



cogta

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



2015/2016 ANNUAL PERFORMANCE PLAN



cogta

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Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

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"MOVING FORWARD WITH SPEED. ENSURING A BETTER QUALITY OF LIFE FOR ALL."

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FOREWORD BY THE MEC

FOREWORD TO THE COGTA 2015/2016 ANNUAL PERFORMANCE PLAN BY HONOURABLE MEC NOMUSA DUBE-NCUBE

As we present the 2015/16 Annual Performance Plan, for the Department of Cooperative Governance and Traditional Affairs in KwaZulu-Natal we draw inspiration from the memorable words of former American President Herbert Hoover who once said “**words without actions are the assassins of idealism**”. Although this document consists of mere words, we who are tasked with its implementation and driven by a desire for rapid socio-economic transformation of our province are determined to see it through. For this, both action and idealism are required and are indeed abundant in the ranks of this department’s dedicated civil servants.



This Annual Performance Plan begins a new and far-reaching phase of our democratic transition; a phase that calls for bold and decisive steps to place the economy on an equitable path where wealth is shared among those who multiply it. In line with the 60th anniversary of the Freedom Charter, our plans for the period ahead are focused on the transformation imperatives that will accelerate growth, create work opportunities and build a more equal society in order to eliminate poverty and unemployment, create sustainable livelihoods.

The KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs (Cogta), as reflected in its legislative mandate, is well positioned to be the custodian of our integrated developmental state through its development facilitation, strategic coordination and interventionist role, as provided for in the applicable legislative frameworks. It is within this context that Cogta expects all its business units to act according to established rules and standards on service delivery and good cooperative governance.

In 2015/2016, Cogta will build on the gains that have been made in the previous financial years and simultaneously attend vigorously to departmental weaknesses and deficiencies. Fighting poverty, creating decent work and improving the lives of our people will be at the centre of the department's collective actions as will be its continuous focus on capacity building and support interventions in individual municipalities, which have just embarked on a paradigm-changing Back to Basics programme. The primary focus will be on the 26 municipalities that require targeted support programmes.

Cogta will address the misaligned planning that still exists between provincial and local government. The Integrated Development Plans (IDPs) and Local Economic Development Strategies of municipalities must reflect the priorities of the entire public sector as well as those of the private sector and civil society organisations. Going forward, Cogta will be a premier partner in improving the alignment of our planning and ensure a speedy implementation of provincial government priorities.

Commencing in the 2015/16 financial year, Cogta will effectively play its cooperative governance role by being at the heart of all that we plan in government ensuring coordination and integrated delivery between local government and other spheres of government including social partners.

This Plan places more focus on integrated planning, building implementation capability, improving management practices, strengthened infrastructure co-ordination, enhancement of monitoring and evaluation; and closer monitoring of Front Line Service Delivery. A significant feature of this Plan is that the department is challenging itself to go beyond mere compliance but to be a trendsetter for efficiency and best practices.

In the area of oversight, greater attention will be given to the implementation of the Inter-Governmental Relations Framework Act and also sharpening our existing tools and instruments to ensure greater compliance and better performance. Strengthening our systems of accountability and building clean government is another important pillar of cooperative governance. Public representatives and councillors in particular need to be more accountable to communities and Cogta proposes new and improved measures in this regard. CoGTA will also strengthen the capability of communities to exercise oversight over councillors, municipalities and all projects in their area of jurisdiction.

The institution of traditional leadership is central to our system of governance in rural areas. However, there are key challenges of ensuring greater equity and standardisation on how this institution is treated throughout the province. Traditional customs and ways of living must complement and re-enforce our modern systems of democracy.

We need to protect our rich heritage as an African state and ensure that our knowledge and customs are transmitted to future generations.

In the coming year, Cogta will be more determined than ever in contributing to building the developmental state in provincial and local government. The department will find creative and innovative ways of mobilising our communities, stakeholders and organs of civil society to become development partners with government in matters of governance and service delivery. This means that Cogta will review all inter-governmental structures across government and strengthen municipal ward committees and other participatory governance structures and organs of people's power. I am convinced that this is the right approach to optimal service delivery and in this conviction I carry the support of all my colleagues within the department.

It's time for action and implementation!



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

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Department of Co-operative 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 Co-operative Governance and Traditional Affairs;
- accurately reflects the performance targets which the Department of Co-operative Governance and Traditional Affairs will endeavour to achieve given the resources made available in the budget for the 2015/2016 financial year.



Ms. D. N. Qhobosheane
Accounting Officer



Mr. B. Ndlovu
Chief Financial Officer

Approved by:



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

PART A: STRATEGIC OVERVIEW

Vision

People Centred sustainable Co-operative 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 MANDATES**Constitutional Mandate**

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

- Section 139 provides for provincial invention 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)(b) and (c);
- Section 154 determines that provincial governments must provide support and capacity-building to municipalities by legislative and other means, to assist municipalities to manage their own affairs, to exercise their powers and to perform their functions;
- Section 155(5) and (6) determines the types of municipalities in KwaZulu-Natal, and establishes municipalities in KwaZulu-Natal, whereafter the Municipalities, by legislative and other measures, must be monitored and supported, in addition to which the Department must promote the development of local government capacity, to enable municipalities to perform their functions and manage their own affairs; and
- Section 155(7) stipulates that provincial governments have legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).

Legislative Mandates

The following legislation is administered by the Department:

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

POLICY MANDATES

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

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

Freedom Charter, 1955

The Freedom Charter is a document that the Congress of the People adopted in 1955 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, 1955: 1). The will of all people is at the centre, and forms a base for this document. The core principles of the Freedom Charter find manifestation in the SA Constitution. The key opening demand for the Freedom Charter is "The people shall govern". This means that all men and women of all races, sex and colour have a right to vote, and can stand as a candidate for all bodies which make law and are entitled to be part of the administration of the country. Indeed, as COGTA we have witnessed that our government is elected regularly through transparent, free and fair elections as a prerequisite of our democracy demanded by the Freedom Charter. Every South African has the right to elect a government of his or her own choice. Regardless of race, the charter also calls for full equal rights for all citizens including human rights; common ownership of land and industry; equality before law; right to housing, security and comfort; jobs and security; fully-funded education for children and greater access to higher education.

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

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

National Development Plan and Medium Term Strategic Framework

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

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

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

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

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

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

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

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

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

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

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

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

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

- a) Members of society have sustainable and reliable access to basic services. (**Outcome 9: Sub Outcome 1**).
- b) Intergovernmental and democratic governance arrangements for a functional system of co-operative governance strengthened (**Outcome 9: Sub Outcome 2**).
- c) Sound financial and administrative management. (**Outcome 9: Sub Outcome 3**).
- d) Promotion of social and economic development. (**Outcome 9: Sub Outcome 4**)
- e) Local public employment programmes expanded through the Community Work Programme. (**Outcome 9: Sub Outcome 5**).

Provincial Growth and Development Plan (PGDP)

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

STRATEGIC GOALS	OBJECTIVES
Job Creation	Enhance Industrial Development through Trade, Investment & Exports Expansion of Government-led Job Creation Programmes Promoting SMME, Entrepreneurial and Youth Development Enhance the Knowledge Economy
Human Resource Development	Improve Early Childhood Development, Primary and Secondary Education Support Skills alignment to Economic Growth Promote enhanced Youth Skills Development & Life-Long Learning
Human And Community Development	Poverty Alleviation & Social Welfare Enhancing Health of Communities and Citizens Safeguard Sustainable Livelihoods & Food Security Sustainable Human Settlements Enhancing Safety & Security Advance Social Cohesion Promote Youth, Gender and Disability Advocacy & the Advancement of Women
Strategic Infrastructure	Development of Ports and Harbours Development of Road & Rail Networks Development of ICT Infrastructure Improve Water Resource Management Develop Energy Production Capacity
Responses to Climate Change	Increase Productive Use of Land Advance Alternative Energy Generation Manage pressures on Biodiversity

STRATEGIC GOALS	OBJECTIVES
	Disaster Management
Governance and Policy	Strengthen Policy, Strategy Co-ordination and IGR Building Government Capacity Eradicating Fraud & Corruption Promote Participative, Facilitative & Accountable Governance
Spatial Equity	Actively Promoting Spatial Concentration Facilitate Integrated Land Management & Spatial Planning

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

Back to Basics

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

The 5 pillars of the programme have been outlined as:

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

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

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

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

Impact of the 2011 Census on the APP

Population figures revealed that although the population in KZN has grown by 7.1% since 2001, the province has lost its place as the largest province in the country. It now has the second largest population with 10.2m people following GP with 12.2m. Since budgets follow population figures, the department has had to review its targets in line with its budget allocation. One of the key issues revealed by the census 2011 is that migration and urbanisation are continuing and impacts on the population changes of the province. There were improvements recorded in the provision of basic services although there are spatial patterns of inequality and under delivery. The department through this APP will address those inequalities by increasing support to Local Economic Development and Infrastructure Development interventions in municipalities in order to reduce unemployment figures that are sitting at 33%, with 49% of those being the youth.

Mandate of Co-Operative Governance

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.

In essence the mandate of the Department has been equated to the COG of the wheel, standing at the centre of integrated development with the Department now having the following functions:

- Coordination both vertically and horizontally, and doing away with silo approach across the province.
- The key area of focus is planning. The Department is repositioned as a critical ally of the Planning Commission to align planning across the three spheres of government, by strengthening the IDPs.
- Ensuring the alignment of priorities of both national and provincial departments implemented in a local space in the municipal IDP's.
- Ensure that IDP encapsulates the provincial priorities and budget in a coordinated manner.
- Enhance the IGR framework support integration (IGR framework to be reviewed and strengthened).
- Ensure seamless service delivery in a coordinated manner supported by emerging legislated processes.
- Put development planning at the centre stage.
- Put people at the centre of development.

The Department will continue to support and ensure that there is alignment between the National, Provincial as well as Local Government priorities. Working together with different stakeholders in the Province and Countrywide the Department is committed to contributing towards realisation and achievement of Government's priorities as spelt out in the MTSF.

SITUATIONAL ANALYSIS

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 responsible for supporting Local Government structures. Programme 3 is Development and Planning and it includes Disaster Management, Municipal Infrastructure and Local Economic Development. This programme provides planning and development support to the local governance structures in KwaZulu-Natal. Programme 4 supports the leadership of Traditional Institutions.

As of 30 November 2014 COGTA had a total of 1641 permanent posts in its employ. Males constitute 41.74% (685) while females constitute 58.26% (956) of the workforce. At the senior management level males constitutes 49.06% (26) and females is 50.94% (27). The recruitment and selection processes of the Department will be categorically focused towards achieving the employment levels in accordance with the DPSA Transformation Targets.

In the year next five years 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: Group employment equity statistics for the year ended 31 January 2015

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	5	4	1	3	0	0	0	1	0	0	0	0
14	20	16	4	8	0	0	1	6	0	1	0	0
13	49	37	12	9	0	1	7	14	0	4	2	1
12	112	97	15	34	1	7	11	31	1	10	2	2
11	78	59	19	21	0	5	3	23	1	4	2	0
10	94	81	13	19	0	5	7	37	2	8	3	2
9	74	60	14	17	0	3	1	30	4	4	1	1
8	161	152	9	54	1	5	5	58	6	9	14	3
7	223	178	45	46	0	4	0	105	2	10	11	6
6	622	603	19	235	0	2	2	351	1	1	11	2
5	225	204	21	77	1	2	2	115	0	5	2	4
4	29	26	3	20	0	1	0	5	0	0	0	0
3	68	66	2	48	0	0	0	18	0	0	0	0
2	61	57	4	17	0	0	0	40	0	0	0	0
Total	1822	1641	181	608	3	35	39	835	17	56	48	21
Total %	100	90.07	9.93	33.37	0.16	1.92	2.14	45.83	0.93	3.07	2.63	1.15
EAP KZNP %				40.8%	0.9%	5.9%	3.5%	40.1%	0.9%	4.4%	3.1%	2%
GAP's %				-7.4%	-0.7%	-4.0%	-1.4%	5.7%	0.0%	-1.3%	-0.5%	-0.85%
GAP's in No'				-135	-13	-73	-25	104	1	-24	-9	-15

Provincial	Blacks	Whites	Indians	Coloureds	PWD
EAP KZNP	80.9	6.58	10.31	1.8	2
KZN CoGTA	79.2	4.8	5.0	1.1	1.2

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 anticipate becoming more vigorously responsive to the needs of its clients. In addition, filling of critical posts remains critical for COGTA. Continuous capacitating of employees as per Personal Development Plan will work towards improving the service delivery at COGTA.

Programmes to support the Strategic Overview

The Department has implemented the following strategic programmes to ensure the realisation of the key objectives.

1. Local Governance

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. The priority for CoGTA on Back to Basics is to get all 26 identified municipalities out of a dysfunctional state; support all municipalities on the middle path to progress to the top path and stay there; and support and incentivise 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.

In assisting the municipalities in progressing from one level to another, COGTA will focus on the above pillars as the entry point. In terms of governance, municipalities will be supported to have functional municipal structures. The Department will intensify and support councils 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 support in the development of community participation plans. These programmes aim to strengthen public participation and enhance governance, accountability and service delivery. In addition, supporting inter-governmental relations and improving co-ordination within Local Government across spheres of government and amongst stakeholders will be a key focus of the plan in order to enhance effectiveness of Local Government as the sphere of government close to the communities. Managing inter-governmental relations in different spheres is one of the key pillars of this Strategic Plan and certainly the role of co-operative governance.

2. Development and Planning

The KZN Province is positioning itself as a gateway to Africa and the world. This will require practical interventions in the use of provincial human and natural resources to create a safe, healthy and sustainable living environment. Development and Planning is critical in addressing abject poverty, inequality, unemployment and lack of basic services.

The provincial vision stipulates that people shall have options on where and how they opt to live, work and play. The recent Summits on Regional and Local Economic Development has called for a concerted effort by all

stakeholders to work together to determine the economic growth trajectory in the local spaces and reduce inequality and poverty. The recent world economic crisis has resulted in the need to implement interventions that suit specific regional dynamics informed by local needs. This therefore means municipalities have a bigger role to play in determining what works for their Regions to reduce migration of skills and money to other regions and the creation of decent sustainable jobs. Amongst other things we need to:

- Invest in strategic infrastructure that unlocks economic opportunities and creates jobs;
- Increase support for small enterprises and co-operatives;
- Expand public works programmes;
- Produce more, cleaner energy and promote energy self-sufficiency;
- Expand access to water for commercial, social and agricultural use;
- Provide job placements and internship schemes for youth;
- Step up education and training opportunities for youth;
- Increase the number of young people in public works schemes;
- Review our approach on land use management; and
- Work with the private sector to expand the intake of young people

The Department has therefore customised its support to municipalities to align with the ever changing economic development environment. The function of local economic development is premised on municipal local economic development, capacity building and project implementation support aligned to priority sectors in the PGDP. The Department is supporting municipal capacity for effective development planning, policy making and strategy implementation. The capacity building interventions are aimed at responding to the capacity constraints experienced in most municipalities. Two main Programmes have been introduced to address capacity, namely; the university entry level qualification in LED and the district development agencies programme.

To address the lack of investment in the various nodes and corridors and to compliment the work that is being done by other sectors in the LED space, the Department is rolling out the Small Town and Corridor Development Programmes with a special focus on addressing the infrastructure needs for investors to create a more conducive environment for job creation and strengthen the response to the ever changing economic development environment.

In addressing economic development holistically, the Department will support Traditional Institution in order to promote socio-economic programmes. Traditional Leaders have a definitive role to play in development and job creation in the rural economy. The Department shall therefore support traditional communities by facilitating the establishment of vital development partnerships.

In terms of the Back to Basics approach, the planning, implementation and maintenance of basic infrastructure is critical for sustaining basic standards of living and economic activity in municipalities. All municipalities will therefore need to:

- Develop fundable consolidated infrastructure plans;
- Ensure infrastructure maintenance and repairs to reduce losses; and
- Ensure the provision of Free Basic Services and the maintenance of Indigent Register.

With regard to this the Department will need to support the implementation of operation and maintenance plans and ensure a systematic approach to service delivery. The Department will also need to ensure that municipalities acquire the necessary skills required for infrastructure management.

In terms of climate change, disaster risk and management are both significant as they address municipalities' vulnerability to climate change. Disaster management at a municipal level needs to act proactively and be able to respond to disasters.

Fragmented and unsustainable settlement patterns are a key challenge in the Province. This is compounded by inability to introduce progressive Land Use Management Schemes and Systems to areas that are under jurisdiction of the Subdivision of Agricultural Land Act as well as the Ingonyama Trust Act. The NDP highlights the importance of spatial planning and equity linked to development. Spatial concentration through densification is a tool being promoted to create more sustainable settlements. Further the identification of nodes is also an attempt to concentrate development and focus investment in that space.

3. Traditional Institutional Management

National Development Plan (NDP) recognises the importance of social cohesion, the role of traditional leadership in governance, administration of justice, socio-economic and cultural development. It is therefore important to highlight the role of Traditional Leaders in taking Local Government forward. Traditional Affairs has also adopted the Back to Basics Approach to ensure that all Traditional Councils are functional. The following are the Back to Basics priorities for Traditional Leadership:

- Putting people and their concerns first-listening and communication (people's needs articulated in government planning and implementation);

- To harmonise the relations between traditional leadership and local government to improve service delivery and development within municipalities;
- Participate in the IDPs and community consultation processes including land use schemes;
- Facilitate access to land for development purposes; and
- Good governance and sound administration (Traditional Councils accountable).

The Department will focus its support in terms of three key areas:

- Stabilisation and strengthening of Traditional Leadership
The Department to strengthen the institution of Traditional Leadership in order to ensure that Traditional Leaders become part of the country's transformation processes. The Department will capacitate Traditional Institution in accordance with the Provincial Capacity Building Strategy. COGTA shall support municipalities in improving participation of Traditional Leaders at municipal level (Section 81) to improve service delivery and development. Establishment of IGR Structures on Traditional Affairs and partnerships in Traditional communities to enable development. Also, Amakhosi should work with government to re-instil the values of Ubuntu, respect and morality. These are the values that Amakhosi have represented over the years that are now greatly needed in government's ongoing efforts at rebuilding communities.
- Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles
Culture is the totality of the way of life evolved by people in their attempts to meet the challenges of living in their environment which gives order and meaning to their social, political, economic, aesthetic and religious norms and modes of organisation. Culture should not be interpreted merely as a return to the customs of the past. It embodies the attitude of a people to the future of their traditional values faced with the demands of modern technology, which is essential for development and progress.

Our traditions and cultures will be lost if they are not passed on. The challenge that the Department needs to address is to preserve our cultures by practicing and making them part of our lives. Promote speaking of mother tongue, teaching about traditional foods, dances, folklore, songs and fashion. The Department will work towards enhancing the traditional institutional governance by supporting Traditional Institution in the application of appropriate legislation, policies and frameworks; and develop a plan towards the establishment of a learning institute for Traditional Leaders.

- Implementation of policies, legislation and regulations towards transformation and regulation of the sector
In order to ensure the implementation of policies, legislation and regulations, the Department requires an inter-governmental relation system. In the South African context, this relates to the interaction of the different spheres of government as defined in Chapter 3 of the Constitution of the Republic of South Africa, 1996. In terms of section 40(1) government is constituted as national, provincial and local spheres of government. COGTA seek to improve and monitor compliance and regulatory effectiveness in terms of land allocations, and also to develop and monitor effective financial management systems.
- Coordinate interfaith to promote social cohesion and nation building
The mandate of the Traditional Affairs branch is derived from the following provisions of the Constitution:
 - o Section 6 – Rights to use own languages
 - o Section 15 – Right to religion, belief and opinion
 - o Section 30 – Language and culture
 - o Section 31 – Rights of the cultural, religious and linguistic communities
 - o Section 34 – Access to justice and the courts
 - o Chapter 12 – Recognition of traditional leadership and customary law

The majority of South Africans belong to one religion or another. Traditional and interfaith leadership forums at each district shall be used to promote social cohesion and nation building campaigns and programmes which will culminate into positive self-esteem and ultimately ensure community re-generation, trust, self-confidence and ultimate morality, thereby promoting culture and eradicating divisions and social ills among communities.

- Revive and activate support of traditional institutions to promote socio-economic programmes
Traditional leaders' functions include among other things; land administration, agriculture, health, welfare services and economic development. Traditional Leaders have a definitive role to play in development and job creation in the rural economy. The Department shall therefore support Traditional communities by facilitating the establishment of vital development partnerships.

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.

OVERVIEW OF THE 2014/2015 BUDGET AND MTEF ESTIMATES

R thousand	Summary					
	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Programme 1	255 491	311 497	318 880	318 005	353 468	351 139
Programme 2	166 716	182 089	222 739	208 791	220 040	225 160
Programme 3	451 194	614 226	430 891	525 621	656 437	530 479
Programme 4	232 948	206 738	269 986	295 659	256 749	255 891
Total	1 106	1 314 550	1 242 496	1 348 076	1 486 694	1 362 669
						1 435 607
						1 507 387

R thousand	Audited Outcome						Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2016/17	2017/18
	Current payments	Transfers and subsidies to:	Provinces and municipalities	Departmental agencies and accounts	Universities and technikons	Foreign governments and international organisations	Public corporations and private enterprises	Non-profit institutions	Households	Payments for capital assets
Compensation of employees	712 234	799 663	931 321	1 087 152	1 054 749	1 054 749	1 176 594	1 342 984	1 418 892	
Goods and services	343 521	411 741	523 273	600 466	572 769	572 769	637 229	692 651	742 862	
Interest and rent on land	-	-	-	-	-	-	-	-	-	-
Current payments	357 371	456 986	246 873	180 112	317 966	317 966	88 014	12 584	5 298	
Provinces and municipalities	348 281	444 587	232 228	156 057	249 312	249 312	61 856	5 001	202	
Departmental agencies and accounts	1 700	1 000	1 278	20 651	20 651	20 651	1 300	1 350	1 400	
Universities and technikons	-	-	-	-	-	-	-	-	-	
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-	
Public corporations and private enterprises	-	558	-	-	33 254	33 254	12 100	-	-	
Non-profit institutions	-	100	-	-	-	-	-	-	-	
Households	7 390	10 741	13 367	3 404	14 749	14 749	12 758	6 233	3 696	
Payments for capital assets	36 569	57 757	64 276	80 812	113 956	113 956	98 061	80 039	83 197	
Buildings and other fixed structures	22 625	24 225	39 069	59 903	85 152	85 152	78 231	63 596	68 374	
Machinery and equipment	13 914	29 188	21 104	18 209	26 008	26 008	17 130	13 743	14 623	
Heritage assets	-	-	-	-	-	-	-	-	-	
Specialised military assets	-	-	-	-	-	-	-	-	-	
Biological assets	-	-	-	-	-	-	-	-	-	
Land and sub-soil assets	-	-	-	-	-	-	-	-	-	
Software and other intangible assets	30	4 344	4 103	2 700	2 796	2 796	2 700	2 700	200	
Payments for financial assets	175	144	26	-	23	23	-	-	-	
Total	1 106 349	1 314 550	1 242 496	1 348 076	1 486 694	1 486 694	1 362 669	1 435 607	1 507 387	

STRATEGIC OBJECTIVES

The birth of the Department of Co-operative Governance and Traditional Affairs ushered in a new era, which represents an irreversible shift to an expanded and more deliberate mandate on matters of co-operative governance (National CoGTA Strategic Plan, September 2009).

GOAL NUMBER		DEPARTMENT GOALS	DEPARTMENT'S STRATEGIC OBJECTIVES	GOAL	STRATEGIC OBJECTIVE	LINKAGE TO PGDP INTERVENTIONS		
1	Improved Co-operative Governance	1.1. Improved functionality of Inter-Governmental Relations		6.1. Strengthen policy, strategy coordination and IGR		6.1.a. Develop an Integrated Management Framework	Funding and	Implementation
		2.1. Improved capacity of political and administrative governance		6.2. Build government capacity		6.1.b. Create a single window of Provincial Government, Municipalities and Non- Governmental forums	co-ordination between the	Municipalities and Non- Governmental forums
2	Strengthened Governance	2.2. Strengthened accountability of governance institutions	Goal 6 : Governance And Policy	6.3. Eradicate fraud and corruption		6.2.a. Develop an integrated public sector HRD and professional support programme	Promote shared services amongst municipalities	
		2.3. Improved decision making through citizen participation		6.4. Promote participative, facilitative and accountable governance		6.3.a. Provincial Operation Clean Audit	Provincial Operation Clean Audit	
		3.1. Strengthened sectoral development	Goal 1: Job Creation	1.2. Enhance sectoral development through trade and investment		6.3.c. Implement proactive integrity management programmes	Implement proactive integrity management programmes	
3	Increased economic opportunities	3.2. Improved government led job creation programmes	Goal 1: Job Creation	1.3. Expansion of government-led job creation programmes		6.4.a. Improve relationship between Traditional Councils, Municipalities and Provincial Departments	Establish District Agencies to drive LED and Investment	
			Goal 3: Human And Community Development	3.3. Enhance sustainable household food security in KZN		6.4.c. Develop advocacy programmes to strengthen the ward committee system	Review the Funding Framework to Improve Access to LED Funding	
						1.3.a. Support enhanced implementation of the EPWP (incl CWP Programme		
						3.3.a. Developing infrastructure for local markets.		
						3.3.f. 100 Hectare Programme by Traditional Councils		

GOAL NUMBER	DEPARTMENT GOALS	DEPARTMENT'S STRATEGIC OBJECTIVES	GOAL	STRATEGIC OBJECTIVE	LINKAGE TO PGDP INTERVENTIONS
4	Strengthened delivery of Basic services	4.1. Improved co-ordination of service delivery	Goal 4: Strategic Infrastructure	4.5. Improve water resource management and supply	4.5.g. Water Conservation and Demand Management Programme in all the WSAs
				4.6. Improve energy production and supply	4.5.h. Establish policy and design standards for the provision of 75 litres of water per person per day
5	Well Integrated Spatial Planning System	5.1. Improved spatial hierarchy of services	Goal 3: Human And Community Development	3.4. Sustainable human settlements	4.6.c. Programme and funding for operations and maintenance
				3.4.b. Densification of settlement patterns	3.4.a. Establishment of a joint provincial forum addressing integrated development planning
6	Enhanced response to climate change	6.1. Increased adaptation to Climate Change impacts. 6.2. Improved Disaster Management	Goal 5: Environmental Sustainability	5.4. Adaptation to climate change	7.1.a. Establish Provincial Nodes with clearly defined functions and interventions per node
					7.1.b. Development of specific Corridor Plans to co-ordinate interventions along provincial corridors
				7.2. Facilitate integrated land management and spatial planning	7.2.a. Implementation of a suite of plans
					5.4.a. Climate change policy, planning and monitoring
					5.4.b. Disaster management planning and monitoring

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

PROGRAMME ONE : ADMINISTRATION

PROGRAMME PURPOSE

This programme is dedicated to all supporting services within the Department as well as the Office of the Ministry and all special projects. The programme consists of two sub-programmes, namely Office of the MEC and Corporate Services.

SUB-PROGRAMME: CORPORATE SERVICES

Progress Analysis: Corporate Services

The overall performance in implementing drafted policies and procedures related to administration, logistical support, administrative support and appropriate legislation in the ministry has been successfully implemented. Consistent checks are performed on the implementation and adherence thereto.

The Human Resource Plan was reviewed and developed.

All legal matters were attended to within the agreed norms and standards and well within the agreed time frames as per the Operational Plan.

In line with the IT policies a Government-Wide Enterprise Architect which was developed is to be implemented.

Analysis of constraints and measures planned to overcome them

The Department is experiencing capacity constraints. To alleviate this, the Departmental Recruitment Implementation Plan has been put in place and posts are to be advertised.

In line with the intervention, “Build the capacity and capability of the Department to promote clean, effective and efficient governance”, the Department will continue to enhance the skills of its staff through available applicable training courses to ensure that they are adequately qualified and equipped to perform the functions expected of them.

SUB-PROGRAMME: OFFICE OF THE HEAD OF DEPARTMENT

OFFICE OF THE HEAD OF DEPARTMENT							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Ensure Intra-Departmental coordination						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Coordinate service delivery- ensure that the affected sector departments and entities are fully represented in the multi sectorial task teams- OSS	Number of Districts and Metros supported on OSS	PGDP: Goal 6	New	-	-	10 Districts and 1 Metro	10 Districts and 1 Metro
						10 Districts and 1 Metro	10 Districts and 1 Metro
						10 Districts and 1 Metro	10 Districts and 1 Metro

OFFICE OF THE HEAD OF DEPARTMENT QUARTERLY TARGETS

OFFICE OF THE HEAD OF DEPARTMENT							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Ensure Intra-Departmental coordination						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD 4 TH
Coordinate service delivery- ensure that the affected sector departments and entities are fully represented in the multi sectorial task teams- OSS	Number of Districts and Metros supported on OSS	PGDP: Goal 6	10 Districts and 1 Metro	Quarterly	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

SUB-PROGRAMME: HUMAN RESOURCE MANAGEMENT

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	16/17	17/18	18/19
Internal capacity of the Department will be developed through a targeted recruitment process especially with regard to scarce skills(not limited to OSD)	Percentage of staff with scarce skills recruited in accordance with the recruitment plan	New	-	-	-	100 % staff with scarce skills recruited in accordance with the recruitment plan	100 % staff with scarce skills recruited in accordance with the recruitment plan	100 % staff with scarce skills recruited in accordance with the recruitment plan	100 % staff with scarce skills recruited in accordance with the recruitment plan
Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions.	<ul style="list-style-type: none"> • Undertake a skills audit including qualifications. • Align training to Municipal and Traditional Institutions training • Training of staff also need to address their capability to perform their function within a municipal context • Structured orientation of new staff- overview of the Department. 	<p>NDP Chapter 13</p> <p>Percentage of staff capacitated in accordance with the Departmental Training Plan</p>	<p>New</p> <p>-</p> <p>-</p> <p>-</p>	<p>100% of staff capacitated in accordance with the Departmental Training Plan</p>	<p>100% of staff capacitated in accordance with the Departmental Training Plan</p>	<p>100% of staff capacitated in accordance with the Departmental Training Plan</p>	<p>100% of staff capacitated in accordance with the Departmental Training Plan</p>	<p>100% of staff capacitated in accordance with the Departmental Training Plan</p>	

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	LINKAGE	BASELINE	AUDITED PERFORMANCE	ESTIMATED	ANNUAL TARGET	MEDIUM TERM TARGETS		
			11/12	12/13	13/14	15/16	16/17	17/18	18/19
Review organisational structure to respond to the Strategic Plans implementation	Number of Organisational Structures aligned to support implementation of the Strategic Plan	-	1	1	1	1	1	1	1
Alignment of Performance Management to the Strategic Plans (Strategic Plan and APP) of the Department.	Percentage of Performance Agreements aligned to Strategic Plans	NDP Chapter 13	New	-	-	100% of SGMs and General Managers Performance Agreements aligned to Strategic Plans	100% of Senior Management Performance Agreements aligned to Strategic Plans	100% of Senior & Middle Management Performance Agreements aligned to Strategic Plans	100% of Senior, Middle & Junior Management Performance Agreements aligned to Strategic Plans
Strengthen Disciplinary practice in the Department	• Measures need to put in place to expedite disciplinary cases • Measures need to be put in place to deal with criminal cases in the Department.	Percent of cases completed within 60 days in terms of PSCBC Res 1/2003-Disciplinary Code and Procedures (Items 6 and 7).	NDP Chapter 14	New	-	100% of cases completed within 60 days	100% of cases completed within 60 days	100% of cases completed within 60 days	100% of cases completed within 60 days

HUMAN RESOURCE MANAGEMENT QUARTERLY TARGETS

HUMAN RESOURCE MANAGEMENT						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
				1 ST	2 ND	3 RD
					4 TH	
Internal capacity of the Department will be developed through a targeted recruitment process especially with regard to scarce skills(not limited to OSD)	Percentage of staff with scarce skills recruited in accordance with the recruitment plan	100%	NDP Chapter 13 Annually	-	-	100 % staff with scarce skills recruited in accordance with the recruitment plan

HUMAN RESOURCE MANAGEMENT						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance			QUARTERLY TARGETS		
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions.	<ul style="list-style-type: none"> • Undertake a skills audit including qualifications. • Align training to Municipal and Traditional Institutions training • Training of staff also need to address their capability to perform their function within a municipal context • Structured orientation of new staff- overview of the Department. 	Percentage of staff capacitated in accordance with the Departmental Training Plan	NDP Chapter 13	Annually	-	3 RD
		100% of staff capacitated in accordance with the Departmental Training Plan	100% of staff capacitated in accordance with the Departmental Training Plan	-	-	4 TH

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				QUARTERLY TARGETS		
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD
				Annually	-	-	4 TH
Review organisational structure to respond to the Strategic Plans implementation	Number of Organisational Structures aligned to implementation of Strategic Plan	1	-	Annually	-	-	1 Organisational Structure aligned
Alignment of Performance Management to the Strategic Plans (Strategic Plan and APP) of the Department.	Percentage of Performance Agreements aligned to Strategic Plans	100% of SGMs and General Managers Performance Agreements aligned to Strategic Plans	NDP Chapter 13	Annually	100% of SGMs and General Managers Performance Agreements aligned to Strategic Plans	-	-
Stringent probation period.							
Strengthen Disciplinary practice in the Department	• Measures need to put in place to expedite disciplinary cases o Measures need to be put in place to deal with criminal cases in the Department.	Percent of cases completed within 60 days in terms of PSCBC Res 1/2003-Disciplinary Code and Procedures (Items 6 and 7).	100% of cases completed within 60 days	NDP Chapter 14	Annually	-	100% of cases completed within 60 days

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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> • Uninterrupted and responsive IT system. • Appropriately skilled staff • Security of information • Business Continuity and storage of information • Upgrading of technology 	Number of fully functional IT Services	New	-	-	-	1	1

INFORMATION TECHNOLOGY QUARTERLY TARGETS

INFORMATION TECHNOLOGY						
STRATEGIC GOAL	INFORMATION TECHNOLOGY QUARTERLY TARGETS					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Support Departmental Programmes to deliver on their mandate					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
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	Number of fully functional IT Services	1	Quarterly	IT infrastructure upgraded	1	ICT Disaster Recovery Plan implemented
						1 New Service Desk Management System implemented
						1 ICT Business Continuity Plan implemented

SUB-PROGRAMME: AUXILIARY SERVICES

		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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
<ul style="list-style-type: none"> Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act. Provision of functional working environment aligned to the organisational structure and recruitment process. Context specific Identify needs and develop uniform standards Cost effectiveness 	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	-	94%	98%	98%	100%	100%
Effective and efficient management of fleet	Percentage alignment of functional working environment to organisational structure	-	New	New	New	100%	100%
<ul style="list-style-type: none"> Enforcement of transport policies Tracking system 	Percentage of fleet efficiently managed	-	New	New	New	100%	100%

AUXILIARY SERVICES QUARTERLY TARGETS

AUXILIARY SERVICES QUARTERLY TARGETS						
STRATEGIC GOAL	AUXILIARY SERVICES					
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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
<ul style="list-style-type: none"> Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act. Provision of functional working environment aligned to the organisational structure and recruitment process. <ul style="list-style-type: none"> o Context specific- o Identify needs and develop uniform standards o Cost effectiveness 	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	100%	-	Quarterly	100% 100% 100%	100%
Effective and efficient management of fleet	Percentage of fleet efficiency managed	100%	-	Quarterly	100% 100%	100%

SUB-PROGRAMME: FINANCIAL MANAGEMENT

Progress Analysis:

In-Year-Monitoring's (IYM's) have been submitted to Provincial Treasury in the prescribed format. Preferential Procurement Plans have been implemented. The compilation of statistical plans has been submitted to Treasury.

There has been a series of indirect supports to municipalities to achieve unqualified audit reports including support of Audit Committees, MPAC workshops, support of Auditor-General programmes, financial assessments and recommendations to councils at the targeted municipalities. Financial assessments were undertaken at 8 municipalities. 4 Municipalities received unqualified audits.

Analysis of constraints and measures planned to overcome them

The Department shall closely monitor its budget so as to avoid unanticipated expenditures of greater than 2% variances.

FINANCIAL MANAGEMENT								
STRATEGIC GOAL	2. Strengthened Governance							
	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Ensure Sound financial management		PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16
ACTIONS								
Clean audit	Number of clean audits achieved		PGDP: Goal 6	New	-	1	1	1
• AG Action Plan to address audit outcomes								
• All statutory reports compiled and submitted								
• Effective and efficient expenditure management								
• No unauthorised, irregular fruitless, and wasteful expenditure								
	Number of programmes achieving a 2% variance on expenditure			4	4	4	4	4

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
In order to ensure an efficient SCM <ul style="list-style-type: none"> The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget The Department will implement effective and efficient management of the acquisition processes The Department will implement efficient processes for management of logistics The Department will implement processes to effectively dispose unserviceable, redundant or obsolete goods 	PGDP: Goal 6 New	-	-	-	100%	100%	100%

		TRADITIONAL FINANCE					
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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
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	257	257	257	257	257
	Number of Traditional Councils supported to implement the financial management practice notes		267	267	267	267	267

FINANCIAL MANAGEMENT QUARTERLY TARGETS

FINANCIAL MANAGEMENT						
STRATEGIC GOAL	QUARTERLY TARGETS					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Ensure Sound financial management					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Clean audit	Number of clean audits achieved	1	Annual	1 (Annual Financial Statements 2014/2015)	-	-
• AG Action Plan to address audit outcomes	Number of Statutory Reports submitted	PGDP: Goal 6	Quarterly	3 In-year monitoring expenditure reports	3 In-year monitoring expenditure reports	3 In-year monitoring expenditure reports
• All statutory reports compiled and submitted						
• Effective and efficient expenditure management						
• No unauthorised, irregular fruitless, and wasteful expenditure						
Number of programmes achieving a 2% variance on expenditure	4	Annually	-	-	-	4

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Efficient SCM <ul style="list-style-type: none"> The Department procures goods and services based on the needs assessment and specification of goods and services linked to the departmental budget The Department has processes in place for the effective and efficient management of the acquisition process Department has process in place for management of logistics The Department has a process in place to dispose of unserviceable, redundant or obsolete goods 	Percentage of expenditure in line with the Departmental Procurement Plan	PGDP: Goal 6	100%	Annually	-	50%
					100%	-

TRADITIONAL FINANCE								
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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH
Develop and monitor effective traditional financial management systems		Number of Traditional Administrative Centres with updated Movable Asset Registers	257	Quarterly	25	85	90	57
		PGDP: Goal 6						
Number of Traditional Councils supported to implement the financial management practice notes		267	Quarterly	25	85	100	57	

SUB-PROGRAMME: INTERNAL CONTROL

Progress Analysis:

The post of Senior Manager: Internal Control was filled. The Risk Management Policy and the Terms of Reference of the Management Committee were developed and approved. The Risk Management Committee has also been established.

Analysis of constraints and measures planned to overcome them

Capacity constraints and the filling of posts remains a challenge. With the appointment of the Senior Manager it is anticipated that the filling of posts will be expedited.

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
In order to eradicate the incidences of fraud within the Department the following needs to occur: <ul style="list-style-type: none"> • Measures to act as a deterrent- o Strengthen disciplinary action in the Department (see link with HR above) • Measures to prevent fraud o Systems and controls put in place for early detection of fraud • Education- o Creating 	Number of anti-fraud and corruption strategies implemented	New	New	New	New	1	1
	NDP Chapter 14						
	Percentage of reported fraud cases investigated	New	New	New	New	100%	100%

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16
awareness within the Department						MEDIUM TERM TARGETS
• Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations	Percentage of criminal offenders reported to the SAPS	New	New	New	17/18	16/17
• Report criminal cases					18/19	

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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Strengthen internal control measures to minimise risk and act as an early warning system: • Internal Audit Plan • Risk management Plan • Compliance • Auditing • AG Management Action Plan	Number of internal audit plans implemented Number of Risk Action Plans implemented Number of compliance audits performed.	New Chapter 14	1 1 1 4 4 4	1 1 1 4 4 4	1 1 1 4 4 4	1 1 1 100% 100%	18/19 17/18 16/17

INTERNAL CONTROL QUARTERLY TARGETS

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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
In order to eradicate the incidences of fraud within the Department the following needs to occur: <ul style="list-style-type: none"> • Measures to act as a deterrent- <ul style="list-style-type: none"> ◦ Strengthen disciplinary action in the Department (see link with HR above) • Measures to prevent fraud <ul style="list-style-type: none"> ◦ Systems and controls put in place for early detection of fraud • Education- <ul style="list-style-type: none"> ◦ Creating awareness within the Department • Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprimands or recriminations • Report criminal cases 	Number of anti-fraud and corruption strategies implemented Percentage of reported fraud cases investigated	1 100%	Quarterly Annually	1 ST 2 ND 3 RD 4 TH	100% of tasks implemented as per the matrix of tasks and responsibilities 100% of reported fraud cases investigated	
						NDP Chapter 14
						Annually
						100%

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH	QUARTERLY TARGETS
Strengthen internal control measures to minimise risk and act as an early warning system:	Number of Internal audit plans implemented	1		Quarterly	-	-	-	-	1
	Number of Risk Action Plans implemented	1		Quarterly	-	-	-	-	Risk Management Plan adopted
	Number of compliance audits performed.	4	NDP Chapter 14	Quarterly	1	1	1	1	Risk Management Plan adopted
	Percentage of issues on the AG Management Action Plan addressed	100%		Quarterly	-	-	-	-	100%

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

Progress Analysis:

As a Treasury requirement, the Department produced four (4) Quarterly Reports as well as the Annual Performance Report for the 2013/14 financial year. In addition to these Statutory Reports, other reports were also submitted as requested by the Office of the Premier. Some of these reports included the Programme of Action, Cabinet Lekgotla, Cabinet Decisions, etc.

The internal reporting system was improved by further enhancing the web-based Departmental Performance Monitoring and Evaluation System.

Analysis of constraints and measures planned to overcome them

With the Business Units now submitting their quarterly reports along with their supporting evidence, the data within the evidence submitted is not consistent with targets achieved. To aid this, accentuated support to Business Units will be given to ensure that the correct evidence is submitted as per the reported progress.

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
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 Developed	NDP Chapter 13	New	New	New	1	18/19

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Utilise a sound and responsive strategic planning processes that:	Number of Annual Performance Plans aligned to National and Provincial imperatives		1	1	1	1	1
<ul style="list-style-type: none"> • 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 	PGDP Goal 6	New	-	-	100%	100%	

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18 18/19
Implement a transparent and accountable Monitoring system that will enhance programme performance through :	Number of Clean Audits on performance information achieved	New	New	New	New	1	1	1
• An early warning system	Number of monitoring systems functional	PGDP Goal 6	1	1	1	1	1	1
• Reliable and valid performance information for decision making								
Maintenance and encourage use of the performance information knowledge base	Number of knowledge sharing sessions conducted	New	New	New	New	16	16	16

		EVALUATION										
STRATEGIC GOAL	2. Strengthened Governance	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	PROGRAMME PERFORMANCE INDICATOR			LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS		
ACTIONS										16/17	17/18	18/19
Implement a transparent and accountable Evaluation system that will enhance programme performance through:	<ul style="list-style-type: none"> • An early warning system • Efficient use of departmental resources • Effectiveness of departmental programmes • Maintenance and encourage use of the performance information knowledge base 	% of confirmed evaluation recommendations that informed Annual Performance Plan			New	New	New	New	100%	100%	100%	
		PGDP Goal 6										
		Number of evaluations studies conducted on Departmental programmes to inform the Strategic Plans			New	New	New	New	4	6	8	
											10	

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles <ul style="list-style-type: none"> • Develop a Service Delivery Improvement Plan 	Number of Service Delivery Improvement Plans Developed	1	PGDP Goal 6	Quarterly	Draft SDIP In Developed	Final SDIP Developed
					Support 4 Programmes with Batho Pele implementation	Support 4 Programmes with Batho Pele implementation

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Utilise a sound and responsive strategic planning processes that: <ul style="list-style-type: none"> • Ensures alignment of National and Provincial legislative and policy imperatives (including 	Number of Annual Performance Plans aligned to National and Provincial imperatives	1	PGDP Goal 6	Quarterly	-	First Draft Submitted
						Second Draft Submitted
						Final APP Submitted

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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Departmental mandate)	<ul style="list-style-type: none"> Promotes consultation, participation and consensus Ensures it is client oriented Links Departmental performance to individual performance 	Percentage of Business Plans aligned to Strategic Plans	PGDP Goal 6	1 ST Quarterly	2 ND -	3 RD Business Plans assessed and approved for 2015/16 4 TH -
		100%				

MONITORING						
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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Implement a transparent and accountable Monitoring system that will enhance programme performance through : <ul style="list-style-type: none"> An early warning system Reliable and valid performance information for decision making Maintenance and encourage use of the performance information knowledge base 	Number of Clean Audits on performance information achieved	1		Quarterly	1 annual performance report prepared for 14/15	1 quarterly performance report
	Number of monitoring systems functional	1	PGDP Goal 6	Quarterly	1	1
	Number of knowledge sharing sessions conducted	16		Quarterly	4	4

EVALUATION						
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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Implement a transparent and accountable Evaluation system that will enhance programme performance through: <ul style="list-style-type: none"> • An early warning system • Efficient use of departmental resources 	% of confirmed evaluation recommendations that informed Annual Performance Plan	100%	Quarterly	-	-	50%
Effectiveness of departmental programmes <ul style="list-style-type: none"> • Maintenance and encourage use of the performance information knowledge base 	Number of evaluations studies conducted on Departmental programmes to inform the Strategic Plans	PGDP Goal 6	PGDP Goal 6	Quarterly	-	50%
					4	4

SUB-PROGRAMME: POLICY AND RESEARCH

Progress Analysis:

The overall capacity of the Directorate has improved. Physical and financial resources have been provided in the form of office accommodation and equipment as well as financial resources to undertake research projects to form baseline. One Research post was filled and plans are in place to appoint a second Researcher.

Analysis of constraints and measures planned to overcome them

The remaining constraint is lack of adequate human capital. To overcome that, the filling of vacant posts will be prioritised.

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Support the Department with policy and research development	Number of policies reviewed		2	1	3	3	3
• Knowledge management,							
• Determining trends and highlighting cutting edge information that impact on the Department							
• Database of municipal and traditional institution	PGDP Goal 6	0	0	1	1	1	1
statistical information							
Research to inform and be aligned to the Capacity Building Strategy	Number of Research Projects conducted to inform the Annual Performance Plan	New	-	-	-	2	2
• Research on							

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16
trends in Sector Departments' and its impact on municipalities	Number of information hubs with data related to Municipalities and Traditional Institutions updated	P GDP Goal 6	0	0	0	1
Support the department to review of certified policies annually (inward looking and outward looking)						1

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Support the Department with policy and research development <ul style="list-style-type: none"> Knowledge management, Determining trends and highlighting cutting edge information that impact on the Department Database of municipal and traditional institution statistical information Research to inform and be aligned to the Capacity Building Strategy Research on trends in Sector Departments' and its impact on municipalities Support the department to review of certified policies annually (inward looking and outward looking) 	Number of policies reviewed	3	Quarterly	Business Units consulted on policies to be reviewed	Policy Review sessions conducted Policies submitted for certification	Implementation of reviewed policies monitored
	Number of Departmental policy registers maintained	1	Quarterly	Departmental Policy register maintained	Departmental Policy register maintained	Departmental Policy register maintained
	PGDP Goal 6			Research projects identified	Research projects undertaken	Research report finalised and included in the APP
	Number of Research Projects conducted to inform the Annual Performance Plans	2				
	Number of information hubs with data related to Municipalities and Traditional Institutions updated	1	Quarterly	Data sources identified	Data collected and classified	Awareness creation session held

SUB-PROGRAMME: LEGAL SERVICES

STRATEGIC GOAL		LEGAL SERVICES							
STRATEGIC OBJECTIVE		2. Strengthened Governance							
INTERVENTION		2.2. Strengthened accountability of governance institutions							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS		
							16/17	17/18	18/19
<ul style="list-style-type: none"> Facilitate a process whereby the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc) Monitor compliance and take corrective action if required. 	<ul style="list-style-type: none"> Put procedures and processes in place for compliance of transversal legislation (PAIA, PJA, etc) Monitor compliance and take corrective action if required. 	Percentage compliance with all line function legislation	New	-	-	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation	
		PGDP Goal 6							

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 prescriptions					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
<ul style="list-style-type: none"> Facilitate a process where by the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc) Monitor compliance and take corrective action if required. 	<p>Percentage compliance with all line function legislation</p>	100% compliance with all line function legislation	Quarterly	<p>100% compliance with all line function legislation</p> <p>100% compliance with all line function legislation</p>	<p>100% compliance with all line function legislation</p> <p>100% compliance with all line function legislation</p>	<p>100% compliance with all line function legislation</p> <p>100% compliance with all line function legislation</p>
<ul style="list-style-type: none"> Put procedures and processes in place for compliance of transversal legislation (PAIA, PAJA, etc) Monitor compliance and take corrective action if required. 	<p>Percentage compliance with all transversal legislation</p>	100% compliance with all transversal legislation	Quarterly	<p>100% compliance with all transversal legislation</p>	<p>100% compliance with all transversal legislation</p>	<p>100% compliance with all transversal legislation</p>

SUB-PROGRAMME: CORPORATE COMMUNICATION

CORPORATE COMMUNICATION							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions						
INTERVENTION	Coherent, responsive and effective communication services for all Departmental programmes						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS 16/17
• Implement Department Communication Strategy (Internal) <ul style="list-style-type: none"> ○ Develop and maintain relations with the media ○ Develop and maintain platforms to communicate departmental programmes both internally and externally. ○ Put mechanisms in place to ensure the strength of the department as a brand. 	Number of Communication Strategies implemented	PGDP Goal 6	1	1	1	1	1

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
<ul style="list-style-type: none"> Implement the Back to Basics Communication Plan Support the Municipalities to develop and implement measures to effectively engage with communities Promote a positive image of the MEC and the department To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services To profile KZN COGTA as a driver for socio-economic development To strengthen local government communication Setting the agenda for communication- implement a proactive media management system Manage the communication implications of Parliamentary Questions Support campaigns on the national and provincial Government priorities Enhance the corporate identity for government 	Number of Back to Basics Communication Plans implemented	PGDP Goal 6 New	-	-	-	1	1

CORPORATE COMMUNICATION QUARTERLY TARGETS

CORPORATE COMMUNICATION						
STRATEGIC GOAL	CORPORATE COMMUNICATION					
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions					
INTERVENTION	Coherent, responsive and effective communication services for all Departmental programmes				QUARTERLY TARGETS	
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
					3 RD	4 TH
<ul style="list-style-type: none"> • Implement the Back to Basics Communication Plan • Support the Municipalities to develop and implement measures to effectively engage with communities • Promote a positive image of the MEC and the department • To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services • To profile KZN COGTA as a driver for socio-economic development • To strengthen local government communication • Setting the agenda for communication- implement a proactive media management system • Manage the communication implications of Parliamentary Questions • Support campaigns on the national and provincial Government priorities • Enhance the corporate identity for government 						
					PGDP Goal 6	1
					Quarterly	1 Strategy implemented
					Number of Communication Strategies implemented	1 Strategy implemented
						1 Strategy implemented
						1 Strategy implemented

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> • Implement the Back to Basics Communication Plan • Support the Municipalities to develop and implement measures to effectively engage with communities 	Number of Back to Basics Communication Plans implemented	1	PGDP Goal 6	Quarterly	1 Plan implemented	1 Plan implemented	1 Plan implemented	1 Plan implemented

OVERVIEW OF THE 2014/2015 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 1

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14				
Office of the MEC	17 232	18 001	19 888	23 802	22 317	25 769	27 650
Corporate Services	238 259	293 496	298 992	294 203	331 151	325 370	341 962
Total	255 491	311 497	318 880	318 005	353 468	351 139	369 612
							376 147
R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14				
Current payments	241 529	280 275	291 652	300 224	317 221	317 221	328 240
Compensation of employees	92 587	124 758	141 556	155 576	154 806	154 806	170 144
Goods and services	148 942	155 517	150 096	144 648	162 415	162 415	158 096
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies to:	6 658	8 839	11 853	4 615	14 211	14 211	12 694
Provinces and municipalities	120	143	154	180	152	152	200
Departmental agencies and accounts	-	-	1 278	1 801	1 801	1 801	1 300
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	6 538	8 696	10 421	2 634	12 258	12 258	11 194
Payments for capital assets	7 200	22 351	15 365	13 166	22 013	22 013	10 205
Buildings and other fixed structures	-	-	-	4 000	4 000	4 000	-
Machinery and equipment	7 170	18 007	11 415	9 166	15 217	15 217	7 705
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	30	4 344	3 950	-	2 796	2 796	2 500
Payments for financial assets	104	32	10	-	23	23	-
Total	255 491	311 497	318 880	318 005	353 468	351 139	369 612
							376 147

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 five sub-programmes which are detailed below, namely Municipal Administration, Municipal Finance, Public Participation, Capacity Development and Municipal Performance Monitoring, Reporting and Evaluation.

SUB-PROGRAMME: 2.1. MUNICIPAL GOVERNANCE AND ADMINISTRATION

Progress Analysis:

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

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

A framework was developed to implement formal interventions, support was provided to municipalities to improve councillor oversight and 26 municipalities were supported on Back 2 Basics

Municipal Governance and Administration skilled professionals were deployed to support and build capacity within district families of municipalities to support municipalities with determining, reviewing and implementing appropriate municipal governance and administration processes, systems, plans, frameworks and procedures.

To promote and facilitate effective and efficient IGR between the province and local government, various MuniMEC Forum (political and technical) meetings were held as well as a successful Women Councillor's Dialogue that was hosted by the MEC. A Departmental Rapid Response Team has been established and an early alert system is being implemented.

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

Analysis of constraints and measures planned to overcome them

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

The Business Unit will implement its Roadmap and will also continue to support the Municipal Demarcation Board and the IEC with the ward delimitation process. A Women Councillor's Dialogue will be convened in August 2015.

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 INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18 18/19
Improve functionality of IGR Structures and systems.	<ul style="list-style-type: none"> • Cooperative decision making (including inter-municipal) • Coordinate and align budget priorities and policies • Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan. • Flow of information within and between government and communities • Prevention and resolution of conflict and disputes. • Coordination of the implementation of decisions taken. 							<p>10 IGR Structures fully functional in accordance with the IGR Framework</p> <p>10 IGR Structures fully functional in accordance with the IGR Framework</p> <p>10 IGR Structures fully functional in accordance with the IGR Framework</p> <p>10 IGR Structures fully functional in accordance with the IGR Framework</p> <p>10 IGR Structures fully functional in accordance with the IGR Framework</p> <p>10 IGR Structures fully functional in accordance with the IGR Framework</p>
Support municipalities to enhance the functionality of oversight structures	Number of municipalities with functional oversight structures	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	New	-	-	-	-	61 61

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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18 18/19
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities comply with local government legislation	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	New	-	-		61	61
	Number of municipalities comply with local government policies	NT indicator Outcome 9: Sub Outcome 3	New	-	-		61	61
	Number of municipalities supported to comply with MSA regulations	NT indicator Outcome 9: Sub Outcome 3	New	-	-		61	61
	Number of programmes to support the establishment of municipalities in preparation for 2016 elections	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	1	-	1	1	1	-

MUNICIPAL GOVERNANCE AND ADMINISTRATION QUARTERLY TARGETS

MUNICIPAL GOVERNANCE AND ADMINISTRATION						
STRATEGIC GOAL	1. Improved Co-operative Governance	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations				1 ST	2 ND
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)				3 RD	4 TH
Actions	<p>Improve functionality of IGR Structures and systems.</p> <ul style="list-style-type: none"> • Cooperative decision making (including inter-municipal) • Coordinate and align budget priorities and policies • Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan. • Flow of information within and between government and communities • Prevention and resolution of conflict and disputes. • Coordination of the implementation of decisions taken. 	<p>Number of IGR Structures functional in accordance with the IGR Framework.</p>	<p>PGDP: Goal 6 & Outcome 9: Sub Outcome 2</p>	<p>Quarterly</p>	<p>10 structures monitored</p>	<p>10 structures monitored</p>
	<p>Support municipalities to enhance the functionality of oversight structures</p>	<p>Number of municipalities with functional oversight structures</p>	<p>PGDP: Goal 6 & Outcome 9: Sub Outcome 3</p>	<p>Quarterly</p>	<p>61 municipalities monitored and assessed on functional oversight structures</p>	<p>Implement remedial actions in identified municipalities</p>
						<p>61 municipalities with functional oversight structures</p>

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities comply with local government legislation	61	Quarterly	61 municipalities monitored and assessed to comply with 5 identified local government legislation	Implement remedial actions in identified municipalities	Implement remedial actions in identified municipalities	61 municipalities complying with 5 identified local government legislation	
	Number of municipalities comply with local government policies	61	Quarterly	61 municipalities monitored and assessed to comply with 5 identified municipal policies	Implement remedial actions in identified municipalities	Implement remedial actions in identified municipalities	61 municipalities compliant with 5 identified policies	
	Number of municipalities supported to comply with MSA regulations	61	Quarterly	15 municipalities supported to comply with MSA regulations	municipalities supported to comply with MSA regulations	15 municipalities supported to comply with MSA regulations	16 municipalities supported to comply with MSA regulations	
Number of programmes to support the establishment of municipalities in preparation for 2016 elections		1	Quarterly	Support affected municipalities with the restructuring process	2016 election plan developed	Election plan implemented	Election plan implemented	

SUB-PROGRAMME: 2.2. MUNICIPAL FINANCE

Progress Analysis:

The Auditor General's assessments over the last three years have reflected that financial management and compliance issues in our municipalities have improved significantly with a significant reduction in the number of audit queries raised. There has been an overall improvement in the province of 19 municipalities and 2 municipal entities improving their audit opinions, with thirteen municipalities and seven municipal entities receiving clean audits with a further, 39 unqualified audit opinions from our municipalities. All municipalities received an array of support including intensive support to 9 municipalities whose audit outcomes were unfavourable in the previous year and requiring technical support due to a lack of capacity or skills. Further support was provided to municipalities on establishment of District Area Finance Fora and through a bi-annual CFO forum. A comprehensive assessment of the Budget and Treasury Offices of municipalities assisted in diagnosing the root cause of certain financial management challenges.

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. All eleven 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. KZN Cogta has further formalised cooperation between DCOG, SACPPV and KZN CoGTA through the establishment of a National MPRA-Mass Appraisal Strategy Committee to develop and implement MPRA-Mass Appraisal-Valuation Education and Training programmes and the Municipal Assessors Program.

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

Analysis of constraints and measures planned to overcome them

Lack of funding allocated to roll-out programmatic support to municipalities on the implementation of Simplified Revenue Plans and Debt and Indigent Management resulted in a limited level of support to municipalities. The unit will utilise the OPCPA panel to continue supporting municipalities with regards to achieving clean audits.

MUNICIPAL FINANCE							
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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Monitor public sector expenditure in line with the municipal IDP	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	New	New	New	New	60%	Public Sector achieving 60% spend in accordance with IDP monitored
Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	New	New	New	New	50%	Public sector achieving 55% spend in accordance with PGDS monitored

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 intuitions. (billing, overspending and underspending)								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	17/18	18/19	MEDIUM TERM TARGETS
<ul style="list-style-type: none"> Capacitate municipalities with expenditure on capital infrastructure. Monitor municipal expenditure on capital infrastructure. Monitor the 8% expenditure on Operations and Maintenance Assist municipalities to implement revenue raising strategy. Monitor municipal revenue management (tariffs, billing system, debt collection etc.) 	<p>Percentage of municipal expenditure allocated to capital infrastructure(new constructions, maintenance and operation)</p> <p>Percentage of municipal expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)</p> <p>Number of municipalities supported to improve revenue management and debt collection – (NT Indicator)</p> <p>Number of municipalities guided to comply with MPRA by target date</p> <p>Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA</p> <p>Number of Reports submitted on compliance with MPRA in terms of section 81 of the MPRA</p>	<p>New</p> <p>New</p> <p>New</p> <p>New</p> <p>New</p> <p>New</p>	<p>New</p> <p>New</p> <p>New</p> <p>New</p> <p>New</p> <p>New</p>	<p>New</p> <p>New</p> <p>New</p> <p>New</p> <p>New</p> <p>New</p>	<p>PGDP: Goal 6 & Outcome 9: Sub Outcome 3</p>	<p>61 municipalities with 25% expenditure on capital infrastructure Monitored</p> <p>61 municipalities with 100 % municipal expenditure allocated to capital infrastructure monitored</p> <p>11 on Revenue Management</p> <p>Number of NT Indicator</p> <p>Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA</p> <p>PGDP: Goal 6 & Outcome 9: Sub Outcome 3</p>	<p>61 municipalities with 26% expenditure on capital infrastructure monitored</p> <p>61 municipalities with 100 % spend on municipal expenditure allocated to capital infrastructure monitored</p> <p>11 on Revenue Management</p> <p>New</p> <p>New</p> <p>1</p>	<p>54 municipalities with 27% expenditure on capital infrastructure monitored</p> <p>54 municipalities with 100 % spend on municipal expenditure allocated to capital infrastructure monitored</p> <p>20 on Revenue Management</p> <p>18 on Debt Management</p> <p>51</p> <p>44</p>	<p>54 municipalities with 28% expenditure on capital infrastructure monitored</p> <p>54 municipalities with 100 % spend on municipal expenditure allocated to capital infrastructure monitored</p> <p>26 on Revenue Management</p> <p>18 on Debt Management</p> <p>1</p> <p>1</p>	
Section 81 and 131 (corrective actions based on the reports)										

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 INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
• Ensure municipalities address all issues highlighted in the audit outcomes	Number of municipalities with clean audits	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	New	New	New	61 municipalities monitored and guided in the achievement of clean audit	54 municipalities monitored and guided in the achievement of clean audit
• Specialisation of support staff to municipalities eg SCM, MPRA, and Audits.	Number of municipalities with functional audit committees	NT Indicator	New	New	New	61	54 municipalities monitored and guided in the achievement of clean audit
o Aligning skills of staff to municipal functions	Number of municipalities monitored on implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored	NT Indicator	New	New	New	61	54 municipalities monitored and guided in the achievement of clean audit
						54	54

MUNICIPAL FINANCE								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS	
In order to eradicate the incidences of fraud within Municipalities the following needs to occur: <ul style="list-style-type: none"> • Measures to act a deterrent- <ul style="list-style-type: none"> ◦ Strengthen disciplinary action in municipalities • Measures to prevent fraud <ul style="list-style-type: none"> ◦ Systems and controls put in place for early detection of fraud • Education- <ul style="list-style-type: none"> ◦ Creating awareness within municipalities 	Implement integrity management programmes in municipalities	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	New	15	15	16	16/17	17/18
	Number of Municipalities supported with compilation of fraud risk registers	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	New	-	-	1	0	0
	Number of Local Government Anti-fraud and Corruption Strategies developed	Report on functional provincial Anti-corruption technical working groups developed	New	New	New	1	1	1
	Education- <ul style="list-style-type: none"> ◦ Creating awareness within municipalities 	Number of reports on fraud, corruption and maladministration cases reported and investigated	NT Indicator	New	New	4	4	4

MUNICIPAL FINANCE QUARTERLY TARGETS

MUNICIPAL FINANCE QUARTERLY TARGETS											
		MUNICIPAL FINANCE									
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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND					
Monitor public sector expenditure in line with the municipal IDP	Percentage of public sector expenditure spent in accordance to the municipal IDP	60%	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Annual	Assessment of 61 municipalities IDP achieving 60% public sector expenditure	Finalised assessment and Report on 61 municipalities' IDP achieving 60% public sector expenditure					
Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS.	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	50%		Annual	Assessment of 61 Municipalities' IDP projects achieving 50% alignment to the PGDS	Finalised assessment and Report on 61 Municipalities' IDP projects achieving 50% alignment to the PGDS					

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 intuitions. (billing, overspending and underspending)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD 4 TH
<ul style="list-style-type: none"> Capacitate municipalities with expenditure on capital infrastructure. Monitor municipal expenditure on capital infrastructure. Monitor the 8% expenditure on Operations and Maintenance Assist municipalities to implement revenue raising strategy. Monitor municipal revenue management (tariffs, billing system, debt collection etc.) Section 81 and 131 (corrective actions based on the reports) 	<p>Percentage of municipal expenditure on capital infrastructure(new constructions, maintenance and operation)</p> <p>Percentage of municipal expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)</p>	<p>61 municipalities with 25% expenditure on capital infrastructure monitored</p> <p>61 municipalities with 100 % municipal expenditure allocated to capital infrastructure monitored</p>	<p>Annual</p> <p>PGDP: Goal 6 & Outcome 9: Sub Outcome 3</p>	<p>-</p> <p>Quarterly</p>	<p>Assessment of 61 municipalities achieving 25% allocation on Capital infrastructure</p> <p>61 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure</p>	<p>Finalised assessment and Report on 61 municipalities allocation of 25% expenditure on capital infrastructure</p> <p>61 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure</p>	<p>Finalised assessment and Report on 61 municipalities allocation of 25% expenditure on capital infrastructure</p> <p>61 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure</p>
					<p>11 municipalities analysed on status of Revenue Management</p> <p>18 municipalities analysed on status of Debt Management</p>	<p>Support plan for 11 municipalities on Revenue Management developed</p> <p>Support plan for 18 municipalities on Debt Management developed</p>	<p>Support plans on Revenue Management Implemented in 11 municipalities</p> <p>Support plans on Debt Management in 18 municipalities</p>
							<p>Support plans on Revenue Management Implemented in 11 municipalities</p> <p>Support plans on Debt Management in 18 municipalities</p>

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 intuitions. (billing, overspending and underspending)					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
	Number of municipalities guided to comply with MPRA by target date	51	Quarterly	1 M PRA steering Committee Meeting Convened	1 M PRA steering Committee Meeting Convened	1 M PRA steering Committee Meeting Convened
	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	1	Annual	Support plans developed and monitored for targeted municipalities	Support plans monitored for targeted municipalities	Support plans monitored for targeted municipalities
Section 81 and 131 (corrective actions based on the reports)	Number of Reports submitted on compliance with MPRA in terms of section 81 of the MPRA	1	Annual	1 Report submitted to the Provincial Legislature in terms of section 131 of the MFMA	-	-

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD
<ul style="list-style-type: none"> Ensure municipalities address all issues highlighted in the audit outcomes Specialisation of support staff to municipalities eg SCM, MPRA, and Audits. <ul style="list-style-type: none"> Aligning skills of staff to municipal functions 	<p>Number of municipalities with clean audits</p> <p>PGDP: Goal 6 & Outcome 9: Sub Outcome 3</p>	<p>61</p>	<p>Quarterly</p>	<p>Back to Basics municipalities assessed on finances</p>	<p>Back to Basics municipalities' assessed on finances</p>	<p>Back to Basics municipalities' assessed on finances</p>	<p>Mid-year budget and performance assessment engagements for 26 Back to Basics municipalities Undertaken</p>
<ul style="list-style-type: none"> Number of municipalities with functional audit committees 	<p>NT Indicator</p>	<p>61</p>	<p>Quarterly</p>	<p>61 Audit Committees Assessed and supported on functionality</p>	<p>61 Audit Committees Assessed and supported on functionality</p>	<p>61 municipalities assessed on functional audit committees</p>	<p>Adequacy of Municipal Audit Response Plan assess and feedback provided to Municipality</p>
<p>Number of municipalities monitored on implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored</p>	<p>NT Indicator</p>	<p>61</p>	<p>Quarterly</p>	<p>Implementation of Municipal Audit Response Plan monitored</p>	<p>Implementation of Municipal Audit Response Plan monitored</p>	<p>Implementation of Municipal Audit Response Plan monitored</p>	<p>Implementation of Municipal Audit Response Plan monitored</p>

MUNICIPAL FINANCE						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions					
INTERVENTION	Implement integrity management programmes in municipalities					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
In order to eradicate the incidences of fraud within Municipalities the following needs to occur:	Number of Municipalities supported with compilation of fraud risk registers	16	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	1 ST	2 ND
• Measures to act a deterrent- o Strengthen disciplinary action in municipalities	Number of Local Government Anti-fraud and Corruption Strategies developed	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Annual	Local Government Anti-corruption Strategy researched	Draft Local Government Anti-corruption Strategy
• Measures to prevent fraud o Systems and controls put in place for early detection of fraud	Report on functional provincial Anti-corruption technical working groups developed	1	NT Indicator	Quarterly	-	-
Education- o Creating awareness within municipalities	Number of reports on fraud, corruption and maladministration cases reported and investigated	4	NT Indicator	Quarterly	1	1

SUB-PROGRAMME: 2.3. PUBLIC PARTICIPATION

Progress Analysis:

The draft Ward Committee Functionality Maintenance guideline was developed, which will be used to support municipalities with the maintenance of functional ward committees. Community Participation Planning guidelines were developed and adopted and these guidelines will be used to support municipalities with the development of Community Participation Plans.

In addition, the war room maintenance plan was developed and adopted and will be used to support municipalities with the maintenance of functional war rooms. The Procedural Framework to accommodate community awareness and dissatisfaction was rolled out to municipalities in conjunction with the Municipal Administration Rapid Response Team.

Analysis of constraints and measures planned to overcome them

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 support in the development of community participation plans. These programmes aim to strengthen public participation and enhance governance, accountability and service delivery.

PUBLIC PARTICIPATION						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation					
INTERVENTION	Improve consultation, communication and feedback in municipalities and traditional councils					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16
• Assist municipalities to enhance community engagement processes	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Report on the number of community report back meetings convened by Councillors in each ward	New	New	New	51
• Monitor councillors reporting back to their constituents.	NT Indicator					51
						51
						51

PUBLIC PARTICIPATION									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation								
INTERVENTION									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act.	Number of municipalities with functional ward committees as per the municipal structures/systems act	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	51	51	51	51	51	51	51
Assist municipalities align budget with community needs.	Number of ward committees supported on implementation of ward operational plans	New	-	-	-	828 ward committees	828 ward committees	828 ward committees	828 ward committees

PUBLIC PARTICIPATION									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation								
INTERVENTION									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS
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	New	-	-	51	51	51	51

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (NT Indicator)	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	New	-	-	51	51

PUBLIC PARTICIPATION QUARTERLY TARGETS

PUBLIC PARTICIPATION						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation					
INTERVENTION	Improve consultation, communication and feedback in municipalities and traditional councils					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
<ul style="list-style-type: none"> • Assist municipalities to enhance community engagement processes • Monitor councillors reporting back to their constituents. 	Report on the number of community report back meetings convened by Councillors in each ward	51	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 NT Indicator	Quarterly	51 municipal reports	51 municipal reports
QUARTERLY TARGETS						
				2 RD	3 RD	4 TH

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act	Number of municipalities with functional ward committees as per the municipal structures/systems act	51 municipalities with functional Ward committees	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	51 municipalities with functional ward committees	51 municipalities with functional ward committees
	Number of ward committees supported on implementation of ward operational plans	828 ward committees		Quarterly	Ward operational plans monitored	Ward operational plans monitored
QUARTERLY TARGETS						
				3 RD	4 TH	

		PUBLIC PARTICIPATION					
STRATEGIC GOAL	2. Strengthened Governance	2.3. Improved decision making of municipalities through citizen participation					
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation	Strengthen Ward Based Planning					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
Assist municipalities align budget with community needs.	Number of municipalities with ward based plans aligned to the IDP	51 municipalities with Ward based plans aligned to the IDP	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	CBP process plans developed	25 Municipalities supported to develop ward based plans	26 Municipalities supported to develop ward based plans
					1 ST	2 ND	3 RD
							4 TH
							51 municipalities with Ward based plans aligned to the IDP

		PUBLIC PARTICIPATION					
STRATEGIC GOAL	2. Strengthened Governance	2.3. Improved decision making of municipalities through citizen participation					
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation	Early warning systems –service delivery protests					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (NT Indicator)	51	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	51 municipalities capacitated on reviewed database	Proposed remedial actions submitted to Municipalities	Monitor the implementation of proposed remedial actions taken, and institute corrective actions where necessary
					2 ND	3 RD	4 TH

SUB-PROGRAMME: 2.4. CAPACITY BUILDING

Progress Analysis:

The Business Unit in consultation with other stakeholders (sector departments, SALGA and LFSETA) developed a Provincial Capacity Building Strategy. The purpose of the strategy is to guide and coordinate the capacity building and support programmes aimed at municipalities in KwaZulu-Natal.

In line with Outcome 9: Output 7 (single window of coordination), the Business Unit established two capacity coordinating committees. The Departmental Support and Capacity Coordinating and Monitoring Committee (DSCCMC) comprises various business units within the Department. It meets quarterly and deliberates on municipal support and capacity building by various business units. The Provincial Capacity Coordinating and Monitoring Committee (PCCMC) is made up of the Department, sector departments, SALGA, LGSETA and municipalities. It meets quarterly and considers and guides the coordination of support and capacity building aimed at municipalities by different stakeholders in order to ensure that identified needs and gaps are addressed.

The Business Unit developed a Provincial Database of initiatives and interventions by various stakeholders. Progress on identified initiatives on the database was monitored on quarterly basis.

Phase1 of the Accredited Councillor Training has been conducted in the EThekweni Metropolitan Municipality and was based on 3 manuals (Legislation, Structures and Functions; Good Governance and Codes of Conduct; and Councillor Oversight). A total of 141 councillors registered for the training; 101 Councillors submitted their Portfolios of Evidence and 99 were found competent.

Phase 2 of the Accredited Councillor Training entailed the rolling out of three (3) training manuals, namely: Municipal Planning, Performance Management Systems and Municipal Finance. The training was rolled out in nine Districts. The training in the Harry Gwala District is to be rolled out in February 2015. 657 Councillors were registered to attend the training and 487 Councillors attended the training. 329 Councillors submitted their Portfolios of Evidence and 287 councillors were found competent.

The newly elected Councillors at Mpofana Municipality attended the Councillor Induction Programme during 17-18 December 2015.

Analysis of constraints and measures to overcome them

The Business unit is under capacitated. Currently only the Senior Manager and the Personal Assistant's posts have been filled. To perform adequately, all the vacant positions as per the organisational structure need to be filled.
Structural abnormality needs to be addressed. The structure makes no provision for assistant managers and staff below. Besides operating at strategic or managerial level, there is work to be done at administrative level.

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS 16/17 17/18 18/19
<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy(in the context of the Back to Basics Approach) Monitor the implementation of the integrated capacity building strategy. (internal and external) 	<p>Number of municipalities capacitated in accordance to the provincial capacity building strategy</p> <p>Number of capacity building interventions conducted in municipalities</p> <p>Number of municipalities supported to roll-out gender policy framework</p>	<p>PGDP: Goal 6 & Outcome 9: Sub Outcome 3</p> <p>NT Indicator Outcome 9: Sub Outcome 3</p> <p>NT Indicator Outcome 9: Sub Outcome 3</p>	<p>New</p> <p>New</p> <p>New</p>	<p>New</p> <p>New</p> <p>New</p>	<p>New</p> <p>New</p> <p>New</p>	<p>61</p> <p>61</p> <p>61</p>	<p>61</p> <p>61</p> <p>61</p>

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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
• Capacitate municipalities in accordance to the capacity building strategy(in the context of the Back to Basics Approach)	Number of municipalities capacitated in accordance to the provincial capacity building strategy	61	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	15 municipalities capacitated in line with strategy	15 municipalities capacitated in line with strategy	16 municipalities capacitated in line with strategy
• Monitor the implementation of the integrated capacity building strategy. (internal and external)	Number of capacity building interventions conducted in municipalities	1	NT Indicator Outcome 9: Sub Outcome 3	Quarterly	Phase 1 implemented	Phase 1 evaluated	Phase 2 evaluated
	Number of municipalities supported to roll-out gender policy framework	61	NT Indicator Outcome 9: Sub Outcome 3	Quarterly	15 municipalities capacitated in line with the Gender Policy Framework	15 municipalities capacitated in line with the Gender Policy Framework	16 municipalities capacitated in line with the Gender Policy Framework

SUB-PROGRAMME: 2.5. MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION

Progress Analysis:

The Department conducted spot checks on all 61 municipalities with particular focus on the Audit working paper file, as part of the first and second level operational support. Specific Action Plans were prepared to support municipalities to develop a functional Performance Management System (PMS). These Action Plans were also implemented in the municipalities. PMS Training was conducted in the following District municipalities: 21, 22, 23, 24, 26, 27, 28, 29. Support was also provided at the Audit/Performance Audit Committee meetings and Strategic Planning sessions. Individual visits were conducted to ensure that all the documents are aligned to the IDP, SDBIP, Departmental Scorecards and the relevant reporting templates. With regard to Individual Performance Management Systems (IPMS) which has now been included as part of establishment of a functional PMS within Municipalities, the Unit will undertake a diagnostic assessment in all 61 Municipalities and based on the assessment an action plan to support municipalities will be developed.

61 Annual Performance Reports were tabled in Council by the 31 March 2014 and the Annual Municipal Performance Report was finalized and tabled in the Provincial Legislature.

The Provincial Excellence Awards were held this year and it is anticipated that this will occur annually.

Analysis of constraints and measures planned to overcome them

Evidence submitted indicated that light support was provided to 6 District municipalities and 24 Local Municipalities in terms of OPMS training. Training material and attendance registers were submitted as supporting evidence. To achieve the desired target of supporting (10) or more municipalities in developing and submitting their annual performance reports, support will be intensified and will be provided on an on-going basis.

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16
<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism. Monitor the compliance of the municipalities with the reporting system. 	Number of municipalities complying with the single reporting mechanism	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	New	New	New	61
Develop an electronic dashboard that reflects the current status of municipalities	Number of electronic dashboards developed		New	New	10 Developed	10 Implemented
						55
						55

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION

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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS 16/17 17/18 18/19
<ul style="list-style-type: none"> • Implementation of Back to Basics programmes through a functional Nerve Centre • Develop an early warning system: <ul style="list-style-type: none"> ◦ Development of District and Municipal Profiles ◦ Classification of municipalities and support identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team) • Co-ordinate basket of services to support Municipalities: <ul style="list-style-type: none"> ◦ Assessment of municipalities ◦ Consolidated support and implementation ◦ Monitoring Performance to ensure sustainability 	Number of municipal Support Plans implemented in line with the key aspects identified in the 5 Pillars of the back to basics approach	PGDP: Goal 6	New	-	-	61	54 54
	Number of support plans implemented via OSS and CoGTA structures	PGDP: Goal 6	New	-	-	100% issues per district categorised and resourced	- - -
	Number of validated district profiles prepared	PGDP: Goal 6	New	-	-	4	- - -
	Percentage of CoGTA issues resolved	PGDP: Goal 6	New	-	-	100%	100% 100%
	Percentage of Sector issues facilitated	PGDP: Goal 6	New	-	-	100%	100% 100%

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18 18/19
Support municipalities to establish an effective performance management to ensure value for money	Number of municipalities supported to institutionalise performance management system		10	10	20	20	61	55 55
Report on progress of performance made by municipalities	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA		1	1	1	1	1	1 1
	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 NT Indicator		-	-	New	61	55	55 55
Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of municipalities evaluated on administrative performance					61	55	55 55
• Municipal Administrations evaluated and recommendations implemented								

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION QUARTERLY TARGETS

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism. Monitor the compliance of the municipalities with the reporting system. 		Number of municipalities complying with the single reporting mechanism	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	61 municipalities compliant with the reporting mechanism	61 municipalities compliant with the reporting mechanism
Develop an electronic dashboard that reflects the current status of municipalities		Number of electronic dashboards developed	10 Developed and maintained	Quarterly	Selection of performance management system for municipalities	Performance management system implemented
					Performance management system implemented	Performance management system implemented
					61 municipalities compliant with the reporting mechanism	61 municipalities compliant with the reporting mechanism
					61 municipalities compliant with the reporting mechanism	61 municipalities compliant with the reporting mechanism

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
			PGDP: Goal 6	Quarterly	26 priority municipal support plans implemented	26 priority municipal support plans implemented
<ul style="list-style-type: none"> Implementation of Back to Basics programmes through a functional Nerve Centre Develop an early warning system: <ul style="list-style-type: none"> Development of District and Municipal Profiles. Classification of municipalities and support Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team) Co-ordinate basket of services to support Municipalities: <ul style="list-style-type: none"> Assessment of municipalities Consolidated support and implementation Monitoring Performance to ensure sustainability 	<p>Number of municipal Support Plans implemented in line with the key aspects identified in the 5 Pillars of the back to basics approach</p> <p>Number of support plans implemented via OSS and COGTA structures</p> <p>Number of validated district profiles prepared</p> <p>Percentage of COGTA issues resolved</p>	61		35 municipalities monitored and sustained	35 municipalities monitored and sustained	35 municipalities monitored and sustained
			PGDP: Goal 6	Quarterly	100% issues categorised	100% of issues per district resourced
					75% of issues per district resourced	-
			PGDP: Goal 6	Quarterly	"ideal municipality" profile and template developed	1 profile prepared
					1 profile prepared	1 profile prepared
			PGDP: Goal 6	Quarterly	100% of issues resolved	100% of issues resolved
					100% of issues facilitated	100% of issues facilitated

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD
Support municipalities to develop and implement PMS processes to manage institutional performance	Number of municipalities supported to institutionalise performance management system	61		Quarterly	61 municipalities assessed on alignment of IDP with Scorecard and SDBIP	61 municipalities supported to implement functional PMS	61 municipalities implementing functional PMS
Report on progress of performance made by municipalities	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 NT Indicator	Annually	61 Municipal reports assessed for compliance	61 reports verified	Feedback provided to 61 municipalities and COGTA business units
Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of municipalities supported through Support, Monitoring and Intervention Plans (SMIPPS)	61	Quarterly	61 municipalities supported through the back to basics assessment tool	61 municipalities supported through the back to basics assessment tool	15 municipalities evaluated on administrative performance	16 municipalities evaluated on administrative performance
• Municipal Administrations evaluated and recommendations implemented	Number of municipalities evaluated on administrative performance	61	Quarterly	15 municipalities evaluated on administrative performance	15 municipalities evaluated on administrative performance	15 municipalities evaluated on administrative performance	16 municipalities evaluated on administrative performance

OVERVIEW OF THE 2014/2015 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 2

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Municipal Administration	58 673	28 551	30 823	33 811	38 906	34 353	37 414
Municipal Finance	16 746	22 771	36 444	28 977	31 323	28 817	30 243
Public Participation	85 684	114 785	139 870	126 571	126 659	138 089	146 597
Capacity Development	1 311	4 422	4 544	4 990	6 069	8 139	8 689
Municipal Perf. Monitoring, Reporting & Evaluation	4 302	11 560	11 058	14 442	17 083	15 762	16 665
Total	166 716	182 089	222 739	208 791	220 040	225 160	239 608
R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Current payments	134 790	165 391	217 138	207 419	212 485	223 844	238 242
Compensation of employees	102 203	111 694	148 830	157 007	162 453	173 803	186 012
Goods and services	32 587	53 697	68 308	50 412	50 032	50 041	52 230
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies to:	31 348	15 401	4 307	450	6 707	6 707	464
Provinces and municipalities	30 920	14 160	3 500	-	6 000	6 000	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international	-	-	-	-	-	-	-
Public corporations and private enterprises	-	158	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	428	1 083	807	450	707	707	464
Payments for capital assets	573	1 240	1 282	922	848	848	852
Buildings and other fixed structures	-	-	-	-	-	-	-
Machinery and equipment	573	1 240	1 282	922	848	848	852
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	5	57	12	-	-	-	-
Total	166 716	182 089	222 739	208 791	220 040	225 160	239 608
							251 947

PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME PURPOSE

The purpose of this programme is to promote informed integrated planning and development in the province. This Programme consists of six sub-programmes, namely Spatial Planning, Land Use Management, Local Economic Development, Municipal Infrastructure, Disaster Management and IDP Coordination.

SUB-PROGRAMME: 3.1. SPATIAL PLANNING

Progress Analysis:

Sixty- one municipalities were identified for support in respect of their Spatial Development Frameworks (SDFs) and fifty- one municipalities for support in respect of their Schemes. The level of support offered differed from municipality to municipality due to different circumstances in municipalities and also because some municipalities developed their SDFs and Schemes using appointed consultants whilst others used in-house capacity. Support offered therefore ranged from development of Terms of Reference for appointment of consultants, evaluation of bids submitted, management of consultants, and technical support on the development of Spatial Development Frameworks and Schemes. All Spatial Development Frameworks for the 61 municipalities in KwaZulu-Natal (submitted as part of the adopted IDPs) were assessed. A report was then produced in respect of SDF compliance including alignment of the SDF with the Provincial Growth and Development Strategy (PGDS). A report on Schemes was prepared indicating progress on Schemes' preparation in line with provincial and national legislative requirements for wall- to- wall Schemes, and the area within the province that is covered by Schemes.

A Coastal Regional Plan was initiated, and a Provincial Densification Framework was developed and tested in two municipalities. Seven Spatial planning initiatives covering the following: spatial planning training, the determination of a hierarchy of nodes, the development of rural signage, a learning exchange on public places, a community dialogue on future development options for eSikheshini in the Ingwe municipality, the preparation of a 3D model for Ndumo in the Jozini municipality, and learner driver training facility identification.

Analysis of constraints and measures planned to overcome them

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

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and spatial compact. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	PGDP: Goal 7	6	6	6	61	61	54
	Number of municipalities monitored on the implementation of the densification framework	PGDP: Goal 3 & 7	New	-	-	5	5	5
	Increase in the population density within designated development areas	PGDP: Goal 7	New	New	3.97 households/ ha	4.12 households/ ha	4.28 households/ ha	4.45 households/ ha
								4.62 households/ ha

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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of total provincial geographical area with Land Use Management Schemes and systems	PGDP: Goal 7	New	-	-	50%
Development of a suite of plans.	Number of municipalities supported to produce a suite of plans.	PGDP: Goal 7	New	-	-	65%
					6	80%
					6	95%
					6	6

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD
		QUARTERLY TARGETS					
				4 TH			
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	61	PGDP: Goal 7	Quarterly	61 draft municipal SDF's assessed	SDF support in progress	SDF support in progress
• 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	Number of municipalities monitored on the implementation of the densification framework	5	PGDP: Goal 3, 7	Quarterly	Monitoring tool for implementation of densification framework prepared	5 municipalities monitored on the implementation of the densification framework	5 municipalities monitored on the implementation of the densification framework
Provide incentives for citizen activity for local planning and development of spatial compacta.							
• Support the review of the Provincial SDF	Increase in the population density within designated development areas	4.12 households/ ha	Quarterly	Strategies/ Activities to facilitate investment identified	Growth and development monitored	Growth and development monitored	Desired growth of 4.12 household/ha achieved
• Assist and monitor municipal implementation of Projects identified in the Densification Frameworks							

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	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of total provincial geographical area with Land Use Management Schemes and systems	50%	PGDP: Goal 7	Quarterly	Land Use Management Schemes and Systems support defined	Support on Land Use Management Schemes and Systems in progress.
Development of a suite of plans.	Number of municipalities supported to produce a suite of plans	6	PGDP: Goal 7	Quarterly	6 Project plans developed	Development of suite of plans in progress
				1 ST	2 ND	3 RD
						4 TH

SUB-PROGRAMME: 3.1. DEVELOPMENT INFORMATION SERVICES

Progress Analysis:

To further enhance their revenue collection, 47 Local municipalities continue to receive updated cadastral base layer with ownership information on a quarterly basis in support of the MPRA implementation. The MPRA Value-Add programme has been implemented in 10 local municipalities in the 14-15 financial year.

Web pages dedicated to each District municipality have been developed and are being maintained by the Department in collaboration with the municipalities to enhance access to municipal spatial information. 3 Web based mobile GIS apps have been developed to support the OSS, CSCs and municipal asset management.

Technical GIS support has been provided to the municipalities through the DPSS structures and the participation in the forum has been extended to the local municipalities that are outside the DPSS fold. All District Municipalities have been supported with the spatial analysis of infrastructure and services backlogs to facilitate provision of basic services to the communities. GIS mapping support and customized GIS applications continue to be provided in support of the departmental initiatives (OSS, CSC and Disaster Management) on an on-going basis.

Analysis of constraints and measures planned to overcome them

The GIS support provided by some of the DPSS municipalities to their respective LMs has been less than ideal due to a number of reasons including insufficient HR capacity. In order to ensure that the LMs do get some form of GIS support, the DPSS-GIS forum has been extended to include the LMs that are willing to participate.

DEVELOPMENT INFORMATION SERVICES								
STRATEGIC GOAL	6. Enhanced response to climate change							
	6.1. Increased adaptation to Climate Change impacts.							
INTERVENTION								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18 18/19
Disseminate early warning systems, where impact, frequency and response plan.	Share of events with early warning systems, where affected parties received prior warning.	PGDP: Goal 5	New	New	New	100% of incidents mapped	100% of incidents mapped	100% of incidents 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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS	
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of adopted municipal schemes in the Province mapped	PGDP: Goal 7	New	New	New	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes 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 intuitions. (billing, overspending and underspending)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS	
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	24	45	45	45	45	45

DEVELOPMENT INFORMATION SERVICES QUARTERLY TARGETS

DEVELOPMENT INFORMATION SERVICES						
STRATEGIC GOAL	6. Enhanced response to climate change					
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.					
INTERVENTION	Disaster Monitoring(GIS to plot early warning and effectiveness thereof, response, impact, frequency of disasters)					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Disseminate early warning systems, impact, frequency and response plan.	Share of events with early warning systems, where affected parties received prior warning.	100% of incidents mapped	PGDP: Goal 5	Quarterly	100% of incidents mapped	100% of incidents mapped
QUARTERLY TARGETS						
			3 RD	4 TH		
					100% of incidents mapped	100% of incidents 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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
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 municipal schemes adopted in the quarter mapped	100% of municipal schemes adopted in the quarter mapped
QUARTERLY TARGETS						
			3 RD	4 TH		
					100% of municipal schemes adopted in the quarter mapped	100% of municipal schemes adopted in the quarter 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 intuitions. (billing, overspending and underspending)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH
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 MPPRA implementation	45	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	45 municipal property registers updated			

SUB-PROGRAMME: 3.2. LAND USE MANAGEMENT

Progress Analysis:

Municipalities are monitored against a Gazetted Benchmark identifying time norms for development applications in terms of the planning legislation. The Benchmark is reviewed annually based on assessment outcomes in order to achieve the Annual Performance Plan Targets.

Support was provided to 51 municipalities through the Land Use Municipal Support Programme in order to facilitate the roll-out of the Planning and Development Act. Land Use Management support to 51 municipalities in terms of the newly enacted National Spatial Planning Land Use Management Act, 2013(SPLUMA) will be rolled out in collaboration with the Department of Rural Development and Land Reform.

Analysis of constraints and measures planned to overcome them

In order to successfully monitor municipalities in terms of development application time norms, applications must be submitted to province to ensure this assessment can transpire. Close interaction with municipalities will be required to ensure this monitoring can take place and feedback regarding issues of concern can be discussed in order to achieve the annual target.

Uncertainty regarding the implementation of the SPLUMA and the impact thereof on the provincial planning legislation is a matter of concern, and is outside the control of this directorate, however the continual involvement in the development of the National SPLUMA and its related regulations will ensure that the legislation will meet the requirements of this province and will assist in the implementation and alignment thereof at a provincial level.

LAND USE MANAGEMENT																
STRATEGIC GOAL	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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS 18/19							
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	New	New	New	70%	73%	76%	80%							

LAND USE MANAGEMENT									
STRATEGIC GOAL	5. Well Integrated Spatial Planning System								
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services								
Implementation of SPLUMA and PDA									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS 18/19
Assist municipalities in implementing Land Use Management Schemes.	Number of municipalities supported with the implementation of SPLUMA	PGDP: Goal 7	7	10	10	51	51	56	56
	Number of municipalities supported with the Formalisation of Towns	PGDP: Goal 7	New	12	12	12	12	13	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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF	<ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 					0.58	0.6
						New	0.62
						New	0.65

LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)							
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 INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 14/15	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
			12/13	13/14	16/17	17/18	18/19
Support TCs with survey of land for agricultural use towards target of 100 hectares	Percentage of received survey requests attended to	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	New	New	New	100%	100%
Undertake cadastral survey work for the provision and maintenance of property descriptions of the areas of jurisdiction of Traditional Institutions	Percentage of received boundary description requests attended to	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	100%	100%	100%	100%	100%

LAND USE MANAGEMENT QUARTERLY TARGETS

LAND USE MANAGEMENT						
STRATEGIC GOAL	2. Strengthened Governance					
	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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Support municipalities to meet the time norms for processing of development applications	Percentage of development applications that meet time norms for processing	70%	PGDP: Goal 6	Quarterly	1 ST 70% of developments at municipalities meet time norms for processing	2 ND 70% of developments at municipalities meet time norms for processing
					3 RD 70% of developments at municipalities meet time norms for processing	4 TH 70% of developments at municipalities meet time norms for processing

LAND USE MANAGEMENT						
STRATEGIC GOAL	5. Well Integrated Spatial Planning System					
	5.1. Improved spatial hierarchy of services					
INTERVENTION	Implementation of SPLUMA and PDA					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Assist municipalities in implementing Land Use Management Schemes	Number of municipalities supported with the implementation of SPLUMA	51	PGDP: Goal 7	Quarterly	1 ST Municipalities capacitated and assessed on Municipal readiness in terms of the implementation of SPLUMA	2 ND Municipalities capacitated and assessed on Municipal readiness in terms of the implementation of SPLUMA
					3 RD MOU's with 6 municipalities Finalised	4 TH MOU's with 6 municipalities Finalised
	Number of municipalities supported with the Formalisation of Towns	12	PGDP: Goal 7	Quarterly	Outside figures for 6 towns Finalised	Land Audit for 6 towns finalised
					6 municipalities supported on formalisation	6 municipalities supported on formalisation

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compact. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks	Spatial Distribution of current Human Development Index (HDI) at provincial level analysed	0.58	Quarterly	PGDP: Goal 7	Mapping of Human Development Index (HDI) at provincial level in progress	Mapping of Human Development Index (HDI) at provincial scale
QUARTERLY TARGETS						3 RD
						4 TH
Report on Spatial Distribution of Human Development Index (HDI) at provincial scale						

LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)									
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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH	QUARTERLY TARGETS
Support TCs with survey of land for agricultural use towards target of 100 hectares	Percentage of received survey requests attended to	100%	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	100%	100%	100%	100%	100%
Undertake cadastral survey work for the provision and maintenance of property descriptions of the areas of jurisdiction of Traditional Institutions	Percentage of received boundary description requests attended to	100%	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	100%	100%	100%	100%	100%

SUB-PROGRAMME: 3.3. LOCAL ECONOMIC DEVELOPMENT

Progress Analysis:

The unit is responsible for the implementation of initiatives that act as catalysts for further development, initiatives that will create job opportunities and open up potential for further investment. Four main functions are performed under the unit being corridor development, small town rehabilitation, Community Service Centre programme and Expanded Public Works Programme which includes the Community Work Programme and the Food for Waste Programme

Under the corridor development programme the 6 provincial priority corridors continued to receive grant funding support for the implementation of high impact projects. High impact projects such as the Mandela Capture Site Sculpture, the successful completion and handing over of the Newcastle Asiphelwe bridge joining the residential and industrial sites, the vineyards and winery pilots in Ilembe and the support in the provision of a number of informal trading facilities. These projects were successfully handed over the communities in the year under review.

The unit commenced with PDA applications for the establishment of Community Service Centres and successfully commenced with the construction of at least 3 grade one Community Service Centres. Under the rehabilitation programme, 27 former traditional authority centres were renovated and handed over to Amakhosi.

The programme of rehabilitation of small towns continued to be implemented and at least 250 job opportunities were created during implementation of infrastructure projects under the programme.

Impendle, Weenen, Kokstad, Melmoth, Mbazwana, Underberg and uMzimkhulu are the towns selected for support and these received grant funding for the rehabilitation of CBDs. Additional Municipalities were also supported to package LED projects in line with KZN priorities. 11 projects were packaged and approved.

Due to a number of challenges and support required in these towns, more interventions were identified to effectively redress the outlook of these towns. Also towns that benefitted in the previous years that had shown high absorptive capacity were allowed to identify additional interventions i.e Ladysmith.

The EPWP programme supported municipalities with compliance issues around EPWP incentives. All municipalities now qualify for incentive grants as they all completed a full cycle of non-interrupted reporting on EPWP job opportunities. Municipalities were also supported to commence with preparation of EPWP policies that will guide the municipalities on how to derive maximum benefits from the EPWP programme. Workshops and road shows were conducted to capacitate municipalities in EPWP. Under the CWP and FFW programme communities were mobilised to participate in the short term job opportunities for food security and livelihood sustenance. The 29 CWP sites and 7 FFW sites continued to provide the much needed livelihood to the poor communities.

Analysis of constraints and measures planned to overcome them

Due to limited project management capacity as evidenced by poor contract management, the unit developed a municipal capacity building programme and trained participants in project management. Municipalities with weak LED Units were also supported with training on accredited LED Courses to improve understanding of LED

Dropout rates in the short term EPWP programmes of CWP and FFW continue to be a challenge. Alignment of the programme in beneficiary identification with the war rooms will assist in identifying deserving and needy families to participate in the programmes

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 INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Establish District Agencies to drive LED and Investment	Number of District Agencies supported to effectively drive LED	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	New	-	-	10	10
Provide Support to informal economy	Number of districts/metro supported with informal economy initiatives	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	New	-	-	11	11

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 INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
• Implement a strategy for new town development eg Ndumo, Emadlangeni. o Urban Development Frameworks □ Shape and design □ Targeted public/private sector investment □ Phased development approach □ Increased population density	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	New	-	-	2	2	2
Establish agri-hubs/fresh produce market facilities aligned to institutional markets (schools, prisons, hospitals)	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	New	-	-	4	2	2

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	PGDP: Goal 7 & Outcome 9 Sub Outcome 4	New	-	-	1	18/19
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 municipal LED strategies	NT Indicator	New	-	-	10 Districts	10 Districts
• Formal and informal sector	Number of Municipalities monitored to reduce cost of doing business through Red Tape intervention	NT Indicator	New	-	-	10 Districts and 1 Metro	10 Districts and 1 Metro

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES							
STRATEGIC GOAL	3. Increased economic opportunities						
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes						
INTERVENTION	Revive and activate support of traditional institutions to promote socio-economic programmes						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
• Establish development support initiatives in Traditional communities to enable development	Number of TCs supported with Development Initiatives	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	New	-	3	3	6
						3	10
							15

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation						
INTERVENTION	Coordination of interfaith to promote social cohesion and nation building.						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
<ul style="list-style-type: none"> Establish and support Traditional and Interfaith leadership forums at District levels An inaugural district interfaith forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would be Amakhosi, izinduna, traditional healers, osonkondlo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks. Interfaith calendar to be implemented and monitored at a district level 	<p>Number of dialogues held to support social cohesion and nation building</p> <p>New</p>	-	-	-	4	6	8
							18/19

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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Establish District Agencies to drive LED and Investment	Number of District Agencies supported to drive LED	10	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	1 ST Needs assessment conducted	2 ND Support Programme Developed
Provide Support to informal economy	Number of districts/metro supported with informal economy initiatives	11	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	3 RD Informal economy needs assessment conducted	4 TH Support programme rolled out

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES						
STRATEGIC GOAL	3. Increased economic opportunities					
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes					
INTERVENTION						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Implement a strategy for new town development eg Ndumo, Emadiangeni.	Number of nodal development plans/strategies developed to promote growth of new/small towns	PGDP: Goal 7 & Output 2:	Stakeholder engagements undertaken	Quarterly	3 RD	4 TH
o Urban Development Frameworks <ul style="list-style-type: none"> - Shape and design - Targeted public/private sector investment - Phased development approach - Increased population density 		2	Support Plans Per node developed	Funding protocols and Implementation plans facilitated		2 nodal plans developed
Establish agri-hubs/fresh produce market facilities aligned to institutional markets (schools, prisons, hospitals)	Number of municipalities with agri-hubs/fresh produce market facilities aligned to the institutional markets	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Programme of Support developed	Capacity Support provided to municipalities	Capacity Support provided to municipalities	Two agri hubs operational

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH
Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	1	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	Plan preparation monitored	Draft framework Plan	Final Plan consultation undertaken	Final Corridor Plan in place
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 municipal LED strategies	10 Districts	NT Indicator	Quarterly	District Support Plans finalised	Implementation monitored	Implementation monitored	Implementation monitored
• Formal and informal sector	Number of Municipalities monitored to reduce cost of doing business through Red Tape intervention	10 Districts and 1 Metro	NT Indicator	Quarterly	Support Task Teams established	Workshops conducted in 10 Districts and 1 Metro	10 Districts and 1 Metro monitored	10 Districts and 1 Metro monitored

LOCAL ECONOMIC DEVELOPMENT – (RURAL DEVELOPMENT FACILITATION)						
STRATEGIC GOAL	3. Increased economic opportunities					
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes					
INTERVENTION	Revive and activate support of traditional institutions to promote socio-economic programmes					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
• Establish development support initiatives in Traditional communities to enable development	Number of TCs supported with Development Initiatives	3	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	TCs consultation sessions held	Support plans developed
					Implementation monitored	3 TCs supported
INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
• Establish development support initiatives in Traditional communities to enable development	Number of TCs supported with Development Initiatives	3	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	TCs consultation sessions held	Support plans developed
					Implementation monitored	3 TCs supported

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation						
INTERVENTION	Coordination of interfaith to promote social cohesion and nation building.						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD
<ul style="list-style-type: none"> Establish and support Traditional and Interfaith leadership forums at District levels An inaugural district interfaith forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would be Amakhosi, izinduna, traditional healers, 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 		<p>Number of dialogues held to support social cohesion and nation building</p> <p>Participants would be Amakhosi, izinduna, traditional healers, osonkondo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks.</p> <p>Interfaith calendar to be implemented and monitored at a district level</p>		<p>Facilitate & Affirm institutional arrangements and prepare a Programme for Social Cohesion conversations</p> <p>Quarterly</p>		<p>1 Social Cohesion conversation held</p> <p>1 Social Cohesion conversation held</p>	

3.3. LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES						
STRATEGIC GOAL	5. Well Integrated Spatial Planning System					
STRATEGIC OBJECTIVE	5.1. Improved Spatial Hierarchy					
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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC infrastructure programmes implemented	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	New	-	-	6
	Number of Grade 1 CSCs supported for Effective Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	New	-	-	25
	Number of Grade 2 CSCs supported for Effective Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	New	-	-	20
MEDIUM TERM TARGETS				16/17	17/18	18/19
					1	1
						1

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				
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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC infrastructure programmes implemented	1	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Infrastructure programme developed for new construction [4] and rehabilitation [22] projects
	Number of Grade 1 CSCs supported for Effective Functionality	25	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Functionality assessment conducted
	Number of Grade 2 CSCs supported for Effective Functionality	20	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Status quo analysis
				1 ST	2 ND
				3 RD	4 TH
				22 rehabilitation projects at practical completion	
				4 new projects at construction phase	
				Non-functional CSCs supported	
				Non-functional CSCs supported	
				Support the development of service schedules	
				20 Grade 2 CSCs functional	

3.3. LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME							
STRATEGIC GOAL	3. Increased economic opportunities						
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes						
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	PGDP: Goal 3 & Outcome 9 Sub Outcome 5	New	-	-	30 500	31 500 32 500 32 500

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME							
STRATEGIC GOAL	3. Increased economic opportunities						
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes						
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD 4 TH
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	PGDP: Goal 3 & Outcome 9 Sub Outcome 5	Quarterly	Annual Review conducted	Action Plan rolled out	Action Plan rolled out	31 500 jobs maintained

3.3. LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME							
STRATEGIC GOAL	3. Increased economic opportunities						
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes						
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Maintain EPWP and CWP employment opportunities	Number of employment opportunities created through EPWP inclusive of all sectors (FFW, Corridor, Small town, CSC Construction)	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	New	-	-	1500	2000 2500 3000

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME							
STRATEGIC GOAL	3. Increased economic opportunities						
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes						
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD 4 TH
Maintain EPWP and CWP employment opportunities	Number of employment opportunities created through EPWP inclusive of all sectors	PGDP: Goal 3 & Outcome 9 Sub Outcome 5	Quarterly	Updated MIS Database with all registered projects	Quarterly project implementation reports	Quarterly project implementation reports	1500 job opportunities created

SUB-PROGRAMME: 3.4. MUNICIPAL INFRASTRUCTURE

Progress Analysis: Environment / challenges

The service delivery environment remains characterised by lack of financial resources and skilled personnel, a general lack of long term planning, and inadequate provision for operation and maintenance of infrastructure. In addition, the political and personnel dynamic is certainly having a retarding effect on delivery as priorities and personalities frequently change.

Specific challenges relate to insufficient municipal capacity and skills levels which preclude adequate quality control over service rendered by contracted resources, an inadequate pool of school leavers with good capabilities in mathematics and physical science, too regular re-prioritisation of projects, the significant imbalance between backlog eradication targets and funding availability slow SCM processes and appointment of less expensive service providers with inadequate capacity, poor coordination between housing developments and necessary infrastructure, and lack of focus of National funding priorities on eradication of backlogs in essential services.

Responses

Initiatives and programmes are focused on project planning and management of implementation, funding, capacity building and implementation of planned and preventative maintenance programmes.

Efforts must continue to secure an Operation and Maintenance conditional grant for municipalities, funded from the National fiscus and allocated in terms of the Division of Revenue Act. The Department is continuing with the roll-out of the CoGTA Operation and Maintenance programme in all districts.

Review of National fund allocation policies for infrastructure capital development must be precipitated. Needs-based allocations (as opposed to formula-based allocations) to municipalities with sufficient management capacity, needs to be pursued.

The establishment of district Shared-Service Project Management Units is being attempted, to address skills shortages. Municipal workshops have been conducted, which, inter alia, address project and cash flow management, contract administration, consultant's fee structures and management.

The anomaly of funding Operation and Maintenance from municipal revenue (inclusive of Equitable Share) while also requiring municipalities to provide Free Basic Services needs to be removed by the introduction of a Conditional Grant for Operation and Maintenance. The Department has continued to lobby in this regard.

The intensity of support to municipalities has been increased.
“Stand alone” water purification plants have been implemented in priority areas.

Universal access planning has been conducted in all districts, in respect of water, sanitation and electricity.

Forums to improve coordination for water, energy and human settlements have been created.

Service delivery achievements

Water: 32 300 households served

Sanitation: 29 100 households served

Electricity: 40 200 households served

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

MUNICIPAL INFRASTRUCTURE									
STRATEGIC GOAL	4. Strengthened delivery of Basic services								
STRATEGIC OBJECTIVE	4.1 Improved co-ordination of service delivery								
INTERVENTION	Co-ordinate with DWA for the roll out of 75 litres of water per person per day								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	MEDIUM TERM TARGETS 17/18	
Number of reports on cubic metres per capita per year available		New	-	-	-	2	2	2	
Number of reports on water service systems in balance (supply and demand balance)		New	-	-	-	2	2	2	
Co-ordinate with DWA for the roll out of 75 litres of water per person per day		PGDP: Goal 4 & Outcome 9 Sub Outcome 1	New	-	-	2	2	2	
Monitor the implementation of 75 litres of water per person per day			New	-	-	2	2	2	
Number of municipalities supported in increasing percentage of yard water connections			New	-	-	13	13	13	
Number of municipalities supported in provision of basic level of sanitation services			New	-	-	13	13	13	

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	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16
Municipalities with the supply of energy	Number of municipalities supported in increasing percentage of households with a source of electrical supply	PGDP: Goal 4 & Outcome 9 Sub Outcome 1	New	-	-	10
						15
						20
						26

MUNICIPAL INFRASTRUCTURE QUARTERLY TARGETS

MUNICIPAL INFRASTRUCTURE						
STRATEGIC GOAL	4. Strengthened delivery of Basic services					
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery					
INTERVENTION	Co-ordinate service delivery utilising IGR Fora					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
QUARTERLY TARGETS						
4 TH						
	Number of functional coordinating structures for infrastructure development and service delivery	8	Quarterly	2 (Water and Electricity)	2 (Water and Electricity)	2 (Water and Electricity)
	Number of municipalities assessed against service delivery bench marks	60	Quarterly	Benchmark review for B2B alignment	Data collection and collation	1 assessment report
	Functionality of IGR Fora to promote the coordination of service delivery	38	NT Indicator	Support municipalities with project scoping	1. Business planning 2. Funding transferred 3. Project registration support	38 municipalities supported
	Number of municipalities supported with service delivery programmes	31	Quarterly	Support expenditure		
	Number of municipalities supported to implement indigent policies	31	Quarterly	8	8	7

MUNICIPAL INFRASTRUCTURE						
STRATEGIC GOAL	4. Strengthened delivery of Basic services					
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery					
INTERVENTION	Co-ordinate with DWA for the roll out of 75 litres of water per person per day					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
<ul style="list-style-type: none"> • Co-ordinate with DWA for the roll out of 75 litres of water per person per day • Monitor the implementation of 75 litres of water per person per day 		Number of reports on cubic metres per capita per year available	2	Quarterly	Data collection and collation	1 report
<ul style="list-style-type: none"> • Co-ordinate with DWA for the roll out of 75 litres of water per person per day • Monitor the implementation of 75 litres of water per person per day 		Number of reports on water service systems in balance (supply and demand balance)	2	Quarterly	Data collection and collation	1 report
<ul style="list-style-type: none"> • Co-ordinate with DWA for the roll out of 75 litres of water per person per day • Monitor the implementation of 75 litres of water per person per day 		Number of reports on households with access to 75 litres of water per person per day	2	PGDP: Goal 4 & Outcome 9 Sub Outcome 1	Data collection and collation	1 report
<ul style="list-style-type: none"> • Co-ordinate with DWA for the roll out of 75 litres of water per person per day • Monitor the implementation of 75 litres of water per person per day 		Number of municipalities supported in increasing percentage of yard water connections	13	Quarterly	Data collection and collation	1 report
<ul style="list-style-type: none"> • Co-ordinate with DWA for the roll out of 75 litres of water per person per day • Monitor the implementation of 75 litres of water per person per day 		Number of municipalities supported in provision of basic level of sanitation services	13	Quarterly	Support municipalities with project scoping	13 WSAs supported
<ul style="list-style-type: none"> • Co-ordinate with DWA for the roll out of 75 litres of water per person per day • Monitor the implementation of 75 litres of water per person per day 					1. Business planning 2. Funding transferred 3. Project registration support	1. Support project initiation 2. Project registration support

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD	4 TH
Municipalities with the supply of energy	Number of municipalities supported in increasing percentage of households with a source of electrical supply	10	PGDP: Goal 4 & Outcome 9 Sub Outcome 1	Quarterly	4	2	2	2

SUB-PROGRAMME: 3.5. DISASTER MANAGEMENT

Progress Analysis:

The Provincial Disaster Management Plan was developed and it is due for review in the current financial year, there will be various consultations with stakeholders as part of sourcing inputs for incorporation into the plan.

The refurbishment of the Provincial Disaster Management Centre (PDMC) is underway. PDMC continues to roll out the Capacity Building Programme to municipalities, to date at least 45 Fire Fighters were trained on Fire Fighting Level 1 & 2 (2014/15) and they have been deployed to various municipalities in their Fire & Rescue Services. Disaster Management workshops on Climate Change have been rolled out in all 10 districts + 1 metro in order to prepare municipalities to develop and prepare the mitigation and adaptation plans.

Analysis of constraints and measures planned to overcome them

There has been a delay with the finalisation of the Provincial Disaster Management Centre (PDMC) construction, the PDMC will engage the Implementing Agent to discuss the implications of this delay and further obtain the final date when the project is anticipated to be concluded.

The lack of proper institutional arrangement at a municipal level to deal with disaster management as well as fire & rescue services continues to be a challenge. The PDMC will engage municipalities to draw a proper organogram so that they employ people to perform those Disaster Management functions.

The delays in the Rehabilitation of infrastructure is still a challenge as the approval by the National counterparts takes time and once funds are received , the affected sector departments further take time to commence with the rehabilitation. The PDMC will continue to lobby National Disaster Management Centre (NDMC) and National Treasury to fast track the transfer of funds for rehabilitation.

DISASTER MANAGEMENT											
STRATEGIC GOAL	MEDIUM TERM TARGETS										
	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE	ESTIMATED 14/15	ANNUAL TARGET 15/16	16/17	17/18	18/19
• Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability.	6. Enhanced response to climate change	PGD& Goal 5	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Plan	New -	-	-	-	10 Districts and 1 Metro			
• Capacitate municipalities on Disaster Risk Management.	6.1. Increased adaptation to Climate Change impacts.	Policy frameworks, plans and strategies to reduce risks									

DISASTER MANAGEMENT						
STRATEGIC GOAL	6. Enhanced response to climate change					
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.					
INTERVENTION	Early Warning systems					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16
Disseminate early warning systems, impact, frequency and response plan.	Regular forecast of anticipated impacts of climate change and response plan PGDP: Goal 5	New	-	-	-	100%
						100%
						100%

DISASTER MANAGEMENT						
STRATEGIC GOAL	6. Enhanced response to climate change					
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management					
INTERVENTION	Co-ordinate interventions and support through Disaster Management Institutional Structures					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16
Provincial and District Disaster Management Centres operational	Number of functional Municipal Disaster Management Centres PGDP: Goal 5	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro	10 districts + 1 metro
Average time taken to respond to disaster events	PGDP: Goal 5	New	-	-	72hrs	72hrs
						72hrs
						72hrs

DISASTER MANAGEMENT							
STRATEGIC GOAL	6. Enhanced response to climate change						
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management						
INTERVENTION	Improve preparedness through capacity building programmes						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Capacitate municipalities on Disaster Risk Management.	Provincial Fire brigade services established by target date (2017)	National Technical Indicator New	-	-	-	1	17/18 18/19

DISASTER MANAGEMENT QUARTERLY TARGETS

DISASTER MANAGEMENT							
STRATEGIC GOAL	6. Enhanced response to climate change						
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.						
INTERVENTION	Policy frameworks, plans and strategies to reduce risks						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND	3 RD
						QUARTERLY TARGETS	
				4 TH			
• Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability.	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Plan	PGDP: Goal 5	Quarterly	10 districts plus 1 metro (11)	10 districts plus 1 metro disaster management sector plans developed	4 District Sector plans analysed	3 District Sector plans analysed
• Capacitate municipalities on Disaster Risk Management.					Quarterly incident trend analysis report	Quarterly incident trend analysis report prepared	Quarterly incident trend analysis report prepared
					Winter contingency plan developed	Summer contingency plan developed	3 Districts provided with technical support
					Technical Support Plans developed	4 Districts provided with technical support	3 Districts provided with technical support
							Provincial Disaster Management plan reviewed

DISASTER MANAGEMENT						
STRATEGIC GOAL	6. Enhanced response to climate change					
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.					
INTERVENTION	Early Warning systems					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Disseminate early warning systems, impact, frequency and response plan.	Regular forecast of anticipated impacts of climate change and response plan	100%	PGDP: Goal 5	Quarterly	Weather warnings disseminated	Weather warnings disseminated
				1 ST	2 ND	3 RD
					Weather warnings disseminated	Weather warnings disseminated
					4 TH	Weather warnings disseminated

DISASTER MANAGEMENT						
STRATEGIC GOAL	6. Enhanced response to climate change					
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management					
INTERVENTION	Co-ordinate interventions and support through Disaster Management Institutional Structures					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Provincial and District Disaster Management Centres operational	Number of functional Municipal Disaster Management Centres	10 districts plus 1 metro (11)	National Technical Indicator	Quarterly	3 Disaster Management Centres supported with functionality	4 Disaster Management Centres supported with functionality
	Average time taken to respond to disaster events	72hrs	PGDP: Goal 5	Quarterly	72 hours turnaround time in the event of a disaster	72 hours turnaround time in the event of a disaster
				1 ST	2 ND	3 RD
					72 hours turnaround time in the event of a disaster	72 hours turnaround time in the event of a disaster
					4 TH	72 hours turnaround time in the event of a disaster

DISASTER MANAGEMENT						
STRATEGIC GOAL	6. Enhanced response to climate change					
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management					
INTERVENTION	Improve preparedness through capacity building programmes					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Capacitate municipalities on Disaster Risk Management.	Provincial Fire brigade services established by target date (2017)	1	National Technical Indicator	Quarterly	Functions of the Fire Brigade Services defined	Functional structure submitted for MEC approval
				1 ST	2 ND	3 RD
					4 TH	Fire Brigade Services established
						Staff appointed to perform tasks

SUB-PROGRAMME: 3.6. IDP CO-ORDINATION

Progress Analysis:

In the pursuit of ensuring the realization of provincial and national strategic priorities at a local government sphere through the formulation and effective implementation of the municipal Integrated Development Plans (IDPs); the Integrated Development Planning (IDP) Co-ordination Unit has formulated the Provincial IDP Management and Support Plan. The Provincial IDP Management and Support Plan serves as a tool through which the sub-programme coordinates its initiatives in partnership with the sector departments, State Owned Enterprises (SOEs) and municipalities. Consequently the IDP Management and Support plan was approved by the Provincial IDP Stakeholders Forum 8 May 2014.

In furtherance of the efforts to streamline and integrate provincial and national priorities using the IDPs as a conduit at a local government level; the IDP Co-ordination Unit has prioritised the training of sector departments and State-Owned Entities on their roles and responsibilities in the IDP process. The IDP Unit has on an on-going basis also assisted municipalities in building their municipal planning capacity through the concept of Development Planning Shared Services (DPSS). The DPSS equips municipalities with the requisite planning skills and they are now in a better position to respond to the changing policy environment in respect of the new legislations, the Spatial Planning and Land Use Management Act (SPLUMA).

In response to the resolutions of the Rural Development Summit that was convened on 23 to 24 July 2013, the IDP Co-ordination Unit has prioritised the development of the Traditional Settlement Master Plans. The main rationale of the Traditional Settlement Master Plans is to improve land use management in traditional areas, thereby optimising the use of land and mitigate against adverse development impact. This is going to be achieved through the working partnership that has been formulated by the IDP Co-ordination Unit with the Provincial House of Traditional Leaders.

Analysis of constraints and measures planned to overcome them

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

Changing membership of the Provincial IDP Forum has been identified as one of the challenges. Development planning capacity in municipalities remains a challenge. This is compounded by the high rate of staff turn-over and rural municipalities in particular are struggling to retain suitable skilled and experience personnel.

IDP CO-ORDINATION							
STRATEGIC GOAL	1. Improved Co-operative Governance						
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations						
INTERVENTION							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED PERFORMANCE	ESTIMATED	ANNUAL TARGET	MEDIUM TERM TARGETS
			11/12	12/13	13/14	15/16	16/17
							17/18
							18/19
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs.	Number of Integrated Provincial Service Delivery Plans developed	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	New	New	New	1 Framework developed	1 Framework implemented
• Alignment of MTSF, PGDP and other government priorities with IDP	Number of municipalities supported with development of legally compliant IDP	NT Indicator	61	61	61	61	54
• Alignment of Sector Department budgets							
• Alignment of cross border issues							

STRATEGIC GOAL		IDP CO-ORDINATION							
STRATEGIC OBJECTIVE		1. Improved Co-operative Governance							
INTERVENTION		1.1. Improved functionality of Inter-Governmental Relations							
Co-ordinate service delivery through the Joint Provincial Forum									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Number of joint provincial service delivery forums supported	New	New	New	New	1	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum

STRATEGIC GOAL		IDP CO-ORDINATION							
STRATEGIC OBJECTIVE		2. Strengthened Governance							
INTERVENTION		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	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS
• Build capacity of critical skills in District Municipalities(pool of skills)	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Number of districts shared services implemented	10	10	10	10	10	10	10
• Extend shared services to include local government									

IDP CO-ORDINATION						
STRATEGIC GOAL	5. Improved Spatial Equity					
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services					
INTERVENTION	Implementation of SPLUMA and PDA					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16
Promote and improve rural planning and development through the formulation of traditional settlement master plans	Number of Traditional Master Settlement Plans developed	PGDP: Goal 7	New	New	5	8
					10	12
						12

IDP CO-ORDINATION QUARTERLY TARGETS

IDP CO-ORDINATION QUARTERLY TARGETS						
STRATEGIC GOAL	IDP CO-ORDINATION					
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 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs. <ul style="list-style-type: none"> Alignment of MTSF, PGDP and other government priorities with IDP Alignment of IDP with Sector Department budgets Alignment of cross border issues 	Number of Integrated Provincial Service Delivery Plans developed	1 Framework developed	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	1 ST Define the scope of the study and commission the study	2 ND Development of the Provincial Development and Investment Framework in progress
	Number of municipalities supported with development of legally compliant IDP	61	NT Indicator	Quarterly	Draft IDPs Assessed	3 RD Draft Provincial Development and Investment Framework
					4 TH 1 report produced regarding state of KZN IDP Credibility	1 Final Provincial Development and Investment Framework IDP Readiness and Stakeholder engagement session conducted

IDP CO-ORDINATION						
STRATEGIC GOAL	1. Improved Co-operative Governance					
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations					
INTERVENTION	Co-ordinate service delivery through the Joint Provincial Forum					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Number of joint provincial service delivery forums supported	1	PGDP: Goal 6	Quarterly	Develop TORs, identify role players and define working protocols	Establishment of one Provincial Service Delivery Forum coordinated
INTERVENTION	Build the capacity of District Municipalities to build resilient local municipalities					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
• Build capacity of critical skills in District Municipalities(pool of skills) • Extend shared services to include local government	Number of districts shared services implemented	10	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	10 District Shared services implemented	10 District Shared services implemented

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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
• Build capacity of critical skills in District Municipalities(pool of skills) • Extend shared services to include local government	Number of districts shared services implemented	10	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	10 District Shared services implemented	10 District Shared services implemented

IDP CO-ORDINATION						
STRATEGIC GOAL	5. Improved Spatial Equity					
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services					
INTERVENTION	Implementation of SPLUMA and PDA					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
Promote and improve rural planning and development through the formulation of traditional settlement master plans	Number of Traditional Master Settlement Plans developed	8	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	8 TSM&P initiated	8 TSM&P in progress
					8 TSM&P in progress	8 Traditional Settlement Master Plans developed
					3 RD	4 TH
					2 ND	1 ST

OVERVIEW OF THE 2014/2015 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 3

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Spatial Planning	20 665	22 625	33 519	39 723	41 462	41 462	37 418
Land Use Management	14 267	14 855	17 353	21 911	19 108	19 108	23 483
Local Economic Development	244 788	311 689	221 473	236 943	317 868	224 266	274 288
Municipal Infrastructure	118 371	163 238	76 071	128 028	167 937	167 937	116 772
Disaster Management	40 081	83 315	64 530	76 560	89 682	89 682	107 993
IDP Co-ordination	13 022	18 504	17 945	22 456	20 380	20 380	20 547
PPDC	-	-	-	-	-	-	-
Total	451 194	614 226	430 891	525 621	656 437	530 479	557 223
R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Current payments	135 632	159 896	183 689	296 970	280 189	280 189	377 822
Compensation of employees	48 022	57 960	94 544	119 116	104 661	104 661	127 543
Goods and services	87 610	101 936	89 145	177 854	175 528	175 528	250 279
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies to:	313 691	431 707	229 425	174 847	295 264	73 756	5 000
Provinces and municipalities	311 991	430 284	228 574	155 877	243 160	243 160	61 656
Departmental agencies and	1 700	1 000	-	18 850	18 850	18 850	4 800
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and	-	-	-	-	-	-	-
Public corporations and private	-	400	-	-	33 254	33 254	12 100
Non-profit institutions	-	-	-	-	-	-	-
Households	-	23	851	120	-	-	-
Payments for capital assets	1 871	22 616	17 774	53 804	80 984	78 901	62 101
Buildings and other fixed	475	15 230	12 899	48 903	74 152	74 152	71 231
Machinery and equipment	1 396	7 386	4 722	4 701	6 832	6 832	7 470
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible	-	-	153	200	-	200	200
Payments for financial assets	-	7	3	-	-	-	-
Total	451 194	614 226	430 891	525 621	656 437	530 479	557 223
							594 584

PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT

Programme Purpose:

The purpose of this programme is to support and enhance the capacity of traditional councils. The programme consists of four sub-programmes, namely; Traditional Institutional Administration, Traditional Resource Administration, Rural Development Facilitation and Traditional Land Administration

SUB-PROGRAMME: 4.1. TRADITIONAL INSTITUTIONAL ADMINISTRATION

Progress Analysis:

The department supported Traditional Administrative Centres (TACs) with updating their movable asset registers. Traditional Councils (TCs) were also supported with the use of the Pastel Evolution software for the traditional levies and trust account. Support was also provided to Traditional Councils to implement the financial management practice notes. The Department also supported the installation and recognition of Amakosi in the Province. A Dispute Resolution and Conflict Management framework was implemented.

Analysis of constraints and measures planned to overcome them

The Department will conduct a research initiative on the feasibility on the establishment of a Traditional Leadership Learning Institution.

TRADITIONAL INSTITUTIONAL ADMINISTRATION						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Implementation of policies, legislation and regulations towards transformation and regulation of the sector.					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16
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	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	New	-	-	1
						-
						-
						-
						-
						-
						-
						-

TRADITIONAL INSTITUTIONAL ADMINISTRATION									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance								
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	16/17	17/18	MEDIUM TERM TARGETS 18/19
To enhance traditional institutional governance by supporting traditional Institutions in the application of appropriate legislation, policies and frameworks	Number of Amakhosi installed		6	6	7	10	7	7	7
	Number of Amakhosi recognised	PGDP: Goal 6	New	10	10	7	7	7	7
	% of Dispute claims finalised		100%	100%	100%	100%	100%	100%	100%
	Number of research studies conducted in support of the establishment of a learning institute for Traditional Leaders	New	-	-	-	1	-	-	-
	Develop a plan towards the establishment of a learning institute for Traditional Leaders								

TRADITIONAL INSTITUTIONAL ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL INSTITUTIONAL ADMINISTRATION QUARTERLY TARGETS						
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 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
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
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of amakhosi installed	5		Quarterly	1	3
	Number of amakhosi recognised	7	PGDP: Goal 6	Quarterly	1	2
	% of Dispute claims finalised	100%		Quarterly	100%	100%
Develop a plan towards the establishment of a learning institute for Traditional Leaders	Number of research studies conducted in support of the establishment of a learning institute for Traditional Leaders	1		Research findings submitted to Executive Authority	-	Research findings submitted to Executive Council

TRADITIONAL INSTITUTIONAL ADMINISTRATION QUARTERLY TARGETS						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of amakhosi installed	5		Quarterly	1	3
	Number of amakhosi recognised	7	PGDP: Goal 6	Quarterly	1	2
	% of Dispute claims finalised	100%		Quarterly	100%	100%
Develop a plan towards the establishment of a learning institute for Traditional Leaders	Number of research studies conducted in support of the establishment of a learning institute for Traditional Leaders	1	Research findings submitted to Executive Authority	-	Research findings submitted to Executive Council	

SUB-PROGRAMME: 4.2. TRADITIONAL RESOURCE ADMINISTRATION

TRADITIONAL RESOURCE ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Stabilisation and strengthening of Traditional Leadership							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS	
• Audit skills levels of traditional leadership institutions	Number of skills audits conducted	New	-	-	-	11	11	11
• Capacitate traditional institutions in accordance to the Provincial capacity building strategy	Number of capacity building programmes aligned to the Provincial Capacity Building Strategy	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	New	-	-	1	1	1
	Number of Amakosi attending the UKZN Advanced Leadership Programme		New	30	24	20	20	20

TRADITIONAL RESOURCE ADMINISTRATION							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 14/15	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
Create platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels	Percentage of approved cultural platforms supported	PGDP: Goal 6	New	-	-	100%	100% 100%

TRADITIONAL RESOURCE ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL RESOURCE ADMINISTRATION QUARTERLY TARGETS						
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	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
• Audit skills levels of traditional leadership institutions	Number of skills audits conducted	11	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	2 audits per district conducted	3 audits per district conducted
• Capacitate traditional institutions in accordance to the Provincial capacity building strategy	Number of capacity building programmes aligned to the Provincial Capacity Building Strategy	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	Alignment of Capacity building programmes in progress	Alignment of Capacity building programmes finalised
	Number of Amakosi attending the UKZN Advanced Leadership Programme	20		Quarterly	Programme commenced	20 Amakosi attending programme
QUARTERLY TARGETS						
					3 RD	4 TH

TRADITIONAL RESOURCE ADMINISTRATION

TRADITIONAL RESOURCE ADMINISTRATION						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
Create platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels	Percentage of approved cultural platforms supported	100%	PGDP: Goal 6	Quarterly	100%	100%
QUARTERLY TARGETS						
					3 RD	4 TH

SUB-PROGRAMME: 4.3. RURAL DEVELOPMENT FACILITATION

Progress Analysis:

Whilst the Framework/Guidelines and draft Regulations on the Participation of Traditional Leaders in Municipal Councils in terms of Section 81 of the Municipal Structures Act 1998 (Act No. 117 of 1998) were prepared in the previous financial year, it was only in 2014/2015 that the Framework and Guidelines were rolled out as strategic programme jointly endorsed by the Institution of Traditional Leadership and Municipalities and when all municipalities implemented the Gazette. The Framework/ Guidelines were reviewed in order to take into account the learning experiences from this year of implementation. Rural Development Facilitation has also made steady progress in terms of development support to the Institution of Traditional Leadership viz the promotion and/or support of development initiatives in traditional communities aimed at creating vital job opportunities. Crucial project business plans and action plans were developed to support the implementation of development initiatives in support of the Institution of Traditional Leadership.

Analysis of constraints and measures planned to overcome them

Rural Development Facilitation will support Social Cohesion in traditional communities, however, the allocation of a dedicated budget to support the implementation of social cohesion conversations need to be allocated. The filling of critical posts also needs to be undertaken.

The implementation of Section 81 will be monitored and reports will be produced. Whilst all municipalities have included AmaKhosi in Councils, a very few of them rolled out an orientation programme and particularly capacitating AmaKhosi in Council Rules and Orders. It is crucial that all municipalities conduct workshops to induct AmaKhosi on their Standing Rules and Orders including the Code of Conduct. Necessary support will be provided to municipalities in order to ensure that workshops are conducted. The Moral Regeneration programme i.e. Social Cohesion in traditional communities will continue to be supported by the Department.

RURAL DEVELOPMENT FACILITATION

STRATEGIC GOAL		2. Strengthened Governance					
STRATEGIC OBJECTIVE		2.1. Improved capacity of political and administrative governance					
INTERVENTION		Stabilisation and strengthening of Traditional Leadership					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	BASELINE 11/12	AUDITED PERFORMANCE 12/13	ESTIMATED 13/14	ANNUAL TARGET 15/16	MEDIUM TERM TARGETS
<ul style="list-style-type: none"> Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Establishment of IGR Structures on Traditional Affairs. Establish partnerships in Traditional communities to enable development 	Number of municipalities with the participation of traditional leaders	PGDP: Goal 6 & Outcome 9 Output 7 Sub Output 2	New	New	New	58	58
	Number of Local Houses supported on the establishment of partnerships	PGDP: Goal 6 & Outcome 9 Output 7 Sub Output 2				11	11
							58

RURAL DEVELOPMENT FACILITATION QUARTERLY TARGETS

RURAL DEVELOPMENT FACILITATION QUARTERLY TARGETS						
STRATEGIC GOAL	RURAL DEVELOPMENT FACILITATION					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Stabilisation and strengthening of Traditional Leadership					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2015/2016	LINKAGE	REPORTING PERIOD	1 ST	2 ND
<ul style="list-style-type: none"> Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Establishment of IGR Structures on Traditional Affairs. Establish partnerships in Traditional communities to enable development 	Number of municipalities with the participation of traditional leaders Number of Local Houses supported on the establishment of partnerships	58 11	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	58	58
				Draft partnership framework developed	Partnership Framework developed	11 houses supported
						11 houses supported

OVERVIEW OF THE 2014/2015 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 4

R thousand	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates	
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Traditional Institutional Administration	123 782	106 726	128 986	151 768	128 678	138 890	143 967
Traditional Resource Administration	56 308	66 502	106 600	101 551	90 755	79 797	85 770
Rural Development Facilitation	36 636	17 418	15 880	17 976	19 294	18 616	19 945
Traditional Land Administration	16 222	16 092	18 520	24 364	18 022	18 588	19 482
Total	232 948	206 738	269 986	295 659	256 749	255 891	269 164
R thousand	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates	
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Current payments	200 283	194 101	238 842	282 539	244 854	246 688	259 537
Compensation of employees	100 709	117 329	138 343	168 767	150 849	165 739	176 870
Goods and services	99 574	76 772	100 499	113 772	94 005	94 005	82 667
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies to:	5 674	1 039	1 288	200	1 784	1 784	550
Provinces and municipalities	5 250	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international	-	-	-	-	-	-	-
Public corporations and private	-	-	-	-	-	-	-
Non-profit institutions	-	100	-	-	-	-	-
Households	424	939	1 288	200	1 784	1 784	550
Payments for capital assets	26 925	11 550	29 855	12 920	10 111	8 103	9 077
Buildings and other fixed structures	22 150	8 995	26 170	7 000	7 000	7 000	10 000
Machinery and equipment	4 775	2 555	3 685	3 420	3 111	3 111	1 077
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	1	2 500	-	-	-
Payments for financial assets	66	48	1	295 659	256 749	255 891	269 164
Total	232 948	206 738	269 986	295 659	256 749	255 891	284 709

ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME ONE: ADMINISTRATION

PROGRAMME (Sub- Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The Head of Department	Number of Districts and the Metro supported on OSS	Support the 10 Districts and the Metro with the implementation of Operation Sukhuma Sakhe	Documentary	Count the number of OSS Reports	Nil	Output	Non- Cumulative	Quarterly	No	11 Reports	Head of Department	
Human Resource Management	Percentage of staff with scarce skills recruited in accordance with the recruitment plan	Staff that are in short supply in the Labour Market	To enable service delivery	Recruitment plan and recruitment report.	Number of predetermined individuals within each skills category e.g Survey Technicians	Nil	Output	Non- Cumulative	Annually	No	100% of staff with scarce skills recruited in accordance with the recruitment plan	General Manager: Human Resource Management & Development
Human Resource Management	Percentage of staff capacitated in accordance with the Departmental Training Plan	Implement a plan indicating training & development of departmental staff	To consolidate training & development to provide departmental staff with skills	Skills audit and the training implementation plan	Records from training interventions	Nil	Output	Non- Cumulative	Annually	No	100% of staff capacitated in accordance with the Departmental Training Plan	General Manager: Human Resource Management & Development
Human Resource Management	Number of Organisational Structures aligned to implementation of Strategic Plan	The organisational structure defines the operational and reporting structure of the department	Provision of an organisational structure along with the required post establishment, this defines the purpose and functions of the respective units as well as the reporting/communication/line of command of the organisation as a whole	Documentary (report and defined structure)	Count the number of organisational structures aligned	Nil	Output	Non- Cumulative	Annually	No	1	General Manager: Human Resource Management & Development
Human Resource Management	Percentage of Performance Agreements aligned to Strategic Plans	Alignment of all SGMs and General Managers Performance Agreements to the Strategic Plan and the Annual Performance Plan	To ensure that there is a clear link between the Strategic Plan and APP with the Performance Agreements of Senior Management to promote accountability towards achievements in the Strategic Plan and APP	Documentary	Count the number of Performance Agreements aligned to the APP and Strategic Plan	Nil	Output	Non- Cumulative	Annually	No	100% of SGMs and General Managers Performance Agreements aligned to Strategic Plans	General Manager: Human Resource Management & Development
Human Resource Management	Percent of cases completed within 60 days	Prescribed timeframe from DPSA	Ensure speedy administration of justice	Monthly reports to the Office of the Premier	Captures statistics on Person	Nil	Output	Non- Cumulative	Annually	No	1	General Manager: Human Resource Management & Development

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION(S)	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Information Technology	Number of fully functional IT Services	To provide an information communications technology support service	To improve the delivery of IT Services within the Department through: - Uninterrupted and responsive IT system. - Appropriately skilled staff - Security of information - Business Continuity and storage of information - Upgrading of technology	Documents (report /spreadsheets etc)	Compile project plans, reports and business cases)	Nil	Output	Non-accumulative	Quarterly	Yes	1	Senior Manager: 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.	To ensure compliance with the Occupational Health and Safety Act, and thereby achieve a safe working environment for all staff of the Department.	Documentary (reports/ spreadsheets etc.)	Utilise a spreadsheet to evaluate OHS compliance at all buildings against specific criteria in order achieve an overall percentage compliance.	Nil	Output	Non-cumulative	Quarterly	Yes	100%	Senior Manager: Auxiliary Services
Auxiliary Services	Percentage alignment of functional working environment to organisational structure	On a continuous basis, to evaluate office accommodation needs in accordance with the organisational structure.	To ensure the availability of suitable and sufficient office accommodation, in accordance with National norms, to achieve a functional working environment for all appointed staff.	Documentary (reports/ spreadsheets etc.)	Compile needs assessments, in accordance with National space norms, to identify required accommodation needs aligned to the organisational structure (filled posts).	Nil	Output	Non-Cumulative	Quarterly	Yes	100%	Senior Manager: Auxiliary Services
Auxiliary Services	Percentage of fleet efficiently managed	On a continuous basis, monitor the utilisation of the fleet.	To ensure the availability and roadworthiness of vehicles to the Department in order that the Business Units are suitably equipped to be in a position to concentrate on their specific functionalities and to support them in their responsibilities with regards to Corporate Services functions.	Documentary (reports/ spreadsheets etc.)	By utilising policies, fleet management reports and tracking system to evaluate the effectiveness and efficiency of the fleet in support of the Department.	Nil	Output	Non-Cumulative	Quarterly	Yes	100%	Senior Manager: Auxiliary Services

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION(S)	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY	
	Financial Management	Financial Statements are free from material misstatements and there are no material findings on reporting on performance objectives on non-compliance to legislation.	Report on the financial performance of the department	Documentary (reports/ spreadsheet etc.)	Count the number of clean audits received	Nil	Output	Non-Cumulative	Annually	Yes	1	Accounting Officer / CFO	
	Financial Management	Number of clean audits achieved	On a monthly basis completes the IYM and Revenue Reports that reflects the expenditure and revenue for the Department. On an annual basis the MTEF input of each programme is checked and revised in line with the priorities of the department. The EPRE format as provided by PT is completed and submitted by deadline as per the Budget Time Table. On a yearly basis, as at the end of March, Annual Financial Statements are prepared and produced in terms of the Treasury Regulations and PFMA.	Monitor the financial performance of the Department. PFMA requirement. Provision of an integrated financial administration services and to provide a client oriented, economical, efficient and effective support services to the MEC and the Department. The EPRE reflects the Budget for the Department for the next financial year. All spending must be in terms of the approved budget. PFMA requirement.	Documentary (templates as provided by PT as well as spreadsheet compiled by department.	Count the number of reports submitted. Count the number of Working Paper Files prepared for referencing against the AFS. Count the number of submissions	Nil	Output	Non-Cumulative	Monthly (IYM) and Annually (EPRE, ADJ,AFS)	No	26	General Manager: Finance Senior Manager: Budget Control and Planning Senior Manager: Financial Administration (Traditional Finance)
	Financial Management	Number of Statutory Reports submitted	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 budgeted.	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.	Documentary (reports/ spreadsheet etc.)	Count the number of programmes achieving 2% variance on expenditure	Nil	Output	Non-cumulative	Monthly	No	4	General Manager: Finance Senior Manager: Budget Control and Planning
	Financial Management	Percentage of expenditure in line with the Departmental Procurement Plan	On a monthly basis ensure that the targets are in line with the approved Procurement Plan	Monitor the financial performance of the department to ensure that spending is in line with the approved budget.	Documentary (reports/ spreadsheet etc.)	Count the number of targets reached	Nil	Output	Non-cumulative	Annually	Yes	100%	General Manager: Finance Senior Manager: Supply Chain Management
	Traditional Finance	Number of Traditional Administrative Centres with updated Movables Asset Registers	To create an asset inventories listing which will enable the business unit to generate a fixed asset register in terms of GRAP 17	Lack of accountability framework has created a void and weaknesses in accountability and governance systems of traditional institutions	Physical Copies of asset registers	Count the number of Traditional Administrative Centre Asset Inventories compiled and updated	Nil	Output	Non-Cumulative	Monthly	No	257	Senior Manager Traditional Finance

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION(S)	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Finance	Number of Traditional Councils supported to implement the financial management practice notes	To capacitate TC members to ensure compliance with financial management practice notes	Lack of accountability framework has created a void and weaknesses in accountability and governance systems of traditional institutions	Documentary Spreadsheets and reports	Count the number of Traditional Councils supported to implement the financial management practice notes	Nil	Output	Non-Cumulative	Monthly	No	267	Senior Manager Traditional Finance
Internal Control	Number of anti-fraud and corruption strategies implemented	Review and update the Anti-fraud and corruption strategy.	To ensure that it is in line with the changes within the department and other legislations.	Documentary	One strategy reviewed	Nil	Output	Non-cumulative	Annually	No	1	Senior Manager: Internal Control
Internal Control	Percentage of reported fraud cases investigated	Investigate all allegations that are reported to internal control	To ensure that the stance of zero tolerance to fraud and corruption is enforced.	Documentary	All investigated allegations.	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Internal Control
Internal Control	Percentage of criminal offenders reported to SAPS	Report all criminal cases to SAPS for further investigation.	To ensure that criminal cases are investigated further and criminals are prosecuted.	Documentary	All cases to be reported	Nil	Output	Non-cumulative	Quarterly	No	100%	Senior Manager: Internal Control
Internal Control	Number of internal audit plans implemented	On a monthly/quarterly basis internal control and risk assignments are executed in terms of yearly internal audit plan.	To identify risks and weaknesses in the systems of internal control implemented by the Department to ensure that risk management processes and internal controls are functioning as intended by management.	Enquiries (discussions held with officials).	Count the number of audits performed.	Nil	Output	Cumulative	Annually	No	1	Senior Manager: Internal Control
Internal Control	Percentage of Risk Action Plans implemented	Conduct quarterly follow ups on actions plans implemented as per the risk register	To ensure that action plans are implemented and risks mitigated	Documentary. POEs	Count the number of action plans completed	Nil	Output	Cumulative	Quarterly	No	100%	Senior Manager: Internal Control

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Internal Control	Number of compliance audits performed	On a quarterly basis a risk based compliance audit is performed.	To identify ineffective internal control systems within the Department and to recommend improvements for all weaknesses identified.	Enquiries (discussions held with officials).	Count the number of compliance audits performed.	Nil	Output	Cumulative	Quarterly	Yes	4	Senior Manager: Internal Control
Internal Control	Percentage of issues on the AG management action plan addressed	On a quarterly basis to conduct follow ups on the AG management action plan.	To ensure that management's action plans were implemented.	Enquiries (discussions held with officials). Documentary (policies, procedure manuals, reports, records etc.).	Count the number of action plans implemented by management.	Nil	Output	Cumulative	Quarterly	Yes	100%	Senior Manager: Internal Control
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of Service Delivery Improvement Plans developed	To Develop the SDIP and support business units within the department to with the implementation of Battlo Pele	To improve the means in which the Department delivers services to its clients	documentary (reports/ spreadsheets etc)	Count the number of Service Delivery Improvement Plans developed	Nil	Output	Non-Cumulative	Quarterly	Yes	1	Senior Manager: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of Annual Performance Plans aligned to National and Provincial imperatives	To coordinate and produce the APP of the Department	There is an increased demand for performance information by Government to review and improve service delivery strategy and implementation of plans.	Document	Count the number of Departmental Annual Performance Plans developed and approved	Nil	Output	Non-Cumulative	Annually	No	1	Senior Manager: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery	Percentage of Business Plans aligned to Strategic Plans	To support business units to align their business plans to the Annual Performance Plan and Strategic Plan	Alignment of business plans is crucial as this will enable the Department meet the goals and objectives set out in the Strategic Plan	documentary (reports/ spreadsheets etc)	Count the number of Business Plans aligned to Strategic Plans	Nil	Output	Non-Cumulative	Annually	No	100%	Senior Manager: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of Clean Audits on performance information achieved	To manage performance information in the Department that will result in a clean audit	To align with Government's programme on operation Clean Audit	documentary (reports/ spreadsheets etc)	Based on AG processes	Cope ratio n from Business Units	Output	Non-Cumulative	Quarterly	Yes	1	Senior Manager: Monitoring

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION(S)	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Monitoring, Evaluation, Strategic Planning and Service Delivery	No of monitoring systems functional	To maintain a system that houses performance information from all sub programmes in the Department	To have a single storage facility for easy access and reduces data manipulation	Business Units	Count	None	Output	Non- Cumulative	Quarterly	Yes	1	Senior Manager: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery	No of knowledge sharing sessions conducted	To either create or use existing platforms to inform Business units of the quarterly performance moderation process, reporting shortcomings and action planning.	To increase contact with performance information and the use of it to correct planning and programme implementation	documentary (reports/ spreadsheets etc)	Count	Nil	Output	Non- Cumulative	Annually	No	16	Senior Manager: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery	% of confirmed evaluation recommendations that informed Annual Performance Plans	Refers to number of recommendations that were confirmed implemented through departmental plans	To measure the implementation of confirmed recommendations.	Recommendations templates.	No	Output	Cumulative	Quarterly	New	100%		Senior Manager: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery	Number of evaluations studies conducted on Departmental programmes to inform the Strategic Plans	It refers to the number of evaluations that were conducted to inform the Departmental planning, budgeting process and enhance the feedback cycle on Departmental interventions	To provide feedback and assist during the planning and budgeting processes	Evaluation reports.	Count the number of evaluations studies conducted on departmental programmes to inform the Strategic Plans.	No	Output	Non- cumulative	Annually	New	4	Senior Manager: Evaluation
Policy and Research	Number of policies reviewed	To review the policies that have been implemented over a period of not less than two years	Policies create an enabling environment by ensuring that the department complies with relevant legislation, manages possible risks and achieves operational efficiency.	documentary (reports/ spreadsheets etc)	Count the number of policies reviewed	Nil	Output	Non- Cumulative	Quarterly	No	3	Senior Manager: Policy and Research
Policy and Research	Number of Departmental policy registers maintained	To update Policy Register in line with new policies	A departmental policy register identifies gaps for policy development and reviewing to ensure compliance	Documentary (reports/ spreadsheets, etc)	Count the number of Policy Registers maintained	Nil	Output	Non- Cumulative	Quarterly	No	1	Senior Manager: Policy and Research

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION(S)	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Policy and Research	Number of Research Information informing Annual Performance Plans	To package and conduct research within the department	Research provide scientific data to be used as a basis for decision making and planning.	Documentary (reports /spread sheets, etc)	Count the number of research projects packaged and conducted	Nil	Output	Non-Cumulative	Quarterly	No	2	Senior Manager: Policy and Research
Policy and Research	Number of information hubs data related to Municipalities and Traditional Institutions updated	To promote the Departmental knowledge systems and avail information on Municipal and Traditional Institutions	To ensure that the Information hub serves as a central repository of information for the Department	Documentary (reports /spread sheets, videos etc)	Count the number of information hubs promoted	Nil	Output	Non-Cumulative	Quarterly	Yes	1	Senior Manager: Policy and Research
Legal Services	Percentage compliance with all line function legislation	To monitor compliance in terms of legislation that line function business units need to adhere to in performing their function	To ensure that all business units operate within the legal mandate of the Department	Documentary (reports /spread sheets, etc)	Count the number legislation that business units have complied with	Nil	Output	Non-Cumulative	Quarterly	Yes	100%	Senior Manager: Legal Services
Legal Services	Percentage compliance with all transversal legislation	To monitor compliance in terms of transversal legislation that Department needs to adhere to	To ensure that the Department complies with the legal prescripts affection Provincial Government	Documentary (reports /spread sheets, etc)	Count the number transversal legislation that the Department has complied with	Nil	Output	Non-Cumulative	Quarterly	Yes	100%	Senior Manager: Legal Services
Corporate Communication	Number of Communication Strategies Implemented	Implement the Communication Strategy to guide PR, Marketing and Media Liaison for the Department and the MEC	The strategy guides the profiling of the MEC and the Department	Documentary (reports /spread sheets, etc)	Count the number of Communication Strategies implemented	Nil	Output	Non-Cumulative	Quarterly	No	1	Senior Manager: Corporate Communication
Corporate Communication	Number of Back to Basics Communication Plans implemented	Implement the Back to Basics Communication Plan to ensure that communities are	To ensure that the public is informed of the Departments Back to Basics programmes and policies.	Documentary (reports /spread sheets, etc)	Count the number of Back to Basics Communication Plans implemented	Nil	Output	Non-Cumulative	Quarterly	Yes	1	Senior Manager: Corporate Communication

PROGRAMME TWO: LOCAL GOVERNMENT

PROGRAMME (Sub- Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Governance & Administration	Number of IGR Structures functional in accordance with the IGR Framework. (MA10 & MA11)	Facilitate and co-ordinate information and decisions across the spheres of government through appropriate IGR structures	To improve Inter-governmental relation in compliance with the Integrated IGR Framework Act	documentary (reports/ spreadsheets etc)	Count the Number of IGR Structures functional in accordance with the IGR Framework.	Nil	Output	Non-Cumulative	Quarterly	Yes	All	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities with functional oversight structures	Support municipalities with functional municipal Oversight structures.	To improve oversight capacity of municipal staff and councillors	Documentary (reports,	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	No	61	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities comply with local government legislation	1.The development and implementation of a monitoring mechanism to measure municipalities' compliance with local government legislation MSA(Structures and Systems) MPRA, MFMA, IGR	To strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation	Documentary (reports, copies of policies, action plans)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	Yes	61	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities comply with local government policies	Still to be determined	The development and implementation of a monitoring mechanism to measure municipalities' compliance with municipal policies	Documentary (reports, copies of policies, action plans)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	Yes	61	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of municipalities supported to comply with MSA regulations (MA8)	Filling of posts s54 & s56 and Q&D	To strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation	Documentary (reports, copies of policies, action plans)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Quarterly	Yes	61	Senior Managers: Municipal Governance and Administration and IGR
Municipal Governance & Administration	Number of programmes to support the establishment of municipalities and 2016 local government elections (MA5 & MA 14)	Rationalization of Municipalities	In terms of the Municipal Demarcation Act the Municipal Board must determine municipal and ward boundaries. In terms of the current constitutional and legal framework the next local government elections are scheduled to be held in 2016,	Count the number of municipal establishment processes supported	Count the number of municipal establishment processes supported	Nil	Output	Non-Cumulative	Quarterly	No	1	Manager Municipal Administration

PROGRAMME (Sub-Programme)	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
		following the National and Provincial elections in 2014. The MEC must fulfil certain statutory obligations as set out in the Structures Act and the Demarcation Act.									
Municipal Finance	Percentage of public sector expenditure spent in accordance to the municipal IDP	Assessment of Municipal IDPs for legal compliance of Capital Investment plans and Revenue Raising Strategies Assess IDP projects implemented by National and Provincial Government and any other Agency	To ensure that the public sector is responding to the needs of the community as defined in a municipal IDP and spending in accordance therewith	Municipal IDPs	Count the number of Capital Investment plans and Revenue Raising Strategies assessed and reported on	Time ly sub missi on of IDPs	Output	Non-cumulative	Annual	New	60% Senior Manager: Municipal Finance
Municipal Finance	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	Assessment of 61 Municipal IDPs in determining alignment of projects to the PGDS	To facilitate achievement of KZN PGDS priorities	Municipal IDPs and PGDS	Count the number of projects on Municipal IDPs aligned to the PGDS	Time ly sub missi on of IDPs	Output	Non-cumulative	Annual	New	50% Senior Manager: Municipal Finance
Municipal Finance	Percentage of municipal expenditure allocated to capital infrastructure (New constructions, Maintenance and Operation)	Assessment of municipal budgets in respect of allocation of funds to capital infrastructure	To determine investment in service delivery priorities	Municipal Budgets	Calculate allocation of funds to capital budget of municipalities in relation to total budget	Nil	Output	Non-cumulative	Annual	New	61 municipalities with 25% expenditure on capital infrastructure Senior Manager: Municipal Finance
Municipal Finance	Percentage of municipal expenditure allocated to capital infrastructure spent (New constructions, Maintenance and Operation)	Assessment of municipal capital infrastructure spending levels in accordance with budget projections	Timely implementation of capital projects and adequate expenditure on conditional grants for infrastructure	Municipal Financial Reports and System	Calculate Percentage spent against total budget and projection on Capital Budget	Accuracy of municipal records	Output	Non-cumulative	Quarterly	New	61 municipalities with 100% municipal expenditure allocated to capital infrastructure spent Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities supported to improve Revenue Management and Debt Collection (MF 7)	11 municipalities identifying Revenue Management support in accordance with Back to Basics plans	To monitor municipal credit control and debt collection policies and their implementation in order to improve revenue collection and debt management	Quarterly MF Compliance Assessment Report	Determine level of achievement against plan	Nil	Output	Non-Cumulative	Quarterly	New	11 Senior Manager: Municipal Finance

PROGRAMME (Sub-Programme)	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	18 municipalities identifying Debt Management support in accordance with Back to Basics plans	Determine level of achievement against plan		Count the number of MPRA steering committee meetings convened and correspondence issues to municipalities providing guidance to comply with MPRA		Nil	Output	Non-Cumulative	Quarterly	New	51
Municipal Finance	Number of municipalities guided to comply with MPRA by target date	Municipalities monitored, assessed and guided to comply with the MPRA through MPRA Steering Committees and general communication to all municipalities. Targeted municipalities with specific plans developed and supported	To monitor and assess municipal compliance with the MPRA and provide guidance with respect to non-compliance	Count the number of municipal plans developed and supported		Nil	Output	Non-Cumulative	Quarterly	New	18
Municipal Finance	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	Report prepared by MEC in accordance with section 131 of the MFMA for submission to the Provincial Legislature	Legislative Compliance	Assessment reports and schedules of Municipal Finance Unit	Count the number of Reports produced	Nil	Output	Non-cumulative	Annual	No	1
Municipal Finance	Number of Reports submitted on compliance with MPRA in terms of section 81 of the MPRA (MF 9)	Report prepared on Municipal compliance with MPRA	Legislative Compliance	Municipal Finance Compliance Schedules	Count the number of Reports produced	Nil	Output	Non-cumulative	Annual	No	1
Municipal Finance	Number of municipalities with clean audits (MF 6)	Report on mid-year review of annual financial statements of municipalities per municipality for 26 Back to Basics Municipalities	To ensure sound financial management and reporting	Municipal Financial Reports and System	Count the number of reports on: 1. Number of Mid-year budget and performance assessments undertaken and reported	Nil	Output	Non-cumulative	Quarterly	New	61

PROGRAMME (Sub-Programme)	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Finance	Number of municipalities with functional audit committees	Municipal Audit Committee in place and functional in accordance with section 166 of the MFMA.	Agendas, Minutes and reports of Audit Committee Meetings	Count the number of municipalities with functional Audit Committees	2. (26) Municipalities quarterly assessments (61)	Nil	Output	Non-cumulative	Quarterly	New	Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities monitored on implementation of Audit Response Plan based on previous audit outcome monitored	Adequacy of Municipal Audit response plans assessed and feedback provided. Municipalities monitored and supported to implement audit response plans.	To strengthen the municipal council oversight responsibility. To improve municipal audit outcomes by addressing previous findings	Audit reports & quarterly reports on the implementation of Audit Response Plan based on previous audit outcomes.	Count the number of municipalities monitored on implementation of Audit Response Plan based on previous audit outcomes.	Nil	Output	Non-cumulative	Quarterly	New	Senior Manager: Municipal Finance
Municipal Finance	Number of municipalities supported with the compilation of fraud risk registers	Fraud risk awareness workshops held and fraud risk register compiled	To assist municipalities in identification and documentation of fraud risk	Municipal Officials and Councillors	Count the number of fraud risk registers compiled	Nil	Output	Non-cumulative	Quarterly	No	Senior Manager: Forensic Auditing
Municipal Finance	Number of Local Government Anti-fraud and Corruption Strategies developed (MF 5)	Local Government Anti-fraud and Corruption Strategy developed	To support municipalities in dealing with maladministration, fraud and corruption	Secondary Research	Count the number of Local Government Anti-fraud and Corruption Strategies	Nil	Output	Non-cumulative	Annual	New	Senior Manager: Forensic Auditing
Municipal Finance	Number of provincial Anti-corruption technical working groups functional	Anti-corruption working group established to coordinate anti-corruption activities in municipalities. Working group to identify risk and mitigating factors to reduce levels of corruption in municipalities	To ensure coordination of all anti-corruption activities per province	Agenda and Minutes of meetings of Anti-Corruption technical working group	Count the number of reports on functional Provincial Anti-corruption technical working groups	Nil	Output	Cumulative	Quarterly	New	Senior Manager: Forensic Auditing

PROGRAMME (Sub- Programme)	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Finance	Number of reports on incidents of maladministration fraud and corruption investigated (MF 4)	Comprehensive reports on analysis of cases reported, investigated and concluded that demonstrate possible maladministration, fraud and/or corruption in municipalities	To reduce incidences of fraud and corruption in municipalities	Progress report on cases referred and investigated by law enforcement agencies, and municipal reports on anti-corruption	Count the number of reports on maladministration, fraud, and corruption investigated	Nil	Output	Cumulative	Quarterly	No	Senior Manager: Forensic Auditing
Public Participation	Report on the number of community report back meetings convened by Councilors in each ward	Strengthening community feedback mechanisms by municipal councilors	To ensure compliance with schedule 5 of the MSA	Municipal community engagement plans; Report on quarterly community engagements	Count the number of municipalities reporting back to their constituencies per quarter	Nil	Output	Cumulative	Quarterly	Yes	Senior Managers: Public Participation
Public Participation	Number of municipalities with functional ward committees as per the municipal structures/ systems act (PP 3)	To support the maintenance of functional ward committees and interventions for non-functional ward committees	Section 7(4)of the Municipal Structures Act requires Municipalities to make administrative arrangements to perform their function and exercise their powers effectively	Documentary (reports/ spread sheets etc)	Count the number of municipalities supported to successfully functioning of ward committees	Nil	Output	Non Accumulative	Monthly	No	Senior Managers: Public Participation
Public Participation	Number of ward committees supported on implementation of ward operational plans (PP 5)	Monitoring of ward operational plans	To strengthen ward committee functionality and enhance community participation	Ward level operational plans and ward committee functionality reports	Ward level operational plan developed and implemented in each Municipal wards	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Public Participation
Public Participation	Number of municipalities with ward based plans aligned to the IDP	Functionality of ward committee in relation to the development of ward based plans	To strengthen ward committee functionality and enhance community participation	Ward level operational plans and ward committee functionality reports	Ward level operational plan developed and implemented in each Municipal wards	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Public Participation
Public Participation	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced	Establishment of systems and processes to register and respond to community concerns	To ensure a structured two way communication between Municipalities and communities on service delivery concerns to act as an early warning system to address issues at an early stage	Database on community concerns	Quantitative	Nil	Output	Cumulative	Quarterly	Yes	Senior Managers: CDWs

PROGRAMME (Sub-Programme)	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Capacity Building	Number of municipalities capacitated in accordance to the provincial capacity building strategy (MA 7)	Each stakeholder's capacity building initiatives must take cue from the developed strategy, which will give guidance on how individual municipality's challenges are to be addressed	Capacity Building Database	Quantitative	Nil	Output	Cumulative	Quarterly	Yes	61	Senior Manager: Capacity Building
Capacity Building	Number of capacity building interventions conducted in municipalities	Each province to state the individual/ institutional capacity building initiative directed to elected and appointed officials	Institutionalise capacity building for municipalities so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations	Municipal reports on capacity building initiatives	Count the number of capacity building interventions conducted in municipalities	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Capacity Building
Capacity Building	Number of municipalities supported to roll-out gender policy framework	Guide municipalities on gender policy to achieve the 50/50 representation of women in senior management position	Responding to a none racist, none sexist society	Municipal quarterly report	Count the number of municipalities supported to roll-out gender policy framework	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Capacity Building
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities complying with the single reporting mechanism	To enable the development of an integrated monitoring, evaluation and reporting system that will guide the provision of technical support to municipalities by various units within the Department	There is no 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 militates against crafting coordinated responses, be it in terms of support or other interventions	Municipal quarterly report	Count the number of municipalities supported in terms of action plans	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of electronic dashboards developed and maintained (NPM 5)	Ensure the development and implementation of an automated performance management system	Assist in implementing a standardised performance management process; Provide mechanisms to monitor and evaluate the achievements against set targets through dashboards; provide mechanisms for early warning signals of non-achievement of targets;	Municipal quarterly report	Count the number of municipalities submitting reports in terms of the electronic system	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipal Support Plans implemented in line with the key aspects identified in the 5 Pillars of the back to basics approach	Implement municipal support plans in 26 municipalities and monitor and sustain the Performance of 35 municipalities	To track monthly progress on issues (activities) identified in support plans of the 26 priority municipalities. To make all stakeholders aware of the progress and issues needing attention. Performance will be monitored against the number of issues in the support plan that is receiving attention.	Documentary	Count the number of municipal Support Plans implemented in line with the key aspects identified in the 5 Pillars of the back to basics approach	Nil	Output	Cumulative	Quarterly	Yes	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			Validation = evidence based, not mere municipal sign off. It also refers to sustaining and adapted monitoring practices in the remaining well performing municipalities									
Municipal Performance, Monitoring, Reporting and Evaluation	Number of support plans implemented via OSS and CoGTA structures	To categorise issues identified in support plans per sector and government cluster in order to direct public sector support and initiatives other than CoGTA	To encourage a process of finding appropriate resources to respond to the issues raised in municipal support plans. This is for both CoGTA and Sector issues	Documentary	Count the number of support plans implemented via OSS and CoGTA structures	Nil	Output	Cumulative	Quarterly	Yes	100% issues per district categorised and resourced	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of validated district profiles prepared	To prepare a validated profile for every municipality within each district "family". This profile (and standardised template) must be against the profile of an "ideal municipality" as per the B2B guiding documents and to indicate an improvement or regression in state of affairs	To determine whether there is an improvement or regression in state of affairs within KZN	Documentary	Count the number of validated district profiles prepared	Nil	Output	Cumulative	Quarterly	Yes	4	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of CoGTA issues resolved	Provide support which is responsive to the issue in order to finalise the matter	Resolve issues in order to ensure smooth service delivery	Documentary	Count the number of CoGTA issues resolved	Nil	Output	Cumulative	Quarterly	Yes	100%	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of Sector issues facilitated	Facilitate the response to sector issues in order to finalise the matter	Resolve issues in order to ensure smooth service delivery	Documentary	Count the number of sector issues facilitated	Nil	Output	Cumulative	Quarterly	Yes	100%	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities supported to institutionalise performance management system	A municipality must by law establish a PMS that is in line with the priorities, objectives, indicators and targets contained in its IDP	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.	Annual Mun Per Reports Annual Financial statements IPFs SDBIPs Stats SA census AG Findings Cogta BU reports	Count the number of municipalities with effective performance management systems	Nil	Output	Non - Cumulative	Quarterly	No	61	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Performance, Monitoring, Reporting and Evaluation	Number of Municipal Reports compiled as per the requirements of Section 47 of the MSA (MPM 4)	The MEC must annually compile and submit to the Provincial Legislatures and the Minister a consolidated report on the performance of municipalities in the province. The report must: identify municipalities that under-performed during the year; propose remedial action to be taken; and Be published in the Provincial Gazette	To provide holistic integrated information performance of mun against key indicators to enable strategic leadership by Council and to provide evidence base for providing support and intervention measures to mun	Annual Mun Per Reports Annual Financial statements IPPs SDBIPs Stats SA census AG Findings Cogta BU reports	Consolidated Annual Municipal Performance Reports prepared	Yes	Output	Non - Cumulative	Annually	No	1	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities supported through Support, Monitoring and Intervention Plans (SMIPs)	Coordinate business units commitments and support interventions within the support, monitoring and intervention initiatives	There is no 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 The single reporting tool will enable the development of an integrated monitoring, evaluation and reporting system that will guide the provision of support to municipalities by various units within the Department	Annual Mun Per Reports Annual Financial statements IPPs SDBIPs Stats SA census AG Findings Cogta BU reports	Count the number of business units using the single monitoring tool	Yes	Output	Non - Cumulative	Quarterly	new	61	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities evaluated on administrative performance	Conduct evaluations on 61 municipalities and provide them with recommendations to improve their administrative performance	To provide feedback that will assist municipalities to improve their administrative performance	Evaluation Reports	Count the number of municipalities evaluated on administrative performance	No	Output	Non - Cumulative	Quarterly	new	61	Senior Manager: Municipal Performance, Monitoring, Reporting and Evaluation

PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Spatial Planning	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	Support municipalities in the alignment of their SDFs with Provincial Spatial Planning Guidelines	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	Documentary (reports/spreadsheets, etc)	Calculate the number of Municipal SDFs aligned with Provincial Spatial Planning Guidelines	Nil	outcome	Non-cumulative	Quarterly	No but indicator slightly amended	Senior Manager: Spatial Planning
Spatial Planning	Number of municipalities monitored on the implementation of the densification framework (SP 5)	Monitor municipalities on the implementation of the densification framework	This indicator is fundamental in supporting human settlements outcomes as well as achieving the strategic objective of the PGDS of objectively promoting spatial concentration	Documentary (reports/spreadsheets, etc)	Calculate the number of municipalities monitored on the implementation of the densification framework	Nil	outcome	Non-cumulative	Quarterly	No but indicator slightly amended	Senior Manager: Spatial Planning
Spatial Planning	Increase in the population density within designated development areas	Support municipalities in increasing densities in designated development areas	This indicator is fundamental in supporting human settlements outcomes as well as achieving the strategic objective of the PGDS of objectively promoting spatial concentration	Documentary (reports/spreadsheets, etc)	Calculate the number of households per ha in designated development areas	Nil	outcome	Cumulative	Quarterly	Yes	4.12 households/ha
Spatial Planning	Percentage of total provincial geographical area with Land Use Management Schemes and systems (SP 6)	Support municipalities in developing Land Use Management Schemes and Systems	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	Documentary (reports/spreadsheets, etc)	Calculate the percentage of provincial geographical area with Land Use Management Schemes and Systems	Nil	outcome	Cumulative	Quarterly	No but indicator slightly amended	Senior Manager: Spatial Planning
Spatial Planning	Number of municipalities supported to produce a suite of plans. (SP 7)	Municipalities assisted in developing suite of plans required	This indicator relates to the development of a suite of plans as per the PGDP (eThekwin, Ugu, Uthungulu, & Umngungundlovu)	Documentary (reports/spreadsheets, etc)	Calculate the number of municipalities supported to produce a suite of plans	Nil	Output	Non-cumulate	Quarterly	Yes	6
Development Information Services	Share of events with early warning systems, where affected parties received prior warning. (SP 9)	Percentage of the number of disaster incidents reported that have been mapped.	The percentage of reported incidents that have been mapped will indicate the extent to which the spatial locations of disaster incidents has been established thus enabling future trend analyses.	Disaster Management incident register	Number of incidents that have been mapped divided by the total reported x 100	Yes	Output	Cumulative	Quarterly	Yes	100%

PROGRAMME (Sub-Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Development Information Services	Percentage of adopted municipal schemes in the Province mapped (SP 8)	Determination of adopted municipal scheme coverage percentage of the Province	To give effect to the related Cabinet Legkotla resolution	Spatial Planning municipal schemes compliance report	Number of municipal schemes adopted	Nil	Output	Cumulative	Quarterly	New	100% of adopted municipal schemes mapped	Senior Manager: DIS
Development Information Services	Number of municipalities supported with MPRA implementation (SP 11)	Provide municipalities with updated property registers for municipal valuation roll maintenance and identification of rate revenue gaps	To support maintenance of municipal valuation rolls and identification of rate revenue gaps	SGO approved cadastral layers, Deeds ownership information, adopted municipal valuation rolls and rate billing extracts	Count the number of municipalities supported with updated property registers; and identification of rate revenue gaps	Yes	Output	Cumulative	Quarterly	No	45	Senior Manager: DIS
Land Use Management	Percentage of development applications that meet time norms for processing	Assessment of compliance of development applications with time norms.	To achieve legislative compliance	Documentary (reports/spre adsheets. etc)	Calculate the number of applications that meet statutory compliance	Yes	Output	Cumulative	Quarterly	Yes	70%	Senior Manager: Land Use Management
Land Use Management	Number of municipalities supported with the implementation of SPLUMA (LU 5)	Support municipalities on the effective implementation of planning legislation	This indicator is fundamental in supporting municipalities in achieving legal mandates.	Documentary (reports/spre adsheets. etc)	Calculate the number of applications that meet statutory compliance	Yes	Output	Cumulative	Quarterly	Yes	51	Senior Manager: Land Use Management
Land Use Management	Number of municipalities supported with the Formalisation of Towns (LU 7)	Support municipalities in unlocking development potential of identified towns	This indicator is fundamental to improve economic development of rural towns through formalisation.	Documentary (reports/spre adsheets. etc)	Calculate the number of applications that meet statutory compliance	Yes	Output	Cumulative	Quarterly	Yes	12	Senior Manager: Land Use Management
Land Use Management	Spatial Distribution of Human Development Index (HDI) at provincial scale	Analysis of Spatial Distribution of current Human Development Index (HDI) across the province	This indicator is aligned to Goal 3 of the PGDP: Human and Community Development	Documentary (reports/spre adsheets. etc)	Analyse percentage of Spatial Distribution of current Human Development Index (HDI) across the province	Nil	Outcome	Cumulative	Quarterly	Yes	0.58	Senior Manager: Land Use Management

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Land Use Management (TLA)	Percentage of received survey requests attended to	Each TC is required to set aside 100 ha. for agricultural use	The intervention seeks to improve the productivity of communal land by promoting the availability of land for agricultural production	Monthly reports	Business Plan milestones	Nil	Output	Cumulative	Monthly	YES	100%	Senior Manager: Traditional Council Land Administration Support
Land Use Management (TLA)	Percentage of received boundary description requests attended to	Each Traditional Institution must have certainty regarding their area of jurisdiction	To facilitate rural development, there must be certainty regarding the areas of jurisdiction (boundaries) of all Traditional Institutions	Monthly Reports	Business Plan milestones	Nil	Output	Cumulative	Monthly	NO	100%	Senior Manager: Traditional Council Land Administration Support
Local Economic Development-Special Initiatives	Number of District Agencies supported to effectively drive LED (LED 12)	Facilitate the establishment of new agencies and the realignment of existing local agencies to be at district level	To establish special purpose vehicles to support with implementation of high impact LED initiatives	documentary (reports/ spreadsheets etc)	Count the number of districts supported	Nil	Output	Non-Cumulative	Annually	No	10	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of districts/metro supported with informal economy initiatives	Provision of capacity support to municipalities in relation to the informal economy sector	To ensure the informal economy sector regularisation and infrastructure support through training, provision of trading facilities and policy development	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Annually	No	11	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of nodal development plans/strategies developed to promote growth of new/small towns	Assist municipalities to develop nodal plans for new towns and to accommodate growth in small town nodes	The purpose is to attract investment in new towns, hence create more employment to enhance economy	documentary (reports/ spreadsheets etc)	Count the number of nodal development plans/strategies developed to promote growth of new/small towns	Nil	Output	Non-Cumulative	Annually	No	2	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of municipalities supported to implement Local Economic Development projects in line with municipal LED strategies (LED 7)	Guide municipalities to develop/ review Local Economic Development Strategies with high impact and sustainable programmes aligned to the national LED framework, approved by the council. Funded projects in the municipal strategies implemented, monitored and key stakeholders coordinated. Prioritization of 27 district municipalities. Sustainable LED Projects	To improve medium term economic development planning, aligned to national and provincial plans and promote job creation at local level	Municipal quarterly report on LED and provincial quarterly reports	Count the Number of municipalities supported to implement Local Economic Development projects in line with municipal LED strategies	Nil	Output	Cumulative	Quarterly	Yes	10	Senior Manager: LED - Special Initiatives

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		generate own revenue/income without dependency on grant funding in long term										
Local Economic Development-Special Initiatives	Number of Municipalities monitored to reduce cost of doing business through Red Tape intervention	Monitor the implementation of municipal red tape reduction action plans to ensure investment attraction and retention at local level	To improve investment attraction and retention and SMME developments	Municipal and Provincial Quarterly reports	Count the number of Municipalities monitored to reduce cost of doing business through Red Tape intervention	Nil	Output	Cumulative	Quarterly	Yes	11	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of municipalities supported to establish agri-hubs/fresh produce Markets aligned to institutional markets	Operationalization, Construction or acquisition of property utilized as agri-hubs of markets	The intention is to support municipalities to establish Agri-hubs that will act as collection points for fresh produce which can be redistributed to institutional markets.	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported	Nil	Output	Non-Cumulative	Annually	No	2	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of Corridor Plans Developed (LED 11)	Support the development of specific corridor plans to inform catalytic projects for implementation	Ensure catalytic projects are aligned across municipal boundaries	documentary (reports/ spreadsheets etc)	Count the number of corridor plans developed	Nil	Output	Non-cumulative	Annually	no	1	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of district municipalities supported for implementation of LED projects in line with LED Strategies and Corridor plans (LED 8 & LED 15 & LED 16)	Assist municipalities to implement projects that will attract investment.	Intention is to enhance the economy of municipalities through attracting investment and creating employment	documentary (reports/ spreadsheets etc)	Count the number of projects supported	Nil	Output	Non-Cumulative	Annually	New	10	Senior Manager: LED - Special Initiatives
Local Economic Development-Special Initiatives	Number of TCs supported with Development Initiatives	Professional support provided to undertake scoping analysis and develop comprehensive business support plans through the establishment of Project Steering Committees	This will ensure that vital development initiatives are undertaken in traditional communities that are aimed at promoting socio-economic development towards job creation at a local level	documentary (business plans, scoping reports, attendance registers, spreadsheets etc)	Count the number of traditional communities supported	Nil	Output	Non-cumulative	Quarterly	Yes	3	Managers: Rural Development Facilitation

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Local Economic Development-Special Initiatives	Number of dialogues held to support social cohesion and nation building	Support to PH & LH's to implement Social Cohesion conversations to create awareness and deliberate around social ills	The SC conversations will allow for consultation community members to create awareness and find solutions to social ills	Monthly reports and attendance registers	Count the number of Provincial and Local Houses SC conversations held	Nil	Output	Non-cumulative	Quarterly	Yes	3	Managers: Rural Development Facilitation
Local Economic Development-Community Service Centres	Number of CSC infrastructure programmes implemented	The KPI relates to the physical construction and rehabilitation of CSCs	Ensuring that CSCs become catalysts to development leading to the possible emergence of sustainable small towns contributing to socio-economic upliftment in addition to service interventions within areas of high social need as identified within the PGDS	Documentary (reports/ spreadsheets etc.)	Count number of CSCs at construction phase and rehabilitation at practical completion phase	Nil	Output	Non-Cumulative	Annually	No	1	Senior Manager: LED - Community Service Centres
Local Economic Development-Community Service Centres	Number of Grade 1 CSCs supported for Effective Functionality (LED 17)	The KPI relates to supporting Grade 1 CSCs functionality as per the objectives of the Provincial Functionality Framework.	Ensure that Grade 1 CSCs fulfill their potential in providing qualitative government services through sound centre management, operations, adequate resources provision and tenant centre occupation	Documentary (reports/ spreadsheets etc.)	Count number of CSCs supported technically, or financially	Nil	Output	Non-Cumulative	Annually	new	25	Senior Manager: LED - Community Service Centres
Local Economic Development-Community Works Programme	Number of Grade 2 CSCs supported as government services access points (LED 17)	The KPI relates to supporting Grade 2 CSCs in enhancing the centres in becoming functional and viable service delivery access points.	Ensuring that Grade 2 CSCs serve as viable and accessible service delivery points for the benefit of marginalised communities in terms of the Provincial Hierarchy of Nodes	Documentary (reports/ spreadsheets etc.)	Count number of CSCs supported technically or financially	Nil	Output	Non-Cumulative	Annually	new	20	Senior Manager: LED - Community Service Centres
Local Economic Development-Community Works Programme	Number of work opportunities created through the CWP in municipalities (LED 9)	The intention of this indicator is to measure the number of work opportunities created	The purpose is to create sustainable livelihoods opportunities by creating decent work	documentary (reports/ spreadsheets etc)	Count the Number of work opportunities maintained through CWP	Nil	Output	Cumulative	Annually	No	31500	Senior Manager: LED - Expanded Public Works Programme
Local Economic Development-Expanded Public Works Programme	Number of employment opportunities created through EPWP inclusive of all sectors (FFW, Corridor, Small town, CSC Construction) (LED 10)	This KPI relates to the number of jobs created through the implementation of COGTA funded projects	Ensuring that COGTA projects are labour intensive and create job opportunities. If Dept meets reporting compliance, there are incentives to be received from DPW	Documentary (project reports/ implementation on plans	Number of jobs created and verified	Nil	Output	Non-Cumulative	Annually	No	1500	Senior Manager: LED - Expanded Public Works Programme

PROGRAMME (Sub-Programme)	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT ATION S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Infrastructure	Number of functional coordinating structures for infrastructure development and service delivery (MI 2, MI 4)	Joint initiative to deliver basic services	Continuously coordination of municipal services delivery	Sector Department reports, Municipal reports	Count the number of functional coordinating structures for infrastructure development and service delivery	Nil	Output	Cumulative	Quarterly	No	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities assessed against service delivery bench marks	Measurement of municipal performance on provision of basic service	Monitor provision of basic services	Sector departments, municipalities and utilities	Count the number of municipalities assessed against service delivery bench marks	Nil	Output	Cumulative	Quarterly	No	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported with service delivery programmes – NT Indicator	Assist municipalities to plan, implement, operate and maintain infrastructure programmes and projects	Functional infrastructure	Sector departments, municipalities and utilities	Count the number of municipalities implementing a long term service delivery plan	Nil	Output	Cumulative	Quarterly	No	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported to implement indigent policies	Provide guidance to municipalities in developing/reviewing indigent policies and updating indigent registers aligned to the national policy framework	Provision of free basic services to indigent households	Municipal quarterly reports	Count the number of municipalities supported to implement indigent policies	Nil	Output	Cumulative	Quarterly	No	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of reports on cubic metres per capita per year available	Monitoring mechanism for provision of adequate water resources	Adequate availability of water	WSAs, DWS, Water Boards	Quantitative	Incacurative data	Output	Non-cumulative	Bi-annually	Yes	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of reports on water service systems in balance (supply and demand balance) (MI 7)	Mechanism for monitoring that supply systems meet demand	Adequate availability of water	WSAs, DWS, Water Boards	Quantitative	Incacurative data	Output	Non-reporting	Bi-annually	Yes	General Manager: Municipal Infrastructure

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Municipal Infrastructure	Number of reports on households with access to 75 litres of water per person per day	Monitoring mechanism for provision of adequate water supply and review norms and standards	Monitor extent to which increasing demands for water are met	WSAs, DWS, Water Boards	Quantitative	Inaccurate data	Output	Annual	yes	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of yard water connections	Monitoring mechanism for improved level of services	Ongoing monitoring of community development	WSAs, DWS, Water Boards	Quantitative	Inaccurate data	Output	Bi-annually	yes	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in provision of basic level of sanitation services	Monitoring mechanism for provision of adequate sanitation	Ongoing monitoring of provision of sanitation facilities	WSAs, DWS, Water Boards	Quantitative	Inaccurate data	Output	Cumulative	Bi-annually	General Manager: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of households with a source of electrical supply	Monitoring mechanism for provision of electricity	Ongoing monitoring of extent to which energy needs are met	Municipalities, utilities	Quantitative	Inaccurate data	Output	Cumulative	Bi-annually	General Manager: Municipal Infrastructure
Disaster Management	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Plan	To ensure that aspects of Disaster Management are integrated into the Municipal IDP's for proper allocation of budget and other resources.	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	documentary (reports/ spreadsheets etc)	Count the number of Municipalities supported with the implementation of the Disaster Risk Management Strategy	Nil	Output	Non-Cumulative	Quarterly	Senior Manager: Policy & Planning
Disaster Management	Regular forecast of anticipated impacts of climate change and response plan (DM 1, DM 2, DM 10)	To ensure that stakeholders are updated on anticipated weather forecasts and that they have relief measures to support affected communities at speed	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster	documentary (reports/ spreadsheets etc)	Count the reports on support provided with mobilization of emergency relief measures	Nil	Output	Non-cumulative	Quarterly	Senior Manager: Policy & Research

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			risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002									
	Number of functional Municipal Disaster Management Centres (DM 8, DM 9)	All the Disaster Management Centres (Provincial/Metro/District) in the province have been established and is functional in terms of the Disaster Management Act, 2002.	To ensure an efficient, effective, integrated and coordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of provincial disasters that occur in the province		Count the number of documentary (reports/ spreadsheets etc)			Count the number of functional Municipal Disaster Management Centres	Quarterly	No	10 districts plus 1 metro	Senior Manager: Disaster Management Operations
	Provincial Fire brigade services established by target date (DM 6, DM 7))	• Personnel assigned to perform Fire & Emergency Rescue services functions	Provincial Fire Brigade services unit established to coordinate fire services activities in the province in terms of legislative requirements		Count the number of Provincial Fire brigade services established by target date			Nil	Output	Cumulative	1	Senior Manager: Disaster Management Operations
	Disaster Management	• Municipalities supported with establishment of Fire & Emergency Rescue Services	To ensure effective and efficient oversight and support of the management of fires in the province									
	Disaster Management	Average time taken to respond to disaster events	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		Count the number of documentary (reports/ spreadsheets etc)			Count the number of monthly incident reports processed	Non-cumulative	Yes	72 hours	Senior Manager: Disaster Management Operations

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IDP Co-ordination	Number of Integrated Provincial Development and Investment Frameworks implemented	The framework guides and tracks public and private spending in accordance with the PGDP, DGDPs and IDPs.	Public and private investments spatially referenced for ease of monitoring and alignment.	documentary	Count the number of reports produced	Nil	Output	Non-cumulative	Quarterly	Yes	1	Senior Manager: IDP Co-ordination
IDP Co-ordination	Number of municipalities supported with development of legally compliant IDP	Support to municipalities in the development of 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	Municipalities developing community responsive IDP's within legislated framework	IDP assessment and analysis reports	Count the number of municipalities supported with development of legally compliant IDP	Nil	Output	Cumulative	Quarterly	No	61	Senior Manager: IDP Co-ordination
IDP Co-ordination	Number of joint provincial service delivery forums supported	A forum facilitating joint planning between sector departments and municipalities in line with IDP priorities. Functionality – means meeting 80% of the performance indicators described in the Forums TOR.	Joint planning across the 3 spheres of government.	documentary	Count the number of Forums established & Functional.	Nil	Output	Non-cumulative	Quarterly	Yes	1	Senior Manager: IDP Co-ordination
IDP Co-ordination	Number of Draft Traditional Settlement Master Plans developed (IDP 5)	Plans will be drafted to achieve orderly planning in rural areas.	Plans aim to improve land use management thereby improving the quality of life in rural areas.	documentary	Count the number of plans developed.	Nil	Output	Non-cumulative	Quarterly	No	8	Senior Manager: IDP Co-ordination
IDP Co-ordination	Number of districts with Local Government shared services implemented (IDP 4)	Support districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS) Implementation- Means 60% adherence to an agreed business plans	Municipalities will improve their development planning capacity and be more effective in implementing planning legislation.	documentary	Count the number district families participating in DPSS	Nil	Output	Non-cumulative	quarterly	No	10	Senior Manager: IDP Co-ordination

PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL ADMINISTRATION

PROGRAMME (Sub- Programme)	PROGRAMME PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMIT S	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Institutional Management	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	To finalise the Bill on Traditional Leadership	documentary	Count the number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership	Nil	Output	Non - cumulative	Quarterly	Yes	1	Senior Manager: Traditional Governance
Traditional Institutional Management	Number of AmaKhosi installed (TIA 5 & TIA 6)	To measure the number of amaKhosi who have been customarily installed	To establish the number of amaKhosi that are fully recognised customarily by His Majesty the King	Physical : photographs of the event	Count the number of amaKhosi installed	Nil	Output	Non - cumulative	Monthly	No	7	Senior Manager Traditional Governance
Traditional Institutional Management	Number of AmaKhosi recognised (TIA 5 & TIA 6)	To establish the number of amaKhosi recognised by the Provincial Executive Committee as per Legislation	To establish the number of legally recognised amaKhosi	Physical: Cabinet decision matrix & Cabinet resolution	Count the number of amaKhosi recognised	Nil	Output	Non - cumulative	Monthly	No	7	Senior Manager Traditional Governance
Traditional Institutional Management	% of Dispute claims finalised	To ensure finalisation of traditional leadership dispute and conflict in the province	To resolve traditional leadership and land boundary dispute	documentary	Count the number of investigations conducted	Nil	Output	Non - cumulative	Quarterly	Yes	100%	Senior Manager Dispute Resolution
Traditional Institutional Management	Number of research studies conducted in support of the establishment of a learning institute for Traditional Leaders	Conduct research studies to support the establishment of a learning institute for traditional leaders	Finalisation of the establishment of a learning institute for traditional leaders	documentary	Count the number of research studies conducted in support of the establishment of a learning institute for Traditional Leaders	Nil	Output	Non - cumulative	Quarterly	Yes	1	Senior Manager Traditional Governance
Traditional Resource Administration	Number of skills audits conducted	Conduct skills audits in districts to identify areas for capacity building	Inform the development of a Capacity Building Strategy that is aligned to the Provincial Strategy	documentary	Count the number of skills audits conducted	Nil	Output	Non - cumulative	Quarterly	Yes	11	Senior Managers: Traditional Resource Administration

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Traditional Resource Administration	Number of capacity building programmes aligned to the Provincial Capacity Building Strategy	Align Capacity Building Programmes to the Provincial Strategy	To capacitate traditional institutions in line with the Provincial Capacity building strategy	Count the number of capacity building programmes aligned to the Provincial Capacity Building Strategy	Nil	Output	Non - cumulative	Quarterly	Yes	1	Senior Managers: Traditional Resource Administration	
Traditional Resource Administration	Number of Amakosi attending the UKZN Advanced Leadership Programme (TRA 4 & TRA 8)	To support Amakosi by providing a platform to advance their leadership skills	Capacitate Amakosi on Leadership Skills	Count the number of Amakosi attending the UKZN Advanced Leadership Programme	Nil	Output	Non - cumulative	Quarterly	No	20	Senior Managers: Traditional Resource Administration	
Traditional Resource Administration	Percentage of approved cultural platforms supported	Support approved cultural and customary programmes	Promote cultural and customary way of life	Count the number of approved cultural platforms supported	Nil	Output	Non - cumulative	Quarterly	Yes	100%	Senior Managers: Traditional Resource Administration	
Rural Development Facilitation	Number of municipalities with the participation of traditional leaders (RDF 1)	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 58 Municipal Councils. Tracking and reporting on the status of Ubukhosini existence in the other three municipalities will be done.	Complementing representative government with a system of participatory governance for sustainable service delivery and development in traditional communities	Quarterly reports on attendance and vacancies; and attendance registers	Count the number of municipalities reported on	Nil	output	Non-cumulative	Yes	58	Senior Managers: Rural Development Facilitation	
Rural Development Facilitation	Number of Local Houses supported on the establishment of partnerships (RDF 2)	Professional support provided in relation to the partnership framework preparation and support for roll out coupled with facilitated service delivery consultative sessions.	The promotion of partnerships for optimum service delivery in traditional communities	The developed partnership framework, attendance registers and reports	Count the number of Local Houses supported	Nil	output	Non-cumulative	Yes	11	Managers: Rural Development Facilitation	