municipal rapid response teams;
- Monitor development and implementation of municipal mechanisms, procedures and processes aimed at enhancing the efficacy of participatory democracy at local government level on quarterly basis

SUBJECT : BRIEFING DOCUMENT FOR THE ANNUAL CITIZEN'S REPORT

Programme Three

- Provide access to spatial information processes to identified municipalities on quarterly basis
- Prepare, analyse and disseminate incidents maps quarterly to the Provincial Disaster Management Centre
- Monitor functionality of frontline service delivery points (Community Service Centres) on quarterly basis
- Support 10 District municipalities to implement Local Economic Development strategies
- Maintain 30 500 employment opportunities through EPWP and CWP
- Quarterly coordinate IGR Fora to promote coordination of service delivery
- Conduct on-going community education and awareness campaigns on disaster risk management

Programme Four

- Ensure the establishment of functional Traditional Councils every five years.
- Coordinate trainings to build capacity of institutions of Ubukhosi including Traditional Council members to perform their developmental roles.
- Monitor and report on sound and clean financial management systems especially of traditional trust accounts annually
- Traditional Institutions to promote cultural and customary way of life in accordance to the constitution;
- Dispute resolution in accordance with legislation, policies and frameworks;
- 58 municipalities with participation of Traditional Leaders

The following areas of improvement are proposed by the report:

- Development of a Complaints Management System/Policy and the creating awareness in respect of what procedure clients should follow when lodging a complaint and how they can expect to have their complaint addressed.
- The CSC Directorate in partnership with the Service Delivery Unit will need to embark on a monitoring exercise on the implementation of the DPME Frontline Service Delivery Monitoring Framework at CSCs.

SUBJECT : BRIEFING DOCUMENT FOR THE ANNUAL CITIZEN'S REPORT

4. RECOMMENDATIONS

It is requested that the MEC note and approve the Annual Citizen's Report for onward submission to the Office of the Premier and DPSA.

Submitted by



Mr. Stefan Botha
Acting General Manager
Strategic Planning, Monitoring & Evaluation

5/9/16
Date

I do believe there is overlap between this and the Annual Report. It is submitted to comply with DPSA/DET require.

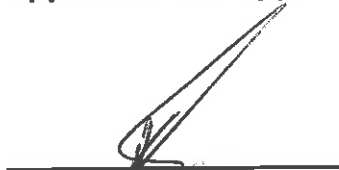
Supported/ Not-Supported



Mr. Thando Tubane
Acting Head of Department

6/9/16
Date

Approved/ Not Approved



Ms. Nomusa Dube-Ncube, MPL
MEC for Cooperative Governance and Traditional Affairs

7/9/16
Date

Please note the comment from MR S Botha



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

ANNUAL SDIP REPORT

2015/2016

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Introduction

The white paper on Transforming Public Service Delivery (WPTPS) (Batho Pele) of 1997, established 8 principles that should be followed when delivering services to the people. Those principles are known as Batho Pele Principles. These principles are a way to ensure transformation and guarantee fairness in the manner in which services are delivered. These principles guarantee citizens of their right to be consulted on the level and quality of services they receive and to be told how much those service cost and about who is in charge of those services.

The White Paper, calls on all national and provincial departments to make service delivery a priority. It also provides a framework to enable National and Provincial Departments to develop departmental service delivery strategies to promote continuous improvements in the quality and equity of service provision. It further stipulates that the Executive Authority is responsible for the publication of the Service Delivery Charter and the Service Delivery Improvement Plan.

The Department of Cooperative Governance and Traditional Affairs developed a Service Delivery Charter which was approved by the Executive Authority on the 05th of February 2015. The Service Delivery Improvement Plan (SDIP) was also developed and approved on 09th of September 2015. In accordance with the 2016 Public Service Regulations, the Department is expected to provide a report on the implementation of the Service Standards as well as the SDIP.

Presented is the Annual Citizens Report achievement in the implementation of Service Standards and areas of improvement that must be effected.

This report is a contract with our citizens in the continuation of provision of better services and a commitment to move South Africa forward.

Who we are:

The mandate of the Department as outlined by Cabinet is as follows:

- To coordinate all organs of state to ensure maximum impact;
- Interventionist approach;
- Improved internal and external cooperation and outcomes based Inter-Governmental Relations Structures;
- Ensure SINGLE window of coordination and regulation of national, provincial and local government.

What we do:**LIST OF SERVICES AND STANDARDS**

KZN COGTA offers the following services for our primary clients:

The administration branch offers the following services:**Professional advisory services**

- Policy development
- Service delivery planning, performance monitoring and evaluation
- Staff training & development, performance management and health & wellness
- Staff provisioning/ recruitment and selection
- Financial planning and expenditure management
- Risk management and internal

Administrative Service

- Corporate services

Local Government Services

- Provide and coordinate support for community development and enhance governance through public participation;
- Provide and coordinate support to achieve good governance in municipalities;
- Provide and coordinate support for municipal finances;
- Provide and coordinate municipal development;
- Monitor and evaluate municipal performance

Development and Planning Services

- Manage and coordinate municipal infrastructure development
- Coordinate Local Economic Development within Local Governance Institutions
- Coordinate provincial Disaster Management
- Support the development of Spatial Development Frameworks

Traditional Institutional Management Services

- Provide institutional support to traditional Institutions
- Coordinate administrative and operational support to Traditional Houses and Councils
- Manage and coordinate Traditional Institutional Development

Our Stakeholders/Clients:

- Sector Departments (Provincial and National)
- Local Municipalities
- Traditional Institutions
- District Agencies
- Auditor General
- SITA
- SALGA
- Eskom
- Legislature
- The Public

Our Leadership:

The MEC for Cooperative Governance and Traditional Affairs is Ms. Nomusa Dube-Ncube, who is a member of the KZN Legislature and the Executive Authority in terms of the Public Service Act.

The acting Head of the Department is Mr. Thando Tubane, who is the Accounting Officer in terms of the Public Finance Management Act.

Situational Analysis

Local Government is the “crucible in which complex processes of development, governance, transformation of life and living conditions is taking place daily” (COGTA National Assembly, 2014). This indicates that Local Government should be capable to deliver on development and transformation. At the same time capability and poor performance in municipalities is a serious concern which requires strategic interventions. This has been proven by the number of service delivery protests that are taking place in our communities. Some of the key challenges experienced include:

- Lack of response to service delivery challenges by municipalities;
- Inadequate public participation and dysfunctional ward committees;
- Poor financial viability of municipalities and its impact on service delivery;
- Lack of skilled staff at municipal level; and
- High level of fraud and corruption within local government.

As per NDP, meeting the transformation agenda for Local Government requires a much higher and more focused intergovernmental commitment towards the creation of more functional municipalities and capable machinery at a local level. In responding to these challenges, the Department supports the implementation of the Back to Basic programme which reminds us that our people come first.

National COGTA initiated the Back to Basics programme in December 2014 by conducting a desk top assessment of municipalities in all nine provinces and developed 3 categories of municipal performance to initiate focused action. In KZN, **35 municipalities** were found to be **functional**, **18 challenged** and **8 requiring intervention**.

The priority for COGTA on Back to Basics is to get all municipalities in the requiring intervention category out of a dysfunctional state; support all municipalities on the middle path to progress to the top path and stay there; and support and incentivize all municipalities on the top path to remain there. The following pillars are the priorities of Local Government and are the thrust of Back to Basics:

- Good Governance;
- Institutional Capacity;
- Financial Management;
- Public Participation; and
- Basic Services.

A Provincial Task Team (PTT) has been established to monitor the implementation of the programme. This steering committee comprises of National Departments of COGTA, Water Affairs and Sanitation, Energy, ESKOM, SALGA KZN and Provincial Human Settlements, Treasury, Office of the Premier and COGTA representatives. The Provincial Task Team meets quarterly.

The Traditional Affairs business unit has also developed a Back to Basics programme for the categorization of all the 296 Traditional Councils within the Province. This programme is meant to ensure that the Traditional Councils, working with the municipalities, focuses on issues of service delivery within the traditional areas.

In assisting the municipalities in progressing from one level to another, COGTA has been focusing on the above pillars as the entry point. Given the successful execution of the first phase of the Back-to-Basics programme, municipalities are currently implementing the second phase of the programme based on the ten (10) point plan. The ten point plan seeks to institutionalize back to basics in the governance of municipalities and in particular to achieve the following:

- Improving performance through building effective systems and resilient institutions of Local Government;
- Working smarter and innovatively to increase impact;
- Focusing on 20% of actions that will deliver 80% of impact;
- Moving municipalities at “risks” of dysfunctionality to the next level; halt “at-risk” municipalities from becoming dysfunctional; and maintain well performing municipalities at that level;
- Establishing programmes to address generic systemic problems – e.g. weaknesses in human resource management, supply chain management, infrastructure procurement and financial management;
- Mobilising multi-departmental teams at provincial and national levels to tackle municipalities at risks of dysfunctionality; and
- Strengthening community engagement and local government accountability to citizens through innovative platforms (e.g. social media, community radio)

In this province an eleventh point focusing on communication was added. Indeed municipalities may be doing good work in the management of its finances, in the delivery of services and so on, however if these achievements are not communicated they remain unknown.

In terms of governance, municipalities will be supported to have functional municipal structures. The Department will intensify and support council meetings where there is evidence of dysfunctionality, and facilitate political engagements to manage political tensions. All oversight committees shall be in place and be able to perform their duties without any interference.

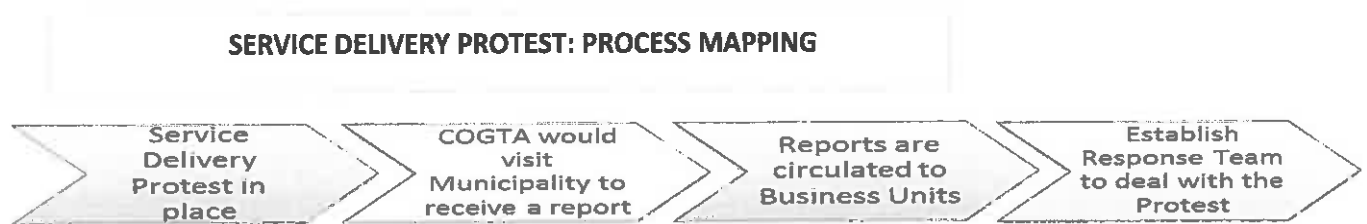
Support to municipalities in key areas of institutional management and development is important. Support will be provided in filling the vacant posts with competent staff; develop a plan to attract scarce skills in rural areas and explore shared services at a district level in respect of scarce skills; and implement and manage a performance management system. Capacity building and enhancing the capability of councillors and municipal officials to perform their functions will be promoted in order to sustain stability in Local Government.

Operation Clean Audit remains a key programme in ensuring that all municipalities display good financial management and accountability. COGTA will support municipalities in

implementing procurement plans; revenue raising strategies; debt collection; developing and implementing Audit and post Audit action plans and act decisively against fraud and corruption. The Department will also focus on revenue management and enhancement through support in the second cycle of general valuation rolls in preparation by municipalities in terms of the Municipal Property Rates Act.

In order to ensure that the communities are effectively engaged, the functionality of Ward Committees and War Rooms will remain the priority for the Department. Support programmes will be provided through the establishment of community based structures and in the development of community participation plans. These programmes aim to strengthen public participation and enhance governance, accountability and service delivery.

Process Mapping: (as per the SDIP of 2015/2016)

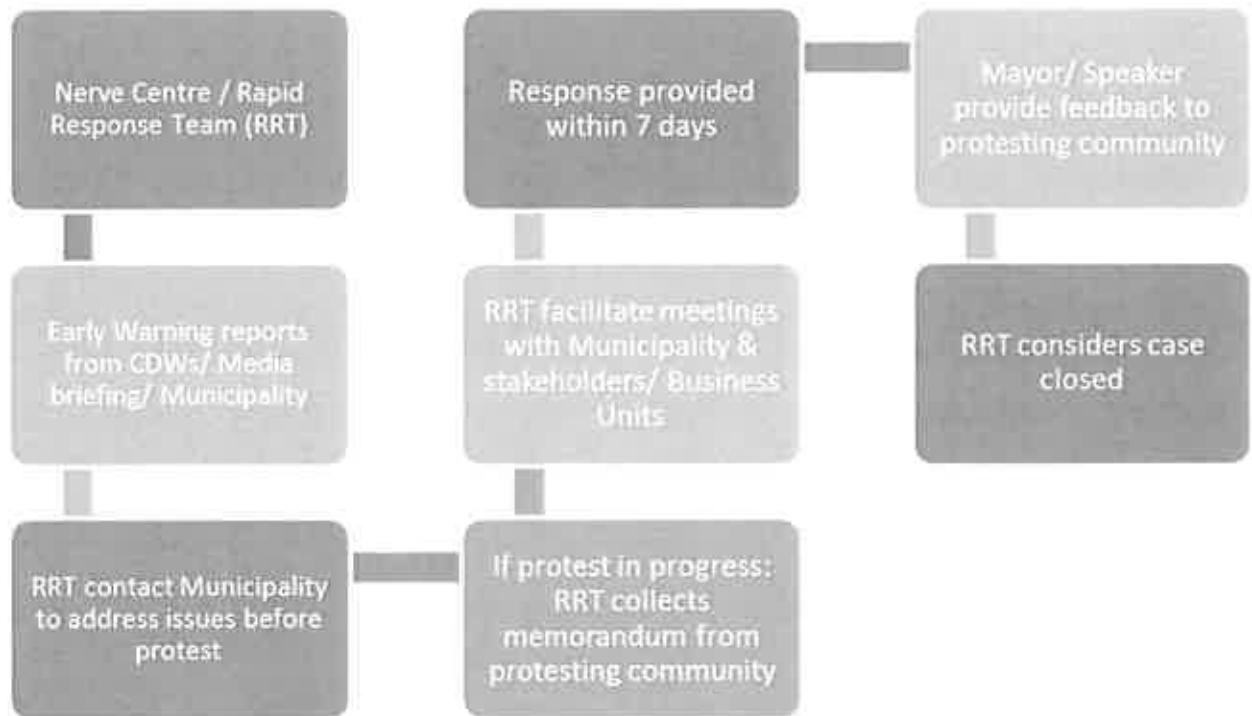


Once a service delivery protest takes place, COGTA will respond by visiting the municipality and receive a report on the protest. Reports will then be circulated to business units for actioning. The Rapid Response Team will provide a timeous and effective response to the complainants.

The representatives from the business units in the nerve centre will provide immediate support to the municipality in terms of advice and assistance in resolving the complaint.

Part of the establishment of the nerve centre was to deal timeously with service delivery protests. As there are representatives from the business units in the nerve centre, if early warning issues or confirmed protests actions taking place, the RRT is able to garner immediate support from the business units and able to respond to the municipality with advice and assistance.

Nerve Centre/ Rapid Response Team: Process Mapping



- Early Warning reports received from CDWs. Reports received from media briefings as well as municipalities.
- For EW reports, RRT contacts municipality and Public Participation and together, they address the concerns of community before protest.
- If service delivery protest already in process, Rapid Response collects Memorandum/complaints from protesting community together with relevant business unit and/or sector.
- Nerve Centre receives reports every 48 hrs from RRT & Business Units and Sector Departments.
- Rapid Response supports facilitation meetings with Municipality and stakeholders.
- Within 7 days, responses are provided to community (through their reps).
- Mayor/Speaker and Community Reps agree on date for Community meeting to give feedback.
- Community and Municipality agree on Programmes to resolve matters/complaints.

Our Standards and how we met them:

Administration Branch

Service Standard	Progress
Provision of performance monitoring support to the Department management and the MEC on quarterly and annual basis.	The MEC and Departmental Management were provided with performance monitoring support on a quarterly basis. 5 Performance Monitoring Reports were produced (x4 Quarterly and x 1 Annual Report)
Provide service delivery planning to the Department and the MEC annually.	The Annual Performance Plan was developed which is aligned to the Strategic Plan. A Service Delivery improvement plan was developed.
Provide functional working space support (hard) when to the Department in order to enable the Department to conveniently and safely conduct its business.	98% of the functional working environment is aligned to the organizational structure and 98.8% of Departmental Buildings are compliant with the Occupational Health and Safety Act.
Provide financial planning and expenditure management to the Department as per norms and standards.	The Four Programmes were provided with Financial Management support and achieved a 2% variance on expenditure.
Provide HRM & D (people) support to the Department in order to enable the Department to carry out its service delivery functions.	100% of staff were capacitated in accordance with the Departmental Training Plan.
Ensure compliance with relevant legal prescripts and policies.	A compliance monitoring system has been developed to monitor legal prescripts and policies.
Provide staff provisioning/recruitment and selection for the Department.	100% of staff with scarce skills were recruited in accordance with the recruitment plan

Local Government Branch

Service Standard	Progress
Providing support in financial disciplines to achieve sound financial management on annual basis;	61 municipalities were supported on financial management within the financial year. 18 municipalities received clean audits, 35 unqualified, 7 Qualified and 1 Disclaimer opinions
Monitoring the state of municipal finance and providing feedback with recommendations to municipalities on quarterly basis;	The Section 131 of MFMA Report was produced and tabled at the legislature
Assess and Monitor municipal performance on quarterly basis;	61 municipalities were supported to institutionalize performance management systems. The Section 47 of MSA Report was tabled at legislature.
Conduct annual evaluations of the overall performance of municipalities as per section 47 report;	61 municipalities were evaluated on administrative performance.

Service Standard	Progress
Assist communities to access government services through CDWs on monthly basis;	Communities were provided access to government services through war rooms where CDWs are deployed
Provide on-going support to functionality of municipal rapid response teams;	51 municipalities were supported to develop ward level databases which contained community concerns and remedial actions
Monitor development and implementation of municipal mechanisms, procedures and processes aimed at enhancing the efficacy of participatory democracy at local government level on quarterly basis	51 Municipalities were monitored on Community Report Back Meetings convened by councilors in each ward.

Development and Planning Branch

Service Standard	Progress
Provide access to spatial information processes to identified municipalities on quarterly basis	45 municipalities were provided with support on a quarterly basis
Prepare, analyse and disseminate incidents maps quarterly to the Provincial Disaster Management Centre	100% of incidents were mapped and disseminated to the Provincial Disaster Management Centre
Monitor functionality of frontline service delivery points (Community Service Centres) on quarterly basis	45 Community Service centres were supported for effective functionality. 1 CSC infrastructure programme was implemented.
Support 10 District municipalities to implement Local Economic Development strategies	10 district municipalities supported to implement Local Economic Development projects in line with municipal LED strategies
Maintain 30 500 employment opportunities through EPWP and CWP	34982 work opportunities were maintained through EPWP and CWP
Quarterly coordinate IGR Fora to promote coordination of service delivery	The joint service delivery forum was supported on a quarterly basis to ensure coordination of service delivery
Conduct on-going community education and awareness campaigns on disaster risk management	2 Seasonal Awareness campaigns(x1 Winter and x 1 Summer) were conducted

Traditional Affairs Branch

Service Standard	Progress
Ensure the establishment of functional Traditional Councils every five years.	This will take place in 2017 after the Traditional Council Elections have been conducted
Coordinate trainings to build capacity of institutions of Ubukhosi including Traditional Council members to perform their developmental roles.	20 Amakosi attended the UKZN Advanced Leadership Programme.
Monitor and report on sound and clean financial management systems especially	257 TACs were supported and have updated Moveable Asset Registers. 267 TCs were

of traditional trust accounts annually	supported to implement Financial Management Practice Notes.
Traditional Institutions to promote cultural and customary way of life in accordance to the constitution;	100% of cultural platforms were supported
Dispute resolution in accordance with legislation, policies and frameworks;	100% of disputes were finalised
58 municipalities with participation of Traditional Leaders	59 municipalities had Traditional Leaders participating at municipal meetings

Areas for Improvement in the next Reporting Cycle

During the implementation of the Service Charter and Standards the following gaps/areas for improvement were identified and will be addressed in the next reporting cycle:

1. Absence of a Complaints Management System/Policy and clients not aware of the procedure to be followed when lodging a complaint and how their complaint will be attended to.
2. No monitoring of Frontline services being rendered at Community Service Centres as per the DPME Frontline Service Delivery Monitoring Framework.

Remedial Actions

1. Development of a Complaints Management System/Policy and the creating awareness in respect of what procedure clients should follow when lodging a complaint and how they can expect to have their complaint addressed.
2. The CSC Directorate in partnership with the Service Delivery Unit will need to embark on a monitoring exercise on the implementation of the DPME Frontline Service Delivery Monitoring Framework at CSCs.

Our organization and staffing: total number of employees:

The Department is structured around four programmes.

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

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

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

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

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

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

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

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 agrees 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.

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

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
R thousand					2015/16		2016/17	2017/18	2018/19
1. Administration	311 497	318 880	331 891	352 394	379 998	385 624	367 321	374 160	390 788
2. Local Governance	182 089	222 739	217 377	225 160	263 678	263 244	249 953	273 964	308 847
3. Development and Planning	614 226	430 891	699 251	534 598	670 520	666 608	643 650	515 618	534 569
4. Traditional Institutional Management	206 738	269 986	234 068	255 891	266 967	265 687	284 999	297 710	312 271
Total	1 314 550	1 242 496	1 482 587	1 368 043	1 581 163	1 581 163	1 545 923	1 461 452	1 546 475

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

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2012/13	2013/14	2014/15				2016/17	2017/18	2018/19
R thousand					2015/16		2016/17	2017/18	2018/19
Current payments	799 863	931 321	992 678	1 182 013	1 238 714	1 228 109	1 403 000	1 336 181	1 406 423
Compensation of employees	411 741	523 274	557 676	637 229	630 118	615 631	674 446	738 550	798 330
Goods and services	387 922	408 047	435 002	544 784	608 596	612 478	728 554	597 631	608 093
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	456 986	246 873	421 838	87 969	240 524	250 479	47 497	49 358	52 115
Provinces and municipalities	444 587	232 228	353 291	61 856	181 006	184 506	33 021	35 999	36 689
Departmental agencies and accounts	1 000	1 278	20 231	-	-	6 150	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	558	-	33 254	12 100	45 100	45 100	-	-	-
Non-profit institutions	100	-	-	-	-	-	-	-	-
Households	10 741	13 367	15 062	14 013	14 418	14 723	14 476	13 359	15 426
Payments for capital assets	57 757	64 276	68 026	98 061	101 925	102 575	95 426	75 913	87 937
Buildings and other fixed structures	24 225	39 069	41 689	78 231	76 601	76 601	76 596	61 674	71 450
Machinery and equipment	29 188	21 104	24 906	17 130	22 720	23 278	16 518	14 039	16 212
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	4 344	4 103	1 431	2 700	2 604	2 696	2 312	200	275
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	144	26	45	-	-	-	-	-	-
Total	1 314 550	1 242 496	1 482 587	1 368 043	1 581 163	1 581 163	1 545 923	1 461 452	1 546 475

Key services as per SDIP

IMPROVE COORDINATION OF SERVICE DELIVERY IN KZN			
MUNICIPALITIES			
KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD	DESIRED STANDARD
Provide support to 26 dysfunctional municipalities to put processes, mechanism and structures in place		Quantity	
		Quality	<p>A Strategic Session was held on the 3rd February 2015 with sector departments, the 26 municipalities, and National COGTA and business units in order to verify business units' action plans and to ensure their alignment with municipal support plans.</p> <p>Business units provide monthly progress reports on provision of support.</p> <p>Monthly meetings are held</p>
			<p>Developing processes, mechanism and put structures in place</p>
			<p>The Department has successfully established and maintained 10 District Development Planning Shared Services. The challenge is to expand this to include other core services such as engineering, financial and audit management services. The Department does however maintain a provincial Infrastructure Project Management Unit that operates as a</p>

		<p>with the 26 municipalities to track progress and identify blockages as per the support plan.</p> <p>Progress assessment visits were undertaken from 25 May to 5 June 2015. The purpose of the visits was to complete the 2nd quarter assessment template to understand if there was movement from the 1st quarter assessment to the 2nd. Progress reports were also received on progress to date.</p>		<p>shared service.</p>
			<p>Fill all critical vacant positions</p>	<p>Posts were filled for Municipal Managers in the following Municipalities: Ulundi, Mkhambathini, Phongola, Abaqulusi, Mtubatuba, Ilembe and Uthungulu.</p> <p>Posts for Chief Financial Officers were also filled for the following Municipalities: Umzinyathi, Umdoni, Hibiscus, Umngeni, Richmond, Nkandla and Edumbe</p>
			<p>Policy and by-laws gazette</p>	<p>There are 21 Municipal Planning Tribunals of which only 9 are functional. Support plans have been developed to assist the 12 non-functional MPTs.</p> <p>26 of 51 municipalities have gazetted the by-laws.</p>

<p>A generic monitoring template was developed. Notices to be Gazetted were obtained and were by-laws accessed for 51 municipalities.</p>	<p>34 municipalities were supported to implement an indigent policy. This support included the review of Indigent Policies and drafting of the KZN Indigent Policy Framework. It also included the development and integration of Indigent registers and managing the municipal equitable share expenditure towards Free Basic Services.</p>	<p>In order to improve the capacity of political and administrative governance in municipalities, the Department developed an assessment tool to monitor the compliance with legislation and</p>	
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<p>policies in the local government environment. This assessment tool was developed and sent to all 61 municipalities for responses. Five key areas were identified for support, namely Roles and Responsibilities, Delegations Framework, Implementation of Code of Conduct, Staff Leave and Records Management.</p>			
<p>Based on the assessment data collected, it shows that 518 out of 828 ward committees are conducting feedback meetings (63%).</p>	<p>Support 26 municipalities to conduct constituency engagement and feedback per quarter.</p>		

<p>Support 35 municipalities to remain functional and sustain delivery of services</p>	<p>Progress assessment visits were undertaken from 25 May to 5 June 2015 to the 35 functional municipalities.</p> <p>The purpose of the visits was to complete the 1st and 2nd quarter assessment templates and capture challenges for the development of support plans for these municipalities</p>	<p>Develop support plans to ensure these municipalities remain in this category.</p>	<p>61 support plans were developed for each municipality. A consultation process will be finalised with the municipalities on the support plans end of this quarter for 2016/2017 financial year. Business units in collaboration with Sector departments and municipalities will be required to provide progress on the support provided.</p>
		<p>Conduct quarterly reporting and monitoring.</p>	<p>Monitoring of support plans was conducted quarterly and an annual report on the implementation of support plans was produced.</p>
		<p>Improved clean audit outcomes for municipalities that received findings.</p>	<p>29.5% that is 18 out of 61 municipalities obtained clean audit in the 2015/2016 financial year. Although obtaining of clean audit is not within the control of the Department</p>

					however, support was provided to all affected municipalities.
BATHO PRINCIPLES					
	Consultation	All councilors and CDWs were work shopped on the programme following the Presidential LG Summit held in September 2014	Nerve centre meetings 3X a week	After the review of the nerve centre committee TOR, the nerve centre is now meeting twice a week on Tuesdays and Fridays.	

<p>and these engagements were held from the 9th – 11th February 2015.</p> <p>All COGTA staff were engaged on the BACK TO BASICS programme in a workshop led by the HOD.</p> <p>The BACK TO BASICS programme has been presented to Cabinet, COHOD, Cabinet Governance Cluster, EXCO, MANCO, etc.</p> <p>Nerve Centre meetings are held 3x a week to share information and track progress.</p> <p>The Premier launched the programme that took place on 17/2/2015. SALGA, HOD, Provincial departments and National departments as well as MM, management teams and Mayors and all councillors were in attendance.</p>	<p>Monthly or weekly Visit to municipalities</p>	<p>Meetings are held monthly with 26 identified dysfunctional municipalities.</p>
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	<p>Access</p>	<p>Acknowledgement of service delivery protest memorandum is done in writing and constant feedback happens through community leaders or representatives.</p> <p>As part of the MEC BACK TO BASICS campaigns, the community is urged by the MEC to call in and share their experiences with the municipalities. These received calls are logged and diverted to the relevant business unit for response. Issues discussed at Nerve Centre.</p>	<p>Respond to community within 7 days of receipt of memorandum</p>	<p>Although most of the protests are political the Department however sends its response team to attend to these challenges within a day of receiving a complaint and refer to relevant stakeholders.</p>
	<p>Courtesy</p>	<p>All BACK TO BASICS information available on Departmental website and Intranet site. A shared folder has been developed on all COGTA servers for ease of access.</p> <p>Information on BACK TO BASICS constantly in main stream media by MEC appearances on radio, workshops and conferences.</p>	<p>Monthly or weekly Visit to municipalities</p> <p>Monthly feedback meetings with 26 dysfunctional municipalities</p>	<p>Meetings are held monthly with 26 identified dysfunctional municipalities.</p> <p>Meetings are held monthly with 26 identified dysfunctional municipalities.</p>

<p>Openness and Transparency</p>	<p>A database for the 26 support plans has been created to track progress.</p>	<p>Reports will be made available through IGR Forums and when requested</p>	<p>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 get an opportunity to interact with local government in the true expression of the concept of cooperative governance.</p>
<p>Information</p>	<p>Monthly support meetings are held with the municipalities and a dedicated support team is made available as and when requested.</p>	<p>The programme will be led at District level also via OSS champions</p>	<p>To give effect to early warning systems in relation to service delivery protests, municipalities were supported on the development of a ward level database with community concerns and remedial actions. A template for collection of concerns was developed. Community Development Workers in all municipalities were capacitated to apply the template. Issues were collected from 51</p>

<p>municipalities. The source of collection was through the OSS war rooms and at ward committee and community meetings. Reports containing issues were sent to Municipal Managers of the concerned Municipalities. The municipalities were then given the opportunity to then propose remedial actions. Four municipalities reported that they have intervened on the issues which were forwarded to them and 2 reported that they have referred the issues to relevant stakeholders for intervention.</p>			<p>Meetings are held monthly with 26 identified dysfunctional municipalities and nerve centre meetings are held twice weekly.</p>
		<p>Conduct monthly meetings</p>	
			<p>Monthly meetings are held with municipalities and nerve centre meetings are held 3x a week. Project Team meeting held</p>
		<p>Redress</p>	

	<p>quarterly.</p> <p>Provincial Task Team meetings are held quarterly with sectors, national COGTA, business units and district municipalities.</p> <p>BACK TO BASICS is a standing item on Mayors forum and MM forum meetings.</p> <p>BACK TO BASICS standing item on Technical MUNIMEC, MUNIMEC and theme of Technical MINMEC and MINMEC is BACK TO BASICS.</p>	<p>Provincial Task Team meetings conducted quarterly</p> <p>Any complaints to be addressed through IGR Forums</p>	<p>Provincial Task Team are held on quarterly basis with national Departments and sector Departments to avoid travelling costs.</p>
			<p>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 get an opportunity to interact with local government in the true expression of the concept of cooperative governance.</p> <p>With respect to section 81 implementation, support was then provided to the 58 municipalities to improve participation of traditional leaders. The Section 81 (4) Regulations has been finalised and published and presented to SALGA Governance</p>

and IGR Practitioners Forum.

A workshop was conducted on section 81 cooperation and partnership protocols in 10 Districts and in 16 municipalities.

All Section 81 Steering Committee meetings were supported. Municipalities that have to date included AmaKhosi in Council Committees increased to 28.

A Partnerships Framework to guide the establishment of partnerships in the provision of support to Local Houses was developed. Inclusion of traditional leaders in District Intergovernmental Forums has been initiated.

A Departmental Task Team was established to compile a strategy on consultation,

				<p>cooperation and communications.</p> <p>Support was focused to all 11 Local Houses.</p>
	<p>Value for Money</p>	<p>Programme is co-ordinated. Project managed to ensure focused support for a particular set of municipalities.</p> <p>Audit response plans from poorly performing municipalities have also been integrated into BACK TO BASICS as have intervention plans for municipalities under Section 139 intervention.</p>	<p>Develop response plans for poorly performing municipalities</p> <p>audit for performing municipalities</p>	<p>Response plans were developed for municipalities with poor audit outcomes.</p>
			<p>Conduct quarterly monitoring & evaluation.</p>	<p>Monitoring of support plans was conducted quarterly and an annual report on the implementation of support plans was produced.</p>
			<p>Perform quarterly risk management assessment.</p>	<p>17 municipalities were supported with integrity management programmes and compilation of fraud risk registers. Fraud risk workshops were conducted at which the respective fraud registers were compiled</p>

					for the following municipalities; Umzumbe, Vulamehlo, Msinga Richmond LM, Mshwati Umkhambathini LM and Okhahlamba LM, Ubuhlebezwe LM Izingolweni, Hibiscus, Ingwe, Mtubatuba Ntambanana, mdoni, Mtshezi, Umuziwabantu and Mvoti Municipalities.
	Time				
	Cost				
	HR				

CONCLUSION:

The goal of our SDIP is to provide a mechanism for continuous, incremental improvement in service delivery. The achievements point out to a need for continuously improving our service standards and to always put our customers at the centre of our planning and development. Through our Back-to-Basics programme, we seek to be the catalyst that put people first, creating conditions for decent living by consistently delivering on high quality services for our people, ensure good governance especially in our municipalities for decent build and maintain sound institutional and administrative capabilities. We are convinced that, through the implementation of our SDIP we shall work together with our stakeholders and succeed in speeding up service delivery for our people.